

HEC
PARIS

School of Management
Executive MBA

View

Learn



May 14 to 19, 2006

A 5-day Extensive Business Case-Study



Comprehend *INDIA* 3

Understanding Business in an Emerging Economy



Mega Ace Consultancy

India | U.K.



Art of Business in an Emerging Economy

Economic liberalisation and rapid globalisation have thrown open immense opportunities for countries in the developing world, particularly in Asia, making it one of the most rapidly growing regions of the globe.

Today global corporations look towards India as one of the most strategic locations for investment and business growth. Mega Ace Consultancy brings to business leaders a unique capability building programme entitled Comprehend India. Drawn from the years of experience of working with corporate entities and academic institutions, across the globe, Mega Ace has specifically designed Comprehend India to meet the needs of international executive MBA programme participants.

Comprehend India is an extensive yet highly intensive case-study programme spread over 5-days. The programme comprises a range of workshops, panel discussion, strategy lectures and company visits providing insights to participants on various aspects of business management and economic growth of India. During the 5-days participants also travel through some of the most varied cities of modern India; cities that are socio-economic melting pots in a country of tremendous cultural diversity yet have come to symbolize the economic growth and potential of the Indian nation.

Comprehend India will bring to participants an opportunity to view, learn, meet, interact and brainstorm with some of the leading luminaries and thought leaders from the economic and corporate world on business strategies for an emerging economy.

The lectures and company visits have been structured to help participants gather an in-depth knowledge of the working of one of the most rapidly emerging and diverse economies of the world. The programme will thus provide participants an insight into how business gets conducted in a fast developing, environment of socio-cultural diversity.

Questions that Comprehend India 3 will seek to focus upon are

- Shifting focus to India- What makes India attractive for global enterprises?
- How does the Indian economy work? What are the factors that drive productivity in the country
- What are the changing dynamics of business management in India moving from regulation to liberalisation?
- Where is the Indian economy headed for? It is true that India has leapfrogged in the services sector? Is such leapfrogging ideal of new economies to garner growth?
- Role of technology and innovation in accelerating economic growth in India? Strategies to maintain acceleration.
- The aspects of cultural diversity in an emerging economy and what it means to business strategy?
- What are the experiences of multi-national companies and their international managers have in India which can be similar in other emerging countries of a similar milieu? How do international managers manage people from a widely disparate socio-linguistic background?
- Indian consumers; how do multi-national corporations understand the Indian market physics
- What makes BPO operations a thriving business proposition for Indian business?
- BPO to KPO- How can India use its inherent advantages to leapfrog into the next level of services?
- What are the intricacies of setting-up business operations in India and what focus strategies need to be adopted?

Comprehend *INDIA* is designed to ensure that as participants return to join their corporate life, this experience of studying a fast developing country will help them add value to their businesses in terms of future business avenues and planned investments in emerging economies.



Prof. Jean-Marc De LEERSNYDER
Associate Dean of the Executive MBA
HEC School of Management
Paris

"The Comprehend India study trip to India is a great opportunity for the Executive MBA programme participants to understand the economic development achieved in India whose culture is unlike ours. This visit will help the participants to interact with Indian company executives to understand their approaches in managing companies in socially and culturally diverse environment".

Prof. Jean-Marc De LEERSNYDER; Professor at the HEC School of Management, Paris and Associate Dean of the HEC Executive MBA is an expert in strategy and marketing management. A versatile speaker, he is widely traveled and has addressed forums and sessions in various countries across Europe and south-Asia including Japan. A prolific researcher and writer, he has authored various books, articles and working papers. His main areas of interest and teaching include European Management, Financement du Commerce extérieur, Export Management, International Marketing and Affaires Internationales. Prof. LEERSYDER has visited India on various occasions. He accompanied the Executive MBA delegates of Comprehend India from the HEC School of Management, Paris, in October 2005.



Prof. Poonam Kumar
Founder-Present Chairperson
Mega Ace Consultancy
India | UK

"Over the years Mega Ace has built a niche in associating with world renowned institutions seeking to bring about the delivery of its corporate vision of aligning academic knowledge to corporate realities. As India attains rapid growth, I believe that the "Comprehend India" Visit Programme will help generate greater interest among global business leaders to understand the economic potential and success strategies for India".

Prof. Poonam Kumar; with over three decades of both academic and corporate experience is the founder-Chairperson of Mega Ace Consultancy. A Harvard Business School alumna, she is an organisational, business and policy consultant and is empanelled with various multilateral organisations and international funding agencies for consulting. A member of various professional and industry bodies, she is also on the Board of various Indian & international companies. She has been a consultant to various governments and private sector clients from around the world in areas of trade and investment policy development, business strategy, sectoral policy, organisational development and capability building. The current focus of her consulting work is in areas of competitiveness development among the SME sector through the adoption and integration and suitable technology and governmental policies. A versatile speaker; she has been a post-graduate faculty in the University of Mumbai. She is regularly invited to deliver lectures at various management institutes of international repute on strategy issues and has presented papers on a wide range of topics at national and international forums. She has recently addressed the *Business Action in Asia* Conference in London (February 2006) jointly organised by Commonwealth Business Council and DFID as a prelude to *Asia 2015* and was jointly organised by Commonwealth Business Council and DFID. She was also invited to address a "mini-hearing" of the European Parliament in Brussels (May 2006) as an expert on Indian business.



Strategy Lectures on *Art of Business Management in an Emerging Economy*

Strategy Lecture I

Leader Enterprises: Changing Dynamics of Management in India *Post Liberalization*

Over the past decade and a half, India has seen a wave of privatisation effort among public sector companies in the country. Some among them are leader enterprises. Resulting from this privatisation wave has been a paradigm shift in the philosophy of modern day business management in India. A change of such dynamic measure in business management has immense impact on the economies of emerging nations. *Strategy Lecture I* will seek to bring to participants of Comprehend India-3 a greater and in-depth understanding of the changing face of management culture of Indian companies particularly in a globalised economic environment.

Strategy Lecture II

Technology and Innovation: Accelerating Economic Growth in India *A Service Sector Revolution*

Services sector in India is today a major source of economic growth. The high growth of services output in the 1990s was mostly due to the rapid expansion of communication, banking, business services (including the IT sector) and community services. India is emerging as a global IT superpower. In an emerging economy like India, a continuous focus on innovation is necessary to sustain economic development. *Strategy Lecture II* will provide participants with insights on how technology and innovation has led to acceleration in economic growth in India.

Strategy Lecture III

India Back Office Leader of the World: *BPO/KPO led economic surge*

India's transition from being a major Business Process Outsourcing (BPO) destination to a Knowledge Processing Outsourcing (KPO) destination is imminent. Today, India is set to become the most preferred destination for knowledge based enterprises. Given the large pool of chartered accountants, doctors, MBAs, lawyers and research analysts, India will dominate the Knowledge Process Outsourcing (KPO) sector of the world by 2010. How does India use this inherent advantage to leapfrog into the next level of delivering outsourced services? *Strategy Lecture III* will provide participants with a perspective.

Strategy Lecture IV

Strategies for growth in an Emerging Economy *Handling the Consumer Market in India*

The consumer market in India has gained more importance than ever before. *Strategy Lecture IV* will provide participants with a perspective on strategies being adopted by multi-national corporations in India, across the various sectors aimed at tapping the huge potential that the Indian consumer market holds. With over three million retail outlets in the country, foreign corporations entering the market are seeking to adopt more and more specific and sophisticated product development and marketing strategies. Today, strategies are adopted with consumers forming the most vital part of all aggressive marketing efforts.

Strategy Lecture V

Models of Inbound Investment *Strategies for Setting up Business Ventures in India*

Strategy Lecture V will provide participants with an insight into the various regulatory, legal and strategic aspects of launching business in India particularly in the backdrop on the systematic and phase-wise reforms happening in the country. In a highly growth oriented environment, investment decisions calls for meticulous planning and strategy adoption. The Lecture will touch upon the various legal and regulatory intricacies of initiating business in an emerging country including the options, process and timelines for starting business operations.

Special Lecture on

India as the Centre of Global Economic Gravity

India's economy is on the fulcrum of an ever increasing growth curve. With positive indicators such as a stable annual growth, a rising foreign exchange reserves and booming capital market, rapid flow of foreign direct investment, and a surge in exports, it is easy to grasp why India is being considered as most the new centre of global economic gravity. With consistent and overall growth seen for over a decade, projections are now being made that in 20 years, India will be the third largest economy after China and US. India has arrived on the world stage. With an economy showing positive trends in all directions, India is an important and strategic investment destination for leading corporations around the world.

With a wide portfolio of opportunities both in the manufacturing and services sector, companies from around the world are seeking avenues for investments in the country. Over the past decade of liberalisation, the country has demonstrated the potential to maintain a steady pace of growth, unaffected by economic and political turmoil in the Asian region. Faced by the vicissitudes of globalisation, countries in Asia opened up their economies creating dramatic upheavals, India however succeeded in maintaining a steady and phased approach to reforms. The Keynote Address will provide participants with a clear insight on this growing economic importance of India as a focus destination of the world, and what makes it the centerpiece of global economic and business strategy.



Company Visits at Mumbai, Bangalore & Mysore

Tata Consultancy Services in Mumbai on Monday, May 15, 2006

Tata Consultancy Services Limited (TCS) is the world-leading information technology consulting, services, and business process outsourcing organization enabling companies to operate more efficiently and produce more value. Having commenced operations in 1968, when the IT services industry did not exist as it does today, the company today has presence in 34 countries across 6 continents, & a comprehensive range of services across diverse industries. Today TCS is one of the world's leading Information Technology companies in the world with six of the Fortune Top 10 companies as customers. TCS is part of one of Asia's largest conglomerates - the TATA Group.

Nicholas Piramal in Mumbai on Monday, May 15, 2006

Nicholas Piramal India Limited is one of India's largest companies with an unmatched record of managing JVs/Alliances/Partnerships, and a proven commitment to IPR. With strong brand management and sales capabilities, an US FDA site-approved plant for on-and-off patent APIs and Intermediates, Basic Research, Process Innovation, Custom Chemical Synthesis, Formulations R&D, NDDS, and a world-class, accredited Clinical Research Organisation, NPIL is poised to emerge as India's pharma powerhouse. The company was formed when the Piramal Group acquired Nicholas Laboratories, a small formulations company in 1988 from Sara Lee. It has followed a multi-pronged strategy to integrate and maximize synergies with the planned acquisitions and develop and consolidate its major strength in marketing to therapeutic niches.

Nutan Mumbai Tiffin Box Suppliers' Association (NMTBSA) in Mumbai on Tuesday, May 16, 2006

With their name in "Guinness Book of World Records" and also registered with Ripley's "Believe it or Not" the lunchbox carriers of Mumbai, ('dabbawalas' as they are popularly called) are a group of illiterate or semi-literate low-tech, high-touch, super-effective organization called Nutan Mumbai Tiffin Box Suppliers' Association. Started in 1890 the dabbawalas with an employee strength of 5000 handle 2,00,000 Tiffin Boxes each day which is 4,00,000 transactions every day and deliver tiffins in a total area of 60 to 70 Kms within 3 hrs daily. Various elite management schools from India and abroad, among them the Harvard Business School and Indian Institute of Management, Ahmedabad, have studied the 'dabbawalas' for their business as a model of excellence particularly in the area of supply-chain management.

Bombay Stock Exchange in Mumbai on Tuesday, May 16, 2006

Popularly known as the BSE, it began when an informal group of 22 stockbrokers started trading under a banyan tree from the mid-1850s, each investing a (then) princely amount of Rupee 1. This informal group of stockbrokers organized themselves as The Native Share and Stockbrokers Association which, in 1875, was formally organized as the Bombay Stock Exchange (BSE). It is the oldest Stock Exchange in Asia, even older than the Tokyo Stock Exchange. There are around 3,500 Indian companies listed with the stock exchange, and has a significant trading volume. The BSE SENSEX (SENSitive indEX), also called the BSE 30, is a widely used market index in India and Asia.

MphasiS in Bangalore on Wednesday, May 17, 2006

MphasiS - a global IT and BPO service provider, assists its clients in innovating and streamlining their business processes by offering custom solutions for technology and operations outsourcing. The Company's expertise is focused on financial services, logistics and technology verticals and spans across architecture, application development and integration, application management and business process outsourcing, including the operation of large-scale customer contact centers. MphasiS specializes in multi-channel solutions, which optimize sales and service processes from a cost and quality perspective. Besides an onsite presence at key locations, the Company has an extensive offshore infrastructure for IT Development and Business Process Outsourcing with centers in India, China and Mexico.

Société Generale Global Solution Centre in Bangalore on Thursday, May 18, 2006

SG GSC, previously known as Societe Generale Software Asia Pvt Ltd (SGSAP) was established at Bangalore in 2000, to serve as a knowledge centre & Global centre of Excellence catering to financial software, R & D, IT consulting and project management needs of the Société Générale. The company has executed projects primarily in the Investment Banking Domain & built a thorough knowledge of the businesses. With a 300 strong team the Centre has started diversifying its activities across the Group so as to provide the group good competitive advantage.

Repol Limited in Bangalore on Thursday, May 18, 2006

Founded in 1973, Repcol Limited is a public Australian financial services company listed on the Australian Stock Exchange. Repcol's principal activities are the purchase and recovery of distressed unsecured consumer debt (typically credit card type products). The company has purchased approximately USD \$ 750 m (face value) of Australian debt over the past four years. The company has operations in Perth (Western Australia), Brisbane (Eastern Australia) and Bangalore (India). Repcol's largest clients and investors are GE Finance and Cargill Financial Services International Inc. Other Repcol clients include Australia's largest banking and finance organisations. In December 2004, Repcol won a prestigious three year Australian Federal Government Research Grant in concert with Curtin University of Technology and Louisiana State University for its expertise in offshore business process outsourcing for small to medium sized enterprises.

TVS Group in Mysore on Thursday, May 18, 2006

The TVS Group is one of India's largest industrial conglomerates. TV Sundram Iyengar and Sons Limited, established in 1911, is the parent and holding company of the TVS Group. The largest automobile distribution company in India, TVS & Sons has an annual turnover exceeding US\$ 450 million (over Rs. 16,000 million). With a workforce of over 5000, TV Sundram Iyengar and Sons Limited operate through the three following divisions. TVS and Sons distribute Heavy Duty Commercial Vehicles, Jeeps and Cars. It represents premier automotive companies like Ashok Leyland, Mahindra and Mahindra Ltd., Fiat and Honda. It also distributes automotive spare parts for several leading manufacturers. TVS & Sons has grown into a leading logistics solution provider and has set up state-of-the-art warehouses all over the country.



LEADERS

Mr. M. Damodaran, Chairman of the Securities and Exchange Board of India (SEBI) the country's financial market watchdog, holds one of the most challenging jobs in the country. He has previously served as the Chairman and Managing Director of UTI Asset Management Company, and administrator of UTI's specified undertaking in 2001. He has also been the Chairman of Industrial Development Bank of India. During his tenure at IDBI, he has been conferred the "Finance Man of the Year 2004 Award" by Bombay Management Association (BMA) in recognition of his noteworthy contribution towards strengthening key financial institutions and thereby contributing to the continued stability of the financial sector. A diplomat from the IAS cadre, he also served tenure as officer on special duty (OSD) with the Reserve Bank of India dealing primarily with the restructuring of three identified weak public sector banks prior to his role as UTI chairman. Earlier, he was Joint Secretary (Banking Division), Ministry of Finance for five years.



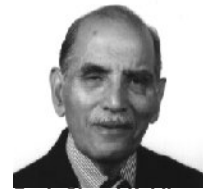
M. Damodaran

Mr. Subodh Bhargava Chairman of Videsh Sanchar Nigam Ltd. (VSNL) and also Wartsila India Ltd. and Director on the respective Boards of several Indian Corporates. He retired as the Group Chairman and Chief Executive and is now the Chairman Emeritus, Eicher Group. He has been President of Confederation of Indian Industry (CII) and various other Associations. Founded over 110 years ago the CII is a non-government, not-for-profit, industry led and industry managed organisation, playing a proactive role in India's development process. He has been closely associated with technical and management education in India, and was the Chairman of the Board of Apprenticeship Training and Member of the Board of Governors of the University of Roorkee, the Indian Institute of Foreign Trade, New Delhi; and the Entrepreneurship Development Institute of India, Ahmedabad and the IIM, Indore to name a few educational institutions that he is associated with.



Subodh Bhargava

Dr. Faqir Chand Kohli is the Deputy Chairman of Tata Consultancy Services; a company he joined in 1969 as a General Manager. Dr. Kohli has been with the esteemed Tata Group since 1951 working in various companies of the group in various capacities. Having completed his Electrical Engineering from Queen's University, Canada he joined the Massachusetts Institute of Technology, Cambridge, USA, where he received his MS degree in Electrical Engineering. Dr. Kohli returned to India in 1951, and joined Tata Electric Companies. He has also worked as consultant to Tata Consulting Engineers. He became Director of Tata Electric Companies in 1970. He moved to Tata Consultancy Services in 1969 and has since become its Deputy Chairman. TCS was set up to take part in IT development. TCS carried out complex assignments for banks, telephone companies and the government in early 70s and has since then pioneered India's IT Revolution and helped the country to build the IT Industry. A visionary and pioneer by nature, he is acknowledged as the 'Father of the Indian Software Industry' and has received many awards including the prestigious Dadabhai Naoroji Memorial Award in 2001. He was conferred India's third-highest civilian honor, the Padma Bhushan in the year 2002



Faqir Chand Kohli

Mr. Jerry Rao is the Chairman and CEO of Mphasis. Mr. Rao is the winner of the 'Ernst & Young Entrepreneur of the Year Award' in the Technology category in two locations (India and New York). Prior to founding Mphasis, Mr. Rao has held several positions in Citicorp. In a career spanning over 20 years, he has served in various capacities in Asia, Middle East, Europe, South America and North America, including Head of Development Division of Citicorp and Chairman and CEO of Transaction Technologies Inc. based in California. In 1998, he left Citicorp to start Mphasis Corporation, a California based Software Company that subsequently merged with BFL Software in 2000. He is also on the Board of the various companies and not-for-profit organisations which include Cadbury India, Gabriel India, Arvind Mills (India's largest Textile Company), Royal Orchid Hotels and Infrastructure Development Private Equity and Development Gateway Foundation (Washington D.C.); India Foundation for the Arts (Bangalore); IIM Ahmedabd Alumni Trust; Sujaya Foundation (Mumbai); Mathematical Sciences Foundation (Delhi).



Jerry Rao

He has a Masters Degrees from the University of Chicago and the Indian Institute of Management, Ahmedabad. Mr. Rao has been a visiting lecturer at the Indian Institute of Management, Ahmedabad. Jerry is also the past Chairman of NASSCOM the Indian Software Industry's Chamber of Commerce.



Sunil K. Alagh

Mr. Sunil K. Alagh; Chairman of SKA Advisors (P) Ltd., a business advisory / consultancy service with an emphasis on marketing and brand building strategies. A MBA from I.I.M., Calcutta, he has worked with ITC Ltd., Kolkata, Fritz & Singh (P) Ltd., Delhi and Jagatjit Industries Ltd., Delhi in various positions of Sales and Marketing between 1968 and 1974. He joined Britannia Industries Ltd. as Group Product Manager in 1974, and was elevated to the Board in 1984. He is President of the All India Management Association, Delhi. He is also Member, Board of Governors of the Indian Institute of Management, Bangalore. He is Vice-Chairman Principal of Tamara Capital Advisors Pvt. Ltd., Mumbai. He is a Director on the Board of GATI Ltd., Secunderabad, United Breweries Ltd., Bangalore & IL&FS Investsmart Ltd., Mumbai. He is also Member of the Governing Board of the Indian Music group of St. Xaviers College, Mumbai.



Sujjain Talwar

Mr. Sujjain Talwar; qualified Solicitor in India and England & Wales and has over 16 years of experience as a lawyer and has worked extensively on private sector participation initiatives in various infrastructure sectors in India and internationally. As partner of Economic Laws Practice, Mr. Sujjain Talwar heads the infrastructure and the corporate team. He provides guidance and focus to the infrastructure, project finance and corporate practice groups. He has, in the past, worked with Crawford Bayley & Co., Mumbai, Pinsent Masons (then known as Masons Solicitors), U.K. Mr. Talwar acts for several multinational companies including several French companies such as Accor, Publicis, Degremont and CMA-CGM.



Scott Linklater

Mr. Scott Linklater; Chief Operating Officer and the Head of Collections for the Repcol Group of companies. Prior to joining Repcol Scott worked with American Express where he was the Director & Head of Regional Collections-Risk Operations for Japan, Asia Pacific & Australia region. He was one of the pioneers of offshore collections with American Express. With Repcol, Mr. Linklater is responsible for all of the collections activity within the Group (incorporating Repcol India, Repcol Western Australia and Repcol Eastern Australia). As a career collector his approach is a very hands-on and interactive management style. His educational background includes a Bachelor of Science degree (Mathematics & Statistics/ Forensic Sciences) and a Bachelor of Law & Justice. Mr. Linklater spends most of his time working with the Repcol India office in Bangalore.



Ramesh Kumar

Mr. Ramesh Kumar; has been with Societe Generale, since 1997 driving organisation with a strategic vision and enabling the investment bank with innovative technology solutions. He has taken over as the CEO of Societe Generale Global Solution Centre since July, 2002 and under his leadership, the company has grown from a development centre to a knowledge Centre to establish availability of larger specialist resource pool providing various mission critical services to the Societe Generale Group. He firmly believes in driving organisation by its core values and shaping highly charged teams and leaders. Prior to joining Societe Generale, he spent several years with MNCs in India, rolling out enterprise wide technology solutions and enabling the organisation to become more IT Savvy. He holds a MBA degree and Post Graduate Diploma in Business Management.



Bandi Ram Prasad

Dr. Bandi Ram Prasad; Chief General Manager, Knowledge Management with responsibilities of economics and research, financial training, index services, information and international relations at the Bombay Stock Exchange. Dr. Prasad joined as Chief Economist of the BSE in January 2001, and prior to this, he was the Chief Economist at the Indian Banks' Association where he was responsible for a number of initiatives on policy debate and perspectives on practice and developing Bank Economists' Conference. He did consulting for Food and Agriculture Organisation of the UN for workshop in Rome and a project on rural financial training in Zambia. He has prepared discussion papers for World Federation of Exchanges and the South Asian Federation of Exchanges. He has also been the resource person for various international workshops conducted by GTZ, IFAD and the Asia Pacific Rural and Agriculture Credit Association. He has more than two decades of experience covering commercial banking, rural finance and securities markets. He is widely traveled and has contributed various articles in major financial newspapers in India.



Ramani A Aiyer

Dr. Ramani A Aiyer; Senior Vice President, Strategic Planning, R&D at Nicholas Piramal India Limited, Mumbai. His responsibilities include Business Development & Licensing and Project Management of new drug discovery and development programs. Dr. Aiyer has over 17 years of experience in the biotechnology industry in the USA. He has held senior positions in R&D and Business Development at biopharmaceutical companies including Genentech, LifeScan (Johnson & Johnson) and Sugen (Pharmacia/Pfizer). He received MBA from University of California, Berkeley, has a PhD in Biochemistry from Harvard University, and did post-doctoral research at Stanford University.

Participants List Comprehend *INDIA 3*



Sylvie GUEYE
Director Centre Méditerranée HEC
HEC School of Management



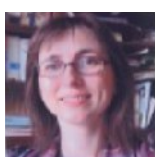
Sandrine CADUC
Consultant
Life Science Innovative SME's
Consulting



Bruce ANDRIEUX
Chief Executive Officer
AGILIS FORMATION
Training Center Private High School



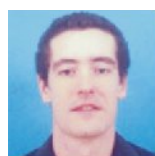
Francois-XAVIER CARDON
Head of Financial Services
CHARGEURS
Holding



Francoise ARBELOT
Projects & Planification Director - Shared services
SEJER
(Editing)



Roque CARMONA
Sourcing Director
GE ENERGY PRODUCTS France SNC
Energy



Arnaud BARBOTIN
Consulting Manager
AMDOCS France SAS



Claudine CATINAUD
HR Reporting Manager
VINCI
Consulting



Nathalie BAUDRY
Advocate / Partner PARIS
SCP GILDAR GUILLAUME & ASSOCIES
Labor & Business Law



Frederic CHARRIER
Manager of Sales Technical Support
NEUF TELECOM
Telecom



Catherine BORG-CAPRA
Director of Industrial Operations
HYBRIGENICS
Biotechnology



Laurent CLAISSE
Business Unit Manager
DANAHER CORPORATION
Industrial Equipment Manufacturer



Hubert BOYER
General Manager
LYOVEL
Vending Machines



Isabelle DE CARMANTRAND
Deputy General Manager
FORTE PHARMA
Food Complements



Veronique BRECHET
Human Resources Director
ERNST & YOUNG
Consulting



Joseph DUVAL
Director of Financial Control
TREVES
Automotive Industry



Olivier BRUSSON
Tax Director Group
GROUPAMA SA
Insurances



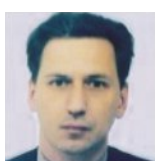
Stephane GAULTIER
CEO
EDITION.FR
Multimedia for Education



Veronique HERMET
Statutory reporting Director
EDITIS
Edition



Victoria KEMANIAN
Managing Director
LATITUDE Sarl
Management Consulting



Mathias LEVY-NOGUERES
General Secretary
**CIL du Val-de-Marne and CIL
de Seine-Saint-Denis**
Social Housing



Berengere MALIN
Managing Consultant
Marketing/CRM
CAPGEMINI CONSULTING
Consulting



Amélie MARQUES
Own Retail Manager
VILLEROY & BOCH Arts de la TableT
Production and Distribution of Tableware Items



Phillippe MARTINEZ
General Manager
RANA France
Production and Commercialisation of Fresh Pasta



Luc MERLIN
Key Account Manager
ASSURANCE CREDIT RHONE ALPES
Broker Specialized in Credit-Insurance and Factoring



Herve MOLLIER
Sales & Marketing Director
GROUPE JEAN CABY
Food Industry



Laurent NAHON
Financial and Administrative Director
FONGECIF Ile de France
Professional Training Continue



Frederic ONDET
Financial and Human Resources Director
GEDEX GEDIMAT
Distribution



Marie-Helene PEBAYLE
Financial Controller
DISTRILAB INDUSTRIE
Wholesale Trade in Industrial Goods



Alain PECHEUR
Head of Financial Services
CFAO
Distribution



Denis PINOTEAU
Chief of staff
French-German Brigade/110th Infantry Battalion
ARMY



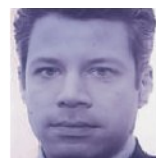
Karim REMTOULA
CFO
ENERGIE DU MALI SA
Energy and water



Patrick ROBUCHON
R&D Manager
ELNO SN
Electroacoustic



Emmanuel RONDEPIERRE
Group Director
BANQUE DE BAECQUE BEAU
Bank



Marc SAILLON
Development & Real Estate Director
GROUPE ALMAGE
Nursing Homes



Herve SOLUS
Business Development Manager
EGG BANKING PLC
Bank



Michael VAN DER PLOEG
Finance Director Netherlands & Commercial Finance
Controller Northern Europe
United Biscuits
Food (Biscuits)

Glimpses from the Past

Comprehend **INDIA** 1

May 23 to 27, 2005



Hon. Finance Minister of India
Mr. P. Chidambaram at the CEOs
and Business Leaders Seminar held in New
Delhi as part of the
Comprehend India Programme

Panelist at the Discussion in Khandala
(R to L) Mr. Jeff Sage, Prof. Poonam Kumar,
Mr. Prem Mehta,
Mr. Jerry Rao and Mr. Deepak Roy



Section of the audience at the
Seminar on Business
Dynamics in India- Post
Liberalisation in Mumbai

Mr. Hans-Michael Huber,
MD & CEO addressing
delegates during their visit
to Daimler Chrysler in Pune



Prof. Poonam Kumar addressing
delegates at the Seminar on
Business Dynamics in India-
Post Liberalisation
in Mumbai

Mr. Jeff Sage, COO making a presentation
to the participants during their visit to Tata
Technologies in Pune.



Participants with
Mr. J.C. Khurana (centre)
Director General,
Centre of Corporate Governance, India.

Participants of the programme during
their visit to Tata Motors in Pune



Mr. Suhail Nathani at the
Workshop on How to Set-up
Business in India

Participants during their
visit to site-seeing tour to Jaipur



Glimpses from the Past
Comprehend INDIA 2
 October 10 to 14, 2005



Mr. Shailesh Haribhakti seen lighting the lamp at the Seminar and Reception held in Mumbai. Also seen (R to L) Mr. Martin Kriegner, Prof. Poonam Kumar and Prof. Jean-Marc De LEERSNYDER.



Participants at the Bombay Stock Exchange in Mumbai during their visit



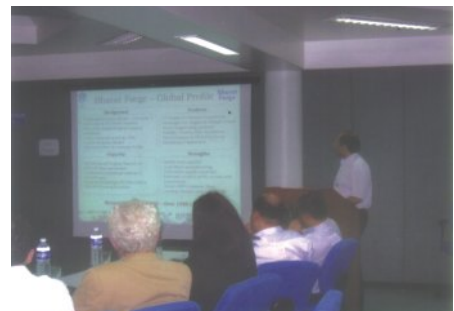
Participants see the Mumbai Dabbawallas in action



Participants during their visit to Tata Technologies in Pune



Prof. Poonam Kumar introducing Dr. Prakash K. Pispati & Mr. B. P. Bam to the Participants.



Mr. Amit B. Kalyani, Executive Director, Bharat Forge in Pune



Prof. Poonam Kumar introducing Mr. Suhail Nathani at the workshop on How to set up business in India.



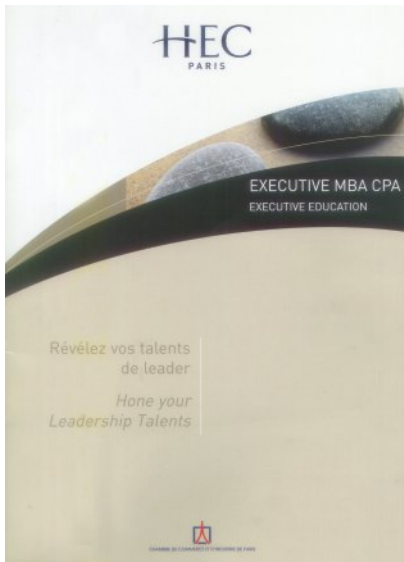
Participants outside Mphasis BPO in Pune during their company visit



Dussehra celebrations at Khandala, Participants of the Comprehend India 2



Participants during their site-seeing visit in New Delhi



HEC School of Management, Paris

Established in 1881, HEC School of Management is one of the leading Business Schools in Europe and is considered the leader in training the French elite.

The HEC Executive MBA Program trains high potential executives for general management responsibilities in the international context, by reinforcing their general vision of the company and strengthening their leadership skills.

The focus of its endeavour is to understand what executives choosing the programme expect to benefit from the training.

The executive MBA program seeks to develop a more global vision of their company while strengthening their leadership qualities.

The HEC Executive MBA program is highly esteemed by the heads of major companies precisely because of their strategic decision-making training and capacity to assimilate the most advanced management techniques successfully grooming managers into future leaders

The Executive MBA Program is fully accredited by the Association of MBA's (AMBA).

The Mission

Connecting with the corporate fraternity, to help them build a 'niche' through excellence in their areas of operation and convert their vision into a reality.

The Logo



The visual representation of Mega Ace stands for productive interaction between varied forces. The manner in which the two colours are juxtaposed to form a circle, suggests productive interaction between varied forces. The three horizontal lines of slightly varying lengths that pierce through the circle, denote initiative & action, movement & growth.

Mega Ace Consultancy

A rapidly growing management and project advisory services company, Mega Ace Consultancy has its offices in India and UK. Mega Ace has consistently built upon its international delivery capabilities with the reputation of handling assignments of highly diverse nature both in the private and public sector. Lead by our corporate mission of *aligning academic knowledge to modern day corporate realities*, Mega Ace has established a close association with academic, research and specialised training institutions worldwide. With a special focus on organisational development and capacity building which has been its core strength Mega Ace has been instrumental in bringing to India for the first time, the International Capital Markets Qualification examination in association with the Securities Institute of London which is supported by the Bank of England and the London Stock Exchange. Further, on the anvil of banking sector reforms in Nepal, Mega Ace tied up with the Nepal Rastra Bank (the Central Bank of Nepal) to organize a series of intensive seminars and extensive workshops over the past 5 years. Some of the recent projects undertaken by Mega Ace include competitiveness development in the Caribbean for the Commonwealth Secretariat and a research assignment on various aspects of developing economies in Asia for the Commonwealth Business Council.

Mumbai Office :

68-B, Mittal Tower, Nariman Point Mumbai 400 021, India Tel: +91-22-22812298, 22815126 Fax: +91-22-22812305

London Office :

10, Middle Field, St. Johns Wood, London NW8 6NE, U.K. Tel: +44 207 722 7176