



DECCAN DIALOGUE

**CRISIS AND COOPERATION:
IMPERATIVES IN TIMES OF THE PANDEMIC**

CONFERENCE PROCEEDINGS

NOVEMBER 16, 2020

ABOUT DECCAN DIALOGUE

Deccan Dialogue is an initiative of Indian School of Business (ISB), supported by the Ministry of External Affairs (MEA), Government of India.

Organised by ISB, Deccan Dialogue has become an annual flagship event aimed at promoting multi-stakeholder conversations on various aspects of diplomacy and India's external engagement. Deccan Dialogue brings together policy makers, representatives from business, diplomatic and strategic community, media, and academia on a common platform, to engage and deliberate on emerging aspects of diplomacy and development.

The first edition of Deccan Dialogue was held in 2018 on the theme 'decentralised cooperation' and the second edition held in 2019, focused on the theme 'diplomacy in the age of disruption'. Currently, we are indeed facing the heights of disruption due to the ongoing pandemic.

The third edition of Deccan Dialogue deliberated the theme of 'Crisis and Cooperation: Imperatives in times of the Pandemic'. It is imperative that all stakeholders keep pace with the changes and engage in a policy dialogue where international, national, and local stakeholders can come together to jointly address and respond to the crisis. This dialogue was organised on a digital platform.



INAUGURAL SESSION

CRISIS AND COOPERATION: IMPERATIVES IN TIMES OF THE PANDEMIC

Former External Affairs Minister Smt. Sushma Swaraj once said that discussions on foreign policy should not remain confined to a select few and that there is a need to take these conversations to villages and small towns, school classrooms and to vernacular media outlets. This is the only way to build a well-informed and democratic approach to foreign policy. She believed that such an approach would take into account the voices of all the stakeholders involved. In line with her vision, conferences like Deccan Dialogue are an important step in taking India's foreign policy in the right direction.



Professor Rajendra Srivastava

Dean and Novartis Professor of Marketing Strategy and Innovation, Indian School of Business

Dean Srivastava began the proceedings for the third edition of Deccan Dialogue by stressing on the need to leverage digital technologies in combination with India's incredible talent. Acknowledging the extraordinary events of the past year, he touched on the potential of tapping into the many opportunities presented by a crisis. Opportunities such as possibly turning India's huge network of healthcare professionals into the caregivers of the world.

Expanding on the many considerable opportunities India presents, he spoke about the education sector and, at USD 27 billion, the enormous expense India incurs for an overseas education. If this expense could instead be invested in building up Indian universities, it would create a large asset for the nation and increase Indian soft power on the global stage.

He also spoke about the possibility of fortifying the strength of our educational institutions by combining and amplifying the technological talent of IITs and other premier specialist schools alongside India's enormous management talent. He spoke about how the opportunity in the current crisis is to innovate with digital technologies and not only improve education at home, but to also go out and capture a bigger portion of the global education pie, taking India much further much faster.

Dean Srivastava highlighted in particular the role of the VAIBHAV programme spearheaded by the Prime Minister's office in empowering institutions like ISB and the IIMs. These institutions and others have created global leaders in the Indian diaspora and Indian institutions should with government support be facilitating wider collaboration with their counterparts in India.



Dr S Jaishankar

Hon'ble External Affairs Minister, Government of India

Hon'ble Minister of External Affairs, Shri S. Jaishankar started his address with a critical observation – foreign policy today extends beyond Delhi and the machinations of government. The world today looks far more international than it did before and India's embrace of it has been strongly facilitated by its wholehearted embrace of digital technologies.

He spoke about the diversity of perspectives one gets from visiting regions that are deeply enmeshed in the delivery of global IT services and pharmaceuticals, two critical high-growth sectors for India over the past few decades. In the current pandemic, this expertise has shone through in the creation of 15,000 dedicated facilities with 1.5 million isolation beds and more than a million Indians being tested daily at 7,000 centres across India.

On the tech front, he recognised the pioneering Aarogya Setu app that was created to facilitate contact tracing for hundreds of millions of Indians. This was backed by a growing social awareness, discipline and maturity that distinguished itself in comparison to many developed economies. Driven by exemplary leadership, these

factors all helped India cope better than many of its counterparts in the developing world.

Another standout development from the pandemic he spoke about was the Vande Bharat mission that helped over 2.4 million Indian expatriates return to India via land, sea and air. It sent a signal that India is at a place where it will not leave even a single Indian stranded abroad at a time of global distress. He also said that the government participated in extraordinary international cooperation to help over 1 lakh international visitors to return to their home nations.

He spoke about the vital need for India to understand what happens in the world at large and India's role in it. The world is increasingly open and emblematic of this openness is the conscious choice to do so, however there are challenges like climate change and pandemics that leave little room for choice and increase dependencies.

He expanded on the global challenges of openness by touching on our huge appetite for imports and how it has become a problem for employment in

India. He said the point we often miss when we speak about openness is that it happens against a backdrop of government controls - like non-tariff barriers and subsidies - and other ways in which state capital supports industries.

Creating Atmanirbhar Bharat, therefore he suggests, is one of the largest factors that will determine whether India can graduate to a first-class industrial superpower or not. We must make deep investments towards co-creating and developing our national capabilities in a way that keeps us both open to the world yet makes us more than just a market for the world to sell its products and services.

This is especially important he said when negotiating with the world on crucial global issues such as climate change on an equal footing. India for its part he said is making strides by pushing for a coalition for disaster-resilient infrastructure and initiatives like the international solar alliance that has been gathering much traction. The most critical challenge he concluded was to assert India's self-reliance without compromising its openness both through diplomacy and trade.



Sunil Kant Munjal

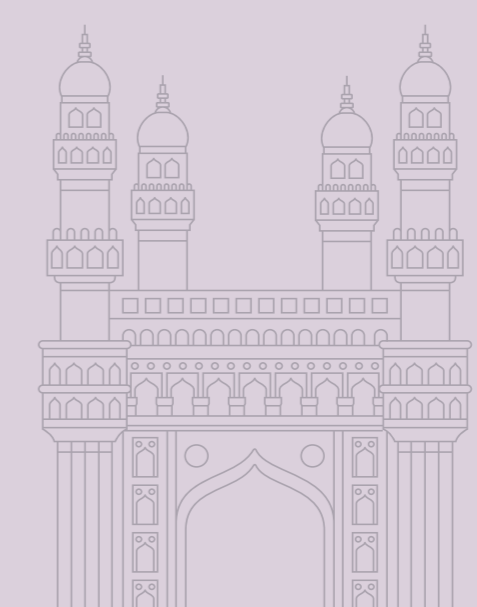
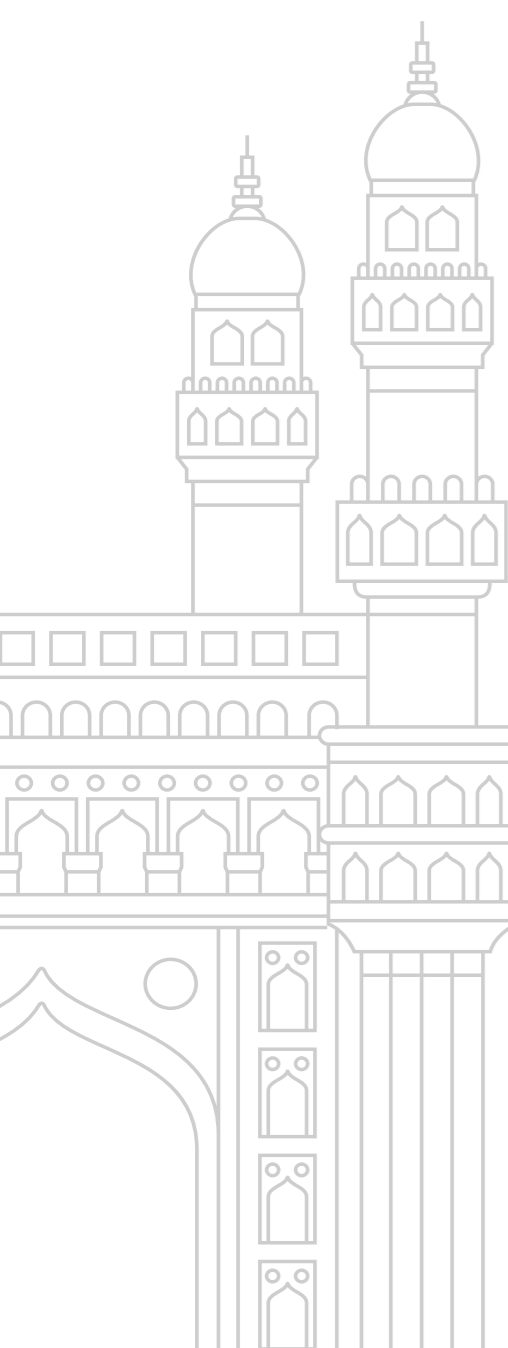
Member, Executive Board, ISB and Chairman, Hero Enterprise

The former chairman of Hero Enterprise commenced his speech with this striking extract from the Hon'ble External Affairs Minister Shri S. Jaishankar's book – "It is time to engage with America, manage China, cultivate Europe, reassure Russia and bring Japan into play". He reiterated the minister in saying that India's position in the world is being defined no longer by exchange of trade and technologies alone, but also by the significant role played by the exchange of superior knowledge.

He stressed the importance of diplomats trained in both the economy as well as the more traditional role of international relations. Echoing Dean

Srivastava, he brought up the need to bring the Indian diaspora into play to become a force multiplier in diverse ways that can help support the world and the part India can play in driving global initiatives. He commended the Indian government on pulling back from a regional zero-tariff agreement.

He ended his address by highlighting the fact that the real world operates across many disciplines. He suggested to the minister in his closing remarks that the Ministry of External Affairs partner with ISB to create a separate Centre of Excellence on 'Business and Diplomacy' to further encourage collaboration between disciplines.



DIALOGUE - I

INDIA'S CRITICAL ROLE IN 'HEALTHCARE DIPLOMACY: POLICY IMPLICATIONS'

The first edition of Deccan Dialogue held in 2018 focused on the theme of decentralised cooperation and the second edition held in 2019 focused on diplomacy in the age of disruption. Currently we are in the middle of a disruption caused by the ongoing pandemic. Therefore, the third edition the Dialogue, quite aptly, deliberated on the theme, Crisis and Cooperation, Imperatives in the times of pandemic. It is imperative for all stakeholders to keep pace with ongoing changes and engage in policy dialogues where international, national, and local stakeholders can come together to jointly address and respond to the crisis.



Moderator:
Govindraj Ethiraj
Founder, IndiaSpend and BOOM



Professor Mathukumalli Vidyasagar
FRS, Distinguished Professor,
Electrical Engineering, IIT Hyderabad



Dr Krishna Ella
Chairman and Managing Director,
Bharat Biotech International Limited

As the moderator the dialogue on Healthcare Diplomacy, Govind invited the panellists to deliver their signature statements on the session theme. He remarked that scientists around the world along with research organisations, drug makers, and governments are working feverishly to find and deliver a vaccine to mitigate the pandemic. India is in step with the world on both counts but has also had commendable native success in treating COVID-19 and controlling the spread. He acknowledged that India is both a consumer of vaccines and cures as well as a source for the rest of the world. Managing and building this strategic advantage and position will require another important aspect, that of diplomacy and what we might now call healthcare diplomacy.

Professor Vidyasagar began his address by highlighting that India has had empirically better control and success in managing the pandemic compared with other developed economies like the US, UK and France where the death rates per million have eclipsed that of India recording approximately 7-8x times more deaths.

He said that as part of India's healthcare diplomacy, India could help countries who are faring much worse by recommending appropriate models to prevent or ameliorate the second wave of the pandemic.

Dr Ella touched upon the need to create trust for products manufactured in India and how with the help of MEA we are on the way to establishing it. Bharat Biotech's Typhoid Conjugate vaccine is the first globally acclaimed vaccine from India, following which vaccines for Chikungunya and Zika were added. He spoke about the vast number of viruses currently in existence at 40,000 out of which 10,000 could cause major disruptions.

Covid is in focus because of its global scale, both in infections and death rates, but also because of its outsize impact on the economy. The opportunity he said is to take India's expertise and export it via epidemiologists stationed at Indian consulates, so that India can work with the local health ministries closely and deliver innovative solutions. Bharat Biotech is also working to create a single-dose vaccine through nasal drops, which is probably the only way to scale it up for the entire population of 1.3 billion. Bharat Biotech also has the only operational facility in the world to have BSL-3 Production capabilities.



Arti Ahuja, IAS
Additional Secretary - Health,
Ministry of Health and Family Welfare,
Government of India

Ahuja spoke about how India had reduced the pandemic death rate to 94 per million population with internal collaborations and timely strategic actions, which is a remarkable achievement. This was made possible as by applying scientific principles from the very beginning, supported by a well-planned strategy.

She singled out India's diplomatic efforts through global digital health partnerships, and pointed out that the evacuation of people through the Vande Bharat mission, among others is well appreciated and that the role of the MEA in achieving this has been universally lauded.



Ambassador Rahul Chhabra, IFS
Secretary, Economic Relations, Ministry
of External Affairs, Government of India

Ambassador Chhabra recognised the pivotal role India played with healthcare diplomacy by helping many countries with basic medicines like Paracetamol delivered on a non-commercial basis. India contributed significantly through international cooperation by way of technological knowhow, financial contributions and global strategies, he also noted.

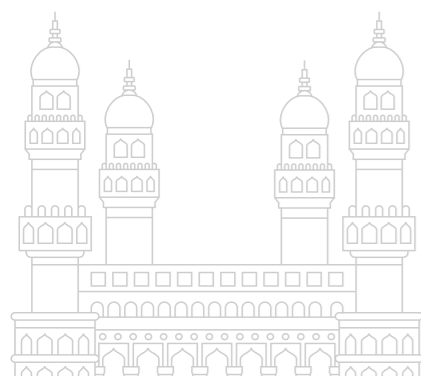
He commented on the many ways in which India has contributed to the fight against Covid, be it through a USD 10 million donation to the SAARC emergency fund, or by dispatching emergency medical teams to Mauritius and the Comoros Islands.



Ambassador Vikram K Doraiswami
High Commissioner of India to
Bangladesh

Ambassador Doraiswami highlighted India's dominance in the global production of vaccines and how this was made possible by collaborations at the highest levels with global scientific organisations. He spoke about the opportunity of leapfrogging fragmentations and gaps in healthcare systems in India and South Asian countries through advanced tech platforms.

Even though India is quite advanced in its vaccine capabilities and is able to price them competitively, he mentioned that it can still go a lot further and learn from global best practices and globally oriented approaches to innovation in healthcare delivery.



DIALOGUE - II

ATMANIRBHAR BHARAT: SYNCHRONISING GLOBALISATION WITH DECENTRALISED COOPERATION

The vision for Atmanirbhar Bharat focuses on the need to strengthen the local economy by creating value and growth within the country. It does not talk only of assembly but also touches upon the need to innovate and create required economic value. It calls for a decentralised growth agenda.



Professor Sarang Deo

Executive Director, Max Institute of Healthcare Management, Indian School of Business

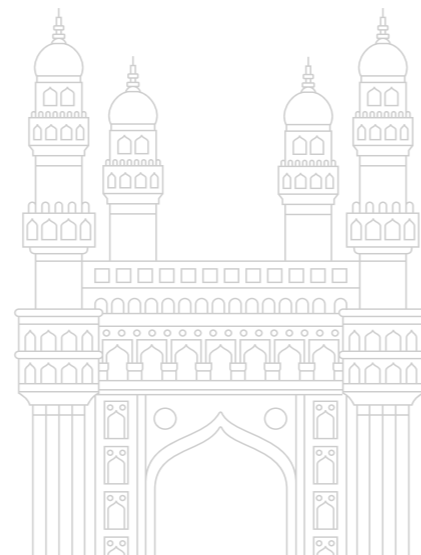
Professor Deo spoke about the importance of adopting a soft power approach to health diplomacy by facilitating cooperation across countries. He highlighted how the 5 'P's – Products, People, Process, Programmes and Policies can help put healthcare on the global agenda. He also addressed the high fragmentation in the Indian healthcare system and how there is a need for ideas to coalesce into larger umbrella programmes to achieve effectiveness at the scale of 1.25 billion Indians.



Ambassador Ron Malka

Ambassador of Israel to India

Ambassador Malka highlighted the strong scientific partnership that exists between India and Israel. He mentioned that it was only natural for the two nations to partner during these trying times and accelerate the pace of collaboration to deliver positive results.



Moderator:
Uma Sudhir

Executive Editor (South), NDTV

In moderating the dialogue on Atmanirbhar Bharat, Uma invited the panellists to share their thoughts on the theme and managed a very involving dialogue. In her remarks, she elaborated on the understanding that the world is highly connected, yet there are many areas of discord which have been exacerbated by the pandemic. The new paradigm in thinking must revisit foreign policy, economic diplomacy, development, and growth, and look into things socially, technologically and diplomatically. When all doors are closed, open new doors. She raised the question whether globalisation and self-reliance can go hand in hand in India.



Ambassador Shyam Saran, IFS, (Retd)

Former Foreign Secretary of India

Ambassador Shyam Saran began his talk by framing self-reliance in the wider context of the resilience of globalisation. In so far as globalisation is a creation of technological advancement, India has an advantage at least as far as digital communications is concerned. Even though there are increased restrictions on physical movement, India must march on with its drive to being a globally competitive economy.

He touched upon the need to synergise and integrate innovation that is taking place at an atomised level across the country. He spoke about how the government must create platforms that take innovations from a local level and bring them on to the much bigger national stage. His suggestions to unite hi-tech innovations from institutions and centres of excellence could potentially be a game-changing structural reform.



Ambassador Dammu Ravi, IFS

Additional Secretary, Ministry of External Affairs, Government of India

Ambassador Dammu Ravi started his speech by bringing up how the pandemic had exposed interdependencies and the weaknesses they exposed in global supply chains. His view is that for a truly Atmanirbhar Bharat we should be focusing on creating an environment that facilitates the production of value-added products. Reiterating the sentiment of Minister Jaishankar, he singled out the need for having an export-led economy as one of the biggest factors in helping India transform into a USD 5 trillion GDP economy.

He also made pointed comments on the limited innovation that occurs in India today on a commercial scale, attributing much of it to the brain drain that happens from our country to Silicon Valley. He touched upon the need to revisit India's trade policy in the face of competitive pressures. He ended his talk by stressing the need for deep investment into building the Atmanirbhar Bharat as the government envisions it.





Deepak Bagla

Managing Director and CEO, Invest India

Bagla opened his remarks with a stark warning – India had lost 50-60% of global FDI due to Covid-19. He however quickly reassured the audience that two era-defining paradigm shifts currently occurring are both moving in India's favour. First, global supply chains are de-risking and reshoring closer to where the market is headed. The second is the technology-led work-from-home trend. India with its growing prowess in digital communications stands to gain considerably from this opportunity.

He focused also on the importance of fostering MSMEs in India for Atmanirbhar Bharat to be a success. The government has already made important steps in this direction with 570 out of 734 districts in India having registered a new venture with the Start-up India initiative. Even more heartening, he went on to announce that women-led start-ups have increased by 100%. Acknowledging that these are promising signs he went on to say that we must build on these successes and cover three core aspects to strengthen MSMEs in India – their ability to pivot their business models, frugal innovation and effective capital utilisation.



Dr Sangita Reddy

President, FICCI and Joint Managing Director, Apollo Hospitals Enterprise Ltd

Dr Reddy commenced her address by stating that as the only way to achieve the ambitious USD 5 trillion GDP target, India would need to make a much bigger push in manufacturing, taking it from the current 16-17% of GDP to 24%. She lauded the Atmanirbhar Bharat initiative as a significant step forward through which India can produce at pace, serve at scale for the world, generate greater employment and create quality products.

She went on to quote the impressive accomplishments of the healthcare industry in India where 62% of the world's vaccines are manufactured today, 20% of which are for global pharmaceutical giants. She also mentioned that 40% of the world's FDA approved pharmaceutical plants are in India. She closed her comments by saying that technology is playing a big part in the India growth story and that if India executes its digital expertise effectively, it can make massive gains by being at the forefront of tech-enabled life by connecting the wider ecosystem between innovation, science, start-ups and the potential of the digital world.



Debjani Ghosh

President, NASSCOM

Ghosh initiated her talk with a very positive prediction for the technology sector in India – stating that it would be contributing upwards of 9% of GDP coming out of the Covid crisis. However she tempered the optimistic outlook saying that India needs a mindset shift as far as technology is concerned, looking at it as the most effective enabler we have at our disposal to accelerate the recovery. One of the biggest tools India has to aid in this journey is Artificial Intelligence, which if used effectively could contribute more than USD 500 billion to the Indian economy. However she cautioned that with quantum leaps in technology like AI, trust becomes a large deciding factor in its success.

She touched upon the criteria imperative for technological supremacy on a global scale – technological capacity, professional skills and domain expertise, backed by a trainable, adaptable mindset, because the power to learn is one of the most sought-after skills in this new world. She wrapped up her remarks with a comment on an aspect that is much less talked about in discussions about technology – inclusivity. India has a big opportunity to set right many of its social imbalances with technology planning that puts a premium on human life in an inclusive manner.

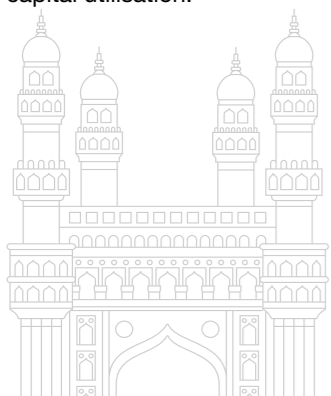


Professor Chandan Chowdhury

Senior Associate Dean, and Executive Director, Munjal Institute for Global Manufacturing, Indian School of Business

Professor Chowdhury touched on a critical challenge in India's success journey i.e. the inclusion of half of its working population – women. India cannot become Atmanirbhar by not addressing the gaping imbalances facing women as they seek education and employment in our nation. He expanded on Joint Secretary Dammu's point about value-added manufacturing which has grown backwards from a rate of 15% in 2008 to 13% today.

Addressing these structural issues will need a concerted effort backed by heavy investments in both R&D and education. The road to being Atmanirbhar will be navigated faster if MSMEs contributed 50% to GDP, 50% to exports and generate employment of 150 million people he said. He noted in his concluding remarks that achieving this would require innovation at scale with investment support from the government in not just physical infrastructure but also in digital infrastructure.



VALEDICTORY SESSION

Summing up the proceedings of the event, Professor Milind Sohoni, Shri Hardeep Singh Puri and Ambassador Rajasekhar shared their observations on the dialogues held throughout the day.



Professor Milind Sohoni

Area Leader and Professor, Operations Management and Deputy Dean, Indian School of Business

Professor Sohoni began his address by noting the role played by institutions like ISB in promoting osmosis of ideas between policy makers, business leaders, academics and society at large. He spoke about how ISB has evolved from the vision it was founded on – from being a research-driven institution – to transforming into a premier management institution that today competes on the global stage.

He mentioned specially the strong potential for tapping into the synergy between diplomatic practitioners and management professionals that could be used to learn each other's strengths and to inform policy making. He concluded his address by remarking how institutions like ISB could play a pivotal role in imparting critical communication and negotiation skills essential for business leaders.



Shri Hardeep Singh Puri

Hon'ble Minister for Housing & Urban Affairs (I/C); Civil Aviation (I/C); & Minister of State, Commerce & Industry, Government of India

Shri Puri addressed the important lessons we have learnt from the pandemic. Lessons like the need for robust healthcare infrastructure and public health emergency protocols that must be in place. He spoke also about how globalised countries must not be overly dependent on any single nation or region for the supply of essential goods and services. De-risking and diversification of supply chains has become an unequivocal call for nations worldwide, he said.

Speaking about Atmanirbhar Bharat – the economic strategy to strengthen our capabilities for self-resilience, he observed that the choice between life and livelihood is not a simple one. We will soon see ourselves as an economic player in the global supply chain and with our natural advantages, technically skilled labour force, India can offer cost effective alternative, destinations to de-risk and diversify global supply chains he remarked. He concluded by saying that green infrastructure supplemented by technology solutions will be a critical driver of growth over the next few decades.



Ambassador C Rajasekhar, IFS

OSD (States), Ministry of External Affairs, Government of India

Ambassador Rajasekhar commenced his talk by noting that policy discussions must not be confined to the capital, or indeed even to bureaucratic offices. He noted that Hyderabad is emerging as the pharmaceutical capital of the world, thanks to a string of good decisions taken in a timely manner that helped in the scaling up of operations.

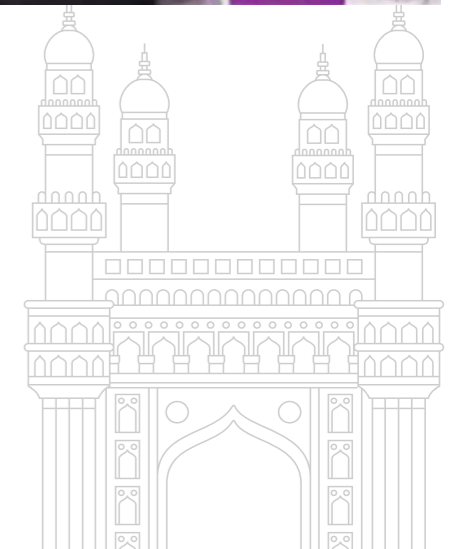
He observed that in January, 2021 India will be sitting on the United Nations Security Council, giving India an even bigger stage to shape global policy and help the world develop in a more equitable, inclusive and sustained manner.



DNV Kumara Guru

Director - External Relations, Indian School of Business

Guru delivered the vote of thanks and acknowledged all the stakeholders responsible for Deccan Dialogue 2020. The third edition of Deccan Dialogue deliberated on the ongoing healthcare crisis and the opportunities it presents. The event also discussed at length the need for India to emerge as a powerful, self-reliant voice on the global stage, facilitated by its soft power and in particular by leveraging its expertise in the medical arena for healthcare diplomacy, he concluded.



DECCAN DIALOGUE 2018 - RECAP



DECCAN DIALOGUE 2019 - RECAP



ABOUT ISB

The Indian School of Business (ISB) is a global business school offering world class management education to professionals at its two LEED rated green building campuses – Hyderabad and Mohali. A rich and vibrant pool of research-oriented resident faculty, robust academic partnerships, thriving alumni network, and backing of an influential board and guidance of industry's thought leadership has enabled ISB to fast emerge and consolidate itself as a premier global business school in the emerging markets. The school is also one of the largest providers of executive education in Asia and the most

research-productive Indian management institution.

The school, over the last twenty years has grown at a rapid pace and has earned several prestigious accolades. ISB is the youngest business school to consistently rank among the top global MBA programmes. In December 2019 Poets & Quants gave ISB an integrated ranking of #16 worldwide across FT, Forbes and Bloomberg Businessweek. The resident faculty is ranked in the top 25 globally in terms of per capita research productivity in the leading global management journals. ISB had

the honour of receiving accreditations from the Association of MBAs (AMBA), EFMD Quality Improvement System (EQUIS) and the Association to Advance Collegiate Schools of Business (AACSB). ISB gains the unique distinction of becoming the 100th business school in the world to achieve the coveted 'Triple Crown' accreditations- AMBA, EQUIS and AACSB. ISB envisions to become an internationally top-ranked, research-driven, and independent management institute that grooms future leaders for India and the world.



Indian School of Business

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