

# FORCENET E-ZINE

Magazine of the military veterans in the corporate

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FROM FLYING TO BANKING  
- STAR OF FORCES  
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OVERCOMING PERSONAL  
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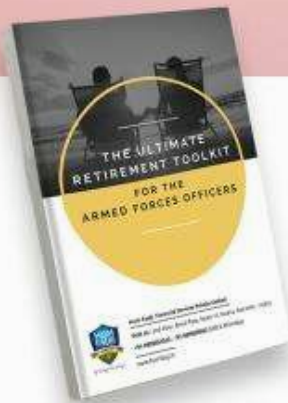
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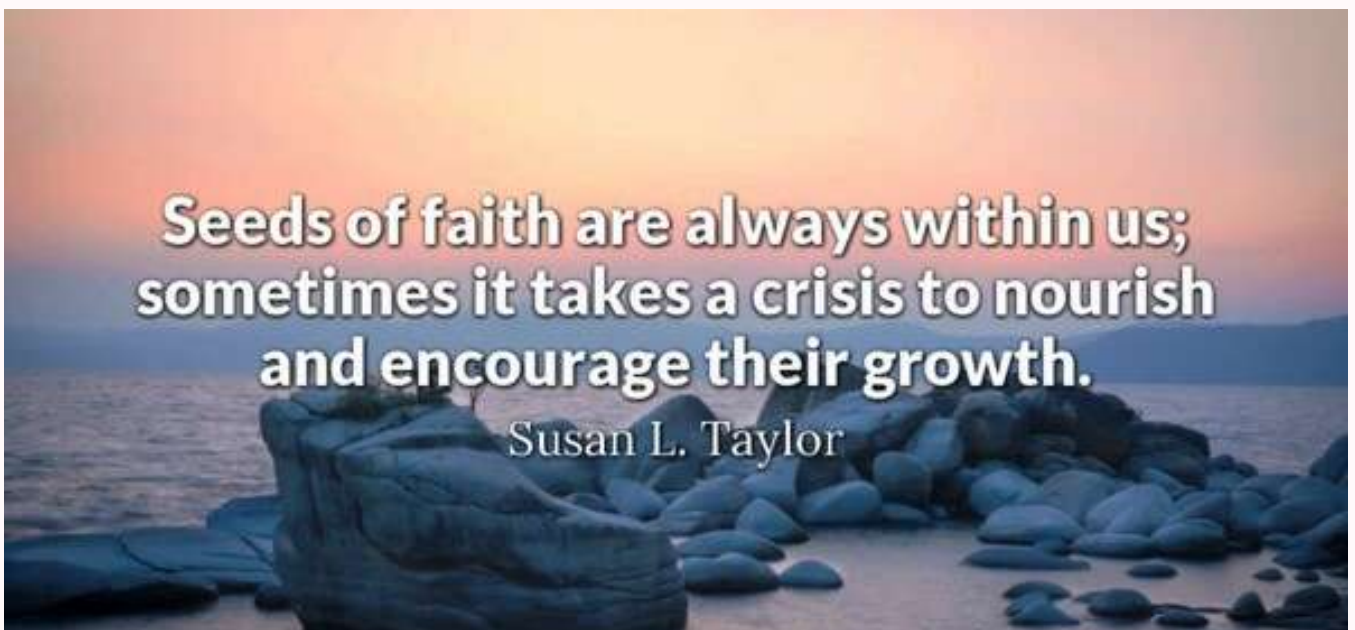
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## ADVERTORIAL - From SCRIPBOX



### **What Makes More Sense for Defence Services Personnel - Buying Shares Directly or Going for Equity Mutual Funds?**

While many armed forces personnel were late to adopt equity thanks to their reliance on their trusty DSOP funds and pensions, others were keenly looking at equity and the potential that lay within this asset class.

The case for equity has become much more apparent to serving and retired members of the armed forces in recent years. While they have their pensions, many realise they will need more to keep their lifestyle intact post-retirement.

#### **A Bit of History**

This led many, especially those who began to invest in equity in the nineties, to start with the direct purchase of shares and stocks. Their postings in the occasional "big" peace station meant access to brokers. This, not too long ago, meant visiting physical offices or having a representative visit their quarters.

After a whole bunch of paperwork, many officers invested based on what their broker told them. Others took equity investing upon themselves and read through financial statements and newspapers to discover companies to invest in.

In the past decade or so, investing has become a lot easier than it used to be when tonnes of paperwork was involved just to start investing. While this has mostly gone digital, the challenge of finding the right company to invest in still remains.

These days one of the main questions in front of many considering equity investing is whether they should buy shares directly through their brokers or invest indirectly through a portfolio of mutual funds. Let's help you answer this question.

#### **Ability Matters When it Comes to Owning Shares**

Stock picking really matters when investing in equity directly. You need to have at least a decent idea about business fundamentals, the ability to analyse and read financial statements, follow corporate actions such as dividend announcements, bonus issues, etc. and the ability to analyse price movements.

In the 90s, these skills were given due weight and importance but thanks to the proliferation of trading apps and discount brokerage, it's become very easy to buy stocks and even more complex instruments these days. The problem is that anecdotes about easy money thanks to tips and rumours have outweighed real skill in stock picking, at least as far as retail investors such as you or us are concerned.

In a booming market, it can be suspiciously easy to make money in otherwise bad stocks, but in the long run, companies that aren't fundamentally good tend to wither away. Finding which stocks are long term bets and which are not requires a good mixture of knowledge, science, experience, and no small dose of luck.

Not many have this combination of skills. This is why professional money managers like mutual fund managers tend to have entire teams of analysts who analyse stocks to the best of their ability.

### **What Makes Sense?**

For the vast majority, including most defence services personnel, it makes a lot more sense to go with managed funds like equity mutual funds or even passive funds like index funds rather than buying individual stocks.

The sense comes from the fact that you are leaving the nitty-gritty of choosing stocks to a professional fund manager, or in the case of a passive fund to someone who replicates the index.

Companies come and go over the decades and thus it becomes important to generally have more winners rather than losers in your portfolio. Your best bet for this is to either invest with a professional money manager in the form of an equity mutual fund or in the index through index funds.



## You Won't Always be Able to Keep in Touch With Your Portfolio

As a member of the armed forces, you will be in situations where periodically you will barely have any time to monitor your portfolio or even listen to the news. For example, those serving in high-altitude areas or submariners.

In direct equity investing, more often than not you might have to be active with your investments in case of a major event affecting the stock you own. You can see how this can be an issue. You don't have to worry about such things by being invested in, active or passively, managed equity funds.

### Automate Equity Investing

When you want to benefit from the long-term inflation-beating growth of equity and not want to worry about managing an active portfolio, going with mutual funds simply makes more logical sense than trying to buy individual stocks and managing them on your own.

For people with unpredictable commitments, automating equity investing through a mutual fund SIP is simply the smartest approach to equity. The fact that a SIP helps you average your investment cost by helping you buy more units when the market is down and fewer units when the market is up, is just another benefit that helps you build real wealth while staying disciplined. This will ensure that your long term wealth creation doesn't depend on how much time you can give it. Even looking at your portfolio and reviewing it occasionally when you get the time, will be more than enough to ensure you stay on track towards your goals.

Read this article, and more, on the Scripbox blog [here](#).

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**Financial literacy is just as  
important in life as the other  
basics.**

John W. Rogers, Jr.

# From the Editor

Dear Reader,

There are two quotes most of us have generally come across - "They tried to bury me, but they didn't know that I was a seed. I'll always grow back stronger". and, "The tiny seed knew that in order to grow, it needed to be dropped in dirt, covered in darkness, and struggle to reach the light".

The present circumstances, when the second wave of the Covid is throwing back more difficult and concentrated challenges at society and personal levels, necessitate that we understand the depth of the said quotes, and be adequately prepared to meet the challenges and emerge victorious.

Many people often want to cling to the past, even if it's lonely and makes us cry, because it feels more comfortable than doing the thing that scares us so much: letting go and embracing the change that enters our lives. A whole garden isn't created over night, and neither is a dream life. To really experience positive change, you too, must let go of your past and embrace the transformation that's about to take place.

Another way to look at it is that the wonderful trees you imagine and desire, which represent your goals, can only happen or materialise if you venture out and plant the required seeds. Not just that, you are need to care for them with provision of sunlight, manure, water, which in actuality indicate making efforts for your goals and making yourself suitably capable for achieving your goals. It is however essential to understand that the critical point is not the manifestation of the trees, but the planting of the seeds.

Like all life, you start your existence as a seed in fertile soil, full of potential that may, or may not, be realised. It is only through life situations that you discover your talents and so grow in confidence. Some of you are placed in by 'chance' and others by 'design'. That design can be 'your own' or of/by 'others'. By chance or design these situations shape you, drawing out skills, qualities and talents that drive you forward, see you grow and make a contribution to the world. Both play an important role in ensuring your growth and improving your confidence. Firstly, it is in design that you take control of your growth. By placing yourself in the path of mentors, teachers and guides you are introduced to new things, made aware of previously unseen skills and encouraged and inspired to step out of your comfort zone and grow as an individual. Nevertheless, in amongst all of this design there is the chaos of chance. New and unexpected events, opportunities and learning will come your way that contribute to your growth. Some of it will be painful, much of it exciting and inspiring. This is the nature of growth. Only by putting yourself in the charge of guides and stepping out and creating your place in the world will you grow and open yourself up to chance and chaos. The opportunity for growth, on-going development and fulfillment will follow.

Until next time, cheers to Forces Network - the Network that Works!!!

Regards,  
Lt Col Ranvir Singh

# Stars of Forces Network

A Forces Network Star is a member of the Forces Network who has gone on to achieve glory in the his/her corporate/civilian avatar. The aim of this series is not just to celebrate our successes from the veteran community, which unfortunately we do not do enough, but also to inspire others. The ultimate goal is to set up a virtuous self-sustaining cycle of inspiration leading to more successes in turn inspiring many more.

**BY UDAY K SHRIWAS**

**Col Harmeek Singh** is an alumnus of the Defence Services Staff College, who had joined the National Defence Academy in 1990 and was commissioned into the 244 Medium Regiment. Following his dream, he later joined the Army Aviation where he undertook 1800 hours of flying helicopters. Having served for 23 years, he opted for an early retirement in 2017. In preparation for the transition, he did the Executive MBA from UPES as well as a management course from IIM Lucknow. A Six Sigma Green Belt and IPMA level 'C', his corporate life includes tenures in Reliance Jio, Yes Bank, and Sterlite Power Transmission. At present, he is leading banking solutions focused on defence and PMF in a premier bank.



**Uday: What made you join the Army? What were you doing earlier, and how did the Army fulfill your life purpose?**

**Harmeek:** I was born in Delhi and did my primary schooling in Singapore. My father worked in the aerospace industry and that exposure propelled me towards flying. Even in the NDA, my service was NYA till the fourth term when I was allotted the Army stream. However, I never gave up hope and was determined to be a flyboy. Later, I was commissioned into the 244 Medium Regiment where my initial grooming happened. My CO always made sure that I performed the best in the courses and supported me. Working towards my dream, and I applied for Army Aviation as soon as I became eligible. I happened to be the junior most Army officer in the flying course yet I did extremely well, earning the coveted 'Best in Flying' trophy.

In my 23 years of Army service, I had my share of ups and downs. Some of the highs would be attending the Staff College, staff appointment in Delhi, and training in Washington DC. The most exciting part of life is what I gained in the NDA - my coursemates. Then it is flying, especially my flying tenure in Ladakh.

Special mentions in my Army career include my first CO Col P Issac, my senior subaltern Col BS Rawat, my mentor during the Delhi tenure Maj Gen Razdan; my wife Roopa who has been a strong pillar in my life, and above all my mother who has always stood by me.

**Uday: How did you prepare for the military to corporate transition?**

**Harmeek:** I feel transition is a misnomer. It was a struggle. The first exposure to corporate rat race is to see how we treat our own. There is no right or wrong fit in corporate parlance and it holds good for jobs hunting as well. I had thought about how I would journey my transition for years. So I did a part-time three-year MBA from UPES, and followed it up with the six-month DGR management course from IIM, Lucknow. These are premier institutes, but still it took me almost four months to get a job offer. I finally got my corporate break through personal connections. So, I will call it a struggle. No amount of preparation can get you a job unless you know the right people. This was very disheartening. Hence, I make it a point to help out where I can.

**Uday: You spoke of the challenges faced during your transition. How did you overcome them?**

**Harmeek:** Challenges were only the beginning of a struggle which was yet to come. Transition, like I said, is nothing which you can prepare for unless you have a mentor to help you make this transition. A mentor is a must. Unfortunately, I didn't get that kind of help till I left the Army. As an advice to all those wanting to leave early or even at superannuation, the workshop being done by the Forces Network team is an important milestone that everyone should attend to begin with. Not everyone is lucky, but if you start early, about three to four years in advance, then the challenges will be fewer.

For me, it was a start in Business Development followed by a Banking portfolio. Corporate gave me my first unassisted break when I was offered a job as the head of aviation for an infrastructure power transmission company. A highly volatile environment taught me the true meaning of corporate world in the four years post-Army. My approach was merely theoretical to begin with, but with time passing I gained experience and made a very calculated move to settle as a banker once again.

**Uday: What you are presently engaged in?**

**Harmeek:** I am working with the IDFC First Bank as the Head Defence/PMF banking. This is a new Corporate Salary vertical which I am creating from ground up. Although challenging, it gives me great pride to be able to shape a need which will cater to all uniformed Defence/PMF personnel. My endeavour is to provide the best banking experience. Currently, the focus is on product development and hiring of the team across India.

**Uday: How has your experience in the corporate domain been so far?**

**Harmeek:** Life presents you with new challenges every time you feel you have reached a sweet spot. Make it a point to consider a corporate career from the ground up. Be willing to start small, and you will be recognised. The experience to join the civvy street has to be a culture fit. There are many cultures in the corporate world. Some fit within your liking and some don't. I have experienced some of the many cultures and I am glad to say that we need to shed our Army culture to begin with. Once we are able

to do that, it would give you the required confidence to do well.

My experience in corporate is a learning curve of what it actually means to handle P&L, team, hiring, mentoring, business strategy, operations versus expectations, product development and finally programme management. I have learned even through my job loss in 2020. I owe it to my connections and the goodwill that I earned along the way to be able to rise up again.



**Uday: If you had to enumerate the pitfalls of your corporate journey and how you have learnt to circumvent them, what would you say?**

**Harmeek:** There are many challenges in corporate life. I am still learning and overcoming the various obstacles it throws at me. It is only making me stronger. If I could offer one advice, it would be to not transition until you have a mentor to guide you.

What I have learned from my corporate journey is that you have to adjust to a new culture. I gained many new skills and the learning process continues, every day. I feel there are a few things we need to unlearn while we journey the corporate ladder. But, everyone has their own challenges and one must be prepared to face them.

**Uday: Any lessons from your corporate experience that you would like to share?**

**Harmeek:** The biggest lesson is to be able to keep my learning graph going up, and the willingness to make adjustments to the new way of life. I cherish my exposure to the new world. Being able to understand what your company has hired you for should always be your focus.



I have been fortunate to be able to make some kind of impact where I have worked. I understand the defence needs and have tried to give back to the Defence Forces in whatever way I can, whenever I can. Everyday gives me new experiences, good and bad. This adds to my learning graph. There are too many to share. But a common experience is how much the corporate world wants to relate to the Defence through your experiences and how little they know about us. I make sure that they get the right image and relate it to any requirement in the future.

**Uday: What are the hobbies or interests that you pursue passionately?**

**Harmeek:** I am yet to get a hold of my tech drive. I believe the future will not be easy if I don't keep learning about new and emerging technologies. My readings are mostly management and finance-orientated these days.

I love drones. What the world is edging into increasingly requires drones and applications. I have had many interactions with key people on this. Another passion is to be able to create a niche business after my corporate experience. This may be a long-term dream, but I am certain, I will chase that opportunity at some point in the future.

Also, I would like to golf. This has somehow eluded me in my Army life. I am certain that golfing will be my way of life once I retire from corporate. I have it scheduled as a part of my learning curve.



**Uday: You have been a long time Forces Network member. Has Forces Network been useful/helpful to you or your organisation in any way?**

**Harmeek:** Oh yes! I joined Forces Network in April 2017. To be frank, it has benefited me tremendously in my progress. I was apprehensive at first with the idea and how

the Forces Network could benefit me. I then saw how IQ Sir makes the extra mile effort to ensure that officers are focused on the way to handle the future. I would definitely always thank him and his workshop team for providing transition details for various fields. This has made me realise that anything is possible and that I am what I am because of the network after my PMR.

One of the daunting tasks was to hire a team of leaders in my current role. The Forces Network was a go-to resource for many officers who could fit in various roles. I had gone about the process in a systematic manner through a Google form and a questionnaire. My previous corporate workshops trained me with interviewers' tools and the network provided the interviewees. I was interested in hiring freshly released/PMR officers and I got them, thanks to Forces Network. Today, I have managed to hire five teammates out of many who have gone through the process. It has been sometime since they have joined, and I would like to highlight that each one is well-respected and doing well in their job. The management has high appreciation for the way I have gone about hiring my team. All thanks to IQ Sir and the Forces Network.

Since my organisation is focused on giving a great product for Defence and PMF both serving and veterans, I hope to make my pitch through the Forces Network to give the best-in-class product for all of us.

#### **Uday: What comes next?**

**Harmeek:** As the world goes through the black swan of COVID-19, I have realised how little stability there is in many companies. This will be what we have to focus on. This has been everyone's new mantra. My plans are no different. I would look at financial security and stability. Despite all efforts, this is not an easy task to achieve.



**Capt Uday K Shriwas** was commissioned into the Corps of Signals, and served in various theaters during his service for five years, including in a newly raised RR Battalion. Thereafter he has worked with many renowned Companies, and is now the Relationship Leader with Yes Bank Ltd.

# ForceNetPreneurs

In this series we plan to showcase a few entrepreneur members of Forces Network who have achieved a reasonable degree of success in their business ventures. The aim being to celebrate their success as also to learn from them with a view to motivating more amongst our community to take up entrepreneurship as a full time vocation. Finally - we do need job creators in greater numbers than job seekers.

**BY UDAY K SHRIWAS**

**Capt Niranth Bymana**, was commissioned into 21 Grenadiers from OTA Chennai. He served in Jammu & Kashmir, apart from two staff tenures in the North East and Army Headquarters. After leaving the Army, he has worked in Goldman Sachs for four years before venturing into Olive Planet, with his partner.

**Capt Chethan YK** was commissioned into 6 Engineer Regiment. He served in Rajasthan during OP Parakram and subsequently in Jammu & Kashmir. He is an architect by qualification and was preparing for State Civil Services before venturing into entrepreneurship, alongwith Capt Niranth.



**Uday: Tell us something about your background prior to joining the Army, and your subsequent Army career.**

**Niranth:** Capt Chethan studied architecture before joining the Army. He was commissioned into 6 Engineer Regiment. I was pursuing CA at the time of joining the Army. I was commissioned into 21 Grenadiers and have served two tenures in Jammu and Kashmir, in addition to an ADC tenure in North East and Army Headquarters.

**Uday: Please give us more details about what you are presently engaged in.**

**Niranth:** We make military gear by the name of "Olive Planet". These are international quality apparels and accessories akin to any other international military gear brand. Our online store, [www.oliveplanet.in](http://www.oliveplanet.in) started in 2009, was the first online store for soldiers. Today we have a network of stores across cantonments in India.

**Uday: What was the impetus for you to leave the uniformed service and then get into entrepreneurship?**

**Niranth:** The void in this space was the single biggest reason for taking up entrepreneurship. While serving, we both got opportunities to see the tactical gears available with foreign armies. The domestic industry was making outdated and inferior quality products and thus soldiers had only two options - buy low quality Indian products or buy exorbitantly priced imported products. The domestic industry also lacked a problem solving attitude and it dawned on us that it's only soldiers who can participate and solve the problems of the soldiers.

**Uday: What was the vision behind starting your venture, and thereafter expanding it?**

**Niranth:** While we are counted amongst the best armies of the world, our gear and equipment are not comparable to those of other professional armies. One of the primary reasons for this is the thriving private defence sectors in these countries that undertake research and develop products scientifically keeping the terrain and operational conditions in mind.

We started with a limited product and were selling mostly online through the website. Over the past few years we have set up retail stores in cantonments to gather feedback from soldiers.

**Uday: What were the challenges you faced in this entrepreneurial journey? And, how did you overcome those challenges?**

**Niranth:** We are a bootstrapped Company with no background in running businesses. In addition, the industry we were entering was flooded with low quality products. This was like swimming against the tide. We were clear that quality will be the cornerstone of our products.

We faced challenges in almost every aspect, from people to products. The ecosystem for good quality products did not exist. So we started importing products and parallelly scouting for potential manufacturers with whom we could work together. Most of these manufacturers were not willing to work with any domestic brands so it took a lot of travel and persuasion to get them working on our products. Slowly we have been able to develop good partners. Our in house manufacturing also helps in new product development.

**Uday: Would you like to share the details of your products and services, and your marketing strategy?**

**Niranth:** We make cold weather jackets, apparels, headwear, uniforms, winter boots, tactical plate carriers, backpacks, sleeping bags.

Till recently, we relied mostly on word of mouth and didn't focus on marketing campaigns. We believed that good work will find its way to the right people. However we now realize that marketing is the key and have started reaching out to units and formations directly.

**Uday: What is your team like, and how did you build it?**

**Niranth:** We are a team of 20. Most of our team members are like minded people who love the armed forces. The common connection is the larger purpose we all believe and work towards i.e “ Soldiers deserve the best”. A lot of our team members have left core tech jobs with MNCs to work with us. They have been the best support in this journey.



**Uday: Where do you operate from, what is your reach, and how do you tackle the challenges usually associated with this business, as there are a lot of players in this domain?**

**Niranth:** We are headquartered in Bangalore, with stores at MEG Centre, Bangalore, Officers Training Academy Chennai, Infantry School Mhow, Delhi Cantt, Bikaner and Dimapur and soon opening a new store at National Security Guards Headquarter at Manesar. We actually focus on our products and don't worry about other players. It puts more effort on our part to make good products and educate the soldiers about them.

**Uday: How do you plan to tackle the challenges thrown at you in this COVID-19 situation?**

**Niranth:** We have focussed to streamlining our operations and keeping our overheads in check.

This is a resilience test and we are using this downtime to train our team and ensure there is no job loss.

**Uday: How do you find your entrepreneurial journey so far? Any regrets?**

**Niranth:** It's been a challenging journey but no regrets whatsoever. Our journey has been a mixed bag to right and wrong decisions and while the right decisions are good

for business some of our major course corrections and learnings have been through our mistakes.

**Uday: What are your future plans going forward?**

**Niranth:** We are back integrating our business by enhancing our manufacturing capabilities, expanding stores across the country and looking at exports as well.



**Uday: There must have been great lessons during this tremendous entrepreneurial journey. Can you share a few from your experience?**

**Niranth:** It has been an exciting journey so far, and each day is a new learning as the situations and dynamics keep changing. What I would like to share from the journey so far is:

- Team is everything - it is important to invest in a good team. You can scale if you have a good team.
- Be flexible and open to ideas - be receptive to ideas and inputs from every team member. Entrepreneurship does not necessarily mean having the last word. Its important to acknowledge the best plan.
- Build systems and processes - Invest in a good team that can set the right processes. Businesses built on people fail but those built on processes have super resilience.

**Uday: So, what advice would you like to give to the fellow ForceNet members who want to take up similar entrepreneurship?**

**Niranth:** My advice would be:

- Gain knowledge - Don't be in a hurry to launch a company. Gain adequate knowledge in all areas of running a business before venturing into it. If need be, intern with someone who can teach you the nitty gritty of the domain.
- Find a Good Partner - Though many do well as solo entrepreneurs, for most of us it helps to have someone with whom you can bounce ideas off. Preferably someone

who brings skill sets and mindset, different from yours.

- Be Prepared to Endure - depending on the nature of the business, the gestation period will vary. So do not compare yourself to other businesses .

- Find a Good Mentor- Entrepreneurship means a lot of problem solving and you would need people with domain knowledge to help. You need someone who has been through a similar journey.

**Uday: Any important projects undertaken by you over these years?**

**Niranth:** We have been fortunate to work on some important projects with army units. The solutions and products provided by us are used by special forces units during combat. We have also worked on a few bollywood movies like URI where all the tactical gears used are made by us.

**Uday: How do you balance your professional and personal life as an entrepreneur?**

**Niranth:** We would love to share the secret when we get there. Currently , we manage to identify key focus areas in personal life that we do not compromise on. The downtime is usually reserved for family and friends. But having said that , the professional front needs more attention till the right team and process are set.



***Capt Uday K Shriwas** was commissioned into the Corps of Signals, and served in various theaters during his service for five years, including in a newly raised RR Battalion. Thereafter he has worked with many renowned Companies, and is now the Relationship Leader with Yes Bank Ltd.*

Put your seed in the soil, no matter the dormancy period, with faith, there shall surely be germination

~ Author: Ernest Agyemang Yeboah

## ADVERTORIAL - From HUM FAUJI INITIATIVES

### With Debt Mutual Funds, You Have The Best of Safe Investments

Bank fixed deposits (FDs) are the choice of investment for most of conservative Indian investors due to FDs being perceived as a risk-free investment with guaranteed returns. However, when we go slightly deeper into calculations, they come out with blemishes, not easy to see at first glance. It might come as a surprise to most such conservative investors that FDs are an '**assured-risk investment**' rather than risk-free as most believe. Why do we say so?

Let's first talk about inflation here. Inflation is simply the rate of increase of prices of things that we use. As per the data available, Retail (CPI, ie, Consumer Price Index) inflation was at 5.03% in Feb 2021. This means that the price of basic things that average Indians use is going up at the rate of 5.03% compounded per year. However, CPI concerns more to a common Indian while we, as armed forces officers, spend more on so-called 'luxury' items (travel, entertainment, eating out, etc) from a common Indian's point of view. In such 'luxury' items, the price increase is much higher - at least 2% higher always, currently at about 7%.

An FD at State Bank of India (SBI) is offering 5.00% to regular investors and 5.50% to senior citizens currently. Taking the higher 5.50% rate, the effective after-tax rates to you works out as below:-

Interest Rate being Offered by SBI	Real rate to you if you are in the following Tax Bracket		
	5%	20%	30%
<b>5.50%</b>	<b>5.21%</b>	<b>4.35%</b>	<b>3.78%</b>

*Note: The tax rate above includes the compulsory 4% Health & Education Cess*

Of course, you can get a higher rate of interest at one of those new smaller banks, but remember that their rates are higher as they are perceived to be riskier banks to keep your money. So, lower rates are what you pay for 'more safety'!

When inflation goes up, the bank FD interest rates will also go up but the NET rate to you will ALWAYS remain below inflation rate - that's how FDs are always structured!

So, if you take a Rs 10 Lakhs bank FD today at 5.50%, it will optically grow to Rs 17.08 Lakhs after 10 years. However, with an actual inflation rate of about 7.5% hitting you during these 10 years, you would require Rs 20.6 Lakhs to buy the very same things that you can buy for these Rs 10 Lakhs today. Also you would've paid a tax of Rs 2.12 Lakhs on the interest earned at 30% over these 10 years.

So, your money has taken an effective hit of  $(20.6L - 17.08L) = 3.52$  Lakhs. With 30% tax also accounted for, you are net down by a further Rs 2.12 Lakhs, ie, a hit of overall Rs 5.64 Lakhs in your purchasing power - just because you kept your money in bank for such a long time!!

Then what other choice do you have?

You could look at Debt Mutual Funds (MFs) as your best bet for safe, long-term investments. These are the mutual funds which invest primarily in Govt bonds, bank FDs and corporate FDs. Let us now see why?



**Variety:** Debt MFs offer much more variety than bank FDs – you can choose funds that invest in government bonds, PSUs, corporate FDs and debentures, a mix of equity and debt, and much more. Choose what is best for you.

**Tenure:** Debt MFs are largely open-ended and you can hold them as long as you like - a week, ten years or maybe a life-time! If you're happier with a FD look-alike, then Fixed Maturity or rolled down maturity funds mimicing FDs exist.

**Liquidity:** Debt funds are very liquid and can be further invested into or redeemed (withdrawn) at any point of time.

- Invest whenever you want, add on to it as you like through bulk or SIPs (Systematic Investment Plan – monthly regular investments like a Recurring Deposit) into it for as much and as long as you want.
- Similarly, withdraw any amount in as many tranches as you want or take SWP (Systematic Withdrawal Plan) much like a Pension. This pension will be far more tax-efficient than any other avenue that gives you pension, including your Govt provided pension due to the manner in which tax is calculated here.

**Interest rate reset:** In a FD, the interest rate is fixed. You can only either break your long-term FD and lose a large amount of interest already earned, or take short term FD and continuously keep reinvesting when interest rates go up. In a very short-term debt fund, interest rate reset happens continuously and automatically though with a small lag.

**Taxation:** This is a trump point for debt MFs. Interest income from FDs is added to your taxable income every year and taxed as per your tax bracket. In case of debt funds, your earnings are counted as capital gains, a far better way taxation-wise for investments done for more than 3 years. Also, the small tax comes in only when you take out money and not before that. See the illustration below:-

Particulars	Debt Funds	Fixed Deposits
Invested sum (Year of purchase-2015)	Rs 5,00,000	Rs 5,00,000
Return rate	7%	7%
Holding period	3 years	3 years
Fund worth at the end of tenure	Rs 6,12,521	Rs 6,12,521
Inflation	Adjustment available	Adjustment not available
Indexed Cost of Acquisition (Year of sale-2019)	Rs 5,51,181	-
Taxed Amount	Rs 61,340	Rs 1,12,521
Tax to be paid (assuming highest tax bracket of 30%)	Rs. 12,268 (Tax rate applicable is 20%)	Rs 33,756 (Tax rate applicable is 30%)
Returns after tax	Rs. 1,00,253	Rs 78,765

**Generally speaking, debt funds have offered better returns than fixed deposits in the past. Thus, the returns are likely to be even better than what has been illustrated above.**

# Expatriate Interview

In this series we plan to showcase the achievements of the members of Forces Network who have settled abroad and carved a niche for themselves through hard work, grit and determination. The aim is to bring to fore the mechanics of such transitions, and thereby quell the apprehensions of the larger community in the Network. Learning from each other would help us exploit our true potential in any part of the World. And, it could be beneficial for our families too.

**BY BIDISHA PANDEY**

**Captain John Korah Chandy** was commissioned into Corps of EME in 1984 from OTA Madras. Upon completing his tenure and then working with various companies for a few months, he later set up his export business 'Hepta Contino Inc' in Delhi. Unavoidable circumstances at personal and professional level led to set back, and he was forced him to switch over to the commercial real estate, where his new venture 'New Horizon Infrastructure' provided leased premises to renowned companies, but again suffered due to recession in real estate business. Subsequently, he reactivated his brand 'Hepta Contino Inc' to exploit the high potential of promoting Education in Ireland. In 2015, Captain John moved to Dublin, Ireland, with his daughter with his student recruiting consultancy offices established in Delhi and Ireland. He is now in the process of expanding his activity into global job recruitment.



**Bidisha: Was it your dream to serve in the defence forces?**

**John:** Serving my motherland and her citizens was something ingrained in me since my childhood days. My brother and I were a part of the NCC Army Wing in our college-unit, and I was the only C certificate holder from that area at that time. My elder brother joined the Indian Navy after joining the 57th course of NDA. While in college, I volunteered for the National Service Scheme (NSS) in its college-unit for two years with a recorded service of 615 hours. I was awarded the Best Volunteer Certificate of the college NSS Unit in 1980. During the final year of college, I started a training academy in our hometown Ramapuram with my friends to coach students who wanted help with academics in schools/colleges. We helped students achieve their goal of scoring exemplary grades. The venture was commercially successful with 250 full-time students and an equal number of part-time students when I handed it over to my partners and decided to don the uniform.

**Bidisha: Tell us something about your life in the Army.**

**John:** In 1983, I cleared the Service Selection Board at Bhopal and reported to Officers Training Academy Madras. I was then commissioned into the Corps of Electronics and Mechanical Engineers. My first appointment was at the Divisional Troops Workshop at

Pathankot. In the jungle that was allocated to the division, we had no place to stay because it was a part of a new raising Division! We had to hire furniture from adjacent units and set up our tents, allotted to us on loan from the neighbouring Independent Armoured Brigade! It was a wonderful experience of a lifetime, that I enjoyed fully. Later, I was transferred to an Independent Field Workshop with an Infantry Brigade. I commanded the Workshop later as I was the only officer available in the unit! It was here that I picked up the rank of Captain. Memories never fade. As the Brigade was a Corps Reserve, I had fantastic exposure to the whole theatre of action of the entire Corps as a young Captain. The exposure in the management of manpower, material and logistics while moving the workshop in the long area of operation for the purpose of technical support of the Brigade was an achievement indeed!

My next and last posting was at 507 Base Workshop at Kankinara, near Barrackpore, where I took on the Purchase Officer's role and dealt with the purchase of goods worth 1.5 crores in the final year of my tenure in the Army. During this tenure, I appointed 83 Original Equipment Manufacturers (OEMs). I contacted the suppliers of OEMs directly to purchase spare parts towards the end of my term, and I consider it as my outstanding achievement. As a result, the rate of failures of equipment made in our unit fell drastically because of these steps taken by me. When I took over the responsibility, there were hardly ten suppliers to the production unit with around 3000 civilian employees and approximately 400 combatants, that I raised to 83! As a Technical Officer, the exposure to Management Information System, Inventory Management and Control, Purchase Forecast/Planning, proper utilisation of funds/material/human resources to produce the desired results at a young age paved the way for my professionalism in life. Five years is a short time, but I firmly believe that my life in the Army truly shaped my personality, made me a stronger and more determined person. The exposure laid the deep and firm foundation of my life.

**Bidisha: Did you have any concrete plans as to what exactly you wished to do post-retirement? How did you prepare yourself for the second innings?**

**John:** Yes. Since the day I joined the service, I knew my date of release and I knew I wanted to do my own business. It would be hard for people to believe, but I wanted to launch my own branded car during those days and had designed 53 logos and selected one out of that for the purpose! Such were my dreams and still are! The reason to start car production was that I developed a passion for automobiles while being in EME. In India, there were only three brands of cars in those days (Ambassador, Maruti-Suzuki and Fiat/Standard/Premier Padmini). All the cars had a long waiting list. Even Bajaj scooters had a waiting period of up to eight years in those days! It was for making money for the car factory that I started export business.

The only thing that one needs to understand before choosing the entrepreneurship path is to have a good amount of experience in that field before leaping. I considered this point while starting my export business to create funds for making a car-factory.

For gaining experience for business, I worked with four different companies, including the second-largest garment exporter in the country, the Richa Group, as Head Administrator and gained valuable knowledge. The first three companies included the Punj-Lloyd Group, a Maruti dealership in Delhi and a gown manufacturer in Delhi. These tenures were only to gain exposure, and I continued for just three to four months with each of them because the aim was a sort of internship to gain knowledge. While with Richa Group, I got exposure to industrial garment production on a large scale. I got exposure to industrial production, inspection, shipment, and packaging of goods for clients in the UK and US. The company had 3000 workers in 18 different manufacturing units under me. It was a huge learning experience. I worked there for almost a year and completed training in Export/Import Marketing and Procedures from the Prestigious Indian Institute of Foreign Trade by attending an evening course. In the meanwhile, I had completed MBA in Operations, Marketing, Accounting/Finance and Administration from IGNOU for learning what MBA graduates know. This was necessary to utilise the future employees holding MBA degrees who would join my company in a proper way. I knew that I would not be able to utilise their skills without knowing what they knew. After that, I took the plunge by resigning from Richa Group to start my export business.



**Bidisha: Please share the major highlights of your entrepreneurial journey so far.**

**John:** After almost a year with the Richa Group, I resigned when I realised that I had gained the necessary training in the field of exports. I registered my export firm Hepta Contino Inc intending to spread to all the seven continents, as the name suggests. My first project was exporting Indian goods to South Africa, Kenya, Mauritius, and Gulf Countries. When I travelled to South Africa for the first time, apartheid was coming to an end. I saw the opportunity and immediately got contracts signed for different items. For the importers in South Africa, I was like an angel from India, who reached

there first! The Indian High Commission in South Africa helped me a lot by promoting my name among the importers there. I also had the privilege of being an ex-Army Officer. Items like jute bags from Calcutta, tee shirts from Tirupur, crinkled skirts from Sanganer Rajasthan, woollen products from Ludhiana, maize starch from Sangrur Punjab, tapioca starch from Coimbatore, glassware from Firozabad, leather jackets from Agra/Kanpur, indelible ink from Ghaziabad etc. were in my list of products, as a merchant exporter. Two containers of float glass and my brand of bicycles in the name of Rainbow were two significant products. I am proud to say that my own course-mate and platoon-mate in the Academy, Captain Vivek Sharma handled my first cargo to South Africa. Life is full of proud moments!

I was making huge profits, but who knew what destiny had in store for me! On 7 January 1997, I met with a severe accident, wherein I suffered multiple fractures, which resulted in the end of my first export business. I was down for almost six years as the left lung's internal injury was not detected in time by the doctors who had attended to me, despite my repeated plea that I had a heavy feeling in my lungs. As a family, I had no support, as I was away from my hometown and we faced a severe financial crisis during that period. People asked me to take up a job. Still, I continued to listen to my heart despite all adversities and knew that I would start another business again. In the Academy, we were taught that 'Selection of aim is important, but maintenance of aim is more important'. I had selected my aim of doing business even before joining the Army, and even at that point of total blankness caused by the effects of the accident, I decided to maintain that aim. The training at the Academy became handy throughout my life.

During this crisis, a close friend, my course-mate, Captain Jainendra Pant, who had become a General Manager with the Reliance Group, advised me to take up the business of a commercial property dealership and interior decoration. In my life, from my experience, I realised that Defence Network is the best and dependable support system till we die! The reason for the advice was that there is not much of an investment needed as a consultant. This advice led to the birth of the firm 'New Horizon Infrastructure', which started to provide commercial spaces to companies like Tata, Reliance, Airtel, Hutch, MNCs, and Banks. In addition to this, this firm did interior works for banks, MNCs and various prestigious government offices, including PM residence, NSG Training Centre Manesar, Nirman Bhavan, Shastri Bhawan, Udyog Bhawan, IARI/Pusa Institute, Income Tax Headquarters, Udyog Bhavan, Customs and Central Excise, NDMC Headquarters (Palika Kendra on Parliament Street, New Delhi), SCERT, NCERT etc. My wife Sara, an ex-Military Nursing Officer, had refused an opportunity in the USA in 1991, UK, Canada and Australia in 1992, and Ireland in 1995 as the business was performing well. In the meantime, she got an opportunity in Ireland again in 2006. She decided to move abroad when we had financial pressure and find opportunities for export to Ireland/Europe. Sadly, and unfortunately, our son passed away at the age of eighteen and a half in 2010 due to complications that had

aggravated over those years, after a wrongly conducted forceps-delivery at INHS Sanjivani, Kochi where he was born in 1991. The only solace was that, he passed away when his beloved mother Sara also was beside him in Delhi.

I still remember the first time I visited Ireland in 2013 with our daughter, studying in the 11th class of ITL Public School Dwarka, New Delhi. We went to University College Dublin (UCD) and Trinity College Dublin to inquire about the courses suitable for our daughter who was going to pass out from 12th standard of school in 2015. The Head of Trinity Business School spent three hours explaining the facilities and the course curriculum. The International Director of UCD spent almost five hours showing us around the university and demonstrating the facilities and courses. That is when I realised that more students in India should have access to such world-class amenities. Hence, Hepta Contino Inc was reactivated for student recruitment with a vision of its presence in the seven continents soon.

I had started the journey of exports to make money for starting a car factory that would have produced my own brand of cars. However, if I think of making a car now, it will be very tough, or may be impossible to compete as all global brands are there in India currently. Businesses change with time; one should have quick adaptability to changing environments, as taught in the Academy.



**Bidisha: Tell us something more about your firm.**

**John:** Hepta Contino Inc is essentially a firm specialising in the migration of students exclusively to Ireland. We are super-specialists for Irish Education. We help students select a subject that matches his/her skill and the critical skill requirements of Ireland so that he/she can get Permanent Resident status after the Post Study Work Visa expires. It ensures that the student can lead a successful life in Ireland on completion

of studies. Areas like Accountancy, Software, Actuarial Science, Engineering (Civil, Mechanical and Electrical), Medicine, Dentistry, Radiography and Technology are in the list of Critical Skills and are in demand. We interview students in India and only go ahead when they show the aptitude and attitude needed for a life in Ireland. We are not like the other agencies that look at their commission and push students to board the plane to Ireland or elsewhere, irrespective of what lies ahead in those students' lives. When they arrive in Ireland, we hold the fingers of the students, teach them to walk/run here and free them when they are ready to fly into the corporate world.

We have successfully placed 60 students so far. Next target is 100 in a year. Out of a hundred students who approach us for consultation, we select around 15 to 20 students only to file applications for admission who are suitable for Ireland. Ireland's total population is just fifty lakhs, which is the reason for the low numbers of jobs because the market size and demand are small here. In the Army we used to follow a principle that we follow even now in our business. The principle of "One bullet, one enemy" or of "Shoot to kill". One student recruited means one job and permanent residence secured in Ireland. We have an office in Delhi, and one here, in Dublin, and our website is [www.heptacontino.com](http://www.heptacontino.com)



**Bidisha: A lot of officers aspire to move abroad post-retirement. Do you think moving abroad is always a good decision? What are the initial difficulties that you faced when you first shifted to Ireland?**

**John:** Moving abroad is a significant decision in life that will affect the next generations. According to Antony Robins, "In moments of decision, destiny is shaped." When I decided to settle down in Delhi in 1989 after leaving Army, I never thought of our daughter becoming a 'Delhiite' rather than Keralite. She cannot read and write

Malayalam, though both her parents are Malayalees.

Similarly, when you migrate to Ireland, your coming generations become Irish. If the selected country is the USA, they will become Americans. They will become Australians, Canadians, British, German, French, South Africans, Kenyans, Italians, Mexicans etc., depending on the selected country of migration.

The next most crucial point is about starting from scratch. The goodwill that you carry while in your home town/village/country can never be measured, and it cannot be transferred to your new country of the domain. When you migrate, you start from zero, or even from negatives because of the difference in culture/colour/language and lack of financial base. Support from family/friends/course-mates will not be there because they are far away. Your rank is not recognised or seen in a foreign country. Such preferences/privileges do not exist abroad. What matters is how you perform as an individual or professional. The Director of the hospital, where my wife works, is married to a Plumber by profession. Even Plumbers are respected equally as the Prime Minister, and everyone calls each other by the first name. Furthermore, that plumber is a postgraduate mechanical engineer from a premium university, and works with his own hands along with his three team members. He drives the best Merc or BMW. All trades and professions are respected equally. I was astonished by the fact when I found that the painter who came to paint the exterior of our apartment building has a post-graduate degree (MTech) in Painting Technology from University College Dublin, one of the best in Ireland. He does the scraping, applying primer, painting, and polishing of surfaces himself! His earning after-tax is Euros 178.00 per day!



Before migration, be a human being. Humble, polite, and sharp at the same time. Our defence officers are having all these traits. Help the next generations to get out of the



shell and adapt to the local culture. Adapt only the good habits needed by civil society. The saying goes, 'Be a Roman in Rome'. At the same time, maintain the connections with our roots. Continue to be an ambassador of India at one's own level.

For defence officers from India, it is much easier compared to those from other countries. India has almost double the entire Europe population with as many states as the member-nations of European Union. India has many languages, and many of our local languages are spoken by more people than the countries in Europe. After our training in Academies, we have adapted very fast to troops from other parts of India and people of other States with different cultures, languages, races and are used to the global outlook. Barriers of colour and language are to be overcome by performance. Hardly 3% of the students in the West go to colleges. They specialise in their technical skills.

However, unpolluted water and air, absence of tropical diseases and germs, low population density, less corruption, gender equality, commitment to social goals, respect for human values and fellow-humans, and people's scientific temperament make life easier. I cannot predict what will happen when the density of the population increases in future.

Before migrating abroad, upskill yourselves by practising as well as improving qualifications. Software courses are of low cost in India. Stock your "kit-bag" with the necessary skills before you leave the shore.



Another very important aspect is that you will be the first-generation migrant in a foreign land. You will be neither here, nor there. However, in case of a crisis or

calamity, you have a place to return to, viz, your homeland, but your children are going to be born and brought up in the country where you are migrating to. You will pass away one day or the other. After that they will be alone. They will not be having a place to go back in case of any issues. So, it is your big responsibility to integrate them with the locals. At Hepta Contino inc, we are emphasising on this point seriously. we try to integrate the new generations to the local culture using sports and games, music, art, literature, cultural programmes etc.

The dream of a Global Village is in the making. Let us create a world of tolerance.

**Bidisha: What would be your advice to officers who are preparing to switch to the corporate sector?**

**John:** I always ask a question to young people. Have you ever seen a lion retire? The answer is 'No'. The same is the case with a tiger. They live their life entirely doing what they love, till they die. I think each one of us should be like that. We have unlimited potential and ideas in our minds, and we need to have the courage to pursue them. To supplement these two, we have the best professional training and qualifications and experience. Secondly, start talking to other people, especially your seniors and peers and widen your horizon. The more you know, the better you shall thrive. Use groups like the Forces Network to your advantage and connect with seniors doing well in fields that you like. Finally, try and give back to society in whatever way you can!

The satisfaction of giving back is unmatched and cannot be compared to any amount of wealth that you accumulate. My dream is a chain of primary schools of world-class quality in India's villages, where children are moulded into responsible citizens. Defence Officers are trained to be leaders. Their technical, administrative, logistics skills are far better than the IIT-iens or graduates of IIM. For example, the "bandwidth" that we are exposed to is complete. We are not the type who show-off. For us, a word is a word; we do what we say and follow verbal orders. It is different in civil life; written instructions and agreements are not followed through. Be careful about this.

Before joining any job or career outside, find out the complete details. Learn about the hierarchy of the organisation. The Manager of a big group like Tata is more significant than the Vice-President or Director of a small business group. When I left the Army, I did not know the difference between a Chairman, Managing Director, and a General Manager! There is no stars or stripes on the shoulders of civilian employees for differentiation. Be very alert and observant so that you will pick up these differences fast. The first one to two years in civil life is tough. Please don't get disheartened. All of us went through that. We have very quick adaptability. Be flexible. Never be rigid. Never join for a salary or designation where less qualified, and less competent people are at higher levels in the organisation. Bargain for the right position and compensation package before you join. If this is not done it will lead to frustration. Do thorough homework. This requires careful research before the interview and before

you accept the offer for the job. The peers in Forces Network are one of the best sources for guidance. You post one query in this Forum, and you receive ten RIGHT answers. The camaraderie and bonhomie among defence officers are unparalleled and Forces Network is an excellent platform for this. Also, never join bad companies that do not treat employees respectfully.

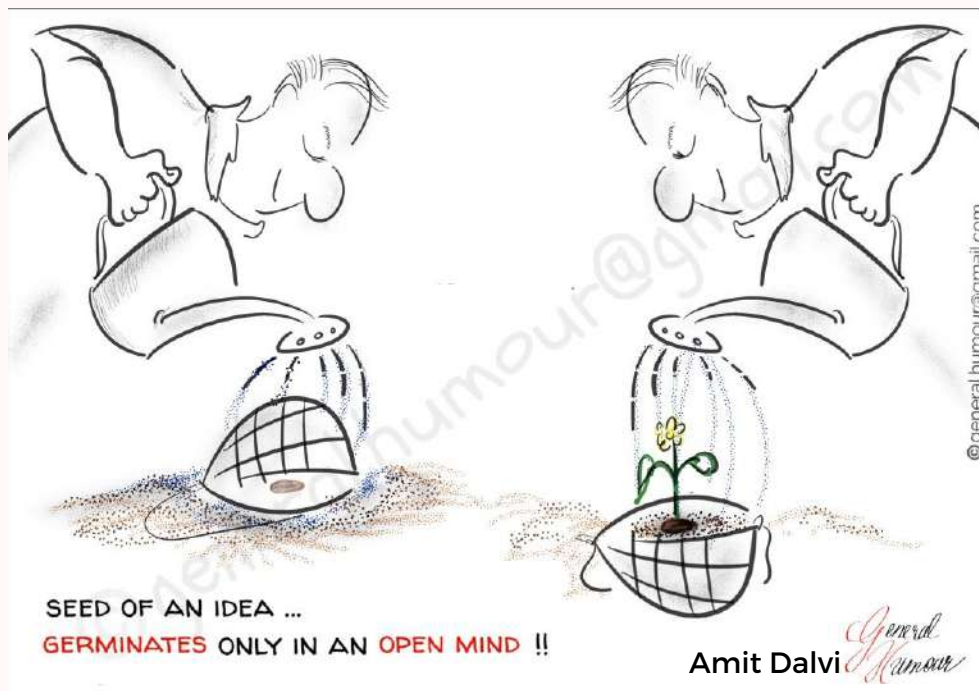
Another important advice is for those who are planning for self employment. Take care of your money. Never hand it over to your friends or relatives to invest or to run a business. Money will evaporate. Indulge in business with due care. The success rate in business is less than 1%. If you remember, the success rate in UPSC examination/SSB Interview was also less than one percent. Success rate in CA exam/IAS exam is also like that. It is very easy to lose money in business, so be extremely diligent and alert. BEST WISHES!

**Bidisha: Thank you, Sir. That's a wonder insight you have helped us with.**

**John:** The pleasure is all mine, to recollect my eventful journey, and I am hopeful that it will serve some useful purpose for the members of the Forces Network.



**Bidisha Pandey** is a blogger who believes every individual has a story and a lot can be learned from every story. More stories and interviews by her can be read on her blog site [www.sassyweekender.com](http://www.sassyweekender.com)



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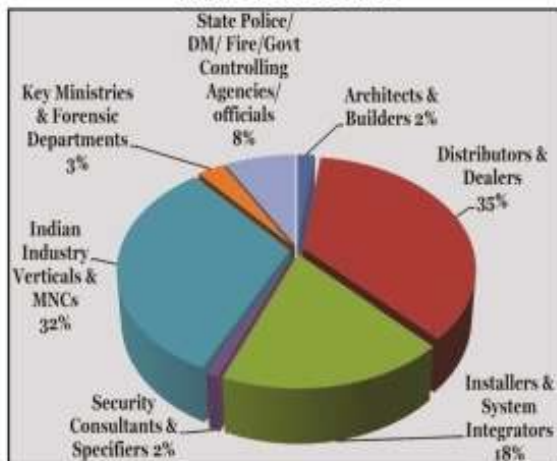
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# Women Power

Spouses of Defence Officers have immense potential as individuals. While many of them have already established themselves as successful independent entities, a very large number still has to recognise and exploit their inherent hidden capabilities and worth. In this series we plan to showcase the achievements of such spouses of the members of Forces Network who have carved a niche for themselves through hard work, grit and determination, so as to provide adequate motivation to the others.

**BY UDAY K SHRIWAS**

**Madhavi**, a fauji brat, has travelled the length and breadth of the country with her Army family. She completed her graduation from Fergusson College Pune. Starting her journey early in the corporate sector, Madhavi has had a career spanning 17 plus years, covering a broad spectrum of profiles. Following her passions, she has now become a domain expert in the field of Beauty and Retail, wherein she has been involved in training, operations, project management, business development, client handling, market intelligence, product development, market research, etc. Married to an Army officer in 2005, she has juggled her personal and professional life with aplomb and been successful in charting her own path. A voracious reader and a CrossFit enthusiast, she lives in Gurgaon with her family.



**Uday: Please tell us about yourself, and what you do.**

**Madhavi:** I am a proud Fauji brat, born in MHOW. My father was from the Corps Of Signals. Like a typical Army family we moved nearly every two years, and as a result I had the opportunity to travel to plenty of different states, went to nine different schools and two colleges. After completing my Honours in Philosophy from Fergusson College, Pune, I moved to Gurgaon. After having started my career with the call centre industry, I've been working for over 17 years now. I have been part of the Retail sector, managing offline operations and training PAN India. My area of expertise is Beauty & Personal Care. I have been married for over 15 years, and we are blessed with a daughter. Being a passionate dog lover, I have always had dogs at home, besides looking after street dogs in the vicinity.

**Uday: What inspired you to embark on this professional journey?**

**Madhavi:** After completing my graduation, I was idling around at home, so my mother pushed me to get a job. This was the time when the Call Centre industry was booming and I started working with an inbound US process. Gradually I started getting appreciation for my work and after 14 months into my first job, I got a promotion. This just pushed me to work harder and strive for better things. I'm fortunate to be

surrounded by very strong and independent women. My mother's career started as a professional classical dancer, she was part of the founding team of Doordarshan, worked as faculty at FTI, Pune and lastly at PNB for 20 years. My sisters have excelled in their fields of Marketing & Film Making. They have always inspired me to have my own identity and do something for myself.

**Uday: What are the learnings from the early stage of your career?**

**Madhavi:** My career started under the guidance of a fantastic Boss, who coincidentally is also a Fauji daughter. We were both new to our roles. However, the spirit of teamwork and ability to put egos aside, helped our team be the best, month after month and were the most sought-after team to be a part of. Another mantra was, Never Stop Learning and Hard Work. These qualities are ever so essential. Short cuts can only take you so far but hard work and the desire to learn take you places. The day you think you know everything is the day you stop moving ahead.



**Madhavi: Has the Army upbringing had any influence in your decision to pursue this profession?**

**Madhavi:** As an Army kid the frequent moves make you very adaptable, besides providing widespread exposure, which in turn improves one's confidence. One is able to interact with all kinds of people, Jawan to General.

My professional roles have primarily been in Training, Operations & Business Development. In training, the trainer is always the Hero. Doesn't matter how great the content or how beautiful the presentation, if the trainer lacks the ability to connect with the audience, it all just falls flat. Operations is all about people management, it's about getting the job done. In the capacity of a Business Development Manager, I have had the opportunity to interact with Business Heads, Retailers, front line retail staff, etc

Thanks to my Army upbringing it has been fairly easy to connect with people at all levels and perform these roles seamlessly.

**Uday: Would you like to share the details of your corporate roles and experiences?**

**Madhavi:** I started my professional journey as a Customer Care Associate for a credit card program with Convergys, and within 14 months I was promoted as a Call Compliance Coach. Having stayed with the BPO industry for 2 years, I made a shift to Training domain with Aptech. Though I was hired as a language and soft skills Trainer, being part of the core team, I was pushed into all fields: Business Development, Franchise signups, Franchise set up, Train The Trainer, Process & Product Training. It was exhausting but so much fun because I got to learn so many different skills, and this boosted my confidence tremendously.

I'd always been interested in the beauty industry. It's so vast and ever evolving. In 2012 I got the opportunity to work as a freelance Trainer with Hindustan Unilever Limited for Pond's. This really was a dream come true. To learn and then train one of the most vintage skincare brands in the world was such a joy. During this process, I also got to learn the history of Lever and how it has become the organisation it is today.

The following year I was invited back to work full time with HUL's training partner as Regional Training Head. The five years I spent here were some of the best. It was remote working profile so we were working 24 X 7 X 365, but it was fun as there was so much learning. Trained across so many brands, so many businesses.



The last organisation I was with further gave me the opportunity to expand my scope of work to Market Intelligence and Product Development. We travelled to our HQ in Shanghai which was a great learning experience. We interacted with three brand teams, brainstorming on what to launch in the Indian market. Everything from product texture, finishing, packaging, price point, we worked on all of it. We also visited the big Super and Hyper markets there to understand the functioning of their retail sectors and see how our brands were performing there. Besides the professional exposure, this has also got to be my best food experience ever.

**Uday: How has been the journey so far and any stories you wish to share?**

**Madhavi:** It has been a great ride so far. A journey with its ups and downs but a journey that I absolutely love. I chalked my own path, my way and I am extremely proud of myself, for getting where I am.



We don't realise how we positively impact people's lives, unless we are fortunate enough to witness some incidences. During my time with HUL's training partners, I had the opportunity to train hundreds of retail staff. Lever's would organise an annual event honouring the frontline retail team for their valuable service. During one such event a particular trainee went up on stage and during her speech, thanked me for pushing her to do better, the same happened with few more trainees. One trainee shared her story of how her job as a Lakme Beauty Advisor started off as a means to run their household and with time how her salary contributed to them getting their electricity meter. During her time with the company the training sessions that at one point irked her, had become her greatest motivators. She no longer was just a Beauty Advisor standing at yet another counter handing out products but had now elevated herself to an expert level, who was able to handle many different levels of customers.

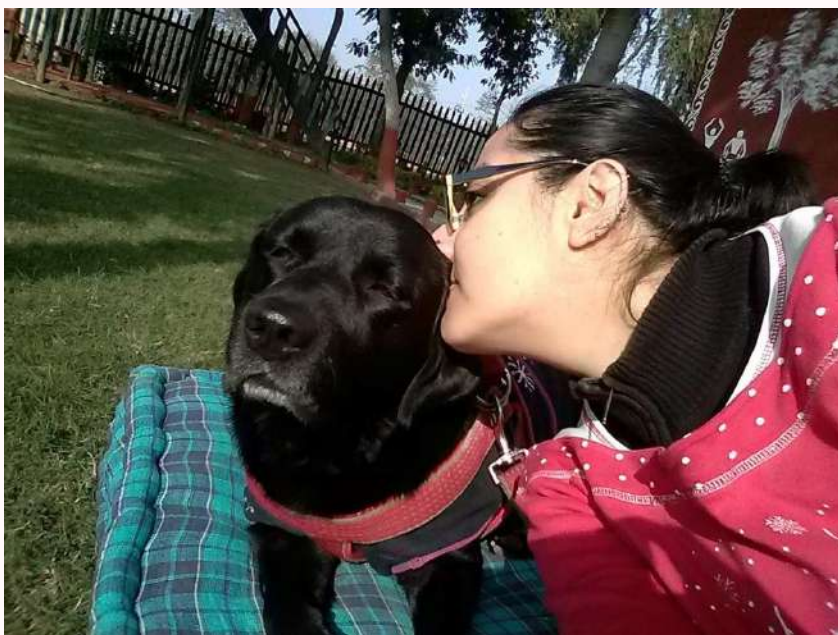


Her story really touched me, and this is one of the reasons why I just love what I do. All the people one meets and the stories we learn. It's been a few years since I left that organisation but even now whenever I am out in the field I meet so many of my ex-trainees, who have moved on to other brands yet they always make it a point to come and meet me. The warmth is still intact.

In this very organisation I was responsible for setting up a team of Route trainers for Lever's Beauty brands. The company left the decision entirely up to me and I was told that as long as I was comfortable and sure of who I was hiring, the management was fine with it. I started out with a team of five, and when I left after five years, the team had grown to 25. Our team was made up of freshers, non-beauty background professionals, people who had never done trainings, in fact the first male trainer was hired in our team. In spite of these varying backgrounds, we became the top performing team, with the lowest attrition rate and most confident performers. This is something I am extremely proud of.

**Uday: Where do you operate from, and how has your journey as an Army wife balancing the professional demands with Army life been?**

**Madhavi:** I am based out of Gurgaon but having a PAN India profile, which involves my travelling quite frequently to different parts of the country. I was however fortunate enough to be able to coordinate these travels with my husband's peace time postings. This has immensely helped in striking a balance between work, family and Army responsibilities.



**Uday: Any other challenges have you faced so far, on the way to establishing yourself?**

**Madhavi:** Breaks in career, especially for female workforce, are always an issue. This leads to lesser pay. This has been the biggest challenge for me so far.

**Uday: I have learnt that you are also a CrossFit enthusiast. Please tell us how you got involved in it.**

**Madhavi:** In 2016 I was really tied down with work and it was taking up too much of my time. I wanted to take up some activity to break the routine and do something for my health. Having explored gyms earlier I was not keen to go down that road again. A friend suggested we checkout a Crossfit Box - that's how the setup is referred to. I am not a sporty person, never have been. Crossfit is all about high Intensity workouts, weight training, functional movements, all alien to me. This was the best thing I did for myself. It gave me the opportunity to push myself way out of my comfort zone, doing things I never imagined I could or would do. My absolute high points were the day I did a 200 pound deadlift and the time I participated in an inter box competition. My partner and I came 3rd in our category. It brought so much focus in my personal and professional life. The other thing about CrossFit is the community. It is nothing like going to a gym and doing your own thing, At the Box the one who finished last gets the loudest cheer. You are not defined by your weight, size, shape, rather it is all about strength. It is the most amazing form of physical activity. I was very fortunate to have one of the best coaches in Delhi NCR. Crossfit helped me immensely: from being a non sporty, indoors type of person to participating in every competition, it was amazing. Unfortunately I had to take a break due to my very hectic schedule but recently I've gone back to my old Box and absolutely love the excitement.



**Uday: What is that you admire the most in the ladies wedded into the defence families, and their professional life built around the hectic life of an Officer?**

**Madhavi:** I think Army wives don't get their due. It is an unwritten rule, or an unacceptable fact that an Army wife cannot pursue a career other than that of a teacher or something online. As a result, so many women give up on their careers, hopes, dreams, aspirations, so that their husband can successfully pursue his. The ability to take a backseat, keep a smiling face and stand like a pillar behind the Officer deserves a lot more recognition. I salute these women. As someone very rightly said, they are 'The Army Behind Our Army'.

**Uday: How did COVID-19 situation affect your personal and professional life and what are the takeaways?**

**Madhavi:** Unfortunately, the organisation I was working with closed down due to

COVID. This was a big hit as suddenly I didn't have a job. However, a few weeks in and I realised it was a welcome break. Something that was long overdue. I got to focus on myself, get back to hobbies that I had lost touch with, connect with family at home, do things I had always thought of but just never got around to because of my work schedule.

COVID put a lot of things into perspective. We lay so much emphasis on external factors that we ignore things that really matter. The lockdown gave us the opportunity to enjoy the simple pleasures of life. You don't need to party to have fun, or have weekend mall outings. Simple things like board game evenings with the family are great too.

Another thing that COVID proved was that help can and in most likelihood will come from the most unexpected sources. I've experienced that first-hand, during my job search. I was pleasantly surprised to see acquaintances step up to help with things like feedback on resume, job search, connecting me to organisations. Best part of it all was that most were women.

**Uday: What are your plans for the future?**

**Madhavi:** I've been taking up freelance assignments with various organisations with the aim of getting back to full time work. I really do miss the excitement. In the long run I do hope to be able to use my experience to help Defence Spouses get back to work. I believe everyone deserves a chance and what better way than to give these powerhouses a chance to prove themselves and showcase their skills in the Corporate World.

**Uday: What advice do you have, especially for spouses of defence officers, who desire or aspire to be similarly independent?**

**Madhavi:** Just, GO FOR IT! A wife's career is just as important as the man's. How to go about it - live together or long distance - is entirely the couple's decision. One needs to be head strong and ignore the naysayers. Cooperation, understanding, team work are key. If the couple can really work as a unit, anything is possible.

**Uday:** Thank you, Madhavi. It was really nice talking to you and knowing you.



***Capt Uday K Shriwas** was commissioned into the Corps of Signals, and served in various theaters during his service for five years, including in a newly raised RR Battalion. Thereafter he has worked with many renowned Companies, and is now the Relationship Leader with Yes Bank Ltd.*

# Knowledge Bank

## Blockchain - A Primer

BY SURESH CHANDRA

### INTRODUCTION

The editorial team requested me to write about Blockchain. It set me thinking as to the level of detail to which one must write about such a complex technology. Blockchain, though largely misunderstood is the technology of the future – as has been often said by many technology pundits.

*The technology likely to have the greatest impact on the future of the world economy has arrived, and it's not self-driving cars, solar energy, or artificial intelligence. **It's called the blockchain.***

The blockchain has received a lot of attention in the public discussion and in the media. Some enthusiasts claim that the blockchain is the biggest invention since the emergence of the Internet. Some have even pitched the technology as a revolution of sorts, akin to the impact invention of electricity has had in our lives.

*Blockchain represents nothing less than the second era of the internet – an evolution from a platform for communicating information to a platform for transacting value. Using cryptography, collaboration, and some clever code, blockchain allows us to securely transact anything of value, from money and stocks to data, art, votes, and more. **This technology is transforming the way we do business, and every industry will be affected.***

It is, therefore, imperative that corporate leaders, students of technology and interest groups comprising lay people know about this technology and assess as to how it will disrupt our lives and line of business (which is bound to happen sooner or later).

There are many approaches to learning blockchain – one approach could be to give a 30000-foot view of the technology and attempt to drill down and explain what it means for business, or the second approach would be to go slowly step-by-step to start with the problems which led to the solution known as blockchain. While the first option will be appropriate for tech people who are generally aware of the issues which blockchain is attempting to solve, the second approach though much slower, will be appropriate for the lay people who do not have a strong tech background and still have an interest in understanding the technology and its impact.

Since I do not have a mandate from the editorial team of how to go about addressing this issue, I will take this liberty of choosing the approach, and being an instructor at heart I will go with the second approach so that this piece and subsequent articles in

future issues are in the grasp of all readers.

There is no dearth of literature on blockchain and its application. Most literature is extremely technical. Through articles in this e-zine, I intend to fill the gap that exists between purely technical literature about the blockchain, on the one hand, and the literature that is mostly concerned with specific applications or discussions about its expected economic impact or visions about its future, on the other hand.

I would like to keep this piece and its subsequent sequels completely non-technical so that all readers are invested in the articles. The technical concepts of the blockchain such as transactions, hash values, cryptography, data structures, peer-to-peer systems, distributed systems, system integrity, and distributed consensus in a non-technical fashion. The didactical approach will be based on four elements - a) *a conversational style* b) *no mathematics and no formulas* c) *incremental steps through the problem domain* and d) *use of metaphors and analogies*.

## Organisation of Content

An introduction to blockchain in my view should focus on these four larger issues:

- Foundational Concepts
- Why Blockchain is Needed
- How it Works
- Limitations of Blockchain

Foundational Concepts: This part explains major concepts of software engineering and set the terminology necessary for understanding blockchains. On its culmination the readers will have an overview of the fundamental concepts and will be in a position to appreciate of the big picture in which the blockchain is located.

Why Blockchain is Needed: This part will deal with why the blockchain is needed, what problem it solves, why solving this problem is important, and what potential the blockchain has. On its culmination the readers will have a good understanding of the problem domain in which the blockchain is located, the environment in which it provides the most value, and why it is needed in the first place.

How it Works: This part would be the centrepiece of this blockchain series of articles since it will explain how the blockchain works internally. It will discuss the distinct technical concepts (the cogs in the wheel) that all together make up the blockchain. On its culmination the reader, will have a clear understanding of all the major concepts of the blockchain, how they work in isolation, and how they interact in order to create the big machinery that is called the blockchain.

**NOTE:** For readers who are just interested in the basics and the raison d'être of blockchain - Parts 1 and 2 would suffice and should then skip to Part 4 to understand the limitations of the technology. I would love to get a feedback from the readers whether Part 3 (which in my view is essential) would be needed or not.

Limitations of Blockchain: No technology is free from limitations and so is blockchain. In this section I intend to bring out the major limitations of the blockchain, explain their reasons, and illustrate possible ways to overcome them. On its termination the readers will be able assess why the original idea of the blockchain as explained in the previous parts may not be suitable for large-scale commercial applications, what changes were made to overcome these limitations, and how these changes altered the properties of the blockchain.

## **Not Covering These**

I will deliberately not be focussing on blockchain applications. Though all cryptocurrencies especially Bitcoin are leading applications of the blockchain, my focus would be the "blockchain technology" in general, basically to bring out the generic concepts and technical issues of blockchain instead of focusing on a specific and narrow application case. Hence, I will not be covering the following:

- Bitcoin or any other cryptocurrency.
- Any specific blockchain application.
- Proofing the mathematical foundations of the blockchain
- Programming a blockchain
- Legal consequences and implications of the blockchain
- Social, economic, or ethical impacts of the blockchain

So, let's get the ball rolling and keep it part a bit light before we embark on "Foundational Concepts" part. Let's call this as *Part-0 – Blockchain and the Ledger*.

## **Part 0 – Blockchain and The Ledger**

*There is something new and fundamental happening in the world which could be the start of the next enlightenment period. The core of this is shifting from centralized to decentralized models in all aspects of our lives, both individual and societally. ~ Melanie Swan*

## **Blockchain – Some Thoughts**

*Blockchain is the tech. Bitcoin is merely the first mainstream manifestation of its potential. - Marc Kenigsberg*

*Blockchain is software. It's as simple as that.*

Lie back on a blanket looking up into the clear night sky. Imagine that each star is connected by a beam of light to the star closest to it. That star is connected to another. And another. So that beams of light connect all the nearby stars. And those stars are connected to their neighbours, and on and on with new stars joining into infinity, so that every star is connected, via other stars, to the star that's closest to you.

Your imagination makes the night sky a model of a distributed network. **That's where blockchains live.** The stars are computers, phones, or other devices, all connected, all sharing the duties of running the computer code that is a blockchain.

As software, blockchains are not physical objects. They **exist only as strings of code** on computers, phones, and other devices. You **join a chain** by connecting your phone, computer, or other device to it via software and the Internet. By joining, **you become part of a system** that might include hundreds, thousands, or even millions of connected people and machines, all of you on the same playing field, with **no hierarchical control.** The ephemeral nature of the chains belies how they can grant individuals unprecedented power in the marketplaces of ideas, governance, and finance.

*You cannot touch a blockchain, but it can touch you.*

## The Ledger

In some manner of speaking, blockchain is simply a new way to create ledgers. Let's see some examples where a new technology to manage a ledger has significantly changed the society and by extrapolation of the same why blockchain might do the same.

### Pictographic Tablets (3,200 BC).

In this clay tablet shown alongside, the ancient Mesopotamians recorded quantities over 5000 years ago. They partitioned the tablet into rows and columns. Within each cell, they drew a picture of the type of item and made holes indicating the quantity of it. Each type of item had its own standard pictographic representation, making this ledger language the earliest form of human writing we've discovered. It is called "Proto-cuneiform" because it later evolved into a complete written language called "Cuneiform". In other words, the ancients needed tabular representation of data more than the need to write prose and poetry. The



*Proto-cuneiform tablet, Uruk, ca 3100–2900 B.C. ([Source](#))*

earliest Proto-cuneiform tablets came from Uruk around 3200–3000 BC. At the same time, Uruk became the world's first city – the first-time tens of thousands of people settled in the same area. The specific meaning of many of the pictographs remains a

mystery. The best we can do is study them and make a reasonable guess about their function and importance.

Fun Fact - The [Cuneiform Digital Library Initiative \(CDLI\)](#) has a searchable database of these fascinating tablets. A list of features that these tablets offered:

- A pictographic description of the purpose of each transaction/allotment and other metadata.
- Incremental calculations into sub-totals and then totals so the calculations could be verified.
- The signature of an official to specify who authorised the transaction.
- Means of authentication with a cylinder seal.
- A dating system which can specify a date or duration.

### The Double-Entry System (1340 AD).

Around 1340 AD, a new method of accounting called the “**double entry system**” emerged in northern Italy and was used by the merchants and money lenders of the time. The entries have a logical relationship, and every item was to be entered twice – one as credit and one as debit. The system worked by taking the list of transactions from the merchant’s single-entry journal and transferring them to the double entry ledger. Each item goes into the double-entry system by adding a credit in one account and a matching debit in another. We are familiar with this system since it is still being used in the Armed Forces. As the double-entry system became ubiquitous it gave businesses, investors, and lenders a common language. Financial statements derived from the double-entry system, like the balance sheet, became a standard way for businesses to demonstrate their creditworthiness or potential for investment. This paved the way for an investor class, an essential feature of capitalism, which specialised in their analysis.

### Central Banking and Fiat - Ledger Entries as Money (1931 AD).

Prior to the invention of fiat money, ledger entries always measured a quantity of something tangible owned or owed. A liability on the ledger was someone else’s asset because it represented a quantity of something that the debtor had to transfer to the creditor in the future. But the implementation of the central banking system changed all that.

- A bank is given special legal authority. It’s called the central bank. The government of the country has accounts at this bank.
- The central bank issues bank notes which are redeemable in credit at the central bank for the face value.
- The central bank does not redeem its liabilities for anything.
- The government only accepts payment of taxes by crediting its account at the central bank (usually through a commercial bank), or by paying them with bank notes.



With these four points a new ledger technology is achieved. The numbers on the central bank's ledgers magically have value even though you can't redeem them for anything!

It is easy to see how this technology is desirable to governments. Indeed, every government on earth participates in a central banking system of some sort. The supply of central bank credit is firmly in the control of a small number of humans appointed by the government. Gold, on the other hand, is an element on the periodic table that is found all over the world. Its supply is completely outside the political domain. After freeing paper money from gold, the central bank could use its gold like any other asset. More importantly, the central bank can purchase new assets ad infinitum by trading them for credit it created with an irredeemable ledger entry. Usually, this power is used to buy or sell government debt to expand or contract the money supply in accordance with economic data and the economic theories the central bankers hold.

### Distributed Ledgers (2009 AD).

Then came the distributed ledgers – the new kids on the block. Distributed ledgers are the databases shared across a network and spread over various geographical locations. A ledger is a collection of financial accounts and, in such a case, distributed means spread out and controlled globally. Thus, distributed ledgers are held and reorganized by multiple parties in different locations and institutions. Distributed ledgers can be assessed by the participants at each network node; the participants can obtain an identical copy of the recordings shared across the network. In case the ledger is edited or appended, the changes are replicated and copied to the participants. In order to make sure that the database is accurate, it is synchronized. Distributed ledgers and bitcoin use the same technology.

Each of the above ledger technologies seemed benign at the time of their invention and early development. We can only see their significance retrospectively. Distributed ledger technology (DLT) is still in early stages and it already has earned a place for itself. Its impact on our society is yet to be ascertained.

### A Revolution in Nine Pages

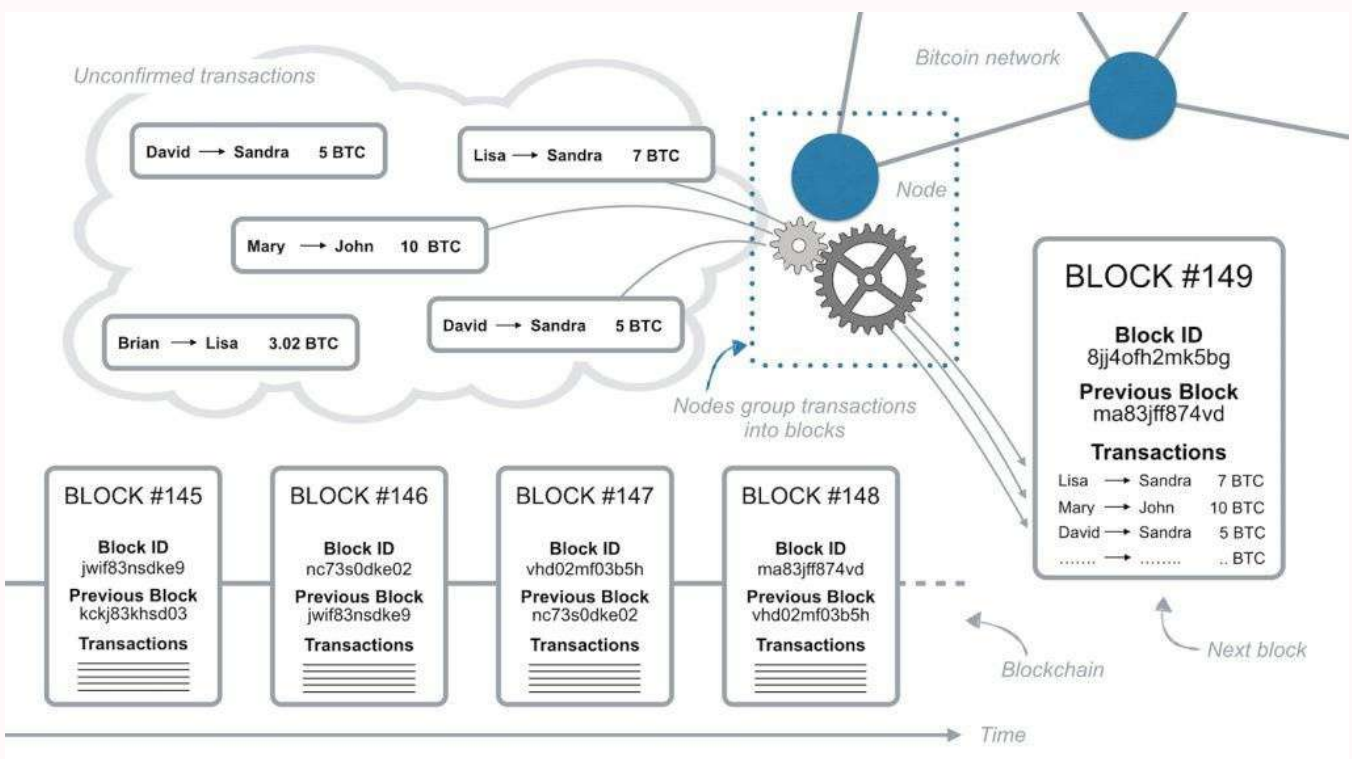
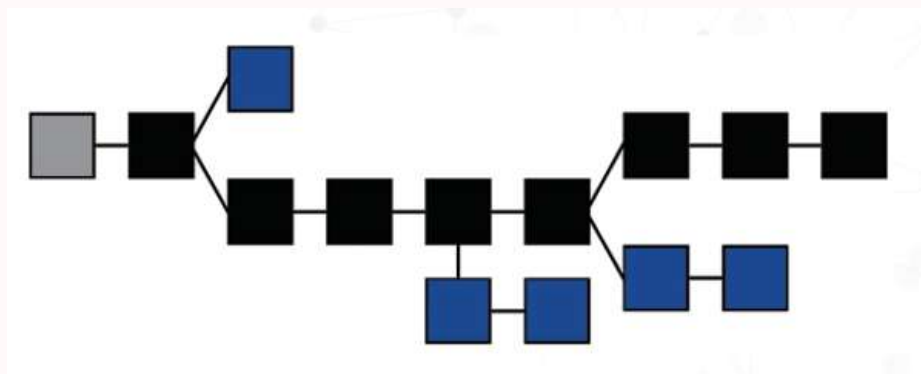
“We have proposed a system for electronic transactions without relying on trust.” This is how the concluding section of a nine-page document posted to the Cryptography online mailing list on Halloween 2008 begins. Titled **“Bitcoin: A Peer-to-Peer Electronic Cash System”** the paper listed **Satoshi Nakamoto (a pseudonym)** as its author. Despite significant effort, the identity of Bitcoin's creator has never been conclusively determined. He was last heard from in 2011. Ironically for a prophet of decentralization, the surname “Nakamoto” in Japanese means **“of central origin.”**

Trust is central to Bitcoin, as well as to the wave of blockchain and distributed ledger

solutions following its approach - and not just because the words “trust” or “trusted” appear thirteen times in the short paper by Satoshi Nakamoto. Bitcoin would be useless if it were not trusted. The astonishing rise in the value of cryptocurrencies since Bitcoin is based entirely on people’s willingness to trust that entries on privately operated, distributed digital ledgers are as real as money.

The hundreds of nonfinancial, blockchain-based startups and enterprise blockchain projects rest on a similar belief. Distributed ledger networks bring together communities that otherwise would not trust each other sufficiently. They are, according to the title of a cover story in The Economist, “**trust machines.**” Bitcoin’s blockchain mechanism just might have launched a revolution in trust.

Without getting into too many details - this is how a blockchain (a chain of blocks literally) looks like.



Concluding this preliminary discussion here, I shall start with the **Part I - Foundational Concepts** in the next issue of the magazine.

Quotes

*“What the internet did for communications, blockchain will do for trusted transactions.” - Ginni Rometty, CEO of IBM*

*The ledger, the distributed database - it's called a Blockchain - is held in the cloud by all the parties involved. It can't be broken by any of them. It's cryptographically too strong. You would have to compromise the entire network to take over Bitcoin. - Naval Ravikant*

*“The blockchain symbolizes a shift in power from the centers to the edges of the networks.” - William Mougayar*

*“While it may seem scarier in the earlier days, I think ultimately the blockchain creates a safer world.” - Fred Ehrsam*



**Col Suresh Chandra** was commissioned on 11 Jun 1988 in the 94 Field Regiment. He commanded 121 Light Regiment and superannuated from service on 30 Nov 2017. An MTech (CSE - IITD), he has been instrumental in the design and development of the ACCCS / Project Shakti. He was an instructor in School of Artillery and DS, JC Wing, Army War College. He has also served with the Wargaming Centre, SWC and was Col GS (Systems) Western Command. Post retirement he divides his time between mentoring underprivileged kids in Mathematics, Physics and Computer Science of Class XII level, and freelancing as a cyber security and data analytics expert. He can be reached at [sureshchandra@protonmail.com](mailto:sureshchandra@protonmail.com)

## ADVERTORIAL - From HOME DREAMS

### KARWAR BECKONS YOU

Majority of the defence services officers crave for a peaceful retired life, and look forward to settling down in a pollution free, serene, devoid of crowd location which provides the essential basic amenities and a semblance of military station. Against this backdrop, many have eyed Goa as a suitable post retirement place to settle down, as apart from its sought after beaches, it abundantly offers most of the facilities the defence fraternity desires.

Over a period of time, many have made investments in the real estate in Goa and enjoying the fruits of such investments. Many have made guest houses which cater to the ever increasing requirements of the tourism industry, while others look forward to the returns from the rising values of property. It is not just the people from the defence forces, but also from other strata that are rushing to Goa for similar reasons. And, unfortunately this mad rush is soon going to destroy the very essence of Goa. The irony is that what you are running away from in cities is chasing you here.

This then necessitates that we consider other viable options, which might offer not lesser, but even better benefits.

It is in this backdrop, which the name of Karwar crops up as an excellent alternative. Karwar is the administrative center of Uttara Kannada district of Karnataka. It is a popular tourist destination and with a City Urban area of 27.9 km (17.3 mi). Karwar is a seaside city on the west coast, with Western Ghats on the East. Karwar is situated on the banks of the Kali river which flows west into the Arabian sea. Karwar is 15 Karnataka - Goa border, 65 kilometres South of Margao , and 519 kilometres north-west of Bangalore, the capital city of Karnataka. It is also an economic hub in Uttara Kannada and accounts for the largest part of the districts economic output.

If we look at what the city has to offer from the fauji point of view, then definitely we are in for a great catch. It has a prominent Naval Base, which affords all the amenities like ECHS, CSD, Golf Course etc. Apart from that, The Maritime Theatre Command is going to have its Headquarter at Karwar, which will result in the influx of Army and Air Force elements as well, thus increasing the importance of the location manifold, by becoming a thriving military station. Karwar is also scheduled to get an airport under the UDAN scheme of the Government of India, to improve regional air connectivity, and thus reducing the dependence of the Goa airport.

Keeping this in mind, Cdr Rajesh Nayak's venture 'HOME DREAMS' decided to exploit the excellent opportunity with the singular aim of extending it to his fauji brethren. He thus made his start by acquiring a 5 acre piece of land. The location of this property offers the following advantages in terms of distance:

- Main gate of Naval Base - 900 meters
- Kendriya Vidyalaya school - 550 meters
- Four lane Goa National Highway - 80 meters
- ECHS and INHS Patanjali Hospital - 1 km
- Swimming pool - 1 km
- Indoor stadium -1 km
- INCS Canteen - 1 km.

- Officers Mess – 400 meters
- Beach - 1.20 km
- Karwar city - 7 km
- Upcoming Karwar Civil cum Military airport - 15 km

As first part of his project on this property, RERA approved Plot Project named “SEA GREENS PHASE 1” was launched with 50 Villa Plots with developed amenities. It was a huge success, and all the plots were taken by the defence officers within no time.



Buoyed by the success of the ‘SEA GREENS PHASE 1’ project, HOME DREAMS decided to take it a step further by launching the related second project, aptly named as ‘SEA GREENS APARTMENTS’. It is the first Premium Luxury Apartments project of 36 Apartments in four floors, with swimming pool and all other modern amenities in Karwar, coming up in an area of 19,200 /- sqft. The additional advantage is that the owners of these apartments, also get to enjoy the facilities available to the 50 plot holders of project SEA GREENS PHASE 1, in this combined area of 5 acres.

Karwar is one of the best available investment opportunity in the country at this point of time, and offers better value for money compared to any metro or big cities. It is still unspoilt, as compared to Goa which is considered its nearest rival. Karwar not only offers cleanest private beaches within quick proximity, the prominent and best beaches of South Goa, like Palolem and Pollem, are also reachable within 15-25 mins, in comparison to travel from North Goa.

The property prices are many times higher in Goa, while the same amount of funds can fetch a much better deal at Karwar. The Goa base is an area with only Naval station and few ships whereas Karwar is a Command with Air Station, fifty odd ships, ship repair yard and logistics facilities etc., with huge increase in Naval population and expanding base in next five years.

In addition, Karwar is also close to best tourist places in Karnataka, to include numerous famous beaches both from Goa and Karnataka, Gokarna, Yana, Dandeli

(bird watching, river rafting and wildlife safari), Murdeshwara etc.

During COVID -19, it was observed that the land/rent price never declined in Karwar as the place has just started its growth. The government is going to spend almost 30,000 crores in next 5-10 years for expansion of the Naval base. Hence, the Defence population is going to increase exponentially in coming years view expansion of the base, and the establishment of Maritime Theatre Command. Thus any investment in property has huge growth potential in terms of rental as well as property value.

The advantages which will accrue to the owners of these apartments can be summed up as:

- The site is located next to Western Ghats, touching four lane National Highway, 550 Meters from the KV Gate and within 900 mts from the Main Gate of Naval Base, Karwar.
- This project is coming up within the first RERA approved layout of 5 acres with above mentioned facilities.
- The value of flats will at least double post completion of Phase II OF PROJECT SEA BIRD in 3 - 4 years and will increase many times in 10 -15 years.
- Minimum Rent potential of Rs 10,000/- to Rs 15,000/- .
- This will be the last chance to own a premium located luxury flat so near to the Naval Base and next to four lane highway, as future projects will cost more.
- The biggest challenge in purchase of any land is its safety, litigation, neighbours, amenities etc. The project being exclusively developed for officers will ensure safety, security, excellent neighbourhood and hence quick appreciation in value.

It is worth re-emphasising that it is the first RERA approved and developed layout of 5 acres having developed 50 villa plots (95% owned by Defence Officers, hence are an excellent neighbours), with 6 feet surrounding compound, 30 feet wide roads, drainage for the whole layout, tree plantation at free areas, electricity, water connection, Under Ground Drainage (first ever in this part of Karnataka), garden and amenities area of nearly 28,000 sqft.



Amenities which are in the process of being developed are:

- Swimming pool
- Gym with steam and sauna
- Sports room cum Library

- Power backup (Generators for lift, motors and common area lighting )
- Children playing park
- CCTV for external and internal common places
- Sitting cum relaxing benches
- Sewage treatment plant, parking etc

Why it is the finest time to investment in Karwar? Present home loan interest rates in India have fallen from almost 10% two years ago to present all time low of 7-8%. Investors who are buying their first house with the annual income between 6-18 lakhs get further subsidy of 2-2.5 lakhs under PM AWAS Yojana. Other than owning a beautiful home for yourself and family, presently the principle amount of 1.5 lakhs (under section 80C of Income Tax Act) and interest payment upto 3.5 lakhs (under Section 24 of Income Tax Act) will qualify for income tax rebate. This can ensure NIL income tax for investors paying income tax between 1.5-2 lakhs depending on the loan amount for upto 2 houses in a lifetime. Hence this is the most ideal time for owning, or investing in a house.

Some pictures related to the project, to help firm up the decision are shown below.



So, don't think twice...and grab this limited wonderful opportunity. Reach out to Cdr Rajesh Nayak, at the contact details shown below.

**CONTACT US**

M/s Home Dreams, Room No. 1, Galaxy House, Near Main Gate, Naval Base, Karwar, Karnataka - 581308.

Phone: +91-08382-263555, +91-8951601216, +91-9845153285,

Email: info@homedreams.co.in

**Home Dreams**  
Happy Luxurious Living Amidst Nature

The advertisement features a background image of a sunset over a body of water. On the left, there is a dark green box containing contact information. On the right, there is a logo consisting of three stylized houses in red, blue, and yellow, with a green swoosh underneath. Below the logo, the text 'Home Dreams' is written in a large, bold, black font, and 'Happy Luxurious Living Amidst Nature' is written in a smaller, black font below it.

# Book Reviews

## Sway: The Irresistible Pull of Irrational Behaviour - by Ori Brafman and Rom Brafman

BY SURESH CHANDRA

### About the Authors

**Ori Brafman** is a Stanford University and University of California, Berkeley alumnus and a New York Times bestselling author. He specializes in organizational culture, leadership, change management, and conflict resolution. He is also a life-long entrepreneur whose ventures include a wireless start-up, a health food advocacy group, and a network of CEOs working on public benefit projects, which he co-founded with Rod Beckstrom. He advises Fortune 500 companies and all branches of the U.S. military, in addition to the Obama White House, the National Academy of Sciences, NATO, and YPO, among others. He is a Distinguished Teaching Fellow at UC Berkeley's Haas School of Business focusing on improvisational leadership and the ethical use of artificial intelligence. He is the founder and president of Starfish Leadership and co-founder of the Fully Charged Institute



**Rom Brafman** holds a doctoral degree in psychology. He has won awards for excellence in teaching and promoting positive human growth. He is interested in the topics of resilience, empowerment, and transformation, and their manifestation in individual and interpersonal dynamics. Rom has a private practice in Palo Alto

### The Book Review

“What I tell you three times is true.” This line from a Lewis Carroll story largely sums up the cautionary tale behind the book. Using a myriad of anecdotal and scientific evidence, the authors, both brothers explain in a manner to persuade, or “sway,” the reader into believing that the human mind is far less rational than we believe, and how we constantly fall victim to psychological pitfalls that we are not even aware of. They also give useful suggestions on how to improve our decision making by taking our psychological biases into account. What the authors call a “Sway” is what is more generally called a *cognitive bias*.



The brain is a strange organ. It often thinks it is making logical decisions, but instead, it's actually irrational. For example, in this book the reader will also discover – why Russians will do anything to keep a contestant from winning on the television show “Who Wants to be a Millionaire”; why you keep buying extra car rental insurance that you do not really need; and how having negative thoughts about aging will actually make you older.

The authors are not new to the study of human behaviour. Ori is an “organizational expert” and his brother Rom holds a doctorate in psychology. The book is not an original study by Ori and Rom, but it gathers a broad range of behavioural studies performed by others and presents them with simple summaries, free of scientific jargon and complexity. It may not be perfect, even then, the book is a quick and enjoyable read that provides several keen insights for anyone called upon to lead or manage.

Ori and Rom state their purpose right in the beginning of the book. It forces the reader to reflect on their natural tendencies to quickly “label a person or a situation.” Once labelled, we have shackled ourselves to that initial perception which then becomes our reality; objectivity is lost, and irrational thoughts tend to rule. The authors believe that most of our daily judgments are influenced by this “irrational” bias.

**Insight 1 – Loss Aversion - Humans don't like to lose; so to avoid a feeling of loss, we often act irrationally.**

Humans are loss averse implying that we fear losses more than we look forward to gains, and it can lead to a whole host of irrational decisions. An interesting spin by the authors to this insight is that “our loss aversion makes us biased towards short term actions that can be harmful to our long-term well-being”. Even experts with extensive training, such as pilots and surgeons, make grave mistakes due to loss aversion.

An example can illustrate the point better. If you are driving and getting late for work and a driver in front of you is going too slow. Chances are that you will get nervous and attempt a risky overtake that could end up costing really big. Not only getting nervous is unhealthy, but the risk of a risky overtake far outweighs the limited advantage of a gain of a couple of minutes. The pain of loss is a much stronger feeling than the joy of winning; so, when faced with the prospect of losing, we will do anything we can to avoid it.

Our sensitivity to changes in the price of an item also illustrates this crisis. As an increase in price feels like a loss, we react to this much more intensely than we do a decrease in price. US Department of Agriculture professor Daniel Putler studied egg sales to see how people reacted to price increases and decreases. He found that when prices decreased, people only slightly increased the number of eggs they purchased. However, when prices rose, people cut their consumption of eggs by two and a half

times. Since a price increase feels like we are losing money, we react disproportionately strongly to the change. Putler's study shows how we often rush to make sacrifices just to avoid loss.

Sometimes we are so eager to avoid a big loss that we'll do whatever it takes to avoid it and we often cause more damage than we originally feared.

Investment strategies can often encourage irrational behaviour. For example, a client decided to invest all his assets in a particular biotech company. When the price of the company's shares dropped from \$47 to \$38, the client refused to sell, saying he would only do so when the price returned to \$44. The client was chasing a loss - meaning he was ignoring the reality of his situation and trying to recover his loss, no matter what the cost. The result? The company's share price plummeted to 12 cents, and the client lost nearly everything. Sometimes, we are even willing to pay more to prevent a loss.

**Insight 2: Value Attribution - A great idea from a friend we might think is genius; a great idea from a foe, not so much.**

First impressions count. Whether it's a new pair of shoes, a new colleague or a new social situation, our first impression will almost definitely shape our later perceptions. One major component of this phenomenon is value attribution: our tendency to bestow certain qualities upon people or things based on the circumstances under which we first experienced them.

One such circumstance is the specific person or people involved. For instance, if we first hear of a business idea from someone we do not like, we may consider the idea a bad one - worse, that is, than if we had first heard the idea from someone we actually like.

In this way, that person's value - in this case their likeability - is attributed to our first impression of their business idea.

This effect was illustrated in 1916, when Nathan Handwerker started a hot dog stand on Coney Island in New York. Though his hot dog prices were less than half of those of his competitors, he still struggled to attract customers. Handwerker came up with a clever solution: he hired doctors, wearing recognizable white lab coats, to hang around his stand and eat hot dogs. Potential customers recognized that respected, knowledgeable doctors were also Handwerker's customers. Thus, they had attributed value to Handwerker's product, prompting as a result - high demand for his hot dogs. Value attribution also influences our judgment even in terms of entertainment. As part of a study at Ohio State University, 60 people purchased theatre season tickets, yet the tickets' cost for each customer was randomized. Twenty people paid full price at \$15; 20 people received a \$2 discount; and the last 20 received a \$7 discount. In the end, those who paid full price for their season tickets actually attended more shows than those who received a discount. This is because those who purchased cheaper

tickets assumed that the productions, as they were discounted, must have been inferior. This made the season ticket holders attribute less value to the shows, and in turn, they found them less enjoyable.

**Insight 3: We often judge our partners on intuition, ignoring objective data; that is why love is blind!**

Most people think they are a good judge of character. But how objective or reliable can our evaluations of other people really be?

To study this, a professor at the Massachusetts Institute of Technology hired a substitute teacher to run his class. Before doing so, he gave his students two different biographies of the substitute. One half of the class read that the substitute was “a warm person,” while the other half learned that he was “cold.” Afterwards when the students were asked to assess the substitute, the two groups offered quite different judgments. Those who read that the teacher was “warm” found him “good natured, considerate of others and sociable.” The other group, however, thought he was “self-centred, unsociable, irritable and humourless.” Same teacher, same class – yet two totally different viewpoints.

In the same vein, a Canadian study of college freshmen shows how intuition can blind us to the plain facts in front of us. Students in a new relationship were asked about the quality of their relationship, and how long they thought it would last. Most were able to identify a few potential problems but were regardless optimistic that their relationship would last for a long time.

A year later, researchers discovered that less than half of the students were still in the same relationship. While the students originally had correctly identified the problems that would later result in a breakup, they had ignored those facts when estimating their love’s longevity.

What is more, when researchers looked at how optimistic the students’ roommates and parents had originally been about the relationships, they found the predictions of these groups to have been far more accurate. They had identified the same problems but could consider them objectively without love’s rose-coloured glasses!

**Insight 4: Diagnosis Bias - We perform better when we’re told we’re winners; we often fail when we’re told we’re losers.**

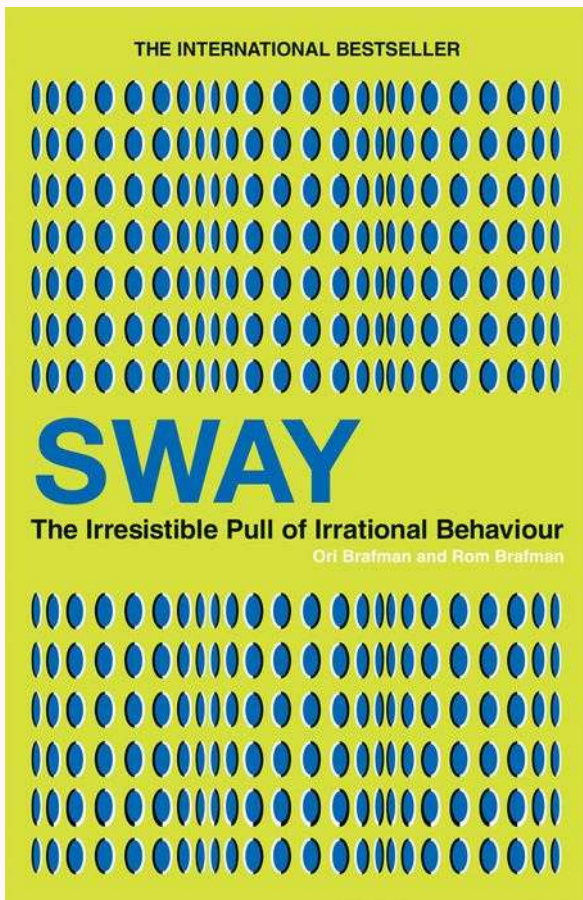
Do you feel more attractive when a lover tells you that you look great? Or do you feel self-conscious about your weight if a friend suggests that you should work out more? It’s true that we are much more likely to take on a certain characteristic once we’ve been labelled with it. Doing so can impact us either positively or negatively.

The Pygmalion effect explains this effect in the positive: when expectations of us are

higher, we perform better.

As an example, Israeli soldiers participated in a commander training program, in which they were told before the program started that they had been ranked: high, regular or unknown command potential. Yet the rankings were simply made up. However, the soldiers who were told they were part of the high command potential group performed noticeably better – they had involuntarily assumed their superior ranking to the rest and acted on it.

But what about the other soldiers? They may have fallen under the Golem effect, in which a person takes on the negative traits with which they are labelled. The Golem effect can have just as great an impact as its corollary, the Pygmalion effect.



**Authors:** Ori Brafman and Rom Brafman

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**Authors' Profiles:**

<https://www.leadingauthorities.com/uk/speakers/ori-brafman> and  
<https://www.linkedin.com/in/rombrafman/>



In fact, even having negative feelings about aging can actually make people age faster.

Yale researchers witnessed this effect as part of a study at a retirement home. A group of senior citizens were first given a hearing test; then, they were asked to list five words that came to mind when they thought of old people. Responses ranged from the positive (compassionate) to negative (feeble) and from external (white hair) to internal characteristics (experienced).

Three years later, the researchers conducted the test again. While the average score

on the hearing test had declined as expected, scores curiously declined much more for those seniors who described old age as something external and negative. The participants' perception of age was actually making them suffer the effects of aging more intensely!

**Insight 5: What is fair play and what is not is often culturally defined and is also often irrational.**

Whether playing sports, angling for a job promotion, or winning the lottery, most of us feel that a sense of fairness is a crucial element in our interactions. But bizarrely, in our insistence for fairness, we sometimes behave unfairly.

The behaviour of audience members in the international television show, "Who Wants To Be a Millionaire", is a curious example of this. As part of the show, a contestant may ask the audience to help them with a question. This is what a French contestant chose to do, after being stuck on a surprisingly easy question: What body revolves around the earth – the moon, the sun or the planet Mars?

The French audience offered their "help": Two percent voted for Mars, 42 percent voted for the moon, and 56 percent voted for the sun.

Do you think the French don't know that the moon revolves around the earth? Of course they do! What happened was that the audience upheld their idea of fairness: that is, if the contestant really didn't know the answer to such a basic question, then he doesn't deserve to win, and it wouldn't be fair to help him, either.

Fairness in certain cultures does appear to vary, however. Data shows that American audiences tend to help a contestant out, regardless of her abilities, as some 90% of answers given by the audience are correct. In Russia, however, it's just the opposite. Russian audiences tend to offer incorrect answers, no matter how the contestant is doing.

**Insight 6: Fairness Expectation - We are more likely to accept an outcome, even if negative, if we feel the process was fair.**

We know that our behaviour is heavily influenced by our perception of fairness. But that's not all. Our satisfaction with the outcome of negotiations, for example, is also dependent on how fairly we feel that outcome was reached.

A study in Berlin isolated two people in separate rooms. One person received €10 and was told he could decide how to split the money with the other person. The second person was then asked if she would accept the split. If yes, the money was split accordingly; if no, neither would get a cent.

When the second person considered a suggested split unfair, she rejected it. So even

though some money technically would be better than nothing at all, the perceived unfairness of the offer left her so dissatisfied with the outcome that she declined.

Interestingly, when subjects were told that their partner was a computer, they often accepted even the unfair offers that they probably would have rejected if from a human! Why? Because a computer knows nothing of fairness. In its offers, it wasn't deliberately being unfair, so for the human partner, the offers weren't as insulting. So what makes us feel that something is fair?

One major component of fairness is being able to voice an opinion. This was demonstrated in a study where researchers asked hundreds of felons to fill out a survey about the fairness of their trial.

In general, felons who received shorter sentences thought their trials were fair, while those given longer sentences didn't.

But, more important for all the people surveyed was the amount of time they were able to spend with their lawyer. Doing so helped them feel that they had a voice, which made the whole ordeal seem fairer, regardless if they received a longer sentence in the end.

**Insight 7: Work to curb irrational behaviour by always thinking about the big picture.**

You are driving to an important business meeting when suddenly, you get a flat tire. You quickly change the tire and get back on the road, but you are now running late. You remember a shortcut off the highway that could save some time, but you have never taken it before. What do you do? Typically, our first impulse would be to take the shortcut, as our irrational loss aversion comes into play. However, if we consider the big picture, it would be best to stay with the familiar route.

The familiar route you know will get you there, and in the long run, being 15 minutes late is not a crisis. Yet if you take the shortcut, you could make up time, but you could also get lost and miss the meeting entirely. This scenario shows how important it is to put aside past mishaps and focus on the bigger picture.

On an organizational level this also holds true. In 1985, Intel faced a serious competitive threat from Japanese high-quality but low-cost memory chips. As the company's main business was memory chips, it was difficult to assess the situation objectively. Yet at the time, CEO Andy Grove and co-founder Gordon Moore realized the importance of looking at the big picture, from the present-day moment. They asked themselves, what would a new board of directors do if they were hired today? The answer seemed straightforward: Get out of memory chips, no matter how painful the decision. So Grove and Moore did just that. They refocused the company on microprocessors, and it was the right decision; Intel today is a huge success story in the business of global technology.

So whether you've just made a mistake or are facing a legacy of historical behaviour, you need to always be willing to forget the past and think of the big picture, as you see it today.

## **In a Nutshell**

Without consciousness, we see our identity and reputation as having to be protected and this protecting serves as a psychological force that will steer us off the path of reason. There exists an array of such psychological undercurrents which are much more powerful and pervasive than most of us realize. The interesting thing is that these forces, like streams, converge and become even more powerful. Three core blinders:

- Loss aversion (our tendency to go to great lengths to avoid possible losses)
- Value attribution (we imbue a person or thing with certain qualities based on initial perceived value)
- Diagnosis bias (our blindness to all evidence that contradicts our initial assessment of a person or situation)
- First impressions: we diverge from rationality from the moment of first impressions of a person. It can be altered by a mere word, why interviews are a terrible way to determine a job candidates' future performance. Or a pretty face makes us an offer we cannot refuse.

It takes place as a result of Brodman's Brain area 10 (BA10 - frontopolar prefrontal cortex, rostrolateral prefrontal cortex, or anterior prefrontal cortex). It is where taking initiative, planning ahead, silent thought, and daydreaming happens. It makes abstract thought possible. Value attribution is such a strong force that it has the power to derail our objective and professional judgment.

Sway is not without its faults. Many of the so-called "irrational" pulls are simply gambles that did not pay off. Is it always "irrational" to gamble? I would say no.

- The authors note that the University of Florida football program excelled in the 1990s because its new head coach, Steve Spurrier, was not afraid to play an aggressive "Fun-n-Gun" offense against more conservative coaches who were "playing not to lose." The authors praise Spurrier for not being sucked into the "sway" of a loss aversion mentality, but had his offense failed, I must believe that the authors would be accusing him of an irrational emotional investment in a losing behaviour.
- The authors made this accusation when presenting the case of an ill-fated decision (or gamble) by an experienced KLM pilot who broke with normal procedures and attempted to take off in the fog without waiting for a final clearance from the tower. That decision ultimately resulted in the deaths of hundreds of passengers and aircrew when the pilot's Boeing 747 slammed into another taxiing 747 that had not yet cleared the runway. The authors focused heavily on the fact that the pilot was preoccupied by an overriding concern about previous delays and the costs associated with another extended delay. Thus, the

authors conclude, the pilot acted irrationally. The other side of the argument is that an experienced pilot took what he perceived at the time to be a relatively small risk. He likely assessed that the odds of another aircraft taxiing on the same runway were so slim as to be irrelevant. Had the pilot been correct, he may have avoided a further lengthy delay due to fog. The pilot, in this case, was the experienced head of KLM's safety program. He was widely regarded as a "methodical" professional with a "spotless safety record." If this professional pilot carried a burden of "loss aversion," it is just as likely that he had an aversion to breaking from established flight procedures as he did to incurring further flight delays.

Viewed from this perspective, the only significant difference between the two risk scenarios is that Spurrier succeeded while the KLM pilot failed. This implies that risk-takers who fail have, by definition, been influenced by an "irrational pull." It seems the authors want it both ways. The reader is told that when we break free from the "pull" of conservative loss aversion and succeed (like Steve Spurrier) we will be rewarded, but when we break free from the "pull" of conservative loss aversion and fail (like the KLM pilot) we have displayed an irrational, emotional weakness.

Notwithstanding the extensive research the book uses, I doubt, that our human inclination to take risks will ever change, nor is it clear that the authors are expecting as much. As a practical matter, humans must frequently act on less than full and accurate information. When we do, we have to invoke our "gut" instincts and emotions to fill the informational gap. The authors seem to view these informational shortcuts as "rational" or "irrational" depending on the ultimate outcome. But, without the benefit of hindsight, the incorporation of emotion into our daily judgment is quite rational and often accurate. That is exactly why its pull is so irresistible.

Overall, it is a good book. Young people coming into the real world need this book to help them avoid irrational behaviour, despite their good intentions. The insight, data, and real-life events as told by the Brafman brothers make any reader aware of their past and present decisions in order to help improve their future ones.



**Col Suresh Chandra** was commissioned on 11 Jun 1988 in the 94 Field Regiment. He commanded 121 Light Regiment and superannuated from service on 30 Nov 2017. An MTech (CSE - IITD), he has been instrumental in the design and development of the ACCCS / Project Shakti. He was an instructor in School of Artillery and DS, JC Wing, Army War College. He has also served with the Wargaming Centre, SWC and was Col GS (Systems) Western Command. Post retirement he divides his time between mentoring underprivileged kids in Mathematics, Physics and Computer Science of Class XII level, and freelancing as a cyber security and data analytics expert. He is available at [sureshchandra@protonmail.com](mailto:sureshchandra@protonmail.com)



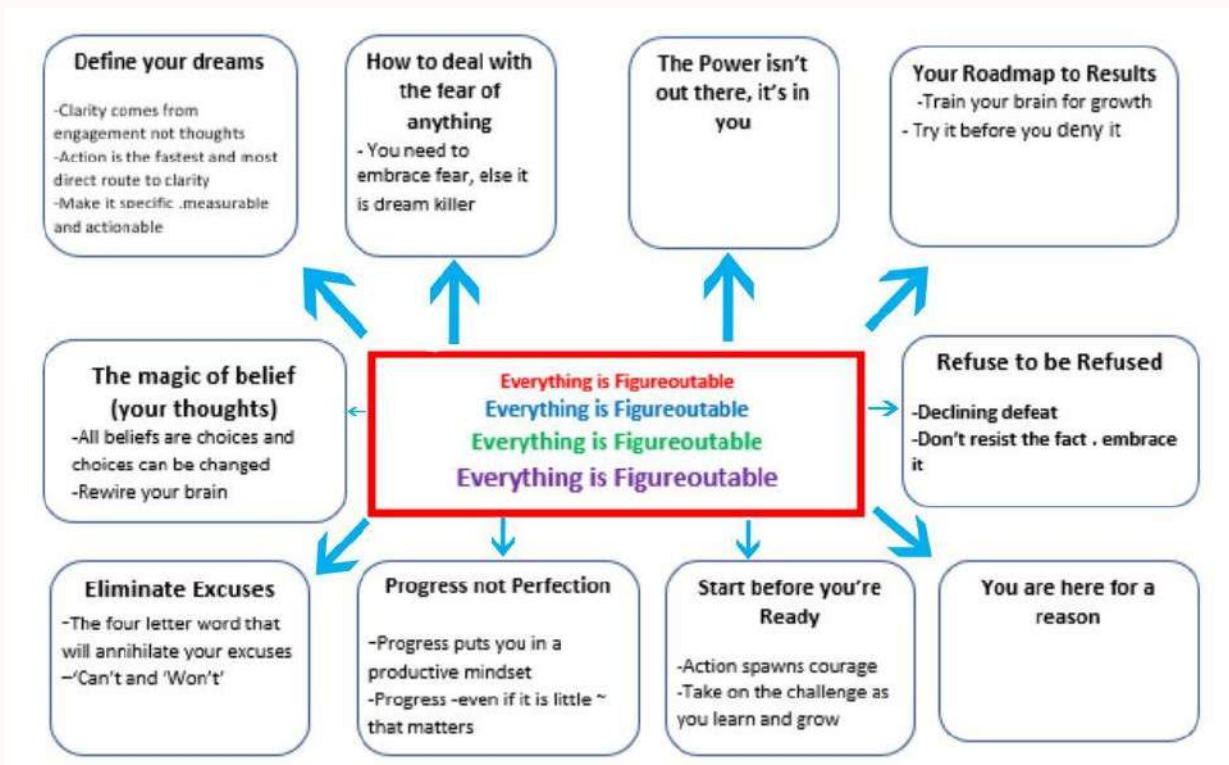
# Everything is Figureoutable - by Marie Forleo

**BY AVADHUT DESHPANDE**

We from the Armed forces are trained to figure out solution for the most difficult task, that may also call upon for the supreme sacrifice. So, I have always been thinking what is it that indoctrinates us to plan out for all exigencies. I recently read 'Everything is Figureoutable' authored by Marie Forleo, and this book nudged me to come up with a summary to pass it on to our children or the GenNext, and ingrain the same attitude that we learned the harder way in the forces.

An excellent book for every teenager, fresh joinee, middle level managers and veterans, on how to take on life, this 280 plus page book, in its every chapter gives insight into action with a challenge worksheet and field notes with real life leadership and entrepreneur examples. I could not resist articulating the meat into a single sheet for all to read the great lessons that it offers.

I tried to summarize my understanding in the image given below.



Now let me give insights into each of the above aspect.

## Define Your Dreams

- You wouldn't have the dream if you didn't already have what it takes to make it happen
- Be true to yourself and your dreams

- c. Recruiting your Reticular Activating System (RAS) of brain à your wish is its command
- d. Increase your odds of success by writing down your goals and look at it often

How to Deal With Fear of Anything

- a. Fear is not the enemy à truth about failure: I win or I learn ,but I never lose
- b. Action is the antidote to fear
- c. Fear is your soul’s GPS
- d. Fear makes you ‘feel’ something
- e. Fear taming à What is the worst-case scenario: basically low probability events, strategize how to prevent them from happening and how to deal if it happens?
- f. Fear versus Intuition -Gut feeling, does saying ‘yes’ to this makes me feel expansive or contracted

Your Road Map to Success

- a. Ask yourself -‘What can I learn from this ?
- b. Ask yourself - ‘How can this work for me’
- c. Do the work

The Magic of Belief

- a. Nothing exists in our world that does not first exist in the level of thought (in our mind)
- b. Beliefs are the hidden scripts that run are life.
- c. Every belief has a consequence
- d. Beliefs come from - environment we grow in , Experience, Evidence and Envisioning
- e. The most powerful words à the words you say to yourself



### Refuse to be Refused

- a. Declining defeat
- b. Not all criticism is created equal
- c. Never reply when angry , emotional or bugged
- d. Ultimate secret behind refusing to be refused is connect your dream (goal) to a greater goal.

### Eliminate Excuses

- a. “Can’t” is indirect way of saying “won’t” and “won’t” means à” we’re not willing” or “You don’t really want to “
- b. You are 100 % responsible for your life
- c. There are two kinds of people in the world: those with reasons (means and excuses) and those with results

### Progress Not Perfection

- a. Perfectionism is deadly, so better way is to dismantle perfectionism into pieces and then achieve it
- b. Don’t judge your flops too fast
- c. Mind the gap between your ambitions and your ability

### Start Before You’re Ready

- a. Ten years test à Will I regret NOT doing this after 10 years
- b. Nasty little lie that holds you back à oh! hell I’m not ready for this yet!!
- c. You must disobey the voice in your head – that says “I am not ready yet”



**Lt Col Avadhut Deshpande** got commissioned into Corps of Signal in Dec 1987. Alumnus of NDA, IMA and MCTE, he has served in various regimental and staff appointments and took PMR in Jan 2013. He is presently working as Principal Architect with Persistent Systems Pune .

# Leisure

## The Divorce

BY ANKIT SUKHIJA

Now that you have chosen me  
A gracious embrace it is going to be

Those younger days as I see  
Best hubby enthralled in me  
But a choosy fellow you seem to be  
The best you have chosen for thee  
Now that you have chosen me  
A gracious embrace it is going to be

Not so bad I was for her  
Not so undeserving I was for her  
But god's plan wrote me for thee  
With pomp and show here we meet  
Now that you have chosen me  
A gracious embrace it is going to be

True mates like we are going to be  
Here I tell you inner me  
A loving heart you are going to see  
A Divine Loyalty you will get from me  
Now that you have chosen me  
A gracious embrace it is going to be  
As long talking nights will pass by  
Pleasant mornings will follow  
Walks to remember as we walk by  
Thicks and thins will form memoirs  
Now that you have chosen me  
A gracious embrace it is going to be

Though taboo you are called to be  
You may hear the ugly as known to be  
But true companions as we are going to be  
World is going to envy lovely we  
Now that you have chosen me  
A gracious embrace it is going to be

Don't you worry ever  
Fine it is going to be  
Best hubby, Chosen for thee  
Best hubby, Chosen for thee  
A gracious embrace it is going to be

# Matrimonials

## Brides Desired

A suitable match is sought by Brig Anand Thakur for his son. The son was born on 27 July 1990 and is 6 feet tall. His highest education qualification is MBA, and he is now employed with Skillnet Solutions Pvt Ltd at Mumbai. In addition, he runs a Cloud Kitchen Startup, 'Kabablo', at Pune. Father is presently at Secunderabad. Mother was an educationist and now a home maker. His younger sister is a Dentist (studying MDS). It is a Marathi Brahmin family. A suitable girl from a well settled Hindu family is desired who is preferably working, and compatible in height and age, desirably qualified as a Doctor, Lawyer or CA, and with defence background. Dowry is a strict NO.

Brig Anand Thakur can be reached at +91-7840032048 and thakurant478@gmail.com for additional details.

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A suitable match is sought by Wg Cdr Nirjhar Ghosh for his son. The son was born on 15 Aug 1993 and is 176 cm tall. His education qualification is MS in Computer Science from Carnegie Mellon University, USA. He is now employed with Apple Inc at San Francisco, USA. Father is retired, and now serving in corporate sector. The family is presently settled at Gurugram, Haryana. His mother is a Senior Teacher in Carmel Convent School, New Delhi. He is their only child. A girl is desired who is currently working in USA. The girl's family should be Hindu.

Wg Cdr Nirjhar Ghosh can be reached at +91-9717006158 and nirjhar63@gmail.com for additional details.

## Grooms Desired

A suitable match is sought by Col Sudhir Handa for his daughter. The daughter was born on 29 Jul 1991 and is 5' 4" tall. Her education qualification is BSc in Biotechnology, MBA and BEd. She is now in teaching profession. Father is serving and the family would be settling at Zirakpur in Punjab. Her mother is a homemaker. She has one brother who is working in corporate after MBA. A boy is desired who is well positioned.

Col Sudhir Handa can be reached at +91-9858519335 and sudhirhanda67@gmail.com for additional details.

A suitable match is sought by Col Pankaj Kumar for his daughter. The daughter was born on 21 Nov 1990 and is 5' 3" tall. Her education qualification is B Tech. She is now self employed. Father is serving and the family is presently settled at Delhi. Her mother is a homemaker. She has one sister who is working with data analysis company. A boy is desired who is from the defence forces or the civil services. The boy's family should be vegetarian

Col Pankaj Kumar can be reached at +91-9717702045 and pankaj13p@gmail.com for additional details

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Suitable match is sought by Col Virender Yadav, for his daughter. The daughter was born on 7 Oct 1990 and is 5' 2" tall. She had done Hotel Management from IHM Bangalore and is presently employed at Dubai in real estate company DAMAC in marketing. Her father is retired and working with Manipal Group. Her mother is a home maker, and the family is presently settled at Gurgaon. Her elder brother is married and employed at Singapore A well qualified boy preferably from similar defence background family who do not believe in caste, horoscope, dowry etc., is desired. Preference is for a boy working/settled at Dubai/UAE

Col Virender Yadav can be reached at +91- 9351815719 and 8003599902 and viren1960@gmail.com for any additional details.

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A suitable match is sought by HFO SM Prasad for his daughter, Maj Kavita Prasad. She was born on 08 Jul 1984 and is 5' 2" tall. Her education qualification is B.Sc, B.Ed, and MBA. She is now posted at Imphal. Father is retired from Air Force and the family is presently settled at Gorakhpur . Her mother is a home maker. Her one sister, and two brothers are married and settled. The family belongs to Khumbhar caste from Gopalganj. A suitable and well settled boy from defence or civil background is desired. Caste no bar.

HFO SM Prasad can be reached at +91-7697600132 and kavitapras8784@gmail.com for any additional details.

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A suitable match is sought by Brig Anand Thakur for his daughter, born on 24 Jan 1995. This 5' 4" tall Army School/ Convent educated girl from a Marathi Brahmin family, is a Dentist by profession, now studying in MDS 2nd year. Father is presently at Secunderabad (till Feb 2022), post which the family will settle at Pune. Her Educationist mother is now a homemaker. In addition to his job as an e-Commerce consultant, her elder brother also runs a Startup at Pune. A well settled Hindu boy from a family with good values is desired. Dowry is a strict NO.

Brig Anand Thakur can be reached at +91-7840032048 and thakurant478@gmail.com for any additional details.



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