



7 October 2026; Hotel Aurika, Mumbai

“The Antifragile Enterprise: Thriving at Strategic Inflection Points”

AGENDA

0900 – 1000 Hrs.	Registration & Welcome Tea/Coffee
1000 – 1040 Hrs.	Opening Session
1000 – 1010 Hrs.	<u>Welcome Address</u> Mr. Shashwat Goenka Vice President, CII and Co-Chairman, CII National Leadership Summit
1010 – 1030 Hrs.	<u>Special Keynote - “Pivoting for Sustainable & Profitable Growth — The Marico Story”</u> Mr. Harsh Mariwala Chairman Marico Limited
1030 – 1040 Hrs.	<u>Concluding Remarks</u> Mr. Kulin Lalbhai Co-Chairman, CII National Leadership Summit
1040 – 1145 Hrs.	The Business Leader’s Lens – Strategy, Growth & Leadership in Uncertain Times
	This session will feature high impact keynotes on navigating complexity, disruption and changing business landscapes. Drawing on diverse experience across leading businesses, including the realities of operating in hard-to-abate sectors, the keynotes will explore how leaders can anticipate structural shifts, make informed strategic choices, balance near-term performance with long-term value creation, and embed sustainability and responsible business into growth strategies. The conversation will also examine how leadership values shape difficult choices in sectors where the sustainability transition is particularly complex, and how organizations can adapt, evolve and create enduring value in an increasingly uncertain world.

1040 – 1045 Hrs.	<u>Session Chair</u> Mr. Kulin Lalbhai
1045 – 1105 Hrs.	<u>Keynote Speakers</u> <i>Lessons from the TATA Group</i> Mr. R Mukundan President, CII
1105 – 1125 Hrs.	<i>Stay Certain and Strengthen Belief</i> Mr. Sudhanshu Vats Chairman, CII National FMCG Committee and Managing Director, Pidilite Industries Limited
1125 – 1145 Hrs.	<u>Wake Up</u> Dr. Janmejaya Sinha Chairman-India BCG

1145 – 1215 Hrs.	The View from the Front Row – Leadership, Business & India’s Changing Landscape
	Having spent decades at the intersection of business, markets and public discourse, this fireside conversation will offer a distinctive perspective on how India’s business landscape has evolved - and where it is headed. Drawing on conversations with generations of CEOs, entrepreneurs, policymakers and global leaders, the discussion will explore how leaders make sense of moments of profound change, the ideas shaping boardrooms today, and what distinguishes those who anticipate the next shift from those who merely respond to it. It will be an engaging exchange on leadership, ambition, enterprise and the forces reshaping India’s growth story.
	<u>Session Chairs</u> Mr. Shashwat Goenka and Mr. Kulin Lalbhai <u>In conversation with</u> Ms. Shereen Bhan Managing Editor CNBC TV18

1215 – 1250 Hrs.	The Pursuit of Excellence – Performance, Resilience & Leadership Under Pressure
	Sport offers a powerful lens on leadership, performance and the pursuit of excellence. This conversation will explore what it takes to perform consistently when the stakes are high - from developing the discipline to prepare relentlessly and managing pressure in moments that matter, to learning from setbacks, building the right support ecosystem and adapting through different phases of a journey. Drawing on the world of elite sport, the discussion will examine how individuals and organisations can build cultures of excellence, turn adversity into learning and continuously evolve their definition of performance and success.
	<u>Session Chair</u> Mr. Shashwat Goenka

	<u>In conversation with</u> Mr. Abhinav Bindra Olympic Gold-Medalist and Former Sport Shooter
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1250 – 1315 Hrs.	Vision at the Edge - Leadership for Antifragile Transformation
	Strategic inflection points test leadership not when the future is clear, but when signals are ambiguous and the consequences of inaction are high. This session will explore how visionary leaders anticipate emerging shifts, recognise weak signals and make bold choices ahead of the market. It will examine how leaders, against all odds, can build organisations that adapt before disruption becomes crisis, turning uncertainty into strategic advantage and enabling enterprises to emerge stronger from change.
	<u>Session Chair</u> Mr. Shashwat Goenka <u>In conversation with</u> Ms. Geetanjali Vikram Kirloskar Chairperson & Managing Director Kirloskar Systems
1315 – 1400 Hrs.	Networking Lunch

1400 – 1450 Hrs.	Leading Organizational Co-Intelligence - Building Enterprises That Learn, Adapt and Evolve with AI
	The Intelligence Age is redefining what it means to lead, compete and create value. The defining challenge for enterprises is no longer simply adopting AI but learning how to transform the experience of working with intelligence into a continuously renewing organizational capability. This keynote explores the emerging idea of Organizational Co-Intelligence - where human and artificial intelligence work together to create new forms of organizational learning, decision-making and value creation. Drawing on his recent work on The Co-Intelligence Revolution and Co-Creating the Future with AI, Venkat Ramaswamy will explore how enterprises can build recursive learning loops that continuously convert experience into capability, capability into innovation, and innovation into enduring competitive advantage.
	<u>Keynote Address</u> Mr. Venkat Ramaswamy Professor of Marketing Stephen M. Ross School of Business, University of Michigan

1450 – 1545 Hrs.	Turning Turbulence into Advantage – Innovation at Strategic Inflection Points
	Volatility often disrupts existing business models, but it can also accelerate <i>innovation</i> and create opportunities for strategic reinvention. This session explores how antifragile enterprises harness turbulence to experiment, identify emerging opportunities and reposition themselves ahead of the market. It will examine how leaders can create environments where risk-taking is encouraged, failure is reframed as learning, and innovation thrives under pressure—enabling

	organizations to turn disruption into strategic advantage and emerge stronger from uncertainty.
	<u>Moderator</u> Mr. Digvijay Ghosh Partner, Consumer Product and Retail EY-Parthenon, India <u>Panelists</u> Mr. Sachin Seth Regional Managing Director, India and South Asia CRIF S.p.A Ms. Naiyya Saggi Founder EDT Mr. Vivek Sahni Founder and Chairman Kama Ayurveda

1545 – 1640 Hrs.	The Antifragile Organization – Building Culture, Systems and Institutions for the Future
	Resilience is no longer enough; enterprises must embed antifragility into their organizational DNA to thrive amid sustained uncertainty and disruption. This session explores how leaders can build cultures that embrace change, encourage rapid learning and turn setbacks into growth, while embedding these principles across systems, processes and governance. It will examine how organizations can continuously evolve, strengthen institutional capability and sustain relevance across generations, transforming antifragility from a leadership mindset into an enduring organizational advantage.
	<u>Session Chair</u> Dr. Yogesh Misra Chief Executive Officer Thomas Assessments and People Metrics <u>Opening Keynote Address</u> Mr. Abhishek Lodha Managing Director Lodha Developers <u>Fireside Chat with:</u> Mr. Abhishek Lodha Ms. Geetika Mehta Managing Director Nivea India Mr. Kavindra Mishra Managing Director & CEO Shoppers Stop

1640 – 1725 Hrs.	Leadership for a Changing India – Navigating Complexity, Creating Institutions
	Leadership today demands more than navigating uncertainty; it requires the ability to anticipate change, align diverse stakeholders and build institutions capable of creating lasting value. This fireside conversation will explore how leadership is evolving amid technological disruption, geopolitical shifts and changing expectations from business. It will examine how leaders can combine foresight, institutional thinking and strategic agility to navigate complexity, strengthen institutions and create the foundations for India's next phase of growth.
	<u>Session Chair</u> Mr. Shashwat Goenka <u>In conversation with</u> Mr. Chandrajit Banerjee Director General CII

1725 – 1810 Hrs.	Courage Under Fire: Leadership Lessons from the Arab Spring, Maggi Crisis, Covid & More
	Drawing on experiences of leading through the Arab Spring, the Maggi crisis, the Covid-19 pandemic and other defining moments, this keynote will explore the courage, judgement and resilience required to lead through extraordinary uncertainty. It will offer insights into navigating crises, making difficult decisions under pressure and turning adversity into opportunities for renewal and transformation.
	<u>Session Chair</u> Mr. Amit Datta Managing Director Hunch Mobility <u>Keynote Speaker</u> Mr. Suresh Narayanan Former Managing Director Nestle India

1810 – 1850 Hrs.	The Next Generation of Leadership – Shaping Enterprises for a New Era
	As enterprises navigate rapid technological, economic and societal shifts, the next generation of leadership must balance the strength of institutional legacy with the courage to rethink established ways of working. This fireside conversation will explore how emerging leaders can challenge convention, embrace change and build antifragility into organisations while preserving the values and capabilities that have sustained them. It will examine the leadership mindsets, strategic versatility and intergenerational collaboration needed to ensure enterprises continue to evolve, thrive and create value across generations.

	<u>Moderator</u> Mr. Sonny Iqbal Senior Partner Egon Zehnder <u>Speakers</u> Mr. Shashwat Goenka Mr. Kulin Lalbhai Ms. Nyrika Holkar Executive Director Godrej & Boyce
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1850 Hrs. onwards	Special Evening Session and Cocktail Dinner
	Mr. Shashwat Goenka <u>In conversation with</u> Ms. Tamannaah Indian Movie Actress and Entrepreneur