

## GUEST COLUMN

# Call to action

## How India's new philanthropic titans can tackle challenges while giving it back

**T**he good news: Philanthropic funding from private individuals has surged in India over the past five years, growing at 21 per cent per year, according to a recent Bain report. The growth of the economy and the quantity of ultra-high net worth players offer tremendous promise. The less-good news: A 4 per cent decline in large gifts over the same period from the super-wealthy. We've seen a similar blossoming of private philanthropy in the US, and it's changing both the complexion and the tenor of philanthropic giving.

What's holding Indian titans back? Perhaps it's the daunting challenge of where to begin? Some of the most exciting developments in the new philanthropy are powered by applying the private sector toolkit to tackle public sector/community challenges. Gearing up to give back at a significant scale? Here are some ideas to consider:

**Drive for leverage to generate a "social" return of investment from the start**

New philanthropy is far more open to collaboration in the quest to amplify impact. This collaboration takes the form of:

- Partnering with other funders and other stakeholders to amplify and concentrate the flow of resources directed to a given challenge.
- Deploying capital more broadly to propel change: Beyond just providing grants to organisations for programmatic interventions, new philanthropists are commissioning technical consultants to garner insights and data, fund social (advocacy) initiatives to inform and reform public policy.

**Take the long and strategic view**

Move beyond the impulse to burnish your legacy by simply endowing a building. Treat your philanthropy as you do other investments, by:

- Developing a thesis that is enduring, gets sharper through sustained

analysis, and evolves/adapts over time, in response to market/industry signals

- Crafting a philanthropic portfolio that includes clusters of grants/investments that can be monitored consistently for valuable insights about "social" return on investment.

**Capitalise on data and use it to drive decision-making**

New philanthropy designs data-capture and impact evaluation into grants, and values evidence that reveals how programmes perform, for at least two reasons:

- To better assess what's working, what's not, and why.
- To shift the focus from "inputs" and activities (such as number of meals served or children treated) to outcomes and impact (number of children achieving academic competency and advancing or number of deaths avoided).

**Dare to be humble**

Capital and derring-do alone do not qualify or arm you to blithely solve entrenched, complex social problems: Even Gates admitted that his initial \$2 billion plus bet on education reform

was off-track, and course-corrected his strategy, as did Mark Zuckerberg following a hasty \$100 million bet on education reform in the city of Newark that failed to take root.

**Dare to be creatively disruptive**

You've earned your fortune by challenging norms, taking risks, experimenting, and seizing opportunities. Bring that to your philanthropy, by:

- Convening and catalysing unlikely bedfellows, from a range of sectors, spurring them to collaborate differently, across boundaries
- Deploying new forms of capital, beyond programmatic grants



**MICHAEL K. ALLIO**  
Director, The RI Foundation

Allio is a practical strategist and a former Deputy Director at the Gates Foundation in Seattle



# 'We will focus on supporting enterprises'

Digital transformation is the bedrock of our global strategy, Maheshwari tells Neha Alawadhi

**Small and medium businesses have been a huge focus for Microsoft. What is the end goal for SMBs going forward?**  
If you look at the large companies, we served a large number of the top 1,000 companies here in India. All these organisations have a CIO, CDO or CTO. They are resourced to do things at scale. When you come to small and medium businesses, they don't have a CIO, CDO or CTO.

In a way we are becoming that enabler for them through our partner ecosystem. We have the largest partner base in the country. Our cloud-ready partner base dwarfs the combination of partners that many of our peer groups would have. We have continued to expand that in the country and will go to all parts of India geographically.

**What are the focus areas and priorities for Microsoft right now?**

Digital transformation remains the bedrock of our global story. We've done the same in India as our strategy is to empower every person, every organisation on the planet.

The first thing is the modern workplace. Our Workplace 365 makes everyone use Windows Office and enterprise mobility to harness the data that is important for them.

Second part is how you harness the data of your organisation for your own productivity. That is where our Azure story comes together on the intelligent cloud. From public to hybrid to private cloud, even Azure Sphere — a small microcontroller which sits inside any kind of device — to have secure data transmission.

Security, trust and productivity are the basic tenets on which we create the cloud infrastructure.

Third part is business applications. Not likely to be from a single tech

platform, which is where the Dynamics 365 comes in, allowing you to plug third party applications and translate data.

We are helped in

India by the fact that we've been here for over three decades and have made tremendous investments in the country. We are more than 10,000 people, working on a variety of assets we have on the ground, including front-end sales and marketing, engineering, research, services and centres of excellence, data



## Q&A

**ANANT MAHESHWARI**  
President, Microsoft India

**You have set up data centres in India, and in light of data protection Bill in India, how are you looking at the regulatory side of data in India?**

On the data centre side, we believe that the data capability will need to be more and more geographically dispersed around the world because every country would want — not just for reasons of performance, but also for the reason of security, privacy and trust — to have their data within their national boundaries.

Today, we have 104 data centres around the world in 54 regions that we call as cloud regions. We created three data centres in India many years back. That is a reason why we have seen the growth we have seen in India.

**A NUMBER OF UNICORNS MIGRATE TO AZURE EITHER PARTLY OR COMPLETELY. THE REASON: THEY'RE CONVINCED THAT MICROSOFT IS NOT GOING TO COMPETE WITH THEM**

centres and cybersecurity engagement centres.

**How is the Azure (cloud) business shaping up?**

It is very consistent with what is happening globally. Almost all CIO surveys indicate that a very large proportion of CIOs are either using or planning to use Azure.

In the Indian context, the best example would be the unicorns and startups. A lot of them may have started on a different cloud platform, not Azure, but over the last 24 months, we have seen a number of them migrate to Azure either partly or completely. The reason is that they're convinced that Microsoft is not going to compete with them.

We are not going to enter into business areas that they are doing right now. Our model is to support enterprises to achieve more.

Today a startup may be working with a company as a cloud provider, and the next day a different part of the cloud company may be competing with them.

We started working on roughly around 50 unicorns or companies that were likely to be unicorns. We took them as the first targets about two years back and we have had tremendous success with all 50 of them on the Microsoft cloud story. It's now extending into the wider startup ecosystem.

**Where does GitHub fit into this scheme of things and how is LinkedIn being integrated into Microsoft?**

Microsoft's focus is about creating communities of people, our focus has been on empowering organisations. The

LinkedIn acquisition nearly three years ago was thought of at that point as not really aligned with Microsoft portfolio, but now everybody says we were a perfect match.

You look at LinkedIn, it has remained a completely independent in the last two years in the way they have continued to build their own business model, it's quite unique. That's what our leaders have already said about GitHub also that it will continue to build what is core to GitHub-building communities of software developers.

More on [www.business-standard.com](http://www.business-standard.com)

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## SNIPPETS



### High growth

According to Gartner, Inc. spending on business process outsourcing (BPO) is forecast to achieve the highest growth in 2019, at 14.4 per cent year-on-year. In a recent statement, Gartner said this forecast is in line with the recent trends as it added that end-user spending on IT services in India is on track to total nearly \$15 billion in 2019, an increase of 9.8 per cent from 2018. In the ongoing year, end-user spending on IT services in India will represent 59 per cent of total end-user spending on IT services in emerging Asia/Pacific, and it is on track to reach 60 per cent in 2020. "High GDP growth rates are driving local organisations to increase their investment in infrastructure, applications and digital initiatives, which are increasingly moving to the cloud. Nontraditional sectors, such as logistics and transportation and manufacturing, are also experiencing healthy growth rates, and their business models are centred on investments in IT," said Arup Roy, research vice president at Gartner.

### Flexible workplaces



Collaborative spaces are having a real impact on the concept of workspaces and therefore, the economy. WeWork has published its *Global Impact Report* which has found a greater democratisation of neighbourhoods is happening. Intensive urbanisation and growing population density in a few areas have made the central business districts of metropolitan India practically inaccessible over the past two decades, especially in cities such as Mumbai, Delhi and Bengaluru. The report found that 76 per cent of WeWork members in Mumbai, 74 per cent in Bengaluru and 67 per cent in Delhi did not work in the neighbourhood prior to joining WeWork. As commercial real estate become more expensive, flexible workspaces are democratising access by reducing the prohibitive barrier of price. This is re-injecting vibrancy to these locations and enabling businesses and individuals to benefit from proximity to business areas.

## STATSPEAK

### LOOKING AHEAD

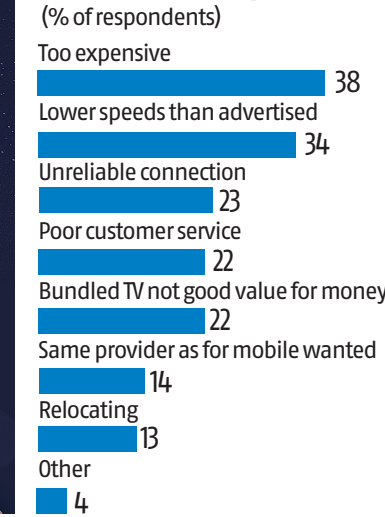
A new report titled "5G consumer potential: Busting the myths around the value of 5G for consumers" tries to address some of the doubts around potential 5G adoption and utility. For the study, quantitative data was collected from 22 countries. Over 35,000 online interviews were held with people aged 15-69 in Australia, Brazil, China, India, the UK and the US among others. All respondents are smartphone owners and use the internet on a daily basis. This study is representative of the opinions of 1 billion smartphone users globally, claims Ericsson which conducted it.

**50%** Among early 5G adopters say they are willing to pay 32 per cent more for 5G services

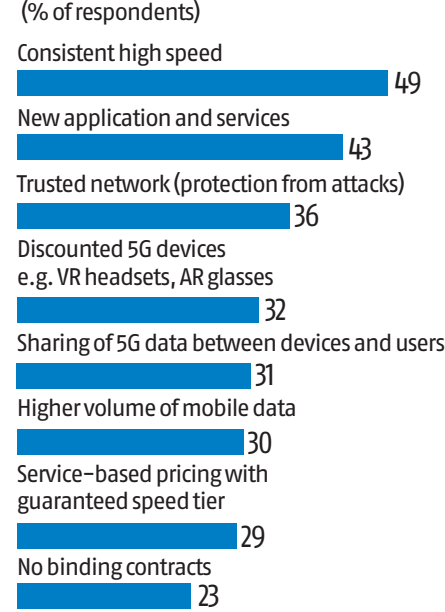
**60%** Say 5G-connected home robots will be a status symbol

**40%** Agree that 5G internet connectivity in the car will be as important as fuel efficiency and engine power in the next 5 years

### Reasons for switching fixed broadband provider (% of respondents)



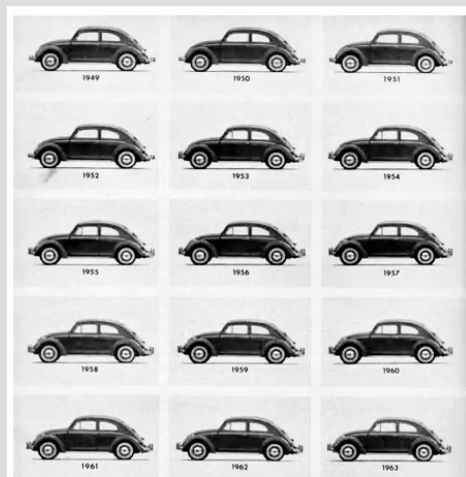
### Important expectations from a 5G subscription plan (% of respondents)



Source: An Ericsson Consumer & Industry Lab Insight Report, May 2019

## MY FAVOURITE CAMPAIGN

# A long-lasting twinkle



The Volkswagen Theory of Evolution.

**MY TAKE**  
The ad took a relatively unknown brand and made it iconic

**BRAND:** Volkswagen  
**YEAR OF LAUNCH:** 1950s  
**AGENCY:** DDB

SHUBHOMOY SIKDAR

**Which is your favourite campaign and why?**

It's definitely the Volkswagen launch campaign in the United States in the late 1950s by Doyle Dane Bernbach (DDB). They had ads like Think Small (Beetle). With that Volkswagen campaign, William "Bill" Bernbach and Halmut Krone set the entire tone for Volkswagen which exists even today.

**On what parameters did you base your choice?**

I believe Bill Bernbach fostered a creative revolution in the US with this ad. A lot of good work had been done in automobile advertising till then such as David Ogilvy's famous Rolls Royce campaign but Bernbach took it to another level of subtlety and he said that you don't have to hit the consumer on the head with a hammer, you can persuade the consumer using wit, charm, subtlety and humour and surprise him.

It was also one of the first ads for Volkswagen. Part of this campaign was the Think Small advertising. Now in a country where the norm was having these huge Impalas and Chevrolets, came this little car. It was revolutionary as it was a German car released just a few years after the Second World War with a so-called ugly shape but they made that unusual shape into something cute and the choice of the

1960s flower power generation in the era of love and peace and happiness. It and other vehicles like the Volkswagen van became the cars in which musicians and other artists would travel during the Woodstock. So they became iconic. So the entire hippie culture revolved around the Volkswagen van. So they took an unknown foreign brand from nowhere and made it iconic. Even today, every Volkswagen ad has a criterion that it must lead to a twinkle in the eye. Not banana peel humour but a subtle twinkle.

**What do you think was the key idea the campaign was trying to drive home?**

It was an amazing example of building the intangibles of a brand. The fact that it all became part of the Volkswagen brand image is the difference between that campaign and the other one-off campaigns that keep you engaged but don't build a brand in people's eyes and minds and hearts. The big idea was "small is good".

**Do you remember the campaign winning any advertising awards? Do you think these awards serve any purpose?**

Back in the day, I am sure it must have won a lot of awards because it just burst on to the scene and blew everyone away. It was also very grounded advertising. That campaign sold more Volkswagens than possibly any other campaign. So it wasn't just clever creative for the sake of awards but it was something that got more cars on the road and also won awards. That's the best example of the power of advertising. Narrative overpowering the brand was not the case here. Because if you go through the ads, there were not just cars but also information about how the cars are built, German efficiency, how much trouble went into those cars and so on.



**RAJEEV RAJU**  
Founder & Soundsmith BrandMusiq

**You spent decades in advertising before moving on and setting up BrandMusiq which**

**specialises in creating audio identities for brands. Did the Volkswagen campaign inspire any of your work?**

I had the good fortune of handling the Volkswagen launch in India. I remember the talking newspaper and other innovations for that. While I wouldn't like to talk about those but they were inspired by some of the great work done in the 1960s.