

KISGG
KnowledgeFountain Institute
for Study of Geo-economics and Geopolitics

(A Div. Of Knowledge Fountain LLP)

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Attention : CEOs and MDs!

Dear Sir/Madam,

There are dangers inherent in feeling too safe; especially when today's VUCA world is in throes of numerous potential conflicts. Doing business in these dangerous times is a challenge in itself. And experts are warning of more global conflicts brewing. Finance Gurus from all over the world are warning about an impending recession in 2020 while fears deepen every day.

One of the most costly blunders a CEO can commit is to be found unaware and unprepared when the things have gone wrong. Things can go devastatingly wrong if geopolitical changes are ignored in the decision making. There are many conflicts brewing in all parts of the world. As a CEO you are expected to be a "Futurist CEO" with your finger on the pulse of change.

The recent McKinsey report says that CEOs all over the world are rightly worried over the increasing uncertainties regarding social, economic, political stabilities within various countries and threats to regional peace. Geographies all over the world present a troubled scenario. Already experts have warned that 2020 will be a year on edge, a bewildering and chaotic year in today's Volatile, Uncertain, Complex and Ambiguous world. Now we have the threats from viruses like Ebola.

Your businesses and plans can run into deep trouble in today's volatile geo-economic and geo-political scenario. Forces like non-state actors such as terrorism, environmental calamities, failures of states, failing sustainability of development are some of the issues which can wreck havoc despite careful strategic planning. You need to watch and understand certain important global, regional and national geopolitical and geo-economical trends. Risk emerges from change but so do opportunities.

We at KISGG, an associate of Knowledge Fountain, are pleased to tell you about our unique membership service. It is designed for CEOs as an Early Warning System to gain insights into changing geopolitics and geo-economics which define context of their businesses. As the CNN report says the ability to foresee major events and their effects might seem a tall order, but for global businesses to thrive in a hyper-connected world, "ripple intelligence" is becoming an essential quality for modern CEOs.

While we all are suffering from "prediction disability" in today's VUCA world, it makes great sense to become a member of KISGG to understand the current and potential geo-economic and geopolitical conflicts which can decisively impact your business. KISGG keeps your finger on the pulse of geo-economic and geopolitical changes which can decisively impact your business environment. IISG membership will be your vital acquirement that makes you feel secured and more confident about your strategic decision making. KISGG's "Ripple Intelligence" helps CEOs to envision scenarios and be ready to respond..

KISGG offers a suite of knowledge services that enable you to be ready for what is coming within the country and from outside:

- 1. Geo-economic and Geo-political Pulse GEGPP - incisive fortnightly analysis of emerging scenario**
- 2. Executive Seminars with Eminent experts on Current Trends**
- 3. Knowledge Capsules of Backgrounder on Critical Current Events**

Annual membership fee : Rs. 1,00,000 (plus 18% GST as applicable). Please study the enclosed details. **Members** receive our two publications ('Words and Wisdom of Nani Palkhivala – Special Memorial' Volumes' and 'Fourth Industrial Revolution and the Way Ahead for CEOs') Worth Rs. 15000 FREE!

We propose to meet you to make a presentation on our unique membership service. To set up a meeting please call us on 8600178825 or email: kisgindia@gmail.com. Read a special note we have enclosed for you.

We thank you for your cooperation and look forward to tell you more about our membership services.

Yours sincerely,
Prakash Almeida
Founder-Director

KISGG

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KISGG aspires to serve as a think tank and a platform for interaction with experts to educate various stakeholders on issues related to geo-economic and geopolitics which inevitably impact business environment. The key goal is to offer knowledge services to corporate leaders for right decision making.

KISGG has taken a constructive initiative to equip corporate decision makers with necessary strategic knowledge resources on geo-economical and geopolitical issues which vitally affect the business environment. KISGG will help CEOs to look at the big picture and identify hazards and be ready with a right response strategy.

And here we are at KISGG to help you keep your finger on the pulse of critical changes which can potentially impact

We invite you to become an esteemed member to avail KISGG's key services especially designed for business decision makers. The goal of KISGG is to equip corporate leaders intellectually to respond to uncertainties to steer clear of the ever mounting challenges emerging from changing geopolitical and geo-economic shifts.

KISGG Membership Service offers you a suite of services:

- 1. Geopolitical & Geo-economic Pulse (GEGPP)**
- 2. Executive Seminars with Eminent experts on Current Trends**
- 3. Knowledge Capsules for the Futurist CEO**

1. Geopolitical & Geo-economic Pulse -

- Your finger on the pulse of critical geo-economic and geopolitical changes

Geo-Economic Pulse, a flagship fortnightly knowledge support service from KISGG. GEGPP enables you to keep your finger on the pulse of critical changes which redefine business contexts.

GEGPP is like an Early Warning System for CEOs.

GEGP is a unique subscription based fortnightly knowledge and insights service for the thought leadership development of business leaders. This weekly briefing service will keep members abreast of all critical geopolitical and geo-economical developments that inevitably impacts the business scenario. The objective is to empower your strategic business decisions.

GEGPP covers:

- Current developments with incisive analysis from eminent experts (former diplomats, retired military officers, defence and strategic experts, senior editors and others)
- Executive summaries of key reports, monographs, position papers, policy briefs, gist of working papers, books, articles, research papers, etc from leading think tanks from India and abroad on critical issues.
- Precise executive summaries of proceedings of various seminars, conferences and conclaves organized by leading institutions, think tanks and authorities executive summaries of critical reports on current strategic and other key developments, reports and seminar proceedings from leading think tanks like Indsiurte of Defence Studies and Analyses(IDSA), Strategic Foresight Group, World Watch Institute, Indian Council for Research on International Economic Relations (ICRIER), Leading consultancy firms such as McKinsey, PWC CNN, Bloomberg, and others; Earth Institute of Jeffrey Sachs, Stratfor, GeoPolitical Futures, CSIS,

Centre for Policy Report, Research and Analysis (Rand), Institute of Topical Studies, International Institute for Strategic Studies (IISS), World Resources Institute, Indian Council for World Affairs, CWA, India Development Forum, Government Knowledge Centre (GOI), Society for Policy Studies, Institute of Peace and Conflict Studies, Observer Research Foundation, McKinsey, World Risk Reports, World Bank, IMF, Institute for Current World Affairs, International Peace Institute, other leading Universities (such as Said ib Business School, Oxford University).

- Summaries of writings and speeches of key thinkers and their issue specific analysis, Sector specific analysis
- Over 25 key think tanks and 50 experts are observed for preparing every issue of GEGPP
- Annual report - **Global Strategic Review for Corporate Leaders** (Ministry of External Affairs, Ministry of Home Affairs, etc.)

. Executive Seminars with Eminent experts on Current Trends:

Analytical seminars from senior retired armed forces officers, ambassadors, heads of think tanks and leading institutions, defence and security analysts, senior academics and policy hawks. GEGPP promptly alerts you about events of consequence happens anywhere in the world.

KISGG brings corporate leaders opportunities to talk to former ambassadors, diplomats, top ranking retired armed forces officers, security analysts, environmentalists, sociologists and experts of international relations and others... the people who know firsthand the world yesterday, today and its unfolding tomorrow.

Exclusive opportunities to interact with leading defence experts such as retired senior armed forces officers, diplomats, defence and security analysts, geo-economists, senior editors and others. Know from these experts who have been in the thick of the tumultuous events the emerging trends and how to benefit from them.

Every year four such events are organized for members.

Soon we are organising a colloquium of Geostrategic challenges facing India.

On-demand events (interactions with specific experts) for the Board Members on critical issues.

A panel of experts associated with KISGG has (who are former ambassadors, diplomats, former military officers, senior journalists, and others) is available for personal consultations and special events for the Board.

3. Knowledge Capsules for the Futurist CEO

Twelve study capsules of Backgrounder Reading on key areas such as South Asian Strategic Scenario, Middle East dynamics, Emerging conflicts, China, issues related to ASEAN, APEC, OPEC, etc. Each capsule contains core knowledge cutting the flab.

Each capsule is prepared by experts with latest and most credible inputs from leading think tanks, institutions and other resources such as works of experts. This study will give sound grounding to CEO s to develop foundational understanding of various areas of geopolitics and geo-economics. This will equip them to understand the current developments and trends in the context of the past and present with a sense of the future.

The first capsule is dedicated to the study of China, its geo-economic and geo-political dynamics. The rising China has become a major geo-economic and geopolitical factor in the economic and security calculus of India and of course whole of South Asia not to mention the world at large. This study begins with a 360⁰ view of China – its economy, trade wars, its all strategic moves abroad, relations with India, its relations and conflicts with the US and other major countries like Russia and Japan, possible flash points in South China Sea, ASEAN, etc, its special relations with Pakistan via-a-vis India, the future trends for the Chinese economy, etc.

By 2040 China will be a \$123 Trillion economy (that is equal top 3 times the entire output of the globe in 2000) with 40% share of the world GDP and per capita income of \$85,000; the US have just 14% of world GDP and European Union will have just 5%. Of course, India will do well but needs to keep shaking up. But the real story will be China. The rising China poses uncomfortable questions and the scenario is worrisome as China's challenge to America goes ballistic. It has massive implications for Asia and inescapably for your business. If China's economy becomes unsustainable it will be an issue in itself. China's global rise, ambitions and dreams could be India's nightmares. China is rapidly filling the gap in Middle East that America has left behind. It is not only for the needs of oil. Mind you, there are 8 million Indian citizens in Middle East that remit over \$ 70 billion every year. What if they are impacted?

This insightful study of China will keep your finger on the evolving scenarios in and about China.

You may request for a sample unit of the study capsule on China.

A special note for CEOs

The Changing Face of Geo-economics and Geopolitics **- What the CEOs need to Know**

CEOs today are expected to be “Futurist CEOs.” They always need to be for an ever-changing and uncertain future

Recently a senior security analyst commented, *“It is dangerous to feel too safe.”* At Davos, in World Economic Forum Jack Ma of Alibaba said, *“There are no experts of tomorrow, only of yesterday.”*

In 2019 conventional wisdom will no longer be conventional. Experts sense that everything is in question. We see that global economic system has started to sputter, recession is lurking around while the great power competition has returned as breakneck technological progress is becoming more and more disruptive.

The global stage is being set for the new equations and alignments which are bound to impact your business decisively.

You must be vigilant for the signals of new crises and ready for the opportunities. They need to keep their finger on the pulse of critical changes to be ready with right response strategy. Fog of strategy is unaffordable.

The recent events around the world (such as North Korea-American issue) have demonstrated the importance of geo-political factors in the world economy. The interplay between economic factors such as productivity, innovation and growth on the one hand; and concepts like border-redrawing, the shifting balance of power, the national security, the oil scenario, the nuclear scenario, terrorists threats to global economy, impending environmental disasters, and national security, on the other needs to receive necessary attention to respond to very complex and dangerously unstable strategic scenario which impinge vitally and fatally on business environment.

CEOs need to know that their business are bound to be impacted the possible impact of China filling the gap in Middle East that America has left behind.

Think of your business in the world dominated by China.

CEOs have a lot to worry about many things, for example, the West Asian crisis and its impact on oil prices.(India's current account deficit (CAD) goes up by 0.4 per cent of GDP; every 10 per cent increase in prices can push up the inflation rate by 20 basis points. According to Petroleum Planning and Analysis Cell (PPAC) of the Ministry of Petroleum and Natural Gas, India spent \$111.9 billion on oil imports in 2018-19, up from \$87.8 billion in the previous fiscal year.)

Indeed, no industry can remain impervious to geo-economic and geo-political uncertainties which keep redefining the business environment at all levels. A repeat of Mumbai attacks will have serious implications.

CEOs need to undertake scenario building and decision theatres to factor in uncertainties which can upset the apple cart of their businesses.

The business scenario is fraught with uncertainties as never before. More and more conflicts are brewing all over. Experts confirm that South Asian geo-strategic scenario is turning grim and it can decisively impact socio-economic environment in India.

All such developments will have a critical bearing on your business. That is the essence of globalization- anything anywhere impacts everything everywhere. Conflicts, violence, and uncertainty are on the rise.

Corporate leaders need to understand all these things and factor them in their strategic planning.

CEOs need to look at the big picture and identify hazards around opportunities.

Today, geopolitical risk takes many forms. A common definition of geopolitical risk is the risk of one country's foreign policy influencing or upsetting domestic political and social policy in another country or region. Unfortunately, this definition does not fully encompass the scope of today's geopolitical risk. The Indian economy is heavily and decisively impacted by geo-economics and geopolitics. CEOs need to understand these mostly uncontrollable forces and factor them in the strategic decision making. Geopolitical, political, and macroeconomic instability—which, taken together, we call geostrategic risks—will affect their companies, with decidedly negative implications for profits.

Geopolitical risk often creates opportunities. They could even be a potential source of competitive advantage for companies that develop better capabilities to manage these risks. *Get ahead of risks.* While geostrategic risks are complex issues—and may be outside the comfort zone of many executives—they are not fundamentally unknowable or unmanageable business problems. To stay ahead of geostrategic uncertainty, executives will want to take the following steps: identifying trends and disruptions that are specific to their organizations and markets, assessing the potential market impact of risks across a range of scenarios, developing initiatives to mitigate risks or capture opportunities, establishing a decision-making process that prioritizes initiatives and ensures executives are aligned on their implementation, and embedding the capabilities for geostrategic analysis into regular decision-making and planning processes. Executives should also monitor these trends for new developments that would require a reassessment of strategic initiatives. (From McKinsey Global Survey on globalization)

Here is a pertinent question for CEOs “ Do you have a strategic policy or plan or a response strategy if something unsettling like 26/11 is repeated in Mumbai again?”

And the intelligence reports say that there are conspiracies for biological attack on India.

Corporate leaders are facing many nasty surprises these days and can expect many more in near future. Radical changes in security scenario and international relations can radically alter economic scenario which can cause confusion and instability. Being caught unawares has its costs. If senior executives wait for the full impact of global forces to manifest themselves at an industry and company level, they will have waited too long. CEOs must be informed of the uncertainties at play, their nature and level.

Businesses and plans can run into deep trouble in today's volatile geo-economic and geo-political scenario. Forces like non-state actors such as terrorism, environmental calamities, failures of states, failing sustainability of development are some of the issues which can wreck havoc despite careful strategic planning.

CEOs need to know how the global power dynamics and geopolitics is unfolding. CEOs need to ponder over the recent speech by Mr. Rex Tillerson, Secretary of State of the US in his speech at the Centre for Strategic &

International Studies said about the new dynamics related to the US China, India and Japan should be studied by the CEOs and they need to know what the new Chinese Supremo Mr. Xi Jinping said in his marathon speech of 205 minutes to 2300 delegates of Chinese CPC meet. His first order to the Chinese Army was to be battle ready and absolutely loyal to the Party.

Jeffrey E. Garten, the former undersecretary of commerce for international trade and the current dean of the Yale School of Management, argues, “CEOs ought to think more broadly about what true business leadership means today.... They ought to realize that they should take more responsibility for shaping the environment in which they and everyone else can prosper. They should be corporate chief executives, but also business statesmen.”

Regrettably, study of geo-economics and geopolitics is not a dynamic part of any management education program in India though leading universities abroad have included some modules on it in their regular management programs.

It is essential to be prepared for what is coming within the country and from outside. One way of this preparation is to pay keen attention to politics and social movements. The age of peaceful opportunism is clearly gone. There are new players even more powerful than market and the non-state actors such as terror groups at times appear more powerful than the states.

The stage is set for the new game in Asia; especially in Southern Asia. Trump was already in Asia visiting six countries. How will India navigate the regional dilemmas while the economic stakes are so decisively high?

The Economist rightly said that business leaders need to think beyond mere economics and factor in issues related to politics, geo-economics and geopolitics, social changes, etc.

In the CNN's CEO Report one interviewee puts it, the modern CEO must "get comfortable with discomfort."
As uncertainties multiply, so do the opportunities.

CNN and Saïd Business School, Oxford University recommend

“In an ambiguous, rapidly changing environment, if you haven’t got your antennae out ... you’re going to struggle to see opportunities and threats which may blindside you.”

As the Ebola virus swept through West Africa in 2014, savvy business leaders responded by reducing their transport and leisure liabilities in other parts of the world, anticipating that these too would be affected.

In the lead-up to war in Ukraine, a few prescient companies increased their presence in the country, securing an influential position as competitors fled.

The ability to foresee major events and their effects might seem a tall order, but for global businesses to thrive in a hyper-connected world, "ripple intelligence" is becoming an essential quality for modern CEOs.

In *The CEO Report*, based on 152 in-depth interviews with CEOs across the world and different industries, conducted by Saïd Business School at the University of Oxford and leading headhunters Heidrick & Struggles, this quality is defined as "the ability to see the interactions of business contexts like ripples moving across a pond."

Ripple intelligence, according to the report, "enables CEOs to envision how trends and contexts may intersect and change direction, so they can anticipate disruptions, make time to plan, and protect against being blindsided by unexpected events. Ripple intelligence also makes CEOs aware of their own impact and how it may influence contexts that might otherwise seem remote and unconnected."

This entails fundamental disruption of the job of leading a business, said the CEOs, anonymized for full disclosure. The interconnected nature of the global marketplace left them vulnerable to "butterfly effects" from events as diverse as revolution in the Middle East, growing cybercrime in Europe, or the rise of new megacities in India.

Old dogs, new tricks

Rather than simply taking caring of their own operation, business leaders must prioritize efforts to anticipate these events.

"The role has become more complex, demanding new skills and responsibilities," says Dr. Michael Smets, one of the report authors at Saïd business school. "Many CEOs feel the need to let go of operational activities."

Importantly, CEOs maintain that the goal of understanding trends isn’t necessarily to avoid risk, but rather to become comfortable with it so as not to miss opportunities or be paralyzed by inaction. Said one CEO: “Risk management is really [about] developing an enterprise-wide willingness and readiness to study not only the obvious risks, but the unthinkable ones.”

One CEO quoted in the report had redefined his role, delegating day-to-day responsibilities in order to "concentrate fully on the 35,000-ft level, looking for ripples outside the company... 'hovering' above the business, his customers, consumers, competitors, and other market players, continuously searching the environment for emerging connections."

Increased liabilities have also forced CEOs to think more short-term, with several reporting that traditional three-five year plans are being replaced with more flexible, responsive 100-day cycles.

(From the resources of KISGG)

KISGG is a powerful source of ripple-intelligence for corporate leaders to navigate through the shifting geopolitics and geo-economics.

KISGG helps CEOs to arrive a day before in today’s rapidly changing uncertain business environment so that you are certain and better informed for better strategic decision making.

**To know more about the unique membership of KISGG for corporate leaders call
Mr. Prakash Almeida, Founder and Director, KISGG on 8600178825
email: kisggindia@gmail.com**

Membership Privilege worth Rs. 15000.

FREE to every member



The Fourth Industrial Revolution and the Way Ahead for CEOs

- A Research Report for CEOs

Rs. 7500

An KISGG, KnowledgeFountain Publication

Rapid developments in artificial intelligence (AI) and robotics— coupled with ubiquitous connectivity and vast, easily accessible processing power—are laying the groundwork for fundamental structural changes in the global economy. These mutually reinforcing catalysts are driving exponential innovation across a wide swathe of the economy, reshaping entire industries and creating new ones.

While corporate leaders suffer from “prediction disability”, CEOs need to be prepared to face the inevitable Four Industrial Revolution. This research report (up for release soon) brings vital insights on what is coming and preparing for it to emerge in good shape.

Words and Wisdom of Nani Palkhivala

Special Birth Centenary Memorial Volumes (Collector’s Edition)

An acquirement of enduring value worth Rs. 7500.

Giving readers access to scintillating, luminous genius of this intellectual colossus

Munshiji hailed Palkhivala as “God’s gift to India.”

The volume is divided into three parts:

Volume – I



Thought Pearls of Nani Palkhivala

Pages: 310

**Editor - Prakash Almeida,
Director, Knowledge Fountain**

Late Nani Palkhivala, a towering genius of our times. How do we describe this great man? He was a great genius, a towering intellect and a fundamental thinker and above all, a thorough gentleman. Munshiji hailed Palkhivala as ‘God’s gift to India!’

This is a unique volume containing the Pearls of Thoughts of Palkhivala, the man who saved our sublime constitution when it needed saving. Every thought Pearl is precious and serves as a guiding post illuminating your mind. This is a powerful tool to '**cultivate your mind**'. Palkhivala always exhorted the youth to 'cultivate their minds'.

'Thought Pearls of Nani Palkhivala' gives you a very personal experience of the genius of a great Indian of our times. Exploit the wisdom of Palkhivala for your personal excellence. It is an acquirement of enduring value for your development.

Volume - II



Beautiful and Powerful English of Nani Palkhivala

Pages: 150

Nani Palkhivala was a great orator and writer who always made his mark. He could produce beautiful and powerful prose so effortlessly that it appeared mysterious to people. He enthralled millions with the beauty and power of his words. Palkhivala saved the constitution with his sublime oratory in the Supreme Court of India. The full bench of thirteen judges who were hearing Palkhivala argue the famed Basic Structure – Fundamental Rights Case would be so deeply, moved, enthralled and impacted by the power of his words that, as Justice H.R. Khanna wrote, "*The presiding judges would take a week to come out of the spell Palkhivala would cast with the power of his words.*"

Late Nani Palkhivala enthralled millions with his words. He had a celebrated command of the English language. His amazing command of the English language gave his audience and readers beautiful experiences of the beauty of the English language. His expressions were powerful and shall always be studied by serious students of the English language. This part contains carefully harvested beautiful and powerful expressions from the writings and speeches of Palkhivala. The power and beauty of Palkhivala's mastery over the spoken and written word is captured with all its splendour. It is a treasure trove of beauty and power. Use this volume and bring great power and precision to your communication and thinking. It is very rewarding for all those who must communicate with high impact.

Editor - Prakash Almeida, Director, Knowledge Fountain

KISGG's annual membership is available for Rs. 1,00,000 (plus 18% GST as applicable).

To know more about availing KISGG membership please call Mr. Prakash Almeida, Founder, KISGG for a personal meeting on 8600178826 email: kisggindia@gmail.com