

INDIA 2035

DRIVING PROGRESS

INA
CHANGING GLOBAL PARADIGM

WEDNESDAY, 11TH. FEBRUARY 2026 | 09.30 AM - 05.30 PM
HOTEL TAJ COROMANDEL, CHENNAI



The Platform



The global economy is undergoing a transformative change, driven by evolving geopolitical dynamics, rapid advances in AI, climate imperatives, and shifting supply chains. These shifts are creating a host of new opportunities and risks.

Against this backdrop, India has a unique opportunity to assume leadership as the world's economic growth engine while also being a stabilizing force - demonstrating leadership in technology, sustainability, diplomacy, and economic resilience. This global framing sets the foundation for understanding India's opportunities in the coming decade.

India has the potential to leapfrog from the fastest-growing large economy to a top-three global wealth creator by 2035. The nation's strong endowments—its skilled talent base, large domestic market, enabling policy landscape, and rapidly expanding digital public infrastructure—provide a solid launchpad for this trajectory.

As India moves toward its 2035 ambition, three overarching pillars—Technology, Trust, and Talent—will shape its path. Technology will be the engine of competitiveness; Trust in institutions, systems and governance will define national credibility; and Talent will remain India's most enduring asset in an AI-accelerated world.

India's progress, however, hinges on addressing key imperatives: navigating technological disruptions, building institutional & corporate resilience, and accelerating innovation & entrepreneurship.

The MMA Annual Convention 2026 will explore these themes with distinguished leaders and practitioners, deliberating on how enterprises, policymakers, and innovators can collectively guide India toward a prosperous, equitable, and globally influential future.

Special Sessions



PLENARY SESSION: GROWTH ARENAS FOR INDIA

Research by McKinsey identified 18 growth arenas that will power the future Indian economy, representing a \$2T opportunity by 2030. Positioned within a shifting geopolitical landscape, these arenas reflect how India can assert leadership in sectors shaped by R&D intensity, technology depth, and global competitiveness.

This session will cover:

- Global context and framing of India's growth ambitions
- Overview of growth arenas that could contribute ~30% of incremental GDP
- Drivers of arena creation for India
- New battlegrounds critical to leading in the future global economy

SESSION 1: TALENT AND SKILLS FOR THE FUTURE

As AI and emerging technologies reshape work, India must reimagine the foundations of its talent architecture. India is endowed with a strong starting point as the talent factory for the world (with 20% of the world's talent base). However, the opportunities and roles of the future will be different and require new skills and modern approaches to evolve the talent base.

This session will cover:

- How the talent market will evolve in the next decade
- Re-skilling India's workforce for an AI-driven economy
- Empowering women and youth as key growth multipliers

SPECIAL SESSION 2: BUILDING RESILIENT FOUNDATIONS FOR THE FUTURE

In an increasingly interconnected and technology-led world where disruptions are accelerating, India must strengthen the foundations for resilience and trust. This cuts across building the foundational infrastructure to scale, expanding resilience across the full supply chain, strengthening trust in institutions, and protecting key data & technology assets. Leadership philosophy will need to evolve to navigate these shifts, covering: moral responsibility, agility, empathy, and integrity.

Special Sessions (contd...)



This session will cover:

- Changing nature of risks and vulnerabilities faced by institutions (e.g., raw materials, AI, Data/Technology etc.)
- How organizations can build trust-based, resilient foundations
- Role of governance, transparency, and ethics
- Leadership imperatives for resilience: moral responsibility, agility, empathy, integrity

SPECIAL SESSION 3: R&D AND INNOVATION

India is a global Engineering and R&D talent hub, yet domestic R&D investment lags leading economies. Strengthening innovation and R&D will be vital for future economic value creation, as evidenced by the fact that market leaders in growth arenas exhibit higher investments in these areas.

This session will cover:

- Role of R&D and innovation in enabling market leadership
- Entrepreneurial learnings—successes and challenges
- Strategies to elevate India's Innovation Quotient

SPECIAL SESSION 4: DNA OF FUTURE LEADERS

Leaders of tomorrow will operate in an environment shaped by AI, geopolitics, climate pressures, and rapid economic transformation. Leadership DNA must evolve to embrace adaptability, purpose-driven action, and a people-centric ethos.

This session will cover:

- Learnings from the journeys of distinguished leaders
- Building leaders for purpose-driven, adaptive organizations
- Skills and traits required for leadership excellence in 2035

Key Takeaways

India's 2035 opportunity Understand India's 2035 opportunity amid global shifts in geopolitics, technology disruption, climate action and supply chain realignments.	Resilience & trust Build resilience through strong foundations and trust, including governance, infrastructure readiness, institutions and ethical leadership.
High-impact growth arenas Explore high-impact growth arenas that can accelerate India's emergence as a top global wealth creator by 2035.	Innovation & entrepreneurship Understand the role of innovation, R&D and entrepreneurship in driving higher productivity and global market relevance.
Technology-Trust-Talent framework Gain clarity on the Technology-Trust-Talent framework as the national and organisational blueprint for progress and competitiveness.	Leadership insights Take away leadership insights for 2035, including agility, empathy, moral responsibility, and purpose-driven organisational culture.
AI & advanced tech Learn how AI will reshape industries and the workforce, and what leaders must do to build future-ready capabilities and skills.	Future-proof talent & growth Return with actionable perspectives and strategies to future-proof enterprises, strengthen talent pipelines, and drive innovation-led growth.

Target Audience

CEOs & CXOs

HR & Talent Leaders

Business & Functional Heads

Entrepreneurs & Founders

Strategy Leaders

Policymakers & Institutions

Operations & Manufacturing

Academics & Students

Delegate Fees

Corporate
Members

₹4,000

per delegate

+ 18% GST

Total: ₹4,720 per delegate

Individual Members
Academics & Students

₹2,800

per delegate

+ 18% GST

Total: ₹3,304 per delegate

Scan here to pay



For registration, contact:

Gp Capt (Dr) R Venkataraman [94447 00068] / Hari Prasad [9952932169]
M Vakeeswari [98413 74518] / R Sundar [98401 23906]

Note: Delegate fee includes Convention delegate kit, lunch, tea / coffee.

INDIA @ 2035: DRIVING PROGRESS IN A CHANGING GLOBAL PARADIGM

WEDNESDAY, 11TH FEBRUARY 2026 AT HOTEL TAJ COROMANDEL, CHENNAI



A G E N D A

08.00 am Registration, Tea/Coffee & Networking

Inaugural Session

09.30 am Invocation

Welcome & Introduction

Overview of the Convention

Release of Convention Special Issue of
MMA Digital Business Mandate

Keynote Address

Brief Announcement of Awards of
29th MMA Competition for Young Managers

Presentation of Awards

Inaugural Address by the Chief Guest

Presentation of Mementos

Vote of Thanks

Ms Padmaja

Mr Lakshminarayanan D

President, MMA &
Managing Director, Sundaram Home Finance Ltd

Mr A R Unnikrishnan

Senior Vice President, MMA &
MD, Saint-Gobain India Pvt Ltd – Glass Group

By the dignitaries

**Lt Gen Shokin Chauhan (Retd) PVSM, AVSM,
YSM, SM, VSM**

Former DG, Assam Rifles

Gp Capt R Vijayakumar (Retd), VSM

Executive Director, MMA

By the dignitaries

Mr Gopal Srinivasan

Chairman & Managing Director
TVS Capital Funds (P) Limited

Mr M P Surya Prakas

Honorary Treasurer, MMA &
Executive Director, Pon Pure Chemicals India Pvt Ltd

11.00 am ***Plenary Session***

Growth Arenas for India

Dr C Rangarajan

Former Governor, RBI &
Chairman, Economic Advisory Council

In conversation with

Dr N R Bhanumurthy

Director, Madras School of Economics, Chennai

12.00 noon ***Special Session 1***

Talent and Skills for the Future

Moderator:

Mr Abhilash Sridharan

Partner, McKinsey & Company

Panelists:

Ms Parvathi Karthik

Senior Consultant

Tata Consultancy Services, Chennai

Mr Soumendra Mattagajasingh

Group CHRO, ICICI Bank

Ms Shilpa Rangaswamy

Consultant, Egon Zehnder

Mr Hariharan Srinivasan

Chief People Officer Hexaware

01.15 pm Lunch

2.00 pm **Special Session 2**

Building Resilient Foundations for the Future

Moderator:

Mr Gopinath Koteeswaran (Gopi)

Co-Founder, Dzruptiv AI, & Former CEO,
Latentview

Panelists:

Mr R Gopalakrishnan

Author & Former Executive Director
Tata Sons Ltd

Mr Ashvin Parekh

Managing Partner
Ashvin Parekh Advisory Services LLP, Independent
Director, Grasim Industries Ltd
Aditya Birla Sun Life Insurance & ICICI Securities
Limited

Dr M. Vijayabaskar

Professor, MIDS, Chennai and Member of the
State Planning Commission
Government of Tamil Nadu

3.00 pm **Special Session 3**

R&D and Innovation

Moderator:

Mr Varun Prakash

Partner, McKinsey & Company

Panelists:

Dr Bala Tanjore

Chief Product & Technology Officer, Impacteers

Dr Kanakasabapathi Subramanian

Senior Vice President, Ashok Leyland

Mr Ganesh Adiga

Vertical Head- EV
Mahindra & Mahindra Ltd

4.15 pm **Special Session 4**

DNA of Future Leaders

Moderator:

Mr Mangalam Maloo

Anchor & Deputy Editor, CNBC-TV18

Panelists:

Mr Shyam Srinivasan

Former MD, Federal Bank &
Sr. Advisor & Operating Partner, TVS Capital Funds

Mr Harish Bijoor

Brand & Business-strategy Expert & Founder
Harish Bijoor Consults Inc

Mr Suresh Narayanan

Former Chairman & Managing Director
Nestle India Ltd

05.30 pm Vote of Thanks & Concluding Remarks

05.35 pm National Anthem & End of the Convention

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SPEAKERS



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Dr C Rangarajan

Former RBI Governor & Chairman
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PVSM, AVSM, YSM, SM, VSM**

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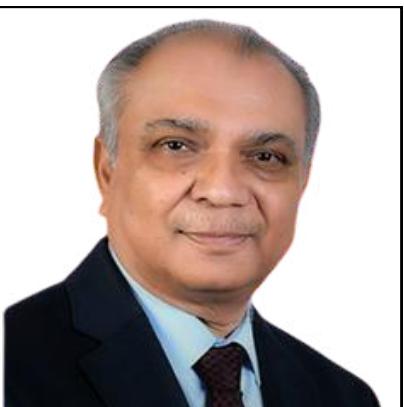
Mr Shyam Srinivasan

Sr. Advisor & Ops Partner,
TVS Capital Funds



Mr R Gopalakrishnan

Author & Former Executive
Director, Tata Sons Ltd



Mr Ashvin Parekh

Managing Partner
Ashvin Parekh Advisory Services LLP



Mr Harish Bijoor

Founder
Harish Bijoor Consults Inc



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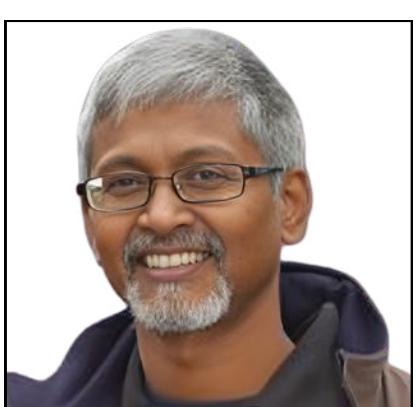
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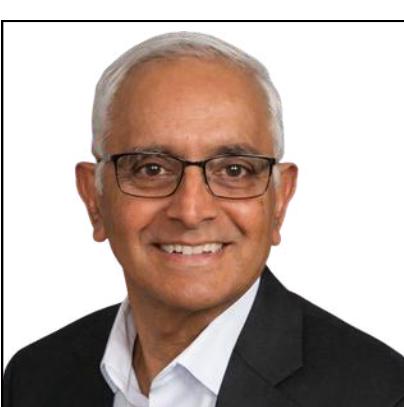
Dr M. Vijayabaskar

Prof, MIDS & Member, State Planning
Commission, TN



Dr N R Bhanumurthy

Director
Madras School of Economics



Mr Hariharan Srinivasan

Chief People Officer
Hexaware



Mr Abhilash Sridharan

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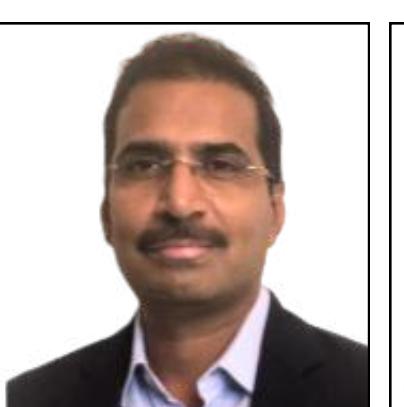
Ms Shilpa Rangaswamy

Consultant
Egon Zehnder



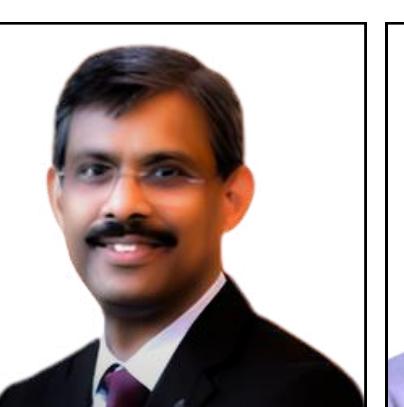
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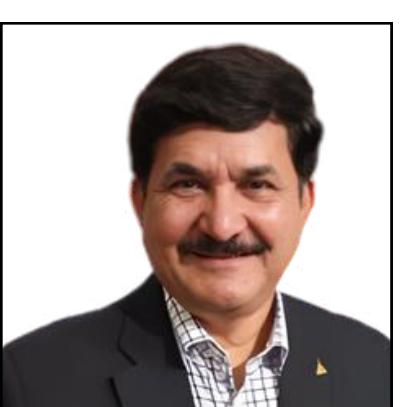
Mr A R Unnikrishnan

MD, Saint-Gobain India Pvt Ltd -
Glass Group



Mr M P Surya Prakas

Executive Director
Pon Pure Chemicals



Gp Capt R Vijayakumar (Retd) VSM

Executive Director
MMA

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For details please contact by mail mma@mmachennai.org or
call Gp Capt (Dr) R Venkataraman [94447 00068] / Mr Hari Prasad [9952932169]

Madras Management Association

Management Center | No.240, Pathari Road (Off Anna Salai) | Chennai 6