

Issue 03 | March 2024

THE CORRIDOR

magazine



INBCB
INDIA NETHERLANDS BUSINESS CIRCLE BANGLORE



partner for talent.

For over 3 decades, Randstad India has been delivering innovative and specialized talent services across four key specializations - operational talent solutions, professional talent solutions, digital talent solutions, and enterprise talent solutions.

Randstad India has a deep understanding of the labour market to help clients create high-quality, diverse, and agile workforces they need to succeed.

for more information
website: www.randstad.in



access our latest
thought leadership reports



partner for talent.

MAGAZINE CURATION & EDITING

Monika Gogna

MAGAZINE CONCEPT & DESIGN

Monika Gogna

AD DESIGN

Vinita Bhatia

CROSSWORD

Jamuna Ravi

IMAGES

Canva | BiteSize Learning | Bangalore Mirror

DIGITAL PUBLISHING PLATFORM

Flipbookpdf.net

PRINTING PARTNER

Printo

OUR SPONSORS

Randstad India
NXP Semiconductors
Zener Solutions
Brand42
SweepSmart
Nyāsa Solutions®

DISCLAIMER

All rights reserved. No part of this publication may be reproduced without the prior written permission of the India Netherlands Business Circle Bangalore (INBCB). The views and opinions expressed in this magazine are those of the authors and do not necessarily reflect the official policy or position of INBCB. While every effort has been made to ensure the accuracy of the information provided, INBCB does not guarantee the completeness or accuracy of the content. Readers are advised to verify information and seek professional advice before making any decisions based on the content of this publication.



TABLE OF CONTENTS

06

**Monika Gogna | Vice-President
INBCB | Founder Nyāsa Solutions®**

Editorial

07

**Rob Tholenaars | President INBCB &
Regional Director SweepSmart Waste
Management**

Statement from President of INBCB

10

**Ewout de Wit | Consul-General of the
Kingdom of the Netherlands for
South India**

Navigating Business Partnerships in
International Markets: Insights from
Diplomatic Missions

11

**Mark M. Bloemena | IKEA Cluster
Real Estate Manager India**

Elevating Standards: IKEA's Approach
to Partnership, Compliance, and
Corporate Social Responsibility in
Real Estate

15

**Edith Nordmann | Chairman
Netherlands India Chamber of
Commerce and Trade (NICCT) |
Managing Partner & Attorney at Law
ACG International**

Strengthening the Fabric of
International Relations:
The Netherlands-India Corridor

17

**Viswanath P.S. | CEO & MD
Randstad India Private Limited**

The Power of Partnerships:
Unleashing Business Success through
Talent

20

**Evert Jan Schouwstra | Managing
Director World Trade Center
Leeuwarden**

Discovering Partnerships in India; The
Ambition Radiating from Bangalore,
India, is Genuinely Astounding!

23

**Carlo Bakker | International Program
Director Miss-Collect**

Transforming the Paper Value Chain
with Collaborative Initiatives

25

**Daan Marks | Director International
Business NLinBusiness**

NLinBusiness.com: Your Perfect Match
for Doing Business Abroad! A message
from the Director of International
Business

26

**Monika Gogna | Founder Strategist |
Mediator | Trainer Nyāsa Solutions®**

Partnerships in Teams: Trust forms the
Basis of a Successful Collaboration

29

**Jolanda van der Aart | Senior Manager
Foreign Investments Amsterdam
Inbusiness**

The Netherlands-India Journey with
Indian Companies

32

Satish Srinivasan | Partner ALMT Legal

Forging Cross-Border Relations: A 24-
year-old Legal Journey

35

**Sathyanarayanan Sankaran | Co-founder
UrbanMorph**

Collaborative Initiatives Driving Active
Mobility Solutions

37

**Dr. (HC) Jamuna Ravi | Chief Executive
Officer Vayah Vikas**

Empowering Seniors through Partnership:
Vayah Vikas' Call for Collaboration

39

**Monika Gogna | Founder Strategist |
Mediator | Trainer Nyāsa Solutions®**

Exploring Beyond the Win-Win: Navigating
Commercial Negotiation Strategies





Welcome to the third edition of The Corridor, the premier magazine of the India Netherlands Business Corridor. In this issue, we delve into the crucial topic of business partnerships – a subject that holds personal significance for me as a business strategist assisting foreign companies in navigating the Indian market.

Partnerships serve as the bedrock of successful business strategies, fostering innovation, expansion, and mutual growth.

Through insightful articles from esteemed organizations like NLinBusiness, NICCT (Netherlands India Chamber of Commerce & Trade), Amsterdam InBusiness, World Trade Center Leeuwarden, *and* our member companies, the reader gets a *glimpse* into the dynamic world of partnerships between Indians and the Dutch.

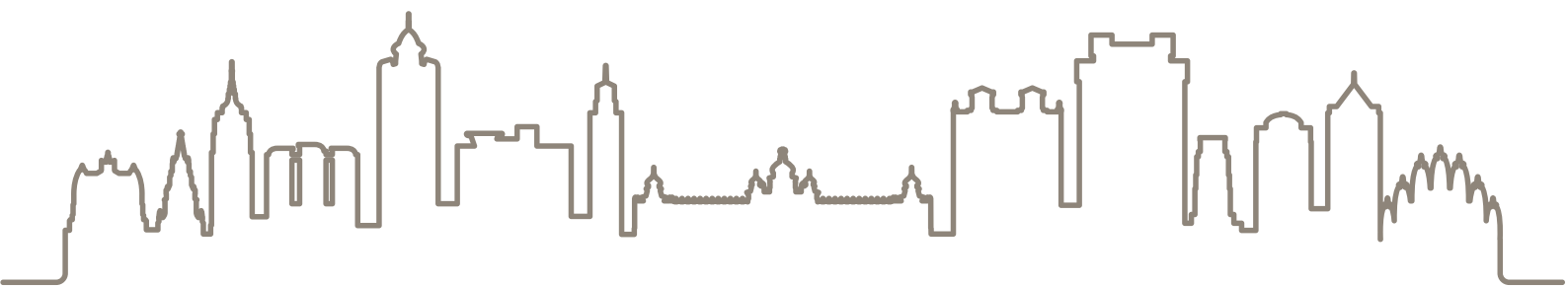
Whether you're a seasoned entrepreneur or a budding business enthusiast, this magazine promises to deepen your understanding, sharpen your skills, and unlock new possibilities in the realm of business partnerships.

Join us on this enlightening journey as we navigate the complexities, celebrate the successes, and embrace the potential of partnership and collaboration.

Thank you to all the contributors who helped me put this magazine together, and to the sponsors whose support made printing a physical copy possible.

With anticipation and excitement,

Monika Gogna | Vice-President INBCB



Dear Members of the India Netherlands Business Circle,

We are delighted to present the third issue of our magazine, The Corridor, which you are currently perusing. The board extends heartfelt thanks to all the contributors and sponsors whose dedication has made this publication possible. We view the creation of this magazine as an achievement of mutual interest, covering subjects relevant to all of us.

In the dynamic landscape of modern business, the significance of establishing robust partnerships cannot be overstated. Whether you operate a start-up, a small business, or a multinational corporation, collaborating with other entities can drive growth, foster innovation, and unlock opportunities that might otherwise remain inaccessible.

We find ourselves in a rapidly changing world, with advancements such as artificial intelligence (AI), shaping our realities. Technologies like ChatGPT are streamlining tasks for many individuals, albeit potentially displacing others from traditional roles. Concurrently, the impacts of climate change are escalating faster than previously anticipated. In this environment, cooperation on multiple fronts – among humans, companies, and governments is paramount to addressing the challenges ahead. This task is not without complexities; varying economic impacts across countries and cultural differences must be navigated with care. Awareness, at all levels of society, serves as the foundation for progress.

As members of the INBCB, we have a unique opportunity to contribute to finding solutions and improving situations by fostering connections within our community and beyond. Let us strive to adopt a more proactive role in engaging with one another and enhancing the value of INBCB membership collectively.

While the board remains committed to organizing events and disseminating news, we urge every member to actively engage in expanding our network. Expanding the reach of our circle should not fall solely on the board's shoulders but should be a collaborative effort among us all. As ambassadors of the INBCB, you can assist us in our endeavor to grow our business circle by connecting us with companies, referring potential members to our website, or simply facilitating their contact with us. Your involvement and advocacy are invaluable in fostering a thriving and inclusive community.

In conclusion, the benefits of business partnerships transcend mere transactions. They hold the potential to transform businesses, stimulate innovation, and generate enduring value for all parties involved. As we navigate the complexities of the modern business landscape, let us seize opportunities for collaboration and leverage the collective strength of strategic partnerships.

Here's to a future filled with fruitful collaborations and shared successes.



Rob Tholenaars | President INBCB



Vinita Bhatia
Board Member

Brand42
Strategy Consulting and
Marketing Expert

Rob Tholenaars
President & Board Member

**SweepSmart Waste
Management Pvt. Ltd.**
Regional Director South-East Asia
and Africa

Jamuna Ravi
Treasurer & Board Member

Vayah Vikas
Chief Executive Officer

Monika Gogna
Vice-President & Board Member

Nyāsa Solutions®
Business Strategy Consultant,
Mediator & Corporate Trainer

Karthik Balachandran
Board Member

Kotak Mahindra Bank
National Manager - Alliances &
New Business Initiatives,
Multinational Clients Group



The future of the automotive industry begins at NXP



NXP's system platforms are designed for scalability and evolution and form the basis for every vehicle architecture. We are innovative partners who move you forward. For a future that is dynamic, safe, intelligent, and electrified.

Let's redefine the automotive industry together!



www.nxp.com/sdv

NXP and the NXP logo are trademarks of NXP B.V. All other product or service names are the property of their respective owners. © 2024 NXP B.V.

NXP



Navigating Business Partnerships in International Markets: Insights from Diplomatic Missions

Ewout de Wit

Consul-General of the Kingdom of the Netherlands for South India

Exploring a new market outside of the Netherlands for most Dutch companies starts with finding the right business partner. At least, that is what I have always advised Dutch companies in Egypt, Kuwait, and India in the course of my career working in diplomatic missions in these countries. And that is easier said than done.

The importance of local partnerships

It is clear why a good local partner is important. A local company knows how things work, and knows the way in this new market. They can assist with fulfilling the proper legal requirements, can point out how certain regulations work, and can connect to both customers and suppliers, as well as relevant authorities. This becomes more important if rules and regulations differ from EU rules, and cultures of doing business are different as well. It is certainly relevant in India.

Challenges in partner selection

However, not all companies are good business partners. In my career, I have seen several instances of failed partnerships between Dutch companies and local companies. Where the partner company sometimes did not deliver, or in some cases even took over the business by kicking out the Dutch partner. This can even happen after a long time of working together very well. There is no guarantee to avoid such problems.

However, I always advise companies to do proper research and to meet in person with the people behind the prospective partner several times before entering into a partnership. Get to know them. What is the company like, and what links are there to other companies? Who are the people behind it, and where is the money coming from?

And can you find information from other companies that have worked with them? What does their office, factory, or warehouse look like? And how do they treat staff, workers, and other relevant parties? How is their Corporate Social Responsibility set up?

Answers to this will provide indications of whether you are dealing with a company that could be a good business partner. Or not. In the end, there needs to be sufficient trust and confidence that the partnership can work. That remains a unique and often personal decision.

Government support

Of course, information like this is not always easy to find out. But did you know that if you are a Dutch company looking for relevant business partners outside the Netherlands, the Dutch government can assist through our network of diplomatic missions? The Rijksdienst voor Ondernemend Nederland (RVO, or Netherlands Enterprise Agency) offers Business Partner Support (<https://english.rvo.nl/topics/advice/business-partner-support>). More information can be found on the RVO website.

RVO and the Netherlands Economic Network help you look for partners that meet your specific requests and requirements. The process starts with a conversation with one of the regional experts at RVO, who, based on the outcome, will reach out to the relevant diplomatic mission. In the case of South India, my colleagues at the Consulate General would be happy to help.

Elevating Standards: IKEA's Approach to Partnership, Compliance, and Corporate Social Responsibility in Real Estate

Mark M. Bloemena

IKEA Cluster Real Estate Manager India



My area of expertise lies in real estate and property development. Partnering in the real estate sector offers a unique perspective on conducting business. In real estate, emphasis is placed on construction and prototyping, making it imperative to seek out reliable partners. Construction forms a fundamental aspect of our operations. We actively seek consultants, contractors, fire safety specialists, local regulatory experts, and other construction partners, with whom we maintain consistent collaboration. To facilitate this, we adhere to IWAY standards.

Establishing partnership standards

IWAY, inspired by the IKEA way of working with suppliers for a positive impact on people and the planet, sets the benchmark for responsible procurement of products, services, materials, and components. It delineates clear expectations and operational guidelines concerning environmental, social, and working conditions, as well as animal welfare. Compliance with IWAY is mandatory for all suppliers and service providers engaged with IKEA.

IWAY was developed in response to past setbacks, drawing from the collaborative efforts of IKEA and its partners to elevate industry practices. It addresses various factors such as working conditions, facility standards, fire safety protocols, dining provisions, machinery certifications, and electrical safety measures.

Presently, our focus revolves around aligning business strategies with modern methodologies, emphasizing resource optimization to reduce costs and enhance productivity. This emphasis on partnership underscores mutual support and progress. Our partner factories have not only embraced our standards but also surpassed local competitors in performance. While initial costs may be higher, they gain the assurance of IKEA's product procurement, resulting in quality improvements for both their workforce and operations.

Ensuring Compliance

We hold a rigorous stance on IWAY compliance. Recognizing that achieving full compliance from the outset is challenging, we prioritize training contractors and consultants on IWAY principles, extending beyond conventional construction safety protocols such as 'harnesses and helmets.' Despite initial resistance during implementation, companies adhering to IWAY demonstrate greater promptness in compliance and reduced susceptibility to corruption. This can be attributed to our transparent approach to project bidding processes, which ensures clarity and accountability. The implementation of IWAY reinforces companies' values and enhances their credibility with international investors across diverse regions. All involved parties are required to endorse IWAY compliance, which may entail additional costs for auditing.

However, the assurance of safety protocols and fair labor practices mitigates risks such as strikes, particularly concerning the substantial number of migrant workers from different states and subcontractors involved in our projects in India.

Complying with local and international standards

When government regulations require adherence to their standards, we diligently comply. While local standards are typically robust, issues arise when companies disregard existing regulations. Therefore, our focus remains on strict adherence. We prioritize adherence to local regulations and never undertake any project without obtaining the necessary permits, firmly rejecting any involvement in corrupt practices. While this approach may extend the project timeline, we actively engage with government bodies to advocate for ethical standards. Our commitment to compliance extends internationally, where we not only meet but strive to exceed local regulations, aligning with higher standards wherever possible. This dedication includes maintaining life safety requirements to ensure our operations align with international norms and keep our facilities up to date.

Through formal agreements with all states in India, we affirm IKEA's commitment to ethical conduct, particularly in refraining from engaging in bribery with government officials.

Consequently, municipal corporations in various cities approach us, recognizing our reputation as a principled corporation, which strengthens our credibility in collaborative planning efforts.

People Planet Positive

In India, IKEA operates both retail stores and foundation initiatives. With over 40 years of presence in the country, IKEA initially began as a trading organization, particularly in Southeast Asia, dealing in commodities such as cotton. India serves as a significant export hub for IKEA annually, with ongoing efforts to integrate it further into the international supply chain, thereby fostering employment opportunities.

The company's corporate social responsibility (CSR) initiatives are rooted in principles like People Planet Positive (balancing economic growth and positive social impact with environmental protection and regeneration).

These initiatives aim to minimize the environmental footprint of buildings through measures such as installing solar panels and implementing energy-efficient practices. Various programs are also in place to nurture positive community relations, including endeavors toward achieving carbon neutrality by 2026.

Additionally, the IKEA Foundation spearheads numerous social initiatives, closely aligned with IWAY's objectives. Originally conceived to elevate industry standards and enhance working conditions, the foundation focuses on initiatives aimed at improving living standards, including educational programs to uplift impoverished communities. A portion of IKEA's global profits are allocated to the foundation, which invests not in the business itself but in initiatives aimed at enhancing individual well-being. These efforts encompass developmental projects related to water management and initiatives aimed at mitigating the environmental impact of the cotton industry.

In essence, IKEA aspires to be a responsible corporate citizen. At IKEA, we take our role in local communities seriously, striving to be a positive force in the lives of those we touch. This commitment underscores our dedication to making a positive impact on people and the planet, whether through supporting local initiatives, aiding small businesses and refugees, or contributing to charitable causes, including those championed by the IKEA Foundation.

Tips for entrepreneurs

- Transparency is crucial when entering into partnerships in India or China. However, there's nothing wrong with being direct and expressing your intentions regarding implementing certain standards.



- Beware of ambiguity; ensure clarity in communication. When working one-on-one, don't hesitate to ask questions to avoid misunderstandings.
- People are best served when they step out of their comfort zones. Embrace this concept, as it often leads to growth and success.
- For those venturing into Asia or India, thorough preparation is key. Have a representative, establish a local team, and avoid remote management. It's essential to have a presence on the ground to understand the nuances of the country and its culture fully.
- Respect religious beliefs and avoid sensitive topics or political commentary to maintain positive relationships.
- Build a local team; the workforce in India, China, and Indonesia is highly skilled and capable, making collaboration smooth and effective.
- Collaborate with professional companies to avoid unnecessary complications.
- One of the perks of doing business in India is that English is widely spoken, making communication more accessible and facilitating business interactions. Make use of this to bridge the differences!

zener SOLUTIONS

POWER MANAGEMENT
& CONDITIONING



AUDIO/VIDEO
& LED DISPLAYS



IP SURVEILLANCE &
SECURITY



BUSINESS
COMMUNICATION



zener
Since 1987

TECHNOLOGY • RELIABILITY • VALUE

www.zenersystems.com

+91 99803 06700

socomec
Innovative Power Solutions

zener

AVAYA

poly

MATRIX
SECURITY SOLUTIONS

HIKVISION

AXIS
COMMUNICATIONS

Strengthening the Fabric of International Relations: The Netherlands-India Corridor

Edith Nordmann

Chairman
Netherlands India
Chamber of Commerce
and Trade (NICCT)

*Managing Partner &
Attorney at Law*
ACG International

In an era where global challenges demand collaborative solutions, the importance of partnerships and personal relations within the Netherlands-India corridor emerges as a beacon of hope and cooperation. These connections, deeply rooted in mutual respect, communication, and an unwavering commitment to inclusivity, underscore the power of collaboration across borders.

The narrative of the Netherlands-India relationship is a testament to what can be achieved when nations prioritize solutions over problems, a lesson vividly illustrated by the fact that the tiny Netherlands is India's biggest export partner in the EU. India is the sixth largest investor in the Netherlands and 20% of Indian exports to Europe are via the Netherlands. From April 2000 to June 2023, the Netherlands was the world's fourth largest investor in India comprising 7% of overall investment with a cumulative FDI equity inflow of USD 45.288 billion (INR 296,000 crores).

The way India is handling international trade disputes under the stewardship of Minister Piyush Goyal is exceptional involving personal relations and best efforts.

His efforts, alongside the American Minister of Foreign Affairs, to resolve conflicts out of court by focusing on common ground rather than differences, exemplify the Indian ethos of inclusiveness. This principle, mirroring the theme "One Earth, One Family, One Future," is a guiding star for diplomacy and international relations, advocating for a global family that thrives on togetherness and partnership.

This spirit was further celebrated at the World Economic Forum in Davos, where discussions facilitated by Invest India highlighted the crucial role of partnerships in the sustainable development of the Netherlands-India corridor. As Chairman of the Netherlands India Chamber of Commerce and Trade (NICCT) and a participant in these high-level discussions, including my involvement in the B20 Task Force for the Future of Work, Skilling, and Mobility, it's evident that fostering and maintaining relationships is paramount to our collective success.

At the heart of India's global outreach and its interaction with countries like the Netherlands is the visionary approach encapsulated in the

Prime Minister's call for Sabka Saath (with everyone), Sabka Vikas (development for all), Sabka Vishwas (trust of all) along with Sabka Prayas (everyone's effort). This ethos, which sets the stage for a Viksit Bharat (developed India) by 2047, enriches our diplomatic and trade relations, infusing them with a spirit of comprehensive inclusivity and mutual effort towards common goals. It reflects a commitment not only to economic development but also to building trust and confidence across a spectrum of stakeholders worldwide.

The bedrock of successful international collaboration within this corridor hinges on several pivotal factors:

Communication: The essence of how we convey our messages, ensuring clarity and understanding.

Mutual understanding and respect: Recognizing and valuing the diversity of perspectives and cultures.

Value creation: Crafting partnerships that benefit all involved parties.

Flexibility and openness: Embracing change and alternative viewpoints with adaptability.

India's inclination towards relationship-driven interactions contrasts with the transactional nature prevalent in European contexts, including the Netherlands. This divergence highlights the significance of nurturing durable relationships and the necessity of communication that respects and celebrates our differences.

Being flexible and open to change is particularly crucial as the business environment in India evolves rapidly, demanding an adaptive approach from entrepreneurs and businesses alike.

Partnerships grounded in these principles are the keystones for advancing bilateral relations and fostering economic growth within the India-Netherlands corridor.

Our experiences, both during the G20/B20 presidency of India in 2023 and at global forums like Davos, underscore the immense potential of personal relationships in transcending traditional barriers to international cooperation.

Such relationships extend beyond mere business transactions; they are about forging lasting bonds between communities, understanding diverse viewpoints, and crafting a shared vision for the future. It is with this perspective that we approach our mission at the Netherlands India Chamber of Commerce and Trade (NICCT), striving to reinforce the ties that bind our nations, not only economically but also culturally and socially.

Looking ahead, the journey towards deepened cooperation between the Netherlands and India is rich with opportunities for mutual learning and growth. By cherishing and nurturing these partnerships, we can unlock the vast potential of the Netherlands-India corridor, setting a standard for global collaboration that is rooted in respect, understanding, and collective prosperity, guided by the principles of *Sabka Saath*, *Sabka Vikas*, *Sabka Vishwas*, and *Sabka Prayas*.

The Power of Partnerships: Unleashing Business Success through Talent

Viswanath P.S.

CEO & MD
Randstad India Private
Limited

Partnerships play a pivotal role across various levels of society, spanning from international alliances between countries to collaborative endeavors within businesses. At the macro level, partnerships between nations foster diplomacy, trade, and cooperation, addressing global challenges and promoting mutual prosperity. Similarly, in businesses, partnerships facilitate innovation, resource-sharing, and market expansion, driving growth and competitiveness.

Creating and sustaining partnerships are critical to the success of any business, no matter which industry you operate in. Organizations need to partner every day with their clients, customers, suppliers, vendors, regulators, employees, and several other stakeholders. I strongly believe that success hinges on the effectiveness of cultivating and growing each of these partnerships to achieve business outcomes. Whether it is to become an employer of choice or partner of choice, companies must foster trust, and reliability and consistently deliver excellence.

However, the success of any partnership critically depends on having the right talented workforce at all levels.

Talented individuals bring diverse skills, expertise, and perspectives to the table, enriching collaborative efforts and enhancing the effectiveness of partnerships. Whether forging international agreements or fostering business alliances, skilled and specialized professionals are indispensable in navigating complexities, driving innovation, and ensuring sustainable outcomes. Specialized roles in various functions, like assembly line specialists and automotive designers, could play a crucial role in enhancing operational efficiency and driving strategic impact across different levels.

Underlining the importance of talent, Randstad has recently launched its new 'Partner for Talent' strategy. This new approach ensures that talent receives the focused support they require and clients receive the specialized skills and expertise that their businesses need.

At the heart of this approach is our unwavering belief that partnership with talent is just not about getting a candidate the right job once but also about being with the talent throughout their career journey, ensuring inclusive and equitable workplaces wherein every employee coming in from diverse backgrounds has a sense of belonging.

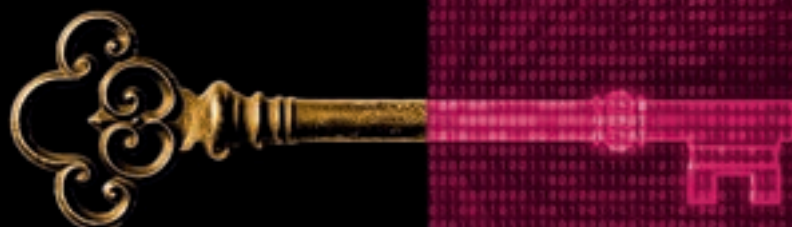


At the heart of the *Partner for Talent* strategy lies 'our unwavering belief that partnership with talent is just not about getting a candidate the right job once but also about being with the talent throughout their career journey, ensuring inclusive and equitable workplaces wherein every employee coming in from diverse backgrounds has a sense of belonging.'

Viswanath P.S.

By partnering with the government and academia, we aim to create impactful job prospects that resonate with the aspirations of India's dynamic youth. Our alliances extend to key organizations such as the National Skills Development Corporation (NSDC) and various state-level skill authorities, pooling our efforts to equip young Indians with the necessary skills and pathways for success in today's competitive job market.

Today, Randstad is a leading talent company that offers the broadest HR services portfolio ranging from operational talent solutions and professional talent solutions to digital talent solutions and enterprise talent solutions. Through these offerings and our strategic partnerships, we are committed to fostering a brighter and more promising future for the talented youth of India. I am confident that India can leverage its vast human resource potential to propel the country's economic growth and meet global demands.



Unlock Your Business's Digital Potential with BRAND FORTY TWO

Strategy Consulting • Websites • Marketing

BRANDFORTYTWO.COM



BUILDING ZERO WASTE ECOSYSTEMS

sweepsmart.org



HIGH IMPACT
AND QUALITY
STANDARDS

MODULAR
WASTE-HANDLING
SOLUTIONS

MODERN AND
EFFICIENT
WASTE-HANDLING

ADVISORY,
ENGINEERING,
DEVELOPMENT
& DELIVERY

Turning waste into happiness

+91 92068 91987 / +91 99808 00701

info@sweepsmart.org



Discovering Partnerships in India; The Ambition Radiating from Bangalore, India, is Genuinely Astounding!

Evert Jan Schouwstra
Managing Director
 World Trade Center Leeuwarden

It's been quite a few years since my last trip to India, during which I headed to New Delhi as my destination. This year in March, I visited Bangalore, the third-largest city in India. The focus point of this trip was the 54th annual Global Business Forum (GBF), organized by the World Trade Centers Association (WTCA) from New York and hosted by the WTC Bangalore.

In addition to attending the Business Forum, I seized the chance to utilize the vast network of Indian companies affiliated with WTC Bangalore to establish connections for three companies. Furthermore, I had the privilege of meeting Ewout de Wit, the Dutch Consul General in Bangalore. Here's a summary of my journey.



Day one

At approximately 2 a.m., we touched down in Bangalore following a 10-hour flight with KLM. The first thing that was noticed was the airport terminal itself. I have seen many airports in my lifetime, but this one takes the cake. What an impressive construction! Bangalore's ambition was evident from every angle. After a quick stop at customs and a brief wait for my luggage, I stepped outside. After receiving my *tilaka* (a mark on the forehead, often seen as a gesture of respect or welcome when greeting someone upon their arrival), I received a scarf, a coconut filled with refreshing coconut milk as a thoughtful welcome gesture.

At around 2:30 a.m. it was time to go to bed and at 9 a.m. I was ready to face the day yet again. I opened my curtains halfway and was welcomed by my first view of Bangalore in the daylight. There was a surprising amount of greenery, but also an astonishing amount of traffic roaring by. This traffic mainly consisted of the popular scooters, motorbikes, and tuk-tuks.

The day began with a much-needed period of relaxation, accompanied by a delightful breakfast. At the hotel, I had the pleasure of meeting with other participants attending the Business Forum. Later in the afternoon, we were whisked away by bus for the first official segment of the program, that unfolded on the topmost floor of the WTC Bangalore.



There, amidst captivating performances of traditional regional dances, we were treated to an exquisite buffet showcasing a diverse array of dishes from various Indian regions. It was truly a culinary delight for the senses. The meticulous organization of the Business Forum was evident in every aspect, demonstrating remarkable attention to detail that ensured a seamless experience for all attendees.



Day two

The next day started with the presence of Sri D.K. Shivakumar, Deputy Chief Minister of Karnataka, and Sri M.B. Patil, Minister for Large and Medium Industries and Infrastructure Development. Karnataka, with over 60 million people, is a hotspot for business, especially in the IT sector. That's why it's often called the Silicon Valley of India.

Throughout the day, talks and discussions were highlighting the region's appeal for business. Plus, we had several discussions with Indian companies to explore potential partnerships and opportunities. During these talks, I not only represented the World Trade Center Northern-Netherlands but also three companies from our region. Because of this, I attended 40 separate meetings throughout the day! It was indeed quite a challenge, but fortunately, I had the opportunity to represent the interests of all three companies collectively during several of the meetings.

Also, numerous Indian companies were highly motivated to showcase their products. Many of these companies emphasized their focus on production for other enterprises. With China facing heightened scrutiny, it is obvious that the Indian market emerges as a compelling alternative option.

One of the most enjoyable conversations I had was with PhytaZen. They have innovated a range of natural-based products designed to accelerate the healing process, particularly for individuals recovering from burn injuries, among other conditions.

While some of the visual material I viewed was not easy on the eyes, the outcomes were truly remarkable. I facilitated a connection between this company and one of our WTC members, intending to foster additional business opportunities and collaborations.

Day three

On Wednesday, I had the opportunity to visit the headquarters, or campus, of Infosys. Originally established as a software development firm catering to the banking sector, Infosys has since evolved into a prominent advisory firm.

Currently, there are over 300.000 people from all over the world who are employed by Infosys, of which 20.000 work on the campus. There, we were given a tour of their impressive facilities, which included not only four distinct dining areas offering a variety of cuisines, sports facilities, and offices but also their own exhibition space and medical facilities. However, what truly struck me was the average age of the employees, which hovered around 27 years old.



Witnessing such youthful talent was truly remarkable and spoke volumes about the incredible potential within the organization. Naturally, I made sure to immerse myself in the local culture during my visit. With a group of other participants, I visited the palace of the Maharaja in Mysore. A beautiful complex built at the end of the 19th century. Descendants of this Maharaja still live in the palace, but today the title is solely ceremonial. Just like at the Hindu temples, we dwelled on the palace grounds either barefoot or on socks.

A final note

Bangalore stands out as one of the fastest-growing cities in India, a fact reflected in its rapid infrastructure development.



A notable example of this progress is the ongoing expansion of the metro line, which will soon connect the airport to the city center.

This development promises to significantly enhance the accessibility and connectivity of the city for residents and visitors alike.

Just like any other bustling metropolis, Bangalore faces congestion, particularly with a large number of taxi drivers, especially Uber drivers, who offer remarkably affordable rates. For instance, a participant took a two-hour taxi ride from Bangalore for just €50, while typical Uber rides within the city are usually under €3. It'll be interesting to see how long these low prices last. I returned with a backpack brimming with insights and was truly impressed by the remarkable development of the region. It's no wonder that this area holds such a strong allure for young people. What's equally striking is how, amidst the hustle and bustle of a busy city like Bangalore, there's still room for more traditional sights, like encountering a cow on the street.

India is undeniably a country worth considering. With its low costs and price sensitivity, it's clear that affordability plays a crucial role. Many of the products we currently offer remain out of reach for many in India. However, as the middle class continues to expand and with the region's palpable ambition, the demand for higher-priced goods and better machinery is bound to increase. In a country with a population of 1.4 billion people, such developments are always intriguing to observe.

Transforming the Paper Value Chain with Collaborative Initiatives

Carlo Bakker

International Program Director
Miss-Collect

Representing:
Miss-Collect
(Judith Jainullah &
Carlo Bakker)
Terre Des Homes
(Julie Verhaar)
Children of India
(Thangaperumal
Ponpandi) &
Ciparo (Thijs Cox)



In December 2023, the European Commission made a groundbreaking decision by agreeing on the new Corporate Sustainability Due Diligence Directive (CS3D). This pioneering directive, pending formal approval, is set to revolutionize the operational framework for EU-based companies and non-EU entities active within the European Union. It extends its influence beyond the borders of the EU, significantly affecting value chains in India and around the globe. The CS3D mandates a collaborative effort among various stakeholders to foster sustainable practices and ensure environmental and social responsibility throughout the supply chain. In light of this directive, The Netherlands Enterprise Agency (RVO) provided a grant to the Miss-Collect consortium to promote Corporate Sustainability Due Diligence within the waste-paper supply chain.

As one of the leading export nations to the European Union, India finds itself at a critical juncture. The nation exports diverse goods, including software services, pharmaceuticals, textiles, and agricultural products. The packaging for these exports, primarily consisting of cardboard boxes or paper trays, greatly demands natural paper resources. This demand often leads to extensive tree harvesting and adverse environmental effects.

Alternatively, used packaging paper is sent back to India from Europe for recycling, which employs low-income workers, including children, highlighting a significant social issue.

The CS3D imposes a shared responsibility on every stakeholder within the Indian and European value chains. This responsibility encompasses minimizing negative impacts while enhancing positive outcomes, a principle that applies to producers, exporters, financial institutions, trade organizations, logistics, recyclers, and intermediaries alike.

Despite the willingness of public and private organizations to adopt this new chain of responsibility, challenges such as limited time and knowledge often hinder the initiation of sustainable practices. This is where innovative solutions from the Miss-Collect consortium (Ciparo, Terre Des Homes, Children of India, and IMPEC) come into play, showcasing an integrated corporate social responsibility (CSR) model that encourages collaboration across the value chain:

'When people concern, and corporates return, mothers earn and children learn'.

The Thali-GrowPots Initiative (People Concern)

The Thali-GrowPots, crafted from eco-friendly cardboard and manufactured in Kerala by Mechanical Assembly Systems are inspired by India's rich culinary heritage. This CSR initiative adopts sustainable urban gardening and promotes collaboration among stakeholders. Each set, comprising seven pots within a Thali, symbolizes a connection to nature's cycle, emphasizing sustainability and the importance of daily engagement with the environment. This initiative aims to put food on every table, ensure schooling for every child, and secure a decent income for their mothers, thereby addressing environmental and social concerns.

Miss-GreenGrowth (Mothers Earn)

The Miss-GreenGrowth Program is an innovative business model that combines social entrepreneurship with urban agriculture and women's empowerment. It equips women with gardening, nutrition, and business management skills, transforming their endeavors into profitable ventures. The program promotes sustainable urban gardening through customized events, door-to-door sales, and community workshops, fostering community connections and making sustainability accessible. Within the Miss-GreenGrowth program seeds, compost, and other tools are sponsored by companies such as RijkZaan and EastWest Seeds.

Veggie4School (Children Learn)

The Veggie4School program complements the Miss-Collect initiative by educating children on recycling and sustainability. Through interactive gardening sessions, students learn about environmental stewardship, integrating theory with practical life skills. This approach enriches students' learning experience and instills values of teamwork, ownership, and responsibility, aligning with broader educational and sustainable development goals. To make the Veggie4School program possible the Miss-Collect team works closely with the Block Education Officers who must permit the interventions on behalf of the Ministry of Education, and of course, the school principals and lecturers who have to align the Veggie4school garden guide with the existing school curriculum.

A Call to Action (Corporates Return)

The Miss-Collect initiative represents a collective effort in corporate social responsibility to reduce negative impacts and enhance positive outcomes within the waste paper value chain. By joining forces, stakeholders across the spectrum can create sustainable futures through unity and shared purpose. We invite institutions, corporations, and visionaries to join us in this journey to grow this initiative further and deepen its impact. Together, we can cultivate a greener, more sustainable future. Join Miss-Collect and help us turn potential into reality.

Thali-GrowPots, Miss-GreenGrowth, and Veggie4School are innovative steps forward in the journey toward sustainability and social responsibility. But they did not become successful overnight.

These are some of the lessons learned by Miss-Collect:

1. Complex challenges require integrated, multi-stakeholder solutions.
2. Every program or intervention should benefit all stakeholders—citizens, corporations, and communities—within the ecosystem.
3. Therefore, align all your ideas or activities with existing national or international policies or ecosystems.
4. Recognize that each partnership has its interests and dynamics. However, if your plan is sound, it will synergize strengths, amplify impact, and foster mutual growth.



NLinBusiness.com: Your Perfect Match for Doing Business Abroad!

A message from the Director of International Business

Daan Marks

Director International Business
NLinBusiness



NLinBusiness.com is the one-stop-shop marketplace for Dutch entrepreneurs with international ambitions. Whether they are looking for a supplier or need advice on opening new markets in Southeast Asia, NLinBusiness.com enables them to easily find partners to help them on their international journey. Through our marketplace, we match entrepreneurs with the right people and organizations to support them in their ambition to grow their business internationally.

At NLinBusiness.com we strongly believe in the power of connecting businesses. This creates a vast network of opportunities: through strategic partnerships, collaborations, and networking, businesses can leverage each other's strengths to achieve mutual growth and success. These connections facilitate the exchange of ideas, resources, and expertise, fostering innovation and efficiency.

Furthermore, by tapping into different markets and customer bases, businesses can expand their reach and increase their competitiveness. Ultimately, the power of connecting businesses lies not only in the transactions it facilitates but also in the synergies it generates, driving collective progress and prosperity in the global economy.

The India Netherlands Business Circle Bangalore (INBCB) stands as a pivotal Business Circle representing Dutch interests in India. India remains a huge and important market and plays a key role in both imports and exports to and from South Asia.

This offers a lot of opportunities to Dutch SMEs with international ambitions. By connecting entrepreneurs via the INBCB with Dutch entrepreneurs who have preceded them and a reliable local business community, doing business in India becomes a lot more accessible. Thus, entrepreneurs wishing to expand their business to Bangalore and the rest of India and grow internationally are strongly encouraged to get in touch with the INBCB to get the most out of their entrepreneurial journey and accelerate their business.

About NLinBusiness

NLinBusiness.com enables Dutch SMEs with international ambitions on their international business journey. Whether you are preparing for your first step abroad, want to scale up, or are an experienced exporter, we'll put you in direct contact with our worldwide Network consisting of internationally located NL Business Hubs, Dutch partners, and different government agencies that can help you further expand your business. Our NL Business Hubs can be found in more than 20 countries and are happy to help. They can tell you everything about the local culture, market opportunities, and practical information regarding the country where you would like to do business. On the NLinBusiness.com marketplace, you will also find other valuable information as well as partners and contacts which you can contact directly to support you with your international ambitions.



Partnerships in Teams: Trust forms the Basis of a Successful Collaboration

Monika Gogna

Founder Strategist | Mediator | Trainer
Nyāsa Solutions®

In every market and industry, the paramount importance lies in the seamless collaboration of the team. As Lencioni famously asserts: 'If you could get all the people in the organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.' Lencioni's Pyramid offers a proven method to embark on this journey.*

Crafting a cohesive and effective team requires courage and discipline, which entail hard work. Yet, the payoff is substantial: a notable competitive edge. Cohesive teams efficiently sidestep irrelevant discussions, avoid revisiting past mistakes, and demonstrate unwavering engagement. They excel in decision-making and achieve heightened productivity amidst minimal time, distractions, and frustrations. Furthermore, organizations retaining cohesive, effective, and enjoyable teams seldom witness the departure of talented employees.



*Patrick Lencioni excels in management team development and organizational health, with a track record across Fortune 500 companies, high-tech startups, universities, and non-profits.



The Lencioni Pyramid serves as a dynamic blueprint for elevating teamwork and integrating pillars of trust, conflict, commitment, accountability, and results.

Constructing a unified team transcends mere theoretical mastery; it's a fusion of practical wisdom, discipline, and perseverance. It necessitates collective efforts to navigate every facet of the Pyramid, creating synergy at individual and collective tiers. Genuine synergy blossoms when teams honor and harness the diversity within, transcending frustrations through the embrace of differences.

It all begins by answering a few simple questions:

- Do team members freely and easily express their opinions?
- Are team meetings engaging and productive?
- Does the team make decisions swiftly while avoiding consensus?
- Do team members openly admit their weaknesses to one another?
- Are team members willing to sacrifice personal interests for the team's welfare?

If you've answered 'no' to one or more of these questions, there's work to be done. Something isn't aligning within the five components of the Lencioni Pyramid, and it's time to address them one by one.

Trust

In the absence of trust within a team, members shy away from vulnerability. They hesitate to acknowledge their mistakes, weaknesses, or needs and are reluctant to seek assistance. However, establishing trust requires a certain level of comfort among team members, fostering an environment of openness and mutual support (also called the 'safe space').

Conflict

A lack of trust breeds a fear of conflict, hindering teams from engaging in genuine, passionate discussions about critical issues. Consequently, unresolved conflicts may escalate into covert discussions and gossip, impeding effective decision-making.

When team members refrain from openly expressing their opinions, it hampers the team's ability to make sound decisions.

Engagement

Without healthy conflict, team members struggle to connect and fully commit to decisions, leading to ambiguity in the work environment. This lack of direction and engagement can result in dissatisfaction among employees and may even prompt talented individuals to leave the team.

Accountability

Failure to adhere to a clear course of action can have severe repercussions for a team. Even highly motivated employees may hesitate to hold their colleagues accountable for behaviors that undermine the team's success, thereby compromising team cohesion and effectiveness.

Results

Team members often prioritize their personal needs, such as ego, career advancement, and recognition, when they are not held accountable for their responsibilities to the team. Conversely, when teams focus on achieving collective results, the entire organization flourishes, reflecting a shared commitment to success.

Lencioni at Nyāsa Solutions®

Alongside bespoke and adaptable training modules focusing on (intercultural) collaboration, conflict resolution, and strategic acumen, Nyāsa Solutions® stands as a flagship provider of the esteemed Lencioni The Five Behaviors program. This exclusive initiative enables you to confront the quintessential challenges within your team and embark on a transformative journey toward fostering unity and efficacy within a global context.

Brace yourself, for your team's evolution, will be nothing short of remarkable! You can get in touch with me at monika@nyasa.solutions.



The Netherlands-India Journey with Indian Companies

Jolanda van der Aart
Senior Manager Foreign Investments
 Amsterdam Inbusiness

Reflecting on an enriching journey, several keywords come to mind: relationships, loyalty, sincere interest, and perseverance.

To echo the sentiments of Eric Nieve, former ambassador of The Netherlands in India, I emphasize the importance of the 4 P's: 'Patience, Perseverance, Politeness, and Personal contacts.'

Among these, demonstrating respect for one another stands out as paramount.

Respect goes beyond exchanging a business card and signing a contract. It's about building partnerships.

Over the past 17 years, I was able to build many business partnerships which resulted in mutual respect and personal relationships. Numerous anecdotes come to mind. However, given that The Corridor is published by INBC Bangalore, one particular story involving Infosys stands out.

Infosys has maintained a presence in The Netherlands for over 22 years, with the establishment of a significant office in Amsterdam marking the onset of a fruitful partnership. From symbolic gestures like planting a tree at the Infosys Campus in Bengaluru by the late Mayor of Amsterdam, Eberhard van der Laan in 2012, to convivial moments at the Annual India Amsterdam Cricket Day at the oldest cricket club in The Netherlands, VRA (*Volharding RAP Amstels*), with Mayor Jan van Zanen in 2013, to the inauguration of a new Infosys office at WTC Amsterdam by former Deputy Mayor and later Minister of Defence, Kasja Ollongren in 2017, I had

Around 17 years ago, coincidentally the same age as my daughter, I made a significant career shift. Transitioning from my role as an Account Director at LeasePlan International in the private sector, I ventured into the realm of government service. In my new capacity as the Foreign Investment Manager at Amsterdam Inbusiness, representing the City of Amsterdam, I was entrusted with a pivotal task – to establish the India Desk for the Amsterdam Area. This initiative aimed to facilitate Indian companies in establishing a presence in the Netherlands.

Drawing upon my diverse background, which included living in Zürich, Boston, Brussels, and Algarve, Portugal, I had already gained valuable insights into various business cultures. Nevertheless, delving into the intricacies of the Indian business landscape filled me with excitement and anticipation.

It started with the establishment of an India-Netherlands business corridor. In this capacity, I was involved in setting up the Indian Expat Society, co-founding the Diwali Festival, organizing the annual India Amsterdam Cricket event, and attracting an Indian airline, school, hotel, and approximately 150 companies to establish their presence in the Amsterdam Area. This article merely scratches the surface, as a forthcoming book will delve into my personal experiences in greater detail.

the privilege of organizing numerous events and missions.

Throughout, I maintained close contact with Jamuna Ravi, former VP & Geo Head of Banking and Capital Markets Europe, based in Amsterdam during her tenure, and continued this relationship upon her return to Bengaluru in 2017 and 2023, as depicted in the accompanying pictures. What began as partnerships evolved into enduring friendships, and the rest, as they say, is history.



For any Dutch company venturing into partnerships in India, my advice would be:

- **Prepare yourself** for the visit. Bringing a present and engaging in personal conversations lays the foundation for a lifelong relationship.
- **Show genuine interest** in the region of India you're visiting. For instance, in Bangalore, where Kannada is predominantly spoken (one of India's 30 languages), and where vegetarianism is widespread. Expect dinner invitations as business interactions often extend beyond typical Dutch hours, with dinner engagements common.
- **Politeness is key.** Greet your business partners with *Namaste*, exchange business cards, and take a moment to read them. Demonstrate respect throughout your interactions. Understanding hierarchical structures is crucial in India.
- **Building partnerships** requires time and trust. Humor plays an essential role, and the Dutch and Indians share a mutual understanding in this aspect. **Invest in nurturing trustworthy relationships**, and don't miss out on enjoying delicious meals together at dinners and lunches whenever possible.





Forging Cross-Border Relations: A 24-year-old Legal Journey

Satish Srinivasan

Partner
ALMT Legal

Many years ago, Peter Drucker said:

‘Businesses once grew by one of two ways; grass roots up, or by acquisition... Today businesses grow through alliances - all kinds of dangerous alliances. Joint ventures and customer partnerings which, by the way, very few people understand.’

Over the past 24 years as a corporate lawyer, I have come to understand that partnerships are more a meeting of minds to achieve unified goals. Partnerships are more akin to two ships agreeing to set sail together on a pre-determined path towards the horizon. Over the past few decades, partnerships have played an integral role in paving the road for two businesses from different territories and backgrounds to come together, explore, and capitalize on untapped markets along with garnering new set of skills, all by utilizing their pooled resources for a fixed price.

Amidst the ever-changing business landscape, partnerships serve as a compass, guiding enterprises towards uncharted territories and engaging opportunities. I have attempted to take you through the journey from the first handshake to continuing the journey even today and unravel the complexities and hurdles that are faced in getting into and nurturing partnerships long-term.

How are partnerships or joint ventures formed? Given 24 years of experience in building and nurturing cross-border partnerships, I have come to understand that these engagements can be likened to the process of how a seed grows into a fruit-bearing tree. I have drawn this parallel, as I have seen that the initial idea is similar to the seed and a favorable business environment is equivalent to the fertile soil that the seed is being planted in, this is followed by the partnership slowly taking form and substance in the same manner that a seed germinates and forms a seedling, the partnership is then formed and developed with the utmost care and strategic planning.

The tree’s growth phase equals the expansion of the partnership’s operations and market presence, branching out across borders like a partnership extends its reach to newer markets. The maturity of the tree, marked by its ability to bear fruit, mirrors the partnership’s success in generating profit.

Lastly, a profitable partnership/joint venture can inspire new business ventures and partnerships, perpetuating the cycle of expansion and development, just like the fruits of a tree that have matured can stimulate the growth of new trees.

Multiple hats a lawyer has to don

Over time, having assisted in the formation of multiple partnerships/collaborations/joint ventures, I have realized that at each stage, a lawyer is not just a lawyer, but dons a variety of hats to ensure that the collaboration in whatever form succeeds.

What necessitates a lawyer to assume multifaceted positions is that while assisting in building a partnership, especially one that spans different cultures and countries, is that the possibility for misunderstandings and conflict is heightened due to different business practices, legal systems, and communication styles.

In most cross-border collaborations/partnerships/joint ventures that I have worked on, I have taken on the role of a cultural ambassador first to bridge the intercultural differences between the parties and ensure that there exists a smooth navigation through the complexities of differing cultural norms and practices. This usually entails me to educate myself with a nuanced understanding of each party's cultural context, which I have garnered over the years. By bridging the potential cultural gaps, I have aimed to foster trust and cooperation between the parties as it is crucial for such a partnership to lay a strong foundation and function smoothly thereafter.

Once the discussions commence, there have been instances where I have had to take on the role of a negotiator to facilitate agreement on common grounds, under certain circumstances I have had to simultaneously play the role of a mediator and strategist to guide the parties on how to mitigate the risks associated with cultural misunderstandings and resolve any disputes that arise from the differing interpretations of points of law, as the legal systems differ across borders. In essence, I have been told that we as lawyers are the linchpin that holds the partnership/joint venture together, navigating through the complexities of intercultural dynamics to achieve an efficacious collaboration.

Challenges faced and how to tackle them

I believe that in the realm of cross-border joint ventures, the convergence of different legal systems can often be the cause for misunderstandings. Each country's legal framework is an intricate fabric woven with the strands of its unique cultural, historical, and customs of society.

When businesses from different countries form a joint venture, they bring their respective legal systems into the partnership. This can lead to confusion and misinterpretation, as laws that are clear in one context may become ambiguous in another. Thus, one of the most important aspects of operating cross-border joint ventures is figuring out how to get through the intricate web of multiple legal systems. However, misunderstandings in cross-border partnerships/joint ventures are not only due to differences in legal systems but also often stem from communication differences.

For example, during one particular instance, where I have dealt with parties from two continents wanting to come together for a partnership, the differences in their style of communication have been a hurdle to tackle, as one party tended to appreciate being direct, whereas the other party preferred a nuanced approach. I recall, during a collaboration between a European entity and an Indian entity there was constant confusion as the discussions were being held in English and the non-native speakers failed to pick up on subtleties, this necessitated me to get a grasp on the foreign language (which incidentally I could speak) and assist one of the parties for the collaboration/joint venture to go through. Nonetheless, apart from communication, the approach to a business has also been a point of concern. In a joint venture between a Southeast Asian entity and a South American entity, I noticed that the lax attitude of one party to timeliness was construed as disrespectful by the other party, who were used to maintaining strict timelines, navigating these turbulent waters was highly challenging but extremely fruitful.



These instances highlight how crucial it is for cross-border partnerships/joint ventures to recognize and appreciate communication differences and how a lawyer, takes on the role of even a translator if required, to ensure that there are no hiccups during the joint venture.

Conclusion

Throughout the past two decades, I have come to understand that cross-border collaborations/joint ventures represent a beautiful symbiotic relationship between two parties.

Integrating culture and law between two countries across the world to promote a global presence for their businesses is nothing short of a euphoric experience.

The learning, the connections, and the process are something that I have thoroughly enjoyed to the extent that even today after 24 years I continue to look forward to assisting in cross-border joint ventures. I would like to conclude by quoting Helen Keller who rightly said:

'Alone we can do so little; together we can do so much'.

Sathyannarayanan
Sankaran

Co-Founder
UrbanMorph

Collaborative Initiatives Driving Active Mobility Solutions

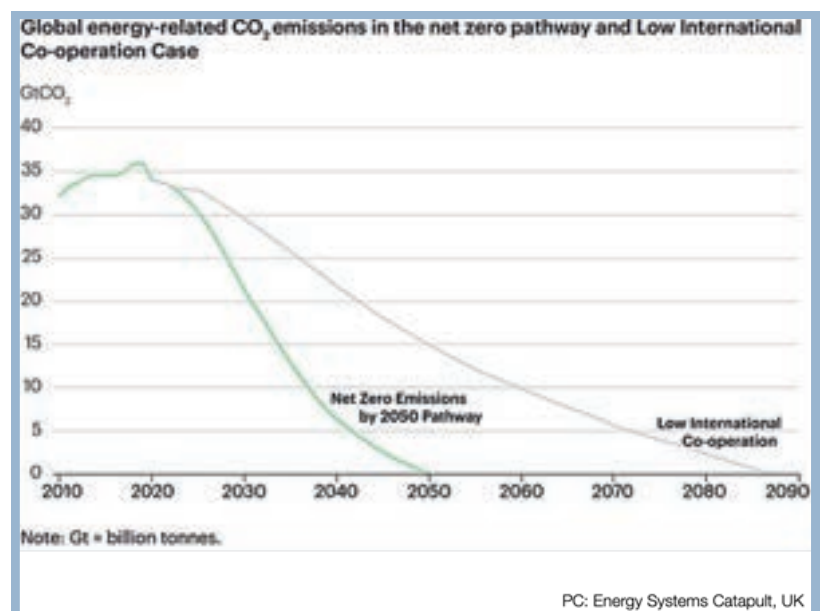
The global challenge of climate change demands our attention on solutions that transcend the boundaries of individual sectors or nations. This becomes even more critical when certain countries are poised for rapid economic growth and advancement to high-income status. Amidst the pursuit of such growth, the imperative to address climate change risks is being overshadowed, posing a delicate balancing act given our existing resource constraints. While all nations strive to fulfill their national commitments towards achieving net zero emissions, progress at sub-national levels is often hindered by varying capabilities and resource limitations, impeding our collective journey towards these crucial goals.

The journey toward achieving Net Zero emissions hinges upon unparalleled international collaboration, particularly in the realms of innovation and investment. It transcends mere efforts by governments and companies to mitigate their emissions; rather, it entails addressing global challenges through cohesive and coordinated actions.

Two types of partnerships stand out as critical drivers for success: cross-sectoral and cross-national collaborations.



Source: Bangalore Mirror



Cross-sector partnerships for social impact entail the collaboration of organizations from diverse sectors – such as business, government, and civil society – united in addressing shared social or environmental challenges. By pooling the strengths and resources of each sector – ranging from innovation and expertise to funding and networks – these partnerships forge more potent and sustainable solutions.

On the other hand, cross-national partnerships offer broad exposure to diverse cultures and practices. Recent studies underscore the manifold benefits of such collaborations across the pre-project, project development, and operational phases of Science and Technology Parks (STPs). Yet, reaping these benefits isn't without formidable challenges that may impede their optimal realization.

Effectively achieving this demands holistic cross-national collaboration among key organizations, ensuring the full realization of pricing and infrastructure benefits.

Both types of partnerships pose some common challenges, such as aligning goals, expectations, and cultures, managing power dynamics, and measuring impact.

When it comes to Active Mobility, broadly defined as cycling and walking for commuting purposes, the Netherlands has set a global example of how it can enhance livability and transform transportation in urban areas. For instance, the Dutch Cycling Embassy has been sharing its expertise with numerous countries worldwide. One such country is the Philippines, where in 2020, the government constructed nearly 500 km of bike infrastructure in less than a year. According to a post-construction survey, (1) 64.5% of respondents reported increased cycling or use of light mobility vehicles since the implementation of these paths.

The Dutch Cycling Embassy has further extended its reach by organizing a capacity-building workshop for government stakeholders in Karnataka, India.

'The Netherlands stands as a global leader in cycling usage and infrastructure. Therefore, I am delighted that our partners at GIZ India, in collaboration with Bosch India, invited the Dutch Cycling Embassy to conduct a five-day workshop in Mysore focused on enhancing capacity in developing cycling infrastructure for urban environments,' remarked Ewout De Wit, the Consul-General of the Kingdom of the Netherlands for South India.

Urban Morph is dedicated to promoting Active Mobility to effect tangible change in the challenging urban landscapes of Indian cities and governance structures. Leveraging technological platforms like AltMo,(2) we collaborate with industry stakeholders to facilitate climate action seamlessly, employing measurement and action mechanisms with a built-in active feedback loop.

Furthermore, we are actively pursuing the establishment of an Indo-Dutch Center of Excellence in Active Mobility, in partnership with the Indian Institute of Science and solution providers from both India and the Netherlands. These endeavors aim to foster cross-sectoral and cross-national collaborations, ultimately driving towards the realization of more livable and sustainable cities in the future.

(1) Dtvcapacitybuilding.com, 'From Crisis to Opportunity: How the Philippines Built 500 km of Bike Lanes in Less Than a Year.' Retrieved from: <https://dtvcapacitybuilding.com/blog/from-crisis-to-opportunity-how-the-philippines-built-500km-of-bike-lanes-in-less-than-a-year/>

(2) AltMo - Active Mobility Platform: <https://www.altmo.app>

Chief Executive Officer
Vayah Vikas

Empowering Seniors through Partnership: Vayah Vikas' Call for Collaboration

Dr. (HC) Jamuna Ravi

Vayah Vikas, a Bengaluru-based non-profit organization, stands at the forefront of the senior welfare space with a mission deeply rooted in the empowerment and well-being of older adults. Our philosophy, 'Never Stop Growing,' drives our commitment to providing seniors with the tools, opportunities, and support necessary to lead dignified and fulfilling lives.

At Vayah Vikas, we envision a future where every Indian senior can thrive to their fullest potential. Intending to reach 1 million older adults within the next two years through a membership model, we recognize the invaluable contributions of seniors to society and strive to bridge the gap that often leaves them feeling isolated or disconnected.

To achieve our vision, we are eager to collaborate with like-minded organizations or individuals who share our passion for senior welfare. By forming partnerships with government institutions and organizations both domestically and internationally, we aim to establish state-wise chapters and expand our reach to every corner of India.

Our recent collaboration with the Ministry of Social Justice and Empowerment, Government of India, through a Memorandum of Understanding (MoU), marks a significant milestone in our journey. Together, we are focused on spreading awareness about government welfare schemes, conducting workshops and seminars, promoting digital literacy, and organizing social activities to enrich the lives of senior citizens.

The India Netherlands Business Circle in Bangalore (INBCB) presents a valuable platform for us to engage with member organizations and establish connections with like-minded entities in the Netherlands. Through our collaboration with ANBO (*Algemene Nederlandse Bond voor Ouderen*), a prominent Dutch association for seniors, facilitated by Jolanda van der Aart from Amsterdam Inbusiness and Monika Gogna, a board member of INBCB, we explore common interests and opportunities for collaboration in senior welfare.

Vayah Vikas takes great pride in curating a diverse range of events and providing essential support services to our esteemed senior members, encompassing healthcare, legal aid, counseling, and opportunities for social integration.



Our calendar is filled with a series of dynamic events scheduled quarterly, extending an open invitation to all interested individuals. Recent highlights include the vibrant 'Hiriyara Habba,' a festive fair held on October 1st, 2023, commemorating International Senior Citizens Day.

Additionally, our intellectually stimulating 'Vayah Vikas Master Mind' quiz, tailored for participants aged 55 and above, saw the enthusiastic participation of over 50 teams comprising two members each, on February 18th, 2023.

We are thrilled to announce our forthcoming event, the 'Sillers Run,' slated for April 28th, 2024, which we are organizing as part of the prestigious TCS 10K run. This initiative aims to promote health and wellness among seniors, fostering an active lifestyle and community engagement.

We extend a warm invitation to INBCB members to collaborate with us on their corporate social responsibility (CSR) endeavors concerning senior citizens. By harnessing our collective capabilities, we can create a tangible and positive impact on the lives of older adults, paving the way for a brighter and more inclusive society.

Let's join hands in shaping a future where our seniors thrive, and inclusivity reigns supreme.

Exploring Beyond the Win-Win: Navigating Commercial Negotiation Strategies

Monika Gogna

Founder Strategist | Mediator | Trainer
Nyāsa Solutions®



Consider the following dialogue that often unfolds at the culmination of a lengthy negotiation:

Negotiator: 'This truly represents the maximum extent of my offer.'

Other Party: 'Come on... let's be reasonable... you're capable of offering more than this.'

'Negotiator: "No, this is where I draw the line!"

Other Party: 'This is utterly unreasonable and unfair! You're not being honest. We need to find a win-win solution that benefits us both!'

Take a moment to ponder: if you were the negotiator, how would you respond to the other party's invocation of the term 'win-win'?

What does a genuine win-win entail? In theory, it can be defined as a negotiated outcome where all parties believe that every conceivable and innovative option has been explored, both parties' needs have been thoroughly understood, and the final agreement cannot be further optimized.

However, in the realm of commercial negotiations, achieving a true win-win scenario is rare.

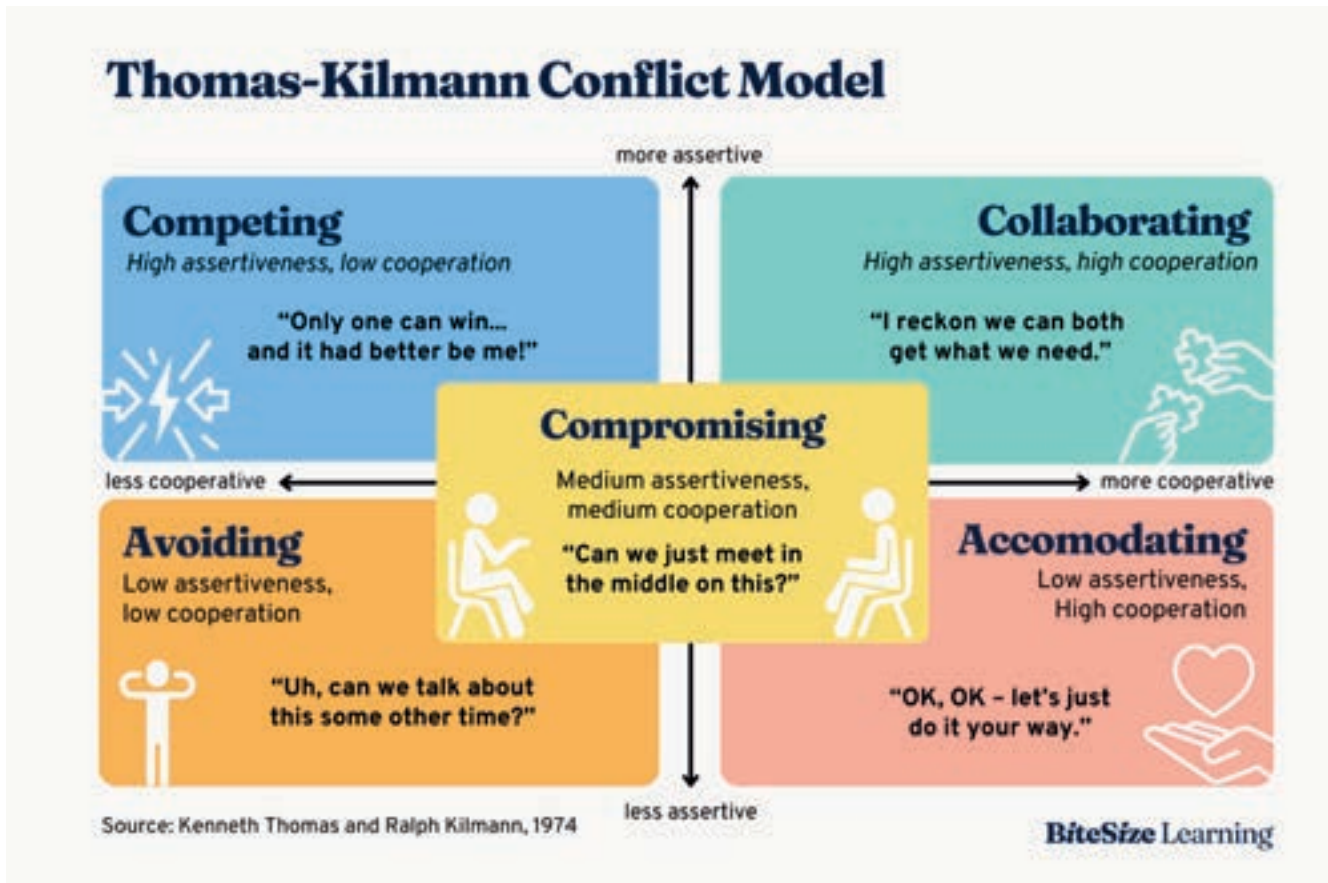
While some may seek a 'win-lose' outcome, most express a preference for a 'significant win for us/minor win for them.'

Another aspect to consider in this discourse is the interpretation of what constitutes a 'win'. Often, it relates to a perceived value that may vary significantly in the eyes of each party. Moreover, some argue that in a capitalist society, the framework inherently leans toward a 'win-lose' paradigm.

Nevertheless, let's explore some decision-making options to consider when shaping your negotiation strategy. Always reflect on questions such as, 'How does the other party perceive this negotiation?' and 'What overarching approach are they likely to adopt?'

Negotiation strategy options – a checklist

The image on the next page, derived from the Thomas-Kilmann 'conflict modes' model, provides a useful framework for outlining five possible approaches to developing negotiation strategies.



You may find it appropriate to adopt a strategy such as:

Win-lose or Competition: if you stand firmly behind a belief or simply wish to outdo the other party, even if it leads to a confrontation. This is common in M&A, acquisitions, or major purchases like buying a car or a house.

Lose-win or Accommodation: if you opt to concede to the other party, possibly in anticipation of future gains. Examples include agreeing to a time delay to secure a larger deal or avoiding a discussion with your partner en route to a dinner engagement.

Lose-lose or Avoidance: if you deem the issue trivial or believe postponing it to the future is a better option, or when 'winning' translates to preventing further losses.

This is prevalent in labor negotiations and often seen in divorce proceedings.

Small win-win or Compromise: when a partially satisfactory outcome is anticipated. Many negotiators opt for this when time is of the essence, consciously settling for a suboptimal result by splitting the difference. This carries risk if one party negotiates aggressively and sets an anchor, for instance.

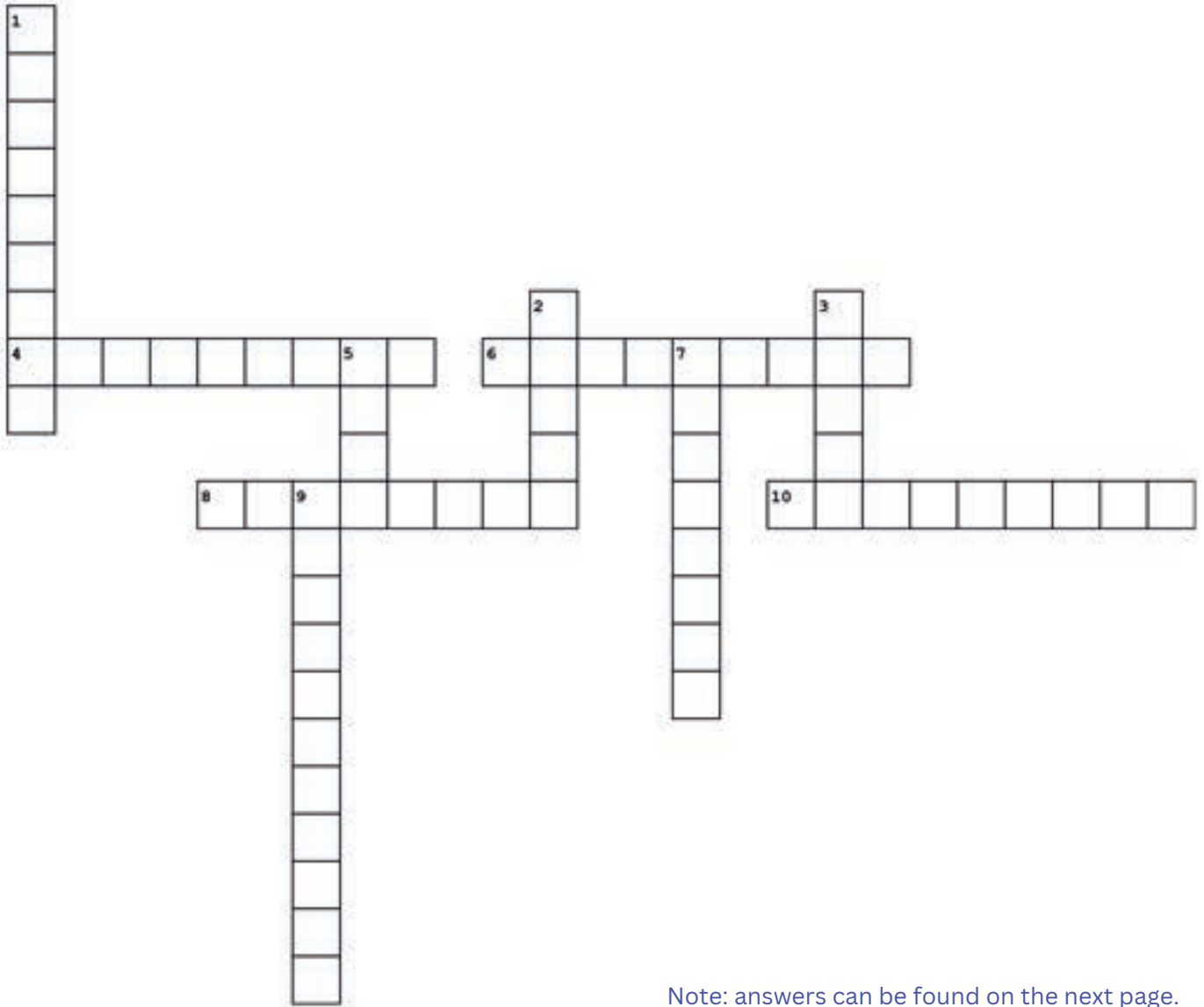
Big win-win or Collaboration: if you wish to invest time in finding a solution that satisfies or even surpasses the needs of both parties. This is particularly crucial for maintaining long-term relationships.

Tips:

1. We recommend refraining from using the term 'win-win' as it may elicit a negative response. Terms such as achieving a 'mutual gain', 'beneficial for both parties', 'ensuring satisfaction all around', or even 'averting any loss for either side' tend to be more effective.
2. Our clients have found the concept of 'win for us-think win for them' to be a valuable consideration during the planning of their negotiation strategy.

CROSSWORD

India Netherlands Travel Crossword



Note: answers can be found on the next page.

Across

4. The city is known for its world-famous red light district in the Netherlands.
6. Botanical gardens are celebrated for their tulip displays in the Netherlands.
8. The spiritual center of India is situated on the banks of the Ganges River.
10. Indian city housing a 19th-century palace resembling Windsor Castle.

Down

1. Monument featuring four minarets and a mosque in a southern city in India.
2. City boasting a historic fort constructed of red sandstone in India.
3. Renowned city for cheese in The Netherlands.
5. City home to an ivory-white marble monument of love.
7. Theme park exuding a fairytale ambiance in the Netherlands.
9. A famous museum that houses 'Night Watch' by Dutch Golden Age painter Rembrandt





Across

- 4. Amsterdam
- 6. Keukenhof
- 8. Varanasi
- 10. Bangalore

Down

- 1. Charminar
- 2. Delhi
- 3. Gouda
- 5. Agra
- 7. Efteling
- 9. Rijksmuseum





THE CORRIDOR

Partnerships in business

Issue 03

www.inbcb.com

