

IIMA Archives November 2021 Snippet


Falguni Nayar



The students of Dorm 1. Falguni Nayar stands in the middle (sixth from left)

Source: IIMA Archives, Students Yearbook, 1984-85, (4)

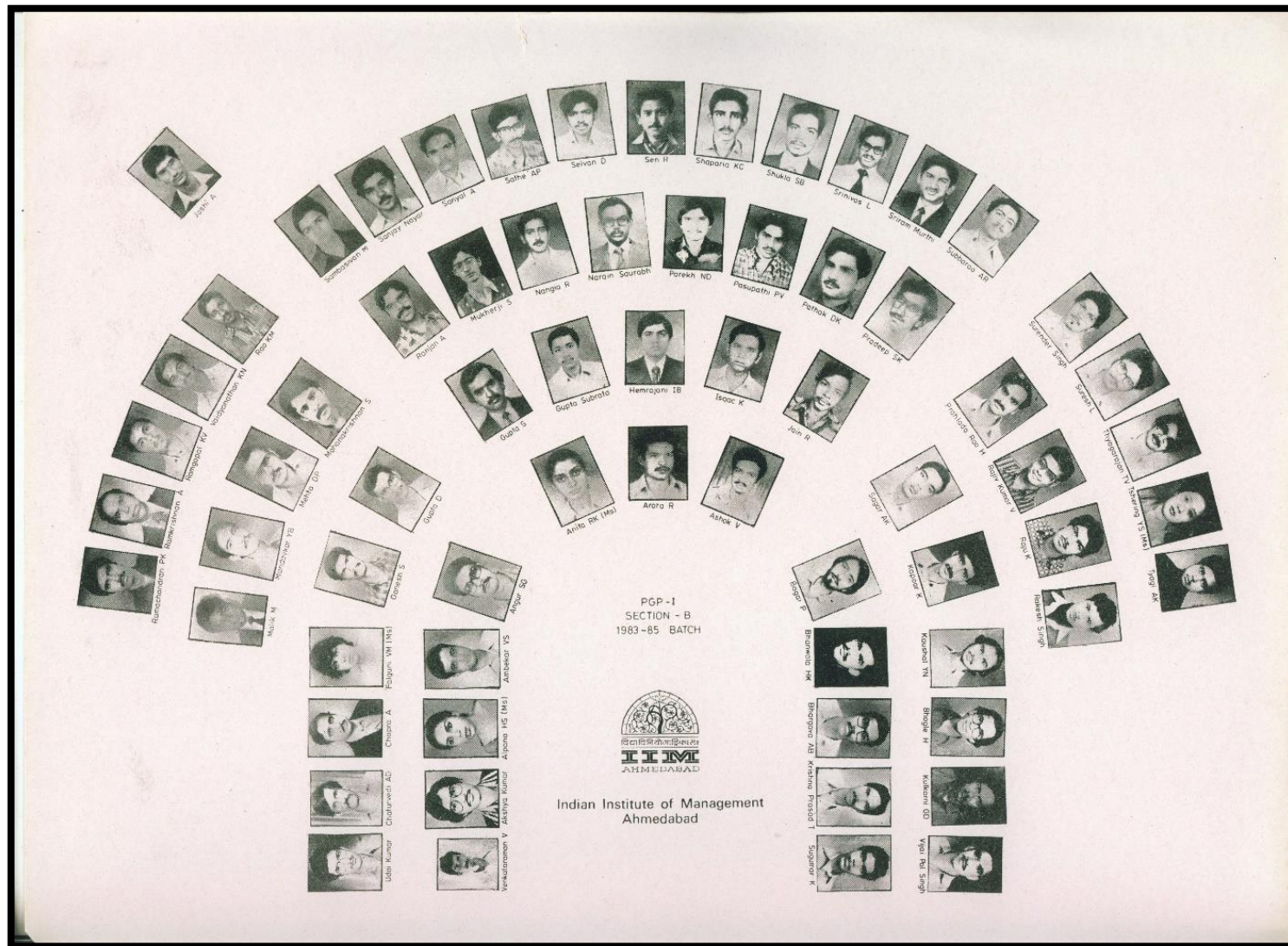
Falguni Mehta in the Student Yearbook of 1985

	FALGUNI MEHTA (Liz)	19-2-63
<p>Liz, the origins of which can be traced back to a particular reptilophôbia started in D-1. The name of course. For Liz, the colourful, vivacious 4-dresses-a-day-Liz cannot be confused. for another. Liz's second home is the library—well, second only to Bombay where she is most often seen. She also has the dubious(?) distinction of being treated to a dinner at Patang on the successful completion of a successful project after successful group dynamics by Ronnie. Her food packets after successful group courses, proverbial by now, and D-1 top floor behaves much the same as victims of a famine hit area. She is also the alarm clock of the floor—the earliest riser.</p>		

Source: IIMA Archives, Students Yearbook, 1984-85, (6)

Face chart of Section B - PGP 1983-85 batch

Falguni Mehta sits in the bottom left



Source: IIMA Archives, Face Chart, PGP-1, Section B, 1983-85

Falguni Mehta and Sanjay Nayar, IIMA PGP Class of 1985



Source: @nykaafashion Instagram account, 10th May 2020.

Falguni Mehta and Sanjay Nayar were batchmates at IIMA in the class of 1985.

Falguni's husband, Sanjay, is Chairman of KKR India and their twins - Adwaita and Anchit- work with Nykaa.

Falguni Nayar mentioned in *The Alumnus* of 1992 in a special issue on 'Women Alumni'

Falguni Nayar (PGP-1985) has been working with A.F. Ferguson & Co. (Management Consultancy Division) since graduation. "The work has been fairly interesting. However meshing personal and professional life has been the biggest challenge specially after the birth of twins. The ability to continue working itself is a big question-mark and career objectives/job challenges, etc. have taken a back seat.



Hopefully things will improve once the children are older", she says.

Falguni is married to her batchmate Sanjay Nayar who is a Banker. They have twins — Ankit and Adwaita (2 years).

ALUMNUS, SEPTEMBER 1992 19

Source: IIMA Archives, *The Alumnus*, 1992, Vol. 24 (3), p. 19-20.

Interaction with Falguni Nayar, reported in IIMA's magazine, *The Alumnus*, in 2010



IIMA's London based-alumni had the privilege of attending a talk by Falguni Nayar (PGP-1985) at Barclay's Canary Wharf Office.

Falguni Nayar is Managing Director & CEO of Kotak Investment Banking, a position she assumed in 2005 and Director of Kotak Securities. In her current role, she oversees the firm's activities in equity raising, private equity placements, mergers and acquisitions and corporate advisory. She also oversees the firm's Institutional Equities business.

Falguni joined the Kotak Mahindra Group in 1993 to lead M&A and project advisory initiatives. The following year she became a part of the group's international operations and was instrumental in setting up Kotak Mahindra (UK) Limited, followed by Kotak Mahindra Inc., US in 1997. During the eight years she spent overseas, Falguni built some strong institutional relationships and was also involved in numerous equity transactions (IPOs, FPOs, GDRs & ADRs). She was also responsible for all business as well as regulatory aspects of the firm's international operations.

In 2001, Falguni moved back to India initially as co-head and later to lead the group's Institutional Equities business overseeing sales, trading, equity capital markets, corporate access, block deals and F&O activities. During this period, the firm witnessed significant growth in terms of its

revenues, market share and competitive positioning. Falguni oversaw the successful placement of various IPOs and also led the company's marketing efforts on GDR's and convertibles.

Prior to joining the Kotak Mahindra Group, Falguni worked as a consultant with A F Ferguson & Co. from 1985-1993. At IIMA, she majored in Finance. She earlier graduated with a Bachelor of Commerce degree from Sydenham College of Commerce and Economics. She has also received the FICCI Ladies Organization (FLO) award for top woman achiever in the field of banking and is a founding member of the Asia Society in India.

Excerpts of Fireside Chat Talk

Falguni discussed lessons for talented women who want to pursue leadership roles. During her talk, she quoted personal examples to describe enabling events that have helped her in her journey.

In any institute of higher learning today, more than 50% are women demonstrating the fact that women have equal intelligence, education, passion and commitment. However, when one looks at senior management roles in most industries, the number of women at the top reduce to single digits or early double digits. Something goes wrong somewhere in the middle and Ms Nayar shared some perspectives on what she thinks goes wrong and how it can be avoided.

One of the core issues that working women face is that they need to play a dual role; i.e. they have to be both a manager and a home maker. Being a home maker requires a lot of time and attention which leads to high drop-out rates amongst women, as they progress through their career paths. Other reasons for high drop-out rates include women not being the primary bread winner of the family and lack of motivation. Women need to find meaning in their work and feel motivated especially during middle career years. Organizations, superiors and family members can play a key role in fostering this motivation. Simple things like communication from seniors that women are needed at work and are good at their work can lead to lesser drop-out rates, especially post child birth. Organizations that are sensitive to women and have supportive policies like flexible hours, working from home and crèches near the office have a higher number of women leaders. At home, if a girl child is given equal opportunities and respect by her parents and siblings, then she becomes more confident. Carrying that forward, equal opportunities and professional respect for a woman's work by her husband makes her more secure enabling her to become a successful leader at work.

Is there a glass ceiling? Ms Nayar doesn't think so. She thinks that it is all in a woman's mind as she is afraid to commit to a senior level responsibility. She urges women to give work their utmost commitment if they want to pursue leadership roles.

Ms Nayar feels that a constant balance between work and home is a myth. Hence women should prioritise and focus on a particular activity at a particular time, rather than try and achieve a balance on an everyday basis. Over time, women can balance and try to make up for things which they have neglected while concentrating on a particular high priority task at one time.

In her talk, Ms Nayar quoted a framework developed by McKinsey that describes factors which are responsible for the success of women leaders. The framework suggests that women need to find meaning and inspiring purpose in their work. Thus, it is very important for women to find their strengths and put them to work. Women have to make sure that they are in the right job where they can find meaning. Women also need to

manage their energies, since they need to multitask. Hence they should not get involved in activities that drain their energy, but focus on those which enhances their energy. If the work is interesting and feels like a flow, then women will not find it to be a drudgery and will survive longer.

The framework also talks about women's role in connecting and networking. One of the key ways to succeed is to identify people who can help you grow and this comes through building stronger relationships. Most women don't do this very well. Women tend to have deep and few networks in contrast to men who are collaborative and have a wider network. Moreover, women also don't want to ask for help. Ms Nayar urges women to network, engage and be confident about accepting opportunities and take risks. With this message, Falguni concluded the talk and opened the floor to questions. Overall, it was an inspiring and personal account where she highlighted the challenges that women face on their journey to senior management roles.

Source: IIMA Archives, *The Alumnus*, 2010, Vol. 42 (2), p. 77–78. Alma matters (London chapter news).

Falguni Nayar mentioned in IIMA's magazine, *The WIMWIAN*, in 2020



MS FALGUNI NAYAR (PGP 1985)

**ERNST & YOUNG ENTREPRENEUR OF THE YEAR AWARD -
START UP**

FOUNDER AND CEO, NYKAA E-RETAIL

As an alumnus of IIM Ahmedabad, management consultant with AF Ferguson & Co, Managing Director with Kotak Mahindra Capital, and then the founder of Nykaa, if there is one thing her illustrious career indicates, it is this - strive for excellence in whatever you do.

Ms Nayar was born and raised to see her father run a small bearings company. At the age of 50, peaking in her career as the MD of Kotak Mahindra Capital, she took a leap of faith and quit the security and prospects of a comfortable future. She started Nykaa, an online retailer of beauty products, in the year 2012.

The story of Nykaa's growth is nothing short of phenomenal. The company has grown over 100% year

on year for the last three years. Nykaa's portfolio includes over 1,000 brands across makeup, skincare, hair care, fragrances, bath and body, luxury and wellness products for women and men. Seeing the potential for luxury beauty in India, Nykaa was the first to make luxury beauty brands available online. Nykaa also led the Korean beauty phenomenon in India, launching leading K-Beauty brands resulting in an exponential growth of the skincare category over the last three years.

After its latest round of 2019 funding, Nykaa is on its way to becoming a unicorn. Nykaa commands more than 40% percent of the online beauty market in India. The company plans to expand its retail network by opening 180-200 new stores across India by 2023. Expanding

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horizons beyond beauty, Nykaa recently launched Nykaa Fashion, a premium fashion portal that is high on

style featuring leading high street and designer brands.
(Information Source: EY - Finalist 2019)

Source: IIMA Archives, *The WIMWIAN*, 2020, Vol. 1 (6), p. 41-42.

Falguni Nayar, speaking at IIMA's *The Red Brick Summit* in 2018



Falguni Nayar (Founder & CEO, Nykaa) - The house full session saw her sharing the success of NYKAA, and tips on how to create a sustainable start up. She also shared case studies from NYKAA's succes

“Mrs Nayar discussed with the audience Nykaa’s journey towards growth and the acceptability it has achieved as a brand. She elaborated upon various innovations Nykaa has incorporated in the business model to address the need gap of the beauty and wellness products. She attributes Nykaa’s success to the focus the company has maintained when faced with challenges. Finally, Mrs Nayar encouraged the audience to challenge the norms and believe in the power of the ideas.

In her words, “A unique idea is not the one everyone likes (in my case it was the investors), if it is a unique idea many won’t like it and that is what makes it unique.””

Source: IIMA Archives, *The WIMWIAN*, 2018, Vol 1 (3), p. 45-46.