

THE MCKINSEY NETWORK

Some organizations forget their employees the minute they walk out of the door and leave for other companies; not so, McKinsey & Co. The consulting firm keeps in touch with alumni and encourages them to keep in touch with each other, creating, in the process, a network of highly-placed executives and thought leaders. The McKinsey network is a known global phenomenon; with the firm's Indian operations turning 15 this year, this is becoming evident in India too, where McKinsey alumni have been at the forefront of the back-office outsourcing business and, now, the private equity (PE) business. **Mint** presents a sampling of the firm's Indian and global alumni and speaks to five who now work in PE, and one who is now an IT entrepreneur, to understand what they learnt at the firm.

Manish Kejriwal

SENIOR MANAGING DIRECTOR & COUNTRY HEAD
Temasek Holding Advisors India Pvt. Ltd

There is this philosophy at McKinsey—make one's own McKinsey. Essentially, you elect to create your own niche and go beyond consulting. Lots of people thought I was crazy to leave my clients here and go off to New York to do private equity. McKinsey is a very well-oiled machine, but because of the support it provides, it is a great place to take the risk of doing something on your own.

Kejriwal took charge of Singapore-based Temasek Holdings' India PE investments in March 2004, after a six-year stint at McKinsey & Co. He was a partner at the consulting firm and was part of the global leadership team of its New York-based PE practice. He played a key role in setting up this practice in the mid-1990s and relocated from Mumbai to New York to do so. He moved back to India in 2000 and continued to be associated with the practice before moving to Temasek.

Kejriwal says that McKinsey prepared him for a career in PE. "What it (McKinsey) does teach you is to start thinking like the owner of a company or business. Because of the nature of the work (consulting), you get a complete bird's eye view of the business. It helps in private equity, where you do have an owner's view," he adds.

Nitin Malhan

MANAGING DIRECTOR
Warburg Pincus

(McKinsey) teaches you to structure your thought process...to work with different kinds of people. You learn to work with people rather than control them, which is so important in private equity, where we see ourselves as business partners to our investee companies. Private equity is actually much more than mid-way from consulting. You live the thrill of entrepreneurship one level closer.

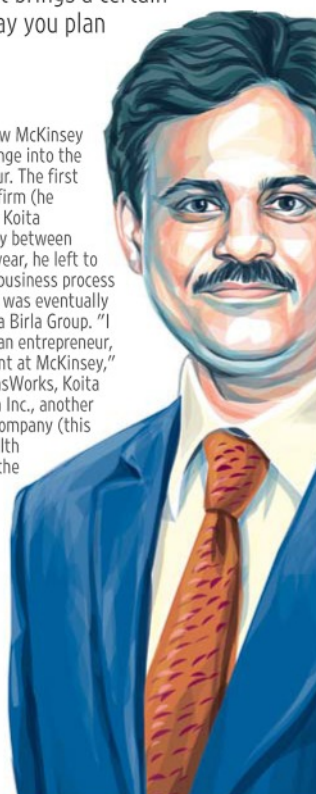
Malhan signed on with McKinsey straight from the Indian Institute of Management Ahmedabad. The engineer from the Indian Institute of Technology Delhi worked there for five years in India, Europe and Boston. He left the firm when the technology boom was at its peak in the US and joined a Silicon Valley start-up that was founded by some of his batchmates from IIT. "I worked with the start-up for a year and was actually considering coming back to McKinsey. At the time I met few people at Warburg (Pincus) who were also from McKinsey and (who) suggested I give private equity a shot since it is a sort of mid-way between consulting and entrepreneurship," says Malhan. Like Kejriwal, Malhan says that some of the skills he picked up at McKinsey are very relevant in the PE business. "For instance, the process of taking disparate data...making sense of it, and answering the 'so what' question..."

Rizwan Koita

CEO
CitiusTech Inc.

My stint at McKinsey put focus and structure around the thought process that I had about being an entrepreneur. When we started the business (TransWorks), I was able to put a lot of what I had done at McKinsey to use. For instance, the discipline of thinking through the top five priorities for the business at any point in time—it brings a certain rigour to the way you plan things.

Koita is among the few McKinsey alumni in India to plunge into the role of an entrepreneur. The first non-MBA hire at the firm (he graduated from MIT), Koita worked with McKinsey between 1995 and 1999. That year, he left to found TransWorks, a business process outsourcing firm that was eventually acquired by the Aditya Birla Group. "I always wanted to be an entrepreneur, irrespective of my stint at McKinsey," says Koita. After TransWorks, Koita co-founded CitiusTech Inc., another outsourced services company (this one specialises in health care). "If you notice, the number of people who go out and start ground-up companies from McKinsey is rare. Most people take on senior executive jobs in the corporate sector," says Koita.



The Global Alumni Network



Bobby Jindal
Member of the U.S. House of Representatives (2004-present)



Gerald L. Storch
Chairperson and CEO Toys "R" Us



John C. Malon
Chairperson of Liberty Media, CEO of Discovery Holding Company



Jonathan I. Schwartz
CEO Sun Microsystems



Kevin W. Sharer
Chairperson and CEO Amgen Inc.



Michael Jordan
former CEO EDS, former CEO CBS, former CEO, PepsiCo Worldwide Foods



Stephen Green
(banker) - Chairperson HSBC



Vikram Akula
founder SKS Microfinance

• **Arthur Mutambara**
Zimbabwean politician

• **Bob Haas**
Chairperson of Levi Strauss & Co.

• **Bruce A. Henderson**
Chairman and CEO of Imation

• **Bengt Baron**
Gold medalist at the 1980 Summer Olympics, CEO and President of Absolut Vodka

• **Božidar Đelić**
Serbian Minister of Economy and Finance (2001-2003), vice-president of the Government of Serbia (2007-present)

• **Christopher Bartlett**
Professor emeritus at Harvard Business School

• **Colin Dyer**
CEO of Jones Lang LaSalle

• **Delphine Arnault**

Director of LVMH

• **Georgia Lee**
Filmmaker

• **George I. (Chuck) Farr**
Vice Chairman American Express Company

• **Helmut Panke**
Former chairman and CEO of BMW AG

• **Lee French**
President and COO of Kaplan Inc.

• **Jeff Skilling**
Former CEO of Enron

• **James C. Collins**
Academic, author Good to Great

• **Jon Katzenbach**
Founder of Katzenbach Partners LLC

• **James McNERney**
Chairperson and CEO of Boeing

• **Klaus Zumwin-**

kel
Chairman of Deutsche Post

• **Mohsin Hamid**
Novelist

• **Kenichi Ohmae**
Corporate strategist

• **Pamela Thomas-Graham**
Group President of Liz Claiborne Inc. and former President and CEO of CNBC

• **Phil Purcell**
Former Chairperson and CEO

of Morgan Stanley

• **Louis V. Gerstner, Jr.**
Chairperson of the board of IBM (1993-2002)

• **Harvey Golub**
Chairperson of Campbell Soup Company former American Express ceo

• **Peter Sands**
CEO of Standard Chartered Bank

• **Michael Wolf**
Former President and CEO of

MTV Networks

• **Delphine Arnault**
Director of LVMH

• **Julian Day**
Chairman and CEO of Radioshack and former chairman and CEO of Kmart

• **Roger Parry**
Chairman and CEO of Clear Channel International

• **R. Corey Booth**
Chief Information Officer of the SEC

• **Thomas J. Peters**
Author

• **William Hague**
Member of the British Parliament (1989-present)

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Sunish Sharma

MANAGING DIRECTOR

General Atlantic

You see a host of McKinsey alumni in private equity. One of the reasons for that is, for a long time, McKinsey has been the most preferred employer on most premier business school campuses and so, some of the best talent in the country resides within McKinsey... The private equity business, even in India, is a very global business and, therefore, McKinsey offers a ready source of talent.

Sharma says that when he moved to General Atlantic (GA) in 2004, "there were not a lot of people taking up private equity jobs". He adds that he settled on GA because it has the same "one firm culture" that McKinsey does (some other PE firms such as Warburg, too, have the same one-firm approach to doing business globally). "I sensed at the time that Indian industry had a lot of potential to grow with the help of PE and I wanted to be part of that movement," says Sharma. He adds that there are similarities between the two businesses: "Like consulting, private equity is about value investing, being a partner in growth and aspects of strategy, and these are the factors that got me interested (in the business)."

Ranjit Pandit

MANAGING DIRECTOR

General Atlantic

(McKinsey) hires the best people in graduate schools and then imparts the best training in...industry. As a consequence, McKinsey has become a repository for the best talent within the consulting industry and increasingly outside as well—similar to a General Electric or Goldman Sachs in their respective fields.

The quality of talent is very concentrated.

Once the face of McKinsey & Co. in India as its managing director, Pandit left the firm in 2007 (after 27 years of working with it, first in the US and then India). He says he moved to India because he "wanted to participate in the growth of a nation". "There were fundamental policy changes taking place, there was a role to be played in re-shaping companies and there was an opportunity to get involved in social sector changes as well, such as health care and education," he adds. Pandit adds that he left McKinsey because he wanted to interact and "get involved" with companies that were smaller than those McKinsey typically dealt with, but had great potential. "Take Suzlon, for instance. It can afford a McKinsey today, but it wasn't always that way—private equity firms let you participate in the growth of companies such as Suzlon in their formative stages," he says.

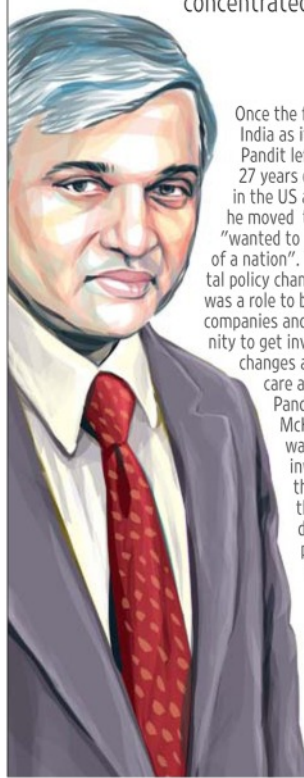
Leo Puri

MANAGING DIRECTOR

Warburg Pincus

India is at a point of growth where principal investing is a very attractive area, particularly for senior people at McKinsey who are looking for the next big challenge in their careers. Warburg, specifically, mirrors the culture and philosophy of McKinsey more than any other private equity firm that I have met. It is a single unified global partnership—the firm believes in the benefit of collaboration.

Puri, who spent more than a decade working for McKinsey, was among the most high-profile consultants to have worked with the firm in India. He worked on assignments for some of the country's best-known banks and financial institutions. He says that moving from consulting to PE (he moved in early 2007) has not been "a huge transition" because he still operates in his "areas of expertise and in the markets I am strong in". He adds that while consulting does teach "you a few things that are important in a growth market such as India", consulting and private equity "are, in fact, quite different". "At the end of the day you are deploying money," he adds. Among the things consulting teaches people, according to Puri, are the ability "to take decisions on the basis of data-driven analytics...and to manage human relationships".



The Indian Alumni Network



Anjali Bansal
Managing Director India
Spencer Stuart Associates



Arvind Rao
CEO & Founder
OnMobile Systems Inc.



Asif H. Adil
Managing Director
Diageo India Pvt. Ltd



Deepak Verma
CEO
Clinton Foundation
HIV/AIDS Initiative



Kapil Mehta
CEO
DLF Pramerica Life Insurance
Company Ltd.



Marc Ulrich Vollenweider
Co-Founder & CEO
Evaluserve



Neeraj Bhargava
Group CEO
WNS Global Services



Nitin Aggarwal
Director, Research Services
Pipal Research Corporation

- Amitabh Pandey**
CEO
Terracotta Inc.
- Anrab Goel**
CEO
Cactus Communications
Pvt. Ltd
- Arnab Sen**
Chief Administrative
Officer Apollo Health
Street

- Arnab Datta**
Global Head, Product
Development, Credit Cards
Standard Chartered Bank
- Ashok Alexander**
Director, Avahan India
AIDS Initiative
Bill & Melinda Gates
Foundation
- Barun Mohanty**
Director India
Michael & Susan Dell
Foundation

- Divya Sehgal**
Chief Operating Officer
Apollo Health Street
- Hrshikesh Parandekar**
Co-Founder and
Managing Director
India Rising Fund
- Jasmin Patel**
Managing Director
Fidelity India Capital
Partners

- Jayant Sinha**
Managing Partner
Courage Capital
Management
- Naresh Kumra**
President, Asia Pacific
Belden Inc.
- Neeraj Bharadwaj**
Partner
Apax Partners

- Pankaj Khandelwal**
CEO
Pixel Networks
- Pulak Prasad**
Founder
Nalanda Capital
- Rajan Anandan**
Vice-President &
General Manager,
Dell India Pvt. Ltd

- Rajath Shourie**
Managing Director
Oaktree Capital
- Rajendran Sabanayagam**
Managing Director
Sumangala Steel Ltd.
- Ramesh Venkataraman**
Managing Director
Bridgepoint Capital

- Ranjit Shastri**
Managing Director
PSI Inc.
- Sandeep Singhal**
Managing Director
Nexus India Capital
- Sanjay Varma**
Founder & CEO
3P International
Corporation Ltd

- Sanjay Gupta**
Sr. Vice-President,
Strategic Initiatives
Wachovia
- Yash Gupta**
Joint Managing Director
Hines India
- Zubin J. Irani**
Managing Director, India
Region Carrier Corporation