SHARING AN INWARD TRANSFORMATIONAL EXPERIENCE

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FORMATIVE YEARS

My Parents, my Guru, my family and then SDU

1. School, childhood and college days – Upto 1982
2. 1982 to 1985 - Articleship – Where I learnt to read and write
3. 1985 to 1988 - Post Articleship – 3 years – MAS Associates, Ajax Engg; Practice
4. 1988 to 1991 - Initial years at SDU – Income tax, Company Law and then Sales tax
5. Why Sales tax practice
6. 1992 to 1994 – reading years – knowing business, knowing client problems, knowing client competition, client confidentiality, discipline is the key, don't make people wait

FORMATIVE YEARS

7. First Lecture at Bangalore Branch – April 1994
8. 1994 to 1996 – Sales tax files, first appearance in the department
9. What my CA friends told me about sales tax practice

NEXT 10 YEARS – 1996 TO 2005

- Small files, small cases, filing returns, hardly any fees, corruption
- Confidence required to tell the truth when you lose cases – Never lie, don't blame department
- No growth, no market earnings, low fees – never make money in between, no referral fee
- Senior partners look for growth
- Be happy with low earnings – waiting period
- Never make your friend your client – you will lose both
- Global era and opportunities – VAT Law looming
- Preparing for VAT Law from 1999 onwards
- Waning of FRS – 2000 onwards
- Art of giving up files – don't hold on, people don't give up files
- Art of charging fees – confidence about your knowledge, Value add
- Art of delegation – follow up, time lines, schedules
- Growing years – Fellow CA's, Moffussil members, colleagues at work, teaching articles

GAME CHANGERS – 2005 TO 2018

- Introduction of VAT
- The 10 years of VAT regime
- Growth of the firm, leave a legacy, younger partners, staff and articles
- Many outstation trips, professionals in other States
- Client experiences – Great learning
- Be prepared, Don't wait for client to tell you his problems, you must know industry issues, resolve issue at industry issue level, Government level, write articles
- GST experiences – ICAI, BCIC, FKKCI, CII, ASSOCHAM, AIFTP, State Government, Central Government, Lectures, Clients, Co-workers
- Writing law – What an experience
- GST outcome - ??
- Preparing for the GST regime

WHAT THE PROFESSION GAVE ME

- Over 3000 assessments
- Over 2000 first appeals
- Over 1000 tribunal appeals
- Over 25 – 'law laid down by courts'
- Over 700 lectures
- Over 70 articles
- Over 200 amendments to statutes
- Over 200 clarifications/ notifications / advance rulings
- Over 30 reported cases
- Co-authoring 4 hand books
- 4 BGMs on GST
- Memberships of over 10 committees and trade bodies
- Over 15 state budget meetings
- Invitation to North Block twice

MESSAGE

- Files are intangible assets of the firm
- No Goodwill – No capital
- Deserve before you desire
- God gave me more than what is deserve
- There will be a day when
  - You will lose a case – conduct yourself
  - You will lose a client – don't lose your court
  - You will lose your court, client and case – don't lose your conscience

MESSAGE

- Lastly, I want you to believe in your Leadership Qualities
  - Continue to build on your platform of innovation
  - Believe that your aspirations are a possibilities
  - Be a differentiator amongst your peers

- The journey is a saga of courage, confidence, dream, hope, integrity and quest for excellence – "THAT IS VISION"

Thank you!

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