

# OUTLOOK BUSINESS

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THINK BEYOND. STAY AHEAD.



Dr. Ritesh Bhoot



Mukesh D. Ambani



Ajay Primal



Nitin Dhawan



Minati Sabat



Pankaj Lidoo

## CHAMPIONS OF INDIA'S GROWTH

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India's growth is being driven by leaders who convert vision into value. Spanning industries and innovation, Champions of India's Growth features the enterprises and entrepreneurs setting new benchmarks of excellence and strengthening the foundations of a globally competitive India.



Kumar Mangalam Birla



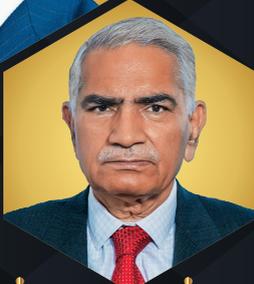
Poly Patraik



Ryan Pinto



N.R. Narayana Murthy



Sidharth Chowdhry



T.T. Paranthaman



Vijay Kedia



**Mukesh D. Ambani**, Chairman and MD, Reliance Industries Limited

## Mukesh Ambani: Architect of India's Energy-to-Digital Transformation

From refining to digital revolution, the visionary behind Reliance's global rise

**M**ukesh D. Ambani has played a defining role in reshaping India's industrial and digital journey. As Chairman and Managing Director of Reliance Industries Limited, he has transformed the textiles and petrochemicals enterprise into a diversified global giant spanning energy, retail, and digital services. A chemical engineering graduate from Institute of Chemical Technology, Mumbai with further studies at Stanford University, Ambani combines technical depth with strategic foresight, a blend that has defined his leadership journey.

**Building an Integrated Energy Empire**  
Ambani joined the Reliance board in 1977 and soon began steering

the company toward backward integration. What started in textiles expanded into polyester fibres, petrochemicals, refining, and upstream oil and gas exploration. Under his leadership, manufacturing capacity in petrochemicals grew from under a million tonnes to about 21 million tonnes annually, a scale that placed Reliance among global leaders.

His most defining industrial achievement came in the late 1990s with the creation of the world's largest grassroots petroleum refinery at Jamnagar, Gujarat. With an initial capacity of 660,000 barrels per day and a second adjoining refinery of 580,000 barrels per day, the integrated complex turned Jamnagar into the

world's largest refining hub at a single location. This bold move not only strengthened India's energy security but also positioned the country as a major exporter of refined petroleum products.

### Disrupting Telecom and Retail

While energy laid the foundation, Ambani's most disruptive move came decades later. In 2016, he launched Jio, radically altering India's telecom landscape. By offering affordable high-speed data and building one of the world's most extensive 4G VoLTE networks from scratch, he triggered a digital revolution. Within a year, India rose to become the world's largest consumer of mobile data. Today, Jio serves over 440 million subscribers, redefining connectivity, digital services, and platform-based growth.

Parallely, he scaled Reliance Retail into India's largest organized retail network, integrating supply chains across multiple formats, from grocery to electronics and fashion. The synergy between retail and digital platforms has become a major competitive differentiator for the group.

### Vision for the Future

Ambani's roadmap now extends toward green energy, advanced digital ecosystems, and technology-driven services. With investments in renewable energy, new materials, and digital infrastructure, he aims to future-proof Reliance for the next era of global business. His global engagements, from the World Economic Forum to advisory councils of leading institutions, reflect his expanding influence on international economic thought.

Ranked among the world's most reputable CEOs by Brand Finance in 2021, Mukesh Ambani remains driven by scale, integration, and long-term value creation. From building large and powerful companies to empowering digital India, his leadership continues to shape the country's trajectory on the global stage.

## 50 Years of Educational Leadership: Scaling Impact, Shaping the Future

50 YEARS  
EXCELLENCE IN EDUCATION  
SINCE 1976

Five Decades of Excellence. A Future Built on Innovation.

**A**s the Ryan Group of Schools marks 50 years of educational leadership, it stands as a flagship, multi-curriculum and multi-geography institution shaping India's academic landscape. With 150+ schools across 18+ states, educating over 250,000 students annually and supported by nearly 18,000 educators, the Group delivers ICSE, CBSE, SSC, Cambridge, IGCSE, and IB programmes across India and international markets.

Founded by Dr. A. F. Pinto and Dr. Grace Pinto, it was built on a philosophy of holistic education that integrates academic excellence with character, leadership, and global exposure — nurturing learners prepared not just for examinations, but for life.

India's growth story is not written in boardrooms alone — it is shaped in classrooms. As the nation enters a transformative decade powered by technology, entrepreneurship, and demographic strength, education remains the most powerful catalyst for innovation, social mobility, and nation-building.

### 2026: Strategic Growth & Transformation Agenda

Under Ryan Pinto's leadership, the Group's 2026 roadmap outlines a focused, future-ready expansion anchored in key strategic priorities:

- **UK Academic Collaboration:** The strategic partnership with The Royal Grammar School, Guildford marks a defining milestone — the launch of a flagship institution



**Ryan Pinto**  
CEO, Ryan Group of Schools

**“As we complete 50 years, our mission remains unchanged — to ignite curiosity, foster resilience, and nurture next generation of leaders who will shape the world's future. We are deeply grateful to Lord Jesus for guiding our journey over the past five decades. With faith, innovation, global partnerships, and a commitment to sustainable growth, we will continue ensuring that every student experiences education that is meaningful, equitable, and future-centric.”**

bringing world-class British independent education to Bengaluru while remaining rooted in Indian values and culture.

- **Strengthening Sports:** In collaboration with the All India Football Federation, a structured football and futsal programme has been introduced, featuring grassroots training, certified coaching pathways, and promotion of girls' football.
- **Holistic Development & Infrastructure:** Campuses nationwide are upgrading sports infrastructure with modern football turfs, pickleball arenas, enhanced basketball courts, and state-of-the-art swimming facilities.
- **AI-Driven Classrooms:** Digital transformation is being accelerated through AI-enabled learning systems, smart assessments, and blended models that personalise learning outcomes.
- **Green Initiative:** A historic plantation drive aims to set a Guinness World Record by planting 50,000 saplings in a single day, with a larger goal of planting 10 lakh trees across India between June 2026 and May 2027.

The 50-year milestone marks both a celebration of legacy and a defining moment of forward vision — honouring five decades of impact while setting the foundation for infinite years of responsible growth, continuous innovation, and purposeful leadership. With an unwavering commitment to excellence, the Group looks ahead to shaping generations of future-ready leaders who will contribute meaningfully to India and the world.

# Women-Led, Excellence-Driven The Making of Odisha's No. 1 School

In India's dynamic growth story, education remains the strongest pillar of transformation. At the forefront of this movement in Odisha, stands Mother's Group of Schools, a name synonymous with academic excellence, women's empowerment, and value-based learning.

**R**ecently ranked No. 1 School in Odisha at the Times Business Awards 2026, Mother's group of Schools continue to set benchmarks for holistic education. Earlier recognitions such as the Great Place to Study Certification (2019) by the *Global League Institute* and consistent top rankings by *Education World India*, reflect its sustained commitment to quality.

Driving this extraordinary success story are two remarkable women—Founder Principal Ms. Poly Patnaik and Managing Director Ms. Minati Sabat—whose shared vision has shaped thousands of young lives.

For Ms. Poly, education was never merely a profession; it was a calling. In 1991, with an investment of ₹30,000, fourteen children, and five teachers, she established a preschool named Prakrit. A former college lecturer, she devoted her earnings and energy to building an institution rooted in intellectual curiosity and strong moral values. What began as a modest initiative has today evolved into a leading educational group, with over 2,500 students at its main campus and more than 7,000 students across branches in Puri, Cuttack, Khandagiri, and Pahal.

Academic distinction remains the cornerstone of the institution. The year 2025 witnessed a 100%



**“Education is not just about shaping careers; it is about shaping character. When we empower a child with knowledge, values, and confidence, we are not only transforming one life—we are uplifting families, communities, and the future of our nation.”**

**Ms. Poly Patnaik, Founder & Principal,  
Mother's Group of Schools**

pass percentage in both AISSE (Grade X) and AISSCE (Grade XII) examinations. Students excelled in national-level competitive exams, securing remarkable ranks in JEE, CLAT, ISI, and Olympiads. Over 100 students earned admissions to

prestigious government colleges through competitive examinations, reaffirming the school's position as a centre of rigorous academic preparation.

Innovation and future-readiness are equally emphasised. The school's Atal Tinkering Lab (ATL) was recognised as ATL of the Month in June 2025, celebrating its culture of creativity and scientific inquiry. In the same year, the institution emerged as a winner at the Climate Reality Project India & South Asia 2025, applauding its impactful environmental initiatives. These honours underscore Mother's commitment not only to intellectual excellence but also to sustainability and responsible citizenship.

Yet, growth at Mother's is not measured solely in numbers or awards. Guided by the motto “Service Before Self,” Ms. Poly has

built a culture of empowerment. Nearly 90 percent of the institution's workforce—close to one thousand employees—are women. By providing dignified employment opportunities to underprivileged, literacy-deprived, single women and widows, she has transformed the school into a vehicle of social upliftment.

Her exceptional contributions to education have earned her numerous accolades. She received the prestigious National Award to Teachers (2013) from Pranab Mukherjee, former President of India, as well as the CBSE Teacher's Award (2009) presented by Kapil Sibal, the then HRD Minister. More recently, she was honoured with the Odisha Ratna Samman Award 2025 by *CED India Foundation* and the Devi Award 2025 by *The Indian Express*. Despite these recognitions, she remains grounded, consistently crediting her dedicated team and the trust of parents.

Complementing this visionary foundation is the dynamic leadership of Ms. Minati Sabat. A proud alumna of the institution, she returned a decade ago after gaining diverse corporate experience with leading organisations such as Kingfisher



Airlines, Bharti Airtel, and Uninor. Bringing structured systems, strategic planning, and operational efficiency, she strengthened vendor management processes, partnerships, and expansion models. Her leadership at the Pahal branch reflects a seamless blend of innovation and empathy.

Under their strategic guidance, the school has expanded its co-curricular footprint. Students shine in robotics, literary forums, quizzes, performing arts, and sports. The Girls' Basketball Team emerged champions at the All Odisha Inter-School Basketball Tournament in

2025, extending a proud legacy in inter-school competitions. Literary achievements at Sahodaya competitions and participation in national science campaigns further highlight the institution's holistic focus.

Sustainability initiatives—plantation drives, waste management programmes, and environmental awareness campaigns—are integrated into daily school life. Smart classrooms, experiential learning modules, and innovation labs prepare students for a rapidly evolving global landscape while keeping values at the core.

As India advances toward becoming a knowledge-driven powerhouse, institutions like Mother's Group of Schools are shaping the architects of tomorrow. The recognitions—from the Times Business Awards 2026 to the Climate Reality Project honour—are not merely trophies; they are affirmations of a deeply embedded culture of service, empowerment, and excellence.

Together, Ms. Poly Patnaik and Ms. Minati Sabat embody the synergy of passion and professionalism. One laid the foundation with unwavering conviction; the other fortifies it with strategic foresight. In celebrating the champions of India's growth, their journey stands as a testament to the transformative power of education led by women of vision—where true progress begins in classrooms—minds are empowered, values are nurtured, and dreams are given the courage to soar.



## Ajay Piramal: The Business of Building With Purpose

Steering Enterprise  
with Strategy, Scale and  
Social Purpose

Ajay Piramal, Chairman, Piramal Group



**A**s Chairman of the Piramal Group, he has built a global enterprise that operates across pharmaceuticals, financial services and real estate, with offices in over 30 countries and a presence in more than 100 markets. But the story of his leadership is not just about expansion, it is about building institutions that endure.

### Enterprise Transformation

Over the years, Ajay Piramal has demonstrated an ability to anticipate shifts and reposition the Group with discipline. Strategic capital allocation, strong governance structures and partnerships with leading global investors have been central to the Group's evolution. Instead of chasing rapid diversification, he focused on strengthening core capabilities and ensuring that every vertical could compete on a global stage.

Under his leadership, the Group adopted a partnership-led growth model, creating long-term alliances that enhanced credibility and financial strength. This ability to combine entrepreneurial instinct with institutional thinking has been one of his key competitive differentiators. His decisions have consistently reflected patience, risk awareness and a long-term value creation mindset rather than short-term market gains.

At the core of his philosophy lies

the principle of "Doing Well and Doing Good." Deeply influenced by the Bhagavad Gita, Piramal believes in trusteeship, that business leaders are custodians of wealth and must use it responsibly.

### Leadership Beyond Profit

His commitment to nation-building is most visible through the Piramal Foundation. Operating across 25 states and impacting over 112 million lives, the Foundation works in partnership with governments to address systemic challenges in healthcare, water and education. Initiatives such as Piramal Swasthya, Piramal Sarvajal and Piramal School of Leadership aim to create scalable, long-term solutions.

Its collaboration with NITI Aayog in Aspirational Districts reflects Piramal's strategic approach to philanthropy, measurable impact, systemic reform and institutional strengthening.

Beyond his own Group, Piramal has contributed significantly to global and national leadership platforms. He served on the Board of Dean's

Advisors at Harvard Business School from 2012 to 2024, is Co-Chair of the UK-India CEO Forum, and serves as Non-Executive Director at Tata Sons Ltd. He also chairs the India@100 Foundation, an initiative of the Confederation of Indian Industry (CII), reflecting his long-term commitment to shaping India's growth trajectory.

His exposure to global business thinking was further strengthened through the Advanced Management Programme at Harvard Business School. Over the years, his contribution to industry and social development has earned academic recognition as well, including an Honorary Doctorate in Philosophy from Amity University and an Honorary Doctor of Science (Honoris Causa) from Indian Institute of Technology Indore.

Looking forward, Ajay Piramal continues to prioritise resilient growth, governance excellence and innovation-led expansion. His roadmap focuses on strengthening core businesses while embedding sustainability and impact into long-term strategy.



## Vijay Kedia: The Investor Who Teaches A Nation to Invest

From humble beginnings to becoming one of India's most recognized market investors, Vijay Kedia's journey reflects resilience, conviction, and a deep belief in long-term value creation qualities that continue to inspire a new generation of investors.

Vijay Kedia, Investor, Stock Market

**V**ijay Kedia is widely regarded as one of India's most respected individual investors, with a stock market journey spanning more than three decades. Known for his disciplined approach to long-term investing and his ability to identify high-growth businesses early, Kedia has built a strong reputation as a multibagger investor in the Indian equity markets.

A commerce graduate born and brought up in Kolkata, Kedia entered the stock market with virtually no capital and gradually built a remarkable investing career through persistence, deep research, and conviction in strong businesses. Over the years, he has identified several companies that have delivered extraordinary returns, with some of his investments appreciating more than 100 times.

Kedia is known for his distinctive investment philosophy and his well-known SMILE approach to stock picking — focusing on companies that

are Small in size, Medium in aspiration, Large in ambition, and Extra-large in market potential, supported by strong and capable management teams.

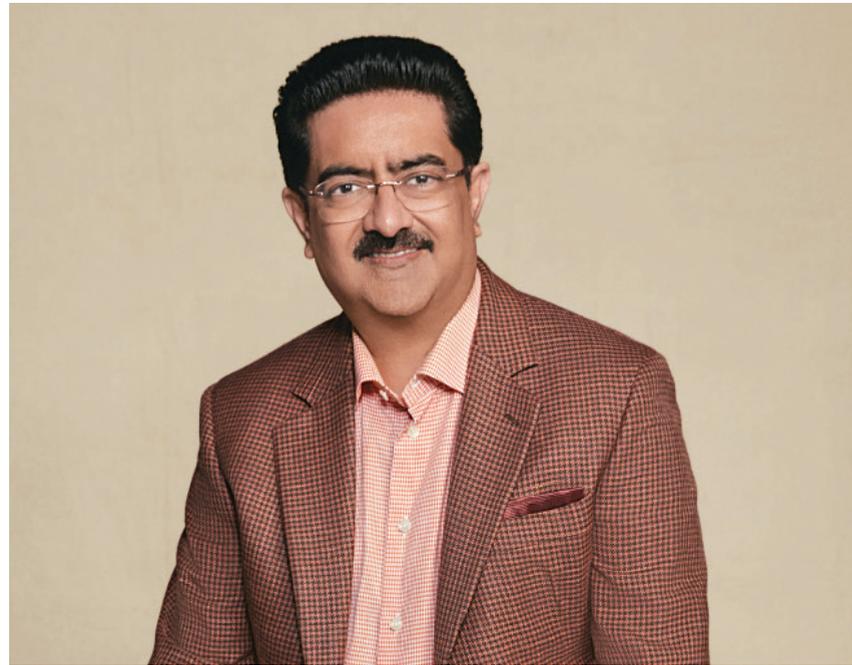
Beyond the public markets, Kedia is also actively investing in the startup ecosystem. He has already invested in more than 20 startups and continues to look for the next big idea and innovative entrepreneurs who can build businesses that contribute meaningfully to India's growth and economic development.

Apart from investing, Vijay Kedia is a passionate advocate of financial literacy and investor education. He has delivered keynote lectures and sessions at leading institutions including Indian Institute of Management Ahmedabad, Indian Institute of Management Bangalore, Indian Institute of Technology Bombay, London Business School, NMIMS, MET Institute of Management, and MDI Murshidabad. He has also been invited to speak at TEDx events on three different occasions, where he shared insights on investing, mindset,

and long-term wealth creation.

Adding a unique creative dimension to market education, Kedia has written and sung more than 20 songs dedicated to stock market awareness and financial literacy. His goal is to help spread financial literacy to every household across investing India, empowering more people to understand the stock market and participate in wealth creation.

Over the years, his contribution to investing and financial literacy has been recognized with several honors and awards. In 2016, he was conferred with an honorary Doctorate for Excellence in the Field of Management. In December 2020, he received the Sarvottam Samman at Raj Bhavan from Bhagat Singh Koshyari. He has also been honored with the Ace Investor Award by Piyush Goyal and Devendra Fadnavis, along with the Shri Babasaheb Ambedkar Award and the Shri Abdul Kalam Award. In October 2025, he received recognition for promoting financial literacy from Acharya Devvrat, the Governor of Maharashtra and Gujarat.



Transforming a Century-Old Legacy into a Global Powerhouse of Scale, Governance and Purpose

**Kumar Mangalam Birla,**  
Chairman, Aditya Birla Group

deeply institutionalised culture of meritocracy. With a workforce of over 227,500 employees, Mr. Birla has built an organisation that values professionalism, governance, and long-term stakeholder wealth creation.

**Governance, Recognition and Global Influence**

Beyond corporate expansion, Mr. Birla has played a pivotal role in shaping India's regulatory and governance frameworks. As Chairman of the Securities and Exchange Board of India's Committee on Corporate Governance, he framed the country's first formal governance code, a milestone in strengthening transparency and accountability in Corporate India. He has also served on the Central Board of Directors of the Reserve Bank of India and contributed to advisory bodies at the highest levels of policymaking.

His contributions have earned widespread recognition. In 2023, he was honoured with the Padma Bhushan, India's third-highest civilian award.

**A Future Anchored in Purpose**

Education and social responsibility remain central to his philosophy. As Chancellor of BITS Pilani and a leader associated with premier institutions like IIM Ahmedabad and IIT Delhi, Mr. Birla actively supports academic excellence and nation-building. Internationally, he serves on the governing board of London Business School, reinforcing his global engagement.

Looking ahead, Mr. Birla's roadmap balances scale with sustainability, global ambition with responsible growth. His leadership story is not just about building a conglomerate.

**Building Scale with Vision**

When Mr. Birla took charge in the mid-1990s, he inherited both a rich legacy and a rapidly changing economic landscape. Rather than simply preserving tradition, he chose expansion and reinvention. Under his leadership, the Group's turnover has multiplied 33 times. More than 60 acquisitions across India and overseas have strengthened its global footprint, making it one of the most acquisition-driven Indian multinationals.

From cement and metals to chemicals, textiles, fashion, and financial services, the Group today holds leadership positions across sectors. This diversification, combined with disciplined execution, has helped the company remain resilient amid market cycles. At the heart of this growth lies a

## Kumar Mangalam Birla: Steering a Legacy Conglomerate into Global Leadership

Few leaders have managed to combine legacy, scale and sustained growth as effectively as Kumar Mangalam Birla, whose leadership has been marked by strategic foresight and disciplined execution. As Chairman of the Aditya Birla Group, he has redefined the trajectory of a century-old conglomerate, converting legacy strength into global competitiveness. Today, the Group operates in 41 countries across six continents, with a turnover of approximately \$67 billion and a combined market capitalisation of nearly \$112 billion. What distinguishes this journey is not merely expansion, but the disciplined, acquisition-led growth and institutional depth that have positioned the Group among the world's most respected Indian multinationals.

## Masters of The Mind: India's Neurosurgical Vanguard

At the heart of every progressive nation stand its doctors — professionals who combine intellect, innovation and unwavering commitment to safeguard human life.

**Dr Ritesh Bhoot,** Consultant Neurosurgeon,  
Manipal Hospital, Bhubaneswar  
Organising Secretary, NSSICON 2026



The 14th Annual Conference of the Neurological Surgeons Society of India (NSSICON 2026), held from 20th to 22nd February 2026 at Mayfair Convention, Bhubaneswar, exemplified how India's neurosurgeons continue to champion the country's growth through excellence in healthcare, research, and education.

Bringing together over 500 delegates, including leading neurosurgeons, residents, and distinguished international faculty from Australia, the United States, the United Kingdom, Egypt, Japan, Korea and other nations, the conference transformed Bhubaneswar into a global platform for neurosurgical advancement. Under the theme "Exploring the New Frontiers & Domains: Innovation, Precision & Access," NSSICON 2026 fostered meaningful exchange of ideas that directly contribute to raising the standards of neurological care in India.

The scientific program was both rigorous and dynamic. Didactic lectures by eminent national and international experts were complemented by structured

debates, case-based panel discussions, technique-focused assemblies, and highly interactive Meet the Master sessions. These engagements encouraged cross-learning among various subspecialties and reflected the rapidly evolving landscape of neurosurgery.

A major highlight of the conference was its strong emphasis on young and upcoming neurosurgeons. Free paper sessions, the Best PG Paper competition, and "How I Do It" presentations provided an invaluable platform for residents and early-career specialists to present original research and innovative techniques. This nurturing of talent underscored the Society's commitment to strengthening India's medical future.

The hands-on workshops were particularly impactful. Participants underwent immersive training in Thoracolumbar Pedicular Screw placement (saw bone/cadaver), Endoscopic Endonasal cadaveric techniques, Endovascular coiling simulations, CV junction screw placement, Microvascular suturing, and Stereotaxy and DBS planning. These focused sessions enhanced technical proficiency and practical

confidence among attendees.

The conference was steered with distinction by Organising Chairman Brig. P.K. Sahoo and Organising Secretary Dr. Ritesh Bhoot. Dr. Bhoot's meticulous planning, academic vision, and leadership ensured seamless coordination of scientific sessions, international collaborations, and industry participation. His stewardship set new benchmarks for academic organization and execution.

"As an organising Secretary, it is an immense responsibility to arrange such a meet. Year after year, the conference gives opportunities to young budding Neurosurgeons and residents to talk about their research and share knowledge. The conference also invites different medical and surgical companies to discuss their newer and existing products," said Dr. Bhoot.

NSSICON 2026 ultimately stood as more than an academic gathering. It was a testament to how India's neurosurgeons continue to drive progress, elevate standards, and shape the nation's healthcare trajectory with precision, innovation, and dedication.

## Invisible Strength Behind India's Infrastructure Rise

Behind every metro rail, every steel-clad building, every infrastructure marvel of modern India, there's an invisible hero: the humble screw. And behind those screws, there's an unlikely story of industrial independence.

In 1999, as India's tech sector celebrated Y2K contracts and pharmaceutical companies courted global markets, Pankaj and Vipin Lidoo were fixated on something decidedly unglamorous: fasteners. The brothers had identified a critical vulnerability in India's booming construction sector. Self-drilling screws—essential components for the new color-coated sheet technology transforming Indian architecture—were available from only one source: Taiwan.

"The entire construction industry was hostage to foreign suppliers for something as basic as a screw," recalls Pankaj Lidoo, now Managing Director of Landmark Crafts. "We realized that India's infrastructure dreams were literally being held together by imported fasteners."

The supply chain math was brutal. Every construction delay, every cost overrun, every project

timeline stretched because builders had to wait weeks for specialized screws to arrive from across the Indian Ocean. The Lidoo brothers saw more than an inefficiency—they saw a business opportunity wrapped in a nationalist mission.

Rather than profit from the import trade, they took the harder path. Multiple research trips to Taiwan. Heavy R&D investments. Technology transfer negotiations. By the early 2000s, they had established India's first indigenous manufacturing facility for selfdrilling screws in Ghaziabad—betting their future on a product most entrepreneurs considered too mundane to matter.

But the Lidoo brothers understood that one-size-fits-all wouldn't work in a country as diverse as India. In Himachal Pradesh's timber-heavy construction zones, they supplied wood-specific solutions. Along Karnataka's coastline, anti-corrosive variants battled salt-laden air. This geographic customization became their competitive edge, earning partnerships across metro systems in multiple cities.

"In every assembled product, there is a fastener holding the structure strong and safe," Pankaj explains. "We provide the strength you may not see, but you can always trust." Today, Landmark operates ISO 9001:2015-certified facilities in Panchkula, backed by a CRISIL SME1 rating. Their portfolio has expanded to aluminium blind rivets



**Pankaj Lidoo**, Managing Director of Landmark Crafts Ltd.



**Vipin Lidoo**, Managing Director of Landmark Crafts Ltd.

and drywall screws, with concrete wall screws in development. A network of 10-11 marketing offices ensures nationwide reach. The company's journey mirrors India's manufacturing evolution—from import dependence to indigenous capability. Landmark embodied "Make in India" decades before it became policy, transforming from resellers of Taiwanese technology to suppliers for the nation's most critical infrastructure. In an age of unicorn valuations and disruption rhetoric, Landmark Crafts represents a different metric of success: measured not in market buzz but in structural integrity, not in venture funding but in industrial self-reliance. Sometimes the smallest components enable the biggest transformations. And sometimes, the most profound revolutions happen one screw at a time.



## JungleBerry's Ayurvedic Edge: Nitin Dhawan's Blueprint For Conscious Scale

Capitalizing on the global rise of homegrown Indian brands by transforming Ayurveda into a standardized, everyday ritual for a confident new generation.



**Nitin Dhawan**  
Co-Founder, JungleBerry

On the shelves of India's fast-evolving consumer market, a quiet revolution is unfolding. It doesn't shout disruption; it speaks of balance, science rooted in tradition, and scale anchored in sustainability. At the center of this movement stands JungleBerry and its Co-Founder, Nitin Dhawan—a new-generation entrepreneur who believes India's future lies not in imitation, but in intelligent reinvention.

"India doesn't need to borrow its wellness philosophy," Dhawan says. "The opportunity is to present our sophisticated systems with scientific integrity and modern design."

### Reimagining Tradition as Evidence-Led Science

Ayurveda is often romanticized as folklore, but JungleBerry treats it as rigorous science. By bridging ancient wisdom with modern validation, the brand focuses on research-backed ingredients and standardization—areas where traditional wellness brands have historically struggled.

"We're not in the business of nostalgia," Dhawan notes. "We're in the business of evidence-led tradition." This approach resonates with Millennial and Gen Z consumers who demand clean-label, plant-based solutions that offer safety, authenticity, and aesthetic appeal.

### Building Trust in a Crowded Market

In a fragmented market crowded with celebrity endorsements, Dhawan has chosen a disciplined path. "Trust compounds slower than hype," he says, "but once earned, it becomes your biggest moat."

Instead of rapid-fire launches, JungleBerry emphasizes:

- Ethical Sourcing: High standards for raw materials.
- Backend Excellence: Batch-level quality control and data-led insights.
- MSME Support: Working with domestic suppliers to elevate manufacturing standards.

### The Modern Aesthetic of Wellness

JungleBerry differentiates itself through a "zesty" and playful aesthetic—think botanical illustrations and slick layouts. While legacy brands lean on heritage storytelling, JungleBerry translates 5,000-year-old science into a language urban professionals understand: transparency, digital fluency, and responsible formulations.

### Digital-First Discipline

While the brand embraced digital commerce early, it avoided margin-eroding tactics. Dhawan focused on sustainable unit economics and an omnichannel strategy. "The temptation is to scale fast and fix

fundamentals later," he explains. "We chose the opposite."

This "conscious scaling" aligns with a broader shift toward sustainability. By prioritizing long-term supplier relationships over short-term promotional spikes, JungleBerry strengthens India's manufacturing backbone.

### A Cultural Reawakening

JungleBerry rides a wave of growing cultural confidence, where homegrown brands rooted in Indian science are gaining global legitimacy. It turns Ayurveda from a belief system into a trusted everyday ritual through standardized processes and consumer education.

For Nitin Dhawan, the roadmap ahead is clear: deeper penetration beyond metros and potential international expansion. Yet, he remains grounded. "Scale is meaningful only if it strengthens the core," he says. "Our core is simple—science-backed Ayurveda, delivered with integrity."

In an age of noise, JungleBerry stands for clarity, proving that India's next wave of economic champions may well emerge from its oldest wisdom.

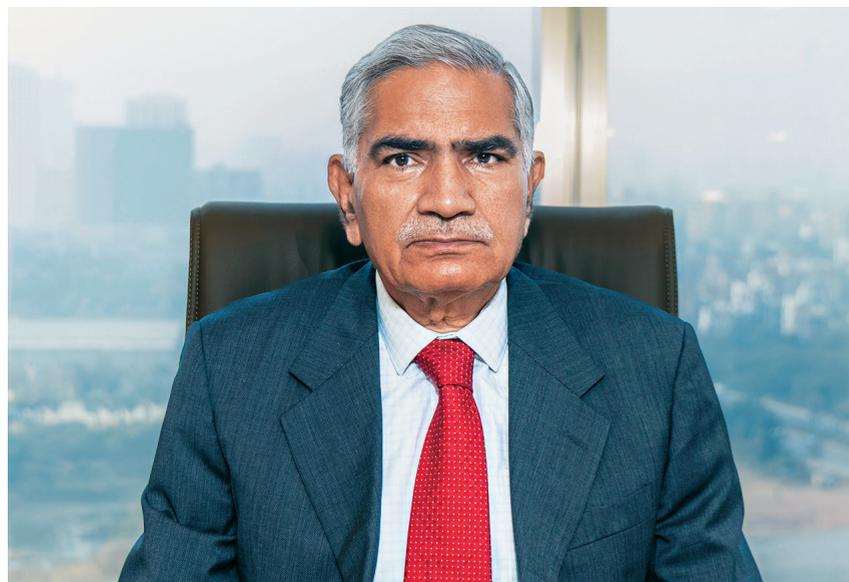
### The Road Ahead

With plans to penetrate deeper into non-metro markets and explore international wellness corridors, JungleBerry remains grounded in its core: aspirational yet accessible luxury.

# Sidharth Chowdhry and DalcORE: Championing India's Next Phase of Luxury Real Estate Growth

As India's luxury housing market matures, DalcORE's approach signals a shift from conspicuous scale to intelligent, future-ready development.

**Sidharth Chowdhry**  
Managing Director, The DalcORE



As India's real estate sector evolves into a key contributor to economic growth, employment generation, and urban transformation, the luxury housing segment is witnessing a significant shift—from scale-driven development to designed, experience-oriented living environments. Along Gurugram's Golf Course Road, one of NCR's most prestigious luxury corridors, this transition is being shaped through projects that combine global design standards with engineering excellence and long-term urban value.

At the centre of this transformation is Sidharth Chowdhry, Managing Director, DalcORE, whose five decades of global experience across real estate and large-scale infrastructure projects has helped shape DalcORE's flagship luxury development, The Falcon. Rising in Sector 53, the project reflects a new generation of premium residential developments aligned with India's expanding luxury housing market and rising global aspirations. Anchored in DalcORE's philosophy—"Design is Alive,"—the development focuses on creating living environments that evolve with residents' aspirations and lifestyles.

In this conversation with Outlook Business, Chowdhry shares how leadership vision, disciplined engineering, and design innovation

are contributing to India's urban growth story.

**OB India's luxury housing segment is witnessing rapid expansion. How does DalcORE position itself within this evolving growth landscape?**

India's luxury residential market is undergoing a structural shift. Buyers today are more discerning, globally exposed, and value-driven. They seek residences that combine lifestyle quality with long-term asset value. At DalcORE, we see ourselves contributing to this transition by developing projects that prioritise thoughtful design, structural integrity, and global standards of living.

The Falcon represents our commitment to building residences that align with India's growing global outlook while strengthening Gurugram's reputation as a premium real estate hub contributing to regional economic growth.

**OB Your career spans over five decades across India and the**

**Middle East. How has this global exposure shaped DalcORE's growth philosophy?**

Working across multiple geographies has reinforced one fundamental principle—sustainable growth is built on discipline, planning, and contextual understanding. Whether it was infrastructure or residential developments, projects that stand the test of time are those that balance engineering excellence with user-centric design.

At DalcORE, this philosophy translates into long-term thinking. We focus on creating developments that remain relevant for decades, not just market cycles. My experiences across India, Iraq, Saudi Arabia, Kuwait, and Jordan have shaped our approach toward resilient construction, efficient design processes, and strong project execution frameworks.

**OB The Falcon is being positioned as a landmark development on Golf Course Road. How does the project contribute to Gurugram's urban growth story?**

The Falcon was conceived as more than a residential tower—it is designed as a long-term urban landmark. Golf Course Road represents Gurugram's most mature and globally recognised luxury corridor. Our goal was to contribute meaningfully to this skyline by delivering a development that balances exclusivity, sustainability, and architectural distinction.

Projects like The Falcon also play a broader economic role by attracting investment, generating employment across supply chains, and strengthening Gurugram's positioning as a global business and residential destination.

**OB Architecture and global collaboration have been central to the project. How do such partnerships support India's real estate transformation?**

Collaborations with global design firms introduce new benchmarks for Indian real estate. Our partnership with UHA London, led by Principal Architect Jonas Upton-Hansen, allowed us to explore futuristic design concepts inspired by advanced technology and contemporary product design.

The Falcon's rounded geometry, seamless façade, and climate-responsive structure emerged through extensive design iterations and environmental studies. These collaborations reflect our belief that "Design is Alive," constantly evolving through innovation and global creative exchange.

**OB Sustainability is becoming a defining factor in modern development. How does DalcORE integrate sustainability into its growth strategy?**

Sustainability is central to the long-term viability of real estate assets. The Falcon is LEED Platinum Certified, with design decisions shaped around solar orientation, wind movement, and Gurugram's climatic conditions. The North-South alignment improves thermal comfort and energy efficiency while reducing heat gain.

For us, sustainability is both an environmental responsibility and a strategic growth pillar that enhances

asset longevity and economic value.

**OB Branded residences are emerging as a high-growth segment in India. How does DalcORE view this opportunity?**

India is witnessing a strong rise in branded residences driven by increasing global exposure and trust in internationally recognised design philosophies. According to industry reports, this segment is expected to grow significantly, particularly in metropolitan regions like NCR.

Through YOO-inspired design philosophy by Philippe Starck, The Falcon introduces India's first Branded Designer Apartment concept. It reflects a shift toward curated living environments that align with global design sensibilities while remaining rooted in Indian lifestyle aspirations.

**OB Philippe Starck's design philosophy plays a major role in The Falcon. How does this collaboration influence consumer experience and market differentiation?**

Design today is a critical differentiator in luxury housing. Starck's globally recognised philosophy focuses on simplicity, intelligence, and emotional comfort rather than excess. The Falcon offers two curated interior themes—Classic and Minimal—allowing residents to

choose design expressions aligned with personal preferences.

This level of design customisation enhances consumer engagement and strengthens DalcORE's design philosophy, where "Design is Alive" through personalised and emotionally engaging living experiences.

**OB Looking ahead, what role will developers play in shaping India's next decade of economic growth?**

The next decade of Indian real estate will be defined by intelligent design, sustainability, and technology integration. Buyers are increasingly informed and seek homes that reflect their identity and lifestyle aspirations.

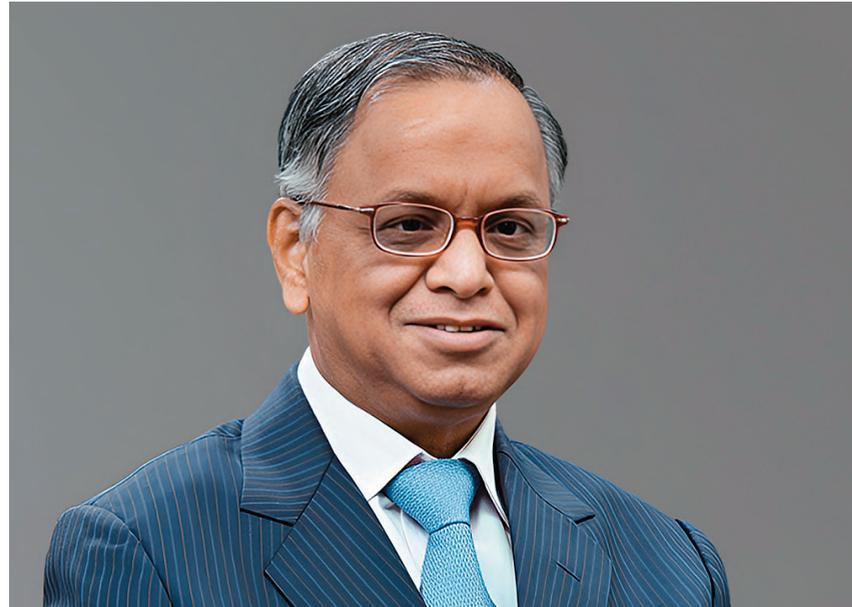
Developers who combine global expertise, innovation, and long-term vision will contribute significantly to India's economic transformation. At DalcORE, we see The Falcon as our contribution toward that future.

**A Vision Anchored in Growth and Legacy**

As Gurugram's skyline continues to evolve, DalcORE's The Falcon reflects a new era of luxury living driven by design intelligence, engineering precision, and sustainability. Under Sidharth Chowdhry's leadership, the project demonstrates how visionary real estate development can contribute not only to urban transformation but also to India's broader growth narrative.



# N. R. Narayana Murthy: The Visionary Behind India's IT Revolution



Redefining corporate governance and excellence in the Indian IT industry

**N. R. Narayana Murthy,**  
Founder, Infosys

d'honneur, Britain's CBE, and India's Padma Vibhushan. He also made history as the first Indian to receive Ernst and Young's World Entrepreneur of the Year award.

His global standing is further reinforced by his election to the prestigious American Academy of Arts and Sciences in 2019. He is also a foreign member of the National Academy of Engineering and a Fellow of the Indian National Academy of Engineering, distinctions reserved for leaders who have made exceptional contributions to engineering and technology.

Beyond this, Murthy has played an active role in global academia and policy. He has served on the boards and advisory councils of prestigious institutions such as Cornell University, Stanford University, Yale University, and the University of Tokyo. His involvement reflects his commitment to education, research, and ethical leadership.

### Strategic Vision and Lasting Legacy

Murthy's vision goes beyond profits. He has consistently advocated for transparent governance, meritocracy, and inclusive growth. As a trustee of the Infosys Science Foundation, he supports scientific excellence and innovation through the Infosys Prize. His roadmap for the future emphasizes responsible capitalism, global competitiveness, and nurturing young talent.

This distributed development system ensured high-quality delivery, timely execution, and cost efficiency, becoming the backbone of India's IT exports.

He also introduced the concept of a 24-hour workday, leveraging time zone differences to maintain round-the-clock productivity. Under his guidance, Infosys became known not only for technological expertise but also for strong corporate governance, ethical standards, and employee-centric policies. The company invested heavily in training, infrastructure, and leadership development, setting new standards for professionalism in Indian industry.

### Achievements and Global Influence

Murthy's contributions have been recognized across the world. He has been featured among the world's most admired business leaders and counted among the greatest entrepreneurs of modern times. His honors include France's Legion

N. R. Narayana Murthy is widely regarded as one of the pioneers who transformed India into a global technology powerhouse.

As the co-founder of Infosys in 1981, he laid the foundation for what would become one of the world's most respected IT services companies. From modest beginnings, Infosys evolved into a multinational corporation listed on the New York Stock Exchange and the Bombay Stock Exchange, symbolizing India's arrival on the global business stage.

### From Startup Dream to Global Benchmark

Murthy's leadership journey is a remarkable example of vision combined with discipline. At a time when India's technology sector was still developing, he saw the potential of software services as a global business. His most significant innovation was the Global Delivery Model (GDM), a framework that enabled teams across countries to collaborate seamlessly on projects.



# Engineering Grit and Vision: The Legacy of Mr. T. P. Thangaraj

From a modest workshop in 1972 to a global drilling powerhouse — the story of a man who built machines on principles.

The journey of **PRD Rigs** began in 1972 with the determination of Mr. T. P. Thangaraj, a technocrat-entrepreneur who believed that excellence in engineering could transform industries. Starting with a modest workshop **Paranthaman Engineering Works**, he focused on delivering high-quality mechanical services at a time when structured service standards were rare. His early specialization in axle servicing for Ashok Leyland trucks reflected both technical competence and business courage - particularly when he introduced a two-year warranty, a bold promise in that era.

This commitment to quality and accountability quickly earned him respect across Tamil Nadu. For Mr. Thangaraj, customer confidence was not a marketing strategy but a principle. His foundation was

built on disciplined workmanship, transparent dealings, and an uncompromising focus on reliability.

### A Turning Point that Defined an Engineering Philosophy

The early 1980s marked a pivotal phase in his entrepreneurial journey. While observing a UNICEF-backed Government of India drilling initiative, Mr. Thangaraj studied the functioning of an imported hydraulic rig operating in Tiruchirappalli. Despite its high-depth capacity, the machine was being used inefficiently for relatively shallow drilling tasks.

This practical exposure reshaped his thinking. He recognized that real-world performance mattered more than theoretical maximum capability. From this insight emerged a long-standing engineering philosophy — design

machines that are robust, adaptable, and aligned with field realities rather than simply impressive on paper.

Inspired by this approach, he transitioned from repair services to manufacturing. **Paranthaman Rock Drills (PRD)** introduced its first water-well rig, signaling the company's entry into the drilling equipment space. By 1982, pneumatic rigs were added to the portfolio, setting the stage for structured growth in the sector.

### Expanding Horizons Across Markets

The decade that followed witnessed steady expansion. PRD Rigs began supplying equipment beyond Tamil Nadu, extending its footprint into neighboring states. With more than 900 rigs delivered with this decade, the brand steadily built a reputation for durability and dependable after-sales support.

Under Mr. Thangaraj's guidance, the company diversified into water well, mining, infrastructure, and exploration segments. Continuous investments in manufacturing systems, process optimization, and quality certifications strengthened operational excellence.

### A Legacy that Powers Global Growth

Today, PRD Rigs reflects over five decades of sustained engineering progress, with more than 4,000 rigs delivered across 75+ countries. The company has earned multiple EEPC India Export Excellence Awards and operates with IMS-certified facilities, reinforcing its global credibility.

Beyond commercial success, Mr. Thangaraj's leadership played a role in positioning Tiruchengode as a thriving rigs manufacturing cluster, widely referred to as the "**Drilling Rig Capital of India.**" His legacy continues through Mr. T. T. Paranthaman, Managing Director, who is steering PRD Rigs toward greater global expansion and technological advancement — anchored firmly in the founder's enduring values of integrity, service, and long-term commitment.