

OUTLOOK BUSINESS

October 2026

THINK BEYOND. STAY AHEAD.



Advocate
Dr. Sudhindra
Bhat

Vineet Goyal

Dr. Mohana
Rao Patibandla

Dr. Satyajit
Bose

Rajendra
Sethia

Nagini Prasad
Vemuri

Dr. Satish
Wagh

Dr. Subba Rao
Pavuluri

Kamesh
SALAM

Leaders OF TOMORROW

This Feature is curated by the Brand Team of Outlook Publishing India Pvt. Ltd.

BEYOND ADORNMENT

Nagini Prasad Vemuri

Redefining the Language of Indian Jewellery

One of India's most accomplished fine jewellery designers, Nagini Prasad Vemuri has spent more than two decades defining how the country's most discerning women wear jewellery, rooted in Indian heritage, shaped by contemporary sensibility and made to be worn for a lifetime.



WHERE HERITAGE MEETS TRUST

In fine jewellery, trust is not created by a single collection or a celebrated occasion. It is earned over years, through craftsmanship, consistency and the confidence of generations of clients. For more than two decades, Nagini Prasad Vemuri has built that trust through her work as the Founder and Designer of Siddhartha Fine Jewellers, establishing the house as a recognised destination for discerning clients seeking bridal, temple and diamond jewellery.

Today, Nagini's name represents more than the designer behind a jewellery house; it represents a design philosophy that clients trust. Her work draws on Indian royal heritage, Mughal and temple traditions while embracing contemporary luxury, creating pieces that are commissioned for weddings, milestones and treasured as heirlooms. Her ability to translate heritage into jewellery that feels personal, relevant and enduring



TEJESWINI NANDAMURI MATHUKUMILLI

**Brand Ambassador
Siddhartha Fine Jewellers**

has become central to the identity of Siddhartha Fine Jewellers.

“My job is to listen closely enough that the design already belongs to her before it is made.”

DESIGNING BEYOND TRENDS

Nagini's reputation rests on a diverse body of work. Her bridal creations are designed with the potential to become family heirlooms, while her temple jewellery draws from classical southern forms. Her diamond ensembles bring a



NAGINI PRASAD VEMURI

**Visionary Founder &
Designer Siddhartha Fine
Jewellers**



For Nagini Prasad Vemuri, jewellery is more than adornment. It is a deeply personal expression of identity, heritage and emotion, shaped around the woman who wears it.



refined contemporary expression, while lighter designs carry the same creative sensibility into everyday wear.

For Nagini, these expressions do not need to compete. A woman can embrace tradition for one celebration and contemporary minimalism the next. Jewellery, in her view, should offer that freedom rather than prescribe a particular identity.

“The pieces people wear for a lifetime are the ones that were designed for them, not for the season.”

THIS PHILOSOPHY HAS BECOME increasingly relevant as consumers seek jewellery that reflects their individuality. Nagini does not treat heritage as something fixed in time. Instead, she interprets it through new proportions, silhouettes and perspectives, allowing traditional craftsmanship to remain meaningful to contemporary women.

A DESIGN IDENTITY OF HER OWN

Her creative journey has also expanded through Nagini Prasad Jewellery, strengthening her identity as a designer and giving her design philosophy a distinct platform.

The brand's association with Tejaswini Nandamuri brings another contemporary dimension to this design story. Her association helps connect Nagini's jewellery with a new generation of consumers while reinforcing the brand's emphasis on elegance, individuality and personal expression.

For Nagini, however, the central focus remains the jewellery itself. The objective is to create pieces that become part of the wearer's story rather than simply reflect a passing trend.

TWO HOUSES, ONE HAND

Her stature as a designer is matched by an unusual second career. As Managing Director of Siddhartha Innopack, a packaging materials manufacturer, Nagini leads a workforce of over 300, more than 200 of them women. Hiring, training and shift structures were designed to bring women into skilled and supervisory roles; today, women are the majority at the plant. Through the Craft Council of India, FICCI FLO and Ladies Circle India, she carries the same conviction into craft, enterprise and education.

“Design and manufacturing are not opposites. Both are about precision, discipline and respect for the hands that do the work. If you get that right, women flourish in either.”

Her wider work reflects a commitment to ensuring that traditional craftsmanship and women's professional opportunities

continue to find space within a changing business landscape. Her long-standing association with the Craft Council of India, FICCI FLO and Ladies Circle India adds another dimension to her role as a designer and business leader.

CRAFTSMANSHIP AT THE CENTRE

For Nagini, design and craftsmanship are inseparable. Her engagement with artisans, weavers and traditional forms reflects her belief that exceptional



Through Siddhartha Fine Jewellers and Nagini Prasad Jewellery, she has built a design legacy that brings Indian craftsmanship into conversation with contemporary luxury.



THE DESIGNER AS MENTOR

Nagini's influence extends to designers and young professionals who learn from her. Her approach combines creativity with discipline, encouraging emerging talent to understand not only aesthetics but also materials, craftsmanship, customers and business.

For her, becoming a successful designer requires mastering the craft while developing the ability to understand how creativity translates into a sustainable business. Her own journey demonstrates how a strong design vision can evolve into a larger design led enterprise.

“The brand will grow. What I want people to remember is how many women grew with it.”

DESIGNING WHAT ENDURES

As Indian luxury evolves, Nagini Prasad Vemuri's work reflects a movement towards jewellery that is more personal, versatile and expressive.



jewellery is defined not only by its design, but by the skill and precision behind its creation.

Her association with the Craft Council of India further reflects her commitment to preserving traditional craftsmanship while ensuring its continued relevance.

This connection between design and craftsmanship is evident in her attention to proportion, form, finishing and wearability. For her, the designer's responsibility extends from the first creative thought to the final piece.

Her contribution lies in demonstrating that Indian jewellery can remain deeply connected to its heritage while continuing to evolve with the women who wear it.

Through Siddhartha Fine Jewellers and Nagini Prasad Jewellery, she continues to build on a design legacy shaped over more than two decades.

For Nagini, the future of jewellery is not about choosing between the past and the present. It is about bringing the best of both together and creating pieces that remain meaningful long after the moment for which they were first designed.

RAJENDRA SETHIA

Driving India's Green Logistics Transformation

Building a rail led, integrated and sustainable logistics ecosystem for a more efficient India



RAJENDRA SETHIA
CMD, Western Carriers

WCIL is shaping a more connected and environmentally responsible logistics ecosystem.

India's logistics sector is entering a defining phase. As the country strengthens its manufacturing and industrial capabilities, businesses increasingly require supply chains that deliver efficiency, cost competitiveness and environmental responsibility together. In this changing landscape, Rajendra Sethia, founder of Western Carriers (India) Ltd. (WCIL), has built a logistics enterprise around an integrated, multimodal and sustainability oriented approach.

With more than five decades of experience, WCIL has evolved from a rail logistics enterprise into a technology driven 4PL logistics solutions provider. Its capabilities span rail, road, sea, river and air transportation, supported by warehousing, freight forwarding and customs clearance.

RAIL AT THE CORE OF A GREENER MODEL

A defining feature of Sethia's vision is the emphasis on rail as the backbone of multimodal freight movement. Nearly



With more than five decades in logistics, Rajendra Sethia has built Western Carriers (India) Ltd. into a rail focused multimodal logistics company integrating efficiency, sustainability and technology.

85% of WCIL's cargo movement is undertaken through rail. The company positions rail as a way to reduce per ton per kilometre logistics costs while contributing towards lower carbon emissions.

WCIL is also expanding into liquid cargo transportation through ISO tank containers moved by rail. The segment is intended to support the movement of chemicals, industrial liquids and specialised cargo through a model focused on safety, reliability and environmental responsibility.

For Sethia, the objective extends beyond choosing one mode of transport. It is about connecting different modes and services to create a seamless logistics ecosystem.

BUILDING MULTIMODAL INFRASTRUCTURE

Infrastructure is central to that vision. WCIL currently operates two strategically located Private Freight Terminals, the Devaliya Private Freight Terminal near Morbi and the G RIDE Logistics Hub near Jamnagar in Gujarat. These facilities are designed to help industries shift towards integrated rail logistics while improving supply chain efficiency and reducing transportation costs.

The company is also working towards developing additional Private Freight Terminals and multimodal logistics parks near major industrial hubs across India. The direction is aligned with the country's emphasis on multimodal infrastructure and greener transportation networks under initiatives such as PM Gati Shakti.

ONE INTEGRATED LOGISTICS ECOSYSTEM

Sethia's approach centres on bringing multiple logistics activities together under one framework. WCIL provides packaging solutions at manufacturing plants, rail and road transportation, warehousing, customs clearance, freight forwarding, multimodal cargo handling and last mile delivery solutions.

The integrated model is designed to reduce coordination complexities by giving customers access to multiple

From rail led freight movement and multimodal infrastructure to electric mobility and integrated supply chain solutions, WCIL is shaping a more connected and environmentally responsible logistics ecosystem.



logistics capabilities through a single partner. The company's stated experience indicates that this approach has helped businesses improve operational efficiency and competitiveness, with reductions in logistics expenditure contributing to business turnaround and longer term sustainability.

WCIL's wider service ecosystem also includes vessel chartering and door to door road movement without transshipment.

SUSTAINABILITY BEYOND TRANSPORTATION

For WCIL, sustainability is not limited to the movement of cargo. The company is exploring and investing in Electric Vehicle solutions as part of its broader sustainability mission. Its stated approach is to balance economic growth with environmental responsibility, with EV adoption aimed at reducing carbon footprints and dependence on fossil fuels.

The company has outlined plans to power EV charging infrastructure through solar energy, moving towards its objective of near zero carbon emissions across the logistics value chain.

Sethia's environmental commitment extends beyond transportation. Initiatives include plantation drives involving thousands of trees and the development of paper products using waste paper and agro waste.

A VISION FOR INDIA'S LOGISTICS FUTURE

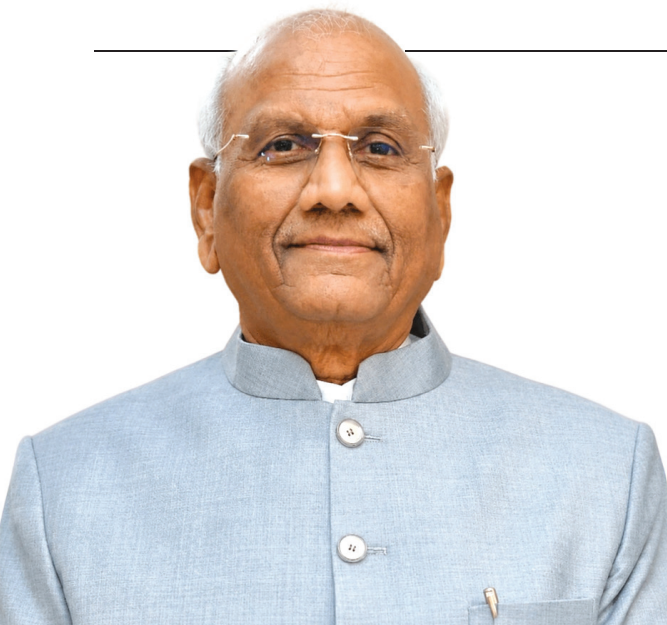
The need for such transformation is significant. The source material estimates India's logistics costs at nearly 14 to 16% of GDP, underlining the importance of improving supply chain efficiency as the country seeks to strengthen its manufacturing competitiveness.

Sethia's response has been to build capabilities across transportation, infrastructure and integrated logistics rather than viewing these as isolated functions. WCIL's multidisciplinary team brings expertise across rail logistics, road transportation, shipping, freight forwarding, customs clearance and vessel chartering.

Through rail led transportation, multimodal infrastructure, integrated services and sustainable mobility initiatives, WCIL is responding to the evolving requirements of Indian industry.

For Rajendra Sethia, the future of logistics is closely linked to integration. Moving goods efficiently requires more than transportation capacity; it requires infrastructure, coordination, technology and an understanding of the environmental responsibilities that accompany economic growth.

Through Western Carriers (India) Ltd., that philosophy has shaped a business that brings diverse logistics functions under one roof while increasing the role of rail and exploring greener mobility. As India's supply chains evolve alongside its industrial ambitions, Sethia's journey reflects a broader shift in logistics: from fragmented cargo movement towards connected, integrated and sustainability oriented systems designed for the future.



Engineering India's Next Space Chapter

Dr. Subba Rao Pavuluri has spent decades building the engineering capabilities, talent and infrastructure that are now helping power India's expanding space ambitions.

DR. SUBBA RAO PAVULURI, Founder, Chairman and Managing Director of Ananth Technologies

When India's EOS-05 imaging satellite lifted off aboard the GSLV-F17 in September 2026, the headline achievement belonged to ISRO. But embedded within that national milestone was another story—one of a private Indian company whose engineering capabilities have become part of the machinery behind some of the country's most ambitious space missions.

Hyderabad-based Ananth Technologies supplied critical avionics, electronics and spacecraft subsystems for the mission. For the GSLV-F17 launch vehicle, the company supplied 28 packages covering functions including power management, stage processing and command execution, communication, reaction control, telemetry, data acquisition and related avionics systems. It also supplied systems for the EOS-05 spacecraft.

The significance is easy to overlook. Space missions are often remembered for the rocket, the satellite or the scientific objective. Yet their success depends on hundreds of systems working precisely together. For a private engineering company to become part of those mission-critical systems is a reflection of capabilities built over years—not months.

And that is where Dr. Subba Rao Pavuluri, Founder, Chairman and Managing Director of Ananth Technologies, enters the story.

His journey has been defined by a long-term belief that India's space ambitions would eventually require an equally strong industrial ecosystem around them. Ananth

Technologies has been pioneering space and defence technologies since 1992, with the company describing itself as an integral part of India's space programme since then.

That makes the latest EOS-05 milestone more than a current achievement. It is evidence of a capability-building journey that began long before the private-space boom.

FROM SUPPLIER TO CAPABILITY CREATOR

A defining milestone came in 2024, when Ananth Technologies successfully completed the Assembly, Integration and Testing of two 400-kg-class satellites for ISRO at its Bengaluru facility. The project represented a significant shift: for the first time, ISRO had entrusted a private industry partner with the complete assembly, integration and testing of such

satellites at a private facility.

The significance of the achievement lies beyond the satellites themselves. It demonstrated that sophisticated, mission-critical space hardware could be integrated by Indian private industry at scale.

The project involved more than 100 highly trained engineers and technicians at ATL's 10,000-square-metre Bengaluru facility, which is equipped to integrate up to four large satellites simultaneously.

This is where Pavuluri's leadership philosophy becomes visible. In aerospace, capability cannot be acquired overnight. It has to be accumulated through experience, infrastructure and people.

His strategy appears to have been built around precisely that principle: invest before the opportunity arrives.

A NEW ROLE FOR PRIVATE INDIA

India's changing space policy has now



Dr. Subba Rao Pavuluri's decades-long vision is helping transform India's private space sector through indigenous technology, talent and infrastructure.



From supporting ISRO missions to pioneering private satellite operations, Pavuluri is building capabilities that can shape India's next space chapter.

created the conditions for that investment to deliver its next level of impact.

Under the Indian Space Policy 2023 and the emerging framework for private participation, Ananth Technologies became the first private Indian satellite operator authorised to develop and operate a geostationary communication satellite in the Ka-band.

This is more than another corporate milestone. It signals a fundamental change in the role that Indian private companies can play in space.

Ananth Technologies is expected to oversee the project across satellite design, launch and operations, while also undertaking frequency coordination and ITU compliance. The planned satellite will use multi-beam technology to enhance connectivity across India.

Its intended impact extends beyond the space sector. Satellite connectivity can help address infrastructure gaps in underserved regions, particularly across applications such as education, healthcare and rural communications.

The larger ambition is to create "Digital Highways" using satellite bandwidth for communication, extending connectivity to areas where conventional infrastructure cannot reach.

In that sense, Pavuluri's vision connects engineering capability with a larger national objective: using advanced technology to create infrastructure that can reach where conventional infrastructure cannot.

LEADERSHIP THAT THINKS BEYOND THE NEXT MILESTONE

The temptation in a rapidly evolving sector is to measure leadership through

individual breakthroughs. But Pavuluri's story suggests a different measure: the ability to build an organisation capable of repeatedly taking on harder challenges.

Ananth Technologies' capabilities now extend across electronic subsystems, satellite integration, launch-vehicle systems, avionics, telemetry, navigation and communication technologies. The company says its systems have powered more than 100 satellites and 80 launch vehicles, reflecting the depth of its involvement in India's aerospace ecosystem.

That breadth matters because India's private-space opportunity will not be defined by one category of technology. It will require an ecosystem spanning manufacturing, satellites, launch systems, communications and specialised engineering.

Pavuluri's long-term vision has also been closely linked to reducing India's dependence on foreign technology and strengthening indigenous capability. His stated mission is to help make India self-reliant in space initiatives of national importance.

It is a philosophy that gives "Aatmanirbhar Bharat" a practical dimension. Self-reliance is not simply about producing domestically; it is about possessing the knowledge, infrastructure and human capital to design, build and operate increasingly sophisticated systems.

BUILDING WHAT COMES NEXT

The most consequential part of India's private-space story may therefore not be any single satellite or mission. It may be the industrial capacity being created around them.

The SPADEX programme itself illustrates the scale of what is coming. The two satellites integrated by Ananth Technologies were part of a mission designed to demonstrate autonomous rendezvous and docking, technology that is important for future missions and for the eventual assembly and maintenance of a space station.

The latest EOS-05 mission reinforces the same trajectory. Prime Minister Narendra Modi described the successful launch as a reflection of India's growing space capabilities and specifically highlighted the deepening partnership between ISRO and Indian industry.

For leaders like Pavuluri, this changes the horizon. The objective is no longer simply to participate in India's next space mission. It is to ensure that Indian industry has the capabilities to participate in the missions that follow—and ultimately to help build the infrastructure of a larger space economy.

THAT IS PERHAPS THE MOST COMPELLING ASPECT OF HIS LEADERSHIP JOURNEY.

He began building capability when private space participation was still an emerging possibility. Today, that capability is becoming an essential part of India's space ambitions.

As India seeks to establish itself as a major global space power, the country will need entrepreneurs who can combine technological depth with patience, institutional collaboration with private-sector ambition, and immediate execution with a long-term national vision.

DR. SUBBA RAO PAVULURI'S JOURNEY EMBODIES THAT TRANSITION.

His achievements are significant not merely because they establish new firsts for Ananth Technologies, but because they demonstrate what sustained private-sector capability can contribute to India's next chapter in space.

The real leadership story is not about reaching space. It is about building the capability to stay there, grow there and create value from it for India.

Kamesh SALAM : A Visionary Redefining India's Bamboo Potential

With more than three decades of leadership, Kamesh Salam is transforming the conversation around bamboo, building an ecosystem that connects rural enterprise, industry, technology, sustainability and global opportunity.

Industries evolve when visionary leaders challenge the way a resource is perceived. For more than three decades, Kamesh Salam has been doing exactly that with bamboo. His journey has moved the conversation beyond cultivation and traditional applications towards value creation, industrial development, climate resilience and global market opportunity.

At the heart of Salam's thinking is a fundamental belief that India's bamboo potential will be realised only when value is created across the entire value chain. From farmers and producers at the source to processing, manufacturing, design, markets and global consumption, his approach focuses on creating an ecosystem in which every participant can contribute to and benefit from the growth of the sector.

As Founder and CEO of CanBoo, Cane & Bamboo Value Chain Management, Salam has worked to connect farmers, Farmer Producer Organisations, growers, harvesters, artisans, processors, manufacturers, architects, engineers, researchers, investors, institutions and international buyers. His objective is to move bamboo beyond its identity as a low value raw material and build multiple avenues for value creation across the chain.

This is where his thought leadership becomes particularly significant. Salam sees the opportunity not simply in increasing bamboo utilisation, but in increasing the economic value captured by those who grow, process and manage it. Scientific cultivation, sustainable harvesting, engineered bamboo, construction, composites, consumer products, energy applications

and international markets become interconnected parts of a larger economic ecosystem.

His vision also places bamboo within the emerging Net Zero transition and circular bioeconomy. By exploring opportunities across renewable biomass, durable products, engineered materials, bioenergy and carbon related applications, Salam is advocating a model where economic value can continue to be created beyond the primary product. The concept of converting processing residues into biochar and other useful products further strengthens this circular approach.

For Salam, this transformation must ultimately benefit the grassroots. His approach seeks to move bamboo growers from being raw material suppliers to becoming participants in a wider value creation ecosystem spanning processing, manufacturing, construction, bioenergy, circular economy applications and domestic and international markets.

His vision has already found expression in contemporary infrastructure. CanBoo's contribution to the New Integrated Terminal Building at Guwahati International Airport demonstrates how bamboo and indigenous expertise can be incorporated into modern architectural and infrastructure projects. Yet Salam's



From resource to value chain and from enterprise to ecosystem, Salam's vision is to create greater value from every hectare of bamboo while shaping a climate resilient and globally relevant industry.



KAMESH SALAM
Founder and CEO of CanBoo, Cane & Bamboo Value Chain Management (OPC) Pvt. Ltd.

larger ambition extends beyond individual projects: to establish bamboo as a mainstream industrial material and strategic bio resource.

His influence also extends to the global stage. As Founder, World Bamboo Day and former President of the World Bamboo Organization, Salam has contributed to bringing bamboo into international conversations around sustainability, innovation, climate resilience and inclusive economic development. His engagement with organisations including UNIDO, UNDP, INBAR, GIZ and the Asian Development Bank has further connected his work with international institutions, knowledge networks and markets.

Looking ahead, Salam's ambition is to create greater value from every hectare of bamboo through innovation, manufacturing, design, circular economy solutions and global market integration. His vision is ultimately about transforming bamboo from a commodity into a value chain, from a value chain into an industry, and from an industry into a climate resilient circular bioeconomy.

What distinguishes Salam's journey is the scale of the conversation he has sought to create. His leadership connects farmers with markets, communities with industry, natural resources with technology, enterprises with policy and Indian bamboo with global opportunities.

Dr. Satyajit Bose

The Heart Surgeon Building a Healthcare Legacy



DR. SATYAJIT BOSE, Chairman & Senior Consultant Cardiac Surgeon, The Mission Hospital in Durgapur, West Bengal

Dr. Satyajit Bose has long believed that medical excellence must be exacting, deeply personal, and—most importantly—within reach. In a landscape where advanced treatment can feel miles away, the cardiac surgeon has built his career on a single, enduring promise: world-class care should not depend on where a patient lives. Over more than three decades of practice and leadership, that conviction has grown into a living legacy—one that extends far beyond the operating theatre.

As Chairman and Senior Consultant Cardiac Surgeon at The Mission Hospital in Durgapur, West Bengal, Bose's identity is unmistakably surgical. Yet his work is defined as much by purpose as by precision. With 32+ years of experience and 45,000+ successful heart surgeries, he has mastered complex, high-stakes procedures—from total arterial coronary artery bypass grafting on a beating heart to intricate work involving the aortic root and arch. His clinical practice also includes pulmonary autografts and mitral valve repair, reflecting not only technical command but a patient-first sensibility.

Bose's approach is strengthened by a deliberate educational foundation. Holding MS, MCh, and FIACS, alongside a postgraduate diploma in management from IIM Ahmedabad, he has bridged the worlds of medicine and leadership. That perspective shaped his early consultancy roles across Mumbai and Kolkata—including Breach Candy

Hospital, Bombay Hospital, B. M. Birla Hospital, and Apollo—before he chose a more ambitious path: to build advanced healthcare in a regional city, rather than confining it to metropolitan centres.

The Mission Hospital was conceived to bring quaternary care closer to families who might otherwise be forced to weigh distance against health. For many, travel is not a minor inconvenience; it becomes cost, disruption, and anxiety at the very moment the body needs calm. Bose and his co-founders responded by investing in sophisticated capabilities in Durgapur, creating an ecosystem where specialization feels local, timely, and accessible.

Today, The Mission Hospital is a 600-bed, NABH sixth-edition-accredited facility serving patients across eastern India and beyond. Its reach is reinforced through The Mission Neighbourhood—diagnostic and day-care centres supported by a regional pharmacy network—ensuring that access is not a single visit, but a continuum of support. Technology is integrated with intent, not spectacle. The hospital has introduced the da Vinci Xi robotic-assisted surgical system across oncology, general surgery, gynaecology, and urology, and has also developed a robotic-assisted hip and knee replacement programme designed for regional patients. Just as important, Bose's continuity as a practicing surgeon keeps institutional strategy aligned with real clinical needs.

His legacy is equally visible in the people he mentors. Through a fellowship programme supported by the Indian Association of Cardiovascular and Thoracic Surgeons (IACS), he has nurtured the next generation of advanced practitioners. As President of IACS, he has supported entrepreneurship education for cardiovascular surgeons in association with IIM Calcutta—recognizing that modern healthcare leaders must be able to build, innovate, and manage.

Beyond cardiothoracic care, Bose's vision extends into education and allied specialties. As President of the Dr. B. C. Roy Engineering Society, he supports institutions spanning engineering, pharmacy, allied sciences, polytechnic education, and management, serving more than 5,000 students. He founded DVita Eye Care Hospital and established Matritwa, an IVF and infertility clinic. A planned 500-bed cancer and allied superspecialty hospital on a 20-acre site in the BAPL area is also underway—an extension of his commitment to widen access to complex care.

In Dr. Bose, the roles of surgeon, entrepreneur, mentor, and educational leader converge into one coherent purpose. His surgical work serves the patient in front of him; his institution-building extends that impact to those he may never personally meet. That is the rare luxury of his legacy: exceptional healthcare, scaled beyond the procedure, crafted to reach people where they live.

The Surgeon Who Came Home

Building a World-Class Neuroscience Centre Beyond the Metros

For generations, India's finest medical talent followed a familiar route: train abroad, settle abroad.

Dr. Mohana Rao Patibandla chose to reverse it. A neurosurgeon trained across multiple subspecialties, he returned with a conviction: world-class care should not depend on a patient's postcode.

Born in Dronadula and raised in Bhimavaram in Andhra Pradesh, Dr. Rao studied at NTR University of Health Sciences and Nizam's Institute of Medical Sciences, Hyderabad, before sub-specialising across KIMS Hospitals, the University of Colorado Denver, Ohio State University and the University of Virginia. In 2018, his brain tumour research earned the BrainLab Community Neurosurgery Award by AANS/CNS, USA.

For Dr. Rao, coming home was never a decision. It was the plan. Inspired by Swami Vivekananda's ideal of spiritual patriotism, he saw his years abroad as an apprenticeship, not a destination. Spending a lifetime building another country's institutions while advanced neurosurgical care remained concentrated in the metros felt to him like serving someone else's dream at the cost of his own.

So he returned to Guntur and founded Dr. Rao's Hospital – International Institute of Neurosciences (IIN). Building the institution meant solving three challenges: securing capital for infrastructure, attracting specialised talent beyond the metros, and earning confidence in a specialised field. The bet was simple: build global infrastructure in a non-metropolitan setting and let outcomes make the argument.



Funding the equipment and recruiting specialist staff were my hardest tests, and many believed the best care existed only in metros. I answered them not with arguments, but with outcomes, one patient at a time.

DR. MOHANA RAO
PATIBANDLA

Founder &
Chief Neurosurgeon
Dr. Rao's Hospital –
International Institute of
Neurosciences (IIN)

He invested first in what makes complex brain surgery safer: intraoperative neurophysiological monitoring, functional brain mapping, neuronavigation and a hybrid operation theatre, so families would not have to travel to a metro for these capabilities. The strategy was to build capability first, rather than wait for demand to emerge. Dr. Rao's IIN now has four neurosurgeons. Across his practice, he has performed 12,000 minimally invasive surgeries, including 4,000 in Guntur, while the institute has extended its reach to seven cities. About one in ten patients comes from abroad.

Alongside building the institution, Dr. Rao has maintained an academic focus, with 66 peer-reviewed publications and research presented at national and international meetings. His work has been featured in Forbes India, and at the 2026 PASMISS–MISSABCON–COSSCON

congress in Chennai, his research received the PASMISS Best Free Paper Award, the MISSAB Best Video Award and the COSSCON Best Paper Gold Medal.

For business leaders, the story offers three lessons. First, purpose is a strategy: a founder who knows why he is building can endure years when returns are uncertain. Second, talent is not scarce in India; opportunity is unevenly distributed, and leaders who take it to underserved regions unlock impact and loyalty. Third, credibility is earned through execution: institutions build trust when technology, talent and outcomes consistently deliver.

Tomorrow's leaders will be judged less by where they build than by what they build, and for whom. Dr. Rao's IIN offers a challenge to every founder: the next great institution may not need a metropolis. It may only need someone willing to come home.

Kohinoor Group: Building Growth on the Foundation of Trust

With four decades of experience, Kohinoor Group is entering a new phase of growth by combining enduring relationships, technology, customer centricity and professional management



VINEET GOYAL
Joint Managing Director
Kohinoor Group



RAJESH GOYAL
Joint Managing Director
Kohinoor Group

For more than four decades, Kohinoor Group has built a strong presence in Pune's real estate sector, developing a portfolio across residential, commercial and warehousing segments. The Group has delivered 54+ projects covering more than 13 million sq. ft., while 21 ongoing developments span over 22 million sq. ft. Its growth has been accompanied by a focus on creating lasting value for customers and stakeholders.

Beyond its development portfolio, the Group's growth has been shaped by a philosophy of "Sada Sukhi Raho", placing trust, relationships and stakeholder well being at the heart of its business approach. This philosophy continues to influence how the Group approaches partnerships and builds long term relationships.

Vineet Goyal's leadership spans four key areas: Financial Management & Governance, Sales, Marketing & Revenue Growth, Project Execution & Delivery, and Customer Experience & Post Possession Engagement. Under his leadership, the Group continues to strengthen its diversified portfolio across residential and commercial real estate, student housing and co living, and warehousing. Rajesh Goyal's role encompasses B2B transactions, land related matters and strategic business partnerships. Their complementary responsibilities reflect a collaborative approach to family business leadership, combining operational excellence, strategic vision and long term value creation.

The Group's relationships with Keppel Land and Indospace offer tangible examples of this relationship driven approach. A transaction involving 1.2 million sq. ft. of land for CapitaLand's warehousing

venture subsequently led to a 1.1 million sq. ft. transaction with Keppel Land. The project was delivered within 24 months and completed in September 2025. Similarly, the Group's association with Indospace began approximately twelve years ago with a five acre land transaction and has continued as a long term business relationship.

Technology is becoming an important enabler of Kohinoor Group's growth, with Vineet Goyal emphasising customer experience, standardisation and operational efficiency. The Group provides dedicated post possession support for three to four years, backed by a digital platform offering booking details, receipts, possession timelines and project updates. Its residential portfolio is also structured across luxurious, super luxurious and world series categories to create greater consistency in product delivery.

Technology is also being integrated into construction and stakeholder processes. The Group uses digital platforms that enable channel partners, homebuyers, suppliers and vendors to submit bills and track processes

online. It has also adopted structural building systems involving factory prepared frameworks assembled on site. According to the company interaction, this approach can reduce the construction timeline for a twenty storey commercial structure by at least a year.

The Group's next phase of growth is centred on scale, diversification and professionalisation. Its plans include delivering 30,000 apartments and 12 million sq. ft. of commercial space, alongside expansion into hospitality, retail and warehousing. Development across 200 acres of warehousing and expansion into Mumbai and Hyderabad are also part of its longer term plans.

At the organisational level, Kohinoor Group is also transitioning towards a professionally managed corporate structure, with professional leadership already present across its commercial, hostel and residential businesses. The longer term objective is to build an organisation that can operate as an autonomous corporate entity rather than being identified primarily with its founding family.

Kohinoor Group's evolution therefore represents more than expansion in projects or geographical presence. It reflects an organisation working to institutionalise its strengths while preparing for greater scale. The combination of long standing relationships, diversified capabilities, technology adoption and complementary leadership is shaping the Group's transition into its next phase.

The foundation remains trust, while the future is being shaped by professionalisation, innovation and long term value creation.



Kohinoor Group is evolving from a family led real estate enterprise into a diversified and professionally managed organisation, while retaining the values of trust, relationships and long term commitment that have defined its journey.



ADVOCATE DR. SUDHINDRA BHAT

Leading Law Into the Future

Dr. Sudhindra Bhat is taking a strategic, technology-aware and people-centric approach to legal practice in a rapidly evolving business environment.

Legal matter rarely exists in isolation. A regulatory question can affect a company's reputation. A compliance decision can influence its future exposure. A dispute can have implications far beyond the courtroom. In such an environment, the lawyer's role is steadily moving from that of a specialist who interprets the law to a trusted advisor who helps organisations navigate uncertainty.

It is a shift that resonates strongly with Advocate Dr. Sudhindra Bhat. His professional philosophy is rooted in the belief that legal expertise must be accompanied by judgement, curiosity and an ability to anticipate change. Rather than viewing experience as an endpoint, he sees it as a platform from which to keep learning and reassessing how the profession can respond to new challenges.

That mindset has shaped the way he approaches client relationships at SS Law. The objective is not simply to provide an answer to a legal question. It is to understand the circumstances behind the question, identify risks before they become larger problems and give clients the clarity required to make informed decisions. Responsiveness and trust therefore become as important as technical expertise.

The distinction becomes particularly important when dealing with sensitive areas such as anti-corruption law and white-collar crime. SS Law combines

advisory and compliance work with consultancy, training, investigative services and litigation support. In these areas, the consequences of an error can be significant, making discretion, judgement and a measured assessment of risk essential components of effective legal counsel.

But the bigger transformation taking place is within the profession itself. Technology is altering how legal services are delivered, while clients increasingly expect transparency, accessibility and specialised knowledge. Dr. Bhat's response has been to embrace innovation without losing sight of the ethical foundations on which the profession depends.

For him, however, progress cannot be measured only through technology or professional growth. His support for pro bono initiatives and improved access to justice reflects a wider view of what it means to lead in the legal profession. The lawyer's responsibility, in this context, extends beyond the interests of an individual client to the credibility and accessibility of the profession itself.

The same thinking extends inside SS Law. Client Happiness, Employee Happiness and Trust are positioned as core values, reflecting Dr. Bhat's belief that the quality of an organisation ultimately depends on its people. Professional development, recognition

and meaningful participation are therefore not peripheral considerations but part of building an institution capable of delivering sustained excellence.

The emerging model of legal leadership is consequently less about occupying a position and more about creating confidence. It requires the discipline to understand the law, the foresight to recognise what is changing and the empathy to understand the people affected by those changes.

Dr. Bhat's journey reflects that evolution. His approach suggests that the lawyer of tomorrow will not simply be measured by the cases won or opinions delivered, but by the ability to anticipate, advise and lead with purpose. In an increasingly uncertain world, that may be the most valuable form of legal expertise of all.



As the legal landscape becomes more complex, Dr. Sudhindra Bhat is building an approach to practice that looks beyond the immediate question to the larger risks, decisions and opportunities that lie ahead.

From ₹35,000 to a Global Pharmaceutical Enterprise: Dr. Satish Wagh's Blueprint for Sustainable Growth

The Founder and Executive Chairman of Supriya Lifescience on building a global business from the ground up, staying committed to integrity, investing in innovation and creating long-term value.



DR. SATISH WAGH, Founder and Executive Chairman of Supriya Lifescience

INTRODUCTION

In 1987, Dr. Satish Waman Wagh began his entrepreneurial journey with ₹35,000 and a small manufacturing facility in Lote Parshuram MIDC, Ratnagiri. A first-generation entrepreneur, he initially ventured into textile auxiliaries before moving into pharmaceuticals in 1991. Over nearly four decades, that modest beginning has evolved into Supriya Lifescience Ltd., a global pharmaceutical enterprise with 48 products and exports to 120 countries. For Dr. Wagh, however, the journey is defined less by the scale achieved and more by the principles that have guided its growth—strong fundamentals, integrity, research-led innovation and responsible capital allocation.

BUILDING FROM THE GROUND UP

The early years of entrepreneurship taught Dr. Wagh the importance of resourcefulness and discipline. Starting with limited capital meant every investment had to contribute directly to building the business.

"I am a first-generation entrepreneur," he says, reflecting on those beginnings. The initial facility was established by carefully allocating the ₹35,000 towards land, construction and machinery.

His first venture was in textile auxiliaries, but long payment cycles eventually prompted a shift towards pharmaceuticals. With the guidance of experienced professionals and academics, he entered the pharmaceutical industry in 1991, initially manufacturing anti-anaesthetic and antihistamine products.

The business gradually expanded into a portfolio of 48 products and international markets spanning 120 countries.

THINKING GLOBAL, MANUFACTURING IN INDIA

Global competitiveness has remained central to Supriya Lifescience's strategy. Dr. Wagh believes Indian pharmaceutical companies can compete internationally by developing deeper manufacturing capabilities and reducing dependence on imported intermediates.

"Every step to be done in the plant so that you don't buy any intermediate anything from China," he explains, describing the company's approach to greater manufacturing self-reliance.

This philosophy has been complemented by a strong focus on research and development. Dr. Wagh believes businesses must be willing to invest today for advantages that may emerge several years later.

"If I want to do any product from basic, it may take two or three years. But sincerely speaking, three years development will give me a lead for many years," he says.

INTEGRITY AT THE CORE

For Dr. Wagh, sustainable growth is inseparable from integrity. One example he highlights is Supriya Lifescience's approach before its public issue, when the company cleared ₹118 crore of funded and non-funded bank liabilities before going public.

His philosophy is that the resources entrusted to a company should primarily

be used to strengthen the enterprise and create long-term value.

"We believe in long-term deliveries, integrity and we are a research-driven company," he says.

This approach extends to capital allocation. Dr. Wagh believes entrepreneurs have a responsibility to distinguish between personal expenditure and corporate resources, ensuring that company funds are deployed towards business growth rather than unnecessary expenses.

GROWTH THAT CREATES VALUE

For Dr. Wagh, entrepreneurship also carries a broader responsibility. His association with India's export ecosystem through CHEMEXCIL reflects his interest in strengthening the country's presence in international markets. He has been associated with the organisation for more than two decades.

His message to aspiring entrepreneurs is rooted in patience. Having spent four decades building his enterprise, he cautions against expecting instant success.

"One night you cannot become a multimillionaire," he says. "It took 40 years of my life."

For Dr. Wagh, the entrepreneurial journey is ultimately about building patiently, investing in the future and remaining true to one's fundamentals. From ₹35,000 to a global pharmaceutical enterprise, his story illustrates how sustainable scale can emerge when growth is anchored in integrity, innovation and disciplined execution.