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## ***Dr. Sujit Paul***

*Group CEO  
Zota Healthcare Ltd.*

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TO DEMOCRATISE  
HEALTHCARE**

*Driving a new era of accessible,  
affordable, and ethical healthcare  
through Zota Healthcare  
and Davaindia*

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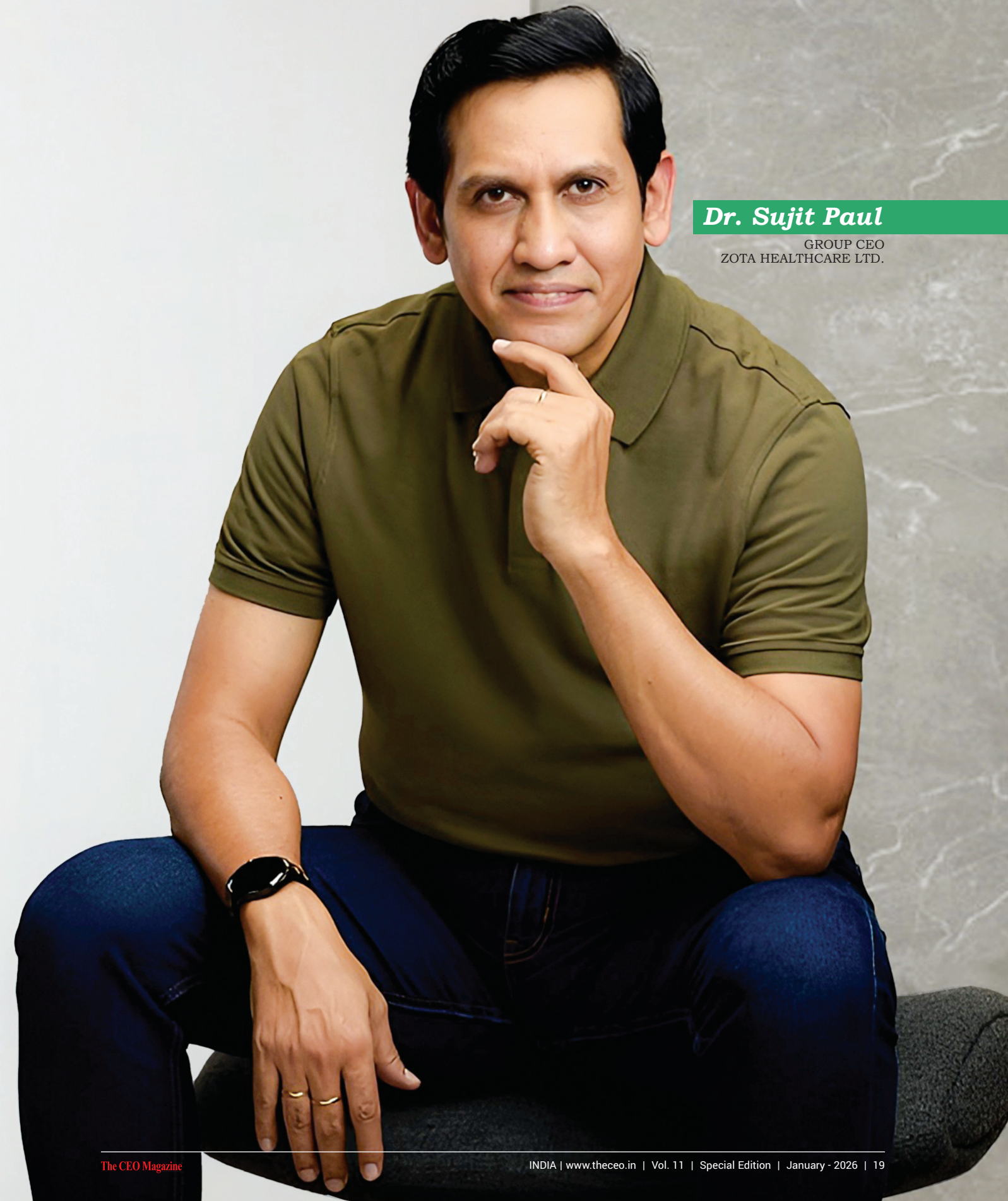
Shweta Singh | The CEO Magazine

**H**ealthcare is often described as both a science and an art, an intricate balance of medical knowledge, human empathy, and organisational skill. Yet, in India, this balance remains one of the nation's greatest challenges. In a country where hospitals overflow, clinics struggle for resources, and essential medicines remain out of reach for many, healthcare becomes a mirror reflecting the nation's inequalities and aspirations.

Behind every reform, innovation, or breakthrough stands a leader who dares to see healthcare not as a privilege but as a necessity. Among those who have taken this calling to heart is **Dr. Sujit Paul**, a leader who has dedicated his life to reimagining how healthcare reaches people. As the **Group CEO of Zota Healthcare Ltd.**, Dr. Paul has redefined how India thinks about accessibility, affordability, and innovation in healthcare. Under his leadership, Zota has emerged as a symbol of what's possible when business success aligns with social responsibility, when healthcare becomes not a privilege, but a promise.

**Dr. Sujit Paul**

GROUP CEO  
ZOTA HEALTHCARE LTD.



### The Making of a Visionary

Dr. Sujit Paul's story begins in the bustling, often chaotic streets of Kolkata. Born into a middle-class family, Dr. Sujit's early years were marked by both love and struggle. Unlike many who grow up sheltered from the harsh realities of the world, he saw them firsthand. From a young age, he witnessed families, including his own, grapple with the lack of access to basic healthcare. Hospitals were overcrowded, clinics understaffed, and medications were often too expensive for the average household.

One memory that stayed with him was seeing parents forced to make impossible choices, to choose between medicine for a sick child or the everyday necessities of life. Growing up in Kolkata, Dr. Sujit saw the gaps in India's healthcare system not only as inefficiencies but also as a moral challenge. These formative experiences gave birth to the question that would define his life's work: Why should healthcare be a privilege when it is a basic necessity?

At Don Bosco High School, Dr. Sujit's natural curiosity and drive set him apart. He was always one of the top students, excelling not just in academics but also in his relentless questioning of the world around him. In science, he was fascinated by the mechanics of the human body and the intricate ways medicines interacted with biological systems. His deep interest in biology would later guide him through the complexities of healthcare management. But it wasn't just his academic prowess that stood out; Dr. Sujit's leadership qualities began to emerge in high school as well. Whether organising student events or helping his peers with their studies, he displayed an early understanding of the importance of both collaboration and leadership in achieving shared goals.

This sense of leadership would continue to grow as he pursued higher education at Calcutta University, where his academic path was further solidified. It was here that Dr. Sujit began to see healthcare not just as a field of medicine but as a multifaceted system influenced by economics, policy, and infrastructure. As he studied pharmacology, he also explored case studies on how distribution bottlenecks in India meant that essential medicines rarely made it to rural areas. He realised that producing medicines alone was not enough; they had to be delivered efficiently, affordably, and reliably.

His time at Calcutta University also exposed him to India's larger healthcare challenges, from maternal mortality to malnutrition, and the stark disparities in access to healthcare. Rather than discouraging him, these realities fuelled his resolve. By the time he completed his undergraduate education, Dr. Sujit knew that knowledge of medicine alone would not solve India's healthcare crisis. "It became clear to me that India required leaders who could bridge the gap

between science and management. Those who could innovate not only in the laboratory but also in the boardrooms and beyond," Dr. Paul reflects.

With this vision in mind, Dr. Sujit pursued further studies in Healthcare Administration and Business Management at IMT Ghaziabad, one of India's premier business schools. There, he gained the knowledge and skills necessary to complement his medical understanding with business strategy. For Dr. Sujit, every subject, from supply chain management to leadership theory, was filtered through a single lens: How can this be applied to healthcare?

It was at IMT that Dr. Sujit began to refine the core philosophy that would guide him throughout his career. He recognised that true healthcare innovation requires not just technical expertise but an entrepreneurial mindset, a willingness to challenge the status quo, and a drive to create solutions that are both practical and transformative. By the time he graduated, Dr. Sujit had already crafted a blueprint for his career, a vision where healthcare was affordable, accessible, and driven by innovation.

### Three Pillars of Healthcare

Dr. Sujit Paul's approach to healthcare is grounded in three essential pillars: affordability, accessibility, and innovation.

“Medicines must be affordable for all, healthcare infrastructure must go beyond cities, and innovation should always be sustainable and scalable.”

What began as a resolve in the narrow lanes of Kolkata evolved into a defined mission: to merge science with strategy, empathy with execution, and medicine with management. Today, as Group CEO of Zota Healthcare Ltd. and visionary behind Davaindia Generic Pharmacy, Dr. Paul remains committed to transforming healthcare delivery across India.

### From Learning to Leading

Unlike many who enter healthcare for profit or prestige, Dr. Sujit Paul entered it with purpose. Where others saw medicine as science alone, he saw a system



that needed holistic reform. Armed with both medical understanding and managerial expertise, he entered the professional world with a clear vision to transform India's healthcare delivery system.

Early in his career, he held senior positions across sectors that allowed him to bridge operational excellence with customer-focused innovation. At Reliance Pharma Retail, he played a pivotal role in formulating and executing large-scale retail expansion strategies, making healthcare products more accessible to consumers. His tenure at Apollo Pharmacy was equally transformative, focusing on scaling operations, standardising services, and ensuring consistent quality across all outlets. These experiences helped him understand the nuances of retail management while keeping the end consumer, the patient, at the heart of every decision.

Before Zota, Dr. Paul's leadership extended beyond pharmaceuticals into consumer goods and healthcare delivery. His roles at Asian Paints, Bata, Kodak, Columbia Asia Hospitals, and Trust Pharmacy provided exposure to diverse business models and customer engagement strategies. At each organisation, he left a measurable mark by optimising supply chains, implementing operational efficiencies, and introducing innovative service models. When Dr. Paul assumed charge at Zota, he brought with him a vision that transcended conventional corporate goals.

### The Human Side of Leadership

Dr. Sujit Paul's leadership has earned recognition across global healthcare circles. He has been named among the "100 Top Global Leaders" by Asia One, one of the "Top

10 CEOs in Healthcare" by CEO Insights, and honoured as India's Impactful CEO by Times Now. Elets Techno-media titled him Innovative Visionary & Leading Healthcare CEO, while BARC Asia ranked him Industry No. 1 CEO in Pharma Retail, and Money Control listed him among India's Top 15 Promising Leaders.

Beyond awards, Dr. Paul's voice has resonated through thought leadership and public engagement. He has delivered keynotes at leading forums, including the Economic Times Healthcare Leaders Summit, Retail Technology Conclave, and Elets India CX Summit, and inspired audiences through TEDx talks on empathy, innovation, and responsible leadership. His presence in in-flight magazines Air India, Vistara, SpiceJet, and Indigo has further amplified his message to global audiences.

For Dr. Paul, leadership is about building people and systems as much as businesses. His philosophy of combining efficiency with empathy and strategy with purpose has shaped not just Zota's growth but also influenced the wider healthcare ecosystem. Through vision, mentorship, and innovation, he continues to redefine leadership in healthcare, proving that true impact lies not only in success achieved but also in lives transformed and legacies built. Employees often describe him not as a traditional CEO, but as a mentor, someone who listens, nurtures talent, and builds collaboration across all levels. His dedication to innovation ensures that Zota remains adaptive and forward-looking, ready to meet evolving healthcare challenges. And his insistence on human-centric leadership ensures that growth never comes at the expense of empathy or ethical responsibility. Throughout his career, Dr. Paul

has consistently demonstrated that success in healthcare requires more than expertise in medicine or business alone. It demands an integrative approach—one that combines operational efficiency with compassion, analytics with intuition, and leadership with service. This philosophy has not only shaped Zota Healthcare into a leader in the industry but has also influenced the broader healthcare ecosystem in India, inspiring professionals and organisations to adopt more holistic, patient-centred strategies.

### Zota Healthcare: Innovation as a Way of Life

Under Dr. Sujit Paul's leadership, Zota Healthcare Ltd. has evolved into a model of innovation and transformation within India's pharmaceutical sector. "My focus has always been on accessibility, affordability, and uncompromising quality. "Profit is simply the outcome of purpose well served," shares Dr. Paul. He has built not just a pharmaceutical company but a movement redefining how healthcare reaches people across India.

One of Zota's major milestones under Dr. Paul has been the development of a novel drug delivery system that improved medication efficacy while reducing side effects. This breakthrough reflected the company's commitment to scientific innovation and patient safety, marking its determination to go beyond incremental progress and lead in scientific advancement.

Recognising that India's healthcare challenges were not just scientific but systemic, Dr. Paul drove a comprehensive expansion strategy to strengthen distribution and accessibility. Zota's logistics network was redesigned to overcome the difficulties of reaching remote regions and underserved communities, creating one of the most reliable healthcare supply chains in the country.

Alongside expansion, he introduced a bold diversification plan, broadening Zota's portfolio into nutraceuticals, medical devices, over-the-counter products, and digital health solutions. This move reflected a holistic vision that extended beyond treatment to prevention and wellness.

Technology soon became the backbone of this transformation. Under Dr. Paul, Zota integrated artificial intelligence and machine learning into its supply chain operations, using predictive systems to forecast demand, optimise inventory, and reduce waste. These efficiencies helped sustain the company's affordability mission while maintaining operational excellence. To nurture innovation at every level, he launched initiatives like the Zota Healthcare Research Grant, supporting young researchers working on real-world health challenges. By investing in emerging talent, Zota has built an ecosystem where fresh ideas can grow into practical solutions. Through scientific

advancement, sustainability, and a people-first approach, the company has become a transformative force in Indian healthcare, redefining what it means to lead with both purpose and innovation.

### Davaindia Generic Pharmacy: A Healthcare Revolution

If Zota Healthcare Ltd. represents the brain of the organisation, Davaindia Generic Pharmacy is its beating heart. Launched in 2017 under the leadership of Dr. Sujit Paul, Davaindia was built on a simple yet powerful idea: that high-quality medicines need not be expensive to be effective.

For years, generics struggled with a reputation of being less effective than branded alternatives. Davaindia changed this narrative by proving that strict quality control and affordability could coexist. Every stage from raw material sourcing to manufacturing, packaging, and distribution was subjected to rigorous checks and the results were remarkable. In just a few years, Davaindia grew into one of India's largest pharmacy chains, with over 2000+ outlets nationwide. Its company-owned, company-operated (COCO) model ensured uniform pricing, consistent service, and dependable product quality across locations. Whether in a metro city or a small town in Bihar, customers could count on the same professional experience and transparent pricing.

Davaindia's portfolio extends beyond generic medicines to include OTC products, Ayurvedic formulations, nutraceuticals, fitness supplements, surgical essentials, cosmetics, and Khadi India products. This diversity has made Davaindia a one-stop destination for health and wellness.

To further enhance accessibility, Davaindia launched its e-commerce platform, integrating physical and digital channels. This omni-channel model proved invaluable during the pandemic, ensuring uninterrupted access to healthcare and extending its reach into rural and semi-urban India.

The company's commitment and innovation have earned widespread recognition, including honours such as Pharmacy Retailer of the Year (IREC), Prestigious Brand in Retail Pharmacy (BARC Asia), and Best Organisation for Innovation (ET Now). But perhaps its greatest achievement lies in reshaping India's perception of generic medicines, transforming them from low-cost alternatives into trusted, effective healthcare solutions. As the retail arm of Zota Healthcare Ltd., Davaindia reflects the same philosophy of innovation, excellence, and social responsibility, making quality medicines accessible to millions.

### A Legacy of Social Responsibility

For Dr. Sujit Paul, healthcare leadership goes beyond business success to include social responsibility and community impact. At Zota Healthcare and Davaindia Generic



Pharmacy, corporate social responsibility (CSR) is deeply embedded in their operations. Both companies regularly organise free health camps, providing essential healthcare services to underserved communities. These initiatives offer medical check-ups, consultations, and medicines to thousands who would otherwise lack access to such care.

In addition, educational programmes on hygiene, nutrition, and disease prevention are conducted, particularly for schoolchildren and young adults. By focusing on prevention, these efforts help create healthier, more informed generations.

Sustainability is also a core focus. Zota has adopted green technologies in its manufacturing, reducing carbon emissions, while Davaindia engages in community-centric initiatives like Project Sanjeevani, #Change, and #CareForAll to promote affordable healthcare solutions. "These efforts are not philanthropy," says Dr. Paul.

**“ I firmly believe businesses have a moral duty to contribute to the societies they serve.”**

### The Road Ahead: The Future of Zota and Davaindia

Looking forward, Dr. Paul's vision for Zota Healthcare and Davaindia is both innovative and patient-centric. A key focus is personalised medicine, with investments in genomics and proteomics to tailor treatments to individual genetic profiles. Zota is also exploring 3D printing of pharmaceuticals, which could revolutionise drug doses and distribution. Artificial intelligence (AI) is another frontier, enabling AI-powered predictive healthcare, personalised treatment plans, and early detection. Partnerships with governments and healthcare providers will integrate affordable solutions into national healthcare systems, ensuring quality care is accessible worldwide.

### Leading with Purpose

Dr. Sujit Paul has built a culture of innovation within Zota Healthcare and Davaindia where creativity and purpose go hand in hand. Employees are encouraged to think freely, challenge norms, and develop solutions that directly improve patient care. This approach has created a continuous, purpose-driven cycle of innovation, keeping both organisations at the forefront of healthcare advancement.

As he often says, "Our vision is to transform healthcare and enhance the quality of life for millions of people." Under his guidance, every breakthrough and initiative reflects this commitment. Today, Zota and Davaindia stand not merely as healthcare companies but as transformative institutions, driven by empathy, guided by innovation, and defined by a purpose that extends far beyond profit.