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Chandrika Raina

Building the Strategic Infrastructure
for Global Business Excellence

INDIA'S
EMERGING
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2026



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Chandrika Raina

Building the Strategic
Infrastructure
for Global Business
Excellence

Shweta Singh | The CEO Magazine

Effective leaders do not begin by trying to prove they belong. They begin by recognising what is broken and taking responsibility for fixing it. In boardrooms where accountability is uneven and potential is routinely underestimated, leadership demands precision, preparation, and the resolve to act without permission.

This philosophy shapes the leadership of Chandrika Raina, whose career has been defined by raising standards, building credibility through results, and choosing substance over validation. It is an approach that has guided her decisions across roles, markets, and moments of scale.

Today, she serves as the Chief Executive Officer of Apex Sourcing & Info Services Pvt. Ltd., a globally oriented organisation headquartered in New Delhi, leading international operations and managing complex business functions for clients in the United States.



**Chandrika
Raina**

CEO - Apex Sourcing
& Info Services
Pvt. Ltd.

Apex Sourcing & Info Services: A Full-Spectrum Service Engine

Apex Sourcing & Info Services Pvt Ltd was founded in 2016 by Chandrika with the intent of building a reliable operations partner for global businesses. Headquartered in New Delhi, the organisation supports international clients, primarily in the United States, by leading and managing multinational operations that require precision, compliance, and consistency. Its mission is to deliver strategic, compliant, and scalable business solutions that enable sustained global growth for both clients and the organisation.

From its early years, the company has focused on strengthening the operational backbone of growing organisations. Its work spans multiple domains, helping clients streamline processes, optimise resources, and manage scale without compromising on control or quality. This approach reflects the company's long-term vision of growing into a globally influential enterprise, recognised for executive leadership, strong operational governance, and the effective management of international business functions.

Today, Apex operates across a wide range of services, including payroll processing, revenue operations and billing support, resource optimisation, documentation and transcription, financial and accounting services, IT helpdesk support, staffing, digital marketing, and website development. With a team of over 125

professionals, the organisation functions largely behind the scenes, enabling clients to focus on strategy while day-to-day operations are managed with discipline and care.

The Making of a Leader

Chandrika grew up in an environment where discipline, self-reliance, and performance were valued over comfort. From an early age, she was encouraged to think independently, take responsibility for outcomes, and support decisions with action. These early expectations shaped how she approaches leadership today: clear-eyed, accountable, and focused on delivering results rather than seeking reassurance. Her academic journey further strengthened this foundation by adding structure and strategic rigour. It trained her to analyse problems deeply, question assumptions, and make decisions in complex and high-pressure situations. During this period, she also began taking on leadership roles early in her career, often in spaces where women were not the default choice. These experiences demanded preparation and consistency, shaping her resilience and confidence and reinforcing an ability to lead with authority earned through action.

Over time, she learned that leadership is not conferred by title or circumstance but earned through showing up, setting direction, and delivering impact consistently. As she often says, "Leadership is not



about visibility; it's about responsibility – and the courage to build something that endures."

This belief also shaped her decision to build a career and a venture of her own. Chandrika was not driven by the idea of becoming a woman leader but by what she observed early in her career – decisions taken without accountability, capable talent being underestimated, and value left unrealised. She wanted to lead with clarity, discipline, and outcomes, not permission. Entrepreneurship offered her both the freedom to set higher standards and the responsibility to stand by them.

Being a woman in that journey sharpened her approach rather than defining it. It required her to be consistently prepared, precise in decision-making, and steady under scrutiny. Over time, she learned to let results speak louder than stereotypes, using performance as the clearest measure of leadership. Leadership, for her, was never about proving belonging but about building something that proved its own necessity.

Overcoming Structural Realities

As a woman in leadership, Chandrika has faced biases that questioned her authority, organisational structures that slowed her influence, and professional environments that often underestimated ambition. She responded by focusing on outcomes, delivering results that spoke louder than assumptions, building networks of allies, and creating pathways for others to grow and lead. Over time, she came to see leadership not only

as breaking barriers but as reshaping spaces so more people can succeed.

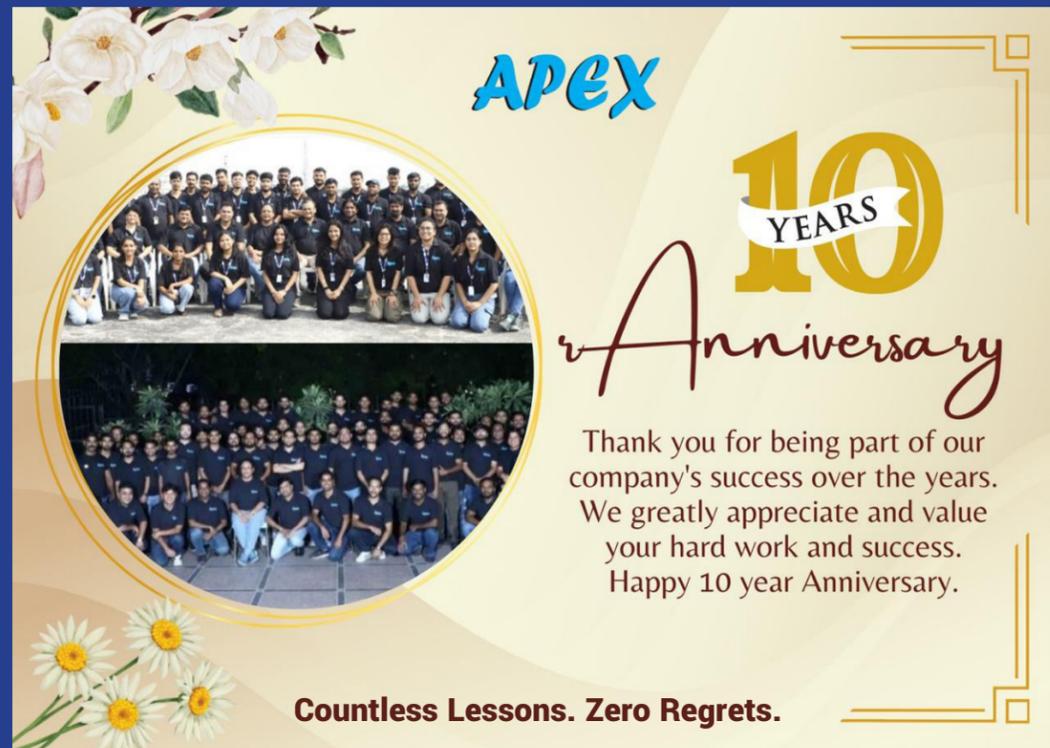
These experiences gradually reshaped her leadership philosophy. In the early years, the focus was on managing performance and execution. But in a post-pandemic, technology-driven, and constantly shifting business environment, that focus moved towards building resilience – within teams, systems, and decision-making. "Certainty is overrated, but clarity is non-negotiable," Chandrika reflects.

Built for Scale and People

In an increasingly competitive landscape, Apex Sourcing & Info Services has focused on clarity, accountability, and execution as its core strengths. As a woman-led enterprise, the organisation combines strategic rigour with fearless execution, choosing to shape change rather than simply respond to it.

This thinking is reflected in how the organisation builds and develops its teams. Hiring focuses on potential, curiosity, and values, rather than skills alone. Leadership development happens through mentorship, stretch roles, and visible growth opportunities that prepare individuals, especially women and under-represented talent, for greater responsibility.

Retention, in turn, is shaped by culture. Recognition, psychological safety, and a sense of shared progress are treated as essential, creating an environment where



A Decade of Apex Ten Years of Building with Purpose

A decade ago, Apex was founded on a clear conviction: lasting excellence is created through culture, not isolated achievements. What began as a focused vision has steadily evolved into a people-led organisation driven by purpose, accountability, and consistent performance.

Over the years, the company has grown in capability and confidence, adapting to changing markets, advancing technologies, and shifting global demands. At the centre of that progress has been a team that values ownership, collaboration, and the discipline to deliver. Leaders have shaped direction with empathy and clarity, while teams have worked across functions and geographies to uphold shared standards of quality and reliability.

For Apex, excellence has never been limited to outcomes alone. It is reflected in raising expectations even in moments of success, prioritising trust over immediacy, and investing in people as intentionally as in business

performance. The culture encourages ideas, welcomes diverse perspectives, and builds confidence through responsibility.

Ten years on, the organisation stands not only as a service partner but as a community strengthened by resilience, inclusion, and continuous learning. Each milestone carries the effort of individuals who contributed quietly and consistently, shaping the foundation that exists today.

This milestone is both a celebration and a moment of reflection — a recognition of the teams, partners, and clients whose belief and commitment helped define the journey. It also signals the path ahead: one that calls for greater agility, innovation, and collaboration as the organisation scales further.

A decade of Apex represents more than time passed. It reflects trust built over years, talent developed with intent, and standards that continue to rise — laying the groundwork for what comes next.



people see themselves reflected in success and are encouraged to grow within the organisation.

Shaping the Future

As the organisation continues to grow, Chandrika remains focused on building an organisation that stays relevant in a future shaped by technology, changing markets, and new expectations from leadership. She keeps pace with industry shifts by combining curiosity with action — tracking trends, learning from global leaders, and adopting technologies that strengthen how the organisation operates. Internally, she encourages experimentation and continuous learning, with the aim not just to respond to disruption but to shape it.

A key priority today is driving a transformation that makes the organisation more digitally agile, innovation-led, and inclusive at every level. The effort is centred on scaling with technology while also creating stronger leadership pathways for women and under-represented talent, ensuring growth is both structural and human.

“SUCCESS IN 2026 IS BREAKING BARRIERS, SCALING IMPACT, AND BUILDING A LEGACY WHERE OTHERS RISE WITH YOU.”
-CHANDRIKA

Over the next three to five years, she sees both herself and the organisation leading with greater impact, empowering diverse talent and setting a stronger standard for bold, inclusive leadership.

The Power of Collective Growth

As her journey progressed, Chandrika found that growth as a leader was shaped not only by experience but also by the people and communities around her. Mentors challenged her thinking at key moments, peers offered perspective during decision-making, and professional communities provided both inspiration and accountability. These interactions reinforced her belief that leadership develops through shared learning and collective progress.

She has also drawn inspiration from women leaders who have shaped business and leadership thinking across industries. Figures such as Indra Nooyi, Sheryl Sandberg, and Kiran Mazumdar-Shaw stand out for the way they led with conviction while creating pathways for others. Their journeys, marked by resilience and clarity of vision, continue to reinforce her belief that leadership is defined not only by decisions made but by the space created for others to grow. As she puts it, “Leadership isn’t solo; it thrives when you rise with others.”

Leadership Mantra

For Chandrika, leadership is shaped as much by action as by intent. She believes many aspiring entrepreneurs and first-time leaders hesitate while waiting for the right moment or complete confidence, when in reality both are built through experience. Advising aspiring entrepreneurs, she shares, “Stop waiting to feel ready. Confidence is built by doing, not by permission. Claim your seat at the table early, and if there isn’t one, build it.”

“The future belongs to leaders who think long-term, act decisively, and aren’t afraid to challenge the status quo. Everything else is noise,” Chandrika concludes. ■