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Spotlight



SUMAN S. ROY
 Director of Marketing and Strategic Growth - Synergy MarCom

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Engineering Strategic Brand Experiences Through Structure, Innovation, and Scalable Execution

Shweta Singh | The CEO Magazine

As experiential marketing becomes an increasingly important driver of brand visibility and engagement, organisations are looking beyond traditional activations toward structured brand environments that deliver measurable impact. In a space often defined by fragmented execution and price-driven competition, the ability to combine creativity with operational discipline is emerging as a critical differentiator.

At the forefront of this evolving landscape is Suman S. Roy, Director of Marketing and Strategic Growth at Synergy MarCom, a Mumbai-headquartered brand experience organisation operating across India. Supported by a core team of professionals and an extensive vendor ecosystem spanning more than 40 cities, the company delivers integrated solutions across exhibitions, retail rollouts, and experiential platforms for a diverse range of industries.

Under Roy's leadership, Synergy MarCom has focused on building structured systems, scalable processes, and technology-driven capabilities designed to transform experiential marketing into a strategic growth engine for modern brands.

The Corporate Marketing Blueprint

Roy's professional journey began in the corporate marketing ecosystem, where he gained valuable exposure working with established organisations, including the Aditya Birla Group and other leading enterprises. Those early roles introduced him to

structured brand management, strategic planning, and performance-driven marketing frameworks used by large organisations.

While working within the corporate landscape, Roy observed a recurring pattern across industries. Companies were investing significantly in exhibitions, retail activations, and on-ground marketing initiatives, yet many struggled to translate these activities into measurable business growth. The gap between creative execution and structured marketing outcomes became increasingly evident. Alongside his corporate exposure, Roy developed a reputation for conceptualising unconventional marketing solutions. During his work with Radio Mirchi, he helped develop innovative experiential campaigns designed to engage youth audiences with new music formats in immersive ways. By combining technology-driven engagement, motion-based storytelling, and strong creative concepts, these campaigns enhanced audience participation and brand recall.

Experiences like these reinforced a critical insight: creativity alone does not guarantee results. For marketing to create real value, it must be supported by strategy, systems, and disciplined execution. That belief would eventually shape Roy's entrepreneurial direction.

Defining Moments that Shaped His Leadership

Several milestones across Roy's career played a defining role in shaping his leadership outlook. One of the most significant experiences came during the COVID-19

pandemic while working closely with Thyrocare Technologies Ltd. Through strategic marketing initiatives and strong operational coordination, Roy helped scale COVID testing services across India. The initiative facilitated more than 1.5 million tests nationwide during a critical period, contributing to revenue exceeding INR 450 crore.

Earlier in his career, Roy's association with Radio City 91.1 FM demonstrated his ability to build scalable intellectual properties. He conceptualised and executed high-impact initiatives such as the Gully Premier League and Super Singer. The first season of the Gully Premier League attracted over 7,000 team registrations across seven cities, generating substantial audience engagement while creating advertising revenue streams that continued for several years.

Roy also played an instrumental role in shaping the early digital content strategy for Mirchi 98.3 FM at a time when digital expansion was gaining momentum in the media industry. By leading integrated campaigns for film promotions and branded content, he helped drive a 150 percent increase in YouTube subscribers, eventually surpassing seven million subscribers across channels. This expansion enabled licensing opportunities with OTT platforms, contributing to new revenue streams for the organisation. Across industries such as healthcare, media, and entertainment, these experiences strengthened Roy's belief that innovation must be scalable, measurable, and commercially sustainable.

The Evolution of Synergy MarCom

In 2011, Roy founded Synergy MarCom with the goal of creating more than a conventional fabrication or activation agency. His vision was to build a structured brand experience organisation capable of combining design thinking, operational efficiency, and measurable outcomes.

During its early years, the company focused on experiential marketing campaigns and on-ground activations that helped brands engage audiences directly. As the organisation grew, Roy recognised a core strength emerging within the team: the ability to conceptualise immersive brand environments through design and spatial storytelling. Clients increasingly began relying on Synergy MarCom not only for execution but also for booth design, visitor flow planning, and integrated brand storytelling within exhibition spaces. Recognising this opportunity, the company strategically invested in infrastructure, design talent, and fabrication capabilities. This transformation allowed Synergy MarCom to evolve into an integrated marketing and communications firm

delivering services across exhibition stall design and fabrication, 3D concept visualisation, retail activation campaigns, corporate events, and product launches. Through these services, the company helps clients strengthen brand recall, optimise cost per square foot planning, enhance visitor engagement, and ensure structured execution from concept to dismantling, delivering measurable value across exhibitions and experiential platforms.

Today, the organisation operates across major Indian markets, including Mumbai, Delhi NCR, Ahmedabad, Bengaluru, Chennai, Hyderabad, Pune, and Cochin. A core team of professionals is supported by an extensive vendor and execution network spanning more than 40 cities across India, enabling the company to deliver projects with consistency and scale.

The Strategy-First Advantage

In an industry often characterised by fragmented operations and price-driven competition, Synergy MarCom has built its reputation on reliability, predictability and structured execution. Roy emphasises a strategy-first approach to brand experiences. Every design decision is aligned with brand positioning, audience engagement goals, and measurable business objectives. Another key differentiator lies in the company's element-wise cost transparency. By offering clear budgeting structures and resource allocation visibility, Synergy MarCom enables clients to make informed decisions while maintaining financial accountability throughout the project lifecycle.

The organisation has also developed structured standard operating procedures that guide project execution across cities. These systems ensure consistency in quality, timelines, and cost management regardless of location. Over the years, Synergy MarCom has partnered with prominent brands such as Sugar Cosmetics, Gulf, Wegofin, Salasar Techno, Godrej, TP-Link, and ASUS across exhibitions, retail environments, and experiential marketing platforms.

"We do not position ourselves as execution vendors. We position ourselves as long-term growth partners who understand both creativity and commercial performance," Roy explains.

Growth, Milestones, and Organisational Expansion

Since its inception, Synergy MarCom has achieved several milestones reflecting steady and structured growth. The company has executed large-format exhibition installations across major trade platforms in India, delivering complex projects across multiple

geographies. Its multi-city retail branding initiatives have strengthened brand visibility for several national and international companies. Another defining milestone has been the development of a structured vendor intelligence ecosystem across more than 40 cities. This network enables the company to maintain quality standards, cost control, and operational efficiency while scaling its services.

Equally important has been the company's evolution from a fabrication-focused business into a fully integrated marketing and communications structure. By combining experiential marketing, retail rollouts, exhibitions, and event solutions within one strategic framework, Synergy MarCom has strengthened its positioning as a long-term brand experience partner.

Building High-Impact Teams

At Synergy MarCom, talent development is anchored in three pillars: exposure, accountability, and progression. Team members gain hands-on experience working with national brands and large-scale projects across multiple cities, allowing them to develop cross-functional expertise.

"Talent does not stay for salary alone. People stay where they see growth, clarity and purpose," Roy notes. Clear performance indicators, defined KRAs, and structured review systems help ensure that expectations remain transparent and measurable. He encourages team members to take ownership of projects, vendor relationships, and client communication, enabling them to understand both creative and commercial dimensions of the business. *"When talented individuals operate within strong processes, efficiency improves and organisations become more resilient,"* he reflects.

The Future of Experiential Marketing

The exhibition and experiential marketing industry is entering a phase of structural transformation driven by technology, sustainability, and measurable performance expectations. In the coming years, brands will demand stronger accountability from physical events, supported by data-driven lead tracking, CRM integration, and post-event analytics. Hybrid engagement formats will also become more prominent as exhibitions integrate digital amplification, real-time content capture, and social media engagement alongside physical installations.

Sustainability will play a larger role in booth design, with reusable modular structures and optimised material usage becoming competitive differentiators. At the same time, automation and artificial intelligence are expected to influence design, costing, and workflow management,

enabling faster proposal generation, predictive budgeting, and more efficient space planning.

"The future will belong to companies that combine creativity with discipline, technology with execution and ambition with financial clarity," Roy believes. The company is actively exploring the integration of design intelligence systems, automation tools, and AI-assisted workflows. Their vision includes developing an AI-enabled stall builder platform that streamlines design conceptualisation, proposal development, and cost estimation.

Leadership Mantra

Across his 22-year journey, Roy has developed a leadership philosophy rooted in discipline, financial clarity, and resilience. As he puts it, *"Discipline builds longevity. Creativity may win attention, but discipline sustains a business. Clear processes, financial clarity and consistent delivery are what create long-term trust."*

He also emphasises the importance of financial prudence, noting that *"cash flow is always more important than revenue. Growth without financial control creates instability, and sustainable expansion requires margin discipline."*

A mindset that has guided him through challenges is simple yet powerful: *"Some will, some won't – so what, next."* According to Roy, resilience and forward momentum are essential in a competitive industry where not every pitch converts.

For entrepreneurs entering experiential marketing, his advice is practical: *"Understand the business model before chasing the creative side. Learn costing, build strong relationships with vendors and clients, establish clear processes, and embrace technology early."*

Above all, he stresses persistence. *"Some projects will fail and some clients will walk away. The key is to keep learning and moving forward. Consistency and discipline are what build long-term success."*

Looking Ahead

As Synergy MarCom enters its next phase of growth, their focus remains on building a scalable organisation powered by systems, technology integration, and strategic partnerships.

Roy's long-term ambition is to help transform India's exhibition and experiential marketing ecosystem through structured innovation and measurable growth frameworks. *"The goal is to move from being an execution partner to becoming an industry benchmark,"* Roy concludes.