

FILLING UDAY KOTAK'S BIG SHOES

businessstoday.in

# Business Today

October 15, 2023 ₹200

On Stands | Online | On Air



bt



ISRO'S  
BUSINESS  
MODEL

SPACE

## India Inc.'s NEXT FRONTIER

CHANDRAYAAN-3'S SUCCESS HAS HIGHLIGHTED THE ROLE OF PRIVATE COMPANIES IN INDIA'S SPACE SECTOR. NOW, THESE COMPANIES, WHICH INCLUDE START-UPS AND LEGACY NAMES, ARE GETTING READY TO MAKE BIGGER BETS



INDIA  
TODAY

# BREAKING NEWS

JUST A TAP AWAY



DOWNLOAD THE APP NOW

AVAILABLE ON







# देश का नं. 1 हिंदी न्यूज ऐप

जुड़े रहिए हर खबर से,  
कहीं भी, कभी भी

अभी डाउनलोड करें

[aajtak.in/app](http://aajtak.in/app)

उपलब्ध है





# INVESTMENTS ARE SUBJECT TO CONFUSION NOT ANY MORE.



**EXPERIENCE**

**EXPERTISE**

**WITH THE ALL-IN-ONE APP**

**FOR INVESTORS**

**AND TRADERS.**



**₹20** per order for  
Equity, F&O, Currency  
& Commodity

Buy Stocks Pay Later  
with MTF at just

**12%**

**0** Zero AMC  
for First year

**0** Zero Account  
Opening Charges

**FREE In-House Research & Insights | Invest in MF, ETF & Global Markets**



[www.hdfcsky.com](http://www.hdfcsky.com)



Click. Invest. Grow.



**#ApneDumPeExpert**  
with **HDFC SKY Learn**

Investments in securities market are subject to market risks, read all the related documents carefully before investing. Registration granted by SEBI, membership of BASL (in case of IAs) and certification from NISM in no way guarantee performance of the intermediary or provide any assurance of returns to investors. Terms and conditions apply for ₹20/order. <https://hdfcsky.com/pricing>. Mutual fund investments are subject to market risks, read all scheme related documents carefully. Mutual Funds are not an approved product of the Exchanges and any dispute related to this will not be dealt at Exchange platform. Global Investing is not a Exchange traded product and all disputes related to the distribution activity of Global Investing will not have access to Exchange investor redressal forum or Arbitration mechanism <https://hdfcsky.com/global-investing-disclaimer>. The securities/etfs quoted are exemplary and are not recommendatory. Such representations are not indicative of future results. MTF is subject to the provisions of SEBI Circular CIR/MRD/DP/54/2017 dated June 13, 2017 and the terms and conditions mentioned in rights and obligations statement issued by HDFC Securities Ltd. Brokerage will not exceed the SEBI prescribed limit. Account would be opened after all procedure relating to IPV and client due diligence is completed.

SEBI Registration No: INZ000186937 (NSE, BSE, MSEI, MCX) | NSE Trading Member Code: 11094 | BSE Clearing Number: 393 | MSEI Trading Member Code: 30000 | MCX Member Code: 56015 | IN-DP-372-2018 (CDSL, NSDL) | CDSL DP ID: 12095000 | NSDL DP ID: IN304279 | AMFI Reg No: ARN -13549 | PFRDA Reg. No: POP 11092018 | IRDA Corporate Agent Licence No: CA0062 | Research Analyst Reg. No: INH000002475 | Investment Adviser: INA000011538-Type-Non Individual | Validity of Registration: Perpetual, Principal Officer. Registered Address: iThink Techno Campus, Building - B, Alpha, Office Floor 8, Near Kanjurmarg Station, Kanjurmarg (East), Mumbai - 400042 | Tel: 022-30753400 | Compliance Officer: Mr. Murli V Karkera | Ph: 022-3045 3600 | Email: [complianceofficer@hdfcsec.com](mailto:complianceofficer@hdfcsec.com) | Contact: 022-68494702 | Email: [investmentadvisers@hdfcsec.com](mailto:investmentadvisers@hdfcsec.com) | CIN: U67120MH2000PLC152193 | Disclaimer & SEBI Registration Details: <https://www.hdfcsky.com/disclaimer>.



# India Inc.'s Space Ambitions



**T**he success of India's ambitious Chandrayaan-3 mission to the moon—where the Vikram lander touched down near the lunar South Pole, making India the first country in the world to achieve this feat—has made the nation proud. The Chandrayaan mission's success has also rubbed off positively on around 400 private sector firms that have, over the years, formed part of the vendor ecosystem for the Indian Space Research Organisation (Isro), the agency that forms the core of India's space programmes. So much so, that legacy firms and start-ups are now busy readying plans for forays in the space sector across a range of activities. Large conglomerates like the House of Tata, Larsen & Toubro, the Godrej group and Walchandnagar Industries are in various stages of their forays in the space sector. And that's not all. As many as 150-odd spacetechnology start-ups are also vying for a piece of the space pie.

All this can only be good news for India's space ecosystem that, according to a study by consultancy Arthur D. Little, could potentially be worth \$40 billion by 2040, forecast to grow at a CAGR of 9.2 per cent to attain a 4 per cent global share by that time. The study adds that India can do even better and touch \$100 billion by that year, garnering a 10 per cent share of the global market. In our cover story, *Manish Pant* takes a deep dive into the massive ecosystem being created in the space sector, even as the next big mission, Gaganyaan, is being readied. Start-ups in the space sector are witnessing a rise in funding interest; 23 companies have expressed interest in developing Isro's Small Satellite Launch Vehicle (SSLV); and India's space agency has already transferred 19 active patents to the private sector. "Larger companies, which were primarily vendors to Isro, have now started warming up to the idea of investing in technology and making bigger bets. So many want to have access to making rockets," Pawan Goenka, Chairman of IN-SPACE, the body set up to promote the Indian space ecosystem, tells *BT*. We also take a look at the Isro model, with the organisation emerging not only as one of the most cost-effective agencies but also as a massive incubator of private space firms.

From space, it's back to earth where *Krishna Gopalan* brings you the story of Wipro Consumer, the lesser-known firm from the Wipro stable, which has now become a ₹10,000-crore fast-moving consumer goods company in its own right, beating even the likes of Marico on top line. Wipro Founder Azim Premji tells *BT* that the company has not just acquired brands; it has also successfully nurtured and grown them. Meanwhile, *Anand Adhikari* brings you the story of the winds of change blowing in one of the country's best-known private lenders—Kotak Mahindra Bank—where Founder Uday Kotak has just stepped down as MD & CEO. But the foundation Kotak has built over several years is solid, and the bank is now set to transform itself into a tech-led financial powerhouse. **BT**

*Sourav Majumdar*

sourav.majumdar@aajtak.com  
@TheSouravM

# Business Today

<http://www.businesstoday.in>

**Chairman & Editor-in-Chief:** Aroon Purie  
**Vice Chairperson:** Kalli Purie  
**Group Chief Executive Officer:** Dinesh Bhatia  
**Executive Director:** Rahul Kanwal  
**Chief Operating Officer:** Alok Nair

**Editor:** Sourav Majumdar  
**Group Creative Editor:** Nilanjan Das  
**Group Photo Editor:** Bandeep Singh

**Managing Editor, Business Today TV:** Siddharth Zarabi

**Managing Editor:** Anand Adhikari  
**Executive Editor:** Krishna Gopalan

**Senior Editor, BusinessToday.in:** Mukesh Adhikari

**CORRESPONDENTS**

**Economy Editor:** Surabhi  
**Senior Editors:** Neetu Chandra Sharma, Nidhi Singal  
**Editor (Money Today):** Teena Jain Kaushal  
**Senior Associate Editor:** Ashish Rukhaiyar  
**Associate Editor (Money Today):** Navneet Dubey  
**Senior Assistant Editor:** Binu Paul  
**Assistant Editors:** Arnab Dutta, Manish Pant, Prerna Lidhoo, Vidya S.  
**Senior Correspondent:** Bhavya Kaushal

**PRESENTER AND SENIOR EDITOR, BUSINESS TODAY TV:**  
Aabha Bakaya

**RESEARCH**

**Assistant Editor:** Rahul Oberoi  
**Principal Research Analyst:** Prince Tyagi

**COPY DESK**

**Senior Editor:** Abhik Sen  
**Senior Assistant Editors:** Shishir Kumar Behera, Vikram Gopal  
**Senior Sub Editor:** Pranay Prakash

**PHOTOGRAPHY**

**Principal Photographer:** Rajwant Singh Rawat  
**Staff Photographer:** Hardik Chhabra  
**Senior Photo Researcher:** Vishal Ghavri

**ART**

**Creative Editor:** Anirban Ghosh  
**Deputy Art Director:** Rahul Sharma  
**Associate Art Director:** Raj Verma  
**Chief Designer:** Prabal Biswas

**EVENTS**

**Senior Manager:** Sourabh Dutta

**PRODUCTION**

**Chief of Production:** Harish Aggarwal  
**Senior Production Coordinator:** Narendra Singh  
**Production Coordinator:** Ayekpam David Meitei

**LIBRARY**

**Assistant Librarian:** Satbir Singh  
**Executive Secretary:** Smriti Tandon

**BUSINESS TEAM (MAGAZINE)**

**National Head-Business Today Magazine:** Siddhartha Chatterjee  
**Assistant General Manager:** Girish C

**BUSINESS TEAM (BT TV)**

**National Head-BT TV:** Masuma Parekh  
**Senior General Manager:** Nisha Sharma

**AD OPS**

**Deputy General Manager:** Avinash Karkera  
**Marketing:** Vivek Malhotra, Group Chief Marketing Officer  
**Newsstand Sales:** Deepak Bhatt, Senior General Manager (National Sales); Vipin Bagga, General Manager (Operations); Rajeev Gandhi, Deputy General Manager (North), Yogesh Godhanlal Gautam, Deputy Regional Sales Manager (West), S. Paramasivam, Deputy Regional Sales Manager (South)

**Vol. 32, No. 21, for the fortnight October 2, 2023 to October 15, 2023. Released on October 2, 2023.**

● Editorial Office: India Today Mediaplex, FC 8, Sector 16/A, Film City, Noida-201301; Tel: 0120-4807100; Fax: 0120-4807150 ● Advertising Office (Gurgaon): A1-A2, Enkay Centre, Ground Floor, V.N. Commercial Complex, Udyog Vihar, Phase 5, Gurgaon-122001; Tel: 0124-4948400; Fax: 0124-4030919; Mumbai: 1201, 12th Floor, Tower 2 A, One World Center (Jupiter Mills), S.B. Marg, Lower Parel (West), Mumbai-400013; Tel: 022-69193355; Fax: 022-66063226; Chennai: 5th Floor, Main Building No. 443, Guna Complex, Anna Salai, Teynampet, Chennai-600018; Tel: 044-28478525; Fax: 044-24361942; Bangalore: 202-204 Richmond Towers, 2nd Floor, 12, Richmond Road, Bangalore-560025; Tel: 080-22212448, 080-30374106; Fax: 080-22218335; Kolkata: 52, J.L. Road, 4th floor, Kolkata-700071; Tel: 033-22825398, 033-22827726, 033-22821922; Fax: 033-22827254; Hyderabad: 6-3-885/7/B, Raj Bhawan Road, Somajiguda, Hyderabad-500082; Tel: 040-23401657, 040-23400479; Ahmedabad: 2nd Floor, 2C, Surya Rath Building, Behind White House, Panchwati, Off: C.G. Road, Ahmedabad-380006; Tel: 079-6560393, 079-6560929; Fax: 079-6565293; Kochi: Karakkatt Road, Kochi-682016; Tel: 0484-2377057, 0484-2377058; Fax: 0484-370962 ● Subscriptions: For assistance contact Customer Care India Today Group, C-9, Sector-10, Noida (UP) - 201301. Email: [wecare@intoday.com](mailto:wecare@intoday.com) | Phone / Whatsapp: +91 8597 778 778 (Monday to Friday, 10 am-6pm)

● Sales: General Manager Sales, Living Media India Ltd, C-9, Sector 10, Noida (UP) - 201301; Tel: 0120-4019500; Fax: 0120-4019664 © 1998 Living Media India Ltd. All rights reserved throughout the world. Reproduction in any manner is prohibited.

● Printed & published by Manoj Sharma on behalf of Living Media India Limited. Printed at Thomson Press India Limited, 18-35, Milestone, Delhi-Mathura Road, Faridabad-121007, (Haryana). Published at F-26, First Floor, Connaught Place, New Delhi-110001.

Editor: Sourav Majumdar

● *Business Today* does not take responsibility for returning unsolicited publication material. All disputes are subject to the exclusive jurisdiction of competent courts and forums in Delhi/ New Delhi only.



For reprint rights and syndication enquiries, contact [syndications@intoday.com](mailto:syndications@intoday.com) or call +91-120-4078000

[www.syndicationtoday.in](http://www.syndicationtoday.in)



# CONTENTS

October 15, 2023 | Volume 32 | Number 21

SPACE

## India Inc.'s NEXT FRONTIER

CHANDRAYAAN-3'S SUCCESS HAS HIGHLIGHTED THE ROLE OF PRIVATE COMPANIES IN INDIA'S SPACE SECTOR. NOW, THESE COMPANIES, WHICH INCLUDE START-UPS AND LEGACY NAMES, ARE GETTING READY TO MAKE BIGGER BETS

+ THE ISRO MODEL | 34



COVER STORY

24

ILLUSTRATION BY NILANJAN DAS

COVER BY NILANJAN DAS

ON THE COVER (FROM LEFT) • N. CHANDRASEKARAN, CHAIRMAN, TATA SONS • JAMSHYD GODREJ, CHAIRMAN & MD, GODREJ & BOYCE • S.N. SUBRAHMANYAN, CEO & MD, LARSEN & TOUBRO • NAGA BHARATH DAKA AND PAWAN CHANDANA, CO-FOUNDERS, SKYROOT AEROSPACE

N. CHANDRASEKARAN PHOTO BY YASIR IQBAL, NAGA BHARATH DAKA AND PAWAN CHANDANA PHOTO BY BANDEEP SINGH; JAMSHYD GODREJ AND S.N. SUBRAHMANYAN PHOTOS BY MANDAR DEODHAR

8 | PHOTOGRAPHIK

### Festive Fervour

The upcoming festive season is likely to keep India Inc. busy, offering good business opportunities in Q3

10 | POINT

### Great Expectations

The Nifty 50 recently scaled Mount 20K. Analysts say this is just the beginning of another bull run



14 | THE BUZZ

### In Deep Freeze

Amidst the diplomatic row between India and Canada, trade talks between the two countries have been put on hold

16 | THE BUZZ

### The Revolving Door

More than 20 senior executives and business heads bid adieu to start-up unicorns in the first half of 2023

19 | THE BUZZ

### i On India

Amid a global slump in the ultra-premium smartphone space, Apple has found the ideal growth market in India




  
**SS CENDANA**
  
RESIDENCES


Artistic Impression

## SECTOR 83 MEETS GRACIOUS LIVING

### GRACIOUS LIVING RESIDENCES

3-BHK Luxury Residences | 4-side Open Living | Optimum Size Homes in 861 Sq.Ft. (79.99 Sq.M.) and 1089 Sq.Ft. (101.17 Sq.M.) | High Quality Flooring and Premium Finishes

### LUXURIOUS SOCIAL HUB CLUB 83

Multi-level Club House | Two Swimming Pools | Fully Equipped Gymnasium | Banquet Hall | Badminton Court | Lawn Tennis Court | Half Basketball Court | Multiple Play Areas

**EXQUISITE RESIDENCES IN SECTOR 83, NEW GURUGRAM STARTING AT ₹1.30CR\***



ORIGINATED FROM THE ARCHITECT OF "BHARAT MANDAPAM",  
MR. SANJAY SINGH, DIRECTOR, ARCOP ASSOCIATES.

 **+91 7053 109 109**  **ssgroup-india.com**





**BSFI 38 |**

### A New Kotak Mahindra Bank in the Making

As Uday Kotak hangs up his boots, Kotak Mahindra Bank is in transition. But the road ahead may be bumpy



**FMCG 66 |**

### The Other Wipro

Getting into the ₹10,000-crore revenue club is a breakthrough for Wipro Consumer Care. Now, it is betting on foods at home after its global success



**108 |**  
**THE GOOD LIFE**

### Curious Stays

A look at some unique vacation rentals across the globe for your next holiday



**THE BT INTERVIEW 74 |**

### “Our India business is not about milestones”

Uber’s Prabhjeet Singh talks about how the firm is moving towards profitability, helping drivers earn more



**AVIATION 78 |**

### On a Wing and a Prayer

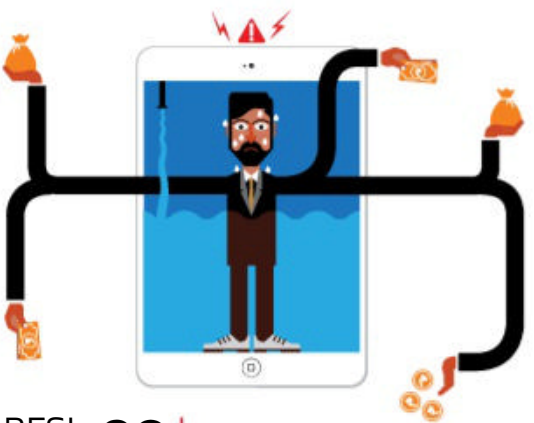
Despite significant challenges in its path, there is renewed hope among stakeholders of Jet Airways taking off again



**114 |**  
**TECH TODAY**

### Gearing Up for the World Cup

Check out these gadgets that will add a shine to your match-viewing experience



**BFSI 90 |**

### The Retail Lending Burden

Retail loan demand has boomed after Covid-19. However, the surge in unsecured loans poses the risk of over-leveraging, and pressure is mounting



**TECH 98 |**

### Wearing India on Their Sleeves

Domestic start-ups have captured 70 per cent of India’s wearables space

**116 |**  
**BOOK REVIEW**

### The Many Lives of Elon Musk

Elon Musk’s life is brilliantly deconstructed in Walter Isaacson’s highly anticipated book



For the latest updates and analysis, log on to [businesstoday.in](https://www.businesstoday.in)

## FOCUS / An IMPACT Feature

From time to time, you will see pages titled “Focus”, “An Impact Feature”, or “Advertorial” in *Business Today*. These are no different from an advertisement and the magazine’s editorial staff is not involved in their creation in any way.





# NAVIGATING GOVERNANCE, RISK, AND CONTROL IN THE STARTUP ECOSYSTEM

Startups are known for their motivation, innovation, and creativity, but they also need to establish a strong culture of governance, risk management, and control to ensure long-term success. By implementing effective guardrails in these areas, startups can enhance their credibility, accountability, transparency, and resilience in a dynamic and competitive environment. In this discussion, hosted by Sourav Majumdar, Editor, Business Today, industry experts Puneet Garkhel, Partner and Leader, Forensic Services, PwC India, and Kalpesh Jain, MD and CFO, Multiples Equity shed light on the challenges and best practices surrounding governance in the startup ecosystem.

## ASSESSING THE STATE OF GOVERNANCE IN STARTUPS

Highlighting the prevalent issues of governance within startups, Kalpesh Jain, MD and CFO, Multiples Equity emphasized that while it's not a systemic problem, the industry lacks a significant focus on governance processes and systems. Many startups prioritize growth over establishing robust governance practices, which leads to gaps and potential risks. He suggests that stakeholders, including shareholders and the board, should emphasize the importance of governance and implement effective processes and systems.

## KEY AREAS FOR STARTUPS TO FOCUS

Commenting on this, Puneet Garkhel, Partner and Leader, Forensic Services, at PwC India added that operational resilience, governance, and financial metrics should be key areas of focus for startups. He emphasized the need for a holistic view of the business, considering valuations and factors such as governance, integrity, and compliance. Startups should strive for a balance between growth and profitability while integrating various metrics to ensure sustainable success.

## BALANCING ENTREPRENEURIAL SPIRIT AND GOVERNANCE

Speaking about the trade-off between keeping a close eye on governance and allowing startups to work independently, Kalpesh explained that while the focus is on identifying entrepreneurs with a strong vision, there must also be a balance between entrepreneurial spirit and corporate governance. Prior to investment,

Multiples Equity conducts thorough due diligence, evaluating aspects such as operations, compliance, and integrity to ensure the right balance is struck.

## ATTRACTING TOP TALENT TO DRIVE GOVERNANCE

The panel discusses the increasing trend of attracting top-level talent from established companies to drive governance within startups. Puneet confirmed that clients are advised to bring in experienced professionals, including CFOs and independent board members, to strengthen governance aspects. Startups are urged to build a diverse team with expertise across domains to enhance their governance practices.

## EVOLVING INVESTOR OUTLOOK AND FUNDING CONSIDERATIONS

Sourav raised the topic of the evolving investor outlook and the impact of funding challenges on startups. Commenting on this, Puneet explained that post-COVID, there has been a shift in how organizations are assessed, and valuations have taken a hit. However, he pointed out that India continues to attract significant investment, albeit with a cautious approach. While funds are being more selective, investments are still flowing into promising startups.

## PRE-INVESTMENT DUE DILIGENCE AND RED FLAGS

The importance of pre-investment due diligence is emphasized, with Kalpesh Jain discussing the specific areas that Multiples Equity considers. He highlighted the need for a strong business thesis, unit economics, and a clear path to profitability. Red flags during the

diligence process can lead to further investigation or even the withdrawal of investment.

## THE ROLE OF FORENSIC SERVICES AND ESG RISKS

Puneet spoke about the role of forensic services in due diligence, covering financial, operational, and commercial aspects. He explained that ESG (Environmental, Social, and Governance) risks are also evaluated, emphasizing the importance of governance in the sustainability and evaluation of future organizations.

## DATA PRIVACY AND CYBERSECURITY RISKS

The panel acknowledged the significance of data privacy and cybersecurity risks, particularly in startups where data plays a crucial role. Puneet stressed on the importance of startups prioritizing data security to maintain a competitive advantage. Kalpesh explained that Multiples Equity conducts software audits and due diligence to address cybersecurity concerns during the investment process.

## CONCLUSION

In conclusion, the panel agrees that there is a growing awareness and consciousness regarding governance in the startup ecosystem. Startups are increasingly focusing on profitability rather than just top-line growth. Emphasizing the significance of proper governance, the experts suggest that by delivering strong results, managing cash effectively, and demonstrating a clear path to profitability, startups can navigate the challenges and look forward to a promising future.





**bt** Photo  
graphik

Photo by **GETTY IMAGES**; Text by **RAHUL OBEROI**

**SOURCE:** REDSEER, MEDIA REPORTS

## FESTIVE FERVOUR

THE UPCOMING FESTIVE SEASON, WHICH COINCIDES WITH THE ICC CRICKET WORLD CUP 2023, IS EXPECTED TO KEEP INDIA INC. BUSY IN THE THIRD QUARTER, OFFERING GOOD BUSINESS OPPORTUNITIES





**40**

**PER CENT**

Contribution of the festive season to the annual sales of companies in sectors like apparel, white goods, electronics and packaged goods

**20-25**

**PER CENT**

Expected year-on-year rise in India Inc.'s ad and consumer promotion spending in H2 2023 due to festivals

**90,000**

**₹ CRORE**

Likely gross merchandise value of the e-commerce sector during the festive season this year compared to ₹76,000 crore in 2022



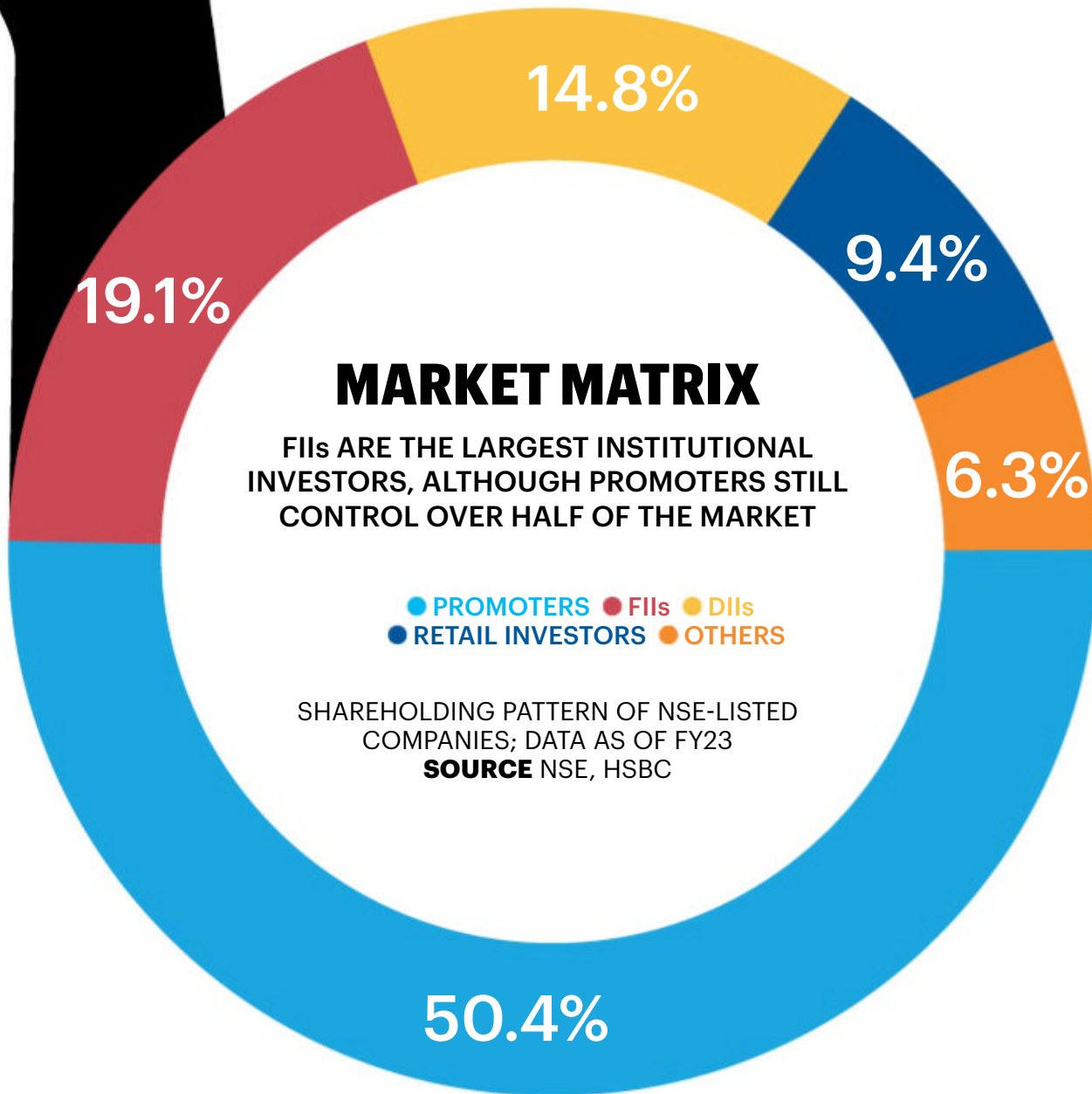
# E GREAT EXPECTATIONS

THE BENCHMARK NIFTY 50 RECENTLY SCALED MOUNT 20K, IN WHAT IS SEEN AS A TESTAMENT TO THE RESILIENCE OF THE INDIAN STOCK MARKET. MARKET OBSERVERS BELIEVE THIS IS ONLY THE BEGINNING OF ANOTHER BULL RUN. LET'S TAKE A LOOK AT THE STRUCTURE OF THE DOMESTIC EQUITY MARKET AT ITS PEAK

By **RAHUL OBEROI** and **PRINCE TYAGI**

Graphics by **RAJ VERMA**

10 |



## 245 per cent

THE RETURNS DELIVERED BY NIFTY IN THE PAST 10 YEARS UNTIL SEPTEMBER 15, BEATING MAJOR GLOBAL MARKETS SUCH AS CHINA'S SHANGHAI COMPOSITE (UP 39 PER CENT) AND THE UK'S FTSE 100 (UP 17 PER CENT)

## ₹6.40 lakh crore

THE CUMULATIVE CONSOLIDATED PROFIT OF THE NIFTY50 COMPANIES IN FY23, UP NEARLY 190 PER CENT AGAINST ₹2.2 LAKH CRORE IN FY13

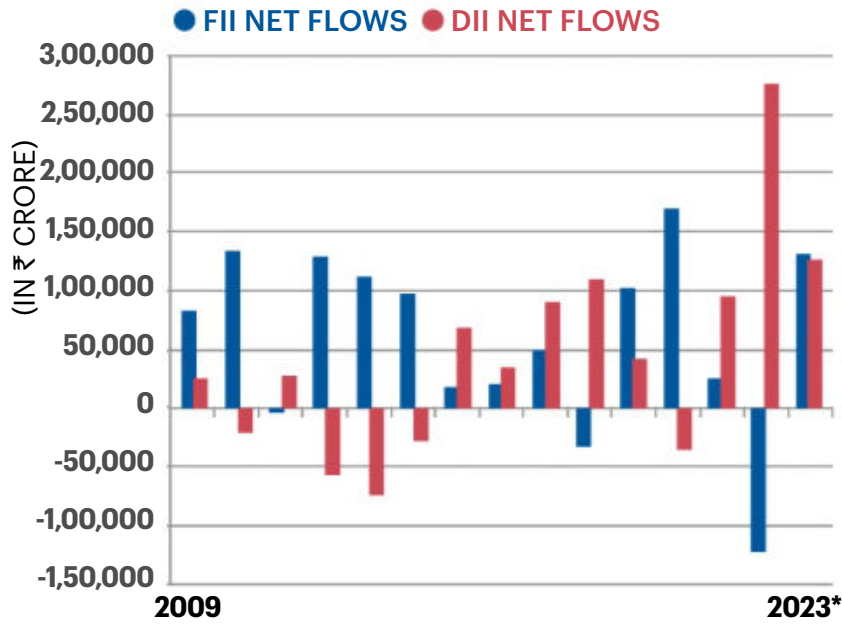
## 22.8 times

THE PRICE-TO-EARNINGS RATIO OF THE NIFTY 50 INDEX ON SEPTEMBER 15, 2023, STILL LOWER THAN ITS HISTORICAL 10-YEAR AVERAGE OF 24.45 TIMES; THIS PROVIDES FURTHER HEADROOM FOR NEW HIGHS



## LOCAL SUPPORT

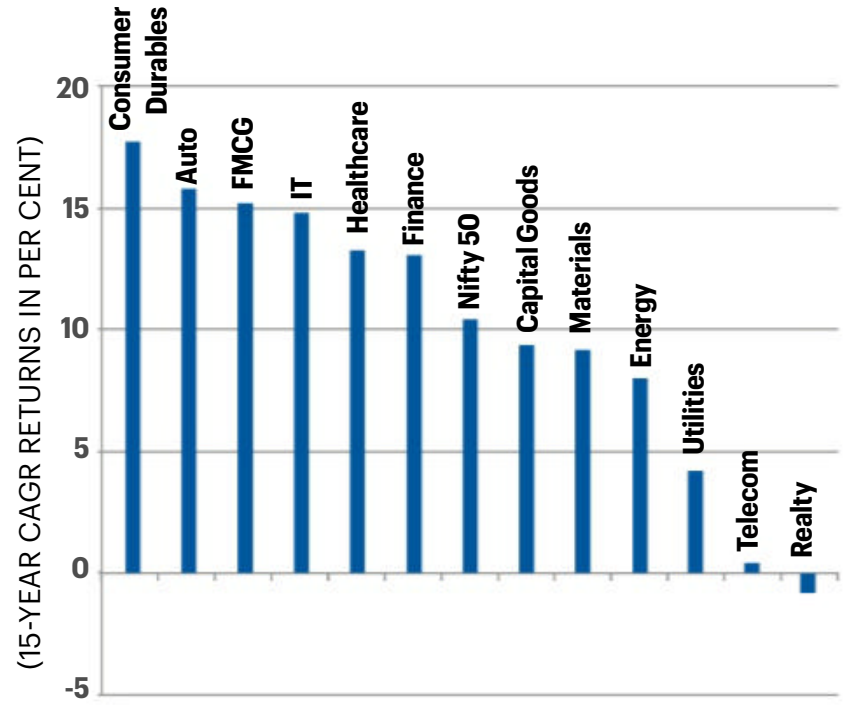
DOMESTIC INVESTORS ARE NOW GIVING FOREIGN INVESTORS STRONG COMPETITION IN TERMS OF YEARLY INVESTMENTS



DATA AS OF SEPTEMBER 18, 2023  
SOURCE ACE EQUITY

## WEALTH CREATORS

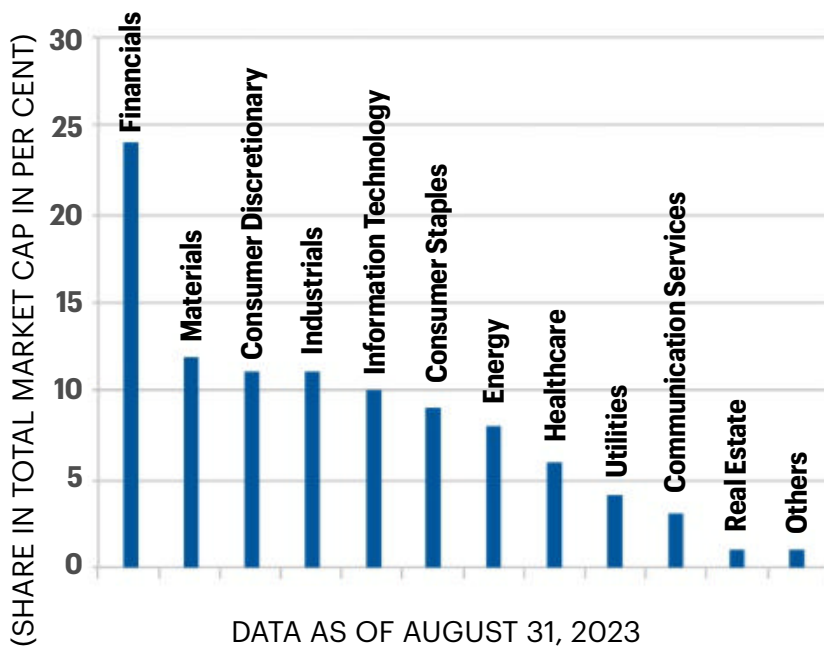
CONSUMER SECTORS, IT, FINANCIALS AND HEALTHCARE HAVE DELIVERED SOLID RETURNS TO INVESTORS IN THE PAST 15 YEARS



SOURCE HSBC

## LENDING WEIGHT

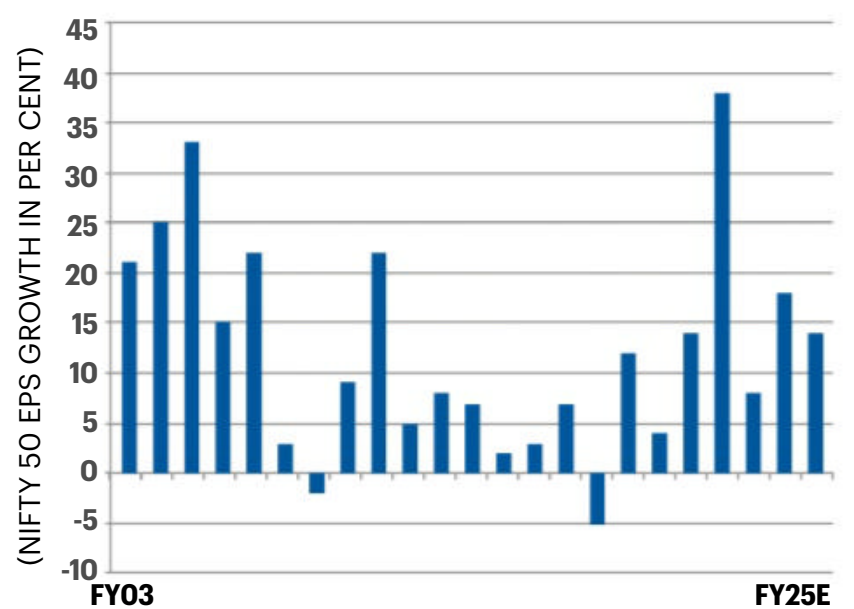
FINANCIALS ACCOUNT FOR THE LARGEST SHARE (24 PER CENT), WHILE REAL ESTATE HAS THE LEAST (1 PER CENT) IN THE TOTAL M-CAP (AROUND \$4 TRILLION) OF LISTED COMPANIES IN INDIA



DATA AS OF AUGUST 31, 2023  
SOURCE HSBC

## RESILIENT RETURNS

DESPITE SEVERAL CHALLENGES, INCLUDING THE GLOBAL FINANCIAL CRISIS AND COVID-19, THE NIFTY 50 HAS DELIVERED AN AVERAGE EPS GROWTH OF 12 PER CENT OVER THE PAST TWO DECADES



E: ESTIMATES; SOURCE HSBC

## TAKING THE LEAP

BROKERAGES SEE MORE UPSIDE IN THE INDIAN EQUITY MARKET IN THE NEXT 3-12 MONTHS

BROKERAGE	NIFTY TARGET	TIME FRAME
ANAND RATHI SHARES AND STOCK BROKERS	21,700	AUGUST 2024
KOTAK SECURITIES	20,670	DECEMBER 2023
SHAREKHAN BY BNP PARIBAS	20,500-21,000	DECEMBER 2023
YES SECURITIES (INDIA)	21,000+	DECEMBER 2023





## G20 DELHI SUMMIT PAVING THE WAY FOR GLOBAL CRYPTO-ASSET REGULATION GIVES ME OPTIMISM!

***As the Co-founder of a prominent Web3 company in India, can you share your perspective on the current regulatory landscape for the web3/crypto industry in the country?***

To be candid, India's regulatory climate has not been the most conducive to the growth of Web3 start ups. Especially when viewed in comparison with, for instance, European, Middle Eastern, or other Asian countries that are developing bespoke regulations tailored to the Web3 ecosystem. This space is complex and unique. Therefore, regulations must be tailor made to it, and retrofitting traditional regulatory tools to the Web3 ecosystem is not the way out.

I've often quoted the 1% TDS as an example demonstrating policy makers' noble intentions gone wrong. While the objective of the levy was to monitor transactions in this space, it has inadvertently incentivised Indian users to use alternate channels to engage with crypto. Not only are such transactions harder to trace, but they are not secure and thus render Indian users vulnerable.

That said, recent developments have given me optimism. The G20 summit led by India saw some progressive conversations around crypto regulations. The inclusion of virtual asset service providers under the AML law, earlier this year, was also a welcome step. Further, the inclusion of Web3 technologies in the upcoming Digital India Act, which is set to replace the Information Technology Act is also a move in the right direction.

To sum it up, while the regulatory landscape in India up until now has not been the most supportive to Web3 start ups, I see a tangible change in the conversation going forward, and I'm hoping for the best.

***What was the key focus of the G20 New Delhi Leaders' Declaration in relation to crypto assets? What are the high-level recommendations for the regulation, supervision, and oversight of crypto-asset activities and markets?***

The G20 New Delhi Leaders' Declaration consolidates recommendations from various global standard-setting bodies, offering comprehensive guidance to address macroeconomic and financial stability challenges associated with crypto assets, including stablecoins and decentralized finance (DeFi).

In terms of regulation, it encourages authorities to utilize their powers, tools, and resources effectively for regulation, even suggesting possible adaptations to existing laws for comprehensive coverage. The principle "same activity, same risk, same regulation" is underscored, stressing proportional regulation aligned with financial stability concerns. The paper clearly brings out that continuous supervision through well defined regulatory policies, oversight mechanisms and unambiguous tax treatment is the way forward.

Regarding data collection and reporting, the paper emphasizes the significance of extensive data collection to meet policy objectives and stay updated on evolving developments in the crypto market. It highlights the importance of international cooperation and data sharing in preventing illicit use and regulatory arbitrage.



**Sumit Gupta, CEO & Co-Founder, CoinDCX**

As far as the risk management and disclosures are considered, Virtual Asset Service Providers (VASPs) are urged to establish robust risk management frameworks with clear accountability structures. Comprehensive corporate governance plans and effective disclosures are vital to protect consumers and monitor ecosystem interdependencies.

The paper undoubtedly underscores the global



implementation of Financial Action Task Force (FATF) anti-money laundering and counter-terrorist financing (AML/CFT) standards, emphasizing their role in achieving the outlined goals.

**G20 has initiated the conversation. But given the dynamic nature of the VDA ecosystem and the continuous evolution of new products and services, how do you suggest the challenge is addressed on a continuous basis?**

Addressing the dynamism and innovation within the VDA ecosystem requires a proactive approach. I believe that developing agile and flexible policies that are principle based, will be fundamental to regulating this ecosystem. I believe that a self-regulatory approach may also be adopted, where the industry is encouraged to set and enforce standards. This will, on the one hand, ensure that authorities maintain oversight over the ecosystem and mitigate any risks it may pose, while also encouraging self-compliance, and innovation. The development of regulatory sandboxes is also a proven way to enable an ecosystem to develop and reach maturity, in a supervised and controlled manner. I believe extensive stakeholder consultation is a critical pillar to regulate this ecosystem, given the technical complexities associated with it.

**What do you feel are the key challenges faced by the industry under the current policies? What specific recommendations from the IMF-FSB Synthesis Paper addressing that?**

One of the most prominent hurdles we've faced is the imposition of a 30% tax and 1% TDS in India. This tax has had a ripple effect, causing a reduction in trading volumes in all domestic exchanges. Additionally, we've noticed a growing trend among users who are turning to international peer-to-peer (P2P) trading platforms, inadvertently exposing themselves to potential risks.

Beyond the realm of policy, there's another challenge we've been dealing with—the pervasive negative narrative surrounding crypto and Web3 technologies. Unfortunately, this negative sentiment has created a misperception about the substantial benefits that these technologies can bring.

We've consistently advocated for the establishment of a regulatory framework in close collaboration with industry stakeholders. Our stance strongly aligns with the recommendations laid out in the IMF-FSB Synthesis Paper.

While tax policies do vary from one country to another, we firmly believe that a global regulatory framework could provide governments with the confidence they need to potentially reconsider their tax policies. In the current landscape, the 1% Tax Deducted at Source (TDS) has triggered a significant surge in transactions through P2P channels and offshore platforms, a trend that raises concerns.

Specifically for India, a critical consideration is the risk associated with peer-to-peer (P2P) transactions. The IMF-FSB Synthesis Paper recognizes that applying the traditional approach to AML/CFT (Anti-Money Laundering/Counter-Terrorist Financing) regulation, which typically involves intermediaries, is not straightforward in the case of P2P transactions due to the absence of intermediaries.

In this context, we urge the Ministry of Finance to reduce the TDS, provide clarity on the applicability of TDS and to institute a Self-Regulatory mechanism. Such a mechanism, we believe, would foster better collaboration between the government and the industry, creating a consistent risk-based framework while supporting the innovative spirit of the industry.

**You were referring to Self-Regulatory mechanism, can you please elaborate in context of VDA?**

Self Regulation generally finds mention during the development phase of any industry. This is important because during the early days, it is difficult to frame laws and rules as the government authorities are also trying to understand the technology and the reach of the industry. Certainly, SROs are not new and have been prevalent in various sectors, especially in tech-heavy industries.

Certainly, in the context of VDAs, the Self Regulatory Organization (SRO) will play a crucial role in establishing and enforcing best practices and operational standards. It will allow the various players, with the most comprehensive understanding of their sector, to come together and operate under a single umbrella along with oversight from the government authorities. Such an SRO will promote transparency, equitable practices, and ethical conduct, fostering a fair and responsible VDA ecosystem building more trust with the consumers, as well. Globally, Japan Virtual Currency Exchange Business Association (JVCEA), is a self-regulatory organization for the crypto asset exchange business and crypto asset related derivatives trading business.

**From the investors point of view, how assuring is the new development? What message would you like to give them?**

I think the recent developments will make the investors feel a growing sense of reassurance about the direction we're heading in. The engagement of regulatory authorities with industry stakeholders and international bodies like the IMF and FSB signifies a constructive approach to understanding the nuances of this rapidly evolving sector.

I want to reinforce the potential of blockchain technology and Web3. These innovations are the future, and they hold the power to reshape industries and economies. It's crucial to trust in the transformative capabilities of this technology. While some challenges and uncertainties remain, they are natural when pioneering a new frontier.

**What role do you see India playing in the global Web3 ecosystem, and how can large-scale crypto adoption contribute to India's position as a Web3 powerhouse?**

When it comes to the global Web3 scene, India has a significant role to play. India has already demonstrated its interest by ranking at the top in the global list across categories such as use — by estimated transaction volume — of centralised and decentralised exchanges, as well as lending protocols and token smart contracts.

India also become the second-largest crypto market in the world by raw estimated transaction volume, beating out several wealthier nations, according to the latest Chainalysis report. This showcases our growing enthusiasm for this space.

Embracing and nurturing emerging technologies like Web3 technology in India could potentially add a whopping \$1.1 trillion to our GDP by 2032, as per various reports. To put it in perspective, that's like the kind of impact our IT industry had in generating jobs and contributing to the economy.

**As a web3 leader in India, how happy are you from the outcomes of G20 conversations on crypto/web3?**

I must say that the outcomes of the G20 conversations on crypto and Web3 have been quite encouraging. We've been advocating for the need to establish a policy framework in consultation with the industry, and it's heartening to see these discussions moving in that direction.

We have been committed to driving awareness about VDA and the larger Web3 ecosystem. We, along with the Bharat Web3 Association - of which we are a founding member - have been engaging with both Indian authorities and international standard setting bodies. We are proud to report that many of our recommendations made to the FSB and the IMF have been taken into account in the final outcome of the G20 summit.

We've always been diligent in adhering to the relevant provisions of the laws that apply to us, as introduced by the Government of India from time to time. However, there are still vital aspects that need attention, such as tax treatment and the regulatory challenges associated with P2P transactions. Clarity in these areas would contribute significantly to the growth and stability of the Web3 ecosystem in India.

Finally, I would like to take this opportunity to also congratulate our Hon'ble Prime Minister for taking the lead and ensuring a consensus on so many important issues, including crypto-assets. We are confident that this positive momentum will carry on in the next G20 presidency, and we would continue our collaboration with Government of India at all levels.



# THE BUZZ

PHOTO BY CHANDRADEEP KUMAR



14 |

While India and Canada continue to stick to their guns, countries around the world will keep a close watch on how the leaders of the two nations, Prime Minister Narendra Modi (*left*) and Canadian PM Justin Trudeau, navigate this quagmire

## BILATERAL TIES

# IN DEEP FREEZE

Amidst the diplomatic row between India and Canada, trade talks between the two countries have been put on hold, but bilateral business and economic relations are expected to continue

BY SURABHI

► **TRADE TALKS BETWEEN** India and Canada are expected to remain stuck for the foreseeable future amidst rising diplomatic tensions between the two countries over the Khalistan issue. But, ongoing investments and trade between the two countries may remain unaffected. “It seems unlikely that the trade talks will resume anytime soon. It will be taken up only when both sides are more at ease,” says a source.

Tensions between the two countries escalated after Canadian Prime Minister Justin Trudeau announced that there were “credible allegations” of the Indian government being behind the



killing of Canadian citizen Hardeep Singh Nijjar, who was the Khalistan Tiger Force (KTF) chief and a designated terrorist in India. While India has strongly denied the allegation, a full-blown diplomatic war has flared up between the two nations.

The chill in relations was evident even before the G20 Leaders' Summit in New Delhi on September 9 and 10 that was also attended by Trudeau. Prior to his visit, Canadian government officials had said trade negotiations between the two countries had been paused. This was later confirmed by a top Indian commerce ministry official, who had said that talks for an early harvest scheme (under the trade agreement) have been paused due to "certain political developments".

The India-Canada Comprehensive Economic Partnership Agreement (CEPA) negotiations were formally re-launched in March 2022 and the two countries had been keen on completing the negotiations by 2023-end. In fact, nine rounds of talks had already taken place till July 2023, and negotiations on topics like goods, trade remedies and rules of origin were underway.

This is, however, not the first time that the negotiations have broken down. The CEPA talks had been initiated under the Manmohan Singh-led government in 2010, but were abandoned in 2017 due to diverging viewpoints. Despite that, business and trade ties have flourished in their natural course.

India has been a key destination for Canadian investments from entities such as the Canadian Pension Plan Investment Board and asset management firm Brookfield in sectors ranging from infrastructure to start-ups. According to Invest India, Canada is the 18th largest foreign investor in India with a cumulative investment of \$3.3 billion between April 2000 and March 2023, representing 0.5 per cent of

## LEARNING PANGS



► **More than 807,750 international students hold valid visas for studying in Canada; 319,130 of them are Indians. It is the second most popular place to study abroad for Indians after the US. But the recent events have left students worried.**

**"I was hoping to get a job and settle down here, but I'm not sure it'll be possible now," says a 26-year-old pursuing his MBA in Quebec. Students planning to study in Canada are unsure as well. "We are stopping all new applications to Canada until there is more clarity," says Akshay Chaturvedi, Founder and CEO of edtech Leverage Edu.**

**Industry insiders stress that worsening diplomatic ties would be harmful for both the countries. "Although Indians study in Canada, a majority of them also work there and add value to its economy," says Gaurav Batra, Founder of Infinite Group, an edtech consultancy. BT**

—Aakanksha Chaturvedi

the total FDI inflows into India.

India was also Canada's ninth largest trading partner in 2022, with bilateral trade between them touching \$8.16 billion in FY23. Between April and July 2023, India's exports to Canada stood at \$1.24 billion, while imports amounted to \$1.32 billion. Top exports from India to Canada include pharmaceuticals, iron and steel products, and telecom instruments, while top imports include coal, fertilisers and pulses.

Over 600 Canadian firms are present in India and more than 1,000 companies are actively pursuing business in the Indian market. The two countries have also been working on co-operation in sectors such as mining of critical metals, education and skilled labour. Canada also has a large Indian diaspora, with close to 1.6 million Persons of Indian Origin and 700,000 non-resident Indians calling it home.

India also imports *masoor dal* (red lentil) from Canada. With retail inflation in pulses remaining in double digits in the country, India may have to continue relying on imports from Canada to ease domestic supplies. Retail inflation in pulses was at 13.04 per cent in August.

For now, it seems to be business as usual between the two countries in terms of trade, despite developments like the suspension of visa services for Canadians by India, and travel advisories put out by both nations. The Competition Commission of India on September 20 approved some investments by Canadian entities, including the proposed acquisition of additional unit holding in Highways Infrastructure Trust and equity stake in Highway Concessions One Private Limited by 2452991 Ontario Limited and 2743298 Ontario Limited, respectively; both are controlled by the Ontario Teachers' Pension Plan Board.

There is also optimism that India's trade talks with other coun-



tries such as the UK will continue, although the UK is a close ally of Canada and part of the Five Eyes intelligence alliance. Until now, the free trade agreement (FTA) talks between the UK and India remain unaffected. Britain's Business and Trade Secretary Kemi Badenoch recently said the two countries are very close to achieving a mutually beneficial FTA.

Economists agree that given the strong economic relationship and people to people connect between India and Canada, trade ties between them are unlikely to be disrupted. Nagesh Kumar, Director of Institute for Studies in Industrial Development, points out that trade is driven by mutuality of demand and supply, despite the hiccups caused by some issues in the past related to Sikh extremists. "This is perhaps the first time that India-Canada relations have sunk to such a low. I expect ongoing trade to not be affected significantly unless something more serious happens," he says.

## 16 | A SPEEDY RESOLUTION OF THE CURRENT SITUATION IS IN THE INTERESTS OF BOTH COUNTRIES

However, he notes that the pause in the trade talks is likely to have some impact on overall sentiment as businesses might choose to be more cautious about any future expansion plans.

Trade policy specialist Samridhi Bimal also points out that the recent developments are worrisome, but they are unlikely to have a significant impact on economic relations. "Khalistan has been a long-standing issue but it has not impacted trade between the two countries until now. The pause in trade negotiations is a temporary hiccup and should not be seen as a full stop. The two countries share strong economic ties, which should work as an incentive for them to work on a peaceful resolution," she says.

Clearly, breaking off trade ties will be in neither country's interest, but how soon a speedy resolution materialises will be crucial in the backdrop of the global slowdown and the ongoing war in Ukraine that has already dampened the economic outlook for most countries. **BT**

@surabhi\_prasad

### START-UPS

# The Revolving Door

Several senior executives and business heads bid adieu to start-up unicorns in the first half of 2023

BY BHAVYA KAUSHAL

► **INDIAN START-UPS SEEM** to have hit refresh. From focussing on profitability to taking more cognizance of compliance and corporate governance, a lot has been happening. However, this transition appears to have also sparked a churn among the top brass at some start-ups, as many executives have decided to put in their papers to either start their own businesses or join legacy firms.

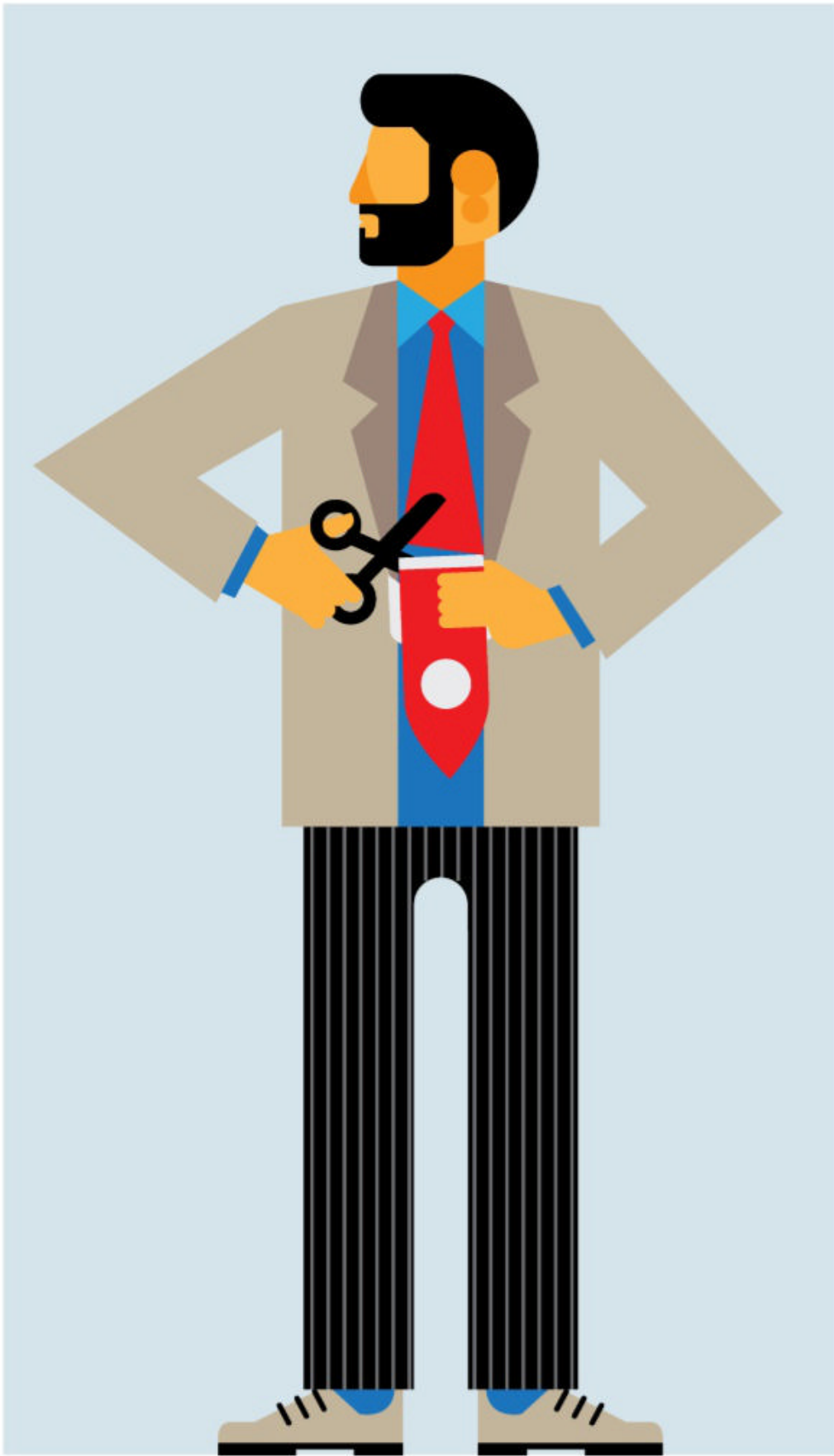
According to a report shared by Longhouse Consulting, Indian e-commerce start-up Meesho and edtech major Byju's have seen the highest number of exits by far, followed by Bhavish Aggarwal-led Ola. Unicorn start-ups such as Unacademy and Swiggy, which claimed to have hit the profitability benchmark this year, also witnessed some senior-level exits. Dale Vaz, former Chief Technology Officer, left Swiggy to launch his wealth tech start-up, Aaritya.

In the first half of this year, more than 20 senior executives have bid adieu to start-up unicorns.

Founded in 2015 by Vidit Aatrey and Sanjeev Barnwal, Meesho enables small businesses to sell their products online. It has raised several rounds of investments from the likes of SoftBank. But as the company grappled with the funding winter in 2023, top executives such as Prateek Agarwal (Vice President and GM of Monetisation), Shikhar Saxena (Group Product Manager), Mayur Borsaikia (Associate Director), Anupam Yash Vardhan (Group Product Manager) and Sruthi Sivakumar (Vice President of Design) have left the company to either start their own companies or join other start-



ILLUSTRATION BY RAJ VERMA



**MORE THAN 20 SENIOR EXECUTIVES AND BUSINESS HEADS HAVE MOVED ON FROM THEIR ROLES AT SOME OF INDIA'S BIGGEST START-UPS**



**WHILE SOME OF THESE EXECUTIVES ARE STARTING THEIR OWN BUSINESSES, SOME ARE JOINING LEGACY FIRMS OR COMPANIES ARE UNDERGOING TRANSITION**

ups, like in the case of Sivakumar, who has joined retail investment firm Wint Wealth.

Another start-up where senior-level exits have been much talked about is Byju's. Indeed, 2023 has been a tumultuous year for the company, to say the least. The company was left with a lot to absorb after its auditor and three directors from its board resigned in the span of a month. These high-level exits implied that the company was in deep trouble owing to alleged corporate governance gaps.

Ananya Tripathi, CEO of WhiteHat Jr. (a company acquired by Byju's in 2020), tendered her resignation in Au-

## **UNICORNS LIKE BYJU'S, MEESHO, OLA, UNACADEMY AND SWIGGY, AMONG OTHERS, HAVE WITNESSED SENIOR-LEVEL EXITS**

| 17

gust after serving at the company for over a year. Tripathi is a McKinsey & Company and Myntra alumnus who was brought on board in April last year.

Cherian Thomas, another top executive at the company, quit to take over as the CEO of US-based mobile applications developer Impending Inc. Thomas served as the Senior Vice President of International Business at Byju's, concurrently taking on the position of CEO at Osmo in January 2022.

Apart from Tripathi and Cherian, Byju's Chief Business Officer Prathyusha Agarwal, Byju's Tuition Centres Business Head Himanshu Bajaj, and the Business Head for Class 4 to 10 Mukut Deepak also quit the company.

Clearly, the churn in the start-up space is unlikely to end anytime soon. **BT**

@bhavyakaushal2





**PARTNERSHIP SEALED** Mohammed bin Salman, Crown Prince of Saudi Arabia (left), greets Prime Minister Narendra Modi after signing the MoU in New Delhi, on September 11

## ENERGY SECURITY

# POWER PACKED

18 |

The India-Saudi Arabia energy agreement could potentially change the entire paradigm of global energy demand and supply

BY MANISH PANT

► **WHEN SAUDI ARABIA**—the world’s second-largest crude oil producer—inks a comprehensive energy agreement with the world’s third-largest energy consumer, everyone is bound to take notice.

A Memorandum of Understanding (MoU) signed between the two countries recently is expected to enhance co-operation between them in the areas of renewable energy, energy efficiency, hydrogen, electricity and grid interconnections, petroleum, natural gas, strategic petroleum reserves and energy security. A joint statement released by them stated that energy cooperation is an important pillar of the strategic partnership between the two countries. “The two sides... stressed the importance of supporting the stability of the world’s oil markets by en-

## THE MoU IS EXPECTED TO SPUR BILATERAL INVESTMENT IN RENEWABLE ENERGY, ELECTRICITY, HYDROGEN AND STORAGE, AND OIL AND GAS

couraging dialogue and cooperation between producing and consuming countries,” it added.

India has set a target to achieve 5 million tonnes of green hydrogen production every year, along with

adding 125 gigawatts of renewable energy capacity by 2030 under the National Green Hydrogen Mission. It is against that backdrop that the MoU with Saudi Arabia—which has a sovereign wealth fund with assets under management of about \$700 billion—is expected to encourage “bilateral investment in the field of renewable energy, electricity, hydrogen and storage, and oil and gas”.

“This is a clear path toward meeting our energy security goals by not restricting ourselves to just one source of funding,” says Rajashree Murkute, Senior Director and Head of Infrastructure Ratings at CareEdge Ratings.

Saudi Arabia has also been trying to diversify away from oil by focusing on developing its economy on the back of investing and encouraging foreign investments in sectors such as renewable energy, digital economy and tourism, among others, as per its Vision 2030 plan.

But while the opportunity exists for both the countries to collaborate on a massive scale, they also need to move quickly on creating robust domestic ecosystems, and significantly reduce the cost of production of green energy by leveraging new and emerging technologies. **BT**

@manishpant22

PHOTO BY GETTY IMAGES



## SMARTPHONES

# i ON INDIA

Amid a global slump in the ultra-premium smartphone market, Apple has found the ideal growth market in India

BY NIDHI SINGAL

► **INDIA IS THE** world's second-largest smartphone market after China. Apple is the second-largest smartphone maker after Samsung. Now the two are looking to build on these similarities, as an increasing number of Indians aspire to own ultra-premium smartphones amidst a slump in this category globally.

India has emerged as a growth market for Apple at just the right time. And the launch of the iPhone 15 series could not have been timed any better, coming just ahead of the long festive season.

This is set to boost Apple's growing presence in the country. Con-

sider this: From a mere 2 per cent market share in India in 2019, Apple increased its presence to 4 per cent by 2022. In the April-June quarter, the company managed record sales and its share increased to 5 per cent. Its share is now projected to reach an impressive 7 per cent by the end of this calendar year.

"Apple has experienced robust market growth in India in recent years, propelled by a combination of enhanced localisation efforts and a more assertive approach to both online and offline retail strategies. With the Apple iPhone 15 series, Apple is poised to sustain this growth," says Prabhu Ram, Head of Industry Intelligence Group (IIG) at CyberMedia Research (CMR).

In terms of the products, the iPhone 15 and iPhone 15 Plus have received significant updates—right from the Dynamic Island to an advanced 48MP camera. The new models also showcase Apple's innovation—industry-first colour-infused back glass with a textured matte finish and a new contoured edge on the aluminium enclosure. Yet they continue to be priced as aggressively as the last-generation models. Prices for the iPhone 15 start at ₹79,900, while for the iPhone 15 Plus is available from ₹89,900.

"The scales this time might tip more towards the non-pro versions. We expect base 15 models [to see] a solid uptick as there is a significant upgrade for someone shifting from previous iPhone 11 or iPhone 12 or even iPhone 13 gen iPhones," says Tarun Pathak, Research Director at technology research firm Counterpoint Research.

Apple is doing everything it can to cash in on this demand surge. A few years back, it included India in the first phase of the global iPhone launch, and has now opened two retail stores in the country. **BT**

PHOTO BY GETTY IMAGES



**EAGER ANTICIPATION** Customers queue up outside an Apple store in Mumbai on the first day after the iPhone 15 smartphone was opened up for sale in India on September 22

@nidhisigal

For a related story, turn to page 98



# Delayed Again

**Bima Sugam, the digital insurance aggregation platform, has missed another launch date. But industry insiders say it is vital to get the product right**

**BY NAVNEET DUBEY**

► **THE HIGHLY-ANTICIPATED LAUNCH** of Bima Sugam—a digital insurance platform that seeks to integrate all services like health, general, and life in one place—has been delayed for the second time. Initially slated for January 2023, the Insurance Regulatory and Development Authority of India (Irdai) pushed the launch date to August and now to June 2024.

The industry is eagerly awaiting this platform, which aims to simplify insurance processes and bring a smooth transactional experience to users. So, though there have been delays, the focus remains on creating a robust and secure platform that meets consumer expectations.

Naval Goel, Founder and CEO of insurance comparison

portal PolicyX.com, says, “Irdai Chairman Debasish Panda has rescheduled its launch date. According to him, the platform is still going through some last-minute [amendments], such as addressing the claim settlement process, incorporating a faster and more customer-friendly ombudsman process, and eradicating the major glitches of the platform.”

Indeed, Bima Sugam is a complex endeavour involving several regulations, technologies, and systems that need to work seamlessly together. The primary reason for the delay could be regulatory challenges. Given the constant updates that insurance rules undergo, it would take considerable effort to maintain and ensure full compliance.

Abhishek Bondia, Principal Officer and Managing Director at tech-enabled insurance broker SecureNow.in, says, “Launching a platform like Bima Sugam is complicated because there are many stakeholders—insurers, intermediaries, and customers. The time being taken is very much in line with the launch timelines of such complex projects.”

Secondly, technology is a big factor. Technical glitches, security threats, potential data breaches, etc., can lead to severe operational and reputational damage. “The regulator is working on ensuring a glitch-free [experience on] the platform. It is working on pain points such as the claim settlement process and the ombudsman network, as policyholders face many issues,” says Goel.

Finally, user experience and market readiness are crucial. “A platform of this scale takes time as stakeholders are aligned and the platform is built bottom-up. The regulator is best placed to address differing views because they put policyholder interest at the heart of all decisions. In the end, that... provides the bedrock for an effective platform,” says Bondia. **BT**

@imNavneetDubey



# BRAND SHAH RUKH SHINES BRIGHT

With two blockbusters so far this year—and a third one probably coming in December—actor Shah Rukh Khan’s brand equity is on the rise again

BY VIDYA S.



PHOTO BY GETTY IMAGES

► **AFTER DROPPING SEVERAL** notches in celebrity brand valuation listings for several years, Bollywood actor Shah Rukh Khan’s brand value is soaring handsomely in 2023 after his high-octane return to the silver screen with two blockbusters—*Pathaan* and *Jawan*—so far this year.

In 2023, King Khan, as he is popularly known, has been roped in as a brand ambassador for smartphone brand realme, fashion portal Myntra, ITC’s Dark Fantasy biscuits, and the upcoming ICC Men’s Cricket World Cup 2023. Most recently, he has joined actor Amitabh Bachchan in new ads for Everest Masala. In addition, brands including Zomato, Bisleri, Astral Adhesives, and Bharat Petroleum have also partnered with him for one-time collaborations as part of *Jawan*’s promotions.

“The recent success will definitely add at least 20-30 per cent in the mid-term to his brand value, which had slipped in the past two to three years. *Pathaan* raised it to a certain level, and *Jawan* will take it higher.

**SHINING STAR**  
Fans celebrate the release of Shah Rukh Khan-starrer *Jawan* outside a cinema hall in Mumbai. Khan has been roped in as a brand ambassador for the ICC Cricket World Cup 2023

With his next film *Dunki* unlikely to be a total miss, his [brand] value will rise again,” says Manish Porwal, MD of integrated marketing solutions firm Alchemist Marketing Solutions.

Over the years, Khan has endorsed more than 40 diverse products, services and even states, such as Pepsi, Hyundai Santro, Nokia, Lux, Dish TV, Byju’s, bigbasket, Reliance Jio, LG, Denver, ICICI Bank, Fair & Handsome, Dubai Tourism, and the state of West Bengal. But his brand value has slipped from \$106 million in 2017 to \$55.7 million in 2022, per data from investment management firm Duff & Phelps’ celebrity valuation reports. He lost his top spot for the first time in 2017 to Indian cricketer Virat Kohli. In 2021, his brand value of \$46.3 million knocked him out of the Top 10 most-valued celebrity brands; he was ranked 12th.

Of the 12-odd releases he had between 2010 and 2020, his only blockbuster was *Chennai Express*, released 10 years ago. After a spate of flops such as *Fan* (2016), *Jab Harry Met Sejal* (2017) and *Zero* (2018) and a four-year hiatus, Khan has exploded on the big screen this year with *Pathaan* in January (₹1,050 crore gross worldwide collections so far) and then *Jawan* in September (₹1,004.92 crore worldwide gross collections so far). *Dunki*, directed by Rajkumar Hirani, is set to hit theatres in December. Clearly, the star is shining again. **BT**

@SaysVidya



# Setting Unmatchable Benchmarks in W. Bengals' Realty Industry

*A landmark brand in the 'City of Joy,' Kalim Group of Companies, is a trusted name with a legacy of over half-a-century in the real estate industry, headquartered in Kolkata. The baton of the family business passed on to the visionary CMD of the company, Mr. Firdous Kalim, is being taken forward with exemplary dynamism. The creation of living spaces that are sustainable, aesthetically appealing, modern in comfort, amenities, and value for money, bear the hallmark of Kalim's creativity and business acumen, which is poised to change the landscape of West Bengal with several upcoming projects.*



■ Mr. Firdous Kalim  
Chairman, Kalim Group

**K**alim real estate was established in 1971 by Late MD. Kalimuddin, whose humble journey started with job works for well-known builders of Kolkata. A God-fearing man, the hardworking Kalimuddin was a master of his craft and possessed a crazy streak of entrepreneurial adventure. Under his leadership, KGC went on to build 30-40 urban housing and standalone buildings in Kolkata. After his demise, in 2007, the mantle of the company was donned by his eldest son Mr. Firdous Kalim, aged 33, as the new CMD. He worked tirelessly to meet the high benchmark of quality and commitment set by his father and match the same standards that his family, friends, employees and industry people expected from him. His relentless involvement were the baby steps that turned into leaps and bounds with every success to ensure that the company becomes Kolkata's leading real estate entity with unmatched superiority and mark of sophistication. Well-travelled and having exposure to the changing milieu in real estate and aspirations of buyers, he plunged into an exhaustive business development road map, pioneering the company's future to the next level.

Mr Firdous succeeded to create a niche and launch Kalim Group of Companies in 2007 as a brand to reckon with in the industry. The prestigious realtor, expanded into the then-unknown region of Greater Kolkata New Town, where it created exceptional living and working spaces for corporate and business entities. Imperative to state that today, the prestigious name of KGC is synonymous with impeccable quality assurance as a real-estate developer with customer-centric focus. Mr Kalim proudly claims, "Our mission is to provide the highest calibre real-estate value in residential, commercial and retail properties, with best returns on investments for our customer and investors.



Our passion for real estate development reflects in our dedication to create wonderful ecosystems for Kolkata's changing needs. We take pride in mentioning that our foundation has always been our employees, our customers, our investors, and our shareholders. We acknowledge and adapt the latest technology and innovation for the development of our real estate properties and look forward to build the foundation of Bengal and India's future with our past legacy. We at KGC continuously strive to be the most preferred real estate company of India."

An astute businessman with an eye for aesthetics, Mr. Firdous Kalim, has conceptualised and crafted some of the most outstanding projects, which have won several accolades for the company namely, The India Today -ICONS of India 2022, The Visionaries Bihar Award 2021, Maulana Abdul Kalam Award, The Heroes of Lockdown Award, The Real Estate ICON of the year 2017, and Sarparast Award, as recognition for his commendable work, and for his philanthropy through his social service platform- The Purple Foundation. Reiterating the company's commitment to create living spaces that enhance one's immersive experience, Mr Kalim lives and executes the vision and mission of KGC with utmost pride, based on the strong core values of KGC, which stand in good stead in providing a 'home' in the heart of the city. Sharing about the upcoming projects, he said, "We have more than 25 ongoing projects and around 50 upcoming projects which will be close to around 10 million square feet augmenting both residential and commercial in Kolkata, and rest of Bengal, Bihar, Jharkhand and Orissa. Covering all the needs of customer segments ranging from high-end premium flats and bungalow to an affordable housing for budget home buyers and also catering the commercial retail segments with world-class



K Mall, Kolkata

amenities. An upcoming project is Kolkata's landmark KMALL in Khidderpore, will be a world-class retail destination in electronic, garments and lifestyle hub of East India. Some of the ongoing Premium Residential projects are Altair, Kalim Orchard, Kalim Rehahish and Kalim Palace." He underscores that the KGC's passionate involvement in real estate projects reflect the company's dedication to develop wonderful ecosystems for Kolkata and its evolving needs. Constantly upgrading itself by adapting the latest technology and innovation is what drives the realtor to be ahead of the curve by having the capacity to upscale and develop prime properties.

Conscious of its responsibility towards environment, and sensitive towards communities who live and work in the vicinity of the project site, Mr Kalim avers,"We believe that our growth as a business will be driven by our ability to align our business goals with our sustainability goals. Our vision is to build a better life, and sustainability is a key part of this. We're committed to having a positive impact on the environment through our operations, supporting our people and community, and driving industrial transformation. We aim to contribute to mitigating global warming, and



**Azhaan Kalim**  
Director, Kalim Group

have a resilient value chain." A Man who thinks ahead of his times, Chairman of KGC, Mr Firdous, is grooming his two young sons, Ovaish Kalim, 24, a BBA and Postgraduate in real estate from Northumbria University, UK, who is now director of Kalim Group of Companies, and Azhaan Kalim, 23, an upcoming architect, in the nuances of real estate business. With these two youngsters, KGC, is set to venture into the millennial era of realizing dreams for classic and chic properties by a discerning and demanding customer community.



**Ovaish Kalim**  
Director, Kalim Group



Kalim Orchard, Kolkata



# INDIA SPACE INC.

COMPANIES THAT WERE PRIMARILY VENDORS TO ISRO HAVE STARTED WARMING UP TO THE IDEA OF INVESTING IN TECHNOLOGY AND MAKING BIGGER BETS IN THE SPACE SECTOR, ESPECIALLY AFTER THE SUCCESS OF THE CHANDRAYAAN-3 MISSION **BY MANISH PANT**

ILLUSTRATION BY **NILANJAN DAS** —

## THE INDIAN SPACE SECTOR

▶ SINCE ITS INCEPTION IN 1969, ISRO HAS BEEN AT THE FOREFRONT OF ALL SPACE-BASED ACTIVITIES

▶ IN 2020, THE GOVERNMENT ANNOUNCED THE OPENING UP OF THE SECTOR TO PRIVATE FIRMS FOR DIFFUSING SPACE TECHNOLOGY

▶ OVER THE YEARS, ISRO HAS DEVELOPED A VENDOR ECOSYSTEM OF 400+ FIRMS THAT HAVE PLAYED A PROMINENT ROLE IN MISSIONS

▶ THIS INCLUDES SUBSIDIARIES OF CONGLOMERATES LIKE L&T, TATA SONS, AND GODREJ GROUP, AND OVER 150 SPACETECH START-UPS





**THE FINAL FRONTIER** (CLOCKWISE FROM LEFT) • **N. CHANDRASEKARAN**, CHAIRMAN, TATA SONS  
• **JAMSHYD GODREJ**, CHAIRMAN & MD, GODREJ & BOYCE • **NAGA BHARATH DAKA AND PAWAN CHANDANA**, CO-FOUNDERS, SKYROOT AEROSPACE • **S.N. SUBRAHMANYAN**, CEO & MD, L&T



**A**ugust 23, 2023, India: There was no cricket match involving the Indian team that day. No new southern blockbuster had been released in theatres, nor was there a lockdown or curfew. Yet an hour before India's mission to the moon, Chandrayaan-3, was to land on the lunar surface,

people across the country either sat quietly glued to television screens or watched the event unfold on their smartphones. It broke all records on YouTube with 8 million concurrent views on the Indian Space Research Organisation's (Isro) channel. The Vikram lander successfully touched down near the moon's South Pole at 18:03 IST, and the nation erupted in joy.

Not only had India become the fourth in the world to make a soft

landing on the lunar surface, it also became the first to successfully land near its South Pole. But beyond the euphoria, the event also signalled the triumph of more than 400 private companies that are part of the vendor ecosystem that Isro has nurtured since its founding in 1969 to service its components, materials, and fabrication requirements.

Indeed, each successful step that Isro has taken has turned into a giant leap for these firms. And

over the years, Isro's ecosystem has included a diverse set of firms: From public sector undertakings to the legacy names of India Inc. and fledgeling spacetechnology start-ups. These firms have gained invaluable experience with each mission, and that in turn has bolstered their confidence to the extent that some are now looking to strike out on their own. In this changed scenario, marked by the watershed of Chandrayaan-3, there is a growing recognition of Indian firms' prowess and promise, reflected in the easier availability of funds. Another indicator of this change is the sudden spurt in the number of spacetechnology start-ups to more than 150 entities, which is the highest in Asia. These firms are spread across the gamut of space activities, from launch services to small satellite constellations to space tourism. And they are vying for a share in the \$386-billion global private space industry, which is expected to grow to \$1 trillion by 2040.

**EMERGING FROM ISRO'S SHADOW**

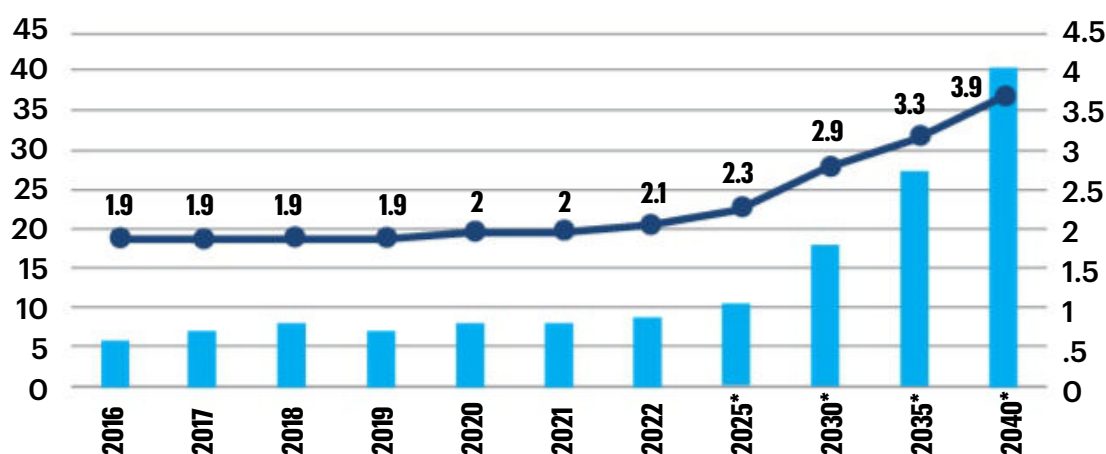
"While the Chandrayaan series has been led by Isro, there has been significant participation by the private sector in supplying components. It goes to the agency's credit that it identified suppliers who have over time developed capabilities to support a high-end mission like the Chandrayaan series," Lt Gen. (Retd) Anil Kumar Bhatt, Director General of the apex industry body the Indian Space Association (ISpA), tells *Business Today*.

The list includes notable public sector enterprises such as Bharat Electronics Ltd, Bharat Heavy Electricals Ltd, Electronics Corp. of India Ltd, Hindustan Aeronautics Ltd, Kerala State Electronics Develop-

26 |

**READY FOR TAKEOFF**

● SIZE OF INDIA'S SPACE SECTOR (\$ BILLION) — SHARE IN GLOBAL MARKET (RHS, IN %); \*ESTIMATES; SOURCE MARKET RESEARCH, ARTHUR D. LITTLE



> The country's space sector could potentially be worth \$40 billion by 2040

> It is forecast to grow at a CAGR of 9 per cent to attain 4 per cent market share globally



# INDIA'S NEW SPACE ECONOMY

► Large private firms are looking at working on the Gaganyaan mission

► Start-ups are planning to get involved in diverse activities like mapping and satellite launch

## From the Big Boys...

### COMPANY

### FUTURE PLANS

**L&T**

JV with Hindustan Aeronautics Ltd for 5 PSLV launch vehicles for Isro; supplying flight-rated hardware for the upcoming Gaganyaan mission

**Tata Consulting Engineers**

Exploring opportunities in the Gaganyaan mission and with National Centre for Radio Astrophysics (NCRA) for radio astronomical projects

**Godrej Aerospace**

Looking at providing critical components for semi-cryogenic engines, reusable launch vehicles and two-stage-to-orbit rocket launch vehicles

**Alpha Design Technologies**

Establishing an Assembly Integration and Testing (AIT) facility for building small satellites in the 30-150 kg range

**Walchandnagar Industries**

Venturing into advanced composite business with a long-term vision to offer customised composite solutions to cater to specific needs

**Ananth Technologies**

Foraying into small satellite constellations for geospatial mapping and geostationary satellites for communications

### ► PIXXEL

Hyperspectral satellites for earth imaging

### ► SKYROOT AEROSPACE

Launching vehicles for low-cost launches

### ► AGNIKUL COSMOS

Launching vehicles for low-cost launches

### ► SATSURE

Sending four edge-computing capable Lower Earth Orbit (LEO) satellites into space in 2025

### ► DIGANTARA RESEARCH & TECHNOLOGIES

Building India's first Space Situational Awareness (SSA) laboratory

### ► BELLATRIX AEROSPACE

Development of in-space propulsion systems

### ► DHRUVA SPACE

Creating diverse payloads and remotely operable ground station networks for tracking and controlling space assets

### ► GALAXEYE SPACE

Launching India's first and the world's highest-resolution multi-sensor imaging satellite in 2024

### ► INSPECITY

Building a space city between the earth and the moon for in-orbit servicing of space assets

### ► SPACE KIDZ INDIA

Microsatellite constellations and a low-cost Space Rickshaw satellite bus to carry multiple payloads to the moon

## ...To Start-ups

What these new-age firms have planned for the future



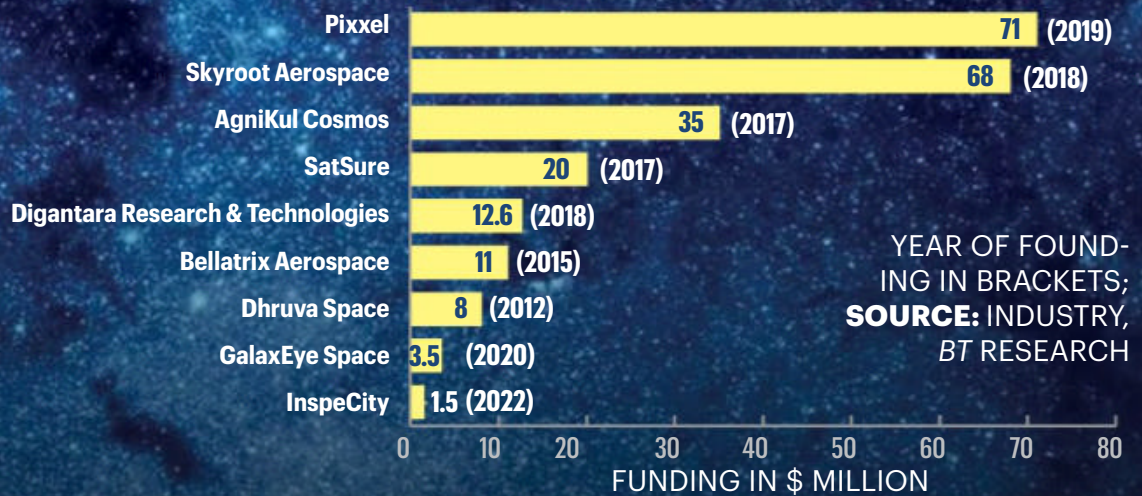
ment Corp. Ltd, and Mishra Dhatu Nigam Ltd. It also has storied names from the private sector like Tata Consulting Engineers (TCE)—part of the N. Chandrasekaran-led Tata group—whose relationship with Isro dates to 1971, when it engineered the first solid propellant plant. Today, the TCE-designed mobile launch pedestal at the Satish Dhawan Space Centre is used for assembling satellite launch vehicles.

“Private sector participation plays a crucial role in India’s success in the space sector. It brings in much-needed innovation for developing space-based applications and services while also opening a new pool of resources and talent,” says Amit Sharma, MD and CEO of Tata Consulting Engineers.

28 | Likewise, Jamshyd Godrej-led Godrej & Boyce has been an Isro partner for over 30 years, contributing to the production of over 175 engines for the agency’s workhorse Polar Satellite Launch Vehicle (PSLV) and Geosynchronous Satellite Launch Vehicle (GSLV) missions through its subsidiary, Godrej Aerospace. “We have been partnering with Isro’s space missions, including all PSLV and GSLV missions, and have contributed critical components like liquid propulsion engines, satellite thrusters, and control module components for both the Chandrayaan and Mangalyaan missions,” says Maneck Behramkamin, Associate Vice President and Business Head at Godrej Aerospace.

Engineering-to-IT conglomerate Larsen & Toubro, led by S.N. Subrahmanyam, is another storied partner. The critical aerodynamic test facilities it developed in 1975 are not only among India’s first but have few precedents worldwide. “L&T has played a critical role in the launch of the Launch Vehicle Mark-

## THE INDIAN FUNDING STORY



▶ Indian start-ups have raised over \$230 million since inception

▶ Pixxel, founded in 2019, has raised the highest amount at \$71 million

## GLOBAL FUNDING SPREE

★ Spacetech start-ups received over \$15 billion in investments in 2021 in 241 deals

★ The total global investments for space start-ups grew 2x from \$7.7 billion in 2020 to \$15.4 billion in 2021

★ The average deal size for spacetech start-ups rose by 35 per cent to \$64 million in 2021

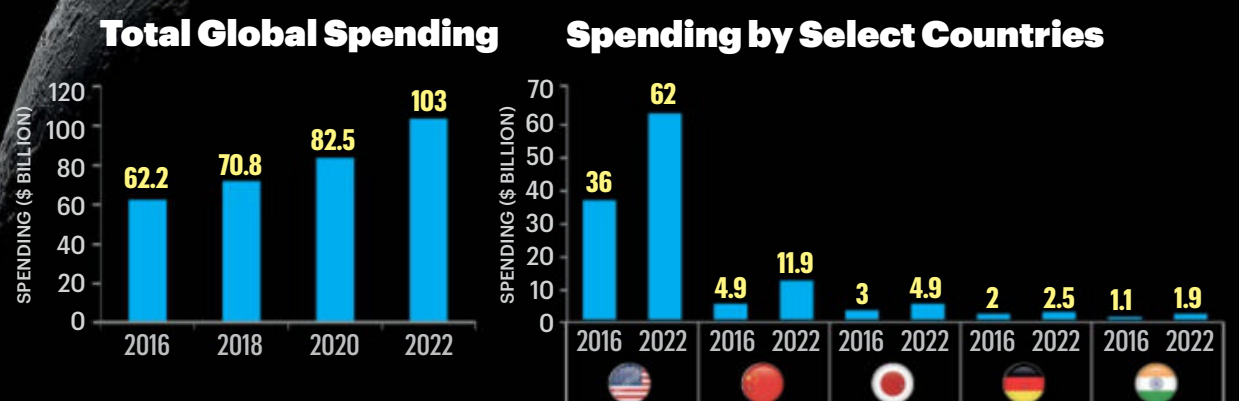
★ Since 2000, VCs have invested \$27 billion in spacetech start-ups

★ 69 per cent of investments in 596 deals in 2021 were contributed by VC firms

★ A record 13 space start-up acquisitions occurred in 2021, up from 11 in 2020

SOURCE EUROCONSULT, ARTHUR D. LITTLE

## INCREASING SPENDS



▶ Worldwide, government spending on space programmes has increased significantly

▶ The spending has been growing at a CAGR of nearly 8.8 per cent since 2016

SOURCE EUROCONSULT, ARTHUR D. LITTLE

GRAPHICS BY RAHUL SHARMA



3-M4 (LVM3-M4) [in the] Chandrayaan and Aditya L1 missions. L&T is involved in these missions, starting from the manufacturing of flight hardware to mission tracking,” states Arun Ramchandani, Executive Vice President and Head of Defence Business at L&T.

Then there are component suppliers like Pune-based Walchandnagar Industries, which has devoted a significant part of its resources towards servicing space services in the five decades of its association with Isro. Chirag Doshi, Managing Director & CEO, says, “Since our division’s humble beginnings in the early 1970s, we boast of 40 per cent of our resources, both men and machines, exclusively working towards India’s space programme.”

A second wave of private sector partnerships has been forged with the expansion of Isro’s space programme since the 1990s, with new suppliers like Ananth Technologies Ltd (ATL), Alpha Design Technologies Ltd (ADTL), Astra Microwave Products, Centum Electronics, Grintex India, and MISSAR Systems. Hyderabad-based ATL has been engaged in the production of diverse electronic and mechanical sub-systems for Isro’s launch vehicles, satellites, spacecraft payloads, and ground systems. Referring to the recent successful launch of the Aditya L1 mission, Subba Rao Pavuluri, ATL Founder, Chairman and Managing Director, observes, “This partnership represents a significant milestone for us, as we contribute our technical excellence and manufacturing to support India’s space exploration endeavours.”

In 2016, ADTL became the first Indian company to secure a contract for Assembly Integration and Testing (AIT) for the Indian Regional Navigation Satellite programme.

“The same year, Isro also awarded us the contract for the revival of the tele-education network in the Northeastern states by upgrading seven Ku-band hubs and about 325 Very Small Aperture Terminal (VSAT)-based classrooms,” mentions Sujatha Deepak, General Manager-Systems at ADTL. Ku-band satellites are the most popular for all forms of communications while VSAT is a small-sized earth station for receiving or transmitting data.

### VENDORS NO MORE

But as Space Race 2.0 picks up pace, the companies are no longer seen just as vendors. The government would like them to play a larger role in building a robust spacetechnology ecosystem. This change in thinking has been prompted by the transformation of the global space industry. Four major trends, including the mass adoption of commercial satellite services mainly for providing internet access, commercial space stations, in-space resource extraction and exploitation, and weaponisation of space, especially, indicate pivotal ‘strategic turning points’ for the space sector, according to a report by the advisory Arthur D. Little. Experience gained from space activities can help the private sector increase the role of technology in other areas and boost the pace of the Indian space sector, bringing it in line with mature space agencies like US space agency Nasa, says TCE’s Singh. “Private sector involvement not only brings strong project management and planning skills to the project but also technical design and engineering skills,” he adds.

Following the successful lift-off of India’s first privately built Vikram-S rocket last November, the ambitions of several spacetechnology start-ups have also soared. With the



**PAWAN GOENKA**  
CHAIRMAN, IN-SPACE

**“Larger companies, which were primarily vendors to Isro, have now started warming up to the idea of investing in technology and making bigger bets. So many want to have access to making rockets”**



**SRIMATHY KESANI**  
FOUNDER AND CEO,  
SPACE KIDZ INDIA

**“We are living in the best of times. From a child to a researcher, everyone wants to go to space. But... there’s also a lot of other learnings in the process. That’s the reason you also have so many start-ups coming up”**

rocket serving as the best metaphor for space exploration, these companies that are developing everything from launch vehicles to satellites to space applications see Kondapur (Telangana)-based Skyroot Aerospace’s achievement as putting their sector on a high growth trajectory. “India has a space ecosystem built over six decades, with a very



established domestic supply chain and cutting-edge infrastructure such as test facilities and launch pads. It also has the best cost efficiency for building space systems in the world. Also, India's new space policy is very robust and efficient, in addition to more venture capital flowing into the sector from last year," asserts Pawan Kumar Chandana, Co-founder and CEO of Skyroot Aerospace.

Consequently, three new industry bodies—the Indian National Space Promotion and Authorisation Centre (IN-SPACe), the ISpA, and NewSpace India Ltd. (NSIL)—have been created to realign space activities from a supply to demand-driven model. "The opening up of the space sector to private players and start-ups is a significant step towards augmenting the competitiveness of the Indian space programme by encouraging them to develop end-to-end space capabilities while also allowing Isro to focus on research and development of advanced space technologies, space exploration, and non-commercial missions," says Godrej Aerospace's Behramkamdin. Isro will, therefore, be focussing more on capacity building and the sharing of its facilities for commercial launches through NSIL and with non-government private entities through IN-SPACe.

"Earlier, private players collaborating with Isro or other government agencies were required to follow very stringent norms, such as keeping data secret or not sharing participation details. However, they are now allowed to talk about it, which has given confidence to smaller players," says Brajesh Singh, Associate Director at Arthur D. Little. This has been followed up with the rollout of enabling frameworks like

## AN ENABLING FRAMEWORK

What needs to be done to help the nascent spacetech sector reach for the stars



**A review of the Indian Space Policy, 2023, to stay abreast with global developments**



**Introduction of production-linked incentive (PLI) scheme and customs exemptions**



**Becoming a leader in building satellites and pushing internet adoption**



**Continued expansion of Isro's collaborations with more institutes and research labs**



**Building capabilities in space mining, manufacturing and in-orbit servicing**



**Tax reforms for supporting growth as well as making the end products globally competitive**



**A comprehensive study to fully tapping the sector's downstream capabilities**



**Early passage of the space law to keep local rules aligned with global frameworks**

**SOURCE** INDUSTRY, DELOITTE, ARTHUR D. LITTLE, BT RESEARCH

the Indian Space Policy, 2023, which delineates the roles of government organisations and provides clarity to private participants. Besides, the GST exemption on satellites put into space using locally made rockets launched from India and permitting up to 100 per cent FDI under the government route for firms involved

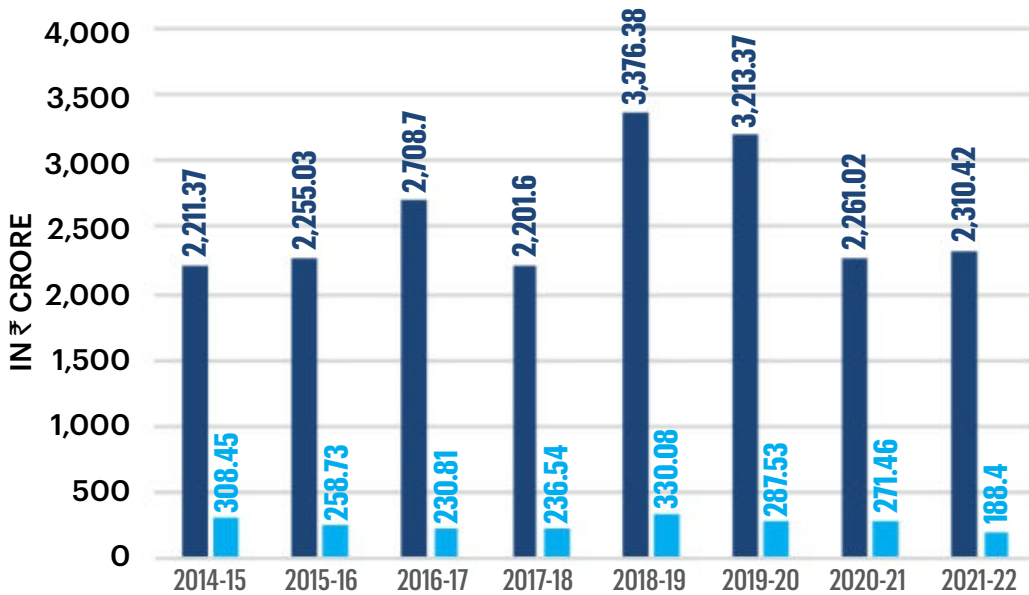
in satellite establishment and operations have been announced. "The emergence of firms like SpaceX and One Web has made the government understand that [this] sector cannot move ahead without private players," adds Singh.

Moreover, Chandrayaan-3's success and Aditya L1's progress have



## STILL SOME DISTANCE TO GO

India still depends on imports from the West



● IMPORTS ● EXPORTS

**NOTE** FIGURES ARE FOR IMPORTS AND EXPORTS OF COMPONENTS AND SERVICES, IN ₹ CRORE; **SOURCE** LOK SABHA QUESTIONS

▶ Imports of components have been high since 2014

▶ But exports of components and services have dipped

# 23

The number of companies that have expressed interest in manufacturing the SSLV developed by Isro

# 19

The number of active patents that Isro has transferred to the private sector from the 417 it has filed till date

further enthused stakeholders. ATL is already looking to foray into small satellite constellations for mapping and geostationary satellites for communications. Chennai-based start-up Space Kidz India is developing a low-cost satellite bus called Space Rickshaw. "As the main structural component of a satellite,

the Space Rickshaw will have the capacity to carry multiple payloads to the moon. To be launched by an Isro rocket, anyone doing research on the moon will be able to send their payloads through it," says Srimathy Kesan, Founder and CEO.

Isro is nurturing firms in other ways, too. Of the 417 patents it has



**ARUN RAMCHANDANI**  
EXECUTIVE VP & HEAD OF  
DEFENCE BUSINESS, L&T

**"Designing and producing critical systems locally will not only achieve self-reliance in strategic sectors like space but also provide huge employment and a significant multiplier to the domestic economy"**



**AMIT SHARMA**  
MANAGING DIRECTOR & CEO,  
TATA CONSULTING ENGINEERS

**"Private sector participation... brings in much-needed innovation for developing space-based applications and services while also opening a new pool of resources and talent"**

filed in space technology, 19 have been transferred to the industry.

### MAKING FOR THE WORLD

Stakeholders see this as an opportune time for Indian companies to progress from making in India to making for the world. This has been part of the government's strategy



to open the sector to private sector participation since 2020. “Larger companies, which were primarily vendors to Isro, have now started warming up to the idea of investing in technology and making bigger bets in the space sector. So many of them now want to have access to making rockets, satellites, and other big projects,” Pawan Goenka, Chairman of IN-SPACE, tells *BT*. Following a recent IN-SPACE initiative, 23 companies expressed interest in manufacturing the Small Satellite Launch Vehicle (SSLV) developed by Isro to support the launch of satellite constellations into the Lower Earth Orbit (LEO) at affordable costs.

“Designing and producing critical systems locally will not only achieve self-reliance in strategic sectors like space but also provide huge employment and a significant multiplier to the domestic economy as work will flow down from the product OEMs to lower tiers of production,” says L&T’s Ramchandani.

Sreeram Ananthasayanam, Partner Consulting at Deloitte India, sees two cohorts of companies emerging: firms involved in upstream and downstream activities. The first will follow the Isro growth story to metamorphose into focusing on end-to-end capabilities or in segments like launch services and satellite or payload providers. “They have all the opportunity to evolve into mini-Isros.” But it is in the downstream segment that he sees far bigger potential. “Given India’s demographic dividend and its strengths in computers, advanced algorithms, and geospatial technologies, we see [it] taking a pole position in this segment.” Upstream activities involve satellite manufacturing, and launch services, while downstream activities encompass

# POLICY PUSH

Beyond the policy framework, the government also provides funding support to firms in this space

## TECHNOLOGY DEVELOPMENT FUND (TDF) SCHEME, MINISTRY OF DEFENCE

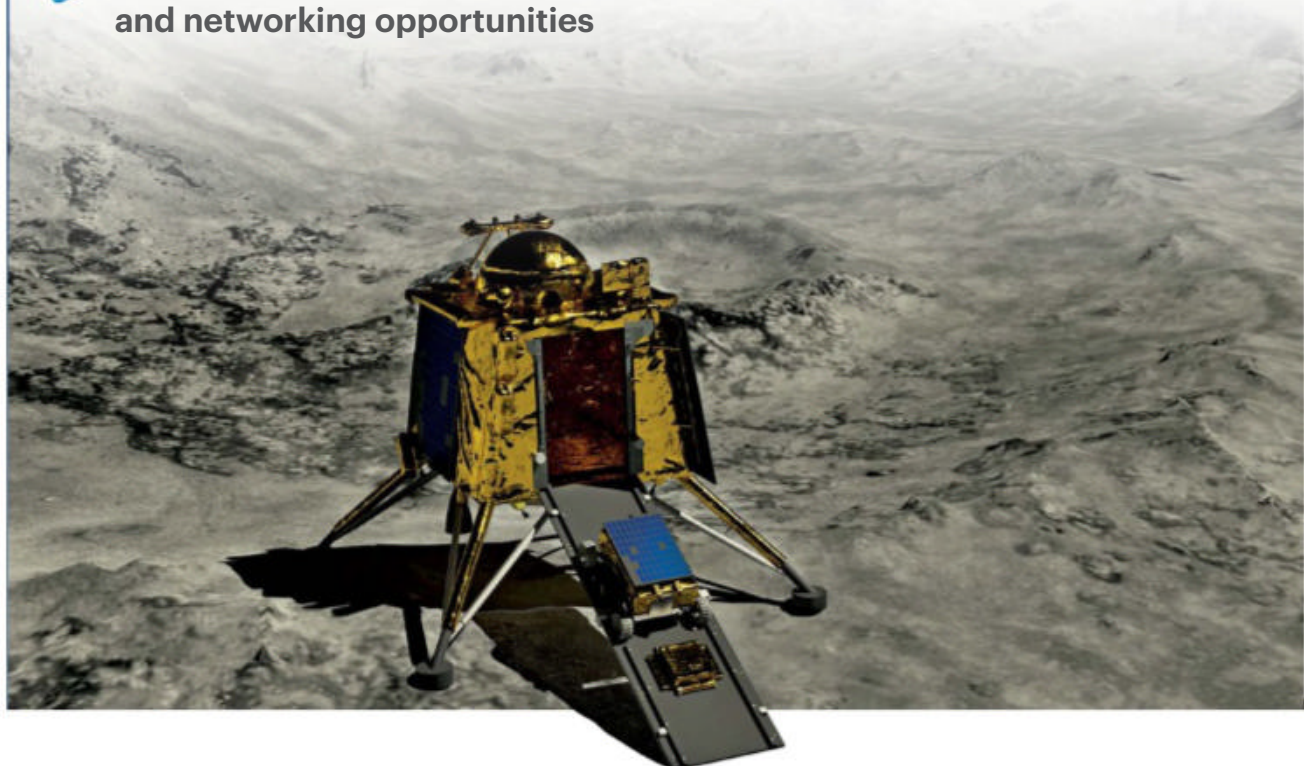
- ▶ MoD programme executed by Defence Research and Development Organisation (DRDO) under the Make in India initiative
- ▶ It is an initiative to encourage MSMEs and start-ups to develop innovative defence technologies
- ▶ The scheme operates in grants-in-aid mode

## ATAL INCUBATION CENTRE (AIC)

- ▶ AIC operates under the Atal Innovation Mission (AIM) Initiative
- ▶ Focus areas include UAVs, drones and surveillance equipment, aerospace tech, air taxis, space debris tracking and monitoring services and space education

## IN-SPACE SEED FUND FOR SPACETECH START-UPS

- ▶ ₹1 crore (\$121,000) each to be provided to companies selected
- ▶ Package inclusive of mentorship, training and networking opportunities





using satellite data for applications such as earth observation, communication, and navigation.

### UNTAPPED POTENTIAL

India's tryst with space is not without its share of challenges. Compared with the Top 2 spacefaring powers, the US and China, the country stands at No. 7 in terms of satellites operated. It continues to depend on the West for imports of critical components for launch vehicles, spacecraft, and satellites. Furthermore, it has virtually no presence in activities such as space manufacturing, human space transport, space tourism, and high-altitude platforms and balloons. This should not come as a surprise, as the country's space budget is merely 0.05 per cent of its GDP. In comparison, the US spends 0.25 per cent of its GDP on space.

Per a study by Arthur D. Little, the country's space industry is expected to grow to \$40 billion by 2040, at a CAGR of 9.2 per cent, to reach a 4 per cent market share globally. But it says India can do better and touch \$100 billion by that year to corner 10 per cent market share.

Besides, the ongoing realignment in geopolitics has resulted in India being perceived as a counter to China. A surprise agreement inked during Prime Minister Narendra Modi's state visit to the US was India becoming the 27th signatory to the Artemis Accords, a multilateral agreement between the US and other countries to return humans to the moon by 2025. More recently, ahead of the G20 Summit in New Delhi, the US reiterated its commitment to send the first Indian astronaut to the International Space Station later this year.

"As a global space community, we have been trying to formulate



**MANECK BEHRAMKAMDIN**  
ASSOCIATE VP & BUSINESS HEAD,  
GODREJ AEROSPACE

**"The opening up of the space sector to private players and start-ups is a significant step towards augmenting the competitiveness of the Indian space programme"**



**CHIRAG DOSHI**  
MANAGING DIRECTOR & CEO,  
WALCHANDNAGAR INDUSTRIES

**"Since our division's humble beginnings in the early 1970s, we boast of 40 per cent of our resources, both men and machines, exclusively working [on] India's space programme"**

some shared perspectives on space exploration, how it should be accomplished, and who should benefit. The Artemis Accords were one of the first recent efforts to advance [those] original principles laid out almost 50 years ago," Elizebeth Varghese, People in Space-Leader at Deloitte and author of *Stellar Sin-*

*gularity: Navigating the Spacefaring Economy*, tells BT.

Neha Singh, Chairperson and MD of data services provider Tracxn, feels this expanding India-US partnership will especially give a fillip to start-up funding. The ecosystem received \$112 million in 2022, which is 17 per cent higher than in 2021, according to Tracxn.

So, how soon can India expect to see its own Elon Musk and SpaceX? Arthur D. Little's Singh feels India still has a lot of ground to cover in terms of developing its R&D base and facilitating options for raising easy financing. "At the same time, we must not forget that Musk has taken years to reach where he is today. And that wouldn't have happened without policy support from the US government. In the last couple of years, India's space programme has moved into the next orbit. Provided this continues, we have the potential to produce our own versions of Musk and SpaceX," suggests Singh.

Meanwhile, Deloitte's Ananthasayanam has high expectations from spacetech start-ups. "It's just a matter of finding the right sponsor or person with the right financial muscle to back them up...Some of these start-ups are working in areas such as Space Situational Awareness (SSA), green and electric propulsion and laser-based communications that only a very few companies are into, globally." SSA is the knowledge of the space environment, including the location, orbit, and function of man-made objects as well as natural objects such as asteroids and comets.

If things remain on track, a thousand SpaceXs could bloom in India. **BT**

@manishpant22





**SEA CHANGE** A rocket nose cone being

# THE ISRO MODEL

FIFTY-FOUR-YEAR-OLD ISRO IS NOT ONLY THE WORLD'S MOST COST-EFFECTIVE AGENCY BUT IT IS ALSO FAST PROVING TO BE ONE OF THE MOST SUCCESSFUL INCUBATORS OF PRIVATE SPACE FIRMS

BY MANISH PANT

**F**ROM CARRYING ROCKET CONES on bicycles and ferrying satellites on bullock carts to successfully sending an orbiter to Mars in the first attempt to making India the first spacefaring nation to land near the moon's South Pole—the Indian Space Research Organisation (Isro), the world's sixth-largest

space agency, has come a long way indeed.

In the process, the national space agency has even managed to disrupt the world of space exploration. For instance, the Mangalyaan and Chandrayaan missions were achieved on shoestring budgets of \$73 million and \$75 million, respectively, lesser than the money spent

on making Hollywood science fiction blockbusters *Gravity* (\$100 million) and *The Martian* (\$108 million).

But as is evident, Isro's frugality has its roots in its very humble origins. Just like the iconic global brands Apple and Microsoft, Vikram Sarabhai—widely hailed as the father of India's space programme—started a small space lab in the garage of his Ahmedabad residence. Starting out as the Indian National Committee for Space Research (INCOSPAR), Isro formally came into being on August 15, 1969.

Fifty-four years later, Isro is fast evolving into an agency that is enabling the creation of one of the world's biggest spacetechnology ecosystems. It has incubated and nurtured firms over those years to a point where the sector has reached critical mass and can boast of over 400 companies that are now looking to strike out on their own in activities like launch services, satellite communications, and space tourism.

And all of this has been built with





carried on a bicycle in 1966 (left); the LVM3-M4 launch vehicle being transported in 2023

that same ethos of frugality and pragmatism. That was made amply clear by Isro Chairman S. Somanath at the Indian Space Congress in July this year.

“India, especially, is a country where if you like giving it [for] free, it’s very good. You will be building a huge business. But then, of course, there needs to be a business model,” he told a cross-section of stakeholders. A strong proponent of taking satellite communications to the masses, Somanath has been pushing hard to also make the technology affordable. “We have to find ways through which on-ground infrastructure and connectivity are actually delivered to people in millions at an extremely low cost.”

The satellite internet market is expected to touch a 27 per cent share of the global space industry by 2040, a massive increase over its current share of less than 1 per cent, according to a Deloitte study. Moreover, satellite manufacturing, satellite launch, commercial human spaceflight and commercial remote

sensing are also likely to gain substantially. Crucially, the government spending component, that has been considerable all these years, is expected to fall from 27 per cent in 2021 to less than 18 per cent by 2040. Isro will cede space to the private sector to drive future growth.

### GUIDED BY ALTRUISM

Although often touted as the world’s lowest cost yet most successful space agency, contrary to popular belief Isro has never been managed as a company as it always worked with a somewhat altruistic agenda. For instance, the revenue earned from foreign and domestic satellite launches would earlier go into the Department of Space’s (DoS) balance sheet. After NewSpace India Ltd (NSIL) was formed in 2019, it takes care of all commercial activities after buying ready-made assets and services from Isro. That money makes its way to the balance sheet of the DoS, which in turn funds Isro. NSIL is a profitable entity—in FY22, it recorded profit

## THE ISRO STORY

**FOUNDED** 1969. Has its roots in the Indian National Committee for Space Research (INCOSPAR)

**POSITION** World’s sixth-largest space agency

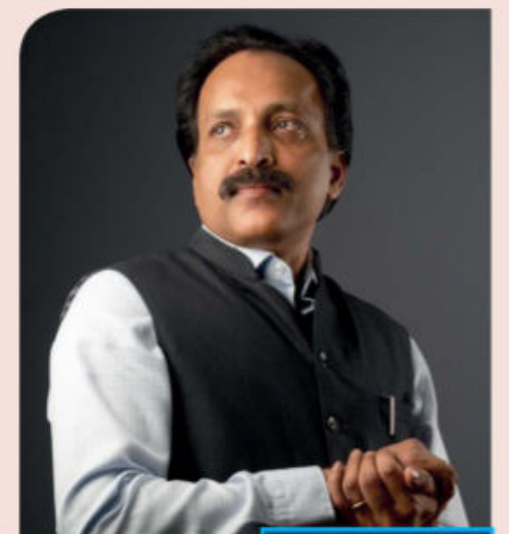
**STRENGTHS** Built a strong position across the value chain of satellite communications, earth observation, satellite navigation, launch vehicles, and space and science exploration

**LAUNCHES** 125 spacecraft missions and 92 launch missions

**FOREIGN LAUNCHES** 431 satellites for 34 countries since 1999. In the past five years, the agency has earned \$94 million from such launches

**NSIL** Established in 2019 to market products and services as well as enable technology transfers from Isro

**SPACEPORT** Satish Dhawan Space Centre (SDSC), Sriharikota (Andhra Pradesh)



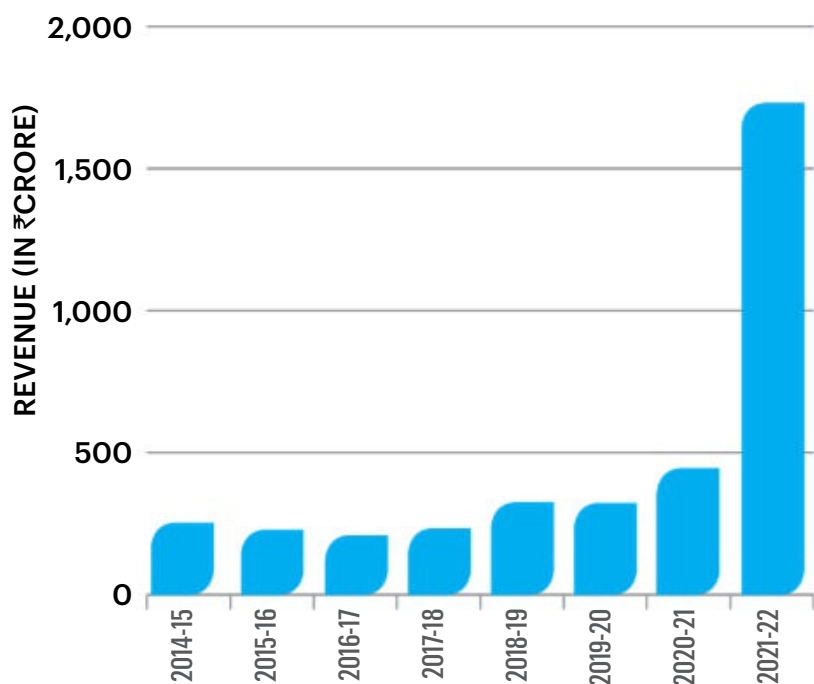
**S. SOMANATH**  
CHAIRMAN, ISRO

**“India... is a country where if you like giving it [for] free, it’s very good. You will be building a huge business. But then... there needs to be a business model”**



## ZOOMING REVENUES

In FY22, NSIL's revenues jumped manifold to ₹1,713 crore



36 |

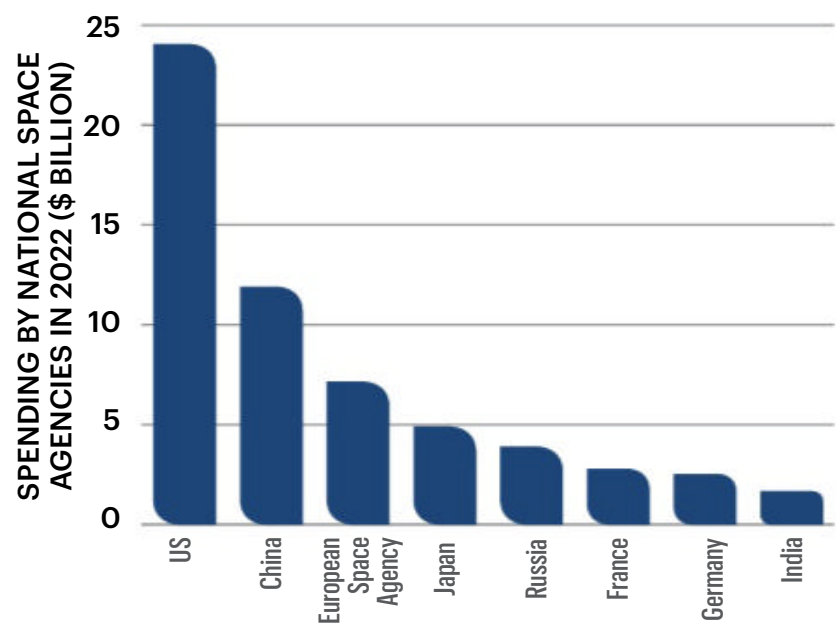
▶ Since FY20, Isro sells its products to NSIL, which sells to other players

▶ Isro and NSIL come under DoS. Revenue till 2018-19 is for DoS

**SOURCE** DEPARTMENT OF SPACE (DOS), NSIL

## A LOW-COST PLAYER

The US is by far the biggest spender in the space sector



▶ Isro has one of the lowest budgets among its global peers

▶ At 0.05 per cent, India ranks seventh in space spending as a share of GDP

**SOURCE** PUBLIC REPORTS, BT RESEARCH

after tax of ₹342.98 crore. Its revenue zoomed from ₹321.77 crore in FY20 to ₹1,731 crore in FY22.

Therefore, as part of the opening of the Indian space ecosystem to private participation since 2020, Isro is playing a key role in transforming the sector from a supply-based model to a demand-based one. It has already started helping with capacity building through the development of new technologies and capabilities, technology transfers to private players and sharing its facilities with NSIL and Non-Government Private Entities.

It is also making an all-out effort to retain India's position as a low-

cost yet reliable satellite launch services provider. And it aims to maintain this leadership position in the arena through the Small Satellite Launch Vehicle (SSLV) and a reusable rocket.

Ranjana Kaul, Partner at the New Delhi-based law firm Dua Associates, says India, as a late entrant to the global commercial space sector, has no time to spare in this highly competitive marketplace. "At one time, we had about a 2 per cent share of the international commercial space launch market. But when [Elon] Musk introduced his reusable SpaceX rocket bringing down the cost of a commercial space

launch significantly, India was no longer the cheapest," she says.

Therefore, even as the orbit economy booms, the cost of satellite launches continues to decline, and competition promises to get ever more cut-throat, the country remains in the reckoning.

The SSLV was conceived after increased demand for launch vehicles with a quick turnaround time to put small satellite constellations in the Lower Earth Orbit (LEO). It is an all-solid fuel-powered three-stage vehicle capable of launching mini, micro or nano class satellites in the 10-500 kg range. "The SSLV was created as an industry-friendly



# FUTURE MISSIONS

## ▶ X-RAY POLARIMETER SATELLITE (XPOSAT)

India's first dedicated polarimetry mission to study various dynamics of bright astronomical X-ray sources in extreme conditions

## ▶ NASA-ISRO SAR (NISAR)

A Low Earth Orbit (LEO) observatory being jointly developed by Nasa and Isro to provide spatially and temporally consistent data by mapping the Earth in 12 days

## ▶ SPADEX

A space docking experiment involving two spacecraft to develop technologies related to orbital rendezvous, formation flying for applications in human spaceflight, in-space satellite servicing and other operations

## ▶ MANGALYAAN-2

A follow-up interplanetary mission to Mangalyaan-1 to study the early Martian crust

## ▶ GAGANYAAN MISSIONS

Comprising three missions, Isro will launch the country's first human spaceflight on Gaganyaan-3 after testing the first two unmanned launches

## ▶ SHUKRAYAAN

An orbiter will be sent to Venus as part of the interplanetary mission

## ▶ KULASEKHARAPATNAM SPACEPORT

Isro's second spaceport is being developed at Kulasekharapatnam in Tamil Nadu's Thoothukudi district for smaller launches

## ▶ SAMUDRAYAAN

Other than forays into outer space, Isro's Vikram Sarabhai Space Centre (VSSC) is also developing a titanium alloy submersible for a 6,000-metre-deep undersea crewed mission in association with the National Institute of Ocean Technology (NIOT)

SOURCE ISRO, BT RESEARCH

| 37

rocket, and we would like to transfer this rocket to the industry at the earliest. The industry will be given the whole technology to build and operate it to support small satellite constellations at manageable costs," Isro Chairman Somanath tells *Business Today*.

Following a process initiated by the Indian National Space Promotion and Authorisation Centre (IN-SPACe)—the single-window nodal agency for authorising, promoting and regulating private players in the space sector—a total of 23 private players have expressed interest in building the SSLV launch vehicle after the technology transfer

from the national space agency.

Somanath has also sought the private sector's support in expediting its reusable rocket programme to compete with Elon Musk's SpaceX. He has already committed Isro's support in working with the private sector in designing the complex technology that will go into building the reusable rockets. "The rocket has to be owned and operated by business houses to not only handle more payloads commercially but also be able to increase its numbers whenever required. This vehicle needs to be realised in the shortest possible time because time is running out," cau-

tions Somanath. His sense of urgency can be gauged from the successes that SpaceX has had with the Falcon 9 rocket, in terms of bringing down the cost of launching payloads in LEO to as low as \$2,700 per kg. And a successful deployment of its under-development Starship will see this crashing further to as low as \$10 per kg.

But looking at the list of its overly ambitious space missions planned as well as the can-do attitude, Isro may spring a surprise with a far cheaper, yet more reliable, alternative. **BT**

@manishpant22



# A NEW KOTAK BANK

**AS UDAY KOTAK HANGS UP HIS BOOTS, KOTAK MAHINDRA BANK IS TRANSITIONING TO A NEW LEADERSHIP AND AN 'AMAZONISATION' STRATEGY THAT THE FOUNDER PUT IN PLACE. BUT THE PATH AHEAD COULD HAVE SPEED BUMPS**

BY **ANAND ADHIKARI**

38 |

# A

**FTER ALMOST TWO** decades of building large businesses at Seattle-based Amazon, Bhavnish Lathia was longing for fresh challenges. A year at a start-up didn't turn out as he had thought. Last August, he packed his bags for India and headed to Kotak Mahindra Bank's (KMB) headquarters in Mumbai's BKC. Elsewhere in the US, Milind Nagnur had been hopping

from one global bank to another—from JP Morgan, Citibank, to Wells Fargo for more than two decades. The desire to innovate and disrupt the traditional ways of banking led him to fintech firm Early Warning Services, which pioneered real-time payments services in the US, akin to India's National Payments Corporation of India. After witnessing India's tech prowess via the India Stack, he decided to return home; KMB was a perfect fit. While both joined KMB around the same time in 2022, Rohit Bhasin, a veteran from FMCG behemoth Unilever, joined this February. Bhasin's last assignment dealt with repositioning the once iconic Ponds brand while based out of Singapore. A few months later, Bhaskar Kumar—who has honed his skills at GE Capital, HSBC and Bajaj Finserv—came on board. All have been handpicked by KMB Founder



and Director Uday Kotak, who on September 1 transitioned from MD & CEO to a non-executive role after two decades of building the institution that has total assets of ₹4.89 lakh crore.

Before coming on board, these four new hires had extensive meetings with Whole-time Directors Shanti Ekambaram and K.V.S. Manian, the two aspirants to the post of MD & CEO. Ekambaram and Manian, both in their 60s, will have around a decade to steer the bank, given the Reserve Bank of India's (RBI)



# WORK IN THE MAKING



PHOTOS BY **MANDAR DEODHAR**

age limit of 70 years. (See box *Growth Recipe*) A new organisational structure is emerging at KMB as MD & CEO Dipak Gupta's tenure ends in December; another veteran Gaurang Shah, who was Whole-time Director, retired in October 2022.

But this shift in leadership doesn't bother the new recruits. Under Kotak's watchful eye, there is already a new strategy and team in place to transform KMB into a tech-savvy institution akin to Amazon in terms of customer excellence. And Kotak, 64, will keep a close watch on the proceedings as a member of the board.

## GROWTH RECIPE

### Nine strategic drivers for the new MD & CEO

- ▶ TECHNOLOGY AT THE CORE
- ▶ LEADERSHIP IN DIGITAL CAPABILITIES
- ▶ CUSTOMER CENTRICITY
- ▶ LOW-COST DEPOSIT ACCESS EXPANSION
- ▶ PURSUE LOANS & ADVANCES GROWTH
- ▶ EXECUTE WITH ASSET QUALITY DISCIPLINE AND IMPROVING PRODUCTIVITY
- ▶ FINANCIAL INCLUSION AS A BUSINESS OPPORTUNITY
- ▶ BUILDING A TEAM OF TALENTED, ENGAGED AND MOTIVATED EMPLOYEES
- ▶ PURSUE INORGANIC OPPORTUNITIES

| 39

**TOP TALENT** The bank has suggested the names of Shanti Ekambaram (*left*) and K.V.S. Manian to RBI as possible successors to Uday Kotak

### THE NEW TEAM'S MANDATE

Let's travel back in time to see how the new strategy unfolded. As the impact of Covid-19 began to wane, Kotak and his senior team recognised the need for new skill sets. The sector had undergone fundamental shifts; with more millennials becoming its customers, there was a need to be more like Amazon: constant availability, seamless transactions, and robust cybersecurity. KMB's plans were set in motion about a year and a half ago. "There are three pillars of the new strategy. The first is to offer an Amazon-like experience. The second fo-



cusses on enhancing the employee experience by providing them with the right tools and systems. The third pillar is the emphasis on increased productivity,” explains Manian. Today, a customer builds trust in a company by way of experience. “We have to re-imagine what banking means for this new generation,” says Lathia, who is Chief of Customer Experience & Head of Technology of Consumer Bank. In fact, there were some subtle hints of the new KMB in Kotak’s messaging to shareholders in 2022-23: it talked about “change” in 2021-22 and promised “accelerating change” the very next year. The pace of “change”, which the bank is now targeting, has intensified post-Covid-19. “In the future, banks will essentially be tech companies offering banking products,” says Ekambaram. “What does it take to build a sustainable institution for the future? Product excellence, customer obsession, and trust. We, at Kotak, are in the midst of this mindset shift for these priorities,” Kotak had said in his address to shareholders this year.

As part of this, KMB has prioritised hiring top-tier global talent in technology, customer experience, mar-

40 | **THE MAJOR INVESTMENTS ARE TAKING PLACE IN IT ARCHITECTURE, DATA ANALYTICS, AND TALENT**

keting, branding, and data and risk analytics. That’s where Lathia, Nagnur as Chief Technology Officer, Bhasin as Head of Retail Liabilities Product and Chief Marketing Officer, and Kumar as Head of Retail and Commercial Risk fit in. They, in turn, handpicked their teams from hundreds of people from companies like Amazon, X, Ola, Microsoft, and more, adding to the bank’s workforce of 73,481. “Make Kotak a customer-centric bank. Start from what consumers need and build a product suite.” That in a nutshell is Kotak’s advice to the new hires. But this shift comes with some challenges. For instance, the bank’s employee turnover surged to 45 per cent in FY23 from 39 per cent in FY22, with the bank citing junior-level exits in sales, call centres and collections as the primary cause.

**TWO-IN-A-BOX STRATEGY**

Currently, banks are categorised by product or loan verticals. But the customer experiences the bank hori-

# A Storied Legacy

## UDAY KOTAK LEAVES BEHIND A RICH LEGACY AT THE ORGANISATION HE FOUNDED, WHICH SEEMS SET TO STAND THE TEST OF TIME

**W**HEN HENRY FORD made cheap, reliable cars, people said, ‘Nah, what’s wrong with a horse?’ That was a huge bet he made, and it worked,” Elon Musk, the owner of

Tesla, SpaceX, and X, recently said. Ford took a significant risk at the start of the 20th century, and it paid off. Uday Kotak (*pictured*), who coincidentally had a car financing joint venture with the US car-maker’s financial arm in his initial years, too took risks and successfully challenged established industry leaders to achieve significant success.

In its nearly four-decade journey, the Kotak Group has amassed total assets of ₹6.2 lakh crore, market capitalisation of over ₹3.5 lakh crore and employee strength of nearly 100,000. Kotak’s family was into cotton trading, but he started his journey with a bill-discounting business. Step by step, he built a financial powerhouse with a presence in banking, mutual funds, insurance, stock broking,



**The Institution Builder**

**1985**

Starts his entrepreneurial journey with bill discounting







PHOTO BY HARDIK CHHABRA

## THE KOTAK GROUP HAS AMASSED TOTAL ASSETS OF AROUND ₹6.2 LAKH CRORE AND MARKET CAP OF OVER ₹3.5 LAKH CRORE

car finance, investment banking, private equity, and alternative assets. (See box *The Institution Builder*)

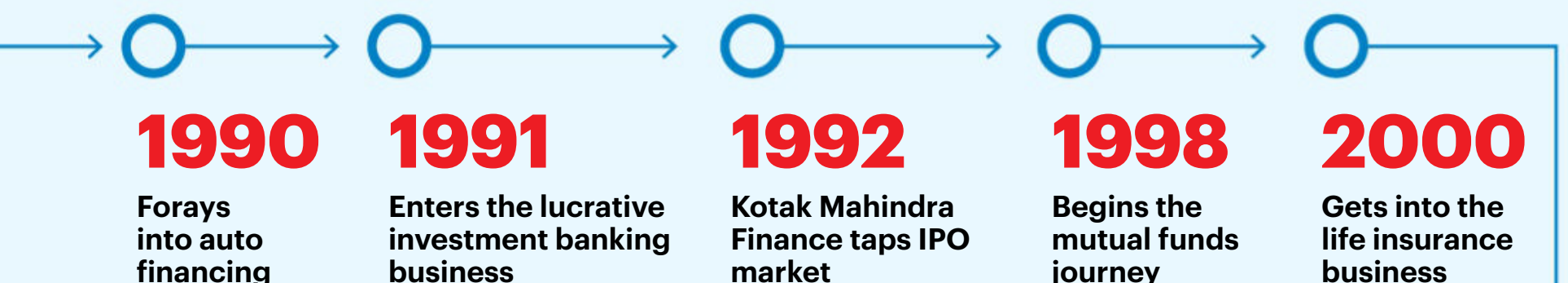
Whether it's his knack for being in the right place at the right time after liberalisation or exceptional entrepreneurial

drive, under his leadership the group has generated immense value for stakeholders. If an investor had placed ₹10,000 in the company in 1985 the investment would have skyrocketed to ₹300 crore today. "We have the concept of the

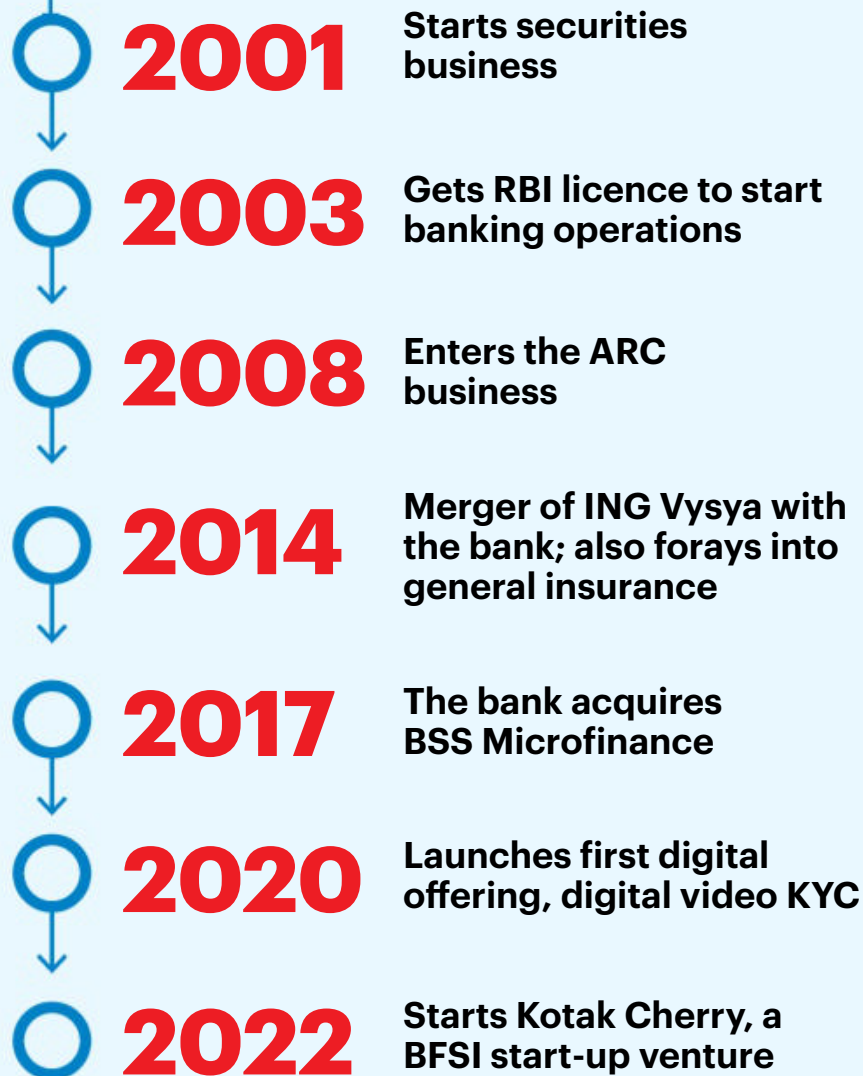
'professional entrepreneur'. The freedom we experience in building new businesses, coupled with the immense ownership we assume, is unparalleled," says K.V.S. Manian, Whole-time Director at the bank. Manian has played a pivotal role in the group's journey from an NBFC to a bank. "Many leaders have built businesses from the ground up, and there's an absence of fear regarding failure. We foster an environment that promotes experimentation and learning, recognising that failures are an integral part of the journey," he adds. That's the culture and legacy Kotak, whose family holds a 26 per cent stake in the bank, has built in the group to continuously challenge the status quo and take risks.

Unfortunately, the RBI's rules on ownership and tenure limits for the post of MD & CEO at private banks impacted Kotak's ambition to hold a larger stake and extend his leadership tenure. Moving ahead, Kotak envisions his role as a non-executive board member, serving as a strategic shareholder with a long-term vision of cultivating a world-class institution. "It's rare in today's global banking landscape to find an individual holding a 26 per cent stake, especially when such a significant portion of family assets is concentrated in a single stock," he wrote in the annual report for FY23.

But Uday Kotak's profile is beyond the Kotak Group. Five







years ago, the government reached out to him to steer the failed infrastructure lender IL&FS out of asset-liability mismatches. In a four-year period, Kotak, who served as Non-executive Chairman of the IL&FS board, helped the NBFC recover a major part of the loans.

Kotak recently said that an institution has to out-live individuals, including those who founded it. “But like the water in an ocean, each contributory stream collectively makes up the institution,” he said in an address to shareholders this year. And there are global institutions that Kotak wants his group to emulate in the future. For instance, JP Morgan, the world’s largest bank by market capitalisation. It was started by John Morgan; after he passed away in 1913, his son, J.P. Morgan Jr. stepped into his shoes. The son then led the bank through tough times like World War I and the Great Depression. Later, professional leaders took over from the Morgan family to run the bank. And the global bank has only thrived.

Uday Kotak also appears to have built an institution that will stand the test of time, much like JP Morgan. **BT**

zontally. So, it requires a fundamental transformation of a bank from a traditional one that uses IT as a support function to one that operates more like a technology-centric and customer-first organisation. “There is a partnership model in play. We are integrating tech-savvy professionals who can collaborate with our banking experts. This ensures the delivery of products that not only meet banking standards but also resonate with the modern user’s expectations,” says Ekambaram. For instance, the IT and business teams sit together, take part in strategy decisions, and develop a product together. Such pairings, called “lighthouses”, are being established throughout KMB. This is part of the ‘Two-in-a-box’ strategy, wherein two leaders work together to make decisions and lead a team.

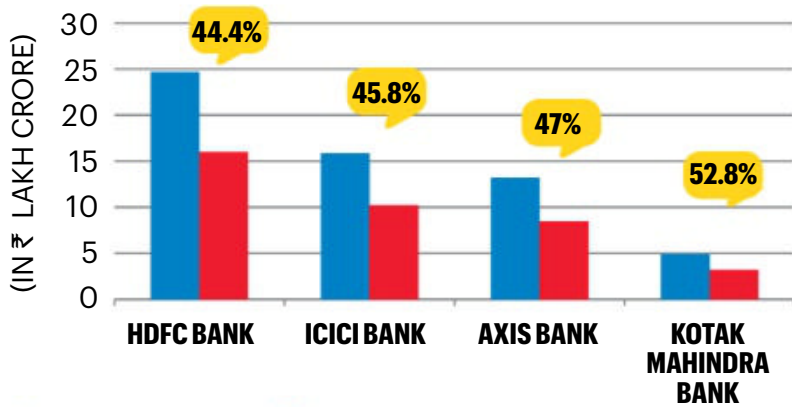
The centre of activity is not just the headquarters in Mumbai. Instead, the IT hubs—Bengaluru, Hyderabad, and Gurugram—are the new innovation centres. The mobile banking team is based out of Mumbai, Gurugram, Hyderabad and Bengaluru, while the lead engineer operates from Hyderabad. And while the risk analytics team is in Mumbai, the person heading it is based in Bengaluru. “You have to be where the talent is,” says Nagnur. The new strategy is to build everything in-house to be available at all times without any delay or transaction failure. “What was done in three weeks by the vendor can now be done in two days. But this means we have to almost run an IT company inside the bank,” Nagnur adds.

The major investments are taking place in IT architecture, security, data analytics, and talent. “Today, technology complements business. But in the future, technology will be the business,” says Ekambaram. KMB wants its banking app to emulate popular ones like Amazon, or Swiggy—swift transitions, reliability, and consistent performance. That’s important because KMB’s mobile app is its largest branch. “Currently, 98



## HOW THEY STACK UP

- ▶ KOTAK MAHINDRA BANK HAS THE HIGHEST CASA OF 52.8 PER CENT AMONG PRIVATE BANKS
- ▶ IT SHOWS THE BANK IS BUILDING A QUALITY LOAN BOOK

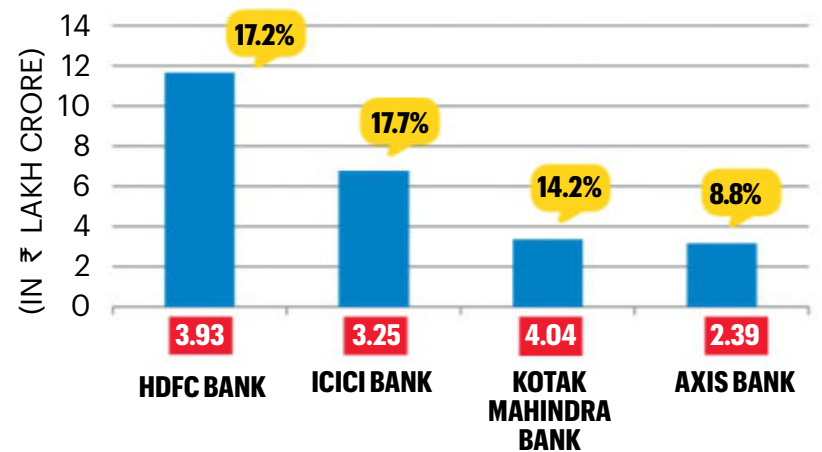


■ TOTAL ASSETS ■ LOANS & ADVANCES  
 ■ CASA AS A SHARE OF TOTAL DEPOSITS

**NOTE** FIGURES ARE FOR 2022-23; **SOURCE** ANNUAL REPORTS/PRESENTATIONS, CMIE INDUSTRY OUTLOOK

## STRONG NUMBERS

- ▶ KOTAK ENJOYS THE HIGHEST PRICE-TO-BOOK RATIO AMONG LISTED BANKS
- ▶ FUTURE UNLOCKING IN NON-BANK SUBSIDIARIES TO REWARD SHAREHOLDERS



■ M-CAP\* ■ CONSOLIDATED RETURN ON EQUITY#  
 ■ PRICE TO BOOK VALUE\* (X); \*AS OF SEPTEMBER 21, 2023; #DATA FOR 2022-23; **SOURCE** ACE EQUITY

per cent of our savings bank transactions occur through it. The foremost priority is ensuring an optimal customer experience,” says Ekambaram.

It’s not all about new people though. “We are upping the digital quotient of people at every level, including leadership levels. We are upgrading skills. We’re also rotating people,” says Ekambaram. “Culturally, it’s a big change in how the bank is working now,” says Manian.

### A NEW WAY

Months after joining, Bhasin hit the jackpot with a product called ActivMoney. This sweep deposit product, designed to give interest rates similar to fixed deposits in savings accounts, is seeing double-digit growth and already constitutes 7-8 per cent of the bank’s total deposits. Another priority for KMB will be granular deposits and liability franchises. (See box *How They Stack Up*). Bhasin has also instituted a research function within KMB. “We have put in place a programme called Meet Your Customers to get feedback,” he says.

Bhasin works closely with asset teams to examine the key drivers for a customer to buy a product. For instance, cash backs and discounts are key drivers for credit card customers; for personal loans, it is convenience; and interest rates are key for home loans, he explains. “The exercise... [is helping the bank to] improve the customer experience,” says Bhasin.

In fact, at KMB, unsecured loans—particularly

credit cards, personal loans, and small business loans—have surged from 3 per cent in pre-Covid-19 times to 10 per cent now. “We will go up to the mid-teens,” says Ekambaram. In the past six to seven years, the growth came from large corporates. But there are only a few big names. So, this April, KMB carved out a separate mid-corporate segment. “There is a huge opportunity in the mid-market segment where, apart from lending, there is a huge opportunity to do cash management and other fee-based products,” says Manian.

Then there’s the credit space where the world has moved to working on data to qualify consumers. Banks now pre-qualify customers and make them offers. This is where Kumar, Head of Retail and Commercial Risk, comes in.

### CHALLENGES AND MORE

However, there will be challenges. The industry dynamics are set to change with the entry of a digital-first Jio Financial Services. Plus, the stock market is already nervous about Kotak’s exit. But the fundamentals of the bank are very strong. “Their growth is higher than market growth. Their return ratios, like ROCE and ROE, are very high,” says Ajit Kabi, Banking Analyst at LKP Securities. Under the new leader, KMB will also explore inorganic growth opportunities. As Ekambaram says, KMB is open to “anything that’s value-accretive”.

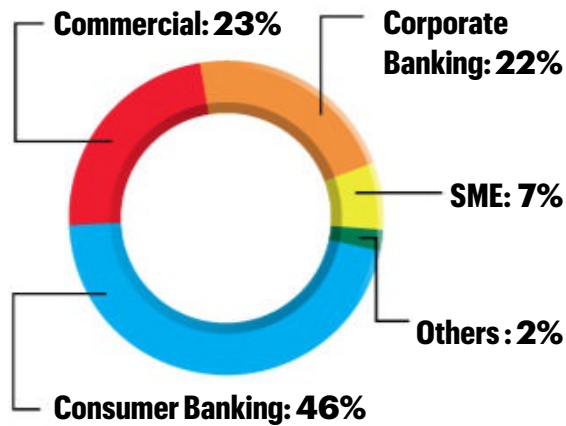
The biggest challenge for KMB will be to keep its flock



## THE BUSINESS MIX

▶ THE LENDER IS BETTING BIG ON MID-MARKET OR SMEs

▶ ITS CONSUMER BANKING FRANCHISE SERVES FAST-EMERGING SEGMENTS LIKE CONSUMER DURABLES

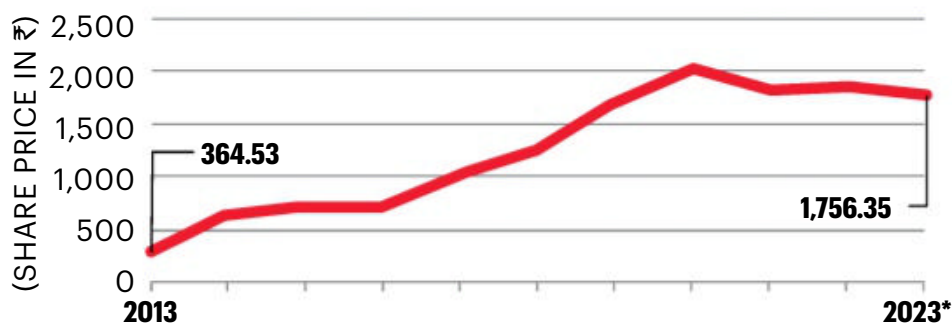


SOURCE: ANNUAL REPORTS/PRESENTATIONS

## MARKET MOOD

▶ INVESTORS ARE NERVOUS ABOUT UDAY KOTAK'S EXIT AFTER TWO DECADES AS MD AND CEO

▶ WITH SOME CHALLENGES TO DEAL WITH, THE NEW LEADER COULD TAKE TIME TO SETTLE DOWN



SHARE PRICE AT THE END OF THE YEAR; \*DATA AS ON SEPTEMBER 21; SOURCE ACE EQUITY

## CHALLENGES FOR THE NEW TEAM



The exit of three stalwarts—Uday Kotak, Dipak Gupta and Gaurang Shah



The new MD and CEO and non-banker recruits may take time to adjust



Some exits are likely to happen because of post-succession pangs



Competition is hotting up in the BFSI space with Jio Financial's entry



Technology is changing fast; fintechs also disrupting the space



With consolidation, large public sector banks will give competition

together. Recent succession exercises at large private lenders have seen senior executives jumping ship. But Tej Shah, Portfolio Manager at Marcellus Investment Managers, says succession at KMB is a different ball game. "Kotak, as promoter, still holds a substantial stake in the bank. He still continues as a board member." KMB is a part of the Marcellus portfolio.

Experts believe all future major decisions made by the board with Kotak as a member will reflect his expertise and experience. "A conservative bank doesn't go down if the CEO leaves," says a banking analyst. The new CEO will also have to have the right equation with the Founder. Plus, Kotak's son Jay joined the bank seven years ago. Jay Kotak, Vice President and Co-head of digital bank Kotak811, is expected to follow the normal career path.

Kotak has put in place some good practices that will stand KMB in good stead. For instance, a 12-member Group Management Council meets at 9:30 am every Monday to brainstorm risks, new opportunities, regulatory framework, global developments, innovations, etc.

"This speeds up decision-making as there are many synergies between the group companies and the bank," says a member. Kotak allowed an entrepreneurial culture by allowing professionals to run businesses independently. The group also follows a very conservative approach to doing business, with no asset quality deterioration. With the new recruits readying to take charge, Lathia says that KMB's value system impressed him the most.

As a professional, Nagnur has seen many leadership transitions. When he began his tenure at JP Morgan Chase in 2001, William Harrison was at the helm as Chairman and CEO. A few years later, a merger with Bank One was announced. Despite JP Morgan Chase being 10x larger than Bank One, James Dimon, the CEO of Bank One, took over as Chairman and CEO of the combined entity, and continues till this day. "Change is a constant in life. Transitions are an inevitable part of the journey," says Nagnur. Uday Kotak couldn't agree more. **BT**

@anandadhikari



# Organ Transplant

FEATURE



ORGAN TRANSPLANTATION HAS REVOLUTIONISED MODERN MEDICINE, GIVING COUNTLESS INDIVIDUALS A SECOND CHANCE AT LIFE. THE TRANSPLANTATION OF ORGANS SUCH AS THE HEART, LIVER, KIDNEY, AND LUNGS HAS BECOME COMMONPLACE, SAVING THOUSANDS OF LIVES EACH YEAR. THIS YEAR 2023, THE INDIAN ORGAN DONATION DAY RESOLUTION IS "DONATE ORGANS, SAVE LIVES". THE UNION HEALTH MINISTRY RECENTLY MODIFIED NATIONAL ORGAN TRANSPLANTATION GUIDELINES TO ALLOW EVEN THOSE ABOVE 65 YEARS OF AGE TO REGISTER TO RECEIVE AN ORGAN FOR TRANSPLANTATION FROM DECEASED DONORS. IN THIS ISSUE WE PRESENT A FEATURE ON LEADING HOSPITALS PAVING THE PATH FOR REVOLUTIONIZING ORGAN TRANSPLANT IN INDIA.



# AN ORGAN DONATED SAVES A LIFE



Phenomenal transformation has been witnessed in medicine where highly advanced technology assisted techniques are a reality in conducting complex procedures such as organ transplant, which has grown as a specialization in itself. Today, organ transplantation considered as a miracle of twentieth century, not only increases life expectancies and improves the quality of life, it remains the best last resort for replacing terminal and irreparable organ damage. Today, organ transplant procedures in India headed by experts in the specialization, are ensuring treatment comparable to the best in the world and affordable, as well, which is attracting patients from different countries.

## Gaining World Prominence

Organ transplantation has come a long way after the first successful transplant carried out in 1954, which was also the first living donor kidney transplant, by the legendary Dr. Joseph Murray. Every year, August 13 is observed as World Organ Donation Day, but in 2023, the Indian Organ Donation Day, which was started in 2010, under the Ministry of Health & Family Welfare by the National Organ and Tissue Transplant Organization (NOTTO), was shifted to 3rd August. It was done so to coincide with the commemoration of the first successful cadaver heart transplant done in India on August 3rd, 1994. This year the theme of the World Organ Donation

Day 2023 is "Step up to volunteer; need more organ donors to fill the lacunae" emphasising on the universal appeal to communities on the significance of making a pledge to donate an organ to help bridge the gap.

## World Organ Donation Day emphasizes on:

- Saving lives
- Improving quality of life
- Addressing organ shortage
- Promoting medical advancement
- Enhancing generosity and empathy
- Inculcating social responsibility
- Ensuring ethical practices
- Reducing healthcare costs
- Global impact on people
- Comforting grieving families

## Significance of Organ Transplantation

What makes organ transplantation significant is the fact that it not only brings hope to many terminally ill patients with organ failure by saving their lives, but also ensures quality life. Transplant is a medical procedure in which a donor's healthy organ is removed and is surgically replaced in the recipient having a damaged or missing organ.

The organs that can be transplanted are namely the liver, kidney, pancreas, heart, lung, intestine, face, hand and uterus. The four different types of organ transplants that are carried out are living donation, cadaver donation, tissue donation and paediatric donation. In India, organ donation law, both for the deceased and living donors, is regulated by the Transplantation of Human Organs and Tissues Act, (THOTA), 1994. The National Organ and Tissue Transplant Registry was established to maintain records of organ donations



***The FMT also reduces the leakiness of the bowel, preventing the bacteria from moving out. They allow the food to be processed properly and improve nutrition in the patients; the bad bacteria are alcohol dependent.***

Dr. S K Sarin, V-C, ILBS on Faecal Transplants

and transplantation in the country to help formulate policies and strategies to promote organ donation and transplantation.

## Technology Advancements

Minimally invasive or key-hole techniques for procedures is a reality because of technological advancements. AI has proved to be a disruptor enabling high-precision surgeries where laparoscopic and robotic interventions are giving high success rates in the range of 90's. Robotic surgery offers better manoeuvrability, 3D vision, which helps in conducting the most difficult operations with negligible collateral damage, better



***"Over 15,000 organ donations are now made annually in the country as compared to 5,000 in 2013, There cannot be a greater service to humanity than giving life to another person."***

Shri. Mansukh Mandaviya, Union Health Minister





***“Most Donations come from the victims of road accidents. Most of them end up in Government Hospitals, And they must do something to improve the donor pool.”***

Dr. Sunil Shroff, Founder Mohan Foundation

suturing and faster post-operative recovery, where pain is less, infection chances are rare, scarring is minimal, and hospitalization is drastically reduced cutting costs. There are newer frontiers being explored in medical technology, which would take medicine to another level and achieve unimaginable possibilities.

#### Donor Criteria

No two recipient bodies behave similarly in accepting an organ of a donor. Meaning that the body reacts differently for different people when it an organ is transplanted in a recipient, which can also be rejected. Each organ has different matching criteria, but broadly the criteria include blood type and size of the organ or organs needed, wait-listed time for a transplant, distance between donor and recipient, besides some vitals factors such as the medical emergency of the recipient, the matching level of immune system between donor and recipient and whether the recipient is an adult or a child. Organ transplantation is the answer to reducing healthcare burden considerably by doing away with the need for hospitalization, undergoing repeat surgeries and prolonged treatment.

#### Vital Logistics

Many vital factors must be taken into consideration apart from medical aspect of the best-matched donor and potential organ recipient. It includes logistics such as their proximity or distance involved for transporting the organ within the critical time-frame. If the donor and recipient live in the same city the organ can be transported by an ambulance, and if in a different part of the country the organ can be transported by airlines. Heart and lung have only 2 to 6 hours viability, so they have to be transported quickly using fastest transport modes and green corridors created especially for reaching the site on time. Kidneys can be preserved for up to 36 hours before being transplanted, but exceptions are critical medical need of a patient.

#### Donor Facts

Following the Union Ministry of Health and Family Welfare removing the age cap that people beyond 65 years could not receive cadaver organ transplants in

consideration of the right to life enshrined under Article 21, everyone can be a donor based on medical conditions, which determine whether or not an organ and tissue can be donated. The Centre has also removed the need for domicile registration to receive organs from a particular State/Union Territory, besides directing them to not charge any fee for organ recipient registration. To streamline and make the facility seamless, patients will be allotted a unique ID by NOTTO on registering having validity even if the patient changes multiple hospitals in different states.

#### Organ Donation in India

Though India conducts the third highest number of transplants in the world, the number of organs needed is still much higher. The country has an organ donation rate of 0.52 per million population, much lower than other countries such as Spain, which has a high 49.6 per million.

In 2022, nearly 12,791 living donor transplants and 2,765 deceased donor transplants were said to be conducted, while only 1,743 (14%) of the organs were cadaver donors, whereas majority of organs harvested were from living donors, specifically kidney and liver donations. As per data, India, registered 1,589 kidney transplants, 761 liver and 250 heart transplants in the deceased category in 2022. Kidney transplant is the most common followed by liver, heart, lung, pancreas, and small bowel transplants.

A high cadaver donation is achievable in India, if the organs of road accident victims can be salvaged, with nearly 1.5 lakh people succumbing to road mishaps, every year across the country. India ranks at the top in road accident death toll in the world. Also lifestyle diseases are also increasingly impacting people, raising demand for organs, which can be retrieved from deceased donors.

#### Challenges of Organ Transplantation

Lack of awareness among people about the importance of organ donation and transplantation is the biggest



***“Livers from brain-dead patients may exhibit various issues such as fat deposits, damage, compromised blood supply, infections, low blood pressure, etc. These factors can affect the organ’s quality and limit their preservation outside the body.”***

Dr. A S Soin, Liver Transplant Surgeon



***Unlike in other surgeries ,where work of a surgeon ends after he is out of OT; in case of a Transplant Surgeon, the commitment is life long to the organ recipient. They need long term follow up. I am in touch with all my patients.They seek guidance over phone and emails .These things have to be taken care of all patients are from far off parts of the country.***

Dr. Mukul Minz, Kidney Transplant Surgeon

challenge. It has created shortage of organs as people are not volunteering to do so because of cultural traditions, religious beliefs, and lack of trust in the medical system which is faced by several legal and ethical issues surrounding organ donation, including consent, allocation of organs, and the fair distribution of organs. Transplantation and preservation, which come with logistic challenges, especially for organs with a small-window of viability needing specific conditions of storage, is another road-block. Medical suitability is another challenge because all donated organs are not suitable for transplantation, which can limit the number of available organs for transplant. Affordability is another important factor, which can be high making transplantation inaccessible for patients with financial constraints.

#### Some Government Initiatives

- National Organ Transplant Programme (NOTP) launched in 2014, created a national registry of organ donors and recipients, established more organ transplant centres, and propagates public awareness about organ donation.
- Deceased Organ Donation Program launched by Ministry of Health and Family Welfare encourages organ donation from deceased individuals.
- Designated November 27 as National Organ Donation Day to raise awareness about the importance of organ donation and encourage people to pledge to donate their organs.
- Swasth Bharat Yatra campaign aims to promote healthy living, prevent lifestyle diseases, raise awareness on organ donation and encourages people to pledge to donate their organs.
- Organ Retrieval Banking Organization is a part of the All India Institute of Medical Sciences (AIIMS), New Delhi and is responsible for the retrieval, preservation, and distribution of organs for transplantation in the Delhi-NCR region.



# SETTING NEW PARADIGMS IN ORGAN TRANSPLANTS

A pioneering liver surgeon, Dr Mohamed Rela, has set several global milestones in his specialty, including entry into the Guinness Book of World Record, for a miraculous liver operation on a five-day-old infant. Even at 65, he is driven by the passion to make world-class treatment accessible and affordable to the common man. He built the super multi-specialty Rela Hospital in Chennai, which has emerged as a benchmark in excellence, especially in organ transplant. In an engaging conversation, Dr Rela, shared a wide spectrum about healthcare with Business Today.

**Q** What was the objective behind starting Rela Hospital, and as Chairman and Director, what are the initiatives that differentiates your hospital from the rest when it comes to medical infrastructure, clinical offerings, and patient care?

Rela Hospital, was built for a responsible social purpose. The objective was to provide an international level care to serve the local community. We want to remain local and that has been our ethos. And for that, we have built very high-end infrastructure, and I don't want to squander it only on affluent liver patients. I felt that our hospital should be accessible to all sections of the society that motivated me to make a conscious decision to build the facility in a not so posh locality of Chennai. That is the core business and that is the core specialty I am in.

Today, we do one of the largest number of close to 300 liver transplant in the country in a year. Patients, both nationally and internationally come not just for liver transplant, but also for the exemplary services in all other specialties such as pediatrics, general medicine, oncology, available in our hospital. Lung transplant is a recent addition to our portfolio. Our hospital is amongst the privileged few in India to have JCI accredited from the US. Another global achievement of our hospital is our unparalleled liver intensive care and infection control. This is the result of our focus on performing successful operations and good outcomes, which match

every parameter to that of UK. Our outcomes are fully audited and emphasis on intensive infection control, a salient feature of the hospital.

**Q** As chairman of a huge healthcare facility and in a country like India, where population continues to overwhelm the medical fraternity and the government, what according to you should be the measures taken by leaders like you to fix this existing healthcare gaps?

The best care can ultimately be provided through government sector, where all the facilities are made available. An example is the initiative of the Tamil Nadu government is a good, well-organized scheme for organ donation that has been replicated in most southern states, and Maharashtra as well, but yet to be adopted and implemented by northern states. The government scheme not only funds organ donation, but also organ transplant, under which Rs 22 lakhs is disbursed over a period of 2 years to such patients. Under an MOU based on PPP pattern, we almost do 60 transplants funded by the government, which means the superior infrastructure facility created by us is now available

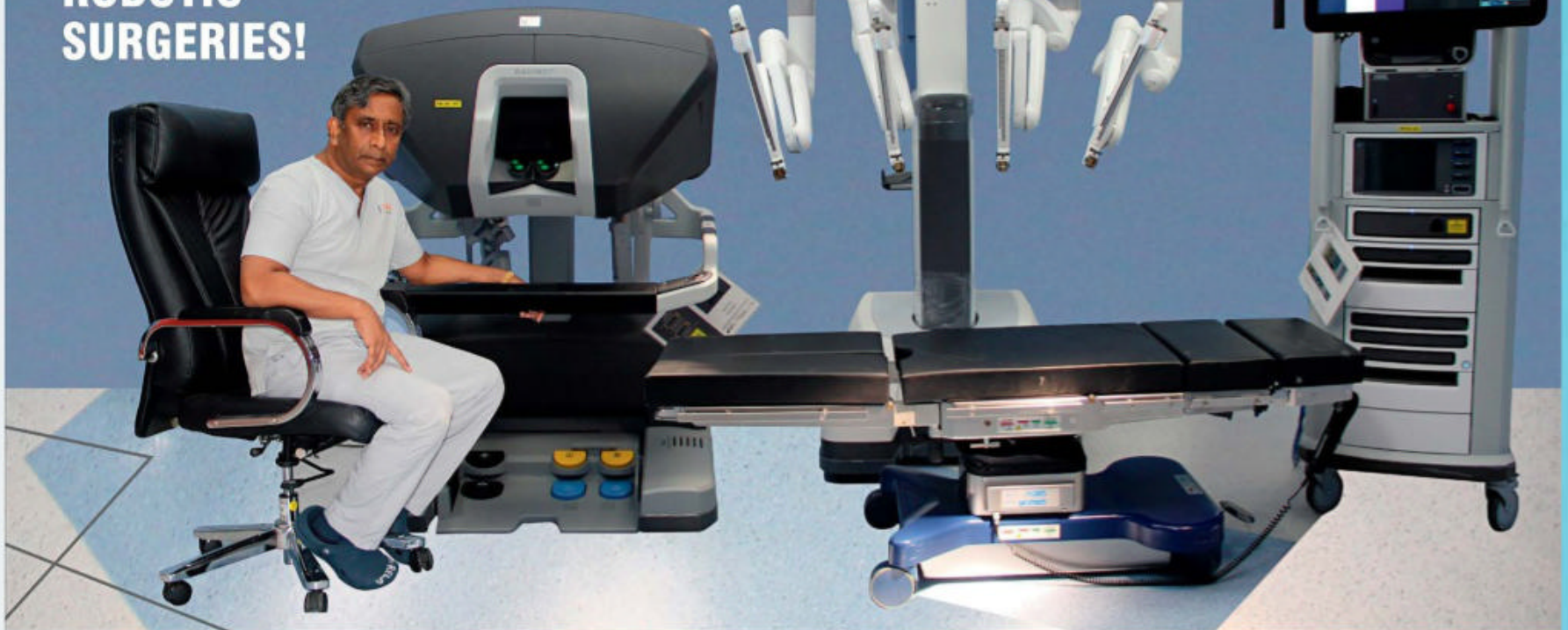


to those who can afford the facility, and even by those who do not have the wherewithal. We help local doctors of government hospitals by our team of doctors in doing high-end surgeries and liver transplant, which has turned out to be a very successful collaborative initiative. My observation is that more private hospitals have to come up, but they largely cater to those with deep pockets resulting in huge discrepancy in the healthcare system in our country. Private sector can't fill the gap as it involves mobilizing huge investment, man power and machine. Having worked for 25 years in the NHS system of UK, I feel that their kind of treatment provided without any prejudice, free of cost, must be made available to the local population by our





## EXTENDING EXTRAORDINARY CARE THROUGH ROBOTIC SURGERIES!



government (moot question) catering to the middle and EWS sections of the society for which significant up-scaling needs to be done.

**Q**With AI embedded technology taking centerstage in the recent years, how has it leveraged surgical intervention outcomes and the future that you can perceive?

We will have to live with the disruptor -AI, as it is going to stay. Currently, AI is being used in radiology, pathology and diagnostics, proving to be a huge advantage. Unlike the limited human capacity to learn, go through reports and sift information to reach a conclusion, the machine can do much better in many aspects as it can learn within a day a 1000, 10000 to a million cases. Nevertheless, the output will have to be verified. Wherever there is a reading programme on a mass scale, technology can do the job much better. When it comes to procedures, for simpler case laparoscopy will serve its purpose, while robotics will be able to manage complex cases with precision, and it's going to be the future.

**Q**Today, which are the organs that can be harvested, and the organ most in demand for transplantation?

The waiting list is long for kidney transplants as they are the most in demand because such patients are either on dialysis or in the end stage. Fortunately, patients on dialysis can live for years. Whereas, the number of patients in queue for liver transplant is comparatively much less because they cannot survive beyond six to one year if the transplant is not done within the timeframe. Living donor and cadaver transplants are possible on kidney and liver patients. On the contrary, only cadaver transplants can be done in heart and lung cases, which are not very common in our country. Limb and uterine transplants, though few in numbers, have

been performed on patients in India.

**Q**You have a huge body of stellar achievements in academics, and organ transplantation, as well. What would you like to be known as- Professor Mohamed Rela or Surgeon DR. Mohamed Rela?

To keep it simple, I would like to be known as Dr Rela. The prefix of Professor came as a title given to me by King George's College Hospital, UK, for the research work that I did which entitled me to a personal Chair, so that's how the title of professor got tagged to my professional credentials.

**Q**What inspired you to specialize in liver transplantation, and the challenges that you faced as a surgeon in the early days of practice?

When I started liver transplant in 1991, it was a fledgling specialty. I had moved to London at a time when not many British doctors in the UK, wanted to do liver transplant for its notoriety of being a very difficult specialty entailing duty calls at unconventional hours for unscheduled emergency operations. That gap came as an opportunity for me to get into a new field. Liver surgery by itself is one of the most complex surgical fields, a challenge that I took up and found myself to be good at. That's how I started my career and successfully completed more than 35 years in the specialty.

**Q**You have pioneered innovation in liver transplantation techniques, the skills have also won you a place of privilege in the Guinness World of Records. Could you elaborate on this landmark moment in your life?

In those early days of the specialty, unfortunately most infants succumbed to liver failure resulting in poor outcomes. It was my keen interest in doing liver transplants on infants that motivated me and the

team at the King George Hospital, UK, where at their specialized liver paediatric department, we developed a technique of doing safe transplants on newly born babies. It so happened that an Irish couple lost their child to liver failure due to congenital disorder. They were aware that their next child to be born would also meet a similar fate as the earlier new born. As soon as their baby was born they recognized that the child had the same conditions like the previous child. We planned the operation and performed it when the child was just five days into this world, an unbeaten record till date. I was unaware nor did I think that such an operation was conducted for the first time in the world. One of my colleague wrote to the Guinness Book of World Record informing them of the feat and before long I was mentioned in the annals of their book. Today, that infant girl child is a healthy young woman of 24 and a joy to behold.

**Q**If you were to dream of living another life what would it be?

I believe, God blesses everyone with some ability, and that they should be able to identify, recognize and excel by working towards that chosen direction. When young, I was passionate about becoming a surgeon, and fortunately I went on to become an able surgeon. I believe that the liver is a unique organ, involving high-end surgery and I have been able to excel in that. God has guided me in the right direction and I have chosen to do the right thing for me. I feel happy and extremely privileged to be doing what I am doing. Apart from the tangible worldly achievements, the most important aspect of my chosen career path provides an opportunity to serve people, save lives. My parents placed utmost importance on educating me and my siblings. My mother, who has seen my progress throughout stays with me, and I continue to get her blessings.



# Harmony and hope: Dr. Attawar and the art of heart, lung transplantation.



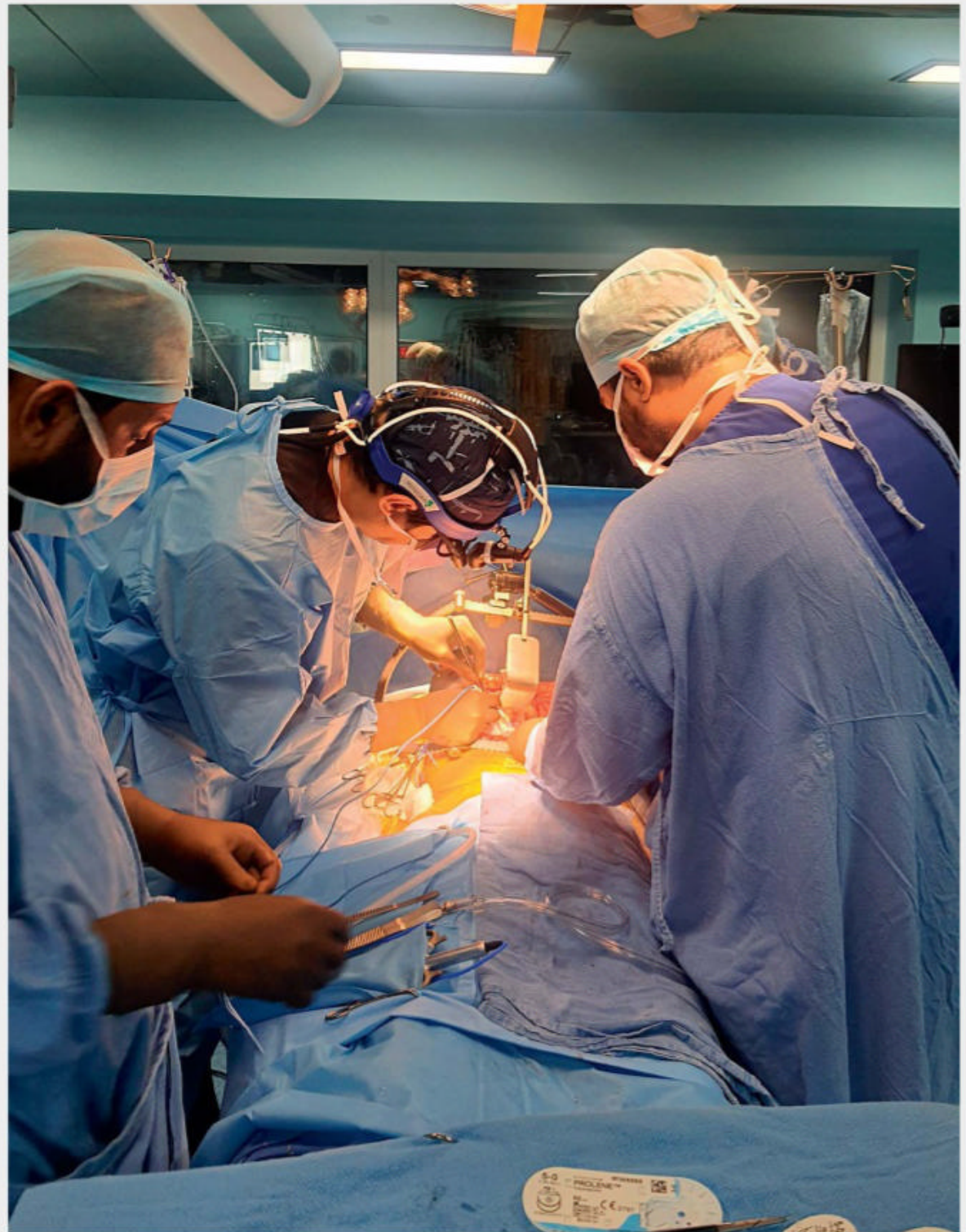
In the heart of India's ever-increasing burden of lung diseases owing to urbanization, pollution & overcrowding a beacon of hope shines brightly for those battling severe respiratory ailments. Nestled in the city of Hyderabad, KIMS Hospital has emerged as a lifeline for patients with end-stage lung diseases.

At the helm of KIMS, solid thoracic transplant program is Dr. Sandeep Attawar, who is a world-renowned solid organ transplant surgeon. As both a seasoned surgeon and visionary leader, Dr. Attawar has played a pivotal role in laying the foundations of solid thoracic organ transplant in India. With a career spanning over several years, Dr. Attawar has garnered recognition for his exceptional skill and unwavering dedication to patient wellbeing and pioneering solid thoracic organ transplant. He focuses, solely on a top-down realignment of pre-existing cardiac and respiratory services in heart and lung transplant centers. He has done the same for Gleneagles Group of hospitals at Chennai, Bangalore, Hyderabad, and Mumbai over 3 years, before he moved down as the Founding Director of the Solid thoracic organ transplant program at KIMS Hospitals. Dr. Attawar is also an active member in several esteemed international forums such as ISHLT, STS and EACTS with his extensive research work being published in several prestigious national and international journals. His team has successfully performed close to 500 lung transplants which is the largest number in the country (of which 319 were Double lung transplants, 108 Heart transplants & 53 Combine Heart & Lung transplants), with over 48 left ventricular assist device implants. Annually, his team performs close to a hundred lung transplants which accounts for almost 70% of the lung transplants performed in the country. Largest single-center experience in double lung transplant for COVID-damaged lungs - in the world. Additionally, the team provides ECMO (extracorporeal membrane oxygenation) for approximately 50+ patients annually,



enhancing the chances of successful transplantation. Dr. Attawar's trailblazing work continues to inspire and redefine the landscape of organ transplantation in India. Speaking to the India today, Dr Attawar says "As the director, it has been my intentional strategy to provide young and dynamic doctors with early exposure to the art of lung transplant. In a country where the field of lung transplant was nonexistent, we were able to create a pioneering program which is at par with one of best programs in the world. In India where organ donations are few and far apart, we overcame this challenge by creating a hub and spoke model wherein we have several satellite centers spread all across the vastness of this country with a network of dedicated interdisciplinary professionals who work seamlessly in a synchronized manner contributing to the program making it one of the fastest growing solid organ transplant networks in the world"

For any chronic lung disease, time is of the essence as their health can deteriorate rapidly. Thanks to the untiring efforts of Dr. Attawar and team, transplant patients now experience significantly reduced wait times. This is partly attributed to the fact that the state of Telangana has been a leader in organ donation, accounting for the highest number of donations in the country making Hyderabad the 'transplant capital' of India. Also Dr. Attawar's team works round the clock travelling to the remotest part of the country to screen organs with their stringent protocols. Once accepted, the organs are harvested and transported within a stipulated timeframe, sometimes via a chartered flight. Also their patient centric care and commendable pulmonary rehabilitation program ensures a shorter waitlist mortality. Once the transplant is done, the patient is shifted to a state-of-the-art ICU which has independent rooms with the most advanced Air handling unit ( AHU ) facility, ensuring close to zero infections post operatively. The program also uses an advanced software that captures every single parameter of the patient, which can be accessed by the healthcare provider with just a click of a button. Another unique feature of the app is that, the patient can connect to the doctor with a mere click. The institute offers comprehensive postoperative care with interventional pulmonology services. Speaking to India today, Dr Vijil Rahulan, the chief of transplant pulmonology says "Success of transplantation is not just in the surgery, but how to take the patient back to a situation where he could lead a productive and fulfilling life. At KIMS heart and lung transplant institute, we strive to use cutting edge technology and comprehensive monitoring protocols to complement surgical expertise and medical infrastructure to maximize patient outcomes and long term survival".



Dr. Attawar's team has been instrumental in introducing path-breaking techniques such as Ex-vivo lung perfusion ( EVLP ), extracorporeal photopheresis ( ECP ) & size reduced lung transplantation, which has broadened the scope of lung transplantation and significantly improved patient outcomes. The program's indigenous and innovative protocols have been instrumental in augmenting longevity of transplant patients and improving quality of life. Their hub & spoke model ensures that it's life saving treatments are accessible to patients from all across the country. Although the team primarily operates from its epicenter at Hyderabad, it also performs surgeries at satellite centers in Bangalore, Ahmedabad, Chennai, Mumbai and Pune, with more centers slated to open in the near future. Apart from this, they conduct outreach clinics in over 20 cities bringing transplant care at the doorstep. Dr. Attawar's team is further raising the bar by introducing live lobar lung transplants for the first time

in India, in which part of the lung from both parents are transplanted to children with severely diseased lung thereby helping them breaking the shackles of illness. Recently the team has acquired accreditation to perform heart transplant free of cost for patients under 'Arogyasri scheme' which is a flagship scheme of the Telangana government. The institute of heart and lung transplant at KIMS hospital is one of the few centers in India that offers highly sophisticated LVAD surgery for patients who have reached end-stage heart failure. Several success stories are the testament of tireless efforts of the entire team which operates seamlessly like a well oiled machine. Lives once confined by illness are now liberated with recipients breathing freely and embracing newfound opportunities. The transplant program at KIMS Hospital under the able leadership of Dr. Attawar is not merely a medical endeavour; it's a profound testament to the power of compassion, innovation and the indomitable human spirit.





# COMMITTED TO OUR AIM OF CREATING A BETTER LIFE FOR THE COMMUNITIES

**-Hiranandani Hospital, known as one of the best organ transplant hospitals in Transplantation. We blend clinical care and technical skill to provide the best results for transplant patients.**

## **Preamble:**

The incidence of non-communicable disease is rising in India. Diabetes, Hypertension, Hyperlipidaemia, Obesity and together as the Metabolic syndrome. The disease is often silent and in many there are a few symptoms that are largely ignored. In time it results in organ dysfunction and lead to organ failure.

The common organs involved are the kidney, liver and also the heart. In certain breathing disorders (Interstitial lung disease) the lungs too. Modern medicine has remedies to prolong life even with organ failure. To illustrate, Dialysis does prolong life in those with kidney failure and medical management may prolong the life of one who has the liver disorder of cirrhosis, but it is only a bridge. The answer is transplant.

## **Indian overview:**

Organ Donation is donating a donor's

organs like heart, liver, kidneys, intestines, lungs, and pancreas, after the donor dies, for the purpose of transplanting them into another person who is in need of an organ. The organ transplant program in India is under the National Organ and Tissue Transplant Organisation, established per the mandate of the Transplantation of Human Organs and Tissues Act 1994, as stipulated by World Health Organization guidelines.

Tamil Nadu, Gujarat, Telangana, Maharashtra, Kerala, Chandigarh, Karnataka, National Capital Territory of Delhi, and Rajasthan are states and union territories having active deceased-donor organ transplant programs in India. Transplant data (2013-2018) have been collected by the National Organ and Tissue Transplant Organization from all states and union territories of India and submitted to the Global Observatory on Donation and Transplantation. From 2013 to 2018, 49155 transplants were reported in

India, including 39000 living-donor organ recipients and 10 155 deceased-donor organ recipients. These transplants were for kidney (living donor = 32584, deceased donor = 5748), liver (living donor = 6416, deceased donor = 2967), heart (deceased donor = 895), lung (deceased donor = 459), pancreas (deceased donor = 78), and small bowel (deceased donor = 8).

India sees 17,000 – 18,000 solid organ transplant every year – the most in the world after the United States and China and three quarters are performed in the private healthcare sector. **The number of patients requiring kidney transplants each year is estimated at 220,000. However, only 17,000 – 18,000 are performed.** Also about 25-30,000 liver transplants are required each year in India but we perform 1,500. Similarly, 50,000 people suffer from heart failure annually but only 10 to 15 heart transplants are performed.





## Bone Marrow & Solid Organ Transplant Intensive Care Unit (ICU)

Tamil Nadu ranks first in India in deceased organ donor program at the rate of 1.8 million population, which is seven times higher than the national average. The current organ donation rate is very poor in India – 0.86 per million when compared with 46.9 with Spain and 31.96 in the United States. In the Indian scenario, many cultural and religious beliefs influence the decision-making regarding organ

### Types of transplants:

There is the **living donor** program and the deceased donor program. The living donor program is more prevalent in India. There are issues that arise with the living donor transplant. This is related to the sale of human organs. This is a crime and not in

accordance with the 'The Transplantation of Human Organs and Tissue Act, of 1994. The answer lies in creating the awareness for the deceased organ donation

There are two systems for organ donation practiced worldwide, the **family consent system and the presumed consent system**. Countries like the United States, United Kingdom, Germany and Netherlands follow family consent system where people sign up as organ donors, and their family's consent is required. Organ Donation rate (ODR) in these countries averages between 10 and 30 per million population (PMP).

The more aggressive presumed consent

system is adopted by countries like Singapore, Belgium, and Spain. This system permits organ donation by default unless the donor has explicitly opposed it during his or her lifetime. This system does not require family's consent. It is seen that the ODR in countries adopting presumed consent is double than the countries who have adopted family consent, averaging between 20 and 40 PMP. Inspired by this outcome, the doctors of All India Institute of Medical Sciences, New Delhi, have recently suggested starting "Presumed Consent" in India too, especially in cases of accidental fatalities. Awareness regarding other organ and tissue donations besides eye and kidney needs further awareness drives







# SETTING NEW PARADIGMS IN ORGAN TRANSPLANT & HEALTHCARE EMPOWERMENT

**MGM Healthcare, within a brief span of 4 years since its establishment in 2019, is setting record-breaking achievements across 30 specialities, known to be centres of excellence with quality clinical outcomes. The Chennai based world-class 400+bedded super specialty hospital stands as a landmark on sprawling 2.5 acres premises symbolizing the relentless mission of 'Improving Lives through Outstanding Healthcare.' Mr Harish Manian, CEO of MGM, shares about the hospital's emergence as a dependable medical hub, the era of organ transplant and technology assisted advanced systems.**

**Q The healthcare industry is a sector that is constantly and rapidly evolving in areas such as clinical, research, academics and tech up-gradation. What keeps MGM aligned to this vision while staying ahead of the curve?**

Only four years into the industry, MGM, has already made a mark by carrying out over 350 heart-lung transplants, the highest in the country and the highest number of 120 paediatric heart transplants in Asia, vouching for its credibility. Presently, the two very important focus areas that the organization is proceeding forward is to maintain its leadership in organ

transplantation, started by the hospital in its inaugural year in 2019, which involves multi-organ replacement such as heart, liver, kidney, pancreas, intestine, Bone Marrow Transplant and Multi-Visceral Transplant. The second most exciting development is technology with an upcoming launch of a MGM health app, which will link the basic information and health paradigm of the patient to an integrated and comprehensive data system ensuring efficient patient management from home to hospital along with follow-up. The seamless passage of information sharing and tele-consultancy via the app will save

on cumbersome travel and costs incurred on it, particularly for the aged, infirm, besides decongesting the hospital helping it to focus on more serious patients. The management is fully supportive of leveraging the overall standards of medical treatment and care at par with the best in the worlds.

**Q What differentiates MGM from the rest in the healthcare industry?**

The armamentarium at MGM, including 12 world-class, state-of-art operation theatres, ensure a high success rate in surgical intervention



irrespective of the speciality. Moreover, our doctors are celebrated names of their speciality and in the medical profession. These key factors along with personalised care, pre and post-operative, besides follow-up which makes us what we are today. MGM Healthcare excels in academics, clinical practice and surgeries, all under one roof. Ironically, the number of patients are increasing despite the best of medical facilities being accessible and the reason to it are many such as poor lifestyle, accidents and genetics in some cases and we are catering to as many patients as possible, who go back satisfied. Today, MGM Healthcare is transforming the healthcare landscape with unflinching determination, set to mission mode, with many innovative initiatives in the pipeline to augment precision and efficiency in the ecosystem.

**Q How is AI driven technology improving multi-organ transplant, which has grown to be a speciality in itself?**

A disruptor of this century, AI embedded technology has become an indispensable necessity across domains. In healthcare, minimally invasive and robotic surgeries are now commonly used for procedures, including organ transplant for the sheer reason of being precise to the dot. The fascinating technologies coupled with expertise of our doctors has set records including 110 heart transplants in a year, which is the 3rd highest in the world, India's highest number of VAD implantations – LVAD, RVAD, and BIVAD and performed more than 24500 cardiac surgeries. Infact, precision surgery has moved from removal of the deceased organ to reconstructive surgery as in breast cancer patients. The latest techniques are also a boon for patients with cancers and other serious conditions as it is painless and causes negligible collateral damage to the tissues, thereby, making surgeries safe and healing faster. Technology has increased the numbers benefitting from the surgery and is reducing the burden on the healthcare system. Our team of more than 250 doctors,

***“MGM Healthcare is the only hospital in India to perform Heart, Lung, Heart & Lung, Kidney, Liver, Bone Marrow Transplant and complete multi-visceral organ transplantation, among other services all under one roof with dedicated experts and teams.”***



trained para medics and management experts who run the show form a formidable team credited for the meteoric rise of MGM Healthcare, as a multi-disciplinary facility sought after even by patients from India and from SAARC countries to those in the Middle-east, Africa, Australia and even Europe and other western nations. MGM Healthcare is contributing to India's medical tourism goals with its excellence, expertise and consummate etiquettes.

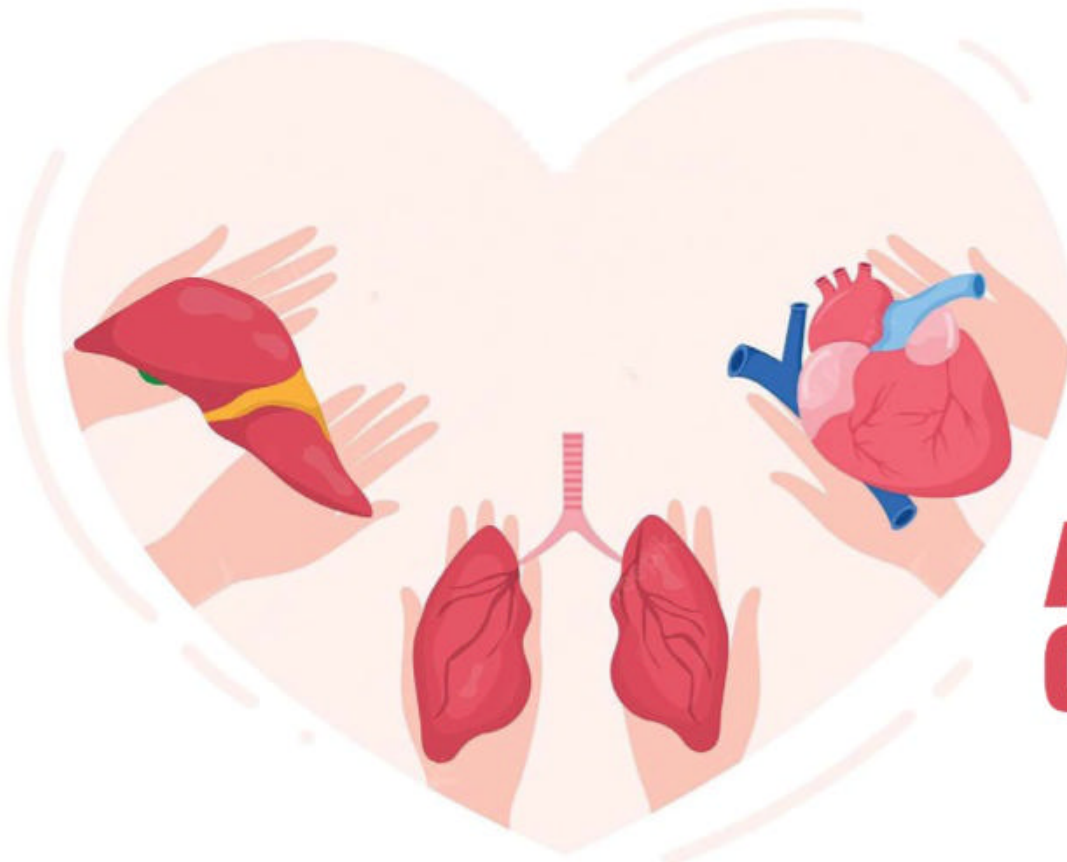
**Q Procuring cadavers continues to hurdle, yet southern India is faring better than its counterparts in the north. Could you elaborate on the factual scenario?**

Yes, living donor and cadaver of deceased persons such as accident victims etc., continue to be in short-supply for various reason, socio-cultural inhibitions, social stigmas being among them. We are losing precious cadaver and precious life for want of cadaver in a country which ranks the highest in the world in road accident deaths. Despite concerted efforts by the government, we still lag behind our western and European counterparts, by a wide margin and are way ahead. Having drawn the comparison, I must laud/appreciate the intent and the progress made by the concerted efforts of the state and central governments in

streamlining the organ distribution and sharing of information of its availability for equitable distribution depending on the emergency of the case. The nodal body that regulates distribution and ethical aspects of organ transplant i.e., the National Organ and Tissue Transplant organization (NOTTO) is playing a crucial role in improving cadaver availability. Nevertheless, public awareness is the most vital factor in changing the cadaver donation scenario, which is for sure changing albeit very slowly. Co-ordinating and arranging for cadaver functions on a scale that is huge in terms of cost, which can be managed by government machinery and not standalone private hospitals. Logistics is a limiting factor in the cadaver scenario as it involves quick transportation within a stipulated timeframe from procuring the organ to its transplant in the receiver. On our part, MGM Healthcare, is collaborating with other hospitals and centres in other regions where we can go and perform the transplant there itself to save as many lives, something that we stand for. The future looks promising with drones being pressed into service and other innovative modes to ensure cadaver availability for organ transplantation.







# MUTI-ORGAN TRANSPLANT AT GLENEAGLES GLOBAL HEALTH CITY

## Best & Pioneer Multi-Organ Transplant Hospital in India

**Gleneagles Health City is a multi-speciality tertiary care hospital located in Chennai, India. It is one of the leading healthcare facilities in the country, renowned for its state-of-the-art medical technology and expert team of medical professionals. With its commitment to providing exceptional patient care, Gleneagles Health City has established itself as a top choice for individuals seeking medical treatment in India.**

One of the key areas of expertise at the hospital is multi-organ transplant surgery. With a dedicated team of specialists and advanced medical facilities, Gleneagles Health City is equipped to provide patients with the highest level of care and support throughout their transplant journey. Whether it be a heart, lung, liver, kidney, pancreas, hand, uterine, BMT or small intestine transplant, the hospital offers a comprehensive approach to transplant surgery, with a focus on patient well-being and positive outcomes.

### Emphasis on its reputation as a leading multi-organ transplant hospital

Gleneagles Health City has built a reputation as one of the leading multi-organ transplant hospitals in India. The hospital has performed a large number of successful transplant surgeries over the years, attracting patients from all over the world. This reputation is built on the strong track record of the hospital's transplant team, which consists of highly skilled surgeons, transplant physicians, and support staff. The team is dedicated to providing patients with the best possible care, from pre-operative evaluation to post-operative follow-up. The hospital's commitment to excellence extends beyond its reputation as a leading transplant centre. It has invested in the latest medical technology, including advanced diagnostic equipment, cutting-edge surgical tools, and state-of-the-art post-operative care facilities. These resources, combined with the hospital's highly trained medical staff, enable Gleneagles Health City to provide the highest level of care to transplant patients. In addition to its reputation as a leading multi-organ transplant hospital, Gleneagles Health City is also known for its patient-centric approach. The hospital provides a welcoming and supportive environment, where patients and their families can feel comfortable and receive the care they need. With a focus on patient satisfaction, the hospital's staff works tirelessly to provide a positive experience for all patients, from pre-operative evaluation

to post-operative follow-up.

Overall, Gleneagles Health City's commitment to providing the best possible care to transplant patients has earned it a reputation as one of the leading multi-organ transplant hospitals in India. With a dedicated team of medical professionals and state-of-the-art medical facilities, the hospital is poised to continue providing exceptional care to transplant patients for many years to come.

### WHY CHOOSE GLENEAGLES HEALTH CITY FOR TRANSPLANT SURGERY:

#### Advanced Medical Facilities and Technology

Gleneagles Health City, Chennai is equipped with some of the most advanced medical facilities and technology available in the country. This enables the hospital to provide the highest level of care to transplant patients, from pre-operative evaluation to post-operative follow-up. One of the key advantages of the hospital's advanced medical facilities is its ability to diagnose and treat a wide range of medical conditions. The hospital has access to the latest diagnostic equipment, including advanced imaging technologies, laboratory services, and genetic testing. This enables the hospital to accurately diagnose a range of medical conditions and develop effective treatment plans for patients.

In addition to its diagnostic capabilities, Gleneagles Health City also has access to cutting-edge surgical tools and techniques. The hospital's transplant team is trained in the use of the latest surgical instruments and techniques, enabling them to perform complex transplant surgeries with precision and accuracy. The hospital's operating rooms are equipped with state-of-the-art medical technology, including advanced surgical tools and monitoring equipment, to ensure that patients receive the highest level of care during their surgery.

Finally, the hospital's post-operative care facilities are designed to support patients as they recover from transplant surgery. The hospital has a dedicated team of medical professionals who provide close monitoring and support to

patients during their post-operative recovery. The hospital's facilities are equipped with advanced monitoring and lifesupport systems, ensuring that patients receive the best possible care during their post-operative recovery. Overall, Gleneagles Health City's advanced medical facilities and technology enable the hospital to provide the highest level of care to transplant patients. With access to the latest diagnostic equipment, cutting-edge surgical tools, and state-of-the-art post-operative care facilities, the hospital is well-equipped to meet the needs of its patients.

#### Expert Team of Medical Professionals

One of the key strengths of Gleneagles Health City, Chennai is its expert team of medical professionals. The hospital has a highly skilled and experienced team of doctors, nurses, and support staff who are dedicated to providing the best possible care to transplant patients. The hospital's transplant team is comprised of highly trained and experienced medical professionals who have specialized in the field of transplant surgery. The team includes transplant surgeons, transplant physicians, transplant coordinators, and transplant nurse practitioners, all of whom work together to ensure that patients receive the highest level of care.

The hospital's team of medical professionals is committed to providing the best possible care to transplant patients, from the pre-operative evaluation to the post-operative follow-up. The team is dedicated to providing patients with the best possible outcomes and helping them to recover as quickly and fully as possible.

In addition to its expertise in transplant surgery, the hospital's team of medical professionals is also highly skilled in the care and management of patients with a range of medical conditions. The team works closely with patients and their families to develop customized care plans that are tailored to their specific needs and goals.

Overall, Gleneagles Health City's expert team of medical professionals is one of the hospital's key strengths. With a highly skilled and experienced team of transplant sur-



geons, physicians, and support staff, the hospital is well-equipped to provide the best possible care to transplant patients.

**High Success Rate for Transplant Surgeries** Another key aspect of Gleneagles Health City, Chennai is its high success rate for transplant surgeries. The hospital has a long-standing reputation for delivering excellent results in transplant surgeries, with a high success rate for transplant procedures.

The hospital's success in transplant surgeries can be attributed to a number of factors, including its advanced medical facilities and technology, its expert team of medical professionals, and its commitment to patient-centred care. In addition, the hospital also has a robust follow-up program for transplant patients, which includes regular monitoring of patients to ensure their continued health and well-being. This close follow-up care helps to minimize the risk of complications and ensures that patients receive the support and care they need to recover fully from their transplant procedure.

Overall, Gleneagles Health City's high success rate for transplant surgeries is a testament to its commitment to providing the best possible care to transplant patients. Whether you are in need of a kidney transplant, liver transplant, hand transplant, uterine transplant or any other type of transplant surgery, you can trust that Gleneagles Health City will deliver the best possible outcome.

#### **Comprehensive post-operative care and support**

The comprehensive post-surgery care and support provided by Gleneagles Health City, Chennai is another key aspect that sets it apart as a leading multi-organ transplant hospital. After transplant surgery, patients require close monitoring and ongoing care to ensure their continued health and well-being. At Gleneagles Health City, patients receive the support and care they need to recover fully from their transplant procedure, including regular check-ups, medications and treatments, and any necessary follow-up procedures.

In addition, the hospital also provides a range of support services for transplant patients and their families, including access to counselling and support groups, as well as information and resources on how to manage the physical and emotional challenges of life after transplant surgery. This comprehensive post-surgery care and support help to ensure that patients receive the best possible outcome from their transplant procedure, and gives them the peace of mind that comes from knowing that they are in good hands. Whether you are a transplant patient or a family member of someone who is, you can trust that Gleneagles Health City will provide the support and care you need to make a successful recovery.

#### **Types of Transplants Offered**

At Gleneagles Health City, Chennai, patients have access to a wide range of transplant procedures, including heart transplant, lung transplant, kidney transplant, liver transplant, bone marrow transplant, pancreas transplant, intestine transplant, Hand transplant and uterine transplant.

With its state-of-the-art medical facilities and cutting-edge technology, the hospital is equipped to perform the most complex and delicate transplant procedures with the highest level of precision and care. Patients can be assured of receiving the best possible care and the best possible outcome from their transplant procedure, no matter what type of transplant they require.

In addition to its expertise in transplant surgery, the hospital is also renowned for its innovative approach to transplant care, and its commitment to ensuring that every patient receives the best possible outcome from their transplant procedure. Whether you are in need of a heart transplant, lung transplant, kidney transplant, or any other type of transplant, you can trust Gleneagles Health City, Chennai to provide you with the care and support you need to achieve the best possible outcome.

#### **PATIENT CARE AND SUPPORT**

##### **Dedicated transplant coordinators**

They are a vital part of the patient care and support team at a transplant centre. These coordinators serve as a liaison between the patient, their family, and the medical team. They are responsible for ensuring that the patient is informed about the transplant process, providing emotional support, and addressing any concerns or questions the patient may have.

The transplant coordinator also helps the patient navigate through the various stages of the transplant process, including pre-transplant evaluation, placement on the transplant list, and post-transplant care. Additionally, they may coordinate with insurance companies, arrange transportation and accommodation for the patient, and provide information about support groups and resources. By providing personalized attention and guidance, transplant coordinators play a critical role in ensuring a positive patient experience and outcomes.

##### **Nutritional Support and Counseling:**

At Gleneagles Health City, patient care and support extend beyond surgical procedures. The hospital understands the importance of a well-rounded care approach, and this includes proper nutrition. Patients undergoing transplant surgeries require specific dietary requirements to aid in their recovery. The hospital has a team of nutritionists and dieticians who work closely with the patients to design personalized nutrition plans, taking into account their medical history, current health status, and post-surgery needs.

Counselling is also an essential part of the patient care program, and patients are provided with emotional support and guidance throughout the transplant process. The hospital's team of counselling professionals helps patients and their families understand the transplant journey and provides them with the necessary tools to manage the physical and emotional challenges that come with the process. In conclusion, the hospital's comprehensive approach to patient care and support, including nutritional support and counselling, helps to ensure the best possible outcomes for transplant patients and their families.

##### **Comprehensive Rehabilitation Program:**

At Gleneagles Health City, Chennai, a comprehensive rehabilitation program is provided to transplant patients, to help them regain their physical, emotional, and mental well-being. This program is designed to improve their strength, mobility, and functionality, ensuring that they can return to their daily activities with confidence. The rehabilitation program is customized to meet the individual needs of the patients, taking into consideration their physical condition, medical history, and recovery goals. The program is carried out by a team of expert physiotherapists, occupational therapists, and rehabilitation specialists who work closely with the patients to help them reach their full potential.

#### **FAQ'S**

##### **What is organ transplantation?**

Organ transplantation is a surgical procedure that involves replacing a damaged or diseased organ with a healthy one from a donor. This can be done for many different organs, including the heart, lungs, liver, kidneys, pancreas, and more. The aim of transplantation is to improve the quality of life of the recipient and, in many cases, to save their life.

##### **Who can donate an organ?**

Anyone can donate an organ if they meet the criteria set by the organ transplant centre. In most cases, organs are taken from individuals who have recently died, but in some cases, living donors can also provide an organ, such as a kidney. The important thing is that the organ is healthy and suitable for transplantation and that the donor gives informed consent.

##### **How do I become a candidate for an organ transplant?**

To become a candidate for an organ transplant, you must first undergo a thorough evaluation by a transplant team. This will include a medical evaluation, psychological evaluation, and a review of your current health status. If you are found to be a suitable candidate, you will be placed on a waiting list for an organ that is a match for your needs.

##### **What is the waiting time for an organ transplant?**

The waiting time for an organ transplant can vary greatly depending on several factors, such as the type of organ you need, the availability of organs, and the severity of your medical condition. On average, the waiting time for a kidney transplant can be several months to a few years, while the waiting time for a heart transplant can be much shorter, sometimes just a few weeks.

##### **How is the organ transplant procedure performed?**

The organ transplant procedure is performed under general anaesthesia and typically takes several hours. The surgical team will remove the damaged or diseased organ and replace it with a healthy donor organ. After the surgery, you will be closely monitored in the hospital to ensure that the transplant is successful and that you are recovering well.

##### **What are the risks and side effects of organ transplantation?**

As with any surgical procedure, there are risks associated with organ transplantation. These may include complications during surgery, rejection of the transplanted organ, and infection. Your transplant team will discuss the potential risks and side effects with you before the procedure and will monitor you closely after the surgery to ensure that you are recovering well.

##### **What is the success rate of organ transplantation?**

The success rate of organ transplantation varies depending on several factors, such as the type of organ being transplanted, the health of the recipient, and the availability of suitable donor organs. However, the majority of organ transplantations are successful and allow patients to experience a significantly improved quality of life.







# KAUVERY HOSPITAL: PROUD TO BE A LEADER IN ORGAN TRANSPLANTATION

## HEART TRANSPLANTATION

Cardiovascular disease, is responsible for over 20 million deaths worldwide every year and remains the leading cause mortality in India and globally. Almost half of these deaths are from heart disease alone. Whilst acknowledging that the majority of morbidity and mortality from heart disease is preventable with small incremental changes in lifestyle and access to preventive health care, it is opportune, as we pass 2023 World Heart Day (WHD) on the 29th September, to reflect on transplantation of the human heart.

The first successful human heart transplant was carried out by Christiaan Barnard at the Grootte Schuur Hospital in Capetown, South Africa in December 1967 with the recipient surviving only 18 days. It led to a flurry of similar procedures around the world including India. Just 6 weeks later, in February 1968, Dr PK Sen performed the fourth human heart transplant at the KEM Hospital in Mumbai. Sadly, the 27-year-old farmer only survived three hours. Early deaths after heart transplantation became the norm, and the tragic survival statistics led to a global moratorium on the procedure. What had been hailed as one of the most significant milestones in medicine, simply went back to the clinical drawing board. Considering the disappointing early results, perseverance by a small number of dedicated clinicians to change and effect acceptable outcomes

was truly remarkable. A combination of introducing modern immunosuppression drugs, novel technique for preservation of the heart permitting distant procurement of the donor organ, and refinement in surgical and post-operative management, yielded excellent outcomes. It is therefore noteworthy that in India, merely 10 months after Dr Barnard's seminal procedure, Dr P Venugopal at AIIMS Delhi, performed what became the second attempt but the country's first successful heart transplant with the recipient surviving another 14 years.

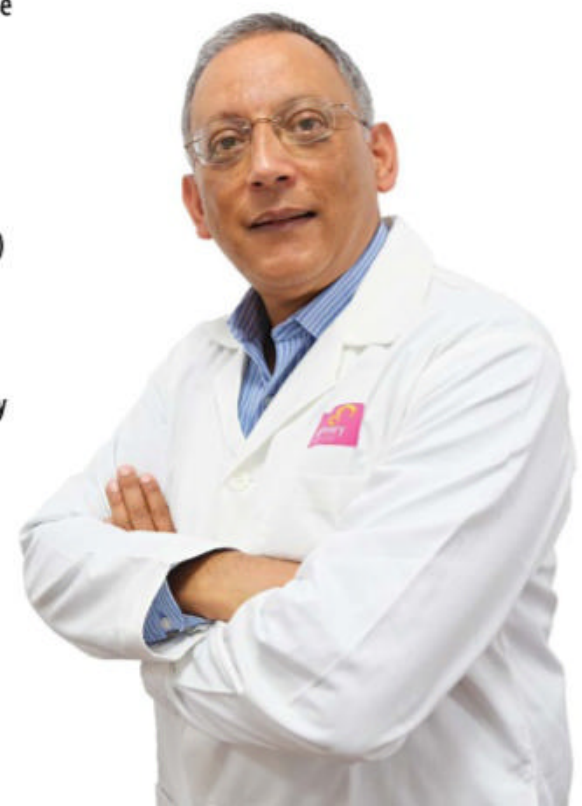
Around 9000 hearts are transplanted globally, with 75% of these being performed in the US and Europe. Because heart transplant necessarily must rely on utilising gifted donor hearts after death, the important metrics are the number of deceased organ donations and the number of heart transplants per million population (pmp). Data from the Global Observatory on Donation and Transplantation ([www.transplant-observatory.org](http://www.transplant-observatory.org)) shows that the rate of deceased organ donation is 6.86 pmp globally, 16.8 in Europe, 44.5 in the USA, and just 0.67 in India, which incidentally does almost 90% of the procedures in S E Asia. During 2022, at a rate of only 0.17 pmp, here were 243 heart transplants performed in India. However, a marginal increment in deceased

organ donation to 5 pmp, and a heart transplant rate equivalent to that of Europe at 3.5 pmp would result in almost 5000 procedures annually in India, and over 17000 if carried out at the rate of the USA at 12.4 pmp. The common conditions which cause end-stage heart failure are the following: Cardiomyopathy, a broad term encompassing disease of the heart muscle that leads to an enlarged heart with poor function; Ischaemic Heart Disease, a condition where the process of atherosclerosis leads to deposition of fatty material that narrow or block the arteries supplying blood to the

---

### Dr. Kumud K Dhital

Director- Heart and Lung Transplant Program,  
Kauvery Hospital Vadapalani, Chennai





heart itself, and also known as coronary artery disease which is the main cause of heart attacks; Congenital Heart Disease, affecting those born with heart disease and in whom the condition slowly progresses towards advanced heart failure later in life; Arrhythmias, or abnormal heart rhythms which acutely or over time lead to damage of the heart muscle; and Valvular Heart Disease, where disease of the heart valve/s also progressively lead to heart failure. High blood pressure, coronary artery disease, diabetes, obesity, and tobacco use, continue to represent the main risk factors. Typical symptoms of heart failure include a combination shortness of breath on exertion, palpitations, swelling of the lower limbs, abdominal swelling, limited exercise capacity, difficulty lying flat, persistent cough, and weight gain from water retention. Continued symptoms and deterioration in heart function, despite optimal medical therapy is when patients should be

referred to a transplant centre for advanced heart failure management, and early assessment of candidacy for heart transplantation.

Currently, the global registry data reveals survival after heart transplantation to be 85 – 90% at one year, 75% at 3 years, 65% at 5 years, 50% at 10 years and 25% at 20 years. These are excellent outcomes where most recipients lead normal lives, return to work should they choose to, and infrequently require hospital admission. Notable recent innovations in the surgical management of end-stage heart failure include the use of donor hearts from individuals following donation after circulatory death (DCD), the improving outcomes from implantable artificial heart pumps in the form of ventricular assist devices (VAD), and the emerging prospect of xenotransplantation. Together with expert colleagues, I was able to perform and introduce the first global series of DCD heart transplants in 2014 at St Vincent's Hospital,

Sydney, Australia. It is now increasingly adopted in Europe and the USA, as a result of which 30% more heart transplant are being performed in participating centres. Whilst VAD therapy has not reached equipoise with heart transplantation in relation to long-term outcome and quality of life, it offers real and evidenced therapy for patients who are ineligible for transplantation, either as a temporary bridging therapy before transplantation, or as destination or life-long treatment. Finally, just a week short of the 2023 World Heart Day, the team at the University of Maryland Medical Center (UNMC) performed their second xeno pig-heart transplant. In 2022, the first such recipient survived until 60 days. Given the excellent initial reports on the recipient's recovery after this second attempt, we cautiously anticipate better outcome and a new ground-breaking paradigm in the evolution of heart transplantation.

## ORGAN DONATION SAVES LIVES. DONATE LIVES THROUGH TRANSPLANTATION

**Dr. Swaminathan Sambandam, Senior Consultant & Lead, Multi-Organ Transplant (Liver, Kidney, Pancreas & Small Intestine), Kauvery Hospitals, Tamil Nadu** assures that organ transplantation is carried out as per the guidelines of the apex regulatory body National Organ and Tissue Transplant Organization (NOTTO).

He was the first to perform Robotic Kidney Transplantation in Tamil Nadu, besides achieving numerous other milestones.

### **What is organ failure?**

Any organ can begin to fail in performing its expected function. Such failure can deteriorate to such a degree that normal life cannot be sustained without external clinical intervention or life support. For example, the liver performs hundreds of functions necessary to support life, including filtering toxins out of the blood. Kidney balances fluid and electrolytes in the body and remove wastes from the blood into the urine.

### **How has technology changed in organ transplantation, and will lab-grown organs be a reality?**

Minimally invasive surgery (MIS), using laparoscopic or robotic techniques, has revolutionized the field of transplantation. MIS has many advantages over conventional open surgery that include faster post-operative recovery, fewer pulmonary complications and an excellent cosmetic outcome.

Across the world, extensive research is being undertaken to find alternatives including lab-grown organs and harvesting organs from genetically altered pigs. Science is making remarkable progress in both but, as of now, the main source of organs for transplantation is donation, from live or deceased donors. Lab grown organs or bioprinted organoids are incomplete, lacking some of the vasculature and infrastructure of organs. To successfully grow organs and tissues there must be a biologically compatible

3D scaffold which contains all the biochemical messages in the correct configuration to trigger the formation of the desired organ or tissue.

### **Vigorous campaigns for cadaver donation are necessary to meet the substantial need for organ transplantation. How much ground has India covered in launching and sustaining them?**

We need to encourage and sustain year-round, and country-wide, efforts to promote organ donation. One such initiative is the Indian organ donation week organized from 20th to 27th of November when events are conducted to create awareness among the public to understand the importance of cadaver organ donation. The percentage of such organ donation in a country like Spain is 34%, US 26%, and UK 13% whereas India has only 0.8%. A lack of awareness about organ donation is the main factor responsible for the inadequate from the general population. Religious beliefs and customs stoke the fear that the body handed over towards harvest of organs would not be treated with respect and dignity. To overcome the current shortage of donated cadavers, efforts need to be made to favourably influence the mindset of the wider Indian society towards organ donation. A conversation about donation of organs after death needs to become an integral part of the preparation towards care at the end-of-life.



### **Doctor, can we have your assurance to the reader, that organ transplantation the best alternative to any other?**

Transplantation is the most appropriate treatment, the gold standard, for end stage organ failure. That can increase the longevity and quality of life. It will enable individuals who have reached that stage in their illness to live healthier and longer lives; the science, and the evidence, are equally in support of that. Society and science together need to sincerely work towards making that possible, with a clear and conscious regard and respect for donors and recipients. It is the ultimate human experience, the gift of organ donation and the ability to give life through transplantation. Life begins again.





## UNLOCKING A NEW LEASE ON LIFE : RUBY HALL CLINIC'S MULTI-ORGAN TRANSPLANT CENTRE

In the vast landscape of healthcare, there exists an institution that transcends the boundaries of science and medicine, touching the very essence of humanity. Ruby Hall Clinic's Multi-Organ Transplant Centre stands as a testament to unwavering dedication and the power of compassion, where lives are reborn, despair gives way to hope, and the impossible becomes a tangible reality.

This unique unit brings together all forms of organ transplantation under one compassionate roof, offering a lifeline to those in need, whether it's a cornea, kidney, bone marrow, liver, lung, heart, or pancreas transplant. The profound impact of organ failure on individuals and their families is well understood here, and the team is committed to making a difference in their lives.

Operating as an outpatient department, patients can visit for evaluation, checkups, and procedures both before and after their transplant. Within these walls lies a dedicated Intensive Care Unit (ICU) equipped with cutting-edge technology and state-of-the-art equipment essential for

these complex procedures. Behind every successful transplant is a team of experts, and Ruby Hall Clinic's Multi-Organ Transplant Centre is no exception. A team of transplant specialists, surgeons, physicians, anaesthetists, radiologists, intensivists, and social workers, supported by dedicated nurses and support staff, work tirelessly to provide the highest quality care and support to patients.

The journey of excellence began long before modern medicine reached its current heights. In 1988, Ruby Hall Clinic embarked on a groundbreaking mission by performing the first live donor kidney transplant. Since that historic moment, the institution has continuously evolved and grown to become a beacon of clinical advancement in the field of transplantation.

Today, there is immense pride in the achievements, having conducted over 1950 corneal transplants, more than 350 bone marrow transplants, over 1250 kidney transplants, and over 60 cadaver and living donor liver transplants. Ruby Hall Clinic is also proud to be the only hospital in Pune to have completed a staggering 25 successful

heart transplants. But it's not just about the numbers; it's about the lives touched, the stories rewritten, and the countless moments of joy and gratitude.

Ruby Hall Clinic's Multi-Organ Transplant Centre has consistently demonstrated its commitment to advancing medical science. In 2016, the National Organ and Tissue Transplant Organisation (NOTTO) bestowed upon the hospital the prestigious title of 'India's Number One Hospital for Services in Cadaveric Organ Donation' reaffirming its unwavering dedication to saving lives through organ transplantation.

Beyond the clinical accomplishments, there is a recognition of the social responsibility to the community. Active engagement in educating the public about organ donation is a priority, done through a series of camps and awareness campaigns. Organ donation is a gift of life, and the institution is dedicated to spreading awareness about its importance and encouraging people to make this selfless gesture.





**Dr. P.K. Grant, Chairman, Managing Trustee and Chief Cardiologist, Ruby Hall Clinic** further adds, "We are not just healers; we are enablers of dreams and second chances. Our hospital is a place of miracles, where the resilience of the human spirit meets the cutting edge of medical science. For those facing the daunting prospect of organ failure, know that we stand by your side, offering hope, and being the bridge to a new beginning. Together, we can continue to change lives, one transplant at a time, and create a world where the gift of life is cherished and celebrated."



**Mr. Behram Khodaiji, CEO, Ruby Hall Clinic** says, "At Ruby Hall Clinic, our mission goes beyond medical procedures. It is about extending a helping hand to those in need, offering them a chance at a better life. Our journey in the world of organ transplantation has been filled with challenges, triumphs, and most importantly, the transformation of lives. The Multi-Organ Transplant Centre embodies our commitment to the well-being of patients, reflecting our unwavering dedication to pushing the boundaries of what is possible in healthcare."

# BEST MULTI ORGAN TRANSPLANT PERFORMING HOSPITAL IN THE COUNTRY



Ruby Hall Clinic, Pune awarded by National Organs & Tissue Transplant Organisation as the best services providing organisation in Cadaveric Organ Donation Program for the year 2015-2016

**Heart Transplants  
Lung Transplants  
Liver & Pancreas  
Transplants  
Kidney Transplants  
Bone Marrow Transplants  
Corneal Transplants**

- Cadaveric & Liv-related Transplant Programme
- Pre-transplant counseling
- Post transplant Care & Rehabilitation
- HLA Tissue typing & Cross match services
- Transplant support Groups
- Transplant Infectious Disease Clinic
- Organ Donation Counseling & Awareness Programme
- Satellite Centres for Organ Donation Awareness Programme
- Multi organ Transplant Intensive Care Unit
- Financial Assistance



Grant Medical Foundation  
**Ruby Hall Clinic**

40, Sassoon Road, Pune 411001. Ph.: 020 - 26163391.  
Email : [info@rubyhall.com](mailto:info@rubyhall.com) | visit us at : [www.rubyhall.com](http://www.rubyhall.com)



# A SECOND CHANCE AT LIFE.

Because **organ failure** is not the end.



At CARE Hospitals, our integrated organ transplant program exemplifies clinical excellence, thanks to its exceptional success rate in performing life-saving organ transplants.

With state-of-the-art facilities at hand, our team of highly skilled surgeons has achieved remarkable outcomes, saving hundreds of lives and setting new standards of distinction in this field.

## WE ARE PROUD OF:

400+ kidney transplants performed | 80+ liver transplants and counting | Very low mortality rate for organ transplants | Globally reputed surgeons, anaesthetists and intensivists | High-end diagnostics, including CT scan, Ultrasound and MRI | Exemplary nursing staff | Meticulous pre and post-operative care

☎ **040 61 65 65 65**  
[www.carehospitals.com](http://www.carehospitals.com)

HYDERABAD: Banjara Hills | Hi-Tec City | Malakpet | Musheerabad | Nampally  
VISA KHAPATNAM | RAIPUR | NAGPUR | BHUBANESWAR | INDORE | AURANGABAD



# HEALTHCARE EXCELLENCE THAT TRANSCENDS NEW DIMENSIONS.

An extension of life through the specialized organ transplant program.

At CARE Hospitals, providing a second chance at life is part of its vision and is committed to saving and improving the quality of lives by carrying out organ transplants at the right time. Established in 1997 as a cardiac specialty hospital with just 50 beds and 20 cardiologists, CARE Hospitals has spread its footprint nationwide, offering an entire gamut of healthcare services. The integrated organ transplant program provides exemplary clinical excellence thanks to its exceptional success rate in performing life-saving organ transplants.

## Committed to excelling with diligence aimed at the best patient experience

CARE Hospitals' transplant program offers world-class care for patients requiring organ transplants. The multi-disciplinary team involved in these life-reviving procedures are some of India's most experienced organ transplant doctors who provide treatment plans for patients needing kidney, liver, heart and bone marrow transplants. Personalized care with compassion, empathy and stringent treatment protocols ensures patient safety and provides excellent clinical outcomes. They are committed to delivering the highest quality of care by leveraging the latest advancements in transplant technology to help patients lead healthy and fulfilling lives.

## Personal care backed by cutting-edge technology

Employing some of the latest techniques to perform complex transplant surgeries and providing world-class and empathetic care before, during, and after the transplant process is the hallmark of the program.

Combining sophisticated technology and medical excellence to carry out transplantation procedures with minimal risk is evident from the very low mortality rate amongst the transplants conducted.

## The CARE transplant competence

CARE Hospitals' transplant program is renowned for a wide range of multi-organ transplants, including:

-  **Adult Liver**
-  **Paediatric Liver**
-  **Bone Marrow**
-  **Heart**
-  **Kidney**

The program has already covered 400+ kidney transplants, 80+ liver transplants with optimum outcomes for donors and recipients.

Our multi-disciplinary team offers specialized medical care, including evaluation, surgery, ongoing management, and rehabilitation support, aiming to optimize patient outcomes and enhance their quality of life.

## Transplant procedures offered

- Living donor: liver and kidney transplant
- Deceased donor/cadaveric liver and kidney transplant
- Paediatric liver and kidney transplant
- Cadaveric split liver transplant
- Simultaneous liver and kidney transplants
- Blood group incompatible (ABO-i) transplants
- Dual lobe transplants
- Swap transplants
- Autologous bone marrow transplant
- Allogeneic bone marrow transplant, including HLA-matched siblings, matched unrelated, cord blood and haploidentical transplants
- Hematopoietic stem cell transplantation
- Total Body Irradiation (TBI)

## Key milestones

- **First** successful paediatric liver transplant on a 6-month-old baby in Chhattisgarh (2021)
- **First** successful deceased donor liver transplant in central India in Chhattisgarh (2022)
- **First** successful combined liver and kidney transplant performed on a 26-year-old in Andhra Pradesh for Hyperoxaluria, a rare condition (2022)
- One of the **first** hospitals to successfully perform ABO incompatible paediatric liver transplant in a 3-year-old baby in Telangana (2021)
- **First** to perform swap kidney transplant in Andhra Pradesh

## We are fully equipped with dedicated facilities to perform all kinds of transplants

- State-of-the-art operating theatres
- Dedicated transplant ICUs
- Full-fledged blood bank
- High-end Radiology and laboratory services for all investigations
- CT scan, MRI, Ultrasound and Ultrasound-guided procedures
- Exclusive wards and rooms for transplant patients
- Trained nursing staff for pre/post-operative care
- Qualified counsellors and co-ordinators for end-to-end guidance and care
- Dedicated helpline and patient relations managers
- Translators for all major language
- Exclusive services for International patients

The failure of an organ need not be the end of the world...



☎ 040 61 65 65 65  
www.carehospitals.com







**Darwin**  
DARWIN PLATFORM  
INFRASTRUCTURE LIMITED

*Welcome to*  
**Darwin's**  
*Lalasa*

Experience Sensational Serenity



# Nature's Paradise:

*India's First Smart Hill City, Lavasa.*









# THE OTHER WIPRO

**GETTING INTO THE ₹10,000-CRORE REVENUE CLUB IS A BREAKTHROUGH FOR WIPRO CONSUMER CARE & LIGHTING. NOW THE FMCG MAJOR HAS MADE IT BIG IN THE INTERNATIONAL MARKET AND IS BETTING ON FOODS AT HOME**

**BY KRISHNA GOPALAN**

PHOTO BY VIVAN MEHRA

**“ What makes us stand apart is our hunger for growth... We have built strong brands... and [made] successful acquisitions, but more than just acquiring the brands, we have significantly grown most of them”**

**AZIM PREMJI, FOUNDING CHAIRMAN, WIPRO, TO BUSINESS TODAY**



**G**ETTING OFF THE flight at Changsha Huanghua International Airport in early 2007 was an experience for Vineet Agrawal. The CEO of Wipro Consumer Care & Lighting had gone to China with his A-team to close the buyout of Unza Holdings, a manufacturer of personal care products with plants across China and Southeast Asia. It was Agrawal's first touchdown at Changsha, one of the world's busiest airports, and he remembers it vividly: clad in a business suit, he felt out of place among the locals wearing Bermuda shorts.

Agrawal could not locate anyone who spoke English. No interpreter either. Hailing a taxi, he showed the driver a slip of paper with his destination's address in Chinese. The driver stared at it blankly. Things looked ominous. "Unza," Agrawal said. The cabbie's face lit up, and he gestured to Agrawal's party to hop in. "We figured it was a good company since the driver knew it. That was a small thing, but it mattered," he recalls.

Wipro Consumer Care & Lighting, a division of Wipro Enterprises, was new to the foreign buyouts game. But the noughties was when Wipro's competitors, such as Godrej and Marico, were picking up companies abroad. For Wipro Consumer, then a ₹600-crore entity, Unza would be the first. By early June that year, Unza was in the bag for \$246 million (then ₹1,010 crore).

Wipro Consumer Care & Lighting was born in 2013, when parent Wipro Ltd, the infotech giant, spun it off into an unlisted company called Wipro Enterprises, along with infrastructure engineering and medical di-

agnostic products and services. Fast-forward 10 years: For 2022-23, Wipro Consumer reported revenues of ₹10,014 crore, popping up in India's big-league of fast-moving consumer goods companies such as market leader Hindustan Unilever (₹61,092 crore), Adani Wilmar, ITC (non-cigarette FMCG), Nestlé India, Britannia, Dabur, and Marico (which Wipro has just overtaken). Wipro Consumer's FMCG business is almost evenly split between domestic and international markets, with Unza giving it a strong presence in Southeast Asia.

So what's the secret sauce?

Wipro Founding Chairman Azim Premji tells *Business Today*, "What makes us stand apart is our hunger for growth and the strategic growth steps that we have taken. We have built strong brands... and our teams have also completed some successful acquisitions, but more than just acquiring the brands, we have significantly grown most of them."

Wipro's next big bet: the spices business and snacks.

"This confidence in ensuring the success of our brands acquired demonstrates our adaptability and readiness to pursue new avenues for sustainable growth," says Premji.

Let's get back to Agrawal. He joined Wipro Ltd in 1985 as a trainee and has grown with it, from its entry into information technology to building the FMCG portfolio. Even when he became CEO of the consumer business in 2003, the product portfolio was remarkably different: *vanaspati*, a leather exports business, Milk and Roses toilet soap, baby products, and Shikakai soap. Lighting was a small component, and Santoor, with revenues of ₹150 crore, accounted for half of Wipro Consumer's top

68 |

**“We are looking to expand into categories from an India point of view. The size and scale in foods is very different from, say, soaps, which is a ₹27,000-crore market. The spices [business] alone is ₹70,000 crore, and snacks is another ₹75,000 crore”**

**VINEET AGRAWAL**

CEO, WIPRO CONSUMER CARE & LIGHTING;  
AND MD, WIPRO ENTERPRISES



PHOTO BY HARDIK CHHABRA



line of ₹300 crore. Since then, Wipro Consumer's revenues have grown over 30 times, but only Santoor and lighting survive from the 2003 list.

Santoor fetches revenues of ₹2,650 crore, or over a quarter of total revenues, though it had a rocky start. Santoor was test-marketed in Bengaluru (then Bangalore) in 1984-85 but flopped. Wipro then decided to take it national. By 1989, after a lot of effort, the brand was selling just 3,000 tonnes annually in a total market of 240,000 tonnes. Hindustan Lever Ltd (HLL) dominated the landscape with its Lifebuoy, Hamam, Rexona and Lux brands.

Wipro decided to do some consumer research afresh. It turned out to be a smart idea: the research showed that Wipro could work up some extra lather by selling the sandalwood soap as something that gives women "younger-looking skin". That proposition made history with the "Mummy?" television campaign in which a Santoor-using woman looks too young to be the mother of a child running around. The TV commercial is still around (the mothers have changed; the brand's growth hasn't).

Ambi Parameswaran, then at FCB Ulka heading the account and now the Founder of brand-building.com, says soap advertising historically showed young women. "Santoor was a clear disruption and focussed on the mom. It was not just about the skin but making a woman feel young," he says. Though Santoor's sales took off to hit 10,000 tonnes, it had plateaued in 1992-93. Two ads were shot, with a woman in leotards for north India and salwar attire for the South. Launched in November 1994, it hardly made a difference to the numbers. The eureka moment was when the leotard campaign was aired in the (more conservative) South, and there was no looking back.

"Research could not have thrown up something like that. In many ways, Santoor has been a story of accidents," says Agrawal, who is clear that the brand's eventual success was the first tipping point for Wipro Consumer.



**CUT TO MID-1995 WHEN** Santoor was doing well but without big advertising money. Agrawal, then head of marketing, took a chance by throwing all his media spend on just five states—Andhra Pradesh (it was then unified), Maharashtra, Odisha, Kerala, and Karnataka. His sales force in the North was miffed. "They said the entire system would collapse, but I stuck to my decision. AP and Maharashtra

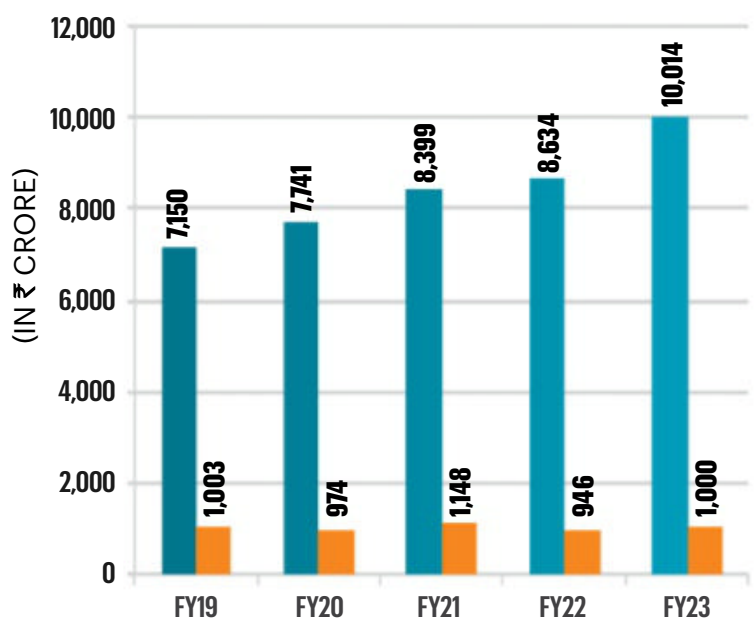
## THE RISE OF THE CONSUMER BIZ

- 1 Wipro Consumer was hived off from Wipro Ltd in 2013 as a part of the demerger of its non-IT businesses
- 2 From revenues of ₹300 crore in FY03, it has crossed ₹10,000 crore in FY23, a growth of over 30x
- 3 Its flagship brand Santoor alone clocked revenues of ₹2,650 crore in FY23; it is the second-largest in the segment after HUL's Lifebuoy
- 4 To date, Wipro Consumer has made 14 buyouts; its revenue is split evenly between India and overseas markets
- 5 The next step is to crack the foods market, both in spices and snacks. It will acquire brands for spices and focus on south India for snacks

## THE JOURNEY TO ₹10,000 CRORE

> Wipro Consumer's revenues have grown at a CAGR of 7 per cent between FY19 and FY23

> But its profits have remained flat in those years



● REVENUES ● PROFITS

SOURCE WIPRO ENTERPRISES ANNUAL REPORT



took off while North fell only by 10 per cent.”

What made him put all his money into the South? A big reason was that Wipro Consumer had a strong distribution network in south India, where its Sunflower *vanaspati* brand sold a lot. FMCG majors can use the same distribution network to reach every corner with any product. Says Parameswaran, “During that period, they understood the power of the regional media. Besides, Santoor has stuck to the Mummy theme to make it more relevant to today’s woman.”

Santoor got unexpected traction from HLL’s 2001 “power-brand strategy”. When HLL (renamed Hindustan Unilever Ltd or HUL in 2007) decided to focus on 30 brands out of its portfolio of over 100, its sandalwood soap Moti was not on the list. Santoor now had no rival nationally or regionally (Mysore Sandal Soap, a premium brand, was restricted to Karnataka).

Ranju Mohan, FMCG veteran and Founder of Iki-grow, a start-up specialising in personal care, says the Santoor strategy was executed well. “Consolidating in the South was a smart thing to do since the region has high brand loyalty. The brand got it right on its focus, built a hypothesis, and rolled it out well,” he says. The extension into premium areas like handwash will always be a challenge. “Selling premium brands needs better storytelling, a lot of patience and a new approach. Besides, the consumer has not outgrown the usage of soap.” In 2019, Santoor became the first Indian soap to cross ₹2,000 crore in revenues, overtaking HUL’s Lux. Only Lifebuoy is larger.

Wipro Consumer has not had it easy with other brands, such as Softouch, a fabric conditioner brand pitted against HUL’s Comfort. Rohit Srivastava, Chief Strategy Officer of Contract Advertising, the agency that handles the brand, says it is important to play the disruptor and try to persuade the consumer. “Our research showed how the competition was functioning, and we saw an opportunity in the emotional route,” he says, adding that led Wipro to use fragrance in its 2X French Perfume variant of the conditioner. And fragrance “became the brand’s core message”.

Agrawal says Wipro Consumer’s product portfolio (there is also a homecare business apart from hygiene, male grooming, lighting and office solutions) is much smaller than those of multinationals. “We are still building it, and the process will take time,” he says.

But how do light bulbs (which Wipro entered in 1991) sit next to soaps? Agrawal retorts that light bulbs sit very well next to soaps in grocery shops, explaining how Wipro Consumer has a significant competitive

70 |

# HOW WIPRO GOT

## THE ₹1,000-CRORE PORTFOLIO



**SANTOOR**  
**2,650**



**B2B LIGHTING BUSINESS**  
**1,000**



**ENCHANTEUR**  
**1,000**

FIGURES INDICATE FY23 REVENUES IN ₹ CRORE

## THE SANTOOR JOURNEY

Year	Revenue (₹ crore)
FY96	61
FY06	295
FY11	809
FY16	1,708
FY19	2,052
FY23	2,650

SOURCE COMPANY

“Santoor was a clear disruption and focussed on the mom. It was not just about the skin but making a woman feel young... Besides, Santoor has stuck to the Mummy theme to make it more relevant to today’s woman”



**AMBI PARAMESWARAN**  
FOUNDER,  
BRAND-BUILDING.COM



# THERE

> It has been buoyed by some marquee brands like Santoor that clocked revenues of ₹2,650 crore

> One other major factor for its growth has been its shrewd acquisition strategy

## SOME PROMINENT ACQUISITIONS

Year	Target	Product category	Markets served	Deal size (₹ crore)
● 2003	Glucovita	Glucose powder	India	5
● 2004	Chandrika	Bathing soap	India	30
● 2006	North-West Switchgear	Switches	India	102
● 2007	Unza Holdings	Personal care and skincare	Southeast Asia and China	1,010
● 2009	Yardley	Fragrance, bath and shower, skincare	Asia, Middle East, Australasia, parts of Africa	210
● 2012	LD Waxsons Group	Skincare products	Malaysia, Singapore and China	785
● 2016	Zhongshan Ma Er Daily Products	Personal care	China	N/A
● 2022	Nirapara	Packaged rice powder and spices	India	N/A
● 2023	Brahmins	Pre-mix powders, spices, pickles	India	N/A

SOURCE COMPANY ANNOUNCEMENTS, MEDIA REPORTS

advantage over rival lighting brands. “I sell my products in grocery stores, which is 25 per cent of my business, but the competition sells only in electrical outlets.” India has 10 million grocery stores and 50,000-odd electrical outlets. Agrawal says Wipro sells bulbs in the grocery stores it reaches because the typical housewife buys bulbs. For compact fluorescent lamps or CFLs, Wipro sells to the shopkeeper and “not through him”. The shopkeeper is the “influencer”. Ditto for LED bulbs.

Electrical stores are only about undercutting. Also, a grocer does not ask for credit, but electrical outlets get 21 days. “It just makes our model a lot more sustainable, and that’s why we got into lighting,” says Agrawal.

Gaurav Dua, Head-Capital Market Strategy at Sharekhan by BNP Paribas, a retail equity brokerage, says Wipro Enterprises could demerge the lighting business into a separate entity just as parent Wipro Ltd had spun off the consumer business.



**WHILE DRAWING UP** the strategy in November 2006, Wipro Consumer had already made a couple of buy-outs (all in the domestic market), though they were small. The first was Glucovita from HLL in 2003, followed by Chandrika soaps a year later. Azim Premji told the sellers he “wanted to buy Chandrika because he liked the soap”. During the bidding game, Agrawal recalls writing to Premji to tell him the outgo could be marginally higher. Premji told him: “Don’t waste my time. Just get the deal.”

“At that point, FMCG companies were looking outside India at smaller markets such as Bangladesh,”





**RANJU MOHAN**  
EXECUTIVE  
DIRECTOR &  
FOUNDER, IKIGROW

“**Consolidating in the South was a smart thing to do since the region has high brand loyalty. The brand got it [the Santoor strategy] right on its focus, built a hypothesis, and rolled it out well**”

72 |

says Agrawal. Then Unza happened. In terms of revenue, Unza was as large as Wipro Consumer, but that’s where the similarity ended. “They operated in countries we did not understand and in categories not in India. Besides, everything they sold was through modern trade,” he says. He confesses that the buyout initially “looked like a stupid decision”. Plus, Wipro had to compete with Godrej Consumer and Dabur for Unza. Standard Chartered and private equity investor Actis held 58 per cent, while Unza’s staff held the rest. Wipro Consumer wanted a complete buyout. Unza’s business (which includes Enchanteur, today a ₹1,000-crore brand selling fragrances, bath and body products) has grown five times. Agrawal calls the Unza deal the second tipping point for Wipro after Santoor.

It was Santoor’s success that prompted Wipro to go for Unza. Wipro was clear that it would not lay off people. “We understood quite early that no attrition was possible in the case of Unza,” says Agrawal.

Wipro Consumer has made 14 buyouts in India and abroad so far. Dua of Sharekhan says Indian FMCG brands have the critical scale and recognition to explore opportunities in other developing markets. “Some of the ventures have been successful while it has been a learning experience for a few companies in certain markets,” he says.

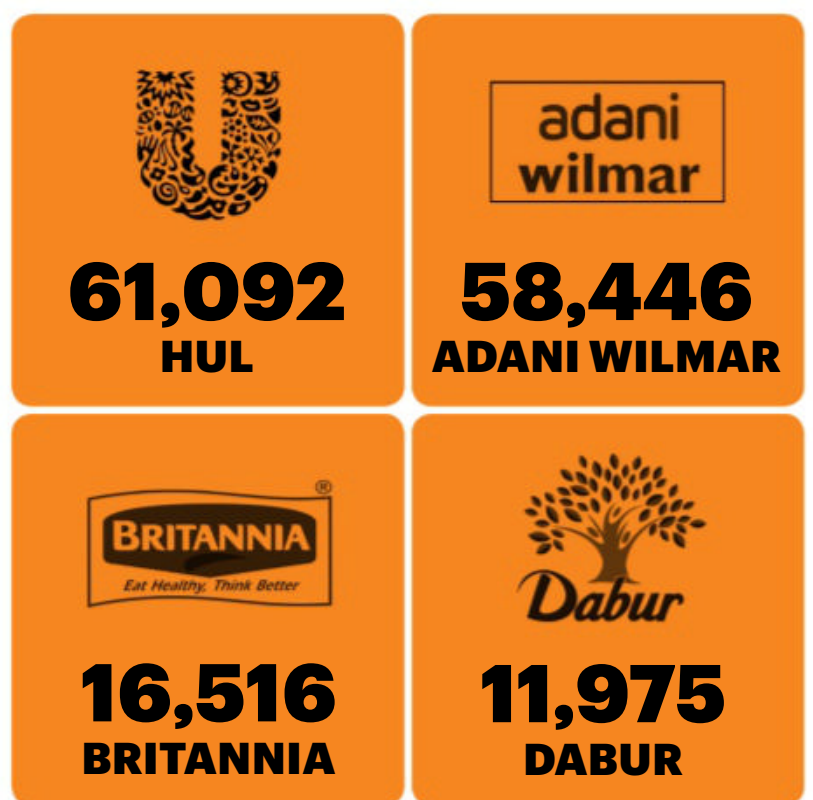
Foods is not uncharted territory for Wipro Consumer: Wipro Ltd was born in 1945 as Western India Vegetable Products, a manufacturer of *vanaspati* or hydrogenated vegetable oil, the poor man’s ghee, and refined oil, both

sold under the Sunflower brand. As Wipro got into new businesses, Sunflower was pushed into the background. In late 2012, Cargill, the US commodities and foods giant, bought Sunflower, which accounted for only one per cent of Wipro’s business then. Agrawal reels off the numbers behind Wipro’s decision to get into foods. “We are looking to expand into categories from an India point of view. The size and scale in foods is very different from, say, soaps, which is a ₹27,000-crore market. The spices [business] alone is ₹70,000 crore, and snacks is another ₹75,000 crore.” Just about 25 per cent of the spices business is organised. In snacks, this share is 55 per cent.

V.S. Kannan Sitaram, Co-founder and Partner at Fireside Ventures, explains that snacking is a highly fragmented business in south India. “Those like A2B, Grand Sweets and Sri Krishna have their stores and sell the products there. It is similar to a kiosk model,” he says.

## THE BIG LEAGUE

> Wipro Consumer clocked higher revenues than Marico



FY23 REVENUES IN ₹ CRORE; \*FY22 (THE COMPANY FOLLOWS THE CALENDAR YEAR)

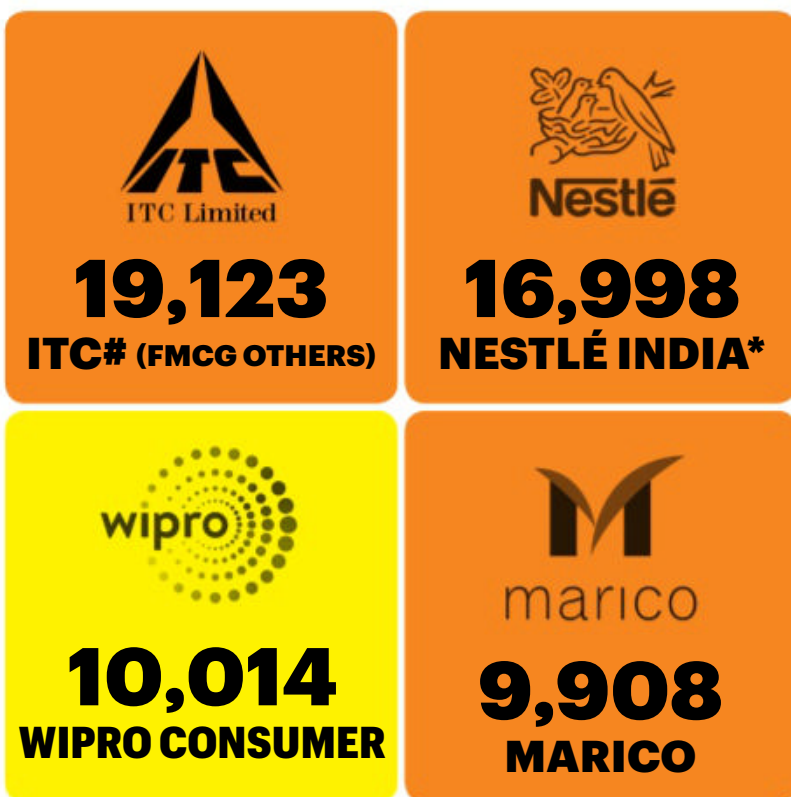


Multinationals are unlikely to have a play in snacks. “The interesting part in foods, unlike personal products, is [that there is] very little advertising. You have to get it right on consistency and be local when it comes to your thinking,” he says. In August, the company opened its new research and innovation centre in Bengaluru for food products, starting with snacks. “We think we have got it right on the product and will be test marketing by the end of this year,” says Agrawal.

The brand name is still under wraps, but Wipro plans to start with a product portfolio. “It will be contract manufacturing initially, but the formulation is ours. Besides, our people will be sitting in the factories and monitoring quality,” says Agrawal, adding, south India’s snacks business alone will be ₹25,000 crore. “That’s almost as large as the toilet soap market in India.”

In spices, the approach is different. Agrawal says Wipro’s strategy will be inorganic. The pur-

> **But it is still a long way behind the sector biggies like HUL and Adani Wilmar**



#ITC SPLITS ITS FMCG SEGMENT INTO FMCG CIGARETTES AND FMCG OTHERS; **SOURCE** ANNUAL REPORTS

“Snacking is a highly fragmented business in south India. Those like A2B, Grand Sweets and Sri Krishna have their stores and sell the products there. It is similar to a kiosk model”



**V.S. KANNAN SITARAM**  
CO-FOUNDER AND PARTNER, FIRESIDE VENTURES

chase of Kerala-headquartered Nirapara and Brahmins has given it a foothold in the state. Its rivals had done the same thing. ITC bought Sunrise Foods, while Dabur picked a majority stake in Badshah Masala. “Tastes vary significantly across India, and it is a state-wise phenomenon.”

Sanjeev Shah, CMD of Everest Food Products, a market leader with an eponymous brand, says India’s diverse tastes make it an interesting place. “The moment you play in the ethnic area, it is a challenge but also a huge opportunity. When you get it right here, the upside is significant,” he explains.

So how regional will Wipro get? Well, regional does not just mean south India versus north India. Think Southeast Asia. Think developed versus developing.

Premji gives the big picture: Wipro Consumer gets its strength from the developing economies, which are poised to grow faster than the developed world.

“FMCG will especially grow well in developing markets as per capita consumption is currently low. We can see this happening in India, Indonesia, Vietnam, and Philippines. India in particular is growing fast as the economy is also getting formalised. This scenario offers us a tremendous opportunity to establish ourselves as a significant player in the FMCG sector, both domestically and at the global stage,” Premji says. **BT**

@krishnagopalan



# “Our India business is not about milestones”

**Prabhjeet Singh, President of Uber India and South Asia,** talks about how the ride-hailing giant is moving towards profitability, helping drivers earn more, while focussing on its primary concern, the passengers

PHOTOS BY SANDESH RAVIKUMAR

74 |

# M

**Marking a decade of operations in India, Uber is strategically broadening its service spectrum across cars, autorickshaws, two-wheelers and buses, along with intercity travel alternatives. This multi-mode approach is helping it retain customers within the platform, while offering users services at different price points. Concurrently, says Prabhjeet Singh, President of Uber India and South Asia, the company is actively engaged in initiatives to enhance drivers' earning opportunities in a fiercely competitive market like India. It involves an increased focus on CNG vehicles and transition to electric vehicles (EVs) that can help driver partners curtail operational costs. In an exclusive interview with *Business Today's Binu Paul*, Singh says there is still a lot more to do in India and the company is here to stay. Edited excerpts:**

**Q:** In the past 10 years, how has Uber India established its position, both in the local market and within Uber's global operations?

**A:** We have seen India welcome us with open arms. We have built a very large business with a strong market leadership. We have done more than 3 billion trips to date here. Today, we have more than 800,000 active drivers, doing one to five trips each week. Our drivers have earned over ₹50,000 crore through the platform since 2013. Three million drivers have earned via the Uber app. We do much more than 500 million trips a year. And we are one of the fastest growing geographies for Uber at this scale.

We provide our services in 125 cities across the country. We provide services across a spectrum of two- and three-wheelers, cabs and buses. Globally, it is the third largest market on an absolute basis already, and growing rapidly. The India business has made massive strides towards being a very viable business, our economics have improved significantly. We feel very good about where we are headed.

**Q:** How significant has Uber's recovery been from the impact of the pandemic, in terms of operations and market position?

**A:** The pandemic obviously impacted mobility in a big way. However, we have grown significantly since then. Today, we are bigger than what we were on volume and value terms [pre-Covid-19]. All the categories are larger than what they were, especially Uber Moto and Auto, which shows there is a fundamental shift in passenger and driver behaviour.

**Q:** How does Dara Khosrowshahi (CEO of Uber) perceive the potential in the Indian





market, and how is his vision shaping the strategic direction of Uber in India?

**A:** Dara is a long-term thinker, and, thereby, he is able to see the potential of the Indian market. He knows we are here to win, and we can take long-term bets. What this translates into is the push he has made on innovation to serve the local requirement. Compared to 2017 and now, the India business is far more diversified today. In 2013, we started with only premium sedans. Today, we do more trips on two- and three-wheelers than on cars. We are introducing high-

---

**“The same customers use different products at different times. That is a superpower that we have as a platform, where customers are able to stay on the platform because we are able to offer them multiple use cases”**

---



capacity vehicles (buses) in several cities. We see that [diversification] playing out as a part of his push to be more relevant to a larger consumer base. Our technology centre in Bengaluru is one of the largest globally, outside the US. We build full-stack tech solutions here for global operations. His view is that in the spirit of being disruptive, sometimes we antagonise local stakeholders like unions. He encourages local teams to find common ground with policymakers.

**Q: In India's cut-throat competitive market, how does Uber differentiate itself and stay ahead of the competition?**

**A:** India is a large market; it has multiple ride-hailing players, so it will remain a competitive space. What matters is, are we doing the right thing for the consumers and drivers? For consumers, our focus is to be consistently reliable, affordable and safer. If we fail on either of these three, consumers will shift. Drivers have a choice. They can switch between multiple apps, or go off the app to travel operators, which means they will choose a platform that gives them the maximum earning opportunity, which also treats them with respect, and one that has their back when things go wrong. We just focus on these three things.

76 |

**Q: Reliability and affordability are concerns for consumers. How are you addressing this?**

**A:** There was a phase after the pandemic when cancellations spiked on the platform. The reliability promise took a hit. We really had to double down to ensure that this improves. Through a bunch of driver-obsessed changes and tech innovations, service quality has improved over the past 12 months. Compared to a year ago, cancellations are down 95 per cent, and completion rate from vehicles are more than 10 percentage points above. Today, more drivers are coming to the Uber platform than other ride-hailing platforms. Pre-Covid-19, our active driver base was about half a million, now we are at about 800,000 drivers (across all segments). Even in cars, we have more active cars on the platform than we ever had. Over the next two years, more than 150,000-200,000 new cars are going to enter [our platform], and replace the old ones. It will improve the physical experience of the customers.

We look at affordability from three dimensions. We are a two-sided marketplace, the marketplace will scale only if we offer fair earnings to the drivers, and reasonable prices for the passengers. When the cost of inputs for drivers goes up—like the cost of a vehicle which went up, cost of fuel increased by about 40 per cent post the pandemic and the oil crisis—we had to translate that into increased prices for passengers so that the drivers are compensated fairly. Often our



---

**“We have built an incredibly strong top line and scale, and are growing fast. On the bottom line, we have made tremendous progress. We run a very disciplined business. We have proven we can run a strong, economically viable business in a low-fare market like India”**

---



pricing reflects the cost structure of the vehicle. Second, we have diversified our portfolio recognising that consumers are price sensitive. The same customers use different products at different times. That is a superpower which we have as a platform, where customers are able to stay on the platform because we are able to offer them multiple use cases.

Third, our core technology is driving utilisation in a very material way. Because we build technologies for our global operations—which works in 60+ countries—we are able to find optimisations much faster. We also focus on the discipline of this cost structure. We have less than 250 people running the entire India business (except the global tech team), and that helps us keep the pricing low for the passengers.

**Q: Could you outline the safety enhancements and measures that have been implemented?**

**A:** We put safety front and centre in everything we do. For several years now, there has been a high bar on background checks, not just for car drivers, but also auto drivers. We have put in place a technology infrastructure that gives support like sharing trip details, ride check that tracks unexpected long stops, and 24x7 safety helpline, for the passengers and drivers during the trip and even after the trip.

In certain cities, law enforcement agencies have made their infra available; we have integrated our safety helpline with that. We anonymise all calls. We also provide comprehensive accident insurance for drivers and riders. We have taken more than 100,000 drivers through in-person gender sensitisation training. Also introduced driver selfies to ensure the person driving the car is the same person who is registered. We are piloting multiple experiments globally such as audio recording with the permission of passengers and drivers; we will see if that product makes sense in India. We are also working on specific safety features for women drivers.

**Q: How are you approaching profitability?**

**A:** We have built an incredibly strong top line and scale, and are growing fast from there. On the bottom line, we have made some tremendous progress on profitability, which is allowing Dara and the global leadership to lean in even further on the India market. We run a very disciplined business. We have proven that we can actually run a very strong, economically viable business in a low-fare market like India, where there are multiple competitors. And we operate in a commercially-licensed market, which means there is a cost of supply that is higher than other markets.

I wouldn't be able to give specifics [on revenue and profitability], but large parts of our portfolio are in a

---

**“Our tech centre in Bengaluru is one of the largest globally, outside the US... His (CEO Khosrowshahi's) view is that in the spirit of being disruptive, sometimes we antagonise local stakeholders like unions. He encourages local teams to find common ground with policymakers”**

---

very good place in terms of continuously improving economics. And we feel good about making long-term investments on the back of that.

There is still more to do in India, because the total penetration of ride sharing is still very low here. That is why we need more product lines like buses, autos, cars and EVs that can meet the requirement of consumers.

[The] India business is not about milestones. We are here for multiple decades to come. For now, we are just putting our heads down and focussing on innovation and execution. There is so much more to be done.

**Q: What are the specific steps Uber India is taking to implement the electrification strategy?**

**A:** Globally, we have committed to become emission free across our platform by 2040. India fits into that plan. However, the pace at which electrification will happen will be a function of how ready the ecosystem is, where multiple models have to be available, cost has to be reasonable, and the charging infra has to be readily available. We anticipate that India is seeing early momentum even though the tipping point is yet to come.

We are leaning in as a leading player to commit to launching Uber Green in three markets. We believe sustainability is a team game where everyone needs to play their part. Therefore, we are working with multiple players in the ecosystem to ensure access to vehicles, enable charging infrastructure, and unlock financing. We see our role as a catalyst in the full value chain.

Right now we have more than 6,000 EVs on the platform across vehicle segments. We have made an internal commitment that we want to have at least 25,000 electric cars on our platform by 2025, which will be a sizeable part of the cars fleet. **BT**

@binu\_t\_paul



# ON A WING AND



78 |

## SLIVER OF HOPE



The Jalan-Kalrock consortium deposited an additional ₹100 crore with lenders in August



The consortium says it will deposit another ₹100 crore before the September 30 deadline



# D A PRAYER

**DESPITE SIGNIFICANT CHALLENGES,  
THERE IS RENEWED HOPE OF THE ICONIC  
JET AIRWAYS TAKING OFF AGAIN**

BY MANISH PANT



| 79

PHOTO BY GETTY IMAGES



The Jalan-Kalrock consortium is hopeful of getting ownership before the end of 2023



Getting a new Air Operator's Certificate and reclaiming the IATA designator are challenges



Globally, instances of a grounded airline returning to service are rare





80 |

**For nearly 26 years since it took to the skies, Jet Airways was represented by its blue and yellow ‘Flying Sun’ logo, which denoted both its professionalism and its warmth. But the airline that was first eclipsed by its collapse in April 2019, is now overshadowed by the uncertainty surrounding its revival. And each time an airline goes bust, one is reminded of the words of legendary U.S. Army General Douglas MacArthur, “I shall return!” which he told his troops and the people of the Philippines in March 1942, after fleeing the island nation following its occupation by Imperial Japan during World War II.**

But alas, that has seldom happened in the aviation industry, as even once celebrated carriers such as Pan Am, Air Berlin, Swiss Airlines and Kingfisher Airlines, among others, have never returned from the dead. The dog-eat-dog nature of the industry simply doesn’t allow for it.

However, when the Jalan-Kalrock consortium (JKC) won the bid for Jet Airways’ revival in October 2020, one hoped that

the airline would beat the odds and be airborne soon. But what was supposed to be a major test of the country’s Insolvency and Bankruptcy Code (IBC), 2016, soon devolved into a bitter legal battle between the consortium and the Committee of Creditors (CoC) that had lent to the airline. But the Supreme Court’s July order to implement a resolution plan excluding liquidation has brought new hope for the beleaguered project. A person familiar with the ongoing internal deliberations at JKC reveals, “The consortium’s strategy to revive the airline remains unaltered. Armed with a management team, the focus remains on getting all the employees and the relevant stakeholders aligned with the vision of the new promoters to get the operations up and running.”

In the first sign of a thaw between the disputing parties, the CoC has agreed to a month’s extension for the full payment of ₹350 crore after the consortium deposited ₹100 crore with the lenders on August 31. Earlier, the entire payment had to be made by that date per a timeline provided by the apex arbiter National Company Law Appellate Tribunal (NCLAT) before its ownership could be transferred to JKC. This is in addition to the ₹150-crore performance bank guarantee already provided to the lenders. “With this infusion, JKC has now invested ₹250 crore in Jet Airways and now is only required to fund the remaining ₹100 crore in Jet Airways by September 30, 2023, to take control of the iconic airline,” a statement from JKC said. It also claims to have incurred up to ₹300 crore in other costs since winning the bid to revive the airline.

However, taking control of the airline is not the only hurdle before JKC. Another equally challenging concern is the payment of employee dues. Recently, the Supreme Court upheld the NCLAT’s order asking the airline to pay ₹250 crore in outstanding provident fund and gratuity to former employees. “The consortium respects the order passed by the Supreme Court, though it is an extra financial liability since the amount was never a part of the revival plan. However, the consortium is



**“We don’t fly passengers... our airline partners fly passengers; we can only be successful when our customers are successful”**

**SALIL GUPTÉ**  
PRESIDENT, BOEING INDIA



## DELAYED FLIGHT

### JUNE 2019

CoC appoints Grant Thornton's Ashish Chhawchharia as Insolvency Resolution Professional

### OCTOBER 2020

CoC approves the resolution plan jointly submitted by businessmen Murari Lal Jalan and Florian Fritsch

### LATE 2022

Planned re-launch

### FLEET SIZE

Nil (Current)

### PROPOSED FLEET SIZE

Plans to launch with six aircraft, and progressively increase it to 120 in five years

### BUSINESS MODEL

Full-service carrier

### OBTAINS AOC

May 2022

### EXPIRY OF AOC

May 2023\*

### LOSS OF IATA CODE

September 2023

AOC: Air operator's certificate;  
\*DGCA had extended the carrier's AOC till September 9 subject to it meeting certain conditions. Now, Jet needs to apply for re-certification

Source: Industry, DGCA

committed to adhering to it," assures the person, who is familiar with the developments. Former employees see this as imperative. "The prompt settlement of employee dues in alignment with NCLAT directives and ratified by the Supreme Court represents not a mere stride, but a bond towards legitimacy," says Narayan Hariharan, former Senior VP of HR at Jet Airways, and currently advisor to the staff and officers' association that has been fighting court cases to get the employees' claims resolved.

### MIXED SIGNALS

In May, the airline's Air Operator's Certificate (AOC), granted a year earlier, expired. In yet another setback, the airline lost the two-letter designator code awarded by the International Air Transport Association (IATA), a global trade body of airlines, for remaining non-operational. Amid such setbacks, India's aviation regulator Directorate General of Civil Aviation (DGCA) had conditionally extended Jet Airways' AOC until September 9. Now, the re-certification process may take anywhere between four to six months. "Assuming the judicial proceedings

## JKC HAS INVESTED ₹250 CRORE IN JET AIRWAYS, AND MUST SPEND ₹100 CRORE BY SEPTEMBER 30 TO TAKE CONTROL OF THE CARRIER

and IBC matters are all closed, and the re-certification completed in a manner conducive to the restart of operations, Jet Airways 2.0 then has to cross a number of other hurdles," says Satyendra Pandey, Managing Partner at aviation advisory firm AT-TV. These range from hiring staff members and entering a market that is witnessing intense competition, to fleet acquisition and slot allocations. "Even in the most optimistic scenarios, the first flight is unlikely to take off before January 2024."

Legal experts, however, see the potential for a gainful revival due to the goodwill enjoyed by the Jet Airways brand. Other than ironing out the differences with lenders, JKC also needs to address liquidity issues and, most critically, secure the support of the international lessor community. "Jet Airways was a trusted brand with reasonable goodwill, but the new management will need to find ways to tackle the liquidity issues," says Ajay Kumar, Managing Partner at Gurugram-based law firm KLA Legal. "People in the industry and travellers, in general, would love to see Jet fly again. After Go First filed for voluntary bankruptcy, airfares have seen a steep rise. India has the appetite to absorb another good airline, and Jet just fits the bill."



## JKC'S MYSTERY MEN

**MURARI LAL JALAN**  
OWNER, MJ DEVELOPERS

▶ The owner of Dubai-based MJ Developers, Jalan remains an enigma, with many in India Inc. only hearing of him after JKC's resolution plan for Jet Airways' revival was approved. He is said to have business interests in sectors such as paper trading, real estate, dairy, consumer durables, and mining, among others. Other than the Middle East, MJ Developers operates in the Commonwealth of Independent States (CIS), Brazil and India.

Jalan's niece is married into the family of South Africa's Gupta brothers, who are currently on the run.

Hailing from Ranchi in Jharkhand, Jalan is said to keep a low profile.



**FLORIAN FRITSCH**  
PROMOTER, KALROCK CAPITAL PARTNERS

▶ Fritsch's website describes him as a prominent investor, consultant and business angel who started his first company at the age of 16. As promoter of Kalrock Capital, he is credited with having made successful investments in diverse businesses such as real estate, electric mobility and renewable energy. A November 2022 investigation by the German business daily *Handelsblatt* insinuated that Fritsch's fortune may exist only on paper. "I myself have never made the claim that I have a fortune worth billions," (translated from German) he said in response to a query from the newspaper.



82 |

Many continue to have fond memories of the service benchmarks that Jet Airways established in the industry and earnestly hope that it makes a comeback. Salil Gupte, President of Boeing India, who started his career as an investment banker in New York, is one of them. "Jet was one of our largest customers prior to its grounding. And it's an iconic brand. The Jet Privilege [loyalty] programme was one of the most prominent in the region. And there's clearly a number of assets and a significant amount of goodwill that still exists in the Indian market for it," he says.

Securing an AOC will be JKC's next step

towards revival. "The silver lining is that they have done this once earlier," says Reeva Chugh Arora, Founding Partner at New Delhi-based law firm AviLeague Partners. After the re-certification, the airline will have to survive in a hypercompetitive environment. "A lot has changed in the past four-plus years since Jet Airways was grounded. Now, the market has the well-established low-cost carrier IndiGo, full-service carriers Air India and Vistara backed by the Tata group, and Akasa Air as its competitors. Popular routes such as Delhi-Mumbai will be hard to grab."

### KNOWN UNKNOWNNS

A view in the aviation industry is that the revival of Jet Airways has faced headwinds due to the lack of pedigree among consortium owners Murari Lal Jalan and Florian Fritsch in the aviation industry. Former Jet Airways staff *BT* spoke to for



# Growth, the way it is meant to be.

We have consciously extended  
our scale beyond our businesses,  
to help the country overcome  
economic challenges; to ensure people  
live a good quality of life, uninterrupted.

We believe scale can lead to  
goodness, and this is what drives us to  
growth. Because, the more we grow,  
the more lives we can touch.



adani





**“[The unfolding situation] paves the way for further questions on the credibility of the revival, the business plan, and the new promoters’ capability to run an aviation business”**

**JITENDER BHARGAVA**  
FORMER ED, AIR INDIA



**“The settlement of employee dues in alignment with NCLAT directives and ratified by the SC represents not a mere stride, but a bond towards legitimacy”**

**NARAYAN HARIHARAN**  
FORMER SENIOR VICE  
PRESIDENT-HR, JET AIRWAYS

this story say that while they have met Jalan on a few occasions, Fritsch, a German national, has always been conspicuous by his absence. The promoter of London-based Kalrock Capital Partners is described by his old associates in Europe as a flamboyant individual with a passion for expensive suits and watches, traits not usually associated with German ethos. “The new owners have no idea of the airline business... The saddest thing about this whole resolution plan is that the CoC didn’t conduct proper due diligence. Like in Air India’s case, so many people were interested in the airline, but the government didn’t just offload it to anyone with money,” says one of the ex-employees. Some in the industry also believe that the consortium owners are fronts for either former Jet Airways Chairman Naresh Goyal, currently in Enforcement Directorate custody for allegedly siphoning off hundreds of crores of rupees that Jet Airways had received as bank loans, or the Indian-origin Gupta brothers—Ajay, Atul and Rajesh—who are currently wanted in South Africa on charges of embezzling state funds. Separately, the day-to-day operations of the consortium is run by Jalan’s nephew Ankit Jalan, who is on the Executive Committee of JKC.

Sources close to JKC vehemently deny these claims. “Jalan and Fritsch have experience in turning around loss-making businesses. Both have always believed in taking challenges head-on. Since aviation is a high-expense business, they have a highly-skilled team of professionals who have worked with them for several years to keep business costs in check,” declares one of the persons. Arora of AviLeague also feels that merely focussing on their lack of prior experience in the aviation industry may not be the best way to assess their intent. “It is said that running an airline is not for the faint-hearted, and the consortium has put all its might behind the airline in the past two years.” Therefore, a lack of pedigree cannot be an excuse to bar them from the process.

In a sharp analysis, Jitender Bhargava, former Executive Director of Air India tells *BT* that the unfolding situation “paves the way for further questions on the credibility of the revival, the practicality of the business plan, and the suitability of the new promoters to run an aviation business”. A better approach would have been for the promoters to secure finances before commencing the revival operation. Comparing Jet Airways 2.0 with Akasa Air—that had announced its intent to launch operations around the same time—he points out, “Akasa made it be known that they were good to place an order for 70 plus aircraft, had ₹240 crore in initial financing from [the late] stock market investor Rakesh Jhunjhunwala, and the time period in which they would be commencing operations.” Yet Jet Airways 2.0, despite having a CEO, CFO and director of operations in place, did nothing of that sort. He says the regulator must proactively verify any future business proposals to ensure transparency and strategic soundness of would-be promoters. “DGCA should not allow the initiative to rest with the airline. It is sufficiently



adani



Official Sponsor of the  
Indian Contingent at Asian Games

Let's cheer for  
Team India and proudly say

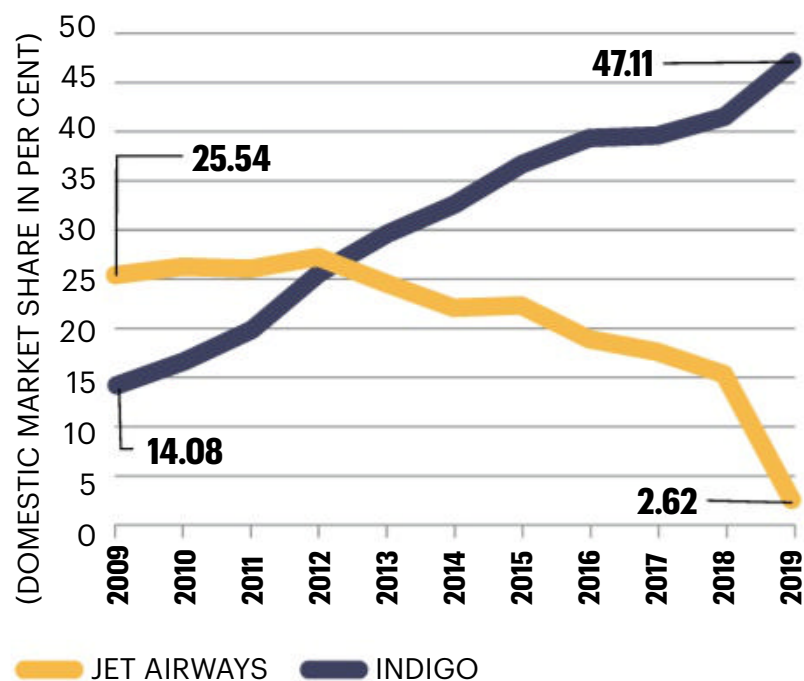
**#GARVHAI**





## SKYDIVING

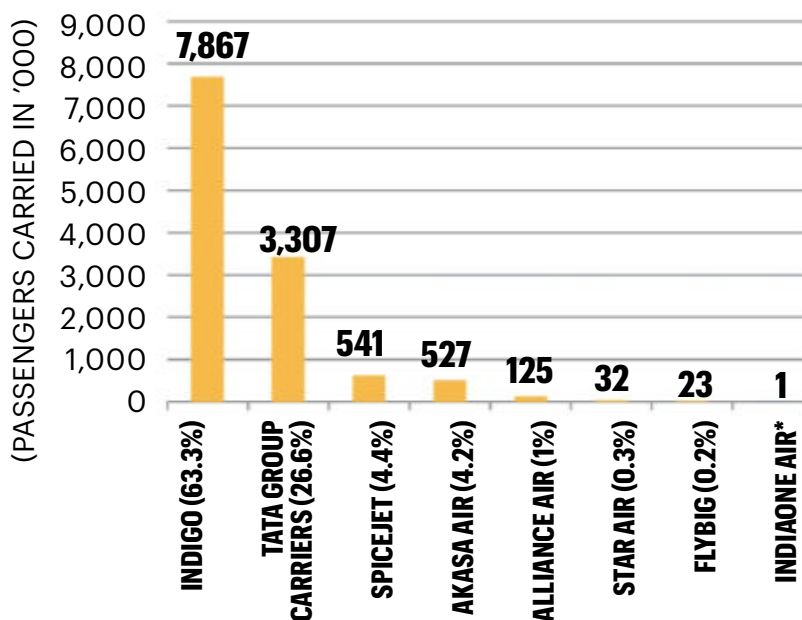
- ▶ JET LOST MARKET SHARE TO INDIGO ESPECIALLY AFTER 2012
- ▶ INDIGO HAD OVER 47 PER CENT MARKET SHARE WHEN JET SHUT DOWN IN 2019



SOURCE DGCA, INDUSTRY, BT RESEARCH

## MARKET FORCES

- ▶ JET AIRWAYS 2.0 WILL HAVE TO ADAPT TO A DRASTICALLY CHANGED MARKET
- ▶ INDIA MAY YET HAVE THE CAPACITY TO ABSORB A RELIABLE NEW CARRIER



FIGURES IN BRACKETS INDICATE MARKET SHARE; DATA FOR AUGUST 2023; \*NEGLIGIBLE; SOURCE DGCA

empowered to summon airline promoters and ask them to lay down the business plan in front of [it].”

A former senior Jet Airways executive who declined a job offer from the present owners last year, says, “To get an AOC with a four-year validity, the company needs to have five aircraft in operation within one year. However, the consortium does not have even one aircraft presently.” Further, with Jet Airways 2.0’s plans for a take-off getting delayed, and salary cuts being rolled out in the range of 50-100 per cent and subsequent exits, JKC’s staff strength may have depleted from a peak of around 200 last year to less than 100. Sources close to the consortium, however, continue to maintain that they have lined up a storied team for when they get ownership of the airline. “JKC continues to build a solid, powerful and dedicated team as part of its commitment to put the airline back in the air. The

consortium owners are very satisfied with the way the airline is being structured... It’s really unfortunate that an airline, which was ready to launch in September 2022 is not airborne yet,” they say, requesting anonymity as the discussions are not public. But they are finally hopeful of taking to the skies again, especially after the renewed support of the CoC.

### SIGNS OF HOPE

But given the largely untapped potential of India’s air transport sector, many in the industry continue to see a chance for Jet’s revival. Domestic carriers ferried 100.61 million passengers in the January-August period, against the 77.07 million passengers during the corresponding period of the previous year, a 30.55 per cent year-on-year growth, according to DGCA data. Bhargava cites the example of ModiLuft, which returned as SpiceJet after folding up in 1996. “If the time lag is less, there are better chances of the airline coming and operating,” he says. Boeing’s Gupte has also reiterated the plane maker’s support for Jet Airways’ revival plans. “We always work very closely with our customers through good times and bad. That’s one of the things that really differentiates Boeing from our competitors.” In a nuanced tone, he tells BT, “We don’t fly passengers, nor do we fly cargo ourselves. Our



## JET AIRWAYS 1.0'S FLIGHT PATH



NUMBER OF AIRCRAFT\*

123



NUMBER OF EMPLOYEES\*

16,000+

1992

Incorporated as a company

**HEADQUARTERS:**  
Mumbai

**FOUNDER:**  
Naresh Goyal

1993

In May, begins operations as an air taxi operator

1995

Launches operations as a scheduled domestic carrier

2004

Starts international operations—flying from Chennai to Colombo

2007

Acquires Air Sahara for \$340 million

2019

Ceases operations on April 17

**NOTE** THE AIRLINE REBRANDED 'AIR SAHARA' AS JETLITE IN THE SAME YEAR; \*DATA AS OF APRIL 17, 2019; **SOURCE** INDUSTRY, BT RESEARCH

airline partners fly passengers and cargo, which means that we can only be successful when our customers are successful.”

While urging JKC to urgently resolve the long-standing issues in adherence with the Supreme Court's directives, former Jet Airways employee Hariharan emphasises that the new owners must also address the questions arising from the long delay, redress the uncertainty surrounding the financial trajectory to be taken by the carrier and display concrete evidence of forward movement, as “On the ground, the reality remains relatively unchanged since 2019, when the airline stopped operating.” Former Air India hand Bhargava takes a contrarian view, suggesting that a balance must simultaneously be struck to protect the interests of the airline as well as the employees. “A lot of claims come up because employees and other stakeholders believe that if the airline is going to fly, let me first try to get hold of my share of the money. They must understand that once the airline flies and

## THE PAYMENT OF EMPLOYEE DUES IS ANOTHER CHALLENGE FOR JKC AFTER ACQUIRING JET AIRWAYS

| 87

makes a decent profit, then they will be able to get their money back.” But if such financial burdens are put on the airline even before its re-launch, it will never take off, he says.

A former Jet Airways 2.0 employee agrees, noting that over time, the once highly valued brand recognition of Jet Airways may start fading, particularly among flyers in their 20s and early 30s who may not have heard of, or flown with the airline. “Just after the Covid-19 pandemic, there was a huge opportunity that has been squandered.” Meanwhile, despite all the odds, sources close to JKC are optimistic about Jet Airways 2.0 launching with six aircraft in the first year, with the number progressively increasing to over a hundred in the next five years. “They [JKC] are actually looking at having 120-plus aircraft as that was the number that Jet Airways 1.0 had at the time of folding up in April 2019.”

If the airline orchestrates a comeback under the stewardship of the new owners, it will also need to adapt to India's ever-evolving aviation landscape. The industry, meanwhile, will be watching with interest for the Flying Sun's fate as it will be an important lesson for everyone. But this time, the frequent flyer would hope that General MacArthur's words, “I have returned!” uttered after his arrival in the Philippines two years later to liberate the nation from Japanese occupation, come true for Jet as well. **BT**

@manishpant22





**INDIA  
TODAY  
CONCLAVE**

**MUMBAI**



**SHARAD PAWAR**  
MP; PRESIDENT, NATIONALIST  
CONGRESS PARTY



**SUPRIYA SULE**  
MP, LOK SABHA, NATIONALIST  
CONGRESS PARTY

**4TH - 5TH**  
**OCTOBER 2023**  
GRAND HYATT, MUMBAI

Designed by : **CUT** Creative Unit Today

**PRESENTED BY**



**DARWIN PLATFORM  
GROUP OF COMPANIES  
THE VISIONARIES**

**KNOWLEDGE PARTNER**



**N. L. Dalmia**  
**Institute of Management  
Studies and Research**  
(A School of Excellence of N. L. Dalmia Educational Society)

**TOURISM PARTNER**



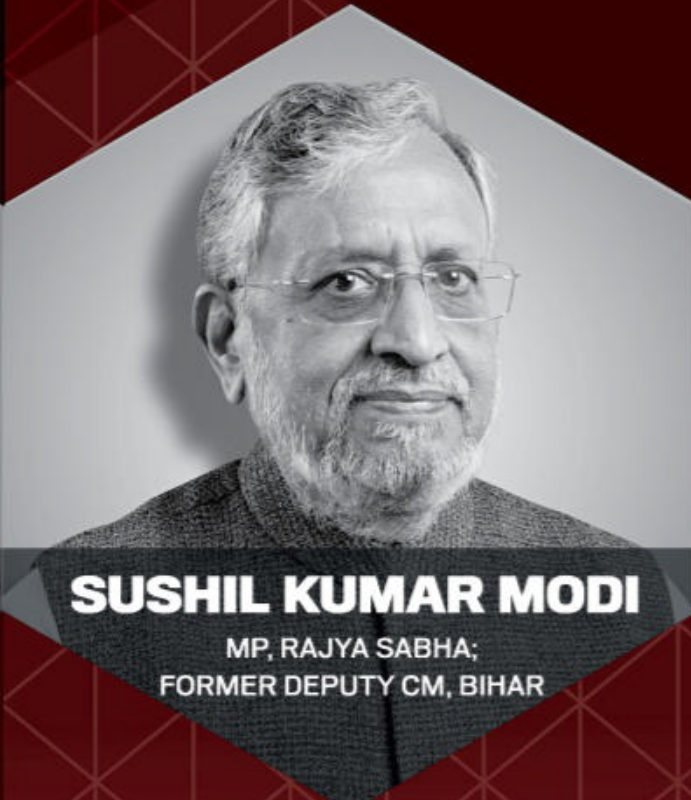
[www.indiatoday.in](http://www.indiatoday.in)





**DEVENDRA FADNAVIS**

DEPUTY CHIEF MINISTER,  
MAHARASHTRA



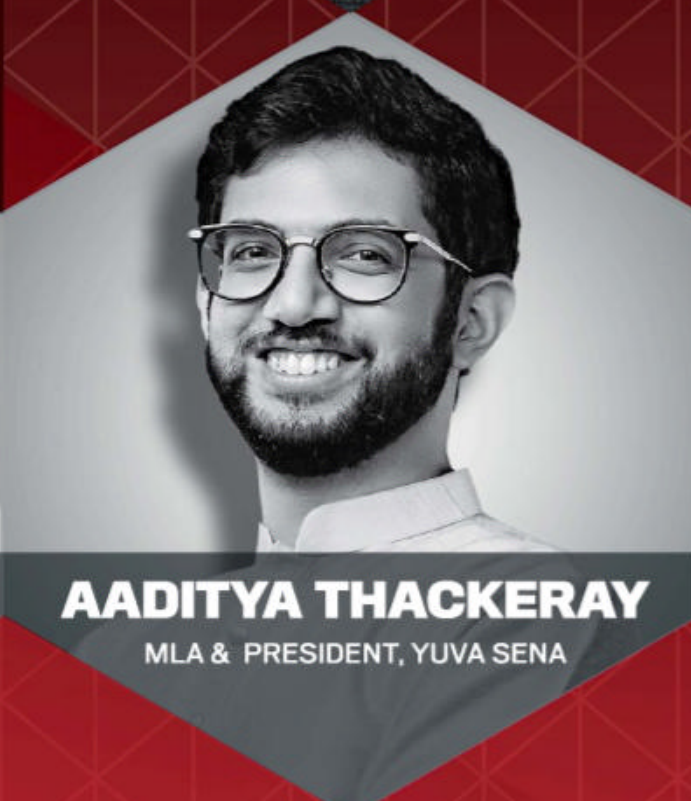
**SUSHIL KUMAR MODI**

MP, RAJYA SABHA;  
FORMER DEPUTY CM, BIHAR



**SWAPAN DASGUPTA**

FORMER MEMBER OF RAJYA SABHA



**AADITYA THACKERAY**

MLA & PRESIDENT, YUVA SENA

# INDIA'S BIGGEST IDEAS FEST

**BOOK YOUR SEAT**

Write to us at [indiatodayconclave@intoday.com](mailto:indiatodayconclave@intoday.com)

CONCLAVE PARTNER

**Motwani  
Jadeja**  
Foundation  
Entrepreneurship . Disruption . Innovation

CELEBRATION PARTNER

*Radico*  
SPIRIT OF EXCELLENCE

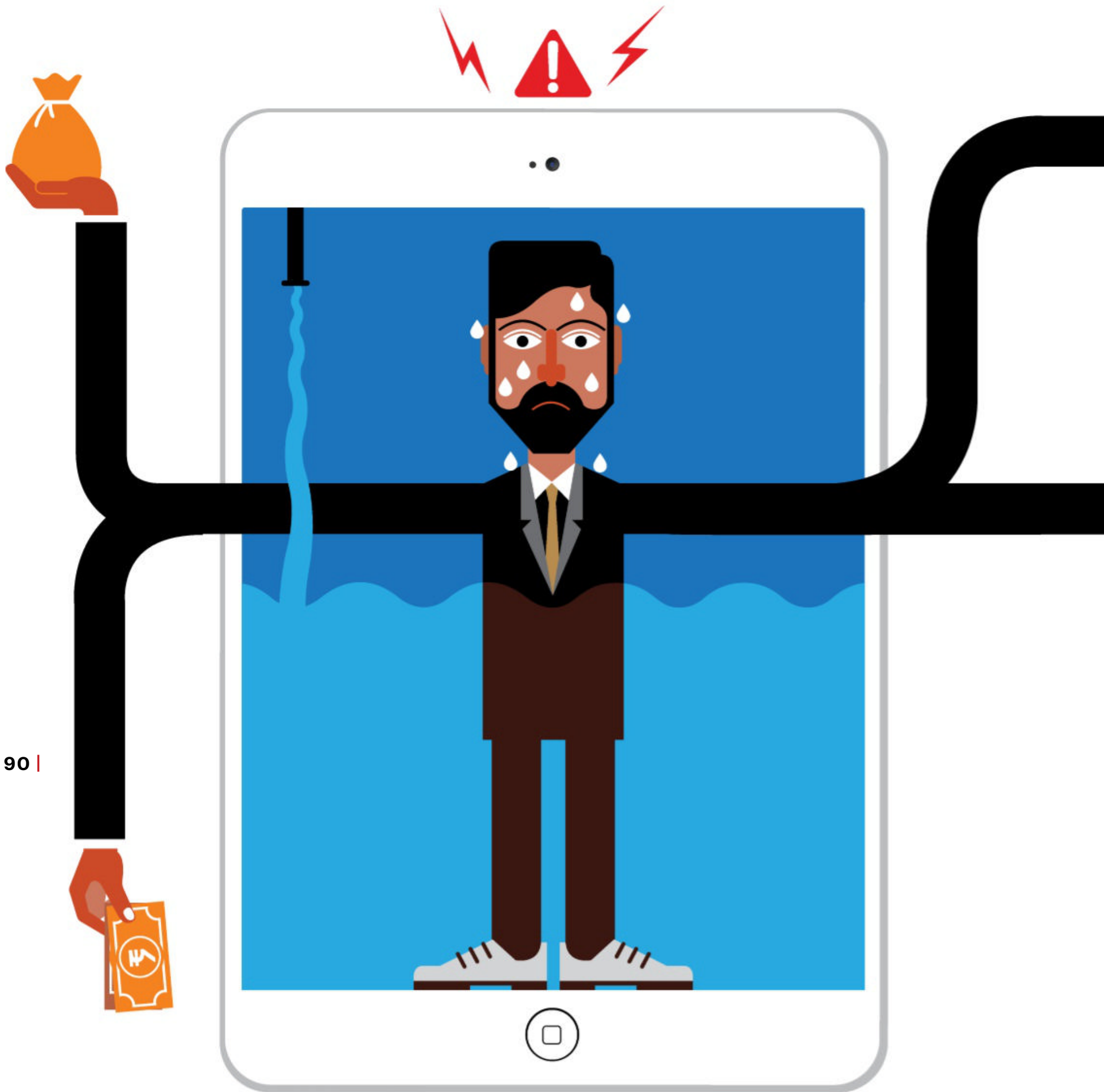
JEWELLERY PARTNER

DE BEERS  
FOREVERMARK

LUXURY PARTNER







90 |

## CREDIT WATCH

### DIGITAL LENDING

Digital financing has made retail finance accessible. Fintech companies have thrived by offering online loans, often at higher interest rates, to customers with low credit scores or those new to credit

### BANKS SHIFT TOWARDS RETAIL LOANS

Traditional banks have also shifted their focus from industrial loans to providing more retail loans. Retail loans now make up 30 per cent of bank credit, up from 19 per cent in 2015





# THE RETAIL

# LENDING BURDEN

| 91

**RETAIL LOAN DEMAND HAS BOOMED AFTER COVID-19, THANKS TO FINTECH FIRMS THAT CAN SERVE CONSUMERS REMOTELY. BANKS AND NBFCs HAVEN'T BEEN FAR BEHIND IN THE DIGITAL SHIFT. HOWEVER, THE SURGE IN UNSECURED LOANS POSES THE RISK OF OVER-LEVERAGING, AND PRESSURE IS MOUNTING**



BY **TEENA JAIN KAUSHAL**

ILLUSTRATION BY **RAJ VERMA**

## **RISING DEBT**

Many young individuals have fallen into the trap of overspending, which increases tension and anxiety, especially when they are unable to pay back their debt

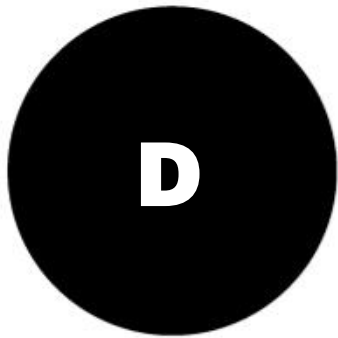
## **YOUTH-DRIVEN DEMAND**

Nearly 40 per cent of retail loan demand comes from customers aged between 18 and 30 years. Given that more than half of India's population is under 30, this could pose a significant challenge

## **CAUTION NEEDED**

Despite growth in retail lending, there are warning signs of increasing delinquencies and concerns about concentration in retail loans becoming a systemic risk. It is crucial for lenders—including fintechs, NBFCs, and banks—to exercise caution





**DELHI-BASED HARINATH MEHRA** is worried about his friends. More specifically, their spending habits. Armed with multiple credit cards, his friends often go on spending sprees. What worries him the most is their tendency to spend more than they can afford, which has become a habit now. “For instance, many times they end up ordering a full meal when all they want is a burger,” says the 24-year-old.

It’s not as if Mehra was born wise. “I went through a lot of stress and anxiety when I couldn’t pay my credit card bills. It was not easy to deal with recovery agents, and it caused me a lot of mental harassment,” recounts Mehra. Thankfully, he is debt-free now. (See box ‘Freedom from Debt’.)

He isn’t alone. Millennials and GenZ folks, enticed by the ready availability of credit cards, Buy Now, Pay Later (BNPL) schemes, and other options on lending apps, can easily fall into a debt trap by overspending using these options, then paying only the minimum due or defaulting on their debt obligations, and then getting caught in the rigmarole of debt recovery. In fact, a July report by credit bureau TransUnion CIBIL reveals that 40 per cent of the retail loan demand is driven by younger customers aged between 18 and 30 years. Experts say this could become a serious challenge, given the demographics of the country where over half the population (52 per cent) is aged below 30, per the National Family Health Survey-5 (2019-21).

92 |

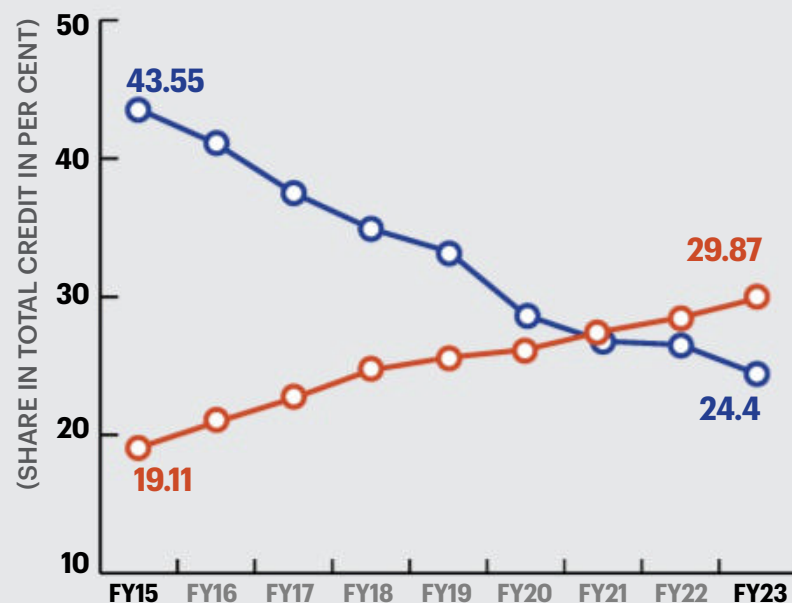
Consider this: According to data shared in Parliament, the amount outstanding on credit cards rose 28 per cent to ₹2.10 lakh crore in March 2023 from ₹1.64 lakh crore in March 2022. During the same period, credit card defaults rose to ₹4,072 crore from ₹3,122 crore in March 2022, which implies that defaults increased almost at the same rate as loans being disbursed.

“Credit card payment defaults increased in June 2023, despite credit card lending growth. Unsecured credit portfolios and

small-ticket loans drove retail credit expansion. Serious delinquency rates for credit cards rose by 2.9 per cent, while consumer durables delinquency increased by 1.5 per cent,” says Mahesh Shukla, Founder & CEO of PayMe, a fintech firm that offers short-term and personal loans. The fintech has seen 145 per cent jump in retail loans to ₹450 crore in FY23. Its gross NPA is currently at 3.2 per cent.

The ordeal of 37-year-old Ritu Sree from Hyderabad is yet another example. She was trapped in a web

## PULLING AHEAD



● INDUSTRY\*  
● PERSONAL LOANS

OTHER MAJOR CATEGORIES ON THE LOAN BOOKS OF BANKS ARE AGRICULTURE AND ALLIED ACTIVITIES, AND SERVICES; \*INCLUDES MICRO, SMALL, MEDIUM AND LARGE ENTERPRISES

**SOURCE** CMIE ECONOMIC OUTLOOK

> **Banks are increasing retail lending while cutting back on credit to the industrial sector**

> **Due to rising NPAs in industry loans, banks shifted their focus to retail loans**



**“There is definitely a concern that non-collateraised loans are increasing but cases of loan default are low as everything is based on the credit score”**

**MADAN SABNAVIS**  
CHIEF ECONOMIST, BANK OF BARODA



of app-based loans she took for her wedding and parents' medical expenses. Initially, she juggled ₹16.37 lakh in debt on a monthly income of just ₹30,000. But, a sudden financial catastrophe, coupled with constant lender calls (nearly 300 a day) and harassment, started taking a toll. Sree found SingleDebt, a debt management solutions provider, while searching for legal advice on creditor harassment. Its counsel has helped her regain control over her finances.

Due to such instances, debt-

relief platforms have seen a boom of late. "Our customer base has increased three times from last year... the trend shows that over-leveraging is happening and stress is building up," says Ritesh Srivastava, CEO & Founder of Gurugram-based debt relief platform FREED. He says the average loan size for FREED's customers has risen to ₹5.30 lakh now from ₹4 lakh in 2020, and the average age of a borrower has gone up from 29 to 32.

Harish Parmar, Founder of SingleDebt—that has seen a 25 per cent

increase in business—warns that this boom could snowball into a crisis as serious as the 2008 US sub-prime one. "People are struggling to pay online credit they got from BNPL and loans on apps. More due diligence has to be done... If that is not done, then this is a time bomb ready to explode... a lot of irresponsible lending is taking place."

### DIGITAL LENDING SURGES

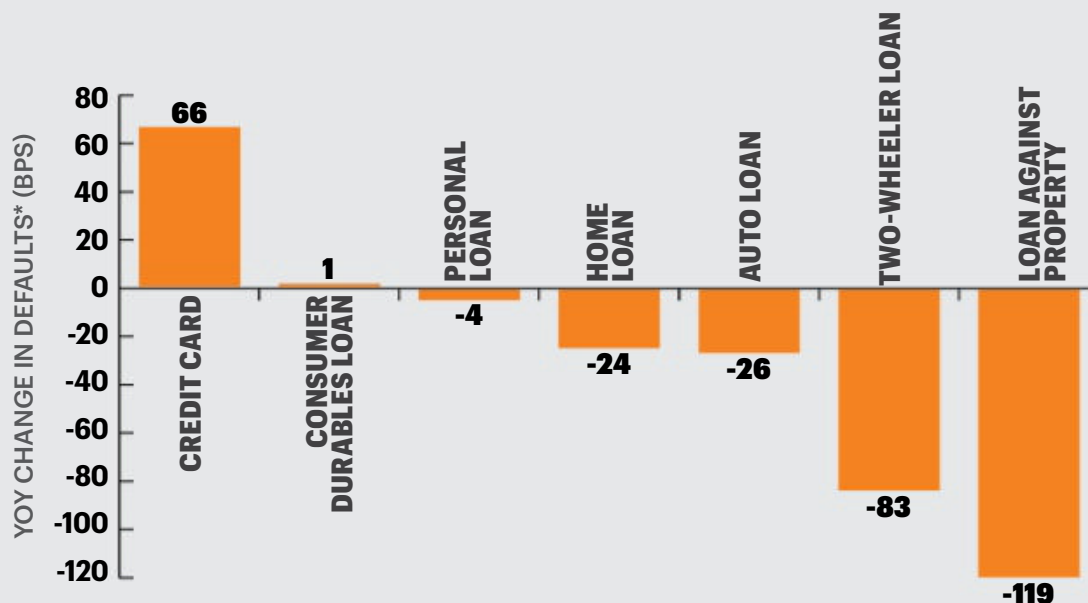
Catapulted by the rise in small-ticket lending, India has seen an annual growth of 39.5 per cent in digital lending over the past 10 years. Per a report by IIFL Fintech, India's digital lending market is expected to touch \$515 billion by 2030 from \$38.2 billion in 2021, at a CAGR of 33.5 per cent. Do note that most of these are unsecured loans, disbursed without any collateral.

Two things led to this surge: digitalisation and cross-selling. The pandemic helped fintechs shine because they could serve customers from a distance. Subsequently, payment apps such as Mobikwik and Paytm started cross-selling products, leading to easy loans. Today, Bajaj Finserv, Navi, LoanTap, PayMe, SmartCoin are among players that offer app-based loans.

To facilitate lending, fintechs tie up with NBFCs or banks, and leverage tech to streamline the application and disbursement process. Customers can easily apply for loans through apps by submitting the required documents, which are authenticated using a number of digital tools. Often, the loan is disbursed within hours.

The partnership with fintechs is one reason why there has been a spike in unsecured loans of NBFCs; according to a report by rating agency Icra, the number rose to about 23 per cent of the retail NBFC AUM in March 2023, from 17 per cent in March 2021. Per a Reserve

## DEBT STRESS



\*DEFAULTS WITH DUE DATE PAST OVER 90 DAYS; DATA AS OF MARCH 2023

> Defaults in credit cards rose even as high growth in retail credit continued

> Secured loans registered a decline in defaults

SOURCE TRANSUNION CIBIL CONSUMER CREDIT DATABASE



**"Our customer base has increased three times from what it was last year... the trend clearly shows that overleveraging is happening and stress is building up"**

**RITESH SRIVASTAVA**  
CEO & FOUNDER, FREED





**“People are struggling to pay back credit they got from BNPL and loans on apps. More due diligence has to be done by all parties. If not done, then this is a time bomb ready to explode”**

**HARISH PARMAR**  
FOUNDER, SINGLEDEBT



**“Credit card payment defaults increased in June 2023, despite credit card lending growth. Unsecured credit portfolios and small-ticket loans drove retail credit expansion”**

**MAHESH SHUKLA**  
FOUNDER & CEO, PAYME

## CASE STUDY

94 |



## FREEDOM FROM DEBT

◀ **HARINATH MEHRA**  
Age 24

**HIS STORY** Mehra lost his job in 2020, during Covid-19. He quickly found a new job, but it came with a 50 per cent pay cut. The salary was insufficient to cover his mounting credit card debt. Mehra had already amassed a debt of ₹3.95 lakh; his debts mounted after he lost his job during the pandemic

**HOW HE GOT DEBT-FREE** He got in touch with debt relief platform FREED which settled his bill at a 45 per cent discount with the credit card company. He became debt-free in just four months following counselling from the company

Bank of India report, 53 per cent of loans disbursed by NBFCs, and 10.8 per cent of the total amount disbursed, came through digital channels. In the case of banks, only 6.04 per cent of loans and 2.07 per cent of the total amount disbursed was through digital channels.

How do NBFCs benefit? They can reach out to new-to-credit borrowers who are otherwise difficult to find. This is important because as of June 2022, one-third of the retail credit market consisted of new borrowers, and the number has been increasing since. Then there are subprime borrowers—individuals with lower credit scores—who, according to Shukla of PayMe, accounted for 32 per cent of retail loans as of October 2022, an increase from 28 per cent in 2019.

While fintechs offer easy loans, they charge higher interest rates than banks. What, however, attracts most customers to them is the speed with which the loan gets disbursed. And therein lies the problem, say experts. “They (fintechs) should take some time to process the documents and not be under pressure to pay out loans in half an hour because that could mean they are not doing their full due diligence. RBI has to encourage fintechs to do full due diligence,” says Parmar of SingleDebt.

Banks too are focussing on retail loans. Per RBI’s Financial Stability report released in June, retail loans grew at a CAGR of 24.8 per cent from March 2021 to March 2023, almost double the CAGR of 13.8 per cent for gross advances. Further, unsecured retail loans increased from 22.9 per cent to 25.2 per cent, while secured loans declined from 77.1 per cent to 74.8 per cent. This is why RBI has warned that retail loans may become a systemic risk in its Report on Trend and Progress of Banking in India 2021-22.

PHOTO BY RAJWANT RAWAT



However, since banks generally have a longer relationship with customers, their due diligence is better than fintechs. “The problem is increasing in the fintech space at a fast clip as there are many new players coming into the market-place,” says Parmar. Among these players are illegal China-based apps. RBI’s working committee on digital lending found in November 2021 that of the nearly 1,100 such apps available to Indian mobile phone users, nearly 600 were illegal. Such apps usually charge exorbitant interest rates, employ aggressive debt collection techniques, or misuse personal data.

**EXERCISE CAUTION**

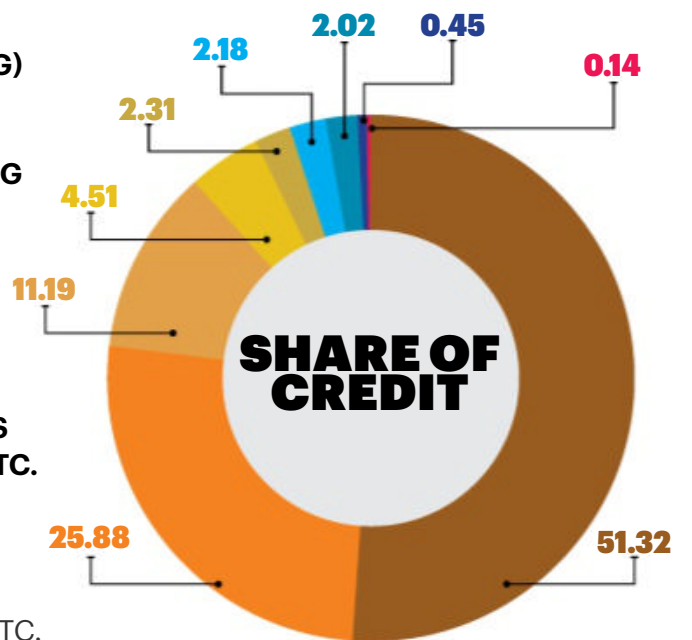
Meanwhile, consumption is on rise in the country and has led to a fall in savings. Recent RBI numbers show that household net financial savings in FY23 dropped to 5.1 per cent of GDP from 7.2 per cent in FY22, while annual financial liabilities surged to 5.8 per cent of GDP from 3.8 per cent in FY22.

The good thing is that NPAs as a whole have not spiked yet. “There is definitely a concern that non-collateralised loans are increasing but cases of loan default are low as everything is based on the credit score,” says Madan Sabnavis, Chief Economist at Bank of Baroda. Experts suggest fintechs, NBFCs and banks need to heed the warning signs and be more cautious while lending. According to the TransUnion CIBIL report, the delinquency rate for credit cards, measured as over 90 plus days past due (DPD), reached 2.94 per cent in March 2023, a jump of 66 basis points over the previous year. Similarly, there was a surge in vintage delinquency in personal loans, escalating from 10 per cent in Q3FY21 to 11 per cent in Q3FY22. Loans for consumer durables have also

- HOUSING (INCLUDING PRIORITY SECTOR HOUSING)
- OTHER PERSONAL LOANS
- VEHICLE LOANS
- CREDIT CARD OUTSTANDING
- ADVANCES AGAINST FIXED DEPOSITS\*
- EDUCATION
- LOANS AGAINST GOLD JEWELLERY
- CONSUMER DURABLES
- ADVANCES TO INDIVIDUALS AGAINST SHARE, BONDS, ETC.

\*INCLUDING FOREIGN CURRENCY NON-RESIDENT (BANKS), NON-RESIDENT NON-REPATRIABLE DEPOSITS, ETC.

**FIGURES** INDICATE PERSONAL LOAN BREAK-UP IN PER CENT **DATA** AS OF JULY 2023; **SOURCE** CMIE ECONOMIC OUTLOOK



> Credit card outstanding has risen to ₹2.10 lakh crore in March 2023 from ₹1.64 lakh crore a year ago

> During the same period, credit card defaults rose to ₹4,072 crore from ₹3,122 crore

risen to 4 per cent from 2 per cent in Q3FY21. Vintage delinquency is calculated as a percentage of the sanctioned amount on accounts more than 30 days overdue within six months from origination.

There is clearly a need for tighter regulations. A positive development in September 2022 was RBI introducing a comprehensive legal framework to regulate the digital lending ecosystem. Although lending apps don’t fall under its purview, Regulated Entities or REs (banks and NBFCs) engaging with them are obliged to perform a thorough assessment. But despite several measures, complaints have doubled against digital lending apps in FY23, jumping to 1,062, according to a reply of the finance ministry in the Lok Sabha in July.

Meanwhile, the Digital Lenders Association of India (DLAI), comprising more than 90 members, already has a voluntary code of conduct to facilitate customer pro-

tection. “We updated it during the Covid-19 pandemic, and are in the process of another update based on the RBI guidelines. As far as the current scenario is concerned, the percentage of bad loans is relatively low and it varies segment-wise,” says Jatinder Handoo, its CEO.

Experts warn that unsecured lending could potentially jeopardise the financial system, especially if platforms take shortcuts. This is especially worrying as there have been instances of firms neglecting proper KYC documentation or credit bureau checks.

The availability of easy loans can do wonders for financial inclusion. But caution is needed—lenders must be cautious about disbursing loans, while borrowers must be careful about how much they borrow so that India’s digital revolution can remain one that the world wants to emulate. **BT**

@teena\_kaushal





**4TH - 5TH**  
**OCTOBER 2023**  
GRAND HYATT, MUMBAI

Designed by : **CUT** Creative Unit Today

**PRESENTED BY**



**DARWIN PLATFORM**  
**GROUP OF COMPANIES**  
**THE VISIONARIES**

**KNOWLEDGE PARTNER**



**N. L. Dalmia**<sup>®</sup>  
**Institute of Management**  
**Studies and Research**  
(A School of Excellence of N. L. Dalmia Educational Society)

**TOURISM PARTNER**



[www.indiatoday.in](http://www.indiatoday.in)





**UDAY KOTAK**

FOUNDER,  
KOTAK MAHINDRA BANK



**ASHISH CHAUHAN**

CEO, NATIONAL STOCK EXCHANGE  
OF INDIA



**PRADEEP GUPTA**

CHAIRMAN & MANAGING DIRECTOR,  
AXISMYINDIA



**ARVIND VIJAY MOHAN**

CHIEF EXECUTIVE AT ARTERY INDIA  
& FOUNDER, INDIA ART  
INVESTOR

# INDIA'S BIGGEST IDEAS FEST

**BOOK YOUR SEAT**

Write to us at [indiatodayconclave@intoday.com](mailto:indiatodayconclave@intoday.com)

CONCLAVE PARTNER

**Motwani  
Jadeja**  
Foundation  
Entrepreneurship . Disruption . Innovation

CELEBRATION PARTNER

*Radico*  
SPIRIT OF EXCELLENCE

JEWELLERY PARTNER

DE BEERS  
FOREVERMARK

LUXURY PARTNER











# WEARING INDIA ON THEIR SLEEVES

WHILE THE INDIAN SMARTPHONE INDUSTRY IS DOMINATED BY CHINESE COMPANIES WITH NO INDIAN BRAND IN THE TOP 5, INDIAN START-UPS IN THE WEARABLES SPACE HAVE TURNED THE TABLES, ACQUIRING A COMBINED MARKET SHARE OF MORE THAN 70 PER CENT

BY NIDHI SINGAL







**REMEMBER THE TIME**, more than a decade ago, when smartphones started entering the mass market in India? Around the same time, another category of devices had started gaining traction—the humble earphones. Riding on the easy accessibility to multimedia content through smartphones, most new smartphone owners used to be on the hunt for a trusty pair of earphones or headphones. But all they used to get were either expensive products from companies like Sony, Philips, Bose, etc., or cheap Chinese knock-offs.

Despite that, there was a boom in the personal audio device market in India. But back then, these products were not designed for millennial or GenZ customers. To compound matters, most of them were expensive, while the Chinese products were usually of poor quality, lacked a comprehensive warranty, or didn't provide reliable after-sales service. That meant, if a customer accidentally damaged his or her device, they had to buy a new one.

Aman Gupta and Sameer Mehta were some of the first few people who recognised this gap. The duo started a distribution company called Imagine Marketing in 2014 that secured the exclusive distribution rights for House of Marley headphones, earphones, earbuds, and audio systems in India. Building upon the insights gleaned from this endeavour, they took the leap to launch their own brand, 'boAt', in 2016.

"We did a lot of research in terms of what customers wanted. We understood the pain points and



(Registered entity: Imagine Marketing)

- YEAR FOUNDED: **2016**
- FUNDING/EQUITY RAISED TILL DATE: **\$175 million+**
- PRODUCT CATEGORIES: **Earphones, headphones, TWS, speakers, smartwatches, personal care appliances, home audio, cables & accessories**
- DISTRIBUTION: **Online and offline**
- KEY MARKETS: **India**
- GLOBAL MARKETS: **Nepal**
- SHARE OF MANUFACTURING IN INDIA: **60-70 per cent**
- TEAM STRENGTH: **6,000** (direct and indirect employees)



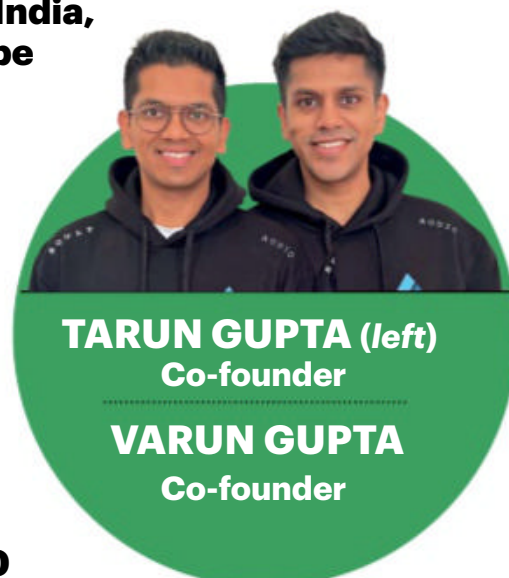
**SAMEER MEHTA (left)**  
CEO & Co-founder

**AMAN GUPTA**  
Co-founder & CMO



**BOULT**  
(Registered entity: Exotic Mile)

- YEAR FOUNDED: **2017**
- FUNDING/EQUITY RAISED TILL DATE: **Self**
- PRODUCT CATEGORIES: **Audio and wearables**
- DISTRIBUTION: **Only online**
- KEY MARKETS: **India, US, UK and Europe**
- GLOBAL MARKETS: **US, UK and Europe**
- SHARE OF MANUFACTURING IN INDIA: **Over 80 per cent**
- TEAM STRENGTH: **1,500**



**TARUN GUPTA (left)**  
Co-founder

**VARUN GUPTA**  
Co-founder



the needs of consumers, and thought, why don't we make a product that is as good as these international brands, gives the durability that Indians want, and make them sound as per Indians preferences with heavy bass and loud sound output? We even gave the products a funkier and more aspirational look," says Mehta, who co-founded boAt along with Gupta. A notable innovation was earphones with tangle-free flat cables that enamoured many customers, and brought many word-of-mouth customers to the brand. While that's how they started, they've come a long way since then, learnt a lot along the way, and kept on building the brand. "We didn't want to be the most expensive brand, nor the cheapest. We wanted to position ourselves in between," he says.

It comes as no surprise then that with these guiding principles, boAt has emerged as the second largest brand in the global wearables market, comprising everything from headphones to earphones and even

smartwatches, per the International Data Corporation (IDC) Worldwide Quarterly Tracker Q3CY2022 report. Not only that, the firm has also led in both the hearables and wearables categories in India for the past two years. While boAt's journey began with an initial capital of just ₹30 lakh, it had clocked revenues of an impressive ₹4,000 crore by FY23-end.

While Gupta and Mehta were setting up boAt, many others were building other brands in India such as Boult, Noise, pTron, Fire-Boltt, etc. Together, they have orchestrated a paradigm shift in the country by establishing their dominance over India's wearables market. Incidentally, this is in stark contrast to the country's smartphone market, where not even a single Indian brand has a significant presence.

"India-based vendors have edged ahead by being early to the market and offering affordable but good quality/specification devices compared to China-based vendors or smartphone players. They

# PLAYERS



(Registered entity: Nexxbase Marketing)



**AMIT KHATRI (left)**  
Co-founder

**GAURAV KHATRI**  
Co-founder

- YEAR FOUNDED: **2014**
- FUNDING/EQUITY RAISED TILL DATE: **Bootstrapped**
- PRODUCT CATEGORIES: **Smartwatches and TWS**
- DISTRIBUTION: **Online: 80 per cent; offline: 20 per cent**
- KEY MARKETS: **India**
- GLOBAL MARKETS: **NA**
- SHARE OF MANUFACTURING IN INDIA: **95 per cent+**
- TEAM STRENGTH: **400+**



- YEAR FOUNDED: **2014**
- FUNDING/EQUITY RAISED TILL DATE: **₹32 crore raised by parent company Palred Technologies from Mathew Cyriac in 2022**

- PRODUCT CATEGORIES: **Smartwatches and TWS**
- DISTRIBUTION: **Online and offline**
- KEY MARKETS: **India**
- GLOBAL MARKETS: **Plans to enter the UAE and South American markets**

- SHARE OF MANUFACTURING IN INDIA: **Around 65 per cent**
- TEAM STRENGTH: **500+**



**AMEEN KHWAJA**  
Founder & CEO

SOURCE COMPANY, BT RESEARCH



currently hold more than 70 per cent share in the overall wearables category,” explains Vikas Sharma, Senior Market Analyst at IDC India. While boAt and Noise lead the pack, smaller India-based vendors are further fuelling growth in India’s wearables market.

It is on the back of these offerings coupled with the contribution of international players, including Chinese brands, that India is poised to become one of the largest markets for wearables in 2023, per IDC estimates. India will account for 130-135 million units of the estimated 504.1 million units that are expected to be shipped by 2023-end. Interestingly, out of the total of 492 million units sold in 2022, around 100 million were sold in India, placing it behind China and the US. But experts say that India has already surpassed the two countries this year on the back of low-cost yet feature-rich devices from local vendors.

**GETTING IT RIGHT**

When Varun Gupta started Boulton Audio in 2017, he was selling anywhere between a few hundred units of wireless audio devices to a thousand units, every month. But today, Boulton sells anywhere between 500,000 to 800,000 units a month. “In a good month, we’re able to sell over a million units when there’s an event period, or there’s a big sale event,” says the Co-founder and CEO of the company.

For him, it all started with his previous start-up, Brand Hawkens, an e-commerce consulting firm that was helping brands transition from offline to online sales. Of the 70 brands he worked with, around 15 were in the audio category. “On the demand side, I was very connected in terms of the product line based on emotion—what was working, what was not. When you work closely in any category, you start identifying the gaps. I took these gaps to my clients, but they were not so interested in fixing them. They said, you guys just sell the goods and don’t worry about how we [could] make them better, and how [to] price them, what colours, etc.”

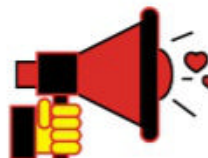
Then from 2016 to 2017, Gupta started spending a lot of time in China, in the production facilities and research labs to understand how the product is made. His background in computer science and engineering helped him decode the engineering behind the product. Further, being a musician and a marketer helped him fix the demand side of it. When he launched Boulton Audio with his brother Tarun Gupta (Co-founder) they decided to launch with Myntra exclusively. “We had an 18-month contract with Myntra, and never had to worry about de-

102 |

**THE EVOLUTION**



Having started with limited funding, most home-grown brands initially imported products from China



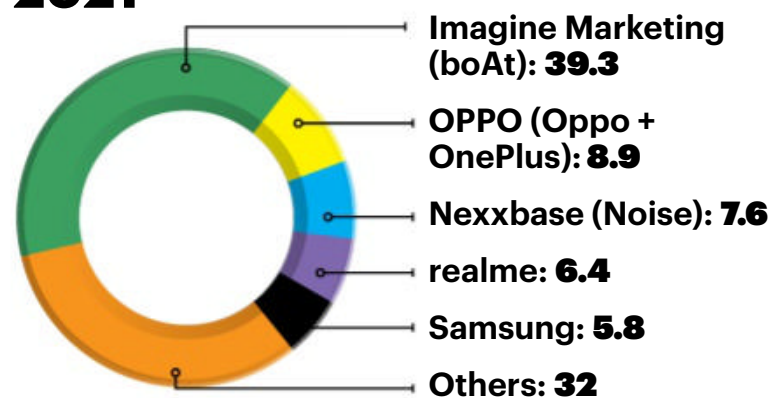
Indian brands like boAt and Noise quickly gained market share over their unbranded and Chinese counterparts by offering affordable, customised products as per the Indian audience’s preferences

**THE GAME OF GADGETS**

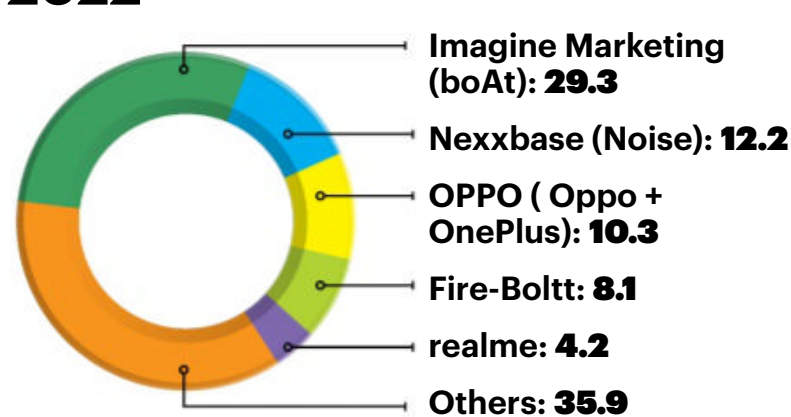
► **INDIAN PLAYERS OCCUPY THE TOP 4 SPOTS IN THE WEARABLES SEGMENT**

► **THEIR COMBINED MARKET SHARE WAS NEARLY 60 PER CENT IN H1CY23**

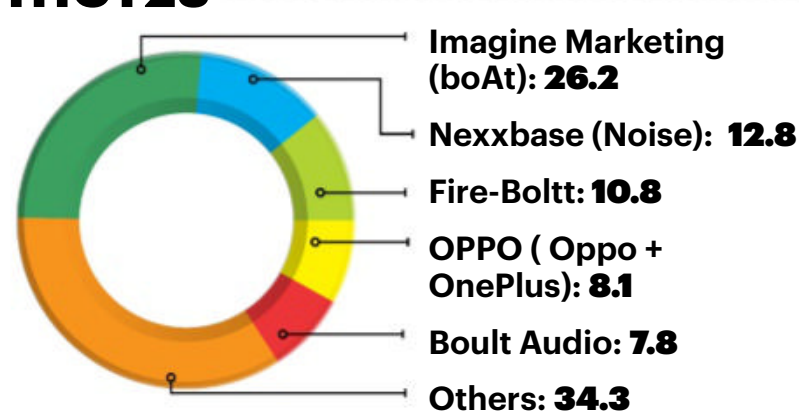
**2021**



**2022**



**H1CY23**



(Share of firms in wearable devices segment in India)

**SOURCE** IDC INDIA MONTHLY WEARABLE DEVICES TRACKER, AUGUST 2023





Their success was backed by robust products priced as low as ₹1,000 and going up to ₹3,500



In line with the government's push to 'Make in India', 70 per cent of the manufacturing has shifted to India

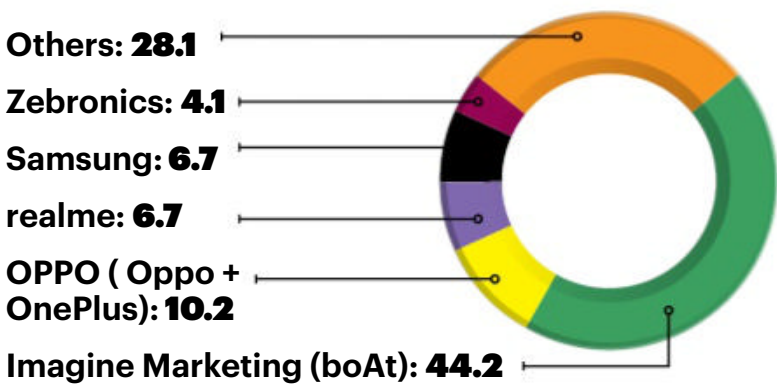


As growth slows, these brands are expanding into new product categories or focussing on exports

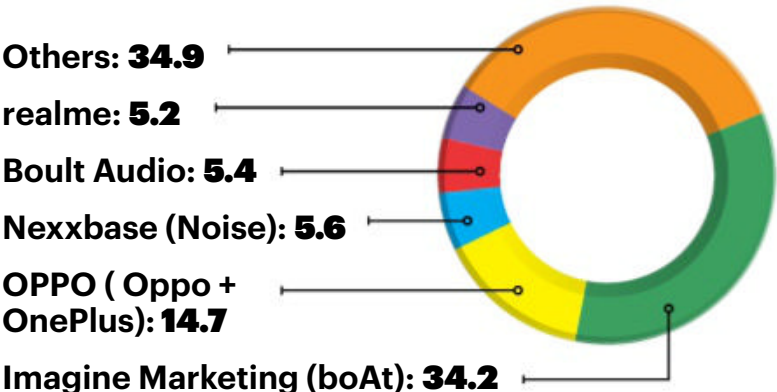
► **INDIAN PLAYERS ARE RELYING ON VARIOUS PRODUCT CATEGORIES AND PRICE POINTS**

► **THEY HAD A MARKET SHARE OF NEARLY 60 PER CENT IN H1FY23 IN HEARABLE DEVICES**

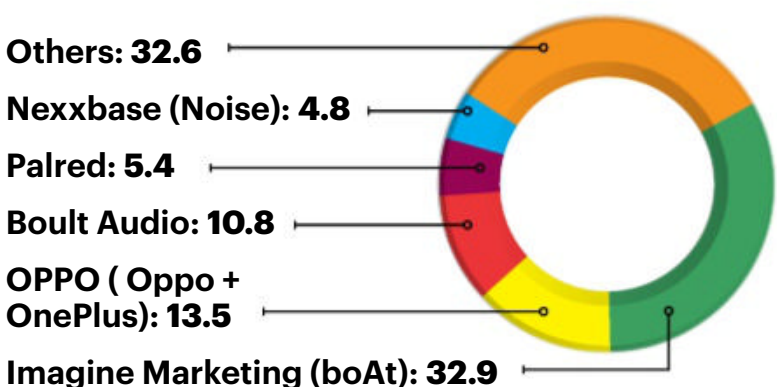
**2021**



**2022**



**H1CY23**



(Share of firms in hearable devices segment in India)

mand. They took care of the demand and sales, and we cared about the product.” After mastering the product in the next one and a half years, they started scaling up, started spending on ads, brand ambassadors and building the teams. Tying up with Amazon and Flipkart in 2019 further helped them scale up.

But scripting success in the Indian market amidst the dominance of global players hasn't been easy. Localising the products for the India market, multiple and timely launches with close price differential, along with high decibel marketing and promotion campaigns have contributed towards the sustainable run. Mehta of boAt points out that earlier, the products available in India were not customised to meet local needs. In contrast, Indian wearables brands harnessed their understanding of local consumer preferences, cultural nuances and lifestyle requirements to design products that clearly resonated with the Indian audience. One example of this is the fascination Indians have with watches. During the initial days in that segment, while Chinese players primarily concentrated on fitness bands, the Indian brands introduced budget-friendly smartwatches priced in the range of ₹1,999-3,599, which hit the sweet spot with many millennial and GenZ customers, significantly contributing to the sales numbers of the Indian brands.

Not only that, understanding the nuances of how Indians are value-conscious customers who are mindful of the quality of the products, the home-grown brands offered better features at competitive prices compared to their Chinese counterparts.

Amit Khatri, Co-founder of Noise, which started as a mobile accessories brand in 2014, and entered the smart wearables space in 2018, explains, “Our thesis was, how can we create a differentiation. Before Noise, I used to work with brands like H&M, Zara, and JCPenney, and if you look at them, they are not as cheap as some Big Bazaar products. So, there is Big Bazaar and then there are these brands on top, but there was nobody in the middle.” Fascinated by how these global brands were selling products that were designed at value pricing, Khatri decided to emulate them. “With that thesis as the key, we wanted to build something at the centre, not at the top or the bottom.”

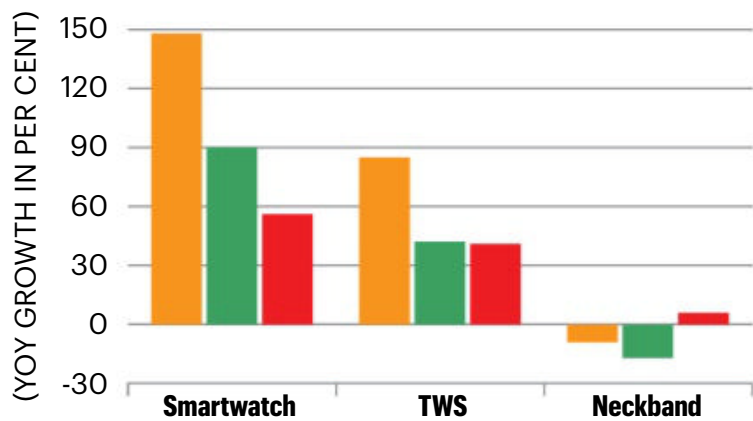
From that standpoint, Noise started selling its smartwatch at ₹3,000, when other brands were available for as little as ₹1,000. But, with consumers willing to invest in slightly higher-priced yet feature-rich and superior-quality products, this has fuelled remarkable growth for not only Noise, but other brands



## GROWTH RATE

► **AFFORDABILITY, VARIETY AND RISING DEMAND ARE DRIVING SMARTWATCH SALES**

► **INCREASING LOCAL PRODUCTION HAS BOOSTED SHIPMENTS IN THE TRUE WIRELESS SEGMENT**



● CY2022\* ● H1CY2023\* ● CY2023E

\*ACTUALS; E: ESTIMATE

**SOURCE** COUNTERPOINT RESEARCH

**104** | as well. Noise also onboarded Olympics gold-medalist Neeraj Chopra as its brand ambassador recently.

Another critical area that convinced consumers to go for Indian brands was after-sales service. Earlier, when many of the accessories bundled with smartphones only came with a six-month warranty, Indian brands offered a one-year warranty on their products. Some even allowed customers to return the product within a week or a month if they did not like it. And if the device malfunctioned within a year of purchase, seamless repair or replacement was also available. For instance, boAt still continues to offer door-to-door service on products priced as low as ₹1,000. This has helped them retain customers, who often return to the brand for their next purchase, and even contribute towards word-of-mouth publicity.

But back then, going for offline sales was more about burning money for these companies as consumers were doubtful about investing in a new Indian brand. And for the brand, the channel distribution costs were high, while its reach was limited. E-commerce platforms, however, offered the perfect solution. First, their reach was not restricted to the top-tier cities and towns, helping make these products available in Tier II, III and IV cities and towns. Second, instead of taking the shopkeeper's word about the quality of the product, customers

could check the community reviews on e-commerce platforms before making a purchase. This helped the Indian brands reach a larger section of customers.

Interestingly, it turned out to be a win-win situation for the e-commerce players as well, as they were able to get rid of the non-branded products prevalent on their platforms. A perfect example of this is how home-grown brand pTron has managed to have at least 20-25 per cent products from its stable in the Top 100 products on Amazon. The company, which sold mobile accessories on its own platform between 2014 and 2019, realised that it couldn't compete against the dominance of the e-commerce giants. Hence, it opted to tie up with Amazon. "We knew that there is a huge demand for good quality products at the right price point," says Ameen Khwaja, Founder and CEO of pTron, adding that the company decided to make a pitch to Amazon. pTron's pitch was that among the e-commerce giant's Top 100 products, about 30-35 per cent came from unorganised players, and these always had complaints or some issues, resulting in Amazon having a bigger customer support team to keep working on those sellers. "We pitched to Amazon to help clear this."

Another tipping point for the Indian players came when the 'Make in India' wave started changing the mindset of customers. "Earlier, people wanted to buy imported products from America or London. But now customers take pride in buying a 'Made in India' product," says Mehta of boAt.

While the Make in India scheme started with smartphones and other categories of devices, it has also spurred the assembly of wearables in the country. The government has also helped by imposing duties on importing fully assembled units into the country. This has resulted in about 70-85 per cent of these accessories being assembled in India. Further, industry players are pushing the government to launch a production-linked incentive scheme for the category so that they can source more parts locally. "Two-thirds of the smartwatches are currently being produced in India and almost half of the hearables are currently being manufactured here," says Anshika Jain, Senior Research Analyst at Counterpoint Research. "This share is likely to go up in the coming period as the phased manufacturing programme by the government is helping the ecosystem to drive volumes." More OEMs (original equipment manufacturers) have also started assembling in India, and even the EMS (electronics manufacturing





# bt GOLF

Delhi | Kolkata | Hyderabad  
Chandigarh | Mumbai | Pune  
Bengaluru

## SAVE THE DATE

A TEE-RIFIC  
EVENT AWAITS!

➤ OCT 21<sup>ST</sup>, 2023

**DELHI**



[btgolf.in](http://btgolf.in)

RSVP: Vidhi Dogra

[vidhi.dogra@aatk.com](mailto:vidhi.dogra@aatk.com) | +91 8800347226

\* Entry by Invitation only, this invite is non-transferable. T&C apply.





# RINGING IN THE CASH

► MOST INDIAN PLAYERS IN THE WEARABLES MARKET HAVE BEEN PROFITABLE

► BUT, THEIR EBITDA MARGINS HAVE FLUCTUATED DUE TO VARIOUS SUPPLY CHAIN ISSUES

	SALES			NET PROFIT/LOSS			EBITDA MARGIN		
	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22
Imagine Marketing Ltd# (boAt)	700.44	1,523.43	3,342.39	48.86	89.65	68.75	11.2	8.8	4
Nexxbase Marketing Pvt. Ltd* (Noise)	155.55	372.70	792.79	18.40	32.89	35.50	16.12	12.66	7.27
Exotic Mile Pvt Ltd* (Boult Audio)	NA	NA	186.74	NA	NA	9.02	NA	NA	7.48
Palred Technologies Ltd# (pTron)	45.56	117	127.59	-4.66	2.51	-1.71	-7.88	5.39	1.44

SALES AND NET PROFIT/LOSS IN ₹ CRORE; EBITDA MARGIN IN PER CENT; \*STANDALONE; #CONSOLIDATED  
**SOURCE** PROWESS IQ, TOFLER, ACE EQUITY

106 | services) players are expanding their production lines to accommodate the rising demand, she adds.

### FUTURE PLAY

India’s smartwatch market grew 90 per cent year-on-year (YoY) in H1CY23, driven by affordability, rising customer demand and the availability of a wide variety of options. The True Wireless Stereo (TWS) segment also grew by 42 per cent, while the neckband market declined by 17 per cent in the same period. But the growth rate is soon expected to start flattening. Gupta of Boult explains that the sales of headphones has started stabilising, but they’re still growing 40-50 per cent YoY. Smartwatches had also been growing at around 300 per cent, but that too is projected to stabilise to around 100 per cent, and further come down to around 50 per cent in FY25.

The trends are worrying as the plateauing sales might put a break on the strong run of these start-ups. But these brands are already exploring and investing in new categories, or entering new geographies. For instance, Boult is looking at smart wearables and IoT devices, and has entered the UK market as well. Meanwhile, boAt’s Mehta says the company has already come up with a new wearable form factor, the Smart Ring—a next-gen wearable device made of premium materials and offering health monitoring,

smart tracking, with up to seven-day battery life, and priced at ₹8,999. Noise, too, has announced a similar product category. “As young India’s pulse keeper, we understand the importance of driving new-age tech solutions and as a step towards sustaining our R&D efforts further... We’ve launched three innovative products in the past one year, Noise i1, Noise IntelliBuds and Luna Ring,” says Khatri.

Separately, pTron is planning to expand its portfolio with sound bars and party speakers. Plus it plans to get into the gaming segment with headsets, keyboards, mice and other gaming accessories. “We have a very good manufacturing unit. We can scale this up and look at exporting as well. We can also do an OEM-ODM (original design manufacturer) business for brands in Europe and the US,” says Khwaja.

But in the end, all the brands realise that keeping the customer at the centre of their strategy is the best way to ensure their good run continues. Says boAt’s Mehta, “Whenever we launch a new product, Aman and I track the product and its reviews every two hours, even today. That is how obsessed we are about the customer and customer experience.” No wonder, these brands are singing their way into Indian consumers’ hearts. **BT**

@nidhisingal





Delhi | Kolkata  
Hyderabad | Chandigarh  
Mumbai | Pune | Bengaluru



# TEE TIME WITH THE TITANS



## DELHI

OCTOBER 21<sup>ST</sup>, 2023



RSVP: Vidhi Dogra | [vidhi.dogra@ajtak.com](mailto:vidhi.dogra@ajtak.com) | +91 88003 47226



[btgolf.in](http://btgolf.in)

**btTV** [www.businesstoday.in](http://www.businesstoday.in)



@BusinessToday



@Business\_Today



@Business\_Today



@BusinessToday



@BusinessToday



# THE GOOD LIFE

TRENDS | TECH TODAY | DOWNTIME



## Curious Stays

Why stay in a cookie-cutter hotel when you could be staying in a castle, a floating home, or the belly of a snake! A look at some unique vacation rentals across the globe for your next holiday

BY SMITA TRIPATHI

Business Today | 15 October 2023





2

► **Hidden Bamboo, Bali, Indonesia**

Do you wish to wake up to the sounds of nature, watch the sunrise and enjoy unlimited views of forests, all from the comfort of your bed? Then the Hidden Bamboo, a unique eco-friendly hut made completely of bamboo in the middle of a forest near Tampakasing village, 20 minutes away from Ubud in Bali, Indonesia is perfect for you. Enjoy peace and quiet, read a book while swinging in a hammock or take a dip in the swimming pool. It can accommodate four people as it has two king-size beds, one on the first floor and one in the loft. An open air bathroom adds to the charm of the place. Price: ₹9,700 (approx.) per night.

► **Maison Flottante, France**

If Bordeaux and wine are on your mind, we have the perfect unusual accommodation for you. How about a floating home? You

**1** Hidden Bamboo is 20 minutes away from Ubud in Bali, Indonesia

**2** SaffronStays AsanjA is just a couple of hours away from Pune

**3** Maison Flottante is near Bordeaux, on Lake Baurech in France

PHOTOS COURTESY BY AIRBNB



3



will never know if the world around you is moving or is it just the wine! Twenty km south of Bordeaux, on Lake Baurech is Maison Flottante, a one-bedroom floating home with a private terrace. Enjoy the private beach, fish while hanging around the deck or simply enjoy the view of the lake. There is staff around to guide you. The vacation home is equipped with a kitchen, living room and bathroom. Price: ₹18,200 (approx.) per night.

### ▶ **Château de Laumière, France**

If fairytales are your thing and you are fascinated with dungeons and dragons, the Château de Laumière in Saint-Rome-de-Cernon in Southern France is the perfect vacation home for you. This 14th century castle features eight bedrooms and grand lounges across two floors. It's perfect for history enthusiasts, foodies or those seeking an authentic travel experience. Feel like the lord or the lady of the manor as you explore the surrounding park land. Go hiking or enjoy a swim in the pool. Price: ₹66,000 (approx.) per night.

### ▶ **Quetzalcoatl's Nest, Mexico**

Just outside of Mexico City is one of the most unique vacation rentals available where feathered Aztec serpent god Quetzalcoatl has been turned into a series of condos, some of which are available for rent. It's a combination of an exotic park and housing complex built inside a giant, intricately decorated, and brightly coloured sculpture that snakes in and out of the landscape. The spacious five-bedroom



## **Just outside of Mexico City is one of the most unique vacation homes where feathered Aztec serpent god Quetzalcoatl has been turned into a series of condos, some of which are available for rent**

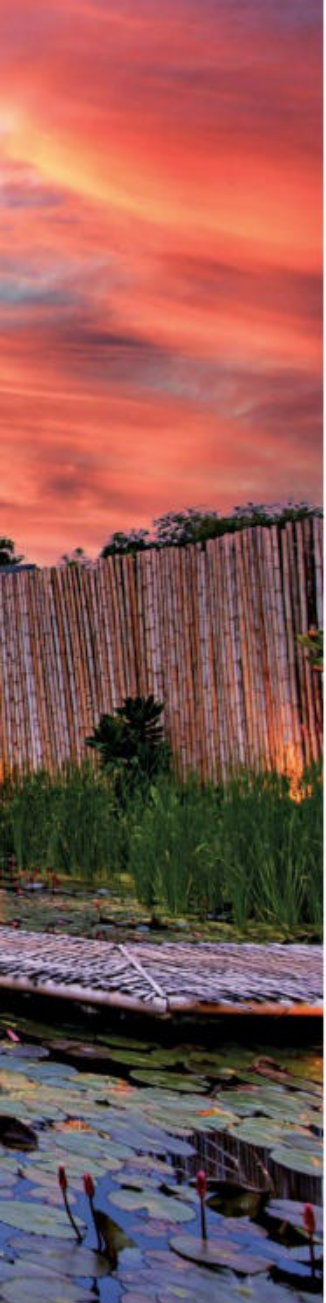
flat with rounded windows, curved ceilings and other quirky architectural features is built inside the belly of the snake. The stay comes with a three-four hour tour of the nearly 40-acre property that's partly landscaped and partly in its natural state. Price: ₹24,000 (approx.) per night, minimum two-night stay.

### ▶ **Turtle Bay, Thailand**

Surrounded by the Khao Tao valley

and Sai Noi beach in Hua Hin district of Thailand, this turtle-shaped villa which is effectively a houseboat is located in a beautiful lotus pond. The one-bedroom studio villa comes equipped with all luxury amenities including a dedicated workspace and free Wi-Fi. It is an eco-friendly property and there is also an eco café on the site. The property is an ideal place to relax and unwind for nature lovers. Price: ₹9,000 (approx.) per night.





**1** Turtle Bay in the Hua Hin district of Thailand

**2** Quetzalcoat's Nest, near Mexico City, Mexico

**3** Château de Laumière in Saint-Rome-de-Cernon in Southern France

### SaffronStays AsanjA, Maharashtra, India

| 111

If you do not wish to travel too far but are still looking for a unique stay option, check out SaffronStays AsanjA (an amalgamation of the Sindhi word *asanjo* meaning 'ours' and the Punjabi word *sanjha* meaning 'for everyone') just a couple of hours away from Pune. This Hobbit-inspired, underground home is India's first earth shelter—the architectural practice of using earth against building walls. The two-bedroom home is intelligently designed with sunroofs to allow plenty of natural light during the day. There are terrace gardens and also a swimming pool. Surrounded by the Sahyadri Hills, enjoy a nature walk or simply sip tea or a cocktail while watching the sunset. There is a signature menu providing healthy home-cooked meals; barbecues can also be organised. Price: ₹32,000 per night. **BT**

@smitabw





**INDIA  
TODAY  
CONCLAVE**

**MUMBAI**



**4TH - 5TH**  
**OCTOBER 2023**  
GRAND HYATT, MUMBAI

Designed by : **CUT** Creative Unit Today

PRESENTED BY



**DARWIN PLATFORM  
GROUP OF COMPANIES  
THE VISIONARIES**

KNOWLEDGE PARTNER



**N. L. Dalmia**  
**Institute of Management  
Studies and Research**  
(A School of Excellence of N. L. Dalmia Educational Society)

TOURISM PARTNER



[www.indiatoday.in](http://www.indiatoday.in)





**SHEHNAAZ GILL**

ACTOR



**VIJAY VARMA**

ACTOR



**ALI FAZAL**

ACTOR



**UORFI JAVED**

ACTOR, SOCIAL MEDIA PERSONALITY

# INDIA'S BIGGEST IDEAS FEST

**BOOK YOUR SEAT**

Write to us at [indiatodayconclave@intoday.com](mailto:indiatodayconclave@intoday.com)

CONCLAVE PARTNER

**Motwani  
Jadeja**  
Foundation  
Entrepreneurship . Disruption . Innovation

CELEBRATION PARTNER

*Radico*  
SPIRIT OF EXCELLENCE

JEWELLERY PARTNER

DE BEERS  
FOREVERMARK

LUXURY PARTNER





# GEARING UP FOR THE WORLD CUP



JBL PARTYBOX 310

₹44,999

With this party-grade speaker, turn every moment in the match into a celebration

114 |

## BOOMING PRESENCE

If you're the kind of fan who, while sitting among your friends and family watching the game, likes to cry hoarse every time there is a tense situation in the match, plug in the JBL Partybox 310 with its 240W sound output so that your fellow viewers do not miss anything while you have a go at the players and umpires on the screen. Connecting over Bluetooth, the loud sound from this portable speaker will perfectly carry the sound of every knock and nick between the two wickets. And with its 18-hour battery backup, the momentum of the match can carry till the last ball.

Available on: [in.jbl.com](https://in.jbl.com)

Looking forward to the upcoming cricket World Cup and want nothing to come in your way? Check out these gadgets that will add a shine to your match-viewing experience

BY NIDHI SINGAL



SONY WH-1000XM5

₹34,990

Immerse yourself in the experience of watching a match anywhere

## LISTENING CANS

There's only so much thrill you can glean when you're watching a match at work. But you can definitely enhance your experience by pairing these noise-cancelling cans from Sony with your smartphone. Designed to be comfortable during extended periods of usage, this pair comes with gesture controls and its immersive surround sound can virtually transport you to the stadium. Additionally, these headphones boast of an impressive 30-hour battery backup, lasting well through the day.

Available on: [sony.co.in](https://sony.co.in)





**QUBO  
OUTDOOR  
SECURITY  
CAMERA**  
**₹3,290**  
*This security camera  
will stand guard  
while you enjoy  
the game*

## Game Sentinel

With plenty of nail-biting moments in every match, leaving at crucial moments to answer the door could get on your nerves. It's at moments like these that the Qubo Outdoor Security Camera comes in handy. You can simply check the live feed from the camera to see who's come. Connecting over Wi-Fi, this camera is designed to withstand all weather conditions, and capture every detail with exceptional clarity. It even supports night mode and has a two-way talkback feature to talk with the visitor through the app.

**Available on:**  
[quboworld.com](http://quboworld.com)

## HOLD ON CHARGE

With most World Cup matches scheduled to start in the morning, or even if it is a day-night affair, most of us will catch at least some of the action at work. And that could pose a challenge if you're watching it on your phone at your desk, as your phone may run out of juice. In comes the RAEGR Arc 750 that not only charges your phone wirelessly, but also holds it for you while you work. It conforms to the Qi wireless standard, ensuring compatibility with various smartphone brands, including Samsung and Apple.

**Available on:** [www.raegr.com](http://www.raegr.com)

**RAEGR ARC  
750 CHARGING  
STAND**  
**₹2,184**  
*Let this nifty device hold  
and charge your phone  
while you multitask  
and watch the game*



**SAMSUNG  
FREESTYLE  
PROJECTOR**  
**₹62,910**  
*This versatile projector  
can turn any smooth  
surface into a large  
screen*

## PROJECT CRICKET

Nothing beats watching cricket live in the stadium. But laying your hands on tickets can be difficult. So if you're planning to catch the game at home, a big screen could be just the thing you need. The Samsung Freestyle Projector fits the bill perfectly. This point-and-play projector is compact, weighs just 830 gm, and is easy to set up. It can rotate 180-degrees, project pictures up to 100 inches, and automatically focus on any viewing surface. Plus, it has 360-degree sound radiation. It also has mirroring and casting features compatible with Android and iOS phones.

**Available on:** [samsung.com/in](http://samsung.com/in)



# THE MANY LIVES OF ELON MUSK

WALTER ISAACSON'S HIGHLY ANTICIPATED BIOGRAPHY OF ELON MUSK SUCCESSFULLY DECONSTRUCTS THE LIFE OF THE TESLA FOUNDER, FROM HIS VIOLENCE-RIDDEN CHILDHOOD IN APARTHEID-TORN SOUTH AFRICA, TO HIS RISE TO FAME AS ONE OF THE WORLD'S MOST FAMOUS TECH ENTREPRENEURS

BY ARNAV DAS SHARMA

116 |



**ELON MUSK**

**AUTHOR WALTER ISAACSON**

**PUBLISHER SIMON AND SCHUSTER**

**PRICE ₹1,499**

**PAGES 688**

**E** **LON MUSK IS AN ENIGMA.** One would not be wrong to construe this as a clichéd sentence. But then, one way to understand a cliché is to see it as a truth that is tired of repeating itself. Walter Isaacson's bombshell biography of Musk is precisely this: a deeply reported book that lays bare the facts of Musk's life. But it is also a work haunted by questions.

From the beginning, we are not shown a man we know today: the mercurial Co-founder of Tesla, or the man who, by a snap of his fingers, bought the microblogging behemoth Twitter and transformed it into X, and all that would come later. Instead, in the opening pages of Isaacson's magnum opus, Musk is a frightened kid growing up in violence-ridden apartheid-torn South Africa, who from the very start, "knew pain", but also knew how to survive it.

This cycle of pain and survival is a theme tattooed all over the book. But what kind of pain, one might curiously ask. Two kinds, actually. On the one hand, we see Musk as a boy trying desperately to fit in, but failing. "He was the youngest and smallest student in his class," Isaacson writes, adding that Musk had difficulty picking up social cues. A boy who was bullied mercilessly in school, beaten up, bloodied. In fact, in a candid confession, Musk tells Isaacson, "If you have never been punched in the nose, you have no idea how it affects you [for] the rest of your life."

But school was the least of his problems. His biggest challenge came from his family, especially his father, Errol. Musk came from a broken family, with his parents divorcing when he was barely eight. But the figure of his father looms large over Musk's life. As Isaacson notes, Errol could at times be jovial and fun, but then a dark cloud would come over him and he would become abusive and possessed with fantasies and conspiracy theories. In one scary event from Musk's life, one day Errol sat in his underwear near a kitchen table with a plastic roulette wheel, because he wanted to see whether microwaves would affect it. At other times, he would get obsessed with Fibonacci numbers, trying to find an occult link to it. As Musk later confesses, "I don't know how he went from being great at engineering to believing in witchcraft. But he somehow made that evolution." All of this led Musk



to realise that he had to leave South Africa, a place he found claustrophobic, leading him to become an immigrant, first to Canada and later on to the US.

But then came survival. To hide from his acute social anxiety, Musk first took refuge in science-fiction books, video games and fantasy role-playing tabletop game *Dungeons & Dragons*. Isaacson notes that Musk realised quite early on that the only way to overcome his problems was dogged determination: to achieve what he wanted, anyhow, no matter how difficult the task.

We see this play out beautifully years later when in 2008, bogged down by financial difficulties, Tesla was on the verge of shutting down. It took Musk's dogged determination to save Tesla, and thereby the electric vehicle dream. As the narrative goes, to save Tesla, Musk wanted to raise \$20 million in new equity funding. While other investors were on board, VantagePoint Capital's Alan Salzman wasn't. "Salzman was trying to insist that we hitch our wagon to a legacy car company and I'm like, that ship is literally sinking," Musk told Isaacson. Things escalated so much that Salzman was determined to remove Musk as the CEO. With ugly boardroom squabbles, Musk realised giving out more equity wasn't prudent and decided debt was more preferable, and eventually managed to get it approved by his board. As he remarks, "Had it gone the other way, Tesla would have been dead and maybe too the dream of electric cars for many years. At the time, all of the major US car companies had quit making electric vehicles."

But if Musk is a survivor, he is also mercurial, unpredictable. If there is one thing that emerges through Isaacson's biography, it is the fact that Musk is a fiercely complicated individual, who, apart from his incredible breadth of innovation—which the author is clearly in awe of—is known to exhibit many of the traits Errol was notorious for. After his break-up with the Hollywood actress Amber Heard, Isaacson describes Musk as someone who oscillated between periods of "depression, stupor, giddiness, and manic energy". He would have violent mood swings, leading to "catatonic



| 117

trances and depressive paralysis," as Isaacson notes. This behaviour affected not just his relationship with his family, but also those he would work with, at Tesla, SpaceX and other firms.

Equally problematic is the recent slide towards far-right wing views, which Musk is known to champion, and which, in particular, Isaacson comes down heavily upon. He laments that given Musk's vast intellectual gifts, the world's richest man could have done more for free speech and transparency, but, instead, has become exactly antithetical to those principles, as the Twitter-takeover saga exemplifies.

In fact, we emerge out of the book loaded with questions. The pre-eminent one is this: what exactly is Musk emblematic of? And, although Isaacson doesn't say this directly, a careful reading between the lines allows us a clue: much like a Shakespearean tragic hero was known for his greatness, he was undone by one thing—a fatal flaw. For Isaacson, Musk is one. And his tragic flaw is one that many men in history are known to have possessed—hubris. **BT**

@arnav\_d





# “ELON MUSK IS A CONTROL FREAK”

THE EAGERLY ANTICIPATED BIOGRAPHY OF ELON MUSK IS FINALLY HERE. AUTHOR WALTER ISAACSON TALKS ABOUT WHAT HE LEARNT SHADOWING MUSK AND MORE

BY DANNY CYRIL DCRUZE

118 |

**WALTER ISAACSON** is known to tackle very difficult subjects. So, perhaps it was no surprise that he chose to write a biography of Tesla CEO Elon Musk after best-selling books on the lives of Steve Jobs, Albert Einstein, Benjamin Franklin, Jennifer Doudna, and others. Isaacson talks to *Business Today* about the mercurial Musk and the experiences that shaped him. Edited excerpts:



*For the past two to three years, you've practically lived with Elon Musk,*

*attended his meetings, walked in his factories and spent hours interviewing him, his family, friends, co-workers, and even enemies. Now that the book is finally out, how does it feel?*

The book is the most interesting and fascinating journey you can imagine because there's not only Elon Musk, but there are many different versions of Elon Musk. There are times when he's a great engineer, there are times when he's giddy and silly, and there are times when he's dark and angry. And so it's a roller-coaster ride

with one of the most impulsive, mercurial people. But it's those traits that have helped him bring us into the era of electric vehicles and to be able to get astronauts into orbit from the US, which even Nasa can't do anymore. He's also created the internet in outer space with Starlink and now he's taking on artificial intelligence. So if you want to learn how to be an innovator, if you want to be an innovator who's going to affect this world, there's nobody better to understand than Elon Musk.



*In the book, we go through Musk's childhood in detail. He definitely had a strained relationship with his father. How much of an impact did that have on the Elon Musk we know today?*

Elon Musk was forged by the fire of his childhood in South Africa. He knew pain, but he learnt how to deal with it. He knew drama and he learnt how to love drama. You know, he was a kid without very many social skills. [He was] not very good at relating to people, still has that problem. He was a scrawny kid



back then. So he would get beaten up by the bullies and they would smash him down the concrete steps of his school. But the scars that were worse were those that came from his father. He yelled at Musk for an hour or two, and yelled at him when he got beaten up. His father would take the side of the bullies. And so you see in the grown-up Elon those mood swings that his father had and also the mood swings that Elon Musk had as a child. You see him driven by these demons. Now, I'm here in New Orleans [in the US]. I led a pretty happy childhood but that may be why I'm not driven to do things the way Elon Musk is. I think those childhood demons he's turned into drives that are both astonishingly useful and also dark at times.

▶▶▶

*You are one of the very few people who have not only known but have lived with two of the biggest icons of the modern world—Apple Co-founder Steve Jobs and Musk. Both have had a lasting impact on how the world works. What is the one aspect in which they are polar opposites and the other in which they are similar?*

I think that Steve Jobs had a very good sense of human emotion. He could make products that would, as he put it, make our hearts sing—like the iPod, a thousand songs in your pocket. And he knew

with a feel for design what would excite people, and he cared about emotional connections. I think that Elon Musk cares more about engineering and manufacturing. Musk wants to make his own products and he's a very good materials scientist and engineer, but both of them had a sense of mission. They weren't just trying to improve the iPhone a little bit. They were trying to think different, as Steve Jobs said, they were trying to invent things that nobody else had seen, and that's the passion. They both had a

people in India love Tesla [and] are very, very eager for him to do more in India. [It's the] same with Starlink. And so he likes India a lot and he visits. I think that in terms of his future plans, that's a question of foreign direct investment and many other things. When he decided to go into China, there were laws in China that said if you're going to build a car factory, it has to be a joint venture with a Chinese enterprise and Elon Musk did not want to do that. So for three years, he kept refusing to do anything until it could

where things are going slowly and he says it is not the assembly line's fault; it's the fault of the design. So he will [rework] the design every day based on manufacturing.

▶▶▶

*If you had to choose one pivotal moment in Musk's life, what would it be?*

I think it would be when he decided to put all of his chips on the table and build a rocket ship company. And then right after, build an electric vehicle company. That showed a certain craziness. If you

## If you want to learn how to be an innovator, there's nobody better to understand than Elon Musk

| 119

passion that allowed them almost to distort reality. People would say that's impossible and both Jobs and Musk would say no, it's not impossible. And it would drive people crazy, but they would also drive people to do things they didn't know they could do.

▶▶▶

*Elon Musk has lately shown a lot of interest in India. Since you've spent so much time with him, do you have any insights on his plans for Tesla's entry into India?*

He knows that a lot of

be something that he would control. So I think we can—if you read the chapter or two on China and his understanding of the Indian market—see how much he would love to get into the market in India. But the question would be, can he do it and keep control of his factory in the way he needs to? He is a control freak. [It's] not just quality checks, he feels that if you're in charge of your own manufacturing, you become more innovative. He walks the assembly lines late at night. He finds places

wanted to make money, you didn't invest in rocket ships and electric vehicles back then. But it just showed his all-in hardcore mentality. And at the end of 2008, they were both going bankrupt. They both ran out of money and he had to choose which one to save and he couldn't choose. He said both and he was able to take his own personal money out of his bank account and pay the workers because he was committed to keep both of them going.

@DannyDcruze1





120 |

# A CULTURAL VOYAGER

**Madhav Sheth, CEO of smartphone maker HTech, often goes on business trips. But he makes it a point to travel for leisure as the demands of work are balanced by the rejuvenation it offers**

BY NIDHI SINGAL

**H**AVING TRAVELLED to different parts of the world, Europe holds a special place in HTech CEO Madhav Sheth's heart. The continent's rich cultural diversity, seamlessly blending modern and ethnic elements, along with its breathtaking landscapes, captivate him every time. More specifically, the jet-setting executive of the company that is planning to revive Honor smartphones in India, is enamoured by the beauty of countries like Spain. "Whether it's exploring historic cities, or simply soaking in the stunning landscapes, the country offers

an all-round travel experience that perfectly satisfies my love for adventure and cultural exploration." Even Spain's festivals are a fascinating draw for him. "The exuberant La Tomatina, where streets turn into a tomato playground; the heart-pounding Running of the Bulls in Pamplona; and the enchanting Feria de Abril in Seville, with its flamenco and parades, all promise unforgettable experiences. These festivals are a testament to Spain's vibrant spirit."

But it is not just Spain that he is fond of. Other European locales are just as delightful, he says. "I find Milan and Paris enchanting. While exploring Milan, I always like its trendy

fashion scene, the stunning Duomo di Milano and the artistic wonders at the Pinacoteca di Brera gallery. On the other hand, Paris invites me with the timeless beauty of the Eiffel Tower, relaxing walks along the Seine River, and the magnificent cultural experiences of the Louvre. Both cities seamlessly blend history and modern life, creating a captivating atmosphere." Whether Sheth is enjoying Milan's sophistication, or strolling through Paris, his choices perfectly combine art, culture, and the simple joy of living.

Sheth also loves to delve into culinary wonders, particularly relishing street food and local cuisine. For

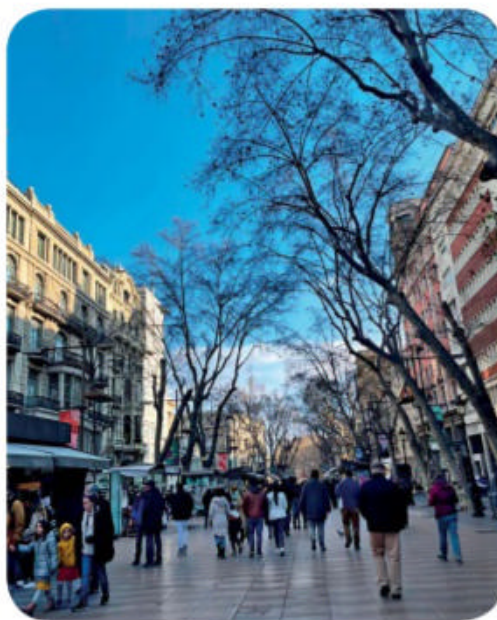




#### TRAVELLING FOR REJUVENATION

1. Camp Nou stadium, home to legendary football club FC Barcelona
2. The Venetian Towers (Torres Venecianes in Catalan) on Avinguda de la Reina Maria Cristina in Barcelona
3. Boats anchored at Port Fòrum in Barcelona
4. Madhav Sheth in front of the Duomo di Milano in Milan, Italy

him, tasting these foods isn't just enjoyable, it also lets him understand the people and their way of life. When Sheth had set out on a gastronomic journey through Spain, he encountered a delightful assortment of vegetarian dishes that perfectly aligned with his tastes. "From the rich and aromatic Tomate aliñado to the flavours of chilled gazpacho, each culinary creation feels like an immersive cultural experience on a plate. Another culinary gem that has stood out for me is croquetas; small, fried rolls filled with various delectable ingredients. In Spain, they fill these with blue cheese, mushrooms, Roquefort cheese, walnuts, or



The Las Ramblas boulevard that runs through the city centre in Barcelona

spinach, paired with pine nuts. They make for exceptional 'tapas.'"  
 Be it exploring the city, its culture or its food, travelling is a powerful tool to enhance his overall well-being. "It not only provides me with a break from monotonous thinking, but also brings in fresh inspiration. The change in the environment and exposure to new cultures stimulates my creativity and encourages innovative thinking. It also provides me with a chance to clear my mind by stepping away from the usual stress of life, giving me a refreshed outlook when I come back." **BT**

@nidhisingal



Modi Enterprises runs firms like direct selling company Modicare to convenience store chain 24Seven

122 |



PHOTO BY RAJWANT RAWAT

**“Believe in your instincts and your vision”**

**What was the problem you were grappling with?**

After a gap of 13 years, I returned to running Modicare in 2015. My biggest challenge was to recreate Modicare—a functioning organisation—without upsetting the balance. My belief in changing the world with my philosophy of ‘*Soch Badlo, Khudko Badlo, Duniya Badlo*, (Change your thinking, change yourself, change the world)’ made me take the risk of rebuilding Modicare.

**Whom did you approach for advice?**

I reached out to my family and close friends, who provided me with the direction and clarity I needed.

**What was the advice you received?**

They told me, “Do what your heart tells you to do, not what others tell you. Believe in yourself, your instincts and your vision. Trust your gut, things may or may not work out, but your actions should be guided by your gut instincts.”

**How effective was it in resolving the problem?**

To put it simply, it paid off. Our monthly consultant count skyrocketed from 3,000 to over 200,000—these are the people who are building the business; while our revenue grew rapidly. When you put your faith in something and act accordingly, your friends and family are more likely to adopt your worldview. It has been my experience that the ability to materialise one’s thoughts is the single most important factor in achieving one’s goals. **BT**

—TEAM BT

Vol. 32, No. 21 for the fortnight  
October 2, 2023 to October 15, 2023.  
Released on October 2, 2023.  
Total number of pages 124 (including cover)





**Bandhan**  
Mutual Fund

## My Life Goals

- Travel the world
- Give back to society
- Buy a holiday home
- Plan for retirement
- Premium club membership

**Kuch galtiyan sudhaari  
nahi ja sakti**

**INVEST IN**

# **Bandhan Retirement Fund**

**NFO Opens:**  
**28<sup>th</sup> September 2023**

**NFO Closes:**  
**12<sup>th</sup> October 2023**

SCAN TO KNOW YOUR FUTURE



Scheme Riskometer



Investors understand that their principal will be at Very High risk

### **Bandhan Retirement Fund**

(An open-ended retirement solution oriented scheme having a lock-in of 5 years or till retirement age (whichever is earlier))

This product is suitable for investors who are seeking\*:

- Capital appreciation and income generation over long term.
- A hybrid scheme with investment in equity and equity related instruments as well as debt and money market instruments.

\*Investors should consult their financial advisers if in doubt about whether the product is suitable for them.

MUTUAL FUND INVESTMENTS ARE SUBJECT TO MARKET RISKS, READ ALL SCHEME RELATED DOCUMENTS CAREFULLY.





poltronafrau.com



GranTorino,  
designed by Jean-Marie Massaud

## Intelligence in our hands.

True beauty is more than skin deep. This is what we think at Poltrona Frau, which is why we have always placed our trust in the skillful hands of our craftsmen, who lead every single step of the manufacturing process and choose the very finest raw materials. This is our way of offering you the best Italian quality.



**Mumbai** - Ground Floor, Wakefield House, Dougall Road - T. +91 22 22614848 Email [mumbai.showroom@poltronafrau.com](mailto:mumbai.showroom@poltronafrau.com)  
**Surat** - No.6-7, Union Heights, Next to Lalbhai Cricket Stadium, Surat Dumas Road - T. +91 261 2977444  
**New Delhi** - 99 Empire Plaza, Mehrauli-Gurgaon Rd, Sultanpur - T. +91 11 26809772  
**Bangalore** - Ground Floor,# 87, Infantry Road, Near Canara Bank, Centrum, Bengaluru - T. +91 80 25585577 / 87622 12340