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Forbes INDIA



30 UNDER 30

WHY THEIR FRESHNESS IS THE BEST THING GOING FOR THE YOUNG CHANGE MAKERS CHALLENGING THE CONVENTIONAL



(From left)
VASANTH KAMATH,
PRAJAKTA KOLI,
NINAAD KULKARNI,
KANIKA GOYAL,
TANVI JOHRI

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Forbes INDIA
Tablet Edition



▲ (Top) Shooter Abhinav Bindra lost his motivation for the sport right after his Olympic gold-winning feat; (above) Rahul Yadav, the co-founder of Housing.com, who once hit the headlines for a public spat with investors, says he is now matured enough to sit down for a chat and settle differences



Best,

BRIAN CARVALHO
Editor, *Forbes India*

brian.carvalho@nw18.com

You're Never too Young

Larry Page and Sergey Brin founded Google when they were 25. Steve Jobs and Steve Wozniak started Apple at 21 and 26. And Bill Gates was 20 when he and 26-year-old Paul Allen co-founded Microsoft.

Moral: You need to be young— under 30—to become a billionaire innovator, right? Not quite. Joseph Lubin was inching towards 50 when he and Vitalik Buterin created Ethereum, the open-source blockchain-based distributed computing system. And Arianna Huffington started *The Huffington Post* at 54.

This isn't one of those youth vs experience debates. The short point of the first two paras is that you can pretty much start up at any age and the odds of success have little to do with whether you are 25 or 52. It's just that starting early helps. And that's why our 30 under 30 listing matters. We're not celebrating poster boys and girls of success here, but their passion and entrepreneurial spirit.

Some of them will fail, many will come back stronger. They will be in elite company. We remember Evan Williams, Noah Glass and Florian Webber as three of the four who co-founded Twitter in 2005. But we wouldn't recall their role in Odeo. That's because the podcasting platform had to call it a day once Apple's iTunes burst onto the scene. Odeo made way for Twitter. Just as an online dating and social networking site made way for one for professional networking: Reid Hoffman had started up SocialNet in 1997, five years before he and four others co-founded LinkedIn.

Team Forbes India's 30 under 30 package, helmed by Associate Editor Salil Panchal, is our effort to celebrate the audacity and enterprise of India's youngest and budding talent. Our

selection is across a spectrum of categories, from the arts, sports and entertainment, to technology, health care and social entrepreneurship.

This is *Forbes India's* sixth 30 under 30 list, and one person who's been there—on the 2014 list—done that and is now back in a new avatar is Rahul Yadav, the once precocious and cheeky founder of Housing.com who told his investors they were “intellectually incapable” before being kicked out from the startup. Today, a much-chastened and matured Yadav has shelved his entrepreneurial hat. “I don't think India

is yet ready for me to start something again,” he tells *Forbes India's* Kathakali Chanda in an exclusive interview. Still under 30, Yadav may have shed some of his sassiness but what persists is his spontaneity and outspokenness.

We're not feting poster boys and girls of success but their entrepreneurial spirit and passion

“Leaders tend to get delusional a bit and take wrong calls with confidence,” he tells Chanda. “But now I won't do such a thing.” Don't miss the interview on *page 96*.

Perhaps when winning is what matters most, failure may not be an easy trough to climb out of. The global sporting landscape is littered with stars who faded into oblivion almost as fast as they lit up the skies. A few of them, however, dragged themselves back, and Chanda spoke to a handful, from leg-spin maverick-turned-commentator L Sivaramakrishnan to startup founders who flopped with their first ventures after a promising start, and have since moved on to fresh forays. Will they eventually hit pay dirt? Chances are higher if they are able to, as Olympic shooting champion Abhinav Bindra puts it, “preserve the passion”. Turn to ‘Rising from the Ashes’ on *page 92* for more on why it helps if raw passion is able to seek out that companion called reason.

Everyone talks about change.

Some conversations
actually create it.



India's most eminent leaders converge to discuss issues like sustainability and technology as the new business strategy for India Inc.

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CONVERSATIONS

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30 UNDER 30



Ninaad Kulkarni, 3D artist, animation filmmaker

Tanvi Johri,
Co-founder & CEO, Carmesi



Hima Das, athlete



Kanika Goyal,
founder, Kanika Goyal Label



Kalyan Sivasailam, co-founder & CEO, 5C Network



Nikhil Baheti,
CFO, Therapiva



Aayush Agrawal,
managing director, Wok Express



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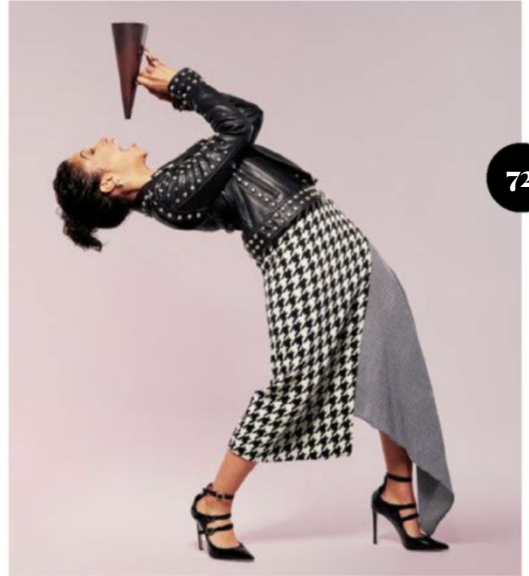
Housing co-founder Rahul Yadav discusses the takeaways from his unceremonious exit



Suhani Parekh, Misho



Raghav Verma, co-founder, Chaayos



Liza Koshy, digital star

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CORRECTIONS & CLARIFICATIONS

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On page 60 – In 'A Specialty Touch', a line read: "In India, TPG has invested half a million dollars in the health care space through its two investment arms, TPG Growth and TPG Capital." It should have read "half a billion dollars". The error is regretted.

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'Outsider CEO' Ushers In A New Era

Ravneet Gill to take over as Yes Bank's MD and CEO **P/12**

Exits At Startups 'Inevitable'

Digital ventures are grappling with resignations from top executives **P/13**

Print In Progress

Digital publishers globally are foraying into the 'sunset industry' **P/14**

BAILOUT

Jet Take Off Faces Etihad Hurdle

With Etihad Airways accumulating losses of over \$3 billion, there is growing doubt about whether it would want to pilot Jet Airways



NARESH GOYAL, 69, WHO IS synonymous with commercial aviation in India with his full-service airline Jet Airways, has his back against the wall. Reason: Abu Dhabi-based Etihad Airways, which owns 24 percent stake in Jet Airways and is believed to be looking to infuse more money in the Indian carrier, is in financial distress. "Everybody is talking about Etihad [Airways] this and Etihad that, but nobody is talking about the fact that the airline declared a \$1.5 billion loss [in 2017]," says Devesh Agarwal, editor, *bangaloreaviation.com*.

Etihad Airways, which in terms of size and scale of operations is smaller than neighbouring rivals Emirates and

Qatar Airways, had in 2016 posted a loss of nearly \$2 billion. Besides the losses, its investments in European airlines such as Air Berlin and Alitalia failed to deliver returns.

Talks of infusing capital into Jet Airways between Goyal, Etihad Airways and the consortium of lenders led by State of Bank India are going on, but confidential.

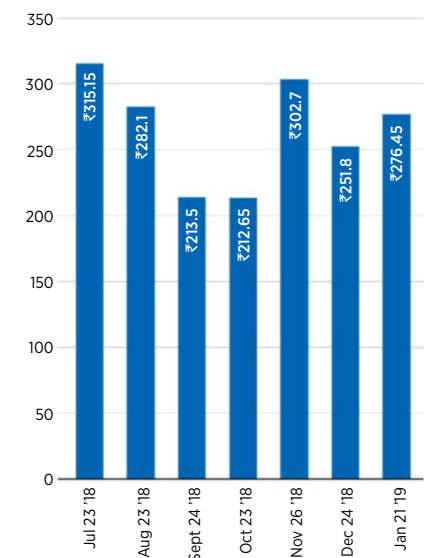
Reports suggest Etihad Airways is willing to invest in Jet Airways by purchasing additional shares of the airline at ₹150 apiece, which is a 43 percent discount on the airline's current share price of ₹265 and 51 percent discount on its six-month average share price.

In an email statement to *Forbes India*, a spokesperson of Etihad Airways on condition of anonymity said the airline "does not comment on rumour or speculation". Jet Airways declined to comment on the talks.

"Etihad was a pioneer in the airline industry, having launched industry-leading concepts such as the First Class Apartments and The Residence, a three-room private suite on their A380s with butler service," says Ajay Awtaney, founder editor, *LiveFromALounge.com*. Etihad Airways, however, has gone on a severe cost-cutting spree due to its losses.

"The chauffeur service [for premier class travellers] has gone away and small things such as pyjamas in the

Jet Airways: Turbulence On The Bourses



Source: BSE

SHUTTERSTOCK

business class have gone. The lounge experience is no more the same, with cutbacks to catering and facilities, and in many cases them selling out the whole lounge to a different operator,” Awtaney tells *Forbes India*. The airline has also cut down on its flights

to key US cities such as New York and San Francisco and trimmed its operations to Southeast Asia.

Given Jet Airways’ debt of ₹8,000 crore, its piling losses, inability to pay interest on loans, fully pay the salaries to key staffers like pilots and

engineers, would Etihad Airways want the pilot’s seat? “Etihad is in a severe containment mode,” says Agarwal. “Gulf carriers aren’t cash rich that they can easily bail out Jet Airways.”

—ANSHUL DHAMIJA

EQUITY TALK

Earnings, Not Elections

While poll results could be an excuse for markets to fall, the reasons are more fundamental

IN AN ELECTION YEAR, THE BIGGEST risk to Indian equities could come not from the outcome of the polls but from a deteriorating macroeconomic environment, rich valuations and a global backdrop that is increasingly vitiated by trade disputes and a return to protectionism.

Indian markets have spent the last four years at valuations that are well above their mean. The benchmark Sensex trades at 24 times (and about 18 times one year forward) earnings pricing in double digit earnings growth, which for the past four years has hovered between 4 percent and 5 percent a year. One reason for this has been the about ₹8,000-12,000 crore per month domestic equity inflows that have left the indices quoting at near their high point even as foreign investors have pulled out and corporate profitability has eroded in mainline sectors like banking and telecom. At 0.8x to GDP, India has among the highest emerging market capitalisation ratios.

In a recent report, brokerage Jefferies argues that even if profitability recovers, the market could have significant catch up to do. “We see few triggers (for) India’s equity markets this year despite our forecast of 31 percent aggregate EPS growth.” Investors should brace themselves for a messy election outcome that in the short term may impact valuations.

Elections have proved to be one-week events for the



market. In May 2004, the Sensex fell by 10 percent on each of the two days after the NDA’s defeat but closed the year up by 42 percent on the back of double digit earnings growth. The next four years saw the market quadruple before the Lehman crisis.

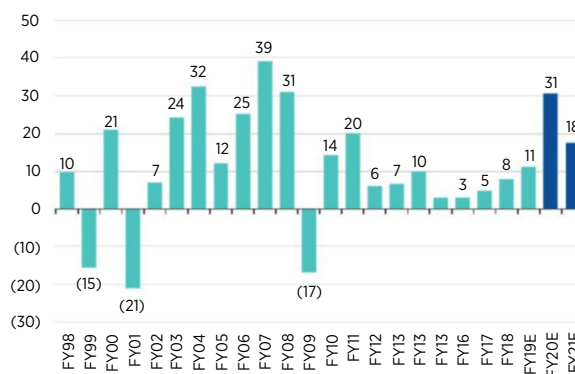
The markets rose by 37 percent in May 2009 when UPA-II was elected, but did little in the next four years.

For 2019, the risks are piling

up. Consumer spending, which contributes to two-thirds of growth, has reached a temporary bump. With private sector capex still not showing signs of a pick-up and government capex slowing down, it’s not clear where the next drivers of growth will come from. Prospects for a rate cut have dimmed as wholesale price inflation has been inching up. Indian exports are still stuck at the \$300

billion ballpark where they were five years ago. Rising imports have led to a higher trade deficit and a weaker rupee, resulting in some skittishness by foreigners over putting in more money. They pulled out ₹100,000 crore in both the equity and debt markets last year. An unwanted election result could see the domestic investor pulling back, giving the markets a long-awaited reason they need to correct.

Earnings Growth: Only By FY20-21 (%)



Source: Jefferies Estimates

—SAMAR SRIVASTAVA



TAKING GUARD

'Outsider CEO' Ushers In A New Era

Banking veteran Ranveet Gill is the first non-promoter to be appointed Yes Bank MD and CEO

YES BANK ON JANUARY 24 announced that the Reserve Bank of India (RBI) has approved the appointment of Ranveet Gill as its managing director and CEO after Rana Kapoor quits the post on January 31. Gill, currently MD and CEO of Deutsche Bank India, is expected to join by March 1. His appointment ushers in a new era as this is the first time Yes Bank will have a non-promoter CEO leading it. Kapoor co-founded the bank in 2003 along with his brother-in-law, the late Ashok Kapur, and has been its founder CEO since 2004.

The choice of Gill brings to an end to three issues concerning investors of late: When would Yes Bank find a successor to Kapoor; would it gain RBI approval soon and will he be an outsider, or from within the bank, someone close to Kapoor.

The RBI's approval is a signal that it supports Gill. Kapoor could not be confident of that sort of backing. The Yes Bank stock had been battered in previous months due to uncertainty surrounding future leadership at the bank. It had halved in value to ₹160.45 on November 29, 2018, from ₹320 levels on September 20, when the RBI capped Kapoor's tenure by just four months, after the bank's shareholders had given approval for his term till September 2021. With Gill's announcement, the Yes Bank stock rose by 8.39 percent on January 24 to close at ₹213.85 at the BSE.

Gill brings with him nearly three decades of experience, from corporate banking and treasury to wealth management and capital markets. He



There are, however, unanswered questions even at this stage.

Gill will be an "outsider" and it brings with it its own set of challenges. "Will he be allowed to create his own strategy? More importantly, will he be given the freedom to hire his own people," wonders a research head at a leading brokerage house.

Also, once Kapoor quits from the bank's board, what type of role will he continue to have with Yes Bank, considering that he still holds 4.33 percent shareholding as a promoter. Morgan Credits Pvt Ltd and Yes Capital are holding companies owned completely by Kapoor's three daughters, but he has no stake in them.

Kapoor's sister-in-law Madhu Kapur owns

7.59 percent shares as a promoter and has been fighting a bitter legal battle with him over right to appointments on the board.

Banking analysts will want to witness the bank's performance for at least 2-3 quarters before deciding on a re-rating. Most analysts had downgraded the stock earlier.

Kapoor's leadership had come under scrutiny after the RBI said Yes Bank had reported lower NPAs in FY17.

In its latest earnings, the bank's net profit fell by 6.96 percent for the quarter ended December 31, 2018, to ₹1,001.85 crore. The gross NPAs rose to 2.10 percent for the same quarter, from 1.72 percent for the corresponding quarter, a year earlier.

—SALIL PANCHAL

has one of the best track records in terms of managing bad loans in the industry; Deutsche Bank India's net non-performing assets (NPAs) stood at 0.78 percent as of March 2018.

Yes Bank insiders believe Gill's banking experience is a huge positive for its stakeholders. Kapoor also welcomed the appointment, saying, "I have had the opportunity to have known and briefly interacted with Ranveet Gill professionally over the years, and have admired his exceptional professionalism and outstanding leadership style."

Gill's appointment may assuage recent investor concerns



INVESTMENTS

Matrix's Deal Flurry In January

The venture capital firm closed a \$300 million fund in January

MATRIX PARTNERS INDIA, ONE of the country's best-known early-stage venture capital (VC) investors, announced a flurry of deals in ventures ranging from software-as-a-service to online lending in January. It also closed a \$300 million fund in the first month of 2019.

India's next wave of startups is expected to see more experienced founders and more complex platforms, products and services coming to the fore. "This is an exciting time to be an entrepreneur in India. Mobile internet-led leapfrogging is underway across sectors and increasing GDP per capita and consumerism will have a multiplier effect on scaling businesses," says Avnish Bajaj, who leads Matrix Partner India with two others.



Deals announced by Matrix include investments in LiquiLoans, Itilite and Zoomtail. LiquiLoans is a facilitator of online lending; Itilite is a software-on-the-cloud provider for travel booking and management while Zoomtail provides an instant-messaging-based platform for small fashion retailers to discover the latest trends and helps them manage their inventories.

Matrix Partners India's existing investments include Ola, Quikr, Practo, Five Star Business Finance, Dailyhunt, Mswipe, Limeroad, OfBusiness and Treebo. The VC firm announced its third fund on January 9.

—HARICHANDAN ARAKALI

BIDDING ADIEU

High-Profile Exits At Startups 'Inevitable'

The likes of Ola and Myntra have seen key people resign of late



Ananth Narayanan, Myntra's chief executive, resigned in January

SEVERAL HOMEGROWN DIGITAL ventures are grappling with senior level exits. The latest is Ola, which saw Pallav Singh, its interim chief operating officer, quitting in January. Singh was among the first five employees at Ola and had earlier served as its chief financial officer. Apart from him, Chandra Nath, a former Palantir Technologies executive who joined Ola in October 2017 as vice president and head of international, has also resigned.

Ola has been battling top-level churn for quite some time. In 2018, COO Vishal Kaul (18 months), corporate president-new initiatives Joy Bandekar (34 months), head-marketplace Saikiran Krishnamurthy (11 months) and chief people officer Susheel Balakrishnan (six months) tendered their resignations. This was preceded by the exits of former Infosys executive Rajiv Bansal and former Microsoft executive Raghuvesh Sarup.

The developments come at a time when Ola is pursuing growth at a scorching pace to maintain its lead over Uber. Also, it has committed

an investment of \$200 million in Foodpanda. That apart, it has invested \$10 million in bike rental startup Vogo and is in talks to buy online medicine delivery startup Myra.

"Exits don't dampen expansion. These are temporary setbacks and to some extent inevitable as a company grows big and tries to move fast to achieve business goals. At that kind of pace, it may emerge that some of the hires did not fit into the organisation culturally. Also, most of the Indian startups are founder driven, and the executives need to gel with them," says a venture capital executive.

Others startups like Myntra, Mobikwik and Ezetap also lost their key executives since mid-2018. Ananth Narayanan, Myntra's chief executive, resigned in January. Similarly, Mobikwik saw Damandeep Singh Soni, head of marketing and growth, quitting the firm along with Rukaiya Rangwala, head of payment and online businesses, and Vineet Singh, chief business officer. Abhijit Bose, co-founder of payments firm Ezetap, quit to head WhatsApp in India.

—SAYAN CHAKRABORTY

INVESTMENTS: SHUTTERSTOCK; ANANTH: NISHANT RATNAKAR



THE LAST WORD

RIP To PIP: Print In Progress

WHEN JEFF BEZOS DECIDED TO BUY *The Washington Post* for \$250 million in 2013, he asked hard questions to himself, just as any sceptic would, given the fact that newspapers were billed as a ‘sunset’ industry and many were writing their obituary. “I went through a few gates before deciding to buy *The Post*. Is it hopeless,” the Amazon founder wondered. He knew the internet had radically disrupted traditional newspapers; the world has changed, and advertisers have plenty of options to reach people in local areas. But the world’s richest man also knew buying a newspaper made business sense. “I didn’t want to do it if it was (hopeless),” he said at the Business Insider Ignition conference in New York in December 2014.

At another conference in 2017, Bezos said his ownership was not a ‘philanthropic’ endeavour. A healthy newspaper, he remarked, that has an independent newsroom should be self-sustaining. “And I think it’s achievable. And we’ve achieved it.”

Bezos was not the only one to bet on newspapers. Last year, Marc Benioff, the billionaire co-founder of software company Salesforce, decided to buy *Time* magazine. And there are digital publishers taking a counter-intuitive strategy of foraying into print. *Bitcoin Magazine*, which made its debut in May 2012, stopped publishing and went digital after two years. Early this month, the magazine announced that it would be coming up with its print issue after a gap of five years. This trend is not confined to the West. It’s even happening in India.

Online news and media platform Firstpost, part of the Network 18 Group [publishers of *Forbes India*] which is owned by Reliance Industries, is rolling out a weekly newspaper in Delhi and Mumbai. Does it make sense? “Absolutely,” says Rahul Kansal, business head and group marketing advisor of Network 18. Conceding that it’s an unusual move, Kansal explains the logic.

First, the move signals larger

Why digital publishers across the world are foraying into an arguably sunset industry like print

investment in the Firstpost brand. Second, there’s room for an ‘intelligent’ newspaper. There is a big opportunity, Kansal lets on, to tap discerning Indian readers who feel that newspapers have dumbed down in their bid to capture the mass market. “They are looking for an intelligent read,” he says. The newspaper industry in India, in spite of a blip in growth over the last two years, is not a sunset industry, he reckons. “While people would still continue to access online news for bits and pieces, newspapers help them see things in totality,” adds Kansal.

Advertisers concur. “Culturally, we are still a nation that loves newspapers,” says Kunal Jeswani, CEO of Ogilvy India. Though online would still be the preferred medium to consume news, a deeper and longer engagement happens only with a newspaper. “A large part of India still likes to consume news in-depth,” says Jeswani. Explaining his take on the doomsday prediction for print, Jeswani says: “Has digital killed television? While digital will grow, everything else will not disappear and die. They will coexist.”

Marketing analysts explain the reason for the revival of print: Credibility. As society moves to digital news mediums, many of which are viral, anarchic and incubated, there is a craving to rediscover the solid and the edited, says brand expert Harish Bijoor. “Print finds its relevance once again after going through a bit of tizzy with stagnating readership,” he says. While those who want the racy and unreliable will have an occasional diet of the digital, those preferring solid and curated content will come to print. “Don’t be surprised at the revival of print, slowly but surely,” Bijoor adds.

—RAJIV SINGH

WASHINGTON POST: MARVIN JOSEPH / THE WASHINGTON POST VIA GETTY IMAGES; TOP: SHUTTERSTOCK





TOP CHEF

I Find Cooking Reality Shows Manufactured: Marco Pierre White

On his maiden visit to India, the famously hot-headed celebrity chef speaks about what irks him about modern restaurants, and why Indian cuisine is among the greatest



Q: What are some of the biggest food trends that will emerge in the next five years?

I don't think of trends. If you look at something that's timeless, it tends to be classical and honest. In England, the restaurants that are doing well are honest and generous with their portions. Those little knick-knacks, the tiny bites, that expect to hold you in a restaurant for 4-5 hours drive me nuts. Can you imagine you get one little mouthful, and the waiter says, 'Did you enjoy it?'. Then they bring you another one, tell you what it is and how to eat it, and they ask you again if you enjoyed it. It's bonkers.

We used to have a policy that we

never asked customers if they enjoyed their dinner. Because, number one, we weren't insecure. And two, by not asking, you are allowing people to volunteer their thoughts. Let the customer bring it up. It's their night, not yours. In these 16-course meals, it tends to be more about the chef than the diner, and that's what I have a problem with.

Q: In India, the food industry sees a lot of churn. What's your strategy to run a sustainable food and beverages business?

When I was younger, I used to think food is the most important thing in a restaurant. Now I've realised number

one is the environment, then the service and third comes food. You've got to accept that we're selling a night out—we're not selling food. When you go out with friends, you don't go somewhere regularly if it's expensive. If you want regulars, you have to make your restaurant affordable.

Q: In the age of Instagram, how is the role of a TV chef changing?

I haven't got a clue. I don't even know how to get on to Instagram. Look at my phone [holds up an old-school Nokia].

I find TV boring, I don't like doing it because I find it a bit manufactured. I've done enough reality shows to know what goes on on the other side. I know why a person is being sent home. I do TV, but now I only do things I am interested in.

Q: Indian chefs are gradually becoming visible on the world stage. From the outside, what is the perspective on Indian food?

Indian cuisine is one of the great cuisines of the world. I don't believe there's enough focus on it; Indian food hasn't had its moment yet. In England, the finest Indian food I've had is at my friends' homes. And then when you eat the Indian food at restaurants, it's not representative of what you eat at their houses. It's like they've adapted it for a foreign audience.

Indian cuisine is intelligent, it's refined. I got taught a word today, which is [shows his left palm where he's written it down]... *andaaz*. It's about feel, about touch.

—KATHAKALI CHANDA
& PANKTI MEHTA KADAKIA

TOP: PA IMAGES VIA GETTY IMAGES

LEADERBOARD

54

India's rank in the Bloomberg Innovation Index, with a score of 47.93 out of 100



TAKING THE LEAD

World's Most Innovative Countries

South Korea tops list while US makes a comeback into the top 10



BLOOMBERG RECENTLY PUBLISHED the seventh edition of its annual Innovation Index that saw South Korea retain the top spot, with Israel surging several places to number five. The index—comprising 60 countries, including India—is built on the basis of their capabilities in areas such as research and development spending, patent activity, manufacturing capability and concentration of high-tech public companies.

Germany came a close second to Korea whereas Israel overtook economies, including Japan, Singapore and Sweden. The US, which didn't figure in the top 10 last year, returned this time, ranked eighth.

—HARICHANDAN ARAKALI

Innovation Index

Country	Rank
South Korea	1
Germany	2
Finland	3
Switzerland	4
Israel	5
Singapore	6
Sweden	7
America	8
Japan	9
France	10

INNOVATIVE COUNTRIES, INNOVATION WINTER: SHUTTERSTOCK; TOP: JOSHUA NAVALKAR

DIGITAL INFRASTRUCTURE

Innovation Winter's Flip Side In Asia

Other economies are benefiting from US-China tensions

US-CHINA TENSIONS AND OTHER negative geopolitical factors will precipitate an innovation winter starting 2019, Eurasia Group, a think tank and consultancy, warned in a recent post. "Over the course of 2018, technology competition grew extremely political. This (2019) is the year investors and markets will start paying the price," Ian Bremmer, the group's founder and president, and Cliff Kupchan, chairman, wrote in the post. "We're heading for a global innovation winter—a politically driven reduction in the financial and human capital available to drive the next generation of emerging technologies."

There are other worrying factors too: States have become circumspect in sourcing tech equipment from foreign suppliers, enacting tough data-regulation rules, and moving to protect local businesses against established global tech companies, Bremmer and Kupchan wrote. In



Asia, there are interesting flip-side consequences. "The US-China spat is good for other Asian economies. Already Vietnam and Philippines are benefiting from the movement of manufacturing supply chains," says Sanjay Anandaram, co-founder of JumpStartUp, one of India's earliest US-India cross-border VC funds.

Privacy and security concerns are leading to a rethinking of digital infrastructure, says Anandaram. "India is a torchbearer in this regard—think India Stack—and many countries are being inspired by and emulating the Indian approach." He adds: "Private equity, venture capital and FDI investments into India will continue to remain robust."

—HARICHANDAN ARAKALI

IN THE HOT SEAT

Sun Downer

Corporate governance lapses at Sun Pharma haunt its chairman and MD Dilip Shanghvi



Poor corporate governance, adverse observations by the US regulator and a decline in the promoter holding on account of the Ranbaxy deal have resulted in a sharp fall Dilip Shanghvi's wealth. The man who once challenged Mukesh Ambani for the wealthiest Indian title will have to fight to keep his place in list of top 10 richest Indians. Recent trouble has come in the form of two whistleblower letters that alleged its super stockist Aditya Medisales was not declared as a related party. The company says it plans to scrap the arrangement.

—SAMAR SRIVASTAVA



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REELPOLITIK

Political films—adaptations, hagiographies and dramatisation of election issues—seem to be the toast of the pre-poll season, but India is not the first or the only country to go down this road

By DIVYA J SHEKHAR

Vicky Kaushal might be hot, but he did a propaganda film and I don't like him anymore," was a tweet by Delhi-based media consultant Tanzila Anis that snowballed into a Twitter-storm. While trolls hurled personal insults, others discussed whether a war film could be politically-motivated, if the movie industry has the moral responsibility to stay away from politics, and the difference between 'propaganda' and 'patriotism'.

"Uri glorifies a supposed military strike by the government and the timing of its release seems suspect," Anis later told *Forbes India*. "It cannot be a coincidence that the *The Accidental Prime Minister*, which takes digs at the Opposition and is promoted by the BJP's social media handle, is released on the same Friday." She received over 270 replies on the tweet and had to mute comments to keep trolls away. "It is all geared at the 2019 elections. In my opinion, it is propaganda."

Meanwhile, filmmaker Anurag Kashyap rushed to defend his contemporary Aditya Dhar's film chronicling India's supposed surgical strikes on Pakistan in 2016. "The jingoism spouted in *Uri* was far lesser than the jingoism I see in American movies or war movies from anywhere across the world. I think we watch everything from the coloured glasses of the time we live in and just don't trust anyone's intention," he said in an unrelated series of tweets.

Long story short, these are just



a few examples of how, ahead of the general elections in April-May, people are seriously debating whether the sudden slew of political films and biopics are timed to win parties a few brownie points. Be it informed or speculative, serious or shallow, everyone seems to be talking, forming opinions, taking

sides. There is constant chatter, especially on social media.

PAST IMPERFECT, PRESENT TENSE

Given how entrenched daily life in India is into the politics of the land, the history of critically-acclaimed political biopics is not a

particularly rich one. There have been intermittent releases like Gulzar's *Aandhi* (1975), supposedly based on former Prime Minister Indira Gandhi; Mani Ratnam's *Iruvar* (1997), which was inspired by actor and Tamil Nadu Chief Minister MG Ramachandran (MGR); and Gnana Rajasekaran's Tamil film *Periyar* (2007) on politician-social activist Periyar EV Ramasamy, the

father of Dravidian nationalism.

There have also been well-received political films, again scattered, including Amrit Nahata's *Kissa Kursi Ka* (1978) that was banned during the Emergency because it was believed to be a satire on the Indira Gandhi administration; Rahul Dholakia's *Parzania* (2007) based on the 2002 Gujarat riots that theatre-owners refused to screen fearing

backlash; Sudhir Mishra's *Hazaaron Khwaishein Aisi* (2005), which was set during the Emergency; and Anurag Kashyap's *Gulaal* (2009) about student politics in present-day Rajasthan.

This is why, perhaps, more than ten political biopics suddenly being released or announced in the 2019 pre-poll season seems like an unconventional trend. "I have never observed so many political films timed ahead of the elections before," says National Award-winning film critic Baradwaj Rangan.

These films, made across languages, have found protagonists in politicians like late Shiv Sena supremo Bal Thackeray, and late Andhra Pradesh Chief Ministers NT Rama Rao and YS Rajasekhara Reddy. Two biopics on PM Narendra Modi are also in the pipeline, along with one on late Tamil Nadu Chief Minister J Jayalalithaa.

"Given that cinema is a widely-consumed, accessible medium, there should be some curbs on politically-motivated films releasing so close to the elections. The Election Commission might want to take a look at this [content of such films]," Rangan says, cautioning that there is no clarity on whether these films attract the number of crowds required to translate into victory votes. Because at the end of the day, he reasons, the mainstream movie-going audience is "just looking for entertainment".

According to political analyst Nilanjan Mukhopadhyay, who is certain that films are gradually being used as a "means of political canvassing", the underlying idea might be for parties to increase their appeal among the public. "Movies definitely help you make headlines and, these days, there is an understanding [in the political circles] that if you are being talked about, you are actually scoring brownie points over the rival," says Mukhopadhyay, who has also written the biography on PM Modi titled *Narendra Modi: The Man, The Times*.

What is unfortunate about the trend, he observes, is that most



The Accidental Prime Minister



US documentary *Our New President*



Chinese film *Wolf Warrior 2*

“Gone are the days when political films were tactful and diplomatic. Today’s films are portraying a national narrative that has a certain aggression. And that’s getting a good response.”

BARADWAJ RANGAN, FILM CRITIC



people setting out to make political biopics are interested only in creating hagiographies or hit jobs, which would eventually lead to poor-quality, forgettable films. “A producer, for instance, made preliminary enquiries about whether my book could be the basis for a biopic on Modi. Nothing came out of it because they understood that I was not into the propaganda mould, or interested in a hagiography.”

THE POLITICS OF PERSPECTIVE

India seems to have started walking on a path where countries like the US, Russia and China have come a long way. Media reports in the US containing data obtained through the US Freedom of Information Act state that, between 1911 and 2017, over 800 feature films received support from the US government’s Department of Defence. Apart from war films for military propaganda, these have included blockbuster franchises like *Transformers* and *Iron Man*, where dialogues have been inserted or deleted to show the government or the army in a certain light. Most recently, a series of documentary features either chronicled Donald Trump’s rise to power, or the election tactics that helped him win.

New York-based filmmaker Maxim Pozdorovkin, whose film *Our New President* tracks how Russian state-sponsored media went all out to influence public opinion on Donald Trump ahead of the US presidential elections, says modern propaganda uses entertainment and social media to wilfully omit information or mislead. “Any populist medium will appeal to pre-existing biases. As long as internet remains the dominant medium of information distribution, and there is a profound crisis of education, you will tend to believe the messaging you are bombarded with without processing it too much,” Pozdorovkin says.

In his book *Flicker: Your Brain on Movies*, Jeffrey M Zacks, a

POLITICAL BIOPICS IN THE PIPELINE



PM Narendra Modi:

Directed by Omung Kumar and produced by Suresh Oberoi and Sandeep Ssingh, the film will star actor Vivek Oberoi in the titular role. The first look of the film was unveiled in 23 languages last month



The Iron Lady:

Actress Nithya Menen will play six-time Tamil Nadu Chief Minister J Jayalalitha. Directed by A Priyadarshini, shooting will commence on February 24, the birth anniversary of the late politician



Modi Biopic:

Paresh Rawal, actor and BJP MP from Gujarat’s Ahmedabad East constituency, is making another biopic on the Prime Minister, where he will play the titular role



NTR Mahanayakudu:

The second installment of the Telugu biopic on Andhra Pradesh CM NT Rama Rao, focussing on his rise and success in politics, will release on February 14. NTR’s son, actor Nandamuri Balakrishna, will reprise his father on screen



Yatra:

A Telugu biopic on late Andhra Pradesh Chief Minister YS Rajasekhara Reddy. Starring Mammooty, it will be the Malayalam actor’s comeback film in Telugu cinema. Scheduled to release on February 8



The Tashkent Files:

Film on former Prime Minister Lal Bahadur Shastri and his mysterious death will be directed by Vivek Agnihotri, and will feature Naseeruddin Shah and Mithun Chakraborty. Scheduled for a pre-poll release



Lakshmi’s NTR:

Another biopic on NTR, told from the perspective of his wife Lakshmi Parvathy. Directed by Ram Gopal Varma, the teaser of the Telugu film released on January 19

psychological and brain sciences professor at Washington University in St Louis, provides case studies of how US politicians have historically used films to drive home their agenda. According to him, messaging through films have the potential to overpower conflicting information we might receive through, say, books and newspapers. Our brain, faced with what is called the source memory

problem, sorts the information from all these mediums. “Most of the time, there is no pressure to sort correctly... This can lead us to accept information from a film as having come from more credible sources, particularly if time has passed.” Zacks says.

In Russia, according to investigative journalist Kseniya Kirillova whose work is focussed on analysing Russian propaganda, the Putin administration primarily uses TV and social media, while films paint a positive image of the country and its army. For instance, ahead of the presidential elections in 2018, a film called *Going Vertical* (titled *Three Seconds* in English) about

“Whether we, as a country, are ready for mature political biopics will be tested when the ruling dispensation will allow films critical of its administration to pass.”

HANSAL MEHTA, FILMMAKER

a Russian Olympic sports victory over the US during the Cold War, apparently promoted Putin’s idea of patriotic superiority. It was made by Nikita Mikhalkov, an Oscar winner known for his nationalist views.

“Every government tries to create movies because it stirs strong emotions that a newspaper or traditional media cannot bring about. When Russia creates a positive image of itself on screen, it makes it easier for people to believe in their [the government’s] version of the truth,” Kirillova says, talking about how shows like *Sleepers* and cartoon series like *Masha and the Bear* have openly promoted government ideologies.

Then there is China, which,

encouraged by its political leadership, is churning out movies (like *Wolf Warrior 2*, *Amazing China* and *Operation Red Sea*) that highlight the country's achievements like military prowess and economic development. An article in the English-language Chinese newspaper *Global Times* points to how 5,000 "people's cinemas" across China are designated to screen movies approved by the Chinese Communist Party. "Popular Chinese actors are converging in droves to serve as red avatars that instill positive energy in the audience," the article states.

Back home, experts believe that filmmakers in India are also creating similar links with the government. "I believe that after Modi became the PM, there is a feeling across the entertainment industry that they would be able to gain something if they make pro-establishment content," says Mukhopadhyay.

Explaining how the on-screen 'angry young man' persona mirrored people's disillusionment with the political system in the 70s, Rangan says that, today, films like *Uri* reinforce a prevailing sense of patriotism. "In *Uri*, dialogues like "Yeh naya Hindustan hai. Yeh Hindustan ghar mein ghusega. Aur maarega bhi" (This is new India. It won't hesitate to kill) got a thunderous applause from the audience," he says. "Gone are the days when political films were tactful and diplomatic. Today's films are portraying a national narrative that has a certain aggression. And that's getting a good response."

Political journalist Rasheed Kidwai—who has written a biography on Sonia Gandhi and whose recent book *Neta Abhineta* explores the relationship between Bollywood and politics—believes that while filmmakers can capitalise on popular political sentiments, they must be cautious in making an open statement on contemporary political personalities, parties or issues. "You cannot create something that takes blatant political potshots and call

“Every government tries to make movies as it stirs emotions that a newspaper or traditional media can’t bring about.”

KSENIYA KIRILLOVA, RUSSIAN INVESTIGATIVE JOURNALIST



A still from *An Insignificant Man*, about Arvind Kejriwal and the Aam Aadmi Party

it commercial cinema. Filmmakers must take a conscious call when it comes to such biopics and issue a disclaimer accordingly."


LET CREATIVITY BE

Meanwhile, filmmakers distance themselves from political motivations. Hansal Mehta, creative producer of *The Accidental Prime Minister* and a National Award-winning filmmaker, denies that the film was consciously timed. "Nobody makes a film to time it with elections. Those are just marketing ploys. A filmmaker has to tell a story, make a film," he tells *Forbes India*. "Political films, by nature, will be critical. They will take sides. The audiences connect to the characters and their world, because these are stories of people who have lived among us."

His opinion is echoed by Khushboo Ranka, director of *An Insignificant Man* (AIM), a documentary on Arvind Kejriwal and the Aam Aadmi Party that had a nationwide theatrical release in November 2018. She believes political films must be transparent about what is being made

and who is funding it. "A good political film needs to accommodate many layers and opposing perspectives."

Ranka admits that, right now, there is no accountability on behalf of the state machinery. The censor board, for instance, passes and rejects films without explanation. AIM, she recalls, faced long battles to receive a censor certificate. "The only thing that does not work is censorship of any kind. Even films like *Thackeray* that promote divisive politics should not be censored. All kinds of films should be allowed to exist in public imagination," she says.

Mehta says freedom of expression must not be selective, and that even films that are critical of the ruling dispensation must be made. Like *The Accidental Prime Minister*, he believes that even books on PM Modi like *The Paradoxical Prime Minister* (written by Congress leader Shashi Tharoor) must be made. He says, "Whether we, as a country, are ready for mature political biopics will be tested only when the ruling dispensation, whoever it is, allows films critical of its administration to pass." 

INDIA Forbes 30 UNDER 30



ADVERTISING, MARKETING AND MEDIA

ABHINAV BHASIN, 26
Associate Director (South Asia), Data Sciences, Dentsu Aegis Network, India

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Co-founders, Ninjacart

ART

DIPEJ VERNEKAR, 27
Artist

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TUSHAR SAXENA, 26
Co-founders, Flyrobe

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Co-founders, Gudgudee

NINAAD KULKARNI, 27
3D Artist, Animation Filmmaker

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SAGAR YARNALKAR, 29
ANURAG GUPTA, 28
CEO; COO, DailyNinja

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KANIKA GOYAL, 29
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CFO, Therapiva

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Cricketer

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Co-founders, Resfeber Labs & Porter



PEAK PERFORMERS

Forbes India 30 Under 30 features young achievers who are already setting benchmarks in their chosen fields

BY SALIL PANCHAL

Now in its sixth edition, the Forbes India 30 Under 30 List accentuates what we want to know: That the country's young business leaders and professionals have pulled their way beyond passion, grit and potential. Entrepreneurs are seeing the impact of India's growing internet boom and smartphone connectivity in sustainable B2B models. Sportspeople and those in the entertainment world are setting new benchmarks. Also, it's not just about putting up a prolific performance in a year. Everyone, especially those from creative fields like design and fashion, understands that one needs to consistently deliver the goods to have a solid body of work that can be spoken about in glowing terms.

As with previous years, we have steered clear of considering well-established names, next-generation entrepreneurs at the helm of family-run businesses or those with an influential lineage. Through our own research and conversations with industry

experts, we short-listed names—from a long list of about 175 people—to just 30 that met our broad criteria: The impact of achievement, ability to disrupt the system and innovate, scalability of the business and potential to emerge as a winner.

This year, we have introduced new categories (taking the total to 16 compared to 15 in 2018)—industry, manufacturing and energy, advertising, marketing and media' and agriculture—and bifurcated some from last year. Several promising names such as LetsTransport and Wakefit emerged from these sectors, which could not be ignored.

Many of those profiled this year have already tasted success, but have not let stardom affect them. Take, for instance, actor Vijay Deverakonda, a rising star in Telugu cinema, who consciously tries to remain sane for his own good. He is simple, grounded and clear of the path that he wants to take. Or athlete Hima Das for whom success means about

setting newer goals and achieving them.

Companies, too, are looking at the larger picture. In the case of smallcase, a finance firm led by IITians Vasanth Kamath, Anugrah Shrivastava and Rohan Gupta, the venture is not just selling products but also changing the way people invest. Technology continues to impact agriculture in a major way and Ninjacart, led by Kartheeswaran KK, Sharath Loganathan and Ashutosh Vikram, is ensuring retailers get fresh fruits and vegetables directly from farmers. The same alacrity is shown by Lal10 co-founders Maneet Gohil, Sanchit Govil and Albin Jose who help hotels and departmental chains source products in quick time from rural artisans.

Apart from the names featured this year, our class of 2018 shows that they have lived up to their promise. Actor Vicky Kaushal and cricketer Jasprit Bumrah had a stellar 2018. We'll most likely hear more about our 2019 choices next year too.

METHODOLOGY

The research process was three-fold: One, interviews by the *Forbes India* team with sources across relevant categories as well as through studies of databases and media coverage. Two, on forbesindia.com, inviting applications from, or nominations of, entrepreneurs and

professionals who fit the criteria. Three, spreading the word on social media. This helped us arrive at a longlist of over 300 names across 16 categories. The next step was narrowing down to a 'short longlist'—the names most likely to make it to the top 30. This pool of about 175 names

was decided in consultation with experts. The last stage was finalising 30 people. Armed with expert views, the *Forbes India* editorial team debated, argued and vetoed its way down to the final 30. We realised there were some others who deserved to be featured under 'Watch out for'.

We have only considered for selection those who were under the age of 30 as on December 31, 2018 (the cutoff date for selection of the list). Thus, in the case of enterprises which have several co-founders, we have considered only those where at least one of them is under 30.

● In the case of entrepreneurial firms where there are several co-founders, *Forbes India* considers these to be a singular entity.





NINAAD KULKARNI

ADITI AGRAWAL & ANJALI MENON

PRAJAKTA KOLI

VIJAY DEVERAKONDA

MEGHNA MISHRA

ASHUTOSH VIKRAM

KARTHEESWARAN KK

ANUGRAH SHRIVASTAVA



PRANAY SURANA

TUSHAR SAXENA

SHISHIR MODI

NITIN BABEL

KESHAV PRAWASI

KANIKA GOYAL

NIKITA SUTRADHAR

TINA SUTRADHAR

ABHINAV BHASIN

30 UNDER 30

Young achievers ready to scale new heights



In the case of entrepreneurial firms where there are several co-founders, Forbes India considers these to be a singular entity



DANIEL RAJ DAVID

TARUN KUMAR MISHRA

KARTHIK R

HARIKRISHNAN AS

VIKAS CHAUDHARY

PRANAV GOEL



ROHAN GUPTA

VASANTH KAMATH

NIKHIL BAHETI

NITESH JANGIR

KALYAN SIVASAILAM

NEERAJ CHOPRA

SMRITI MANDHANA

HIMA DAS



ANKIT GARG

AAYUSH AGRAWAL

KARYNA BAJAJ

SAGAR YARNALKAR

TANVI JOHRI

ANURAG GUPTA

SUDARSHAN RAVI

ANKIT PARASHER

PUSHKAR SINGH



UTTAM DIGGA

VAIBHAV
KHANDELWAL

ABHISHEK BANSAL

DIPTEJ VERNEKAR

PRATEEK MALHOTRA

RITU MALHOTRA

PRATIK HARDE

MANEET GOHIL

SANCHIT GOVIL

ALBIN JOSE



DATA-DRIVEN ADMAN

Abhinay Bhasin believes that advertising provides insight into the consumer's mind



ADITI TAILANG

ABHINAY BHASIN

26

Associate Director (South Asia), Data Sciences, Dentsu Aegis Network, India



What happens when an economist joins advertising? It's magic. Reason: Data marries human emotions. "Advertising is a barometer of economic growth and provides tremendous insight into the consumer's mind," says Abhinay Bhasin, associate director (South Asia), Data Sciences, at Dentsu Aegis Network India. Data is a reflection of human emotions, and the use of data in advertising results in a more comprehensive perspective, says Bhasin, who was selected to represent young talent of the Dentsu Aegis Network globally at the Cannes Lions International Festival of Creativity last year.

Bhasin, a postgraduate in economics from University of Warwick, United Kingdom, aspired to become a doctor as a schoolboy. But as destiny would have it, he fared poorly in biology. Medicine's loss, interestingly, was advertising's gain. What makes Bhasin stand out is his effort to establish India as a hub of innovation where 'product-beta tests' are made before exporting to other markets globally. Bhasin's team has worked directly with the product teams of Facebook and Google in California in developing products that were tested in India before a global rollout.

Vidyadhar Kale, managing global client partner at Facebook in New York, contends that Bhasin has played a pivotal role in creating a system of planning and optimisation tools through intelligent use of Facebook Application Programming Interfaces (APIs), which have been adopted in advanced markets such as Japan, Australia and Singapore. "He is a sound strategic thinker, highly dedicated, passionate and driven," says Kale.

Bhasin's goal is to shoulder more responsibilities within the organisation and graduate to a senior position. "One shouldn't be too euphoric about success or dejected with failure," he says.

—RAJIV SINGH

●● **CATEGORY COORDINATOR:** Rajiv Singh

EXPERTS: Priti Nair, director, Curry-Nation; KV Sridhar, founder and chief creative officer, HyperCollective



A FRESH APPROACH

ASHUTOSH VIKRAM | 29

KARTHEESWARAN KK | 28

Co-founders, Ninjacart |

Ninjacart might have retained the name but flipped its business model from being a hyperlocal delivery platform that brought together consumers and retailers in Bengaluru to one connecting farmers to retailers. Co-founder Ashutosh Vikram, 29, who has an MBA from IIM-Kozhikode had worked with Sharath Babu Loganathan, 35, and Thirukumaran Nagarajan, 34, at previous jobs and another app. When that didn't work out, Nagarajan moved to TaxiForSure where he met Kartheeswaran KK, 28, and Vasudevan Chinnathambi, 34, and the five decided to start Ninjacart in 2015.

"We thought that in a metro city, where everyone is working, it is not possible for people to go grocery shopping. That's how we started Ninjacart," says Vikram. Soon after, consumer complaints about freshness of the produce made them shift focus on the supply chain from farmers to retailers.

"We have an app for our customers, the

retailers," says Loganathan. An order can be placed on the app between 11 am and 7 pm every day, and products are delivered until 8 am the next day. Farmers get a fair price and retailers, affordable prices.

From starting out as a bootstrapped company with ₹30 lakh, Ninjacart recently raised \$30 million in a Series B round in December 2018. The startup's total tally since its inception in 2015 is \$49.5 million.

The Bengaluru-based startup reported a revenue of approximately ₹60 crore last year from operations in three cities—Bengaluru, Chennai and Hyderabad—with 4,000 retailers on board. Ninjacart aims to expand to 12 cities by the end of 2019 as well as add new customer segments like the catering industry.

"Ninjacart has been relentless about solving structural issues in India's fruit and vegetables supply chain over three years. The company has reimaged the fresh supply chain," says Subrata Mittal, founding partner of Accel Partners, India, which has invested in Ninjacart. "The team's ability to solve hard problems, strong execution capability backed by technology and process, have contributed to its success."

—PRANIT SARDA



Ninjacart's Ashutosh Vikram (left) and Kartheeswaran KK ensure farmers get a fair price

WATCH OUT FOR

NIDHI PANT | 26

SWAPNIL KOKATE | 29

Co-founders, S4S Technologies (Science for Society) |



Nidhi Pant and Swapnil Kokate along with Vaibhav Tidke, 32, CEO, Ganesh Bhare, 33, Tushar Gaware, 35, Shital Somani, 31, Ashwin Pawade, 31, co-founded S4S Technologies in 2013. They sell their patented Solar Conduction Dryer technology to dehydrate fruits and vegetables (which reduces wastage and increases shelf life) to farmers and use it to process food themselves. S4S also trains farmers, mostly women, to use its dryers.

MAITREYI HEGDE | 26

ANVITHA PRASHANT | 24

Co-founders, Native Circle |

Launched in 2016 by Maitreyi Hegde, Anvitha Prashant, Mahesh Hegde, 38, and Swayamprabha Mahesh, 30, Native Circle helps farmers in the entire organic farming chain. The startup forms clusters where it conducts workshops and trains farmers. It has been working in Karnataka and is active in Maharashtra and Andhra Pradesh. The produce of each cluster is supplied at B2B and B2C levels. It is also made available on ecommerce websites, as well as the organisation's website.



Maitreyi Hegde



Anvitha Prashant



Diptej Vernekar has moved beyond drawings to work with multiple mediums

THE RESTLESS ARTIST

DIptej VERNEKAR

27

Artist



In the small Goan village of Kumbharjuva, where he was born in 1991, Diptej Vernekar grew up amid carnivals and floats that fascinated him. The son of a carpenter, he was most attracted by the mechanical movements that would be incorporated within the float decorations.

What fascinates Vernekar today—after having completed his bachelor’s degree from the Goa College of Art and his master’s degree in fine art from the Sarojini Naidu School of Arts and Communication, under University of Hyderabad—is “how human conditions are reflected in architectural history”, he says. Starting out with portraiture during his undergraduate studies, Vernekar has moved beyond the drawings, to

the many layers that lie beneath it, and uses multiple media such as paintings, videos and installations. The sound and video projections that are included in his works continue to employ the kinetic mechanisms that he would employ as a teenager to decorate the village floats.

Vernekar has been part of several art exhibitions around the country, including the Serendipity Arts Festival in 2017, and has picked up awards and recognition along the way. “Moving between performance, installation, moving image, and painting, there is an infectious restlessness to [Vernekar’s] work. It is this restlessness that forces a viewer to attend to the urgent issues conveyed in Diptej’s art, especially the ecological concerns that underlie much of his output,” says Mortimer Chatterjee, co-founder of the Chatterjee & Lal art gallery in Mumbai, and a jury member of the Inlaks Foundation, which bestowed Vernekar with the Inlaks Fine Art Award of 2017.

—JASODHARA BANERJEE

WATCH OUT FOR

AYESHA SINGH

27

Artist



Ayesha Singh graduated from the Slade School of Fine Art, University College of London, and got her master’s degree in sculpture from School of the Art Institute of Chicago. Through photography, drawing, video and installation, Singh questions how architecture defines our identities in a delightful and analytical manner.

●● CATEGORY COORDINATORS: Jasodhara Banerjee

EXPERT: Kishore Singh, head of exhibitions and publications, DAG



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ONE-STOP SHOPPING SOLUTION

KESHAV PRAWASI | 28

NITIN BABEL | 28

SHISHIR MODI | 29

Co-founders, Niki.ai | 

In April 2015, four friends and graduates from IIT-Kharagpur launched Niki.ai, a chatbot that is also a virtual shopping assistant for customers. Keshav Prawasi, 28, Nitin Babel, 28, Shishir Modi, 29, and Sachin Jaiswal, 30, decided to tap into the ecommerce space by creating an application that was a one-stop solution for a number of different services and making online transactions faster and more convenient. “If one could take care of all the important payments and bookings

using a simple interface, where every service is availed through conversations—the medium users are most familiar with—the experience can enable millions to do online payments,” says Babel.

The application works on a channel-partnership model—taking orders from customers to buy products or services through conversational artificial intelligence—and then passing them on to their partner companies (like Amazon, Oyo, BookMyShow, Ola, Uber, redBus) for fulfilment. “For every order generated, Niki.ai earns a commission from the partners and a convenience fee from the customers. The company recently reported turning profitable for all transactions starting October 2018, after launching its voice-command feature in Hindi,” says Modi. Its revenue last year was ₹70 lakh and is expected to be ₹5 crore this financial year.

Niki.ai has tied up with over 75 brands and has more than 3 million active users. In the fintech space, it has partners like HDFC Bank, Epay Later, Oxigen Wallet, Yes Bank and PayPal. Niki.ai will also be available in other regional languages like Tamil, Telugu, Kannada, Malayalam, Bengali and Marathi by end of this year.

So far, Niki.ai has received \$4 million in funding. Some of its investors include Ronnie Screwvala’s Unilazer Ventures, Ratan Tata and Haresh Chawla of private equity firm True North. “In our country, where language and interface still pose two major challenges in the adoption of ecommerce or online payments, Niki.ai has a huge potential to be a wholesome payments solution for individuals and households alike with its user-friendly interface and voice capabilities in multiple regional languages,” says Screwvala.

—NAINI THAKER



Nitin Babel (left), Keshav Prawasi (centre) and Shishir Modi launched Niki.ai in 2015




(From left) Pranay Surana and Tushar Saxena, co-founders, Flyrobe, are passionate about India's sharing economy

RENT A LEHENGA

PRANAY SURANA | 28

TUSHAR SAXENA | 26

Co-founders, *Flyrobe* 

Going to a wedding? You can now rent a lehenga instead of selling an arm and a leg to buy it. Flyrobe, India's largest fashion rental service, was founded in September 2015 by IIT-Bombay graduates Pranay Surana, Tushar Saxena and Shreya Mishra (who missed our age cut-off by three months). Passionate about India's sharing economy, the trio realised that fashion as a sector lent

itself well to it. No better place to launch this company than a country that saves up for and loves lavish wedding days.

The Flyrobe app—plus six stores set up across Mumbai, Delhi, Bengaluru and Pune since 2017—targets people who tend to buy expensive clothes for special occasions, but hardly wear them later. “Initially, we started off with western wear but later realised that ethnic wear is more in demand. We scrapped that business and started afresh,” says Surana.

The founders claim to have clocked an approximate revenue of \$2 million

last year, which they expect will increase three-fold in 2019. Almost 65 percent of their business is generated online and rest from brick-and-mortar stores. The company has raised \$11 million from Sequoia Capital, IDG Ventures, GREE Ventures, and several angel investors.

Nikhil Kapur, principal, GREE Ventures says, “My personal thesis was that Indians prefer upgrading to a better designer by renting rather than buying a one-off-use-case outfit from a cheaper brand. It will take time (and money) to mould the consumer behaviour, but once someone has rented, they usually don't go back to buying on special occasions.”

— NAANDIKA TRIPATHI

●● CATEGORY COORDINATORS: Naini Thaker and Naandika Tripathi

EXPERTS: Deep Kalra, founder, MakeMyTrip; Anand Lunia, founding partner, India Quotient

ADITI TALANG



BEYOND SWINGS AND SLIDES

ADITI AGRAWAL

29

ANJALI MENON

28

Co-founders, Gudgudee



While working on their classroom project “Design for Special Needs” at the National Institute of Design, Aditi Agrawal, 29, and Anjali Menon, 28, visited the Blind People’s Association (BPA) for research. They noticed that children with visual impairment and other disabilities remained confined to their classroom and did not go outdoors because of the social stigma and lack of safe equipment in play areas. That is when the idea of designing an inclusive play area struck them. The duo bagged the iF Concept

Design Award in Hamburg for their design at the BPA campus in 2011.

The award set the course for their work, and in 2014, Gudgudee, the only studio in India that designs inclusive playspaces, was set up.

Beyond metals and plastics, the designers have innovated with local materials and context, integrating elements such as bottle caps, xylophones and bells for sensory stimulation.

Working with top builders, schools and NGOs in Mumbai, Bengaluru, and NCR, the duo has developed a range of 50 products and is striving to mainstream the idea of inclusive play spaces through design. They’ve brought in perspectives of occupational therapists, child physiologists, researchers and teachers, among others, to make their designs more relevant.

In 2018, the designers were invited to collaborate with Child Friendly Smart Cities (CFSC), an initiative of the National Institute of Urban Affairs, to prepare a ‘how-to’ guide for Indian cities and provide ideas for the more sensitive design of parks and playspaces.

“Both Aditi and Anjali have loads of energy and knowledge related to play areas. We were particularly impressed by their designs of playspaces that were sensitive to all ages of children as well as to children with special needs,” says Kanak Tiwari, CFSC chair and team lead.

Converging these synergies, CFSC plans to continue its association with Gudgudee as knowledge partner for the upcoming ‘International Play Conference’, scheduled to take place later this year.

—BENU JOSHI ROUTH



Gudgudee’s co-founders Aditi Agrawal (left) and Anjali Menon at a play area designed by them in Bandra-Kurla Complex, Mumbai



Ninaad Kulkarni's three-minute film *KCLOC* has won many laurels

TIMELESS FRAMES

NINAAD KULKARNI 27
3D Artist, Animation Filmmaker

Ninaad Kulkarni was fascinated with the concept of time. It slowed down at the National Institute of Design, Ahmedabad, where he was studying animation film production (2010-2014), but raced ahead at the School of Visual Arts (SVA) in New York, where he moved for an MFA in Computer Art (2015-2017). "If time was personified I was always running behind," says the animation filmmaker from Mumbai.

His investigation into the plurality of time culminated in his three-minute graduation film *KCLOC* (an anagram of clock), a 3D animated documentary, where he captures its varied perceptions.

The actors in the film are ten meticulously designed CGI characters, from all walks of life, in a variety of real-world settings, responding to a single question: "What does time mean to you?". He used a variety of timekeeping devices as faces of his characters.

In 2017, Kulkarni won the Best Student Documentary Film at Raw Science Film Festival, California, and was a semi-finalist

at the 44th Student Oscars, while in 2018, he won a raft of awards, including Red-Dot, the AT&T Film Award for animated short, and the Scinema award, Australia. *KCLOC* has been screened at 120 film festivals across the globe, but the invitation to showcase it at The Museum of Modern Art, New York, by Kathy Brew, the guest curator, is what he considers most special.

"The film is a fresh insight into the meaning of time and its relative impact on an individual's perception. The personification of characters expertly amplified the feelings conveyed through the audio transcripts with beautifully rendered 3D/2D/live-action design," says Terrence Masson, chair of the MFA Computer Art department at SVA and Kulkarni's instructor. "To stand out in a place like SVA was not just about creating great art... he was always proactive, helping others and pushing himself harder to create new opportunities after graduation."

There was a time when the aspiring leg-spinner was caught between his two passions—cricket and art. Today, he has no regrets.

—BENU JOSHI ROUTH

●● CATEGORY COORDINATOR: Benu Joshi Routh

EXPERTS: Sajith Ansar, CEO and founder of Idea Spice; Rooshad Shroff, architect

WATCH OUT FOR

ANANYA KHAITAN 24
Graphic Designer



The NID graduate feels compelled to use his skillset to amplify urgent issues, be it sex abuse, privacy protection, drug addiction or mental health. His work has been lauded at design conferences, and awarded some of the highest honours. He is the only designer consulted by the Supreme Court's committee on design guidelines for privacy policy documents for its efforts to improve data protection. He has been invited to the 2019 International Conference on Typography and Visual Communication, at Patras, Greece.

NIRUPA RAO 28
Botanical Illustrator



Named a National Geographic Young Explorer in 2017, she is one of a handful of Indian botanical illustrators. An INK fellow, she is reviving a historically significant field to correct inadequacies in photography and to address 'Plant Blindness', a phenomenon by which urbanisation alienates us from our natural surroundings. Through hours of detailing, she tackles an underrated subject. Her first book, *Pillars of Life*, with 80 illustrations of trees native to the Western Ghats rainforests, has been authored by botanists Divya Mudappa and Shankar Raman.



Despite selling at 2.5 times the price of a regular sanitary napkin, Tanvi Johri's Carmesi has clocked 70,000 customers



PAD WOMAN

TANVI JOHRI

27

Co-founder & CEO, Carmesi



ADITI TAILANG

Tanvi Johri, a chemistry honours graduate from Hindu College, New Delhi, got the idea to sell natural and biodegradable sanitary pads, after having suffered a persistent personal issue. For years, she suffered from rashes, but did not take the problem seriously.

“As a woman you’re taught if it’s on the face, then go to a doctor,” says Johri.

During her work stint between 2015 and 2016, first with a travel portal and then with a hyper-local marketplace, she started reading up on why sanitary pads caused rashes. “Almost all sanitary pads are made from synthetic components, including plastic, which puts a woman’s body at risk of infections, allergies and rashes,” says Johri, who was born and brought up in Mathura, Uttar Pradesh. The other issue was functional—the disposal of sanitary pads for which women carry tissue papers and newspapers.

In January 2017, Johri launched Elize, a synthetic-yet-softer brand of sanitary pads. A pack of 30, each of which came

with a disposal bag, was priced at ₹1,299. Eleven months later and after having individually spoken to 4,000 customers, Johri rebranded it to Carmesi, which means crimson in Spanish. These sanitary pads are made from bamboo fibre and corn starch. A pack of 30 costs ₹749 which is about 2 to 2.5 times the cost of regular sanitary pads. But that hasn’t deterred its 70,000-odd customers. “Close to 40 percent of my sales come from Tier II cities,” claims Johri.

Johri has raised about \$500,000 in angel funding from a slew of investors, including Sunil Kalra. “I’m impressed with Tanvi’s grit and never-say-die attitude,” says Kalra. “She will inspire many women to follow her path of entrepreneurship.”

—ANSHUL DHAMIJA



MILKING IT

SAGAR YARNALKAR | 29

ANURAG GUPTA | 28

CEO; COO, *DailyNinja* →

At a time when hyperlocal delivery startups such as Grofers and PepperTap were on a roll and BigBasket was stepping up its game in India, Sagar Yarnalkar and Anurag Gupta launched DailyNinja, a subscription-based milk and grocery delivery startup, in May 2015. The startup taps into a city's network of milkmen to deliver goods early morning.

"If you order from grocery startups, you have to select a slot for delivery and be at home to receive it. The milk vendor-based system is frictionless because they know your house and will leave the order outside every morning without fail," says Yarnalkar, who previously worked with Gupta at Aspire Technologies.

DailyNinja operates in six cities, including Bengaluru, Hyderabad, Mumbai and Pune, servicing 52,000 orders a day, with an average basket size of ₹60-65. It has raised about \$8 million from Sequoia Capital, Matrix Partners and Saama Capital. The company, which takes a commission from its partner stores and milk companies, makes about ₹35 lakh a month.

Deploying milkmen has its advantages, says Yarnalkar. First, they have a captive customer base. And second, DailyNinja saves on delivery expenses by paying only ₹1.5 per order to them (in addition to the usual commission for delivering milk).

"They are using an existing and proven delivery network, and manage to reach every household at a fixed time. They can potentially up-sell bread, butter, eggs, etc, based on this network. There is a convenience aspect because of this predictability and the entire process is cashless," says Rutvik Doshi, managing director at Inventus Capital India.

The startup competes with the likes of Milkbasket and Doodhwala among others. The likes of Swiggy and BigBasket are entering this segment too, but Yarnalkar says DailyNinja is up for the challenge.

—SAYAN CHAKRABORTY



Anurag Gupta (left) and Sagar Yarnalkar have tapped into the network of milkmen in cities

NISHANT RATNAKAR FOR FORBES INDIA

●● **CATEGORY COORDINATORS:** Anshul Dhamija and Sayan Chakraborty

EXPERTS: Ranu Vohra, managing director and CEO, Avendus Capital; Ash Lilani, managing partner, Saama Capital



DIGITAL DIVA

PRAJAKTA KOLI | 25

YouTuber



Dressed in a green saree in -3 °C in New York City, Prajakta Koli went numb on seeing the United Nations (UN) headquarters last November. It was only after she entered the building and saw flags of various countries lined on both sides that she experienced a gush of emotions. “It was the first time I touched the Indian flag. That gave me goosebumps,” says the resident of Thane, Mumbai.

Koli was the only Indian among 50 digital creators worldwide who were part of Creators of Change, a YouTube initiative. She composed and shot a song, No Offence, condemning hate speech, which was among the four shortlisted and screened at the UN headquarters in 2018. It has garnered over 11 million views so far.

A bachelor of mass media (BMM) graduate from Mulund’s Kelkar College, Koli is the creator of MostlySane, a YouTube channel that has 32 million-plus subscribers. Her popularity has seen her collaborate with actors like Ayushmann Khurrana, Kajol, Nawazuddin Siddiqui, and singer-composer Badshah.

“The adulation that I get means the world to me. But I have also consciously become more responsible because of the pressure,” says Koli.

A performer who loved the stage, Koli wanted to become a radio jockey (RJ) since she was in class VI. She eventually worked as an RJ-cum-production assistant with a radio station, but quit after a year as her expectations did not match the reality: Like recording late-night shows in afternoons.

She uploaded her first YouTube video, Types of Singles, on Valentine’s Day in 2015. Koli has not looked back since. She posts three videos a week, taking inspiration from life and her experiences. “Prajakta is the most hardworking girl I know. She is not only intelligent but also super funny. She has come a long way at such a young age,” says rapper Badshah.

If numbers tell a story, Koli’s is surreal.

—KUNAL PURANDARE



Prajakta Koli was the only Indian among 50 digital creators worldwide to be part of YouTube’s Creators of Change initiative



Vijay Deverakonda, protagonist of the Telugu blockbuster film, *Arjun Reddy*



A STAR EVOLVES

VIJAY DEVERAKONDA 29

Actor



Vijay Deverakonda had a sheltered life at the boarding school in Puttaparthi, Andhra Pradesh, where he studied till he was 15. When he returned to his hometown in Hyderabad, he experienced a culture shock. Among other things, he found it troublesome to change buses and complete a 40-minute commute to college. “I felt nauseous,” he admits.

He didn’t find the curriculum challenging either. So, he opted for tuitions at home and spent his time watching movies. This annoyed his father who called it a waste of time.

Deverakonda then started doing theatre “to do something productive” and began liking it. He also auditioned for films while completing his graduation in commerce. “But I still haven’t collected my mark sheet. I am scared,” he reveals.

Deverakonda made his film debut with *Nuvvila* (Telugu, 2011), and followed it up with a cameo in *Life Is Beautiful* (2012) and a supporting role in *Yevade Subramanyam* (2015), both in the same language. The positive response to *Pelli Choopulu* (Telugu, 2016) meant that he had found his calling as an actor. “This [acting] is what excites me and keeps me on my toes. As long as that happens, this is what I will do,” says Deverakonda. The blockbuster success of *Arjun Reddy* (2018) elevated his stature as a rising star of cinema. “He’s a

smart actor. He understands the character and gives what is required. He’ll soon be one of the superstars in India,” says *Arjun Reddy* director Sandeep Vanga.

The actor puts a lot of thought into his performances. “Spontaneity comes from being prepared. It’s a bonus,” says Deverakonda. He believes that the adulation that he gets is an acknowledgement of his work. “It’s empowering because success means you can do things on your own terms.” Deverakonda now wants to push his limits. He has already set up his production house and his first film as producer releases in 2019. Amid all the hype, he strives to remain grounded. “Keeping sane is a conscious thing,” he says.

—KUNAL PURANDARE

MADHU KAPARATHI; LOCATION: COURTESY: THE MOONSHINE PROJECT, JUBILEE HILLS, HYDERABAD
OUTFITS BY: THE COLLECTIVE & VARUN CHAKKILAM; SHOES BY: STEVE MADDEN; WATCH: ETHOS, HYDERABAD
STYLING BY: HARMANN KAUR



SOULFUL SUPERSTAR

MEGHNA MISHRA | 17

Singer



The title of the film with which she made her playback singing debut in Bollywood could well apply to her. Meghna Mishra won several hearts with her soulful renditions in *Secret Superstar* (2017), which was produced by Aamir

Khan and wife Kiran Rao. The then-16-year-old sung five of the eight songs in the film, but two—‘*Nachdi Phira*’ and ‘*Main Kaun Hoon*’—became popular, amassing 19 million-plus views on YouTube.

Though her family hails from Ghazipur in Uttar Pradesh, Mishra was born and brought up in Mumbai. Music has been an integral part of her life since childhood. Her father is a classical music teacher and her mentor too. Prior to *Secret Superstar*, Mishra had sung two songs for the Marathi

film *Vitti Dandu* (2014). The former, however, brought her instant recognition. “I was awestruck when I got to know that I was chosen as a playback singer for Aamir Sir’s movie. It was like a dream come true,” says Mishra, who draws inspiration from legends like Lata Mangeshkar, Asha Bhosle and Mohammed Rafi.

Such was the impact of her songs that the teenager bagged a raft of awards in 2018, including Filmfare and IIFA. Her YouTube channel has more than 5.3K subscribers.

Amit Trivedi, who was the music director of *Secret Superstar*, says. “Meghna has a beautiful voice. I liked her tonality and her voice also fits that of the protagonist in the film.”

Mishra now performs solo at events and with Trivedi too. But playback singing hasn’t taken a backseat. She has sung two songs for the Bengali movie *Tritiyo Adhyay*, scheduled to release this year.

—NAANDIKA TRIPATHI



Meghna Mishra's YouTube channel has received 19 million-plus views

WATCH OUT FOR

BHUVAN BAM | 24

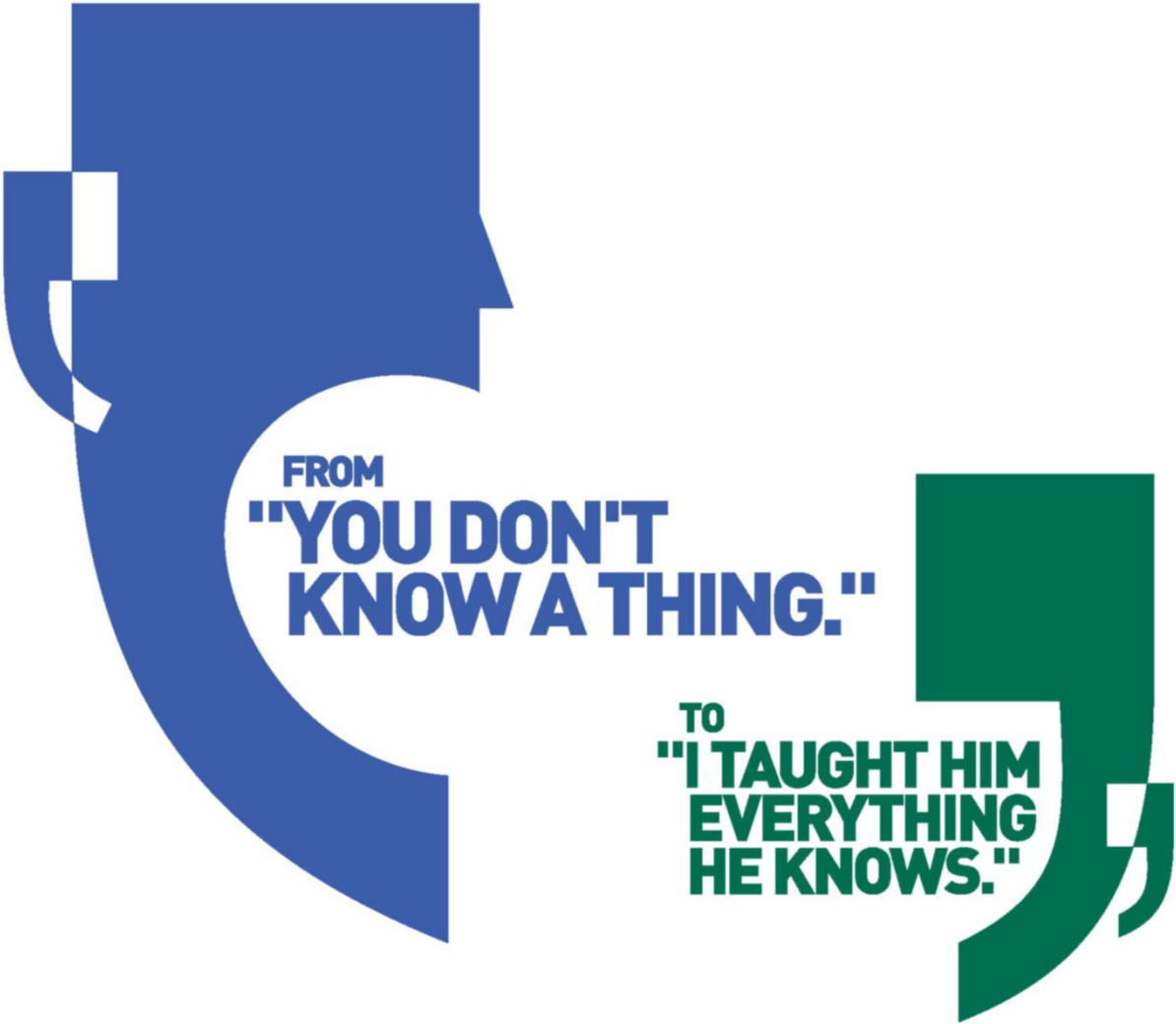
YouTuber



He holds the distinction of being the first Indian YouTuber to cross 10 million subscribers. Bhuvan Bam’s ‘BB Ki Vines’ channel features content revolving around relatable middle-class characters. He also pursues his love for singing and has even produced and acted in a short film, *Plus Minus*.

●● **CATEGORY COORDINATORS:** Kunal Purandare and Neeraj Gangal

EXPERTS: Ram Madhvani, filmmaker; Ravish Kumar, head-regional TV network, Viacom18



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GLOBALLY FASHIONABLE



Designer sister duo Tina (behind the table) and Nikita Sutradhar at their studio in Mumbai

TINA SUTRADHAR 29

NIKITA SUTRADHAR 27

Co-founders, Miuniku

Winning the Moët Hennessy Louis Vuitton Prize for Young Designers in May 2014 gave Tina (29) and Nikita (27) Sutradhar, the London College of fashion graduates, a headstart into the international fashion arena. Putting their newly-acquired skills to test, they had created a collection on the theme of ‘The Mundane Things’ by abstracting objects used in household chores. The collection won a special jury prize of €100,000, along with a one-year mentoring programme with Sophie Brocart, CEO, Jean Patou.

Earlier, in 2013, the girls had also received the Fashion Innovation Award at London College of Fashion and the ISKO Denim Diffusion Award. The prestigious awards helped the sisters launch their label Miuniku in late 2014, retailing out of stores worldwide, such as Le Bon Marché in Paris.

ADITI TALANG

Previously sharing space with the world’s best labels at department stores and boutiques in New York, Los Angeles, Milan, Paris, Riyadh, and Shanghai, their creations are now available through their website and Instagram account. The brand also started a consultancy in 2018, which offers production and design services to emerging designers.

Using wool, silks, cotton, satins, crepes and viscose, the sisters have designed six collections so far. The silhouettes are a mix of oversized for outerwear, and fitted for dresses and separates. Their cuts are minimal to allow them to experiment with colour blocking, using primary colours for accents.

Bandana Tewari, journalist and activist, has followed Miuniku’s journey, and says, “Sisters Nikita and Tina have a unique signature—geometry and structure of post-modernism that renders their designs relevant for women who are not trapped in the past. There is no unnecessary strut and pomp of glamour; instead a quiet celebration of women who march to their own beat.”

—BENU JOSHI ROUTH

WATCH OUT FOR

MOHAMMED MAZHAR 29

Founder, Mohammed Mazhar



Based out of Saharanpur in Uttar Pradesh, Mazhar launched his collection, called Dhobighat, at the 2018 Lakme Fashion Week under the Skill India and the National Employment Scheme. As part of his label’s ideology, he collaborates with communities of tradesmen and craftsmen for each of his collections, to support Indian artisans.



Kanika Goyal's designs are a blend of contrasts

DRAMATICALLY UNDERSTATED

KANIKA GOYAL

29

Founder, Kanika Goyal Label



Kanika Goyal does not have a godfather in the fashion industry. In fact, the Delhi-based designer was the first in her 17-member joint family to break out of conventional career choices. For her, it was always about getting out of her comfort zone, not hesitating to seek opportunities, and working hard to succeed. Graduating in accessory design from the National Institute of Fashion Technology (NIFT) in Delhi, she fine-tuned her training in garments and couture at the Parsons

School of Design in New York.

Goyal launched the Kanika Goyal Label in 2014 and her first collection was out in October the same year. Since then, several Bollywood A-listers, including Deepika Padukone, Alia Bhatt and Anushka Sharma, have made appearances in her creations. She calls her work “provocative minimalism”, which, according to her, is using maximum patterns for minimalistic appeal. “It’s basically getting calm and chaos together. Using both heavy and light fabrics, and contrasting prints, to give depth and perspective. Opposite elements always lend themselves to a dramatic, yet harmonious appeal,” she says.

Leading a team of 15, Goyal’s label includes womenswear, menswear

and a diffusion line. She ventured into leather accessories in 2018 and will soon launch her signature line of couture. Currently retailing through 12 stores in India, three in the UAE and her website, the designer is looking to venture into the US market this year, apart from select ecommerce portals.

She has collaborated with brands like Adidas Originals, SmartWater and Absolut in the past, a strategy she hopes to continue in 2019, before approaching investors.

New York-based fashion designer Bibhu Mohapatra, who had offered Goyal an internship while she was at Parsons, believes that her sensibility melds street with high fashion in a unique way. “Kanika was always hardworking and diligent, but her impeccable taste in design makes it clear that she is going to be a beautiful success story,” he says.

—DIVYA J SHEKHAR

AMIT VERMA

●● CATEGORY COORDINATORS: Benu Joshi Routh and Divya J Shekhar

EXPERTS: Suneeet Varma, fashion designer; Maithili Ahluwalia, founder, Bungalow 8

THE THEME OF THINGS

VASANTH KAMATH

27

ANUGRAH SHRIVASTAVA

28

ROHAN GUPTA

28

CEO; founders, smallcase



In end-March 2015, Vasant Kamath was feeling restless—he had quit research firm Tracxn with the aim to create a finance product—when he called his friend from IIT Kharagpur Anugrah Shrivastava. Shrivastava was then creating thematic products for institutional investors at Nomura.

Keen to work on their own, Kamath and Shrivastava connected with another IITian friend, Rohan Gupta, a tech expert at Goldman Sachs India. In July 2016, the trio launched smallcase, a platform that offers investors the option of creating, or investing in, theme-based portfolios of stocks or exchange-traded funds.

Some of its earliest themes were GST, affordable housing and digital India—at a time when there were few options in the industry, such as consumption and natural resources. The most popular themes now are all-weather, smart beta, bargain buys and brand value. The Bengaluru-based company, which employs 51 people, has created over 60 portfolios itself, and its users have created about 50,000.

“smallcase is an inbuilt tool that encourages investors towards diversification and thinking portfolios rather than just stocks,” says Ravi Varanasi, chief business development officer at the National Stock Exchange of India.

smallcase has broking platform Zerodha, Axis Capital, HDFC Securities and Edelweiss Securities as partners and over 2.4 lakh active customers. The company earns revenues through fees of around ₹100 whenever a user invests in a portfolio, but not each time they buy or sell stocks. Revenues for FY18 touched ₹1.6 crore, a fivefold jump from FY17.

smallcase has raised ₹55.5 crore from Sequoia Capital India, Blume Ventures, Straddle Capital and other institutional investors through three rounds of funding. “We are expanding to 10 brokerage firms [from four] by March and will also tap advisors,” says CEO Kamath.

—SALIL PANCHAL



From left: Rohan Gupta, Vasanth Kamath and Anugrah Shrivastava's smallcase helps people invest in theme-based portfolios



Nikhil Baheti spearheaded three of Therapiva's acquisitions in 2018

THE MONEY MINDER

NIKHIL BAHETI 29

CFO, Therapiva

Serendipity works. At least that is what Nikhil Baheti's career graph seems to indicate. Baheti, who hails from the small village of Janwal in Maharashtra, had several credits to his name early in life. This "youngest and shortest" boy completed class 10 at age 13; became the head boy of his Hindi-medium local school in Hyderabad and then learnt English in college.

After clearing his CA examination at age 22, he joined PNS Chartered Accountancy and worked with clients such as Mylan and Moltex Energy. It is here that he was introduced

to agri-warehouse company OSR Infra, a PNS client.

Baheti joined OSR Infra in 2014, helping it expand its agri-warehousing business fivefold from two lakh square feet in 2014, facilitating necessary bank loans for the company, and liaising with government agencies and regulators.

"At OSR, I realised that when one is facing a problem, if you stand tall to fight it, a solution will be found," Baheti says.

The company's managing director Vamsi Maddipatla—who was keen to revive a novelty drugs discovery firm Laxai Life Sciences—wanted Baheti to join him, which he did in April 2017 as a director. A year later, Baheti joined pharma company Therapiva, a joint venture between Omnicare India (owned by UAE-based billionaire BR Shetty) and Laxai Life Sciences.

Baheti—who continues to work with Laxai as a director—spearheaded three of Therapiva's acquisitions in 2018, including Dr Reddy's Laboratories' active pharmaceutical ingredient (API) manufacturing unit at Jeedimetla (a suburb of Hyderabad).

Therapiva manufactures 30 APIs and intermediates, has expanded into electronic chemicals, and hopes to touch revenues of ₹1,000 crore in FY2020.

"At OSR, Baheti showed immense maturity through calmness in pursuing goals or restoring projects which might have been moving slow," says BS Sharma, an OSR advisor and former officer on special duty, power department of the Uttarakhnad government. All vital leadership skills that will hold Baheti in good stead for future endeavours.

—SALIL PANCHAL

●● **CATEGORY COORDINATORS:** Sailil Panchal and Manu Balachandran

EXPERTS: Ajay Srinivasan, CEO, Aditya Birla Capital Ltd; Ajay Ramasubramaniam, director, Zone Startups India



WOK THE TALK

AAYUSH AGRAWAL | 29

Managing Director,
Wok Express



Ayush Agrawal always wanted to be in the food business. He set up the CakeBred bakery in 2014, but sold it soon after as it wasn't lucrative enough. For his next run, he picked Chinese food. The idea for Wok Express was to start a pan-India brand that bridged the gap between Chinese street food and fine dining. From four outlets in 2015, the year it launched, the company now has 32, with two in Pune and the rest in Mumbai.

Wok Express uses premium ingredients but keeps prices low by buying in bulk from the vendors. One of its most popular offerings is 'Make your own Wok' through which customers can create a Chinese meal bowl with the Subway concept of picking your own ingredients; it accounts for nearly 50 percent of the business. The menu also has set meal bowls, Agrawal says, to guide new customers. There are also Value Woks at an entry-level price of ₹55, providing a complete meal.

"Today, a lot of young ones are getting into the hospitality business. The idea is to create a good product, identify the market, and what it really needs, and if you can fill a gap and hit people's hard chakra, with the right price, hygienic

food and quirky branding, you can attract millennials and other target [audiences] in India," says Vicky Ratnani, culinary director, Gourmet Investments Private Limited, and founder of Hello Green.

Wok Express closed FY18 with a revenue of ₹14.67 crore and is at a current run rate to close FY19 at ₹40 crore.

Convenience in the dine-in and delivery experiences is another core factor for Wok Express. "We don't expect people to wait for food; we only cater to a 3-5 km radius. So, opening more restaurants is key to serving more customers," says Agrawal, who plans to open 270 outlets across India in five years with a ₹100-150 crore investment.

—RUCHIKA SHAH



Aayush Agrawal says opening more restaurants is key to serving more customers



Karyna Bajaj's restaurants serve good food in comfortable ambiances

STEPPING UP TO THE PLATE

KARYNA BAJAJ

25

Executive Director, KA Hospitality



Karyna Bajaj entered the restaurant business at 22, by which time her father, Kishor, had brought global fine-dine Asian-food chains, Hakkasan and Yauatcha, to India. Bajaj, a business and communications graduate with a penchant for food, oriented herself with an intensive internal programme she self-created, spending a month with each of the company's departments. "It taught me about all the troubles and challenges from the ground up," she says.

Soon after, Bajaj looked to break away from her father's fine-dine format. Identifying a gap for good, home-style and affordable Thai food—"which most Indians love"—Bajaj imported Nara from Bangkok to Mumbai's Bandra-Kurla Complex. Nara, with its blue butterfly pea rice, and its 12-layered crepe cake, became an instant hit with the Instagram generation. Nara will soon open its

second outpost, in Colaba, Mumbai.

Bajaj then started another restaurant brand, this time from scratch. Like Nara, CinCin focuses on fun, home-style dining, with "great pasta and wine" at its core. "My friends and I love wine, but we're intimidated by it," she says. "At CinCin, we have an approachable wine programme, with stemless glasses and all wines served by the glass. No other restaurant does that, and our wine sales are great."

In December, CinCin became the only Indian restaurant with its own wine label—CinCin Rosso—created in partnership with Vallone Vineyards, Nashik.

"What Karyna is building are unique restaurants that fill a market gap and bring a lot of originality to the table," says Aditi Dugar, CEO and co-founder of Masque restaurant. "I see a lot of new places trying to emulate what CinCin has done."

"The casual dining format is here to stay. People want great meals, but not always in an environment that dictates how they should act," says Bajaj. "It's gratifying to see Hakkasan and Yauatcha diners also pouring in to Nara and CinCin."

—PANKTI MEHTA KADAKIA

WATCH OUT FOR

ABHAY RANGAN

22

CEO, Goodmylk



Rangan started out as an animal rights activist at 16, and went on to start Goodmylk, a venture to make plant milk affordable in India. Goodmylk retails vegan milk online throughout India, and claims to be the first Indian company to make vegan yogurt. "None of the big players in this segment in India is focusing on products such as cheese or butter," he says. Goodmylk has got seed funding of \$400,000 from Texas-based angel investor Stephen Sturdivant.

NIKITA THAKKAR

28

Founder and CEO, Entisi Chocolatier



London School of Economics graduate-turned-baker Nikita Thakkar set up Entisi Chocolatier in 2017, to enter the premium artisanal chocolates space that is dominated by European players. Entisi sources pure cocoa from Madagascar, Ghana and Indonesia to complement the flavour of each piece: Madagascar's fruity cocoa for cranberry fills and Ghana's nutty cocoa for hazelnut fills. Entisi earned ₹1.2 crore in FY18 and expects to hit ₹1.8 crore in FY19 to break even.

●● CATEGORY COORDINATORS: Ruchika Shah and Pankti Mehta Kadakia

EXPERTS: AD Singh, founder and MD, Olive Group; Ranveer Brar, chef and TV show host; Nikhil Merchant, food writer and restaurant/hospitality consultant



MEDICAL MARVELS

NITESH JANGIR

29

Co-founder, Coeo Labs



As part of the 2013 Stanford-India Biodesign programme—an initiative between the department of biotechnology, government of India, and the Stanford University—electronics engineer Nitesh Jangir developed a medical device that could extract excess fluid from the lungs of tuberculosis and cancer patients.

A year later, as part of an incubator programme, he was sent on observership to a tertiary care hospital in Bengaluru where Jangir saw premature babies

succumb to lung failure before they could be admitted to hospital from primary health care centres (PHCs). The PHCs, mostly located in semi-urban and rural areas, didn't have skilled clinicians, the high-end equipment required, which cost around ₹3 lakh, or access to constant power supply.

Subsequently, Jangir and Nachiket Deval, 31, co-founded Coeo Labs in October 2014, and developed a portable and mechanical medical device known as a CPAP (continuous positive airway pressure) that assists babies in breathing. Jangir says the device, priced at ₹60,000 apiece, is cheap enough for every PHC to own one.

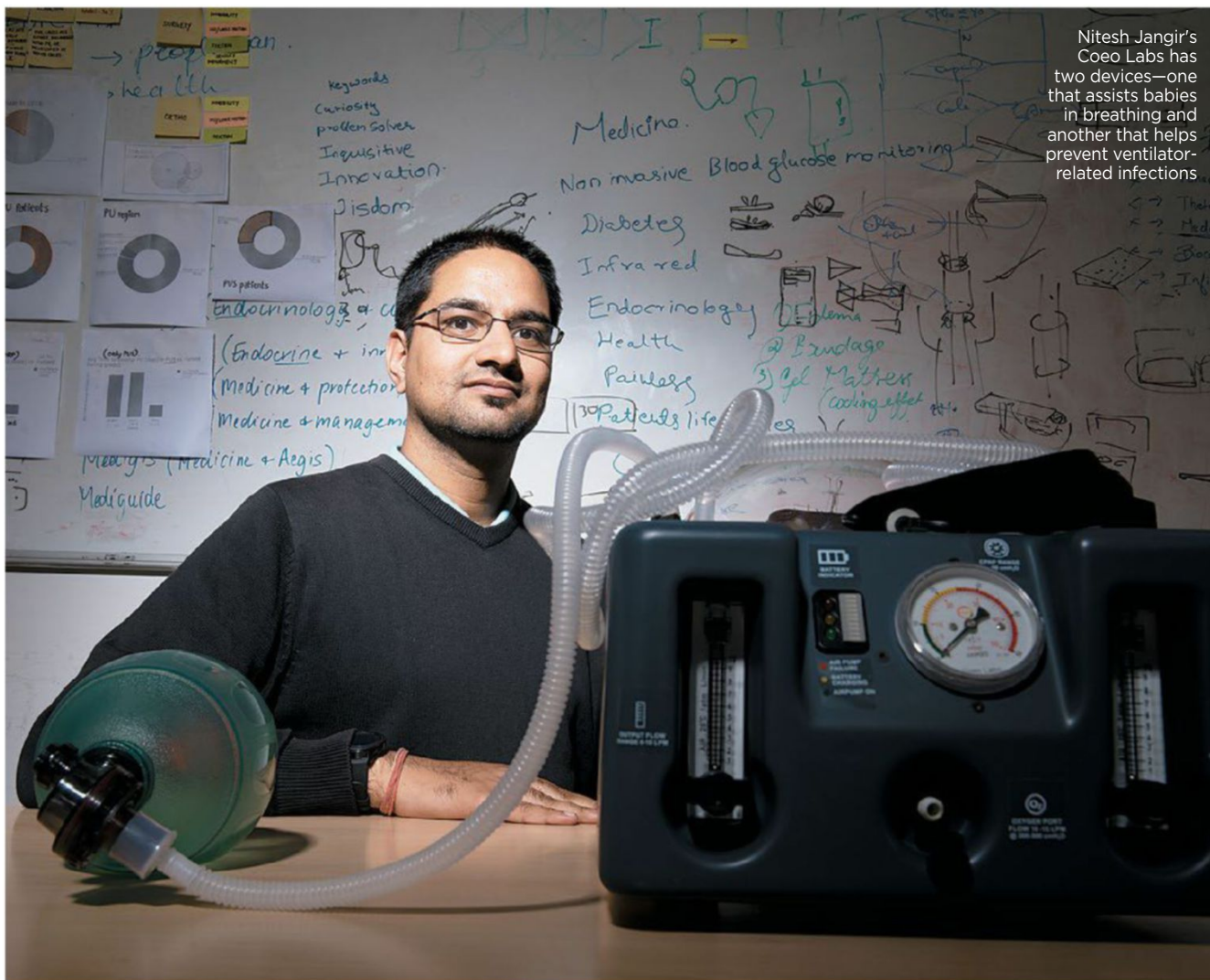
The Bengaluru-based medtech startup

has also developed another device called VAPCare, which helps prevent patients on ventilator from contracting infections. Ventilator-associated pneumonia, according to Jangir, is a common and even life-threatening infection that patients contract while in hospital. The device has been granted a utility patent in India, China as well as the US.

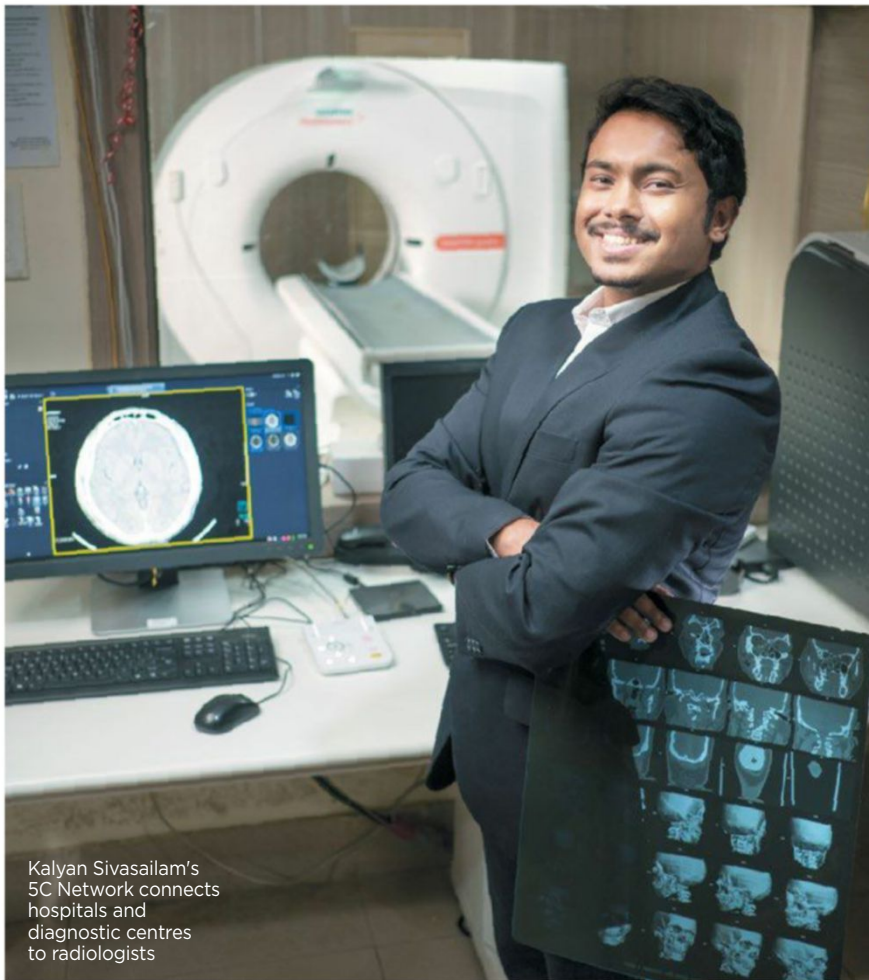
"It [Coeo Labs] has built devices which address [medical] conditions that lead to millions of deaths," says Siraj Dhanani, founder and CEO of InnAccel, a medical device company. "Harvard Medical School is showcasing its works. I'm more jealous than anything else."

Coeo Labs has raised close to \$1 million in funding through grants and equity from the department of biotechnology and InnAccel, respectively.

—ANSHUL DHAMIJA



Nitesh Jangir's Coeo Labs has two devices—one that assists babies in breathing and another that helps prevent ventilator-related infections



Kalyan Sivasailam's 5C Network connects hospitals and diagnostic centres to radiologists

a day which are uploaded on the 5C Network cloud. Radiologists are notified through an app. The average turnaround of a scan is 42 minutes and they are cross-checked by another radiologist.

As tech-enabler, 5C collects a fee from hospitals and radiologists. It earns over ₹3 crore annually and recently raised seed capital from Unitus Ventures, Axilor Ventures, and IIM-Ahmedabad.

“5C’s business is a powerful proposition and has managed to shift power,” says Ganapathy Venugopal, co-founder, and CEO of Axilor Ventures. “The business will help every small clinic, diagnostic centre and small hospital with access to the best of radiologists. In the process, it helps radiologists earn three times what they earn now.”

Sivasailam, meanwhile, has set himself ambitious targets. Over the next year, he wants to increase the number of hospitals and diagnostic centres to 500 and bring 250 radiologists on the platform.

—MANU BALACHANDRAN

WATCH OUT FOR



MANOJ SANKER 27

Co-founder, NemoCare

Manoj Sanker’s medtech startup NemoCare has developed a sensor-based wearable device for newborns. It is made from organic cotton and tracks a range of vital medical parameters to ensure a baby isn’t in distress. It has received grants from the Centre for Healthcare Entrepreneurship-IIT Hyderabad, and the Bill & Melinda Gates Foundation.

UBER FOR RADIOLOGISTS

KALYAN SIVASAILAM 25

Co-founder & CEO, 5C Network

The two-day wait for an MRI report was excruciating when Kalyan Sivasailam’s close friend Syed Ahmed, 48, was admitted to hospital with hypertension in 2015.

“Proper diagnosis is three-fourths of a remedial solution,” says Sivasailam, a computer science engineer from National Institute of Technology, Surathkal, Mangalore, who also has a postgraduate diploma in intellectual property law from National Law School, Bengaluru. “We

realised the importance of radiologists and the need to reduce the time in getting reports when Syed was hospitalised.”

The duo was exploring entrepreneurial opportunities in the health care sector around the same time. A few months later, in February 2016, they started 5C Network, a cloud-based platform that connects about 200 hospitals and diagnostic centres to 100 specialist radiologists for on-demand diagnosis of X-ray, CT and MRI scans.

“There are fewer than 10,000 radiologists in India,” Sivasailam says. “Even then, access to quality radiologists is a concern.” CSI (Church of South India) Hospital in Mysore was the company’s first client in October 2016. Since then, it has been handling over 1,000 scans

●● **CATEGORY COORDINATORS:** Manu Balachandran and Anshul Dhamija

EXPERTS: Dr Harish Pillai, CEO, Aster Hospitals & Clinics, India; Vishal Ball, executive chairman, Asia Healthcare Holdings

KALYAN: NISHANT RATNAKAR FOR FORBES INDIA



KEEP ON TRUCKIN'

PUSHKAR SINGH

28

SUDARSHAN RAVI

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ANKIT PARASHER

28

Founders, LetsTransport



It was 2008, when Pushkar Singh, Sudarshan Ravi and Ankit Parasher were hostel mates at IIT-Kharagpur. But it was only in 2013, when Singh was working for a biscuit manufacturing company that he realised the gap in the trucking segment, and the problems that enterprises face while trying to procure trucks for delivery. In April 2015, the three IITians came together to formally

launch LetsTransport in Bengaluru.

Simply put, LetsTransport wants to be the Uber of logistics, where a customer can see online the availability and charges of trucks, and book one for inter-city deliveries. The platform is available for various sectors, including retail, FMCG and ecommerce. It currently operates in Karnataka, NCR, Maharashtra, Uttar Pradesh, Tamil Nadu, Andhra Pradesh, and Telangana, and works with more than 20,000 truckers.

"We have focussed on serving enterprises from the beginning and are growing in that space. We have positive gross margins and are focusing on our way to profitability while we scale the business," says Parasher.

LetsTransport has investments from Rebright Partners, NB Ventures, GMO

Venture Partners and Mistui Sumitomo Insurance Venture Capital, and has raised a total of \$18.3 million. In 2018, Shanghai-based Fosun International led a round of investments that raised \$12 million along with Berterlsmann India Investments. With this, the company expects to expand to 20 cities this year. In the truck aggregation segment, LetsTransport competes with The Porter, BlackBuck and Rivigo.

"The team has built a robust technology solution addressing the core pain points and the product is ready for growth capital. The current addressable spend of corporates on intra-city logistics needs is over \$3 billion, and growing. With no large organised player in the category, LetsTransport's technology-led asset-light model truly makes it a pioneer and disruptor," says Pankaj Makkar, managing director at Bertelsmann India Investments.

—POOJA SARKAR

Ankit Parasher (left), Pushkar Singh (centre) and Sudarshan Ravi were hostel mates at IIT-Kharagpur





Ankit Garg's direct-to-customer firm Wakefit ships 250 mattresses a day



GOOD NIGHT'S SLEEP

ANKIT GARG

29

Co-founder and CEO, Wakefit



Ankit Garg went shopping for a mattress in 2014. He'd spent the last four years selling foam for Bayer Material Science and realised he knew a lot more about his purchase than the salesman who couldn't even answer basic questions about the density of the foam, its thickness and so on. The salesman was merely trying to make an estimate of his spending power to guide him in his once-in-10-years purchase.

"There is a huge information gap where the buyer doesn't know what he

wants and the salesman tries to sell him a product he thinks he can afford," says Garg. Add to that the commissions paid to the super stockist, distributor and retailer (about 45 percent for all three), and the space was ripe for disruption.

A few months later, Garg partnered with mentor Chaitanya Ramalingegowda, 37, and got down to business with Wakefit, a Bengaluru-headquartered company that would ship mattresses directly to customers and offer lower rates. To get them to trust an unknown brand, he offers a free 100-day trial,

which has a 4 percent return rate. The company offers just two types of mattresses across various sizes. Four years on, Wakefit ships 250 mattresses a day and is on track to clock about ₹90 crore in revenue this financial year.

Garg now plans to make Wakefit a sleep solutions company. It recently launched pillows and a bed, and raised ₹65 crore from Sequoia Capital India. "Channels with slow-moving products have to be incentivised well and Wakefit's direct-to-customer model is what attracted us," says GV Ravishankar, managing director at Sequoia Capital India, whose investment will be used for research and development, and automating parts of their factory.

—SAMAR SRIVASTAVA

● ● **CATEGORY COORDINATORS:** Pooja Sarkar and Samar Srivastava

EXPERTS: Sanjeev Krishan, private equity and deals leader, PwC India; Sudhir Dash, founder, JagaK Consultants

NISHANT RATNAKAR FOR FORBES INDIA



CLEARING THE AIR

RITU MALHOTRA

24

PRATEEK MALHOTRA

28

PRATIK HARDE

29

Co-founders, Eventuate Innovations



Eventuate Innovations, founded in 2016 by Ritu Malhotra, Prateek Malhotra and Pratik Harde, aims to arrest the menace of spitting in public with a portable container called EzySpit. The trio claims it can solidify and disinfect spit in 10 seconds. “We have developed something

that we call a macromolecule pulp using antimicrobial polymer and fragrance, among other things. It’s biodegradable and has been certified by the United States Environmental Protection Agency,” says Malhotra.

She explains the spittoons—available in three sizes; to be carried in pockets, cars, and placed in public spaces—can be used in hospitals to dispose off spit by tuberculosis (TB) and swine flu patients, as well as liquid waste. The Mumbai-based firm claims to have sold five lakh units of the containers since their launch in June 2018 through partnerships with the Nagpur and Indore municipal corporations and Fortis hospitals, among others.

The consequences of public spitting

can be grave; it can make people susceptible to diseases such as swine flu and TB. A 2018 report by the World Health Organization says in 2017, India accounted for 27 percent of the estimated 10 million TB cases worldwide.

“Eventuate is unique as it addresses real-time needs and particularly scores in usability. It is also conscious of environmental impact and is in sync with a global agenda,” says Gayathri Vasudevan, CEO at Labournet, a social enterprise that enables sustainable livelihoods.

The company’s quest to create an impact doesn’t end with EzySpit. In the pipeline is a water cooler, which is frugal in usage of water, consuming about two litres in a day. The product has been developed, and is likely to be launched and have a commercial release in the next few months.

—SAYAN CHAKRABORTY



(From Left) Prateek Malhotra, Ritu Malhotra and Pratik Harde, co-founders of Eventuate Innovations



(From left) Lal10 co-founders Maneet Gohil, Sanchit Govil and Albin Jose pass on 65 percent of the margin they earn to the artisans who manufacture the products

ARMY FOR ARTISANS

MANEET GOHIL | 29

SANCHIT GOVIL | 29

ALBIN JOSE | 27

Co-founders, Lal10 |

Shopping for exorbitant handicraft products in metros makes one wonder if rural artisans who manufacture them earn enough from the high margins that branded labels make from them. Engineering student Maneet Gohil was consumed with the same question in 2014 when he visited the Kala Ghoda Festival in Mumbai where similar products were being sold. Only a few months ago, he had seen the plight of rural

artisans when he visited his family in the remote Pata village of Uttar Pradesh.

This thought was the genesis of Lal10, which aims to connect rural artisans to global retailers. Gohil's friend and colleague from the National Institute of Industrial Engineering Sanchit Govil joined in 2015 while acquaintance Albin Jose came on board in 2016.

Lal10's early business model of selling artisan products online to consumers directly failed to take off. Demand was weak and artisans could not hold on to inventories for long. It has since adopted the approach of providing bulk sales to large retailers and identifying micro-entrepreneurs who are trained for

packaging, quality checking processes and working with the artisans.

Lal10 provides training to 1,200 artisans across eight Indian states, who make wooden, apparel and handloom, lighting and home furnishing and natural fibre products. It has a gross margin of 35 percent (artisans earn the majority 65 percent) and total sales per month are about ₹40 lakh, up seven-fold from 18 months ago. Lal10 has over 300 clients, including Fabindia, Pepperfry, Reliance, Ajojo, Myntra, Zara, House of Anita Dongre and ITC Fortune Hotels.

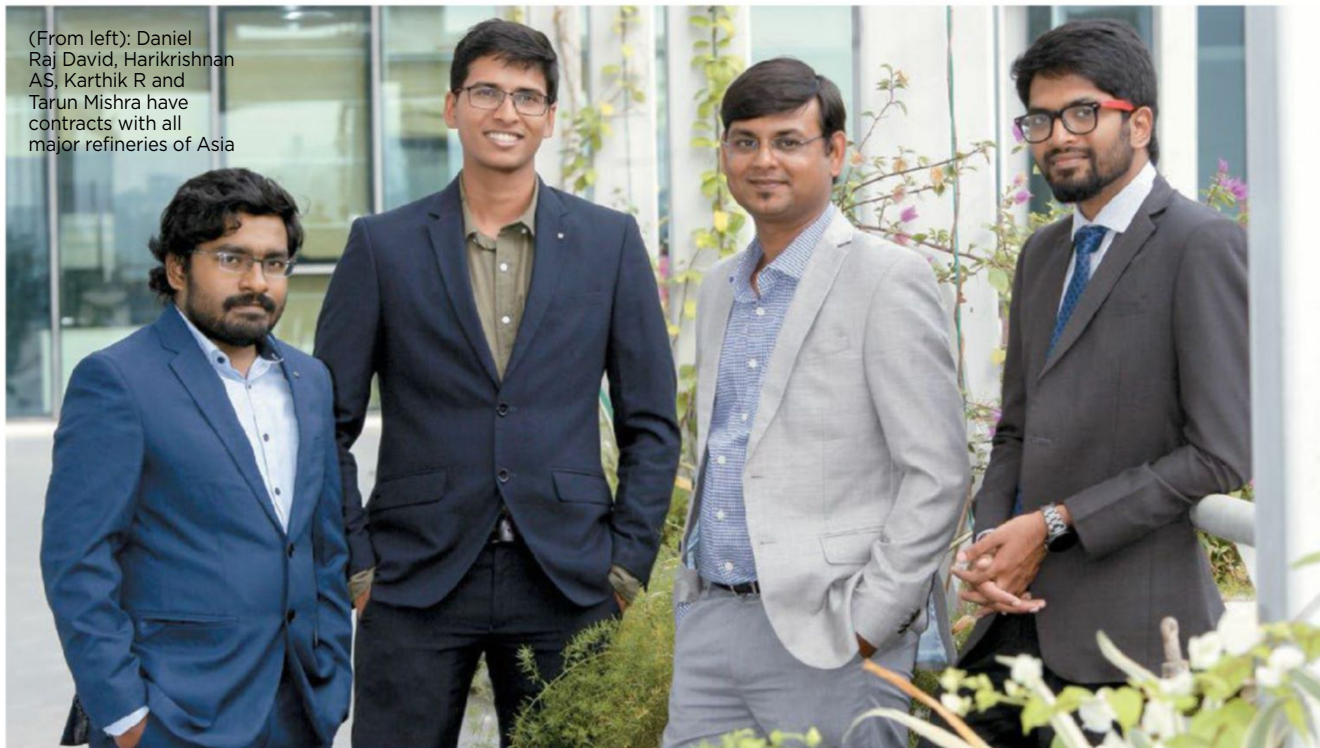
Its mentor and investor Chand Das says, "Lal10 should focus on growing with 15 of its key accounts. Working capital management will become critical for them going ahead."

—SALIL PANCHAL

●● **CATEGORY COORDINATORS:** Sayan Chakraborty and Salil Panchal

EXPERTS: Gayathri Vasudevan, CEO, LabourNet Services; Anshu Gupta, founder director, Goonj

AMIT VERMA



(From left): Daniel Raj David, Harikrishnan AS, Karthik R and Tarun Mishra have contracts with all major refineries of Asia

ON THE WATCH

DANIEL RAJ DAVID | 24

HARIKRISHNAN AS | 24

KARTHIK R | 26

TARUN KUMAR MISHRA | 29

CEO; CTO; CTO; chief strategy officer and co-founders, DeTect Technologies

It all began with trying to create a material that could generate ultrasonic waves at high temperatures to monitor assets, such as pipelines, in the industrial space. IITian Tarun Kumar Mishra, working with professor Krishnan Balasubramanian at IIT-Madras, cracked it. “Professor Krishnan told me the industry had no continuous monitoring technology. So, I looked into the field,” says Mishra, who graduated from IIT in 2013.

Fellow IITian Daniel Raj David, 24, then a second-year student, met Mishra through professor Balasubramanian in

early 2014. His batchmate Harikrishnan AS, 24, a mechanical engineer, and Karthik R, 26, got on board, and they incorporated DeTect Technologies in February 2016. They have two products; GUMPS, an intelligent sensor for pipeline monitoring to prevent potentially hazardous leaks, and Noctua, a drone for internal and external asset inspection and monitoring. Professor Balasubramanian is a mentor and advisor.

Mishra says they started taking orders and giving services from day one since the products were built keeping end-use in mind. “Today we have three-year contracts with almost all major refineries in Asia.”

After an initial investment of ₹10 lakh, and support from Reliance Industries and Shell, DeTect has raised two rounds of funding, the latest being a \$3.3 million series A led by SAIF Partners. “We partnered with DeTect because of the skill and vision of the young founding team, their understanding of the market and their state-of-the-art products,” says Mridul Arora, MD, SAIF Partners.

—MONICA BATHIJA

WATCH OUT FOR

JUBIN VARGHESE | 24

AMEYA GADIWAN | 23

CEO; CTO and co-founders, Gegadyne Energy

Gegadyne Energy feels high-energy density supercapacitors can solve India’s electric vehicle adoption woes. It creates nanocomposites and builds supercapacitors to make battery packs that charge in 15 minutes. The commonly used li-ion technology isn’t chemically sound for fast charging and affects its life cycle. The firm is tweaking the low energy density of its supercapacitors to change that.



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Forbes INDIA



THE SPEAR HEAD

NEERAJ CHOPRA | 21

Athlete



Weighing around 80 kg at 12 years of age, Neeraj Chopra had to be coaxed by his family, especially uncle Surender, to visit the Shivaji stadium in Panipat to run and get into shape. Running didn't interest Chopra much, but a few days later, the sight of some of his seniors throwing a javelin caught his eye. Says the boy from Haryana's Khandra village, "I gave it a shot and did well initially; that developed my interest and I joined training. Since then, there has been no looking back." And how.

In 2016, Chopra became the first Indian athlete to have a world record against his name when he won gold at the under-20 world championships in Poland.

Last year, he joined the league of legends by winning both the Commonwealth and Asiad golds, only the second Indian athlete to do so after Milkha Singh in 1958. He ended the year on a high by finishing fourth at the prestigious Diamond League, pushed out of the podium position at the last minute by reigning Olympic champion Thomas Rohler of Germany.

"I think I always knew it is part of sport, but that Diamond League final really drilled into me that one must always be in the competition till the very end, and be

able to throw your best even on the last throw," says Chopra. It's a lesson he will do well to carry into 2019, the year that builds up to the 2020 Tokyo Olympics.

Chopra, who is now training in South Africa, seems well aware of the occasion. And if Mustafa Ghouse, CEO of JSW Sports that has supported the athlete since 2014, is to be believed, Chopra is a big-stage player. "When we saw Neeraj as a 17-year old, he came across as a naturally gifted athlete. He ticked all the boxes for us to think that he would be able to succeed at the highest level. Additionally, what sets him apart is how mentally strong he is. He is completely unfazed by pressure situations," says Ghouse.

—KATHAKALI CHANDA



Neeraj Chopra is only the second Indian athlete after Milkha Singh to win both the Commonwealth and Asiad golds



For Hima Das, success is more about achieving personal goals rather than money and fame

ON THE FAST TRACK

HIMA DAS 19

Athlete

At the end of 35 seconds, Hima Das was fifth among eight athletes in the 400-metres race at the World Under-20 Athletics Championships, held in Tampere, Finland, in July 2018. In the next seven seconds, she left all her competitors behind before finishing first at 51.46 seconds. In doing so, she became the first Indian to win a gold at an international track event. “I had started the race slowly as part of my tactics to conserve energy,” says Das. “It was a magnificent feeling to hold the national flag in front of so many people, especially overseas. That moment was a result of years of sacrifice by me, my family and a lot of people along the way... it is among the best moments of my life so far.”

Das, the daughter of farmer parents from the nondescript village of Dhing in Assam, continued to garner more glory last year: A silver at the Asian Games in Jakarta, Indonesia, with a record 50.79-seconds finish in 400 metres. She followed that with a gold at the women’s 4×400 metres relay and a silver. She also received the Arjuna Award, India’s second highest sporting honour.

For someone who would travel an entire day in a bus to make it to the national camp till a day before the selection trials, life has undergone a sea change. “Now I get to practise with shoes that have my name on it,” says Das. But success to her is much more personal than money and fame. “It’s about goals. Achieving them before moving on to the next one,” she says.

Despite her achievements, Das, who once played football with boys, refuses to sit on her laurels. She is constantly striving to better her timing. “Hima is a quick learner and has the natural talent to be one of India’s finest athletes,” says her coach Nipon Das.

With the Olympics scheduled for 2020, Das could well make the headlines again.

—KUNAL PURANDARE

BEN HOSKINS / GETTY IMAGES FOR IAAF



Smriti Mandhana was Player of the Match in two matches at the World Cup



seven 50s and a century in 12 ODIs and the headline-making 178 runs at the T20 World Cup scored at a strike rate of 125. She capped the year with the Arjuna Award, and ICC's women's cricketer and ODI player of the year awards. She also earned a spot in the ICC's women's ODI and T20 teams of the year.

Says Ramesh Powar, India's former head coach, "Smriti's will to succeed and domination make her a standout cricketer. I see her being a leader on and off the field. Her batting skills are extraordinary and will hopefully help India win the World Cup."

The 2021 World Cup is high on Mandhana's list too. She feels it'll bring women's cricket the much-deserved glamour and recognition, just like it did for Kapil's Devils in 1983.

If India were indeed to win it in 2021, Mandhana's role at the top would be key. For all you know, she might already have started her shadow-practice for it.

—KATHAKALI CHANDA

WATCH OUT FOR

MANU BHAKER

16

Shooter



Manu Bhaker can't vote or drive yet, but has won a Commonwealth gold in 10m air pistol, beating former world No 1 Heena Sidhu. The 16-year-old from Haryana has been a permanent fixture in the gold medals tally in international competitions, including the ISSF World Cup in Mexico and the Youth Olympics in Argentina. At the latter, she also became the first Indian shooter to win a gold.

BATGIRL ON THE PROWL

SMRITI MANDHANA | 22

Cricketer



Through the first half of 2017, as she was recovering from a knee injury, Smriti Mandhana took to shadow practice. Not of her game, but of interviews she would do as Player of the Match once she returned. It helped keep her chin up during a difficult five months, but also came in handy on her comeback against England in the opening match of the

World Cup in June, where she won India the game with a breezy 90 and ended up exactly where she had envisaged herself.

Mandhana won a second Player of the Match award when she scored a century against West Indies in the next match. But that's not what she counts as a career high. Instead she recalls the unbeaten 171-run blitzkrieg Harmanpreet Kaur scored in the semifinal to lead India into the final. "Playing the World Cup final, despite having a string of low scores after the first two matches, was something else," says the southpaw.

Since then, her career graph has only gone up. 2018 has been remarkable with

●● CATEGORY COORDINATORS: Kathakali Chanda and Kunal Purandare

EXPERTS: Ayaz Memon, senior journalist; R Kaushik, senior journalist and author



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RUNNING THE LAST MILE

Shadowfax co-founders Abhishek Bansal (left) and Vaibhav Khandelwal aim to connect 400,000 delivery and business partners to their platform by 2021



NISHANT RATNAKAR FOR FORBES INDIA

ABHISHEK BANSAL

28

VAIBHAV KHANDELWAL

26

Co-founders, Shadowfax Technologies



Shadowfax is the name of the horse that wizard Gandalf the White rides in *The Lord of the Rings*. Perhaps founders Abhishek Bansal, 28, and Vaibhav Khandelwal, 26, hope that the freelance delivery persons on their network of the same name will be equally agile and zippy. The duo founded Shadowfax Technologies, a Bengaluru-based logistics service provider, in 2015.

Not only did they survive the delivery

startups carnage in 2015, Bansal and Khandelwal also acquired a rival and raised their first serious funding in the same year. Since then they have built their venture up further and are ready for their next phase of expansion.

“Shadowfax aspires to become the fastest third-party logistics last-mile delivery network. Our app combines the ability of leveraging crowdsourced partners like delivery boys and mini trucks to deliver ecommerce shipments, food and grocery through a single platform and improve their earning opportunities across the day,” says Bansal. “We have a base of 55,000 crowdsourced partners across 130 Indian cities with over 10,000 daily active partners delivering orders.”

“What Shadowfax is doing effectively

is bringing a strong tech play into leveraging the off-hours, because in logistics, one of the challenges is peak timing,” says Zishaan Hayath, co-founder of Toppr, and an angel investor at Powai Lake Ventures in Mumbai.

Last August, Shadowfax Technologies raised \$22 million in Series C funding led by NGP Capital. It plans to use the money to expand its operations and aims to connect 400,000 delivery and business partners to its platform by 2021.

Shadowfax counts Amazon, Myntra, Urban Ladder, McDonald’s, BigBasket, KFC and Domino’s among its customers. It has also developed an artificial intelligence-based location data processing software called Frodo.

—HARICHANDAN ARAKALI




ON THE RIGHT TRUCK

PRANAV GOEL 29

UTTAM DIGGA 29

VIKAS CHAUDHARY 28

Co-founders, Resfeber Labs
& Porter 

Last February, Mahindra Group struck an agreement to merge SmartShift, its logistics solutions unit, with Porter. Mahindra would also invest ₹65 crore in the merged entity to become a significant minority shareholder in the venture. The deal is expected to conclude in the next few months. Porter is an online logistics marketplace started in 2014 by IIT graduates Pranav Goel, 29, Uttam Digga, 29, and Vikas Chaudhary, 28, under their company Resfeber Labs. It helps small businesses and individuals find light commercial trucks on demand, especially for intra-city needs.

With the consolidation of SmartShift and backing from the \$19-billion Mahindra Group, the highly tech-enabled Porter is likely to build on its promise. It helps that Resfeber Labs counts Sequoia Capital and Kae Capital as its investors.

“We are not only trying to transform the supply chain economy, but also [working on] the social transformation of our drivers,” says Goel. “With India’s smartphone revolution, we can expose them to a host of services such as better access to health care.”

“Our association with Porter will be a win-win for both companies and cement our position in the ever-growing shared mobility space,” says Anish Shah, chairman of SmartShift.

Porter currently operates in Bengaluru, Hyderabad, Chennai, Mumbai and Delhi-NCR. It has over 50,000 monthly active customers and more than 10,000 drivers active on its network. The company has completed in excess of 3 million bookings to date.

As platforms such as Porter grow—its founders aspire to touch 15 cities—an Uber-like service is also a possibility, with truckers almost always expecting to find return loads. This would help save the nation fossil fuel, and make transportation that much more sustainable and planet friendly.

—HARICHANDAN ARAKALI



From left: Vikas Choudhary, Pranav Goel and Uttam Digga, co-founders of Porter, are trying to transform the supply chain economy

●● CATEGORY COORDINATOR: Harichandan Arakali

EXPERTS: Ravi Gururaj, founder and CEO, QikPod; Ivaturi Vijaya Kumar, consultant CTO, Crayon Data, and member, Indian Angels Network

NISHANT RATNAKAR FOR FORBES INDIA

THE CLASS OF 2018

A year on, the previous batch of 30 Under 30 has hit various milestones: While some have expanded globally, broken sporting records, raised fresh funds and scaled up, others have faced adversity with intelligence and foresight

BREAKOUT STARS



Vicky Kaushal

DESIGN

KSHITIJ MARWAH

Founder, Tesseract Inc;
Research affiliate, MIT

Kshitij Marwah and the team at Tesseract launched the world's first Augmented Reality headset that works with any smartphone; it was renamed from Voxel to Holoboard. For the very first time, an Indian product won the TechCrunch Asia Hardware Battlefield in Shanghai, which had more than 600 entries from 15 countries. Holoboard also won the Nasscom Design4India Award and Nasscom Emerge 50 League of 10 for 2018. Tesseract started selling Holoboard internationally and has clocked more than \$100,000 worth of sales in a six-month period.

The Forbes India Impact: "Forbes India has added impetus to our journey, and given us belief that we are on the

right track. Our goal was always to create the next wave of technological and design-led innovation out of India. Being recognised by *Forbes India* has helped both us and the company to be known nationally and internationally."

ENTERTAINMENT

VICKY KAUSHAL

Actor

Vicky Kaushal had a blockbuster 2018, starring in five films across platforms. His performances in *Raazi* and *Sanju* were widely appreciated, as were his outings in Netflix originals, *Lust Stories* and *Love Per Square Foot*. Kaushal has since emerged as one of the most sought-after actors in the film industry. He began 2019 with a bang, as *Uri: The Surgical Strike* earned rave reviews and strong box office sales. The 30-year-old will be next seen in Karan Johar's *Takht*.

FASHION

SUHANI PAREKH

Founder and creative director, Misho

The year 2018 was rewarding for Misho, which started retailing at Selfridges London and luxury department store Isetan in Tokyo. Suhani Parekh's creations were published in numerous magazines, including *Vogue USA* and *Elle Ukraine*. *Vogue Paris* carried a profile of the designer too. Apart from her jewellery being showcased at London Fashion Week, her pieces were spotted on red carpets, with celebrities such as Kim Kardashian West, Claire Foy and Deepika Padukone wearing them.

While her brand was well received by the global fashion community, being on the Forbes India 30 Under 30 list helped take the label to audiences outside of the design and fashion community.

FINANCE

ABHINAV PATHAK, SAKETH BSV, YOGESH GHATRULE

Co-founders, Perpule

For the team at Perpule, the year has been "fantastic and incredible", says Abhinav Pathak. The company, which offers consumers a self-checkout option at retail outlets, raised \$4.7 million in Series A funding from Prime Venture Partners, Kalaari Capital and Venture Highway.

Working with large-format retailers such as Big Bazaar, Spar, HyperCity and Vishal Mega Mart, Perpule has about 5 lakh users with 20 percent month-on-month growth. "We also launched a cafeteria solution, the self-checkout equivalent for QSRs, such as food courts in corporate tech parks and malls. We are present in over 20 office spaces," he adds. "This year, we will go deeper with existing clients and are looking to expand in Southeast Asia and the Middle East."

The Forbes India Impact: "It's great in terms of the credibility it brings. Being



on the list is a milestone that brought a lot of personal validation to the team and the work we are doing,” says Pathak.

SOCIAL MEDIA, MOBILE TECH & COMMUNICATION

VIDIT AATREY, SANJEEV BARNWAL

Co-founders, Meesho

Meesho, which enables individuals and small businesses to retail using social media, raised \$50 million in Series C funding from new investors, including Shunwei Capital, DST Partners and RPS Ventures. In 2018, the company says its business considerably expanded, and their users jumped from 50,000 to 50 lakh. Meesho has started cross-border operations, importing products from China and selling directly to Indian customers. Along with apparel, Meesho now retails accessories and cosmetics. **The Forbes India Impact:** “We’ve achieved great success after being a part of Forbes India 30 Under 30 list, and so much has happened for us since. It helped put us in the limelight,” says Aatrey.

SPORTS

JASPRIT BUMRAH

Cricketer

The Indian pacer had a fantastic 2018, bamboozling the best of batsmen with his lethal deliveries. Bumrah took 48 wickets in nine Tests—the most by an Indian in a calendar year—at a measly average of 21.02. In the four overseas Tests that India won last year, the 25-year-old picked 29 wickets at 14.96. He was the highest wicket-taker, along with Nathan Lyon, in the recently concluded series against Australia. The World’s No 1 ODI bowler also took 22 wickets in 13 ODIs at 16.63 last year.

HARMANPREET KAUR

Cricketer

The T20 captain carried her rich form into 2018, becoming the first Indian woman to score a century in the format. With her 51-ball 103 against New Zealand in the T20 World Cup, she set the tone for the team’s successful run in the round-robin phase, where they beat eventual champions, Australia. India’s loss to England in the semis opened a can of worms over the non-selection of Mithali Raj. However, her performance overshadowed the bad press, and the 183 runs she scored in the tournament earned her the captain’s spot in ICC’s women’s T20 team of the year.

PROVEN PERFORMERS

ART

SAHIL NAIK

Sculptor

For miniature sculptor Sahil Naik, the past year has been “incredible”. He was shortlisted for the inaugural Arteprize, instituted by Artevue in collaboration with the Delfina Foundation. Additionally, he participated in group shows at the Delfina Foundation; the Aomori Contemporary Art Center in Aomori, Japan; Khoj International Artists’ Association in New Delhi; Condo at Bridget Donahue, New York and Experimenter Kolkata. On a long residency at the ACAC in Aomori Japan, he also participated in various art fairs. Naik continues to live and work in Ponda, Goa, and says the Forbes India 30 Under 30 recognition came as validation to his aspirations. “It’s reassuring to have your hard work find appreciation,” he says.



Sahil Naik

DESIGN

RANJAN BORDOLOI

Founder and creative director of Studio Bordoloi

Bordoloi took a break from production work to spend a good part of the year with his mother, who battled cancer and succumbed to it. In spite of the setback, he served on the jury of The Park Elle Decor Student Award 2018. In addition, the Red dot Design Museum in Singapore offered to showcase one of his products for almost a year. He worked on the USTTAD

(Upgrading the Skills and Training in Traditional Arts/Crafts for Development) Project at Mysuru with Rosewood inlay artisans, in collaboration with NIFT Bengaluru, and participated in several exhibitions, including India Design ID; D’code, curated by architect Ashiesh Shah in Mumbai; and Raw Collaborative, curated by Rooshad Shroff in Ahmedabad. **The Forbes India Impact:** “It has been immense for me in terms of visibility and credibility. I was on the front page of every newspaper in the Northeast. I have received several collaboration proposals in terms of funding, manufacturing and exhibitions since then,” says Bordoloi.

ECOMMERCE

GAURAV MUNJAL, ROMAN SAINI AND HEMESH SINGH

Co-founders, Unacademy

It was a power-packed year for Gaurav Munjal, Roman Saini and Hemesh Singh, the co-founders of Unacademy, a digital education platform comprising a mobile app (on Android and iOS), web portal and a YouTube channel. The Bengaluru-based startup onboarded 5,000 new educators to its platform, taking the total count to 9,000. From offering 1.5 lakh video tutorials in 2017, Unacademy now offers 7 lakh tutorials that attract 35 million monthly views on its platform. But that’s not all. The edu-tech startup raised its Series C round of funding of \$21 million from its existing investors, taking its total fund raise to \$38.6 million. **The Forbes India Impact:** “It has given us more visibility in the global startup community. Having been showcased as young, successful entrepreneurs has attracted more like-minded people who wish to contribute towards strengthening the Unacademy brand,” says Gaurav Munjal.

ROHIT RAMASUBRAMANIAN, KARAN GUPTA, HIMESH JOSHI, ARJIT GUPTA

Co-founders, Zefo

Used goods platform Zefo has survived and thrived despite tough competition from classifieds portals such as Quikr and OLX, as well as rental startups such as Rentomojo and Furlenco. Rohit Ramasubramanian, CEO, says the company is on track to grow about 60 percent (in terms of both units sold and revenue) in FY19 from the year ago. The company has launched a new category—laptops—last year. This apart, Zefo now ships TVs,



Alan Alexander Kaleekal

laptops and phones across the country as against just Delhi, Mumbai and Bengaluru in 2017. The firm also raised \$3 million from FJ Labs, co-founded by Fabrice Grinda, one of the founders of OLX.

ENTERTAINMENT

BHUMI PEDNEKAR

Actor

The *Dum Laga Ke Haisha* actor had a relatively quiet 2018 with just one release, *Lust Stories*. However, Bhumi Pednekar's performance in Zoya Akhtar's segment of the four-film anthology was widely lauded. 2019 promises to be a busy year for the 29-year-old, with films such as *Sonchiriya* and *Dolly Kitty Aur Woh Chamakte Sitare* scheduled for release. That apart, she has signed Karan Johar's *Takht*, which will hit screens in 2020.

MITHILA PALKAR

Actor

This internet sensation became part of Bollywood's mainstream in 2018. Mithila Palkar, a millennial favourite with 1.5 million followers on Instagram and 32,000+ on Twitter, starred opposite Irrfan Khan and Malayalam heartthrob Dulquer Salmaan in *Karwaan*. The movie failed at the box office, but Palkar's performance won praise. She won the best debut (female) Filmfare Award Marathi 2018 for the film.

She starred in Season 2 of Netflix's *Little Things*, and was part of *GQ's* 50 most influential Young Indians in 2018. She starts this year with another big-budget Netflix original called *Chopsticks*, under the 'See What's Next: Asia' project. *Chopsticks*, which also stars Abhay Deol, is produced by Ashvini Yardi of Vineyard Productions.

FASHION

ALAN ALEXANDER KALEEKAL

Founder and creative director, Kaleekal

2018 was remarkable for Kaleekal (30). The founder of his eponymous label set up his 4,000-square foot experiential retail space, Rahel, in Thiruvananthapuram. Kaleekal converted a 100-year-old building to house his curated collection of saris, ready-to-wear garments, jewellery, home décor products and artifacts. That's not all. Kaleekal is now working on a project with the Meghalaya government and the French embassy to introduce Ramie, a plant-based fabric, to reduce the use of synthetic fabrics and employ more handloom weavers in Northeast India. Kaleekal also did a khadi menswear collection for Raymond, and is working on rehabilitating flood-affected weavers in Kerala.

FINANCE

ADITYA SHARMA

Partner, McKinsey & Company

The youngest partner in India at the global consultancy firm, Sharma, an IIT-Kharapur graduate, has consolidated his position within the firm.

In 2018, Sharma spearheaded McKinsey's global analytics leadership forum (ALFs), which are cross sector discussion forums held for its clients in India, the UK, and Latin and North America. Sharma leads multiple teams and helps corporates create their data and analytics strategies.

"We wanted to ensure that our clients leverage the power of data and analytics and make it work for their businesses. Most companies understand the 'why' and 'what' of data analytics but not the 'how,'" Sharma says. The ALFs were part of that strategy and will continue to be organised by McKinsey in 2019, across more countries and with greater frequency.

The Forbes India Impact:

"Recognition and visibility became that much easier," says Sharma.

FOOD AND HOSPITALITY

CHIRAG CHHAJER

Co-owner, Burma Burma

In the past year, Chhajer's Burma Burma has continued to draw diners towards vegetarian Burmese cuisine. It has opened two new outlets, one in Bengaluru and the other in Noida, to add to the existing ones in Mumbai, Gurugram and Delhi. For FY19, the company is on track to



Chirag Chhajer

achieve a turnover of ₹35 crore from five outlets in five cities. At the moment, Chhajer and his partner Ankit Gupta plan to raise funds to open 12 new outlets in the next three years, in India and abroad.

SHRADDHA BHANSALI

Founder, Candy & Green

Candy & Green, the all-vegetarian clean-eating restaurant's seasonal menu is now in its fifth edition. The bar's house wine, a special blend sourced from a Nashik winery, is the highest selling beverage on the menu. With new iterations from its rooftop farm, Candy & Green broke even last year. She also donned a new hat—that of a speaker on sustainability and slow food, and talks about the importance of sourcing ingredients consciously, and sustainable practices at various academic institutions.

The Forbes India Impact: "Being part of the prestigious list boosted my confidence immensely. Today, nearly every news outlet has written about Candy & Green. I've found several new platforms to share my story and philosophy," says Bhansali.

HEALTH CARE

SATISH KANNAN AND ENBASEKAR DINADAYALANE

Co-founders, DocsApp

Satish Kannan and Enbasekar Dinadayalane, the co-founders of DocsApp, a curated doctor consultation mobile app, have much to celebrate. Over the last 12 months, their mobile app has seen the addition of 3,000 specialist doctors and has crossed 5 million downloads from Google Play. Currently, more than 3,500 patients get connected to doctors via DocsApp daily, as compared to 2,000



patients a year ago. Nearly 65 percent of its users are from rural India. The startup, founded in mid-2015, has also reported a 150 percent growth in revenue.

DEEPANJALI DALMIA

Founder, Heyday Care

Dalmia's Heyday Care, which makes biodegradable sanitary napkins from bamboo fibre (it has high absorbance levels) and cornstarch (for its soft texture), has built up a client base of 3.5 lakh in the past year. In 2019, the company plans to launch a line of organic and biodegradable diapers, targeting India's booming baby care industry. Heyday Care claims to grow 40 percent each month and is also looking to solidify its international presence. Although she has got much attention from investors, Dalmia intends to remain bootstrapped for now.

The Forbes India Impact: "The Forbes India 30 Under 30 recognition helped put us on the map. We have been getting inquiries from Leh-Ladakh to Kochi. There are inquiries from the global market, from Dubai, Singapore and the US," says Dalmia.

LAW, POLICY & POLITICS

GAUTAM BHATIA

Legal writer and lawyer

As a lawyer who frequently blogs and contributes to legal journals, 2018 marked the first time Gautam Bhatia's articles were cited in judgments, in the Sabarimala and the Section 377 verdicts. As part of the team that argued the Aadhaar case, Bhatia calls the judgment a mixed bag. "The arguments we made on the unconstitutionality were not upheld," he says, but he was satisfied that the mandatory use of the biometric ID for bank accounts and phone connections was disallowed. The court also ruled in favour of an opt-out provision, but the government hasn't made that into a law.

MUSIC

JUBIN NAUTIYAL

Singer-songwriter

Over the past year, Dehradun's Jubin Nautiyal has lent his voice to several film scores and music videos. His 'Gazab Ka Hai Din' from Tapsee Pannu-starrer *Dil Junglee* was along the lines of his previous 'The Humma Song' from *Ok Jaanu*, both being much-liked remixes of yesteryear hit numbers. He also worked in films such as *Hate Story 4*, *Baaghi 2*, Bengali film *Jamai Badal*, and the recent Emraan

Hashmi-starrer *Why Cheat India*. His most recent releases from T-Series include 'Ta Chuma', an electronica take on a Garhwali folk song, and 'Ae Mere Des'.

NGOS AND SOCIAL ENTREPRENEURSHIP

ANKIT AGARWAL

CEO, HelpUsGreen

HelpUsGreen has grown fivefold in the past year, says CEO Ankit Agarwal. The firm is on track to end FY19 with revenues of ₹5 crore as against ₹1 crore in FY18. Armed with a million-dollar cheque from the Draper Richard Kaplan Foundation and Tata Trusts' Social Alpha, among others, HelpUsGreen got ample firepower to open two new factories in Kanpur and Tirupathi (they already had one in Kanpur). Now, they are looking to expand their product portfolio. The firm has launched a charcoal-free incense and Florafoam, a biodegradable alternative to styrofoam. A do-it-yourself incense pack is set to hit the markets in February.



Jubin Nautiyal



Janhavi Joshi (left) and Nupura Kirloskar

JANHAVI JOSHI AND NUPURA KIRLOSKAR

Co-founders, BleeTech

The two co-founders of BleeTech Innovations—which manufactures a smart watch, claimed to be India's first wearable for the hearing impaired—continued to consolidate their position last year.

BleeTech won a National Entrepreneurship Award from the Ministry of Skill Development and Entrepreneurship in 2018. It also got a grant from the Maharashtra state, through a startups programme, where winners got work orders from the government.

BleeTech launched Ask Blee in 2018, a platform that answers questions that the hearing impaired would have relating to news, general knowledge or finance. It has already launched an entertainment and awareness channel on YouTube called Blee TV.

Its other product, the wearable Blee watch, after a pilot of 30 devices, is now being readied for manufacturing in the current year from its factory in Pune, where the company is based.

SCIENCE AND GREEN TECH

ROHAN M GANAPATHY AND YASHAS KARANAM

Co-founders, Bellatrix Aerospace

While they were at the prototype stage previously, in 2018, Bellatrix has had many successful lab tests, says Yashas Karanam, its director and COO. Bellatrix works in two different areas—satellite propulsion and rocket propulsion—and has an order from Isro for their satellite propulsion system.

Bellatrix is close to wrapping up a funding round too, says Karanam. They also received recognition in the form of two awards: The Space Tech Startup Award from the government of Andhra Pradesh, and the Promising Space Technology Startup of the Year from the India Electronics and Semiconductor Association.

The Forbes India Impact: "With respect to the fund raise, being featured on the *Forbes India* list has been very helpful. Overall, our value has gone a notch up," says Karanam.

MANOJ MEENA & SIBABRATA DAS

Co-founders, Atomberg Technologies

To innovate in the stagnant ceiling fan design space, Atomberg decided to create fans that run on brushless DC motors



in 2012. Since last year, Atomberg's revenue and sales have grown 3x, and they are on course to becoming a full-fledged consumer appliance brand. The company's offline retail network has expanded to Mumbai, Pune, Delhi, Hyderabad, Bengaluru and Ahmedabad. Manoj Meena says the company has tied up with top distributors and retailers of electrical appliances across the country. Currently, Atomberg is present in more than 2.5 lakh Indian households. Apart from launching a revolutionary design of a ceiling fan called 'Renesa' with a compact motor, Atomberg has entered the pedestal and wall-mounted fan categories as well. "We are also in the process of moving into a new factory that will double the production capacity from 50,000 each month to 1 lakh per month," he adds.

The Forbes India Impact: "It has given us a lot of credibility. A lot more people have started recognising the value of our innovation," says Meena.

**SOCIAL MEDIA, MOBILE
TECH & COMMUNICATION**

**PAWAN GUPTA, NIPUN GOYAL,
MUDIT VIJAYVERGIYA**

Co-founders, Curofy

Last year was busy for Curofy, as it got acquired in an all-cash deal by RoundGlass, a Seattle-based arm of Edifecs Inc. The Curofy networking mobile app, owned by 911 India Healthcare, connects over 3 lakh "verified" doctors who confer with their peers on medical cases every day. More than 3.5 lakh patient cases have now been discussed with over 20 lakh opinions, making it one of the biggest case-discussion platforms in the world. Curofy has also started conducting Continuing Medical Education events across India's smaller cities to fuel the adoption of latest global practices between the country's doctors.

The Forbes India Impact: "Being featured in Forbes India 30 Under 30 contributed to us closing some of the largest pharma clients. It is also helping to establish trust in our brand as we look to expand abroad," says Nipun Gupta.

SPORTS

SAVITA PUNIA

Field hockey player

Punia spent an eventful 2018 being part of a team that made it to the quarterfinals of the hockey World Cup, and clinched the silver in the Asian Games in Jakarta, an upgrade from the bronze in 2014. The



(From left) Pawan Gupta, Mudit Vijayvergiya and Nipun Goyal of Curofy



Heena Sidhu

veteran goalkeeper had a standout World Cup match against England, in which she saved eight penalty corners. Punia was also conferred the Arjuna Award in 2018.

HEENA SIDHU

Shooter

Heena Sidhu bagged a gold medal in the women's 25m pistol event at the Commonwealth Games in April 2018. She finished with a score of 38, with two of them being perfect fives. The 28-year-old also clinched a silver in the 10m air pistol event at the Games. She continued her winning streak at the Asian Games in August by bagging a bronze in the 10m air rifle final, despite languishing behind in the qualification stage. The shooter will be focussing on the 10m air pistol event ahead of the 2020 Olympics.

TECHNOLOGY

**RANJEET PRATAP SINGH,
SAHRADAYI MODI,
SANKARANARAYANAN
DEVARAJAN, RAHUL RANJAN
AND PRASHANT GUPTA**

Co-founders, Pratilipi

Since being featured in the Forbes India 30 Under 30 list, more people have used Pratilipi's vernacular storytelling platform than ever, and Ranjeet Pratap Singh expects 2019 to be even better. The company raised funding of \$4.3 million in an investment round led by Omidyar Network. The February round saw existing and other new investors participate as well.

"We had over 325,000 lakh stories published and over 155 million stories read on Pratilipi in 2018," says Singh. Over 51,000 stories were published and 25 million stories read in December alone, compared with 11,000 stories published and 5.5 million stories read in December 2017.

By the end of 2019, Pratilipi's founders want to have 325,000 stories published and over 155 million stories read every month.

The Forbes India Impact: "It has helped us meet and learn from many interesting people, including people who themselves were a part of Forbes India 30 Under 30 in this or previous years," says Singh.

TARUN MEHTA AND SWAPNIL JAIN

Co-founders, Ather Energy

Last year, Ather Energy saw the commercial launch of its electric scooters, Ather 450 and 340. "It was the year when we saw our products go from plans and prototypes into the hands of customers," says Co-founder and CEO Tarun Mehta.

During the year, the Bengaluru venture launched its charging infrastructure, AtherGrid, in May; and an experience centre, AtherSpace, in June. The response from the test rides and the feedback from the first few Ather owners has been a rewarding experience, says Mehta. This year will see Ather Energy entering more markets, beginning with Chennai.

The Forbes India impact: "Winning the Forbes India 30 Under 30 award was humbling and exciting. The list set the tone for the industry with several product-led startup founders making the list."

Compiled and reported by Team
Forbes India



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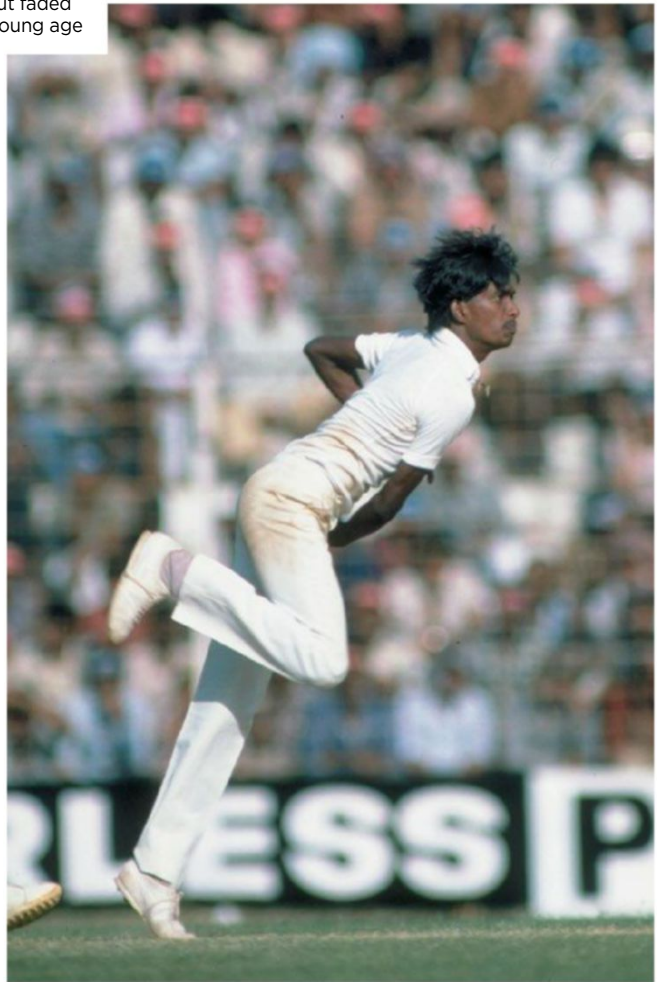
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Jennifer Capriati (left) and Laxman Sivaramakrishnan made promising starts to their careers, but faded away at a young age



RISING FROM THE ASHES

Early success can be heady and hard to sustain. Young achievers share their secrets of dealing with the crests and troughs

BY KATHAKALI CHANDA

In March 1990, a few days shy of her 14th birthday, Jennifer Capriati appeared on the cover of the prestigious *Sports Illustrated*, hitting a double-handed backhand next to a cover line that screamed “And She’s Only 13!” There couldn’t have been a more fitting use of the exclamation mark, given that by then the American tennis sensation had already reached the final of her

first professional tournament, and signed endorsement deals with Italian clothing line Diadora and racket manufacturer Prince that could earn her a potential \$6 million annually.

In 1992, Capriati won an Olympic gold beating Steffi Graf, one of the greatest women players of all time. Exactly a year later, in August 1993, it all unravelled. She lost in the first round of the US Open and disappeared from the circuit only

to hit the headlines in the months thereafter, first for shoplifting and then possessing marijuana. Neither of the charges stuck for good, but long enough to script a CV that read prodigy at 13 and broken at 17. “I burnt out, I’ll say it,” Capriati told the *New York Times* in an interview in 1994. She recovered to reach the top 10 and won a few Grand Slams in the early-noughties, but recurrent injuries ended the

FROM LEFT: FOCUS ON SPORT / GETTY IMAGES; ADRIAN MURRELL / ALLSPORT / GETTY IMAGES



comeback trail after the 2004 season.

The pursuit of success can be Sisyphean. The journey to the top is often fraught with the risk of coming undone. Consider prodigious Indian leg spinner Laxman Sivaramakrishnan. Siva routed the visiting English team in 1984-85, when he wasn't even 19. He was adjudged Man of the Series and followed it up helping the team win the World Series in Australia in 1985. Two years later, he played his last international match. Or actor Pooja Bhatt, who delivered hits like *Daddy*, *Dil Hai Ke Manta Nahin*, *Sadak*, *Zakhm* and *Tamanna* in the late-1980s and '90s, only to fade away as she fought alcoholism.

The entrepreneurial landscape, too, is replete with stories of super achievers going bust. TinyOwl, a food tech firm founded in 2014, raised ₹107 crore in Series B funding from investors like Sequoia Capital, Nexus Venture Partners and Matrix Partners in February 2015, fired 300 employees in September, and another 300 two months later (according to media reports). It shut down operations the following year and merged with Roadrunnr, a delivery company, which was later bought by Zomato. PepperTap, also launched in 2014 and once one of India's largest grocery delivery platforms that secured about \$50 million in funding from investors like Snapdeal, Sequoia Capital and SAIF Partners, folded up in 2016. Opinio, a hyperlocal delivery firm started in 2015, had to scale down and was finally sold to Mukesh Bansal led Cure.fit in late-2016 due to negative unit economics and macroeconomic situations—labour costs were much higher than what the restaurant industry could afford for organised delivery fleet—despite raising \$8.3 million within seven months of launch.

What causes an achiever to disintegrate? There isn't a definitive answer

but factors like the diminishing interplay of opportunities and abilities, lack of balance, monotony, all contribute towards it in some degrees. Many often fall prey to an insatiable hunger to achieve even more at breakneck speed, ignoring the virtues of a measured growth.

Rahul Yadav, an IIT-Bombay dropout who co-founded realty portal



“Learn from all your mistakes and then some. It's okay to commit new mistakes, but never repeat the old ones.”

MAYANK KUMAR,
CO-FOUNDER, OPINIO, THAT WAS
LATER SOLD TO CURE.FIT

Housing.com in 2012, a venture that many touted to be India's next unicorn (startups valued at \$1 billion or more), had a meltdown after a public spat with investors. In 2015, he resigned from the company that was valued at \$250 million, calling his investors “intellectually incapable of holding a discussion”, then withdrew his resignation, before getting embroiled in multiple bouts with the investors and the media. He was eventually kicked out. Today,

with the benefit of hindsight, he admits that he lacked the patience and perspective. “A company can only grow that much in a certain time,” he says (see interview on page 96).

Says former shooter Abhinav Bindra, “Achievers at a young age sometimes make the mistake of not preserving the passion. You need to have a sense of balance. Being one-dimensional in pursuing the passion may be good for a while but, over a period, it has its negatives.” The man who brought India its first individual Olympic gold medal in the 2008 Beijing Games didn't shoot for the next year and locked up the range at his home as the journey that had consumed him had ended.

“Achievers need constant stimulation. Mundane day-to-day living isn't something that excites them. They don't want to talk about Trump's politics or the weather; they want to talk about things that haven't been conceptualised yet. The flip side is, often you end up taking risks that might be unnecessary. It has various manifestations among which are promiscuity, alcoholism and drug addiction. Look at Tiger Woods,” says Dr Kersi Chavda, a consultant psychiatrist at PD Hinduja Hospital in Mumbai.

When a competent person can't sustain success, giving the Doubting Thomases enough steam to gang up, it brings a sense of frustration that is channelled either inwards, making way for depression, or outward and aggressive, says Dr Vihang Vahia, a consultant psychologist with Breach Candy Hospital in Mumbai.

Mayank Kumar, who had started Opinio with Lokesh Jangid, both undergraduates from IIT-Kanpur, recalls the ignominy of having to fire almost everyone he had personally hired because the company found it extremely difficult to raise equity capital in the second half of 2016.



Olympic gold medallist Abhinav Bindra emphasises on the need to have balance as achievers at a young age sometimes make the mistake of not preserving the passion

Most of the early employees were his good friends from college. “There were days I didn’t want to take any decisions. When things are going tough, it’s difficult to maintain a good spirit,” says the 29-year-old.

Former cricketer Sivaramakrishnan went through similar trials when out of his tally of 26 Test wickets, 23 came from the first five matches and the rest from four more. His bowling was beset with technical problems that resulted from a growth spurt in his late teens. That was the mid-to-late-1980s and Siva had neither a formal coach nor video analysis to sort out his action.

“I was practising for six hours a day but wasn’t getting the results, since I was making technical mistakes in practice as well. I would just come back, eat and sleep. I didn’t want to see anybody,” he says. When rumours about his addictions and womanising habits started doing the rounds, in a desperate urge to prove them wrong and seek popular validation, he started visiting the Sabarimala temple twice a year. “Each trip would be preceded with 45 days of abstinence. I wanted to tell people that look I am abstaining for three

months a year, how could I have bad habits?” Nothing, however, changed.

Depression in itself is not a disease, says Vahia, but how you respond to



“A lot of people ask me if it is difficult to start all over again. To them I say the fun is in the journey, not the end.”

VIKRAM CHOPRA,
FORMERLY OF FABFURNISH AND
NOW CO-FOUNDER, CARS24

it, is. “When people feel depressed, the same thoughts—like the fear of failure—recur in their minds. Some get sucked in and turn clinically depressed, but a large majority sit back and introspect,” he says. Meaning, when you are caught in a depressive tsunami, it’s time to tap into your emotional resilience, instead of being enslaved by the negativity. As Dory, the forgetful blue tang, sang in the 2004 Oscar-winning film *Finding Nemo*, “When life gets you down, you know what you gotta do? Just keep swimming, swimming, swimming.”

Right from the day he was thrown out of his own company, Housing’s Yadav went from one idea to another. Some, like Intelligent Interfaces in which he was working with the government, didn’t work out, some he still dabbles with all day, and some, he says, haven’t yet come up in his head. Bottomline: He didn’t spare himself any time for emotional upheavals.

Parting with your own venture, of course, is far easier said than done. The journey of spending 15 hours a day seven days a week to zilch is emotionally draining. “Imagine spending time convincing everyone of an idea that they say won’t work. And then play devil’s advocate to convince yourself that it’s actually not working. But it’s better to shut down than be stuck in a stagnant, no-growth zone,” says Raghav Verma, who closed his edtech company PrepSquare in early 2013 to join cafe chain Chaayos as co-founder. Looking back, Verma feels 2012 wasn’t the right time for his idea and online education hadn’t built up enough credibility. Pulling the plug worked well as his subsequent venture, where he joined Nitin Saluja, has scaled from a single outlet in 2013 to its current 55 across three cities.

This hard-nosed practicality can



be the key to bouncing back. Vikram Chopra, who co-founded furniture retailer FabFurnish with Mehul Agarwal in 2012, sold off the venture to Future Group (it was eventually shut down) and started Cars24, a used-car buying platform that has sold over 1 lakh vehicles from its inception in 2015. With FabFurnish, the duo had sensed that the future of furniture retailing was veering towards the O2O (online to offline) model, for which they didn't have enough bandwidth. Media reports call it a distress sale, and Chopra wouldn't comment, but he believes it was necessary to give their business an environment in which it could best flourish, even if it was minus them.

At times, a break eases the transition, allowing enough time and distance to evaluate. Bindra dabbled with numerous options after his Olympic gold-winning feat in Beijing, having lost his motivation to shoot once the bullseye was hit. He ended up going to a vipassana course to clear his head, where all he could think about was shooting. "It was an indicator that I still loved the sport. I also learnt that the outcome was never dear to me, but I loved the process," he says. His performance in the 2016 Rio Olympics, where he missed the podium by the skin of his teeth, was evidence of the hunger regained.

The impostor syndrome—in which an individual feels inadequate and incompetent despite earlier successes that s/he feels have been achieved due to luck—does assail an attempt to reset. In her book *The Secret Thoughts Of Successful Women*, Valerie Young writes that the syndrome often appears when "natural genius" has to struggle to accomplish something. One can get around it by looking at the bigger picture and not mere outcomes. Says Chopra of Cars24, "A lot of people ask me if it is difficult to start all



Raghav Verma shut down PrepSquare, an edtech venture, to join Chaayos as a co-founder in 2013

over again. To them I say the fun is in the journey, not the end. A new venture isn't necessarily a reset."

It helps to build a support network. That's what saw Kumar of Opinio and Yadav of Housing through their respective changeovers. The core circle is also one that can put a super achiever in their place, and ask them to "leave that damn crown in the garage", as former PepsiCo President Indra Nooyi's mother had told her when she threw a fit at being asked to go out and fetch milk late in the evening. "Look at former cricketers Sachin Tendulkar and Vinod Kambli," says Chavda. "One possible reason why Tendulkar survived stardom with grace and Kambli didn't was because he didn't have a good enough support system."

But as abysmal the failure is, it's important to repeat an oft-quoted cliché: This too shall pass. Says Kumar, "You have to take the situation as a part of life and not make it your entire life. Learn from

all your mistakes and then some. It's okay to commit new mistakes, but never repeat the old ones." With his upcoming venture, a consumer internet startup, Kumar will be careful not to scale early and ensure capital efficiency. "Most first-time founders don't understand capital efficiency. Having team members who understand this is a big plus."

Communication, of course, is critical: With investors to iron out a disagreement, with industry insiders to glean experience, with team members to make them feel valued and responsible and, at times, with one's own self, behind closed doors, should doubts creep up. But the biggest learning, as Verma of Chaayos says, is that one needs to invest a lot of time in learning. "Six years into Chaayos, we are just getting started and figure there is such a long way to go. Entrepreneurship is a high-stress environment, and one has to go through highs and lows to achieve that. There are no shortcuts." **F**

‘I WAS YOUNG AND IT WAS IMMATURE BEHAVIOUR’

Rahul Yadav, who co-founded Housing.com before an unceremonious exit, discusses the takeaways and his new journey

By KATHAKALI CHANDA

From the poster boy of young entrepreneurship to enfant terrible, the sobriquets that defined Rahul Yadav in 2015 changed dramatically over a few months. Early that year, a mail he had shot off to investor Shailendra Singh of venture capital firm Sequoia Capital—threatening to “vacate the firm” if they didn’t stop “messing around” with him—went public. “This marks the beginning of the end of Sequoia Cap in India,” wrote Yadav, who was the co-founder of Housing.com at the time. It triggered a downward spiral for the then 25-year-old, who first resigned calling his board members and investors “intellectually incapable” of having a discussion, then withdrew it before eventually being booted out. Nearly four years on, sitting across the table from me, Yadav chooses his words carefully, but minces none. Being called the “Housing.com guy” riles him because “I’m kind of done with that story now”, he says. He is now the chief technology officer with property consultants Anarock and insists that his current roles, both professional and personal, have brought him far more stability. In an exclusive interview, he tells *Forbes India* about his journey from a precocious IIT dropout to a tech professional. Edited excerpts:

Q What do you think went wrong

between you and Housing.com?

I was way too young at that time and it was immature behaviour. I guess it was okay at that age. I was a leader in college [IIT-Bombay], and then the co-founder of Housing.com. I was always the single point of authority. Even if I was wrong, no one was questioning me. That way, leaders tend to get delusional a bit and take wrong calls with confidence.

But now, I won’t do such a thing. If I set up a company again, I won’t get into a spat with investors. If

We are a species that can speak. If there is a problem with investors, talk to them. It’s just the gap of a few words

there are problems, you have to talk them out. And if things don’t work even then, you part ways amicably. Now, I’ll do a very good transition.

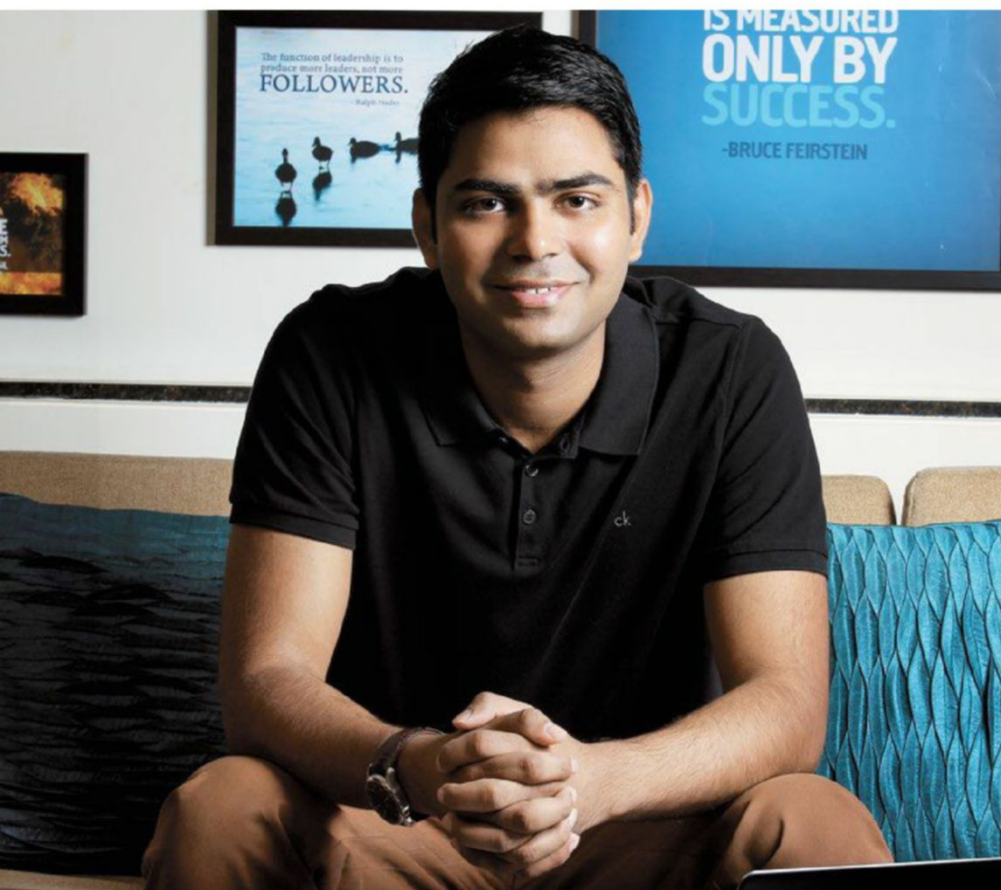
Q What has brought about a change in perspective?

Being married, working with senior people at Anarock. The idea of settling down came through a conversation with an investor. After Housing, he suggested I should get into a

relationship. He said you are living in a different world, a relationship will tell you what real life is like. I took it seriously. Now I realise what empathy is, that other perspectives should also be taken into account. Earlier I would see married people leaving office at 6 pm and would think married *logon ko hire nahi karna chahiye* [one shouldn’t hire married people]. Now I understand why people leave early or come late. I used to stay at a walking distance from my office. I was a bachelor and was doing financially well at a young age. All these had advantages for me. I had no idea of the troubles that people in Mumbai undertake to travel long distances and reach their workplace. Also, your life partner can tell you to your face when you are wrong. That’s a big thing [in keeping you grounded]. Both parties need to be humble, and that’s the complete opposite of what I used to be.

Q During your Housing.com days, you mentioned you lived and breathed work. Do you feel such obsession came in the way of objectivity?

It did. If you focus too much on one thing, you tend to lose sight of the macro. You should give it time. You should balance life better. If you think and work like a machine, you become intelligent, but if you want a better outcome,



you should understand the world. And this world has things like limited [work] hours, holidays.

I am no longer looking for happiness only through my profession. Earlier, I would put all the burden on the company to make me happy: Grow fast, bring money, etc. But you can't accelerate growth beyond a point. So you should have balance.

Find happiness with parents, partner, friends, activities. You should not put the burden of happiness on just one thing. Some people put all the focus on their partners to make them happy. That is not right either. You should find happiness in multiple things.

Q How difficult was it to deal with the days following Housing.com?

Not difficult at all. I didn't have any emotional upheavals, nor any hard

Rahul Yadav says he has learnt to look beyond his profession for happiness

times. I was constantly thinking of new ideas. Or I spent time with friends, mostly my IIT friends and the co-founders; we still

meet every day and discuss new ideas. Having close friends, some of whom are still working with me, helps.

I also got used to [the criticism by the media]. I realised later the media writes negative about all the people. I think I was really hard on my critics; you should be okay with their views.

Q What are your takeaways from Housing.com?

That you should do things with taste. Always surround yourself with intelligent, super-sharp people. And technology is God, you can change the game with technology. From Anarock, I've learnt that you have to have patience, things will work out and the right combination of

business and technology is needed to build something meaningful.

Q Are you going to set up another venture anytime soon?

Not really. I think [the startup ecosystem] in India is still small. To make a startup, I'll again have many issues. Let it take a decade's time. I don't think India is yet ready for me to start something again.

Q How different is working for someone else to owning your own company?


Owning a company means you get 80 percent of the stress and the rest of the company gets 20. Here it's the reverse. Second, in your company it's your call in case of disagreement. When you are working for others, it's someone else's. However, since Anuj [Puri, chairman of Anarock] himself has come from a job background, and has earned equity and become an owner over time, he doesn't behave like a typical promoter.

In terms of work, earlier my volume of work was more. But I do much more in thinking now. I don't try to do a hundred things, but two-three deep-impact things.

Q Do you regret dropping out of IIT in your final year?

Not at all. I regret not leaving early. The education system in our country is a gone case [sic].

Q What would be your advice for young entrepreneurs who find themselves in your shoes?

Talk it out. We are a species that can speak and discuss. The co-founders should meet in person with the investors. The interaction the two have is very little. They only meet in board meetings where the agenda is already set and the mood is formal. They should meet otherwise too and if there is a problem, the founder should reach out in person and discuss. It's just the gap of a few words. 

30 UNDER 30

An actor shaking up Hollywood with her cellphone, a scientist making milk without cows, an entrepreneur delivering life-saving drugs to Africa—just three of the 600 young revolutionaries featured on our 2019 *Forbes* 30 Under 30 list. Choosing these honourees among thousands of nominees is long and daunting, a three-layer process that relies on the knowledge and authority of our wide-reaching community, skilled reporters and expert judges. The final product: A collection of bold risk-takers putting a new twist on the old tools of the trade. The future looks bright—take a peek

Editors: STEVEN BERTONI & ALEXANDRA WILSON
Assistant Editor: ALEXANDRA STERNLICHT



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Hollywood

Brett Beaulieu-Jones, 29; Jeff Impey, 29; Alexander LoVerde, 29
Co-founders, SyncOnSet Technologies

Zazie Beetz, 27
Actor

Rachel Brosnahan, 28
Actor, producer

Corey Camperchioli, 29
Actor, writer, producer

Sammi Cannold, 24
Director

Aneesh Chaganty, 27
Director, writer

Timothée Chalamet, 22
Actor

Jack Davis, 27
Founder, Crypt TV

Tara Dorfman, 29
Agent, Creative Artists Agency

Dominique Fishback, 27
Actor

Elsie Fisher, 15
Actor

Andrew Kortschak, 28
Co-founder, End Cue

Liza Koshy, 22
Digital star

Alyssa Lanz, 28
Agent, United Talent Agency

Liza Koshy, 22

DIGITAL STAR

"My office is basically my phone," says comedian and actor Liza Koshy. That's certainly where all her fans are: Koshy's YouTube channel has 16.2 million subscribers and 2.5 billion views.

Koshy specialises in punnery, physical gags and parodies. One of her widely watched videos spoofs the makeup tutorials that have proliferated across YouTube. She has several popular characters, like her male, mustachioed alter ego, Jet Packinski III. "He's a very handsome man. I believe I'm a lot better-looking as a dude than a girl."

Koshy began shooting six-second Vine videos on her cellphone as a teen—"I eventually realised that I could talk for much longer than that"—and parlayed them into a popular YouTube channel. In 2016, she interviewed US President Barack Obama for a get-out-the-vote initiative. Traditional TV executives took notice. She was hired as the face of Nickelodeon's *Double Dare* reboot, became a host of MTV's resurrected *TRL* and scored a role in Hulu's drama *Freakish*. On the big screen, she nabbed a part in Tyler Perry's *Boo! A Madea Halloween*.

Next up: A Liza Koshy line of bags, out this fall.

—Natalie Robehmed & Madeline Berg

LIZA KOSHY WEARS A WOOL-AND-POLYESTER DRESS BY OFF-WHITE (\$1,265), A PERFECTO STUDDER LEATHER JACKET BY L'AGENCE (\$1,595), PISTOL PATENT LEATHER PUMPS BY TAMARA MELLON (\$475) AND DIAMOND EARRINGS BY GABRIEL & CO. (\$7,405)

Jacob Latimore, 22
Actor

Kiki Layne, 26
Actor

Olivia Milch, 29
Writer, director, producer

Michael Ratner, 29
Founder, OBB Pictures

Storm Reid, 15
Actor

Nick Robinson, 23
Actor

Zoe Rogovin, 29
VP, development, Bravo

Brittney Segal, 28
Director of original series, Netflix

Quinn Shephard, 23
Actor, writer, director

Tye Sheridan, 22
Actor

Christopher Slager, 29
Senior associate, Endeavor Content

Ryan Jamaal Swain, 24
Actor

Josie Totah, 17
Actor

Kelly Marie Tran, 29
Actor

Natalie Laine Williams, 28
Executive, Makeready

Bowen Yang, 28
Writer, comedian

JUDGES:

Jermaine Fowler, comedian, writer, producer (Under 30 Class of 2018)

Mary Parent, vice chairman of worldwide production, Legendary Entertainment

Allison Schroeder, writer (Hidden Figures)

Health care

Johannes Birgmeier, 28; Karthik Jagadeesh, 29
PhD candidates, Stanford University

Megan Blewett, 29
Associate, Venrock

Nathan Buchbinder, 25; Coleman Stavish, 24; David West, 24
Co-founders, Proscia

Fei Chen, 29
Principal investigator, Broad Institute of Harvard & MIT

Janice Chen, 27; Lucas Harrington, 27; Trevor Martin, 29
Co-founders, Mammoth Biosciences

Anna Chif, 29
Co-founder, Dialogue

Tyler Clites, 28
Postdoctoral associate, Massachusetts Institute of Technology

Joshua Cohen, 28
MD-PhD candidate, Johns Hopkins University School of Medicine

Connor Coley, 24
PhD candidate, MIT



Trevor Martin, 29

**CO-FOUNDER,
MAMMOTH BIOSCIENCES**

Trevor Martin says he's a contrarian. For a Stanford biology PhD starting a company, that meant wanting to create diagnostic tests, not drugs. In the test business, he says, every technology doctors use is 30 years old: "I just had this vision that diagnostics is stuck."

To get unstuck, Martin happened upon one of the hottest technologies in biotech: An enzyme called Crispr. Originally used by bacteria as a way to attack viruses, scientists now use Crispr as a method for genetic engineering because it can home in on a particular spot in DNA and sever it, allowing gene editing. But new research coming out of the laboratory of Crispr co-discoverer Jennifer Doudna showed it was possible to use Crispr not only as scissors but as a genetic search engine. "The moment we saw those papers, we knew that this was the way that diagnostics was going to go in the future," Martin says. His company, Mammoth Biosciences, raised \$23 million this year from Mayfield, NFX and individuals such as Apple CEO Tim Cook. "Before, it was a gene-editing tool," says Martin. "Now it's a gene-editing and diagnostics tool. Who knows where it's going to go tomorrow?"

—Matthew Herper, *Michela Tindera & Ellie Kincaid*

Cecilia Corral, 28
Co-founder, CareMessage

Cheryl Cui, 28
Co-founder, Nest.Bio

Trang Duong, 23; Henry Iseman, 22; Victor Wang, 22

Co-founders, Penta Group

Abdullah Feroze, 29
Neurosurgical resident, Seattle Children's Hospital and University of Washington

Catherine Freije, 27; Cameron Myhrvold, 29
PhD candidate and postdoctoral fellow, Broad Institute of Harvard & MIT

Eric Frieman, 28
Co-founder, VFR Healthcare

Dennis Grishin, 28; Kamal Obbad, 24
Co-founders, Nebula Genomics

Inmaculada Hernandez, 28
Assistant professor, University of Pittsburgh

Shinjini Kundu, 28
Resident physician and medical researcher, University of Pittsburgh Medical Center

Kyle Loh, 25
Assistant professor, Stanford University

Marinna Madrid, 28; Nabiba Sklayen, 29; Stan Wang, 29
Co-founders, Cellino Biotech

Nohémie Mawaka, 27
Founder, Stats Congo

Alexei Mlodinow, 28
Co-founder, Surgical Innovation Associates (SIA)

Adegoke Olubusi, 25; Tito Ovia, 25; Dimeji Sofowora, 26
Co-founders, Helium Health

Stephanie Papes, 28
Co-founder, Boulder Care

Nathanael Ren, 29; Eddie Reyes, 28
Co-founders, Buoy Health

Alex Salter, 29
MD-PhD candidate, Fred Hutchinson Cancer Research Center and University of Washington

Sukrit Silas, 29
Co-founder, BillionToOne

Erin Smith, 18
Founder, FacePrint

Raja Srinivas, 29
Co-founder, Asimov

Joy Wolfram, 29
Assistant professor, Mayo Clinic

JUDGES:

Kristina Burow, managing director, Arch Venture Partners

John Halamka, chief information officer, Beth Israel Deaconess Medical Center

Philip Jones, VP of therapeutics discovery, University of Texas MD Anderson Cancer Center

Cigall Kadoch, founder, Foghorn Therapeutics (Under 30 Class of 2014)

Marketing & Advertising

Erin Abernathy, 28
Co-founder, Out of Office Media

Nedal Ahmed, 29
Senior copywriter, Droga5

Ziad Ahmed, 19; Nick Jain, 19
Co-founders, JUV Consulting



Praveen Arichandran, 28
Director of growth, Tesla

Ryan Brown, 29
Head of content, Twitter

Jon Chang, 29
Global product marketer, IBM Watson

Shavone Charles, 28
Head of global music & youth culture communications, Instagram

Dianna Cohen, 27
Founder, Levitate

Nathalie Con, 29
Strategy director, Giant Spoon

Arielle Gross, 29
Business lead, Facebook

Sabena Gupta, 27
Director of brand strategy, New York Times

Kelsey Hunter, 29
Founder, Paloma

Frederick Joseph, 29
Founder, We Have Stories

Alex Levin, 29
Co-founder, L+R

Nadia Masri, 27
Founder, Perksy

Nadia Masri, 27

FOUNDER, PERKSY

"I've always been fascinated by people—why they do the things they do, what drives their behaviour," says Nadia Masri. She carried that interest to a summer program at Harvard, where she learnt how companies research and struggle to understand their customers.

"I thought to myself, There's got to be a better way to do this, something more fun and engaging," she recalls. "And I also thought, I love giving feedback to brands. And I knew that a lot of my friends do, too."

In 2018, she launched Perksy, a mobile app. Users log in and take surveys with questions from companies like Smucker's and Pepsi. Businesses pay between \$60,000 to \$300,000 a year to get their queries in Perksy. (Some companies pay \$5,000 to \$10,000 per project.) Users earn points for completing the surveys—Masri says 85 percent of them finish, compared with the 1 percent to 3 percent completion rates that most market researchers get—and can trade those points for gift cards and subscriptions to places like Netflix.

The questions range from "Do you have any pets?" to "How do you feel about Uber as a company?" Another question around a client's Mother's Day ad campaign asked people how they felt about their mothers. The answer? Masri is pleased to report: "Overall, people love their mothers."

—Jenny Rooney & Katherine Love

NADIA MASRI WEARS A HAND-PAINTED SILK JUMPSUIT BY KAMPERETT (\$1,675), AND AN 18KT GOLD NECKLACE WITH EMERALDS (\$76,340), AN 18KT GOLD EVIL EYE RING WITH DIAMONDS (\$8,975) AND AN 18KT WHITE GOLD AND SILVER CENTAURUS RING (\$10,690) WITH DIAMONDS BY ILEANA MAKRI.

Sana Merchant, 29
Senior manager, club social media strategy, NFL

Christina Miller, 28
Director of social media strategy, VML

Gus Murillo, 26; Kenny Nguyen, 28
Co-founders, ThreeSixtyEight

Jayvee Nava, 28
VP of community, Peloton

Taylor Patchen, 26
Director of AR/VR brand strategy, Vertebrae

Dan Pratt, 28; Todd Saunders, 28
Co-founders, AdHawk

Dani Roche, 27
Founder, Kastor & Pollux

Bryan Rosenblatt, 29
Director of brand partnerships, Reddit

Nik Sharma, 22
Director of DTC, Hint

Sara Smoler, 26
Business development supervisor, Ogilvy

Aakriti Srikanth, 26
CMO for AI, Red Hat

Lara Vandenberg, 26
Senior VP, marketing & communications, Knotch

Johnny Wong, 28
Co-founder, Operam

Jessica Wolf, 27
Director of community, Summit Series

Sheldon 'Dom' Zhai, 28
Founder, Supreme Optimization

JUDGES:

Katrina Craigwell, head of marketing, Finn by Chase (Under 30 Class of 2014)

Rohan Oza, co-founder, Cavu Venture Partners

Jim Stengel, founder, Jim Stengel Group

Musa Tariq, global head of marketing for experiences, Airbnb

Art & Style

Taofeek Abijako, 20
Fashion designer, Head of State+

Stirling Barrett, 29
Founder, Krewé

Emily Adams Bode, 29
Fashion designer, Bode

Jordan Casteel, 29
Artist

Alex Chaves, 28
Artist

Alexandre Daillance, 21
Co-founder, Nasaseasons

Violet Dennison, 29
Artist

John Edmonds, 29
Artist

Lisk Feng, 28
Illustrator



Sarah Staudinger, 29

FOUNDER, STAUD

In 2015, Los Angeles native Sarah Staudinger raised money from friends and family to launch a women's-wear brand that would fill the gap between high-end and fast fashion with affordable, timeless clothes and accessories. But first she had to overcome a bad judgement call. She had sunk thousands of dollars into a technology that let customers make design choices like sleeve and pants lengths. The concept flopped. "People wanted a simpler, cleaner process," she says.

She scrapped the idea, and Staud took off from there. The brand's corduroy jumpsuits, satin dresses and leather bucket bags are a hit with social media influencers and celebrities, including Claire Danes, Dakota Johnson and Zoe Saldana. Thanks in part to the celeb-buzz, revenue is on track to hit \$20 million in 2018—five times 2017 sales. Not bad for a second try.

—Susan Adams, Samantha Sharf, Kristin Tablang & Michael Solomon

SARAH STAUDINGER WEARS HER OWN DRESS, GOLD LOOP EARRINGS BY ERINISS (\$1,125) AND CARRIES BAGS BY STAUD, AVAILABLE AT SAKS FIFTH AVENUE

Chelsea Goldman, 28
Fashion designer, CF Goldman

Danielle Guizio, 28
Fashion designer, Danielle Guizio

Matthew Angelo Harrison, 28
Artist

Felicia Hung, 27;
Nicholas Ozemba, 27
Designers, In Common With

Simon St James LeComte, 26
Designer, Simon St James Studio

Hannah Levy, 27
Artist

Victoria Manganiello, 29
Artist

Tyler Mitchell, 23
Photographer

Erin Jane Nelson, 29
Artist

Julien Nguyen, 27
Artist

Soe Yu Nwe, 29
Artist

Kayode Ojo, 28
Artist

Jade Kuriki Olivo, 29
Artist, Puppies Puppies

Elle Pérez, 29
Artist

Roya Sachs, 27
Curator, Lever House Art Collection

Mark Shami, 27
Founder, the M Jewelers

Kim Shui, 28
Fashion designer, Kim Shui

Sarah Staudinger, 29
Founder, Staud

Rhuigi Villaseñor, 27
Fashion designer, Rhude

Alyssa Wasko, 29
Fashion designer, Donni

JooHee Yoon, 29
Illustrator

JUDGES:

Tory Burch, founder, Tory Burch

Carter Cleveland, founder, Artsy (Under 30 Class of 2014)

Nicole Miller, co-founder, Nicole Miller

Games

Alastair Aiken, 25
YouTuber, Ali-A

Evan Banyash, 22;
Andrew Sampson, 23
Co-founders, Rainway

Tyler Blevins, 27
Streamer, Ninja

Sam Braithwaite, 29
Senior global esports franchise lead, Blizzard Entertainment

Gabby DaRienzo, 29
Co-founder, Laundry Bear Games

Ashley Deese, 29
Manager of digital media, Smithsonian Institution

Delane Parnell, 26

FOUNDER, PLAYVS

High school athletics don't just occur in the real world anymore.

Delane Parnell's PlayVS makes a web app used by US schools to create esports teams and participate in state-sanctioned competitive leagues. The app schedules matches, tracks player statistics and auto-reports wins and losses, which prevents cheating in popular games like *League of Legends*.

"It's pretty exciting... to be able to build a company where kids can validate their passion and be recognised for their talents," Parnell says. "We help develop the next generation of pros."

In January, Parnell signed an exclusive deal to provide its software to the National Federation of State High School Associations, which governs the rules for most US high school sports. (Five state associations enrolled in a trial season; four more are committed for next spring.) And this summer PlayVS raised \$15 million in a Series A round that included money from the NFL's San Francisco 49ers.

—Matt Perez & Justin Conklin

Ross Finman, 29
AR research lead, Niantic Labs

Daniel Fornace, 29
Game designer

Tim Gettys, 29
Co-founder, Kinda Funny Games

Kate Gorman, 28
Founder, Fort Mason Games

Riley Gravatt, 29
Co-owner, System Era Softworks

Brianna Lei, 24
Game designer

Greg Lobanov, 26
Game designer

Richard Ludlow, 28
Co-founder, Hexany Audio

Delane Parnell, 26
Founder, PlayVS

Yiliang Peng, 25
Professional gamer, Team Liquid

Julián Quijano, 28
Founder, Beautiful Glitch

Shilpa Rao, 29
Senior content acquisition manager, Twitch

Fabian Rastorfer, 27
Founder, Fabraz

Seven Siegel, 29
Executive director, Global Game Jam

Will Stahl, 27
Co-founder, Offworld Industries

Johan Sundstein, 25
Co-founder, OG Redbull

Jimmy Tang, 28
Senior manager, strategy and finance, Twitch

Ty Taylor, 29
Founder, Quantum Astrophysicists Guild

Arvi Teikari, 26
Game designer

Justin Warden, 24
Co-founder, Ader

Lauren Williams, 22
Professional gamer, Cloud9

Aileena Xu, 25
President of esports, TSM

Jacky Yip, 20
Professional gamer, MiBR

Jason Zimmerman, 29
Professional gamer, Most Valuable Gaming

JUDGES:

Robin Hunicke, co-founder, Funomena

Siobhan Reddy, co-founder, Media Molecule

Noah Whinston, CEO, Immortals (Under 30 Class of 2017)

Music

21 Savage, 26
Musician, hip-hop

Adriana Arce, 28
Manager, Miley Cyrus

Kane Brown, 25
Musician, country

Bad Bunny, 24
Musician, reggaeton

Camila Cabello, 21
Musician, pop

Ziggy Chareton, 29
Vice president, A&R, Island Records

Mike Darlington, 29;
Ari Paunonen, 29
Co-founders, Monstercat

Billie Eilish, 16
Musician, pop

Joss Favela, 27
Musician, Mexican regional

Madame Gandhi, 29
Musician, electronic

Lauren Jauregui, 22
Musician, pop

Juice WRLD, 19
Musician, hip-hop

Jake Kiszka, 22; **Josh Kiszka, 22;**
Sam Kiszka, 19;
Danny Wagner, 19
Musicians, rock, Greta Van Fleet

Lil Pump, 18
Musician, hip-hop

Justin Lubliner, 28
Founder, the Darkroom

Post Malone, 23
Musician, pop

Joseph Mason, 28
Co-founder, Repost Network

Cécile McLorin Salvant, 29
Musician, jazz

Rico Nasty, 21
Musician, hip-hop

Salomon Palacios III, 28
Label manager, Universal Music Group

Russ, 26

MUSICIAN

Before he reached hip-hop stardom, Russell 'Russ' Vitale was a one-man band: Rapping, writing, singing, producing and mixing in his Atlanta basement. When he started releasing mixtapes in 2011, his first royalty cheque was for 20 cents.

His earnings got bigger after Russ released 11 independent albums and landed a deal with Columbia Records last year. His indie following allowed him to dictate terms: A multimillion-dollar advance and a 50-50 profit split on future releases. "I want to be a massive superstar, but I am going to make sure that the deal is right," he says. His 2017 major-label debut, *There's Really a Wolf*, went platinum, helping Russ earn \$15 million over the past year. His follow-up, *Zoo*, peaked at No 4 on the Billboard 200 chart in September.

—Zack O'Malley Greenburg & Natalie Robehmed

Taylor Parks, 25
Songwriter

Harrison Remler, 26
Chief operating officer, Visionary Music Group

Jessie Reyez, 28
Musician, pop

Russ, 26
Musician, hip-hop

Moe Shalizi, 28
Manager, Marshmello

Mickey Shiloh, 26
Songwriter

Starrah, 28
Songwriter

Syd, 26
Musician, R&B

Grace VanderWaal, 14
Musician, pop

Yaeji, 25
Musician, electronic

JUDGES:

Boi-1da, producer (Under 30 Class of 2016)

Marshmello, DJ-producer (Under 30 Class of 2018)

Molly DeWolf Swenson, chief impact officer, Maverick (Under 30 Class of 2017)

Enterprise Technology

Natalie Abeysena, 24;
Luciano Arango, 24
Co-founders, ScopeAI

Jack Altman, 29; **Eric Koslow, 28**
Co-founders, Lattice

George Avetisov, 29
Co-founder, Hypr

Nate Baker, 26; **Joel Gottsegen, 26;** **Lucas Hansen, 25**
Co-founders, Qualia

Joy Buolamwini, 28
Founder, Algorithmic Justice League

Nick Bushak, 29
Co-founder, ZenSourcer

Alex Canter, 26
Co-founder, Ordermark

Kevin Chiu, 27
Co-founder, Catalyst Software

Lillian Chou, 29
Co-founder, Second Measure

Joe Davy, 29
Co-founder, Banzai

Dylan Field, 26
Co-founder, Figma

James Nishiyama Finucane, 27;
Gregory Rockson, 27;
Daniel Shoukimas, 27
Co-founders, mPharma

Keno Fischer, 23
Co-founder, Julia Computing

Amelia Friedman, 26
Co-founder, Hatch Apps

Sami Ghoche, 24;
Deon Nicholas, 25
Co-founders, Forethought

Shubham Goel, 23;
Ray Zhou, 24
Co-founders, Affinity

David Hariri, 28;
Mike Murchison, 29
Co-founders, Ada

Arthur Hong, 27
Co-founder, Zenrez

Marty Hu, 29;
Michia Rohrsen, 29
Co-founders, Prodigy

Michael Kanaan, 29
Enterprise lead, AI & ML, US Air Force



Alexander Kern, 24;
Nikhil Srinivasan, 25
Co-founders, Distributed Systems

Mark Kilpatrick, 28
Co-founder, Urban FT

Brian Liston, 26;
Edward Woodford, 25
Co-founders, Seed CX

Dan Rasmuson, 25; **Brian Rieger, 29;** **Manu Sharma, 28**
Co-founders, Labelbox

Alexandre Rebert, 28
Co-founder, ForAllSecure

Keith Ryu, 27
Co-founder, Fountain

Ryan Sandler, 26;
Ethan Winchell, 26
Co-founders, Truework

Lauren Smith, 29
Head of strategy, Foursquare

Abby Speicher, 28
Co-founder, DARTdrones

Langston Whitlock 16
Co-founder, Safetrip

JUDGES:

Eoghan McCabe, co-founder, Intercom

Austin McChord, founder, Datto (Under 30 Class of 2015)

Nick Mehta, CEO, Gainsight
Therese Tucker, founder, BlackLine

Gregory Rockson, 27

CO-FOUNDER, mPHARMA

As a kid, Gregory Rockson was always sick. "There was a joke back home"—in his native Ghana—"that I was the baby that was always going to the hospital," he says. "I'm lucky I survived."

It's hard for average Africans to get medical attention. Most don't have health insurance—in South Africa, the continent's most developed nation, just 17 percent of the population is covered—and must pay out of pocket. To make matters worse, there are few large pharmacy chains, and small shops don't have the purchasing power to buy medicine cheaply.

That's where Rockson's mPharma comes in. A pharmacy benefits manager, it buys drugs on behalf of pharmacies and provides software to them for tracking inventory and forecasting what patients will need. mPharma purchases the drugs in bulk, securing discounts as much as 40 percent lower than what a typical pharmacy would pay. So far, 200 pharmacies across four countries have become mPharma clients.

mPharma is armed with \$12 million in funding from billionaire Jim Breyer and others, though Rockson readily admits many more investors turned him away. "People didn't really understand Africa as a continent of opportunity," he says. "They saw it as a continent of problems."

—Helen AS Popkin & Igor Bosilkovski

GREGORY ROCKSON WEARS A WOOL SPORT JACKET BY LBM 1911 (\$695), A WOOL SWEATER BY MR PORTER (\$185) AND PANTS BY SELECTED HOMME (\$125)

Science

Julie Bliss Mullen, 28
Co-founder, Aclarity

Chris Boyce, 29
Assistant professor, Columbia University

Ava Carter, 27
PhD candidate, Stanford University

Kevin Chen, 29
Postdoctoral fellow, Harvard University

Meghali Chopra, 29
CEO, SandBox Semiconductor

Lorin Crawford, 28
Assistant professor, Brown University

Jeffrey Dick, 28
Assistant professor, University of North Carolina at Chapel Hill

Jonathan C Grima, 29
Postdoctoral fellow, Johns Hopkins University

Mark Groden, 28
Co-founder, SkyRyse

Theodore Ho, 28
Postdoctoral research fellow, Stanford University

Hasini Jayatilaka, 28
Postdoctoral research fellow, Stanford University

Achuta Kadambi, 29
Assistant professor, University of California, Los Angeles

Jacqueline Kimmey, 29
Postdoctoral scholar, University of California, San Diego

Sean McClain, 29
Founder, AbSci

Nasrin Mostafazadeh, 28
Senior research scientist, Elemental Cognition

Daniel Nevius, 29
Co-founder, Analytical Space

Luke Osborn, 29
PhD candidate, Johns Hopkins University

GM Mahmud Arif Pavel, 29
Postdoctoral associate, Scripps Research

Jeremy Puthumana, 25
MD candidate, Yale University

Maithra Raghu, 27
PhD candidate, Cornell University

Devaki Raj, 28
Co-founder, CrowdAI

Gitanjali Rao, 13
Inventor

Michael Ruggiero, 28
Assistant professor, University of Vermont

Kaitlyn Sadtler, 29
Postdoctoral fellow, MIT

Scott Tan, 25
Graduate student, MIT

Ewin Tang, 18
PhD candidate, University of Washington

Devaki Raj, 28

FOUNDER, CROWDAI

After hurricane Michael wrecked the Florida Pandhandle, Wide Open West, a telecom, turned to Devaki Raj to get a map of affected buildings in the area. Her CrowdAI had one ready in 20 minutes.

CrowdAI uses artificial intelligence to produce quick and accurate cartography by studying satellite imagery; it can outline everything from industrial construction projects to natural disasters. CrowdAI, which has raised \$2.6 million from Y Combinator and others, has been used to map wildfire damage in California and Hurricane Harvey's destruction in southern Texas.

Raj was born into a highly educated family (father and sister are geneticists) and earned a master's in statistics at Oxford before throwing up her hands at the slow pace of academia. "I wanted to see things move a little bit faster," she says. "So I took the non-academic path." Off to Google she went, where she handled projects like analysing satellite imagery to determine ideal areas for solar energy in Africa.

—Alex Knapp

William Tarpeh, 28
Assistant professor, Stanford University

Andy Kah Ping Tay, 28
Postdoctoral research fellow,
Stanford University

Haotian Wang, 28
Assistant professor, Rice University

Hyunwoo Yuk, 29
Graduate student, MIT

JUDGES:

Tim Downing, assistant professor, UC Irvine (30 under 30 class of 2017)

Jason Kelly, co-founder, Ginkgo Bioworks

Josh Wolfe, co-founder, Lux Capital
Sara Seager, professor, MIT

Education

Joseph Alim, 24;
Francisco Calderon, 26;
Tuan Ho, 23
Co-founders, ScholarJet

Ipek Bakir, 28;
Stephanie Sharp, 28
Programme analysts,
Overdeck Family Foundation

Jackson Boyar, 29;
James Lu Morrissey, 28
Co-founders, Mentor Collective

Jharrett Bryantt, 29
Assistant superintendent,
Office of Strategy & Innovation,
Houston Independent School District

Gemma Busoni, 20;
Josh Maldonado, 26
Co-founders, Discovr Labs

Zeph Chang, 21; Jessica Sun, 19
Co-founders, Lumos Debate

Sanil Chawla, 18
Founder, Hack+

Dianna Cowern, 29
Founder, Physics Girl

Tressa Marie Cunningham, 25
Director, Sanford Education Programs,
Long Island University

Emilie Cushman, 28
Co-founder, Kira Talent

Neha Dalal, 23
Programme and operations
coordinator, The Institute for College
Access & Success

Ashutosh Desai, 26;
Jeremy Rossmann, 27
Co-founders, Make School

Abigail Harrison, 21
Co-founder, The Mars Generation

Grechen Huebner, 28;
Jon Mattingly, 28
Co-founders, Kodable

Rebecca Kantar, 26
Founder, Imbellus

Abhishek Kumar, 29;
Shad Chowdhury, 26
Co-founders, PremedHQ

Jana K Landon, 29
HBCU outreach specialist, Google

Ruby Lee, 26; Vivian Shen, 26
Co-founders, Juni Learning

Vanessa Luna, 27
Co-founder, ImmSchools

Rebecca Kantar, 26

FOUNDER, IMBELLUS

Rebecca Kantar has always enjoyed learning. But she will quickly fess up to hating school. So after dropping out of Harvard, she founded ed tech startup Imbellus in 2015, which now has \$23 million in funding. "Our goal is to replace all the standardised tests—the SAT, the ACT, the AP."

Imbellus makes computer-based exams that don't use multiple-choice questions. Instead it creates interactive scenarios to assess skills like problem solving, creativity and resourcefulness. In one scenario, students identify and treat a growing disease epidemic.

So far Imbellus has produced tests for McKinsey—assessments for potential employees—and a few other big businesses. Kantar next wants to roll out her SAT replacement exams and expand her offerings to tests that cater to more specific skills. That will be a much harder nut to crack, but if she succeeds in killing off the SAT and its ilk, Kantar hopes "high schools should be free to teach in ways that are relevant and interesting for their students".

—Carter Coudriet & Caroline Howard

Derrick Mar, 24; Kevin Wu, 23
Co-founders, Pathrise

Sean Newman Maroni, 26
Founder, Betabox

Karlos L Marshall, 27;
Moses B Mbeseha, 27
Co-founders, The Conscious Connect

Tyler Menezes, 26
Co-founder, SRND

Jake Millar, 23; Yuuki Ogino, 23
Co-founders, Unfiltered

Ankur Nagpal, 29
Founder, Teachable

Viet Nguyen, 23
Co-founder, EdMobilizer

Sally A Nuamah, 29
Professor, Duke University

Naguib Sawiris, 27
Founder, Yup

Saud Siddiqui, 29
Co-founder, SketchyMedical

Luke Sophinos, 24
Founder, CourseKey

JUDGES:

Wendy Kopp, co-founder, Teach For All

Craig Newmark, founder, Craigslist

Tory Patterson, co-founder, Owl Ventures

Esther Tricoche, head of venture development, RippleWorks (Under 30 Class of 2016)

Energy

Arsheen Allam, 27
Founder, GOLeafe

Apoorv Bhargava, 29
Co-founder, Weave Grid

Meghana Bollimpalli, 17
Researcher, University of Arkansas

Elvis Cao, 26
PhD candidate, Cornell University

Nathalie Capati, 29
Senior manager, battery systems,
SF Motors

Carter Chang, 28
Head of strategic planning, solar
products, Tesla

Lin Chen, 29
Founder, Beltech

Po Jui Chiu, 28
Co-founder, BioInspira

Chris Davlantes, 25
Founder, Reach Labs

Phil De Luna, 27
Director, CERT

Troy Demmer, 29
Co-founder, Gecko Robotics

Anna Douglas, 26
Co-founder, SkyNano

Andrew Gilligan, 29
Vice president, Sol Systems

Spencer Gore, 26
Founder, Impossible Aerospace

Nicholas Houchois, 22
Co-founder, Hearth Labs

Adam James, 29
Co-founder, Clean Energy
Leadership Institute

Joel Jean, 29
Co-founder, Swift Solar

**Christian Kladzyk, 22; Viviane
Nguyen, 22; Pablo Pimenta, 26**
Co-founders, PolarPanel

Daniel Kroupa, 29
Innovation postdoctoral fellow,
University of Washington Clean
Energy Institute

Raj Mistry, 27

CO-FOUNDER, LYNX RESOURCE PARTNERS

Several years back, Raj Mistry was working as a Citigroup banker when billionaire Aubrey McClendon, the co-founder of Chesapeake Energy, poached him to join McClendon's American Energy Partners. Mistry worked alongside McClendon—"the greatest wildcatter on the planet", Mistry says—as one of his top financial advisors, advising him on deals in Texas, Australia, Argentina and Mexico.

"The ability to really work closely with [McClendon] has been by far the single greatest influence in my life," Mistry says.

After McClendon died in a 2016 car crash, Mistry broke out on his own and co-founded Lynx Resource Partners (yes, named after a wild cat). Lynx aims to do what McClendon did: Buy up land, drill for oil and gas, and frack. Lynx has so far amassed 15,000 acres in Oklahoma's Andarko Basin and sucked up \$130 million in private equity funding. It plans to start drilling early next year.

"We've just begun," Mistry says. "The shale revolution has just begun."

—Chris Helman, Jeremy Bogaisky & Elisabeth Brier



RAJ MISTRY WEARS A WOOL JACKET BY SELECTED HOMME (\$245) AND COTTON SHIRT BY TED BAKER (\$165), AVAILABLE AT NORDSTROM

- Ryan Laemel, 26**
Senior associate,
Rocky Mountain Institute
- Timothy Latimer, 28**
Co-founder, Fervo Energy
- Jon McKay, 27**
Co-founder, Nanogrid
- Raj Mistry, 26**
Co-founder, Lynx Resource Partners
- Kishor Nayar, 27**
Founder, Rengen Technologies
- Seth Neel, 25**
Co-founder, Welligence
- Megan O'Connor, 28**
Co-founder, Nth Cycle
- Dhruvik Parikh, 18**
Undergraduate student,
Stanford University
- Thomas Russell, 25**
Co-founder, ETC Solar
- Sunny Sanwar, 28**
Founder, Verd2GO
- Austin Sendek, 28**
Founder, Aionics

JUDGES:

- Bill Aulet**, managing director,
Martin Trust Center for MIT
Entrepreneurship
- John Goff**, co-founder, Crescent
- Amrit Robbins**, founder, Axiom
Exergy (Under 30 Class of 2017)
- Peter Zornio**, chief technology
officer, Emerson Electric

Manufacturing & Industry

- Fuji Avdic, 27**
Founder, Stryker Logistics
- Sébastien Boyer, 26;**
Thomas Palomares, 25
Co-founders, FarmWise
- Mallorie Brodie, 27;**
Lauren Lake, 26
Co-founders, Bridgit
- Tom Burden, 28**
Founder, Grypmat
- Keysha Camps, 28**
Autonomous vehicle programme
engineering manager, General Motors
- Lilla Cosgrove, 28;**
Nick Greenfield, 29
Co-founders, Candid
- Greta Cutulenco, 27**
Co-founder, Acerta
- Antoine de Maleprade, 26;**
Clement Renault, 27;
Ugo Vollmer, 26
Co-founders, Shone
- Bryan Dow, 29**
Co-founder, Understory
- Tim Ellis, 28; Jordan Noone, 26**
Co-founders, Relativity Space
- Luke Fox, 24**
Founder, WhiteFox
- Siddha Ganju, 25**
Solutions architect, Nvidia
- John Gattuso, 27; Frederick
Grimm, 27; Julian Knight, 27**
Co-founders, FIXD

Alex Rodrigues, 23

CO-FOUNDER, EMBARK

For Alex Rodrigues, it all began with a robot named Muffin. While in high school in Calgary, Alberta, Rodrigues competed and won a world robotics championship by assembling 3-foot-high Muffin and programming him to complete a very Canadian task: "Put hockey pucks into a bin in the middle of a field."

The robots that Rodrigues focuses on today are considerably bigger than Muffin. His San Francisco-based Embark Trucks is creating a fleet of autonomous 18-wheelers, installing its self-driving software into existing Peterbilt semis. The vehicles are designed "specifically for highways, which is what differentiates what we're doing", he says. Let Uber or Waymo figure out how to navigate congested cities. All Embark semis need to do is traverse the far less complicated interstates.

"We're able to build a system that's a lot simpler, a lot easier to prove that it's safe, and then you pass it off to a human for the last little bit of the journey," says Rodrigues, who has \$47 million from backers like Sequoia Capital and Y Combinator.

Embark already has a handful of trucks on the road—it had five rolling in July—operating between Los Angeles and Phoenix. And Rodrigues has ambitions to go coast to coast soon with 100 trucks. "Trucking is a core piece of the US economy. Trucks move 70 percent of goods," he says. "So if you can improve trucking, that really matters."

—Amy Feldman, Alan Ohnsman,
Joann Muller & Lauren Aratani

- Jordan Greene, 26**
Co-founder, AEye
- Alexander Harmsen, 26;**
James Howard, 25
Co-founders, Iris Automation
- Colin Hurd, 28**
Founder, Smart Ag
- Matthew Joyal, 26;**
Alex Schwarzkopf, 27
Co-founders, Pillar Technologies
- Jesse Kaplan, 27**
Founder, Parcel
- Sammy Khalifa, 28;**
Adam Sachs, 27
Co-founders, Vicarious Surgical
- Ryan Knopf, 28**
Co-founder, Root AI
- Janett Liriano, 27**
Co-founder, Loomia
- Abe Matamoros, 25; Hieu Nguyen, 29;**
Regina Vatterott, 25
Co-founders, EllieGrid
- Hripsime Rema Matevosyan, 27**
Co-founder, Swiftera
- Kristen McClellan, 28**
Co-founder, SnappyScreen
- Brandon Moak, 23;**
Alex Rodrigues, 23
Co-founders, Embark

- Richman Neumann, 27**
Co-founder, Modumate
- Kelly Peng, 26**
Founder, Kura Technologies
- Paul Powers, 29**
Co-founder, Physna
- David Roger, 28**
Co-founder, Felix Gray
- Bryton Shang, 26**
Founder, Aquabyte

JUDGES:

- Jim Hackett**, CEO, Ford
- Eren Ozmen**, president, Sierra Nevada
- Jim Kim**, general partner,
Builders VC
- Chase Feiger**, co-founder, Parsable
(Under 30 Class of 2017)

Media

- Jordana Abraham, 29; Samantha
Fishbein, 29; Aleen Kuperman, 29**
Co-founders, Betches Media
- Justin R Ching, 29**
Founder, j-school
- Kaitlan Collins, 26**
White House correspondent, CNN
- Max Cutler, 27**
Founder, Parcast Network
- Josh Dawsey, 28**
White House correspondent,
Washington Post
- Bradley Deyo, 27;**
Brandon Deyo, 27
Co-founders, Mars Reel
- Caitlin Dickerson, 29**
Reporter, New York Times
- Alejandro Dinsmore, 25; Harris
Gordon, 27; Matthew Griffiths, 24;**
Casey Hancock, 26
Co-founders, eevo

Brandon Deyo, Bradley Deyo, 27

CO-FOUNDERS, MARS REEL

As high school sophomores, Brandon and Bradley Deyo dreamt about playing college basketball. The identical twins, raised by a single mother, couldn't afford pricey scouting camps, so they bought a \$100 pocket-size video camera from Best Buy and sent highlight reels to 300 schools.

They didn't land athletic scholarships, but friends and other players loved the highlight videos they had created. The duo realized there wasn't much coverage of high school sports out there, so they launched Mars Reel in 2010. Its video clips and photos of high school sports attract more than 30 million monthly viewers across Instagram, Facebook, Snapchat, YouTube and Twitter. "Did we intend to be entrepreneurs? I think it would've happened either way," Bradley says. "Before this we would mow lawns and shovel snow."

Traditional sports media outlets, like ESPN, don't focus on high school sports at great length. If they do, they focus on a single superstar. "They find one athlete in a generation and anoint him," says Brandon. "LeBron [James] was the next Michael Jordan." By contrast, Mars covers dozens of schools—and thousands of players—across the country, employing hundreds of freelance professional videographers to film up to 30 games a week.

Mars Reel has \$4.7 million from investors, including James himself and the rapper Drake, and has deals with James's digital media company, Uninterrupted, to develop projects like documentaries and with *USA Today* to license videos and stories.

—Hayley Cuccinello, Brett Knight
& Rebecca Lerner



BRANDON DEYO WEARS AN ALCANTARA BOMBER JACKET (\$995) AND COTTON SHIRT (\$395) BY RICHARD JAMES), AND DENIM JEANS BY MAVI JEANS (\$118). BRADLEY DEYO WEARS A COTTON HOODED PULLOVER BY EFM (\$125)

Cross Border

Dean Elkholy, 29
Co-founder, Diply

Devin Emery, 28
VP, research & growth, Cheddar

Alexandra Ellerbeck, 27
North America programme coordinator,
Committee to Protect Journalists

Ashley Feinberg, 28
Senior reporter, Huffington Post

Noah Greenberg, 28; Sam Gross, 27; Melanie Holohan, 26
Co-founders, Stacker

Rebecca Harris, 27; David Heimann, 27
Co-founders, Purple

Morgan Johnson, 29
Co-founder, the TRiiBE

Ben Kreimer, 29
Storytelling technologist

Alex Lieberman, 25; Austin Rief, 24
Co-founders, Morning Brew

Jonathan Lin, 23; Rick Ling, 25
Co-founders, Blitz Esports

Ella Mielniczenko, 28
Executive producer, BuzzFeed

Kim Patel, 27
Director, global corporate strategy,
Vice Media

Hillary Reinsberg, 29
Editor-in-chief, the Infatuation

Amy Schellenbaum, 27
Online director, Popular Science

Danez Smith, 29
Poet

Andy Sparks, 29
Co-founder, Holloway

Zach Stafford, 28
Editor-in-chief, Into

Jonny Sun, 28
Writer

David Tao, 29
Co-founder, BarBend

Elizabeth Wagmeister, 28
Senior correspondent, Variety

Ariel Wengroff, 29
Executive producer,
Vice Media

Trey Yingst, 25
Foreign correspondent, Fox News

JUDGES:

Liz Claman, anchor, Fox Business Network

Morgan DeBaun, co-founder, Blavity (under 30 class of 2016)

David Perpich, president, Wirecutter, *New York Times*

Jon Steinberg, founder, Cheddar

Venture Capital

Clemens Baumgart, 29
Principal, Harmony Partners

Jason Black, 28
Principal, RRE Ventures

Laura Chau, 29
Principal, Canaan Partners

Vik Chawla, 29
Principal, Fifth Wall Ventures

David Cheng, 27
VP, DCM

Teddy Citrin, 28
Investor, Greycroft

Michael Dempsey, 28
Partner, Compound

Peter Doyle, 25
Investor, Accel

Masha Drokova, 29
Founder, Day One Ventures

Annelies Gamble, 27
Senior associate, WTI

Adina Tecklu, 27

CO-HEAD, CANAAN BETA

"I consider myself African-American. I'm a woman. I'm 27. That's not what people expect when they see a venture capitalist," says Adina Tecklu.

Together with fellow 30 Under 30 honouree Hootan Rashidifard, Tecklu leads a \$20 million seed programme called Canaan Beta at the venture capital firm Canaan Partners. Their primary focus is to find the next great consumer tech company. And after spending a year and a half at Zenefits, Tecklu knows how to spot a startup gone bad. She left the health care data business after its CEO resigned amid a scandal over compliance procedures. "I was there for the insane growth trajectory—and everything that came afterward," she says.

Canaan Beta's other goal: invest in businesses that reach the young and increasingly diverse customers on the web. Its early bets include the Inside, the direct-to-consumer furniture shop, and Bumblebee Spaces, which installs storage units (ranging from a few feet wide to as large as a bed) that ascend and descend on a motorised track.

—Alex Konrad & Jon Ponciano



ADINA TECKLU WEARS A FEATHER-PRINT COTTON BLOUSE BY DRIES VAN NOTEN (\$590) AND AN ALTIPLANO WATCH WITH DIAMONDS BY PIAGET (\$26,600), AVAILABLE AT SHREVE & CO

Adam Goldberg, 24
Partner, Lightspeed Venture Partners

Thomas Krane, 27
VP, Insight Venture Partners

Addie Lerner, 29
Principal, General Catalyst

Jeffrey Low, 29
Partner, Andreessen Horowitz

Saam Motamedi, 25
Investor, Greycroft Partners

Astasia Myers, 29
Principal, Redpoint Ventures

Courtney Nelson, 27
VP, Coefficient Capital

Ivy Nguyen, 27
Associate, Zeitta Venture Partners

Dan Nguyen-Huu, 29
VP, Battery Ventures

Hootan Rashidifard, 29; Adina Tecklu, 27
Co-heads, Canaan Beta

Blake Robbins, 25
Partner, Ludlow Ventures

Charlotte Ross, 27
Associate,
New Enterprise Associates

Priya Saiprasad, 29
Principal, M12

Frances Schwiep, 29
Principal, Two Sigma Ventures

Kartik Talwar, 26
Associate, SV Angel

Ally Tam, 27
Principal, 14W

Stephen Trusheim, 28
Principal and head of operations,
SignalFire

Anthony Tucker, 28
Principal,
Troy Capital Partners

Michelle Valentine, 27
Investor, Index Ventures

Arielle Zuckerberg, 29
Partner, Coatue Management

JUDGES:

Hayley Barna, general partner, First Round (Under 30 Class of 2012)

Arlan Hamilton, founder, Backstage Capital

Jeremy Liew, partner, Lightspeed Venture Partners

Alexis Ohanian, general partner, Initialized Capital (Under 30 Class of 2012)

Law & Policy

David Agranovich, 27
Public policy manager, threat
disruption, Facebook

Amine Anoun, 25; Jake Sussman, 24; Jerry Ting, 26
Co-founders, Evisort

Lauren Blodgett, 29
Immigration attorney,
Safe Passage Project

Emerson Brooking, 29
Author

Kyle Canchola, 29
Associate, Fenwick & West

Nicholas Cortes, 29
Co-founder, Atrium

David Dorfman, 25
Legal counsel, US House of
Representatives, ranking member of
Foreign Affairs Subcommittee on Asia

Olivia Ensigh, 28
Staff attorney, American Civil Liberties
Union Capital Punishment Project

Emma Gonzalez, 19; David Hogg, 18
Co-founders, Never Again MSD

Sara Itucas, 29
Co-founder, Legalpad

Jewell Jones, 23
State representative, Michigan House
of Representatives

Cory Liu, 28
Assistant general counsel,
Office of the Governor of Texas

Daniel Loveland, 29
Counsel to the Deputy Attorney
General, US Department of Justice

David Marella, 29
Associate,
Gibbons PC

Michelle Mbekeani, 29
Policy advisor, Cook County State's
Attorney's Office

Adele McClure, 29
Policy director, Office of the Lt
Governor of Virginia

Sean Mirski, 29
Former clerk, US Supreme Court

Alex Morse, 29
Mayor, Holyoke, Massachusetts

Lauren Moxley, 28
Associate, Covington & Burling

Nicholas Cortes, 29

CO-FOUNDER, ATRIUM

For everyone who has ever hated their attorney, there's Atrium. To start, the law firm doesn't bill by the hour or charge retainer fees. It offers subscriptions, starting at \$500 a month. Atrium's simple, low-cost pricing is designed to attract early-stage companies, many of which can't afford the high costs of white-shoe attorneys. To make that work financially, Atrium tries to speed up its lawyering by using proprietary software to automate basic legal tasks, like drafting offer letters or term sheets. All of Atrium's clients are startups, like MessageBird, the cloud communications platform.

Cortes founded Atrium with 35-year-old Justin Kan, the co-founder of esports streaming service Twitch. Cortes, who is not a lawyer, became aware of how cumbersome legal work could become while assisting Kan in his angel investments. Atrium itself has gotten \$75.5 million in two rounds led by General Catalyst and Andreessen Horowitz. "This will be the future of law—both in how lawyers are employed and what companies will expect."

—Alexandra Sternlicht,
Chris Dehart & Christian Kreznar

Alexandria Ocasio-Cortez, 29
Democratic nominee, US House of Representatives

Jonathan Padilla, 29
Co-founder, Karakul

Jena Powell, 24
Republican nominee, Ohio State House of Representatives

Shermichael Singleton, 28
Contributing host, Vox Media

Kelsey Skaggs, 29
Co-founder, Climate Defense Project

Abe Sutton, 26
Advisor to the secretary for value-based reform, US Department of Health and Human Services

Rushi Talati, 29
Physician, New York University School of Medicine

John Tass-Parker, 29
Head of politics and government, Instagram

Esther Tetrushvily, 29
Foreign service officer, US Department of State

Carlos Mark Vera, 24
Founder, Pay Our Interns

Christopher Wylie, 29
Former director of research, Cambridge Analytica

JUDGES:

David Axelrod, founder, AKpd Message and Media

Risa L Goluboff, dean, University of Virginia School of Law

Anthony Scaramucci, founder, SkyBridge Capital, former White House communications director

Eva Shang, co-founder, Legalist (Under 30 Class of 2018)

Social Entrepreneurs

Yossuf Albanawi, 24; Gautam Chebrolu, 23
Co-founders, Pilleve

Aziz Alghunaim, 26; Atif Javed, 25
Co-founders, Tarjimly

Sheena Allen, 29
Founder, CapWay

Leigh-Kathryn Bonner, 25
Founder, Bee Dometown

Brandon Bryant, 29; John Henry, 25; Henri Pierre-Jacques, 27; Jarrid Tingle, 27
Co-founders, Harlem Capital

Brandon Burke, 27
Co-founder, LegWorks

Angelo Campus, 25
Founder, BoxPower

David Cooch, 28; Kyle Kornack, 28
Co-founders, Green Gas

Andrew Cooper, 28; Alex Schulze, 27
Co-founders, 4Ocean

Ryan Pandya, 26

CO-FOUNDER, PERFECT DAY

Milk may be good for strong bones. But methane gas from dairy cows—caused by, uhm, bovine flatulence—is a major contributor to global warming. So vegetarian biologist Ryan Pandya and his co-founder, Parumal Gandhi, found a way to eliminate Elsie.

His Perfect Day, which has raised \$39 million, has developed special yeasts that produce the same proteins found in dairy. Perfect Day plans to sell its casein and whey protein to food makers for everything from yogurt to ice cream to cheese, and its animal-free “milk” products will use 98 percent less water and 65 percent less energy to create than ones using cows. The first goods using Perfect Day protein will come from food giant Archer Daniels Midland, reaching stores in 2019 and priced similar to organic dairy goods. “We can work with every brand under the sun that’s currently buying dairy ingredients and help them to move their food products in a greener direction,” Pandya says.

—Alexandra Wilson & Glenda Toma

Thomas D’Eri, 29
Co-founder, Rising Tide Car Wash

Josh Durham, 23
Co-founder, Weighting Comforts

Daniela V Fernandez, 24
Founder, Sustainable Ocean Alliance

Ariane Fisher, 28
Managing director, Shortlist

Shadrack Frimpong, 27
Founder, Cocoa360

Perumal Gandhi, 27; Ryan Pandya, 26
Co-founders, Perfect Day

Dakota Gruener, 29
Executive director, ID2020

Brennan Hatton, 25; Rick Martin, 28
Co-founders, Equal Reality

Rebecca Hui, 27
Founder, Roots Studio

Riley Jones, 23; Amina Yamusah, 27
Co-founders, Bloc

Brian Keller, 25; Zachary Quinn, 26
Co-founders, Love Your Melon

Emily Kennedy, 28
Co-founder, Marinus Analytics

Emma Teal Laukitis, 27; Claire Neaton, 28
Co-founders, Salmon Sisters

Brett McCollum, 28; Matt Richardson, 29
Co-founders, Causebox

Jenna Nicholas, 28
Founder Impact Experience

Aviva Paley, 27
Co-founder, Kitchens for Good

Xiaoyuan Ren, 27
Founder, MyH2O

Saumya, 28
Co-founder, Kheyti

Miranda Wang, 24; Jeanny Yao, 24
Co-founders, BioCollection

Jennifer Xia, 28
Co-founder, FreeWill

Erin Zaikis, 28
Founder, Sundara

JUDGES:

Jean Case, CEO, Case Foundation

Lisa Curtis, founder, Kuli Kuli (Under 30 Class of 2018)

Cheryl Dorsey, president, Echoing Green

Randall Lane, chief content officer, Forbes

Retail & Ecommerce

Ramy Badie, 29
Founder, TeeTurtle

Caroline Bercaw, 16; Isabel Bercaw, 16
Co-founders, Da Bomb Bath Fizzers

Karissa Bodnar, 29
Founder, Thrive Causemetics

Jake Bolling, 29
Co-founder, Skupos

Ryan Breslow, 24; Eric Feldman, 28
Co-founders, Bolt

Julian Buckner, 27
CEO, Vesta Home & Showroom

Thomas DeSernia, 29
Founder, SA Fishing

Charles Desmarais, 25; Allie Griswold, 25; Maria Markina, 24
Co-founders, Athena Club

Luke Droulez, 29
Chief marketing officer, Parachute Home

Ryan Engel, 29
Senior director, business development, Peloton



Kory Stevens, 29

CO-FOUNDER, TAFT CLOTHING

What do actor Dwayne Johnson, singer Tim McGraw and NBA player Dwyane Wade have in common?

Look at their feet.

All three celebrities are big enthusiasts of the high-end footwear from Taft Clothing. Taft was launched by Kory Stevens and his wife, Mallory, 26, in 2014—originally as a sock company. They switched to shoes a year later, making colourful twists on classic kicks like oxfords and lace-up boots. “Companies keep designing the same shoes over and over and over. There’s an underserved market of men who want to stand out,” Stevens says.

Taft’s footwear starts at \$235 and goes up from there. Many come in playful two-tone versions. And there have also been gold floral-print boots and ones with snakeskin-like detailing.

Kory, a Brigham Young grad who once dreamt about becoming a consultant, handles product design and operations. Mallory runs the marketing strategy. They brought in outside money for the first time this year: \$5 million from several angel funds, as well as uberfan Dwyane Wade.

—Vicky Valet, Peter Carbonara & Tanya Klich

KORY STEVENS WEARS A WOOL SWEATER BY MR PORTER (\$200), WOOL PANTS BY PT PANTALONI TORINO (\$425) AND JACK BOOT IN LONDON SHOES BY TAFT CLOTHING (\$250)

Cross Border ▼

Paul Michaux, 28

Co-founder, Prose

Chelsea Moore, 27;
Jenni Olivero, 27; Sabena Suri, 28
Co-founders, Boxfox

Sara Panton, 28; Sean Panton, 26
Co-founders, vitruvi

Jessica Schinazi, 29
Head of business development and branding, luxury beauty, Amazon

Kevin Schlenker, 26
Founder, Skar Audio

Lauren Steinberg, 25
Founder, Queen V

Kory Stevens, 29;
Mallory Stevens, 26
Co-founders, Taft

Shelby Wild, 28
Founder, Playa

JUDGES:

Anil Aggarwal, founder, Shoptalk

Nadia Boujarwah, co-founder,
Dia&Co

Kirsten Green, founder, Forerunner
Ventures

Steph Korey, co-founder, Away
(under 30 class of 2016)

Sports

Emmanuel Acho, 28

Sports analyst, ESPN

Giannis Antetokounmpo, 23
Forward, Milwaukee Bucks

Kelvin Beachum Jr, 29
Offensive tackle, New York Jets

Edward Berry Jr, 28
Certified NFL player agent, Creative
Artists Agency

Alen Cisiija, 28
Associate counsel, Seattle Seahawks

Justin DePippo, 29
Director of golf course and grounds,
Bel-Air Country Club

Jessie Diggins, 27
Cross-country skier, Team USA

Skylar Diggins-Smith, 28
Guard, Dallas Wings

Crystal Dunn, 26
Forward, North Carolina Courage

Blake Griffin, 29
Power forward, Detroit Pistons

Taylor Hall, 27
Left wing, New Jersey Devils

David Herman, 26
Partnerships lead, team sports, Twitter

Laurie Hernandez, 18
Gymnast, Team USA

Nyjah Huston, 24
Skateboarder

Chad Kerley, 24
BMX rider

Sarah Kettler, 27
Senior manager, marketing strategy,
SeatGeek

Madison Keys, 23
Tennis player, Team USA

Blake Griffin, 29

POWER FORWARD, DETROIT PISTONS;
CO-FOUNDER, MORTAL MEDIA

Since the LA Clippers drafted him with the first overall pick in the 2009 NBA draft, Blake Griffin has won the Slam Dunk Contest, become Rookie of the Year and made the All-Star team five times.

The money has followed. Last year he scored a five-year, \$171 million contract extension. That deal, plus sponsorships with the likes of Red Bull and Nike's Jordan brand, have made him one of the world's highest-paid celebrities. Last year he pulled in \$35.5 million.

Now he's putting those dollars to work off the court with his Hollywood production company, Mortal Media. "We want to get into film, TV, digital, and lay the foundation for a company that we can run once we're done with our current careers." The company has sold eight movie and television projects, five of which are in active development, most notably reboots of *White Men Can't Jump* and Disney's *The Rocketeer*.

—Dan Kleinman & Chris Smith

Jocelyne Lamoureux-Davidson, 29;
Monique Lamoureux-
Morando, 29

Forward and defender, Team USA

Eric Lax, 28; Charlie Olson, 29
Co-founders, Pando

Francisco Lindor, 25
Shortstop, Cleveland Indians

Chase Minnifield, 29
Founder, EZ Turn

Salvador Pérez, 28
Catcher, Kansas City Royals

Dontari Poe, 28
Defensive tackle, Carolina Panthers

Adam Rippon, 29
Figure skater, Team USA

Mikaela Shiffrin, 23
Alpine skier, Team USA

Errol Spence Jr, 28
Boxer

Justin Thomas, 25
Golfer

Lexi Thompson, 23
Golfer

Adam White, 24
Founder, Front Office Sports

David Wise, 28
Freestyle skier, Team USA

JUDGES:

Martellus Bennett, owner, The Imagination Agency (Under 30 Class of 2017)

Jeanie Buss, co-owner and CEO, Los Angeles Lakers

Thomas Tull, part owner, Pittsburgh Steelers; founder, Legendary Entertainment

BLAKE GRIFFIN WEARS HIS OWN SUIT



Food & Drink

Alexander Adler, 25
Co-founder,
Puesto Mexican Artisan Kitchen

Komal Ahmad, 29
Founder, Copia

Nizar Ahmad, 28
Co-founder, Pincho Factory

Tyler Benson, 29
Co-founder, Galley Group

Maya French, 28

CO-FOUNDER, KOIA

There's a plant-based replacement for just about everything these days, even burgers. But until Maya French created Koia, there wasn't a tasty vegan protein drink.

French came up for the idea in 2013 after she developed lactose intolerance and couldn't find a good post-workout shake. Her co-founder, Dustin Baker, now 37, and she had previously tried to market a juice from cold-pressed vegetables to local Chicago grocers; they switched to a nut-based protein drink they eventually named Koia (after Nicoya, the town in Costa Rica famous for long-lived residents). "Protein is on trend. It's not going anywhere anytime soon," French says. They now have a nationwide deal with Whole Foods, plus shelf space at Walmart, Publix and Stop & Shop. Koia is in roughly 4,000 stores in the US, putting it on pace for an annual run rate of \$10 million.

—Maggie McGrath, Chloe Sorvino
& Kristin Stoller

Ryan Chen, 29
Co-founder, NeuroGum

Daniel Churchill, 29
Co-founder, Charley St

Clare de Boer, 29; Annie Shi, 28
Partners, King

Jake DeCicco, 25; Jim DeCicco,
26; Jordan DeCicco, 23
Co-founders, Kitu Life

Michael Farid, 27; Brady Knight,
24; Kale Rogers, 24; Luke
Schlueter, 24
Co-founders, Spyce

Derek Feldman, 29
Founder, Uchu Hospitality

Jonah Freedman, 25
Owner, Freedman's

Maya French, 28
Co-founder, Koia

Rachel Geicke, 26
Co-founder, Snow Monkey

Kevin Gelfand, 29;
Martin Reiman, 29
Co-founders, Shake Smart

Greg Grossman, 23
Co-founder, Kettlebell Kitchen

Ross Harrow, 29
Co-founder, Flour Shop

Eugene Kang, 29
Co-founder, Country Archer Jerky

Daniel Katz, 22
Founder, No Cow

Allison Kopf, 29
Founder, Agrilyst

Anchal Lamba, 28
President, Gong Cha Tea

Maddy Moelis, 28;
Sierra Tishgart, 28
Co-founders, Great Jones

Amy Rothstein, 29;
Peter Rothstein, 26
Co-founders, Dona Chai

Carly Stein, 27
Founder, Beekeeper's Naturals

Abby Taylor, 29
Co-founder, Playa Bowls

Blake Tomnitz, 29
Co-founder, Five Boroughs Brewing

Molly Troupe, 29
Master distiller, Freeland Spirits

Jerome Tse, 28
Founder, Berri Fit

George Turkette, 27
Founder, Turchetti's Salumeria

Jonathan Yao, 26
Chef-owner, Kato

Marco Zappia, 26
Beverage director, Martina

JUDGES:

Nic Jammet, Sweetgreen, co-founder,
co-CEO (Under 30 Class of 2012)

Padma Lakshmi, executive producer,
Top Chef

Randall Lane, chief content officer,
Forbes

Lee Schrager, founder, South Beach
& New York Wine and Food Festivals

Consumer Technology

Manny Bamfo, 29; Will Johnson, 28; Christopher Lo, 28
Co-founders, Recharge

Alfonso Cobo, 26; Andy McCune, 23
Co-founders, Unfold

Jeff Cripe, 28
Co-founder, Cargo

Tom Currier, 27
Co-founder, Cabin

Cameron Dearsley, 23; Darren Fung, 28
Co-founders, Drop

Sara DeCou, 27
Co-founder, Brud

Ryan Delk, 27
Chief operating officer, Omni

Nick Droege, 26; Zach Winkler, 27
Co-founders, Noonlight

Artem Fedyaev, 28; Daria Rebenok, 28
Co-founders, Grabr

Shri Ganeshram, 24
VP Growth, analytics & strategy, Eaze

Henry Hu, 24
Co-founder, Cafe X

Conrad Irwin, 29
Co-founder, Superhuman

Paul Kats, 29
Co-founder, Vying

Ankit Kumar, 25
Co-founder, Ubiquity6

Adrian Lam, 25
Co-founder, Domio

Rob Lehman, 29
Chief growth officer, Compass

Siqi Mou, 29
Co-founder, HelloAva

Akash Nigam, 26; Evan Rosenbaum, 26
Co-founders, Genies

Obi Omile Jr, 27; Kush Patel, 26
Co-founders, theCut

Elyse Propis, 28
Operations lead, Uber Eats

Kyle Rand, 26
Co-founder, Rendever

Aliza Rosen, 27
Senior product manager, Twitter

James Ruben, 24
Director of product, HQ Trivia

Michael Sayman, 22
Product lead, Google

Sascha Scheider, 26
Co-founder, Plotaverse

Hemal Shah, 28
Product manager, Instagram

Henry Shi, 26
Co-founder, SnapTravel

Anna Wan, 28
General manager, Bird

Carolyn Witte, 28; Felicity Yost, 28
Co-founders, Tia

Yury Yakubchik, 27
Co-founder, Life House

Daria Rebenok, 28

CO-FOUNDER, GRABR

Growing up in Russia, Daria Rebenok often returned from trips abroad with suitcases full of hard-to-get gifts, like Victoria's Secret bras or Apple gadgets. That inspired Rebenok, along with husband, Artem Fedyaev, to launch Grabr in 2015, which combines the gig economy and global trade. It works like this: Say a Russian craves a bottle of American BBQ sauce. The Muscovite uses Grabr to find someone in the States who'll pick up a bottle before a trip to the Kremlin; the American gets paid—compensation starts around \$10 per item—when the sauce is delivered.

Grabr, which has raised more than \$14 million from investors like Foundation Capital, has signed up 900,000 travellers and shoppers so far. And Rebenok has personally delivered nearly 200 items to people around the world—everything from coloured pencils to a Nikon camera. Her favourite experience? Bringing toys to kids: "You feel like a Santa."

—Biz Carson & Samar Marwan



DARIA REBENOK WEARS A PRINT DRESS BY DIOR (\$3,300). NADER AL-NAJI WEARS A SHANTUNG SUIT (\$1,985) AND COTTON SHIRT (\$395) BY RICHARD JAMES

JUDGES:

Andy Fang, co-founder, Doordash (Under 30 Class of 2015)

Shan-Lyn Ma, CEO, Zola

Ann Miura-Ko, founding partner, Floodgate

Finance

Nader Al-Naji, 26
Co-founder, Intangible Labs

Michelle Arbov, 28
VP, IAC

Christine Boyd, 28
Associate, Apollo Global Management

Jeff Butler, 27
Investment analyst, Viking Global Investors

Leah Cohen-Shohet, 28
VP, Symphony

Cole Diamond, 27
Portfolio manager, Millennium Management

Erica Dorfman, 29
Head of finance & operations, Tally Technologies

Henrique Dubugras, 23; Pedro Franceschi, 22
Co-founders, Brex

Daniel Hochman, 29
Investment associate, Bridgewater Associates

Laura Wong Hon, 29
VP, Bank of America Merrill Lynch

Hunter Horsley, 28
Co-founder, Bitwise Asset Management

Loek Janssen, 29
Co-founder, Nova Credit

Charlie Javice, 26
Founder, Frank

Richard Lee, 29
Head of systematic engineering, BlueMountain Capital

Nader Al-Naji, 26

CO-FOUNDER, INTANGIBLE LABS

While at Princeton in 2012, Nader Al-Naji read Satoshi Nakamoto's foundational paper outlining the idea for bitcoin and quickly found himself in an Alice-like descent into the wonderland of cryptocurrency. He has since designed his own: Basis. Like bitcoin, it's based on blockchain technology, but unlike bitcoin, it doesn't swing in value. It's meant to be a stable store of value, like an American dollar. "If the demand for bitcoin goes up, the price goes up. It's the law of supply and demand," he says. "But with basis, it's an elastic supply—when demand goes up, the supply increases, keeping the price at a dollar."

Al-Naji has \$133 million in funding (from VCs like Andreessen Horowitz and Google Ventures), and if Basis gets through regulatory approval, he hopes it will become popular in countries without traditional stable currencies. "In the US, it's not very useful. You have the dollar," he admits. "In the rest of the world, access to stable currency isn't as prevalent as in the developed world."

—Nathan Vardi, Antoine Gara, Jeff Kauflin & Michael del Castillo

Anish Pathipati, 29
Director, North Island

Akash Pradhan, 29
VP, TPG Capital

Katherine Relle, 29
VP, JP Morgan

JB Rubinovitz, 26
Co-founder, Bail Bloc

Mikko Salovaara, 26
CFO, US zone, Kraft Heinz Company

Kyle Samani, 28
Managing partner, Multicoin Capital

Meagan Speight, 29
Investment analyst, Empyrean Capital Partners

Samantha Whitmore, 27
Head of engineering, Kensho Technologies

Linda Xie, 27
Co-founder, Scalar Capital

Jordan Zarrilli, 29
VP, Goldman Sachs

David Zhang, 28
Principal, Silver Lake Partners

JUDGES:

Sonia Gardner, co-founder, Avenue Capital Management

Brian Sheth, co-founder, Vista Equity

Ryan Williams, founder, Cadre, (Under 30 class of 2018)

THE YOUNG MEN AND THE BIG C

While still in their 20s, **Nat Turner** and **Zach Weinberg** built a \$2 billion company to pursue an impossible dream—combating cancer with big data. They’ve not only made fast progress—they’ve also gotten rich trying

By MATTHEW HERPER & ELLIE KINCAID

In 2008, when he was 23, Nat Turner was on a hike in North Carolina with his six-year-old cousin, Brennan Simkins. Brennan’s legs got weak, and the weakness kept getting worse. He turned out to have a rare and deadly paediatric leukemia that kept coming back after treatment. When Brennan needed a second bone marrow

transplant, several hospitals refused to do it and his family was losing hope—until they found a specialist who would help. Exasperated, Brennan’s father asked Turner: Why doesn’t one hospital know what others will do? Is there anyone collecting statistics?

“All right,” Turner remembers thinking, “there’s a lot of value for patients locked in the clinical data. We

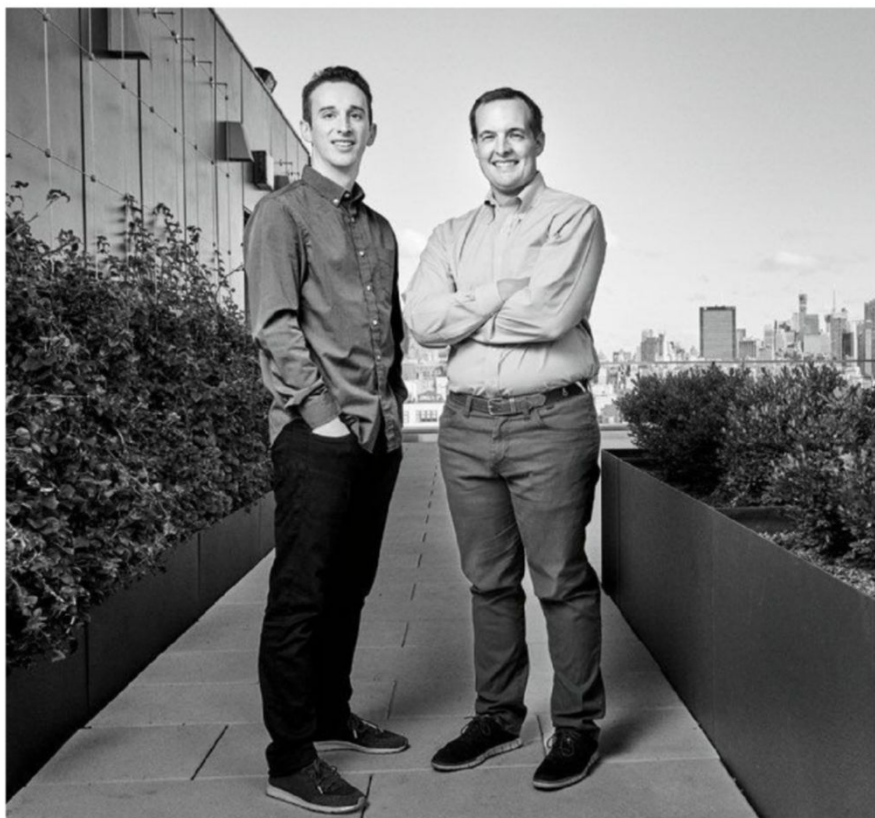
should be the ones who unlock it.”

For another recent college graduate, that might have been merely a fleeting “deep thought”. But Turner, along with his college friend and business partner, Zach Weinberg, was looking to start a third company. His first, an online food delivery business Weinberg and he started their freshman year at Wharton, had failed, but a second one, an online advertising business called Invite Media, sold to Google for \$81 million in 2010, when they were 24.

Free from financial concerns and still working at Google, they were filling their office whiteboard with ideas about what to do next. They were fascinated by health care. “We were very titillated by it because it’s so complicated and neither one of us knew anything about it,” Turner says. Brennan’s experience became a beacon guiding them on a new effort.

Turner and Weinberg’s new company, Flatiron Health, was founded in 2012 with the goal of pooling patient data from electronic health records in a way that could answer scientific questions and improve medicine. It raised \$328 million, and as a result Turner (the CEO) and Weinberg (the COO) headlined the 2015 *Forbes* 30 Under 30 Healthcare list. *Forbes* estimates Flatiron’s annual revenue approaches \$200 million. In April, Roche, the Swiss pharmaceutical giant, bought Flatiron for \$1.9 billion, not including the \$200 million stake it already owned in the data science company. The deal made Turner and Weinberg \$250 million each, *Forbes* estimates.

Flatiron aims to overcome one of the biggest limitations on medical research. If researchers want to know whether a new medicine is effective, there is really only one option: Recruit patients to volunteer for a clinical trial and randomly assign them to receive either the new medicine or a placebo. But this approach has shortcomings. Sometimes it’s not ethical to make patients take a



MATT FURMAN FOR FORBES

Zach Weinberg (left) and Nat Turner on the roof of their new offices on Spring Street in Manhattan. Flatiron Health is the third company they’ve started together

placebo. And clinical trials involve carefully selected patients. There is always the worry that results will be different in the real world.

But getting data from the real world is extremely difficult. At many cancer hospitals, administrators may not even know basics like how many patients have breast or pancreatic cancer. Flatiron's solution is to own the right to use data from an electronic medical record used by nearly 280 medical practices for 2 million patients. It pays 1,000 contractors to read the text notes doctors write about their patients and turn the notes into data on what medicines patients take, how well they work, and what happens next. This can be turned into a larger data set that measures how well medicines are actually working, a potential that has Flatiron collaborating with all the largest makers of cancer drugs.

"I believe that the public wants to know how patients with cancer do," says Thomas Lynch, the head of research and development at Bristol-Myers Squibb, who has been a Flatiron booster for years. "Real-world evidence is so important to understanding how to treat patients better and how to allocate resources."

It sounds great, but there are ethical pitfalls. Having contractors peer into patients' medical records, even with most identifying information removed, can seem creepy at best and an invasion of privacy at worst. And some scientists still have doubts about how useful the resulting data are. Can you really tell how good a new medicine is from Flatiron's data? Even Nat and Zach admit that the jury is still out.

For Turner, it all started with snakes. Because his father was a geophysicist for the oil company Conoco, he moved around a lot as a kid, living in Louisiana, The Netherlands and Scotland. In Louisiana, his childhood fascination with dinosaurs led him

into the neighbourhood swamp to hunt reptiles. "It was so easy!" he says. "It was in our backyard."

Most kids would just keep a few creepy-crawlies in a tank. Turner started breeding them for profit. "One of my snakes had babies, and I sold the babies to a pet store for, like, \$100," Turner says. "As a nine-year-old, that's pretty cool." He discovered there were websites through which he could sell reptiles at a bigger scale. He kept the business up even after his family moved to Houston when he was in middle school. By the time he was in high school, he was working with a friend who kept hundreds of reptiles in a trailer. But he didn't stop at snakes. He created a website to advertise baseball cards he was selling on Ebay, as well as websites for other reptile

"Every bone in his body screams entrepreneur."

fans and then for other businesses.

When Turner arrived at Wharton in 2004, his web design business was in full swing. Wharton had a programme—intended for upperclassmen—that allowed undergrads to meet with entrepreneurs. Turner was so eager to meet with Josh Kopelman, a venture capitalist at First Round Capital who had founded his first successful company while an undergrad at Wharton, that he built an automated program to spam the web-signup system so he could set an appointment. Turner brought a business idea to pitch, but instead they wound up talking about fixing First Round's website. Kopelman was blown away. "The level of curiosity, the level of maturity in his thinking, just every bone in his body screams entrepreneur," Kopelman remembers. At 7 pm, on his way home,

he offered Turner, still a freshman, an internship at First Round.

Turner made an even more consequential connection in a class he was taking only because it sounded easy. Wharton required students to take a course in writing. One that jumped out at Turner involved writing about blockbuster films. While eating catered dinners, students would watch movies and then write short essays about them. For one assignment, they were supposed to pair up with someone else. Turner was too shy to approach anyone. But another freshman in the class was going from person to person, asking, "Want to watch *Elf*?" referring to the Will Ferrell/Zoey Deschanel Christmas comedy. "I like *Elf*," Turner replied. He and Weinberg became fast friends.

They quickly discovered that both had been dreaming of building something from scratch. Weinberg didn't quite have Turner's entrepreneurial chops; at New York's ultra-competitive Hunter College High School, he'd had to focus on schoolwork full-time to keep up. But he found time to spend a summer playing online poker and loved what he refers to as "the high school hustle": Throwing parties and charging a cover at the door. His friend and he had an idea that Turner liked: A company they'd call EatNow, which would allow college students to order food delivery over the web. "Growing up in New York City, one of the things you get really used to is delivery food," Weinberg says. Turner adds: "Campus food sucked."

That summer, while Turner interned at First Round (which, by the way, declined to invest in EatNow), Weinberg and another friend were driving from Philly to Boston to New York to New Haven, trying to sign up restaurants. It was harder than they'd thought; they were sending restaurants faxes with orders on them. They also made the mistake of taking their cut from the restaurant, not from the customer at the point of sale;

some restaurants just didn't pay them. At the end of their sophomore year, they sold the business in a fire sale. The assets are now part of Grubhub.

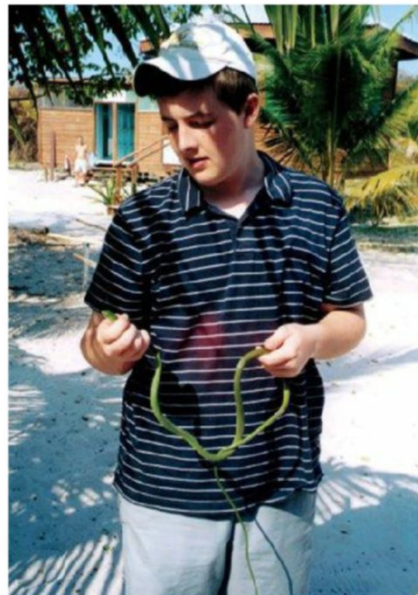
But their partnership was cemented. "One of their strengths is the speed with which they learn and willingness to appear stupid when they start," Kopelman says. They are two guys willing to tell each other, "That's the dumbest idea I ever heard." Their next idea came as they watched basketball and saw small ads popping up in front of the game. Initially, Kopelman told them it was an idea he was in no way ready to fund. But they went into a meeting with Andrew Boszhardt, a fund manager who had just made a big profit by funding StubHub. After just a few minutes, Boszhardt asked how much money they needed. The two had not even discussed it between themselves. "\$250,000," Turner blurted out. "Okay," Boszhardt said.

Invite Media would pivot at least eight times. At first they thought they'd build a company that helped other people build ads. But Weinberg says they spent hours and hours with Brian O'Kelley, the chief executive of the ad network AppNexus, who explained to them that advertising was moving toward an automated process. It was their first experience parachuting into a complicated business and figuring out how to create a product in it. And it worked: Invite allowed advertisers to buy ads across multiple networks. First Round eventually did invest. "It was really a bet for us on Nat and Zach," Kopelman says. Invite raised a total of \$4 million and was sold to Google in 2010 for \$81 million. As soon as they moved into the Google offices, Turner and Weinberg started thinking about what they were going to do next. One thing was certain: It wasn't going to be in ad tech.

Seeing Google's well-oiled ad-tech machine highlighted "all the things that we did wrong [at Invite] that we definitely don't want to do again",

Weinberg says. It also gave them time to think, because the integration was so smooth that they were soon "irrelevant". They didn't want to go back into ad tech, partly because they figured Google had it locked up and partly because they wanted to do something more meaningful.

Turner says Google asked them to stick around before starting another company, offering to shorten their stay from three years to two and allow them to work on other projects so long as they gave Google Ventures a chance to fund their new ideas. They filled a whiteboard in Google's



Snake charmer: Nat Turner bred snakes as a pre-teen and turned his love of reptiles into a business in high school

Chelsea offices with ideas for their next venture. Health care—and particularly cancer care—kept floating to the top. Part of the reason was that it was an area where they thought technology could make a difference. Part of the reason was Turner's experience with his cousin. And it just kept coming up. One of the Google executives on the other side of the table during the Invite Media sale had a daughter with leukemia. (She's now in remission; the executive, Jason Harinstein, recently became Flatiron's chief financial officer.)

Krishna Yeshwant, a partner

at Google Ventures, says he met Turner and Weinberg because the search giant always wants to give a second look to entrepreneurs who were smart enough to sell their companies to Google the first time. He became one of their tour guides in the world of health. The pair had learnt in ad tech to listen to the ideas of people who were really experts, and their two years at Google turned into a listening tour. "When Google Ventures makes an intro to someone, usually that person is taking the meeting," Weinberg says. At first they planned to create a non-profit that would help patients get second opinions, inspired by Turner's cousin's journey. But there was a problem with the non-profit idea. "Great engineers don't work at non-profits," Turner says. "They tend to go to places like Facebook." And the more they talked to doctors, the more they worried that the idea wouldn't scale.

Instead, they became infatuated with the data behind those doctor-patient interactions. Yeshwant introduced Turner and Weinberg to a company he was backing, Foundation Medicine, a biotech in Cambridge, Massachusetts, that sought to help cancer patients by sequencing their DNA. But Foundation told them it was having trouble following patients to find out how they did, because the medical system did not keep track of them. Turner also remembers a meeting with David Altshuler, then a genetics researcher at the Broad Institute of MIT and Harvard and now the chief scientific officer at Vertex Pharmaceuticals, a big-cap biotech. Altshuler told him not to focus too much on genetics research, known as genomics. "I remember he said Foundation Medicine and all these companies are doing genomics, but no one's aggregating clinical data," Turner says.

Turner and Weinberg started Flatiron Health in June 2012, two years after they joined Google, and in January 2013 they raised \$8 million

from Google Ventures, First Round Capital and individual investors such as 23andMe's Anne Wojcicki, plus some of their own cash. The idea was to create software that would run on top of electronic medical records to give hospitals an idea about how their business was working. Things went so well that within a year Nat and Zach were negotiating the sale of their company not to Roche but to Foundation. But the deal didn't go through, because Flatiron saw even bigger opportunities. The two companies would eventually end up together, though. In June, Roche, the same drug giant that had acquired Flatiron, purchased Foundation in a deal that valued it at \$5.3 billion.

From the beginning, the idea behind Flatiron Health was that it would pair a software business, which it would sell to hospitals, with another business that would get information from that software for another effort: To pool the data to power medical research. This is analogous to the 23andMe business model: Consumers pay for their genetic test data, but then the data are used to do research, which includes sharing the data with pharmaceutical companies. Turner and Weinberg say they knew from the start that drug companies would become important customers.

What was difficult was getting their nascent product—basically a glorified dashboard—into medical centres. Their first deal, with the University of Pennsylvania, dragged on for more than a year, mired in university bureaucracy. The first major cancer centre to adopt their early product was Yale. When asked why it happened, Weinberg gives a two-word answer: “Tom Lynch.” Lynch, the head of R&D at Bristol-Myers, was then the physician-in-chief of Yale's Smilow Cancer Hospital. He remembers being introduced to Nat and Zach by other doctors he'd known since his medical residency.

He was blown away by their ideas.

“It's stunning how far behind banking and financial transactions and manufacturing medicine is,” Lynch says. “Seven years ago, I couldn't tell you how many patients at Yale were being treated for pancreas cancer, real time. I could tell you when the information was filed with the state or when it was filed years later with the National Cancer Institute. But the ability to tell in real time how many patients had a certain disease or, more important, how were we treating them? How were they doing? Were we offering clinical trials that met the needs that the patients had? When a company like Bristol-Myers or Roche would come to me at Yale and say, ‘We have a clinical trial on a certain disease. How many patients do you think you guys might

“It's stunning how far behind banking and manufacturing medicine is.”

have that could be eligible?’ I didn't have that kind of information.”

Flatiron did better at signing up cancer hospitals and doctors' offices that were not linked with universities, accumulating about 20 by 2014. But when Weinberg and Turner met with drug companies, they still found that the data they had were insufficient. Turner remembers a meeting with Roche's US unit, Genentech, as one of the low points at Flatiron. Zach and he went to meet with researchers there and were told that their technology and data processing were “awesome”, but that they just did not have data from enough patients in their system to be useful.

That led to an even bolder gambit: Buying an electronic-medical-records company. Most of the health-records

business is locked up by giants like Epic Systems of Verona, Wisconsin, and Cerner of North Kansas City, Missouri. But cancer doctors used four smaller specialty products, and three of them were owned by companies for which health records were a side business: Varian Medical Systems and Elekta Medical Systems, which focus on building machines for zapping cancer patients with radiation, and McKesson, the medical-products distributor. The fourth, Altos Solutions, based in Los Altos, California, was solely in the electronic-medical-records business. Weinberg remembers having the idea of buying it with Nat in the car in Palo Alto, California. What would it cost? they wondered. Maybe \$80 million? “Nat said, ‘Let's go see if Google Ventures is willing to write the cheque,’” Weinberg says, “and I remember saying, ‘We should ask them, but there's no way in hell they're going to do it.’”

That was Google Ventures' reaction, too. Yeshwant, the partner Turner called, had just put his infant daughter to bed in his new house in Cambridge, Massachusetts. “I think at that time I might have actually laughed,” he says. Turner responded: “I know you think I'm kidding, but I'm not. We're going to do this.” In parallel, Turner and Weinberg convinced Altos to sell, saying they would make their electronic medical records even better, and persuaded Google Ventures to lead a \$130 million financing round, of which \$100 million went to buying Altos. The deal closed in May 2014. In a year, Flatiron went from having 17 employees, all in New York, to 135, in more than a dozen states. But it also meant that the company had added electronic medical records from thousands of patients to its database.

As they were closing the Altos acquisition, Turner and Weinberg were negotiating a hire that would transform their data



business. Amy Abernethy had been trying to get real-world evidence about cancer out of electronic medical records for more than a decade. She ran a programme to do so at Duke University, which is one of the top hubs for conducting clinical trials in the US, and chaired a similar effort for the American Society of Clinical Oncology. The now-50-year-old oncologist instantly saw the potential in the data Flatiron had presented but declined an offer to be its chief medical officer. Nat and Zach roped her into helping them interview potential job candidates. One of them said to her, “If this job is so great, why don’t you take it?” Finally, in 2014, she did.

Flatiron has made great progress in finding uses for its data. Turner remembers that one of the high points of his time at Flatiron was when one of Abernethy’s researchers took Flatiron’s data and replicated exactly the results of a clinical trial. Flatiron says it has been able to replicate what happened in the control arms of existing studies with its own patient population more than a dozen times. Flatiron has even worked directly with the Food & Drug Administration.

In one study, FDA and Flatiron researchers found that patients with lung cancer who were treated with the cancer drugs Opdivo and Keytruda were older and more likely to smoke than the patients those medicines had been tested on in clinical trials. Another Flatiron study, not done with the FDA, failed to show that sequencing cancer patients’ DNA extended their lives (as parent company Roche believes should typically happen). The reason? The patients simply didn’t get drugs targeted to their cancer.

But not everyone is satisfied with the company’s direction. Ezekiel Emanuel, a University of Pennsylvania bioethicist who helped craft the Affordable Care Act, was one of the doctors who introduced Flatiron

to Tom Lynch, the company’s big customer at Yale. While he still admires what Turner and Weinberg have tried to do, Emanuel doesn’t think they have succeeded in creating a system that uses data to improve care for patients. The worry is that instead of helping hospitals get better, Flatiron has basically become a data collection service for the pharmaceutical industry. “They didn’t crack that nut,” Emanuel says. “They still don’t have a company helping all those oncology groups to be much more efficient and consistently higher quality. I had hoped they would do more of it, [but] they never went that way.” And not every customer is happy. Barbara L McAneny, the chief executive of New Mexico Cancer Center, wanted Flatiron to help her centre move toward being


“Let’s see if Google Ventures is willing to write the cheque.”

paid for medical care only if patients do well. “They won’t let me have all the data I need to move into value-based care, even though it was promised,” she says. She also says the Flatiron product is “very good” for day-to-day use. Harlan Krumholz, director of the Center for Outcomes Research & Evaluation at Yale-New Haven Hospital, has another worry: “I think the question is: What about the next company who gains access to the data and is not responsible?”

Certainly, it’s possible to find patients who feel they should be getting a cut of any money Flatiron makes. “We’re tired of having pharma and payers and all kinds of other ancillary third parties mincing, toying and making money out of our data without us getting cut in,” says Casey Quinlan, a breast cancer survivor and

patient activist. (Counterpoint: “I don’t have the luxury to be concerned about privacy,” says Ken Deutsch, a bladder cancer survivor. He wants more research now and would be fine with Flatiron using his data.)

It may all be a moot point. Flatiron does allow patients the opportunity to opt out of research and says its practices comply with the Health Insurance Portability & Accountability Act of 1996. And the Roche deal has cemented its business model in place. Roche wants to use Flatiron to create a new ecosystem for testing cancer medicines that will help the company and rivals like Bristol-Myers, which is one of Flatiron’s biggest customers.

The Roche deal started with an offhand comment Turner made to Daniel O’Day, 54, the head of Roche’s drug business, a Flatiron board member and one of Turner’s many mentors. At “a random restaurant” on New York’s Columbus Circle, Turner says, he mentioned “in a joking way” that he wouldn’t be opposed to selling. At Flatiron’s next board meeting last October, O’Day took Nat and Zach out to lunch at the Clocktower, a chic, sceney \$30-a-plate pub directly across Madison Square Park from Flatiron’s old offices on 23rd Street. Turner and Weinberg had the cheeseburger. O’Day, a triathlete who avoids gluten, had the fish. “I should have had the burger without the bun,” he says. The discussion was not about financial terms but about the power of Roche’s balance sheet to allow Flatiron to move faster—Turner and Weinberg think they could fulfil their five-year plan in three years with Roche’s money—and about keeping Nat and Zach in complete control even after the sale. “I’m comfortable,” O’Day said. “But the question is: Are you, Nat, are you, Zach, comfortable?” They were. And now Flatiron is backed by the cash, expertise and interests of the world’s largest maker of cancer drugs. And, like it or not, that’s how cancer research gets done in America. 



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Software Sweatshop

Two decades ago, Joe Liemandt became the youngest member of the Forbes 400 by building an enterprise software juggernaut. He's quietly returned, bigger than ever, with a darker model

By NATHAN VARDI

From an office suite on the 26th floor of the iconic Frost Bank Tower in Austin, Texas, a little-known recruiting firm called Crossover is searching the globe for software engineers. Crossover is looking for anyone who can commit to a 40- or 50-hour workweek, but it has no interest in full-time employees. It wants contract workers who are willing to toil from their homes or even in local cafes.

"The best people in the world aren't in your Zip code," says Andy Tryba, chief executive of Crossover, in a promotional YouTube video. Which, Tryba emphasises, also means you don't have to pay them like they are your neighbours. "The world is going to a cloud wage."

Tryba's video has 61,717 views, but he is no random YouTube proselytiser. He worked in sales at Intel for 14 years before serving in the White House as an advisor to US President Barack Obama's Council on Jobs and Competitiveness. Since 2014, Tryba has been the right-hand man of Joe Liemandt, one of the most mysterious and innovative figures in technology.

In the 1990s Liemandt was the golden boy of enterprise software, a 30 Under 30 wunderkind before there was a Forbes 30 Under 30 list. Like Bill Gates before him, he dropped out of college, in his case Stanford, to start a company, Trilogy,

and build his fortune. In 1996, at the age of 27, he made the cover of *Forbes*, and a few months later he appeared as the youngest self-made member of The Forbes 400, with a \$500 million net worth.

In its first iteration, Trilogy Development Group sold product configuration and sales software to the likes of Hewlett-Packard and Boeing (think of the zillion variations of computers and airplanes those companies sell). Trilogy became the hot place for young coders to land in the late 1990s. Known for its testosterone-fuelled work environment and an alcohol-infused mix of long hours, fast cars, gambling and sex, Trilogy served as the model for Silicon Valley's boys club. Its programmers were paid like rock stars and partied like them, too.

It made sense back then, because at the time coding was a rare and unique skill. Companies like Trilogy, eBay, Apple and Microsoft were making groundbreaking, innovative software, the first versions of everything from web browsers to ecommerce platforms. But it makes no sense

For many people living outside the US, Crossover's compensation is a dream

in a world of \$200 laptops, where any kid in Cairo can learn to code on YouTube. And mostly what they are coding is updates to old versions of stuff like payroll and inventory management software. You pay an artist to design a Maserati; you pay a mechanic to change its oil.

And the new version of Trilogy, now part of ESW Capital, Liemandt's Austin private equity firm, is all about changing the oil.

Tryba argues that the current cloud wage for a C++ programmer, for example, is \$15 an hour. That's what Amazon pays its warehouse workers. Crossover, which is actually the recruiting wing of ESW, has amassed an army of 5,000 workers in 131 countries from Ukraine to Pakistan to Egypt. In the past 12 years, ESW has quietly acquired some 75 software companies, mostly in the US, and it exports as many as 150 high-tech jobs every week.

After the dotcom crash, Trilogy faded from view, but from its ranks numerous successful tech companies, including Nutanix and SendGrid, were spawned. It also played a big part in Austin's emergence as a technology hub. Like others with dotcom fortunes, Liemandt dropped off The Forbes 400 in 2001. He stopped giving press interviews, outsourced Trilogy's US workforce and took his public company private. Most assumed Liemandt had burnt out, but nothing



could be farther from the truth.

Liemandt had seen the future and decided to get out in front of it. In 2006 he quietly began building an enterprise software empire where innovation and growth take a back seat to sheer profitability.

Using his closely held ESW Capital, Liemandt began buying dozens of business-software firms with values ranging from \$10 million to \$250 million. Ever heard of Nextance, Infopia, Kayako or Exinda? Not

many have, but these are the types of firms that run things like customer service and document management, humming in the background of an untold number of businesses.

Liemandt's team was on a quest for the regular income streams associated with sticky software maintenance contracts. To cut costs, R&D and employee benefits were to be gutted. And as a sweetener, he began assembling a patent-litigation war chest. Through one of his holdings,

Liemandt has sued 20 companies, ranging from SAP to Sears and Toyota. He's currently suing Ford for \$300 million.

For the founders and shareholders of the middle-aged firms that are ESW's targets, Liemandt offers quick cash: There are no earn-outs or contingencies, and the deals typically close within 45 days. For the rank and file it's a different story. Most are replaced by cheaper overseas talent.

These days it's standard for US tech companies to have a foreign workforce strategy. The gig economy has also produced freelancer hubs like Amazon's Mechanical Turk marketplace and Upwork. But Liemandt's software roll-up takes this idea to its extreme.

His workers must agree to instal spyware on their computers so Crossover's productivity team can track the number of times they click their mouse or stroke their keyboard. The tracking software takes screenshots every ten minutes and, in some cases, snaps photos from PC webcams.

Spyware or not, programmers are applying

in droves, and it's made Liemandt richer than ever. At age 50 he's back on *The Forbes* 400, with a net worth of \$3 billion. But rather than celebrate his return, he refused to speak to *Forbes* for this article. "I am very private; I am an introvert," Liemandt told *Forbes* in 2017.

His preference for anonymity is no surprise. Liemandt's metamorphosis has transformed him from every dorm-room coder's hero to an ominous force in tech as his

Under 30 And On The Forbes 400

When the Forbes 400 list of the richest Americans was first published in 1982, it featured a 27-year-old Steve Jobs. Since then, only eight other self-made people have made our list of richest Americans before turning 30—something even Bill Gates, who made our 1986 Forbes 400 after his 30th birthday, was unable to do



Steve Jobs, 27, Class of 1982

The Reed College dropout co-founded Apple and launched its IPO in 1980. Jobs made it onto the inaugural Forbes 400 list in 1982 with a net worth of \$100 million. His widow, Laurene Powell Jobs, is worth \$20.6 billion today



Michael Dell, 26, Class of 1991

The kid from Houston who ultimately turned computers into commodities landed on The Forbes 400 with a net worth of \$300 million. Current net worth: \$26.7 billion



Joseph Liemandt, 28, Class of 1996

In 1996, Joe Liemandt stared back at us from the cover of *Forbes*—twice—first, at 27, when his Trilogy Software was featured and then a few months later for The Forbes 400. His 2018 net worth: \$3 billion



Jerry Yang, 29, Class of 1998

Yahoo was the internet's most widely used search engine in 1998, and that put its co-founder Jerry Yang on our list with a net worth of \$830 million. Current net worth: \$2.4 billion



Mark Zuckerberg, 24, Class of 2008

Facebook's founder was the youngest self-made person to ever appear on The Forbes 400 with a net worth of \$1.5 billion. A decade later it has grown to \$56.1 billion



Dustin Moskovitz, 26, Class of 2010

Eight days younger than his Facebook co-founder and former Harvard roommate Mark Zuckerberg, Moskovitz took two extra years to get on The Forbes 400, with a net worth of \$1.4 billion. His current net worth: \$10 billion



Eduardo Saverin, 28, Class of 2010

The Facebook co-founder famously had to fight Mark Zuckerberg to hang on to a piece of the company. By 2010 his Facebook ownership was worth \$1.15 billion. Current net worth: \$8.8 billion.



Evan Spiegel, 25, Class of 2015

Spiegel first appeared on The Forbes 400 four years after he co-founded Snapchat while at Stanford University. His net worth was \$2.1 billion, which is higher than today's \$1.6 billion



Bobby Murphy, 27, Class of 2015

Like his Stanford pal and Snapchat co-founder Evan Spiegel, Murphy made The Forbes 400 in 2015, with a net worth of \$1.8 billion. Snapchat's shares have fallen, and so has his worth, to \$1.6 billion

expanding global cloud-force pushes down wages and turns computer programming into factory work.

Twenty years ago, Joseph Liemandt was the life of the tech party. Wall Street was in a frenzy over tech stocks that soared higher every day. Inspirational computer programmers like Bill Gates, Marc Andreessen and young Liemandt were the new masters of the universe.

Trilogy had become a recruiting machine for talented programmers fresh out of Harvard, Stanford, Carnegie Mellon and MIT. A job at Trilogy meant long hours, but the money was good, and the perks—like beer parties on the patio every Friday—made it like campus life without mid-terms or finals. “Everyone was very young, and all we did was work hard and play hard together,”

says Rishi Dave, who worked at Trilogy in business development.

Trilogy's recruiting weekends were legendary. Wild parties were thrown at Austin's hotels and 6th Street bars, and beautiful women were hired to help recruit. Liemandt was known for doling out lavish signing bonuses and gifting Porsches and BMWs.

“We kind of felt like celebrities,” says Russell Glass, who started his career at Trilogy and went on to found an ad platform that he sold to LinkedIn for \$175 million. “They got these nice-looking, young, fun recruiters, and if you are a dorky engineer or product guy you fell in love with the entire thing.”

Occasionally there were impromptu corporate off-sites to places like Las Vegas, where Liemandt would book suites at Luxor and charter a 737 to fly his team out after work.

Liemandt would encourage his coders to gamble, giving them chips at the roulette table (and later deducting the advance from their paychecks) or handing them \$500 outright to play blackjack.

According to the 2018 bestselling book *Brotopia*, which focuses on the male-dominated corporate culture in technology, Trilogy “wrote the bro code” that would infect Silicon Valley and make tech hostile for women.

Liemandt's formula—misogynistic as it was—worked well. When it came to hiring top programmers, Microsoft's Steve Ballmer once said he worried about Trilogy as much as Oracle.

Unlike Microsoft, however, Trilogy didn't base its success on continual innovation, new products or brand marketing. Liemandt's genius was turning the once manual process of keeping track of sales configurations into a complex combination of constraint-based equations and rule-based software programs. Say HP was selling a computer system with a different video card or printer. This might require a different specification or an additional cable and thus

change the price of the package. The software Liemandt developed could handle thousands of combinations in minutes, saving money and costly mistakes. For customers like Boeing, a single product configuration mistake can cost millions.

Liemandt and Trilogy's other founders developed their software as undergraduates at Stanford. The young Liemandt seemed destined for business success. His father, Gregory, worked directly under legendary GE executive Jack Welch, and the Liemandts vacationed with the Welches. After his father left GE to be CEO of a mainframe software company in Dallas in 1983, Liemandt began programming but also took a strong interest in entrepreneurship, frequently reading the business plans his father brought home. As a Stanford economics major, he was determined to create the kind of business that either Jack Welch or his father would want to buy.

His obsession with sales efficiency spawned Trilogy, and in 1990, at 21, he defied his parents' wishes and dropped out of Stanford to build his software company.

Six years later his sales were some \$120 million and he was on the cover of *Forbes*. Much of Liemandt's initial wealth came from spinning off a Trilogy unit called pcOrder.com, which sold thousands of computer parts via the internet to resellers and individuals. In 1999 pcOrder.com went public. Soon after, Trilogy, which was mostly owned by Liemandt, sold \$124 million of pcOrder.com stock in a secondary offering. Liemandt set up other subsidiaries like carOrder.com, but he was unable to IPO his flagship Trilogy before the internet bubble burst in early 2000.

The stock market crash forced Liemandt to rethink his strategy. He shed most of Trilogy's employees and bought back the shares of pcOrder that Trilogy didn't own at \$6 each, for \$32 million. Liemandt began to shun publicity.

Amid the wreckage, Liemandt set his sights on a tech model he had long admired. Across the country, Charles Wang of Computer Associates had become a billionaire by methodically buying enterprise software companies (including Liemandt's father's in 1987), cutting costs and controlling big industry segments. Liemandt consolidated control of Trilogy and went to work.

Trilogy still produced cash thanks to its software maintenance contracts, particularly with auto manufacturers like Ford. It also had software patents. In 2006 Trilogy bought Versata, a beaten-down data management software outfit, for \$3.3 million. After the deal closed, Versata merged parts of Trilogy into the company, and Liemandt began using

Joe Liemandt's formula—misogynistic as it was—worked well

Versata for acquisitions and to sue companies like Sun Microsystems, Sears and Toyota for infringing on Trilogy's various software patents.

"For a time they were certainly more successful with their patent litigation than their product delivery," says Tom Melsheimer, a trial lawyer who battled against Liemandt and Versata.

Versata, which like all other Liemandt entities became part of ESW, launched a flurry of patent lawsuits between 2006 and 2013. Most of the cases were settled. But some went to trial. In 2011 a federal jury delivered a \$391 million judgment to Versata in a patent case it filed against the German software giant SAP. The case was ultimately settled during SAP's appeals.

Some companies, like the software outfit Zoho, successfully defended themselves against Versata's patent assault. But Liemandt's other

legal wins, plus income from his remaining software contracts, provided ample firepower for his new business scheme.

In May 2017, Scott Brighton, chief executive of Aurea, an ESW portfolio company, walked into the Portland, Oregon, offices of intranet-collaboration software maker Jive Software. ESW had just agreed to buy Jive for \$462 million in cash and fold it into Aurea. Brighton was there to give senior management a message: Jive's work environment was about to change drastically.

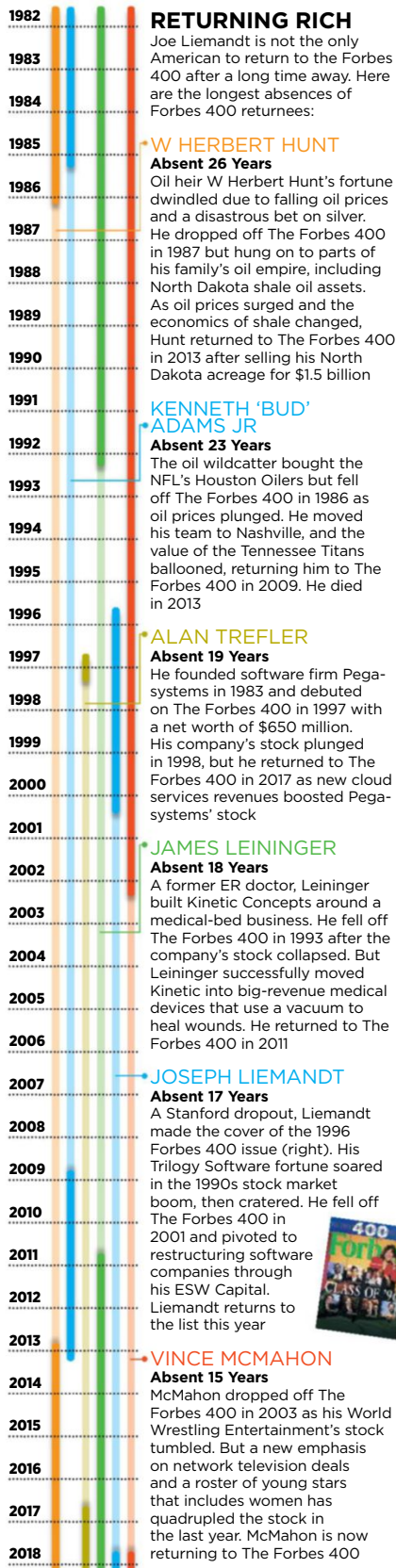
"They were pretty clear their model was to reduce costs as much as possible, and with the engineers they said their goal was within a year everyone working at global competitive rates, which is like Bangladesh or Egypt rates," says Sid Bos, vice president of engineering and one of 250 employees in Jive's Portland office.

According to Bos, ESW viewed employee perks and benefits as excessive, including the free weekly bagels in Jive's offices. "They were proud of their model and tools, like their WorkSmart key-logging tool," he says.

This fall ESW closed Jive's main Portland office, and after a mixture of buyouts, layoffs and voluntary exits, nearly all its 250 employees are gone. Less than a dozen remain as contract employees working from home.

"Almost everybody is a foreign contractor," says Jim Janicki, who was CEO of Dallas-based Ignite Technologies when it was purchased by ESW in 2013. "They keep some and they let most go, and those they keep they turn into contractors."

As with virtually all of Liemandt's companies, Ignite's headquarters were promptly moved to ESW's Austin offices, and its founder and CEO was replaced by one of Liemandt's key lieutenants. Then ESW's Crossover recruited foreigners working from home to service the maintenance and support contracts in force.



For many people living outside the US, Crossover's compensation is a dream. Software engineers with two years of experience make \$15 an hour; those with five years, called software architects, earn \$30 an hour. For engineers with eight years of experience, called chief software architects, the rate is \$50 an hour, or \$100,000 a year based on a 40-hour workweek. This compares to starting programmers at Google, for example, which Payscale reports earn about \$130,000 per year fresh out of college.

For ESW's contractors, there are no paid vacations, health care benefits or bonuses. There aren't even company-issued PCs. Contractors use their own hardware. And when it comes

Crossover CEO Andy Tryba calls its tracking tool a Fitbit for how you work

to paperwork and regulations, it's up to the contractors to report and pay taxes in their local jurisdictions. Crossover administers tests to determine whether a recruit can handle the work and would be a good fit, and often new recruits spend days working online during a boot camp to standardise workflow processes.

Not all of Crossover's cloud-wage earners are happy. It was Alejandra Marquez's job to find coders for Crossover while working from her home in Buenos Aires in 2015. "People who lived in Venezuela and Ukraine really needed the money," Marquez says. "They would do anything to get a US dollar job."

But Marquez took issue with the tracking software. "You don't have any privacy. They can see through your desktop camera. They track everything," she says.

Others say Crossover is running the cloud equivalent of a software sweatshop.

Alan Jhonnes spent a year as a Crossover chief architect working out of his home in Brazil, making \$50 an hour and having a good experience until his group started doing work for Aurea. WorkSmart's webcam tracking feature, previously disabled by his manager, needed to be turned on. "It bothered me because sometimes I am with my wife here because everyone works from home," Jhonnes says.

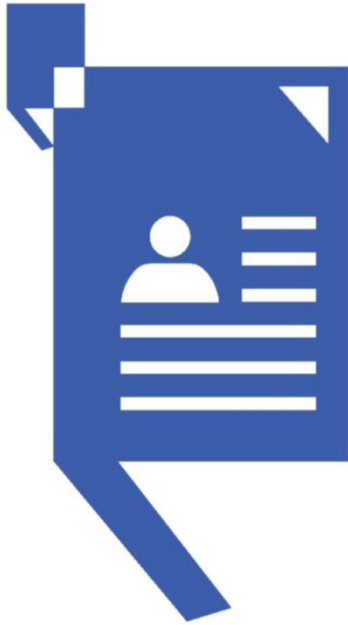
But what really bothered Jhonnes was Aurea's requirement that he work harder to achieve productivity metrics within time limits that didn't account for the complexity of tasks like building a certain number of pages or closing a number of tickets.

"It was impossible to meet the metrics within 40 hours, even 50 or 60 hours," says Jhonnes. Any unauthorised overtime he did was unpaid, and Jhonnes worried that his contract would be terminated. In June he quit and took another job.

Crossover CEO Andy Tryba, who happens to be the CEO of 12 ESW companies, has no qualms about Crossover's tactics, including its WorkSmart productivity tracking tool, which Tryba calls "a Fitbit for how you work".

Tryba, whose latest side gig in Liemandt's expanding empire is running Think3, a \$1 billion fund for busted software startups, argues that the data WorkSmart generates will actually improve the work experience. A company spokesperson points out that all contractors authorise the use of tracking software. "It provides visibility but also provides actionable coaching [tools] on how to actually solve problem areas," Tryba says in his YouTube video.

Disgruntled employees be damned—the pool of skilled workers in emerging countries appears to be bottomless. That's great news for ESW's 75 portfolio companies and its clients, but not so much for software salaries, which could be facing some serious headwinds. Denizens of Silicon Valley, take note. **F**



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High Ground

For some mining companies' revenues, the trade war is looking like a phony war

By TIM TREADGOLD

The price of iron ore and coal, two of the world's most widely used minerals, has been rising since mid-2018 even as the US and China ratchet up tariffs. UBS, an investment bank, had been expecting the benchmark price for high-grade iron ore to slip back from \$72 a tonne to \$68 a tonne rather than rise to \$76 a tonne, which is what's happened.

The price increase was good enough for UBS to tell clients with an eye on iron ore mining companies to "watch for earnings upgrades thanks to strong spot [short-term] prices". So although tentativeness or anxiety about the macroeconomy in an era of trade nationalism is cited in some quarters for recent price dips in global staples such as oil, the commodity picture in Asia-Pacific has contrasts.

What appears to be driving the

The iron-ore price rise is a bonus for big miners such as BHP and Rio Tinto, which generate close to half their annual profits from the mineral





Rising iron-ore prices has been good news for Australia's richest person, Gina Rinehart (overleaf), and Jean-Sebastien Jacques, CEO of Rio Tinto: "The Chinese machine is still working very well."

rise in iron ore is Chinese demand for construction-grade steel used as "rebar", or the reinforcing rods which strengthen concrete in high-rise buildings and civil works such as bridges. With exports of manufactured goods to the US shrinking, the Chinese government is falling back on a well-used plan of bolstering the country's economy by encouraging domestic construction.

The iron-ore price rise is a bonus for big miners such as BHP and Rio Tinto, which generate close to half their annual profits from the mineral. It will also be welcomed by Australia's richest person, Gina Rinehart, who has extensive iron-ore interests, both as a producer and recipient of a royalty paid by Rio Tinto. In the year to June 30, the company Rinehart controls, Hancock Prospecting, lifted its net profit by 28 percent to \$961 million. Her real-time wealth in

November 2018: \$17.4 billion.

The chief executive of BHP, Andrew Mackenzie, and the CEO of Rio Tinto, Jean-Sebastien Jacques, see the current buoyant conditions continuing for their businesses, even as the trade war rumbles on. Mackenzie told shareholders at BHP's annual meeting last month that "despite the escalation in trade tensions, our business has not been significantly affected".

He reinforced that point in BHP's September-quarter production


What appears to be driving the rise in iron ore is Chinese demand for construction-grade steel used as "rebar"

report, saying the company was on track to meet guidance for all of its commodities, except copper, which has been hit by production disruption at two mines.

Jacques was even more specific, naming China as the reason for his optimism about the outlook. "The Chinese machine is still working very well," Jacques says. "The mood is still pretty good." Jacques adds it was not only the central government that was putting more money into the system and was "pushing" infrastructure, but the surge in construction activity was also happening at the provincial level, where public debt levels had been an earlier concern.

Other mining company chief executives have also noted an uplift in their business as China stimulates its domestic economy. Mark Cutifani, CEO of Anglo American, says the mid-year fall in some commodity prices was overdone. "We're still seeing growth and solid demand for literally all of our products," Cutifani says. As well as iron ore, Anglo American is a big producer of copper, coal, nickel, platinum and diamonds.

Ivan Glasenberg, CEO of Glencore, singled out the higher coal price as the biggest win for his company. While a controversial commodity, coal is benefiting from two eventualities: Strong demand in China and other fast-growing Asia economies where coal remains the dominant source of heat and power, and limited supply growth as investors, governments and banks turn against it.

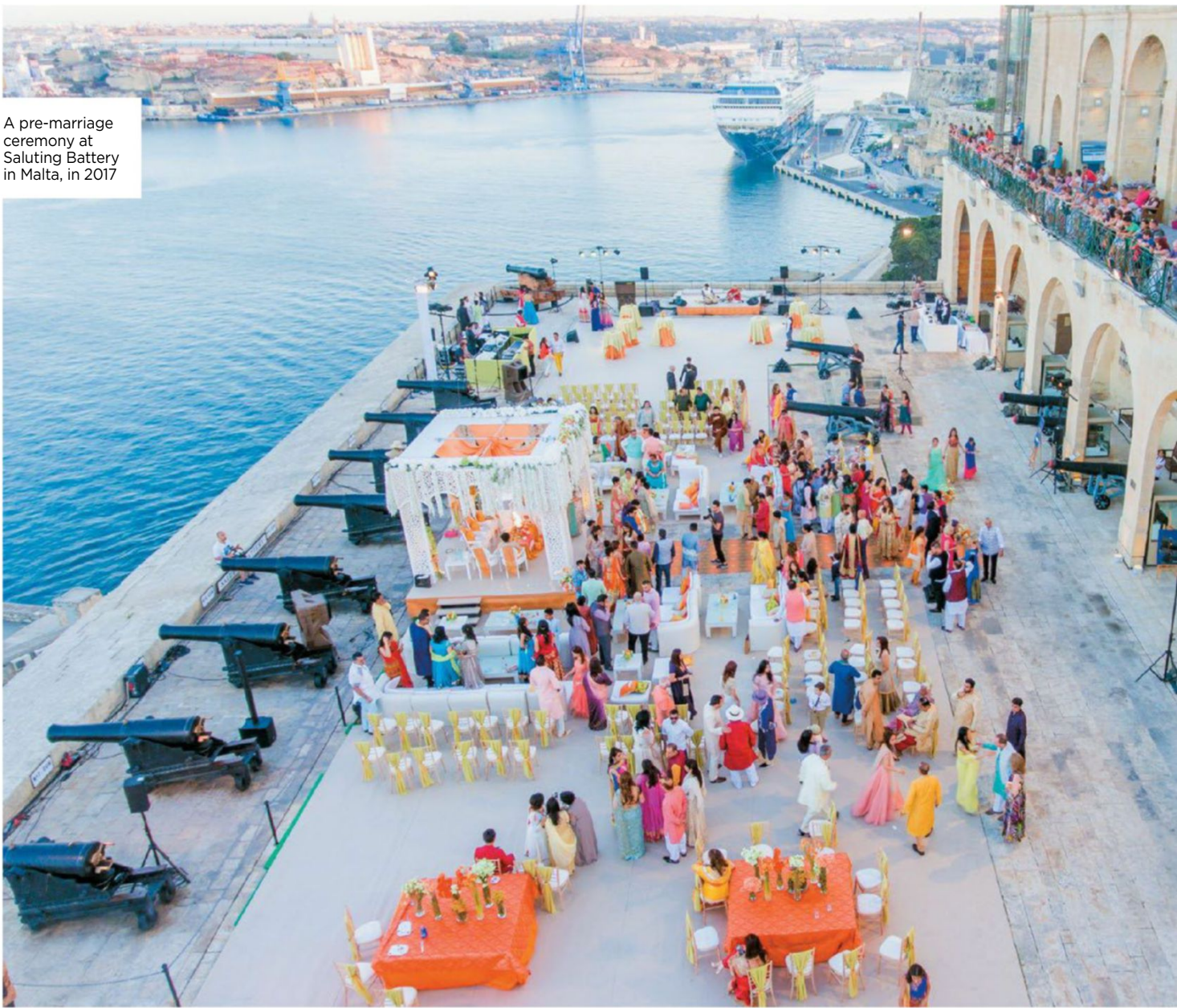
The net result of strong demand and limited supply growth is a price increase, which some investment analysts expect to continue. Paul Gait, an analyst with Bernstein Research, says that if governments won't approve new mines, boards won't sanction investment and banks won't lend, "It paves the way for structurally higher prices." 

WEDDINGS IN WONDERLAND

Sky is the limit when it comes to big-ticket weddings. These billionaire dos may be recession-proof, but to what extent have they been policy-proof?

By **Monica Bathija & Naini Thaker**

A pre-marriage ceremony at Saluting Battery in Malta, in 2017



MATTHEW RANDON

A few years ago, for the wedding of a patriotic Indian-origin businessman's daughter, wedding planner Aditya Motwane made a proposition that floored his client. "Just when the *sindoor* was being applied, we made three fighter jets fly past with the Indian tricolour dust behind," says Motwane. The client didn't know it was going to happen. "We were on walkie-talkies and in touch with the air traffic control. I was talking to someone, who was in touch with someone from the military, who was in



conversation with the pilot on top... it was a challenging thing, and it had to happen at that time. We were delayed by three seconds...the groom put the *sindoor* and from behind we started playing AR Rahman's Vande Mataram. Just then, the flights went up and down and did two rounds. Every guest had tears in their eyes, and the bride's father hugged me," he recollects.

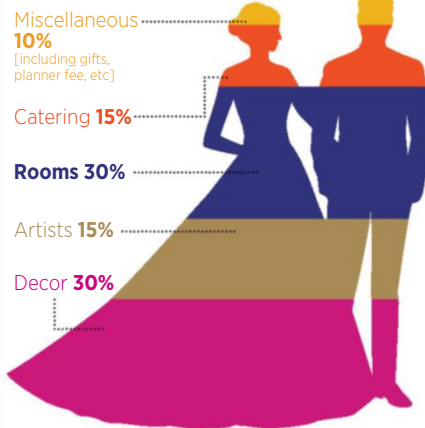
Celebrity weddings make it to the limelight, but a fly-past is the sort of grand gesture that takes the big-ticket Indian wedding into another league. A league that involves buyouts of entire hotel inventories at destinations or even cruise ships, flying down chefs and artists from all over the world, and setting up massive sets that resemble cities. Where costs might start at ₹1 crore to ₹1.5 crore, with no upper limit.

"There is a lot of hype around celebrity weddings," says Trishant Sidhwani of wedding planners Dreamzkraft, which has worked on the weddings of actors Lara Dutta and Preity Zinta. "And rightfully so. People want to know what they did." But those are probably basic weddings. "At Lake Como, Italy, people took vows, did their pheras, had 80 people, 40 rooms. There are people who do 800-room weddings. There's a lot of stuff that people do... they fly down chefs from Dubai to do their Arabic counters, from Lucknow, Hyderabad, Delhi, Agra...there are *parathawalas* coming in from Agra." Not to mention blue lassi from

Banaras. "Means people go crazy, they will then set up their food counters with different chefs coming in from all over the world."

And that's just on the food side, he says, adding that he had a client who wanted to do a Jaipur wedding, but it wasn't working out logistically. "They had 1,500 people and the number of available rooms was

BUDGET BREAKUP



a problem." So they brought Jaipur to Mumbai, recreating an entire set of Jaipur at MMRDA Grounds. "It was a three-month-long production for us. There was work going on in my godown for three months. Every pillar, every engraving, everything was freshly made for them to create that set-up because they wanted to get married in Jaipur," says Sidhwani.

As Gurleen M Puri of Weddings by Gurleen M Puri puts it, there's no start or end point to a big wedding. "My daughter wants it. End of story."

When a Dubai-based client had his heart set on a Bollywood-themed wedding based on the 2015 film *Dil Dhadakne Do*, wedding planners Wedniksha bought out an entire cruise ship for three days for the April 2017 marriage. "Normally, people take a part of a ship...here we had the full cruise ship for 1,250 guests.

Currently, the size of the wedding industry in India is about \$20 billion



Each guest was given two bedrooms, one for luggage and one to sleep in. We had 75 chefs flown in from India and decorated the Barcelona harbour because that's where the guests came in," says Bhavnesh Sawhney of Wedniksha, who had to resolve logistical issues like the route the ship would take, the ports the artists would board at, and flights



(Above; from left) Trishya Screwvala and Suhail Chandhok's wedding dinner at The Taj Mahal Palace Hotel, Mumbai; a magical mandap at Anushree Jasani and Parth Jindal's wedding at the Belvedere Palace in Vienna, in May 2016

and boarding cards for everyone.

"It took about four months of planning for the entire wedding. The wedding venue was Brazil and the cruise ship was sailing there at the time. So, we actually flew to Brazil in January to do a recce and cruised for three days on the ship," says Sawhney. There were performances by Badshah, Vishal-Shekhar and Meet Bros on the ship.

Sawhney also recalls Sanjay Hinduja and Anu Mahtani's wedding in Udaipur in 2014, where celebrities like Nicole Scherzinger (then with Pussycat Dolls), Ranveer

Singh, Malaika Arora and Arjun Kapoor performed on the first two days, while Jennifer Lopez was flown in for a 50-minute performance on the third day.

Motwane, director, Motwane Entertainment and Weddings (MEW), says that while international artists do get booked, Bollywood often trumps even the likes of Justin Bieber and Elton John.

GETTING INTO THE ACT

Weddings have been family affairs, a time for the entire joint family to get together, where various people are put to work and given specific tasks. But when the logistics involve booking 500 cars and artists such as Jennifer Lopez, it's no longer a job for an uncle or a nephew. "Fifteen years ago there was nothing like

a wedding planner," says Mahesh Shirodkar, managing director of Tamarind Global. Shirodkar was a tour operator with hospitality, destination and logistics expertise, who happened to fall into the wedding space when a friend asked him to plan his daughter's wedding. Shirodkar thought it wasn't going to be different from any other event. The first itself turned out to be a baptism by fire. "We booked 500 rooms at Hotel Trident in Mumbai and 500 cars, the wedding was spread over four days and five venues. There was a reception at the Turf Club with 2,800 people. We got the Imperial Circus of China and fused it with Shiamak Davar at the National Centre for the Performing Arts (NCPA). It was not a big fat wedding, it was an obese wedding." Since then he has done big weddings in obscure locations like Azerbaijan, Malaysia, Moscow, Israel and China, among others.

Motwane, who had joined Percept in 1999, set out on his own with MEW in 2013. "As a brand, we focus mainly on destination weddings, so 75 percent of our business is out of India, 25 percent remains within India. The market we target are high net worth individuals (HNIs), for whom a wedding is a showcase of

For the cruise wedding based on **Dil Dhadakne Do** in April 2017, the entire Costa Cruises ship was rented, which cost **\$1 million a day**. The hampers given to each of the 1,250 guests were custom-created from Harrods, London



FROM LEFT: WEDDING DINNER: NICKY RAM; BADAL RAJA



COURTESY WEDNIKSHA

the power of relations, wealth and contacts,” he says, adding that the industry works completely on word of mouth. “We don’t advertise online because the ones who look online are not looking for large weddings.”

Vandana Mohan, who introduced luxury and lifestyle to corporate events, applied the same formula to weddings when she incorporated the Wedding Design Company 18 years ago. “When I started out I decided to charge a management fee. Now, nobody had ever charged a management fee. Even I had no clue. I only knew what corporate was like. And corporate is charged at 17.65 percent; we charged a management fee like advertising used to,” she says, adding that that figure died pretty quickly. “Nobody is paying us 17 percent of whatever it is,” she says. Numbers depend on several factors and could range from five percent to 12 percent, with an average of seven to eight percent.

Sudha Khanna, partner at Weddings by Gurleen M Puri, says they usually charge a flat fee. “We take a fee depending on the scope of work, which will be from A to Z, including 20 to 30 services, right from the basic of your invitation card designing to your wedding cards,

to whether you are handling the RSVPs to their couriers as well.”

Though event management company Wizcraft had always been doing weddings as an extension of their events business, five years ago they decided it was big enough to have an entire division focussed just on weddings. “We are the ones who are stitching the whole affair together. It is a lot of hard work with almost no [fixed] working hours. The amount of work that goes into a wedding will never come to what people are willing to pay for.” The profit margins, according to Sawhney, range from 10-15 percent, most of which goes as salaries, which are pretty high for creative spaces like weddings. “It is an industry that really

(Above) A cruise wedding inspired by the Bollywood movie *Dil Dhadakne Do*

kills you. You have no personal life and you are living in your office or on an aircraft,” says Mohan. Or as in the case of Puri, waking up at 5 am to go check out the venue with the client and having to make 300 sofas just seven days before the big day.

Often, the wedding planner almost becomes family. “This business is hand-held, you have to walk the client through everything, as he goes through emotions of happiness, sadness,” says Motwane, adding that the biggest of clients, who make thousands of crores in the boardroom, cry their heart out when their daughter sits in the car. “The guy who

The music has undergone a huge change at weddings. People want to spend on an experience, not just a performance. There are more Bollywood composers who have started doing shows for weddings, and fewer actors who are performing



is worth ₹50,000 crore is ruthless, but a child in your hands at that time. And then you just carry him to the dining table, and you sit him down, you chat with him, he hugs you. He is crying with you because you were a part of this journey. You meet the parents, they go through such an emotional journey, you have seen them cry, laugh, get angry, you know every possible secret in their house.”

POLICY HICCUPS

Weddings are recession-proof, more so when the clients are billionaires. But they don’t seem to be policy-proof. While policy changes like demonetisation (in 2016) and Goods and Services Tax (GST, implemented a year later) didn’t have a direct effect on the business, with liquidity becoming a problem, it made people more careful about their spending. Things started to scale down.

“There was definitely an impact initially. Families are far more careful where they are spending their money. They want to know how and where it will be spent,” says Punit Jasuja of Punit Jasuja Productions who got into the industry nine years ago with a wedding in Khimsar for a Maharaja, and hasn’t looked back since. He adds that the big weddings in the past year, “have made people more aware of things they can do at their weddings, and opened their minds to new traditions and ideas for celebrating”.

Mohan of Wedding Design Company says that the trend of the two-day wedding is a recent thing. “In recent times, we have had bad years and then some really good ones. The key is to adjust and keep rejigging the business to keep up with the times.”

She realised that every project she got was not a four or three-day wedding. “People were saying let us do the wedding small and a big sangeet, and keep the mehendi simple. Keep one thing big. There’s no need to do a three-day thing. So, the two-day concept started in 2017,” says Mohan who does



Trishant Sidhwani at his own wedding

“There is a lot of hype around celebrity weddings. And rightly so. People want to know what they did.”

TRISHANT SIDHWANI, PARTNER, DREAMZKRAFT

about 10-15 weddings a year.

Sidhwani of Dreamzkraft also believes that the wedding industry was not directly hit by demonetisation, but it was impacted indirectly. “Parents save up for their child’s wedding, either by investing in property or through stocks. These are the industries that have been impacted by demonetisation,

GST and Real Estate Regulatory Authority (RERA). So, it is not that people do not have the money to spend, they do not have the liquidity; it was the spending capacity that was hit,” he says. Although it was for a short period of time, demonetisation did hit the profit margins of wedding planners as well.

And then 2018 happened. And everyone was smiling, everything was upbeat. “But the trend hasn’t changed. I think the 2016-2017 trend of saying let’s keep some of it small continues,” she says, pointing out that there are two sides to it. The one big wedding that we have all seen, and then the other side is also the smaller wedding, the celebrity wedding that was small and intimate, and was talked about simply because it was a celebrity wedding. “But take the celebrity out and the regular folk weddings are also happening. It’s not that they are not happening at destinations, that people are not spending the money, but they are just keeping it more cosy, more intimate, more real.” **F**

Bizarre Requests

- A client wanted to put an aquarium near the mandap with an ice bridge for the bride and groom to walk across
- At a destination wedding in Europe, wedding planners organised last-minute Karva Chauth for about 30 ladies with chunnis, milk, the direction of the moon and having the caterer make *sabudana vadas*
- For a proposal, a client wanted the wedding planners to create a safari park and get real animals
- For Valentine’s Day, at a wedding, the bride’s brother decided to make a huge romantic gesture for his girlfriend. He got the planners to make a humongous heart filled with roses at the helipad, which the girl could see from the chopper as they would land, with the rose petals flying all over

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ROOT VALUE

Narippatta Raju's theatre stays as connected to its rural vision today as it had when he started out

By **Vikram Phukan**

Completing more than four decades in an unforgiving profession is an achievement. For sexagenarian Narippatta Raju, stalwart of Kerala theatre, it has been a journey that has placed great demands on his creative and personal resources, with equally gratifying pay-offs.

Known for his work in the countryside—quite literally the grassroots—Raju's directorial output remains as prolific as ever. This year will see the release of a volume of writings on his career, as well as the inauguration of a theatre school for younger actors in his name. Both these endeavours will take place under the aegis of Natyasasthra, the theatre group in the hamlet of Katampazhipuram, which has been his stamping ground for some 20 years now.

Less than an hour's ride away, Raju's ancestral home is in the remote village of Karalmanna in Kerala's Palakkad district. Despite its seclusion, it is an important landmark on the state's cultural map, as a cradle for Kathakali that has produced several exponents of the form, including the well-regarded Narippatta Narayanan Namboodiri, who is Raju's brother.

Raju's was a culturally rooted family that was also typically middle-class. "Although my parents would never negate my interest in the arts, they would have preferred it if I

had chosen a conventional line of work, like engineering," remembers Raju. His joining the University of Calicut's School of Drama in Thrissur was an act of rebellion.

The institute opened in 1977 in the suburb of Aranattukara, and Raju was a student of acting in what was only its third batch. He had received some early training in Kathakali and Bharatanatyam, but what he considered "the limiting baggage of traditional forms" also allowed him to enter modern theatre much more fluidly. "The grounding opened up new possibilities even in the contemporary idiom," says Raju.

As it was for the entire country, the late 1970s was a transitional period for Kerala. Fired with the idealism rife in a post-Emergency milieu, theatre had become an

indelible part of political activism. One of Raju's contemporaries was the late Jose Chiramel, from the drama school's first batch, whose stature in Malayalam theatre has become almost legendary.

Along with their cohorts, they took theatre out into the rural outback, setting up camps in villages for workshops that sought to harness not just the radical young intelligentsia of the 1980s but also scores of ordinary people. "It was a period of intense learning, which could be compared to a residency that a medical student might undergo," says Raju of those pioneering days.

Theatre's power as an agent of change was never more manifest. One of Raju's formative influences was Maya Tangberg-Grischin, the accomplished Swiss theatre-maker who conducted workshops at the drama school in the 1980s. Her assimilation of local traditions into her own performative grammar can be traced to the writings of two European theatre greats, Jerzy Grotowski and his protégé Eugenio Barba. The two studied Eastern theatre forms like Kathakali in the 1960s, much before the "theatre of roots" movement took wing in India in the mid-1970s, spearheaded by the likes of Habib Tanvir, Ratan Thiyam and, in Kerala, Kavalam Narayana Panicker.

Raju has immense respect for Panicker: "He had a deep knowledge

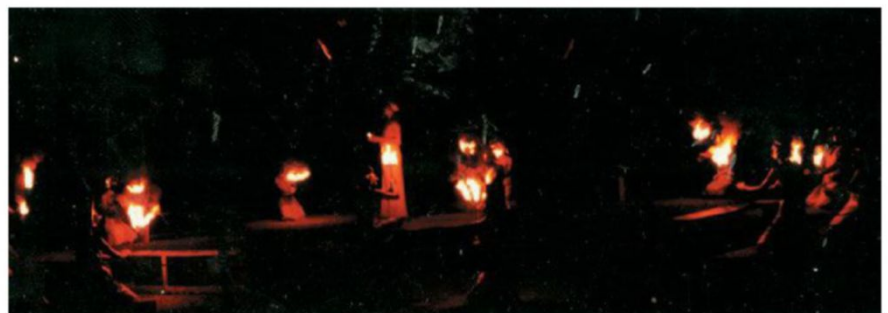
"More than the spectacle of performance, he appears to focus his energies on actor training. He is able to mould actors like no one else I have seen."

RENU RAMANATH, HISTORIAN



of traditions, folklore, and classical forms.” He characterises his own oeuvre as forged in the spirit of the classical form, but not the form itself, unlike Panicker’s style. Raju is much more dismissive of the tribe of imitators that his great predecessor spawned. “They lack Kavalam’s integrity of approach, which is why they have been harmful for Malayalam theatre,” he adds.

Raju’s own professional engagement with theatre direction took off in full earnest only in the early 1990s after he returned to India, having spent four-odd years in Finland, under Tangberg-Grischin’s guidance. Luminaries like G Sankara Pillai (who founded the Thrissur School of Drama) had irrevocably shaped his world view, and despite being employed as an educator at his alma mater since graduation, he



(Top): A performance of the 1984 play *Kudukka*; (above): *Vaaye Paathalam* (1993) was a dramatisation of the 1984 novel by UA Khader

had grown wary of urban theatre.

“When I arrived at Karalmanna in 1993, I knew what I was going to do there,” he says. “If you want to develop theatre culture then you must work in rural areas.” Since the 1940s, Kerala’s prodigiously successful library movement—instrumental in establishing universal literacy in the state by the 1990s—had engendered a cognitive spirit in innumerable rural communities. At the local reading

room, Raju was able to channelise the energy of youth gatherings into an invigorating theatre subculture.

Unlike, say, Tanvir’s works with Chhattisgarhi tribals, Raju’s projects were smaller in scale and brought under its net largely literate folk who were also agrarian wage-earners, hence possessing the lithe physicality that lent itself naturally to theatre. “I never tried to train them with theatre exercises. They

had fantastic instincts. If I explained a characterisation with parallels connected to their lives, it yielded immediate results,” explains Raju.

Although he was able to draw unfettered performances, the initial years were exhausting since he had to manage all areas of production—from costumes to lights to make-up—by himself. By the mid-nineties, he had already come to be regarded as an authority on stage-lighting, imbuing traditional Koodiyattam and Kathakali performances with contemporary illumination. And, since his scratch repertory was available only for portions of the year, Raju took up directorial projects elsewhere, building a name for himself as a director of note.

While he mounted several short plays with his own village troupe, which toured the interiors of Kerala extensively, those years also saw a slew of critically acclaimed productions such as *Vaaye Paathalam* (1993), the dramatisation of the 1984 novel by UA Khader; Edasseri Govindan Nair’s *Kuttukrishi* (1997); and Peter Shaffer’s *The Royal Hunt of the Sun* adapted into Malayalam as *Pakalonetire Pallivetta* (1999). Most of his plays were in Malayalam, but a stint in Hyderabad saw him take on several plays in Telugu, and he directed the Sanskrit play, *Venisamharam*, by Bhattanarayan Kavi for the drama school, where he continued to teach.

It was circa 2000 when Raju began a new prolific phase in his career, in close association with G Dileepan, his childhood friend and a professor of English and Sanskrit who had founded Natyasasthra in 1996. Raju, now the group’s artistic director, was able to bring his technical and practical expertise to a collective with rich literary antecedents. “From then on, I have never needed to worry about organisational issues. Dileepan did that. I could focus on the artistic aspects of a production,” he says.

Natyasasthra’s sensibility had been



“If there isn’t even a single shred of politics, then I cannot do the play. If you’re strong enough to say something, you will find the way.”

NARIPPATTA RAJU,
THEATRE DIRECTOR

less rural-oriented, and they had staged sophisticated productions in towns and cities. Raju’s experiments in Karalmanna were repeated in several villages, with theatre groups mushrooming as ancillary units to reading rooms. “Maybe I can say I was extending my work to other rural areas,” he observes. One of his earliest productions with Natyasasthra was a staging of Manjula Padmanabhan’s *Harvest* (2000). His one lament is that the plays that he staged with the group remain unpublished, including the translation of Padmanabhan’s award-winning work.

Observers like historian Renu Ramanath speak of a noticeable change in approach in Raju’s work (after the association with Natyasasthra began): “More than the

spectacle of performance, he appears to focus his energies on actor training. He is able to mould actors like no one else I have seen.” His workshops, which Ramanath likens to ‘actor labs’, are characteristically inclusive, welcoming everyone from children to 50-year-olds, even as he goes about igniting the passion for acting in them.

Raju was one of the earliest practitioners to ‘break’ the proscenium with his open-air stagings, which employed the *panchabhuta* (five ingredients) of live performance—fire, air, earth, water and aromas—long before the current crop of theatre-makers took over the idiom. Although aesthetics are important, what matters most is the thematic focus of a play. “If there isn’t even a single shred of politics, then I cannot do the play,” he says.

The causes that he holds close are the upliftment of rural people, the class struggle, and the empowerment of women. Yet, in his plays, the underlying agenda is never spelled out explicitly. It is instead integrated into a play’s narrative in the form of undercurrents and ambiguities that might provoke reactions in those receiving the plays.

He mentions his 2006 production of Panicker’s *Kalivesham*, the famous Kathakali play in which an actor, Nata, is predestined to play Kali, the evil character that he is possessed by. The peripheral part of Nata’s wife becomes a protagonist in her own right in Raju’s version. As he says, “If you’re strong enough to say something, you will find the way.” One of his most recent works is the unrelentingly text-heavy *Theeyoor Rekhakal* (2016), the dramatisation of the novel by N Prabhakaran.

Despite being regularly staged at national festivals in recent years, Raju’s works have not been discovered by audiences outside Kerala—such being the constraint of language in a country of myriad tongues—but his career is filled with lessons that are valuable to theatre-makers everywhere. **F**

HOW TO HAVE A HEALTHY HEART

Naturally occurring fats are better than carbohydrates to curb heart disease

By **Vijay Thakkar**



The intake of processed food has led to an increase in the total calories consumed by individuals. At the same time, lifestyle-related diseases have also increased, with coronary heart disease being the world's No 1 killer.

It is, therefore, vital to understand the cause of these lifestyle diseases. Is the type of food consumed one of the major triggers? The question that also arises is whether increased calorie intake is solely responsible for heart diseases, or could they be related to the type of nutrients consumed? Research by the US government

concluded that cholesterol coupled with fats in the diet are responsible for heart diseases. Although the data on this remains ambiguous, the US government recommendation of a healthy diet favours carbohydrates as a preferred source of calories over fat.

The research gives an alternative explanation for the cause of heart diseases. Conventionally, higher levels of low density lipoprotein (LDL) cholesterol in the blood had to be reduced, as it was considered a major cause of heart diseases. However, the data to support this assertion was inconclusive. Broadly,

LDL particles can be divided into two categories: Large and fluffy LDL, and small and dense LDL. Those with a higher level of small and dense LDL particles will be more susceptible to heart attacks, since the particles have a longer life in the human circulation system, and can form blockages in arteries. Thus, given the same level of LDL cholesterol in two individuals, the person with a higher level of small and dense LDL particles will be more prone to heart attacks.

The level of high density lipoprotein (HDL) in the body is one significant way of predicting heart diseases; HDL is called “good” cholesterol because it reduces unwanted cholesterol in the body. Hence it is important to maintain a healthy level of HDL through our diet.

This can be achieved by consuming fats occurring naturally in food. The human body synthesises and requires three types of fats—saturated fats, monounsaturated fats and polyunsaturated fats—and each influence HDL levels in the blood. No naturally occurring fat undermines HDL levels.

The suggestion of choosing carbohydrates as a source of calories, instead of fat, may not be the ideal approach (carbs trigger the need for more LDL particles in blood, while reducing LDL and HDL cholesterol levels). One needs to increase the consumption of more naturally occurring fats to increase HDL levels and avoid carbohydrates, which increase LDL levels in blood. **F**

The writer is founder and CEO of 48 Fitness

Sources of Fats

FAT TYPES	VEGETARIAN SOURCES	NON-VEGETARIAN SOURCES
Saturated fat	99 percent dark chocolate, coconut oil, palm oil, butter, cheese, full fat milk and curd	Beef
Monounsaturated fats	Avocado, pistachios, pecan, almond and olive oil	Eggs, pork
Polyunsaturated fats	Walnuts, tofu, edamame, flaxseed and chia seeds	Salmon, tuna



For me, there are two types of people: The young and the experienced.
—**APJ ABDUL KALAM**

Anyone who stops learning is old, whether at 20 or 80. Anyone who keeps learning stays young.

—**HENRY FORD**



The secret of staying young is to live honestly, eat slowly, and lie about your age.

—**LUCILLE BALL**



SOLITUDE IS PAINFUL WHEN ONE IS YOUNG, BUT DELIGHTFUL WHEN ONE IS MORE MATURE.

—**ALBERT EINSTEIN**

Youth cannot know how age thinks and feels. But old men are guilty if they forget what it was to be young.

—**JK ROWLING**



It takes a long time to become young.

—**PABLO PICASSO**



The power of youth is the common wealth for the entire world.

—**KAILASH SATYARTHI**

I always tell young girls, surround yourself with goodness. I learnt early on how to get the haters out of my life.

—**MICHELLE OBAMA**



The young man knows the rules, but the old man knows the exceptions.

—**OLIVER WENDELL HOLMES, SR**

You're only young once, but you can be immature forever.

—**GERMAINE GREER**

Who would ever think that so much went on in the soul of a young girl?

—**ANNE FRANK**

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