

The Executives

India

Mr. Chandrashekar H.G.

(Founder & MD)

SASMOS HET TECHNOLOGIES LIMITED

INTERCOM

A 100% Green Technology

AL ADIL GROUP

Masala king

GERA DEVELOPMENTS

Building Honest & Trust

MANTRA PROPERTIES

Building Honest & Trust

PRINCE PIPES

Ultimately, It's our consumer who has to win

Virgin Galactic

*Unveils Its VSS
Imagine Spaceship*



**The Executives
India**



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Mr. Jignesh Raval - CEO

SINTERCOM

A 100% Green Technology

*Hoganas And Sintercom Shares
A Strong And Effective
Professional Relationship*

*We As Partners Work For A
Best Product It's A Win- Win
Situation For Both Companies.*

*We Are Committed To Work For
Better Outcome. Both
Companies Are Technology
Driven And Likeminded
Thoughts Made Us Even
Stronger. Producing Quality
Products And Customer
Satisfaction And Strong
Positive Approach. We Work
For Each Other In Our Ups And
Downs.*

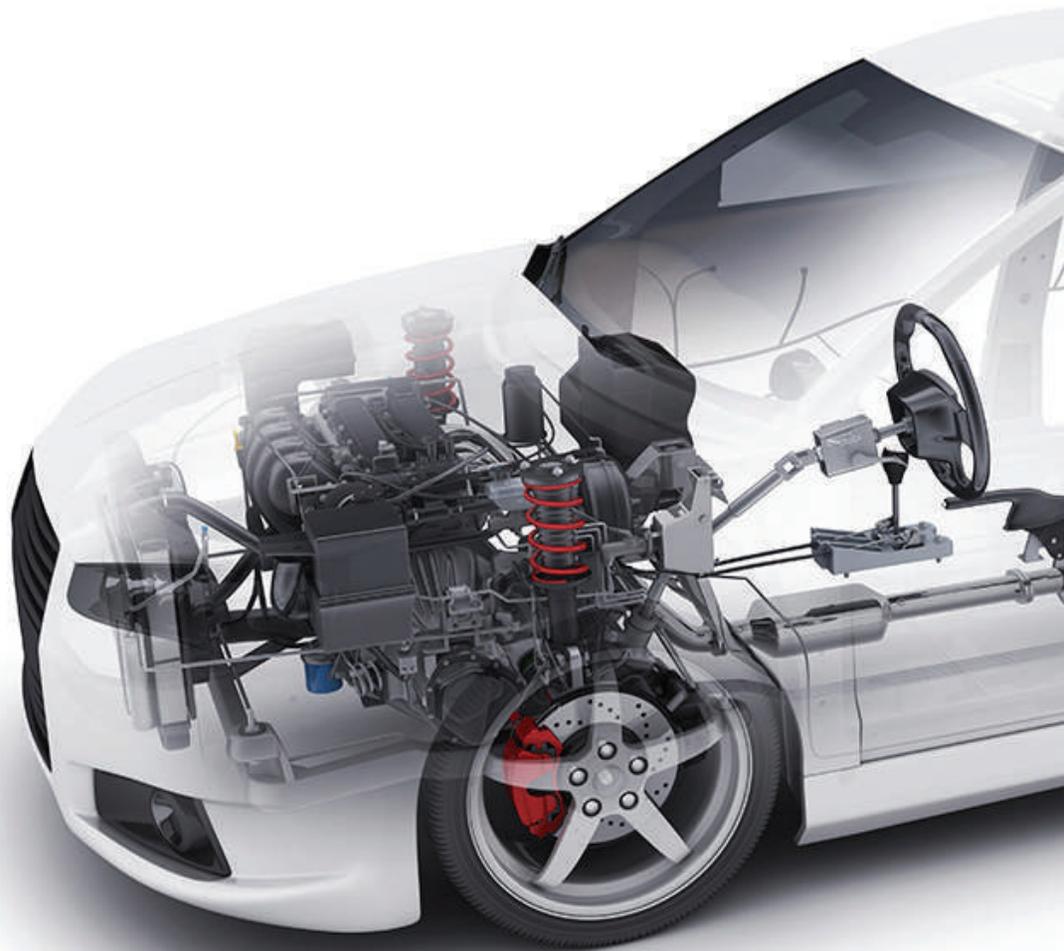
*Hoganas Have A Unique Brand
Nature, Vision, Company's
Ethical Values And Committed
Towards Better Quality
Products And We Continued To
Work Towards For Best
Products For Our All Customers*

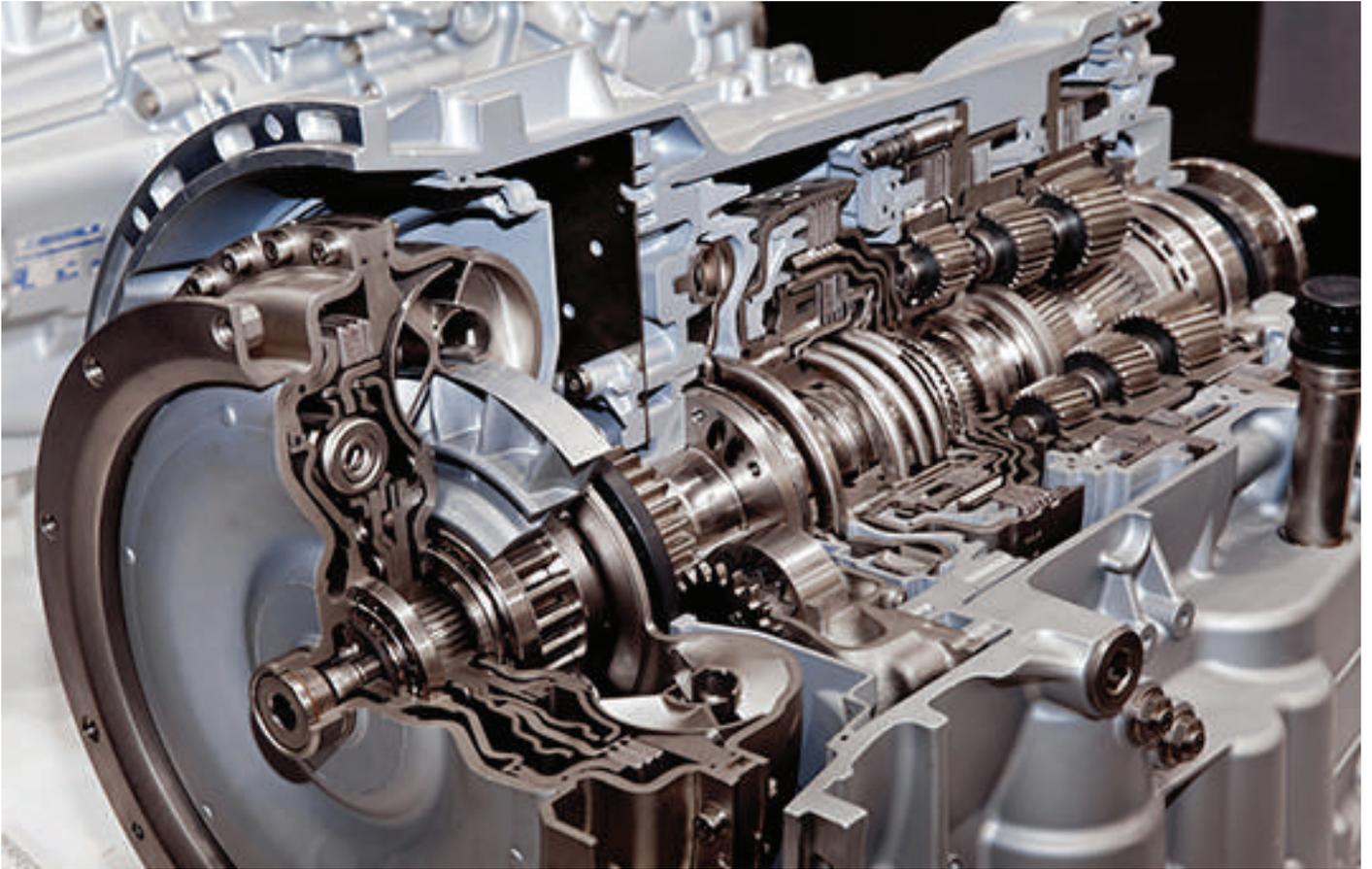
Mr. Deepak Grover
(director - Hoganas India)

Established in 2007, Sintercom India Limited is one of the leading automotive sintered components manufacturer located in Pune, India. The Company specializes in manufacturing medium to high-density sintered components for automotive engines, power train, and exhaust systems and also manufactures sensor components that cater to global markets. The Company has integrated manufacturing facilities and has increased its capacity from 1,980 MTPA to 3,600 MTPA in 2019. The product portfolio includes drive

train gears, engine sprockets, pulleys, crankshaft bearing journals, transmission gears, and synchro hubs, as well as ABS rings and Sensor Hego bosses and flanges. The company entered into a strategic tie-up with Miba Sinter with a Joint Venture and technology transfer agreement in 2011, and Miba also invested in Sintercom to become a co-promoter by taking around 26% stake in the company. Together with the technology leader Miba, the company is able to provide their customers with even more competitive solutions with powder metal. Mr. Jignesh Raval is

Member of Board and Managing Director of the Company. He has been on the Board of Directors of the Company since June, 2007. He holds a degree in Engineering (Production) from Shivaji University and has over 2 decades of work experience in automotive industry which includes 9 years of work experience at Tenneco Automotive India Private Limited as an Executive Director-GSCM. Mr. Raval is also responsible for developing and executing Company's business strategies and overseeing the Company's financial performance, investments and other business ventures. Mr. Raval has also won





“Male Entrepreneur of the Year Award” by IPF Industrial Excellence Awards 2020 on 16th January, 2020 Mr. Jignesh Raval, an engineering graduate from Kolhapur, started his professional career with Ingersoll Rand as senior engineer way back in 1992. During the initial journey of his career he worked at Menon & Menon, Faurecia and thereafter he got an opportunity to join Tenneco Automotive in 1997. He was given the responsibility for setting up greenfield project for Tenneco in Pune. With his vision, he built in best in class plan for Tenneco in Pune. He was heading the Pune Unit until 1999. Being passionate about the work he was promoted to Business Development Manager for Asia-Pacific responsible. Looking at his vision and hard work, soon, he was further promoted as Director – Global Supply chain for Tenneco in 2001. Since then he was responsible for global sourcing. His passion for work never stopped him. Soon he was given additional role in 2004 and was appointed as Executive Director – Global Supply chain for Tenneco in 2001. Since then he was responsible for global sourcing. His passion for work never

stopped him. Soon he was given additional role in 2004 and was appointed as Executive Director – Global supply chain – Global Supplier Quality & Customer Quality. During this job profile, he managed various global supplier base for Tenneco.

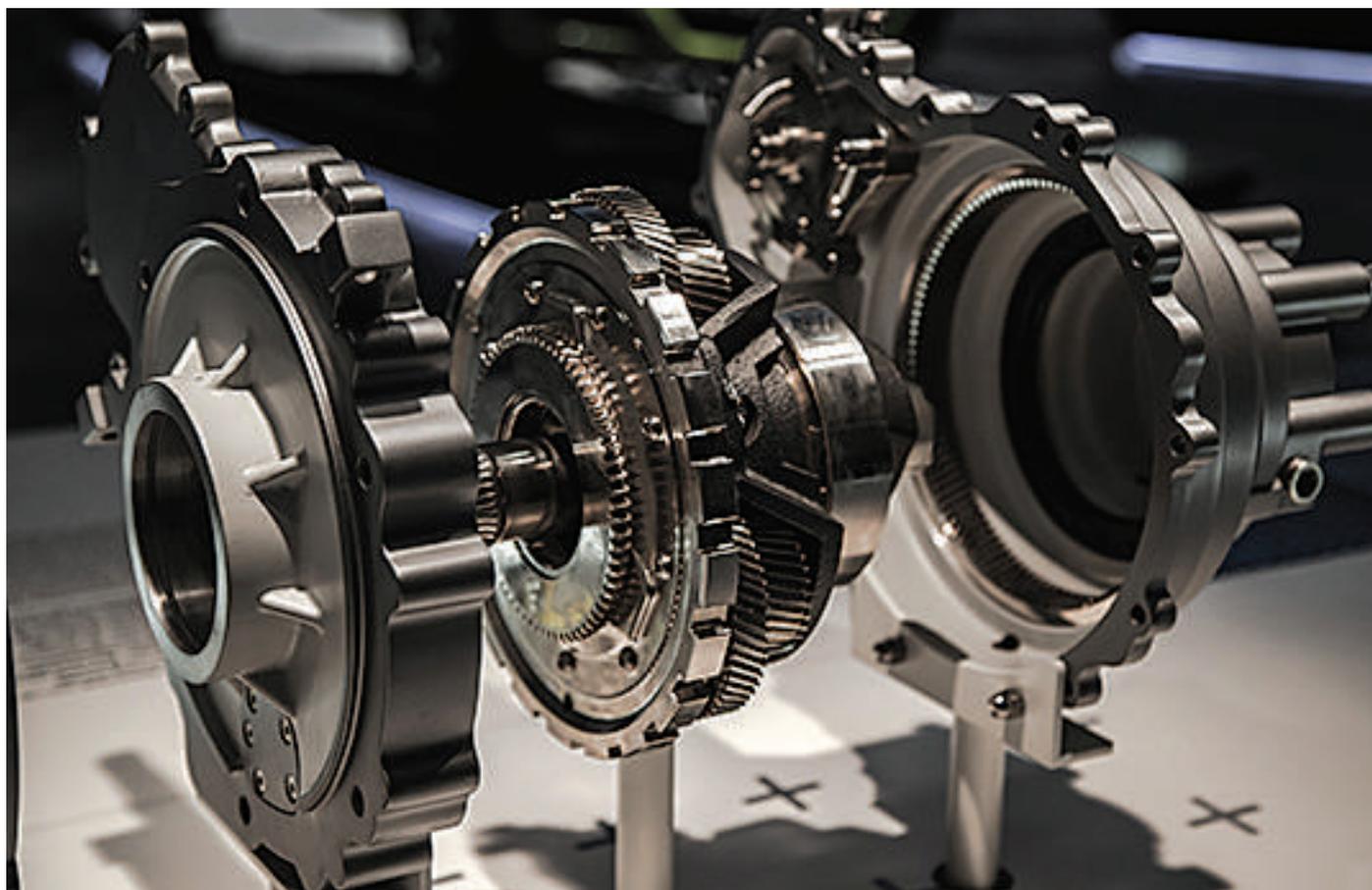
Being passionate for latest technology, he decided to quit his high-profile job and decided to start his own enterprise, Sintercom. Sintered technology was lagging in India with no major suppliers in India. He decided to start with a vision to get latest technology to India Sintercom with a vision to get latest technology to India. Sintered components manufactured and supplied by Sintercom India are made of metal powder. A process known as sintering process performs compacting operations on the metal powder by applying heat or pressure. In general, sintered components can be made of plastics, ceramics and other materials, besides metals. Sintered components are finding applications in the automotive industry in areas wherein they can replace existing forged metal parts. The increasing applications of

sintered components can be seen across the vehicle architecture, primarily around the engine, transmission and body chassis areas. It is understood that sintered components provide weight savings as well as lower costs – two key aspects driving the auto industry value chain in the wake of multiple technology trends worldwide. Speaking with Executives India Mr. Jignesh Raval shared some incredible insights

WHAT ARE SOME OF SINTERCOM KEY VALUES AND BELIEFS? HOW IMPORTANT IS CUSTOMER'S SATISFACTION?

Our mission, vision and values are already there on our domain. We are driven by our vision and values that recognizes the contribution of every individual employee. Thanks to a strong value system we are charged up as a vibrant team to accomplish any tasks/projects in a time-bound manner. Our core values includes respect people, honor systems and process, be fair and ethical, be customer centric, strive for excellence and instill passion.

We believe in customer delight with excellence in services.



With a customer centric approach we are instrumental in providing best customer experience across India with dedicated team manned by experienced professionals with support of nationwide

WHAT DO YOU THINK SETS YOUR BUSINESS APART FROM ITS COMPETITORS?

We believe that our products with superior quality and excellent customer focus are determinant factors that sets apart Sintercom from its competitors resulting sintercom reputed company. Further equipped with uniquely designed products,. Further, a meticulous approach in R&D for development of new, innovative and future ready products always helped us to remain competent in the domain when it comes to competition.

HOW HAVE YOU FOUND THE AUTOMOTIVE MANUFACTURING INDUSTRY IN INDIA?

India has tremendous potential for manufacturing business. By ensuring minimum quality and standards, India holds a big market for B2B, B2C and B2G channels apart from opportunities

abroad. By enhancing productivity and quality, Indian firms have good opportunities to excel. Under schemes like Make In India, MSME units should be supported for enhancing energy efficiencies, R&D, quality and productivity to make them capable to compete in the markets.

How important is culture to the business? How do you instill this in your employees?

It is important to develop a strong value system and work culture to ensure a healthy and professional work environment among employees and keep them motivated. We believe in our value system and work culture to inculcate good work culture and team work in our team. We focus on fair and ethical business practices, professional approach with mutual respect, customer orientation, striving for excellence, innovation and passion which are our guiding principles to drive our business.

WHAT STRATEGIES DOES SINTERCOM HAVE IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG TERM RELATIONSHIPS WITH KEY PARTNERS?

A sustainable supply chain management and an adept marketing strategy is key to any manufacturing unit to remain competitive in the market. We focus on sustainable relationship with our supply chain partners and retain long term relationship with our key suppliers while all efforts are made to strike mutually rewarding deals aligning with market trends to become cost competitive in the market. Sintercom is keen to build collaborative relationship based mutual benefits for smooth business operations. Company sees competitive advantages in collaboration with key suppliers that includes cost competitiveness, quality, smooth procurements and operations to honor timely delivery of products and services to the customers. we share a excellent relationship with all our supplier partners and we believe in technology and work for better product



Mr. Dhanajay Datar - CMD

AL ADIL GROUP

Masala King

WHAT ARE AL ADIL GROUP CORE VALUES?

Honesty, Integrity, Customer Service & Customer Satisfaction.

HOW DOES AL ADIL GROUP DIFFERENTIATE ITSELF FROM THE COMPETITION?

Our core values are the key differentiating factors. In addition, we always believe that we should provide what our customers want in the best price with no compromise on quality.

WHAT ARE THE PLANS FOR THE FUTURE IN TERMS OF EXPANSION AND GROWTH?

We have a well thought and structured expansion plan. Our plan is based on market requirements. I have a dedicated team that is constantly studying the market in order to identify the retail gaps where our stores will fit in.

Based on this input, we decide on the locations where we want to establish or enhance our retail presence. The whole process is done in a systematic and strategic manner.

I also strongly believe that Al Adil outlets should be within the easy reach of our customers. We believe in customer convenience and this determines the choice of our store locations. For customers convenience is good location and proximity to where they are living and this has been our focus while opening our retail stores. All our stores are easily accessible

Based on this principle, we will be opening more outlets in the UAE as well as other GCC countries.

WHAT STRATEGIES DOES AL ADIL GROUP HAVE IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG TERM RELATIONSHIPS WITH KEY SUPPLIERS?

We are self-dependent to a very large extent. We produce masalas, spices, pickles, flours, pulses and other Indian food items under the Peacock brand name in our own factories. In each of our outlets where we sell packed flours we have attached grinding mills. In Dubai Investment Park we have set up a massive 150 thousand sq ft factory to manufacture and package spices as well as flour. We also have 2 flour mills and 2 spices factories in Dubai, Abu Dhabi, Sharjah and Ajman and also a branch of Mumbai Export Division in the name of Masala King Exports (India) Pvt. Ltd in Mumbai, India. This ensures that for most of the products that we sell I do not have to depend on a third party supplier. This also ensures that my supply chain is within my control. For the other brands that we sell, we have an on-going long term relationship with key suppliers which ensures that there is no compromise at any stage, be it in price or quality.

WHAT ARE SOME OF THE KEY GOALS MR. DHANAJAY DATAR AND AL ADIL GROUP HAVE ACHIEVED SINCE THEY'VE BEEN THERE?

Ever since we opened our first outlet in Bur Dubai to cater to the needs of Indian housewife, in 1984, we have grown in a major way from our modest beginning. Today, thanks to the ever growing support base we have 48 branches – a

strong testimony to our hard work as well as identifying the needs of the customers and providing them with products that meet this need.

Our online store provides convenience to those who want to shop from the comforts of their homes.

We have won various awards that provide a strong testimony to our leadership position as well as consumer and market acceptance.

Having stated this, my goal is very simple. Provide customers what they want, in the right place at the right cost in a quality that exceeds their expectations.

WHEN THIS IS TAKEN CARE OF NOTHING ELSE MATTERS.

Every day myself and my team work in surpassing our customer expectations and that is our main goal.

HOW IMPORTANT IS CULTURE TO THE BUSINESS?

How do you instil this in your employees? The culture of a corporation is an integral part of the productivity of the employees and therefore its growth as well. A toxic climate and needlessly political can hamper the growth of the

employee and can negatively impact his work as well as his mental health. The best way to impact hard-working employees and make them contribute positively to their work is by leading by example of their bosses and managers and taking pre-emptive actions and decisions in order for the culture of the business to always encourage personal as well as professional growth.

KEY AREAS THAT YOU WOULD LIKE TO FOCUS ON?

My goal is very simple. Provide customers what they want, in the right place at the right cost in a quality that exceeds their expectations. When this is taken care of nothing else matters. Every day myself and my team work in surpassing our customer expectations and that is our main goal. The customer is king and their satisfaction and happiness is the key to success. By providing the customer with the best of quality and exceeding their expectation, we ensure customer loyalty and the growth of the brand.

WHAT ARE ALL THE KEY BUSINESS MESSAGES THAT YOU WOULD LIKE TO SHARE WITH US?

Always aim to keep your costs low and always focus on improving profitability and not just revenue. Just because the turnover of a company increases by a certain percentage, doesn't mean that the

business has become more stable. In Fact it could possibly even mean the opposite if the costs of the business have outpaced its turnover.

PLEASE TELL US ABOUT THE AL ADIL GROUP BRAND AND RICH CULTURE?

Ever since we opened our first outlet in Bur Dubai to cater to the needs of Indian housewives, in 1984, we have grown in a major way from our modest beginning. Today, thanks to the ever growing support base we have 48 branches – a strong testimony to our hard work as well as identifying the needs of the customers and providing them with products that meet this need.

Our goal is to serve Indians and never make them miss their homes, this feeling of being homesick is faced by all expatriates and the culture of Al Adil is rooted in the indian expatriate experience.

CURRENT RETAIL SECTOR SITUATION AMIDST PANDEMIC AND STEPS TO MOVE FORWARD ?

E-commerce and delivery partners have not just helped the retail industry, but it has helped all food electronics, healthcare, and other non-food categories. The pandemic has forced all businesses to take the next big step and finally embrace online shopping. However, the future and present of the food industry is relatively always stable due it being a necessity, not just a commodity. Compared to other industries, the food retail market has seen growth.



ANUH PHARMA LTD

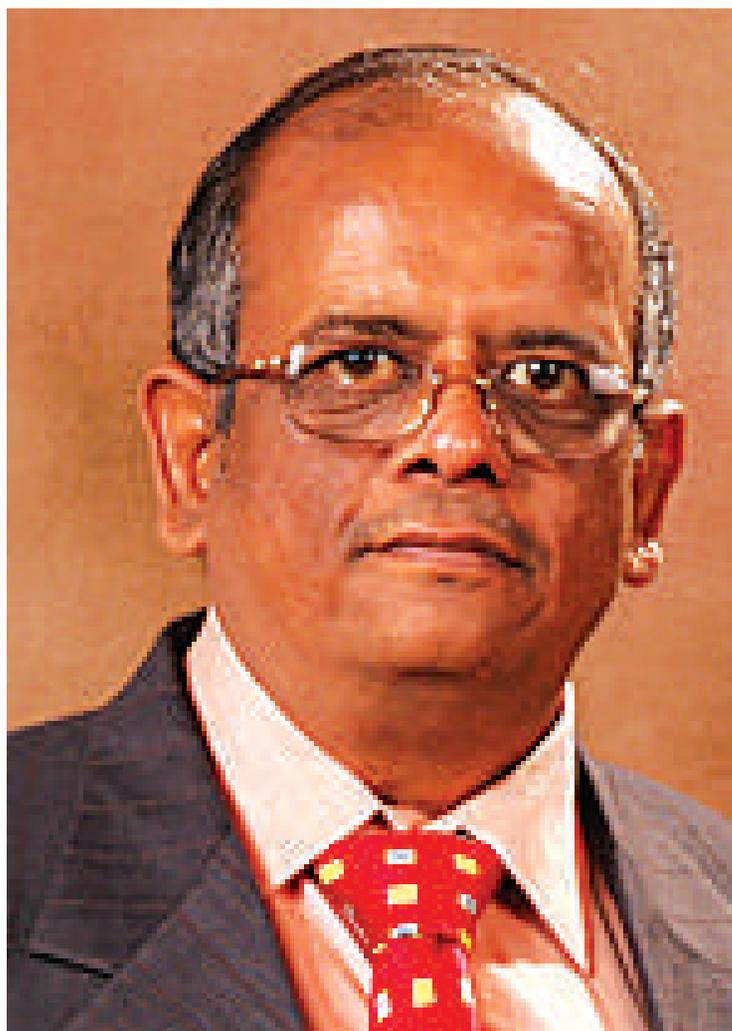


What are Anuh Pharma Ltd core values?

To be a leading manufacturer of active pharmaceutical ingredients with compliance to quality, environment and safety. Strengthening our commitment to be a transparent, reliable and affordable supplier & bringing innovation in chemistry to build complex products through research

HOW DOES ANUH PHARMA LTD DIFFERENTIATE ITSELF FROM THE COMPETITION?

- (i) Reliability : We will maintain & strengthen apl's impeccable reputation as a reliable organization.
- (ii) Quality: In our apex team kra's, we have listed that valid market complaints will be zero. We will strive for the same.
- (iii) Ethics & humility : This value passed down the generations is a founding block of anuh pharma ltd. & the sk group. We have experienced it's positive benefits and improved business outcomes. We promise to carry these forward.
- (iv) Compliance: Every decision & strategy is and will be built on compliance. It is a non – negotiable value for us.
- (v) Complex chemistry: We will also to focus on developing complex chemistry products that will result in increased margins, creating entry barrier and reducing dependency on chinese ksm. This is also one of our medium and long term goals.
- (vi) Reach : Reach more billion dollar companies as clients.increase presence in regulatory countries which will help in retaining clients and also ensure higher margins.



BIPIN N. SHAH

WHAT ARE THE PLANS FOR THE FUTURE IN TERMS OF EXPANSION AND GROWTH?

Sustainability, profitability and growth are three top pillars of anuh pharma ltd. For the next 5 years, we have planned 20% growth in top line and bottom line thereby reaching a topline of 850 crore with the bottom line of 85 crore.

In terms of quantity production we should reach 1800 metric tones current 1100 metric tons during next 5 years.

What strategies does Anuh Pharma Ltd have in place to improve your supply chain and build long term relationships with key suppliers?

We participate as an exhibitor in all local and international exhibitions since 2 decades. We meet all our key customers and suppliers at least 4 times in a year.

WHAT ARE SOME OF THE KEY GOALS MR. BIPIN SHAH AND ANUH PHARMA LTD HAVE ACHIEVED SINCE THEY'VE BEEN THERE?

The production in anuh pharma started in march 1989 when the enterprise value was rs. 6 lakhs. Now in 2021 after 32 years the enterprise value has reached 750 crores.

We are the largest producers of erythromycin in the country. We are the largest producer of pyrazinamide in the world and whatever products we take up we do intensive penetration and try to reach 1st or 2nd position in that product group.

AUTOMOTIVE



The onslaught of Covid-19 saw automakers suffer a difficult first half of 2020-21, slightly lifted by a more buoyant Q3. Global shutdowns halted production and supply chains were disrupted. Unfortunately, a difficult 2020 has bled into a challenged, yet opportunistic 2021. And in a cruel twist of déjà vu, many markets namely the UK and EU—are back in prolonged periods of lockdowns which will likely see Q1 auto sales compromised. Even with the severe cost-cutting across OEMs seen last year, and despite an encouraging roll-out of the vaccine in the UK, Covid-related risks remain worryingly high and the auto industry is unlikely to see a rebound this year, or even next few years, back to pre-pandemic sales numbers.

Countries like China which have bounced back from the virus quicker than their Western Neighbour's will

see the pendulum of supply versus demand swing back in Favour of the East where automakers with bigger shares in the Chinese market will profit from the region's relatively fast recovery and growth.

However, despite the gloom, the auto industry is far from stagnant. The next decade will be one of its biggest yet. 2020 gave automakers the opportunity to reposition themselves as they emerge from the crisis on a new path towards electrification and connectivity.

Hard global CO2 emission targets are in play, and automakers must double down if they want to be in with a chance of getting even close to reaching them. Subsequently, 2021 will be the year electric vehicles (EVs) take centre stage. They'll be pushed out into market, perhaps even with a discount, to drive sales and further contribute to reducing emissions.

2021 will see a continuation of trends that have been bubbling even before COVID. From ramping up EV investment to digital playing an ever-increasing role in the vehicle purchase journey, sustainability and customer experience will be the standout priorities for automakers this year.





THE ELECTRIC REVOLUTION

The onslaught of Covid-19 saw automakers suffer a difficult first half of 2020-21, slightly lifted by a more buoyant Q3. Global shutdowns halted production and supply chains were disrupted. Unfortunately, a difficult 2020 has bled into a challenged, yet opportunistic 2021. And in a cruel twist of déjà vu, many markets namely the UK and EU—are back in prolonged periods of lockdowns which will likely see Q1 auto sales compromised. Even with the severe cost-cutting across OEMs seen last year, and despite an encouraging roll-out of the vaccine in the UK, Covid-related risks remain worryingly high and the auto



industry is unlikely to see a rebound this year, or even next few years, back to pre-pandemic sales numbers.



SELF-DRIVING AND AUTONOMOUS VEHICLES

Whilst not a major area of focus for automakers in 2021 as they prioritize efforts to new and upcoming legislation on emissions, developing and marketing climate-friendly products, and recouping their losses, self-driving and autonomous vehicles will likely continue to be a hot topic of conversation, and still make for the occasional headline.

Self-driving and autonomous vehicles will be a test-and-learn endeavor but will not be where all, or even most, of 2021 budgets go. The immediate need in the economy and post-pandemic for the creation of jobs and solid cash flow will require a focus on what OEMs can bring to fruition at scale

in the next 18 months. EVs are that opportunity.

In the interim, it will be the big tech giants—Google, Apple and Microsoft—that continue to work on autonomous vehicles and partner with automakers to bring these to a reality in the near(ish) future. Tesla will also lead the charge given it already has an EV platform to fuel the business. As autonomous vehicles won't be a reality for a while, we'll see target geographies where these technology players, Tesla and the OEMs will continue to evolve the technology, targeting roll out in the next few years. But 2021 will be a year more of chatter than market realisation.

Additionally, companies like Uber and Lyft have business models that ultimately rely on autonomous, so we may see them build momentum this year, but it will be cautionary until the technology and rules of the road work with the needs of autonomous vehicles.

We'll also likely see new designs for autonomous vehicles, at least at CES, that take the frame of what we know as how automobiles look inside and out, and place focus more on the experience itself. In 2021, dreams of what it could be like to be in an autonomous vehicle will be refined and begin to build a reality for consumers, realized through technology.

CONNECTIVITY

A big focus for automakers this year, in addition to building an EV platform, will be connected vehicles and how they can provide a more robust and 2021-like experience for consumers who are increasingly demanding of such. Recent research shows that expectations for vehicles pre-fitted with connected tech is now mainstream, with almost all people surveyed (93%) desiring at least one connected feature in their next vehicle, cameras and navigation coming out top. The look-and-feel of the car and how it improves and engages with consumers' digital lives is what will create the most brand loyal customers.

Here's my first prediction: every automaker will have to reinvent themselves as a digital company in 2021. There's really no choice as more technology-led competitors' muscle into the action and digital touchpoints and use cases explode with advent of Electric and Connected car services, and Autonomous vehicles not far behind. So, car companies that can't get their digital act together in 2021 will become more obsolete than my VHS tapes. Car companies will make some tough decisions to bring software development in-house and some will even start building their own operating systems or partner with Silicon Valley companies to develop next generation vehicle operating systems. I predict 2021 as the year when car companies will put a marker on their own version of IOS and Android for Mobility.

I think we could see automakers turn to innovative marketing strategies, including using social media influencers, to rake in more test drives or, as we've seen in China, accept bookings on third party e-commerce platforms. The biggest story in powering the automotive ecosystem to sell and engage with customers digitally will lie in technology enablers. Companies such as Roadster, Digital Motors, G Forces, CitNow, and

Sophus3 have shown how they can help dealerships across markets have a fighting chance to sell cars and save dealership jobs.

RISE IN INNOVATIVE SUBSCRIPTION-BASED VEHICLE USERSHIP (NOT OWNERSHIP) MODELS

Despite a mixed bag of results—BMW followed Audi and Mercedes-Benz in folding up its subscription service, although Porsche expanded its operations in North America—I think there could be a bright future for new vehicle ownership models like leasing and vehicle subscription. Highly flexible contract durations, vehicle commitments that could be as short as a Tinder date, and easy vehicle swapping will represent the upside for consumers but high subscription fees will prove a dampener. In order for vehicle subscription to be successful, therefore, automakers will need to set in place a business model that covers not only the premium needs of the market, but also successfully offers affordable, price-sensitive variants that can be easily accessed by the mass market. Another point to consider will be to include young used cars at an affordable price point, thereby ensuring a fleet mix of both new and used cars catering to both ends of the customer spectrum. For lease providers, leasing will be a quick and easy solution to monetize the large base of used car assets, especially off-lease cars.

THE PANDEMIC WILL MAKE THINGS PERSONAL

With their purchase of compact small cars, first time car buyers will swell revenues in markets like China and India. This will be reflective of more general, global trends where consumers fearful about infection risks will give a wide berth to shared and public transport in favor of personal mobility modes. Elsewhere, like in Germany, government subsidies and incentives offered as part of COVID-19 recovery packages will provide a fillip to electric and hybrid vehicle sales.

CIRCULAR ECONOMY, AUTOMOTIVE INDUSTRY INNOVATES TO ZERO

With wastes generated by end-of-life vehicles becoming a massive problem, automotive companies will look beyond carbon-neutral factories to more fully embrace circular economy concepts and ideas of reuse and recycle. Propelled as much by their commitment to developing sustainable vehicles as by environmentally-friendly regulations the world over, the automotive industry will incorporate 'Design and Dismantle' principles at progressively earlier stages of the vehicle development process with the aim of reducing subsequent waste. 'Innovating to Zero' will be another goal towards which automotive companies will continue to work, finding interesting new ways to reach that magic figure of zero, whether in terms of zero fatalities or zero-emission cars.

The Indian automobile sector has strong linkages with the overall economy and is a major source of revenue for many industries such as Media, Rubber, Steel, Paint, Aluminum and so on. Indian auto industry today is capable of end-to-end product design, prototyping, mass manufacturing & selling (domestically & internationally). Today, it is one of the biggest success stories which Indian manufacturing ecosystem has seen in the past decades. This sector has been one of the largest recipients of FDI with an inflow of \$24.5 billion in the last two decades, accounting for 5.1% of the total FDI inflows to the country.

Based on the significant increase in online inquiries across all new car models, some of them being Maruti Suzuki Celerio, Skoda Kushaq, Hyundai Alcazar, Audi e-Tron, we are hopeful of a faster and more sustainable rebound. These new-generation passenger vehicles will provide the middle-class consumer access to things like luxury infotainment, safety features,

connectivity and a sense of coolness at a cost that has never been possible in the history of this country. For example, a 16 lakh SUV today comes loaded with a 10-inch infotainment system, multiple sensors, sunroof, driver & passenger airbags, keyless entry and much more

1. RANGE ROVER

The current, fourth-generation Range Rover is as revolutionary as any in the car's history, with an aluminum monocoque chassis and an unashamedly luxurious agenda. Its imperious driving position, superlative luxuriousness and enduringly special cabin make it our top pick in this sub-£100,000 luxury car category.

That it is a luxury car first and 4x4 second is not to run down its capability OffRoad one jot, however. The spacious interior exudes quality and luxury, the seats are excellent and the driving position is first-rate, making it easy to drive for a car of its size. The heavy bodyshell provides excellent isolation from rough surfaces and, while it doesn't offer the driving engagement of a Porsche Cayenne, it's easy to make brisk progress enjoyable should the need arise; because just about any rate of progress feels special in a Range Rover.

Land Rover's engine range still includes six- and eight-cylinder petrol and diesel options, without a weak or under-endowed-feeling option among them. Soli hull's lately-added straight-six diesel engines ought to be a real draw for private motorists, but the one fleet operators will be interested in is the plug-in hybrid P400e (77g/km, 25 miles EV range) which qualifies for



company car tax at just 19% BIK. The Range Rover is big and heavy but its weight and size are small prices to pay for a car of its incredible breadth of ability. Few make you feel as special to ride in, none has better visibility or a more commanding or assured driving position, and very few put a better complexion on your day.

2. MERCEDES-BENZ S-CLASS

When Mercedes-Benz sets out to make a new S-Class, the brief is to make the best car in the world; simple as that. It has done on every single occasion that this defining 'big Benz' has been redesigned over the decades, and the last time that happened in 2020, in a more challenging and fast-changing luxury car market than the car has

ever faced, Stuttgart very likely did just the same.

This time, however, Mercedes didn't quite hit its target right in the bullseye. What could be considered the tenth-generation S-Class risked much in a bid to level up with the digital technology of a Tesla, but to keep its recognisable high-quality feel, its opulent luxury and cabin quality and its uncompromising comfort and refinement.

It almost worked. The S-Class is still one of the most comfortable, enveloping and genteel cars in the world. But its new in-car technologies, though numerous and impressive in some ways (among them is an infotainment screen big enough to belong in the cockpit of an A380), aren't all easy to operate; they don't all integrate seamlessly into the car's driving experience; and some of them feel like they're affectations rather than enhancements.

It's just one of the things that makes the S-Class feel much more wieldy than you'd think. The other is the way it goes down the road. You expect supreme cabin isolation



and an unsurpassed ride quality and, by and large, you get it – although air springs do give the suspension an occasional sponging over sudden surface imperfections, like thwacking an empty bin. But still, few cars do comfort this well.

3. AUDI E-TRON QUATTRO

We're now entering reasonably well-established times for the premium electric car. There have been fast ones, very fast ones, big ones, small ones, expensive ones and cheap, and some that even attempt a bit of four-wheel driven versatility.

But never has an electric car come along and done onboard luxury better than Audi's first stab at the zero-emissions template: the E-tron Quattro. This car combines four-wheel drive and a commanding outright performance level with SUV-typical space, convenience and usability, and also with Audi-brand desirability. But what really makes it stand out is how superbly hushed, comfortable and refined it is. When we road tested one, our decibel placed its cabin noise level closer, at a 70mph cruise, to that of a Rolls-Royce Phantom than a Tesla Model X.

Audi-brand modern luxury comes with state-of-the-art onboard technology too, of course, while the potential for 150kW public rapid



charging, combined with an everyday range of between 200- and 250 miles on a charge, also makes the E-tron a more usable electric car than some of its ilk. Right now, there is no more luxurious electric car in the world

4. BMW 7 SERIES

Since launch in 1977, the 7 Series has been in the shadow of the Mercedes S-Class, but this latest version is BMW's most committed attempt yet to fully crack the luxury saloon market. The car combines optional adaptive air suspension with pioneering infotainment and convenience features, and offers a choice of two wheelbase lengths and rear- or four-wheel-drive.

The interior trim conjures a sense of space, integrity and usability, although the fascia is perhaps a bit too similar to that of lesser BMW saloons and lacking in lavish material flourish. Engines are quiet, powerful and efficient, the range opening up with the familiar six-cylinder turbodiesel option, but also taking in the most BIK-tax-friendly plug-in hybrid option in the limousine class in the shape of the 745e, and culminating with one of only a handful of remaining twelve-cylinder limousine options in the M760Li; and both are impressive works of engineering. Handling is more poised and precise than rivals – although the ride isn't quite as well-isolated.





START YOUR DAY WITH AN INTENTION

Eve isn't the only day for intentions. In fact, by most people forget their resolutions altogether! Commit to a daily practice of resolution stating and create a focus and a purpose for each day. To do so: State what you want to achieve or accomplish when you wake up each morning. You may do this silently or say it out loud. Replace any negative, worrisome thoughts with this positive statement. For example, "I am calm, relaxed, and my life is in balance." Remember, whatever we think becomes our reality so state what you want in a positive way.

VISUALIZE A POSITIVE OUTCOME

Like an athlete visualizes his golf shot or free throw before approaching the ball, picture a positive outcome of what you want to happen when faced with a challenge or planning for your future. Imagine yourself

overcoming any obstacles and paint a picture in your mind of how it will look and feel in your life when it manifests.

FIND YOUR PASSION

Is something missing in your life and you just can't figure it out? So many people that are struggling with stress and anxiety have lost or forgotten their own special purpose or passion in their life and feel like they are 'going through the motions'.

Think about the talents or gifts you have that can enhance your own life or someone else's life. Love dogs? Volunteer in an animal shelter or help them plan a fundraiser. Love to sing or dance? Sign up for voice or dance classes. Talented at making jewelry or other knick-knacks? Open up a virtual shop on an online marketplace like Etsy and give it a whirl.

Many parents whose kids are grown and launched experience this lack of purpose once the nest is empty. But your nest does not have to be empty! Fill that nest with other passions and desires within yourself that you can nurture and grow.

Adapting and accepting home comfort became a trending lifestyle, pandemic played a big role in this. Where being at home and spending time with your family wasn't our choice but with time, we found it comforting and adapted to this trending lifestyle.

In the first quarter where people were craving to go outside, travel and have fun by the end of it people became more homely, learned new things, work from home has a big part to play in this.

The world got habitual of working on a couch, with a blanket rather than a desk, many companies decided to continue with the trend



and converted many job profiles to work from home and these changes will be part of trending lifestyle of 2021.

As the pandemic has presented us with a situation that never existed before everyone is trying to help each other in different ways.

A lot of the younger people are now shifting their attention from large well-known brands to small indie brands and local businesses. One thing that took huge attention was going vocal for local and adaption of this was a vast lifestyle trend.

Baba ka Dhaba being a classic example of how people are trying to support those around them. Small acts like buying earthen Diya's from your local seller will not only make your Diwali special but theirs too.

And young adults especially are realizing their part in bettering someone's life thus making them more proactive and aware of small businesses and brands around them is a good idea to continue as trending lifestyle of 2021

After covid education has mostly gone online and being a student, I have faced many problems but I can surely say that our education system going digital in the future will be a thing for Gen Z and it will be better as availability of course and study material is much better and now students can learn from the experts sitting in a foreign land. Digital education will surely be part of a trending lifestyle.

All the workaholics have finally received the reality check that there is a wonderful world beyond their workstations and their lifestyle has

more than working like a bot from 10 to 9. This reality check will be an important part of the trending lifestyle in 2021.

I know covid has killed many jobs and many have been unemployed but on the other hand, it has given us a chance to see things from a new perspective and development faster and better than ever.

HEALTHY ALL THE WAY:

Health food is totally in and immunity boosting foods are trending. The focus will be on choosing the ingredients carefully and eating well in the age of dieting. Wholesome nutritious food will be planned by us which is well balanced as per the principles of Ayurveda. Food also affects your mental health and in this age of pandemic anxiety, it's very important that we eat calming, nutritional food.

A DROP OF SELF-CARE:

Unsurprisingly, everyone has been indulging in a bit more self-care in 2020 and the self-care kick will continue. People will be indulging themselves in new botanical drinks that offer qualities like 'calm', 'focus', 'glow' and 'rest', and new fermented beverages like hop water; a non-alcoholic drink with a slight beer or ale taste, will be bigger than ever

An article in Quartz also cites that "every destination Google is tracking, from retail to office to

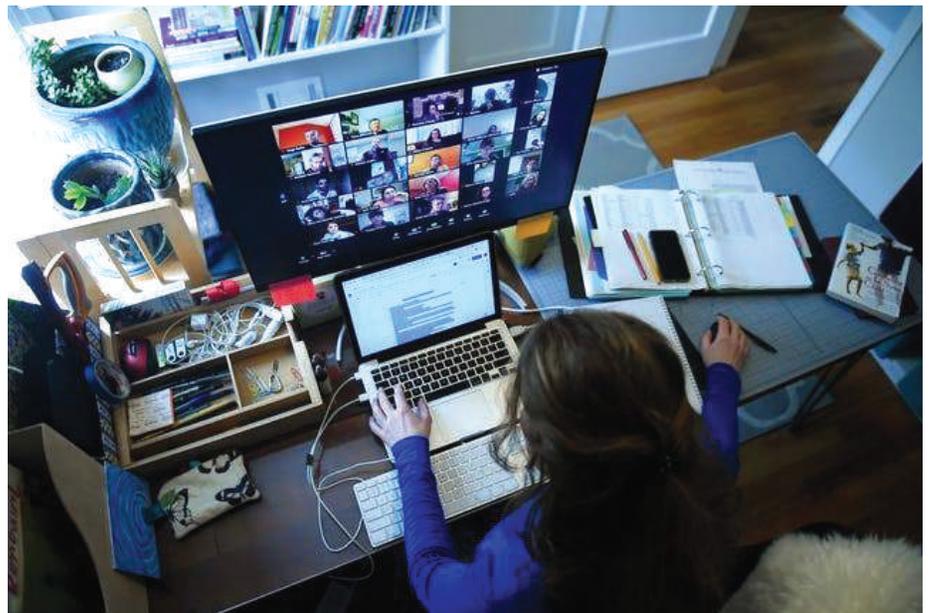
restaurants, has seen a moderate to severe drop except one: parks, a category including everything from public beaches, dog parks, and marinas to national parks." We hope to see the revitalization, expansion, and investment in parks and greenways as 2020 showed us just how important they are.

WORKING FROM HOME

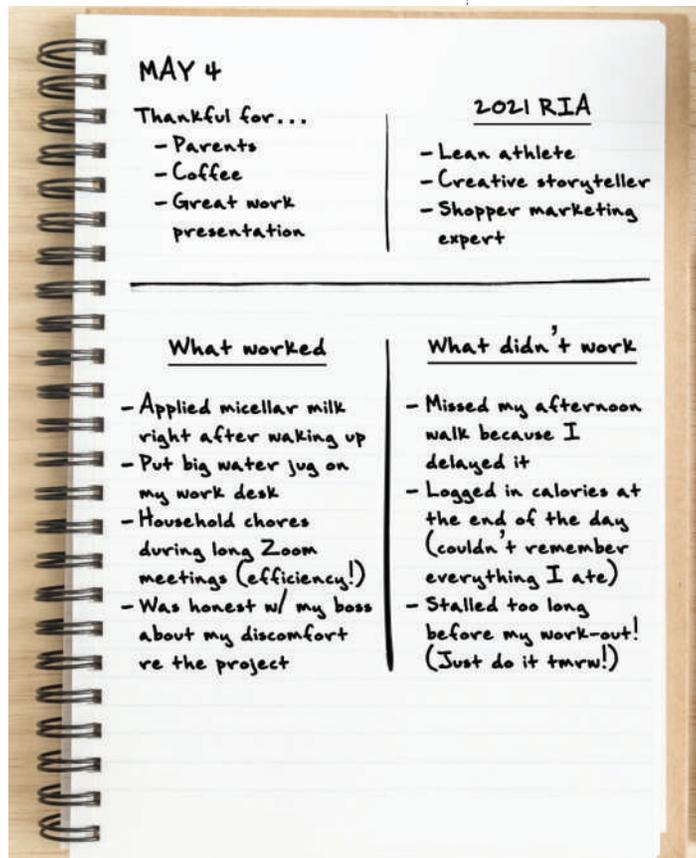
We saw a lot of people working from home in 2020, and that's likely to carry into 2021. Who doesn't like getting up, brewing some fresh coffee, and working from your own home office? Working from home is a great way to take control of your day and work at the pace that is best for you. For 2021, perhaps, set up an ideal space for you to work from. Instead of working from bed (which can be terrible for your back and posture), decorate your home office or a section of your home with motivational items to get you excited to work from there. Rearrange your desk and start 2021 with a new workstation feng shui!

COMPUTER ENTERTAINMENT

Electronics are becoming a more and more crucial part of our society. Since the 90s, digital avenues have slowly been paving the way of our future. And now, when we look to entertain ourselves, we look at our computers! Between watching things, playing games, or even creating artwork, our computers are always the center of our



entertainment. Needless to say, in 2021, it's no surprise that computer entertainment is a trend that will be seen everywhere. Whether you prefer to compete with friends by playing social media games, or you are master in esports or you like to have fun at roulette tables or blackjack at , know that you are super on trend!



JOURNALING

2020 seemed to be a major time for self-reflection. Many times, with self-reflection, writing becomes a major key point, as well. Expect 2021 to be a year for writing down your thoughts and reflecting on them. Right now, our world is in a time of major change, so we, ourselves, will likely be in a time of change, too. This means analyzing our most intimate thoughts and recording them to review down the road. So, needless to say, journaling will be a big lifestyle trend in 2021.

You won't find many tourists when you walk in northern Navarre. But don't blame the scenery, blame a technicality. Though the region self-identifies as Basque, Spain doesn't see it as part of the official Basque Region. Until very recently, it didn't get a cut of the marketing budgets.

"Ironically, one of the most quintessentially Basque areas of them all, and the genetic cradle of the Basque people does not lie within the official Basque Country at all, but in the green and misty valleys of northern Navarre. Yes, a state you probably know very little about," says Georgina Howard, founder of our Basque holiday

specialist Pyrenean Experience. For the last 20 years, she's run small group holidays from her Pyrenean farmhouse in the Baztan Valley. Sometimes, it's good to be overlooked; it's arguably how the charming valleys of the Baztan-Bidasoa region remained untouched by industrial development under General Franco's rule, how their industrious

residents managed to run smuggling lines under fascism, and resistance lines in World War II, and how an unbroken two millennia of Basque tradition and language has managed to survive. If you walk here, you might feel like doing so on tiptoe – just to keep the secret.

Striking a perfect balance of gentle walking in the foothills and along the coast, enjoying informative guided city tours and exploring key sites in the notable towns of Oviedo, Santander, Bilbao & San Sebastian, this fully guided holiday, with an English speaking local guide and private transfers will tell you the story of Northern Spain, narrated through its fascinating culture & traditions.

Whilst you're only an hour from San Sebastian, Pamplona and Biarritz, it's no exaggeration to say this area

of Spain is unspoilt and undiscovered. Inland, the Basque region gets very little attention from tourists and you'll be the only visitors – a total privilege. It means that you can see how real people live, and, thanks to your host, get to know them, too.

Here, 80% of the land is for communal use. The villages are full of shepherding families who walk their flocks up to the pastures, and centuries of primogeniture mean homesteads remain separate, discreet entities on the landscape, connected by footpaths. A walking holiday is the best way to get to know the area, because walking: through slippery windfalls of acorns and along grassy shepherd tracks, is still the best way to get around. You'll walk with shepherds and swineherds, not other tourists.

Coming here might feel like an interruption, but tourism is important even somewhere as wealthy and seemingly self-sufficient as the Basque Country. Eco-tourism gives small towns more income. Farmers can run side businesses selling produce to tourists and scale down rather than over-stretch themselves on the land. With more time and money, farmers can maintain the beauty of the landscape, which, in turn, is great for walkers.

The rain in Spain falls mainly on... the Basque Country, it seems. Forget the parched plains and sun-drenched beaches of the rest of the country; the north has not only its own culture, but its own climate, which keeps it gorgeously green. June-Sep are the warmest and driest months – and with temps barely breaking the mid 20s, it's not too hot to hike, plus you can still enjoy the beaches. The best time to go to the Basque Country is June or September, to miss summer holiday crowds. Inland has a more continental climate than the coast, with warmer summers, cold winters and less chance of rain.



Technology today is evolving at such a rapid pace, enabling faster change and progress, causing an acceleration of the rate of change, until eventually, it will become exponential. However, it is not only technology trends and top technologies that are evolving, a lot more has changed this year due to the outbreak of COVID-19 making IT professionals realize that their role will not stay the same in the contactless world tomorrow. And an IT professional in 2020-21 will constantly be learning, unlearning, and relearning (out of necessity if not desire).

What does this mean for you? It means staying current with new technology trends. And it means keeping your eyes on the future to know which skills you'll need to know to secure a safe job tomorrow and even learn how to get there. All bows to the worldwide pandemic, most of the global IT population is sitting back, working from home. And if you wish to make the most of your time at home, here are the top 9 new technology trends you

should watch for and make an attempt at in 2021, and possibly secure one of the jobs that will be created by these new technology trends.

**HERE IS THE LIST OF THE TOP 9
NEW AND TRENDING
TECHNOLOGIES:**

- Artificial Intelligence (AI) and Machine Learning
- Robotic Process Automation (RPA)
- Edge Computing
- Quantum Computing
- Virtual Reality and Augmented Reality
- Blockchain
- Internet of Things (IoT)
- 5G
- Cyber Security

TOP 9 NEW TECHNOLOGY TRENDS FOR 2021

Artificial Intelligence (AI) and Machine Learning

Artificial Intelligence, or AI, has already received a lot of buzz in the past decade, but it continues to be one of the new technology trends because its notable effects on how we live, work and play are only in the early stages. AI is already known for its superiority in image and speech recognition, navigation apps, smartphone personal assistants, ride-sharing apps and so much more.

Other than that AI will be used further to analyze interactions to determine underlying connections and insights, to help predict demand for services like hospitals enabling authorities to make better decisions about resource utilization, and to detect the changing patterns of customer behaviour by analyzing data in near real-time, driving revenues and enhancing personalized experiences.

The AI market will grow to a \$190 billion industry by 2025 with global spending on cognitive and AI systems reaching over \$57 billion in 2021. With AI spreading its wings across sectors, new jobs will be created in development,



programming, testing, support and maintenance, to name a few. On the other hand, AI also offers some of the highest salaries today ranging from over \$1,25,000 per year (Machine learning engineer) to \$145,000 per year (AI architect) - making it the top new technology trend you must watch out for!

Machine Learning the subset of AI, is also being deployed in all kinds of industries, creating a huge demand for skilled professionals. Forrester predicts AI, machine learning, and automation will create 9 percent of new U.S. jobs by 2025, jobs including robot monitoring professionals, data scientists, automation specialists, and content

curators, making it another new technology trend you must keep in mind too!

Mastering AI and machine learning will help you secure jobs like:

1. AI Research Scientist
2. AI Engineer
3. Machine Learning Engineer
4. AI Architect

ROBOTIC PROCESS AUTOMATION (RPA)

Like AI and Machine Learning, Robotic Process Automation, or RPA, is another technology that is automating jobs. RPA is the use of software to automate business processes such as interpreting applications, processing transactions, dealing with data, and even replying to emails. RPA automates repetitive tasks that people used to do.

Although Forrester Research estimates RPA automation will threaten the livelihood of 230 million or more knowledge workers or approximately 9 percent of the global workforce, RPA is also creating new jobs while altering existing jobs. McKinsey finds that less than 5 percent of occupations can be totally automated, but about 60 percent can be partially automated.

For you as an IT professional looking



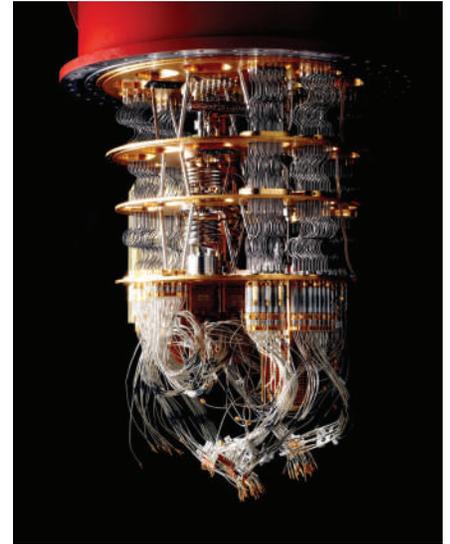
to the future and trying to understand new technology trends, RPA offers plenty of career opportunities, including developer, project manager, business analyst, solution architect, and consultant. And these jobs pay well. An RPA developer can earn over ₹534K per year - making it the next technology trend you must keep a watch on!

Mastering RPA will help you secure high paying jobs like:

1. RPA Developer
2. RPA Analyst
3. RPA Architect Course:

closer to where computing needs to happen. For this reason, edge computing can be used to process time-sensitive data in remote locations with limited or no connectivity to a centralized location. In those situations, edge computing can act like mini datacenters.

Edge computing will increase as use of the Internet of Things (IoT) devices increases. By 2022, the global edge computing market is expected to reach \$6.72 billion. And this new technology trend is only meant to grow and nothing less,



ability to easily query, monitor, analyze and act on data, regardless of the source. Another field where quantum computing is finding applications in banking and finance, to manage credit risk, for high-frequency trading and fraud detection.

Quantum computers are now a multitude times faster than regular computers and huge brands like Splunk, Honeywell, Microsoft, AWS, Google and many others are now involved in making innovations in the field of Quantum Computing. The revenues for the global quantum computing market are projected to surpass \$2.5 billion by 2029. And to make a mark in this new trending technology, you need to have experience with quantum mechanics, linear algebra, probability, information theory, and machine learning.

VIRTUAL REALITY AND AUGMENTED REALITY

The next exceptional technology trend - Virtual Reality (VR) and Augmented Reality (AR), and Extended Reality (ER). VR immerses the user in an environment while AR enhances their environment. Although this technology trend has primarily been used for gaming thus far, it has also been used for training, as with virtual ship, a simulation software used to train U.S. Navy, Army and Coast Guard ship captains.

In 2021, we can expect these forms of technologies being further integrated into our lives. Usually



EDGE COMPUTING

Formerly a new technology trend to watch, cloud computing has become mainstream, with major players AWS (Amazon Web Services), Microsoft Azure and Google Cloud Platform dominating the market. The adoption of cloud computing is still growing, as more and more businesses migrate to a cloud solution. But it's no longer the emerging technology trend. Edge is.

As the quantity of data organizations are dealing with continues to increase, they have realized the shortcomings of cloud computing in some situations. Edge computing is designed to help solve some of those problems as a way to bypass the latency caused by cloud computing and getting data to a datacenter for processing. It can exist "on the edge," if you will,

creating various jobs, primarily for software engineers.

Keeping in line with cloud computing (including new-age edge and quantum computing) will help you grab amazing jobs like:

1. Cloud Reliability Engineer
2. Cloud Infrastructure Engineer
3. Cloud Architect and Security Architect
4. 11. Develops Cloud Engineer

QUANTUM COMPUTING

Next remarkable technology trend is quantum computing, which is a form of computing that takes advantage of quantum phenomena like superposition and quantum entanglement. This amazing technology trend is also involved in preventing the spread of the coronavirus, and to develop potential vaccines, thanks to its



INTERNET OF THINGS (IOT)

Another promising new technology trend is IoT. Many “things” are now being built with WIFI connectivity, meaning they can be connected to the Internet—and to each other. Hence, the Internet of Things, or IoT. The Internet of Things is the future, and has already enabled devices, home appliances, cars and much more to be connected to and exchange data over the Internet.

As consumers, we’re already using and benefitting from IoT. We can lock our doors remotely if we forget to when we leave for work and preheat our ovens on our way home from work, all while tracking our fitness on our Fitbits. However, businesses also have much to gain now and in the near future. The IoT can enable better safety, efficiency and decision-making for businesses as data is collected and analyzed. It can enable predictive maintenance, speed up medical care, improve customer service, and offer benefits we haven’t even imagined yet.

And we’re only in the beginning stages of this new technology trend: Forecasts suggest that by 2030 around 50 billion of these IoT devices will be in use around the world, creating a massive web of interconnected devices spanning everything from smartphones to kitchen appliances. The global spending on the Internet of Things (IoT) is forecast to reach 1.1 trillion U.S. dollars in 2022. New technologies such as 5G is expected to drive market growth in the coming years.

And if you wish to step foot in this trending technology, you will have to learn about Information security, AI and machine learning fundamentals, networking, hardware interfacing, data analytics, automation, understanding of embedded systems, and must have device and design knowledge.

5G

The next technology trend that follows the IoT is 5G. Where 3G and 4G technologies have enabled us to

working in tandem with some of the other new technologies we’ve mentioned in this list, AR and VR have enormous potential in training, entertainment, education, marketing, and even rehabilitation after an injury. Either could be used to train doctors to do surgery, offer museum-goers a deeper experience, enhance theme parks, or even enhance marketing, as with this Pepsi Max bus shelter.

Fun fact: 14 million AR and VR devices were sold in 2019. The global AR and VR market is expected to grow to \$209.2 billion by 2022, only creating more opportunities in the trending technology, and welcoming more professionals ready for this game-changing field.

While some employers might look for optics as a skill-set, note that getting started in VR doesn’t require a lot of specialized knowledge - basic programming skills and a forward-thinking mindset can land a job; another reason why this new technology trend should make up to your list of lookouts!



BLOCKCHAIN

Although most people think of blockchain technology in relation to cryptocurrencies such as Bitcoin, blockchain offers security that is useful in many other ways. In the

simplest of terms, blockchain can be described as data you can only add to, not take away from or change. Hence the term “chain” because you’re making a chain of data. Not being able to change the previous blocks is what makes it so secure. In addition, blockchains are consensus-driven, so no one entity can take control of the data. With blockchain, you don’t need a trusted third-party to oversee or validate transactions.

Several industries are involving and implementing blockchain, and as the use of blockchain technology increases, so too does the demand for skilled professionals. From a bird's eye view, a blockchain developer specializes in developing and implementing architecture and solutions using blockchain technology. The average yearly salary of a blockchain developer is ₹469K.

If you are intrigued by Blockchain and its applications and want to make your career in this trending technology, then this is the right time to start. To get into Blockchain, you need to have hands-on experience Mastering blockchain can help you scale up in a variety of fields and industries:

1. Risk Analyst
2. Tech Architect
3. Crypto Community Manager
4. Front End Engineer

of programming languages, the fundamentals of OOPS, flat and relational databases, data structures, web app development, and networking.



browse the internet, use data driven services, increased bandwidths for streaming on Spotify or YouTube and so much more, 5G services are expected to revolutionize our lives. by enabling services that rely on advanced technologies like AR and VR, alongside cloud-based gaming services like Google Stadia, NVidia GeForce Now and much more. It is expected to be used in factories, HD cameras that help improve safety and traffic management, smart grid control and smart retail too.

Just about every telecom company like Verizon, T-Mobile, Apple, Nokia Corp, QUALCOMM, are now working on creating 5G applications. 5G services are expected to launch worldwide in 2021 with more than 50 operators offering services in about 30 countries by the end of 2021, making it a new technology trend you must watch out for, and also save a spot in.

CYBER SECURITY

Cyber security might not seem like trending technology, given that it has been around for a while, but it is evolving just as other technologies are. That's in part because threats are constantly new.

The malevolent hackers who are trying to illegally access data are not going to give up any time soon, and they will continue to find ways to get through even the toughest security measures. It's also in part because new technology is being adapted to enhance security. As long as we have hackers, cybersecurity will remain a trending technology because it will constantly evolve to defend against those hackers.

As proof of the strong need for cybersecurity professionals, the number of cybersecurity jobs is growing three times faster than

other tech jobs. Also, the need for proper cybersecurity is so high that by 2021, \$6 trillion will be spent globally on cybersecurity.

You must note that however challenging the field is it also offers lucrative six-figure incomes, and roles can range from

1. Ethical Hacker
2. Malware Analyst
3. Security Engineer
4. Chief Security Officer

offering a promising career path for someone who wants to get into and stick with this evergreen trending technology.





TRAVEL

Our forests have been emptied and destroyed." Vanessa Nakate, a business school graduate from Uganda, has been on strike every day now for over a month. Standing on the streets of Kampala, holding a handmade sign that reads 'thanks for the global warming', and appealing daily to a growing audience on Twitter, she's frustrated that her message is not being more widely shared.

THE WORLD IS NOT AWARE OF THE DESTRUCTION IN THE CONGO RAINFOREST.

While global attention is focused on the fires ravaging South America, trees across Central Africa have been disappearing. The Congo Basin, an area that spans nine countries from Tanzania to Cameroon, is home to the continent's largest collection of tropical forests. At 3.7 million km², it's larger than Argentina; a stronghold for endangered wildlife and one of only five High Biodiversity Wilderness Areas worldwide. It's the world's second biggest rainforest, but it's rapidly shrinking.

In August 2019, while news of the Amazon fires filled our TV screens, media attention was briefly drawn to data from Nasa's Fire Information for Resource Management System, which showed that more fires were burning in Central Africa than

anywhere else. For the most part, the blazes were dismissed as farmland management of dry savannah grasslands, and global interest waned before it ever really sparked into life.

BUT THE CONGO RAINFOREST IS FACING A MUCH MORE PERNICIOUS, LESS ATTENTION-GRABBING THREAT.

Menacing the future of rainforests everywhere, illegal logging and mining have contributed to an alarming rate of global deforestation. Although the Amazon has lost the largest area of forested land since the 1990s, the Congo Basin has lost a larger percentage of its overall tree cover in the same period. "Of course, once the forest is gone, it's gone," asserts Alison Mollon, Director of Operations, Africa, for Fauna & Flora International (FFI), a conservation organization that

supports the Congolese protected area authority (ICCN). "Which might seem improbable in an area the size of the Congo basin but as we have seen in the Amazon and Indonesia, it can happen within the lifetime of one generation." According to a study by researchers at the University of Maryland, the rainforests of the Congo Basin could be gone by as early as 2100.

The Democratic Republic of Congo, home to more than half of Central Africa's forests, lost 77 percent of its primary (untouched) forests alone between 2001 and 2018. Mollon explains: "Conversion of forest to agriculture and illegal and unregulated mining - which comes in the form of artisanal and commercial mining (and by rebel groups) - are the two threats with the largest impact." Attempts to turn a profit from more sustainable use of the land, such as wildlife tourism, are also disrupted by the

conflict and environmental impact that accompanies logging and mining. "These in turn can cause pollution, whether from the mercury used in gold mining, or chemicals used in agriculture, and the silting of waterways, which all have negative effects on biodiversity."

AN UNFASHIONABLE STORY

"The rainforest in Central Africa isn't as big as the Amazon and it's just less visited, compared to South America and Southeast Asia," explains Jim O'Brien, founder of Native Eye, our specialists in African small group holidays. "Sub Saharan Africa, with the exception of the well-trodden tourist trail down the east coast, tends to be a blank in most people's minds. When people think about it they don't think of forests, they think of war and corruption and dictators, generally speaking. News often doesn't really focus on that area either, so it's not flashed on your screens in the same way as palm oil plantations in Borneo or fires in the Amazon."

"The Amazon is so well known that it eclipses similar issues occurring in Africa," agrees Aled Evans, travel consultant at our African tour specialists Undiscovered Destinations. He explains that, when rare media coverage does focus on the area, it prioritizes regional instability over rainforests and biodiversity. He confirms, however, that travellers to DRC are very likely to witness the effects of deforestation. "A growing population needing homes and land, road building, commercial logging and land clearance for agriculture are all in evidence in many of the regions. Government agencies and NGOs are all working in the areas that we visit but the challenges they face are immense."

Poverty, political instability and regional conflict all play a big role; some of Africa's most vulnerable populations rely on the local natural resources to survive. Trees are cut for charcoal to be sold to traders or used for cooking, land is cleared for livestock. According to the

researchers at the University of Maryland, small scale farming accounts for 84 percent of the deforestation in the Congo Basin. Unlike other rainforests, the deforestation of the Congo has mostly been achieved by hand.

What's happening in the rainforest isn't confined to the Congo Basin. In Uganda, which borders DRC, the story is very much the same.

"Uganda has clear signs of deforestation," says Vanessa Nakate. Describing Mabira forest, one of the country's largest surviving rainforests, she says, "on the outside of the forest, you see trees but when you get inside the forest, the emptiness can almost kill you."

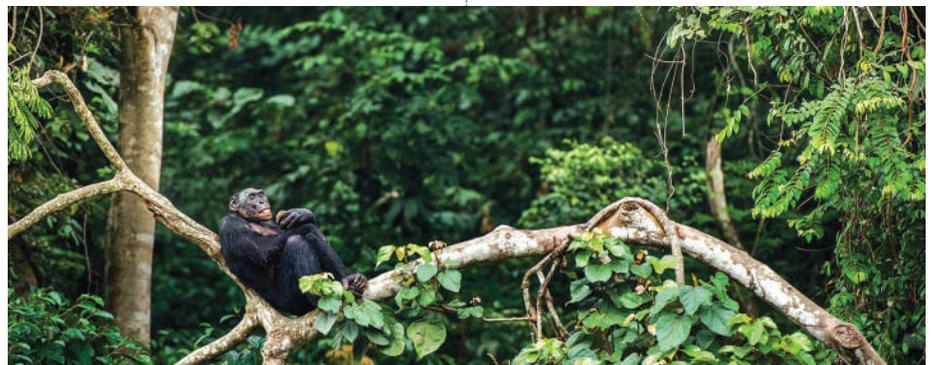
"After school, I wanted to do something that could cause change in the lives of the people in my community," says Vanessa Nakate. She explains she was inspired by images seen online of student Greta Thunberg, and from listening to her uncle talk about the changes in rain from 20 years ago. "I found out that the climate crisis was one of the greatest threats we were facing as a country. I started to look for ways to create awareness about it and that is when I found out about the climate strikes. I decided to start my own strikes in Uganda."

The effects of rising global temperatures can already be seen across Africa as severe weather brings both droughts and excessively heavy rain that researchers are already predicting will worsen as climate breakdown continues. Recent widespread water damage has destroyed crops and taken lives, and Uganda has not escaped unscathed. "We are experiencing crazy floods," says Vanessa.

Burning fossil fuels is largely to blame for rising temperatures, tragically doing the most damage to populations that rely on them the least. But tropical rainforests have also been shown to help regulate rainfall and keep temperatures low. As Alison Mollon says, their loss "not only impacts local people directly but also the wider region and life on earth, given the role of the Congo basin in creating rainfall, storing carbon and producing oxygen."

With deforestation comes the risk of desertification and, even worse, recent research suggests that the damage we are doing to our rainforests is having a drastically underestimated impact on global temperatures, as greenhouse gas emissions rise with logging, fires and fewer trees to keep carbon contained. And when it comes to conserving carbon, the trees of the Congo contain the most. The continent's endangered elephants help its forests store more carbon by destroying smaller plants and allowing trees to grow taller and wider than those in the Amazon or Indonesia.

Among these tall and carbon packed trees, right in the centre of DRC's rainforest, is a huge peat deposit, only recently discovered in a flatland area called Cuvette Centrale. If it were to catch fire, it could let off three times more carbon than the global emissions of all human activities combined. The trouble with starting grassland fires, in an increasingly dry and rain-scarce country, is getting them to stop.





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- and many more.....





Mr. Rohit Gera - MD

GERA DEVELOPMENTS

BUILDING HONEST & TRUST

In its 50th year of operations, Gera Developments launches 'Club Outdo', a customer-centric loyalty programme to drive more meaningful experiences

GERA DEVELOPMENTS, pioneers of the real estate business and the award-winning creators of premium commercial and residential projects including the innovative ChildCentric® Homes, in Pune, Goa, Bengaluru and California recently launched 'Club Outdo', a novel customer-centric loyalty program in the company's 50th year of operations to further develop long-term relationships with its customers by driving exclusive experiences. The company has invested in a technologically robust framework including an app and a website interface, for its implementation.

Gera's Club Outdo is anchored in the brand philosophy of 'Let's Outdo' and stems from Gera's unwavering focus on innovating and improving real estate as well as building homes to meet shifting lifestyle dynamics while upholding the premium living experience. This initiative will not only take Let's Outdo, the core of the brand philosophy to the next level of customer centricity but also dive deeper into creating a lasting bond with their customers.

Existing and new Gera customers gain complimentary access to Gera's Club Outdo program. As part of the club customers can enjoy specially accurate exclusive deals and discounts on a wide variety of national and local brands ranging from lifestyle to food to apparel and more. Club Outdo members are also invited to participate in a

variety of engagement programs designed to enrich the experience of Gera's customers. Gera has partnered with Loyaliea RERA registered partner, to offer its Club Outdo members attractive referral bonuses as a gesture towards customers' contribution towards building a like-minded community.

SPEAKING AT THE LAUNCH OF THE PROGRAM, MR. ROHIT GERA, MD, GERA DEVELOPMENTS, SAID,

"While loyalty programmes enable companies to develop long term relationships with customers and drive growth, many fail to provide integrated experiences and are unable to evolve with industry trends, such as the shift from traditional point-based reward programs to exclusive experiences and services. These loyalty programs end up offering little value to the business or the customer and actually lower consumer trust instead of increasing it. We have always endeavored to innovate and excel whether in our projects or customer services. Club Outdo is not just any loyalty program but a guiding belief of keeping customer first. It's an opportune time to launch this program in our 50th year of being in business as we have evolved over the years and would like to recognize and reward this significant partnership with our customers."

he also added "It gives us immense pleasure to hand over Gera's Adara and Gera's Imperium Alpha projects ahead of schedule and fulfill the dreams of our customers.

Recognizing the concerns brought about by the pandemic this year, we wanted to ensure that we not only stay on track but deliver before the deadline so that our customers are relieved and experience real joy of moving into their dream spaces. Anchored in our brand philosophy of 'Let's Outdo', we always strive to keep the customer first." pioneers of the real estate business and the award-winning creators of premium residential and commercial projects in Pune and Goa recently handed over Gera's Adara and Gera's Imperium Alpha projects to customers ahead of schedule. Gera's Adara, situated in Hinjawadi, Pune, has 266 units in total, most of which are duplexes, and equipped with voice-controlled home automation systems to consolidate all the smart devices at home. From curtain control to light automation in the living room, dining area, kitchen, and master bedrooms, the facilities offered under this project range beyond the usual.

Rohit Gera further added that "We look forward to a meaningful, value driven engagement through 'Club Outdo' as excellence in customer experience will always be at the core of our ethos. The new era demands new thinking and innovative ideas. We have always catered to our customers' tastes and preferences. Club Outdo will enhance this experience in a superlative manner. It is our unwavering commitment to one of our key stakeholders and will go a long way to cement this

relationship. The app and website will ensure a seamless implementation as it is completely experiential based.”

Club Outdo is driven to deliver to customers long after they have bought in a Gera property; through this initiative, GDPL looks to provide customers with a holistic living experience in the Gera world through outreach, recreation, engagement, and opportunities to incorporate their own network within the Gera World through referrals. More details can be found at <https://cluboutdo.gera.in>.

The Club Outdo Musical evening, the first event, received a tremendous response from Gera customers who welcomed the offerings under the new loyalty and referral experience and appreciated the brand for its efforts to engage with its customers and enhance their experience even after completion of the entire property buying process.

The second session of Gera's Club Outdo was a Parenting Master class took place last week and was conducted by an expert who guided customers on optimising home-schooling and preparing children for a post-COVID world.

ABOUT GERA DEVELOPMENTS PVT. LTD. (GDPL):

Gera Developments, one of the pioneers of the real estate business in Pune are recognized as the creators of premium residential and commercial projects in Pune, Goa & Bengaluru. Gera Developments' pride themselves for providing long term enjoyment to their customers. Innovation has been a hallmark of the company and there are many 'firsts' that stand to Gera Developments' credit. India's first ChildCentric® Homes, 5-Year Warranty on Real Estate consisting of Preventive Maintenance & Repairs and providing Insurance of buildings was introduced by the company over 17 years ago for the first time in India and the same is now mandated by RERA. The company has now introduced the first 7-year warranty in Real Estate.

The company is driven by quality, transparency and excellence. The projects are designed around the evolving needs of their customers. Some of the revolutionary and highly successful product lines have been ChildCentric® Homes, Intelliplexes™, SkyVillas™, The Imperium series amongst others.

The company has won several national and international awards for their concept-based landmark project Child Centric Homes recognizing it as a benchmark and a new category in the residential real estate industry. The company was recently felicitated as the “Real Estate Developer of the Year” by one of the most prominent media houses in the country. With its strong belief and brand promise GROW WITH GERA, Gera Developments ensures that there is a value add for all their key stakeholders.

Gera Developments is among the most successful companies in the Indian real estate industry. Rohit attributes this success to running each geography as a business unit, with each location being headed by a business head, similar to a CEO.

“We have given them a significant level of empowerment and decision-making,” he explains. “This has worked well for us, and it's a key differentiator from other companies as we scale up our organization.”

Rohit proudly states that Gera is a people-centric organization and a place where talent wants to work. “We see this as a long-term competitive advantage for the industry.”

The company focus on what Rohit calls “execution excellence” is another key competitive advantage. “A lot of thoughtful effort goes into

designing our projects; we scale projects and execute them on time with high quality,” Rohit explains.

“We enjoy significant competitive advantage in the market, as demonstrated by the rapid growth in our sales figures relative to competition. We have been able to increase our market share in a declining market.

“The way we do deals and deploy capital differentiates us because this is a very capital intensive business,” he adds. “Our balance sheet is the healthiest in the industry today.

“Every landowner is a partner for the company. We realize that for them, a project might be a lifetime's worth of savings and building a great relationship to us is as important as building great homes.”

Similarly all the consultants associated in developing a project are also looked upon as partners, be it the architects, the PMC or the landscape consultants.

“We are a real estate developer with an outsourced model, hence our relationships with the consultants are very deep and symbiotic,” Rohit says.

“All of our construction is outsourced to the best contractors in the country. We partner with the best architects for our project designs. We rely on the specialists and see these relationships as much more than business relationships.”

Rohit believes that Gera is on a transformative journey, and its purpose is to bring joy to its customers every day. “We want to become the most customer-centric organization and transform Indian real estate as we move forward,” he says.







Mr. Rohit Gupta - CEO

MANTRA PROPERTIES

Building Honest & Trust

Rohit Gupta - an entrepreneur, investor, strategist and a leader

The Executives India Magazine sat down with Mr. Rohit Gupta and Mr. Nitin Gupta to discuss their ambitious plans.

Rohit Gupta has been at the helm of Mantra Properties journey from a start-up phase to transforming in to a dynamic, rapidly expanding and one of Pune's fastest growing real estate firms. Being part of the ever-evolving real estate industry, Rohit has immense exposure to deal flow, asset intelligence and market knowledge that gives him the advantage of looking at the real estate beyond it being just a tangible asset i.e. the finance behind it.

Rohit has led Team Mantra to deliver a perfect mix of passion, hard work and utmost customer satisfaction across projects. He strives to bring in uniqueness in designs and making innovation a part of the process of crafting spaces that Mantra's customers to cherish and value for times to come.

Rohit has transformed from being a sales champion to a peoples' champion. He is guided by the philosophy that it is people who are the pillars of champion brands – they do what is required to ensure great product delivery and customer satisfaction.

Rohit is also on board of Mantra Ventures – a venture capital firm that gives wings to start-ups which have high growth potential and Co-founder of Prachay Financial Services (A Pune based NBFC). He is also the Treasurer in the family office.

Rohit loves to travel and explore various parts of the world. His travels and interaction with various people and cultures has enhanced his style of working. He understands the indelible link between culture and leadership. In an industry as dynamic as the real estate industry, Rohit believes that actively managing the organization's culture and aligning it to the strategy are vital elements of driving business performance and growth.

Rohit's mission is to ensure Mantra properties develops spaces for every aspiration and it will eventually be an integral part of the changing skyline of Pune.

Mr. Rohit Gupta & Mr. Nitin Gupta is very clear, direct and measured in his approach to business, and expects the same from Mantra Properties and its employees. This is just one reason he will celebrate 12+ years as CEO of India's best real estate company. "Operational excellence has always played an important role for me," he says.

I have a saying that it's good when people do things right, but it's a totally different ball game when you do the right things right. "We've been focusing on that – doing the right things and doing them efficiently."

It seems to be Mantra Properties was already one of the country's key player when Rohit joined, but he still saw room to improve and modernize its functions and

operations. And he still sees room for further growth.

"We've changed a lot during my time and, today, we started as small company and the best real estate company in India," he shares. "But we believe that urbanization here in India will continue creating growth in the bigger cities, so there will be a need for more new apartments, and we are investing a lot for people's requirement

Rohit says he expects that growth will come from different sources. "There are projects we create and projects that we buy from other companies. That's an important part of the strategy," he explains.

"We now have number of buildings under construction in the Maharashtra region. In addition to that are binding agreements with construction companies to provide an additional units. "Of course, we are also working on a daily basis in order to find new projects, such as converting buildings into apartments, office space or premises used for educational purposes.

"Acquisitions are the third angle. If and when we find something suitable within our parameters, we are able to move fast and buy." It's a huge supply of apartments, but the demand is always there because of Mantra's attentive approach to customer care and relations.

Even though we have been quite successful, we are still hungry.



Mr. Nitin Gupta

“Our aim is to provide added value and easy and effortless living for our customers,” Rohit Gupta and Nitin Gupta reveals. “We are combining a lot of technology and services for our clients.” That technology includes the ability for customers to find and rent an apartment, as well as receive the keys, in a single day using the company’s system..

Rohit is heavily involved with technical innovations within the organization, and the next iteration of that includes the use of technology.

In some ways the pandemic helped us because everything slowed down and it gave us a chance to open the business and establish ourselves. The virus made a lot of people

reassess their lives and what they were going to spend money on. They stopped and said, ‘OK, I’ve got money, what do I do?’ The media were giving out these dire warnings about property prices falling off a cliff, dropping 50 per cent in value, but they got it wrong. We’re still selling apartments. The way India handled it compared to the rest of the world gave people confidence.

We value passion ... trust, integrity and respect are our core values and they underlie everything we do.

“We’re a small boutique company with a passion for creating landmarks,” Rohit says. “We work as a family – it doesn’t matter if you’re office staff or the Managing Director of the company, everyone

takes ownership of our goals.

“We’re proud to provide an intellectually stimulating and motivating workplace with a great energy and culture. This allows us to attract and develop the best talent in the industry. We value passion and those who go the extra mile. Trust, integrity and respect are our core values and they underlie everything we do. Collaboration and teamwork are encouraged.” With its impressive focus on employee engagement and development, Mantra properties is considered an employer of choice and a great place to work.

“We need to be prepared to adapt with the changing times in the real estate sector,” Nitin reflects. “We’re not trying to be the biggest company, but we do aspire to be the finest.”

Mantra Properties is one of the top real estate companies in Maharashtra region in India: Mumbai, Pune. Rohit aims for the company to dominate these geographies through a market leadership strategy.

“One of the most important areas of focus for the organization is to improve the ROE profile from 10% to 20% in future,” he expounds.

“Focus on modern construction technology is one of the key strategic levers to achieve this. The other is to become the most customer-centric organization in the industry.”

Booking value growth – how quickly a company is churning its asset base – is one measure by which Mantra determines its success. The other is trust, a globally accepted word to determine customer satisfaction.

Suppliers are the crucial to the success of the companies and We Mantra Properties has a strong relationship with Vendors and customers . The relationship is win-win situation and mutual respect throughout the years our relationship based on trust and transparency.



Mr. Parag Chheda - JMD

PRINCE PIPES AND FITTINGS LIMITED

Ultimately, It's our consumer who has to win

IT HAS BEEN A 3-DECADE JOURNEY FOR PPFL. WHAT ARE PRINCE PIPES' CORE VALUES THAT HAVE BEEN PASSED ACROSS 3 GENERATIONS OF ENTREPRENEURS?

The journey that started in 1987 continues to be gratifying and exciting. Over the years, PPFL has emerged as one of India's largest & fastest growing multi polymer processing company providing integrated piping solutions.

Our core values are the way of life at PRINCE. A strong system-based approach has ensured transparency and reflected in every aspect of the business.

Also being a compassionate corporate citizen and promoting societal welfare – have been very fundamental traits carried forward across generations. These aspects remain unchanged and drive us to develop global expertise to offer best-in-class products and build a value creating business.

The one thing that is common across generations has been passion for this business. All our strategic efforts towards business growth and expansion are guided by our core values centring on ethics and integrity.

THE INDIAN PIPES AND FITTINGS MARKET HAS BEEN GROWING AT A CAGR OF 10-12% AND EXPECTED TO GROW FASTER. WHAT ARE THE GROWTH DRIVERS? AND WITH GROWING COMPETITION, HOW DOES PRINCE PIPES DIFFERENTIATE ITSELF FROM THE COMPETITION?

India continues to be in a precarious situation with around 600 million facing high to extreme stress over water.

The Government of India has undertaken timely efforts recognising the urgent need to address the safe water transportation issues. Initiatives including Swachh Bharat Mission – to achieve universal sanitation coverage and awareness creation, Amrut – providing basic civic amenities like water supply, sewerage and improve overall quality of life and Smart City Mission – to drive economic growth and improve the quality of life.

We continue to expand our distribution network and reach across urban, semi-urban, and rural India and our growth strategy of 'Winning in many Indias' has been playing out well. It establishes our differentiation within the industry while enabling us to expand market share. We have also been able to offer world class product quality by integrating newer technology and enhancing our manufacturing efficiencies.

With several drivers that have compelled industry consolidation, we are very aggressively leveraging such opportunities by studying consumer preferences, investing in brand awareness, premiumization and market education. All these initiatives are already delivering strong outcomes in riding the shift from the unorganised to organised play.

Other key factors such as rapid urbanisation which we believe will continue to drive demand, also signals the importance of new market penetration and making new in-roads for our wide bouquet of products already available.

Leveraging both strong head and tail winds, Prince Pipes has focussed

on building very strong capabilities in manufacturing, product innovation and diversification and forging global alliances for quality enhancement and technical knowledge. All these strategic growth efforts continue to sharpen our competitive edge.

CAN YOU DEFINE THE PLANS FOR THE FUTURE IN TERMS OF EXPANSION AND GROWTH?

All our strategic efforts undertaken are now delivering visible results. We have always remained ahead of the curve as in 2008 we were the 1st company to venture into North India and established a plant at Haridwar, in 2012 we acquired the Chennai and Kolhapur plant, in 2014 PPFL was an early mover into Eastern India with a unique asset light model. Subsequently in 2020-21 our association with Lubrizol – the inventors & largest producers of CPVC compound in the world, to market the brand under the Prince Flowguard Plus has been gaining ground strongly and in 2021 we also inaugurated our 7th manufacturing facility in Telangana to address the Southern markets. All these strategic efforts continue to augment our growth plans, also supplemented by the consolidation within the industry, as well as our high decibel targeted branding and marketing initiatives.

In addition to leveraging the opportunity to cross sell PVC and CPVC systems, our focus is now on the secondary retail network. We are the first in the industry to launch Udaan a loyalty program for retailers and plumbers through which we have been able to build a strong connect with retailers and

plumbers across the country. We are ramping up investments in technology to strengthen Udaan. This will help us to increase the visibility and accuracy of plumber level data and help us to intelligently use a data driven pull system of sales rather than a conventional push system. Product expansion, project forays and team building are other pillars of growth that in process of being explored. We recently launched water tanks majorly on asset light model & products pertaining to Industry & Project network shall also be in focus.

WHAT STRATEGIES DOES PRINCE PIPES HAVE IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG-TERM RELATIONSHIPS WITH KEY SUPPLIERS?

Considering the current disruptions globally, coupled with the rising demand for polymers, securing supplies will remain key. We have been partnering with key suppliers to ensure security of supply and to leverage competitive pricing. We are undertaking several initiatives to build greater synergies between Despatch, Warehouse teams, Production planning & Scheduling. We also consistently review other important aspects like good credit terms, develop long term strategic partnerships to drive volumes, value-driven relationship across all levels or tiers of suppliers and are also widening our supplier base. We have a strong Dealer Management System and clear MOUs with key vendors to ensure a robust supply position considering our requirements in advance.

Towards strengthening the business model, our vision of developing an asset light model – has been positively supporting our financial health. We also have our own manufacturing units and depots to service the market better. Towards adopting a more futuristic supply-chain discipline, we are exploring new technologies to help us plan demand-supply modalities better.

Over 3 decades, we have built strong trusted relationships with

our suppliers and vendors that have helped both parties to navigate such challenging times together.

SUSTAINABILITY AND FOCUS ON THE TRIPLE BOTTOM LINE HAS GAINED CENTRE STAGE. CAN YOU ELABORATE HOW PPFL IS AIMING TO ATTAIN TBL GOALS?

These challenging times during the pandemic showcased the value of environment and sustainability. We are dedicated to manufacturing products which are smart, resourceful and pro-environment. Our plants set up over the last few years, are designed & aligned to latest energy saving techniques.

Our TBL goals towards Financial, Environmental and Social are well defined and focus on embracing green energy across factories, improving equipment efficiency and machine output and consistent energy audits to curb energy leakages.

These efforts continue to be translated into visible results as we have reduced greenhouse emissions by over 23% over the past 4 years, we are replacing conventional high energy consumption with energy efficient equipment and our implementation of solar panels in manufacturing facilities have saved electricity equivalent to burning 2.7 million pounds of coal burned per year. Supporting the plumber's community through our annual flagship event on The World Plumbing Day, building industry awareness, undertaking various labour oriented welfare schemes are various ways we implement our focus on social and community welfare.

WHAT ARE THE MAIN CHALLENGES IN THE INDUSTRY AND WHAT NEEDS TO BE DONE TO EXPAND THE USE OF HIGH QUALITY, RELIABLE PIPING SYSTEMS AND PRODUCTS?

The industry continues to witness heavy dependence on raw material imports driving price volatility & irregular supplies during unprecedented times like Covid 19.

Other issues like duplicate, fake and low quality products are serious challenges. Prince Pipes is taking strict action against duplicates and all such cases are already being dealt with swift legal action. We are constantly undertaking market scans to weed out such cases swiftly as they are serious offences on brand identity. Offenders are being dealt with stern action to protect Prince Pipes' credibility which continues to be nurtured over 3 decades.

The initiatives taken by GOI in implementing stricter control over inappropriately marked ISI products shall add strength to the efforts made by the Industry.

Role of Social media has been instrumental in reaching out to a large number of audiences in educating them about the merits of Branded Products, and helping end users being part of the decision making typically for products like ours that are hardly seen by the User.

This leads to creating a strong awareness with end-users about fake, duplicate & low-quality products which will help in phasing this challenge out. Brand awareness also entails making the right product available for right applications. We are already actively implementing these efforts in driving a shift from choosing unbranded to high quality, reliable branded products which includes working to bring about a change in the mind set of Indian customers to becoming brand and quality aware.

Another key point is to create awareness about the innovative products which are replacing the conventional products and to guide not only end users but also key participants in the supply-chain process; how and where to use those products. For eg. larger diameter underground sewerage applications instead of RCC we should use DWC pipes, for lower diameter we should use Foam fit pipes.



Mr. Ravi Sanghi - CMD

SANGHI INDUSTRIES

Leaders drive the culture

CAN YOU PLEASE GIVE AN OVERVIEW OF YOUR PROFESSIONAL BACKGROUND LEADING UP TO AND INCLUDING YOUR CURRENT ROLE?

It all begun when I was a small kid and use to assist my mother in her Handcraft business. After graduating in Commerce, I worked for a Textile Mill prior to starting a textile-processing unit in 1979 at Sanghinagar, at the outskirts of Hyderabad. The journey that started there reached to establishment of a large scale industrial township - Sanghi Nagar at Hyderabad. My commitment to expand the business to newer horizons and the entrepreneurial gut brought me to Kutch – Gujarat in 1993 and then with a vision to make Kutch – ‘Singapore in making’, we established one of the world’s largest single stream cement plant along with a full fledged township named Sanghipuram. Currently I am working in the capacity of Chairman and Managing Director of Sanghi Industries Limited, which has business interest in Cement, Infrastructure, Power and Hospitality industries.

WHAT HAVE BEEN SOME OF THE SIGNIFICANT HIGHLIGHTS OF SANGHI INDUSTRIES LIMITED HISTORY?

I still remember the day when I first visited the current Sanghi Cement Plant site location literally on a camel cart. It was a completely arid region with practically nothing around. The moment I saw this place, I was very clear to make the place an oasis in the desert. We still

boast of having a plant with full infrastructure facility like Power Plant, own jetty, fully operational township and road network connectivity from day one of our operations.

The major milestones of Sanghi Industries were Commissioning of One of the world’s largest single stream cement plant and the launch of ‘Sanghi Cement’ in Gujarat market in the year 2003, my children Aditya and Alok joining our business in the year 2005, expansion of the Clinker capacity to 6.6 MMTPA and Cement capacity to 6.1 MMTPA. Expansion of the Power Plants to 143 MW capacity, establishment of Bulk Cement Terminals at Navlakhi in Gujarat, Dharamtar in Maharashtra and at Kochi at Kerala. On the sales front, we have expanded our markets from Gujarat state to Rajasthan, Maharashtra, Madhya Pradesh and Kerala. Sanghi Cement has become one of the most trusted and preferred brand. In the export market we went on to become biggest exporter of bagged cement from India.

However on the personal front, direct or indirect difference to thousand of residents via community and regional development is the key milestone that I feel I have achieved during the journey.

WHAT ARE SOME OF SANGHI INDUSTRIES' KEY VALUES AND BELIEFS? HOW IMPORTANT IS CUSTOMER'S SATISFACTION?

We at Sanghi have always believed in inclusive growth. Our vision is to be the business leader, delivering superior value to all our

stakeholders. On the similar lines we govern our Company with a mission to achieve profitable growth and customer delight through innovation, operational excellence, leadership and teamwork to add value for all stakeholders and society. Our core values are : Care for all stakeholders, Continuous learning and growth, Commitment to excellence, Concern for society and Corporate governance based on trust and integrity.

Customer satisfaction has always been our utmost priority. Since we operate in an industry which has connect to one’s life thorough out his / her life via building their dream house or any long term construction related to one’s career like his factory, office etc., we are more concerned about them and assist them via various initiatives to take informed decisions. We were pioneer in many Customer centric services like Shakti Rath – Onsite Concrete Testing services and establishing Consumer Care Centers – a one stop Construction solution shop at majority of the cities we operate in.

We are recognised by many Government and other institutes of repute for our products and services including “most preferred Cement brand of the year” awards.

WHAT DO YOU THINK SETS YOUR BUSINESS APART FROM ITS COMPETITORS?

- Key location of our plant with all required raw material available in surrounding area
- Superior quality of our raw material

- Our lean operational structure powered by innovations, operational excellence and fast adoption of latest technological innovations

HOW HAVE YOU FOUND THE MANUFACTURING INDUSTRY IN INDIA?

Manufacturing is emerging as one of the highest growth industry in India. With Government’s clear focus and large scale momentum programs like “Make In India”, India has become one of the most attractive destination for investment in manufacturing sector. Many of the Global top manufacturing companies have either established their manufacturing facilities in India or are in process of setting up their plants. This is apart from the fact

Also, Government’s focus on developing Industrial Corridors and smart cities coupled with robust logistical infrastructure will ensure holistic development of the manufacturing industry in India.

HOW IMPORTANT IS CULTURE TO THE BUSINESS? HOW DO YOU INSTIL THIS IN YOUR EMPLOYEES?

Organization Culture is very vital component as it shapes the corporate identity and the growth of any organization, paving the way to success and a lasting legacy. Apart from routine training / seminar sessions, we run ‘Management interaction with juniors program’ on regular basis. We also run employee wellness and recreation programs wherein we ensure that the entire

communication. Finally, gratitude is one very important part of our positive culture and we never miss a chance to motivate / enhance our employees socially by means of awards, certification and recognition.

WHAT ARE THE PLANS FOR THE FUTURE IN TERMS OF EXPANSION AND GROWTH?

We are happy to share that we have very recently completed a major Capex successfully by raising our Clinker Production capacity to 6.6 MMTPA, Cement Capacity to 6.1 MMTPA and Power Generation capacity to 143 MW. We now plan to expand our domestic market to cover more parts of Maharashtra, MP and other states on the West Coast of India. We also plan to add



that most of the Indian origin manufacturing companies are doing exceedingly well in India and abroad.

The manufacturing sector of India has the potential to reach US\$ 1 trillion by 2025. Further, a population of 1.36 billion people, will be a big draw for investors.

family of the employee participate. We have made it a practice to celebrate all festivals together at our Company township, Corporate Office and all branch offices. We also encourage Social interaction, promote team building and team work and have created environment that lead to open

more bulk cement terminals at places like Goa, Karnataka. Further we plan to export Clinker and Cement. We have taken up a challenge to completely digitise our operations and putting in place all possible automation to seal the minutest of the leakages in the system and improve our efficacy at



every single point possible. We have always been focussing on sustainable development and we will further invest in steps to ensure lowering of CO2 emissions and aim to become a Carbon neutral cement company.

WHAT STRATEGIES DOES SANGHI INDUSTRIES HAVE IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG TERM RELATIONSHIPS WITH KEY PARTNERS?

We have a fairly simple approach towards managing our supply chain and our key partners. We always focus on creating win-win situations between us and our key partners. This has really worked well for us and we have most of our key partners – vendors working with us since our inception. To define it in depth – with an inclusive approach we have created a Supply chain council that consists of Senior and Junior management level executives that manages and control key supply chain functions like optimizing the Company owned inventories, improve our distribution network, identify the newest and relevant technological innovations to help improve our efficacy, build cordial relationships

with our existing suppliers and constantly scout for improvement avenues with them, review all processes and results thereof and identify the scope of improvements and implement them. We are also encouraging socially responsible and “green” initiatives designed to improve our workplace for the greater good of our vendors, channel partners, employees, community around and thereby the entire organization itself.

ANYTHING ELSE YOU WOULD LIKE TO ADD OR EXPAND UPON?

Sanghi's commitment for positive transformation has resulted in converting the arid landscape of the nearby area into a green and clean zone. This is achieved as a result of Sanghi's mammoth initiative of cultivating 400,000 plants in and around its campus in Kutch. Sanghi Cement firmly believes in its role as a responsible corporate citizen and strives to be a proactive contributor to the nation's growth story. We have contributed towards setting up of advanced Education, Healthcare and Hygiene facilities within area of our operation. Our water conservation initiatives like making check dams, converting mined pits to water reservoirs, recycling of

waste water, implementation of water saving techniques like drip irrigation etc has paid off well transforming a water scarce region to a water positive region today. Since the inception of our plant, we run various community development programs be it preserving and enhancing local art and culture, partnering locals in enhancing their livelihood opportunities to establishment of places like Dada-Dadi park – our tribute to the senior citizens of the area. Further being a Socially Responsible Corporate Citizen, we have always extended help to the locals at much needed times via relief and rehabilitation programs during the natural calamities like the current Covid Pandemic, devastating earthquake of 2001, cyclones and droughts.

To sum it all....I would say that this is how we build a better state, strong India and a clean-green world, not just by manufacturing cement but also by human approach. At Sanghi, we believe that the future is already concrete....



Mr. Chandrashekar H.G. - Founder & MD

SASMOS HET TECHNOLOGIES LIMITED

Innovations & Clear vision

Bangalore based SASMOS HET Technologies Limited, manufacturer of wiring harness, electro-mechanical assemblies and unit integration products delivered to global OEMs SASMOS founder and managing director Mr. HG Chandra Shekar interact with The Executives India Magazine and shared his insights starting with Make in India is an inspiring concept. "Because a very strong thought is being communicated to look within the country. We are excited at the new opportunities offset has given us," he says.

It needs a lot of hard work to live to a Boeing mandate. We decoded their expectations. We motivated ourselves. And, we knew if we did it once, we could do it again and again," says Chandra shekar. While the rules of game didn't permit him to share any technical details of the electrical panels nor the numbers, all he could say was it plays a mission-critical role.....

strategy of being located globally in relatively low-cost footprints, something he believes is extremely important in meeting customer expectations. Chandra shaker describes customer focus as "paramount", noting it as a crucial facet to how it approaches business culture and relationships. "We strongly believe that our customers" their success is our success. It's more like a partnership rather than a vendor- customer kind of relationship. We expect the same thing with our suppliers because, like our customers, they are more like an extension of us," he explains.



I strongly believe that culture is the foundation for any business. At SASMOS , the customer centric culture based on trust, transparency and teamwork as values forms the foundation. And with the guiding principles like Passion for innovation, Operational excellence, Global strength and the sense of responsibility towards our customers, business partners, employees

we wanted the flow of communication and needs including compliance expectation to be 100% aligned with our partners. Our partners at times remain the face to our customers doing the first mile and last mile legs or supporting an integral part of the supply chain.

Hence our partners play an extremely significant role & we collaborate with them in multi-dimensions. Collaboration starts with win-win positions for both organization, technology advancements, that will allow our partners to work with us collaboratively. We treat them as one among us than our "Supplier" which again gives them an inclusive approach towards business needs. Not only is everything in-house, but we also have a very good supply chain and teams of trusted partners who really support us in all aspects of the manufacturing process. Their support gives us a huge advantage when it comes to keeping costs low. Chandra shekar points out that proximity is vital not only in terms



“Sometimes, it gets shaky and there are lots of ups and downs, but that is very normal, and if you get distracted by this then you forget to have a long-term view. It’s the same in the aerospace industry. So, I think the best advice is to fasten your seatbelts and look ahead. You need to think long-term; don’t lose your direction.”

business practices, professional approach with mutual respect, customer orientation, striving for excellence, innovation and passion which are our guiding principles to drive our business.

We committed to innovation and growth in products and services offered by us

As previously stated Our mission, vision and values are already there on our domain. We are driven by our vision and values that recognizes the contribution of every individual employee. Thanks to a strong value system we are charged up as a vibrant team to accomplish any tasks/projects in a time-bound manner. Our core values includes respect people, honor systems and process, be fair and ethical, be customer centric, strive for excellence and instill passion.

SASMOS is a highly reputed organization in the country, absolute technology driven company and most importantly Long term plans & vision. company's incredible growth and expansion, trust and transparency that we follow throughout the years.

of geography, but also in building customer trust. “We are very close to our customers. We want to engage with them in the long-term and create a win-win partnership for both sides. Our customers trust us to perform outsourced processes for them. The aerospace industry has very strict requirements in regard to quality, because obviously we want people to be safe when they fly,” he explains.

“So, there’s a need to be a safe system and ensure the quality of all our steps in the supply chain. Our customers know that SASMOS is the leading company in doing that, as we’ve been providing this assurance since long years in working for all the Government and Tier-1 companies in the industry. Our customers very much value this expertise that we have gained over the years.”

In addition to developing more infrastructure in growth regions, SASMOS is investing heavily in its people and systems. “People skills are very important, so we invest a lot in training our teams. It’s very important for us to have the right people at the right place, serving our customers,” says Chandra shekar, adding that technology is also important.

“People skills are very important, so we invest a lot in training our people.”

“It’s about making sure that we have the right IT systems and infrastructure to be closely connected to our customers.”

SASMOS also maintains close ties with its suppliers in the region. “We

already have a well-established supply base globally, but it’s going to grow as the aerospace and aviation industry grows,” Chandra shekar explains.

We have processes to continuously dialogue with our employees, understand the challenges and derive solutions to co-create the future. With true empowerment we create ‘Leadership at all levels’ and drive the culture of entrepreneurship, with Customers being the focal point. It is important to develop a strong value system and work culture to ensure a healthy and professional work environment among employees and keep them motivated. We believe in our value system and work culture to inculcate good work culture and team work in our team. We focus on fair and ethical values.

One of the most important lessons Chandra shekar has learned from his time in the industry is the value of having a long-term vision





Mr. Rajeev Kapur - MD

STEELBIRD HELMETS

Ethical values and culture

While Steel bird continues to innovate with research, creating thousands of products helmets fundamentally it's the company's hooks which fascinate consumers.

This is part of our unique 'Way Forward' – it's not only about remaining a technology leader and driving innovation, it's about how we do business, how we respond to COVID-19 triggered market decline, and how we set ourselves up to be profitable in the long-term. Those are tall orders – but our global team has never had an issue with rising to the challenge.”

The company's passion for exploration is driven by its commitment to understand customer needs and develop solutions relevant to the marketplace. He says it's the vast “go-to market” that protects it from the ups and downs of the economy. “Obviously last year was very different, but because of the diversity of the portfolios we offer, Steelbird has been able to navigate through. While some areas may be down, others are up, and it's that diversification that has helped us get through many, many challenges over the years.

But to me, as the Managing Director, what really makes a difference is our people; how passionate and smart they are about developing and bringing solutions to the marketplace. That dedication, combined with our culture of collaboration, diversity and inclusion, definitely makes Steel bird a very unique organization.”



Describing his latest role as MD, he says it's an opportunity for the India and South Asia region to have a voice.

“Even more importantly, it gives that line of hope to all the India and global countries working with us that there is a clear career path for them in the future. And at the same time, it gives them the opportunity to better connect with the local team, and to voice their concerns and explore opportunities.”

Meanwhile, Rajeev Kapur adventurous personality likes to explore opportunities himself, spending time travelling the world extensively with his family to discover different cultures and geographies. Communication, in times of uncertainty, is critical. It's a very challenging world, but the main emphasis for us is to look ahead at the horizon and keep a positive mindset. Even in hard times, you have to try to find that

silver lining and remember that life has two rules: one, never quit; and two, never forget rule number one.

Company's core and ethical values, quality and innovative products, Investing in R&D, Technology driven, Team work, world class standards, Honor & commitments, Never Give-up, Just keep moving, rise of Steel bird, flexibility, Integrity, Production ability

Technology driven company, adding new products and models on a regular basis for customer delightful, significant growth and expansion plans

We at Steel bird engage with each and every employee of the company to train and work with them to building a healthy environment atmosphere

Steel bird as a company follow certain standards in order to maintain the quality in our

products. In the near future many new helmets with different and unique specifications.

We keep on launching new products. In coming days, we had taken 1200 retailers, dealers and distributors to Thailand to witness the Steel bird Excellence Awards in 2018 &19. During the Award Ceremony we had launched 15 new products, and we are continuing to launch new products . The details of the products can not be disclosed right now, but will surely share at the right time. A lot of Innovation will seen in the Steel bird products in the coming years.

While you can have standards that need to be met, there are different people and different ways you can deal with them to reach those standards. The more transparency in what you're trying to achieve and how each person plays a part in that, the greater the engagement is. When people are given the chance to have their say, ask questions, feel like they actually have a chance to influence outcomes, then you create an engagement that is quite contagious and fills the culture, which in turn improves performance significantly."

That surely makes for a sustainable work environment.

This is part of our unique 'Way Forward' – it's not only about

remaining a manufacturing player and driving innovation, it's about how we do business, how we respond to COVID-19 triggered market decline, and how we set ourselves up to be profitable in the long-term. Those are tall orders – but our global team has never had an issue with rising to the challenge."

In India, the demand will be for more than 100 million helmets a year. Now the matter comes, how we drive this. As of now, we are producing more or less 25 million new two wheelers that means two helmets for each two wheeler, leading to use of 50 million helmets each year for the new two wheelers only. Talking about the current conditions, the helmet is mandatory only in Delhi, Chandigarh and Jaipur, where the law is enforced. The Government should make helmets mandatory Pan India. As per the WHO Report, 30% of the riders and 10% of the pillion riders are wearing the helmet in India. Now, we have to consider that in India on road, there will be 180 Million two wheeler into 2 helmets, leading to minimum 300 Million helmets will be required to fill the gap of the two wheelers on the road. And, if we say the life of a helmet is five years, means every five years there will be demand to replace the helmet, leading to a

total demand of the Indian market of 100 million helmets annually.

We see ourselves in a way that we should be having 30% of the share and based on that continuously, year by year, we are increasing our production capacity. Now, at the Steelbird Manufacturing Plant, we have built up 200, 000sq more. By 2021, we will be having a capacity to produce 43,000 helmets per day. We are surely working on our production capacity, keeping in mind the future demands and requirements of the Indian Market.

adding to that my message and a humble request to the two wheeler riders is to always wear good quality helmets which follow the regulations prescribed by the Bureau of Indian Standards. If a dealer is offering you a helmet at a cost below Rs 450, then you must know that it is surely a local or fake ISI helmet which can be really harmful just like fake medicines.





Mr. Paritosh Agarwal - MD

SURYALAKSHMI COTTON MILLS

Fabricating the future

It is also about creating a more fulfilling and safer workplace. Paritosh Agarwal is proud of how far Suryalakshmi has come. During his time in the business, one of the greatest lessons he has learned is the importance of quality. “Without quality, a customer can never be happy,” he says. “Some companies can gain customers by offering lower prices but, ultimately, what customers want is better quality. At Suryalakshmi, we make quality our highest priority.”

In the future, Paritosh is looking toward greater expansion within the business. “Suryalakshmi is planning to increase the operation in many sectors,” he says. “We are planning to invest in synthetic yarn, fibres, digital printing and many other sector of the textile industry.” We are partnering with partners for a disruptive technology in the way fabric will be colored. This is a very important part of our strategy. We’ll be offering that capability in most of the regions where we operate. A combination of our disruptive fabric technology and our supply chain can hopefully give a more holistic solution to our customers, especially after this coronavirus crisis,” Paritosh says.

adding company's credibility, expanding plants actively, strong product development, fully integrated company modernization, quality products, environment friendly, core values, significant growth.

Suryalakshmi has implemented several strategies to further improve its operations and stand out from its competitors. It has increased the number of automated machines, prioritized sustainability, adhered to compliance and focused on using recycled products.

In the constantly evolving world of textiles, the stability of reliable suppliers is vital, with the secret to development lying in successful collaboration. Suppliers include major machines, industrial machines, and chemical solutions. What makes Suryalakshmi stand out as a valuable addition to its suppliers’ customer base is that it naturally views suppliers as partners. For example, the garment maker works alongside a lot of the companies from which it sources dyes and chemicals.

The result is a supply chain characterized by collaboration and communication. Suryalakshmi customers give it ideas about the kind of product they want and, in turn, Suryalakshmi provides feedback to its suppliers and work with them on a long term base. At the end of this process, garments are made according to the requirements of the customer base. Without a close relationship with its partners, Suryalakshmi wouldn’t have achieved the success it has enjoyed these many years.

“This industry is never static, it’s always changing and evolving and the only way to have the edge over your competition is to focus, understand the needs of the customers and respond quickly. We have to be proactive to create and develop the products they are looking for and this requires collaboration. Actually, you have to give them solutions, not a product, and that’s one of our greatest strengths. We believe in being proactive, not reactive, and continuously encouraging greater creativity is one of our main differentiating factors against our competitors.”

This means improving our processes while maintaining

quality,” he explains. Over the next years, we need to consolidate what we have while still developing and adding new products.

All our top executives are from Suryalakshmi and it’s been like that right from the beginning. We have never brought people in from outside, they have all been homegrown people. This has created an ethical culture based on honesty, integrity and transparency. We respect human values, we believe in teams and operating on openness, trust and the flow of ideas. These are the core values Suryalakshmi Spinning Mills has built over the years.”

New products, new development – that is a mantra for us,” He added. “We search, we develop, we listen to our customers and look at other competitors so we are always ahead of the game. It’s continuous. You cannot stop.

Customer loyalty, some of it stretching back more than 15 years, is important and safeguarded by consistency.

“We retain our customers by always offering quality, supply and developments,” he says. “It’s another important thing on which we judge ourselves.

“Whether it be with a supplier or a customer, we build relationships. After all, they help us grow. One example of this is allowing our suppliers of textile machinery, raw materials suppliers in dyes, chemicals and packaging, all our partners to experiment with new technology and equipment in our plants.

I’m in a business that employs a lot of people, so when we make a proposal, we impact people’s lives. We are in a very polluted industry. If we can do something right, we impact the planet and the environment.”



Ms. Kavita Sahay Kerawalla - Vice Chairperson

VIBGYOR GROUP OF SCHOOLS

Educational Excellence

Responses on behalf of Ms. Kavita Sahay Kerawalla, Vice Chairperson VIBGYOR Group of Schools

W HAT ARE VIBGYOR'S CORE VALUES?

We launched VIBGYOR back in 2004 with a genuine sentiment to bring about desired changes in the educational landscape. Traditionally, most learning mechanisms had been rote-driven and academic-focused with little scope for extra-curricular activities like sports, music, performing arts and the likes.

For instance, in the early 2000s, my son was a national level tennis player, but he often had to miss his school to participate in tournaments, in most instances due to the rigidity, for lack of a better term, of the entire academic structure.

However, over the last few years, our mechanisms have evolved significantly and we are in a much better position today when it comes to prioritising a balanced curriculum for our children.

Our renowned curriculum focuses upon modern international methodologies as greatly as it focuses upon extra-curricular activities. Our deep-rooted passion for providing holistic education for our young students was also recently encoded in the National Education Policy, 2020 – a validation of sorts for our beliefs since our inception.

We strive to ENTHUSE our students with fascinating learning experiences. With our well-researched structured curriculum, new-age teaching methodologies,

digital learning tools and a wide range of extra-curricular activities and facilities, we offer students a value-added, in-depth education experience. We also work to ENLIGHTEN our students so they can discover and harness their full potential. We constantly endeavour to guide our students, nurture their interests, and channelise their energies into refining their skills, talents and abilities – whether in academics, sports or performing arts. Through our integrated curriculum, holistic education experience and emphasis on developing new-age skills, we EMPOWER students to be ready for the dynamic world of 2030.

The three core values mentioned above (3 Es) are our motivators to ensure that our students are ready whenever it is time to spread their wings and fly into the outside world.

We believe that every child is unique and presents distinctive developmental trajectories and learning techniques, varied intellectual, creative and emotional abilities and so on.

It is our moral responsibility to provide our little ones with quality education in an enabling environment in order to rightly mould them into tomorrow's leaders of their respective fields.

HOW DOES THE VIBGYOR GROUP DIFFERENTIATE ITSELF FROM THE COMPETITION?

We have been pioneers of holistic education for nearly two decades now.

Our constant focus on all-round development of our students has proven to be an effective facilitator in showcasing their talents and personal interests while also enhancing their critical thinking abilities and decision-making skills. Additionally, our programmes on offer also prioritise inculcating a genuine spirit of teamwork via extensive peer-to-peer collaboration.

We provide students with a seamless blend of modern academics, professional sports, music, performing arts, real-life community experiences and relevant experiential learning programmes. Our first-of-its-kind Sports & Performing Arts curriculum has been well-integrated with classroom learning to help strike a fine balance between the various facets that constitute a symmetrical learning process.

We also do our level best to support our students who choose to further pursue their extra-curricular activities professionally (whether international, national or state-level) by conducting additional classes, granting leaves and so on, depending upon the situation.

Another key differentiator is our scripted curriculum methodology which ensures that academic content is delivered simultaneously across all our schools. The scripted nature of our curriculum guarantees consistency in the content delivery mechanisms while also covering all learning aspects in an appropriate

manner. Our scripted curriculum also makes it possible for students to shift seamlessly from one VIBGYOR centre to another.

As an example, if a student's family relocates from Bengaluru to Mumbai on a Friday evening and the student attends her/ his new school in Mumbai on Monday morning, she/ he would have not missed out a single class, from an academic point of view.

With VIBGYOR schools being present in most major Indian cities, especially for sake of parents who are often relocating, our scripted curriculum provides the added benefit that their children's academic progression is not affected in any way, regardless of when they choose to relocate.

WHAT ARE THE PLANS FOR THE FUTURE IN TERMS OF EXPANSION AND GROWTH?

Well, firstly, I'm genuinely grateful that we are now present in 14 major Indian cities. It is only due to our parents' unwavering faith in us, along with the love of our students.

Over the years, our network of schools has been growing steadily and now includes the preschools, VIBGYOR Kids and VIBGYOR Roots, while the primary and secondary schools are under the names VIBGYOR High and VIBGYOR Rise.

WHAT STRATEGIES DOES VIBGYOR GROUP HAVE IN PLACE TO IMPROVE THE BUSINESS?

We also take pride in having stayed ahead of the curve, primarily through our innovation and pragmatism.

Our latest successful endeavor was to create a virtual classroom platform with relevant content, practically overnight, when the pandemic had hit us last year.

We, therefore, launched VIBGYOR Virtual to facilitate regular online classes, supplemented with digital lesson plans, detailed student discussions, and even parent-teacher virtual feedback sessions.

We have also started organising virtual student trips to museums,

national parks and zoos so that the experiential learning's of students can continue despite the recent travel restrictions.

As we eagerly look to emerge from the pandemic, with schools reopening gradually, we are planning to introduce a modified version of 'blended learning'. Through this approach, we intend to facilitate a smooth transition for students from at-home learning of the past one year to conventional classroom learning.

Our teachers are now well-trained to deliver educational content via a balanced mix of classroom teaching and virtual resources, which would provide students with the added flexibility of freely tailoring their learning methodologies as per their preferences.

WHAT ARE SOME OF THE KEY GOALS THAT MS KAVITA SAHAY KERAWALLA AND VIBGYOR GROUP HAVE ACHIEVED SINCE THEY'VE BEEN THERE?

Apart from our passion and motivation, VIBGYOR was also established with a goal to create a vast network of schools, which would be perpetually-evolving models of excellence while adhering to the latest international standards.

After establishing 40 schools since our launch, we know that we have already come a long way, but there is still some distance to be covered.

For now, we are looking to get back to school as soon as we possibly can!

ADDITIONAL QUESTIONS: PLEASE TELL US ABOUT YOUR JOURNEY AS A WOMAN ENTREPRENEUR IN THE EDUCATION SECTOR

I started teaching in schools in the early 90s. After a little while, I realised that my students were also learning from the same books which I had, when I was in school. It seemed like the world outside was rapidly changing but our teaching-learning methodologies had remained static through the years.

Hence, during the inception of VIBGYOR, when I led a team of teachers and professional educators, our key focus was to design a curriculum that blended modern global learning methodologies with our traditional Indian school curriculum. I genuinely wished for our young children to be learning and applying more advanced levels of knowledge than the earlier generations.

Even after the VIBGYOR launch, my entrepreneurial initiatives did not cease. Soon, I introduced VIBGYOR Viva, which is an annual interschool cultural festival that offers a platform for students to showcase their talent on a grand stage.

VIBGYOR Model United Nations was then launched to acquaint students with the various prevalent challenges which we face as a global community. The innovative solutions provided by our students over the years truly make me believe that a few of them are already on their way to the United Nations and World Health Organisation in the near future!

I additionally also launched several other campaigns, like Novella and VIBGYOR Voyageur which focus on holistic development of our students while also being interesting for them.

Each day, I do my best to keep the entrepreneurial spirit alive within me, which will hopefully inspire our little students to become even greater entrepreneurs in the future.

HOW WOULD YOU DEFINE TRUE ENTREPRENEURSHIP?

Apart from working long hours, true entrepreneurship is also about adapting and evolving with the changing times. Entrepreneurship provides you with a genuine opportunity to make a real impact on society in an appropriate manner. Hence, it is imperative for an entrepreneur to realise the actual worth of her / his product or services, along with also being equally accommodating towards the realigning of certain goals, if need be.



WHAT HAS BEEN YOUR EXPERIENCE OVER THE YEARS WORKING IN THE EDUCATION SECTOR?

I started teaching at a time when teachers were only supposed to teach what they themselves had studied in school, with practically no differentiation in the delivery mechanisms when compared with the earlier generations. Though computers arrived much later, they initially had minimal impact on student learnings, and were more of an aesthetical inclusion for most schools. For a long time, the main purpose of schooling was limited to preparing students for their board examinations so that a prestigious college would be within reach.

Going forward, I intend to make learning even more rounded by integrating practical life subjects into our curriculum, like basic carpentry, cooking, electronics skills and so on.

The above skills are fairly easy to master and are often handy in day-to-day life. Since they cannot be taught in isolation, we are looking at ways towards integrating them with our existing classroom concepts.

Besides being adept at academics and extra-curriculars, our students should also be self-reliant if the situation arises, knowing how to correctly change a light bulb, prepare their own delicious meals, or fix a broken table.

Hence, in 2021, I feel lucky to not just have witnessed the coming-of-age of our curriculum and delivery mechanisms, but to also have been

a significant contributor towards this impending transformation.

WHAT HAS MADE YOU SO SUCCESSFUL AS AN ENTREPRENEUR

I would like to believe that our entrepreneurial success over time has primarily been due to our constant focus on making quality education accessible for as many students as possible.

From a single brick-and-mortar centre in 2004, to the 40 schools we operate today, our growth story could be termed inspiring for many. However, we have not let this upward graph impact the quality of our service, or our core values, in any way. With each new centre, we are even more determined to climb higher, while always holding our beliefs close to our hearts.

Our comprehensive training and retraining programmes for our teachers, along with our scripted curriculum, have ensured overall uniformity and high-quality output levels to a significant degree without any compromises.

However, for ascending to the ultimate summit of success, there is no substitute for hard work, as an entrepreneur, as a student or otherwise.

AS A WOMAN LEADER, WHAT IS YOUR ADVICE TO WOMEN WHO WANT TO START THE ENTREPRENEURIAL JOURNEY?

According to a recent survey, there are presently more than eight million women entrepreneurs in India alone. This number is

increasing each day and bringing about a radical change in the demographics of the traditional 'business world', which is highly encouraging for us as a nation. All-women and women-led organisations are now playing a more significant role in the economic and social growth of our country, and generating large-scale employment.

Despite the more than eight million women entrepreneurs already present in India, I would ideally like to see even more women entrepreneurs taking charge, especially after the pandemic, which has inevitably ensured a fresh start for numerous sectors and industries, with a plethora of new opportunities surfacing for budding women entrepreneurs.

My advice to women entrepreneurs would be to stay focussed on your goals, have a great sense of self-belief and never stop innovating. In most cases, there will be a fair share of challenges and obstacles which could sometimes be demotivating, but with dedication, patience, hard work and a genuine intent, success will always be around the corner.

Especially because it's Women's Day, I would also want to add that it is important for women entrepreneurs to also empower other women wherever possible. This multiplier effect will go a long way in ensuring gender equity and social harmony.

Wishing you all a very Happy Women's Day!



GUCCI

The RealReal, the world's largest online marketplace for pre-owned luxury goods, said Gucci is the most bought and sold brand, according to its latest 2021 Luxury Resale Report.

The report charts the current state of luxury resale, including the pandemic's lasting impact on how people are buying and selling, based on the behaviors of The RealReal's 23+ million members and the data behind its 19+ million items sold.

GUCCI IS THE MOST BOUGHT AND SOLD BRAND OF THE YEAR

The company said purchases increased 62 percent and consignments grew 61% year on year. Gen X, the original thrifting generation, are Gucci's No. 1 buyers and consignors. Louis Vuitton, Chanel, Prada and Dior rounded out the top five.

Telfar is the emerging brand of the year, with demand for its bags up 590 percent. Streetwear, surprisingly, lost its lustre, with mainstays like Yeezy and Supreme falling out of favour as shoppers returned to streetwear's preppy roots and blended the outdoors into their street style, driving major growth for brands like Casablanca, up 358 percent and Salomon, which saw an increase of 188 percent.

EMBRACING THE CIRCULAR ECONOMY

In a press release The Real Real said more people bought and sold into the circular economy over the past year than ever before with 29 percent of buyers making their first pre-owned luxury purchase in the past year. 45 percent of The Real Real's new consignors in the first quarter of this year had never consigned before.

Shoppers are becoming increasingly conscious consumers, with 40 percent of The RealReal's shoppers turning to luxury resale as a replacement for fast fashion and 43 percent of buyers citing sustainability as a key driver to embrace luxury resale.

"Luxury resale is experiencing record growth, with 6 million new members joining The RealReal since the end of June last year," said Rati Sahi Levesque, President of The RealReal. "We're seeing evolving Covid restrictions and reopenings significantly impacting shopping behaviors. Savvy shoppers are latching onto luxury investments, with the most significant growth among millennial and Gen Z — whom our data suggests will be the most conscious shoppers yet. Shoppers are also drawing inspiration from the past, driving demand for heritage street wear and vintage Japanese menswear."



FOREVER CLOTHING !

The concept of an “extended clothing lifespan” is not new, but something that was lost in time as the world took to consuming more and indulging in a throwaway culture. The long forgotten practices of rentals, seconds and repairs are silently but steadily staging a comeback.

If one were to narrow the story down to the textiles-apparel-fashion industry, it rung truer here than in most other industries. Sometime in the latter part of the last century, time-honoured traditions were thrown to the winds. Age-old practices of repairing garments were frowned upon, and the ritual of handing clothes down a generation was scoffed at. Consumerism was heralded as the only way of looking at life, and consuming more was the mechanism of implementing it. Clothes were unceremoniously

discarded with nary a thought or feeling, and with the boom in fast fashion this meant that clothes needed to be thrown away sooner than later. The mindless hedonism and reckless throwaway culture pushed the planet to a tipping point.

Measures and ideas to counter this had always existed, but would unfaillingly be drowned in the din of the impassioned and raucous debates that have continued over the subjects of sustainability/circularity in recent years. As in the case of many other aspects of the industry, the pandemic has fuelled this debate too and counterideas are increasingly seeing the light of day as tangible business initiatives. The primary keywords here are recommerce (i.e. secondhand clothing), rental and repair. Then, there are the related keywords like

repurpose (i.e. alter) and repeat. There are many more, and quite a few of them overlap or complement one another. But the underlying sentiment remains the same: extended clothing lifespan.

There's just one problem: the idea can't easily cut ice with industry. For, this necessarily means that you ought to expect to sell less not just during the lockdown days but till eternity, and can't for the same reason grow at the frenetic pace of the pre-pandemic days of extravagant glory. Yet, industry can't turn ostrich on reality— it's not going to go away. All the while that talks about circularity were going on, many felt that circularity simply meant that all that came out of the end-of-life of a garment would go back into the system, and you could keep growing as the circle grew larger. Given the realities, complexities and conflicts (of

interest), can one even expect industry to reconcile to the fact that there is a big section of people—expanding by the day—who want their garments to last long, preferably into a lifetime? Does the business of fashion make business sense anymore? With big players already testing the waters and finding some currency, would it mean that the small fishes would die out as the fight for survival becomes tougher? These are not easy questions to answer, but it is important to see what's going on in the market.

brands foraying in one by one. It's a trickle now, but not that faint that it cannot be noticed. The latest big-ticket happening is that of Rent the Runway reportedly filing paperwork in mid-July with US regulators for an initial public offering (IPO). Founded in 2009, New York-based Rent the Runway is allowing customers to rent clothes and shop secondhand merchandise from over 750 designer brands. The company had raised funds in 2020 at a valuation of \$750 million.

This came shortly after luxury

Only the previous month, hi-end store chain Selfridges introduced a rental offering online. It had already launched an in-store rental service early 2020 for the first time via a pop-up in a deal with rental platform Hurr Collective. The new initiative too uses Hurr technology but with the products this time being curated by the Selfridges buying team “from the best new-season womenswear, menswear and accessories”. Items would be available to rent for four, eight, 10 and 20-day periods. Prices start at £20 for a four-day rental.



UP FOR HIRE

Clothing rental is an age-old business, but not in the way we might understand it now. Film and theatre production units and companies, for instance, have always rented apparel for their productions. But those were niche, highly-customised businesses and had precious little to do with ordinary people, save for those rare occasions when people would hire clothes for parties, etc.

But today clothing rental is a consumer market segment, with big

department store Harrods was reported to be launching a fashion rental service in partnership with My Wardrobe HQ. The feature will be hosted on My Wardrobe HQ's website, besides existing simultaneously as a pop-up store at Harrod's Knightsbridge outlet. The range will include 1,000 statement pieces by designers such as Huishan Zhang, Rotate, Roksanda and Zimmermann, available for customers to rent for 4-14 days, or to purchase. The cost for a four-day rental would range from £23 to £400.

It would seem that luxury brands and retailers who had felt quite the pinch during the most stringent lockdown phases are seeing rentals to be the best way out.

But, no. In April, Swedish fast fashion giant H&M created a flutter when it introduced its first rental clothing service One/Second/Suit. The programme is geared towards young men on the hunt for a job, who may not have the means to buy their own suit or professional wear. It was initially launched in the UK and started rolling out across the US

the following month. Sara Spannar, head of marketing & communications at the company, was clear about the target audience: "Job interviews can be a nerve-wracking experience. But we believe nothing should hold you back. Least of all what you wear. The One/Second/Suit is ready-to-wear confidence. A signal to the world and a reminder to yourself that you've got what it takes." Rentals seem to work well for customers with specific goals.

H&M has been checking things out. In October 2019, its Sergels Torg store in Stockholm started offering through a customer loyalty programme the possibility to rent select party dresses and skirts from its 2012-19 Conscious Exclusive collections. The space offered a few unique pieces designed with inspiration from that fall's Conscious Exclusive collection. At that time, Pascal Brun, head of sustainability at H&M, had indicated that this was a sign of things to come: "We have looked at clothing rental for quite some time and are so happy to offer fashion fans the possibility to rent some stunning pieces from our Conscious Exclusive collections. We look forward to evaluating this as we are dedicated to change the way fashion is made and consumed today."

The company is known to spot trends early on, and it had in 2019, the same year that Banana Republic, Scotch & Soda and Urban Outfitters had all launched clothing rental services.

Again, in January this year, H&M Group's Arket brand launched a rental for kidswear "to encourage reuse and re-wear" as sustainability increasingly becomes a key priority for millennial parents. It started offering products for rent from its children's collection via a partnership with Amsterdam-based online shop and clothing subscription business Circos. The subscription was available to European customers from €19.50 a month. Rented clothes could be

"kept and used for as long as they fit and returned when it's time to size up or update the wardrobe for a new season". In fact, this year there have been many developments on this front. Sustainable fashion brand Mother of Pearl in April partnered with online fashion rental service Onloan for an initiative to increase circularity. Called the Full Circle, it aims to break the traditional "linear" retail model and extend the lifecycle of garments by linking up with Onloan's rental and pre-loved garment services.

But not before American label Ralph Lauren announced a subscription-based platform called The Lauren Look that would offer apparel from its sub-brand Lauren. A customer can sign up for the service, launched in North America in March, for \$125 after which a virtual closet is created for the user. A customer needs at least 10 items in the closet to automatically trigger the first box. The company recommends maintaining 24 items for a seamless service. Next, it ships four items at a time from your Closet, based on item availability, to wear for as long as one would like. When the subscriber is ready for a new box, one can return all four items or buy the favourites at a members-only discount. Clearly, rentals either as one-offs or driven through subscriptions come in all shapes, sizes and customisations. This is where brands will need to experiment considerably.

With rental/subscription services announcements coming every other week, brands are also choosing to divulge their programmes in a way so as to be noticed. Danish fashion label Ganni released its rental-only line of clothing titled Stage at the digital version of the Copenhagen Fashion Week in February. The collection consists of 26 reworked pieces from Ganni's previous season that had been modified and re-imagined through embroidery, spray-paint and embellishment. Available initially in the UK and Denmark, the pieces could be rented out for one, two or three

weeks at a time and prices ranged from £26 to £78. Fashion weeks henceforth could see more of such launches.

But, can or will this form of sales work out for industry? That would be difficult to say in these early days. What is certain is that if done and handled well, brands have nothing to lose. On the other hand, whether the rental/subscription segment will grow big will depend on how consumers take to the habit of hiring clothes. According to Dublin-based Future Market Insights, the online clothing rental market will see solid growth between 2021 and 2031. The firm says the market will reach \$1.8 billion this year and rise at a compound annual growth rate (CAGR) of 11 per cent between now and 2031. The US is expected to lead, and the UK is expected to do better than Germany and France. In Asia, the demand for rentals in China and South Korea will be higher than in Japan.

It's in the nature of fashion that vanity should come tagging along. And nothing can be more vain than utter derision for both secondhand clothes and the people who wear them. Yes, once upon a time it was not so. But with globalisation, burgeoning middle classes and fast fashion, people not just took pride in brand new clothes but also forgot to give clothes a second lease of life.

However, tides are a turning. According to ThredUp, an online consignment and thrift store where people can buy and sell high-quality second hand clothes, the US secondhand market is projected to double in the next five years, reaching \$77 billion. The 2021 Resale Report reveals new insights on tailwinds propelling resale in the pandemic recovery, and asserts that the resale sector grew during the pandemic and is projected to accelerate in the recovery. Second hand is now a \$36 billion market, and resale is expected to grow 11 times faster than retail clothing over the next five years. Assigning numbers to the lockdown year, the

report says 33 million consumers bought secondhand apparel for the first time during the year in the US, and 76 per cent of those first-time buyers plan to increase their spend on second hand in the next five years.

And it's not just the US. A recent report from Carousell, one of Southeast Asia's most popular secondhand marketplaces, Hong Kong's millennial are purchasing second hand as part of their sustainability efforts. The marketplace's study, which defined millennial as users below the age of 35, pointed out that this generation was using the platform as part of their sustainable lifestyle. In Hong Kong, an overwhelming 93 per cent of millennials said they were purchasing second hand on the app because they felt that it was the more sustainable choice.

Even during the pandemic itself, industry leader Levi's understood the growing popularity of thrift, vintage and consignments and made the big move. In October 2020, Levi's announced a move to extend the lifespan of its jeans with the launch of Levi's Second Hand, a buy-back programme for customers to purchase second hand jeans and jackets on Levi.com while also giving customers the opportunity to turn in their worn jeans and jackets in Levi's stores for a gift card towards a future purchase.

The deal was simple. Resellers would receive between \$15 and \$25 in store credit for their old Levi's jeans, and quality would determine the price. The platform would then relist the garments for between \$30 and \$100 for shoppers to purchase. For pairs too well-worn to be resold, Levi's would offer \$5 credit for a future purchase and recycle the unusable pair of jeans with its Sweden-based sustainable partner. Levi's partnered with Trove to handle the backend operations of their sale platform including cleaning, inventory processing, and fulfilment. Trove, a re-commerce technology and logistics start-up, was already providing similar

services to Eileen Fisher, Patagonia, REI and some others. For Levi's, it was a continuation of its sustainability efforts. A few months earlier, it had launched a sustainable jeans developed in partnership with newcell. The jean was made with 60 per cent organic cotton and Circulose, newcell's breakthrough material that includes 20 per cent recycled denim and 20 per cent sustainably sourced viscose.

Levi's also threw up numbers. According to Jennifer Sey, chief marketing officer of the brand, buying Levi's jeans through Second Hand would not only help save around 80 per cent of carbon dioxide emissions, but also 700 gram waste when compared to purchasing a new pair of jeans from the brand. The company was already testing how rentals worked on the ground. In August, Levi's joined hands with Ganni for a denim rental collection, a three-piece women's capsule collection that included garments made with up cycled vintage Levi's and repurposed denim. It is no surprise, thus, that there is also a new term to go by these days: Resale as-a-Service (RaaS), and there has been a flurry of activities on this count in 2021.

In July, Thred Up Inc entered into an agreement to acquire Remix Global AD, one of Europe's leading fashion resale companies. This is in line with the company's plans for Europe where the second hand market was estimated to be \$21 billion in 2020 and is expected to grow to \$39 billion in another four years. Thred UP has already inked RaaS deals with Vera Bradley, Farfetch, LG and Made well. Later in the month, Thred Up announced a public offering.

Earlier, in February, Reflaunt secured \$2.7 million in pre-Series A funding, led by the investment arm of MadaLuxe Group, a leading worldwide distributor of luxury fashion. The investment will enable Re flaunt to add top talent to its technology and business

development teams as it executes its growth strategy and offers a variety of resale models to more leading global brands. Others who have raised big monies include Lithuanian clothes and home goods marketplace Vinted, and Depop which was acquired for \$1.62 billion by Etsy.

All this while people have been splurging on pre-owned garments. Till May this year, luxury resale site The Real Real reported to its investors, the total value of goods sold on the site was about \$239 million, up 53 per cent from the same period in 2019. "Our GMV (gross merchandise volume) growth rate quarter to date reflects the strong momentum we are experiencing coming out of COVID, highlighted by accelerating growth year over year versus the equivalent period in 2019. Encouraging early results in our neighbourhood stores, growing contributions from a return to in-home consignments and strong resale market trends are all contributing to our performance. As we build on our recent momentum, we remain laser focused on driving scale and operating efficiency gains as we march toward profitability," Julie Wainwright, founder and CEO of The Real Real, said.

Meanwhile, seconds—especially the online platforms—can have the same problem that ecommerce sites have always faced: that of sizing. Herein, fechfeh companies have already started catching on. Israeli developer and creator of smart phone measurement solutions, MySize Inc, in June announced that it is developing an AI-driven sizing solution specifically for second-hand clothing retailers. The platform is designed to help online shoppers find their correct size in pre-owned apparel, and is intended to provide a full end-to-end solution for merchants to cut down on return rates.

The company sizes up the problem thus: "Many second hand garment retailers offer items from a wide variety of brands, which use

different measurements and sizing charts, leaving customers in the dark when it comes to a single table that they can reference to find their size. Additionally, vintage items are often based on sizing models which are no longer relevant in the fashion industry today. For example, a customer buying a size 8 from 20 years ago will likely receive an item that's sized differently than a modern-day size 8. With up to 40 per cent of online apparel returned, and poor fit cited as the most common

each item a digital birth certificate which includes information about where and when it was made and what it's made from. This segment is all set to see a lot of tech-play.

WEAR AND REPAIR

The world of readymade garments and fast fashion has had one casualty that none talk about: the neighbourhood tailor, who has all but disappeared. An entire profession has been driven either inside humongous garmenting factories or left to salvaging the

coming soon in Great Britain, the European Union and in 14 of the United States. The right to repair rules in Britain are meant to tackle "built-in obsolescence" where manufacturers deliberately build appliances to break down after a certain period to encourage consumers to buy new ones. Manufacturers have a two-year window to make the necessary changes to abide by the new law, introduced in July. As of now, the legislation only covers dishwashers, washing machines and washer dryers, refrigeration appliances besides



reason, wrongly sized items cost retailers billions annually."

MySize has found a role to play, as well as others. As the segment grows, it is likely to spawn a whole new sub-ecosystem of players who will provide ancillary support to the seconds market segment. Sooner or later this will include traceability. Something along these lines is already in the market. New York start up Eon has started a service wherein brands can upload data about their products to its Connected Products platform, an IoT solution that tracks fashion items throughout their lifecycle. The platform gives

last remains of clothes of the less-privileged who cannot afford another set to wear. Vanity has had a role to play here too.

Once again, it is not just the case of fashion, but a problem with manufacturing across sectors. One cannot now keep using a phone if the battery runs out, and laptops become redundant after a point even if it remains sturdy otherwise. You got to keep buying stuff to keep living.

It is on this front that we are likely to see much traction and a lot of action as well. And, much of it has already started, though in other industries. Right to repair laws are

televisions and electronic displays. Some non-consumer products are also included like electric motors, retail refrigerators and light sources. Smart phones and laptops have been exempted, but could figure in the list as campaigns hot up.

Under new EU rules in effect since March 1, manufacturers will have to ensure parts are available for up to a decade; some will only be provided to professional repair companies to ensure they are installed correctly. New devices will have to come with repair manuals and be made in such a way that they can be dismantled using conventional tools when they really can't be fixed anymore, to improve

recycling. The new legislation came into effect after the European Parliament voted in favour of establishing stronger “right to repair” rules, particularly to reduce electrical waste, which has been increasing due to greater manufacturing. Meanwhile, US President Joe Biden signed an executive order directing the Federal Trade Commission (FTC) to draft new regulations limiting device manufacturers’ ability to restrict independent repairs of their products. The new rules are aimed at banking, tech platforms, labour markets, internet service providers, and airlines—with the collective goal of increasing competition

passed an anti-waste law to prohibit designer clothes and luxury goods firms from destroying unsold or returned products, and ensuring their reuse, recycling and redistribution. The country had already banned supermarkets from throwing away unsold foods and forced them to donate them to charities. The new law will come into effect from 2023. The backdrop to this had been a lot of bad press for big brands. The 2017–18 annual report of Burberry had revealed that the “cost of finished goods physically destroyed in the year was \$37.8 million” up from \$35.6 million for 2017. H&M, around the same time, was alleged to have burnt at

Jeans comes with a promise of free repair.” As the brand says, “We don’t call our stores ‘Repair Shops’ for nothing. Just as important as selling jeans it is for us to repair what we once sold. Wash your jeans and hand them in at your closest Nudie Jeans Repair Shop. When they’re done you have a new version of your old favourite. Making your mark on your things adds value to them and make them worth caring for. The idea behind the Nudie Jeans Repair Shops is that they are hubs for our jeans to be repaired, resold as second hand or even donated to the Nudie Jeans recycling programme.” In addition, there are the Repair Partners, who are fully equipped and do it for free



across the US economy. The decree came in the wake of the FTC’s 54-page report to Congress that concluded “there is scant evidence to support manufacturers’ justifications for repair restrictions.” While all these new laws are meant for the US and European countries and confined to electronic/electrical goods, they are bound to have far-reaching effects in other countries, and soon spread to other sectors and industries too.

It’s, however, not that related laws for the clothing sector do not exist. In early 2020, the French parliament

least 60 tonnes of unworn apparel. The repair aspect of the “extended clothing lifespan” is a tad different from that of rentals and seconds in that this could be driven by both legislation and activism. There’s no running away.

There have been initiatives and measures on repair, though those are too few and far between. Nevertheless, they work, and add to the sustainability quotient of brands.

A stellar example here is that of Nudie Jeans, for “every pair of Nudie

as well. Then, there are repairs on wheels touring around the globe in the form of Mobile Repair Stations. If there are no Repair Shops closely or planned visits from the Mobile Repair Station, one can order a free of charge Repair Kit. In 2019, Nudie Jeans “repaired 63,281 pairs of jeans, which means we prolonged the life of 50,000 kg of clothes. That’s an increase of 15 per cent up on 2018. If each person who repaired their jeans with us had decided to buy a new pair, the production of these jeans would demand 443,000 tons of water, an

amount that would fill 177 Olympic swimming pools.”

Luxury fashion platform Farfetch in February joined hands with The Restory to power its luxury aftercare service, Farfetch Fix. The services will be provided directly by the latter, and is an outcome of the Positively Farfetch strategy, through which the company aims to become the “platform for good in luxury fashion.” Aftercare is to help customers extend the life of their purchases.

It’s not that the idea is a new-fangled one; it’s just that it has not taken off in a big way yet. There are already big brands and retailers who offer such services. In June 2018, when H&M reopened its flagship store in Paris, it was the first to permanently feature the company’s “Take Care” service, which was launched as a pilot in Hamburg two months earlier. The “Take Care” service allows customers to repair their clothes in-store, buy garment-care products and get advice on how to take better care of their pieces. The H&M Take Care section on its website offers tips and hacks on how to repair, remake and refresh the clothes to make them last longer. Similarly, the Levi’s Tailor Shop offers countless measures—from embroidering jackets to using laser technology for adding patterns and colours. It’s only that not too many people were interested in doing so. Or, knew either. In 2014, American researchers had found that a significant gap existed in the amount of “common” clothes repair skills possessed by members of the baby boomer generation and millennial. Pamela Norum, a professor in the department of textile and apparel management in the MU College of Human Environmental Sciences, found that there was a need for increased education on what once was considered common clothing maintenance knowledge.

Norum concluded: “Traditionally, these skills were learned in the home or in secondary school. With

the increase of women in the labour force and the decrease in funding for family and consumer sciences (FACS) programmes, the opportunity to acquire such skills has diminished for young Americans. Existing FACS curriculum may want to tie in sewing/mending skills with sustainable consumption as a way of appealing to younger generations while providing the skills they need.” The pandemic has forced many realities, and 2021 is not 2014. Brands and retailers can earn revenues from rentals and seconds, but repair is a different ballgame. It is a follow-up service for garments, and needs to be offered as a perquisite and not as a paid-for ministration. This face is not a trickle, but once big players get started the floodgates will be opened.

GOING AROUND IN CIRCLES

This brings us back to where we started. Debates and policies on the subject of a circular economy, or specifically in our case that of circular fashion, have been more insistent on getting end-consumer waste back into the system than spending more time on advocating the extension of product life spans. This has led to a substantial chunk of industry heads believing that going circular is all fine as long as you get everything back and make the circle bigger by the

Such a misconception would belie the overarching principle of the sustainable Development Goal

(SDG) #12: Sustainable Consumption And Production. Sustainability needs to be seen and understood as a consumption issue, not just as a set of hardcoded abilities and measures to get the raw materials back. Extending the lifespan of garments factored in as much.

Levi’s has started asking buyers to buy less. Not in as many words, but still. The new Levi’s brand spring campaign is urging people to “Buy Better, Wear Longer” — raising awareness and speaking to “our” shared responsibility on the environmental impacts of apparel production and consumption.

“Ultimately, Levi’s denim is meant to be worn for generations, not seasons,” Jen Sey, brand president, said during the launch. “So, we are also using this campaign to encourage consumers to be more intentional about their apparel choices: to wear each item longer, for example, to buy Second-hand, or to use our in-store Tailor Shops to extend the life of their garments.”

There have been similar statements in the past, but a seasonal campaign by a leading brand carries the message far and wide. Nevertheless, there is so far nothing to indicate that rentals, seconds and repairs have become mainstream, leave alone become a watchword of life. Sure, that would be looking for something in the wrong place. The correct way would be to heed John Milton’s “The childhood shows the man/ As morning shows the day.” The morning is here.





Image Courtesy - Internet

PUMA LAUNCHES ECO-FRIENDLY CAPSULE COLLECTION

Sport's brand Puma has launched a new 'Down to Earth' capsule collection inspired by eco-friendly practices, with apparel and footwear created using recycled materials.

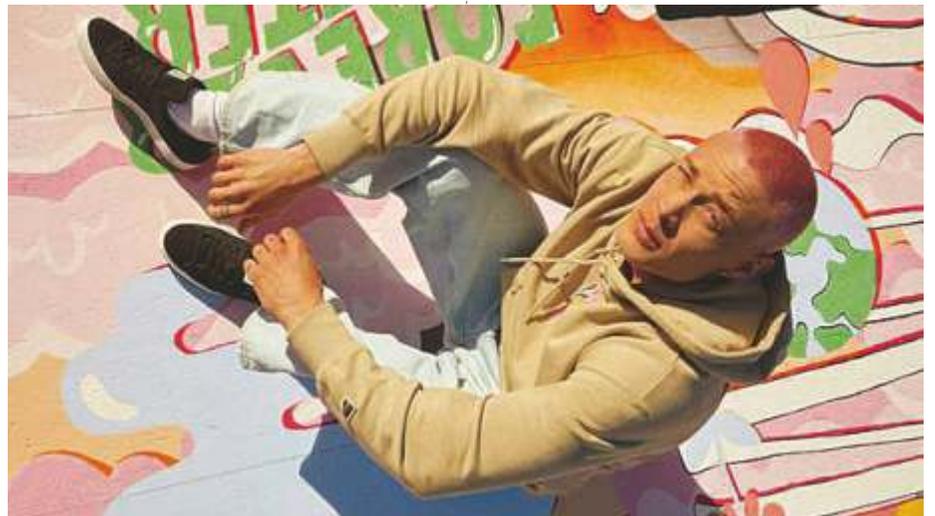
The "do good, look good" capsule features apparel pieces that are clean and minimal with fun, playful graphics, created with at least 30 percent recycled cotton. While the footwear designs feature at least 20 percent recycled materials at the upper and bear the legend "respect mother earth".

The new drop is a nod to Puma's challenge to do better across ten social and environmental areas that they believe will have the biggest impact. As part of their 10for25 strategy, Puma is aiming to increase the proportion of sustainable raw materials used to make products by 2025. This includes committing to sourcing 100 percent of cotton,

polyester, leather, down feathers, and cardboard from more sustainable sources.

Puma's 'Down to Earth' collection is available from Puma stores and online at Puma.com, with prices starting from 25 pounds.

Image Courtesy - Internet





SMART WATCHES

The infamous calculator watch has been around since the 1970s, but smart watches have finally reached the point that they're, well, smart. From running apps, to displaying smart phone notifications, to monitoring your heart rate, the latest crop of smart watches do a lot more than just tell time. But which one should you buy? We've rounded up our top-rated options to help you decide. It's also important to know what to look for, so keep the following advice in mind when shopping around.

PICK A WATCH THAT WORKS WITH YOUR PHONE

Naturally, the first thing you'll want to consider when buying a smart watch is compatibility.

All Apple Watch models run watch OS, Apple's smartwatch operating system, and connect strictly to iOS-powered devices, so they're iPhone-

only. Samsung's latest smartwatches, the Galaxy Watch4 and Watch4 Classic, run the new Wear OS platform, and only work with Android.

Meanwhile, all the other models on this list work with both Android and iOS smartphones.

THE BEST SMARTWATCH APPS

What separates a smartwatch from a dumb watch? Lots of things, but as smart phones have taught us, apps might be the most important.

Most of the watches we like feature full-fledged app stores, bringing everything from Spotify and Yelp to—yes, a calculator—to your wrist. Much like smart phones, app availability is a good way to determine which product to get, so make sure to check out the app selection for each watch before buying in.

APPLE WATCH SERIES 6

If you're looking for apps, Apple is your best bet. The Apple Watch has the largest number of high-quality apps and big-name developers, by far.

Wear OS also has its fair share, but third-party developers still seem more interested in creating for



Apple wearables. But now that Wear OS is running on Samsung's latest smartwatches, it might garner more developer interest.

In the Google Play Store on the Galaxy Watch4 series, you can already find some big name apps like Any.do, AccuWeather, Citymapper, Google Fit, Google Keep, Google Pay, Google Slides, IFTTT, iHeartRadio, Lifesum, Nike Run Club, Kamoot, Pandora, Shazam, Telegram, and Todoist. Moreover, Samsung and Google say YouTube Music and Bitmoji, as well as revamped versions of Spotify, Calm, Strava, adidas Running, Swim.com, and Flo Period Tracker, will also be coming to their unified Wear OS platform.

Still, some popular apps available on the Apple Watch are missing from Wear OS, including Audible, CNN, Facebook Messenger, ESPN, Runkeeper, Starbucks, The Weather Channel, and Uber.



Samsung Galaxy Watch4 Classic

SMART WATCHES VS. FITNESS TRACKERS

Unless you want a gadget on both of your wrists (not the best look), you'll want a smart watch that can do double duty as a fitness tracker—or any other wearable gadget you were thinking about getting. Most smart watches are capable of tracking basic activity, like steps, but you need to pay close attention to any additional

features.

The Apple Watch Series 6, for instance, features GPS so it can track your runs without the help of a companion device. It also has a heart rate sensor, an ECG function that allows you to generate a PDF of your heart rhythm you can share with your doctor, and an SpO2 sensor that measures your blood oxygen saturation level on demand. The Samsung Galaxy Watch4 also offers ECG and SpO2 apps. Of course, they're among the most expensive products on this list.

The Fit bit Versa 3 costs less and tracks plenty of fitness and sleep metrics, but has less in the way of third-party apps, so there's some trade-off.

Look closely and choose a watch that tracks the activities and health metrics you want to monitor.

Does Your Smart watch Need Cellular Connectivity?

A cellular connection allows you to make calls, send texts, stream music, download apps, and do anything else that requires an internet connection, without actually needing to be connected to your phone. The cellular Apple Watch Series 6 carries a \$100 premium over the standard version, and you also have to pay to add it to your phone plan—most carriers charge an additional \$10 per month.

Whether this convenience is worth it for you depends on what you plan to

use your watch for. If you want to be able to stream music while you exercise, but you want to leave your phone back in the locker room or at home, a cellular connection can certainly come in handy. If you always have your phone on you, however, you can probably save the money and skip it.

HOW LONG DO SMART WATCHES LAST?

You don't want a smartwatch with good battery life, right? Good, because you're not going to get it. Watches with full-color, smartphone-like displays, like the Apple Watch and Wear OS watches, only last for about a day on a single charge. Features like always-on displays and GPS tracking are handy, but they drain battery life quickly.

The Series 6 only gets around 18 hours of battery life, so you'll need to find some time to charge it during the day if you plan to use the sleep tracking feature. That could mean sacrificing some activity tracking during the day.

In general, you'll get the best battery life with one of the Fit bit watches. They typically last around six days before needing a charge. That means you can wear them to bed to track your sleep, something you can't do with a watch that needs to be charged every night.



Fitbit Versa 3

HOW MUCH SHOULD YOU SPEND ON A SMARTWATCH?

Smartwatches can be very expensive, but that doesn't mean you need to spend a lot of money to get a good one. Yes, the \$1,229 Apple Watch Hermès is sure to draw a lot of attention, but for that price, you could buy five Fitbits.

If you're a first-time smartwatch buyer, you might want to think about going the less-expensive route in case you wind up not wearing it all that much. The \$20 Wyze Watch and the \$159 OnePlus Watch are two affordable options, but be sure to read our reviews so you're aware of their limitations before spending your money on them.

features, and useful calling and texting features. The Galaxy Watch4 and many other Android-compatible watches support standard watch straps, making your aesthetic options virtually limitless.

The Fitbit Versa 3 is another good option. With support for smartphone notifications, Amazon Alexa, Fitbit Pay mobile payments, Deezer and Pandora music and podcast storage, and Spotify music controls, the Versa 3 is one of the most feature-rich Android-compatible smart watches in its price range.

in mind that smart watches are still gadgets. The coming year is sure to bring new iterations of pretty much every watch on this list, not to mention plenty of completely new ones.

The battle for wrist real estate is quickly heating up. That's good news for consumers, since it's likely to result in even better—and better-looking—devices. I wouldn't be surprised if this list reads completely differently the next time you see it. But if you're looking for the best smart watch available today, the options here are the finest we've seen so far.



Garmin Lily

THE BEST ANDROID WATCH

As mentioned, with the exception of the Apple Watch, all of the models on this list work with Android.

The Samsung Galaxy Watch4 is our current favorite for its streamlined design, excellent health and safety

BUY IT FOR LOOKS, DON'T BUY IT FOR LIFE

Let's not forget: You're also going to wear this thing. And unlike your Timex, it's probably not going to remain in style for years. Smart watch design is rapidly changing, so hold out until you find something you actually want to wear. And keep



Mrs. Paru Jayakrishna - CMD

ASAHI SONGWON LTD.

Customer centric

W HAT ARE ASAHI SONGWON COLORS LTD.'S CORE VALUES ?

The Core values of Asahi Songwon Colors are as under:

- Team Work
- Integrity
- Professionalism
- Transparency
- Business Ethics

HOW DOES ASAHI SONGWON LTD. DIFFERENTIATE ITSELF FROM THE COMPETITORS?

Asahi Songwon colors Ltd. is different from its competetors in following areas:

- Quality Product Supplier
- REACH Compliance
- Zero Defect & Timely shipment
- Customer Satisfaction
- Technology

WHAT ARE THE PLANS FOR THE FUTURE IN TERMS OF EXPANSION & GROWTH ?

The Company has already set up an Azo Pigment Plant at Dahej in joint venture with TTC of UK.for future Growth.

The Pigment alpha Blue is running with full capacity and company is hopeful to double its capacity in next one year.(Expansion)

The CPC Blue Crude Plant is running at fullest capacity and achieved the maximum production. The company is planning to enhance its capacity in near future.(Expansion)

The Company has identified certain API's (Active Pharmaceutical

Ingredients) who are having good demand in India & abroad. The working on these API are under progress.(Future Growth Plan)

WHAT ARE STRATEGIES DOES ASAHI SONGWON LTD.IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG TERM RELATIONSHIPS WITH KEY SUPPLIERS?

Asahi Songwon Colors Ltd. has taken many steps to build the relationship with Overseas Buyers. Few strategies are highlighted as under:

- Complying the regulations enforced in Buying Country.
- Timely Shipment and Processing of Documents within short time.
- Measuring the Customer satisfaction in terms of Repeated orders / Solving Complaints / Timely Payment / No Penalty imposed / Pre Shipment sample approval / Price / Credit Limit.
- Conducting Ecovadis audit as stipulated by Key Buyers.

WHAT ARE SOME OF THE KEY GOALS MR.PARU M JAYKRISHNA AND ASAHI SONGWON LTD.; HAVE ACHIEVED SINCE THEY HAVE BEEN THERE ?

The Company has achieved following key Goals since its inception:

- Asahi is one of the largest Manufacturer and Exporter of CPC Blue crude in India. (2021)

- Joint Venture with Songwon Colors Co.Ltd.of South Korea. (2005-06)
- Technology tie up with DIC corporation of Japan to manufacture Pigment Beta Blue.(2007-08)
- First time Pressure technology being adapted by Asahi Songwon Colors Ltd.in India.(2005) - in CPC Blue Cruide
- Additions of New Products in Asahi's Baskets every year:
- Pigment Beta Blue - 15.2/15.3(2008)
- Pigment Alpha Blue - 15.0 / 15.1(2020)
- Ammonium Sulphate (Powder) from Waste Liquor(2009) - made from waste ammonia water
- Recently Entered into Azo Pigment Business with Jt.Venture with TTC Group of UK.(2021)
- Setting up of an R&D centre to develop High Performance Pigments at Padara Location. (2012)

RECIPIENTS OF MANY AWARDS FROM STATE AND CENTRAL GOVERNMENT AGENCIES:

- A.Best Exporter Award from CHEMEXCIL.
- B.Adjudged as Best SME by Bradstreet & Fullerton in 2008.
- C.Best Export Performance award by Govt.of Gujarat.
- D.Best Exporter Award from GDMA - No.of times.



THERE'S A VACATION. THEN, THERE'S A VILLA VACATION.

We've located the ideal villa properties in some of the world's most popular tropical destinations – Turks & Caicos, Greece, Thailand and the Maldives. Features such as in-villa wine cellars and private guest beaches make these spots special. But what really catches our eye, (and protects our pocketbook),

is the fact that each of these luxury villas has been verified* for having a best rate guarantee when you book directly with them.

Pop the bubbly and read on, because you're about to embark on an international journey for the best possible price. And once you arrive, you'll have an entire villa to celebrate in.

GREECE

Mykonos Village

Pristine beaches and endless views of deep blue are perfectly placed against cool white architecture. Notorious for nightlife, yet home to relaxing spas and world-class eateries, Mykonos attracts solo jetsetters and travel groups alike. These villas are the epitome of Grecian luxury, with open-air floor plans and private infinity pools. With town centre close by, the cosmopolitan buzz is just a quick shuttle away.

SANTORINI VILLAS

An island that became famous following a volcanic eruption, Santorini has made its mark in the luxury travel world. Radiating romance and delivering unmatched views, it's obvious why. The town's history can be felt in these classy, traditional villas and its fresh fish can be enjoyed at a collection of nearby culinary dives.





TURKS & CAICOS

North Shore

Tucked away on a ten-acre beachfront enclave in Providenciales, these villas embody premier island living. They're positioned amongst dense and bright vegetation, each complete with a private beach. Inspired by an open Caribbean living concept, the vacation homes feature wide glass doors, multiple terraces, private infinity pools and outdoor showers. Elevated views of the North Shore, Princess Alexandra National Park and the barrier reef make for a well-rounded experience of the entire island.

LONG BAY

The five brand-new, custom-

designed villas of Long Bay are perched upon a 3-mile white sand beach – a beach that just so happens to rank among the Top Ten in the world. Occupying its own 0.7 acres of oceanfront property, each villa has much land to wander and discover. Because of the area's trade winds, the turquoise waters are ideal for water sports and kite boarding.

THAILAND

Phuket Villas

Perched upon the northern tip of Phuket Island, Anantara Mai Khao Phuket Villas sit atop a golden beach outlined by a lush national park. Three miles of shoreline property is home to an array of villa styles – from spacious, designer

residences to intimate bungalows for two. Inspired by Southern Thai village living, the popular pool villas are clustered around a lagoon. Activities speak to the local culture, including sunrise yoga, Muay Thai at dawn or Thai treatments at the sanctuary spa. To enjoy a grand view of Thailand's horizon, guests can rent private yachts by day.

MALDIVES

Kihava Maldives Villas

Situated on the Baa Atoll in a UNESCO Biosphere Reserve, Anantara Kihavah Maldives Villas overlook a tranquil lagoon surrounded by jungle. All residences feature the latest in technology via 24-hour iPad concierge, as well as an in-villa wine cellar. For guests looking to explore, the area is known for its snorkeling – done with mantas or Hawksbill sea turtles.

*These properties have been BRG certified by HotelsVillasDirect, the world's largest search engine for top-tier hotels and villas dedicated to offering travelers a best rate guarantee for booking direct. Search Best Luxury Villas for more options.





VIRGIN GALACTIC UNVEILS ITS VSS IMAGINE SPACESHIP

What many in the space industry initially deemed a fool's errand for Elon Musk turned out to be groundbreaking instead. For the longest time, single-use launch systems were the biggest hurdle for commercial space travel. With multiple successes under its belt, SpaceX can now provide services with its reusable platforms. Meanwhile, the unveiling of the VSS Imagine is reminding us that Virgin Galactic is still in the race

Richard Branson's goal to become one of the world's first companies to break into space tourism is clear. While Musk's group seems to be focusing more on growing their presence in the aerospace scene in multiple facets. The VSS Imagine is the first one under Virgin Galactic's Space Ship III classification. From a design standpoint, it shares some elements with the Space Ship Two.

It is eschewing traditional coats of color in favor of something more stunning. There is no doubt that the VSS Imagine will shine like a star thanks to its exterior. Almost every surface boasts a mirror polish finish in silver, with some sections in blue. Overall, it gives off a vibe of advanced aerospace engineering.

Another reason behind this eye-catching scheme aside from drawing

attention is for thermal protection. Virgin Galactic says the Space Ship 3 catalog will "enable improved performance in terms of maintenance access and flight rate" and "will lay the foundation for the design and manufacture of future vehicles."





The Executives India

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