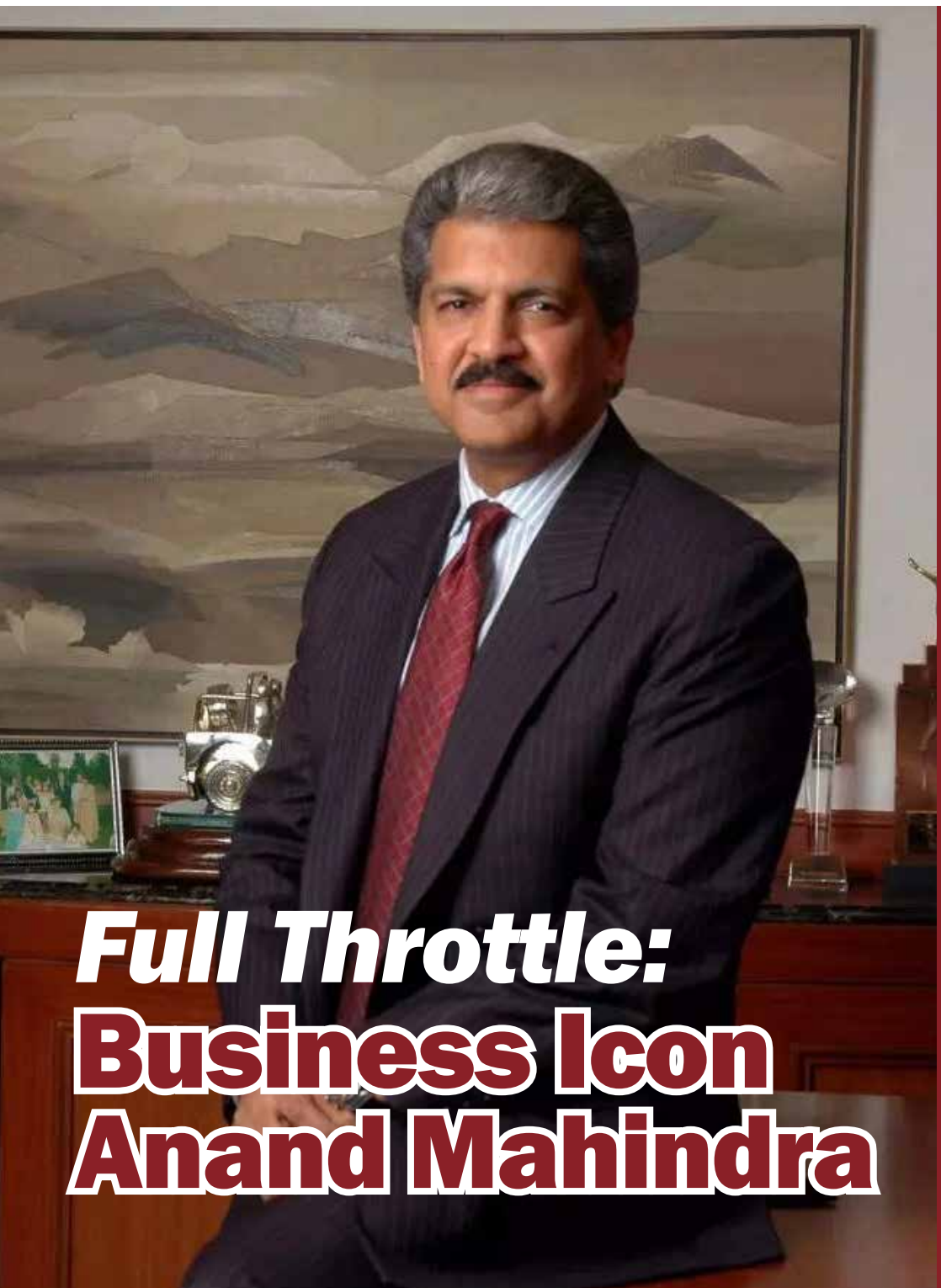
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April 2023



Full Throttle: Business Icon Anand Mahindra

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Innovation, Passion and Trust-Driven by Legacy

FENESTA: INDIA'S NO.1 WINDOWS AND DOORS BRAND

The journey of DCM Shriram Ltd. began humbly in 1889 in the Pre-independent India. Now a ₹ 9849 crore-worth global conglomerate, the group is a leader in Agri-Rural / Chloro Vinyl and value-added businesses.

The reason of its unparalleled success can be traced back to the organisation's passion for changing people's lives with technology and innovation through their brands such as Fenesta.


Factory DCM

Two decades ago, when it set its eye on windows and doors manufacturing, Indian homeowners rarely focused on windows. In the pre-Fenesta era, handmade windows and doors were the norm in India and no carpenter could guarantee the quality and performance of the end product. Moreover, the vagaries of weather would take a toll on wood revealing chinks in the window and door frames. They would shrink in the monsoons, gradually fade and eventually lose their sheen.

With Fenesta, DCM Shriram Ltd. brought about a vivid makeover in people's perception and lifestyle, influencing their notions about health, wellness and aesthetics. The brand made the users shift their focus to the functions and look of a window– the eye of every house, connecting the outside with the inside.

This was because Fenesta, from the very beginning, took into account problem-free living spaces with its deep understanding of the Indian context, climate and local requirements. It didn't blindly imitate European technologies; it rather considered the unique Indian conditions – the everyday menaces like tropical heat, UV rays, monsoons, humidity, coastal winds and noise. The brand knew, from their profound research and extensive study, only robust technology and 21st century innovations could fight those threats.

Hence it introduced ready-to-install uPVC windows and doors – the fruits of brilliant ideas backed by science and eco-friendly practices. Recently, Fenesta has made a foray into the Solid Panel Doors category and Aluminium windows and doors which is re defining luxury quotient of all living spaces. The brand went beyond the market's perceptions and expectations by approaching tactics different from its competitors' and addressing the very needs of Indian homes. Fenesta with its avant garde approach was truly the pioneer in uPVC windows and doors manufacturing in the Indian market.

India's No. 1 Windows and Doors Brand till date, Fenesta has been continually making significant improvements in the lives of its users. And recently it has attained the awe-inspiring milestone of 3 MILLION INSTALLATIONS.

This has been made possible by Fenesta's expansive infrastructure developed over the last two decades. Some of the features of its infrastructure are 365-day customer care support, covid-compliant services across 350+ cities, 7 state-of-the-art manufacturing units, 1500+ trained sales and service staff, 250+ partner showrooms, 9 signature studios and 20 service and support offices. No wonder, the brand has been delivering impeccability and earning trust since its inception.

Fenesta's portfolio comprises mainly three categories: uPVC and Aluminium Windows & Doors and Solid Panel Doors.

New-age Material - uPVC Windows and Doors

While uPVC windows have been a common sight in Europe or North America, one could hardly spot them in India 20 years ago. Fenesta not only introduced these windows but also educated India about their multiple advantages. Perfect for thermal insulation, Fenesta uPVC windows and doors have now become the must-haves of any modern home. These aesthetically designed windows and doors are also energy efficient meaning negligible power bills yet cool indoors.

Aluminium Windows and Doors – Re-defining Luxury

Another technological marvel from Fenesta is its Luxury range of Aluminium Windows and Doors - tensile, malleable and 100% recyclable, reducing deforestation and global warming. Apart from shielding heat, both Aluminium and uPVC windows and doors better the indoor air quality, significantly blocking harmful elements like radon, carbon monoxide, lead, dust and mould. This series is a minimalist, ultra-modern style statement designed to enhance the luxury quotient of living spaces.


Aluminium Lift & Slide Door

Doors to Peace of Mind

Fenesta portfolio also takes pride in the state-of-the-art Solid Panel Doors - made of hybrid polymer which combines the beauty of wood and durability of polymer and engineered wooden doors which combines modern innovations with the traditional designs. They're available as ready-to-install integrated door solution systems, which include the frame, trim, panel, lockset, handle, hinges, stopper, buffer, transportation, installation and post sales service making them a One Stop Door Solution.

Fenesta's sea of designs can be explored from the comfort of home through the user-friendly Fenesta Application and the VR walkthrough of the studio. The app is useful especially during this post-pandemic period. It helps in visualising how the windows and doors will appear once installed in a room. The VR walkthrough of a virtual Fenesta showroom is an innovation to check out the showrooms' look and feel from anywhere, any time.

Attaining the 3 Million Milestone, Fenesta would like to thank its patrons for having faith in the brand. Fenesta is forever committed to upholding that faith and retaining its Most Preferred Brand position in the industry.


Internal Door

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Editor's Note



Anand Mahindra has been one of the few Indian and global leaders in business whose presence has been truly inspiring. In the driver's seat, steering his company ahead of the curve with determination and innovation, Mahindra is a much loved, respected, and admired titan of industry. He's suave, sharp, and unafraid of speaking his mind. What's not to love about him?! **'The Cover Story'** is a fitting tribute to the witty, willful and wise Anand Mahindra.

Our **'Legends & Achievers'** segment is packed with celebrated names who are game changers. From designing maestro Tarun Tahiliani, to India's doughty Finance Minister Nirmala Sitharaman, to Google and Alphabet top boss Sundar Pichai, to cricketing legend Mohammad Azharuddin, to strong-willed actress Disha Patani, to entrepreneur and philanthropist Neeti Goel, to construction princess Ayushi Ashar... all these stalwarts are focussed on their personal and professional growth. Acing the daily grind and reaching for the stars with firmness of purpose.

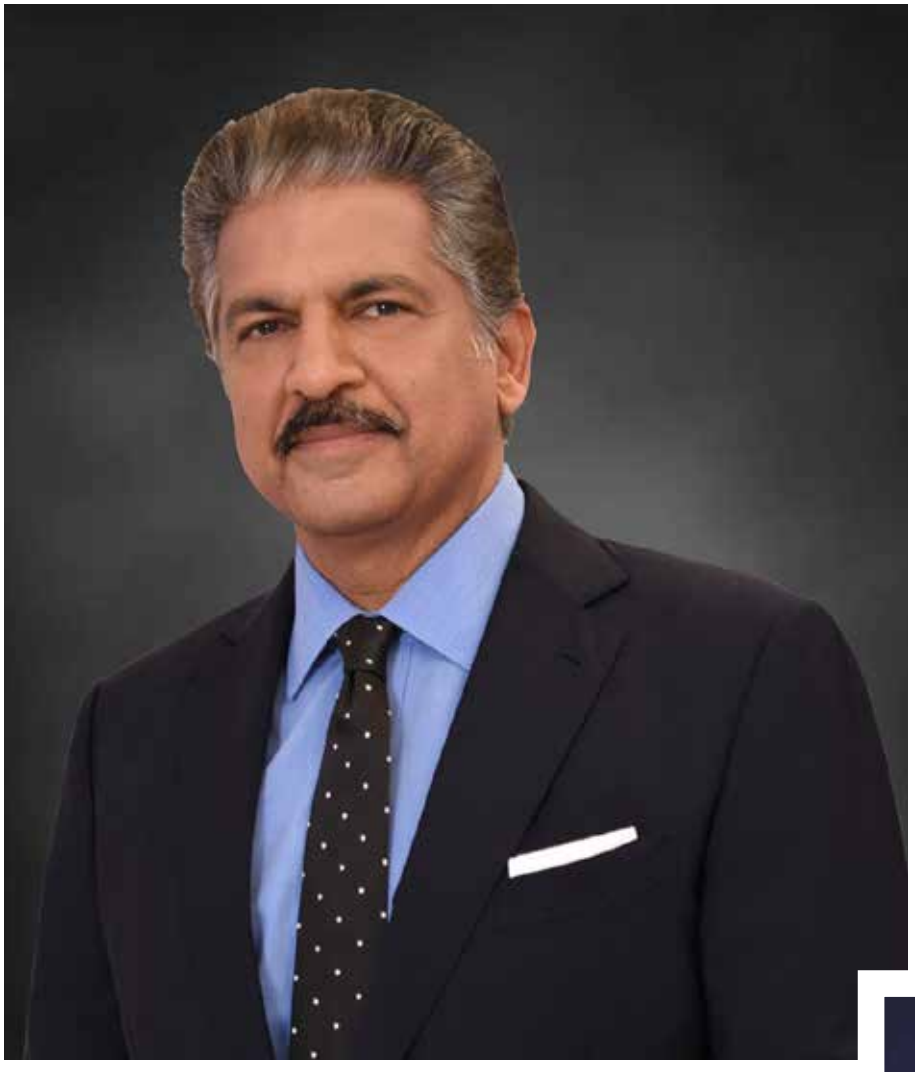
Coming up next is our **'Lifestyle'** section that brings you the buzz on living it up! Celebrity fitness trainer Yasmin Karachiwala leads the pack, what with almost every bigtime Bollywood star training with her to achieve the perfect bod! Then revving it up for us is the stunning tale behind the world's most iconic automobile brand – Ferrari. A brand that symbolises beauty, desire, luxury, and excitement. What began in the 1940s as Enzo Ferrari's racing enterprise has since evolved into a hallowed lifestyle...

Physically or metaphorically, get into the fast lane with Ferrari. Live with vim and vigour. Make style and purpose your constant companions. Speed on and enjoy the drive!

- Andrea CostaBir

Photograph: Viraj Shirodkar

The Mahindra Man



India's billionaires might know a lot about big business but some of them could learn a thing or two about acquiring a solid fan base from fellow billionaire and Chairman of the Mahindra Group and Mahindra & Mahindra Ltd - Anand Mahindra. A pro-Twitter user, Mahindra regularly shines a spotlight on Indian talent, often sharing interesting anecdotes and insights on the platform, engaging effortlessly with his approximately 10.3 million followers. In fact, when he touched 10 million followers in November 2022, he marked the milestone by sharing a funny gif along with the caption, "My reaction when I saw this milestone in the number of followers. Hard to believe I have a family this large. (Clearly violating Family Planning guidelines!) A huge thank you to all for your interest and your belief in me. Let's stay connected."

He also handles the occasional jabs and thrusts on the social networking site with flair. When a user responded to a comment about his 'French son-in-law', asking him, "None of my business But why not an Indian son-in-law?" Mahindra tweeted back, "Because that's none of my business either. My daughters, on their own, chose their life partners. And I'm proud of them for that."



His unstinting efforts have ensured that it can never be said of Anand Mahindra that "he inherited everything and that his parents gave him everything on a silver spoon".

By Nichola Marie



Turning its attention to India's burgeoning electric vehicle (EV) segment, Mahindra has announced plans to set up a subsidiary to focus entirely on building EVs.

Scroll further on his feed, and you realise he also regularly uses the platform to address professional complaints and requests. A tweet urging him to "pay some attention to your service initiative too," was promptly met with a response from Mahindra customer care, requesting the user to share his contact details so his query could be appropriately addressed. Another tweet by a son, wishing for the earliest delivery of an XUV for his 73-year-old father, is also courteously answered, with the team responding, "We are more than eager to get your vehicle delivered. Had the situation been normal with streamlined supplies, we'd have been in a better position to deliver quicker."

This is, after all, Padma Bhushan-winner Anand Mahindra, the man who has gone on record to say, "I did not want to end my life where no matter how successful I was in business, (people shouldn't say) he inherited everything and that his parents gave him everything on a silver spoon."

An Abundance Of Achievements

Under his tenure, the Group has expanded domestically and internationally into a range of major industrial sectors from automobiles and agriculture to IT and aerospace. The company developed through both green-field business development and acquisitions, such as Swaraj Tractors, Reva Electric Car Company, Satyam Computer Services, Peugeot Motorcycles, Aerostaff Australia, Holiday Club Resorts, and Pininfarina S.p.A.

Change has been underway at Mahindra & Mahindra, the flagship automobile business of the Group. In just two years, since the beginning of 2020, Mahindra & Mahindra reinvented itself, with its market capitalisation growing two-fold.

Anand Mahindra has served on several influential bodies, national and international, including the UN Global Compact Board, Global Board of Advisors of the Council on Foreign Relations, World Bank Group's Advisory Board for Doing Business and the International Advisory Council of Singapore's Economic Development Board.

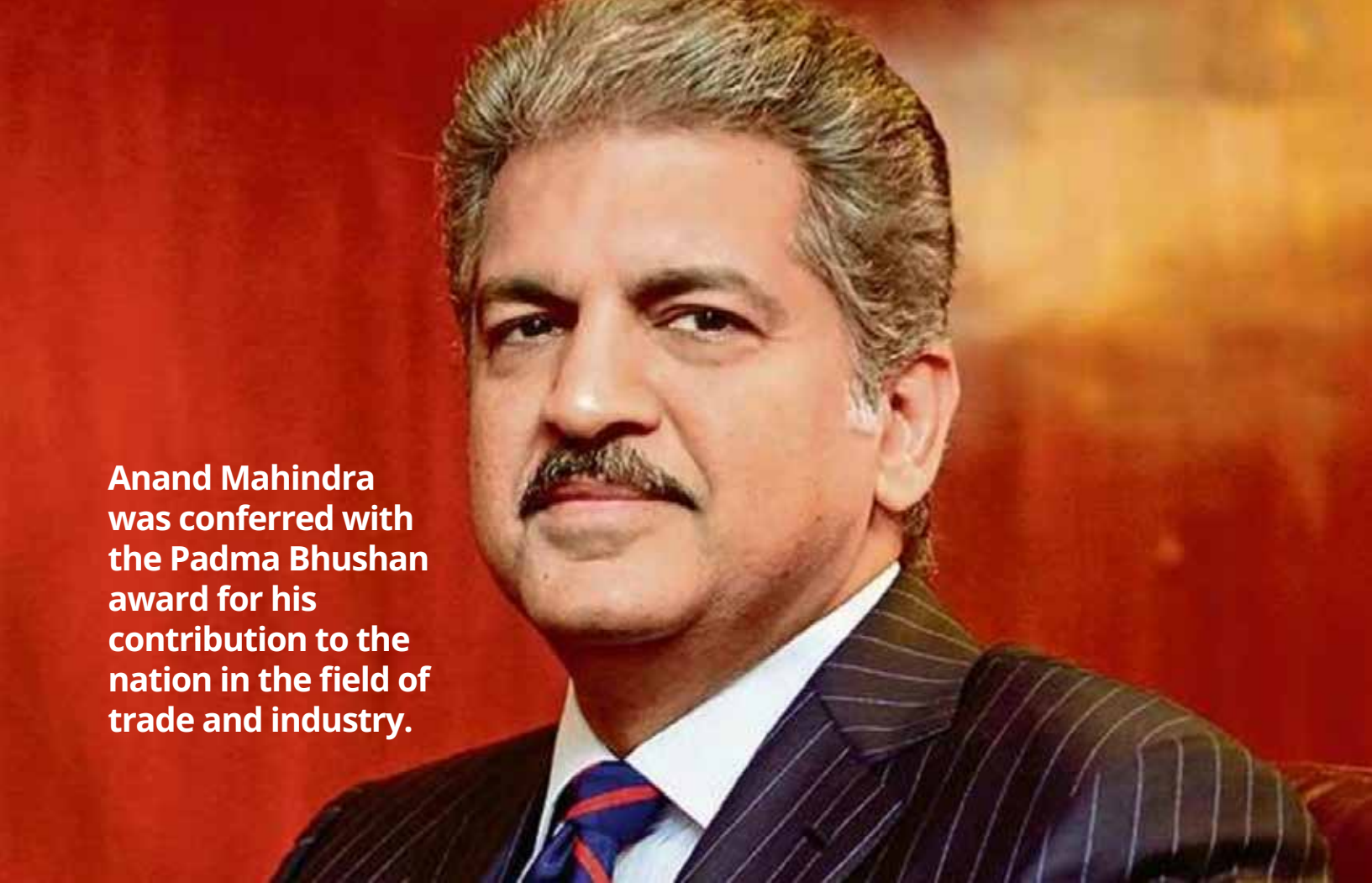


He has also been President of The Confederation of Indian Industry and served on the boards of the National Stock Exchange of India and the National Council of Applied Economic Research. He is currently on the board of Invest India, the National Investment Promotion and Facilitation Agency.

Besides the Padma Bhushan award, India's third highest civilian honour, which he was decorated with in 2020 for his contribution to the nation in the field of trade and industry, his cap flaunts myriad feathers. Named in Barron's List of Top 30 CEOs worldwide (2016) and 'Fortune' magazine's list of the World's 50 Greatest Leaders (2014), he was also bestowed with the Best Transformational Leader Award by the Asian Centre for Corporate Governance & Sustainability (2012). Appointed 'Knight in the National Order of the Legion of Honour' by the President of the French Republic (2016), three years earlier, he had been conferred the 'Grand Officer of the Order of the Star of Italy', by the President of Italy.

An incisive business commentator and humanitarian, his many social change initiatives include the Nanhi Kali programme, which, over the last two decades, provided over 330,000 underprivileged girls access to high-quality education. He is also Chairman of the Board of Naandi Foundation, India's leading NGO focused on educating girls, skilling youth and providing sustainable livelihoods to small farmers through biodynamic agriculture. Besides this, he serves on the Founders' Board of The Rise Fund, a US$2 billion impact fund.





Anand Mahindra was conferred with the Padma Bhushan award for his contribution to the nation in the field of trade and industry.

"We've never viewed ourselves strictly as a family company... There are absolutely no dynastic inclinations in my family. When I said I want to be a filmmaker, my father said fine. And when I said I'm coming into the business, he said fine. We have a tradition of allowing our children to follow their hearts. And that's what my daughters are doing and I'm very pleased."

-Anand Mahindra



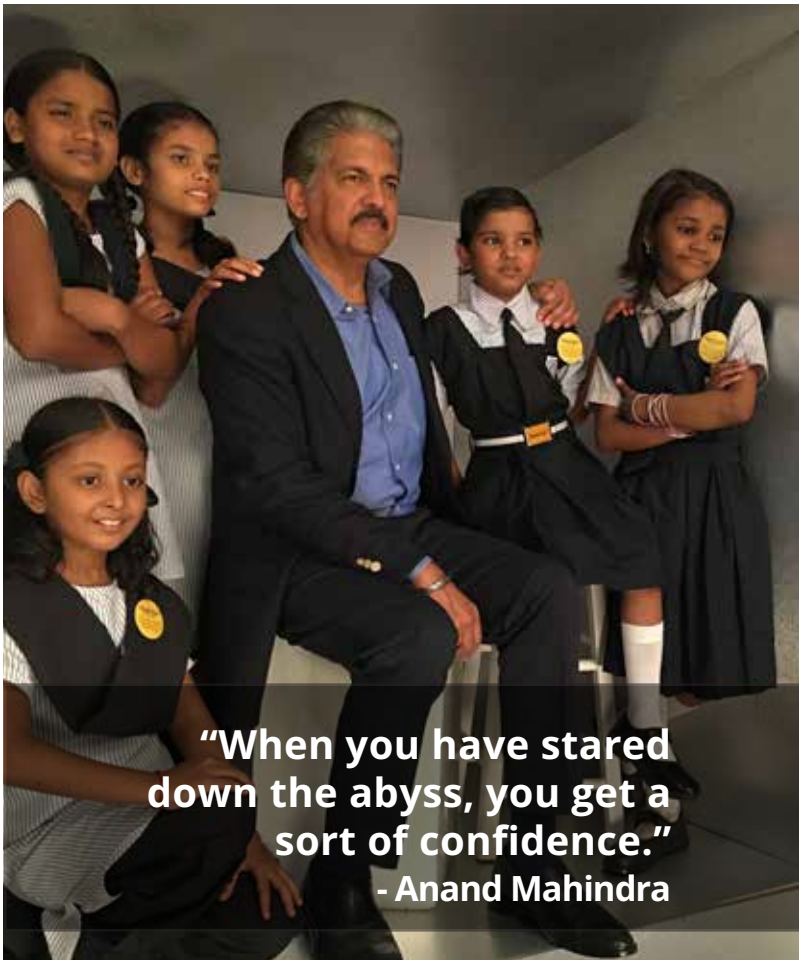
A strong votary of arts and culture, the company's festivals and awards such as Mahindra Blues, Mahindra Excellence in Theatre Awards and Mahindra Sanatkada celebrate and nurture music, theatre, culture, art and history in India. He is also a member of the Global Advisory Council of the Lincoln Center, New York, and has previously served on the Board of Trustees of the Natural History Museum of London.

In the field of sport, in 2014, he founded the Pro Kabaddi League to popularise the ancient and popular Indian game of kabaddi. The league, televised through the STAR television network, aims to create a new popular fan following for the game.

The Rebel Years

And to think that, back in his teenage years, he had nearly joined the Communist Party of India! It was during the time he was studying Architecture at the Sir JJ College of Architecture, where student protests had erupted at the time. Wearing a headband across his long hair, and holding on to his T-square, he would participate in the protest at Bombay's Flora Fountain, for the college to be brought under the accreditation system. The CPI lost a possible card-holding member when he left for Harvard to study — surprisingly for the heir to a growing business company — the liberal arts! Graduating Magna Cum Laude from Harvard College (1977), he majored in filmmaking and photography. Encouraged by his parents Indira and Harish Mahindra, he even made a film on India's famous Kumbh mela. He would go on to earn an MBA from Harvard Business School (1981) before joining Mahindra Ugine Steel Company Ltd. He was Executive Assistant to the Finance Director, Mahindra Ugine Steel Company, and in 1989, became the President of MUSCO. He expanded Mahindra Ugine Steel Company into the sectors of real estate development and hospitality. Thereafter, he took on the duty of Deputy Managing Director of India's largest automobile company, Mahindra & Mahindra Group, in 1991. In April 1997, Anand was appointed Managing Director and in 2001, became Vice Chairman of Mahindra & Mahindra Ltd. In 2003, he became Vice Chairman of the Mahindra Group, which is amongst the top 10 industrial houses in India. In 2002, the Group introduced the Scorpio, an indigenously developed SUV, which helped give it a global identity and built positive impressions for the Group.





"When you have stared down the abyss, you get a sort of confidence."
- Anand Mahindra

Family Ties

Grandson of Jagdish Chandra Mahindra, co-founder of Mahindra & Mahindra, Anand Gopal Mahindra was born on May 1, 1955 in Bombay. His father, Harish Mahindra, was an industrialist and his mother, Indira Mahindra, a homemaker. The billionaire, who turns 68 this May, has two siblings - Anuja Sharma and Radhika Nath.



An incisive business commentator and humanitarian, his many social change initiatives include the Nanhi Kali programme, which, over the last two decades, provided over 330,000 underprivileged girls access to high-quality education.

In August 2012, he took on the role of Chairman of the Board and Managing Director of the Mahindra Group from his uncle, the late Keshub Mahindra. In 2020, he became Non-Executive Chairman, relinquishing the day-to-day running of the Group to professional management led by MD & CEO Anish Shah.

On appointing Shah, Mahindra had pointed out that one of the reasons the Group had succeeded and thrived over the past 75 years was that they were good at introducing change in the right measure at the right time. For the Chairman of the US$19 billion Mahindra Group, his move to bring in professionals reaped rewards, as evinced in its ₹557.5 billion revenue in the fiscal year 2022. The Group, whose business spreads across 22 industries, has witnessed an astonishing transition.

The Better Half

Anand Mahindra and his wife Anuradha are one of Mumbai's most handsome couples. Though active on the social circuit, they maintain a low-key image. Anuradha is a journalist and the founder, editor and publisher of 'Verve' - a lifestyle magazine for women. She is also known for her philanthropic work. The two met while Anuradha was a student at Sophia College, Bombay. At the time, Anand was making a student film for his Bachelor's programme in Indore. They hit it off and there was no looking back. He later proposed to her with his grandmother's engagement ring – Anuradha considers it one of her favourite possessions. Taking a semester off from his studies, Anand married Anuradha, post which they left for the US. While there, Anuradha completed a communication programme at Boston University. Later, she pursued a career in journalism and publishing, going on to become editor-in-chief of 'Rolling Stone India'. She has also been a valuable supporter of the creative arts. Besides being part of the advisory council for ARTISANS, supporting a sustainable marketplace for indigenous art and crafts, she is also on the advisory board of The India Story, showcasing contemporary Indian design and arts.

Among her philanthropic works, she serves as a trustee for the KC Mahindra Education Trust, which provides educational and financial support to thousands of underprivileged children.

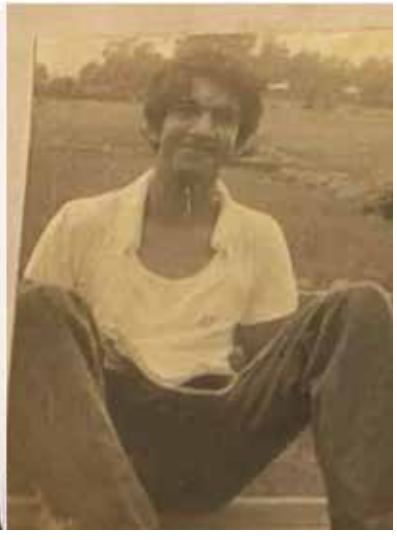
A New Phase Of Growth

Change has been underway at Mahindra & Mahindra, the flagship automobile business of the Group. In just two years, since the beginning of 2020, Mahindra & Mahindra reinvented itself, with its market capitalisation growing two-fold. This has been mainly achieved by the company's renewed focus on building true-blood SUVs. As the brand gains acceptance as India's top automaker — it is reportedly the country's fourth-largest — increased demand is exceeding supply, as the wait for some of its popular SUVs can stretch for up to 16 months. The excitement started with the launch of the second-generation revamped Mahindra Thar in 2020, 10 years after it had been originally launched in 2010. Rugged and refreshed, it targeted the urban clientele, in a daring attempt to reclaim turf in the domestic automobile market, and it worked.

It also re-introduced its flagship XUV 700. Hitting the goldmine again, it has become one of the best-selling cars in India today, with bookings crossing 10,000 units a month. It also launched the next generation Mahindra Scorpio, matching an all-new design with a price that's virtually half that charged by its competitors for similar features.





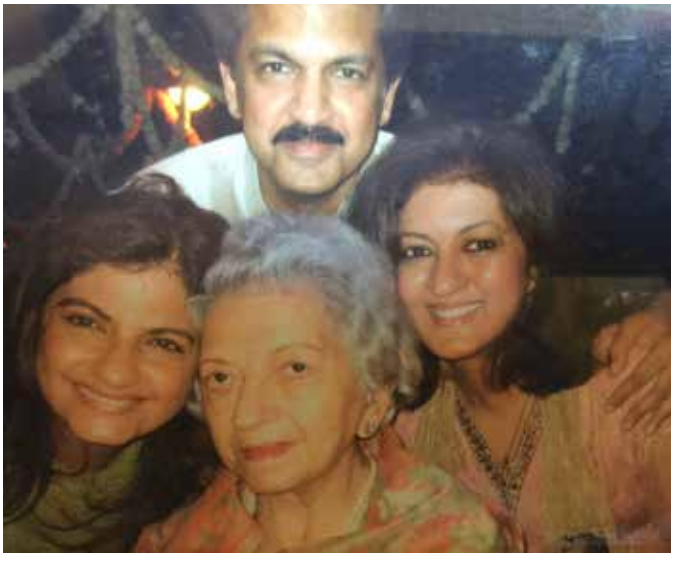


In 2020, he became Non-Executive Chairman, relinquishing the day-to-day running of the Group to professional management led by MD & CEO Anish Shah.

Following Their Hearts

The couple has two daughters - Divya Mahindra and Aalika Mahindra, both living in New York. Holder of a Bachelor in Fine Arts degree from Parsons School of Design – The New School, Divya's LinkedIn bio describes her as Art Director (New York) at 'Verve' magazine, India. She is married to Jorge Zapata, a New York-based architect, who has a degree from the Yale School of Architecture. Based in New York, Aalika Mahindra has been Editorial Director, 'Verve', since 2018.

When Anand Mahindra was asked why his daughters hadn't joined the family business, he quipped, "In my case, my daughters have made their own choice... We don't view Mahindra as a family business. My grandfather and granduncle started it in a wave of patriotism in 1945 and saw themselves as custodians of public money and trust. So, we've never viewed ourselves strictly as a family company... There are absolutely no dynastic inclinations in my family. When I said I want to be a filmmaker, my father said fine. And when I said I'm coming into the business, he said fine. We have a tradition of allowing our children to follow their hearts. And that's what my daughters are doing and I'm very pleased."



The company suffered through a lean period, during which it unsuccessfully experimented with expanding its foothold in the different segments of India's automobile sector. After this debilitating period, it regrouped to focus on its core area of expertise.





Anand Mahindra graduated Magna Cum Laude from Harvard College, majoring in filmmaking and photography.

The Turnaround

The company suffered through a lean period, during which it unsuccessfully experimented with expanding its foothold in the different segments of India's automobile sector. After this debilitating period, it regrouped to focus on its core area of expertise. As an Executive Director of the company had explained, they decided to focus on and tweak their own strengths, rather than ape what the others were doing.

The recent turnaround has resulted in Mahindra coming back into the fight. As of February 2022, the company had a market share of 9.13%. While its commercial vehicles division saw a nearly 5% growth in market share, it is currently the second-largest commercial vehicle maker in the country. Mahindra is also the largest tractor maker in the country, accounting for 40% market share, as well as the largest electric three-wheeler maker with a share of 70%. In October last year, the company recorded sales of 50,000 units of tractors for the first time in a month. The previous year, the company produced 355,000 tractors, the highest ever production in a year. It claims that its tractors are now present in all the habitable continents in the world. What's more, were production not hampered by the global shortage of semiconductors, it would have also sold many more cars.





The Future Is Electric

Turning its attention to India's burgeoning electric vehicle (EV) segment, Mahindra has announced plans to set up a subsidiary to focus entirely on building EVs. Mahindra is looking to launch five new electric SUVs in India and in overseas markets between 2024 and 2026. As Anand Mahindra vouched, "We are spending a significant amount of money on electric. We are ahead of the game." The company has roped in British International Investment (BII), the UK's development finance institution, to invest in the new subsidiary.

In August 2012, he took on the role of Chairman of the Board and Managing Director of the Mahindra Group from his uncle, the late Keshub Mahindra.

The new EV company will focus on four-wheel passenger EVs. The total capital infusion for the EV company is envisaged to be approximately ₹8,000 crore / US$1 billion between FY24 and FY27 for the planned product portfolio. Mahindra is hoping to see, by FY27, EV penetration of between 20% and 30% in its portfolio.

As Puneet Gupta, director for automotive forecasting at market research firm S&P Global Mobility, puts it, "This year (2022) has been the best year for Mahindra. They have been growing phenomenally for the past few years, largely because of some of the alliances that they put together in the past. That has led to a drastic improvement in the product. Now they have been focusing on realigning the organisation and the new management has brought about fresh thinking, and in the process are consolidating the business."

The conglomerate is also gearing up for more growth across the numerous businesses in which it currently has footprints, including Mahindra Lifespace Developers with a presence across 15 countries and more than US$1 billion in market capitalisation; Tech Mahindra, with a market capitalisation in excess of ₹1.02 lakh crore, and among the country's biggest IT services companies; its logistics business; a used-car business; and the Club Mahindra hospitality business. As they predict, Anand Mahindra's ranking in the billionaire club is set to only climb higher!

A Wellness Strategy

Renowned doctors share their insights on caring for your bones, and ensuring that your body gets its regular intake of vitamins.

Bone Ready

Dr Abhijit Kale

MS Ortho, D'ortho FCPS, Consultant Joint Replacement & Spine Surgeon, Mumbai



Osteoarthritis is a common disorder that affects the joints in the body. It leads to structural changes in one or more joints, which results in discomfort and loss of function. Age, gender, obesity, joint traumas, abnormalities, genetics, and other joint illnesses are some of the risk factors for osteoarthritis, yet its precise cause is still unknown.

Osteoarthritis typically manifests in people in their late 40s, this may be a result of the physical changes that occur with aging; osteoarthritis is more prevalent and severe in women. Primary symptoms of osteoarthritis are pain and stiffness in the affected joints.

By taking proper care of yourself, you can avoid joint issues. Collagen supplements help reduce knee joint problems. Calcium and vitamin D supplements can be utilized to build bones. A healthy body depends on a balanced diet. If you have osteoarthritis, it's crucial that a medical expert develop a personalized osteoarthritis care strategy for you. The optimum management strategy is typically one that prioritises non-surgical treatment.

Precautions to be taken:

Exercise daily for at least 20 minutes.

Weight loss and a balanced diet.

Get sunlight for 15 minutes a day.

Healthy Bones

Dr Kunal A Shah

MS (Orthopedic), DNB, Consultant Orthopedic & Joint Replacement Surgeon, Mumbai

Osteoporosis, a condition marked by decreasing bone strength, is common in postmenopausal women, but it can affect both men and women as they age or have significant risk factors for bone demineralization. Bone fracture risk is increased by osteoporosis. While fractures can happen at practically any bone site, vertebral and hip fractures are its main clinical symptoms. Over half of all women above the age of 50 may experience a fracture of the hip, wrist, or vertebra.

Weaker bones are the result of your body reabsorbing calcium and phosphate from your bones as you age, as opposed to keeping them there. Certain medical diseases that produce greater body inflammation, having a family history of bone loss, a decline in estrogen in women during menopause, and a decrease in testosterone in men as they age are other causes of bone loss.

Your body requires calcium and phosphate to build and maintain strong bones. Altering your food habits, supplementing with calcium and vitamin D, and regular exercise are some examples of lifestyle modifications necessary during the treatment of osteoporosis.



How to prevent osteoporosis?

- Avoid consuming a lot of alcohol.
- Avoid smoking.
- Exercise frequently.
- Consume protein and calcium-rich foods like milk and milk products.

Child's Play

Dr Indu Khosla

Consultant Pediatrician and Pulmonologist, MD, DCH, RCPCH, Fellow in Ped. Pulmonology; European Diplomate in Pediatric Respiratory Medicine; International Sleep Expert; Diploma in Pediatric Sleep Medicine (GCI) The University of Colorado; Winner of Maneckji Firojsha Gold Medal in Pediatrics; NH SRCC Hospital, Nanavati Max Super Specialty Hospital, Director - Dr Indu's Newborn and Child Care Centre.



Reports from various parts of India across age groups have reported vitamin D deficiency to the tune of 30-90%. Less than 10% of vitamin D is derived from the diet, while close to 90% is synthesized in the skin with sunlight exposure. Socio-cultural practices, darker pigmentation, a diet low in calcium and high in phytates and oxalates which depletes vitamin D, absence of fortification with vitamin D, and environmental pollution are some reasons for vitamin D deficiency in Indian children.

Deficiency of vitamin D may result in rickets in an infant or adolescent, or osteomalacia and muscle weakness in an older child. Vitamin D deficiency may also have a negative impact on the peak bone mass resulting in low bone mineral density in childhood, which may subsequently result in weak bones in adulthood.

Calcium strengthens bones as the body grows. Vitamin D helps the body absorb calcium which is the building material of bones, also phosphorus is a mineral that helps in the formation of bones and teeth along with magnesium and zinc for bone mineral density during the growing years, and babies need calcium and vitamin D to prevent rickets. Adequate intake of vitamin D helps prevent various diseases such as autoimmunity, atopic diseases and certain types of cancer, chronic hepatitis C, obesity and cardiovascular disease.

Remember, proper nutrition provides a foundation for a healthy existence.

Nutrition Counts

Dr Uday Ananth Pai

MD, DCH; Chief National Convenor, CIAP Action Plan; Organising Committee, Finance IPA Congress; Organizing Secretary, Pedicon; Organizing Secretary, Iconic Embicon; Academic Affairs Administrator, CIAP; Organizing Chairman, Embicon; President, IAP Mumbai Branch; National Executive Board Member, CIAP



Micronutrient deficiency occurs when the intake or absorption of vitamins and minerals is too low to maintain good health and development in children, and normal physical and mental functioning in adults. The reasons are poor nutrition, diseases, or an increased need for micronutrients that were not met during pregnancy and breastfeeding.

As our lives have changed, so have our eating patterns, especially those of our kids. Fast food and the availability of pre-packaged items have increased our options. Therefore, despite our best efforts to provide them with a balanced and healthy diet, it may be very challenging to get kids to eat the meals you think are best for them.

A multivitamin supplement gives your child's diet a boost of additional nutrients. Multivitamins are an excellent approach to make up for any nutritional deficiencies that might be preventing you from having maximum health. It's best to talk to your doctor if you have any concerns about your child's health, or vitamin and mineral levels.

Legends & Achievers

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Neeti Goel: “Being an entrepreneur is not difficult, but sustaining yourself is extremely difficult.”

Restaurateur Neeti Goel has followed her dreams and leads from the front, building and sustaining successful restaurants no matter what comes her way.

By Amber Dias



Neeti Goel gives being a Ladyboss a flavourful meaning as she gives her all to the restaurants that she has built, curating fabulous experiences for her customers. But within this business-savvy woman beats the heart of a philanthropist who stepped up when people needed it most. We caught up with her for a glimpse at what drives her passion.

What inspired you to take the entrepreneur route? And what is it about the hospitality industry that captivated you?

I hail from an industrial family in Chandigarh. My father was a renowned industrialist - among the top 100 industrialists in India - so I’ve grown up with a business background. The mindset with which we were brought up was to be independent, to do what you want to, achieve your goals, spread your wings and fly.

Since I was a child I have been fascinated by how airplanes take off against the wind rather than with it. That’s what it’s been like for me, no one in my family or my husband’s family has been a part of the hospitality industry, but it has always been something I was interested in.

I'm a very social person and I like to interact with people. Hospitality is one industry which is all about curating experiences. And I love doing that. It's not about just going out to eat food. It is an entire experience from the time you step out of your home, to the time you reach home. I wanted to offer world-class experiences to people and that is something that drew me to this industry.

The hospitality industry can be daunting, especially when you are starting out. What was it that convinced you that it was worth a shot?

The hospitality industry is like sand in the palm of your hand. It can slip through at any moment and you won't even know. It's very difficult, almost like a rollercoaster. You have the highs like getting awards, being among the top 50 restaurants in the world and being awarded Restaurant Of The Year in 2019. But I have spent nights at the police station trying to sort out issues because there are all kinds of things that happen in a restaurant - guests sometimes get into an argument with the staff or among themselves. It is also daunting because there are lots of licenses that need to be applied for, and compliances that need to be done. Of course, there is a lot of competition. Plus, you have to deal with customers which is a very sensitive matter, because human nature is always very sensitive.

When I wanted to join the hospitality industry, being from an accounting background, everybody told me, 'You don't know anything about it. So don't join'. But I spent two years researching the industry. I met restaurant owners, consultants, chefs... and I saw a couple of places. I studied a lot of restaurants to understand their operations. And after two years of intensive research, I launched my first outlet and it was a huge success from the day it was launched.

"Hospitality is one industry which is all about curating experiences. And I love doing that."

Which aspect of running a restaurant excites you the most? Why?

What makes it very special to me is that this is something where you need to be hands-on, you need to be a leader and be somebody who can hold the whole team together like the beads of a necklace. And I think I'm really good at doing that. The aspect that excites me most is the constant evolution that happens in this industry. A restaurant is something that is always evolving. There is always a new menu depending on the season. And when you have seasonal fruits like mangoes and strawberries, you can create menus around them. We even do Sakura (Japanese Cherry Blossom) menus in our Japanese restaurant. There is a constant effort to provide a better experience to the customers. I love curating new things and it keeps challenging my brain to create something new for my customers.

You now have four restaurants that offer varied cuisines. What prompted the decision to take such a diverse approach? Do you have a favourite cuisine?

I have restaurants that offer different cuisines because I felt that if I opened just one kind of restaurant and opened different branches, it would be monotonous.



“I have spent nights at the police station trying to sort out issues because there are all kinds of things that happen in a restaurant.”

I wanted to offer different experiences to my customers. When I opened Madras Dairies in Bandra, I thought only people in and around Bandra would come in, but even people from Malabar Hill travel all the way to Bandra just to eat at Madras Diaries.

We also have Ostaad which offers Central Asian cuisine. We get our spices from countries like Uzbekistan to ensure that the authenticity of the cuisine is maintained. Then there’s Keiba which offers authentic Japanese cuisine and House of KO which is an all-day cafe. In addition, we have Amore Stays at Alibaug for fabulous staycations.

Personally, my favorite cuisine is homemade *dal chawal* - that is something I can eat year-round. We don’t serve it at our restaurants but we do include healthy grains and multigrain options because today everybody is health conscious. So that is something we’ve incorporated in all our menus – from black rice to all types of millets to avocados to fresh truffles, everything in different cuisines.

Running multiple restaurants sounds like quite a task. How do you stay on top of it all?

Yes, running multiple restaurants has been quite difficult. It takes a lot of my time because I also dedicate time to my philanthropic activities. But honestly, the only way to stay on top of it is to stay in it all the time. Unless you are hands-on with your places and you are available all the time, you cannot be successful. I would say I’m not on top of it, but rather I’m in it all the time.

In your journey as an entrepreneur thus far, what would you say are the key lessons that you have learnt?

Right action, right decisions and right timing are extremely important for any new entrepreneur to be successful. Destiny is not in our hands, but hard work and actions definitely are. Patience and persistence are the virtues that I have learnt. When you are patient, that’s when your mind is at peace and you think right and are able to take the right decisions. Change is inevitable. So we should not be emotional about things attached to our businesses, we need to evolve and adapt along with these changes.

Being an entrepreneur is not difficult, but sustaining yourself is extremely difficult and for that you need to act according to what your mind says, because only you know the answers to what is right for you, and not be influenced by what people are saying. Just keep moving ahead on your path and things will fall into place.

Is there something you feel that you need to work on?

I’m a perfectionist, and I like everything to be in place. And sometimes, that’s a good thing but sometimes, when it becomes too much, it becomes difficult for the staff also to deal with me. And I tend to lose my temper. These are two things that I need to balance out and control, especially losing my temper. I think that sometimes there are reasons why certain things are not proper and I should give my staff a chance to rectify that. So that is something I want to work on.



Your hard work has earned you numerous accolades, but every successful entrepreneur needs a strong source of support. Who are your pillars?

My two pillars are my parents, my dad, Mr Subodh Kumar Gupta - who I lost in a fateful accident - and my mom Neelam Gupta. She has been my pillar of strength and she's my go-to person when I need any advice. She's always been there for me, giving me the right advice. But the most important pillar for me has been my husband Pranay Goel, who has completely supported me through thick and thin in my journey as an entrepreneur. I wouldn't have been a restaurateur if it were not for him. Right from helping me with the funding and taking the right decisions, to calming me down in stressful situations, he's been by my side and seen me through all the ups and downs.



Are there any memorable anecdotes or stories from your professional journey that you would like to share?

What I would like to share from my professional journey is that when you are struggling, when you are a nobody, everyone turns their back on you. And the world doesn't want to talk to you. But when you become something, you become successful in your field, everyone wants to come forward and talk to you and be with you. This is something which I don't like.



"The only way to stay on top of it is to stay in it all the time."



"Right action, right decisions and right timing are extremely important for any new entrepreneur to be successful."

“I feel that being a restaurateur has been my biggest blessing. Because it’s not only about feeding people in good times, but feeding people in bad times. And I’m thankful to God for choosing me to do this.”

Another story I’d like to share is that when the pandemic hit, since I had restaurants, we started making meals. We initially made 1,200 meals and went to distribute them on the roads. On the first day, we realized that even if we had 12,000 meals, it would have been less. That’s when we scaled up the operations, distributing 60,000 meals and ration kits. When I look back in time, I feel that maybe God was preparing me for a bigger cause. Being in the restaurant business, even during a lockdown, we knew how to source the ingredients, how to source vegetables directly from the farmers, how to get the packing material even though the godowns were shut. So I feel that being a restaurateur has been my biggest blessing. Because it’s not only about feeding people in good times, but feeding people in bad times. And I’m thankful to God for choosing me to do this.





“The only secret to staying successful in this business is to stay grounded. Never let success hit your head.”

What would you say is your secret recipe to succeed in this business? And what advice would you give budding entrepreneurs?

The only secret to staying successful in this business is to stay grounded. Never let success hit your head. You should always be grounded and the only mantra that works is ‘guest is always right’. So even if you feel the guest is not right, you need to make the guest feel that the guest is always right and work around it, and you will be successful.

The only advice I would like to give is to do what you feel like doing. Do not get curtailed by outside opinions. Just believe in yourself and listen to your inner voice. You will succeed when you enjoy doing what you are doing and put 100 percent of your energy behind it. Not all of us are born toppers or marry the person of our dreams, but that’s alright. What is not alright is sitting at home doing nothing, thinking you cannot do anything because of ifs and buts. All of these are self-made obstacles. Get rid of them, move ahead and achieve your goals.



Post-Covid initiatives like ‘Khaana Chahiye’ & ‘Ghar Bhejo’, Neeti Goel champions the cause of ‘tiger widows’ of Sundarbans!

After working tirelessly for mankind during the Covid pandemic and lockdown, Neeti Goel – restaurateur and philanthropist, has touched the lives of many by co-founding initiatives like ‘Khaana Chahiye’ and ‘Ghar Bhejo’ (along with Sonu Sood), serving free meals to the needy and homeless people, and helping 1.5 lakh migrants reach home.

Continuing with her philanthropic work, the successful entrepreneur has taken upon a new challenge of working tirelessly and selflessly for the plight of tiger widows in Sundarbans (West Bengal). With the aim to empower the tiger widows through her latest project ‘Nari Niti’, Neeti recently visited Sundarbans for the distribution drive, providing them with earning options including fish farming, poultry farms and educational needs like books and pencils among others.

The Sundarbans jungle is known for being a global hotspot for human-tiger conflict. Seeing the plight of these tiger widows, Neeti decided to take up their cause and make them self-sufficient by helping them with fish farming, goat rearing, hen culture, and by donating cows to a few of them with larger families.

“This is a one-of-its-kind project and the execution is extremely difficult as most of these villages are in deep, dense forests and accessible by canals which are infested with crocodiles, but we will not give up and the execution work has already started. There is no limit to what we as women can accomplish. I am a woman, what’s your superpower?!” Neeti asks with *josh*!

Disha Patani: Not Just A Pretty Face



The audience can't get enough of her, critics love her, and her co-stars have nothing but great things to say. Disha Patani truly is one of Bollywood's most loved gals and her rise to fame is a story worth reading.

By Paula Dsouza

Though it may seem like Disha Patani became the talk of the town overnight, the actress and model had a long road to traverse to success. Known for her stunning looks, impeccable fashion sense, and impressive acting skills, Disha has made her mark in the entertainment industry. She has also become a style icon, gracing the covers of top fashion magazines and endorsing some of the biggest brands in the country. Balancing it all with utmost poise while being one of the most humble people in the industry. So what makes Disha Patani more than just another pretty face? Let's find out!

The Story Begins

The 30-year-old actress was one of three children born into a Rajput family in Bareilly, Uttar Pradesh. Her father Jagadish Singh Patani was a DSP police officer while her mother worked as a health inspector. Her sister Khushboo Patani is a lieutenant in the Indian Army and Disha also has a younger brother, Suryansh Patani. One of the brightest of the lot, Disha pursued a degree in Computer Science and Engineering from Amity University, Lucknow, after finishing her schooling.

In her first year at college, Disha was offered multiple modelling gigs. She subsequently dropped out of her second year to compete in the 2013 Femina Miss India Indore, where she was crowned the first runner-up! She went on to make her film debut in Telugu cinema with the 2015 film 'Loafer' alongside Varun Tej. She played the role of Mouni, a young girl who runs away from home to avoid an arranged marriage. The movie, directed by Puri Jagannadh, underperformed at the box office. In 2016, Disha then appeared in a music video titled 'Befikra' alongside Tiger Shroff. The video was produced by Bhushan Kumar and Krishan Kumar under T-Series, and composed by Meet Bros. Disha was praised for her exceptional dancing skills.

Rise To Fame

Disha Patani's breakthrough in Bollywood came with Neeraj Pandey's biographical sports film, 'M.S. Dhoni: The Untold Story', starring opposite the late Sushant Singh Rajput where she played the role of the cricketer's ex-girlfriend, Priyanka Jha, who tragically died in a car accident. About the film, she said, "I hope Dhoni sees Priyanka in me. I have added my pinch to the character also. I feel you cannot go technical every time and should add a little bit of your own."

The film was a massive hit. One of the reviews stated: "The performance of Disha in the film deserves a special mention as her performance tugs at your heartstrings." Disha won many awards for her role in the movie, namely an IFFA Award for Star Debut of the Year (Female), Screen Award for Best Female Debut, and Stardust Award for Best Acting Debut!

Into The Depths

Moving forward, Disha Patani starred in various Bollywood movies. Including the 2018 sequel to 'Baaghi' alongside Tiger Shroff and Jacqueline Fernandez called 'Baaghi 2'. Directed by Ahmed Khan, the film is about an Indian Army officer who sets out to find and rescue his ex-girlfriend's three-year-old daughter from kidnappers. She also appeared in a music video for a song in the third installment of the 'Baaghi' franchise. Four years after the film's debut, Disha took to Instagram to say: "It doesn't feel like 4 years that 'Baaghi 2' was released, but yesterday. Neha has my heart and the character will live with me forever. The emotions that I went through while essaying the role, I haven't completely been able to get the character out of my head because she had such intensity in her emotions, in her sadness, her love, everything."



"I do feel nervous but I don't think too much. I just try to focus on my work and give my 100 percent to everything."
- Disha Patani



Did you know that Disha didn't always want to be in the limelight? Her initial dream was to become an Air Force pilot.



She went on to star in Jackie Chan's 'Kung Fu Yoga' as Ashmita, alongside Sonu Sood. Incidentally, the film became Jackie Chan's highest-grossing film in China. Disha was ecstatic to meet the legendary martial arts artist and said, "This was the happiest day of my life!"

She later appeared in the film 'Bharat' in 2019, where she played the role of a trapeze artist. She accepted the role, elated and honoured to work with Salman Khan. She eventually reunited with Khan in Prabhu Deva's action film 'Radhe'. The movie's song 'Seeti Maar' became a massive hit among Salman and Disha's fans. Her dedication to her work made an impression on the superstar too. "She is one of the most hardworking and dedicated actresses I have worked with," Salman revealed.

On A Roll

The actress started 2020 with the release of her film 'Malang', where she played the role of Sara, drawing inspiration from Hollywood star Angelina Jolie. She spoke of the film's success saying, "I'm extremely grateful for the love that the audience has given to 'Malang' and my character Sara. It was an absolute treat to work with Mohit Suri sir. 'Malang' allowed me to explore myself as an actor and grow more."





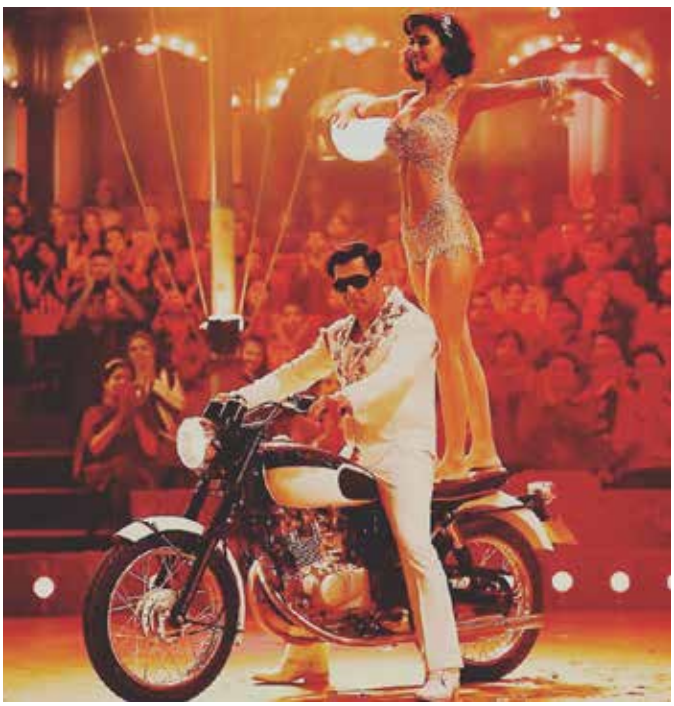




"I am looking for strong characters rather than being just a pretty girl. Actresses can do so much more than looking good. It's not that I don't want to do commercial films, but if my part is just to look pretty, I'm not up for it. I'd do a role that expresses something. It's not that I don't want to look good, but give me a part where I have scope to perform."
- Disha Patani



"She [Disha] is one of the most hardworking and dedicated actresses I have worked with."
- Salman Khan



"The whole world feels that Disha is just a pretty face and a hot body. She has something more in her. She's got a head and heart too. There is a perfect blend of glam quotient and bohemian vibe surrounding the character, both qualities which I could imagine Disha to compliment effortlessly. The response to Disha's role has been great so far, I'm sure the audience will be able to connect with her even more after watching 'Malang'," said director Mohit Suri.

In 2022, she starred in Mohit Suri's psychological thriller 'Ek Villain Returns' alongside John Abraham, Tara Sutaria, and Arjun Kapoor, playing the role of a greedy girl named Rasika. Disha spoke about her role in multiple interviews stating that her character 'wanted certain things in life' and would 'do anything to get them'.

Old Flames And New Loves

Currently rumoured to be dating Aleksandar Ilic, Disha has been linked to various other celebrities in the past. Before dating Tiger Shroff, she was in a relationship with TV star Parth Samthaan. Their relationship reportedly lasted for about a year before the actress ended it. Early this year, Disha and Tiger's relationship was discussed on 'Koffee With Karan' Season 7, where Tiger stated that they were just friends. As for Aleksandar, he certainly checks all the boxes! Not only is he Disha's gym partner and trainer but also a full-time actor and model. The Serbian national, for the time being, has moved to Mumbai and is shooting a web series called 'Chameleon'. While neither of them has confirmed their relationship status, they have been spotted together in multiple pictures and reels on social media!







“The whole world feels that Disha is just a pretty face and a hot body. She has something more in her. She’s got a head and heart too.”
- Mohit Suri



Disha will also feature in Nag Ashwin's highly anticipated movie 'Project K', alongside Prabhas, Deepika Padukone and Amitabh Bachchan.





Bright Future

Disha Patani, the rising Bollywood star, has kept herself busy with some exciting projects in the pipeline. She will be seen alongside Sidharth Malhotra in the upcoming film 'Yodha', directed by Sagar Ambre and Pushkar Ojha, and produced under Karan Johar's Dharma Productions. In addition, Disha will also feature in Nag Ashwin's highly anticipated movie 'Project K', alongside Prabhas, Deepika Padukone and Amitabh Bachchan.

From a Computer Science engineer to Bollywood's current flame, Disha Patani has truly paved her way to fame. What's her secret? Well, in her words, "I am a big introvert. Be it walking down the ramp or standing in a huge crowd, I get nervous when I am around a lot of people. Especially during fashion shows, I do feel nervous but I don't think too much. I just try to focus on my work and give my 100 percent to everything."

Sundar Pichai: Exploring The World Of Tech Through His Eyes



With disruptive technologies at the forefront of our world and their potential extending in both directions, advantageous and detrimental, we take a peek into the mind of Sundar Pichai, the CEO of Google and its holding company, Alphabet, and one of the most consequential leaders in tech.

By Tsunami Costabir

"Competition comes from (out of) nowhere, and it is hyper-competitive among big tech companies," says Sundar Pichai. Tech companies worldwide (social media, shopping sites and search engines) compete for eyeballs and user engagement so that they are a sought-after space for advertisers. The process of client and user acquisition incentives creates a product that will keep users engaged for long periods and keep them coming back (some might even call it addictive). Most companies keep their sources free to users at the cost of giving them your personal data. How this data is used - for bettering user experience or to manipulate them - is challenging to regulate and majorly depends on the ethics of the company.

Leaders of organisations are morally and ethically expected to make a trade-off between what is good for business and what keeps users' privacy, data and security in check. Sundar Pichai is one such leader. He is the CEO of Google and its holding company, Alphabet. For years, they have been the most cutting-edge developers in technology.



A Matter Of Family

Sundar was born in Madras (now Chennai) in Tamil Nadu, India. His father, Regunatha, was an electrical engineer at the British multinational GEC. His mother, Lakshmi, was a stenographer. It was important to his parents that their children, Sundar and his brother, Srinivasan, receive a good education.

Sundar also has a family of his own. He is married to his college girlfriend, Anjali. The couple met during their degree at IIT Kharagpur. They have two children, a daughter, Kavya and a son, Kiran.

He urges people to look at failure as a badge of honour and, within the company, "rewards efforts, not outcomes."



He is optimistic about the future of remote work as it will fuel the development of technology and build better systems.

An Early Start

Sundar studied metallurgy (BTech, 1993) and received a silver medal at the Indian Institute of Technology Kharagpur. He was awarded a scholarship to study at Stanford University (MS in Engineering and Materials Science, 1995) and remained in the United States thereafter. He did his MBA (2002) from the Wharton School of the University of Pennsylvania.

Following a stint at the management consulting firm McKinsey & Co, Pichai joined Google in 2004 as the head of product management and development. He initially worked on the Google Toolbar, enabling those using Microsoft Internet Explorer and Mozilla Firefox web browsers to easily access the Google search engine.

Over the next few years, he was directly involved in developing Google's browser, Chrome, which was released in 2008. That same year Pichai was named Vice President of product development and began taking a more-active public role. By 2012 he was appointed Senior Vice President, and two years later, he was made Product Chief over both Google and the Android smartphone operating system.

Risk Taker

Organisations become conservative as they grow and prefer not to make big bets. But for Sundar, it is important to "become okay with failure" and it shows. Google launched many IPs like G+, Photos, Meet, Nest, Maps, and Waze. Some turned successful. Some flopped. But he continued to nurture a culture of encouraging innovation and trying new things.

Google harnesses and promotes the use of open source technology for the benefit of themselves and others. The open source model encourages collaboration. The software developed is publicly accessible and can be shared and edited by anyone. In his words, "At Google, we have an AI-first approach." This can be seen in how technology makes recommendations in translations, emails and searches. They strive to harness technology to benefit society and have a forward-thinking approach to see the unanticipated negative effects. He urges people to look at failure as a badge of honour and, within the company, "rewards efforts, not outcomes."

Google prides itself on its ability to rethink workspaces and make them fun. They have adapted a hybrid work model "to foster creativity, allow for flexibility," and achieve in-person connections more purposefully. Sundar avers, "We're going to leverage the scale of the company. We have many locations worldwide, so people can also move to other places and work."

As a company grows, it becomes difficult to maintain the culture because that shared context, when people come from the same space, fades. But he is optimistic about the future of remote work as it will fuel the development of technology and build better systems.



"Take the time to find the thing that excites you more than anything else in the world. Not the thing your parents want you to do. Or the thing that all your friends are doing."



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Mission To Create Affordability

"I've always had this vivid sense of how technology can make a profound difference, and so a lot of what I've tried to do is bring that access to technology."

Pichai had a simple childhood. His ticket to America was equivalent to his father's annual salary, and he recalls using a computer for the first time when he was in America. Given his humble roots, he has always wanted to give the world access to affordable technology. His goal has seen success through the Android system and Google.

Managing Information & Misinformation

Since Google is an information company and a news source, during times of crisis and war, its role becomes more pronounced. Attempts are made "to try and get it (information) right" and take a stance on what is inaccurate, harmful and sensitive information.

"This is why it's important to have teams and processes. You let them work through mechanisms, and in extraordinary cases, we (top management) get(s) involved," says Sundar. When the world is divided on opinion, it becomes more difficult, as a company, to take a stance. But Google has asserted itself as pro-gay and anti-violence. During the war in Ukraine, they opened up some of its space to NGOs, and refugees rely on Google's language translation services to get around in new spaces.



During the war in Ukraine, they opened up some of its space to NGOs, and refugees rely on Google's language translation services to get around in new spaces.

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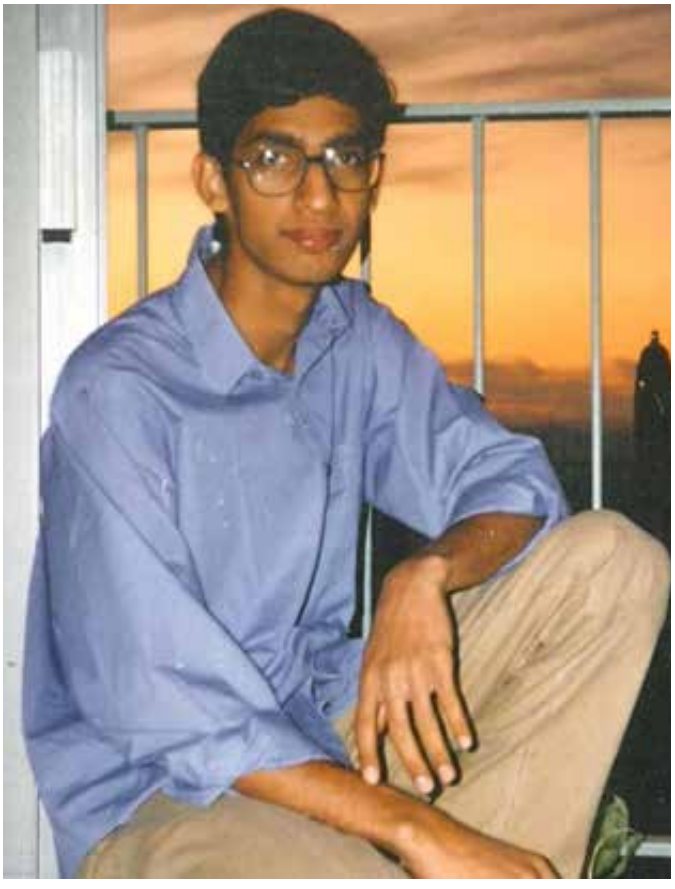
Some concerns around users' privacy and safety are addressed with information verification and disclosure rules, Incognito, Privacy and Auto Delete modes, but that's only one side of the picture. The other side is sensitive information, like "a gay kid in a place where that kind of information is vulnerable," which needs to be looked into. Robust privacy protection and privacy legislation are needed.



In January 2023, Google announced that it was firing six per cent of its total workforce or 12,000 employees. The layoffs came in light of the overly free hiring process during the pandemic. The post-pandemic economic slump, however, couldn't handle the new volume. And Sundar, in his email, told employees that he "took full responsibility."



"I've always had this vivid sense of how technology can make a profound difference, and so a lot of what I've tried to do is bring that access to technology."







Inclusivity & Sustainability

After the death of George Floyd, Google's Black Leadership Advisory Group met to discuss reducing racial prejudice and bias by committing to initiatives, accepting accountability, and working on transparency reports. Google's Camera Technology is working on capturing varied skin tones and colours more accurately. There is also a focus on increasing women's participation in the workforce and digital skilling through courses and career certifications to empower individuals who don't have access to quality education. Google has been carbon neutral since 2007 and aims to be carbon-free by 2030 without using offsets.



Future Developments & Artificial Intelligence

AI is forcing change upon companies, workers and society's infrastructure. "It is important to understand that Artificial Intelligence will progress, whether Google is there or not. Technology has this nature. It is going to evolve," says Pichai.

He asks, "How do you develop AI systems aligned to human values, including morality?" He believes that there is a need "to include not just engineers, but social scientists, ethicists, philosophers, and so on." Referring to Google's Artificial Intelligence chatbot Bard, Pichai said, "We're very focused on this set of opportunities we have, and I think there's a lot of work left. There's also an important inflection point with AI. Where we can, we are prioritising and moving people to our most important areas, so that is ongoing work."



"AI is really important, but we have to be concerned about it."



During an interview questioning the negative implications of AI, Sundar stated, "AI will be more important than fire or electricity." Interviewer Kara Swisher stopped Pichai and retorted: "Fire? Fire is pretty good." Pichai said, "Well, it kills people, too. We have learned to harness fire for the benefit of humanity, but we had to overcome its downsides too. So my point is AI is really important, but we have to be concerned about it. Every generation is always worried about the technology of the future - it's part of the process."

Facing Scrutiny

In January 2023, Google announced that it was firing six per cent of its total workforce or 12,000 employees. Pichai had said that cuts were made after careful consideration, and workers petitioned, calling for better treatment of staff during the layoff process. They claimed: "Nowhere have workers' voices been adequately considered." The layoffs came in light of the overly free hiring process during the pandemic. The post-pandemic economic slump, however, couldn't handle the new volume. And Sundar, in his email, told employees that he "took full responsibility."

While Google claims to want to create information accessibility and promote innovation for all, they also pay an estimated US$15 billion to remain the default search engine on Safari. They used their prowess to create a monopoly in the market which isn't truly representative of being 'pro-competition'. However, the CEO responded that the search engine giant is "pro-competitive and has Apple and Microsoft as rivals in the digital advertising business, while TikTok rivals it in the video space."

Be Impatient

Amid the coronavirus pandemic that gripped the world, Pichai addressed students at the YouTube Dear Class of 2020 virtual ceremony, telling them to "be open, be impatient, be hopeful." He said, "If you can do that, history will remember the Class of 2020 not for what you lost, but for what you changed. You have the chance to change everything. I am optimistic you will."



"Be open, be impatient, be hopeful."

He believes the things about technology that frustrate us and make us impatient "will create the progress the world needs. It will create the next technology revolution and enable you to build things my generation could never dream of. ...The important thing is to be open-minded so you can find what you love... so take the time to find the thing that excites you more than anything else in the world. Not the thing your parents want you to do. Or the thing that all your friends are doing. Or what society expects of you," he said.



Ayushi Ashar: Building Dreamy Spaces



Ayushi Ashar, Director – Acquisitions, Product Planning, Finance, Sales, Marketing & Strategy at the Ashar Group, is a young but powerful force in Maharashtra's realty landscape. This slender, feisty beauty with brains is quite the master at juggling it all!

By Andrea CostaBir

Can you tell us about your background and becoming the Director of the Ashar Group?

Equipped with a BBA in Finance & Consulting from Emory University's Goizueta Business School in Atlanta, United States, I went on to gain rich professional experience at some of the most reputed firms including portfolio management at JP Morgan Chase in New York. After one-and-a-half years in corporate America, I rejected the offer at JP Morgan NYC to return to India – with a vision to transform the real estate landscape.

How did your experience in finance and consulting in the US shape your perspective on real estate development in India?

The US has a very deep and evolved financial market. I worked in portfolio management and private equity, which gave me insights into distressed asset acquisitions, strategic management and value creation. The fund sizes, risk appetite, market size and penetration were humungous – the way it should be for a developed economy of that stature. But I was still blown away!

It made me realise the potential and opportunity for growth in India. Five years ago – this was the time right after demonetisation and RERA – the Indian real estate sector was taking strong strides towards professionalisation. I could see the transition from 'old school real estate' to a new, vision-oriented way of doing real estate in India. I realised the "distressed assets" acquired by US PE funds is not too different from what developers in India do when they acquire a redevelopment or distressed land parcel. And thus, it was the perfect juncture to enter Indian real estate.



Please share your work ethic.

Creative collaboration, quick decision making, attention to detail, determination and consistency in driving results.

Do you adhere to any professional mantras that drive your career?

There is no room for ego in a team.

Always ask – for a more creative solution, for extra negotiation, for better quality. The world is your oyster, but only if you are persistent.

Everything you do is reflective of your personal brand. Speak with intent, write with clarity, present with logic – it shows when you put in the extra 5 minutes for details.

Can you describe the process of identifying and acquiring new development opportunities for your group?

We have clear short term and long-term goals for the organisation. I have a Business Development criteria with minimum project size, potential locations, IRRs and so on formulated to be in sync with these goals.

However, we are also very fluid and dynamic in our response to what the market needs and the value we can create. Outside of traditional real estate, currently we are exploring student housing, international-level college campuses, luxury villa schemes and convention centres extensively.

How does your company ensure that it stays ahead of market trends and adapts to changing market conditions?

Research & Data – we work with multiple agencies to analyse market trends and consumer behaviour. Our in-house and digital teams also conduct a lot of primary research.

Interaction with Industry Experts – from financial institutions to design consultants, we have an extensive network of experts who serve as advisors and knowledge partners.

Industry Forums – our procurement team attends multiple forums and factory visits internationally and in India to stay ahead of the curve when it comes to new product and technology.

"I rejected the offer at JP Morgan NYC to return to India – with a vision to transform the real estate landscape."

How important is it for companies to have a strong CSR program, and what are some of the key initiatives that the Ashar Group is involved in?

"For it is in giving that we receive." - St. Francis of Assisi

Giving back to the community is one of the most important responsibilities of any company or individual. We work on multiple initiatives across urban planning, arts, education and healthcare. Key among them are:

110 bed multi-speciality hospital in Thane – launched in 2019 with a goal to provide Grade-A healthcare at one-third the price for the middle class.

Upcoming 600 bed international-standard cancer hospital in collaboration with JITO, Tata Memorial and Thane Municipal Corporation, which will service the needs of the entire MMR and Maharashtra state at large. This facility will also have a special paediatrics wing, dharamshala and trimandir.

Raas Rang – an initiative to promote culture and arts in Thane. It is the second largest garba bestival in MMR (after Falguni Pathak's in Borivali).

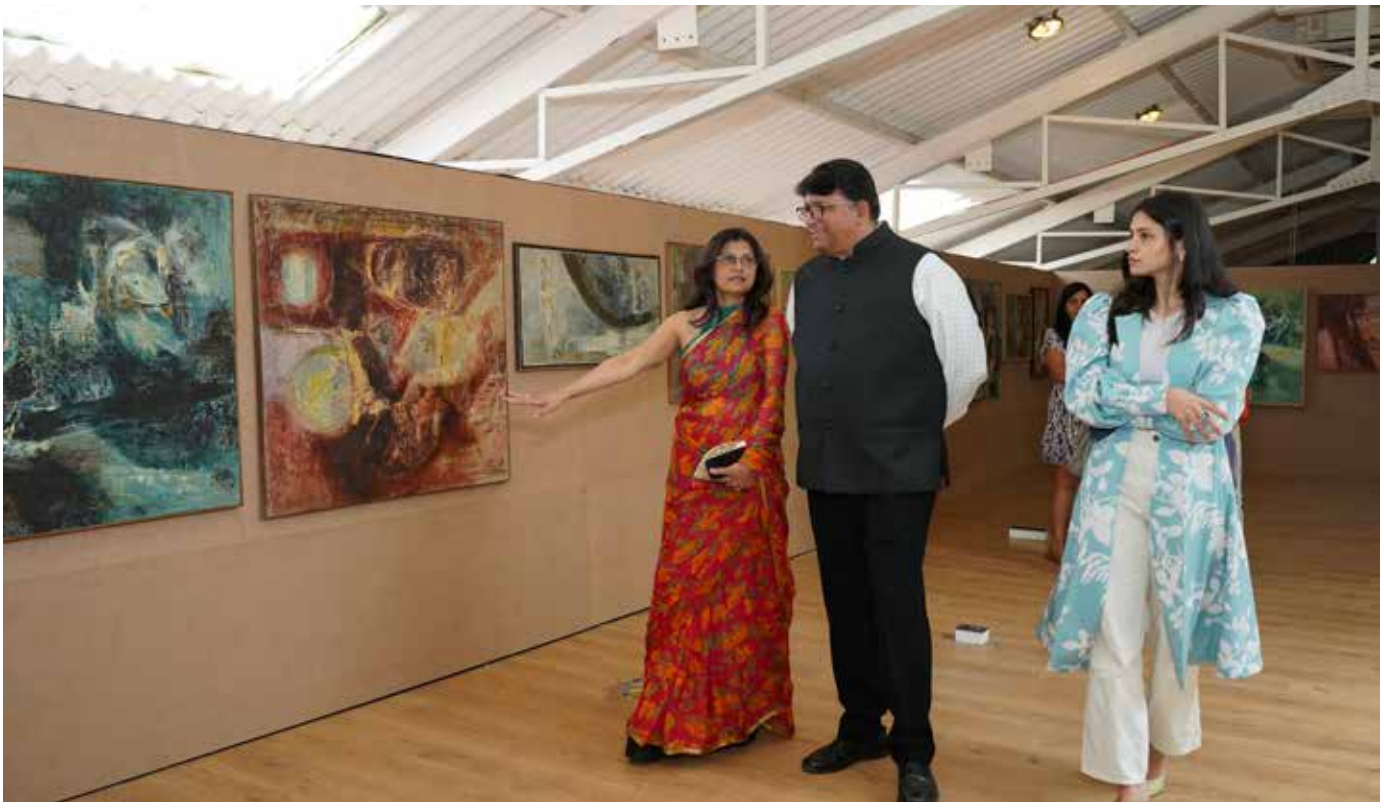
What is the secret to maintaining a strong relationship with your clients and stakeholders?

It starts with intention and ends with action. Our word is our bond and over the years, we have been able to gain their goodwill and trust. We are proactive and straightforward in our communication and will go the extra mile to ensure all commitments are fulfilled in the right manner.

"We are proactive and straightforward in our communication and will go the extra mile to ensure all commitments are fulfilled in the right manner."







Today, we have completed 22 years in business with over 25,000 residents and 40,000 professionals occupying our spaces daily. Yet, we are the only developer in MMR with zero RERA complaints, zero consumer court complaints, and no disputes with landowners or any other stakeholders. It is testament to our commitment to doing good business and delivering promises.

You are young and already a big gun in your family business, and going from strength to strength in the construction world. What advice would you give other young professionals interested in pursuing a career in real estate development?

I believe your ability to succeed is directly linked with your ability to self-initiate, learn on the job and drive results. One should strongly pursue and prioritise working with a manager who acts as a mentor and is invested in your growth. The professional sphere then becomes seemingly less daunting and more enticing.

As a young woman in a leadership role in the real estate industry, what is the biggest challenge you face?

Real estate has predominantly been a male-dominated industry and stereotyping, not being taken seriously, and bureaucracy at various levels are common challenges for women across industries.

However, I have been raised in an environment where gender equality has been paramount. In fact, our office also has a 50:50 ratio when it comes to gender. So honestly, I don't dwell on the challenges. Talent, hard work and initiative matter the most. Opportunities are endless and your work speaks for itself.



"Giving back to the community is one of the most important responsibilities of any company or individual."





“I believe your ability to succeed is directly linked with your ability to self-initiate, learn on the job and drive results.”

Trained in Kathak, the Indian classical dance form, from your childhood, you have a passion for dance and continue to perform at multiple forums including the Kala Ghoda Arts Festival in Mumbai. Tell us a little about your love for dance.

Dance, to me, is meditation. The strive for perfection in every move, rigor of rehearsals, thrill and confidence of being on-stage, story-telling through choreography, banter with the troop – it has shaped me as a person and continues to ground me.

Kathak especially - with its intrinsic footwork, beautiful chakkars and roots in Indian culture - is one of the most graceful dance forms. I started training in Kathak when I was seven or eight years old and it has been an integral part of my life ever since. I led a dance team in college in the US and continue to choreograph and train whenever I have the chance even today.

Any key lessons that you learnt from your parents which you implement in your daily life?

From my father (Ajay Ashar, Chairman & Managing Director, Ashar Group), I’ve learnt a long, long list but to keep it short: His willpower and ability to motivate and mentor people to accomplish things they didn’t even know they were capable of!

“I led a dance team in college in the US and continue to choreograph and train whenever I have the chance even today.”

From mom, I’ve imbibed her compassion, attention to detail, and her unparalleled ability to work hard.

Also adding to the list is my grandparents who have had a profound impact on all of us. My grandfather – for his spirituality, zest to celebrate life and endeavour to lead and grow businesses with ethics. My grandmother – who was eternally young at heart and whose thought process was way ahead of its time. I am what I am today because of the freedom, opportunity and values they showered me with.

How do you maintain a work-life balance?

This is hard and my family and friends have seen me struggle. But I think it comes down to priorities and time management. Family comes first, and I am the first one to say yes to spontaneous plans made by my friends. However, it is never at the cost of work.





“When everything fails, the easiest solution is to give up on little sleep and power through with coffee.”

I am very ambitious and particular with my work, hence zoom/video meetings are a boon. It allows you to be at multiple places at one time. Credit is all to my team who share my vision and play a key role in making things happen.

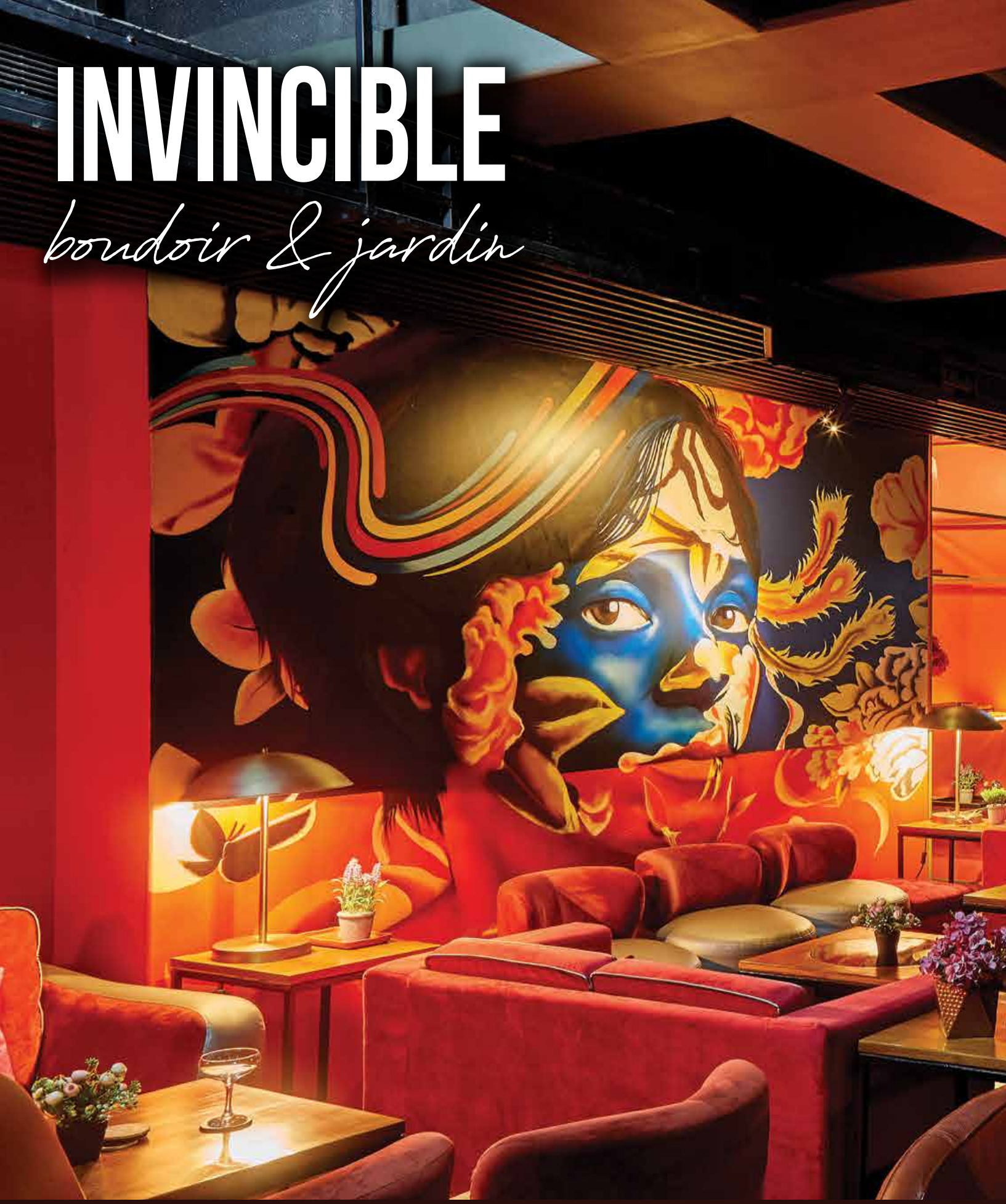
I also have a fixed morning routine alternating between gym, yoga and dance. It’s my “me-time” and I love challenging myself to achieve new goals to keep it interesting (current goal is a 10-second handstand).

When everything fails, the easiest solution is to give up on little sleep and power through with coffee :D

To sum up, what is a day in the life of Ayushi Ashar like?

No day is the same. It ranges from a full day of site visits to check production quality, to days of being couped up in office for 14-15 hours before launches. Some days are full of reviews and zoom calls to gauge performance and set targets for the next quarter. Other days are completely creative where I sit with the design and marketing agencies to work on product planning. On Sundays, I often visit potential new land parcels and sales offices to see customer engagement.

It’s a wide spectrum and I find it more exciting this way – but I micro-plan my calendar week-on-week and love my to-do lists and Notes app!



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Tarun Tahiliani: "Even at this stage, I work harder than I did before."

The high priest of Indian fashion, Tarun Tahiliani is a name that is synonymous with India Modern.

By Nichola Marie

Launching at a time when fashion as an entity in the country didn't exist, Tarun Tahiliani was unanimously dubbed the "Armani of India" because of his inherent sense of finesse and elegance. Going from strength to strength, he has not only made traditional look spectacular but has constantly matched quality with increasing volume. Carving a gigantic success story that includes a 1000+ team of designers, master-craftsmen, tailors, drapers, and seamstresses, he remains entranced by design which, to him, is "evolutionary but absolute."



Son of the first woman engineer in Maharashtra and an admiral in the Indian Navy, you are also an MBA from the Wharton School of Business. Looking back, what were the sparks that fired your unexpected interest in fashion and design?

One day, this big fashion show by Pierre Cardin came to Bombay. My wife, whom I had met in college in New York, went to see if she could be an usher or help out in any way, and she got picked to model in the show. And that is how I saw my first fashion show. I was fascinated. I thought: My God, I have always sketched, but I never knew this existed. It was lyrical, poetic, effortless and utterly beautiful. It really was perfection. I came back and sketched and sketched. Simultaneously, my wife started modelling. I accompanied her to a campaign she was involved in. There, this famous makeup artist Mickey Contractor, Rohit Khosla — who was the designer in charge of the campaign and had just returned from New York — and I talked about how there was so little being done in fashion in India; there was so much talent that was going outside. We saw beautiful things abroad, but we couldn't find anything in India. That night, my wife had the idea of starting a store to promote Indian design. Women in our generation were finally switching to jeans and dresses.

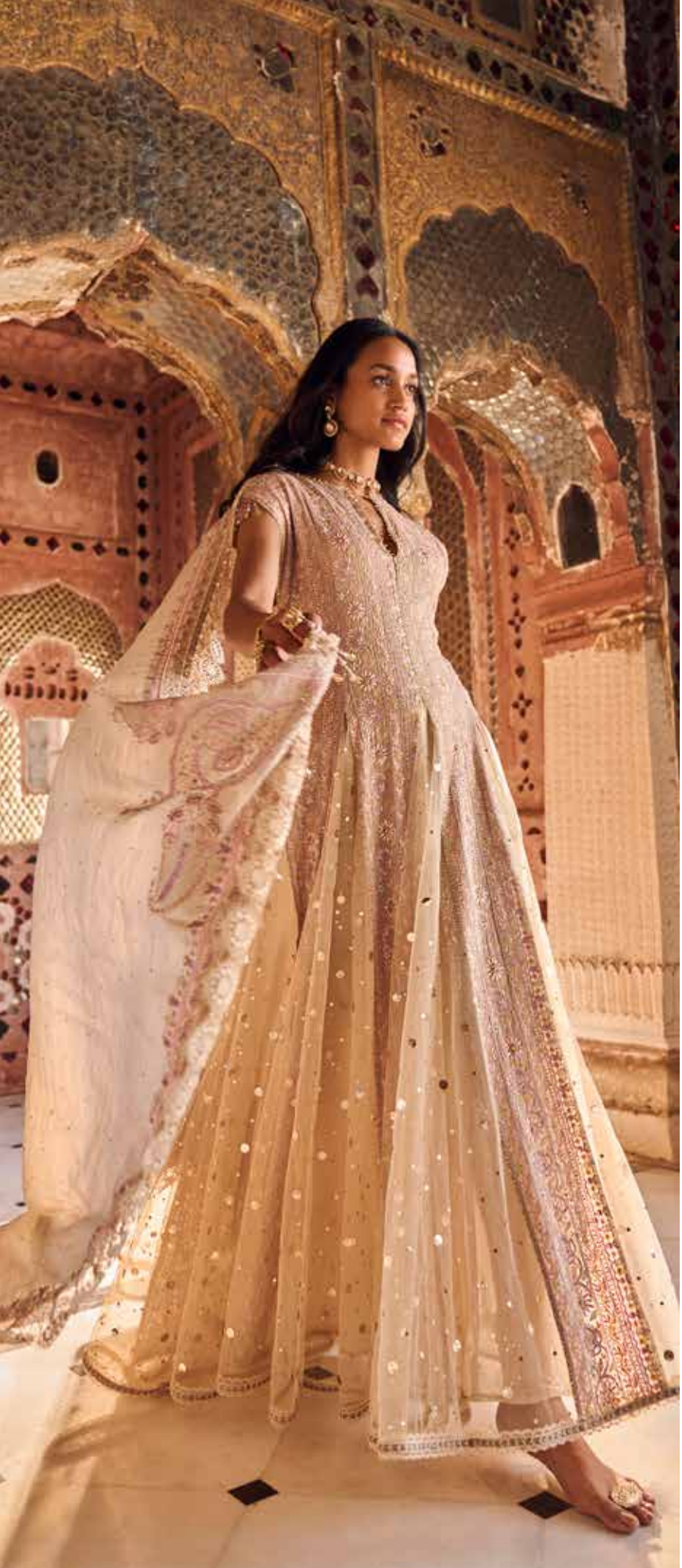


Our family business had an abandoned warehouse space which we were given permission to use. That is how the idea of Ensemble was born, which was the first multi-designer store in India. It was a nice big space — bare, minimal and modern — and it was shocking when it opened (1987). Everything was made in India and the clothes looked like they belonged in a gallery or a museum like the Metropolitan Museum of Art.

What prompted your desire to enrol in the Fashion Institute of Technology (FIT) in New York City and earn an associate degree?

Once, there was this big French festival in India with Yves Saint Laurent, who was a genius of his time. There would be a competition and they were going to take back three people — one designer, one model and one photographer — on a three-month exchange fellowship to France. I made it to the finals, but then there were some dynamics where someone was trying to get someone else in, and the French got cheesed off. So, they decided to take two models and drop the designer category. And I really went into depression. I thought, forget if I never got in, but is there really no Indian designer good enough to go even for an apprenticeship for three months? Finally, my wife told me to stop moping. "If you want to do it, then go and learn," she said, and that is how I went to study design for a year at the Fashion Institute of Technology, New York. I would have otherwise fallen flat on my face. I was very lucky to have someone like my wife to push me and believe in me.

"I would have otherwise fallen flat on my face. I was very lucky to have someone like my wife to push me and believe in me."



In 1995, as your technical knowledge in design grew, you chose to move from Mumbai to Delhi and founded the Tarun Tahiliani Design Studio. Tell us how Delhi fuelled your creativity and shaped your design language...

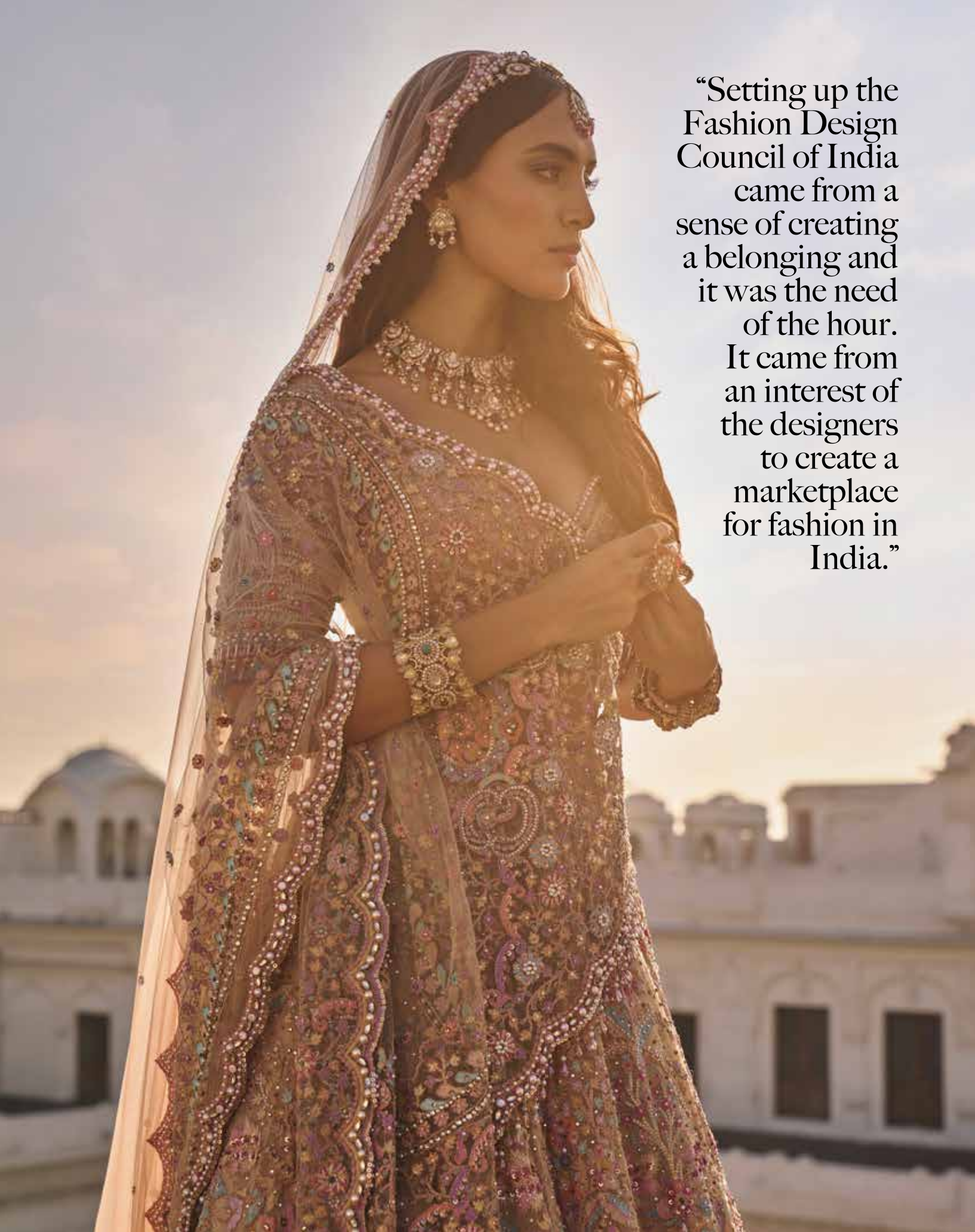
We settled into an "urban village" in Chirag Dilli, with a design team of six tailors and four other members. Delhi's close proximity to the crafts belt in Lucknow, Bareilly, and Jaipur also provided easy access to a vast variety of artisans and a plethora of fabrics. While Bombay (Mumbai) was an important starting point in my journey as a designer, it was Delhi that fuelled my creativity and shaped my design language. It showed me a new India – away from the Anglicised schools and clubs and military establishments. For me, this was the real India.

As the studio grew, we shifted operations to a more expansive space in Mehrauli, located adjacent to the Qutub complex. This was an important period for me as a designer: While my style continued to reflect a particular Indianness, my structured designs were a break away from tradition. And in 2010, we moved to our current atelier in Gurugram, which is a 45,000 sq ft space that houses a trusted 1000+ team of designers, master craftsmen, tailors, drapers, and seamstresses.

In 1999, along with six other designers and a businessman, you came together to form the Fashion Design Council of India (FDCI), paving the way for India's very own Fashion Week-cum-trade show. What was the motive behind this?

Setting it up came from a sense of creating a belonging and it was the need of the hour. It came from an interest of the designers to create a marketplace for fashion in India. The whole is always greater than the sum and we wanted to create a platform that represents Indian fashion and celebrates innovation and design.

"The whole is always greater than the sum and we wanted to create a platform that represents Indian fashion and celebrates innovation and design."



"Setting up the Fashion Design Council of India came from a sense of creating a belonging and it was the need of the hour. It came from an interest of the designers to create a marketplace for fashion in India."



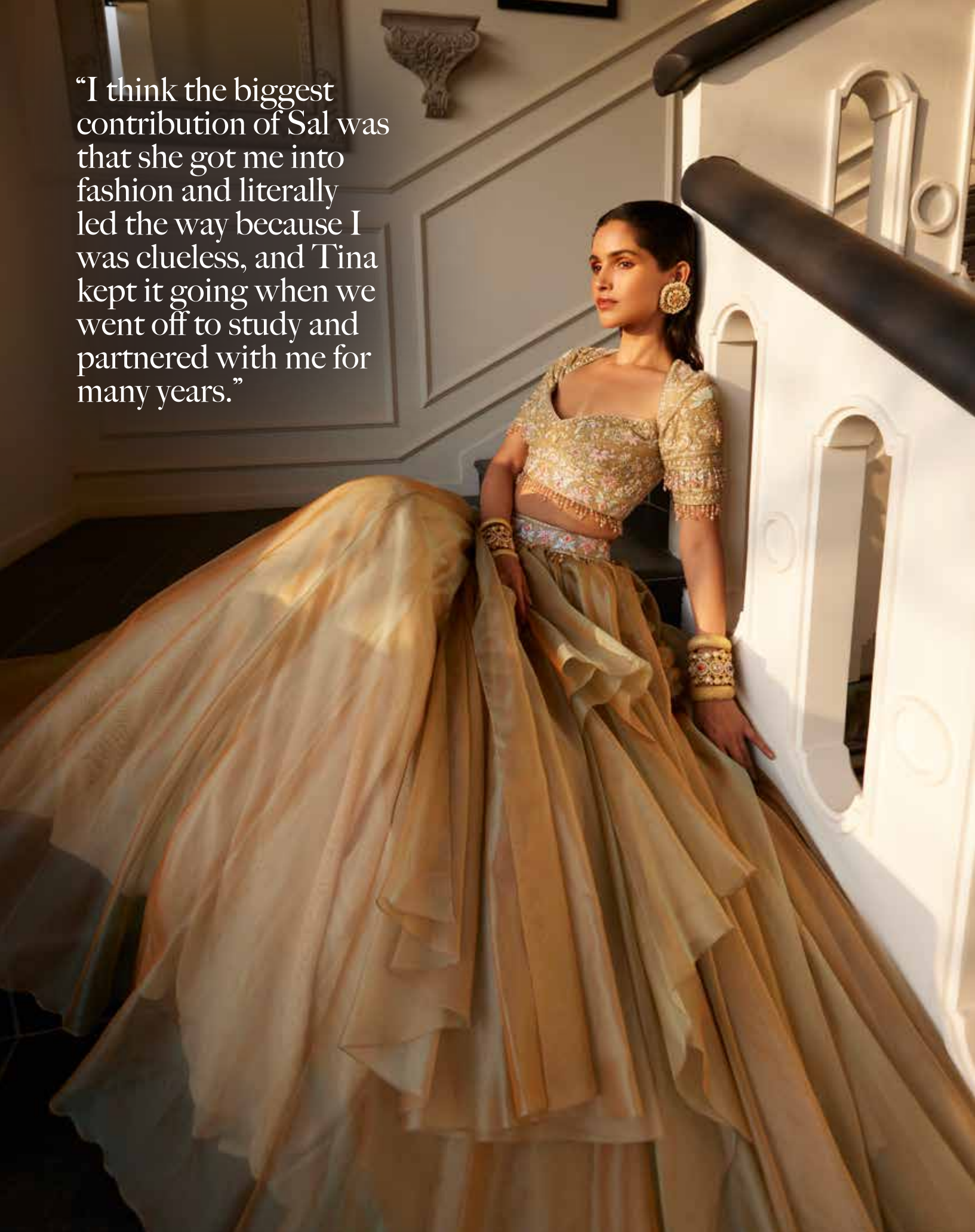
In September 2003, you became the first Indian designer to showcase at the Milan Fashion Week. What did you bring to MFW and what did you take back in terms of new learnings?

We were there at a good time too; the world was finally paying enough attention to the talent and versatility of the Indian fashion industry. We showcased jewel trompe l'oeil T-shirts with medieval Mughal miniatures, tone-on-tone *chikan* separates, *saris* and bridal *lehengas* to an audience sitting in the Palazzo della Permanente. For us, this was the birth of the signature 'India Modern' Tarun Tahiliani design aesthetic.

Over the decades, which are some of the key techniques and structures that the Tarun Tahiliani studio has innovated and developed?

Over the last 25 years, the studio has developed techniques and structures that are synonymous with our brand. Our signature drapes, our world-class corsetry, the sheer bridal veils, structured fluted blouses, intricate *kaashida*, and the craft of *chikankaari*, and fine crystal work are a few of the elements that are integral to the studio.

"Our signature drapes, our world-class corsetry, the sheer bridal veils, structured fluted blouses, intricate *kaashida*, and the craft of *chikankaari*, and fine crystal work are a few of the elements that are integral to the studio."



"I think the biggest contribution of Sal was that she got me into fashion and literally led the way because I was clueless, and Tina kept it going when we went off to study and partnered with me for many years."





Your 45,000 sq ft atelier houses a 1000+ strong team of designers, master craftsmen, tailors, drapers, and seamstresses. What is it like here on a normal day?

A normal day is very much like that, as I would imagine most people get to work between 8 and 8:30 a.m. to avoid the traffic. By this time the factory is buzzing, and so I do one walk around just to look at all the pieces that are on the floor, which I might not see normally, and through the two-three ateliers that are doing new things, and by that time I am pretty much in my mood board room carrying on from the day before. I really like to keep my mornings for design meetings because once I get into more admin or other stuff, it is hard to go back. Some days, we have fittings; normally, I have lunch at 12:30 – 1 p.m., and I try to leave by 4:35 p.m. so we have missed the traffic coming back into town. I normally carry stuff back with me so that after my workout, I can do a couple of hours if I need to. However, today, with WhatsApp and emails, you are at work constantly, just not physically in the studio. There was a time I spent a lot more time going out to embroidery units and all, but now it comes to me. On days that I do TASVA, I go across to the TASVA building, which is three-four buildings away, and there are always a million things to do with our stores and the new factories. At the moment, we are completing projects, but otherwise I would go to the architectural office and work over there. (TASVA, a joint venture between the House of Tarun Tahiliani and Aditya Birla Fashion and Retail Ltd (ABFRL), was launched in 2021 as a more relaxed and affordable alternative to celebrated menswear.)

"In 2003 at the Milan Fashion Week, we showcased jewel trompe l'oeil T-shirts with medieval Mughal miniatures, tone-on-tone *chikan* separates, *saris* and bridal *lehengas* to an audience sitting in the Palazzo della Permanente. For us, this was the birth of the signature 'India Modern' Tarun Tahiliani design aesthetic."



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"Jahan and Anand are not interested in stepping into the design studio from a design point of view, but I suppose by being around it, there is some level of osmosis."

Is the desire to grow ever satiated? Any goals yet to be achieved?

Unfortunately, in this sort of business, unless you stay very small and couture, I think you are only going to keep great talent if they grow - and you have to grow for them to grow, for everyone around you to grow. So, it is a very, very competitive environment. Unfortunately, it is also viewed as a relative game, so without dropping standards, which is the easiest thing to do, one has to see how one can find the right balance between growth and quality. I keep telling everybody that my lifestyle is not going to change, no matter how much we make. I loathe to give up things just for the sake of growth.

Your wife Sailaja (Sal) Tahiliani, and sister Tina Tahiliani Parikh have also been part of your design journey. How has their contribution enhanced the brand?

I think the biggest contribution of Sal was that she got me into fashion and literally led the way because I was clueless, and Tina kept it going when we went off to study and partnered with me for many years. Now, of course, she has her own retail company, which is ENSEMBLE, and we run it. Sometimes, you need people who will just tell you the brutal truth, as Sal does. That is invaluable, apart from everything else.

Are your sons Jahan and Anand interested in stepping into Tarun Tahiliani Design Studio?

Jahan and Anand are not interested in stepping into the design studio from a design point of view, but I suppose by being around it, there is some level of osmosis. I think that I have many great people being groomed in the company whom this company should logically pass on to for its future, just as European brands have shown to be possible. They will be the real custodians of the brand.

Do you strike the elusive work-life balance?

I probably did not strike the work-life balance, and let me tell you, even at this stage, I work harder than I did before, but at this point, I barely go out, so I think I have the balance, have the time to exercise, have the time to read, and since I am not very social, I do see the few people in my family.

To you, design is...

...evolutionary but absolute!

"At this point, I barely go out, so I think I have the balance, have the time to exercise, have the time to read, and since I am not very social, I do see the few people in my family."



Designer Notes

- Traceability, cultural identity, spirituality and sustainability form the essence of his work.
- His favourite collection to date is Kumbh (2013). Tahiliani had actually visited the Kumbh Mela, a larger-than-life experience, and translated the riotous madness and intoxication into his trademark drapes, in shades of orange.
- His favourite fabrics are ones that drape, sheers, and permanently pleated fabrics. He also likes high-tech fabric from Korea, from brocades to georgette, cutworks, cotton and silk, and crinkled tools.
- He believes that while fashion is about evolution, we must be connected to our past. This is why the brand's tagline has always been: 'All that we were and more'.
- Personally, he has always believed in buying a few things and using them till the time he loves them. For him, luxury is the most justifiable because one buys the most beautiful things and keeps using them.
- With his recognisable aesthetic, Tahiliani has also tapped into the world of architecture and interior design. He has designed several boutique hotels, resorts, restaurants, and holiday homes and has an interior and architecture division for special projects. This passion for spaces is reflected in all of his stores. The spaces speak of his love of Indian art and architecture, borrowing elements from Mughal miniature paintings, with fabric being the central focus. Architecture serves as another medium to express his version of India Modern.



Nirmala Sitharaman: Pulling Off The Unexpected!



Considered by some as 'the most consequential Finance Minister India has ever had', Nirmala Sitharaman has braved considerable storms to keep the economy sailing. A look at the rise of India's sharp, proactive, no-nonsense, first full-time FM.

By Nichola Marie

Back in 2010, when Nirmala Sitharaman became spokesperson of the BJP, it raised quite a few eyebrows. Mainly because she was far from the typical 'Bharatiya Nari' mould that the party had hitherto favoured. After all, a 'Free Thinker' from Jawaharlal Nehru University of the 1980s is not exactly the expected profile for a BJP spokesperson. But Sitharaman did not only slip into that role effortlessly, she has gone on to shine in greater roles as well, namely as India's first full-time Finance Minister. Confident, articulate and intelligent, as of 2023, she has presented five annual budgets and fact remains that it was under her leadership that India reached the US$3.1 trillion economy mark.

She is also one of the party's biggest voices on the international stage, ensuring the world takes note of India's achievements. Recently, leading a high-powered delegation to Washington to attend IMF, and World Bank meetings, she emphasised how the Indian economy today is transparent, open and watchable, making a strong pitch before the American business community to come and invest in India and be part of the country's growth story. She maintained that these are results of the path-breaking and futuristic reforms, including digitisation being undertaken by Prime Minister Narendra Modi in the last nine years. "Digitisation has had an immense impact on the Indian economy, bringing transparency," she said, adding that earlier, nearly 40% of the Indian economy was grey. "Now, the Indian economy is not small, (it is) transparent, open, watchable if you want to use that word... Therefore, for the next 25 years in the budget, we proposed that India should become an artificial intelligence hub," she said. Stating the focus on artificial intelligence and green hydrogen, she added, "By 2047, we expect India... meeting the aspirations of our youth... You're looking at a very high potentially youthful, very skilled population which is going to contribute to India's growth... We are looking at a lot of measures and steps which will bring in life and rejuvenate the economy."



Confident, articulate and intelligent, as of 2023, Nirmala Sitharaman has presented five annual budgets and fact remains that it was under her leadership that India reached the US$3.1 trillion economy mark.



Loud & Clear

Each year, Sitharaman faces the inevitable post-budget criticism, setting the record straight and giving it back to her detractors with vim and vigour. This year, in response to senior Congress leader P Chidambaram's labelling of the budget as 'callous', and that it betrayed the hopes of the vast majority of the people, she countered, "Spending for capital expenditure we can all talk about - to whom it goes, how it goes, and who benefits from it. But at the cost of social welfare (that opposition parties have alleged)? I am not sure they have done their work. I invite them to go and look into the details of the budget."

The previous year, in 2022, rebutting opposition criticism of her budget, she retorted, "He [Shashi Tharoor] said India is facing '*andha kaal*'. Sir, there was an *andha kaal*, but it was by Congress. In 1991, we had foreign exchange reserve for two weeks and we also know about the Emergency, that was *andha kaal*. When we are talking about inflation, double digit inflation during UPA 1 and 2 was *andha kaal*. Coal scam, 2G scam... every day there was corruption scam... that was *andha kaal*. Macroeconomic fundamentals going idhar udhar... that was *andha kaal* with policy paralysis."

In an article in Swarajyamag.com, Tushar Gupta dubs Sitharaman "easily the most consequential Finance Minister India has ever had." He writes, "In the economic history of India, several finance ministers have had the front-row seat to the macro shocks that have rocked the country. From wars to the balance of payment crisis, they have seen it all, and yet, Nirmala Sitharaman's tenure comes across as unique and arguably the toughest, even when compared to her recent predecessors who sailed through the aftermath of the 2008 financial crisis."



Gupta points out that when Sitharaman took over the reins from Arun Jaitley in 2019, she had some big shoes to fill. "Less than a year later, she presented her first complete budget, only to see the country, and the world at large, be consumed by the Covid-19 pandemic, sending all her plans for a toss. In 2021, hopeful that the worst was behind, she presented another budget, only to see it disrupted by the Delta wave in April and the Omicron wave in December. Come 2022, and Sitharaman completed a hat-trick of budget disruptions, as Putin's war led to a complete disruption of the macro environment." He gives full credit to her for braving it all, emphasising, "To have three budgets sent for a toss and still keep the economy sailing through choppy waters is no mean feat." He points out that the economy was not in doldrums because of internal factors, but because of factors that were beyond the control of anyone at the helm of affairs, namely "a once-in-a-century pandemic, and a war not many saw coming which ushered inflation unthinkable in the West and an interest rate hike spree unprecedented in recent times."

Some of Sitharaman's positive outcomes are seen in the agile thinking during the pandemic, saving of Indian MSMEs and taking on China, huge infra push with a four-fold increase in capital expenditure, corporate tax reform, moving towards a lower tax regime, and commendable fiscal management.





Growing In Leaps And Bounds

Sitharaman has enjoyed one of the swiftest ascents in Indian politics. Her quick rise shows that the BJP high command considers her a prized asset. Her first semi-political innings began when she became a member of the National Commission for Women in 2003 when Atal Bihari Vajpayee was the Prime Minister. She formally joined the BJP only in 2006, after her tenure with the NCW ended, and became a party spokesperson soon after. She did it, she would later say, because she agrees with the party's ideology. "I did not join the party in its days of glory and therefore being relevant in politics was the only criterion for me," she had replied when asked why she joined BJP in Hyderabad, since the party did not have much relevance in Andhra Pradesh politics at that time.

Soft-spoken but articulate, in 2012, she worked directly under Modi, given the responsibility of organising BJPs media campaign for the elections. An influential BJP spokesperson during the 2014 Modi campaign, in May 2014, she was appointed Minister of State (independent charge) of Commerce and Industry. For six months in 2014, she was also a junior minister to the then FM Arun Jaitley.



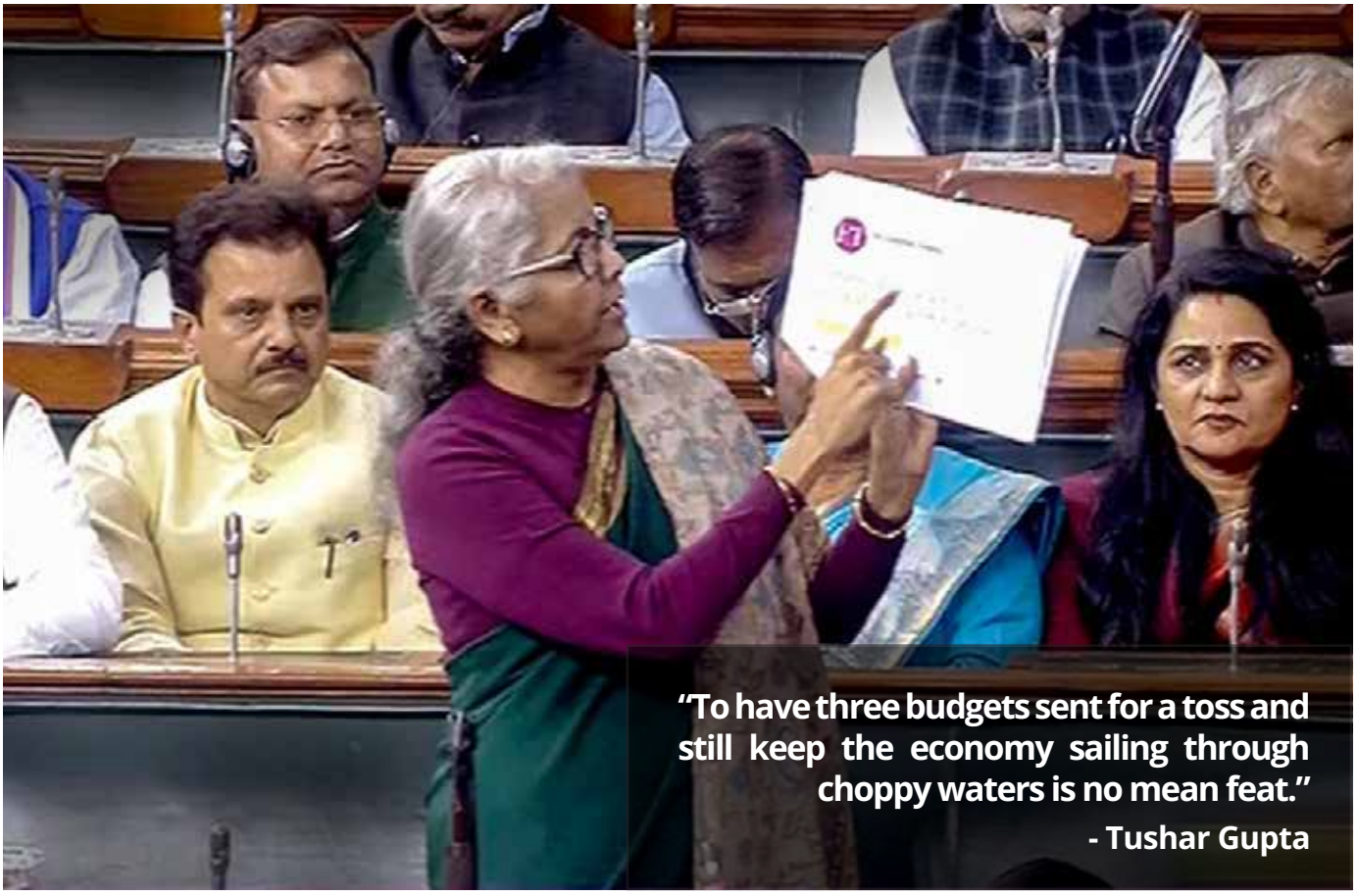
Some of Sitharaman's positive outcomes are seen in the agile thinking during the pandemic, saving of Indian MSMEs and taking on China, huge infra push with a four-fold increase in capital expenditure, corporate tax reform, moving towards a lower tax regime, and commendable fiscal management.

In 2017, she was cherry-picked by PM Modi as India's first full-time Defence Minister, breaching an enduring glass ceiling as she assumed responsibility of a male-dominated military.

Yet, despite holding a key portfolio, she remained something of a relatively unknown entity when, two years later, in a surprise move that created considerable ripples, she was named the Finance Minister. Her promotion was meant, as claimed by some quarters, to cut certain party-members to size. Others opined that her lack of experience, deferential, collegiate style of working, and her being amenable to direction were appreciated by the PMO. She herself would explain it as 'cosmic grace', no less. "Somebody who has come from a small town, grown into the party with all the support of the leadership... and if given such a responsibility, it just makes you feel sometimes that cosmic grace is there. Otherwise, it is impossible," as she told reporters shortly after. At the end of the day, general integrity and a distance from business lobbies were possibly the main pluses in her favour as she took charge as Finance Minister, shouldered the daunting responsibility of helming the then-US$2.9 trillion economy, and succeeding a long line of famous predecessors dating back seven decades.



After setting up a public policy institute as well as an alternative education school in Hyderabad, Sitharaman gravitated towards the BJP.



"To have three budgets sent for a toss and still keep the economy sailing through choppy waters is no mean feat."

- Tushar Gupta



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The Right Background

Born to Shrimati Savitri and Shri Narayanan Sitharaman on August 18, 1959 in Madurai, Tamil Nadu, she hails from a family where education was prized and learning was placed above all else. As her father was with the Indian Railways in a transferable job, she grew up with relatives in Chennai and later Tiruchi, where she completed her graduation. She schooled in Chennai and graduated in Economics from the all-woman Seethalakshmi Ramaswami College in Tiruchirappalli, where her former teachers remember her as an "exemplary student". She would reportedly devour volumes or economics books, and clear her doubts with teachers. Well-known in college for her oratorical skills, she would win prizes in every competition she took part in, whether intra or inter-college. Incidentally, Sitharaman continues to maintain her ties with her alma mater, accepting invitations to attend events as chief guest, where she has also delivered speeches inspiring the students to enter politics and "clean it up."

A postgraduate in Economics from Delhi's Jawaharlal Nehru University (JNU), she has an MPhil in International Relations. It was at JNU that she was exposed to politics, living in Godavari hostel with a group of friends who were Free Thinkers. The Free Thinkers was a forum that discussed the politics of both the right and the left. She was, in fact, one of the Free Thinkers' posse when it gheraoed the Vice Chancellor's office in protest against the sealing of a student's room.

In 2017, she was cherry-picked by PM Modi as India's first full-time Defence Minister, breaching an enduring glass ceiling as she assumed responsibility of a male-dominated military.





It was at JNU that she was exposed to politics, living in Godavari hostel with a group of friends who were Free Thinkers.

After marrying Parakala Prabhakar, whom she first met at JNU, the couple moved to London. She had registered for a PhD dissertation (on India-Europe textile trade in the GATT framework); it wasn't completed because Prabhakar got a scholarship for a PhD at the London School of Economics and she couldn't appear for the viva. In a short-lived pursuit, she signed up to be a salesgirl at Habitat, a home décor store in London's Regent Street. Here, she won a bottle of Moët & Chandon champagne that winter because she made record Christmas sales!

She went on to join the London office of the professional services firm, PricewaterhouseCoopers, where she worked on transferring Western audit systems to post-Cold War Eastern Europe. In 1991, she and her economist husband returned to Hyderabad, as it was their "conscious decision" to have their impending child born in India.



It's Personal

Did you know...?

Her interests include sports, recreational travel, trekking, music and cooking. In fact, making pickles is an activity so close to her heart, she calls it a "sacred ritual."

Sitharaman is known to frequently tweet about the books she's reading, including 'One Hundred Years of Solitude' by Gabriel Garcia Marquez which she called a "deeply fascinating read," and another on former US Federal Reserve Chairman Paul Volcker.

When Sitharaman presented the Union Budget for 2023-24, her daughter Vangmayi Parakala, who generally stays away from the public eye, was spotted witnessing the session from the visitor's gallery in the Lok Sabha. Incidentally, Vangmayi had accompanied her mother to Parliament for the Union Budget 2020 as well. She is a feature writer with 'Mint Lounge' and was formerly with 'The Hindu'. Having secured a Bachelor of Arts and a Master of Arts degree from Delhi University in English Literature, Vangmayi reportedly spent a year in the United States pursuing a Master of Science degree in journalism. She is believed to have specialised in magazine and photojournalism.

Sitharaman's husband Dr Parakala Prabhakar holds a doctorate from the London School of Economics and Political Science in Political Economy of International Relations and Affairs. According to his profile on LinkedIn, he is Managing Director at RightFOLIO, a brand management, corporate communications, HR consulting, market research, content creation, and event management company since 2010. Since 1997, he has been Chairman and Managing Trustee of the Parakala Seshavataram Memorial Trust. From 1992 – 2010, he was Managing Director, Centre for Public Policy Studies - a policy research and analysis organisation, which provides research and policy consultancy to bodies like UNICEF, ILO, UNDP, WTO, Union and State Government departments as well as banks and corporate clients. It is now a part of RightFOLIO.

After setting up a public policy institute as well as an alternative education school in Hyderabad, Sitharaman gravitated towards the BJP. Incidentally, her mother-in-law was a Congress MLA in Andhra Pradesh and her father-in-law, Seshavataram Parakala, a well-known Congress politician and an associate of P V Narasimha Rao.

Civil servants who have worked with her in the past, point out her proactive and hands-on approach. Her attitude of - "If I don't know, I don't know. There is no harm in learning," has clearly held her in good stead. She was also appreciated for her crystal-clear, self-explanatory instructions and reasonable deadlines!





A Powerful Force

In 2022, Sitharaman ranked number 36 on the 'Forbes' list of the world's most powerful women, for the fourth time in a row. In 2021, she ranked number 37, while she was in the 41st spot in 2020 and 34th in 2019. 'Fortune India' ranked her 'The Most Powerful Woman in Business in India', for her economic rescue act, namely her achievements in inflation control, revenue augmentation, and infrastructure.

All eyes continue to be fixed on the FM as she navigates both micro- and macro-economic uncertainties, including the geo-political situation and global inflation. Going by her quoting of the Chanakya Niti, namely - "*Karya purusha karena lakshyam sampadyate* (With determined human efforts, the task will surely be completed)," she isn't shying away from the challenges.

Sitharaman has enjoyed one of the swiftest ascents in Indian politics. Her quick rise shows that the BJP high command considers her a prized asset.





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Mohammad Azharuddin: “Just like fame did not affect me beyond a point, neither did the controversies.”



If the bouquets have rained down on the prodigiously talented Mohammad Azharuddin, so have the brickbats – and he has faced both with equanimity.

By Nichola Marie



A most delightful batsman to watch and a superb fielder to boot, Mohammad Azharuddin quickly shone. The honours piled up over the years that followed; however, his career in cricket did not conclude in a blaze of glory. When the cloud of allegations lifted, it was perhaps too late but he did make a comeback to cricket albeit in an administrative role.

Cricket remains extremely close to his heart. He hopes to impart his knowledge with youngsters in the coming days and share his expertise in the game with a wider audience, even as he continues with his political career. After all, as he points out, "Life is full of surprises."

Excerpts from his interview with 'Society Achievers':

English cricket writer John Woodcock once said, 'It's no use asking an Englishman to bat like Azharuddin. It would be like expecting a greyhound to win the London Derby'. How did it feel to be the object of the high praise that came your way all through your career?

It makes me happy to be related to in such a manner by a renowned personality. I feel elated that all my hard work paid off. I most humbly accept the compliment.

World-famous for your wristy strokes on the leg side, how much would you say your graceful and brilliant batting talent was inborn and how much was due to the correct training? Do tell us a little about your early days in Hyderabad, discovering cricket.

I started playing at the age of eight to nine years, right from primary school. Cricket was something that came naturally to me. As I kept playing, I kept improving and every win encouraged me to play further. I got selected to play for my school team at 10-11. That was a big turning point in my cricket initiation.

"Cricket was something that came naturally to me. As I kept playing, I kept improving and every win encouraged me to play further."

What are your memories of your stunning debut back in 1984, at Eden Gardens against England? You not only began your cricketing journey with a century but scored two more to become the first batsman in history to score three consecutive centuries in the first three test matches...

I was extremely nervous before the match. I came to know, just 40 minutes before the toss, that I was playing in the eleven. And to be playing with stalwarts like Mr Gavaskar, Mohinder Amarnath, Dilip Vengsarkar and Kirmani, was a dream come true.

I scored my hundred in more than 300 balls. And the ball was moving in extreme overcast conditions. It must have been a boring 100 for people to watch. But I was a newcomer and playing in front of 1 lakh-plus people was not easy. I'm happy I made a mark and there was no looking back thereafter.

Which of your innings hold a special place in your heart?

Personally, I like my 182 at Eden Gardens in 1993 against England, and 121 at Lord's in 1990 against England.

Even my 100 against South Africa at Eden Gardens in 1996 was special. But nothing compares to my first three centuries.



You captained India in three World Cups — 1992, 1996 and 1999 and led the team to victory against Pakistan in all three appearances. You also led India to 90 ODI victories in 174 matches as a captain. Some feel that your enormous contribution has not been adequately acknowledged. Agree?

The numbers are there to prove my credentials as a captain and a player. I do not seek any further validation. People who really loved me acknowledged me for my talent. And I'm very thankful for that.

You are considered one of the best fielders of your era. To what do you attribute this skill?

Long hours of practice and fitness training were my secret of agile fielding presence. I was a very good reader of the game. I was able to foresee the batsman's move and prepared myself accordingly.

What, in your opinion, are some of the positive and negative ways in which the game of cricket has changed over the years?

The game of cricket has changed for the better. Cricket is part of the growing society. Change is a part of growth. Now we have different formats of the game and batting has become very unconventional. It's entertaining for the viewers. Plus, the players are getting remunerated accordingly. I'm very happy about that.

"Life is full of surprises. I would definitely like to work for the benefit of the people of India."







With Mohammad Anas Baqai



Dates with Destiny

8 February 1963 - The day Mohammad Azharuddin was born to Mohammad Azizuddin and mother Yousuf Sultana in Hyderabad, Andhra Pradesh.

1984 - Made his test debut against England.

1986 - Won the Arjuna award; two years later he was honoured with the Padma Shri.

1987 - Married Naureen; the couple had two children: Mohammad Asaduddin and Mohammad Ayazuddin.

1990 - Replaced Srikkanth as the captain of the Indian squad for the tour to New Zealand.

1991 - Won the Wisden Cricketer of the Year award.

1994 - 'Azhar' - the authorised biography of Mohammad Azharuddin by Harsha Bhogle was released.

1996 - Married model-actress Sangeeta Bijlani after parting ways with Naureen.

2000 - Accused of match-fixing and was banned by the BCCI; he pleaded innocence.

2009 - Joined the Congress party; won the 2009 Lok Sabha election from Moradabad.

2010 - Divorced Sangeeta Bijlani.

2011 - Younger son Ayazuddin died in a freak bike accident.

2012 - The Andhra Pradesh High Court declared his ban from cricket as illegal after 12 years.

2016 - A biopic 'Azhar' was released starring Emraan Hashmi.

2019 - Elected President of the Hyderabad Cricket Association.

2019 - His son Mohammad Asaduddin married Anam Mirza, the sister of Sania Mirza.



"People who really loved me acknowledged me for my talent. And I'm very thankful for that."

"It must have been a boring 100 for people to watch. But I was a newcomer and playing in front of 1 lakh-plus people was not easy."

How would you sum up your recently-concluded tenure as President of the Hyderabad Cricket Association?

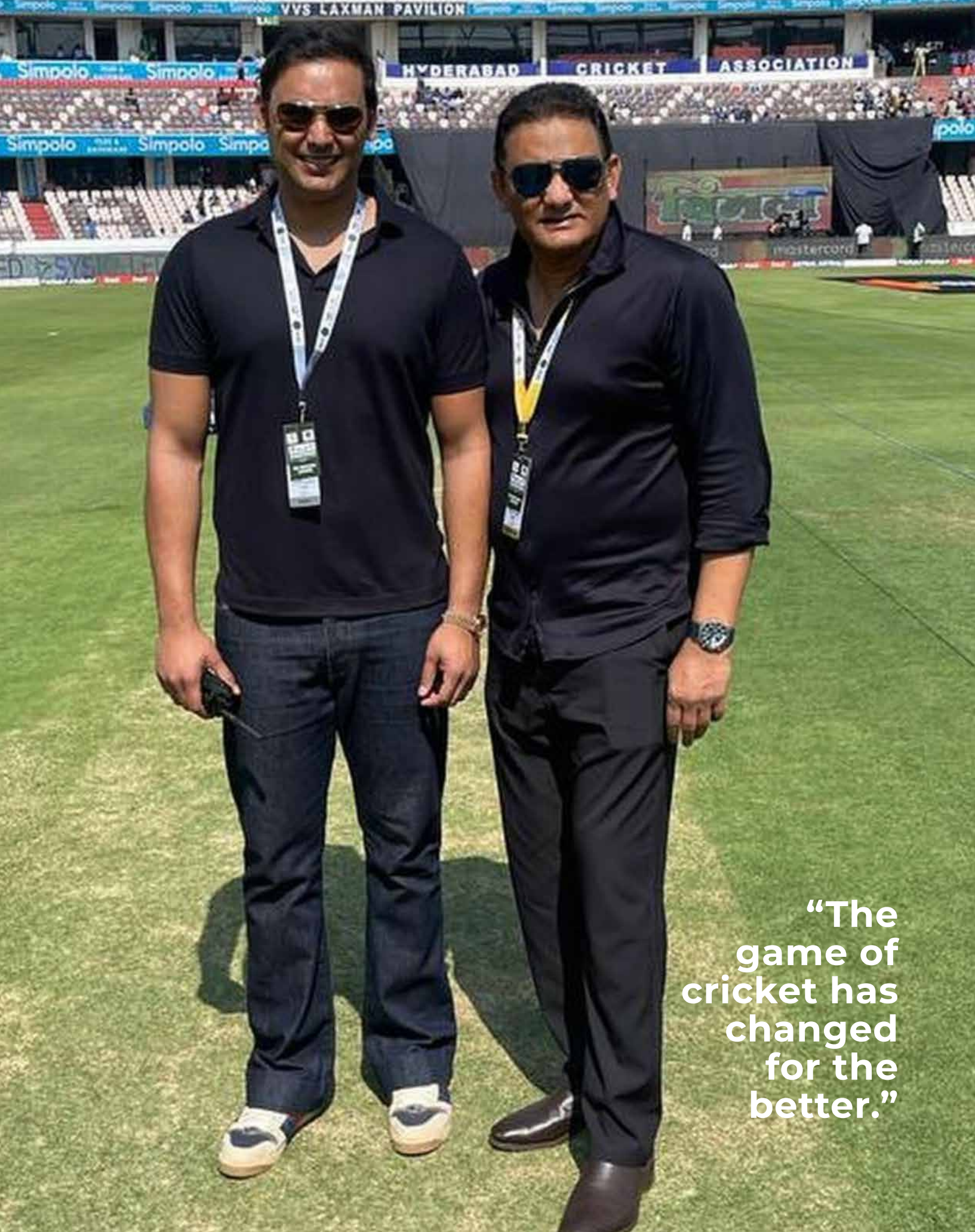
I worked very hard for the betterment of cricket in Hyderabad and for the Association. I conducted two very successful international matches during my tenure despite Covid regulations. There is a lot of cleanup that still needs to be done.

You have also faced your share of controversies on and off the field. What helped you overcome them?

Just like fame did not affect me beyond a point, neither did the controversies. I have immense patience and I sailed through.

In 2009, you were elected as a Member of Parliament for Moradabad, and are also the Working President of the Telangana Pradesh Congress Committee. How do you view your innings in politics and what has it taught you?

Politics is my other passion after cricket. The Moradabad public accepted me with open arms in politics. Within a month after the nomination, I was a member of Parliament, thanks to the people of Moradabad who showed immense confidence in my candidature.



“The game of cricket has changed for the better.”

Did you know...?

- Azhar is the only Indian captain to have led the Indian team in three World Cups - 1992, 1996, and 1999.
- He led India to 90 ODI victories of the total 174 games that he captained the team in.
- In his international career of over 16 years, Azhar represented India in 99 Tests and 334 ODIs, scoring a total of more than 15,000 international runs.
- He scored a hundred in his first and last test, much like Greg Chappell, with whom he was compared on account of his wristy stroke play.
- He became the first player to score a century in each of his first three tests.
- He held the record for the fastest hundred, maximum runs and most catches in ODIs. All three records have since been broken.
- He scored five centuries at Eden Gardens, Calcutta (Kolkata), at a whopping average of 107.50.
- He was at his prolific best against England, against whom he has 1278 Test runs at an average of 58 with 6 hundreds and Sri Lanka, against whom he has 1215 runs at an average of 55 with 5 hundreds.
- His highest test score of 199 came against Sri Lanka at Green Park, Kanpur, in 1985.
- He reportedly inherited a fondness for dressing from his grandfather, a man who had a lot of influence on him in his formative years.
- Speaking about the irrevocable loss of losing his son Mohammad Ayazuddin, aged 19, in a bike accident, Azhar said, "I look at it this way – he was sent to me only for that period of time. It was God's will and I cannot fight it. I had to take care of my family too through it all. It's been eight years since I lost my son and I still feel his presence. Not a day goes by without me thinking about him, but the fact is that he is no more."





"Politics is my other passion after cricket."

What are some of the goals you are still keen to accomplish in life?

Life is full of surprises. I would definitely like to work for the benefit of the people of India. Also, I would like to share my expertise in cricket with a wider audience. I would like to impart my knowledge to youngsters in the coming days.

Apart from cricket, what are some of the things that interest and engage you?

My favourite sport is basketball. I would love to go and watch a Lakers game someday. I'm a huge fan of the Lakers and my all-time favourite sportsman is Magic Johnson. I would love to meet him one day and ask for his autograph.

Lifestyle

Fitness tips from the trainer to the stars, wines to toast to summer with, the stunning tale behind one of the world's most iconic automobile brands...

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Fitness Guru to Deepika Padukone, Katrina Kaif, Alia Bhatt, Hardik Panday & more...



Yasmin Karachiwala, the much-sought-after celebrity trainer, tells Hannah Cardozo about her fitness lifestyle, while offering insight into keeping the stars fighting fit!

In the world of fitness, Yasmin Karachiwala is a force to reckon with. A celebrity in her own right, she is credited with helping some of Bollywood's hot-steppers get in shape and live life at their healthiest. Known as the 'Pioneer of Pilates' in India, Yasmin began her journey over three decades ago and in a field that was once dominated by men, she carved out a niche for herself to become a leading persona in the realm of fitness and wellness. She has gone on to open her own studio, 'Yasmin's Body Image', with franchises across India and beyond. Her clientele includes Deepika Padukone, Katrina Kaif and Alia Bhatt.

She sat down with us to talk about her journey of becoming a trainer, how to make fitness a lifestyle, and her experience with the celebrities she works with.

What inspired you to become a trainer?

Nothing... I was the laziest person growing up. Even in school, if there was athletics, I would do shot put and javelin because it involved no movement, just strength. My mom kept signing me up for athletic training and every morning I would have a headache or a stomach ache and I wouldn't go. In college, a friend started dating a boy and she wanted to start looking good. There was a health spa that had opened in Bandra and they were giving a really good deal - 'two for the price of one'. So my friend convinced me to join - it was peer pressure. She knew exactly what she wanted to do, but I didn't and I hated exercising. But I saw these people doing aerobics and I said: 'Oh great, I'm a fabulous dancer'. I went into the aerobics room not knowing it was choreographed - when people went right, I was going left, when they did knee-ups, I was kicking. And everyone was like, 'Can you just get out of this class? Can you just stop?' I was so embarrassed at the end of the class and thought, 'Okay, I have to nail this, because how can I be bad at anything?' So I started going to class every day. I would go late and then stand in the front. After a month-and-a-half, my instructor called me, she was unwell, and she asked if I could teach her class. I said sure, I went to class and I said, 'Hey everyone, today I'm teaching' and they started laughing. They thought I was joking. I popped a cassette and I realised that I knew the entire routine of 10 songs from the warm-up to the cooldown. I just knew what to do and I could also mimic what instructions my instructor was giving. After class, everyone asked if I had practised and I said no. I realised that I enjoy telling people what to do. The instructor came back the next day and said people loved the class. She asked if I wanted to teach the afternoon class and I said yes. That's how it all started.

"I signed up for the course and went to the US. It was one of the most difficult things I've ever had to study in my life. I had to learn anatomy, about muscles and bones and I wasn't even a science student!"



"For Deepika, if she's got a 7 a.m. shoot, she'll get up at 5 a.m. and work out. Even when I went to the Oscars with her, she had a full day but we worked out at 6:30 a.m. because for her, working out is not just to lose weight; starting the day with a workout makes her feel good."



I completed college two years later and went to a summer camp in the US, where I was working as a counselor. My instructor suggested I undergo ACE training as she thought I had the flair to become an instructor.

I didn't know anything about fitness and here I was becoming a fitness instructor. I signed up for the course and went to the US. It was one of the most difficult things I've ever had to study in my life. I had to learn anatomy, about muscles and bones, and I wasn't even a science student! We had to learn words like gastrocnemius - it took me literally three days to learn how to say it. But it was the beginning of my journey.

“Hardik came to work out with me when his back was really bad pre-surgery. He was playing at that time as well. So Pilates helped a lot with his injuries and managing them.”





“Their (celebrities) consistency, their dedication, their regularity, all of this is very inspiring. Despite their busy schedule, they still make time for a workout.”

You’ve been in this industry for years, what inspired you to choose Pilates over any other form of exercise?

I’ve been in this industry for 30 years. I started with group fitness and then grew into a personal trainer. I saw that people in India, especially women, were very apprehensive about doing weight training because they thought they would get muscles and start looking like men. After a while, I wanted to do something different because I realised that after I had my kids, whatever I did, I wasn’t losing that little belly fat that you get after pregnancy. I did 1,000 crunches sometimes and it wouldn’t help. I started reading about what I could do to lose belly fat and I found Pilates which works the core.

I called the first school that showed up on Google for Pilates teacher training and said, I want to become a Pilates instructor. They said that since I had no experience with Pilates, I couldn’t be an instructor as it’s very intense and people, usually even after a year of doing Pilates, still find it difficult and can’t complete the course. Nobody in India teaches Pilates so there was no way I could try it. They told me I’d be wasting money but I was willing to take the chance. That’s how I ended up in Orange County, California. I had to rent an apartment, something close to the studio because I didn’t have a car and there was no public transport there, no Uber for sure. I rented this matchbox of an apartment opposite the studio. That’s how I learnt Pilates and became the pioneer of Pilates in India.

When it comes to fitness, what are your biggest dos and don’ts?

My biggest DO is to practice what I preach. So when I tell people to eat healthy, live a healthy lifestyle and find a balance, I definitely do that. I eat very clean, I don’t eat sugar, gluten and dairy, and I work out every day. I believe that people have to learn to invite fitness into their routine because it’s not going to magically happen. Most people do it for a reason, to prepare for a wedding, or their birthday, or a holiday. People don’t realise that it’s not just a one-stop thing that you need to do. It’s a journey, not a destination.

When people get into fitness they over-commit, they say, ‘I’ll do this six days a week or five days a week’. I always tell people, under-commit. Don’t commit to anything big, make small commitments for yourself, and then build it up.

Another DO is to set goals. Know what you want to do. If you have a long-term goal, the way to achieve it is to make short-term goals to reach it. If you want to lose 15 kilos, start planning for every three kilos. So that when you do three kilos, you feel like you’ve achieved it. Now you can set your next goal. When you set your goal for 15 kilos, and you’ve only lost two or three kilos, you get disheartened and you don’t keep doing what you need to do to achieve that.



“Make sure you drink enough water during the day because a lot of the time people forget to drink water.”

What are the most significant challenges individuals face when achieving their fitness goals, and how do you keep your clients motivated throughout their journey?

One of the things to do is set short-term goals to make sure that you don't dive into fitness with your entire body. Test the waters. If you hate exercising, don't set a goal to exercise an hour, even three times a week. Do 20 minutes and build it up. Don't jump into it because as quickly as you jump into it, you're gonna jump out.

"Katrina has long hours of work but she'll still make time to come after she finishes her shoot to work out. There are days she'll work out at 11 p.m. because she wants to get that workout in."





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First people have to identify the goals that they want from fitness and then they have to plan their route to achieve that goal. Another thing is you need to find a form of exercise that you enjoy. Don't do something that somebody else has lost weight doing, or gotten fit doing, or gotten six-pack abs doing. Find what your body likes because what works for me will not necessarily work for you.

Food is a big part of fitness, you often share healthy recipes, what are some tips for eating healthy but also making food fun?

Plan your meal. When we are hungry, we see what's there to eat and eat anything. So one of the main tips is to plan what you eat and plan for the week so that it's not a daily hassle for you. You know what foods are good and bad. We all know sugar is bad and fried stuff is harmful. So, try to find alternatives. When you plan on a Sunday, it literally takes 10 minutes to sit and plan the whole week's meal. Make sure you drink enough water during the day because a lot of the time people forget to drink water. And move. A lot of times, people who go to the office, don't move enough because they're sitting for hours behind a desk - set little alarms / reminders on your phone that make you get up every hour.




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"I believe that people have to learn to invite fitness into their routine because it's not going to magically happen. People don't realise that it's not just a one-stop thing that you need to do. It's a journey, not a destination."

You've been working with celebrities for a long time now. Has there been anything about their approach to fitness that has surprised you or inspired you?

Most definitely their consistency, their dedication, their regularity, all of this is very inspiring. Despite their busy schedule, they still make time for a workout. For Deepika, if she's got a 7 a.m. shoot, she'll get up at 5 a.m. and work out. Even when I went to the Oscars with her, she had a full day but we worked out at 6:30 a.m. because for her, working out is not just to lose weight; starting the day with a workout makes her feel good. Or you have Katrina who has long hours of work and she'll still make time to come after she finishes her shoot to work out. There are days she'll work out at 11 p.m. because she wants to get that workout in. I think that dedication and commitment are really, really inspiring.

Deepika has been very vocal about mental health. Could you shed some light on how that has affected her fitness journey or how physical fitness can influence mental health?

Working out is a stress buster for everybody. So it is good for people to work out because it does not add stress, and stress is what plays on your mental status.

During the pandemic, Katrina and you made videos while quarantining. What made you'll think of doing that and what was it like?

Katrina and I have known each other for so many years, there are times that we are aligned with what we want to do, and I think the idea came about to inspire people to be active and help them to do exercises at home in the lockdown. Everyone knew that Katrina went to the gym and she did Pilates or she worked out, so this was a way of letting people know that even if you're at home, you can still benefit from a workout and be active.

"With Alia, during her pregnancy, we were very mindful and, of course, I am certified in prenatal care and postnatal care."

What did training look like for Alia during her pregnancy?

It was very mindful training because when you're pregnant, you have to make sure you're doing exercises that are good for you and the baby. You're doing exercises that are going to help you during your pregnancy and at birth. With Alia, during her pregnancy, we were very mindful and, of course, I am certified in prenatal care and postnatal care.

You train Hardik Panday. As a sportsperson, what role does Pilates play for Hardik? Did it help with his injuries?

Hardik came to work out with me when his back was really bad pre-surgery. He was playing at that time as well. So Pilates helped a lot with his injuries and managing them. With Pilates, he was also doing weight training and strength training. I was constantly in touch with his physiotherapists, where we used to discuss what we needed to do, how we needed to work, and what we needed to strengthen for him to be better at whatever he was doing.



Sweet Summer Wine

Enjoy summer with a tasteful selection of refreshing wines!

Summertime is wine time. It's a refreshing addition to any party – day or night, a cool way to relax with your closest people, or a soothing companion for those who want a little me-time on a warm summer night. But the season doesn't call for just any wine; to beat the heat you need to go light and crisp.

Colour isn't really a major factor when choosing a wine for summer, you can let your preferences or meal pairings lead the way there. What you do need to look for though is the alcohol content. Low-alcohol wines with good acidity are your best choice. A bright rosé is usually an all-rounder and pairs well with a variety of foods, but if you're leaning towards a white, pick one that's fruity or grab a mineral white wine. Red lovers can opt for something that's chillable, but definitely high on acid and easy on the tannins.

Ready to make your summer pick? Here's a peek at some of the best yet wallet-friendly summer wines recommended by international sommeliers. Cheers!



Luna Hart Wines
Sauvignon Blanc
Around ₹ 2,874



Tormaresca
Calafuria Rosato
Around ₹4,250



La Crema
Brut Rosé NV
Around ₹3,695



Two Shepherds Cinsault
Around ₹2,135



Tenuta Mazzolino Terrazze Pinot Nero
Around ₹1,478



Clos de la Roilette Fleurie
Around ₹2,546



Graci Etna Bianco
Around ₹2,353



Raúl Pérez Ultreia Saint Jacques Mencia
Around ₹1,971

Bedrock Ode to Lulu Rosé
Around ₹2,053



Nouveau Love Bite
Around ₹1,560



Commanderie de la Bargemone Coteaux d'Aix-en-Provence Rosé
Around ₹1,642



Honig Napa Valley Sauvignon Blanc
Around ₹3,039



Grellet Les Terres Fines Blanc de Blancs Extra Brut Champagne Premier Cru
Around ₹8,212



Delavenne Père & Fils Brut Tradition Grand Cru Champagne
Around ₹4,106



Layer Cake California Cabernet Sauvignon
Around ₹1,642

Compiled by Amber Dias

How Ferrari Built A Cult Following Through Design

Ferrari's cars are iconic, but the reasons why are more mysterious.



You might never encounter a Ferrari in person in your entire life – let alone sit behind the wheel of one – yet you know exactly what the car symbolizes. Beauty, desire, luxury, excitement. What began in the 1940s as an eccentric man's racing enterprise has since evolved into a lifestyle. You can buy hats, jackets, backpacks, and shoes emblazoned with Ferrari's iconic prancing horse logo; visit theme parks where the roller coasters and go-carts riff on Ferrari Formula 1 race cars; read a magazine dedicated to the cult of Ferrari.







“He was not a consensual manager. He wasn’t asking what people wanted him to do. He wasn’t doing market research. He was animated by his own sense and his own spirit. He was creative in a way, though he didn’t do the designing himself. Like Steve Jobs, he had an ideal.”

- Andrew Nahum on Enzo Ferrari

How did Ferrari build such a salient brand?

“The branding and the reputation comes from the quality of the product,” says Andrew Nahum, a curator of Ferrari: Under the Skin, a new exhibition at the Design Museum, in London, that unpacks the automaker’s legacy. “They can do that because of the quality of the product and the continuity and history of it. It’s a supercar like no other, really.”

But a good product alone doesn’t create a legendary company. It’s a combination of vision, execution, and knowing how to cultivate a legacy while always looking forward.

There's an unmistakable look to Ferrari's cars today, and every contour serves a deliberate, purposeful function to route air around the car and improve performance.



A Founder Like No Other

Enzo Ferrari founded his race car manufacturing outfit in 1947, but the company's origin story starts years earlier. In 1929, Ferrari (who was 31 at the time and an established race car driver) founded Scuderia Ferrari, which bought and raced high-performance cars. He was always concerned with what would enable him to win. Eventually, he decided that to have an edge he'd have to build and design his cars from scratch, starting from the engine.

"His single-mindedness is purposeful and his intention to win races, above all else, is what made the company and drove its engineering objectives," Nahum says. "Enzo was a charismatic, enigmatic, difficult, sometimes charming, and unique individual. The comparison he brings to mind is Steve Jobs. He was not a consensual manager. He wasn't asking what people wanted him to do. He wasn't doing market research. He was animated by his own sense and his own spirit. He was creative in a way, though he didn't do the designing himself. Like Steve Jobs, he had an ideal."

This ideal was to build a high-performance machine and it began with the engine. "I don't sell cars, I sell engines," Ferrari once said. "The cars I throw in for free, since something has to hold the engine in." The statement is hyperbole since the design of Ferrari's auto bodies is instrumental in how the car drives.



“I don’t sell cars, I sell engines. The cars I throw in for free, since something has to hold the engine in.”
- Enzo Ferrari



“His single-mindedness is purposeful and his intention to win races, above all else, is what made the company and drove its engineering objectives.” - Andrew Nahum on Enzo Ferrari



A good product alone doesn't create a legendary company. It's a combination of vision, execution, and knowing how to cultivate a legacy while always looking forward.

The manufacturer and lifestyle brand we know has evolved beyond its start as a scrappy racing outfit from a racing enthusiast, and there are dozens more stories about how Ferrari's design language and ethos helped turn it into the leviathan it is today.

Science Meets Sculpture

There's an unmistakable look to Ferrari's cars today, and every contour serves a deliberate, purposeful function to route air around the car and improve performance. The designers are looking for ways to push the car to the ground and make it more stable.

In 1951, Ferrari enlisted the Turin-based auto body manufacturer Pininfarina to build his cars, which employed an architectural approach to how it sketched its designs. The draftsmen would draw cross sections and elevations for the cars – the shape of which was based on aerodynamics – then send those specifications to modelers to create full-scale mock-ups of the cars in wood. Over the years, Pininfarina changed the material it uses to mock up the cars, transitioning to metal and wire frames to plaster to foam and now clay. The designers today sketch and draw using digital tools, but they always make clay models.

"[Ferrari] says there's something not quite there when [a design] comes straight from the computer," Nahum says. "The sculptural unit of the car is absolutely important, they pay great attention to that. The car modelers typically mock up a new design in clay based on the designers' drawings. Then the designers inspect it and offer feedback on the aesthetics. "It's an emotional reaction – it looks too muscular, it looks too mean, it looks too hollow," Nahum says. The modelers then correct the silhouette in clay until it reaches the right look.



“There are a number of extraordinary high-performance cars around with extraordinary capability, but they don’t go back to 1947 with an unbroken lineage of outstanding cars.”
- Andrew Nahum

“It’s a subtle and internalized process,” Nahum says. “If you ask a designer what they’re doing, they’ll say it has to look like a Ferrari but it mustn’t quote from the past in a cliched way. They’re inspired by the past, but they don’t say, ‘Well the 250 GTO was wonderful, let’s do that again’. Or, ‘That kicked-up rear spoiler is really classic, we’ll try that’.”

Cultivating A Legacy

That dialogue with the past is a key part of Ferrari’s branding strategy. “What’s striking to me is that Ferrari and its approach today really have continuity with Enzo Ferrari and his ambition and personality,” Nahum says. “There are a number of extraordinary high-performance cars around with extraordinary capability, but they don’t go back to 1947 with an unbroken lineage of outstanding cars.”







Article & Images Courtesy: www.brandknewmag.com

Enzo Ferrari was always very particular about how his brand was represented. For example, he kept a tight rein on his prancing horse logo.

When Nahum was conducting research for this exhibition, he found that Enzo Ferrari was always very particular about how his brand was represented. For example, he kept a tight rein on his prancing horse logo. It was originally the personal symbol of a fighter pilot. After the pilot died in a crash, his family permitted Enzo to use it for his enterprises.

"Ferrari had a highly considered view of his company right from the start," Nahum says. "There's an amusing anecdote about a salami manufacturer nearby who tried to use a prancing pig as a trademark. Ferrari sued because he thought it was ridiculing the prancing horse, and he won."

He applied his logo – which he modified to include a yellow background, the official color of Modena – to all of his cars. He also put the logo on an annual yearbook Ferrari published and on products – like watches – that he would give as gifts to friends. Branded merch is common today, but it wasn't during Enzo Ferrari's time.

The manufacturer and lifestyle brand we know has evolved beyond its start as a scrappy racing outfit from a racing enthusiast, and there are dozens more stories about how Ferrari's design language and ethos helped turn it into the leviathan it is today. Nahum hopes the exhibition – which includes actual cars, video, sketches, archival photographs, and new interviews with present-day leadership – helps Ferrari fans learn more about the design and process behind their favorite cars. He also hopes design enthusiasts earn an appreciation for automotive design – a field that doesn't receive the credit it deserves, Nahum believes. "It's the translation of art into engineering," he says.

Centre Stage

All eyes were on Emraan Hashmi at the unveiling of the latest issue of 'Society Achievers'.

When it comes to doing things with style, Emraan Hashmi is not one to shy away; as he proved at the unveiling of the March issue of 'Society Achievers', which he had graced. The superstar was joined by media magnate Nari Hira, Ashok Dhamankar of Magnate Publishing and Andrea CostaBir, Editor, 'Society Achievers'.

"Through our films, we try to entertain the audience, but these are really beautiful bonuses (being on the cover of a magazine) that you get. Bonuses that give us validation and really instill confidence to keep going, pushing to do better roles and entertain the audience. So yeah... this one's for 'Society Achievers'," he said as he thanked Mr Hira and Team Magnate, before taking a few questions from the media and shaking a leg with host for the evening Simran Ahuja.

























Emraan also joined the magazine in felicitating achievers from different realms, recognising their impressive contributions to their fields. This included endocrinologist, Dr Shahank Joshi; dermatologist, Dr Aseem Sharma; dermatologist, Dr Rashmi Shetty; Dr Shivarama Bhandary of Shiva's chain of beauty studios; Yogesh Lakhani of Bright Outdoor Media; Manohar Jhunjunwala, MD, MRJ Trading; Aarti Mehta; and of course, Team Mayer Vitabiotics - Director, Uma Kalekar; Marketing Heads, Devdutt Dash and Kanchan Warke; National Sales Manager, G Uday Kumar; and Assistant Product Manager, Rohit Girase.

With the ceremonies wrapped up, celebrities and dignitaries posed for the cameras and mingled over drinks and snacks as the night came to a close.

The magazine would like to give a special shoutout to Basab Paul and his team at Invincible, C'est la Vie, in Bandra, Mumbai, for being our hospitality partner.

Shopper's Choice

Here are a few of our favourite things...

The Food Court

Quick Feast

Beat the munchies with easy-to-whip-up and sumptuously good ready-to-eat meals from **Haldiram's Nagpur** that include a wide range of gourmet meals, snacks and sweets. For quick snacks tuck into the Vegetopia Chilli Cheese Balls, which offer a spicy kick with cheesy goodness, or try the Punjabi Samosas, which retain their crispy covering. Mealtime favourites include yummy Aloo Paratha, Garlic Tandoori Naan and Dal Makhani. And for those with dessert on their minds, the Rasmalai with pistachio is a sweet choice. They are a great idea if you need something in a jiff or on the go.

Shop at: haldiramsminutekhana.com



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₹215



Punjabi Samosa
₹155



Tandoori Naan Garlic
₹100



Vegetopia Chilli Cheese Balls
₹240



Aloo Paratha
₹90



Tandoori Naan Garlic
₹100

The Grooming Kit

Spa Worthy

Give your hair and body a refreshing boost with a luxurious range of bath products from **Justhuman**. The Probiotic Anti-Dandruff Shampoo claims to tackle the root cause of dandruff, balancing out natural oils. It contains rosemary and citrus extracts that boost hair growth and soothes the senses. The Probiotic Anti-Dandruff Conditioner further nourishes the hair, leaving it smooth and shiny. The Revitalizing Body Wash has brightening and nourishing properties, while lemon balm and holy basil invigorate the skin-brain connection. And finally, the Coffee Caramel Body Scrub is the ultimate bath-time indulgence. It claims to improve blood circulation, reduce water retention, smoothen and tighten skin.

Shop at: justhuman.co.in



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Compiled by Amber Dias

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