ET Focus

Circulated with The Economic Times, Delhi NCR | Powered by ETPanache | Wednesday, November 4, 2026

An Advertorial, Lifestyle Promotional Feature
An Optimal Media Solutions Initiative, A division of Times Internet Limited

Shaping the Next Chapter of Indian Real Estate

The Next Chapter of Indian Real Estate is Not Vertical, it is Rooted: Ankit Kansal, Founder, Axon

For two decades, Indian real estate has measured progress in floors: taller towers, tighter skylines, smaller balconies. They built for density and called it ambition. But the most important question facing the industry is no longer how high we can build. It is how well people can live.

'I believe the next decade belongs to developers who think in landscapes, not just layouts. And for the first time, the numbers agree', says Ankit Kansal. In conversation with Ankit Kansal, Founder, Axon

A category that has outgrown its label

Ask most people to picture a second home and they will describe a weekend flat in a nearby city or a cottage in the hills visited twice a year. That picture is out of date.

Consider the numbers. India's second-home market is worth more than $3 billion today and will cross $4 billion by the end of 2026, growing at about 22 percent a year. Demand has risen 2.4 times since the pandemic. Fifty-four percent of wealthy Indians say they want a home in the hills or by the beach. Yet second homes still account for only 5 to 7 percent of the property market. The runway is enormous.

What is missing is not demand but trust. A family in Delhi looking for a villa in Goa has no single developer it can rely on. A family in Mumbai wanting a hill home in Himachal has no name it recognises. The category is large, fragmented and leaderless. That is the gap we set out to fill.

Where the next decade gets built

A home is no longer four walls and a registration document. Buyers have rewired what they value: air they can breathe, space to pause, a community they can trust, and a daily rhythm not dictated by the commute. The most meaningful premium in real estate today is not for proximity to a metro line. It is for quality of life.

That is why the future will not be written in saturated city centres. It will be written in places that are still quiet: the coastlines, lake districts, hill stations and pilgrim cities where a new airport or expressway has arrived before the crowds. The Konkan coast today is where Goa was twenty years ago. Ayodhya is becoming for the north what Tirupati long ago became for the south. The Delhi-Mumbai Expressway is doing for Alwar what the Yamuna Expressway did for Greater Noida. These places offer something rare in India's metros: room to plan well from the very first brick.

One brand, from the Arabian Sea to the Himalayas

Axon today holds about 5,000 acres across 23 projects in six states. The portfolio runs from the beaches of Sindhudurg and Goa to the river valleys of Kankavli and Kinale, the sandalwood farmlands of Tilari, the hill slopes of Kasauli, Solan, Kufri and Tehri, the ghats of Haridwar, the temple city of Ayodhya, the expressway corridor at Alwar, and the coffee country of Coorg. Our customers come from 61 cities in 12 states. We are a Konkan company by origin, but not by ambition.

The formats are deliberately varied: lakefront plots, beachfront villas, riverside estates, mountain villaments, branded residences run with a hospitality partner, serviced studios on a sale-and-lease model, and managed farmland. What they share is one standard, one brand and one promise. Buyers who choose Axon are not buying another project. They are buying into a name that will still be managing their assets a decade from now.


Ankit Kansal

The home matters. The land matters more.

Our first rule is simple: a house can be rebuilt, a view cannot; a pool can be added, a lake cannot. So we find the extraordinary piece of land first and design the home around it. Open green expanses, native planting, water-sensitive design, walkable lanes and shared spaces for stillness are not amenities added to a brochure. They are the foundation of the master plan. At The Origin in Kudal, a ten-acre lake sits at the centre of a twenty-five-acre plan, and the plots are arranged around the water, not the other way round.



What makes a second-home developer different

Three things, in our experience.

First, the commitment cannot end at possession. A second home is, by definition, a home the owner is not in for most of the year. So we stay invested for as long as the buyer does, providing design support, construction and approvals, leasing while the owner is away, and resale support when they want to move on. Serviced living is not an upgrade. It is the product.

Second, liquidity is the amenity that matters. Buyers of plots and villas no longer doubt build quality. What they doubt is their ability to exit cleanly. Land is illiquid, and most developers answer that worry with a vague promise to help resell. We think the winners of the next decade will write the exit into the product: a stated buyback, a resale service with a deadline, a path to upgrade within the same ecosystem.

Third, scale has to be matched by patience. Owning 5,000 acres is a privilege, and it changes the question we ask. Not "how many units can this land yield?" but "what should this land become?" We plan for generations, not launch cycles.

The next nine months

We are putting that philosophy to work at pace. The Origin at Kudal, Sasoli Estate and Tilari Estate are live and selling. This month, we open The Riviera, a riverside plotted estate at Kankavli. In December, we launch the 49 lakeside villas at Kudal, the first phase of Avana Sancoale, our branded oceanfront residences in Goa, and the first phase of Rampath Ayodhya, our branded residences a short walk from the temple precinct.

January brings the second phase of Sasoli Estate alongside The Origin Sasoli, our RERA-approved riverfront plots, and Kaba, a villament community near Kasauli. The Konkan coast follows through 2027: sea-facing plots at Munagi in February, Kondura in March, Bhogwe in April, Kinale on the river in May, and Khavane, our studio-and-villa resort on a sale-and-lease model, in June.

That is twelve launches across four states and roughly 1,400 homes and plots, with entry prices ranging from 45 lakh for a riverside plot to 5 crore for a villa site, and a gross transaction value of more than 2,000 crore planned for the current financial year.

Going back to go forward

There is also a deeper current. Indian thought has always understood that where we live shapes who we become. Our traditions placed homes in harmony with sun, wind and water, and treated open courtyards, shaded trees and community gathering spaces as essential. Spirituality was not separate from architecture. It was embedded in it. It is why we chose to build in Ayodhya and Haridwar, and why our coastal plans begin with the lake, the river or the sea rather than with the gate.

Today's buyers, however digital their lives, are rediscovering this instinct. They want mornings with birdsong, evenings that slow down, and spaces that support the mind as much as the body.

A new definition of value

The next chapter of Indian real estate will be shaped by developers who respect the land, build with patience and remain accountable long after possession. At Axon, our ambition is to bring that commitment to every project, creating homes that offer lasting value, a stronger connection with nature and a better quality of life. As the second-home market grows, we intend to build a trusted name rooted in thoughtful development and enduring relationships.

Leaders in Focus: Showcasing India's Visionaries Driving Growth & Innovation

Raj P. Narayanam: Building Intelligent Financial Infrastructure, creating Impact Beyond Business



Raj P. Narayanam is a serial entrepreneur and the Founder & Executive Chairman of Zaggle, one of India's leading fintech companies in spend management. Since founding Zaggle in 2011, he has built the company from an entrepreneurial idea into a listed enterprise, culminating in its landmark NSE and BSE listing in 2023.

His leadership combines innovation with financial discipline, focusing on scalable technology and sustainable businesses. This approach reflects his commitment to building financial infrastructure that supports business growth while creating lasting value.

Beyond Zaggle, Raj P. Narayanam has invested in over 175 startups, actively supporting India's entrepreneurial ecosystem. His impact extends to education and social development, having supported the education of more than 6,000 girls and championed learning that prepares students for the future.

His journey reflects a belief in building businesses that create enduring economic and societal value, with an impact beyond business.

Ravi Tomar: Making Quality Diagnostics Accessible Across India



Ravi Tomar, Founder, Chairman & Managing Director of CRL Diagnostics Pvt. Ltd., brings 29 years of experience to advancing diagnostic healthcare through quality, innovation and accessibility. He has grown the organisation from a single pathology laboratory into a network comprising 18 company-owned laboratories and over 15,000 franchise partners, supported by more than 1,200 employees.

CRL combines its expanding presence with an emphasis on quality standards, dependable reporting and affordable services. Tomar's leadership focuses on strengthening laboratory operations, developing teams and using technology to improve service delivery while keeping patient needs central to growth.

The company plans to add five more laboratories this year, bringing diagnostic services closer to more communities.

Guided by his vision of making reliable diagnostics accessible across India, Tomar continues to build an organisation where ethical practices, operational discipline and affordability support sustainable growth and help patients access the investigations they need.

Sandeep Zutshi: Creating Value for Indian Enterprises



Sandeep Zutshi is the Founder & Principal Consultant of ZA Consulting, a firm helping organisations solve complex business challenges through practical strategy and disciplined execution. Its expertise spans go-to-market strategy, sales and distribution excellence, capability development, recruitment and business transformation.

Following leadership roles at top FMCG MNCs, Sandeep's last corporate assignment was as COO with a Telecom company. He founded ZA Consulting in 2013 to make modern business expertise accessible to growing Indian enterprises.

Known for turning around businesses, building high-performing teams and delivering sustainable growth, he and his team of senior professionals have executed over 100 projects for more than 75 clients across diverse sectors.

An engineering graduate from NIT Surathkal and an MBA from SIMSREE (Mumbai), Sandeep is also an Adjunct Professor at SP Jain School of Global Management. He is married to Anita Zutshi, a senior finance professional, and they have two daughters.

Sunny Nandwani: Creating Clarity, Unlocking Potential and Enabling Growth



Sunny Nandwani, Founder and CEO of Acuver Consulting, has always believed that leadership means creating clarity, seeing the good in people and ideas, acting with conviction, and growing alongside those you lead.

After years of leading enterprise technology initiatives, including pioneering work on order management systems that would later define the category, Sunny built Acuver Consulting from the ground up—a bootstrapped endeavour with one client, one associate and no safety net. Today, the company serves over 60 enterprises across more than 15 countries, with many client partnerships spanning a decade or more.

Sunny is now taking Acuver into its next phase of growth by converting deep domain expertise into differentiated intellectual property through a "Services as Software" model.

For Sunny, this journey has never been defined by milestones alone. His purpose remains simple and consistent: to create clarity, unlock potential, and enable people and organisations to achieve more.

Sachin Agrawal: Reimagining Employee Transportation through Managed Mobility



Some of the biggest business opportunities come from problems organisations have learned to live with. For Sachin Agrawal, Co-founder & CEO of ConsultTrans Technology Solutions Pvt. Ltd., that problem was employee transportation.

With over 15 years across sales, business development, operations and leadership, he worked closely with one of India's largest enterprises. He noticed that while companies invested heavily in people and infrastructure, employee transportation remained fragmented, treated as another support service.

He saw something bigger: behind every commute was a business outcome—on-time arrivals, smooth shift starts and safer operations. That belief led to ConsultTrans Technology Solutions.

Today, ConsultTrans partners with enterprises across telecom, IT, BPO, consulting and manufacturing, managing thousands of daily journeys. Outcomes include consolidating eight vendors into one unified framework for a BPO client and reducing transportation spend by 15% for a consulting firm while strengthening governance.

For Agrawal, innovation means solving the right problem and helping transportation create business value.

Bibin Babu: Making Indian Talent Provable



Bibin Babu, Founder and CEO of GrowQR AI, is building an AI talent readiness operating system for individuals and enterprises. His premise is simple: India has no shortage of talent, but demonstrating capability remains a challenge, particularly for graduates beyond established institutions and major cities. GrowQR AI addresses this through a shared intelligence engine. Its AI Career Co-Pilot helps individuals prove their skills, prepare for opportunities and position themselves for employment.

Its AI Workforce Co-Pilot enables enterprises to hire, develop employees through personalised AI coaching and plan around measurable capabilities. Powered by agentic AI, the platform approaches readiness as a continuous process rather than a single interview assessment. GrowQR AI works with governments, enterprises and educational institutions across India and Europe, with NVIDIA and AWS as technology partners. Having previously built ventures in coworking and blockchain, Babu also backs early-stage founders through VentureNest, formalising nearly a decade of angel investing.

Sunjey Aggarwal & Pranav Raaj Aggarwall: Building Industry Leaders of Tomorrow



At the International School of Design (INSD), students are not merely prepared for the future; they are prepared to lead it. Under the leadership of Sunjey Aggarwal, Founder & Chairman, and Pranav Raaj Aggarwall, Group CEO, INSD and INSD Aviation are advancing industry-oriented learning, entrepreneurial thinking and practical skill development.

With a 15-year legacy, more than 75 centres across India and over 30,000 students trained, INSD has established a national platform empowering aspiring designers to transform imagination into impact. Extending this vision, INSD Aviation is opening pathways into aviation, hospitality and service industries through skill-led education and industry engagement.

With an ambitious goal to expand to 300 centres across India over the next four years, the organisations are inviting education entrepreneurs to make industry-relevant education more accessible nationwide. Together, they aim to nurture talent, unlock entrepreneurial opportunities and build India's next generation of industry leaders through education that connects learning with practical skills.

Nitin Kalra: Turning Data and AI into Intelligence, Innovation and Impact



Nitin Kalra, Founder and CEO of Blu Parrot Ventures, a data science and AI company, is helping organisations transform fragmented data into actionable intelligence. Nitin Kalra mission is to enable faster, smarter and more confident decisions at one-fourth of the traditional cost.

"Data is the air of the digital economy; AI is the breath that turns it into innovation, intelligence, growth and impact," Nitin Kalra says.

With deep experience across data science, AI and digital transformation, Kalra has seen technology evolve from automation to augmentation and now towards autonomous and multi-agent intelligence. This perspective shapes his approach to helping customers change the way they do business.

Through Blu Parrot Ventures, he focuses on enabling organisations to think faster, adapt faster and act smarter. His vision centres on turning data and AI into practical intelligence, connecting technological capabilities with business needs to support innovation, growth and real-world impact.

Summit Goyal: Spearheading a Global Alliance to Transform the Consulting Industry



Summit Goyal, Founder of BNC Global Consultech, is pioneering a shift in advisory services by building an international alliance of multidisciplinary experts. Aimed at restructuring the traditional consulting model, his vision unites global specialists across finance, ERP, GRC, process optimisation, cybersecurity and ESG to deliver agile, cross-border solutions.

To address critical talent shortages in high-risk domains, BNC integrates strategic advisory with direct workforce enablement. Through academic tie-ups and strategic alliances with institutions such as the Institute of Internal Auditors (IIA), BNC offers specialised talent acquisition and skilling tailored to modern industry demands.

Operating across India, Saudi Arabia, the UAE, the Philippines, Singapore, the US and the UK, Summit's global network connects international experts with growing enterprises. Under his guidance, BNC Global Consultech combines multidisciplinary expertise with workforce development to support transparent governance, digital resilience and sustainable business transformation across markets.

Vishal Mittal: Strengthening the Backbone of India's Examination Ecosystem



Vishal Mittal is a first-generation entrepreneur who began his journey at 19. As Whole-time Director of Innovatiview India Limited, a technology-based integrated examination security and surveillance solutions provider, he leads finance, operations, product and client servicing, strengthening its operational and technological capabilities.

Mittal is spearheading an integrated ecosystem supported by a strong vendor network to manage the scale and complexity of India's high-stakes examinations involving millions of candidates. Under his leadership, Innovatiview has developed solutions securing the candidate journey end-to-end, alongside pan-India deployment capabilities covering pre-exam and exam-day operations.

The organisation has deployed thousands of biometric devices and CCTV cameras, alongside over one lakh personnel, to support verification and surveillance of more than 25 lakh candidates in a single day for a prestigious entrance examination.

Vishal Mittal leadership, operational resilience and responsiveness remain central to protecting examination integrity and fairness while ensuring seamless execution across demanding, large-scale examination environments.

Yogesh Saini: Building a Parallel Retail Universe for Fruits and Vegetables



Fruits and vegetables are an everyday purchase, yet the way they reach our homes has barely changed. Yogesh Saini, Co-Founder & CEO, MandiGate is building a parallel retail universe for fresh produce, designed around freshness and trust rather than long supply chains. Since 2016, the company has worked to connect farmers directly with buyers. Its direct-to-consumer (D2C) vertical, MandiKart, now brings that idea into neighbourhoods.

Produce harvested daily from trusted farms is sorted, graded and packed in eco-friendly packaging, then delivered to NCR homes within 24 hours or made available at MandiKart carts in residential societies. Consumers can order through the app or walk down and choose for themselves.

By keeping the journey from farm to fork short and simple, MandiGate aims to make fresh produce more reliable, transparent and easy to buy, combining the convenience of doorstep delivery with the confidence of choosing produce in person.

Harsh Gupta: Making AI Work for India's Small Businesses



After more than two decades with top companies, Harsh Gupta, Founder & CEO, Mulltiply is making advanced technology practical for India's small businesses.

Harsh Gupta starting point is simple: India is a conversational economy, built on relationships, trust and everyday interactions. Yet a gap remains between how businesses communicate and how their software operates.

At Mulltiply, Gupta uses AI to turn WhatsApp voice notes and photographs of handwritten orders into structured business workflows. Its official partnership with Marg ERP enables captured orders to flow into existing systems, reducing manual re-entry and adding AI capabilities without creating another disconnected tool.

His larger vision is an AI business assistant that helps owners recognise overdue payments, inventory risks and other priorities, then take action.

Gupta aims to put the intelligence and operating discipline of a larger enterprise within small businesses' reach while preserving the personal relationships at the heart of Indian commerce.

Nikhil Mittal: Building the Digital Infrastructure of Modern Logistics



Nikhil Mittal is redefining how the world moves goods. As Co-founder and CTO of CargoClave, he is building intelligent infrastructure that brings speed, transparency and reliability to global logistics and supply chain management.

Under his technical leadership, CargoClave combines real-time tracking, AI-driven route optimisation and seamless integrations to help businesses move cargo smarter and faster. By turning fragmented, paper-heavy processes into a unified digital platform, he is addressing persistent challenges in trade and freight movement.

His approach blends engineering rigour with an understanding of ground-level operations, ensuring CargoClave's technology delivers measurable impact for shippers, carriers and enterprises. From architecting scalable systems to building high-performing engineering teams, he brings vision and execution together.

Nikhil's mission is to position CargoClave as the digital backbone of modern logistics while establishing India as a global leader in supply chain innovation and technology-led trade, supported by reliable infrastructure and practical solutions.

Mitali Yadav: From Land Titles to AI Contracts



Mitali Yadav, Founder & Managing Partner of Alba Law Offices, founded in 2015, the full-service firm advises developers, investors, corporates and founders on transactions, disputes and regulatory matters, supported by a network of advocates across states.

Mitali leads the real estate practice, covering title investigation, due diligence, acquisitions, leasing, joint development and RERA advisory, along with the commercial contracts and risk allocation behind these transactions. As part of the firm's community initiatives and pro bono work, she also speaks to homebuyers and first-time investors about title checks and RERA protections.

Alongside real estate, she has built a technology practice addressing contracts for digital platforms and AI products, including questions of data ownership, output and risk. Alba is developing a dedicated team for artificial intelligence, edtech and digital platforms. Across both areas, her work focuses on identifying and allocating risks that parties may otherwise overlook.

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Abhinav Singh: Reimagining Appliances for Modern Indian Homes



While Indian consumers were becoming increasingly thoughtful about their interiors, investing in design, texture and aesthetics, home appliances remained largely in the realm of utility. Abhinav Singh, Founder & CEO of Nester, saw this market gap and built the brand to combine considered aesthetics with everyday functionality.

Launched in December 2025 and backed by Fireside Ventures, OTP Ventures and Titan Capital, Nester has developed a premium portfolio spanning air fryers, coffee machines and cold-press juicers. Each product has a distinct design identity, treating appliances as extensions of the home. The Home Cook Air Fryer exemplifies this philosophy: its borosilicate glass bowl makes cooking visible and intuitive, addressing visibility, convenience and maintenance through design.

Singh's thesis is specific: Indian kitchens are ready for appliances that look as deliberate as the spaces they sit in. Nester is his bet on that shift, bringing design and utility together in everyday appliances.

Vishal Salgotra: Democratising AI-Powered Decision Review in Cricket



Cricket technology has advanced rapidly, yet sophisticated Decision Review System (DRS) capabilities remain inaccessible to much of the game. High deployment costs, specialised camera infrastructure and operational complexity have created a divide between elite cricket and the thousands of grounds, leagues and competitions operating without comparable tools.

Vishal Salgotra, Founder & CEO of EdgeFleet.AI, is addressing this gap through EdgePlay.AI, which is developing AI-powered computer vision for ball tracking and decision review. Its technology analyses video to reconstruct ball trajectories, using a single-camera and multi-camera approach designed to make advanced tracking more accessible and scalable.

The opportunity extends beyond international cricket to domestic competitions, emerging cricket markets, academies and grassroots leagues. Accessible decision-support technology could improve officiating, strengthen coaching and build confidence in outcomes.

Through EdgePlay.AI, Salgotra aims to make intelligent cricket infrastructure practical beyond the elite, expanding access to capabilities that have historically demanded substantial investment.

Saurabh Kumar: AI-Powered Learning from Classroom to Career



Saurabh Kumar, Founder & CEO of Shiksha Nation, is building education for Bharat across school learning, competitive exams and careers. A gold medallist in mechanical engineering, an IIM alumnus and a Ph.D. holder from Germany, he launched the AI-enabled K–12 learning platform in September 2025.

Serving students in Classes 6–12 across Tier 1, 2 and 3 cities, Shiksha Nation offers affordable courses, AI-powered doubt solving, an AI tutor and outcome-backed programmes. Through its skilling arm, Skillo, the platform extends its mission to vocational and AI courses for young adults and working professionals, in partnership with industry and government bodies.

Within its first year, Shiksha Nation has gained DPIIT recognition, ISO 9001 certification and over 50,000 platform users. A regular media voice on competitive exams and board policy, Kumar aims to make quality, affordable learning accessible to Indian students wherever they live.

Vivek Srivastav: From Bench to Commercial Launch—Championing Science-Led and Strategic Growth



Vivek Srivastav, CEO at Multani Pharmaceuticals Ltd. and Chair of PHDCCI's Nutraceutical Task Force, brings 19 years of experience, including 11 years in executive leadership, to his role. His techno-commercial vision encompasses market entry, manufacturing expansion and R&D across nutraceuticals, AYUSH formulations, cosmetics and animal health.

He has led the launch of over 250 commercial formulations in domestic and international markets, spanning specialised medical nutrition, dietary supplements and botanical healthcare. His career includes senior strategic roles at some leading companies.

Educated at IIM Indore, Srivastav holds a Ph.D. in Phytonutrients, a Master's in Alternative Medicine and a Medvarsity/UNSW Fellowship. He has contributed over 80 articles and chapters to scientific literature and was named Visionary Leader of the Year in Nutraceuticals and Wellness at the Atal Samman Samaroh 2026. Through his PHDCCI role, he contributes to industry dialogue on the future of wellness.

Aaradhya Khanna: Bringing Trust, Transparency and Technology to Gemstone Retail



Aaradhya Khanna, Director and CEO of Khanna Gems, represents the second generation of a gemstone business established in 1987. Having formally joined in 2016, he combines a background in commerce and management with training in gemmology, diamond grading and digital marketing.

His leadership centres on strengthening consumer confidence through authenticity, documentation and transparent practices. The company's "Khanna Standard" brings together gemmological evaluation, independent certification, traceability and internal quality controls, helping customers make informed purchasing decisions. Alongside this focus, he brings an understanding of digital marketing to make gemstone knowledge more accessible and strengthen consumer engagement.

For Aaradhya, modernising a traditional industry means pairing established expertise with systems that customers can understand and trust. His approach reflects a commitment to preserving the family business's foundations while building greater transparency, accessibility and relevance for a new generation of gemstone buyers, with informed choice at the heart of the purchasing experience.

Anurag Gupta & Rajeev Tiwari: From Classrooms to Innovation Labs–Building the Future, One Young Innovator at a Time



Anurag Gupta, CEO & Founder Director, and Rajeev Tiwari, CFO & Founder Director are leading STEMROBO Technologies with a shared vision to empower young minds through experiential learning and innovation. The company enables students to develop future-ready skills in robotics, artificial intelligence, coding, the Internet of Things and emerging technologies.

Focused on bridging the gap between classroom learning and real-world applications, STEMROBO helps schools create innovation-driven environments where students can experiment, build and learn. Its approach encourages young learners to become creators and problem-solvers while developing the skills needed for a technology-driven world.

Under their leadership, STEMROBO works with educational institutions across the globe to promote hands-on learning, technological excellence and 21st-century skill development. By nurturing curiosity, creativity, critical thinking and an entrepreneurial mindset, Gupta and Tiwari aim to prepare the next generation to turn ideas into meaningful innovations and contribute to a future shaped by technology.

Nikhil Arora & Ekta Paliwal: Engineering the Future, Advancing India's BESS



With a shared vision to advance India's clean energy manufacturing ecosystem, Nikhil Arora and Ekta Paliwal, Founders & Directors of ENcore Systems, combine engineering, strategic leadership and commercial expertise.

Nikhil brings 22 years of experience across solar manufacturing, solar EPC and lithium-ion battery assembly. Having worked on over 200 projects from concept to commissioning, his expertise spans turnkey solar and battery production lines, industrial automation, equipment integration and manufacturing infrastructure.

Ekta brings 17 years of experience across lithium-ion battery manufacturing, Battery Energy Storage Systems (BESS), solar manufacturing and electric mobility. Her strengths encompass business strategy, techno-commercial leadership, plant setup, global equipment sourcing, supply chain management and project execution.

ENcore Systems delivers integrated manufacturing solutions for lithium-ion batteries, EVs and BESS. With over 50 GWh of executed capacity and a further 50 GWh in the pipeline, the company is strengthening India's domestic battery manufacturing capabilities and supporting the transition towards a sustainable energy future.

Shobhit Gaur: Building Trust in Fresh Food, One Repeat Order at a Time



After nearly two decades in advertising, Shobhit Gaur, Co-founder & CEO of Dam Good Fish, moved to the other side of the brief—building a brand. Dam Good Fish began with a simple discomfort: India buys fresh fish on trust, not on standards. Fresh food D2C is structurally hard; the cold chain is unforgiving, and every order is a promise made daily. For Gaur, that difficulty makes it worth building.

Shobhit Gaur conviction runs against the grain: distribution beats marketing, and retention beats acquisition. Brands, he believes, are built through repeat orders.

AI is changing how founders lead, with decisions that once ran on instinct now beginning with data. In a business built on freshness, better prediction means better service. Yet judgment stays human. Gaur believes the leaders who matter this decade will let machines sharpen conviction, not replace it—combining intelligence with the responsibility of delivering on the customer's trust, every day.

Himanshu Gandhi: Advancing Baby Care in India



While serving in the Haryana government, Himanshu Gandhi, Co-Founder & CEO of Mother Sparsh, identified a gap in baby care: standardised products were rarely designed for Indian babies.

In 2018, he co-founded Mother Sparsh in Chandigarh, bringing tradition and science together. This philosophy is reflected in the company's range of baby-care products, including 99% Pure Water Unscented Baby Wipes, a baby-care roll-on and Afterbite Turmeric Balm. The products incorporate traditional ingredients such as hing, saunf and haldi, bringing together traditional formulations with a science led approach.

The brand built its reach through direct connections with mothers. Over 10 million samples have been distributed through maternity centres and hospitals, encouraging firsthand experiences and word-of-mouth recommendations without celebrity endorsements. Its guiding promise remains "Mother Tried and Tested."

Today, Mother Sparsh is trusted by several mothers and Gandhi's journey demonstrates how understanding Indian babies' needs and listening to mothers can build lasting trust and sustainable business growth.

Mohammed Riaz: Bridging India's MSME Liquidity Gap through Technology and Execution



India's MSMEs are vital to economic growth, yet timely working capital remains a persistent challenge. Mohammed Riaz, Managing Director of Xtracap Fintech India, founded the IIMA venture-incubated startup in 2017 to address this gap in India's last-mile distribution ecosystem.

Riaz has driven Xtracap's evolution into a technology-led supply chain finance platform, championing AI, data analytics and process automation to improve credit assessment and enable real-time disbursements. Xtracap's acquisition by IIFL Finance Ltd marked a defining milestone in his entrepreneurial journey.

His distinctive contribution lies in translating vision into execution: bringing together diverse professionals across technology, sales, business development, risk and operations; aligning them around common goals; and fostering accountability, collaboration and trust.

By combining financial services experience with technology-led innovation and disciplined execution, Riaz is building a scalable financing model that helps India's MSMEs access timely working capital, strengthen their businesses and pursue sustainable growth.

Rajat Chhabra: Guiding Property Decisions with Insight and Integrity



Rajat Chhabra is a realtor-developer with a decade of experience in Gurgaon's real estate market. He began by guiding family friends through property decisions, building a reputation for knowledgeable, honest and insightful advice.

His journey started with high-rise apartments on Golf Links, Gurgaon, and has worked with top developers brands like DLF LTD, Max Estates, Godrej,Oberoi Reality and Emaar to name a few. His client-first philosophy centres on accurate advice, complete transparency and long-term relationships rather than quick deals.

When the pandemic led many to anticipate a market downturn, demand surged instead. He helped families embrace apartment living, highlighting its security, hospitality, facilities, amenities and on-site medical support.

Known for his confident leadership, Rajat Chhabra has become a trusted point of contact for people navigating property decisions. Looking ahead, he hopes to see more young people enter a field with immense scope, bringing fresh perspectives while maintaining the trust and responsibility that underpin lasting client relationships.

Surbhi Gupta: Driving Focus on Maternal Nutrition



Surbhi Gupta, Co-Founder & Director of PlusPlus Lifesciences, is advancing science-led pregnancy nutrition. Belonging to the promoter family of Kent RO Systems, she brings an entrepreneurial and business leadership background. She co-founded the company with her husband, Sameer Agarwal, in 2020 to address gaps in antenatal nutrition through a personalised, evidence-led approach.

Together, they developed Trimacare, a patented three-stage multi-micronutrient prenatal supplement with distinct formulations for each trimester. PlusPlus Lifesciences follows a clinician-led approach, with its protocols used across 500+ hospitals and clinics, including Indira IVF, Nova IVF, Birla Fertility, Cloudnine and Motherhood Hospitals. Surbhi also champions maternal nutrition awareness. She has been instrumental in publishing a book with FOGSI (Federation of Obstetric and Gynaecological Societies of India) on the role of multi-micronutrient supplementation in antenatal practice for better pregnancy outcomes. She also leads a knowledge and science initiative supporting clinicians with insights into pregnancy nutrition.

Champaka Bindige Navile: Developing a Shared Platform for Care Coordination



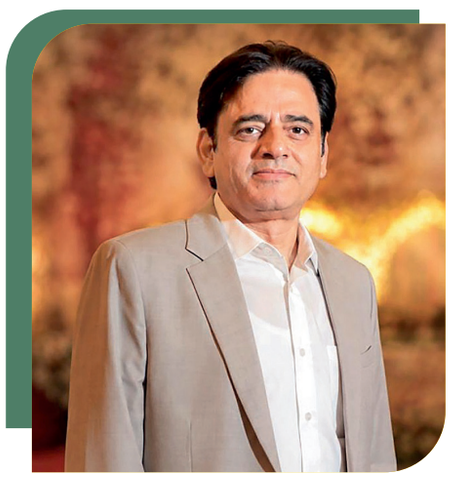
Champaka Bindige Navile (Champ) is the Founder and CEO of MyTheraverseOS Neurocare, an AI-native care coordination platform intended to support families of children with neurodevelopmental conditions.

A second-time founder and an entrepreneur and angel investor with experience across technology, business operations and executive coaching, Champ brings operational rigour and lived experience to this venture. As the mother of two neurodivergent children, she has personally navigated the challenges of coordinating care across disconnected specialists without a shared system.

MyTheraverseOS was built to address this fragmentation. Under her leadership, the platform unifies parents, therapists and schools around a single shared child record, enabling coordinated with appropriate permissions, AI-assisted support with the aim of supporting communication and coordination among those involved in a child's care.

Currently in its founding-cohort pilot, the venture plans to raise a seed funding round. Its mission is to help millions of families realise their children's full potential through a more connected and collaborative approach to care.

Sanjeev Kumar Chawla: A Visionary Pharmaceutical Entrepreneur



Sanjeev Kumar Chawla, Founder and Managing Director of Biorex Healthcare, is a seasoned pharmaceutical entrepreneur with a track record of building and scaling profitable healthcare businesses. Before establishing Biorex, he played a pivotal role in launching pharmaceutical divisions in some of the leading companies in the pharmaceutical sector.

At Sanat, he transformed the loss-making East Zone into one of the company's most profitable zone during his tenure, demonstrating his ability to drive sustainable growth through strategic focus and disciplined execution.

Since inception, Biorex Healthcare has maintained profitability and built a strong presence in orthopaedics and gastroenterology, with its brands prescribed across leading corporate hospitals and healthcare institutions.

Under Chawla's leadership, Biorex has developed differentiated brands through focused physician engagement, scientific positioning and strong execution. The company is now preparing for its next phase of growth, with an ambition to expand its national footprint and build a leading healthcare enterprise.

Harjot Singh: Building ODC Partnerships that Grow with Global Enterprises



Global enterprises want more than lower costs from India. They want speed, control and a partner who scales with them. That is what Harjot Singh, Executive Director and CEO of Future Focus Infotech, has built his business around.

Through offshore development centres (ODCs) and IT services, Future Focus sets up dedicated teams for clients in the US, UK and Europe. These teams work as an extension of the client's own, while the client retains full ownership of the roadmap, code and data.

A team can be operational in weeks, so growth does not wait for expansion to finish. This also gives clients room to experiment: piloting AI, modernising legacy systems and testing new products alongside core work.

With AI-led delivery at the core and years of IT consulting experience, Harjot sees every ODC as a long-term partnership: start small, keep experimenting and grow together.

Anmol Gupta: Building a Reliable Spare Parts Brands for India's Repair Economy



Anmol Gupta, Founder of Fixtra, is building an organised supply chain for smartphone spare parts, serving individual customers, retailers, repair businesses and refurbishment partners. Its portfolio includes displays, touch assemblies, batteries, cameras and other components, with an emphasis on quality checks, compatibility, dependable fulfilment and warranty-backed purchases.

Gupta's experience in repair and refurbishment predates Fixtra. He founded Yaantra in 2013, a mobile phone repair and refurbishment venture acquired by Flipkart in 2022. Managing technology and operations gave him first-hand insight into how spare-part availability influences repair turnaround and refurbishment efficiency.

Fixtra combines sourcing from manufacturers in China, inventory procured through brand relationships and original components recovered from purchased devices to balance quality, availability and price.

Looking ahead, Gupta aims to explore spare-parts manufacturing in India, supporting component localisation while strengthening the supply infrastructure that repair businesses need to operate reliably and efficiently.

Vishal Rustagi: Taking Businesses Sky-High with AI



With over 25 years in IT services, Vishal Rustagi, Co-founder & CEO of AriEdge, co-founded the company in 2022 to help businesses move from manual work to intelligent autonomy. He leads a company that designs, builds and deploys autonomous AI agents for finance, HR, sales and operations, backed by cloud infrastructure and engineering for enterprise-scale delivery.

AriEdge's agents handle invoice processing, payment follow-ups, candidate screening, lead generation and customer support. Its services span Microsoft Power Platform, cloud transformation, application modernisation and DevOps. A certified partner of Microsoft Azure, AWS and Google Cloud, AriEdge serves clients in fintech, banking, edtech, healthtech and government across South Asia, the USA and Canada.

Guided by Vishal's "agent-first" philosophy, AriEdge builds AI that works alongside people, not in place of them. Named among the "Most Dynamic CEOs to Watch in 2025," he combines decades of industry experience with a bold vision for AI-driven growth.

Vijay Chaudhary: Building an Indian FMCG Enterprise with a Global Vision



Vijay Chaudhary, Founder & CEO, Lakons Consumer Pvt. Ltd., brings more than two decades of industry experience to building an Indian FMCG business that serves essential consumer needs across categories and markets. With its foundation in hygiene and personal care, Lakons is growing its presence in India and internationally, combining consumer understanding with quality, functionality and accessibility.

Before founding Lakons, Vijay spent over 15 years with a Japanese multinational, contributing to its establishment, growth and expansion in India's hygiene category, including serving as Managing Director. He also served as Chief Executive Officer of Vega.

At Lakons, his approach combines science-led product development, practical functionality and lasting consumer trust. His vision extends to a diversified portfolio of consumer brands, supported by a young, purpose-oriented workforce.

Through dependable products, relevant innovation and long-term value, Vijay is working to build an enduring Indian FMCG enterprise that earns its place in consumers' everyday lives.

Capt. Indraani Singh: A Ring of Tradition, A Circle of Opportunity



Founded by Capt. Indraani Singh, Indha takes its name and inspiration from Haryana's rural women, who traditionally use a cloth ring on their heads to balance and carry pots of water—a symbol of strength, balance and resilience.

Today, Indha brings together the skills of artisans from West Bengal, Bihar, Uttar Pradesh, Rajasthan and Haryana. Their craftsmanship finds expression in high-end stitching, distinctive block printing, handmade paper, textiles, and innovative art and décor created from discarded hardware and other materials.

Indha specialises in customised, high-quality B2B products and corporate gifting, offering handmade, Made-in-India alternatives to conventional giveaways. Each product reflects the skill, imagination and heritage of its artisan while creating dignified livelihood opportunities.

Under Singh's leadership, Indha connects India's traditional craftsmanship with contemporary enterprise, turning skilled hands, local materials and creative ideas into products with purpose and opening opportunities for artisans to reach business customers.

Deepak Kumar Sharma: Building the Future with Village Groupe



Deepak Kumar Sharma, entrepreneur and promoter of Village Groupe, is building a diversified venture platform spanning real estate, retail, hospitality, food and beverage, entertainment, wellness and flexible workspaces. His approach combines entrepreneurial leadership, strategic partnerships and commercially driven execution to transform untapped opportunities into scalable businesses.

Village Groupe operates as a central venture incubator and strategic holding platform, developing brands, structuring businesses and building partnerships with developers, landlords, investors and operators. Its objective is to transform underutilised commercial spaces into vibrant, revenue-generating destinations while creating sustainable enterprise value.

Its portfolio includes Cineport, VillageDELI, Village Outlets, Village Food Courts, Vzing Foods and Rent24. Sharma's partnership-led, asset-conscious model combines strategic oversight with specialised operating companies, joint ventures and selective capital deployment.

His ambition is to develop repeatable business formats with multi-city expansion potential, positioning Village Groupe for India's next wave of consumer and real estate-led growth and long-term value creation.

Mrinal Sinha: Building India's Health infrastructure through Soverign AI



With 15 years across technology, healthcare and business leadership, Mrinal Sinha is reshaping how India pays for healthcare. As Founder and CEO of Vitraya Technologies, he has built one of the country's most advanced AI platforms for health insurance claims adjudication and fraud detection, now processing over 3.5 million claims and 25,000 crore in healthcare transactions every year.

Under his Concious leadership, Vitraya has built Insight, its own Indian LLM trained on Indian health data drawn from eight years of processing claims for private insurers and PM-JAY. Combined with rules engines and machine learning, the platform has cut claims processing time from 6 hours to 1 minute and delivered savings of 10% of claim value for insurers.

An alumnus of IIT Madras and Harvard Business School, he is building Vitraya as the infrastructure layer for health in India, where trust and speed directly shape access to care.

Aaryav Gupta: Connecting Indian Businesses with Global Trade Opportunities



Aaryav Gupta, Director – Global Business Development, Pridel Private Limited, is helping strengthen Pridel's global logistics capabilities through business development, international partnerships and a focus on accountable execution. His approach centres on understanding the practical challenges exporters and importers face, then connecting the right expertise, transport networks and partners to address them.

Pridel provides integrated supply chain solutions across ocean freight, air freight, road transportation, customs brokerage, warehousing and distribution. Its technology-led approach includes Pranali, a proprietary ERP system designed to reduce paper-based processes and improve visibility across operations.

Aaryav Gupta has highlighted the importance of building reliable trade corridors, including Pridel's partnership with Georgian multimodal specialist SISAM to support cargo movement between India and Central Asia. His emphasis is on coordinated service and clear ownership across complex routes. Through global relationships and practical problem-solving, he is working to make cross-border logistics more dependable, helping Indian businesses navigate unfamiliar markets and pursue international growth with greater confidence.

Health Experts in Focus: Showcasing Healthcare Experts Driving Quality & Innovation

Dr. Naresh Agarwal: Understanding Shoulder Care and Knee Preservation



Dr. Naresh Agarwal, Senior Consultant, Orthopaedics (Sports Injury Specialist) at Fortis Hospital, Vasant Kunj, New Delhi, brings over 18 years of experience in advanced orthopaedic surgery, with a focus on shoulder care, sports injuries and knee preservation. Trained in arthroscopy and joint replacement in South Korea, Singapore and Delhi, he combines specialised surgical expertise with an approach centred on restoring function.

His expertise spans complex shoulder injuries, arthroscopic rotator cuff repair, shoulder stabilisation and sports injury surgery. In knee care, his approach combines ligaments reconstruction and meniscus repair depending on the diagnosis, knee-care options may include ligament reconstruction, meniscus repair or partial knee replacement. Robotic assistance may be used in selected cases following clinical assessment.

Central to his practice is preserving healthy joint structures wherever possible while addressing the injury or affected area. This focus brings shoulder surgery and knee preservation together around a shared objective: supporting movement and day-to-day function, with outcomes varying according to the condition, procedure and rehabilitation

Dr. Lalit Mittal: Understanding Communication in Autism



A child with Autism Spectrum Disorder may know many words yet struggle to communicate effectively. Conversely, a child who does not speak may have a strong desire and ability to communicate. Dr. Lalit Mittal, Neurodevelopmental Pediatrician & Director of Gigglesclinics – My Own Space Child Development Centre, emphasises that understanding this distinction between language, speech and functional communication is fundamental.

Speech is only one form of communication. Functional communication means conveying a need, feeling, choice, idea or intention meaningfully. A child may say "water," point towards a glass, use a gesture or sign, exchange a picture, or use an Augmentative and Alternative Communication (AAC) device.

Intervention, therefore, should extend beyond increasing vocabulary or encouraging speech. The aim is to support each child's communication using approaches suited to their needs, preferences and abilities, with assistance where required.

For Dr. Mittal, communication is not defined by the number of words a child speaks, but by their ability to connect, express, participate and be understood in everyday life.

Dr. Abhijeet Singh: Understanding Respiratory Care and Assessment



Dr. Abhijeet Singh, Associate Director & Unit Head, Institute of Respiratory Medicine at ShardaCare–Healthcity, Greater Noida, brings over 18 years of medical experience to respiratory medicine, critical care and sleep medicine. His work combines clinical expertise with advanced diagnostic and interventional approaches to managing complex pulmonary conditions.

His expertise may involve clinical assessment, diagnostic investigations and interventions selected according to the patient's condition. His practice encompasses bronchoscopy, thoracoscopy, sleep studies and the management of COPD, tuberculosis, pneumonia and interstitial lung disease depending upon the diagnosis and individual clinical assessment.

Dr. Singh has authored more than 60 articles in national and international journals. His recognitions include the President's Appreciation Award from the Indian Medical Association, East Delhi Branch, in 2021 for his COVID-19 services. He participated as a member of drafting committee for national guidelines on diagnosis of ILD. Through specialised assessment, treatment, smoking cessation and cardiopulmonary rehabilitation, he remains committed to precise, comprehensive and patient-centric lung care.

Dr. Anjali Nagpal: Understanding Brain Mapping and Mental Healthcare



Dr. Anjali Nagpal is a neuropsychiatrist and Founder and CMD of Serenity Clinic, focused on integrating neuroscience with clinical psychiatry to advance personalised mental healthcare. An alumna of Gandhi Medical College, Hyderabad, she holds a Diploma and MD in Psychiatry.

At Serenity Clinic, Her approach includes comprehensive psychiatric evaluation and care planning based on individual clinical needs.

She explores how neuroscience-based assessment and innovative treatment approaches can complement established psychiatric care and expand options for people experiencing mental health challenges.

Through her leadership, Dr. Nagpal aims to make personalised, neuroscience-informed mental healthcare more accessible, emphasising clinical responsibility, patient safety and compassionate care while keeping each individual's needs central to assessment and treatment planning.

Dr Pankaj Mittal: A Perspective on Hospital Operations and Sustainable Growth



Dr. Pankaj Mittal, Vice President & Facility Director at Paras Health, Panchkula, brings together hospital operations, business leadership and patient-centred thinking. His professional focus spans financial performance, growth and operational transformation, connecting hospital sustainability with the quality and accessibility of care.

His approach to healthcare innovation emphasises practical execution. In his writing on artificial intelligence, he advocates embedding technology into everyday hospital workflows, with clear accountability and measurable improvements in patient experience, staff productivity and financial sustainability. For him, meaningful transformation requires people, processes and technology to work together.

Dr. Pankaj Mittal has also highlighted the importance of bringing specialist consultations closer to communities. At the launch of Paras MedCentre in Mohali, he emphasised timely access, earlier care and continuity of treatment. His leadership perspective aligns with a broader ambition: building hospitals that combine operational discipline and sustainable growth with compassionate, accessible and dependable healthcare for the communities they serve.

Dr. Karuna Ratwani: Women's Healthcare and the Role of Digital Tools



Dr. Karuna Ratwani brings over 12 years of experience in tertiary women's healthcare, with expertise spanning high-risk obstetrics, laparoscopic and hysteroscopic surgery, robotic gynaecology, reproductive medicine and infertility care.

Internationally trained in reproductive medicine, minimal-access surgery and cosmetic gynaecology, she combines clinical expertise with an understanding of healthcare systems and leadership. An MBA in Hospital & Healthcare Systems Management from BITS Pilani complements her clinical background, supporting a systems-based approach to patient care.

Having completed certification in AI in Medical Education from NBEMS, Dr. Ratwani advocates the responsible integration of Artificial Intelligence into Obstetrics and Gynaecology. She envisions its application in clinical decision-making, risk prediction, diagnostic precision and personalised care.

Her vision brings together clinical experience, intelligent technology and compassionate care to make women's healthcare more precise and responsive. She welcomes academic, clinical, research and technology-driven collaborations aimed at advancing the responsible application of AI in women's healthcare.

For more information on ET Focus, email to info.oms@timesofindia.com

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