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BUSINESS TRANSFORMATION ISSUE

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TRANSFORMATION TOWARDS GENUINE PROGRESS

In the shadow of the humanitarian crisis that has marred the beginning of this decade, businesses will now be adjusting to a new normal. Realty+ "Business Transformation Issue" comes at a right time, to guide the industry towards a collective success and a better future.



Probably, what we have learnt today is that businesses going forward will have to adapt to a physically disconnected workforce and prepare to adopt new technologies to maintain continuity of business, coordinating across geographical locations.

In fact, this is not a new trend. Many businesses have already been following the remote working model for their limited functions. What will be transformative is, the unparalleled role of technology in the way companies will function.

Contactless payment technology, voice-enabled mobile business applications, AI-powered CRM platforms, internet of things (IoT) technologies aimed at automated and autonomous serviceability capabilities, are just some of the examples of accelerated adoption of tech tools.

The seeds of change have already been sown. Entrepreneurs are investing in research & development for building strategic products and services, business leaders in

response to humanitarian fallout are re-strategizing their business models for larger good and there is an evident increase in public and private partnership to overcome the global economic recession.

Business transformation is all about identifying new techniques, new processes and understanding how alternate solutions can be applied to reduce operating costs and increase revenue and customer satisfaction.

World over, we are already seeing the instances of manufacturers repurposing their factories, brands remodelling their products and e-commerce & tech firms building service models and equipment to cater to the demands of the society.

As a matter of fact, business and society are intertwined. According to me successful business leaders integrate social responsibility in the running of their business. And a successful business transformation is motivated by social commitment and innovation, leading towards a genuine progress.

THIS IS THE OPPORTUNITY FOR BUSINESSES TO REINVENT AND INNOVATE.

Wish you a Happy Reading

DR ANNURAG BATRA
Chairman & Editor-In-Chief, Business World
& exchange4media Group



2020 THE YEAR OF BUSINESS TRANSFORMATION

As we enter a new decade, it's the time to think about how to bring a long-lasting change in our businesses and most importantly how to execute the business transformation program.

Business transformation is all about creating additional value, becoming more efficient and maximizing the company's potential. This also means unlocking the potential of employees and identifying best processes and systems.

Any business transformation is led by the "holy trinity" - leadership, strategy and culture.

- Leadership drives the change and holistically steers the company towards a transformation, operational or cultural.
- Strategy ensures a definite roadmap towards clear deliverables that can be reached.
- Culture takes in consideration the people that work within an organisation, keeping them engaged and motivated to steer towards the change for the better.

Most importantly, the organizations should focus on the main business capabilities that will have a direct impact on their successful business transformation. Next will be the clearly defined roles, policies and integration

across functions, and partnerships.

There are no set rules and generic roadmaps to follow. Each organization has to follow its own path. What's common to each transformation is the ambition to find new ways to differentiate and gain competitive advantage.

Another dimension to it should be the care for the communities in which the businesses operate. The year 2020 has begun with a clarion call for a new kind of ethical businesses that are built on a broader set of values than just profitability.

But, the transformation is not an easy process. The fear of change and the anxiety of failure are the paramount challenges to be overcome. In my opinion, an open communication within the organization and the stakeholders will dictate how efficacious the transformation will be.

In that regards, Realty+ "Business Transformation Issue" in many ways is an eye opener, as it summarizes the transformational strategies across various segments of real estate.

THE BUSINESSES OF THE FUTURE MUST CREATE VALUE.

I hope all our readers will be able to take away some learning from this special issue

NAWAL AHUJA

Co-Founder & Director,
exchange4media Group

Realty+

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THE BUSINESS TRANSFORMATION ISSUE

Blending together operational model and strategic alteration to execute a dual transformation, will make the companies rise to the existential challenge of disruptive change, rather than be disrupted by it.

The Realty+ Publication went through a “Business Transformation” when it took up the challenge of reinventing itself in order to meet the needs of the changing world, people, businesses and the new generation. You have already noticed the change in our logo, content and presentation in our monthly print issues, social media channel delivery of latest updates and email newsletter of daily news to keep up with the changing times.

The “Business Transformation” Issue birthed from our time of learning. We share with you not only our journey, but also the creative transformations taken by unconventional thinkers and business leaders.

Timing is everything and the rewards are huge if you are prepared for the changes happening now.

What Do You Really Mean by

Business “Transformation”?

Transformation is generally a response to two things - organisational pain that need to be addressed and/or to alter the paradigm of the organisation. The three fundamental categories of Business Transformation are:

- **Operational** - Doing what you are currently doing, better, faster and cheaper. Many companies are using new technologies to solve old problems. The costs will be lower, customer satisfaction might go up, but the essence of the company remains the same.
- **Core Model** - This involves transforming what you are currently doing in a fundamentally different way. Using substantial knowledge of customer preferences, the company changes the core operational model to maximize business.
- **Strategic** - This signifies changing the very essence of a company. Executed

successfully, strategic transformation reinvigorates a company’s growth engine, but poor execution can lead to criticism that a company should have stuck to what it was doing.

Whether, it’s a global crisis, a threat from a disruptive change, a worldwide megatrend, growth just hitting a wall or the systematic planning for the future, whatever may be the reason, change is imminent in the world of business - to not just survive but to flourish.

5 Inspiring Transformation Stories

- **Netflix** shifted from DVDs by mail, into the leading streaming video content service and is now a top original content provider.
- **Adobe** moved beyond core in creative & document software into digital experiences, marketing, commerce platforms and analytics, while changing its business model from packaged

software to cloud subscriptions.

- **Amazon** initiated “Amazon Web Services” (Cloud) to overcome the cost of infrastructure required to conduct operations. AWS has turned into a surprisingly lucrative profit engine. Amazon has also built an entire ecosystem of products and services enabled by its Prime membership.
- **Tencent** transformed from an online messenger and video game business to an all-around technology business that has presence in entertainment, autonomous vehicle, cloud computing, and fintech.
- **Microsoft** has transformed from a business model, based primarily on selling products, licensees (IP), and devices to a cloud-based platform-as-a-service business.

Keeping in Sync with Changing Times

In the rapidly changing world, the

businesses need to step up and keep pace with the market changes, consumer behaviours and demand patterns. Cutting costs, funding & income streams change, new regulations coming into force or the escalation of competition are a few reasons to look for a change in business strategy.

The year 2020 started with the news of a pandemic. It is apparent that the world has changed enormously in a short period of time. The new challenges demand new solutions. Business leaders are already working on models to ensure “better today” and build “long-term sustainability” of business.

Having the pulse of the change and reengineering business processes accordingly is what the successful companies do. The outcome is the deciding factor as to whether the activity is truly transformational or simply improvement.

The Realty+ Business Transformation issue brings power packed wisdom from India’s leading businesses and industry experts. From the realms of real estate, finance, consultancy, design and facility management to social and community, the novel initiatives in all the segments are highlighted along with the people behind the transformations. Hard to miss are the thought-provoking coverage of some of the interesting changes happening around the world.

Be the Change you wish to see in the World

WHO WE ARE



THE INFLUENTIAL INDIAN REAL ESTATE MAGAZINE

Realty + magazine is one of the oldest and the most reputed real estate publication in the country with its offices in Delhi, Mumbai and Bengaluru. The publication went through a transformation in 2016, reinventing itself in terms of its logo, content and presentation to keep up with the changing times and to add more value for its readers and the sector overall.

Our Legacy

Started in 2004, Realty +, one of the most credible real estate magazines in India is the real estate vertical of exchange4media Group. The publication

was awarded "The Best Real Estate Magazine" by Real Estate Development Council (NAREDCO) in 2014 for its services to the realty sector.

In 2009, at the height of the real

estate recession in India, the first Realty + Conclave was held to foster dialogue between key building industry stakeholders. This crucial initiative at the time of crisis is often cited as one

of the decisive developments that marked the comeback of real estate during that period.

Great Partnerships Lead To Incredible Results

Realty + as a respected industry publication has been associated with prestigious organizations like CRISIL, KPMG, JLL, Cushman & Wakefield, IGBC and GBCI, in bringing out special print publications and curating specialized events. It has also built strong bonds with renowned real-estate bodies like CREDAI, NAREDCO, NAR India, FIABCI and APREA among many others.

Realty+ Coffee Table Books

Realty + annual Coffee Table Books are the sought after large format collector's edition that bring together relevant information and visual treat:

- **Top 100 Developers** –in association with Cushman & Wakefield
- **Top 100 Projects** –in association with CRISIL
- **Top 100 Luxury Projects**
- **Moghuls of Real Estate**
- **Homes For All** – India's top 100 Affordable housing Projects - in association with JLL
- **Pillars of Real Estate** – India's Top 100 Building Construction & material Brands
- **Marvels of Real Estate** – India's

Top 100 Projects 2019 - Soon to be launched

Realty+ Anniversary Issues

Having completed 15 long years in the realty sector, no wonder, today whether it is the top developers, architects, products & brands or industry organizations, they all are eager to associate with Realty + and support it in its endeavours to bring new concepts and innovations in the realty sector. Our Anniversary issues that capture the contemporary themes of the year, are a testament of this love and belonging that we have received from this industry.

Realty+ Events & Shows

The Realty + Conclaves & Excellence Awards held across the country every year have become industry's much awaited events for knowledge sharing, industry networking and to put forth the best works by the realty individuals and organizations. At Present, Realty + Conclaves & Excellence Awards are organized in the cities of Ahmedabad, Bengaluru, Delhi, Kolkata, Mumbai, Pune, and is all set to be held in the city of Hyderabad.

Realty+ Interior & Exterior Awards introduced in year 2017 in a very short period of time has become the most credible awards & certification for building products and construction

material industry. Likewise, the Realty+ Prop-Tech Summit & Awards launched in 2018 are the talk of town for its high level discussions around technology in real estate and coveted awards for the technology companies in realty space.

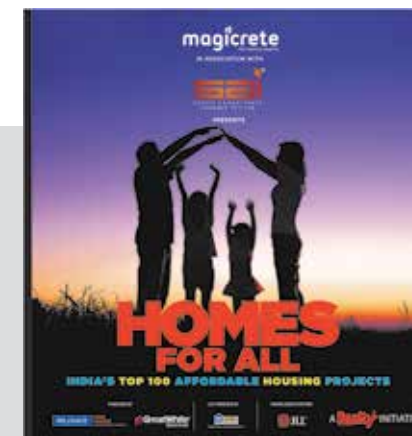
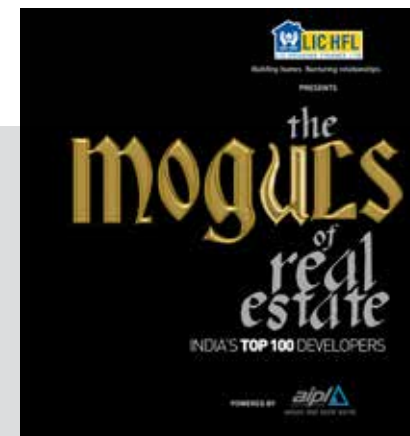
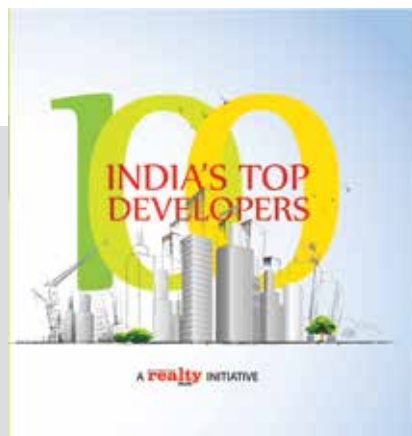
To its credit, Realty+ also has curated television series "Sai presents Realty+ Show" on Republic TV. The 14 episode series hosted by Dr Annurag Batra, Editor-in Chief Realty+ and Chairman exchange4media Group and Amit Wadhvani, Managing Director, Sai Estate Consultants Chembur Pvt Ltd deciphered the nuances of real estate for the common man.

The Success Story

Undoubtedly, behind the success of Realty + lie the hard work of its core team of experienced writers, reporters, editors and sales & marketing professionals and event managers. The team understands the pulse of the market and is always keen to up its game.

Realty + continues on its path of being the pioneer and setting trends. While we look back to learn from the past, we are also assured that the future is bright for the real estate sector and Realty + as ever will continue to make a difference.

There are miles to go and many promises to keep.



THE KEY TO SUCCESSFUL TRANSFORMATION

If you want to think big, be ready to face change. Realty+ went through a change to generate new value for its patrons. So, it was only apt that on our 15th anniversary, we bring to you diverse transformation stories and the ways for successful business transformations.

Change is never easy but it is necessary, so as not to become irrelevant. In the world of unprecedented disruptions, businesses have to rethink strategies, products and services from time to time, to unlock new opportunities and sustain growth.

However, without a clear vision even the best companies can falter in their transformation plans.

- From senior leadership, effectively articulate ambition led strategy downward to entire organization and align the transformation goals and expected outcomes.
- Focus on a particular discipline and organization capability, to achieve the specific transformation objective.
- Aggressively monitor, measure and track value throughout the transformation journey.
- Successful business transformation is data driven, engages and empowers workforce to deliver sustained value, post-transformation.
- Investing in right talent, employee engagement and right business

leaders will ensure agility and innovation in the people, businesses

Incremental improvement is not enough, unlocking new opportunities requires responsive reinvention to deliver new efficiencies.

In the following pages, the business leaders highlight their own novel initiatives and tactics to shape their business transformations.

Speaking from our own experience, before embarking on a transformation, the most crucial question we considered was - Is the transformation necessary?

Realty+ went through a change to not just reposition itself, but to emerge as a disruptive leader in its segment. Whether it was curating a television show or introducing new products and cities, the objective was to engage new stakeholders and chart out new areas of growth.

We anticipated sector's demand and aligned our business transformation with industry's needs.

ANTICIPATE AND OWN DISRUPTION.

We hope this issue will help you find keys to unlocking your own organization's value.

SAPNA SRIVASTAVA
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REALTY+ WAS CREATED TO UNDERSTAND THE NEEDS OF THE REAL ESTATE BUSINESS. FOR THE PAST 15 YEARS, IT HAS BEEN AT THE FOREFRONT OF FEATURING CONTENT AND COVERAGE ON KEY MATTERS OF REAL ESTATE

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ACCELERATED NEED FOR BUSINESS TRANSFORMATION IN RE DEVELOPERS




	DR. NIRANJANI HIRANANDANI Hiranandani Group	20
	JAXAY SHAH CREDAI National	21
	GOPAL SARDA Kolte Patil Developers Ltd.	22
	BHUSHAN PALRESHA, NILESH PALRESHA, SACHIN BANDHARI VTP Group	26
	AMARJIT BAKSHI Central Park	28
	MANAB PAUL Sree Balaji	32
	SUBHASH GOEL Goel Ganga Developments	34
	SUJAY KALELE TRU Realty	36
	MANOJ GAUR Gaurs Group	40
	PRADEEP AGGARWAL Signature Global Group	41
	PRADIP CHOPRA P S Group and iLEAD	42

ACCELERATED NEED FOR BUSINESS TRANSFORMATION IN RE DEVELOPERS

	SUBODH RUNWAL Runwal Group	43
	ROHIT GERA Gera Developments Pvt Ltd.	44
	SHARVIL SHRIDHARA Shridhar Group	45





IT'S ALL ABOUT THE PEOPLE

FACILITY MANAGEMENT

	PRADEEP LALA Embassy Services Pvt. Ltd.	48
	HANMANTRAO GAIKWAD BVG India Ltd.	50
	SANJEEV KUMAR DTSS	51

WHOLE-BRAIN, WHOLE-PERSON STRATEGY CONSULTING

CONSULTANTS

	ARGENIO ANTAO Colliers International India	54
	ANSHUMAN MAGAZINE CBRE.	56
	ANUJ PURI ANAROCK	57
	RAMESH NAIR JLL India	58

ACCELERATED NEED FOR BUSINESS TRANSFORMATION IN RE

The real estate sector across the globe is faced with a desire to overcome volatilities of the market and to do so, business, technological and digital disruptions are a must.



The world around us is changing fast and it feels like we are in a constant flux to keep pace with the latest developments, trends and preferences. Real estate that is at the forefront of any business be it brick & mortar, e-commerce or mere housing, offices and entertainment, more so, has to keep in sync with the market demands and customer inclinations.

How is Real Estate Transforming?

From the traditional mind set of a product manufacturing, the real estate is now moving towards becoming a service industry. Gone are the days of just building a project and handing over or leasing out as per set conditions & timelines. Customer service throughout the project gestation period and after sales service are the norm today. Previously, it was all about wanting to build a great building. But now what

Professionalism, collaboration, customer experience and innovation are the buzzwords driving the transformation of Indian RE sector.

defines a great building is the experience that people have.

Regulatory & Financial Transformations

RERA has brought about standardization in the profession. There is a shift towards regulated investments in a project. SEBI-approved Alternate Investment Funds (AIFs), REITs for rent-yielding properties and easy institutional capital for qualified developers has transformed the Indian realty from an

unregulated & unorganized sector to a transparent and regulated one.

The commercial real estate with the upcoming segments of Managed offices and co-working spaces is taking the cities by storm. Similarly, Affordable housing is the segment of choice for all developers. These segments now comprise a major chunk of all big and small developer's product portfolios. What's more, the nascent categories of co-living, student housing and managed homes are attracting a large number of players. In addition, the organized warehousing and industrial parks have created a niche of their own among the real estate developers and investors.

A major transformation has been the specialization amongst the real estate firms. Many realty development firms operate in a particular vertical like senior living, warehousing or student housing, data centres, to name a few. Such specializations will continue to grow as

developers rather than trying to juggle many segments of real estate would prefer to build strength and market share in one specific segment.

With the rise of professionalism and institutional funding in the industry, there has been a visible increase in the scale of projects as well. International funds, global design & engineering firms and NRIs are increasingly looking towards Indian real estate. This also means, deal sizes are getting bigger resulting in larger real estate developments, commercial, residential or retail. India's growing urban centres are set to benefit from these large scale developments, bringing them at par with Indian metros and international cities.

Technology Driven Transformations

Like so many industries, technology has revolutionized real estate too. Digitization of functions across the

What the Future Holds?

Real estate is still a very archaic industry that lacks consolidation and integration. Technology has started to figure out the services side of the real estate business by providing more efficient solutions. The future of real estate is a world, which will be much more integrated, with streamlined processes based on empirical analysis.

board, from marketing, investment, sales to design and management have enhanced, profitability, trust, safety, convenience and transparency.

Projects construction timelines are decreasing, building efficiencies are going up and buyers and investors from across the globe are able to view the properties, negotiate and close transactions, all thanks to technology. Tech in the times of shared economy has made properties more interactive for occupants and has enhanced real estate domains,

The biggest influencer of real estate transformation however has been the Big Data. Collecting, analysing and extracting conclusions from big data sets is like extracting 'gold' from 'ore' and has an immense impact on real estate in this digital age. The implementation of Big Data has reshaped almost all areas of real estate company's activities, be it building a business model, using human resources or optimizing costs.

THE NEW MARKET IS REFLECTED IN CHANGING CUSTOMER NEEDS

Significant Transformations in the Company

For Group companies, the aspects of transparency and accountability of RERA, were already being followed, so the impact was not much. What really impacted was the customer deciding to turn 'fence-sitter'. So, the most significant transformation was in sales and marketing activities, where we adapted to and adopted digital,

NOVEL INITIATIVE

When the real estate mantra was 'growth in residential', we had started work on commercial segments. This has paid off in more ways than one. Implementation of GST and subsuming of Octroi has opened up logistics and warehousing, rather than just being located outside Octroi limits. We are ready with projects that take advantage of this change. Similarly, as the need for data centres rose within the country, we were ready and the first one was rolled out end-2019



RETURNS ON INVESTMENT MAY TWEAK, BUT HOUSING IS A BASIC NEED. FOCUS ON BOTH ASPECTS AND MAKE 'BUY' OR 'INVEST' DECISION, YOU WON'T GO WRONG."

DR. NIRANJAN HIRANANDANI

Co-founder and MD, Hiranandani Group.
President NAREDCO & Assocham.

online and telephony-based platforms, leveraging AI and machine learning. The Hiranandani Group companies are 'future-ready', leverage social media and new world communications for the new age customer.

Keeping in Sync with Changing Times

We have kept pace with changing customer needs by creating residential products that confirm to size, amenities and changed lifestyle norms. We have ventured in Co-living, student and senior citizens housing, plotted

development, villas, studio apartments and boutique homes. We are coming up with data centre, warehousing, light industrial and logistics parks with residential option.

Company Growth Outlook

In the last five years, we have evolved at an extremely fast pace, reflected in Group companies venturing into more new real estate products as also log turnover figures which we had not seen in the last two decades. We are understanding the customer better and judging market trends in advance.

MAKING THE SECTOR MORE ORGANIZED

CREDAI is working towards establishing a transparent ecosystem for real estate sector, to help spread awareness and information across buyers, developers and all other stakeholders on a single platform.

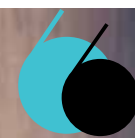
Significant Transformation in the Real Estate

The real estate sector has become more organized in the last three years especially with measures like RERA, infusion of last mile funding by the government, among others. The three major transformation in realty space are:

- Growth in the number of fast-

NOVEL INITIATIVES

CREDAI recently launched the 'CREDAI Awaas' app to facilitate ease of purchase of residential properties by home buyers. CREDAI aims to provide a credible platform for prospective Indian or international home buyers, to identify their preferred projects and contact credible developers (members of CREDAI) directly. The App can be downloaded from Apple app store & Play store. It supports Government in their efforts to ease the process of buying a home and helps improve trust between developers and homebuyers.



REAL-ESTATE HAS THE MOST OPTIMAL GRAPH IN TERMS OF SECURED INVESTMENTS. WE ARE HOPEFUL THAT THE ROI FOR THE REALTY WOULD BE 1.7X FOR RESIDENTIAL AND 1.5X FOR COMMERCIAL WITHIN 3-5 YEARS' TIME.

JAXAY SHAH

Chairman, CREDAI National

- emerging cities apart from metros
- Emergence of co - working, co - living and senior living spaces in metros
- Women & Youth participation in the realty sector

Organization's Growth Outlook

The task for the next few years would be strengthening of RERA, infusion of

funds in the realty sector, skilling more rural youth and providing them better employment opportunities and achieve Housing for All by 2022. Also, due to the COVID crisis lots of new measures would be required to support the construction workers. We will be advocating for health and hygiene of all our internal and external stakeholders and take necessary measures for the same.

CAPITALIZE ON THE SELF-SUSTAINING GROWTH

Kolte Patil Developers Ltd. (KPDL) is reinvesting in business development in a big way, even as it remains largely deleveraged and de-risked.

Significant Transformation in the Company

The last three years have truly been a game changer for the Company where the overall operations have witnessed significant transformation. We have built a 360 degree self-sustaining growth engine focusing on social, scalable, profitable and sustainable growth. We have been selling, collecting and constructing faster, which has allowed us to outperform peers in challenging market conditions. We have built a robust sales and marketing machinery, which along with our brand equity has enabled us to consistently sell well in both launch and sustenance phase across our projects in Pune, Mumbai and Bengaluru.

We are reinvesting in business development in a bigger way – even as we remain largely deleveraged and hence de-risked. We have strengthened our presence in Mumbai and Bengaluru. Improved operations combined with strong balance sheet and efficient working capital management, have resulted in sustained cash flow generation and superior returns profile. Our operational transformation is also reflected in the financial performance we have delivered – double digit CAGR in Revenue, EBITDA and PAT.

Keeping In Sync with Changing Times

As a company we are present in all addressable residential segments/products including affordable, MIG, luxury, villas, townships, retail and office spaces. We have always kept pace with the changing consumer preferences

NOVEL INITIATIVES

KPDL service customers with a 'You on Priority' approach. Prudent investments in technology has enabled reduction in customer service time, integrate systems and truly deliver an omni-channel experience to customers. We have built a CRM app which provides our customers all the project related information they would need on their fingertips. Further, we continually invest in CRM through a range of training programs including behavioral, product knowledge etc. we have also achieved repeated success of our referral program called 'KP Connect'.

and presented the new age millennial buyer with contemporary products basis extensive market studies and our vast three decade experience in real estate. Few years back we majorly sold spacious living products and more recently we have been successfully selling compact lifestyle focused, strategically located apartments.

Company Growth Outlook

The collective mind-space of our company is aligned to double our annual sales in just three years, crossing the 5 msf mark. Our Mumbai and Bengaluru business is expected to contribute 20-25% of our overall business in the next few years. We have 1 million sq ft (KPDL economic share) across 10 asset-light society redevelopment projects under implementation in Mumbai.

We plan on deepening our footprint in Pune by enhancing our presence in newer micro-markets with the addition of new projects. We intend to acquire 10-12 million sq ft of additional land bank through outright/structured deals and JVs/JDAs/DMAAs with land owners and other developers across luxury, affordable housing and MIG housing projects. We plan to capitalize on the self-sustaining growth engine that we have built and grow the company sizably in the coming years, enhancing value for all the stakeholders of the company.

Present Market Share and Future Targets

In 9M FY20, Bookings stood at 1.83 msf and Collections at Rs. 991 crore. In FY20, we expect to register bookings of 2.5 -2.7 msf and deliver highest ever collections in the company's three decade history.

We have been the dominant player in Pune with 8-10% market share for several years and we will continue to maintain our leadership position in the future. With three launches lined up in the coming quarters we will meaningfully



INVESTORS SHOULD PLACE THEIR BETS ON DEVELOPERS THAT HAVE A DEMONSTRATED TRACK RECORD OF CORPORATE GOVERNANCE, TIMELY DELIVERY, CUSTOMER-CENTRICITY, CONSTRUCTION QUALITY, STRONG BALANCE SHEET AND CONSISTENT CASH FLOW GENERATION. INVESTORS LOOK AT PRICE APPRECIATION OF THEIR ASSET AND THE SITUATION DIFFERS MICRO MARKET TO MICRO MARKET. BASED ON CURRENT INFRASTRUCTURE, PROPOSED INFRA INFRASTRUCTURE, LIFESTYLE AMENITIES AVAILABLE CERTAIN MICRO MARKETS HAVE SEEN VALUE APPRECIATION WHILE OTHERS HAVE NOT. IT'S ABOUT GETTING THE RIGHT PRODUCT, RIGHT PRICE AND RIGHT LOCATION.

strengthen our presence in the Mumbai market. Further, on the back of new business development we target to generate bookings of 1 msf from Bengaluru in the next few years.



GOPAL SARMA
Group CEO,
Kolte Patil Developers Ltd.

THE MILLENNIAL EFFECT ON REAL ESTATE

It's no secret that compared to previous generations, Millennials (individuals between the ages of 25 to 35 years) like to do things differently, in fact with a singular focus on quality over quantity and a diversity of ideas and philosophies.

One of the most hotly debated topics today is that of the "millennial mindset". Are they entitled and lazy? Or are they far better at efficient productivity than previous generations? No matter how they come across, it's certain they're having a significant impact on all aspects of life, the housing market included. Taking into account their preferences and finetuning the way projects are created and marketed to this section of the population is enabling real estate entrepreneurs to take advantage of their presence.

House Hunting In the Digital Age

Millennials love technology! Naturally, they prefer to search online while looking for a home, sometimes even narrowing down on their preferred homes on their mobile devices. With so many apps and websites available to prospective buyers; investors, real estate developers and agents alike are ramping up their online presence to attract the

Just because millennials are tech savvy, it doesn't mean they don't research heavily and mind their due diligence before diving into homeownership. They are aware that while the Internet is full of information, no information is more valuable than personal experience — something only a real estate developer or agent can provide.

millennial buyer.

Socially Responsible Real Estate

Millennials prefer properties, areas, developers and brokers whose concern for larger global issues like sustainability and renewable energy is evident. Compared to previous generations, they feel more collectively responsible and this drives them to take into account the social impact of their investment decisions.

Millennials are perhaps the most environmentally-conscious section of the population. Quite clear about their preference for energy-efficiency inside and outside their homes, this technology-driven generation is spurring the utilisation of technology for creating green homes that are both 'smart' and eco-friendly.

Co-Living: The Customised Lifestyle for Millennials

For millennials, freedom, travel and experience take priority over the

possession of permanent tangible things. This includes housing. The young working population today has found a solution in shared living and working spaces. With co-living spaces, they get the privacy of having their own space, along with the benefits of facilities that making daily life less cumbersome. Many co-living spaces today are providing basic living requirements like utilities, connectivity and housekeeping, along with added benefits like shared business centres, gyms and lounges. Co-living is in keeping with the millennial philosophy of living light, i.e. spending less time on the everyday mundaneness of life, so that there's more time for more fulfilling experiences!

Home Design for The Modern Millennial

Quite like fashion, home design trends too, are constantly in flux. Millennials are specific when it comes to the design of the spaces they spend most of their time in. Younger home buyers are on the lookout for homes

Commercial real estate has seen a revolution of sorts in the form of co-working spaces too. With start-ups increasing by the day and a significant part of the working population preferring to work as freelancers, real estate is seeing a revival on account of the booming of co-working spaces that are providing the connection, inspiration and networking millennials crave.

that look modern, yet offer comfort. One particular trend popular among this age group is the open floor plan. Such designs have the advantage of making a space look larger than it actually is. It offers more convenience as there are less dividing walls, and also make great spaces for entertaining. Layouts that allow in lots of natural light are also attractive to millennial house hunters. Homes with big windows that overlook pleasant views and create more of a flow between the interior and exterior environments make attractive selling points.

The millennial disruption in real estate is also evident in the form of other factors such as emphasis on good locations, great connectivity, smart home management systems, added security and a greater sense of community. With this new generation bringing a fresh flavour to traditional ways of living and working, it's exciting to see the revolutionising of real estate.



WE CARE MORE - A PHILOSOPHY OF CUSTOMER-CENTRICITY

Pune based 35 year old VTP Group and its companies have gained a leadership position in every industry it operates in - real estate development, infra & contracting and construction material sourcing.

Significant Transformations in the company

VTP Group is not just another family-owned business. It has transformed itself to become a thorough professionally-run company. The organization is being built and driven by very strong and competent leadership team. Our senior employees come from various industries bringing along their best practices and fresh perspectives. We believe we are a product company driven by a service mindset. We have moved away from the traditional real estate paradigms.

"Our internal process and policy framework works towards strengthening governance and professionalizing the business. We have appointed a top global audit company that will help us evolve and drive expansion of the business. Today the company is highly process oriented and performance driven and way more adaptive towards the competitive global scenario. **Bhushan Palresha, Managing Director, VTP Group**

"I would say technology has brought about the biggest transformation in the company. We invest heavily on online marketing,

NOVEL INITIATIVES

VTP recognized early on that its people are the real growth hackers. And nurturing them is the only sure shot formula for success. We create annual training & development calendars which include technical skill trainings and other developmental trainings specifically designed for different levels of the workforce. These programs are conducted regularly by trained coaches. We believe that the coaching and training programs have enabled our teams to scale up and adapt to ever changing business and market scenarios. As an organization the culture that we strive to cultivate is that of learning and collaboration. Cross-functional learning has proved to be a very powerful tool for the organization.

digital collateral and intelligent internal systems. Virtual Realty allows us to showcase our projects to global customers and customer acquisition, transaction and post-sales interactions can be done entirely, digitally. We are now exploring adapting AI and Machine Learning and are working on integrating IOT & advanced automation as well. We believe being a technologically advanced product company allows us a lot of room for innovation and in that lies our competitive advantage."

Nilesh Palresha, Executive Director, VTP Group

Company Growth Outlook

"While, the VTP Group is not running after achieving specific revenue targets, it certainly has certain business goals to accomplish. We look at yearly targets and not envisage 5 year plans. That keeps us agile and helps us change our strategy every year. In the last 6 years, the company has doubled its revenue every year consistently. Likewise, for next year our plan is to continue to double our numbers. VTP Group aims to increase its percentage of market share in all verticals. In the coming financial year, our efforts



NILESH PALRESHA, Executive Director, VTP Group
SACHIN BHANDARI, CEO, VTP Realty
BHUSHAN PALRESHA, Managing Director, VTP Group

will be focussed on building and recruiting the right-fit talent and scaling up the company culture." **Sachin Bhandari- CEO, VTP Realty**

Keeping in Sync with Changing Times

VTP Group is one of the top distributors of cement in the country, a leading name in the steel and aggregate and other construction raw material sourcing and Viraj Projects an infrastructure and construction contraction Group Company has built more than 100 projects across India. Building on such a strength, VTP Realty makes the most of the backward integration.

The Group believes in delivering more than promised. VTP Realty rising up to the market challenges, recently took over 2 large stalled township projects and turned them around into highly viable and successful projects that have contributed to the company's growth in the last year.

We could only do this by working closely with our customers, understanding their needs and handling conflicts and rebuilding trust. For some of our newer projects, we have appointed global 3rd party consultants for the quality audits of our units before hand-over. The in-house project and engineering teams have also been trained and aligned accordingly to work with the auditors and adhere to stringent quality measures. To bridge the trust deficit, the V-Care customer portal provides all purchase related information, construction status updates, & payments receipts. This is how we are building our business on customer-centricity.

'ONE LIFE, NO COMPROMISES!'

At Central Park, we look at our projects, not as mere bricks-and-mortar but as habitats for families and individuals who aspire to the finer things and are sensitive to what is benchmarked as 'the good life'.



AMARJIT BAKSHI
CHAIRMAN & MANAGING
DIRECTOR, CENTRAL PARK

Transforming With The Times

We seek feedback from our valued residents, investors, patrons and all stakeholders. What is more important is that we have implemented their suggestions to make life more enjoyable and fulfilling. At Central Park Resorts – the hallmark of fine living and enviable lifestyles, we have already initiated:

- Anti-smog cannons that combat the deteriorating air quality, bringing down the AQI levels substantially
- Reserving 80% of space as 'green areas'
- Zero vehicular movement on ground level, significantly reducing air and noise pollution, not to mention safety of walkers
- Modern waste management and rainwater harvesting systems
- Zero water discharge outside the condominium
- Plantation drives - 60,000 plants, shrubs, bushes, creepers, etc.
- Obtaining of LEED pre-certification for building construction

Customer Outreach Programme

The foundation of Central Park is Customer-Centricity. The customer-centric philosophy is amply demonstrated by the activities we keep undertaking:

- Flower & Organic Vegetable shows at Flower Valley
- Plantation Drives with NGOs such as Green Siddhi

- Investor meets organized for Bellavista Suites
- Supporting cultural events such as Jahan-E-Khusrau
- Newsletters and information flows – keeping us connected with residents and stakeholders

Uniquely Curated Residential Apartments

Just 15 minutes away from Rajiv Chowk and Delhi-Gurgaon Expressway

NOVEL INITIATIVES

An important transformational initiative by Central Park is our endeavour to empower women. We have created strong networks that allow women to independently develop recommendation marketing activities. Also, our online booking facility enables our potential customers to conveniently interact from any venue. Alongside this, we have introduced a 'marketing first' by offering potential residents an experience of Central Park Resorts through a 'Reserve your Stay' program, a free-of-cost limited period stay enabling them to get a first-hand feeling of life at Central Park.

is a veritable Valley of Flowers. This secure, gated township offers a wide choice of habitats - from plots to fully furnished floors, to entirely automated apartments with Amazon Alexa and Echo Dots. We have scoured the world for the best flowers on earth besides providing healthy organic farms and are building a 5 star-restaurant & an elaborate club.

Our latest foray is nothing short of an investment that disrupts the conventional models of the current real estate scenario – Bellavista Suites, situated within Central Park Resorts. Fully furnished, fully serviced, luxurious of 7-star hospitality, with the subtle designs and cultural nuances of the Japanese lifestyle. The residents revel in the 'white-glove' services, laundry & carwash facilities and the comfort of a medical room which has been established in association with Artemis Hospital. The project has been inspired by the grand success of our Central Park The Room – 1BHK Studio Apartments, that has yielded some of the best ROIs in the industry. Another feather in our cap is our 'end-to-end' dedicated Leasing & Maintenance Team.

The uber penthouses – Central Park Sky Villas - defy the definition of penthouses. They start at the 16th floor and go up 4 floors to a private pool & terrace garden. Private lifts and a view to live for! Very limited, for the very few! Just to visit is an experience in itself!

The Clover Floors at Central Park Flower Valley are one-of-its-kind; fully furnished and fully automated with IOT enabled devices that take you to 'futuristic living' today! This concept is truly innovative and perhaps unsurpassed.

Company Growth Outlook

We are one of the leading real-estate developers in this part of the country as far as quality, trust and delivery of projects are concerned. Our aim is to be respected as the best in the Residential & Hospitality Services Industry. In the next 3 years, we will be expanding into newer residential, commercial & retail segments of the market. We look forward to significant growth!



EARNING RESPECT DOES NOT ONLY COME FROM BEING DEBT-FREE, KEEPING THE FAITH OF NUMEROUS INVESTORS AND STAKEHOLDERS BY DELIVERING HANDSOME ROIS & CAPITAL APPRECIATION FOR THE PAST TWO DECADES, BUT BY WINNING THE COMPLETE TRUST AND FAITH OF OUR CUSTOMERS, EMPLOYEES AND BUSINESS PARTNERS

AMARJIT BAKSHI
– CHAIRMAN
& MANAGING
DIRECTOR,
CENTRAL PARK

CONNECTED BUILDINGS FOR CONNECTED CITIES

Smart buildings are the strategic pieces that form the foundation of truly smart cities. Future-proofing our buildings with IoT platforms that can be enhanced and leveraged for years to come enables buildings to evolve along with our cities.

The future belongs to buildings equipped with sensor networks that can carry out real time monitoring of water and electricity usage, keep tabs on sustainability operations and interact with other parts of a smart city. All this can be done with IoT applications that fulfil the requirements of building users and lower operating costs.

An increasing number of IoT-enabled devices and systems are finding their way into buildings. Manufacturers of building technology and building automation as well as building managers and facility managers can use this new technology to dig up a treasure trove of information about their facilities and devices. These systems and their information may be connected in smart ways to apps enabling facility managers to boost building user satisfaction and cut operating costs.

Office buildings, in particular, are shifting towards greater connectivity due to the soaring costs of commercial real estate, higher expectations of

Office buildings, in particular, are shifting towards greater connectivity due to the soaring costs of commercial real estate, higher expectations of comfort and convenience from users and the current need to integrate more efficient building operations.

comfort and convenience from users and the current need to integrate more efficient building operations.

Space monitoring

Since facility managers often cannot access data pertaining to the actual use

of workstations and rooms in an office building, companies often miss out on opportunities to make more cost-effective decisions. But when buildings get more connected with IoT, data is easier to capture and assess. Space monitoring include options such as hot-desking, adjusting the number and size of meeting rooms, allocating space flexibly, thereby cutting heating, ventilation, cooling and cleaning costs.

Ambient monitoring

Our surroundings impact our productivity and ability to concentrate. One way to improve workplace performance is to constantly monitor the indoor climate. IoT-based applications help track interior environmental parameters and improve working conditions in offices. Heating, ventilation and air-conditioning systems account for around 40 percent of the energy consumed in commercial buildings. A business that is able to control the indoor climate can much better contain its energy costs.

Lift monitoring

Lifts are perhaps multi-storey buildings' biggest selling point. Building owners and maintenance companies need to keep these key assets operating safely and reliably. Facility managers lack central access to information on the condition and maintenance records of lifts. Preventive maintenance puts a strain on budgets. Unscheduled downtime is not just an annoyance and also expensive. The ability to remotely monitor lift status and optimize maintenance saves money and makes for more satisfied passengers.

Incident management

Daily fault messages, incident reports and maintenance requests come in many guises and arrive via many channels – some analog, others digital and still others face to face. Planning effective maintenance procedures as this flood of information rolls in is not easy – especially amid the fog of fuzzy communication. A holistic, IoT-based approach to

Decades ago, future-proofing meant building resilient facilities with stronger materials made to last. While this still rings true today, future-proofing has taken on a whole new meaning as intelligent technology makes its way into more aspects of our everyday lives. We may not know exactly what smart cities will look like 50 years down the line, but we can ensure they're possible, by building the foundation for them to continue evolving and innovating for many years to come.

incident management is the remedy to all these ailments.

Indoor navigation

Finding one's way around large building complexes can be frustrating. Valuable time is wasted when employees, visitors and service providers wander the complex in search of their destinations. Real-time, in-building navigation solves that problem by guiding people to their destinations quickly and conveniently.

Usage-based cleaning

Most buildings are on a regular cleaning schedule. And housekeeping services generally stick to the same procedures. They rarely, if at all, worry about how rooms are actually used. Yet this should be one of the main factors facility managers take into account when deploying cleaning crews. Knowing how rooms are used matters when deciding if and when to clean. This helps facility managers schedule and execute cleaning jobs much more efficiently – and now the IoT can furnish exactly the information they need to do this.

TRUST AND RELIABILITY DRIVERS OF FUTURE GROWTH

Sree Balaji's low-cost second home projects 'Panthaniwas' at unconventional destinations with all luxurious amenities, for the masses are creating a ripple in the realty sector.

Most Significant Transformation in the Real Estate Industry

The most significant transformation has been that the operation has now become more transparent. The new age economy is slow and systematic. The introduction of GST & RERA has completely changed real estate sector's approach, bringing maturity and professionalism among players. With rising buyer's confidence, the sector will soon see sales picking up and faster growth in coming times.

Keeping in Sync with Changing Times

We Research - Invent - Trail and Deliver. Each and every day a new Technology - Product - Service is getting introduced to the Industry. A concrete structure with few facilities / amenities is not enough. Buyers favour a community with a whole new out of box experience. Keeping in mind the new generation's requirement / expectation we have designed our current & future product blending real estate with passion & life style, and have introduced second home for the masses, a dream for the middle class families. We have made it happen and our huge range of second home choices are a hot selling product in the market. The most important aspect of these properties is choice of location / strategic destination / "state of the art

NOVEL INITIATIVES

Our exclusive second home vertical named Panthanwias offers Studio Apartment / Luxury Apartments / Bungalows / Duplex @ Rs. Nine lakhs onward. We are the only player to offer huge range of unique destination choices under one umbrella. We offer Panthaniwas in "Dooars" - Lap of Himalaya, "Shantiniketan" - the calcural capital of India, "Digha" - the most popular sea beach in Bengal, "Puri" - The holy destination of India, "Raichak" - on the bed of Ganges and two more destination to be introduced soon

"planning and the brand name behind - Sree Balaji.

Company Growth Outlook

The undergoing three projects with 1350 - 1400 units will be delivered in next five years and two more projects will be launched with around 4500 units within next 3 to 5 years. Very soon we are planning to introduce a micro city in extension of south Kolkata which will change the real estate skyline of Kolkata. Considering the present economic scenario we expect a reasonable growth in coming times. Our second home brand Panthaniwas & Bon Bungalow are performing much better than expected. We are still evolving strategic destinations for our Second Home vertical and we strongly believe market is also waiting for our next destination announcement for Panthaniwas & Bon Bungalow.

Our market share for Shantiniketan project is more than 75 %. In the past 7 - 8 years Panthaniwas is the only project to deliver more than 550 units, adding another 250 units in phase - IV. We have introduced Phase - IV of Panthaniwas in G+ VII towers which is the tallest building in the entire Birbhum district. Our project in Dooars share 100 % of market revenue of that zone. Our forthcoming project in Digha shall share 100 % of market share of that zone. We would be the only player in



REAL ESTATE IS THE MOST SUSTAINABLE AND SAFE ASSET INVESTMENT. AFTER THE INTRODUCTION OF GST & RERA REAL ESTATE INVESTMENT IS LUCRATIVE FOR SHORT TERM INVESTORS. GOOD SELECTION OF PROJECT IN A DEVELOPING ZONE WILL ALWAYS GIVE A RESPECTABLE RETURN. A SERIOUS REAL ESTATE INVESTOR SHALL ALWAYS GO FOR A PROJECT LOCATED IN A GOOD LOCATION WITH PRACTICAL USABLE FACILITY & AMENITIES, KEEPING IN MIND THE FUTURE MAINTENANCE COST & BURDEN. THE YOUNG BUYERS SHOULD PLAN REAL ESTATE INVESTMENT LIKE A SIP AND GET THE BEST BENEFIT OUT OF THIS. CHOOSE A PROJECT WITH 4 - 5 YEARS DELIVERY SCHEDULE AND START INVESTING AS PER CAPACITY AND GET THE BEST BENEFIT OUT OF IT.

**MANAB PAUL, FOUNDER
SREE BALAJI**

PURI from Bengal's Real Estate lobby. Our proposed micro city may dominate the market of a particulate segment of buyers (12 lakh - 30 lakhs).



MANAB PAUL
FOUNDER SREE BALAJI

OFFERING RELIABILITY AND VALUE IN REALTY

With 37 years legacy, Goel Ganga Development's focus on innovation and customer-first approach has become its crux of business operations.

Significant Transformations in the Company

Goel Ganga Developments has grown significantly in the last four decades. In the last three years itself the employee strength has doubled to more than 350 employees working in the company. This has been possible due to the overall company growth and volume of projects ongoing as well as the future development line up planned. As a brand, we have shifted gear to more premium housing with majority of our projects having luxurious and ultra-spacious homes incorporating premium internal specifications and modern amenities with integration of technology in day to day use for our smart customers. For internal operations and processes, we have also implemented numerous soft wares and an ERP for efficient data tracking and management.

Keeping In Sync with Changing Times

Goel Ganga has a qualified and well trained design team that takes care of using innovative technology for construction, we maximise the floor plate to give the customer the best use of his square feet purchased.

In terms of RCC we have initiated sheer wall column designs which eliminates thick column and makes them sleeker, which essentially gets incorporated as walls in the layout structure, hence maximising the space, design and quality per square foot. RCC walls are more superior compared to a

NOVEL INITIATIVES

With our expert in-house design and planning team, we are constantly striving to give our customers the best of everything. All our projects are designed to make the move in process extremely seamless for the home buyer. We understand how tedious civil work is as well as the huge cost implications that come with from finding the right vendors and products. Our team is constantly engaging in R&D to make sure we get the best quality fittings- from marble, tiles, to sanitaryware. This enables us to provide premium quality imported marble flooring, finished false ceiling, fitted air conditioners, modular kitchen, fitted

regular brick wall. In plumbing we use under slung plumbing, which makes it simpler and more convenient for the home owners to do plumbing repairs and maintenance work. We have beam free structures which automatically give a spacious feel to the apartments

premium sanitary ware such that the customer is exempted from the stress and saves huge costs as we include the same at minimal costs to them in the apartment. We have partnered with some of the city's best trusted interior designers who make custom designed budget friendly packages for our home owners. We have also implemented a Goel Ganga loyalty programme, where customers are rewarded with exciting gift vouchers for their continuous support to the organisation. We support many cultural initiatives in the city, where we invite clients to be a part of it as well.

allowing maximum ceiling height. We take extra care to make sure every unit in the building gets ample light and air ventilation. We also make all our homes Vastu compliant. All our buildings are designed to be earthquake resistant and eco housing compliant.



SUBHASH GOEL

MD and Chairman Goel Ganga Developments



ONE SHOULD BE CAREFUL AND ONLY INVEST WITH TRUSTED DEVELOPERS IN THIS MARKET. A DEVELOPER WITH A GOOD TRACK RECORD OF TIMELY DELIVERY IS THE WISEST OPTION IN TODAY'S MARKET SO AS TO GET A SATISFACTORY END PRODUCT AND THE DESIRED RETURN ON ONE'S INVESTMENT.

We do a thorough study on the micro market before designing a project based on its location. Once we identify the profile of the primary home buyer in that locale, the project's specifications and amenities are designed to match their needs and preferences. This allows for a win-win situation keeping our product relevant and designed to meet market needs.

Company Growth Outlook

Goel Ganga is growing at an extremely rapid pace. Currently we have more than ten ongoing projects spread across all corners of Pune city and are looking at a huge expansion in the near future as well whilst increasing the construction footprint by almost 30%. At the same time we are looking at expanding our diversification portfolio in the fields of hospitality, education, healthcare and the industrial park sectors.

TRANSFORMING REAL ESTATE DEVELOPMENT- THE TRUway!

Realty is re-imagining Real Estate development by integrating Information Technology and design thinking to bring in cost competitiveness, enhance efficiencies and affiliate customers in the development process.

Significant Transformations by the Company

TRU Realty strives to be a developer of choice for new-age customers and stakeholders of Real Estate by implementing the best practices from other industries/sectors, incorporating PropTech to automate the development process flow. Our model furnishes economies of scale and passes on the benefits to the customers through transparent and reliable project management.

TRU Realty's core lies in its robust big data analytics, backend decision making through concepts of machine learning, IOT (internet of things), AI (artificial Intelligence), etc. TRU Portal amalgamates interactions between internal and external stakeholders, resources, processes, timelines, budgets, etc and with its swift reporting, TRU Portal enables automated and real time information flow, monitoring, control, decision making and hassle free project



SUJAY KALELE
Founder, TRU Realty



WE KEEP OUR CUSTOMERS AT THE CENTRE OF EVERYTHING WE DO. ONE OF THE MOST IMPORTANT VALUES AT TRU REALTY IS EMPATHY WHICH ENABLES EACH EMPLOYEE TO SEE THINGS WHILE KEEPING HIMSELF / HERSELF IN CUSTOMER'S SHOES

management. This ensures maximum efficiency and minimizes time and cost overruns that in turn, leads to fulfilment of customer expectations of excellent quality and timely delivery of projects.

With our stakeholder centric approach, we provide a hassle-free experience to all our stakeholders. Whether it's enabling customers to choose components of landscape in a project, or to choose their neighbours, or virtual project coordination meetings – to cut short the time to market or to use IOT for quality assurance, or to transparent indenting process or instant commission release at the click of a button; we have all - here - at TRU Realty.

Changing Times: Staying Ahead of the curve

TRU team, with decades of combined experience from different sectors, realized that some of the chronic issues of the industry can best be solved by embedding design thinking and latest technology combined with best practices from other sectors. Since last two years, the TRU team has been identifying and understanding these chronic issues and at the same time, has been finding solutions by studying some successful companies - global and domestic – that are solving these issues, especially in Indian context. We conducted design thinking workshops for our stakeholders, which helped us uncover various innovative ideas, keeping in mind the desirability, business viability and feasibility. Over a period of time, TRU Realty has implemented quite a few unique features as mentioned below.

Job card tracks day to day itemized tasks and mandates completion of tasks in the given timelines which, in turn, gets accumulated project wise at the time

NOVEL INITIATIVES

TRU Realty has a bouquet of innovative tech-enabled products such as, but not limited to, TRU Pay (to address monetary trust issues), TRU Source (faceless bidding platform for vendor selection), Collaboration tool (enabling timely decisions), and TRU Multiply (to build customer networks).

and cost level and enables real time monitoring and control on complete execution.

UMS is our utilization assessment tool to facilitate optimum utilization of time and efforts of our employees. With a people centric, performance driven and process-oriented culture at TRU, we use technology to calibrate, monitor and enhance productivity of our employees. Continuous, automated feedback on efforts and results enables consistent progress on utilization and productivity scale. Afterall, technology and people must work in tandem and have synchronized efforts as well as results.

There are many cost heads in the RE business which can be variable and not fixed in nature. **DPM** (Decentralized presales module) is a unique feature which automates lead management at **variable cost &** at the same time provides earning opportunities to Housewives, Students, Freelancers etc. This module allows up to scale up quickly to meet

lead management needs.

During procurement of materials and services, fair price discovery doesn't happen because of inefficient and intended competition creation. It was needed that vendors should have a faceless bidding platform and get a fair opportunity to bid for materials and services. **TRU Source** is our embedded tool for material procurements, which provides a completely transparent and equal opportunity platform to our vendors.

TRU Pay is channel partner-centric technology for registered channel partners of TRU Realty. TRU Pay safeguards the Channel Partners commission and empowers them to claim their service charges as per the SLAs delivery. They don't need to follow up with us to get their commission. The CPs are empowered to withdraw their money with a simple click on their dashboards.

With a strong IT infrastructure of automation which is a result of integration of all job functions, budgets, costs, construction speed, etc, we have dis-allowed inefficiencies to creep in. Our analytical and research-oriented data mining helps us to alleviate surprises. Automated exception reporting, real time construction reconciliation with inventory, time and other resources, integrated and independent quality management, etc, are some examples of how we manage the projects at TRU.

Company Future Plans

Our Model is highly scalable and sustainable. We already have 7-8 projects of different categories across Pune & Mumbai which will get operational in few months from now. Our long-term plans are not restricted to Maharashtra alone, but we shall be exploring business opportunities across other markets.

BLOCKCHAIN: TRANSFORMING THE FOUNDATION OF BUSINESS

Ten years ago, Satoshi Nakamoto wrote a transformative white paper on bitcoin, which led to the emergence of blockchain technology. Now, blockchain has become synonymous with technological innovation.



So much has been written about blockchain and related technologies that it's easy to fall down a rabbit hole of confusing new terminologies. Like most online business innovations, blockchain is an emerging expertise that is impacting all kinds of businesses. Blockchain has the potential to revamp various industries, including real estate, and can make processes and transactions more transparent and more efficiently organised.

Building a Future on Blockchain

A number of companies worldwide, have been implementing blockchain technology. Amazon Web Services offers blockchain tools to help companies that want to use distributed ledger technology, but don't want to develop it themselves. Clients that are using its tools include healthcare, insurance and securities clearing

In India, the policy think tank for the government of India, Niti Aayog, has published a strategy document identifying a number of key areas blockchain technology can significantly benefit the country.

companies.

Facebook in 2018 was examining the potential of cryptocurrency. This was followed by the set-up of a special team to look into blockchain and its applications. In 2019 it revealed a step that could transform the way the company

monetizes user info – allowing users to log into websites with blockchain-based identities. Search giant, Google, has invested in a number of blockchain applications, while also launching tools that make it more convenient to search and analyse public blockchains.

The Blockchain Boost to Real Estate

Blockchain can transform the entire platform that is currently being used in the sector for transferring funds. Normally, moving money to other accounts or foreign accounts draws an extra fee charged by financial institutions. The process can take a few days and the money moves to the desired destination only after a complete online verification. With blockchain, assets can be transferred without any middle authority to verify the transactions. With no third-party involvement, transactions can occur faster, in a more secure way, and without drawing any additional charges.

The entire online transaction will also be permanently recorded on a public ledger, making things transparent, accurate and safe.

Technological Transparency

The real estate sector in India mostly relies on manual records, and thus transparency is relatively low (although this true in many other markets too, including developed ones).

Blockchain technology makes it practically impossible to alter or reverse any information once it is added to the blockchain system. The use of this technology will legitimate the government-mandated record of real estate transactions and improve the overall transparency levels, as it uses a digital database system which continuously records transactions. The commercial real estate stands to benefit immensely from blockchain technology. 'Smart' contracts based on blockchain can revamp core processes in the sector such as property transactions like sale,

In real estate, blockchain technology can reduce legal and title-related costs, and also speed up the settlement processes.

purchase, financing and leasing.

One of the important advantages blockchain brings to real estate is that of reducing instances of fraud. Since blockchain involves a public ledger system that records details such as proof of ownership, proof of exchange and proof of transaction, this information cannot be erased. Real estate being a sector heavily relying on legal and financial matters, and one that is often perceived as being mired in long processes, can benefit from a revamp that makes it more transparent, quicker and more economical.

With a number of stake holders involved in real estate transactions – the buyer, the seller, the real estate registry, the real estate developer, financial institutions, lawyers – a transparent system based on a foundation of trust and integrity is imperative. Niti Aayog itself specifically described several use cases for which it had been experimenting on using blockchain technology, the first of them being to create a new system to manage I and records.

Blockchain platform also ensures that real estate processes and systems don't overlap. With a public and shared database that is accessible to all members involved in the transaction, decision-making can be more efficient and information will not be diffused and hard to gather when it is required.

PROVIDING HOMES AND HONOURING COMMITMENTS

Gaurs Group clocked the biggest ever sale in 2018 in real estate in Delhi NCR wherein the Group sold 9954 property units for a gross sales revenue of approximately Rs 3900 cr.



TILL DATE, WE HAVE NOT DEFAULTED ON ANY PAYMENTS, EMIS, STATUARY DUES, TAXES ETC. WE ALSO HAVE ROBUST HR POLICIES FOR OUR EMPLOYEES, WHO CONTINUE TO REMAIN OUR BIGGEST STRENGTH

MANOJ GAUR
MD Gaurs Group and Chairman, Affordable Housing Committee, CREDAI (National).

Significant Transformations in the Company

Till now, the Group had been focusing on residential segment. Now it plans to provide equal emphasis on commercial and retail segment and aims to increase its rental/ lease revenue to Rs 400 crore in the next 5 years. Company is in the process of acquiring large land parcels for PMAY Housing Scheme in Raj Nagar Extn., NH-24, Greater Noida West, in NCR and in Tier-2 cities of North India.

The Group is gearing to invest Rs 4000-5000 crores in the affordable housing segment with 5-6 new launches this year.

Keeping in Sync with Changing Times

In 2019, Gaur City Mall at Greater Noida West, the only operational mall in the area was opened. The group will soon be launching mall in Dehradun and also at Crossings Republik, Ghaziabad. Plans are also afoot for a luxury housing project in

NOVEL INITIATIVE

Gaurs Group has started Gaurs International Schools. The first school opened at Gaur City at Greater Noida West and now plans are to open another branch at Gaur Yamuna City on Yamuna Expressway followed by one at SiddharthVihar, Ghaziabad at Gaurs Siddhartham.

the central location of NCR. Last year the group tied up with Sarovar Portico and Resorts to bring regions 1st luxury hotel at Gaur City and recently with Radisson for a 180 key hotel at Gaur City Mall in Gr Noida West.

Company Growth Outlook

The Company hopes to deliver 50,000 units, but in a much shorter span of 5-7 years. Also, another mega commercial project within Gaur Yamuna City township will be launched which will house service apartments, shopping, entertainment, hotel etc.

DISRUPTING THE AFFORDABLE HOUSING SECTOR

Over the past 5 years, Signature Global has created its own niche, particularly in the 'Affordable Housing' segment.

Significant Projects of the Company

We have seen significant transformation over the last five years since we have been operational in the affordable housing. This transformation pertains to providing highly affordable lifestyle homes to people at the bottom of the pyramid. Earlier developers were not inclined to cater to this weaker segment of society as it was a low-margin business. But we were instrumental in changing this negative mind-set of developers with the active support of the progressive policies of the Centre like 'Housing for All' and "PMAY" and equally favorable affordable housing policies of states like Haryana.

NOVEL INITIATIVES

Working on the lines of Prime Minister Narendra Modi's vision of 'Housing for All by 2022', the company has outlined its own vision of 'India of Tomorrow', with the mission of 'Making India Affordable' and 'Har parivar ek ghar' (A home for every family).



REAL ESTATE HAS ALWAYS PAID IN THE MEDIUM - LONG TERM. IT IS THE BEST BET FOR INVESTORS AND END- USERS, AS PRICES HAVE BOTTOMED OUT AND INTEREST RATES ARE LOW.

PRADEEP AGGARWAL
Founder & Chairman, Signature Global Group and Chairman, ASSOCHAM National Council on Real Estate, Housing and Urban Development

Keeping in Sync with Changing Times

We work with experienced architects, master planners and designers and have partnered with several leading financial institutions like HDFC Capital, ICICI Pru and KKR etc and takes pride in growing its reach to customers by seeking direct online applications. Signature Global is an active IGBC Member & ISO 9001:2015; 14001:2015 & 45001:2018 Certified Company

Company Growth Outlook

Signature Global aims to launch 1,00,000 units by 2022. In near future, we are going to launch 20,000 units – 9000 units in Sohna, South of Gurugram, under DDJAY; 9000 units in various locations of Gurugram under Haryana Affordable Housing Policy; and 2000 units in Raj Nagar Extension, Ghaziabad under PMAY.

PEOPLE AT HEART AND PASSION FOR EDUCATION

The flag bearer with an uncanny ability to inspire and empower, Pradip Chopra dons many hats. He takes decisions based upon the benefits to customers, employees, community, government, shareholders and partners.

Pradip Chopra is a builder with a keen eye for design and wellness in his projects. He advocates and diligently practices the three Rs, reduce, recycle and re-use in all his projects. He is also an educationist and a teacher, motivational speaker and an author and a real estate advisor and a social worker. Apart from his business of real estate, Chopra spends almost six hours every day teaching students of St. Xavier's College and J. D. Birla Institute almost six days a week.

NOVEL INITIATIVES

Pradip Chopra is the Convener of Terapanth Professional Forum initiative UDAAN which provides 100% scholarship to meritorious but financially weak students from all over the country, irrespective of their cast, community and religion. He is also the President of Murshidabad Heritage Development Society that was born out of love for the heritage of Murshidabad



PRADIP CHOPRA
Chairman & MD, P S Group
& Chairman, iLEAD

Bringing Social Transformation

The biggest impediment for India's growth today is the lack of skilled manpower despite the fact that India has the world's largest population of youngsters. Unless India quickly expands its educational infrastructure, this advantage could become liability as unskilled and unemployed youth could be a very destructive force.

Pradip Chopra believes that India could empower its youth by imparting

skill which would ensure employment and inspire them to make positive contribution towards the country's growth. To achieve that Mr. Chopra has started several CSR initiatives under PS Group named as 'Nayee Disha' and 'Supersoft' with a mission to empower over one million youngsters with skills that would make them employable. Already several thousand youngsters from different strata of society are being trained under these initiatives with vocational as well as soft skills.

UNDERSTANDING BUYER'S PSYCHE IS CRUCIAL

With the advancement in technology, Runwal Group has extended its arms in all aspects and has noticed almost a 3-fold increase in manpower.



SUBODH RUNWAL
Director Runwal Group

Significant Transformations in the company

One of the most transformation has been the enhancement of the delivery scale with the completion and handover of the 20 acres Runwal Greens project in Mulund. We have stayed cutting edge with large scale systems automations that has maximized our potential and readiness for innovations. We have moved on to enterprise level platforms

such as SAP and Salesforce that will translate into flexibility and speed. The Group has launched two extremely successful new projects in Mulund and Dombivli.

Keeping in Sync with Changing Times

We provide Cricket Education Program (CEP) developed, designed and validated by Cricket Australia (CA)

across our projects. Both at Runwal Bliss and Runwal Forests, we have retained or planted several trees, created green vistas, water bodies and traffic free podium gardens to promote green living. We have also ramped up our customer care, providing them an automated platform to for better redressal of issues.

Company growth outlook

The existing portfolio of the Group itself is massive that will keep us busy for the next three years. In addition, there are new projects in the pipeline. We are looking at significant growth targets on an annual basis and intend to better that every year.

NOVEL INITIATIVE

Runwal Group recently launched a large integrated township project in Dombivli with very affordably priced homes and a renowned school, high street retail with a 10 lakh sqft world-class shopping mall, office spaces and a multi-speciality hospital within its premises. This integrated township will have huge green open spaces with a central park of approx 11 acres and 14 gardens within the campus.

CUSTOMER EXPERIENCE ANCHORED IN TECH INNOVATION

As early adopters of technology in the sector, Gera Developments is laying a strong tech foundation for the company's growth.

Significant Transformations in the company

Digitization of processes enabled by a robust ERP system has brought in efficiency at the backend and customer facing functions. Gera app based vendor management solution allows the team to track safety, quality and manage invoices for all registered contractors and vendors. Our technology enabled solution, GeraWorld® App, the only

NOVEL INITIATIVES

We created a new segment in the Indian residential realty market with the launch of India's first homes centred on the needs of children – Gera's ChildCentric® Homes that address child safety concerns and offer country's leading learning academies. GeraWorld® App – a proprietary real estate post sales CRM application exclusively for Gera customers offers 24x7 virtual assistant support and instant access to the team for queries and updates.



ROHIT GERA
MD, Gera Developments Pvt Ltd

such application by a developer is conceptualized with the customer's stage-related needs in view and provides information real-time with just a tap.

Keeping in Sync with Changing Times

Gera has pioneered the concept of building 'Communities'. One such initiative is L.I.N.T. - 'Learning Inspiration Networking and Training', an engagement programme to nurture the entrepreneurial capital of our Imperium customers (our Commercial

Projects Product line). It is aimed at facilitating the acceleration of our customers' goals in the form of learning suites and for the staff training capsules.

Company Growth Outlook

The annuity business and global expansion are two areas of growth for the company in the 3-year horizon. By the end of this year, we will have grown revenues by ~40% over last year and plan to continue on that trajectory in the next financial year as well.

QUALITY RUNS IN OUR DNA

A. Shridhar Group aims to add a fresh perspective with respect to innovation in each and every project.

A. Shridhar Group has an experience of more than 2 decades in land and infrastructure development. Since the past many years, our meticulous project planning, stringent quality controls and adherence to the delivery schedules, have helped boost customer satisfaction. Most importantly we have the pulse on the changing demands of the market and converts it into demand driven products that bring a huge value to the company. We further utilize the benefit of the most

NOVEL INITIATIVES

The Ashridhar APP is our new introduction which allows potential buyers to not only view all our project details but also through Bot technology allow them to interact with us. Moreover, soon our APP will be able to give all Booking and other related Payment details, so any customer can view them or download them As per their requirement. We are in efforts to digitalize all customer records.



SHARVIL SHRIDHAR
Co-founder,
A. Shridhar Group

advanced construction equipment and technologies to ensure on-time delivery for every project undertaken.

Significant Transformation in the company

The company has transformed into a Process based and SOP driven organization rather than a person driven one. This is the biggest change we have been able to achieve in last 3 years.

INVESTORS AND CONSUMERS SHOULD HAVE FAITH AAND PATIENCE IN THE REAL ESTATE INDUSTRY. THERE ARE GOOD TIMES AHEAD. INDUSTRY HAS GONE THROUGH A TOUGH PHASE. HOWEVER THE INDUSTRY IS TRANSFORMING VERY RAPIDLY AND SHALL SOON START GIVING GOOD RETURNS ON YOUR INVESTMENTS.

Keeping in Sync with Changing Times

We believe in the philosophy of keeping the customers well informed about the updates and the proceedings so that the procedure is completed with utmost ease and simplicity. A monthly video on construction updates is posted on the website and our youtube channel to keep our customers aware of the latest developments.

IT'S ALL ABOUT THE PEOPLE

The new era of Facility Service Management focuses more on the people and less on the buildings. The shift is from being asset asset-driven to human-centric service, and this comes with its own bitter challenges as well as sweet rewards.



When it comes to business success, it is all about people, people and people. So, naturally facility management in the workplace is no longer simply about servicing the building, rather about improving performance and wellbeing for those in the building and helping those individuals become more successful.

Focusing on the user experience requires that service providers play an increasingly integral role in servicing assets and facilitating the movement of information, people and objects, while creating a high-quality experience for employees and other end-users.

Delivering Value

To create excellent user experiences, service management will be driven by less-tangible, more emotional considerations that are much more difficult to quantify, measure and project. Fulfilling desires and expectations while managing the

In the present day, the concept of well-being is at the same footing as sustainability and energy saving, linking employees, wellness and the built environment. And FM is right at the centre of this dialogue.

fears, ambitions, and anxieties of end-users will be essential to fulfilling the service equation.

No wonder, facility service managers and corporate real estate managers are now developing a service culture that engages

employees and sets a thorough service strategy to meet expectations. This involves a balanced approach that starts with identifying and defining an excellent end-user experience and setting standards for a higher performance service culture with a shared sense of purpose that drives employee engagement.

Pursuit of Happiness

Wellness at workplace is the new mantra for corporates across the world and its rise up the FM agenda has been rapid and compelling. This is a giant leap in terms of a facilities manager's priorities. The avoidance of stress, would have been laughed about if identified as part of FM's agenda back when the sector was first codified in the 1980s.

But, as staff well-being becomes a policy to be designed in to buildings, the facility services too are changing gears towards physical as well as mental comfort. But working to provide facilities to maintain physical

health is a lot more straightforward than sustaining a workplace optimising mental health.

What a higher profile to well-being means for the sector is, theoretically, a higher profile for FM. It is FM, after all, that delivers the day-to-day working environment within which they function.

Integrating Technology

Incorporating the right platforms and channels is as much about leveraging technologies to increase efficiency and reduce costs, as it is about empowering users. Embedding and integrating appropriate technologies into the service creates a smooth user experience.

IoT, or the Internet of Things allows organizations to collect more information and quickly respond to changes. This means that issues and potential problems are easier to identify in a facility that uses IoT.

Using AI to monitor physical assets makes it easier to predict the

There's no denying that the implications on physical performance of mental performance have gone mainstream. Perhaps the most direct way in which FMs can make a difference is through the admittedly difficult link between workplace management and productivity output.

performance lifecycle for an asset before its performance is affected or before the asset fails. This effectively addresses potential issues before they become problems.

What's more, machine learning

unlike condition-based maintenance (CBM) does not rely on pre-programmed algorithms. Instead it enables the machine to learn from large aggregate data sets to identify patterns, trends and insights and continually refine models to make analytical predictions on facility performance and efficiency.

With the proliferation of the IoT comes a requirement for smart analytics. The advanced analytics that are possible with Big Data allow facility managers to mine the data sets and easily detect issues or deterioration before it becomes a real problem.

Last but not the least, use of smart phones and tablets have led to improved communication, on-site access to computing functionality and accurate data recording. The benefits of implementing a mobile-first software solution are, reduced downtime, greater control over projects with the ability to track work in real-time.

OUTPERFORMING GOALS WITH DEEP EXPERIENCE

Founded in 1995, Embassy Services Pvt. Ltd. (ESPL) with a strong lineage brings knowledge and expertise to every property.

Significant Transformations in the Company

ESPL is an independent arm of the Embassy Group - a leading real estate development firm. Starting as an in-house Property Management company for Embassy Group, the company has now evolved into an Integrated Facility Management(IFM) service provider to multiple clients pan India.

Over time, ESPL has built robust central and regional teams with SMEs & experienced staff and has created & deployed innovative technology tools customised for IFM. The strong communication across the organization includes increased thought leadership initiatives, and reaching out to potential clients.

Keeping in Sync with Changing Times

For over 25 years, we have harnessed the expertise of IFM, which has been our true passion. We at Embassy Services Pvt. Ltd. (ESPL) follow a strategic business practice with our primary goal of keeping the client delighted.

ESPL has created mobile based apps with real-time data collation, enabling live dashboards and preventive interventions resulting in superior service delivery. Our user



PRADEEP LALA
CEO & MD - ESPL



BESIDES REGULAR OPERATIONAL AND BUSINESS REVIEWS, I PERSONALLY BELIEVE IN A ONE-TO-ONE PERSONAL CONNECT FROM LEADERSHIP BUILDS A LOT OF FAITH AND TRUST IN ESPL AS A SERVICE PROVIDER. WE HAVE A COMPARATIVELY QUICKER TURNAROUND TIMES, WHEN THE CLIENT REACHES OUT TO US WITH HIS REQUESTS (WHICH MAY OR MAY NOT HAVE A MONETARY IMPACT). I WORK WITH THE CLIENTS' INTERESTS IN MIND, AND ALWAYS WITH A LONG TERM PERSPECTIVE, AS IT'S AN INVESTMENT IN THE RELATIONSHIP TO BRING SUSTAINED VALUE TO THE ENGAGEMENT.

friendly bouquet of technology tools support two sets of users:

- The end customers who are largely tech savvy millennial,
- Organisational client representatives who need analytics to drive efficiencies Customisable and differentiated IFM services for various segments:
- WAYS or World At your Service for our premium Residential segment – includes Time and motion study and Special dedicated teams from North East
- Specialist Service Group comprising SMEs for Energy Management, EHS, AMC Management, Compliances, and PMC support, for all corporate clients.
- New product lines under consideration - Technology as a service (TaaS), Procurement Services, AMC and periodic maintenance services.

Company Growth Outlook

ESPL has an ambitious target of 200 million square feet with our captive and open market.

We are definitely looking beyond India and plan to go overseas within Asia - either Singapore or Sri Lanka. For this we need a client who has got scale overseas so we can break even in the first year itself. Within India, we are looking at doubling our operations to at least 30 cities across the country.

Our growth is linked to our manpower company (TCFM) as it's a double whammy with a management fee and backward integration. We will grow in every vertical in scale and diversification as we partner with an Anchor client or tenant to grow and scale up.

With growth we need to enhance our internal processes and build a talented young team of experts who will take our leadership into the future. Therefore we are working closely with KPMG to arrive at this strategy.

NOVEL INITIATIVES

As a part of their versatile range of offerings in the integrated facility management arena, Embassy Services powers a special community engagement program called ENERGIZE for all our 10 Business Parks users across the country. The year-long program is designed catering to 5 genres - Sports, Culture, Learning and Lifestyle, Entertainment and Social Responsibility and engages over 2 lakh employees

Revenue Targets

Our pan-India presence across commercial, industrial, warehousing, co-working spaces, retail, hospitality and other segments gives us a unique opportunity to deliver operational efficiency, environmental sustainability and engaging experiences. We harness this opportunity by leveraging trust, technology and transparency.

With over 150+ clients and 70+ million sq. ft. (200 million USD) of property under management, we are India's largest and most trusted integrated facilities management(IFM) player. Our future looks promising with a target of 200 million square feet and 350 million USD and phenomenal EBITDA margins.

FACING NEW CHALLENGES

BVG India (Bharat Vikas Group) was mainly launched with the aim to provide jobs to common people. After two decades it's a family of 80,000 members operating in 22 states of India.

Keeping in Sync With Changing Times

I have already started contemplating on strategy how will be my BVG India Limited post COVID-19. As creating job opportunities was our sole aim, we never bothered about huge profits. Initially we started our business activities from integrated multi facility management, later on we entered in diversified businesses i.e. agriculture, emergency medical services, clean energy, life sciences etc. Our FM wings is working

NOVEL INITIATIVES

Our agriculture wing BVG Life has done miracles in residue free farming by increasing yield and quality by two-fold. BVG Life also works in animal and human health sectors. We recently launched 'SHAT Plus' herbal tonic based which improves body immunity in couple of days. It is patented herbal drug approved by FDA, first of its kind 100% herbal health supplement based on nano-tech. BVG Life is also working on 18 types of cancers, hypertension, cataract etc.



HANMANTRAO GAIKWAD
Chairman and Managing Director, BVG India Ltd.

from Parliament House, AIIMS and Tajmahal, Somnath Temple to TATA Motors, Volkswagen etc. We operate. emergency medical services, dial 108, in AP, Maharashtra and J-K. Police support service in MP, Dial 100. I personally think world has a big opportunity in health sector and cleanliness i.e. personal and social hygiene segments.

Significant Transformations Around the World

The dramatic spread of COVID-19



IT'S TRUE THAT NEVER FACED RECESSION IS RINGING BELL ON THE DOOR. BUT HISTORY OF THE WORLD SHOWS US THAT IT HAS SURVIVED IN MANY SUCH PANDEMIC ATTACKS. SO, THIS TIME ALSO IT WILL SURVIVE. BUT BIG QUESTION IS - "AT WHAT COST?"

has disrupted lives, livelihoods, communities and businesses worldwide. Some people say we are facing situation like 2008 recession, but there is no parallel to this. In 2008 some nations had escaped from the recession, now no one can escape. But I think there is always ray of hope at the end of the tunnel.

BUSINESS IMPACT THROUGH DIGITISATION

Dusters Total Solutions Services Pvt Ltd, an SIS Group Enterprise (DTSS) has the right suite of Digital Solutions which improves Efficiency and Optimizes Cost

Significant Transformations in the Company

In 2016, DTSS became part of the SIS Group - India's leading Security & Business Services Organization for the past 43 years. DTSS manages over 150 million sft a day, across 50 cities and has several automation initiatives, custom designed to build efficiency, agility

NOVEL INITIATIVES

DTSS has adopted a client centric model through its Shared Service Centre. It is a collaborative strategy, combining the best of Centralization & Decentralization - in which, processes of existing common functions across various locations and business areas are brought under a self-governing business unit that has a management structure designed to promote efficiency, improved service, cost savings and value generation, for the internal customers of the parent and group companies, working as a service partner.



SANJEEV KUMAR
PRESIDENT, DTSS

and scale.

At the client-facing end, DTSS has Aadhar based on-boarding, Facial Attendance, E-checklist, Machine scanning & App-based Customer feedback. The output of all these tools is available to clients to view as a single dashboard to take accurate decisions. At the back end, RPA (robotic process automation), E-invoicing, Employee background check, Site audits and digitally enabled training processes allow us to improve our own business performance. For the front line employee's grievance redressal, we have "Hum Hain Na" - Helpline number. DTSS also has a learning App named Disha where



WITH A CUSTOMER RETENTION RATE OF 97%, DTSS BELIEVES IN A PRO-ACTIVE AND TRANSPARENT ENGAGEMENT WITH ITS CLIENTS ENABLING LONG LASTING BUSINESS RELATIONSHIPS.

employees can learn at the same time develop their skills by going through QUIZ.

Company Growth Outlook

DTSS is present in every segment of the industry, from hospitality and healthcare to education and retail, IT and manufacturing. The company has a vision 2x3y - aiming towards double the revenue & employee strength in next 3 years & being a solution provider to our clients. We believe - Our people are our Pillars.

WHOLE-BRAIN, WHOLE-PERSON STRATEGY CONSULTING

Methods and techniques of strategy consulting have always had a strong bias towards merely left-brain thinking. The new approach requires significant attention to the right side of the brain that includes intuition, holistic judgment, creativity, empathy and self-awareness.

Practically speaking, strategy consulting has always been a whole-brain, whole-person activity. No strategy consultant can completely ignore the emotions or conscience. However, rooted in engineering, current strategy consulting is the pinnacle of left-brain thinking focused on decomposing problems into their finest details and then think up solutions of for the client to adopt.

The whole-brain, whole-person approach brings in ability to actually do things and create things rather than merely think and talk, thus making a truly positive impact on organizations. So, time for consultancies to practice what they preach.

Radicalism in Conservative Consulting

Valuing accuracy over creativity is a barrier to reinventing the way consultants operate, develop talent and provide clients with greater value. One of the ways consulting firms are shifting from traditional thinking is by

Organization's needs are changing and the consulting firms must adapt quickly in terms of services, structure and operations. Clients, today demand not just advice but to put products and technologies in place that keep them ahead of the competition.

multi-sourcing: working with other firms when niche or complementary expertise is required. Large generalists are working with boutique consulting firms and increasingly forming partnerships with people outside the

consulting industry, including digital agencies, academics and technology companies.

In a people first environment, consultants are reinventing themselves as the market forces demand it. Instead of over-reaching to land and expand, they are starting by solving one identifiable problem and teasing out the capabilities and answers from within the client's business. Realizing that humans are deeply resistant to being told what to do, the consultants are creating and handing over the tools to the client and its people to go it alone.

Year 2018 and 2019 saw the consulting sector dip its proverbial toe into the waters of high-tech. It further needs to enhance its digitization in numerous areas in 2020 to continue its growth.

Keeping in Sync with Changing Times

While consulting continues as a labour intensive business service, other industries have already moved

to digitization. In response, the consulting service sector is gradually integrating big data and automated processes. Expect to see continued digitization and a digital response to the growing need to quickly adapt to client needs vis a vis operations, structure and terms of services.

- The consultancy firms are developing comprehensive digital strategies and revamping the existing business and operational models in a manner that continues to connect the C-level with stakeholders. This trend will transform consulting from its current billable hours, time-based business model into a flat-rate system.
- Consulting services are splitting into two market divisions –a low-cost, commoditized sector and a high-value, specialized consulting sector. This division forces each consultancy to devise ways to address both markets causing transformation in the areas of business models, pricing structures and brand architecture.
- Between changing business models, digitization and SMEs entering

Digital technology developments are the leading disrupter, fed by social, mobile, cloud, big data, artificial intelligence and a growing demand for “anytime-anywhere” access to information. Other causes include changing global demographics; increase in entrepreneurship and innovation.

the competitive field, business consulting continues to develop skill sets through continued education that relates to more than the specific knowledge area and includes new skills such as big data analysis, data

mining, data cleansing and data strategy.

Fail Fast Methodology

Consulting firms are forced to think more about offering services and products that don't rely on their ability to sell people. Also, innovation cannot be achieved purely by investing large sums. Consultancies are adopting that 'fail fast', agile mentality that is seen to work so well in small businesses. While digitization comprises part of the business growth, the industry will continue to realize that money on its own does not buy innovation.

While 'kaizen' typifies most manufacturing lines today, the management consulting industry is adopting changes in business models and operations. There is a cross-channel connectivity and continuous engagement with all stakeholders, while maintaining focus on C-level leadership and innovation and creating differentiation.

BUILDING BUSINESS AT A COMPETITIVE PACE

For more than 25 years, Colliers has been creating value for shareholders that has resulted in superior returns and industry growth.

Transformations in the Real Estate Industry

Indian real estate sector along with its commercial, residential, retail and hospitality segments, ranks third amongst the major sectors and contributes significantly towards the country's economy. With the growing demand from the corporate sector, Indian Real Estate is poised to be USD 1 trillion market by 2030, contributing 13 per cent of the country's GDP.

Keeping In Sync with Changing Times

Indian real estate sector will see increased non-resident Indian (NRI) investments in both the short term and the long term. The sector attracted a total of USD 30 billion institutional investments between 2009 -2018 and received USD 2.3 billion investments during the first half of 2019. The sector also received foreign private equity (PE) investment of USD 14 billion between 2015 to Q3 2019.

Securities and Exchange Board of India (SEBI) has now given its approval for the Real Estate Investment Trust (REIT) platform which will further allow a range of investors to participate in the Indian real estate market, leading to major growth in FDI in real estate. Simultaneously, developers, in order to attract these investments, have revamped their accounting and management systems to surpass investor expectations.

Colliers International is a global

NOVEL INITIATIVES

Colliers International (India) due diligence exercise helps the investor in decision making process by providing comprehensive information about the asset. Following are the benefits of Real Estate Due Diligence practice:

- ▶ Provides a **basis for decision-making** in a real estate transaction
- ▶ Determines the **purchase price**
- ▶ Identifies **opportunities and risks**
- ▶ Establishes the requirements for **regulating the purchase contract**
- ▶ Assesses whether **contract negotiations** can be entered into from a position of strength or weakness.

Colliers Technical Due Diligence Team: Jatin Shah, Yashoda Seshadri, Dhiraj Singh, Ashish Cherian & Apeksha Anil.

real estate services and investment management company with operations in 68 countries, providing expert advice and services to maximize the value of property for real estate occupiers, owners and investors.

Addressing Market Needs

In real estate it is not only the financial performance of the asset that is under consideration; quality and health of the asset, also contributes majorly towards the valuation and appreciation of the asset. Hence, due diligence practices have become an essential element in a successful commercial transaction.

While procuring an asset, the technical due diligence process allows the investor to assess the value of the asset and to verify the information pertaining to the asset in order to determine whether to proceed with the transaction.

Due diligence process also permits the buyer to determine if there are barriers or risks associated with the transaction. Accordingly, the transaction is usually conditional upon the due diligence process being completed. Technical due diligence exercise is generally completed in two to four weeks depending on the availability of information and size of the asset.

Colliers International (India) offers comprehensive technical due-diligence and advisory services to Developer/ Occupiers and Investors. The expert team at Colliers comprises professionals



ARGENIO ANTAO
COO, COLLIERS INTERNATIONAL INDIA

with vast experience in conducting audit of civil/ structural works, building services, approval and compliance, land due diligence and environmental impact studies and boasts of a proven track record of more than 125 assignments collectively.

Transformation Challenges & Potential

Financial institutions, investors,

owners and occupiers are increasingly demanding Technical Due Diligence reports which thoroughly details the physical condition of the asset to reduce the risks associated with the transaction.

Since most of the real estate transactions are high value in nature, it is critical to ensure that the technical due diligence associated with the transaction is conducted



TECHNICAL DUE DILIGENCE ALLOWS THE INVESTOR TO MAKE INFORMED DECISIONS BY ENHANCING THE QUALITY OF INFORMATION AVAILABLE AND SUBSTANTIALLY REDUCES THE RISKS ASSOCIATED WITH THE TRANSACTION. THIS SIMULTANEOUSLY HELPS THE SELLER TO ASCERTAIN THE OPTIMUM VALUE OF THE ASSET AND TO GAIN THE INVESTOR'S TRUST WITH COMPLETE TRANSPARENCY."

in a complete and thorough manner. The due diligence process, conducted properly, provides complete understanding of the statutory approval status, building norms and compliance, quality of the construction, health and active and passive (if any) equipment's installed, etc. and an analysis of any risks associated with the same.

BENEFITS OF DIVERSE BUSINESS & STRATEGIC SOLUTIONS

CBRE focused investments into people, platform enhancements and a sustained strategy of building advantage for every client are key drivers that have led to its year- on-year growth.




INVESTORS SHOULD REDUCE RISK AMID ONGOING MARKET UNCERTAINTY AND WEIGH THEIR PORTFOLIO IN FAVOUR OF STRUCTURAL AND DEFENSIVE PLAYS.

ANSHUMAN MAGAZINE
Chairman & CEO, India, SEA, Middle East & Africa, CBRE.

Transformations in the Real Estate Industry

As the workforce expands and the Indian economy transitions, it will offer vast investment opportunities for the real estate sector. The logistics industry is embracing technology to keep pace with the increasingly digital times even as retail goes omni-channel. Meanwhile, housing is getting more affordable, on the back of government initiatives and the growing needs of young families.

Keeping in Sync with Changing Times

The real estate sector is changing at a rapid pace and this is reflected in our

NOVEL INITIATIVES

In addition to the earlier RE decisions focus on cost, location and amenities, the tech and workplace innovation are becoming increasingly important components of the decision- making process. As an industry leader, we have been able to build tailor made services and solutions for our ecosystem and clients.

customers' wants and needs. The real estate universe is expected to expand sizably in the coming year as new asset classes (student housing, flexible workspaces and data centers) make their presence felt.

Company Growth Outlook

Globally, we ended 2019 with solid growth that contributed to our 10th consecutive year of double-digit adjusted earnings per share growth. We have grown to 10,000+ employees, 10 locations with a presence in over 80 cities in India. We expect an 11th consecutive year of solid double-digit adjusted earnings per share growth in 2020 and beyond.

SPREADING THE WINGS

ANAROCK aims to double its footprint in the Indian and Middle Eastern markets in the next three years.

Significant Transformations in the Company



Over the last two years, ANAROCK has done several mergers and acquisitions, diversified interests across the real estate lifecycle and deployed its proprietary technology platform to accelerate marketing and sales. In the first year of business, ANAROCK had posted a revenue of Rs. 93 crore in FY2017-18. It helped developers sell 13,000 flats worth Rs 12,000 crore.

Keeping in Sync with Changing Times

ANAROCK manages over 80,000 fully-vetted channel partners that via its proprietary digital platform, connect across India and international markets.

NOVEL INITIATIVES

ANAROCK has launched a specialized alternate asset classes division to cater to the specific needs of end-users and investors focused on senior living, student housing, co-living and co-working. Most recently, the Group also launched ANAROCK Commercial, a dedicated vertical to help investors and businesses connect with premiere office properties through the strata sales model.

THE BEST APPROACH IS TO LEVERAGE THE DEEP INDUSTRY RELATIONSHIPS AND NEGOTIATION POWERS OF A TRUSTED CONSULTANCY TO SECURE PROPERTIES FOR PRESENT NEEDS THAT ARE FUTURE-PROOFED FOR LONG- TERM GAINS.

ANUJ PURI
Chairman, ANAROCK

ANAROCK is highly selective about the developers to partner with, ensuring that all projects we market are fully vetted for legal soundness and investment viability. Our proprietary in-house technology ensures seamless matching of specific requirements with the most appropriate properties. The firm assists its customers through the entire transaction process from identifying to securing the best opportunities and reliable after-sales service.

Company Growth Outlook

Having already successfully

completed 400+ exclusive project mandates with leading developers, the figure should be well beyond 1000 mandates at the end of this period. Revenue estimated in future years:

- ▶ FY 19_20 for the full group - in excess of 260 Crs
- ▶ FY 20_21 - in the range of 450 to 500 Crs
- ▶ FY 21_22 - in the range of 750 to 800 Crs
- ▶ FY 22_23 - in the range of 1,300 to 1400 Crs

A CLIENT-CENTRIC ORGANISATION

JLL's India growth story is a reflection of great resilience and transformation, with transparency as the key success factor.

Most Significant Transformations in the Company

In the last three years, we have made rapid strides in many strategic initiatives. Today we have a well-defined, and clearly communicated strategy and execution that strives to consistently

NOVEL INITIATIVES

Innovation is a key focus area for us. We believe the future belongs to the most innovative firms. While innovation will drive the future, new business will help us grow. With disruption, increased competition and rapid evolution, specialisation is one key factor for continued sustainable growth. In the last 3 years, we have launched 4 new specialisations – Alternatives, Private Wealth Practice, Residential and Data Centre Practice. Each of these specialisations offer a diversified service offering to our clients and help in further JLL's market penetration. -



RAMESH NAIR
CEO & Country Head, JLL India

meet client expectations. We are constantly driven by a culture of high performance without compromising our values. But the most important focus area for us, as the largest real estate service firm in the country, is hiring and retaining the best talent at all levels.

Keeping in Sync with Changing Times

Our client-centric approach and strategy draws on our deep research into anticipating our clients' future needs and providing the roadmap

for JLL's continued growth and success in this fast-changing world. Our client centricity extends to recognizing and rewarding staff who demonstrate client centric behaviour. The 'client first' attitude is ingrained in what we do. It is aptly resonated by the fact that we always put the needs of our clients ahead of everything else. It is this consistency in keeping their clients' interest at heart that has reinforced JLL's position as the country's most trusted real estate advisor.

BUILDING A 'BUILT TO LAST' ORGANIZATION

Cushman & Wakefield lays emphasis on succession planning and having a robust talent and leadership pipeline enabling best of both sides.

Significant Transformations in the Company

At a macroeconomic level, there has been an economic slowdown for few months now. The other big challenge is to attract and retain talent while maintaining operating cost to run a healthy profitable business. In our business it is the annuity revenue streams that safeguards us against economic ups and downs. And we have

NOVEL INITIATIVE

We have taken a double pronged approach to innovation. Internally we conduct leadership groups for our business processes from time to time. The ideas generated are then tracked and executed through cross functional teams. The other approach is to use partnerships to drive innovation, especially, in the field of technology. Some of the key strategic partners for Cushman & Wakefield that are at the forefront on innovation in RE space are Fifth Wall, Plug and Play, Stanford University, among others.



ANSHUL JAIN
Country Head & MD India, Cushman & Wakefield

for a while been focusing on building these streams. On the talent side we keep a close eye on our fixed costs and leverage the platform to grow margins.

Keeping in Sync with Changing Times

We have consciously chosen to build our culture as our differentiator. We recruit a sizable portion of our people from outside the conventional industry norm that helps us breed

innovative thinking and cross pollinate the best practices from other industries. Additionally, our focus on Diversity and Inclusion keeps us ahead of the curve.

Given that sixty percent or more of the leadership currently is home grown, is the testimony to our commitment of cultivating and nurturing in-house talent. The balance comes from other organizations and this mix is our secret sauce for building an organization that is 'Built to Last'.

THE SILVER LINING IN CLOUD COMPUTING

For most businesses, moving to the Cloud is a strategic decision as it enhances business performance. While the benefits have been widespread, has it always been the right solution for every business?

To ensure a business gets the most from its investment of shifting to cloud computing, it needs to be able to ensure how cloud solutions can help the business increase in revenue and scale. It also needs to enable the business to do better than the competition.

About a decade ago, many organisations took the leap and moved their operations to an entirely cloud-based system. Some organisations even started new companies based on cloud services. While the advantages of public cloud infrastructure have been plain to see, the experience for individual companies hasn't been consistent. While the shift to the Cloud in itself has been a major transformation for everyone in the digital age, some companies have started questioning whether a public cloud really makes sense for them.

The New Digital Paradigm

Digital transformation is the way mankind today has been making its most pathbreaking innovations. With the support of cloud computing, firms are able to set up robust digital transformation infrastructure. Businesses are able to take advantage of the analytics offered by cloud computing to pave the way for more informed decision-making. Having said so, there are a number of companies that are considering shifting at least a part of their data from a public environment to a private or hybrid system.

A prominent example of this has been the case of Dropbox. This popular data storage service began as part of Amazon Web Services. Once it began moving back its operations from the public cloud to data centres providing colocation services, the company reduced its operational expenses considerably. It still has a small percentage of its data on the public cloud, but its transition has

Opting for hybrid or multi-cloud architecture helps tackle these issues by meeting computing needs through customized solutions that address specific concerns and provide solutions to pressing needs

shown that companies are benefitting from a 'data repatriation' of sorts.

Ensuring Safety in the Cloud

One of the main reasons why companies are transitioning from the public cloud is the matter of security. In 2019, a number of shocking security breaches occurred in the cloud, forcing businesses to consider a major course correction. Public cloud services do provide comprehensive security measures, but it's not always easy to employ these defences. Due to the very nature of public cloud infrastructure, data can be accessed from anywhere and the basic operation of moving data around makes it vulnerable to theft or malware attacks. Since the public cloud environment is populated with multiple clients, granting access to the wrong people is also likely to happen. With a private cloud system, businesses can use their own security protocols to ensure their data stays protected.

We live in a time when data is precious. But there's a difference between the vast amount of unstructured data that gets

accumulated, and valuable customer information that can propel a business to finetune its strategies. To zero in on that precious information, companies need control over the data, something that a public cloud doesn't always provide.

Cost is another factor that comes into play in cloud computing. The public cloud is relatively inexpensive and make a good option for companies just starting out. But for some companies, there comes a point when it stops being a cost-effective solution. In such cases, there's more financial sense to investing in a private cloud server or infrastructure.

Choosing a Cloud Strategy

When deciding on a cloud computing strategy, does one choose public or private? It's not necessarily an either/or situation. Thanks to the new developments, businesses today can choose from different types of cloud computing. Most companies are settling on a hybrid cloud system that provides the control and safety of a private cloud, with the extensive resources of a public cloud.

The public cloud is too far-reaching and effective a transformation to be fading anytime soon. If anything, it is expected to keep on growing, with public cloud spending even set to double in the next few years.

BRINGING ORGANIZED & PROFESSIONAL APPROACH

The developers prefer Sai Estate Consultants Chembur Pvt Ltd for its go-getter attitude in generating highest quality leads completely backed by technology.

Transformations in the Real Estate Industry

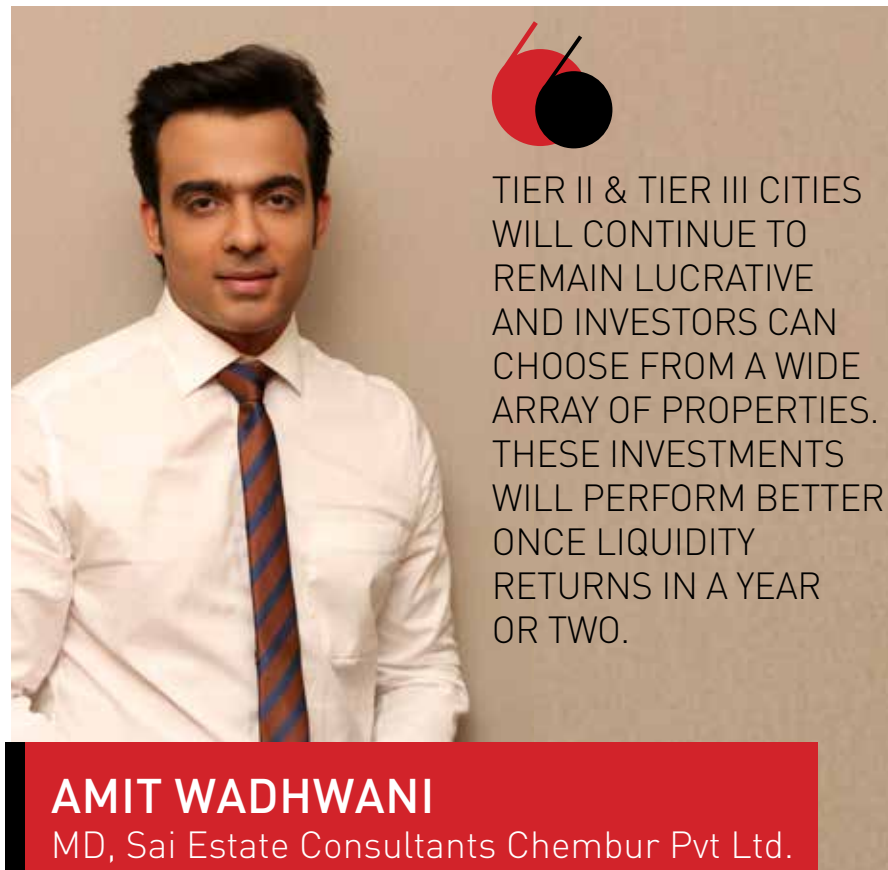
As Sai Estate Consultants Chembur Pvt Ltd (SECCPL) completed a decade in the industry, it's not the same industry when we originally chartered out back in 2010. Technology has transformed all industries and real estate has not been an exception. The sector has bottomed out on the NPA crisis and will gradually see influx of organic growth of credit in the market by 2021.

Keeping In Sync with Changing Times

The most significant manner in which SAI changed has been in the

NOVEL INITIATIVE

The novel factor which we introduced is the use of tech unlike the industry, which is still sticking to traditional model of business. With use of tech, we have been able to increase conversion rate by 5 times and the resulting increase in speed of selling has been an outlier.



AMIT WADHWANI

MD, Sai Estate Consultants Chembur Pvt Ltd.

TIER II & TIER III CITIES WILL CONTINUE TO REMAIN LUCRATIVE AND INVESTORS CAN CHOOSE FROM A WIDE ARRAY OF PROPERTIES. THESE INVESTMENTS WILL PERFORM BETTER ONCE LIQUIDITY RETURNS IN A YEAR OR TWO.

approach to Data. With Data being readily available in Information age, analytics is required to use the same. With each passing phase our analysis of data and profiling of customers have increased acquiring razor sharp focus on customizing to taste. With so much data, it was inevitable that SAI customized offerings.

The Company Growth Outlook

SECCPL plans to spread out in Tier II & Tier III cities in next 3 years as demand/supply dynamics is more balanced in this region. With many smaller cities in Maharashtra and Gujarat already covered, our focus would be on other Tier II cities in the Western and Central India region.

DIGITAL BROKERAGE DISRUPTION FOR REAL ESTATE

Square Yards has achieved a significant scale in just five years and is one of few Indian start-ups to have successfully expanded globally.



KANIKA GUPTA SHORI & TANUJ SHORI

Square Yards, India's largest prop-tech brokerage and mortgage marketplace has witnessed an exponential growth in a very short span of time. It has a direct presence in 25+ cities globally and has more than 3000 employees across 9 Countries.

Significant Transformations in the Company

Square Yards touches the lives of every stakeholder in the real estate ecosystem present in various intermediary ancillary plays such as enterprise SaaS, resale, rentals, property management (Square Yards has recently acquired one of India's largest property management firms - Azuro) in a bid to build integrated play across real estate services.

Keeping in Sync with Changing Times

Each of Square Yards' 2500+ strong sales force is equipped with state-of-

NOVEL INITIATIVES

Our digital platform automates the complete value chain of a real estate transaction from presales with online virtual tours and 3D walkthrough, real time inventory blocking engine integrated with multiple payment gateways and a post sales module for submission of online applications with digital signatures. Furthermore, the platform is integrated with leading banks to enable instant paperless sanction of home loans.



FOR THE SQUARE YARDS SALES TEAMS, THE ENABLEMENT THROUGH TECHNOLOGY MEANS THAT ENERGIES ARE BEING FULLY DIVERTED TO TAILORING CUSTOMISED SOLUTIONS FOR EACH CLIENT, INCREASING SALES VELOCITY, WHILE BRINGING THE EXISTING TRUST ASSOCIATED WITH CREDIBLE E-COMMERCE PLATFORMS FOR OTHER ASSET CLASSES TO REAL ESTATE TRANSACTIONS FOR THE FIRST TIME.

the-art mobile technology to enable them to setup digital meetings with the clients, discuss properties virtually over video calls using 3D walkthroughs, share collaterals at the tap of a button and use proprietary transaction enabling tools like digital signatures.

COLLISION OF MINDSETS AND AN INEVITABLE RECKONING

The clock is ticking, revenue growths are persistently low and macro outlook is deteriorating. What the financial services are witnessing is the collision between the vision mind-set and the value mind-set.

There is a conflict between the vision mind-set - the desire to reimagine the business for the long-term and the value mind-set - need to remain disciplined and profitable in the short-term. A surgical approach to investment portfolios including capability building and regulatory reform with advanced tech support are gradually addressing the trust issues. In addition, many firms with growth investments across numerous small initiatives are now emphasizing on a smaller number of well-funded initiatives.

Indeed, the winners will be the firms that will most successfully agree on what is critical to thrive long-term, and invest with discipline. They will be clearer on the use of technology as a route to drive net headcount costs down significantly, drive up productivity, and thus increase returns.

Fin-Tech Partnerships

'Financial Technology' has become a buzzword in financial circles. Though

Finance industry's greatest challenges are adopting new metrics and management techniques to steer progress in large scale initiatives. Investors will reward firms that provide clarity on what drives performance currently and allows progress on long-term change for growth.

nascent, partnerships between banks and fin-tech players are on the rise as a direct result of rapidly changing consumer behaviour, underpinned by the need for convenience.

Companies have explored interactive

computing systems that use artificial intelligence to collect information, empower agents with deeply personalized answers and uncover new revenue streams by learning about customer needs. Furthermore, various global banks and financial services players have taken a test-and-scale approach to Blockchain and some of the initial success seen by them, has led to more players joining the bandwagon.

Banking for the Bottom of the Pyramid

Undoubtedly, finance & banking industry is rapidly evolving facilitated by mobile and internet penetration globally and technological innovations disrupting the established processes. Despite these developments, most financial institutions have continued to ignore the needs of excluded and underserved customers in low-income countries. The fundamentals of the global retail banking business model have to change for the financial inclusion of bottom of the pyramid in emerging markets and developing

economies.

Monese, a European prepaid checking account provider provides services to unbanked refugees and asylum seekers, primarily from low-income countries. Many of Monese's customers have never used formal financial services before due to incumbent banks' outdated assessment practices, which for many years required a fixed income, fixed address and credit history.

Another example, WiloBank in Argentina deploy algorithms that use alternative data to run credit scores for consumers who do not have a traditional credit record. When combined with reduced operating costs due to digital automation, this innovation is giving consumers access to digital credit for the first time.

Banking Becoming Modular

The underlying drivers of change are, firstly the technological innovations including smartphones, cloud computing, artificial intelligence, biometric

Sustainable growth and financial stability hinge on the collective efforts of financial services actors and policymakers to effectively manage the system's growth and rising complexity. The financial institutions must further integrate the emerging market economies, designing a more fair global system.

identification and distributed ledgers, which are dramatically altering cost structures, revenue models, scalability, and user experiences.

Secondly, the regulatory changes including tighter requirements on

traditional financial service providers (FSPs) and competition-enhancing measures of regulatory sandboxes and open banking, that are allowing substitute capital providers altering the very nature of financial services.

The combination of these two broad forces have unleashed an explosion of start-ups in the fin-tech space. We can already see this in the ways people make payments using different methods to engage in e-commerce e.g., PayPal, Google pay, Paypal etc. In this increasingly "modular" demand, customers assemble their own portfolios of products that suit their preferences and circumstances.

For financial inclusion at the bottom of the global pyramid, modular financial services sector will help drive down end-user prices, increase customer centricity through greater ease of use. Going forward, the increase in specialized providers would result in products that are better tailored to the varying needs of customers across demographics and economies of the world.

Enabling “X to 10X” Sustainable Growth Plan

StratCap Corporate Advisors LLP, specializes in private and institutional capital placement for developers and has acquired a pole position in the real estate advisory and capital markets space.

Transformations in Real Estate

StratCap believes that Indian real estate is going through a significant transformation phase with the market experiencing variety of disruptions such as NBFC liquidity crisis, introduction of RERA, GST and REITs in the last few years. StratCap believes that real estate enterprises need, not just a point in time strategy but a holistic sustainable growth plan to tap opportunities emerging from such market evolution. The need is not merely of an outsourced consultant but of a trusted advisor who will handhold the promoter through the transformation process as a implementation partner and a success enabler.

StratCap is thereby assisting several mid-market real estate enterprises across India in scaling up by making them Investment ready through robust planning, culture of compliance, process orientation and good corporate governance. StratCap leverages rich domain knowledge and global markets experience of its three promoters Anuj Kapoor, Abhijit Banerjee and Prashanth Menon to deliver valuable insights and remarkable results to its clients. The team in their rich consulting careers have advised global investors like Citi Group, Morgan Stanley, JP Morgan, DE Shaw, Temasek, Hines, Warburg Pincus, New Vernon, Capitaland and many more to evaluate RE investments

NOVEL INITIATIVES

StratCap is advising several corporate groups to devise their entry strategy in Real Estate and emerging asset classes such as Co-living/ Rental housing, Co-working, Healthcare assets, Science Parks and in setting up REIT structures. StratCap has worked on prestigious assignments including advising the Government of India for setting up India's first “Shared Bio-manufacturing cluster” and conducted a feasibility study for the largest Spanish Pharma Company for setting up its R&D campus in India.

in India.

Anuj Kapoor, Founder & MD, StratCap Advisory has also led teams executing multiple ground up commercial developments totaling more than 1 MN SFT in niche asset classes such as Healthcare, Industrial/ Science Parks. Anuj has worked on projects & transactions valued at USD 1 Bn during his career and is known for his deal structuring capabilities. The trio are backed by a professional team of Chartered Accountants, CIMA, MBA and Engineers having a cumulative work experience of 100+ years across organisations such as Ernst & Young LLP, Alexandria REIT and Barclays Capital.

Keeping in sync with the changing times

In spite of tough market conditions faced by the RE sector, **StratCap has successfully closed transactions worth USD 500 Mn in the last 3 years.** StratCap leveraged its relationships with 100+ global and domestic institutional capital sources, such as private equity investors, pension funds, privately held real estate funds, insurance companies and REITs to raise institutional capital for its valueable clients. Further, with the deepening impact of NBFC liquidity crisis, StratCap tapped into its accredited individual investor base of Multi Family Offices and Ultra HNI network. **StratCap's “Multifamily Office” client base is spread across**



ANUJ KAPOOR
FOUNDER & MD,
STRATCAP ADVISORY

India and currently has USD 300 Mn worth of investments under advisory.

In recent times, inline with the firm's understanding of regional markets, many large national NBFCs and Real Estate fund houses have roped in StratCap in chalking out disinvestment strategies and facilitating exits from their distressed investments.

Firm's Growth Outlook

Given its sectoral expertise, goodwill and market reach, StratCap aspires to raise an “India specific growth fund” in near future. Apart from Real Estate, StratCap also focuses on Consumer & Life Sciences sectors and assists in capital raising (debt & equity)



STRATCAP IS TAPPING FOREIGN INSTITUTIONAL AND FAMILY OFFICE FUNDS THAT ARE SEEKING TO INVEST IN HIGH GROWTH MARKETS AND VARIED RE ASSET CLASSES IN INDIA. WE ARE COLLABORATING WITH LIKE MINDED GLOBAL FIRMS AND SETTING UP OFFICES IN SINGAPORE & USA TO CHANNELIZE COST EFFECTIVE AND PATIENT FOREIGN CAPITAL INTO THE INDIAN RE MARKET.

and Mergers & Acquisitions. Some of StratCap's marquee transactions include advising a German pharmaceutical group in the acquisition of an Indian Biopharma company and Sell side advisory to a pan India garment retailer for its brand acquisition by India's largest ethnic wear retailer.

REAL-ESTATE NEEDS PATIENT LONG-TERM CAPITAL

The realty sector needs patient capital since monthly/quarterly debt servicing coupled with slowdown in sales and regulatory limitation on withdrawal of sales collection will not provide adequate funds for completing the project on time.

Significant Transformation in the Company Strategies

We target mid segment projects in growth corridors of top 5 cities with reputed developers with proven track record. We achieve financial closure of the project through a combination of patient long term capital and part dependence on sales during construction phase due to

NOVEL INITIATIVES

Entire asset management and investment team is accessible to investors to appraise on the performance of the investments and market conditions. Our quarterly communication provides detailed information about each aspect of the project. The disclosure standards of each investment in the fund have been consistent since inception and include details of approvals, construction status, sales in terms of pricing and no of units, micro market pricing, RERA approval details and actual site photographs etc.



AMIT BHAGAT
Managing Director and CEO, ASK PIA

brand and credibility of the developer.

The liquidity crisis since 2018 is a countercyclical opportunity to capitalise fully approved projects, thereby providing superior risk adjusted returns to investors. Our focus on asset management has been the backbone of our risk management framework which has ensured completion of projects as per committed timelines.

Company Growth Outlook

We think the liquidity crisis since Sept



DIRECT REAL ESTATE INVESTMENTS ARE NOT ADVISABLE DUE TO NOT-SO-LIQUID NATURE OF INVESTMENTS. CLOSE ENDED PE FUNDS WITH PROVEN TRACK RECORD THROUGH CYCLES ARE BEST TO OPTIMISE RISK RETURN FOR HNIS, FAMILY OFFICES AND INSTITUTIONAL INVESTORS.

2018 and current pandemic will provide innumerable opportunities to private equity players, but understanding of risk and its management is critical. Declining interest rates will provide impetus to the sector going forward but transmission of interest rates by lenders holds the key. We plan to launch a new fund for meeting the increasing requirement of long-term patient capital for residential, commercial and mixed-use developments in growth markets of top 6 cities.

TECTONIC SHIFT IN THE ECONOMIC ENVIRONMENT

Nisus Finance Services Co. (NiFCO) has undertaken a paradigm change in transforming its strategy, tactics and business organization.



AMIT GOENKA
MD & CEO,
NISUS FINANCE

Significant Transformations in the Company

Emergence of new opportunities, products and their risk management parameters has transformed NiFCO into a multi-entity institution. Our investment and asset management entities have distinct fund pools, capabilities and products, sharply different from the offerings of NiFCO's NBFC which focusses on contemporary SME credit solutions. While, the advisory firm brings unique competencies on neo asset classes, asset resolution and business capitalisation. We have incorporated an enterprise level



SPECIFIED INVESTMENTS IN BROWN FIELD MID-INCOME AND AFFORDABLE HOUSING, PRE-LEASED CO-WORKING AND CO-LIVING ASSETS, HIGH STREET RETAIL, LAND PLOTS AND SHARED ASSETS IN LEISURE AND HOSPITALITY PROVIDE GOOD RETURNS.

technology charter for best practices and governance at the lowest transaction cost for increased volumes.

Company Growth Outlook

A nearly 85% y-o-y AUM growth from the current Rs. 480 cr. to Rs. 3000 cr. through its various fund pools as an AIF manager. NBFC is expected to increase its lending book to about Rs. 500 crores over the next three years focussing on MSME supply chain financing. Overall NiFCO is expected to occupy its position within the top five alternate investment managers within the next three years.

NOVEL INITIATIVES

NiFCO has undertook strata sale of pre-leased co-working and co-living assets to select LPs at attractive entry yields with risk mitigated cash flows. It is working to institutionalise the capital space for these segments through a dedicated fund pool. NiFCO has created unique offering for domestic and global players to aggregate and acquire such lands and make it ready for deployment into its leasing portfolio.

- Stressed assets resolution through capital and partnerships
- Last mile financing fund pools
- Supply chain financing for MSME through NBFC

TAKING FEAR AND ANXIETY OUT OF TRANSACTIONS

Escrowffrr, a Gurugram based fin-tech start-up is transforming resale property transactions. Individual retail consumers can now buy and sell property using an unique, convenient and safe digital escrow mechanism.



ASHWIN CHAWWLA
FOUNDER & CEO, ESCROWFFRR

Transformations in the Fin-Tech Industry

The Fintech industry as a whole is changing our lives for better in many ways. Slowly and gradually it is trying to transform the otherwise widely accepted ways of doing certain things. One example here is that we as retail consumers make huge payments for transactions for which execution is contingent; for example any asset purchase transactions. We make payments with execution risk considering it as a usual way of doing business.

Keeping In Sync with Changing Times

The Indian fintech ecosystem is growing rapidly, triggered by the intersection of smart emerging technologies, widespread digital adoption and a proactive regulatory push. With over a billion mobile phones and over 500 million internet users fintech continues to revolutionise and redefine the way Indians borrow, insure, bank and pay. India is forecasted to see the fastest growth in digital payments transaction value between 2019 and 2023, with a CAGR of 20.2%, ahead of China and the US.

Escrowffrr as a part of this growing ecosystem offers an escrow focused digital payments platform that helps individuals and businesses

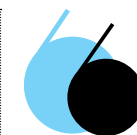
move their money smarter, faster and safer. The platform allows users to seamlessly set up and transact in a safe and secure manner using a convenient digital escrow account in minutes. The platform is powered by leading banks such as ICICI bank and Axis Bank. Escrowffrr is currently focused on real estate and plans to soon grow the business to other asset classes as well.

Addressing the Market Need

The existing banking system doesn't offer escrow at the retail level for land

NOVEL INITIATIVES

Though, the concept of escrow is not new and is being used world over for more than 150 years, the problem that needs solving is the democratization of this mechanism. We are precisely trying to do so across multiple use cases/categories -starting with real estate by creating a seamless, user friendly digital platform as an overlay on the backbone of leading banks. The platform post commercialisation around 18 months back, has seen good early traction both in terms of adoption/transactions and also validation from investors, stakeholders.



AS WE CONTINUE TO EVANGELIZE THE FIN-TECH CATEGORY IN REAL ESTATE, MANY BANKS ARE IN DISCUSSION WITH US FOR THE POSSIBILITY OF US LICENSING OUR TECHNOLOGY TO THEM, WHILE THEY CONTINUE TO FOCUS ON THEIR CORE BUSINESSES. WITHIN A SHORT SPAN THE PLATFORM HAS SEEN GOOD EARLY TRACTION ACROSS MULTIPLE DIMENSIONS. AS A NEW AGE DIGITAL FIRST NEO BANKING PLATFORM, REAL ESTATE BUYERS AND SELLERS CAN SAFELY PLACE THEIR BET ON ESCROWFFRR AS BEING COMPLEMENTARY TO THE BANKING PLATFORMS.

ASHWIN CHAWWLA

deals or buying a house. Large down payment to an unknown seller are made with a risk that stays till the completion of execution documents of the property. The Escrowffrr idea was born to "take the fear out of property transactions". Riding on the backbone of leading banks, Escrowffrr allows users to set up a digital escrow account in minutes in a hassle free and convenient manner without having to visit a physical bank branch. It allows users to transact with KYC verified users, provides them with standardised best in class agreement templates and user friendly transaction dashboards.

Transformation Challenges & Potential

Stitching up the partnerships with banks was the most difficult task. The compliances around setting up escrow and KYC was a huge challenge. But, once the Indian consumer sees value, they are willing to embrace technology that could potentially change their lives for the better. Indians are fast learners and that has helped us on board customers and brokers on the platform.

Company Growth Outlook

We are currently focused on resale property transactions and are soon rolling out our offering for rentals. However the long term plan is to build a broader and deeper ecosystem around digital escrow payments for various types of contingent based transactions in categories and use cases such as used automobiles, ecommerce, hospitality, professional services, SME procurements, government etc. Making the user interface and journey simple and seamless continues to be a top priority and ongoing journey for our team.

TRANSFORMATIONS LED BY INTEGRATED DESIGN- BUILD ENTITIES

New technological tools are benefitting architects and engineers to better collaborate on designs and explore constructability for more efficiency.



In the increasingly complex ecosystem of large scale building projects, design and construction firms are recognizing they have much to gain from technological tools to resolve design deficiencies and detection of conflicts in structures and systems.

Certainly the use of building information modelling (BIM) to shape the client's expectations digitally before a project is produced physically is bringing a fundamental change in how design professionals practice and opening up new opportunities.

Virtual reality (VR) and augmented reality (AR) on the other hand are enabling the designers to visualise behind-the-wall piping or underground cables with an overlay of directions for how to fix the problem.

Design Alterations

What has been the big shift in the building & construction industry is the focus on sustainability. An ever-growing

With the advent of new technologies, new materials and preference for eco-sensitive buildings, the need to adapt and challenge traditional business models is more evident than ever in the construction industry. One thing's for sure, the designers and engineers need to keep up with emerging trends to continue to build extraordinary places for people to live, learn, work, play and create.

population brings a clear need for developments that have low carbon footprint. Globally, building Net Zero Buildings is the aim for most developers and designers.

Trends to Watch Out

1. **Relationship with outdoors** - from balconies & terraces to French windows & Glass curtains, people are revisiting their love for nature.
2. **Flexible Spaces** – No more fixed walls. Moving walls and partitions to give an adaptable characteristic to the spaces, expanding them to outdoors if required is becoming a norm.
3. **Pampering the Tech Savvy** – Smart and automated homes and offices are in a great demand. Domotic architecture like this is also driven by environmental awareness.
4. **Minimalism for socially responsible** – Designs with minimum elements, locally sourced and low maintenance materials help lower the costs, as well as benefit the environment.

5. **Going back to the Roots** – Reformation and retrofitting of old buildings than demolishing them and building again from scratch, is driven by the desire to preserve the old world charm of the structures and extending their usefulness to the community.

Engineering Adaptations

Many traditional design are evolving by integrating engineering in-house for better coordination and design control. In limelight now are the building information modelling (BIM) and integrated project delivery (IPD) systems for time and cost efficiencies.

Pioneering Construction Trends

1. **3D Printing** - With additive rather than subtractive processes, less materials are used than traditional manufacturing processes. This reduces the environmental impact as less waste is produced. Also, 3D

printing concrete reduces a 2 week job to just 3-4 days, reduces risks of injury at work and noise & air pollution at job sites.

2. **Drones** - Drone use in the construction industry is rising by 239% year over year. Apart from aerial photography for real estate, drones are used for mapping large areas over long distances, producing valuable aerial heat maps and thermal images. The advancing drone software provides real-time data that can be used for streamlining the entire construction process. More advanced future use includes incorporating AI to organize moving construction equipment.
3. **Mobile Technology** - Mobile technology allows for real-time data collection and transmission between the jobsite and project managers back at the office. Cloud-based solutions enable employees on the jobsite to submit timecards, daily reports, and requests for

information (RFIs), work records, change orders, and other verified documentation.

4. **Responsive Facades** - Dynamic or Responsive building façade systems can reduce a building's reliance on heating, cooling and ventilation systems as well as artificial lighting and energy requirements. The responsiveness of the façade can be at the macro scale, which involves changes in its configuration using moving parts, or at the micro scale which involves changes affecting a material's structure.
5. **Modular Structures** – New technology in modular prefab construction systems has enabled the buildings to get taller and construction times smaller. The hybrid of steel modules and custom façades is resulting in what looks to be stunning architecture that intentionally doesn't look modular.

PRAGMATISM A PRE-REQUISITE FOR PROBLEM SOLVING

The youngest recipient of the Aga Khan Award for Architecture & Padma Shri awardee Dr Bimal Patel criss-crosses disciplinary, professional and institutional boundaries to explore architecture, urban design and urban planning.

Bringing Social Transformations

Architect Bimal Patel, since 2012 has been heading CEPT University as its President. There, he has led a comprehensive re-imagination, re-invention and modernization of this fifty-year-old institution's pedagogy, research focus, institutional organization, governance and infrastructure. During his thirty years practice, Dr Patel through his various urban design projects, like the Kankaria Lake Development, Development Plan and Town Planning Schemes for the reconstruction of Bhuj, Kachchh after the earthquake of



DR BIMAL PATEL
Director HCP Design,
Planning and
Management Pvt. Ltd.

2001. Sabarmati Riverfront Development and the latest Redevelopment of Central Vista in New Delhi, has been exploring how to modernize Indian cities to enrich the lives of people.

Keeping in Sync with Changing Times

Patel believes that designing and building projects require an effective collaboration between design, construction



THERE ARE IMBALANCES COUNTRY-WIDE DUE TO POPULATION CHANGES. THESE ISSUES WILL HAVE TO BE TACKLED, WHICH WILL NEED EXPANSION. ALSO, IN PUBLIC PROJECTS, THE REAL CHALLENGE IS TO FIND THE COMMON GROUND. SOMETIMES, HESITATION PARALYSES US, BUT CHANGE IS INEVITABLE.

and management professionals as well as visionary leadership. While, his work's minimalist grammar of modernism is shaped by his city of birth and early education, Ahmedabad, he is keen to adopt transformative ideas and experimental spirit in his projects. He never starts with a pre-conceived idea, evolves exclusive strategies for different projects and executes designs after considering the client's inputs.

THINKING FUTURISTIC AND DESIGNING FOR A BETTER WORLD

James Law does not believe in creating innovations which are just gimmicks. He creates things that offer practical and sustainable future avenues.

Bringing Design Transformations

James Law is an architect, technologist and entrepreneur known for creating the philosophy of Cybertecture. From pioneering the OPod Tube House, a low cost, micro living housing unit to ease Hong Kong's affordable housing problems to CIMC Future Home

NOVEL INITIATIVE

James has started the Cybertecture Academy to nurture a new generation of designers from a young age. Academy provides experiential learning for youngsters (11-18 yrs old) who want to learn about anything that can change the world through design and technology. Also, his Cybertecture for Humanity Foundation, an NGO aims to alleviate suffering in the world through design. It also, treats children under care to movies annually as one of its treasured activities.



WE WORK ONLY ON PROJECTS WE FEEL WE CAN ADD VALUE, AND THAT THE PROJECT WILL HAVE A POSITIVE IMPACT FOR THE WORLD THROUGH DESIGNING INTO THEM AN X-FACTOR OF CREATIVITY, ORIGINAL THINKING AND TECHNOLOGY.

Modules in Shenzhen that are a suite of futuristic home modules made from container boxes for student and elderly lifestyles, he is focussed on using architecture as a tool to better the society and its living conditions.

Keeping in Sync with Changing Times

Cybertecture is the design for a more intelligent world through new pieces of architecture, interior, artwork, technology, and strategy. James believes that every project they



JAMES LAW
CEO & Founder,
James Law Cybertecture

design, and build should contribute to a sustainable and better world. By adopting an innovation approach in all projects, the design teams fully utilizes BIM, VR, AR and 3D printing to bring design originality and X-Factor.

The Change Outlook

James' dreams are to house 1 billion people who are homeless; to build Cybertecture projects in every country in the world; and to construct cities in space that can be a new home for humankind.

THE NEW FRONTIERS OF ARCHITECTURE

Sanjay Prakash's name and work is mentioned in the twentieth edition of one of the main reference works in architectural history, A History of Architecture by Sir Bannister Fletcher

Bringing Design Transformations

Sanjay Prakash is an architect with a commitment to energy-conscious architecture, eco-friendly design and people's participation in planning. He has integrated all his work with the practice of new urbanism and sustainability. Over the last 34 years, his practice and research has been based on passive and low energy architecture and planning, hybrid air-conditioning, autonomous energy and water systems, bamboo and earth construction, community-based design of common property, and computer-aided design.

NOVEL INITIATIVE

SHiFt, Studio for Habitat Futures led by Sanjay Prakash, is oriented towards design for the future. Not a future that is extrapolated from the past with high consumption and high waste, but a future that is sufficient, regenerative, and efficient. Under his guidance, hundreds of persons have developed capabilities in performing design, conceptual or management work in these areas.



SANJAY PRAKASH
Principal, SHiFt

Keeping in Sync with Changing Times

"Architects have either got too involved with the poetic aspects of their profession, which, tends to overshadow the mastery of technology and construction or they have become slave to the technology and high-performance materials. Architects will increasingly be expected to be part of design-build teams and will have to gear up their skills accordingly."

The Change Outlook

"Young architects apply formulaic



THE INTERCONNECTED GLOBALIZING WORLD OF THE FUTURE AND INDIA'S URBAN EXPLOSION WILL REQUIRE INDIAN ARCHITECTS TO MEET NEW CHALLENGES – WHICH SOCIETY, PEDAGOGY AND LAW ARE NOT VERY WELL PREPARED FOR.

solutions to conventionally designed buildings for a green certification, but ignore sustainability aspects such as sufficiency (questioning consumption: how much is enough?), resilience (can it withstand future shock? climate shocks, economic shocks?), equity (is anyone left out?), and identity (is this ours? does it belong?). Architects who are able to speak the language of the environment, engineering, graphics, quantities, science and art together, will be more in demand than the architects, who speak mainly a visual language these days."

SOCIAL ASPECTS OF ARCHITECTURE

Revathi Kamath striding both the traditional and modern worlds of architecture is a pioneer of mud architecture in India, and is also credited with building the tallest stainless steel structure in India

Bringing Social Transformations

Revathi Kamath doesn't believe in transposing her thoughts on her clients, but would like architecture to come from the people it is meant for, so that they can adapt to the design and build a structure true to their own ethos. In 1981 when Revathi started her practice, there was

NOVEL INITIATIVE

Through her "Evolving Home" concept, she designed a space for the community where the people, mostly coming from marginalised sections of the society, could work and live in the same space. Along with her husband Vasant Kamath, she went on to successfully employ this design concept in building homes for the community of traditional performing artists and craftsperson's called the Bhule Bisre Kalakar Sahkari Samiti in Shadipur, New Delhi, and then again with the weavers at Maheshwar in Madhya Pradesh.



REVATHI KAMATH
Principal Architect
Kamath Design Studio



IN THE CONTEXT OF TODDY'S ARCHITECTURE, THE DIGITAL HAS BEGUN TO AID US IN DOING MORE WITH LESS, COMBINING TECHNOLOGY, ECOLOGY, CRAFT AND INDUSTRY TO EMBODY ECO-LITERACY. I HOPE TO SEE TECHNOLOGY AND DESIGN AS PART OF A SINGLE ECO-SENSITIVE ARCHITECTURE."

no conversations around the social aspects of architecture. There were not many people who were even thinking on those lines or any real efforts made to educate architects on their social responsibility. The social aspects of architecture as espoused by Kamath and her husband, Vasant, way back in the Eighties were way ahead of their time. Now, her whole effort is to make mud a viable material and make people accept and adopt it.

Her sensitive efforts in promoting Mud

architecture and vernacular building traditions have set a benchmark in sustainable and socially responsible architecture. She is consistently working towards crafting simple, easily available materials and embodying them with human wisdom and skills. The thread that ties all her projects is the incorporation of the craft skills into the building's architectural expression.

FUTUR- READY PRODUCTS & NEW GO-TO-MARKET STRATEGIES

With rising economic uncertainty and consumer expectations, the building materials & products sector is realigning its product development and operating model.



Technology evolution has reshaped every product we use today. Collecting data and analysis of consumer behavioral pattern are helping companies to provide consumers with products tailored to their needs. These consumer insights are also enabling prudent investment strategies involving supply chain networks, new business models and distribution channels for increasing empowered customer.

The People Factor

A strong brand name combined with consistent product innovations for the mass market has guaranteed many a building products companies, an economic success. In the new world, the consumer loyalty especially of the millennial generation is hard to find. They are keener to associate with enterprises that concern themselves with global issues and embrace

Break away from a legacy product mindset. Market forces drive companies to maintain the perceived value of the product to avoid losing market share. But, product evolution is imperative and must be continuous.

sustainability and locally sourced materials.

Moreover, the proliferation of internet has shifted customer communication to online mediums and brand awareness through social-media channels. This shift is

making designers, product owners, technology professionals, customer experience professionals, and marketers to all come together around a singular view of what's important to customers.

Shaping the Mindsets

The building & construction industry has vast potential for improving productivity and efficiency, thanks to digitalization, emergence of augmented reality, 3D scanning and printing. By exploiting these innovations, companies will boost productivity and enhance quality and safety of products. However, to capture all this potential will require a concerted effort by the manufacturers across many aspects, from technology, operations, strategy and regulation. It's time to do away with traditional months of analysis and planning phases. Agile work methods cushion the reality shock and the product innovations goal remains in

sync with real-world conditions

Direct-to-consumer strategies like subscription services, flagship stores and physical pop-up stores help manufacturers gain a deeper proprietary consumer understanding, informing strategic digital investments, realize greater margins and greater brand stewardship.

Breakthrough in Building Elements

The products going forward, will be high-performance that will conserve resources and increase productivity.

1. Concrete floor without steel -

Researchers in the Department of Architecture at ETH Zurich have developed concrete floor elements that do not require steel reinforcement and are 70 percent lighter than conventional concrete floors. The secret of weight reduction lies in the curved and geometrically shaped plates and use of sand with

a special binder instead of concrete. The production of the elements was not with moulds as usual, but with 3D printing.

2. **Invisible Acoustic Coating** -The highly innovative and sustainably produced BASWA system is a discreet and invisible acoustic solution. It creates a completely smooth ceiling that is acoustically highly active and filters out any reverberation. Compared to conventional solutions, the system offers a further significant advantage by being combinable with a cooling ceiling.

3. **AI & IoT Managed Bathrooms** – Smart Toilets with the most powerful dryer based on aviation physics, an IoT and AI based service for monitoring and maintaining bathrooms to toilet pans with an internet connection to interact with Alexa, an app or automatic sensor are just the tip of the futuristic sanitary ware.

4. **Composite Material for Structures** - The carbon concrete (textile concrete)

is a combination of concrete and carbon fibres with load-bearing capacity, five to six times higher than reinforced concrete. It is four times lighter and also has a significantly longer service life. Carbon does not rust so, in contrast to reinforcement bars, no thick concrete layers are required to protect it. Carbon concrete can be produced from any material containing carbon.

5. Wood Stronger Than Titanium -

Dr. Lianbing Hu and Dr. Teng Li from the University of Maryland have created a process to treat wood to make it as strong as steel but six times lighter. It is 12 times as strong and 10 times as tough as natural wood and is comparable to carbon fiber, despite being much cheaper. Because of its moisture resistance when painted, the wood can be used outdoors as well as indoors in applications like car bodies or building materials.

PREPARING INDIA FOR A SUSTAINABLE INDIGENOUS FUTURE

Sahyadri Industries Ltd has been spreading sustainability across borders reaching out to global markets in different regions of South Asia, Africa and Middle East.

Significant Transformations in the Company

Starting off by pioneering roofing solutions under Swastik, SIL has grown exponentially. Currently, the company's product offerings include innovative, specialized, futuristic products that are adept enough to meet all the contemporary challenges.

At Sahyadri, we are always abreast with the latest technological innovations and it is reflected in our product range. It encompasses not only interior and exterior building systems and roofing solutions, but also security doors, power generation, and sustainable material.

Sahyadri Solution and Innovation Lab creates real time solution for problems that affect the construction industry. Pumping in years of R&D and investments to create world-class solutions, right here in India.

Keeping in Sync with Changing Times

To cater to the growing demand of green building products, the buildings systems from Sahyadri eliminate the use of bricks completely, helping in the conservation of cultivable topsoil. Our products are made up using fly ash which is the waste of Thermal Power Station, they are environment friendly & do not create heat island effects caused due to

NOVEL INITIATIVES

S3 is an erect-on-site, pre-engineered building technology which is grabbing attention of industrial experts. The advanced features of the dry and fast-track construction system makes it sturdy, reliable and easy-to move. Being a dry construction, no plastering or curing is required, hence amounting to huge water and sand savings. This 3-layered Hybrid Wall offers perfect thermal Insulation with Leak proof walls. Complying with the international standards, S3 is earthquake resistant, robust yet lightweight and moisture-proof.

concrete slab. These contribute towards achieving UNFCCC guidelines on Global warming.

Another revolutionary product is ECOPRO which is a highly durable and sustainable product that is wood-free, light-weight and asbestos-free. While retaining the core attributes of building material, eco pro has emerged as a reliable substitute for conventional materials. Suitable for a host of architectural and interior applications, ranging from false ceiling and panelling to furniture and partitions, eco pro offers the benefits of multifunctional and multipurpose cement boards.

Company Growth Outlook

One of the key drivers for Sahyadri Industries Ltd (SIL) has been its established market position in the corrugated AC sheets industry. CRISIL has upgraded its ratings for Sahyadri Industries Limited (SIL) to 'CRISIL BBB/Positive/CRISIL A3+' giving a 'Positive Outlook' as it believes SIL will continue to benefit over the medium term from its established market position.

Sahyadri Industries Ltd is a pioneer in building solutions offering a complete range of products for Interior & Exterior Building Systems & Roofing solutions. The company's offerings include SWASTIK roofs, CEMPLY flat sheets,



SATYEN V PATEL

Managing Director, Sahyadri Industries Ltd.

ECOPRO building systems, speedy S3 solutions and the wind farms built by Sahyadri.

Spreading its wings, Sahyadri now caters to varied domestic as well as

international markets and has expanded its network to states like Maharashtra, Tamil Nadu, Andhra Pradesh, and Gujarat and established our presence in South Asia, Middle East and Africa.



ESTABLISHED DECADES BACK ON THE PRINCIPLES OF PROVIDING AFFORDABLE HOUSING SOLUTIONS, WE CONTINUE WITH OUR LEGACY OF CREATING INNOVATIVE, SUSTAINABLE AND FUTURISTIC PRODUCTS. WE ARE ALSO DEDICATED TO ECO-SUSTAINABILITY WHICH IS EVIDENT IN OUR MANUFACTURING PROCESSES AND SYSTEMS. SIL ALSO TAKES PRIDE IN ENTHUSIASTICALLY WORKING FOR WOMEN EMPOWERMENT, EDUCATION OF UNDERPRIVILEGED CHILDREN, EMPLOYMENT FOR SKILLED LABOURERS AND YOUTH SKILL DEVELOPMENT.

THE FUTURE IS NOW: TIME FOR A SOCIAL UPHEAVAL

A new social order is upon us. Knowledge is the key resource and government is no longer the sole basis for solving social problems.

In today's day and age of technology and connectivity the ability to gain knowledge and accomplish skills is what empowers us.

While the role of government in developing sound public policy is undisputable, there is also society's need for private organizations to take social responsibility—to work on the problems and challenges of the community. Together these organizations are the community. The emergence of this strong, independent, capable social sector is central for a holistic and inclusive social transformation. In addition, effective implementation of law as an instrument of social change should work in tandem with social and cultural life of people.

Bringing Social Revolution

Social transformation occurs due to several factors such as changes in technology, demography and ideology, changes in political life and economic policy and in legal principles or institutions.

Transformation of social system according to the need of the times and in accordance with the modes and mores of the people is a matter of necessity, as it will lead to the empowerment of the society.

Apart from society and environment, transformation also happen in the economics sector, culture religion morality social outlook and very many areas. The positive change weaves its way through, creating possibilities for development and ensuring development for all.

There are many social enterprises across the world interconnected with each other and relentlessly working towards economic empowerment, social transformation and driving

a tremendous positive change in the lives of the people. Many social enterprises are focusing on skill development and job creation for women, working hard to abolish child labour in the world or heal the earth's environment.

Real Estate as the Solution – Not the Problem

There is an increasing need for affordable housing. Rapid urbanization is already having substantial economic, environmental and health effects on urban communities. House prices and social tensions are expected to increase, while "liveability" and a sense of community will diminish.

The real estate sector can help find solutions by developing new social housing concepts, for example. The sector could also propose regulation policies and innovative incentive models, such as land value capture, a taxation of the windfall gains when land owners benefit from publicly funded infrastructure.

According to World Economic Forum Report, the real estate sector consumes over 40% of global energy annually, 20% of total global greenhouse gas emissions originate from buildings and buildings use 40% of raw materials globally. Therefore, the real estate industry has an obligation to demonstrate leadership as the solution provider for – climate change.

In the quest for healthy, affordable and sustainable communities, real estate has an increasingly important role to play by championing sustainability, embracing the circular economy and promoting smart solutions for the built environment. Real estate is central to urban development, community improvement, social transformation and in creating an environmentally sustainable future.

Democratization of Social Change

Profit and purpose are converging. For millennial making

SOCIAL VALUE INVESTING

Although many of our world's problems may seem too great and too complex to solve — inequality, climate change, affordable housing, healthcare, food insecurity — solutions to these challenges do exist, and will be found through new partnerships bringing together leaders from the public, private, and philanthropic sectors.

a positive difference in the world is more important than professional recognition. They no longer believe the primary purpose of business should be to make profit, but rather to create social value.

Customers overwhelmingly prefer products tied to a social cause. A significant majority of citizens want changes to how society governs itself and more and more businesses are becoming focused on their social responsibility practices.

Nobel laureate Joseph Stiglitz had said that we have the capacity, if we choose to collaborate across and among the sectors of our society, to grow the economy and move toward equality, "creating a shared prosperity."

Truly, government, business and societal interests can be one and the same. There have been many examples where CEOs benefit their businesses by partnering across sectors with public officials, nonprofit managers, and community members, leading to equitable and inclusive solutions.

PIONEERING GRASSROOT DEVELOPMENT

Ela Ramesh Bhatt, a lawyer is a part of the international labour, cooperative, women, and micro-finance movements. She has received Ramon Magsaysay and the Padma Bhushan Awards



ELA BHATT
SEWA

Bringing Social Transformations

SEWA is a member-based organization of poor self-employed women workers from the informal sector of the economy. It has a membership of 1.7 mn women across 17 states of India and also South Asian countries of Nepal, Bangladesh, Afghanistan, Bhutan, Sri Lanka, Burma, Pakistan and Maldives.

SEWA members do multiple activities which help them survive and simultaneously develop the local economy. We call this - "Anubandh - Building Economy of Nurturance".

We at SWA believe that "Future of Work" - must strengthen the producers, the self-employed, the enterprises, cooperatives, collectives of the informal sector workers.



THERE ARE THREE BASIC NEEDS - FOOD, CLOTHING, AND SHELTER. ADD TO THAT, PRIMARY HEALTHCARE, EDUCATION, AND FINANCIAL SERVICES - ESSENTIAL TO

NOVEL INITIATIVES

RUDI - the Rural Distribution Network ensures the employment and income security of the rural farmers, agro processors and distributors/ sales women (RUDIben).

Hariyali - SEWA's Green Livelihood Initiative aims for an integrated and eco-friendly development leading towards green skills.

STFC - STFC has been registered as a Section 25 company, owned and managed by the women

artisans who themselves are the suppliers and shareholders.

SEWA Gitanjali Cooperative for the women waste-picker members trains them in manufacturing various paper stationery products and market them.

Hum Sab Ek Hai -SEWA members form the rural areas have opened their homes to the global tourists in partnership with Airbnb for tourists to experience traditional rural lifestyle.

DEFYING ALL ODDS TO REVIVE THE RIVERS

India's water struggles can be solved only by - 'Slowing the Flow' Love nature and nature will give back to you in abundance, says "**Waterman of India**" - **Rajendra Singh, Founder NGO, Tarun Bharat Sangh**, Ramon Magsaysay Award and Stockholm Water Prize recipient.

Bringing Social Transformations

Rajendra Singh heads, 'Rashtriya Jal Biradari', a national network of organizations working on the restoration of rivers across the country. Under his guidance, the villagers with no formal education are constructing Johads - earthen check dams which were traditionally used to store rainwater and recharge groundwater.

Years of deforestation and mining had turned Alwar into dry and barren land. Villager's use of bore well pushed underground water table further down.

NOVEL INITIATIVE

Tarun Water School helps in educating farmers, professionals, social workers on traditional and TBS innovated water management practices. The school also has collaborations with research universities, institutions abroad to explore issues related to water resource management.



RAJENDRA SINGH
Founder NGO Tarun Bharat Sangh



I HAVE NEVER BEEN DETERRED BY POLITICAL PRESSURES. THE GOVERNMENT FILED 377 CASES AGAINST ME, BUT THAT DIDN'T STOP ME FROM PROVIDING THIS NATION WITH WATER.

The area had no ground water for more than five years and was officially declared a "dark zone". Without any government or engineering assistance, Singh with the help of a few local youths desilted the Gopalpura johad, lying neglected for years. Over the next three years, there was a considerable rise in the groundwater levels and turning the area into a "white zone".

Likewise, people of Bhanota-Kolyala village through shramdaan (voluntary labour) and with the help of Tarun Bharat Sangh volunteers, started

constructing johads at dried Arvari River. After 4 years, the river that was dry for 60 years started to flow again and is now a perennial river.

Fighting the bureaucracy and mining lobby, Singh has helped villagers take charge of water management through 'Gram Swavalamban' in hundreds of villages. The use of johad, rainwater storage tanks, check dams and other time-tested techniques has brought water back to over 1,000 villages and revived five rivers in Rajasthan- Arvari, Ruparel, Sarsa, Bhagani and Jahajwari.

A WORLD WORTH LIVING FOR **EVERY CHILD**

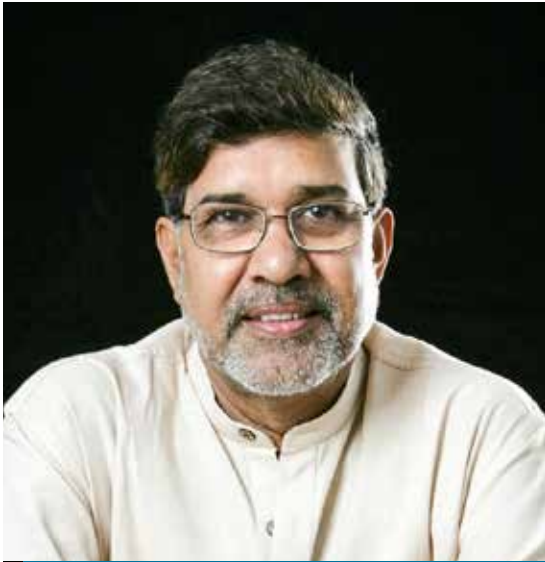
Noble laureate and child rights advocate led the Global March against Child Labour traversing 103 countries. This became one of the largest social movements ever on behalf of exploited children.

Bringing Social Transformation

Bachpan Bachao Andolan was founded by Satyarthi in 1980 as a mass movement to create a child-friendly society where all children are free from exclusion and exploitation and receive free education. The movement has engaged itself in identifying, liberating, rehabilitating and educating children in servitude

NOVEL INITIATIVE

Satyarthi established GoodWeave International as the first voluntary labelling, monitoring and certification system of rugs manufactured without the use of child-labour in South Asia. This first of its kind social labelling initiative in the late 1980s and early 1990s undertook focused campaigns on raising consumer awareness on issues relating to the accountability of global corporations



KAILASH SATYARTHI
Founder, Bachpan Bachao Andolan



I CANNOT BE SATISFIED WITHOUT FREEING EVERY CHILD FROM SLAVERY. WE HAVE GLOBALIZED MARKETS, ECONOMY, PRODUCTS AND TECHNOLOGY. WE ALSO NEED GLOBALIZATION OF COMPASSION.

through direct intervention, community participation, partnerships, and coalitions, promoting ethics in trade, unionizing workers, running campaigns on issues such he was so education, trafficking, forced brilliant labour, ethical trade, and by building child-friendly villages. In addition, The Kailash Satyarthi Children's Foundation (KSCF), was established in 2004 by Satyarthi. It is a grassroots organization to spread awareness about child issues and be a policy advocate.

To date, Kailash Satyarthi and his team at Bachpan Bachao Andolan have

liberated more than 88,000 children in India from child labour, slavery and trafficking. His demand for an International Law on Worst Forms of Child Labour led to the adoption of ILO Convention No. 182 on the worst forms of child labour.

The Change Outlook

To create a child-friendly world where all children are free from exploitation and abuse. A world where every child is free, lives a life of dignity, has access to health and education, and the opportunity to realize her or his potential.

ENVIRONMENTAL CONSCIOUSNESS IN **EDUCATION**

Kartikeya Sarabhai founded Centre for Environment Education (CEE) in 1984 which was perhaps the only organisation of its kind, not just in the country but even around the world.

Bringing Social Transformation

Kartikeya Vikram is one of the world's leading environmental educators who was awarded the Padma Shri in 2012. With 40 offices across India, he is closely involved in the activities of the Nehru Foundation for Development and VIKSAT- Vikram Sarabhai Community Science Centre. He has served on many committees set up by the Ministry of Environment and Forests and Ministry of Human

NOVEL INITIATIVE

CEE develops innovative programmes and educational material and builds capacity in the field of Education for Sustainable Development (ESD). It is committed to ensure that Environmental Education leads to action for sustainable development and undertakes field projects that demonstrate and validate the role education.



KARTIKEYA SARABHAI
Founder & Director, Centre for Environment Education



THE PROBLEM FACING ENVIRONMENTAL EDUCATION IS THE GAPS IN TEACHER TRAINING AND THE NEED TO MAKE ITS TEACHING MORE HANDS-ON.

Resource Development of the Government of India, primarily focusing on the greening of India's formal education system, and initiatives for biodiversity education. He is also a member of the Earth Charter International Council.

The SC ruling in 2003 making Environmental Education (EE) mandatory subject in schools created massive opportunities in this field and CEE work expanded manifold. Soon after, the UN declared its Decade of Education for Sustainable Development (2005-14), and CEE hosted the first international

conference of the decade with 900 educators from 50 different countries. This culminated in the globally-accepted Ahmedabad Declaration on Education for a Sustainable Future.

The Change Outlook

CEE strives to continue to play a significant role in local, national and global efforts towards sustainable development in partnership with others, through innovations and in meeting challenges of climate change and biodiversity conservation.

OUR WORLD, OUR ENVIRONMENT, OUR FUTURE

Suresh Heblikar, Kannada filmmaker, director and actor turned environmentalist is known for his contribution through cinemas, documentaries and other creative approaches to promote the cause of environment.

Suresh Heblikar has been working for many years spreading the message about the importance of the environment and ecology in different parts of Karnataka. He has delivered several lectures at national & international Institutions, Universities and other social and educational institutions in addition to being part of seminars with eminent scientists from UN, World Bank & the like.

Bringing Social Transformation

Suresh Heblikar set up the environmental organisation called "ECO-WATCH" in 1998 which is very



SURESH HEBLIKAR
Founder Eco-Watch



WE HAVE TO SAVE BIODIVERSITY AS IT IS GETTING EXTINCT. IF THERE IS BIODIVERSITY, THEN ONLY WE WOULD HAVE FOOD, MEDICINES AND MACRO PLANET.

NOVEL INITIATIVE

To popularise the subject of environment Suresh Heblikar produced nearly twenty short and documentary films on various subjects like Water, Solar Energy, Greening the Barren lands, Alternative Sources of Energy, Importance of Western Ghats [Biodiversity hotspots of India], etc.

active in the area of afforestation, biodiversity conservation, water conservation, environmental education, energy alternatives and the like. The organisation works with institutions, corporate houses, government agencies, industries, etc. The key focus of Heblikar has been to promote the concept of small towns as eco-friendly entities and destinations.

India's first artificial forest in Bengaluru's urban sphere is what the twosome of Suresh Heblikar, and his son Akshay arduously worked on. It involved growing 200,000 trees in the 400 acres owned by the

Army Service Corps' Centre (south). In keeping with its name, Tree-Diversity Park, it was planned as a hothouse of vegetation, nurturing several hundred species of trees. Some are rare, many aromatic and medicinal and others of fruit-yielding varieties—80,000 saplings in the first phase.

The Change Outlook

Heblikar plans to set up an environment centre for students to protect the environment and the culture, which go hand in hand. He dreams to turn environment into a religion.

UPHOLDING ART OF WISE WATER MANAGEMENT

'Rain Man' Vishwanath Srikantaiah is a water activist and the mind behind NGO, Rainwater Club that is helping people, cities and communities with water conservation.



VISHWANATH SRIKANTAIAH
Founder, The Rainwater Club.



BE WATER LITERATE AND BE WILLING TO JOIN IN COMMUNITY EFFORTS TO PRESERVE LAKES, RIVERS AND STREAMS. UNDERSTAND IT FROM A COMMUNITY'S PERSPECTIVE

Bringing Social Transformation

S Vishwanath has designed and implemented several rooftop water harvesting structures in Karnataka for residences, institutions and industries. In 1995, he founded the Rainwater Club, a virtual site where one could have conversations about rainwater and access information on rainwater harvesting.

During his years in the policymaking and bylaw making committee for Bengaluru, he helped make a law that owners who propose to construct a building on a site area of 1200 square feet and above have to have rainwater harvesting. Popularly known as ZenRainMan, Srikantaiah has dedicated his life to spreading awareness about the proper usage of

NOVEL INITIATIVE

The Million Wells project in Bengaluru is working towards getting the groundwater recharge volumes from the 3–8% which is now posited and push it to 50–60%. This project is a livelihoods project that provides the well-diggers from the Mannu Vaddar community employment for 5–6 years and their children a chance at an education.

rainwater, techniques to gauge and use it to maximum effect, and tips on how rainwater harvesting can become a great source of sustainable sanitation. He is also the catalyst and a facilitator in reviving Jakur Lake in Bengaluru.

The Change Outlook

A Million Wells project is an imaginative goal that believes, with a million wells and enough recharge, Bengaluru will get about 1450MLD (Millions of Liters per Day) from groundwater which is what we are getting from the Cauvery right now. We believe that with the groundwater tables coming up, lakes would have a better chance of getting filtered water, and we believe that if we do it well enough, then urban flooding can also be addressed.

SOCIAL GOALS + FINANCIAL GAINS – THE EMPATHETIC ENTREPRENEURSHIP

From profit-driven to purpose-driven, globally the capitalism has come a long way. Forget Socialism what the world needs today is a Responsible Capitalism.



Capitalism is getting a makeover. The traditional models of businesses are giving way to Stakeholder capitalism, a popular management theory in the 1950s and '60s that focused on the needs of all constituents, not just shareholders.

Recognizing the challenges of income inequality, climate change and other social issue, many for-profit organizations are collaborating with NGOs to tackle global poverty, global warming along with other societal challenges.

- Apple CEO Tim Cook took a principled stand asserting “privacy is a fundamental human right.”
- IBM CEO Ginni Rometty has emphasized, the company focus on reskilling its 350,000 employees on concerns about artificial intelligence eliminating jobs.
- Responding to rising concerns over global warming, General Motors CEO Mary Barra has created a bold goal of “zero emissions, and zero congestion.”

Responsible capitalism recognizes that companies have a clear purpose to serve society, their customers, and their employees as well as their investors. In other words, corporations must practice a variety of capitalism that is more humane, just and fair. In fact, citizens are now increasingly looking to public and private companies to address social and economic issues.

- Johnson & Johnson has made a 27-year commitment to the venerable Operation Smile, an NGO providing free cleft surgery and care in more than 60 countries to the poor.
- For over 50 years Glaxo Smith Kline has been a provider of oral polio vaccines to UNICEF. It does not file patents for its medicines or enforce historic patents in the least developed and low-income countries.

These are just some of the examples of corporate world recognizing their power and responsibility to address social needs in conjunction with building their businesses and profits for investors and employees.

Why We Need Compassionate Capitalism

In 1970, according to Nobel laureate economist Milton Friedman, as long as a business is engaged in open and free competition without deception or fraud, it only needed to focus on shareholders. The '80s

and '90s were also an era of market economy, large populations came out of poverty and the socialist principals failed.

But, then the question came - if capitalism was working so well, then why there were millions of people still going hungry, children dying of child malnutrition and a growing gap between the Haves & the Have-nots. Indeed, pure capitalistic theories were not working well and the idea of compassionate capitalism started gaining ground across the globe.

Also, the realization occurred, that no corporate can function a healthy business in an unhealthy society. Inequalities of income, wealth, access to quality healthcare and climate deterioration have increased beyond acceptable limits. So there is a move towards a more humane kind of capitalism that will be responsible for what it produce but how it produces.

Corporate social responsibility (CSR) and environment, social and governance (ESG) have become an important part of corporate thinking.

It's fair to say, going forward one will see that the financially successful companies are also the most socially inclusive.

The New Narrative

Compassionate Capitalism means that corporations have to factor for the costs that they impose on the environment and the communities, to whom they must be accountable. There is also a call for lesser pay gaps between the executive and the top management, so that there is a sense of fairness to everybody. Evidently, this entails a complete rethink of the corporations' business model from current, 'only profits' to 'people before profits.'

Business leaders such are embracing Compassionate Capitalism ideology and coming in support of Basic Income for All, Protecting the Environment, Reducing Inequality, and battling for more Gender Inclusivity. In 2018 Jamie Dimon CEO, JPMorgan Chase called on CEOs to “buck short-termism,” stating that when everyone

has a fair shot at d sharing in the rewards of growth, the economy will be stronger and society more cohesive.”

Capitalism isn't working well for most of the world citizens and a new narrative has to emerge. And it will have to arise from within the ranks of those practicing capitalism and are in a position to change the Status Quo.



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TECHNOLOGY: THE NEW MANTRA FOR BUILDINGS

POINTS OF DISCUSSION

- POST COVID-19 WILL THERE BE MORE FOCUS ON ENERGY EFFICIENT BUILDINGS INCLUDING RETROFITS?
- HOW WILL DESIGNERS RESPOND TO THE RISE IN DEMAND OF TECH-SAVVY BUILDINGS?
- AS THE INFECTION-CONSCIOUS CONSUMERS GRAVITATE TOWARDS VOICE ENABLED APPLICATIONS, WILL WE SEE A RISE IN SMART HOME PRODUCTS
- HOW WILL THE POLARIZATION TOWARDS TECHNOLOGY INFLUENCE BUILDING DESIGNS GOING FORWARD?
- HOW WILL THE CITIES & BUILDINGS BE REIMAGINED AND REDESIGNED IN RESPONSE TO GREATER EMPHASIS ON WELLNESS

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