

ASIA

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INC. 500

CRAFTING LEGACIES ONE DESSERT AT A TIME

THE HARLEY'S STORY
FROM A PASSION TO
A PAN-ASIAN LEGACY

Mr. SURESH NAIK
FOUNDER & CEO
HARLEY'S INDIA
PVT. LTD.

ASIA'S
FASTEST-GROWING
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FEATURED IN THIS ISSUE

1983
HARLEY'S
Fine Baking
ARTISAN CAKES & CLASSIC RECIPES



Crafting Legacies. One Delight at a Time.

From a personal passion to a pan-Asian bakery legacy, Suresh Naik's journey is a story of vision, perseverance, and the art of creating moments that matter.

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FROM THE EDITOR

Building More Than a Brand

There are entrepreneurs who identify opportunities, and there are entrepreneurs who redefine industries. Then there are leaders who inspire an entirely new generation to believe that success is not determined by where one begins, but by the courage to continuously reinvent oneself.

Our cover personality for this edition, Mr. Suresh Naik, belongs firmly in the latter category. His story is not merely about building one of India's fastest-growing premium dessert brands. It is about resilience, vision, relentless execution, and the remarkable ability to transform life's greatest challenges into extraordinary opportunities.

From losing his father at the age of twelve and entering the workforce while still a teenager, to excelling in finance, building successful enterprises across telecommunications and education, mentoring hundreds of entrepreneurs, and eventually creating Harley's Fine Baking, Mr. Suresh Naik's journey is a masterclass in entrepreneurial evolution.

What impressed us most during our conversations with him was not simply the scale of Harley's growth expanding to more than seventy stores across multiple cities in just five years but the philosophy that drives every decision behind the brand.

He reminds us that entrepreneurship is not about chasing trends. It is about building clarity. It is about mastering one craft before pursuing the next. It is about understanding people before understanding profits. Above all, it is about creating organisations where employees feel respected, customers feel delighted, and communities genuinely benefit from the enterprise.

At a time when countless businesses are racing to scale, Harley's demonstrates that sustainable growth is built upon consistency, systems, culture, and uncompromising quality. Every successful outlet is not simply another retail location it is the result of carefully engineered processes, disciplined leadership, and an unwavering commitment to delivering excellence every single day.

What makes Mr. Suresh Naik's journey even more compelling is his extraordinary willingness to embrace reinvention. Few entrepreneurs successfully transition from manufacturing to finance, from telecommunications to higher education, from mentoring entrepreneurs to building a nationally recognised consumer brand. Yet every chapter of his career has strengthened the next, proving that exposure across industries, coupled with a learning mindset, becomes one of the greatest competitive advantages an entrepreneur can possess.

As we travelled through the many chapters of his journey, one message remained constant: success belongs to those who develop unwavering clarity, commit wholeheartedly to their vision, and remain relentless in execution. His philosophy of having "no Plan B" reflects a level of conviction that has defined every stage of his entrepreneurial career.

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Whether by supporting aspiring founders or celebrating birthdays with children in orphanages and government schools he demonstrates his belief that businesses exist to create meaningful impact a belief that resonates deeply with the values we celebrate at Asia Inc. 500.

In many ways, Harley's Fine Baking represents far more than premium desserts and handcrafted confectionery. It symbolises the beauty of reinvention. It demonstrates that innovation often emerges from unexpected moments, that great companies can be born during periods of uncertainty, and that purpose-driven entrepreneurship continues to shape the future of modern India.

This edition celebrates not only an exceptional entrepreneur but also the larger spirit of enterprise that continues to drive our nation forward. We hope Mr. Suresh Naik's journey inspires founders, business leaders, students, and dreamers alike to embrace challenges, pursue excellence with discipline, and build organisations that leave a lasting legacy.

On behalf of everyone at Asia Inc. 500, it is our privilege to feature Mr. Suresh Naik on this special cover edition. We congratulate him and the entire Harley's family on their remarkable achievements and wish them continued success as they take an Indian-born brand onto the global stage.

Here's to entrepreneurs who dare to dream, who persevere through adversity, and who remind us that the finest creations whether businesses or bakeries are always crafted with passion, patience, and purpose.

"Happy Reading!"



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The finest creations
-whether businesses
or bakeries- are all
crafted with passion,
patience, and purpose.

//

Ngo Hoang Anh

Ngo Hoang Anh
Chief Editor, Asia Inc. 500

Inside.

IS A CUP OF
HARLEY'S COFFEE
WITH A DELICIOUS
MEDOVIK CAKE

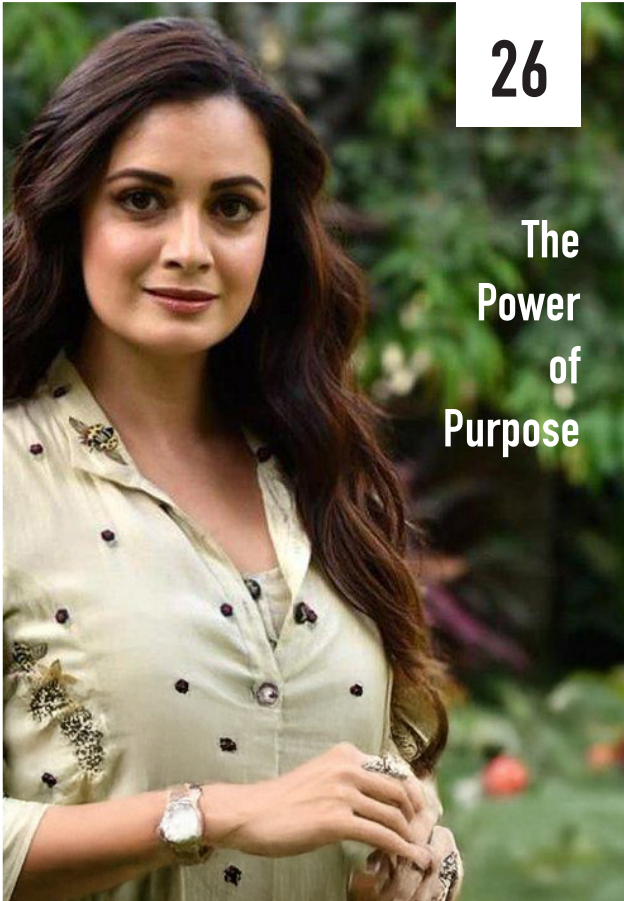
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Beyond
Tradition

How **Mr. Suresh Naik**
Turned Adversity into
Opportunity and Built
Harley's Fine Baking
into One of India's Fastest-
Rising Premium Dessert
Brands

By Asia Inc. 500 Editorial Team

The greatest entrepreneurs are rarely defined by the businesses they build. They are defined by the problems they choose to solve, the people they inspire along the way, and their extraordinary ability to reinvent themselves time and again.

"Entrepreneurship is not about mastering one industry. It is about mastering the ability to build."

No one illustrates this philosophy better than **Mr. Suresh Naik**, Founder and CEO of **Harley's Fine Baking**.

Today, Harley's has become one of India's fastest-growing premium dessert and confectionery brands, serving handcrafted cakes, Medoviks, tresleches, cheesecakes and macarons across multiple cities. In just five years, the company has expanded to more than **70 outlets**, built a loyal customer base, and established itself as one of the country's most admired emerging food brands.

THE ART OF REINVENTION



“
*Entrepreneurship
is not about
mastering one
industry. It is
about mastering
the ability to
build.”*



When Responsibility Arrives Before Adulthood

Every entrepreneurial story has an origin. Some begin with privilege. Some begin with ambition. Mr. Suresh Naik's began with responsibility.

Losing his father at the age of twelve altered the course of his childhood almost overnight. Dreams became secondary to survival. By the time most teenagers were deciding what subjects to study, Mr. Suresh Naik was already searching for employment, determined to contribute to his family's income.

At sixteen, he applied for what he believed would be a simple call-centre job. Life, however, had prepared something far more valuable.

An encounter with the founder of M/s. Suharshan Plastics MR. Dharminder Sharma led to an opportunity for him to work as an Executive Accountant. His aptitude for mathematics and numbers opened doors for him at a young age, setting him on a path that would ultimately shape the rest of his life.

Many people remember their first job because of the salary. Mr. Suresh Naik remembers it differently.

"That first job didn't just pay me. It rewired how I saw business."

Working inside a manufacturing company producing ceiling-fan canopies exposed him to the intricate mechanics of running a business. Procurement, production, finance, sales, customer relationships, logistics, quality control every department became an education that no classroom could replicate.

It taught him something that has remained central to his entrepreneurial philosophy ever since: there is no such thing as an extraordinary business, only extraordinary execution.

Harley's, however, is simply the latest chapter in a career that has taken a path far from conventional.

Long before he became synonymous with premium desserts, Mr. Suresh Naik had already built businesses in telecommunications, infrastructure and higher education, mentored hundreds of entrepreneurs, worked with governments on entrepreneurship initiatives, and cultivated a reputation as someone capable of creating value wherever opportunity presented itself.

His journey reminds us that entrepreneurship is not about mastering one industry. It is about mastering the ability to build.

“

That first job didn't just pay me. It rewired how I saw business.”

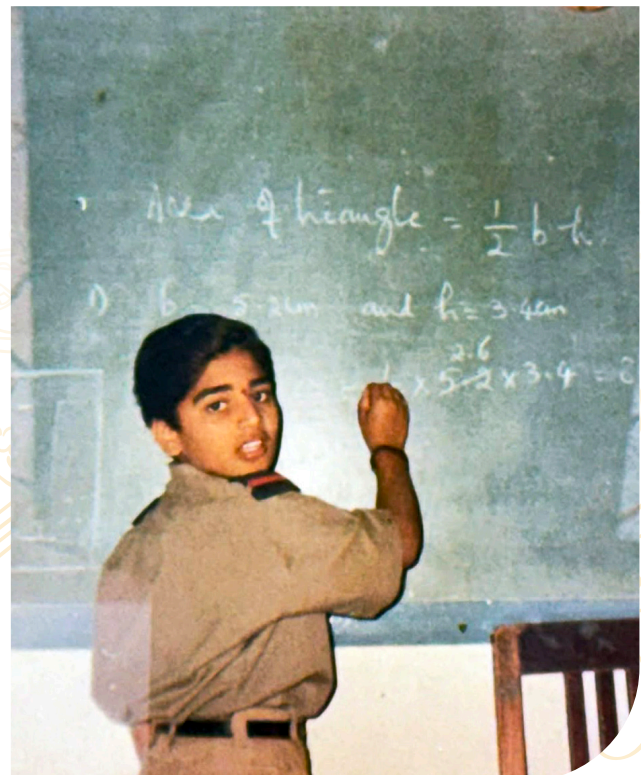


Learning to Think Like an Entrepreneur

Entrepreneurs always think differently from most professionals, who spend their careers becoming experts in one domain. For Mr. Suresh Naik, entrepreneurship was always more about developing a mindset than choosing an industry. The journey he embarked upon made him understand that value can be created almost anywhere a bakery, a telecom company, a manufacturing unit, a university.

It was always about understanding customers better, building strong systems, leading people effectively and executing consistently, rather than the industry itself. This perspective allowed Mr. Suresh Naik to move across industries with remarkable confidence.

Harley's, too, was always designed as a scalable consumer brand from day one not just another bakery.





The Pursuit of Knowledge

Curiosity has been one of Mr. Suresh Naik's defining characteristics. Despite already working, he remained determined to deepen his understanding of business.

Finance always appealed to **Mr. Suresh Naik** because it explained how businesses truly function, and because numbers, unlike opinions, tell the truth. His passion for finance eventually led him to IIM Calcutta, where he specialised in one of his favourite disciplines. Understanding capital allocation, profitability, cash flows and value creation gave him a strategic lens that would later influence every company he built.

Following his education, Mr. Suresh Naik joined **Tech Mahindra**, where he managed businesses across the Middle East and Africa. The role offered something even more valuable than corporate success it offered exposure to international markets, large customers, cross-cultural leadership, complex negotiations, strategic planning and global execution.

Each experience expanded his understanding of how world-class organisations operate. Yet entrepreneurship remained unfinished business.

“

Exposure changes ambition. It expands what you believe is possible.”

Building Before Harley's

In 2008, Mr. Suresh Naik stepped away from corporate life to establish a telecom engineering and infrastructure company. India's telecom revolution was gathering pace, and he recognised the immense opportunity that infrastructure would create.

The venture flourished, but success did not satisfy his curiosity. He noticed another challenge emerging: the industry desperately needed skilled management professionals.

Instead of complaining about the talent gap, he decided to solve it by founding a specialised business school focused on grooming graduates for the telecom and IT sectors. Over the next decade, the institution earned recognition as one of the country's leading specialised management schools.

Perhaps even more significant than building companies was his commitment to building entrepreneurs. Working closely with industry bodies and government entrepreneurship programmes, Mr. Suresh Naik personally mentored more than **400 entrepreneurs**, helping founders transform ideas into sustainable businesses.

He observed that while many people possessed intelligence and technical expertise, what they often lacked was confidence. Sometimes entrepreneurs simply need someone who believes in them before they believe in themselves.





The Pandemic That Changed Everything

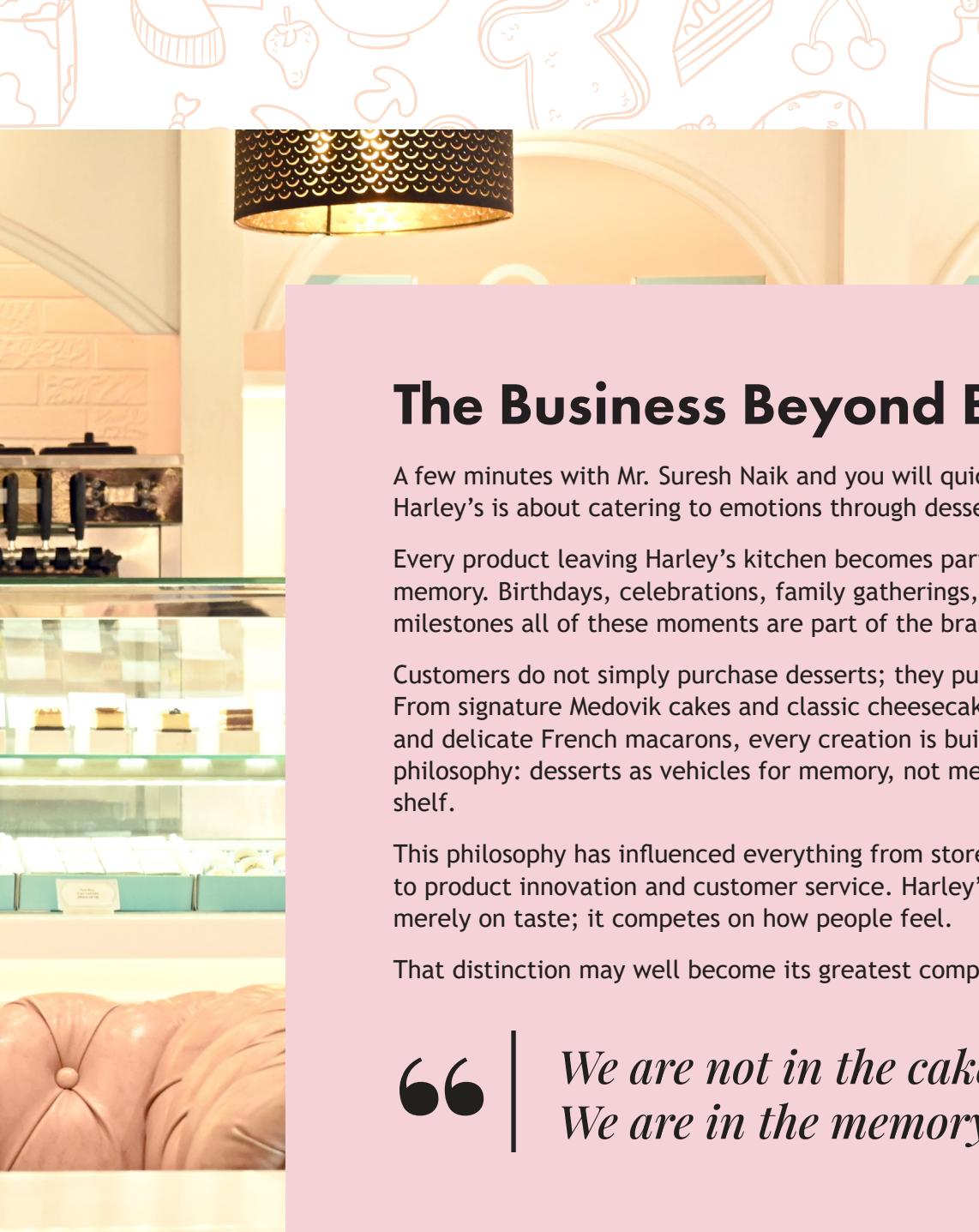
Every entrepreneur eventually encounters a defining pivot. For Mr. Suresh Naik, that moment arrived during COVID-19.

The pandemic forced businesses and individuals alike to slow down. Like millions around the world, he suddenly found himself spending far more time at home.

What began as casual experimentation inside his kitchen soon evolved into a serious pursuit. Baking became an obsession. Recipes were refined repeatedly, ingredients were studied meticulously, and textures, temperatures, fermentation, presentation and flavour combinations became subjects of rigorous experimentation.

Friends and family quickly realised these were no ordinary homemade desserts. Neither did Mr. Suresh Naik.

He recognised that the premium dessert market in India still lacked a national brand capable of combining artisanal craftsmanship with operational excellence. That insight became Harley's Fine Baking.



The Business Beyond Baking

A few minutes with Mr. Suresh Naik and you will quickly realise that Harley's is about catering to emotions through desserts.

Every product leaving Harley's kitchen becomes part of someone's memory. Birthdays, celebrations, family gatherings, achievements and milestones all of these moments are part of the brand's ecosystem.

Customers do not simply purchase desserts; they purchase experiences. From signature Medovik cakes and classic cheesecakes to Tres Leches and delicate French macarons, every creation is built around the same philosophy: desserts as vehicles for memory, not merely products on a shelf.

This philosophy has influenced everything from store design and packaging to product innovation and customer service. Harley's does not compete merely on taste; it competes on how people feel.

That distinction may well become its greatest competitive advantage.

“

*We are not in the cake business.
We are in the memory business.”*

Building India's Next Premium Dessert Brand

Creating a successful bakery is difficult; creating one that can scale nationally is exponentially harder.

The challenge lies not merely in producing exceptional products but in reproducing them flawlessly hundreds of times each day, across multiple cities. Even the brand's most labour intensive creation the Medovik, which takes 16 hours to layer and set has to taste identical whether it is cut in Hyderabad or Bengaluru.

This is where Mr. Suresh Naik's previous entrepreneurial experience became Harley's greatest competitive advantage. Rather than approaching Harley's as a chef, he approached it as a systems entrepreneur.

Every recipe was standardised, every ingredient sourced with consistency in mind, and every production process engineered for replication. Training systems were carefully documented, quality benchmarks became non-negotiable, and expansion was never allowed to compromise customer experience.

The result has been extraordinary. Within just five years, Harley's has grown from a pandemic experiment into a premium food brand operating more than 70 stores across six cities, with ambitions extending well beyond India's borders.

That discipline was put to the test and proven on international stage. In December 2024, Harley's entered the Guinness World Records by crafting the world's largest Russian Medovik Cake: a 2,254-kg creation measuring 7 feet by 70 feet. The cake surpassed the previous record by roughly ten times, one of the most emphatic demonstrations yet of Harley's ability to execute at scale without compromising craft.



HARLEY'S
Fine Baking

HARLEY'S
Fine Baking

HARLEY'S
Fine Baking

Cellfrost

Cellfrost

Cellfrost

1983
HARLEY'S
Fine Baking
ARTISAN CAKES & CACAO ATELIER



“

*Scale is not
about doing
more. It is
about doing
the same thing
perfectly -
every single
time.”*







Leadership Begins Inside the Organisation

Mr. Suresh Naik believes brands are ultimately built by people rather than products. The food and hospitality industry has traditionally struggled with employee retention and inconsistent service standards.

Instead of accepting those realities, Harley's chose to redefine them. Employees are treated not simply as staff but as extended family. Respect is embedded into the company's culture, and security, recognition, learning opportunities and personal growth are viewed as strategic investments rather than operational expenses.

According to Mr. Suresh Naik, customers can immediately sense whether employees genuinely enjoy working within an organisation. Culture eventually becomes visible, and visible culture becomes brand equity.

Innovation Is Everyday Discipline

Innovation is generally associated with disruptive technology or breakthrough inventions. For Mr. Suresh Naik, Innovation is simply doing familiar things in better, smarter and more meaningful ways.

A recipe improved. Packaging redesigned. Customer journeys simplified. Operations streamlined. Experiences elevated.

Businesses that continuously innovate remain relevant because customers continually evolve. Standing still is rarely an option.

The Entrepreneur as Nation Builder

One of the most compelling aspects of Mr. Suresh Naik's philosophy is his definition of philanthropy. While charitable giving remains important, he believes entrepreneurs perform one of society's greatest public services simply by creating employment.

Every successful enterprise supports families, strengthens communities and contributes to economic progress.

Harley's extends this philosophy beyond business through initiatives such as celebrating birthdays for children in orphanages and government schools small acts that create lifelong memories for those who need them most.

For Mr. Suresh Naik, success has meaning only when it creates happiness beyond shareholders.



No Plan B

Perhaps the most striking lesson from Mr. Suresh Naik's entrepreneurial journey is his refusal to believe in backup plans. He argues that true commitment begins only when alternatives disappear.

Having no Plan B forces entrepreneurs to innovate harder, execute better and persevere longer. It demands complete ownership and creates resilience that transforms obstacles into opportunities.



His own life reflects that philosophy from childhood adversity to corporate leadership, from telecom infrastructure to education, from entrepreneurship development to premium desserts, every chapter demonstrates one consistent characteristic: the courage to begin again.



The Discipline of Clarity

“Clarity” - Ask Mr. Suresh Naik what separates successful entrepreneurs from unsuccessful ones, and that single word is his answer arriving without a moment’s hesitation.

Too many founders attempt to build too many products, enter too many markets and chase too many opportunities simultaneously. Harley’s intentionally avoided that trap.

Instead, the company focused relentlessly on becoming exceptional within premium desserts before expanding its portfolio. Every enduring global brand is remembered for something iconic.

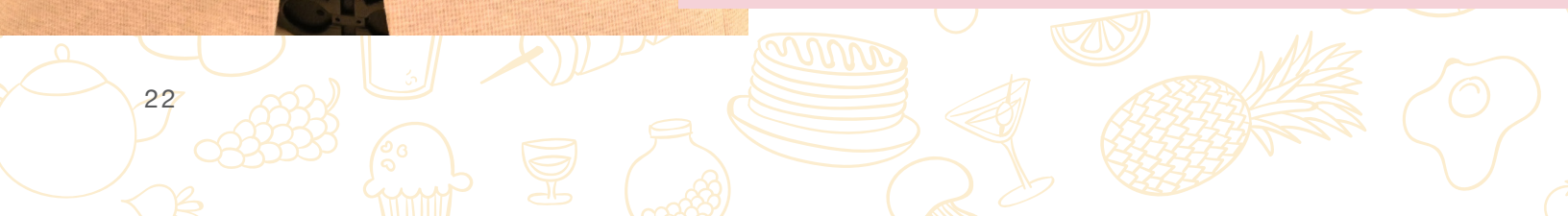
Apple had the iPhone. Nike had performance footwear. Starbucks transformed coffee into an experience.

Similarly, Harley’s has built its reputation around premium handcrafted desserts and celebration experiences.

The lesson is universal: businesses become extraordinary only after deciding exactly what they wish to be remembered for.

“

If you want to be remembered, you must first decide what you want to be remembered for.”





A Brand with Global Aspirations

Harley's Fine Baking has already established itself as one of India's most promising premium bakery brands. Yet Mr. Suresh Naik believes the journey has only just begun.

His ambition is to build Harley's into India's most desirable and internationally recognised dessert and confectionery company. Given the discipline, systems and culture already embedded within the organisation, that ambition appears far from unrealistic.

Great brands rarely emerge by accident. They are patiently crafted store by store, customer by customer, employee by employee, decision by decision.

Exactly the way Harley's has been built.

Conclusion

In every generation, a handful of entrepreneurs remind us that businesses are ultimately vehicles for transformation not merely of markets, but of people.

Mr. Suresh Naik is one such entrepreneur. His story transcends baking. It is a story about resilience without bitterness, ambition without arrogance, leadership without ego and success without losing sight of purpose.

Harley's Fine Baking is the visible outcome of decades spent learning, adapting and building across industries. It is proof that entrepreneurial excellence is not confined to one sector but is a discipline that can be applied wherever passion meets execution.

As Harley's prepares for its next phase of expansion, one thing is already certain: Mr. Suresh Naik has not merely created another successful food company. He has built a brand rooted in craftsmanship, powered by systems, sustained by people and inspired by the belief that the finest businesses like the finest desserts are never rushed. They are perfected over time.

That is the legacy Harley's is baking into every celebration it becomes a part of.



“

If you want to be remembered, you must first decide what you want to be remembered for.”

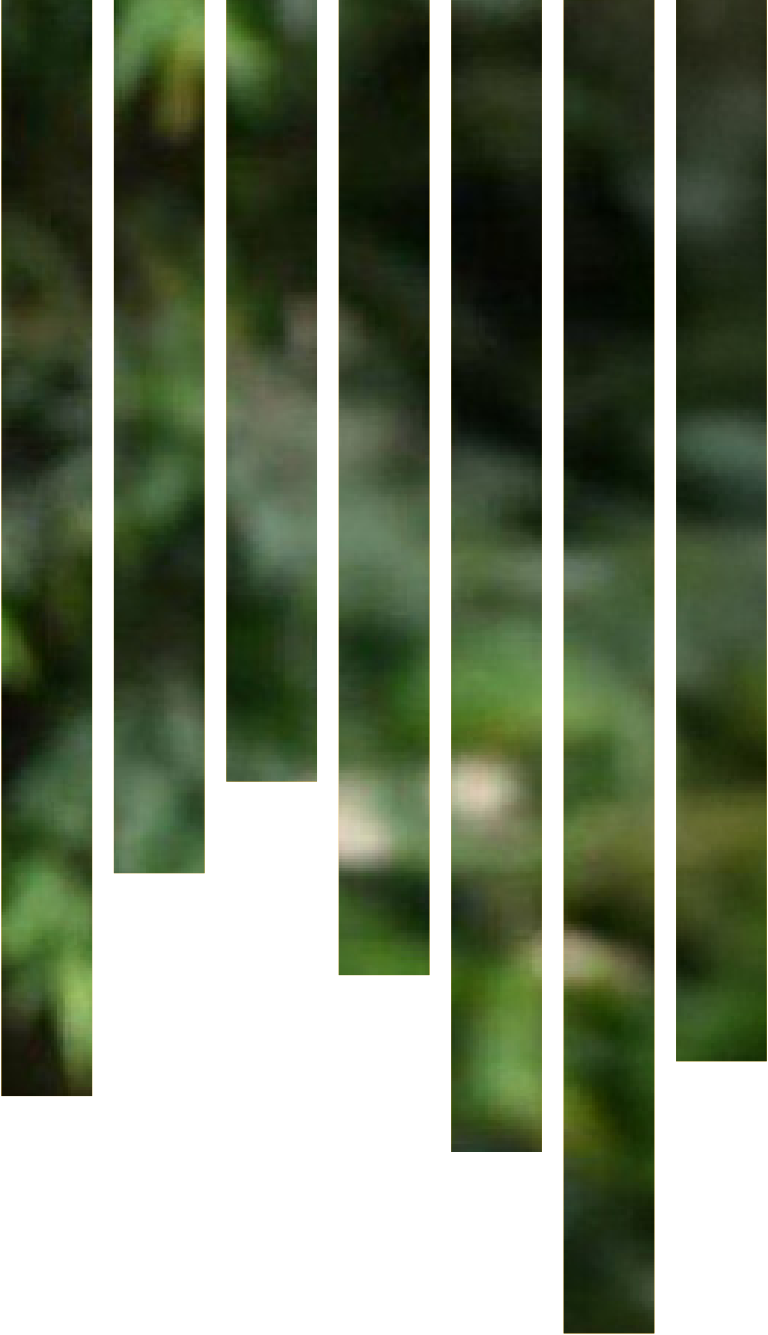


HARLEY'S

INDIA PRIVATE LIMITED







In an era where influence is often measured by followers, endorsements, and box-office collections, Dia Mirza has quietly built a different kind of legacy, one measured by forests protected, children empowered, wildlife conserved, and conversations transformed.

For over two decades, the actor, producer, and former Miss Asia Pacific has consistently demonstrated that public influence carries a deeper responsibility. While many celebrities lend their names to causes, Dia Mirza has dedicated her life to them. Her journey is not one of occasional philanthropy but of sustained advocacy, an enduring commitment that has made her one of India's most respected voices for environmental conservation, sustainable development, and social justice.

Today, she stands as one of the country's most influential champions of the planet, proving that compassion, when combined with conviction, can become a powerful force for change.

THE POWER OF PURPOSE

**How One Woman Redefined Celebrity by
Choosing Service Over Spotlight**

Beyond the Silver Screen

Dia Mirza's contribution extends far beyond cinema.

Her work reflects a philosophy that true success is measured not merely by professional achievements, but by the positive impact one leaves on society.

Whether speaking at global climate forums, supporting wildlife conservation projects in India's forests, advocating for children, or promoting sustainable living, Dia has consistently used her public platform to amplify issues that often receive far less attention than they deserve.

Her activism has never appeared performative. Instead, it has evolved into a lifelong mission grounded in credibility, consistency, and action.

Giving Nature a Voice

Perhaps no cause has become more closely associated with Dia Mirza than environmental conservation.

As the United Nations Environment Programme (UNEP) Goodwill Ambassador for India and a United Nations Secretary-General's Advocate for the Sustainable Development Goals (SDGs), she has become one of the country's foremost ambassadors for climate action and sustainable development. Her work spans clean air, clean oceans, biodiversity conservation, wildlife protection, and climate awareness, bringing global environmental conversations closer to everyday citizens.

At a time when climate change is often discussed only through scientific reports and policy papers, Dia has succeeded in making environmental stewardship deeply personal.

She reminds people that protecting nature is ultimately about protecting ourselves.





Championing Wildlife Conservation

India's incredible biodiversity faces mounting pressure from habitat loss, illegal wildlife trade, and rapid urbanisation.

Dia Mirza has emerged as one of the strongest public advocates for protecting this natural heritage.

As a long-time ambassador and trustee of the Wildlife Trust of India, she has helped raise awareness about elephant corridors, endangered species, habitat restoration, and wildlife rescue efforts. Long before environmental activism became fashionable, she was already lending her voice to conservation campaigns, believing that economic development and ecological preservation must progress together.

“

*Her association with wildlife conservation reflects a simple but profound belief: **every species has intrinsic value, and humanity's future is inseparable from the health of natural ecosystems.**”*



A Voice for Children and Communities

While environmental advocacy remains central to her work, Dia Mirza's humanitarian efforts extend much further.

She has been associated with Save the Children, becoming its first Indian ambassador, while also supporting initiatives focused on children's education, healthcare, gender equality, and women's empowerment. Throughout her career, she has worked with organisations addressing cancer care, disability inclusion, HIV awareness, female foeticide prevention, and educational access for underprivileged children.

These initiatives reveal an important aspect of her philosophy: sustainable development is not only about protecting forests and wildlife it is equally about protecting people.



Sustainability as a Way of Life

What distinguishes Dia Mirza from many public advocates is that her commitment extends beyond speeches and campaigns.

She has consistently encouraged individuals to adopt sustainable lifestyles through practical choices reducing single-use plastics, embracing responsible consumption, supporting eco-friendly products, and making conscious environmental decisions in daily life. She has also supported initiatives promoting circular economies and sustainable businesses, demonstrating that climate responsibility begins with individual action.

Her message is refreshingly uncomplicated: meaningful change begins with ordinary people making better choices every day.

Leading with Authenticity

Leadership is often defined by visibility.

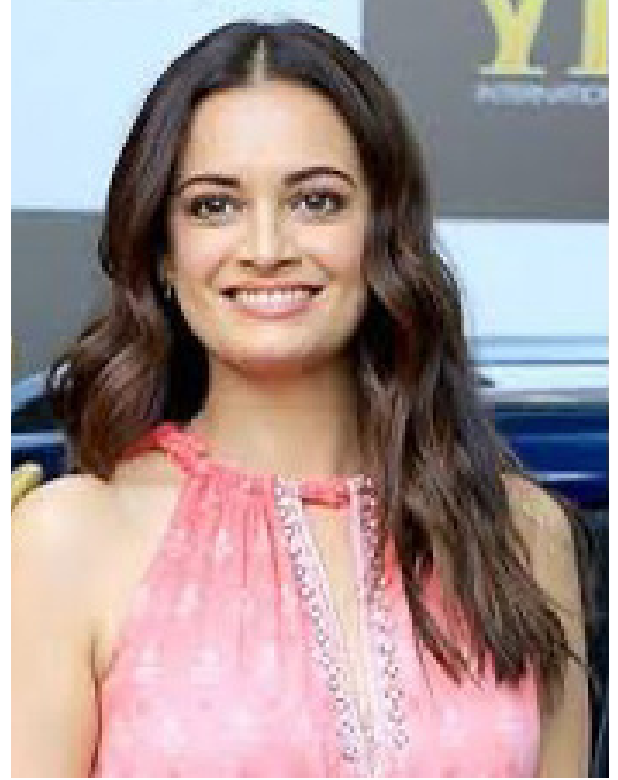
Dia Mirza demonstrates that it is equally defined by authenticity.

She has consistently chosen causes that demand patience rather than publicity. Environmental restoration, biodiversity conservation, and behavioural change rarely produce immediate headlines, yet they shape the future of generations.

Her advocacy has remained remarkably consistent through changing political climates, shifting public discourse, and evolving social priorities.

That consistency has earned her something increasingly rare in public life: trust.





A Global Citizen with Indian Roots

Whether representing India at international environmental forums, participating in global discussions on sustainable development, or collaborating with United Nations initiatives, Dia Mirza has become an important bridge between local action and global responsibility.

She represents a new generation of leaders who understand that climate change, biodiversity loss, social equity, and economic development are interconnected challenges requiring collaborative solutions.

Her work illustrates that India's voice in global sustainability conversations is becoming increasingly influential and increasingly necessary.

Today's most admired leaders are no longer judged solely by financial performance or professional accomplishments. They are increasingly evaluated by the impact they create beyond business.

Dia Mirza embodies this evolution.

She has transformed celebrity into stewardship, influence into responsibility, and visibility into meaningful action.

Her greatest achievement may not be the awards she has received or the films she has starred in, but the countless individuals she has inspired to see environmental protection, compassion, and sustainability not as optional acts of kindness, but as essential responsibilities of citizenship.

In a world searching for authentic role models, Dia Mirza offers a compelling reminder that real leadership is not about standing in the spotlight.

It is about using that spotlight to illuminate causes greater than oneself.

And in doing so, she has become far more than an actor or activist.

She has become one of India's most respected custodians of hope for its people, its wildlife, and the planet they share.



THE IMPORTANCE OF PERSONAL BRANDING IN TODAY'S PROFESSIONAL WORLD

There was a time when personal branding was mostly about visibility.

Showing up often. Posting regularly. Staying top of mind. If people recognized your name, you were doing well. That was the benchmark. And for a while, it worked.



“

What matters now
is not how much
you say, but how
you think. **Because**
when content
becomes easy,
clarity becomes
rare.”

That version of personal branding no longer holds.

The shift has been gradual, but its impact is clear. With the rise of artificial intelligence, content creation has become easy, fast, and widely accessible. Today, anyone can produce a well-structured post or a polished article in minutes. Consistency is no longer a challenge. Even sounding articulate is no longer a differentiator.

Content is no longer scarce. It is everywhere.

And when something becomes easy to produce, it stops being valuable on its own.

Many professionals are still operating with the old assumption that more visibility leads to better outcomes. In reality, the rules have changed.



What matters now is not how much you say, but how you think.

In a landscape flooded with content, thinking has become the differentiator. The advantage now lies in perspective. In the ability to take a position, to break down complexity, and to say something with clarity when everything else feels repetitive.

Technology can generate words, but it cannot replicate judgment. It cannot replace lived experience, or the conviction that comes from holding a clear point of view. These are human advantages, and they stand out more when everything else starts to look the same.

This is where authority comes in.

Authority is not built through frequency. It is built through clarity and consistency. It comes from knowing what you stand for and expressing it in a way that others can trust. Over time, that trust compounds. And that is what creates real leverage.

But there is a growing risk in how personal branding is being approached.

Many are starting to outsource not just execution, but thinking itself. Tools are no longer just helping refine ideas. They are starting to replace them. The result is content that looks right but feels empty. It reads well, but it does not stay with you.



“

Personal branding today is not about being the most visible person in the room. It is about being the most credible. And credibility, once built, does not need to compete for attention. It holds it. Because in the end, authority is what lasts.”

When everyone has access to the same tools, sameness is inevitable.

This has created a clear gap between content that is assembled and content that is thought through. The former follows patterns, avoids risk, and stays within safe boundaries. The latter reflects a point of view, takes a side, and often challenges the reader to think.

People are getting better at spotting the difference.

Another shift is in how personal branding functions as a system. It is no longer limited to creating content on a single platform. Attention is fragmented, formats change quickly, and distribution now plays a central role.

Strong ideas are not enough. They need to reach the right people.

This makes personal branding less about isolated output and more about how consistently and effectively ideas are shared.

At the same time, the metrics that once defined success are losing meaning. Likes and shares are easy to influence. They do not always reflect real impact.

What matters more now are the conversations that follow. The opportunities that come in. The trust that builds quietly over time.

In that sense, personal branding has shifted from being a visibility tool to a leverage tool.

For professionals in traditional roles, it can lead to stronger networks, better thinking, and long-term credibility. For consultants, founders, and independent operators, it can drive client relationships, partnerships, and sustained growth.

The intent may differ, but the foundation remains the same.

Clarity in thought.

Consistency in expression.

Credibility over time.

These are not new ideas, but they matter more now than they did before.

Because when content becomes easy, clarity becomes rare.

And in a world where everyone is building a personal brand, the most important question is still the simplest one.



Who are you, and what do you stand for?

- Content can be scaled.
- Conviction cannot.
- You can increase output, but you cannot fake belief for long. And in the long run, that is what people respond to.
- Personal branding today is not about being the most visible person in the room.
- It is about being the most credible.
- And credibility, once built, does not need to compete for attention.
- It holds it.
- Because in the end, authority is what lasts.



THE ETERNAL **FLYWHEEL**



HOW INDIA'S CONSUMER TECH GIANT IS REWRITING THE RULES OF GROWTH

From Food Delivery to a Multi-Platform Consumer Ecosystem, Eternal's Q1 FY27 Performance Signals a New Era of Digital Commerce.

By Jayendra Jamadar

India's digital economy has entered a fascinating new phase. The debate is no longer about whether online commerce will become mainstream it already has. The real question today is which companies possess the operational discipline, technological depth, and strategic patience to build enduring platforms rather than temporary market share.

Eternal Limited, formerly known as Zomato, appears increasingly determined to answer that question.

Its Q1 FY27 shareholder letter is less a quarterly financial update and more a blueprint for what India's next-generation technology companies may ultimately resemble: diversified consumer ecosystems powered by logistics, software, AI, supply chains, and data rather than single-product businesses.

Beyond Food Delivery

For many consumers, Eternal is still synonymous with ordering dinner.

That perception is now significantly outdated.

Today, the company operates five distinct strategic pillars:



Zomato
(Food Delivery)



Blinkit (Quick Commerce)



District (Going-Out Experiences)



Hyperpure (B2B Supply Chain)



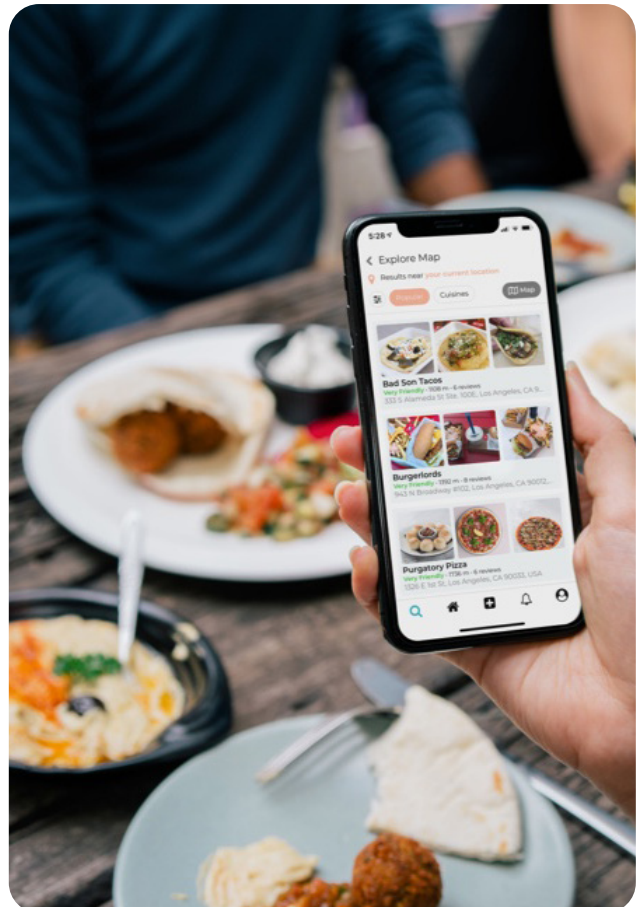
Feeding India & Emerging Ventures

Each addresses a different consumer behaviour while leveraging the same operational backbone.

Rather than building unrelated businesses, Eternal is building multiple consumer touch-points connected by one ecosystem.

That distinction matters.

Platforms generally become stronger as every additional service increases customer engagement while lowering acquisition costs across the ecosystem.





Numbers That Tell A Bigger Story

Headline numbers often impress, but understanding why they matter is far more important.

During Q1 FY27, Eternal reported:
B2C Net Order Value (NOV):
₹31,120 crore, up 54% YoY

Adjusted Revenue:
₹20,648 crore, up 173% YoY

Adjusted EBITDA:
₹555 crore, growing 223% YoY

Closing Cash Balance:
₹18,288 crore

The revenue growth appears extraordinary, but management carefully explains that part of this reflects Blinkit's transition to an inventory-led (1P) business model, where reported revenue now includes the full value of products sold rather than only marketplace commissions. On a like-for-like basis, adjusted revenue still expanded by an impressive 66% year-over-year.

That level of organic growth remains exceptional for a company already operating at significant scale.

Blinkit Is Becoming The Company's Growth Engine

If one business defines Eternal's future, it is Blinkit.

Quick commerce generated:

₹17,132 crore NOV

86% YoY growth

200 new stores added in one quarter

Total network reaching **2,443** stores

Positive Adjusted EBITDA of **₹102 crore**

More importantly, Blinkit has crossed an important psychological milestone.

The business is no longer simply pursuing growth.

It is proving profitability while expanding aggressively.

That combination has historically separated category leaders from companies dependent upon continuous capital infusion.





Competing Through Infrastructure, Not Discounts

One of the most revealing sections of the shareholder letter concerns competition.

Management argues that many competitors continue relying primarily on pricing and subsidies.

Eternal is taking an entirely different path.

Instead of buying customers, it is investing in:

- larger dark stores
- geographic expansion
- assortment depth
- warehouse automation
- supply chain infrastructure

This reflects a philosophy that infrastructure compounds while discounts disappear.

Every additional warehouse increases capacity.

Every new city strengthens logistics density.

Every product category raises customer frequency.

Eventually, operational efficiency begins replacing promotional spending.

It is a strategy requiring patience but one that could prove significantly more durable.

The Power Of The Flywheel

Deepinder Goyal's comments reveal perhaps the company's biggest competitive philosophy.

When asked whether Eternal would sacrifice margins to accelerate growth, his answer rejected the premise entirely.

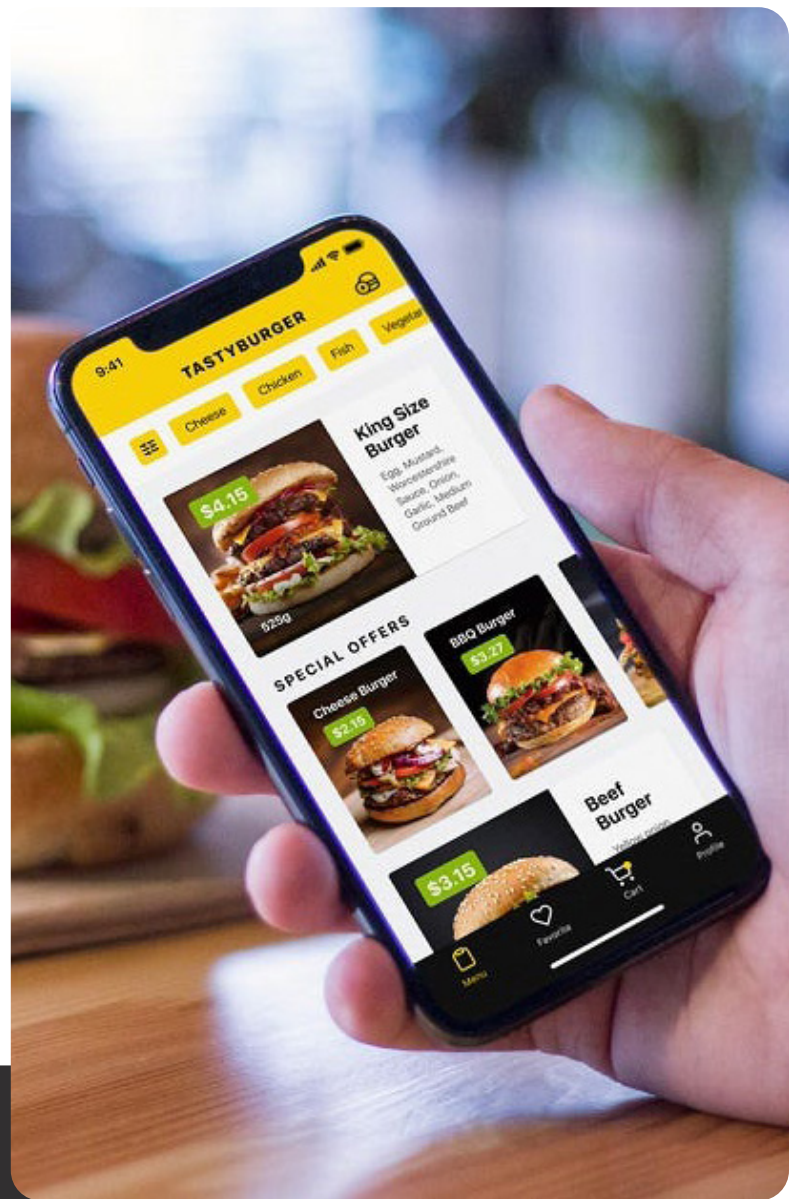
Instead, he described a flywheel:

Better products → Higher customer frequency → Greater delivery density → Lower operational costs → Better margins.

In other words, growth itself becomes the mechanism through which profitability improves.

This mindset contrasts sharply with traditional businesses where management often believes growth and profitability must compete against each other.

For platform businesses, they can reinforce one another.



Customer Loyalty Is Becoming A Competitive Moat

One statistic deserves particular attention.

Customer spending grows dramatically after acquisition.

The company reports that customer cohorts spend nearly three times more after three years than during their first quarter on the platform.

Retention rates also improve across newer customer cohorts despite increasing market competition.

These figures suggest Eternal is strengthening long-term customer relationships rather than merely acquiring transient users through discounts.

For investors, cohort behaviour often predicts future value more accurately than quarterly revenue.



District: Building India's Experience Economy

Food delivery may have created Eternal.

District could redefine it.

The platform now supports:

45,000+ restaurants

5,000+ movie screens

6,000+ retail stores

7,500+ events

2,000+ activity centres

As Indian consumers increasingly spend on experiences rather than products alone, District positions Eternal within one of India's fastest-growing lifestyle categories.

The company's ambition extends beyond ordering food.

It wants to become the operating system for going out.



Experimentation As Corporate Strategy

Many public companies become conservative once profitability arrives.

Eternal appears determined to avoid that trap.

The “Others” segment including Bistro, Nugget AI, Greening India, and community initiatives currently represents deliberate experimentation.

Management explicitly states that these investments are driven not by fixed budgets but by customer feedback and data.

Promising ideas will receive more capital.

Weak ideas will be discontinued.

This willingness to experiment while maintaining financial discipline reflects a venture-capital mindset operating within a listed company.





The Asia Inc. 500 Perspective

Eternal's quarterly results represent something larger than financial performance.

They reflect the evolution of Indian technology companies from category specialists into integrated digital ecosystems.

Food delivery remains important.

Quick commerce is accelerating.

Supply chains are becoming strategic assets.

Experiences are entering the platform economy.

Artificial intelligence is quietly moving from experimentation toward commercialization.

Most importantly, Eternal appears increasingly focused on building businesses designed to compound over decades rather than optimize for quarterly headlines.

Whether every initiative succeeds remains uncertain.

But one conclusion is becoming increasingly difficult to ignore.

Eternal is no longer simply competing in food delivery.

It is constructing one of India's most comprehensive consumer technology platforms one infrastructure layer, one product, and one customer interaction at a time.

If this strategy continues to execute successfully, the company's most valuable asset may not be any single business unit.

It may be the ecosystem itself.

In an era where technology companies often chase the next trend, Eternal is quietly building something far more enduring: an operating system for everyday life in India.

THE ENTREPRENEUR WHO NEVER WAITED FOR STARDOM

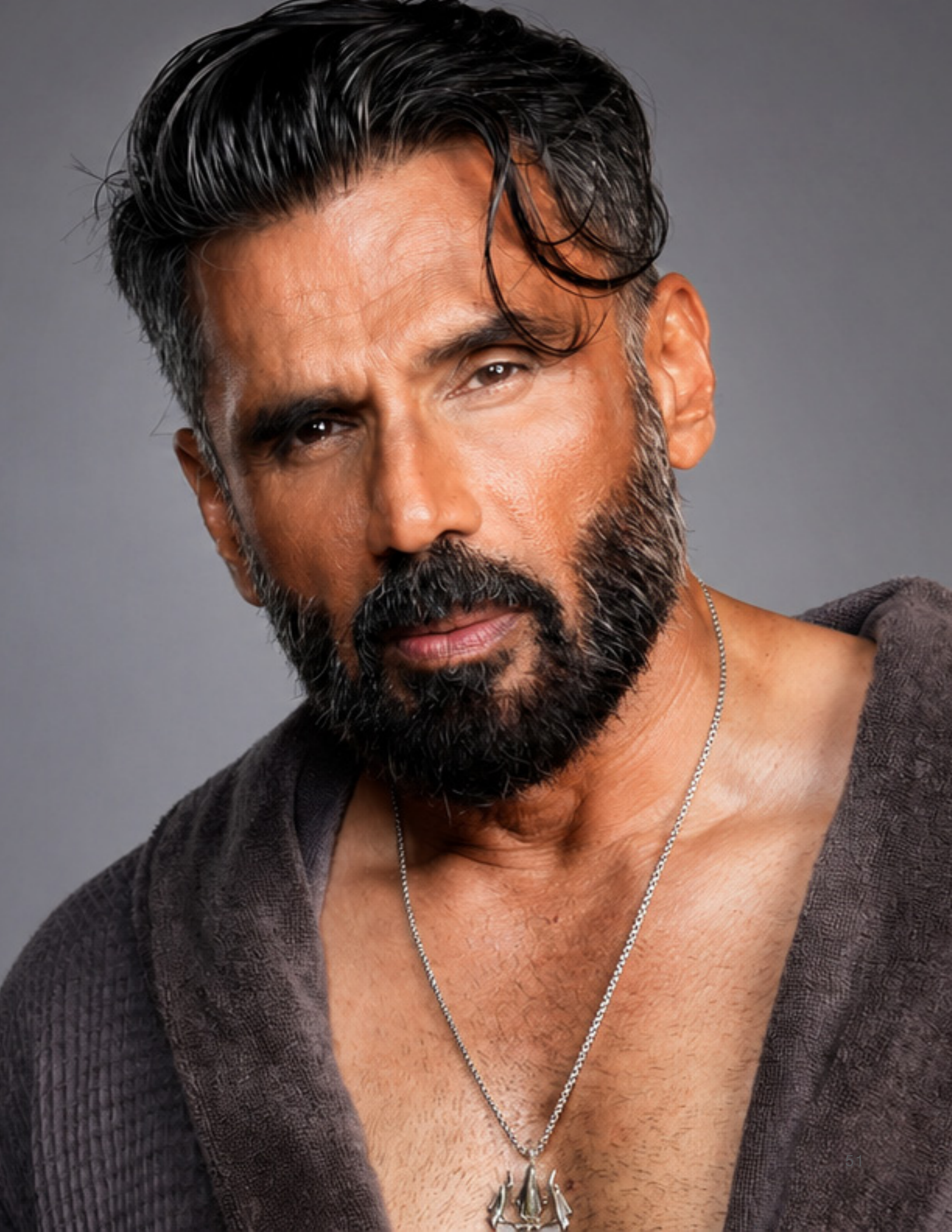
In India's entrepreneurial landscape, there are founders who build companies, investors who build portfolios, and leaders who build people.

Suniel Shetty belongs to a rarer category individuals who have quietly built all three.

To millions, he is the action hero of the 1990s. To entrepreneurs, however, he represents something far more enduring: the mindset of a long-term builder.

Long before "portfolio careers" became fashionable, Shetty was already proving that sustainable wealth is created not by chasing the next opportunity, but by building multiple engines of value. Hospitality, real estate, fashion, entertainment, fitness, technology, consumer brands, startup investments his entrepreneurial journey has unfolded over decades, guided by one principle that appears repeatedly in his interviews:

Discipline compounds.



Success Began Before the Cameras

The story of Suniel Shetty did not begin on a film set.

It began in restaurants.

Born into a family with roots in coastal Karnataka, Shetty started working in his father's restaurant business as a teenager. While many of his peers enjoyed weekends and holidays, he learned hospitality from the ground up, serving customers, observing operations, and understanding that business is ultimately an act of service. He has often credited these early experiences with shaping his work ethic and entrepreneurial mindset.

The lessons were simple but profound.

Customers return because they trust you.

Teams stay because you respect them.

Businesses survive because consistency beats excitement.

These principles would later define both his film career and his ventures outside cinema.

Building Before It Became Trendy

Many actors discover entrepreneurship after achieving celebrity.

Suniel Shetty approached it differently.

Throughout his acting career, he steadily built businesses in hospitality, real estate, lifestyle, content production, and later invested in startups solving real-world problems. Rather than treating business as a backup plan, he treated it as an independent discipline deserving the same attention as acting.





This distinction matters.

Entrepreneurs often believe diversification is about spreading risk.

Shetty demonstrates that diversification is about creating resilience.

When one industry slows, another grows.

When one market changes, another creates opportunity.

The entrepreneur survives because the portfolio evolves.

The Discipline Behind Every Decision

In interviews, Shetty rarely speaks about shortcuts.

Instead, he repeatedly returns to discipline.

He has often explained that middle-class values prevented him from falling into the trap of extravagant spending, even after becoming one of Bollywood's biggest stars. Rather than pursuing a flashy lifestyle, he focused on assets, education, and long-term financial security.

For founders, this philosophy is remarkably relevant.

Capital isn't merely earned.

It is protected.

The first responsibility of an entrepreneur is not generating revenue it is preserving the ability to keep building.

Growth without financial discipline is merely delayed failure.

INVESTING IN PEOPLE, NOT JUST IDEAS

Perhaps the most interesting aspect of Suniel Shetty's entrepreneurial journey is how he evaluates opportunities.

When discussing startup investments, he has repeatedly emphasized that he invests less in ideas and more in founders.

His philosophy is refreshingly straightforward.

Ideas evolve.

Markets shift.

Technology changes.

But founders with integrity, resilience, and intent continue to build.

As Shetty himself has observed, intent matters more than ideas. A business may pivot several times before finding product-market fit, but a founder's character determines whether that journey continues at all.

This is increasingly becoming one of the defining truths of modern entrepreneurship.

Venture capital may initially fund products.

Long-term success is built by people.





Leadership Through Stability

Leadership is often mistaken for charisma. Suniel Shetty offers another perspective.

Throughout more than three decades in cinema and business, he has maintained a reputation for professionalism, reliability, and humility.

Rarely surrounded by controversy, he has quietly cultivated something many founders overlook:

At TiECon Mangaluru, reflecting on his upbringing, Shetty described trust, discipline, and hard work as values embedded in his community and family culture.

These principles, he explained, became the foundation of both his entrepreneurial and professional journeys.

In business, trust creates speed.

It reduces friction.

It lowers transaction costs.

It attracts talent.

It retains customers.

And unlike capital, it cannot be raised overnight.

Building an Ecosystem, not an Audience

More recently, Suniel Shetty has embraced another role that of mentor.

As host and mentor on Bharat Ke Super Founders, he has advocated for an entrepreneurial ecosystem built on encouragement rather than spectacle. Speaking about the platform, he stressed that founders require mentorship, psychological safety, and long-term support not just investment or television drama.

This reflects an important evolution in leadership.

Great entrepreneurs eventually stop asking:

“How do I build a company?”

They begin asking:

“How do I build more entrepreneurs?”

That shift from individual success to ecosystem creation is often the hallmark of enduring leadership.



Health Is a Business Strategy

One theme consistently appears across Shetty's public conversations.

Fitness.

To many, it seems personal.

In reality, it is strategic.

He has spoken about leading by example, believing that disciplined health habits improve focus, decision-making, and organisational culture.

A healthy leader creates healthier teams and stronger businesses.

For entrepreneurs navigating high-pressure environments, this lesson deserves greater attention.

Burnout is not a badge of honour.

Endurance is.

Companies are built through sustained performance not occasional heroics.



The Long Game

Perhaps the greatest lesson from Suniel Shetty's journey is patience.

He has never appeared interested in overnight success.

His businesses have been built over decades.

His investments are long-term.

His relationships are carefully nurtured.

Even his philosophy toward wealth reflects stewardship rather than consumption, encouraging entrepreneurs to nurture investments with consistent attention rather than treating them as passive assets.

In today's startup ecosystem where funding announcements often overshadow profitability, and rapid scaling is celebrated more than sustainable execution this perspective feels remarkably refreshing.

Because the entrepreneurs who endure are rarely those who move the fastest.

They are the ones who keep moving.

In an age captivated by unicorns, Suniel Shetty reminds us that the most enduring enterprises are built not on hype, but on habits.



“

The Entrepreneur Who Never Waited for Stardom highlights Suniel Shetty's journey of building businesses through discipline, trust, and long-term vision offering timeless lessons for every entrepreneur.”



“

Before fame, Suniel Shetty learned the value of trust, discipline, and service in his family's restaurant business. Those early lessons became the foundation of his success in both cinema and entrepreneurship.”



How Punjabi Music Is Reshaping India's Soft Power



Rashi Randev

There is a particular sound that announces Punjab before you even see it: the dhol. It shows up at weddings, at harvest time, at the slightest excuse for celebration, and it carries a kind of joy that doesn't need translation. That same instinct, the urge to turn feeling into rhythm, has quietly carried Punjab from the wheat fields of north India to stadiums in Toronto, arenas in London, and festival stages in California. Somewhere along the way, a regional folk tradition became one of India's most effective ambassadors.

This is what foreign policy people call soft power, though Punjab never asked for the label. Soft power is the influence a place earns without trying to win an argument, the pull of its food, its festivals, its music,



the feeling people get when they encounter its culture and want more of it. Governments spend decades building this kind of goodwill through summits and statements. Punjab built it through bhangra beats and a stubborn refusal to be anything other than itself.

What makes the story worth telling is how little Punjab compromised to get here. The music stayed rooted in dhol rhythms, in Gurmukhi lyrics, in the cadences of Punjabi folk singing even as it picked up hip-hop, R&B, and electronic production along the way. It didn't dilute itself to travel. It simply got louder, and the world leaned in to listen.

Born in Punjab, Carried Across the World

Three names tell this story best: Diljit Dosanjh, Karan Aujla, and AP Dhillon. Each grew up with Punjab in his bones, and each has carried a piece of it somewhere it had never quite reached before.

Diljit Dosanjh's Coachella set was the moment many people outside the diaspora first heard Punjabi sung on a stage that size. It wasn't just a good show. It was a Punjabi farmer's grandson, in a turban, singing in his mother tongue to a crowd that didn't need the words translated to feel what he



meant. His appearance on The Tonight Show afterward confirmed something that had been building for years: Punjabi music no longer needed Bollywood's permission to be heard globally. The Los Angeles City Council made it official in its own way, declaring January 6, 2027, his birthday, as Diljit Dosanjh Day, in recognition of his contributions to music, culture, and South Asian representation in mainstream American entertainment. No Punjabi artist had come close to that kind of civic acknowledgement before. Dosanjh never softened his Punjabi-ness to get the invitation. He brought it with him, fully intact, and that honesty is exactly why audiences trust him.

Karan Aujla's rise tells a different part of the story, the part that happened on phone screens rather than film sets. His sharp, self-assured style found a young diaspora audience first, on TikTok and Instagram, before it found arenas. He has gone on to sell

out venues and break ticket records that once seemed reserved for much bigger, much older global acts. When he won the TikTok JUNO Fan Choice award, it wasn't a crossover prize handed down from the mainstream; it was proof that Punjabi music had built its own mainstream, with its own rules and its own fans.

AP Dhillon's story is the most personal one, in a way. A Punjabi-Canadian who grew up between two homes, his music doesn't treat Punjab and the diaspora as separate worlds; it moves through both at once, the way people who've actually lived that life do. His sound borrows comfortably from R&B and pop, but it never forgets where it started. For a generation of young Punjabis growing up far from their grandparents' villages, that matters more than charts or awards. It tells them their inheritance is not something to leave behind to fit in elsewhere.



More Than Music: A Story About Belonging

What's easy to miss in the headlines about streaming numbers and sold-out tours is the quieter thing actually happening: a community that left Punjab decades ago, often with very little, is now watching its grandchildren's culture fill arenas on three continents. For the families who came to Canada, the UK, or Australia as labourers, farmhands, and shopkeepers, this is not an abstract cultural statistic. It is their language playing at a wedding their non-Punjabi neighbours now ask to attend. It is their food, their festivals, their music, suddenly being sought out rather than quietly tolerated.

That is the real soft power story, not policy briefings, but a teenager in London discovering she's proud of where her family is from because a song made it cool. Not a diplomatic cable, but a stranger in Melbourne learning to say a few words of Punjabi because they loved a song enough to look up what it meant.

Punjab has always been generous with what it has, its langars feed anyone who walks in, no questions asked; its harvest festivals spill out into open invitation. It makes sense, in hindsight, that its music would carry the same instinct: open the door, and let anyone who's curious come in and feel something.

What started in the fields and gurdwaras of Punjab has become a genuinely global cultural force, carried not by institutions but by artists who refused to leave their roots behind to succeed elsewhere. Through Diljit Dosanjh, Karan Aujla, AP Dhillon, and the wider wave of Punjabi artists following them, the world isn't just hearing India's music. It's hearing Punjab's voice, specifically confident, rooted, and unmistakably its own.

The author is a geopolitical analyst based in Canada and holds a PhD in International Relations from the Centre for the Study of the Americas at Jawaharlal Nehru University.

HOW ONE YOUNG FOUNDER IS DOCUMENTING THE BUILDERS OF MODERN INDIA

Every generation documents itself differently. Some write books. Some build newspapers. Some create television.



This generation creates content.

But in a world overflowing with content, very little becomes history. Every day, thousands of podcasts are uploaded. Millions of videos are published. Most disappear within days. The real question isn't whether we need more content. It's who is documenting the people building modern India.

At 23, Asrar Ahmed believes the answer lies in documentary storytelling.

Not another studio podcast. Not another interview. Instead, he spends a day with extraordinary people in the environments where they create impact: factories, government offices, hospitals, sports arenas, and businesses.

That vision became One Day with Asrar.

From Engineering to Storytelling

Like many engineering students, Asrar began college expecting to become a software engineer. Over time, he realized his passion wasn't coding it



“

*I'm not building
another podcast.
I'm building the
documentary
archive of modern
India's builders.”*

Asrar Ahmed
Founder,
One Day Media



was understanding people. He became fascinated by entrepreneurs, business leaders, policymakers, and creators. Instead of preparing for placements, he immersed himself in studying founders and their journeys.

Curiosity eventually became his purpose.

Building Without Permission

Without investors, no network, no celebrity connections, or a production house, Asrar decided to begin anyway. His philosophy is simple: If the story is meaningful enough, the opportunities will follow.

A Different Podcast Format

Most podcasts happen inside studios.

One Day with Asrar happens inside the guest's world.

Episodes are filmed where guests actually work, build, compete, or serve, creating conversations that feel immersive rather than staged. The format combines documentary filmmaking with long-form storytelling to give viewers context instead of just conversation.

Building Long-Term IP

For Asrar, the podcast is more than a YouTube channel. It is a storytelling format, a documentary brand, and a long-term media asset. The ambition is to create a living archive of the people shaping modern India—one story at a time.



Early Momentum

The documentary series has already featured some of India's most respected personalities across sports, government, healthcare, and business. Featured guests include Saina Nehwal, Dr. Raghvendra Hunasgi, Jayesh Ranjan, Anupam Mittal, Owais Yaqoob, and Marziya Shanu Pathan, among many other eminent personalities from sports, business, government, and healthcare. These relationships were built through persistence, preparation, and a clear vision.

The Mission

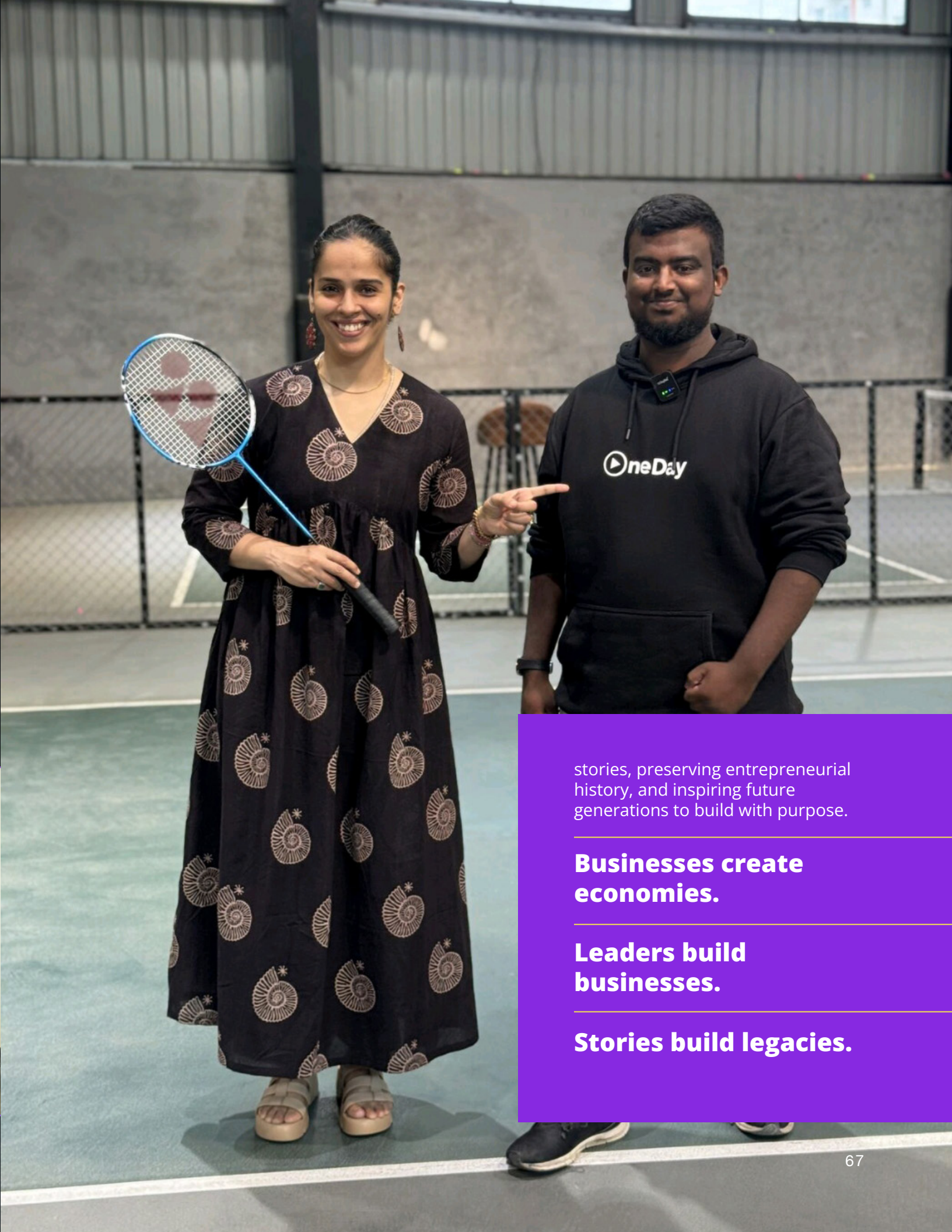
Success isn't measured only by views. It's measured by preservation. Years from now, future entrepreneurs should be able to understand how today's builders thought, struggled, and created impact.

One Day with Asrar aims to preserve those stories before they are lost.

Looking Ahead

At 23, this is only the beginning. The long-term vision extends beyond podcasting. It is about building one of India's most respected documentary media brands by capturing authentic





stories, preserving entrepreneurial history, and inspiring future generations to build with purpose.

Businesses create economies.

Leaders build businesses.

Stories build legacies.

BEYOND TRADITION

The Six-Generation Legacy Redefining Integrative Neurological Healthcare

The twenty-first century has transformed medicine in extraordinary ways. Artificial intelligence now assists in clinical diagnosis, genomics is redefining disease classification, regenerative medicine is expanding therapeutic possibilities, and precision healthcare is steadily replacing one-size-fits-all treatments. Yet despite these advances, neurological disorders remain among the most formidable challenges confronting global healthcare.

Stroke, Parkinson's disease, Alzheimer's disease, autism spectrum disorder, epilepsy, cerebral palsy, Bell's palsy, traumatic neurological injuries, and rare neurogenetic disorders continue to affect hundreds of millions of people worldwide. Beyond their clinical complexity lies an equally daunting economic and social burden. Long-term rehabilitation, lifelong medication, caregiver dependency, repeated hospitalizations, and limited therapeutic options continue to strain families and healthcare systems alike.

These realities are prompting a fundamental shift in global healthcare. Increasingly, researchers and policymakers are asking whether innovation must always originate from emerging technologies or whether responsibly investigated traditional knowledge may also contribute to future solutions.

Few institutions embody that question more compellingly than CBM's Sri Amba Ayurveda Aushadhalaya in Bengaluru.

For nearly a century, this family-led institution has quietly pursued a mission that extends beyond preserving Ayurvedic heritage. Today, it is redefining itself as an evidence-informed organization committed to exploring how classical medical knowledge can be examined using the rigorous standards of contemporary biomedical science.

Its story is not simply about tradition. It is about transformation.



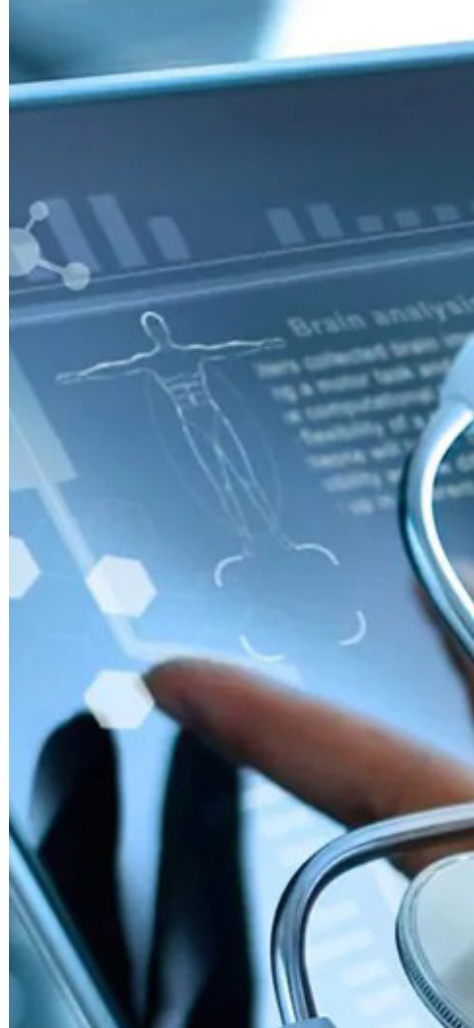
A Sixth-Generation Centenary Legacy Built on Compassion

The origins of CBM trace back to the early decades of the twentieth century, when Late Dr. Cherukupalli Sreenivasaiah, an Ayurvedic physician from present-day Andhra Pradesh, dedicated his career to treating patients with paralysis, Bell's palsy, post-polio disabilities, and other neurological disorders at a time when specialized neurological care was scarce across India.

His reputation rested not only on clinical practice but also on an unwavering philosophy that healthcare should remain compassionate, ethical, accessible, and affordable.

Long before patient-centred care became an international healthcare priority, those values formed the cornerstone of his medical practice.

Over six generations, successive leaders have preserved that philosophy while adapting to evolving scientific knowledge, healthcare systems, and patient expectations. The institution's longevity has been defined not merely by its age, but by its willingness to evolve without abandoning its founding principles.



Leadership for a New Era

Today, the institution is guided by Dr. C. Bhanu Murthy, Chief Advisor and Innovator, alongside Dr. C. Bhavya, Chief Traditional Ayurveda Medical Practitioner.

Rather than positioning Ayurveda in opposition to conventional medicine, their leadership reflects a markedly different vision one grounded in collaboration rather than competition.

Their philosophy is straightforward: traditional clinical observations deserve neither unquestioning acceptance nor outright dismissal. Instead, they should be subjected to the same scientific scrutiny expected of any healthcare innovation.

That approach represents a significant evolution from inherited clinical practice to evidence generation.

Instead of relying solely on historical experience, the institution has embraced interdisciplinary research, laboratory investigation, translational medicine, scientific documentation, and collaboration with biomedical experts. In doing so, it has aligned itself with a growing international movement that seeks to evaluate complementary medical systems through objective scientific methodologies.





Where Tradition Meets Science

Across the world, healthcare innovation increasingly depends on collaboration.

Complex neurological disorders cannot be understood through a single discipline. They require neurologists, molecular biologists, pharmacologists, toxicologists, rehabilitation specialists, clinical researchers, geneticists, and data scientists working together to answer increasingly sophisticated questions.

Recognizing this reality, CBM has expanded beyond its traditional clinical roots to develop research collaborations examining Ayurvedic formulations through modern biomedical frameworks.

Among those contributing to this scientific effort is biomedical researcher Dr. Dilip Rajasekhar Maddirela, whose expertise in molecular biology and translational medicine supports structured laboratory investigations of traditional formulations.

Current research focuses on phytochemical characterization, pharmacological activity, toxicological evaluation, mechanistic biology, formulation standardization, and translational science.

Importantly, the institution distinguishes between research and proof.

Its investigations are designed to generate evidence not to claim therapeutic certainty.

That distinction is central to responsible scientific communication and reflects internationally accepted principles governing biomedical research.

One Patient, One Question, One Transformation

- Many institutions evolve gradually.
- For CBM, one documented clinical observation became the catalyst for institutional transformation.
- In the late 1990s, the parents of an infant diagnosed with Sandhoff disease, an exceptionally rare and devastating neurogenetic disorder, sought consultation after conventional therapeutic options had been exhausted.
- Following individualized Ayurvedic supportive management, clinicians documented observations they considered encouraging compared with the expected disease course.
- Yet rather than presenting the experience as proof of efficacy, the institution adopted a notably restrained scientific position.
- A single case, it recognized, cannot establish causation.
- It cannot replace controlled clinical investigation.
- It can only generate an important hypothesis and a research question.
- That philosophy fundamentally shaped the institution's future.
- The case was subsequently documented and presented at the 30th Annual Conference of the Association of Clinical Biochemists of India, in collaboration with the Department of Neurochemistry at NIMHANS, Bengaluru.
- For CBM, publication represented neither validation nor conclusion.
- It represented the beginning of scientific inquiry.
- That distinction continues to define the institution's research philosophy today.



Evidence Before Assertion

- Healthcare increasingly demands transparency.
- Historical use alone no longer satisfies the expectations of patients, regulators, researchers, or policymakers.
- Recognizing this reality, CBM has embraced what may be its most significant institutional shift moving from experience-based practice toward evidence-informed investigation.
- Its research strategy follows internationally recognized scientific principles.
- Clinical observations generate hypotheses.
- Laboratory science explores biological plausibility.
- Preclinical investigations evaluate safety and mechanisms.
- Clinical research ultimately determines therapeutic relevance.
- By acknowledging this hierarchy of evidence, the institution deliberately avoids overstating the significance of ongoing research while emphasizing scientific accountability.
- Such restraint enhances rather than diminishes its credibility.





Innovation That Remains Accessible

Scientific innovation often captures headlines.

Affordability rarely does.

Yet, for families managing chronic neurological disorders, accessibility may prove just as important as technological advancement.

Neurological disease frequently demands years sometimes decades of medication, rehabilitation, physiotherapy, speech therapy, assistive technologies, repeated hospital admissions, and continuous caregiver support.

The resulting financial burden can be devastating.

For nearly a century, CBM has remained committed to providing supportive Ayurvedic care that is financially accessible while emphasizing consistency, individualized treatment, and ethical practice.

The institution does not present affordability as evidence of therapeutic superiority.

Rather, it considers affordability an ethical obligation.

In this context, innovation is measured not only by scientific sophistication but also by the ability to serve patients across socioeconomic backgrounds.



A New Model of Integrative Healthcare

Modern integrative medicine differs significantly from historical concepts of complementary care.

Today, internationally recognized integrative healthcare emphasizes scientific evidence, regulatory oversight, interdisciplinary collaboration, patient safety, and shared clinical decision-making.

CBM's philosophy reflects this evolution.

The institution consistently characterizes its services as complementary rather than substitutive.

It recognizes that complex neurological disorders require multidisciplinary management involving neurologists, rehabilitation specialists, psychologists, physiotherapists, primary care physicians, and, where appropriate, evidence-informed complementary approaches.

Rather than challenging evidence-based neurology, the institution seeks to contribute responsibly to the broader scientific dialogue by investigating traditional medical knowledge through modern research methodologies.

This balanced approach positions CBM within an increasingly important global conversation about how traditional knowledge may contribute to future healthcare innovation.

The Future Begins with Questions

Perhaps the most remarkable aspect of CBM's journey is not its longevity.

It is its willingness to question its own assumptions.

Across nearly a century, the institution has evolved from a family-led Ayurvedic practice into a research-oriented organization that embraces scientific accountability, interdisciplinary collaboration, and transparent evidence generation.

Its leaders understand that meaningful innovation begins not with certainty but with curiosity.

Traditional knowledge becomes valuable not because it is old, but because it can be investigated.

Scientific progress emerges not from unquestioned belief but from rigorous evaluation.

Whether future research ultimately confirms, refines, or challenges aspects of its clinical experience, the institution has already demonstrated something of lasting importance: heritage and science need not exist in opposition.

Instead, they can become partners in discovery.

As neurological disorders continue to challenge healthcare systems worldwide, the future will belong to institutions willing to combine compassion with scientific rigor, tradition with transparency, and innovation with humility.

For CBM's Sri Amba Ayurveda Aushadhalaya, that journey has unfolded across six generations.

Its next chapter will be written not only in clinics but also in laboratories, research collaborations, and peer-reviewed science.

In an era increasingly defined by evidence-informed medicine, that may prove to be its most enduring legacy.



ASIA Reads

BOOKS THAT BUILD LEADERS. IDEAS THAT MOVE ASIA FORWARD.

From scaling startups to building high-performing teams and mastering your mindset—our editors recommend three timeless reads for ambitious minds.

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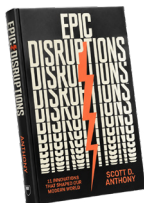
The best leaders
never stop learning.
Turn the page.
Lead the change.

01 HIGH GROWTH HANDBOOK ELAD GIL



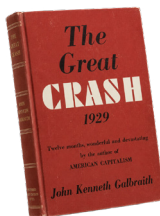
FUNDRAISING. FIRST CUSTOMERS. FIRST HIRES. A practical playbook for founders navigating the toughest stages of building a startup. Drawing on lessons from Silicon Valley's fastest-growing companies, Elad Gil distills hard-earned insights on hiring, fundraising, product-market fit, and scaling into one indispensable handbook.

02 EPIC DISRUPTIONS SCOTT D. ANTHONY



INNOVATION. DISRUPTION. LASTING IMPACT. Eleven transformative innovations that reshaped industries and markets. Scott D. Anthony uncovers the patterns behind disruptive success, offering practical lessons on innovation, adaptability, and long-term competitive advantage.

03 THE GREAT CRASH 1929 JOHN KENNETH GALBRAITH



MARKETS. CRASHES. TIMELESS LESSONS. John Kenneth Galbraith's classic examination of the 1929 market collapse reveals the dangers of speculation, investor psychology, and unchecked optimism essential reading for anyone seeking to understand financial markets and economic cycles.

READ WIDELY. THINK DEEPLY. LEAD BOLDLY.

ASIA INC. 500 PRESENTS

VISIONARIES. LEADERS. CHANGEMAKERS.

THE 40 UNDER 40

Recognising extraordinary
leaders under 40 who
demonstrate visionary
entrepreneurship,
transformative impact,
and the rare courage to
redefine industries across
Asia and beyond.

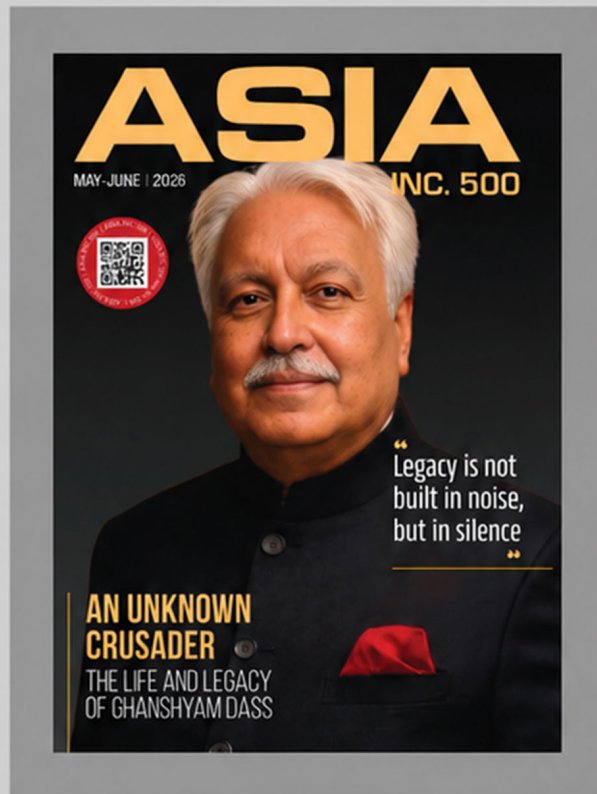
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