

## TOWARDS A BOUNDARYLESS ASIA

# redefining excellence

DivyaSree's success story has been built on a bedrock of complete commitment to delivering excellence across projects

What are the business mantras you have adhered to as you sought to establish your success story?

>> Passion is really the key here. I believe that if you're not prepared to stand up to it and behind your work, it will never really load anywhere. The whole purpose of creating DivyaSree was to create occupational spaces that are more than simple offices. They are an experience. What has really made DivyaSree what it is today is our dedication, our absolute focus on the projects we undertake. The ability to understand as well as take risks combined with a never-give-up attitude is our edge.

Every project we undertake is different, and what works for one will not always work for the next. I believe that a well-thought out

approach, a flexible plan to account for any situation and incorporating the contributions of our team is what leads us to succeed. It also helps to cultivate trust, within the team and with our clients as well.

Along your decade's long professional journey, what are the major milestones that you look back on with satisfaction and pride?

>> Since we began our journey as a commercial real estate developer, we have had many moments that we look back on with pride. The first milestone is always remembered fondly: Our pioneering project "DivyaSree Chambers" is a big part of the history of Indian real estate as India's first public-private commercial venture.



**Bhaskar Raju**  
Managing Director  
DivyaSree

We've incredibly proud that it's considered a landmark of real estate development in South India and the yield-based sale to a financial institution.

Since then, we have gone from strength to strength, having delivered nearly 27 million of commercial as well as residential spaces across the board. Being at the epicenter of development for Hyderabad's IT boom and following up with Chennai have been incredibly defining moments for us as a developer. It's incredible to think we went from a single-city, single-asset portfolio to a multi-city, multi-asset developer.

If you had to describe the DNA of the DivyaSree Group, which have defined its success, what

would you boil it down to?

>> What really makes us stand out, I think, is our willingness to accept change. We as a group are always ready and willing to redefine ourselves and the spaces we create. It's ingrained in everything we do. Planning ahead and being ready with contingencies for any situation we might face, combined with detailed plans is what really defines us as a real estate developer. More than that, it's our passion to create, our passion to be the best and to achieve our goals without compromising on our vision and the quality of our offerings is what drives us a company.

After having developed more than 17.5 million square feet of world-class office buildings across



South India, what's next for DivyaSree Group?

>> We have set ourselves on a path of rapid growth and diversification. For the future, we plan to expand our services to other local

and geographies and scale up our operations. Leveraging the trust and goodwill we have gained over the years, we plan to look into new avenues of growth and expand our reach consider-

ably. After having delivered close to 27 million square feet of commercial and residential spaces, our next aim is to double the size of our portfolio within the next few years.

## 'Care about people to build a strong brand'

Strategic innovation lies at the heart of V. Senthilkumar's rise to prominence

With infrastructure spending on the rise across India, how is Propel Industries poised to take advantage of this opportunity?

>> Recognizing the infrastructure growth in India, Propel Industries had seen increasing the capacity of the machines three years back. As the scale of infrastructure projects are becoming bigger, Propel has developed large machines capable of producing up to 100 tons of aggregate per hour, a total of 72 equipment covering medium and bigger segments. We are also doubling our manufacturing capacity which will be

operational from mid of next financial year. Specifically for the Road sector, Propel has launched 250-350 TPS Mobile Truck Mounted processing plants, with dual power capabilities. These machines can be moved and deployed within a short time period. As the infrastructure industry is increasingly demanding rapid execution, these machines will provide a boon for this sector.

As the river sand has been depleted, Propel has engineered technology to produce M-Sand (IS-3825) from grading Standards. All over



**V. Senthilkumar**  
MD, Propel Industries

the world, M-Sand has proved to be better than river sand in improving the strength of concrete and durability. Propel is the fastest growing company in the M-Sand and plastering sand area in India.

eco-friendly water recycling solutions, reducing the water consumption and waste.

Excellent after sales service and training operators have been a key aspect in Propel's success story. There are further enhancing our service infrastructure and training capabilities. We are investing in R & D and automation which will facilitate in reducing man power requirement for our customers.

If you had to pass on nuggets of wisdom to the next generation of entrepreneurs, what would it be?

>> The most important quality of a successful entrepreneur are the ability to dream, patience and conviction to learn the tools of the trade, and the courage to fight it out in the marketplace. Another key attribute is empathy towards employees and customers.

Only when you truly put people first, you can build a good product and create a brand.

base services. The process is not particularly tuned to end quality. Quality in production is intangible and easily differentiable. In fact, it is the most important attribute in competing in tenders, where procurement is not a simple task. It is also an essential quality in addition to cost.

Another challenge faced by entrepreneurs is to take on their share of responsibilities, which includes avoiding costs and time overruns. Hence, we prepare a plan which minimizes the risk from the client's side. We also ensure that our client's expectations are met at the best possible cost.

While ultimately rewarding, the E-governance space is quite challenging. How were the challenges overcome in this emerging space?

>> While there is much work to be done to overcome the position in the thriving industry by this space, we have succeeded in addressing several of them by implementing workable strategies and building a deep domain expertise.

A significant challenge has been the procedure for procurement of knowledge. It is a process that is not particularly tuned to end quality. Quality in production is intangible and easily differentiable. In fact, it is the most important attribute in competing in tenders, where procurement is not a simple task. It is also an essential quality in addition to cost.

Majority of the project implementation activities are executed by SMEs to whom the works get subcontracted. They require high value assets (such as earth-moving, road, concrete and material handling equipment) and purchasing and cash flow of SMEs. Losing options offer a more cost-effective way to acquire the assets vis-a-vis owning.

The generation of leasing and equipment rental is still at a nascent stage due to the unavailability of tax treatment and leasing in India. However, with the introduction of GST, the industry is likely to be reinvigorated and the value of GST will be realized over time.

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## 'The world's most innovative companies prosper by harnessing disparate views'

Devendra Kumar Vyas epitomizes his organization's complete commitment to continuous innovation

With Infrastructure getting a much-needed policy push and focus, how do you view the prospects of Infrastructure Finance companies such as SREI Equipment Finance?

>> With the current government's focus on infrastructure, the construction of 8,67,77 km of roads in the next five years. These create a requirement of capital goods on a large scale and increase the number of contractors executing these projects.

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**Devendra Kumar Vyas**, CEO, SREI Equipment Finance

utilization of assets over its economic life. Leasing, as a financial tool will be key for the infrastructure growth of India.

You are well known for your innovative ideas that have reshaped India's Infrastructure equipment financing industry. Could you shed some light on the thinking behind the ideas you mooted?

>> Coming from an entrepreneurial family, the founders of SREI Equipment Finance Ltd (SEFI) have all been instilled with an entrepreneurial spirit within every employee of the company. This has led to the development of innovative ideas and the implementation of these ideas.

Our customer-focused approach has all contributed to our success. We cater to a wide range of customers, from First Time Buyers to fleet owners and mid-size con-

technological and digital innovation to enhance our ability to respond to our increasingly competitive market and to proactively mitigate the risks we face.

Your efforts have been pivotal in helping SREI Equipment Finance become a market leader. Talk to us about the strategy mastermind this rise to prominence.

>> The clear differentiator for SEFI has been its holistic approach in providing and to-and-fro solutions that cover the entire value chain in the equipment life cycle. This includes equipment procurement, deployment, maintenance, second life financing, and exit sales. Our partnerships with OEMs are key to our equipment-centric business model. These include various arrangements such as general association, preferred financing associations and joint venture associations.

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aged into related products like lifts and home appliances. Increasing the presence of a company's success cannot simply be measured by the sales volume, but by also strengthening the distribution network to 2,00,000 outlets presently.

A leader needs to be constantly evaluating himself, reflecting on where he is and what he has learnt. Understanding the industry and its challenges, motivating the team, building trustworthiness, and maintaining a close relationship with shareholders, learning from the results. Looking to feedback and making necessary corrections are ways to be successful in a long run.

If you had to offer some nuggets of wisdom to an aspiring entrepreneur, what would they be?

>> You must enter a business that is relatively untapped, where you can be a change agent. A differentiator. Always look at multiple perspectives to your subject matter. It is well said: Remember digital cameras were disrupted by phone cameras. Disruptions come from unknown zones. Look out for them.

Being passionate is the mantra. Will being passionate guarantee success? No. But it will help tremendously. Because when things go wrong, you are able to see a rough patch, it is this passion that will help you persevere.

Let vision be the driving factor for your business. The vision will affect what you see and it will affect your focus. It will help you see your business in a detailed analysis of your business. When you are able to see a rough patch, it is this passion that will help you persevere.

To become a great leader, one needs to know the higher purpose of the company, its business and social goals and to believe in it steadfastly. One needs to develop the qualities of empathy, openness and compassion as well as drive and determination. Above all the leader needs to be connected to the people, the welfare and commanding the trust of the stakeholders. Only in such an environment a company can grow to its full potential all around.

## Heralding tangible change

E-governance might be de rigueur today, but Prakash Rane was championing it before it grabbed the limelight

E-governance solutions crafted under your leadership have turned into industry benchmarks. How was this achieved?

>> The foremost advantage that we have had was being an early player in the space of providing E-governance solutions to the Government clients. There were hardly any replicable projects in

without compromising the credibility of Government processes. As a result, it has a significant impact in electronic services delivery to citizens which is both sustainable and credible. This outcome coupled with the methodologies adopted was found to be re-usable and has been the key to why many of our projects have become industry benchmarks.

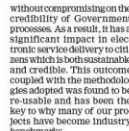
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**Prakash Rane**  
Founder and MD,  
ABM Knowledgeware

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Eventually all businesses are a reliable online presence

Quality control is an integral part of our production process with extensive quality checks and measures put in place to ensure that requirements of type and quantity of the most demanding international standards.

Most importantly, we believe in putting our customers first and hence we work towards delivering the products to our customer. The Indian market is full of diverse preferences, various income levels, and regional trends. Focusing on the customer, is our focal point. We accomplish this by constantly addressing the existing gaps with the simple philosophy of connecting through our customers through our wide range of product portfolio, and ensuring that we deliver with a minute eye on quality. All this holds us in good stead in these changing times.

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## ABM

this space, let alone any workable solutions that had made an impact to the ordinary citizen.

Our focus was on designing solutions which would bring about a tangible positive difference in the services being delivered to citizens and businesses thereby letting minimum costs coupled with the government. This

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## Lighting the way ahead

Raju Bista sheds light on his journey in the LED Lighting industry and the growth areas that excite him

While industry pushing boundaries and betting more innovative than ever, how has Surya Roshni adapted with changing times?

The LED general lighting market has undergone incredible changes in the recent years. The industry has witnessed unparalleled advancements giving rise to much more sophisticated applications: from indicator lights to lighting fixtures; from lighting fixtures to outdoor landscape lighting; and from back light displays to general lighting for illumination.

Surya Roshni is constantly upgrading its technology, research & development and testing facilities from analog to digital as LED lighting is a more energy efficient and more visible light output. In a short span of two years, Surya Roshni and Technology Centre (STC) has upgraded the LED

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**Raju Bista**  
MD, Surya Roshni

light fixtures six times for luminous efficacy and reliability improvements.

To cite another example of Surya Roshni's agility to respond to user friendly needs, the company's adoption of NLDC technology in fans. It is a revolutionary initiative by Surya since we understand the importance of being judicious about power consump-

tion for the sake of the nation, as well as a money saving initiative for our consumers.

Committed to future growth, the company is constantly focusing on widening the range of products at affordable selling prices, enhancing quality, providing training to the industry, and opening the channels of distribution and adding value to the products. We expect these would definitely offer the company powerful momentum to expand its market share, increase brand equity and boost the bottom line.

What are the tenets of leadership that you have embraced to ensure organizational and personal success?

>> I strongly believe that the personal leadership style of the leader determines the success of a company or an organization. With technology changing at incredible speeds, the old styles of leadership would leave the business far behind in the competitive market with its outdated processes and pervasive inefficiencies. The company for-

ward landscape lighting; and from back light displays to general lighting for illumination.

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MONDAY, MARCH 5, 2018

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>> While there is much work to be done to overcome the innumerable challenges posed by this space, we have succeeded in addressing several of them by implementing workable strategies and building a deep domain expertise.

A significant challenge has been the procedure for 'Procurement of Knowledge

based services'. The process is not particularly tuned to lend weightage to a vendor in terms of quality. Quality in such a situation is intangible and isn't easily differentiable beyond a point. Instead we prefer competing in tenders, where procurement is not only based simply on the lowest cost but also on a combination of quality in addition to cost.

Another challenge faced is project management support from clients to take on their share of responsibilities, which is necessary to avoid additional costs and time overrun. Hence, we prepare a project plan which minimises deliverables from the client's side by taking on more responsibility than usual and ensure that our client's executives have everything on hand to do their best possible work.

There are other challenges as well such as payment delays, quality manpower retention, continuity of vision in cases of change of project champions. We have been able to address these issues to a certain extent by virtue of high visibility and accolades received by a host of our successful projects.

**ABM**  
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