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**The Hunt Report**
Vol. 18, 2026-27

# THE NEW LEADERSHIP EQUATION:

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**Prof. Raghu Iyer**
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**Bob Semple**
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**Sujjain Talwar**
Co-founding Partner at ELP

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# PREFACE

***Dear Readers,***

*Every era presents its leaders with defining questions. Today, these are increasingly interconnected. How should organisations harness artificial intelligence while preserving human judgement? How must leadership evolve as generational expectations shift? What does sustainable growth look like amid geopolitical uncertainty?*

*These questions are already shaping boardroom conversations, investment decisions and organisational strategies.*

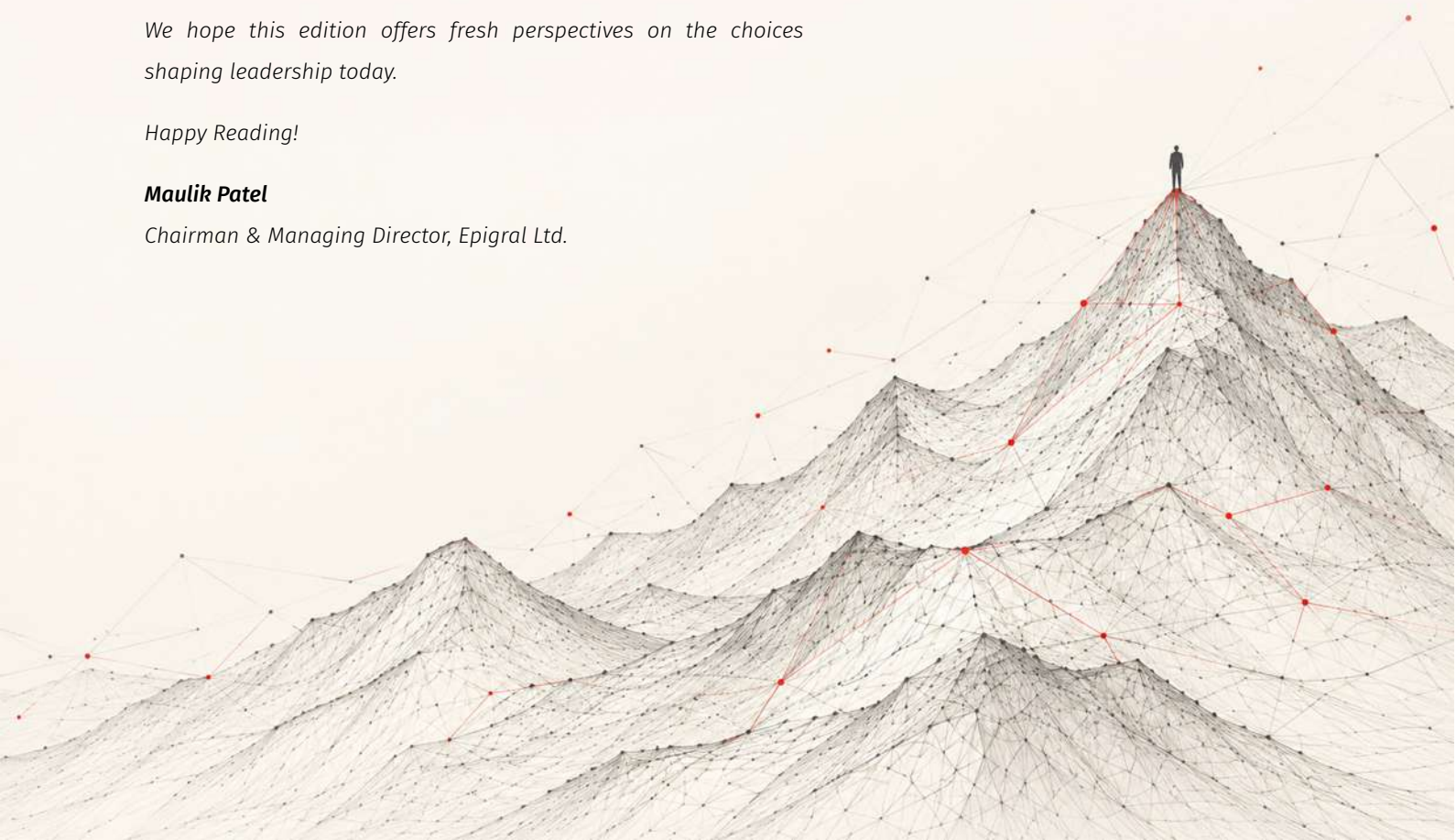
*The Hunt Report Vol. 18 - The New Leadership Equation: Leading in a Redefined World, explores how leaders across sectors are navigating this changing landscape. Through conversations with business leaders and perspectives on evolving industries, this edition examines the capabilities and mindsets needed to respond to disruption, recognise opportunity and build resilient organisations.*

*While the context for leadership continues to evolve, the fundamentals remain vital: sound judgement, adaptability, integrity and purpose. The challenge lies in balancing these enduring qualities with the willingness to question established approaches and embrace new possibilities.*

*We hope this edition offers fresh perspectives on the choices shaping leadership today.*

*Happy Reading!*

***Maulik Patel***
*Chairman & Managing Director, Epigral Ltd.*



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# BOARD PRACTICE

Delving into how boards can strengthen governance, sharpen oversight and navigate the opportunities and risks of an AI-driven world.

# The AI-Ready Board: Governing in the Age of Agentic AI

*By Arjun Erry and Seemran Jain*



## Amrita Gangotra

Entrepreneur, Global Technology Leader and Independent Board Director

***1. Let's talk about Agentic AI. From your perspective, how should the board formalize its posture to this rapidly evolving paradigm?***

Although I come from the technology background and therefore it helps me to push the AI aspects more strongly on the boards, I feel on Agentic AI, the board's role is not to manage the technology but to define the risk appetite, accountability, and governance boundaries. What I think boards should be doing is treating AI like cyber or financial controls — with clear ownership, escalation protocols, human override mechanisms, and periodic board review for high-impact use cases. Boards need to stop treating AI governance as a future agenda item — agentic AI is already making consequential decisions in companies today.

***2. The AI journey for corporations is yet nascent. On a personal level, how have you approached the AI learning curve?***

My telecom and enterprise technology and software coding background helped, but generative and agentic AI required deliberate re-learning. That means actually using AI tools, joining peer networks of independent directors who share real governance experiences, and maintaining the humility to know the learning is never complete. The moment a director thinks they've "learned AI," they've stopped paying attention. Personally, I believe board members do not need to become technologists, but they do need working literacy.

***3. What are your views about exercising judgment and discharging your fiduciary duties in the context of algorithmic decision-making?***

The fiduciary duty does not get outsourced to the algorithm — the board remains accountable for outcomes of systems it has

sanctioned, even when it cannot reconstruct every individual decision. That has two direct implications: explainability must be a deployment requirement for any AI system making material decisions, not an afterthought; and human-in-the-loop review must be preserved above defined materiality thresholds. What concerns me most is the cultural drift where executives stop interrogating the model's output. Boards therefore need assurance that AI outputs are explainable, auditable, tested for bias, and aligned with company policy and regulatory expectations.

***4. Getting into the weeds here, what questions and/or reporting frameworks should boards insist on from the executive leadership – to gain visibility into AI systems that carry material risk?***

A structured AI Risk Register as a standing agenda item — at minimum annually, quarterly where AI is operationally significant. It should cover: inventory of AI systems in production and their owners; scope and materiality of decisions made; override rates (a very low rate can signal humans have stopped checking); failure and anomaly logs; model drift tracking; and third-party vendor dependency. I also push for one specific question in every risk committee session: "What is the worst thing our AI systems could do that we wouldn't immediately know about?"

***5. There's a narrative building about the need for an AI oversight committee of the corporation. Do you see merit in this? Or should AI oversight be embedded within an existing committee? And if so, which one?***

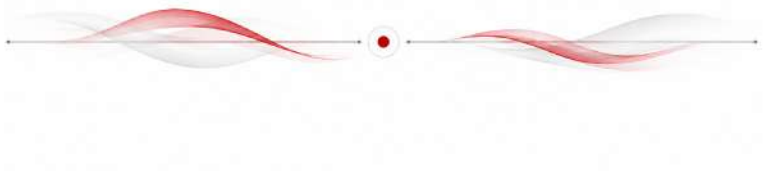
I've moved away from advocating a standalone committee — in practice, it becomes a silo and the rest of the board mentally outsources AI governance to it. My recommendation is to split the mandate clearly: Audit Committee owns AI as it relates to internal controls, financial reporting, and fraud systems; Risk Management Committee owns systemic AI risk including model risk, data privacy, and reputational exposure. Critically, the full board should receive a consolidated AI oversight summary at least twice a year — when a material AI event hits, every director faces scrutiny, not just the relevant committee.

***6. The regulators in India – capital markets, banking, and the like – are opining clearer expectations on governance of AI. How do you see these expectations impacting boardroom conversations?***

The direction is consistent across SEBI, RBI, and NFRA — explainability, audit trails, and demonstrable board oversight are becoming compliance expectations, not just good practice. Indian listed company boards that treat AI governance as optional are underestimating how quickly it will become a regulatory exposure.

***7. Circling back to the AI learning curve, but in broader context: what is your opinion on how NEDs should action their continuing education journey?***

Three things, in order of importance. First, use AI tools personally — not to become technical, but to develop an intuitive sense of where these systems fail. If you've never seen a model hallucinate confidently, you cannot adequately interrogate management deploying one in a customer context. Second, invest in peer networks where directors speak candidly about real governance failures. Third, spend one to two days annually with the management team seeing AI systems in operation, not in a boardroom presentation. AI will not wait for directors to feel ready; the job is to close that gap faster than the risk does. Boards that learn collectively tend to ask better strategic questions rather than reactive questions.



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# The Human in the Loop: Rethinking Board Oversight in the Age of AI

*By Arjun Erry and Seemran Jain*



## Krishnakumar Natarajan

Entrepreneur, Investor, Startup Mentor, and Independent Board Director

As AI becomes embedded in autonomous decisions, it begets a corporate governance challenge: boards, and therefore NEIDs, are accountable for material risks of the corporation. But, what if agentic AI glitches snowball into material problems – be it the business, people, compliance, regulatory, and the like. Can – and should – the board be held accountable for seemingly autonomous and unsanctioned actions?

***1. Let's talk about Agentic AI. From your perspective, how should the board formalize its posture to this rapidly evolving paradigm?***

The board should play a role in defining areas where Agentic AI should be implemented and those workflows where it will not, because human judgement and perspective are very critical. Even where Agentic AI is implemented in workflows, it is critical not to leave every aspect of it to AI Agents. The workflows should be redesigned to identify where manual oversight will be an essential part of the new workflow. New work models will drive seamless collaboration between humans & agents, and Boards should play an enabling role in this.

***2. The AI journey for corporations is yet nascent. On a personal level, how have you approached the AI learning curve?***

The AI journey for every person is very different. You will also learn a lot from being exposed to potential use cases, knowledge of failures, etc. So, on a personal level, I experiment with a lot of new tools and get exposed to early adoption approaches in enterprises.

***3. What are your views about exercising judgment and discharging your fiduciary duties in the context of algorithmic decision-making?***

AI cannot and will not replace human intuition and judgement.

While AI can help us understand unique patterns in data and insights that a human mind will not be able to establish, it is essentially a decision-making tool that will help individuals and decision makers make better decisions.

***4. Getting into the weeds here, what questions and/or reporting frameworks should boards insist on from the executive leadership – to gain visibility into AI systems that carry material risk?***

I would break this into two broad buckets - one where management has selected areas for AI adoption and why. Not all problems need AI as a solution; some can be solved with ML, automation, etc. Establish a decision framework to ensure the tool is being used for the right purpose. Drive an execution strategy around this and clearly identify business outcomes against which the initiative will be measured.

The second category is governance relating to areas where AI has been implemented. What are the guardrails around these, and how is the solution evolving to address these? If there are outliers, how quickly were interventions initiated?

***5. There's a narrative building about the need for an AI oversight committee of the corporation. Do you see merit in this? Or should AI oversight be embedded within an existing committee? And if so, which one?***

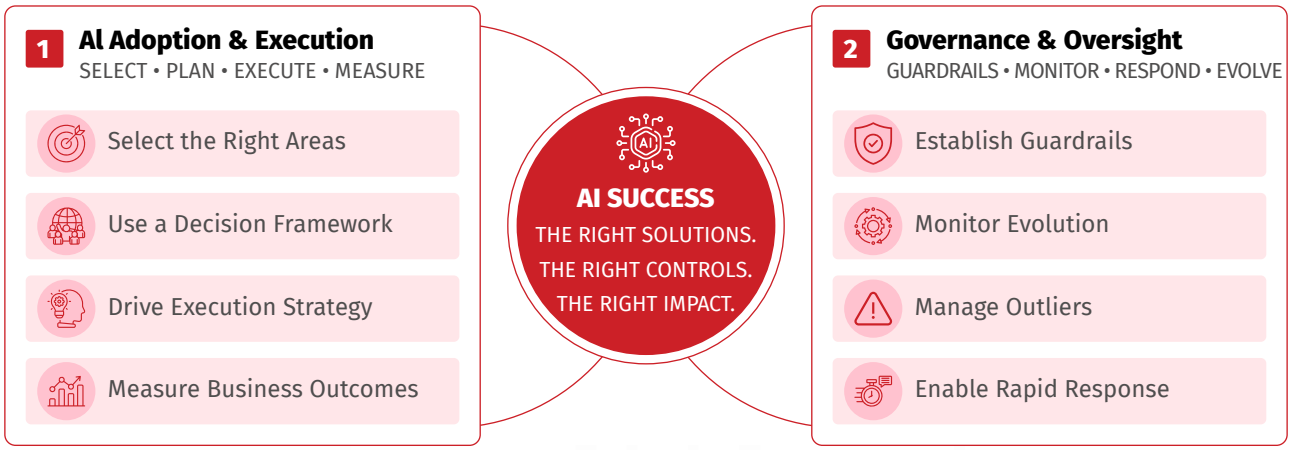
It is early days and there is still no single source of truth. Also, the technology and approaches are changing rapidly and no one can keep track of all this. In my view, it is prudent for the Board to identify a dedicated AI Strategy Committee at the Board level, which also has access on a need basis to external experts.

***6. The regulators in India – capital markets, banking, and the like – are opining clearer expectations on governance of AI. How do you see these expectations impacting boardroom conversations?***

The regulators are proceeding in the right direction by demanding proper guardrails for AI adoption. It will impact how Boards think of driving forward the initiatives in their business. Beyond this, there must be a forum/platform to share learnings and rapidly establish the right governance framework.

***7. Circling back to the AI learning curve, but in broader context: what is your opinion on how NEDs should action their continuing education journey?***

This is a continuous learning journey and NEDs have to budget and plan their learning paths. They need to, through their networks, understand the approaches of companies in similar segments and bring those learnings to the Board discussions.




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# APPOINTMENTS

| | | |
|---|---|---|
| **Gayathri Parthasarathy*** | Shriram Wealth Ltd. | Aug 2026 |
| **Sarah George*** | Muthoot Fincorp Ltd. | Aug 2026 |
| **Sandhya Vasudevan*** | Triveni Power Transmission Ltd. | Jun 2026 |
| **Abhay Rangnekar** | NIIF Infrastructure Finance Ltd. | Apr 2026 |
| **Sunita Rebecca Cherian*** | Medi Assist Healthcare Services Ltd. | Apr 2026 |
| **Gajanan Vithal Gandhe** | Goodyear India Ltd. | Jan 2026 |
| **Ajay Mahajan** | ASK Asset Management Pvt. Ltd. | Sep 2025 |
| **Jaideep Bhattacharya** | ASK Asset Management Pvt. Ltd. | Sep 2025 |
| **Vellur Gopalaraghavan Kannan** | ASK Asset Management Pvt. Ltd. | Sep 2025 |
| **Dipali Sheth** | Raymond Realty Ltd. | May 2025 |
| **Sujatha Mohan** | IndoStar Capital Finance Ltd. | Apr 2025 |

*Alumni of the Director Development Programme by Altus



# INDUSTRIAL

Tracing the next phase of industrial growth, from India's evolving role in global supply chains to taking AI from experimentation to enterprise-wide impact.

# The CEO as Chief Growth Officer — Where Will Growth Come from Next?

*by Sonal Thakker and Rupika Hurket*



## Maulik Patel

Chairman and Managing Director of Epigral Ltd.

***1. Since its demerger from Meghmani Organics in 2021 and rebranding to Epigral in 2023, the company has evolved from a chlor-alkali derivatives business into an integrated, multi-product chemicals conglomerate. As you look to the future, how do you define growth today? Has the meaning of growth itself changed for you, and where do you see the next engines of value creation emerging?***

Growth for us is no longer only about adding capacity or increasing revenue. It is about creating a more integrated, diversified and value-added business. We have consciously moved from being largely a bulk chemical player towards derivatives and specialty chemicals. Our next phase of growth will come from deeper integration, new chemistries, import substitution and products where we can build a differentiated position. Ultimately, we want growth to translate into sustainable profitability and long-term value creation.

***2. Epigral began as a chlor-alkali derivatives business and has grown into a company aspiring to Rs. 5,000 crore in revenue. Looking back, which single growth decision felt most like a leap of faith — and what gave you the conviction to take it?***

The biggest decision was to move beyond our traditional chlor-alkali business and progressively build downstream value chains. Entering products such as CPVC, Epichlorohydrin and Chlorotoluenes meant entering businesses where we did not initially have an incumbency advantage. But we had confidence in our chemistry, manufacturing and, importantly, our project execution team capabilities. We saw the opportunity to convert our integrated feedstocks into higher-value products and reduce dependence on imported chemicals. That conviction has strengthened as the business has evolved.

***3. The move from Meghmani Finechem to Epigral in 2023 was more than a name change. Was it also a signal of where the company's next chapter of growth would lie?***

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Absolutely. The rebranding reflected the transformation already taking place in the business. Our Derivatives & Specialty contribution, which was negligible earlier, had become a significant part of our revenue by the time of the rebranding. We were also beginning to expand our global presence and enter new chemistries. The name Epigral represented our ambition to become a global, multi-product chemical company. A business has outgrown its identity when its future ambition is significantly broader than the business with which it started.

***4. How is Epigral making sure the China+1 opportunity becomes structural rather than cyclical?***

China+1 is an opportunity, but we do not want our growth strategy to depend on one external trend. Our focus is on creating structural advantages through integration, product diversification, customer relationships and import substitution. We are building products that address growing domestic demand. The objective is to build capabilities and customer relationships that remain relevant irrespective of short-term cycles.

***5. Epigral has moved into several new value chains. How do you manage the organisational and capital risk of entering chemistries where you don't yet have incumbency advantage?***

We evaluate new opportunities carefully — technology, customer demand, economics, integration potential and our ability to execute. We have also learnt that customer validation is extremely important in specialty chemicals. Our experience with Chlorotoluenes reinforced the importance of having pilot facilities so that products can be developed and approved before scaling up. Going forward, we want to move further downstream into higher-value derivatives, but in a measured manner. Our objective is not to enter a chemistry simply because the market is attractive; we want to build a sustainable competitive position.

***6. Is integration primarily a cost and resilience strategy, or is sustainability increasingly becoming a growth engine?***

Integration gives us both cost efficiency and resilience. Our ability to consume intermediates internally allows us to move further downstream and capture greater value from the same ecosystem. Captive power and renewable energy also improve the efficiency and sustainability of our operations. For us, sustainability is increasingly part of business strategy rather than a separate initiative. The greater opportunity is to combine operational efficiency, responsible manufacturing and higher-value products to create long-term growth.

***7. Epigral has built its business on becoming an integral partner to global and domestic clients. How do you balance the security of these relationships with the flexibility to pursue new growth opportunities?***

Long-term customer relationships are particularly important in derivatives & specialty chemicals because customers value consistency, quality, reliability and technical support. At the same time, we have to continuously evolve. Our answer is diversification — across products, chemistries and industries. This gives us the stability of long-term relationships while allowing us to pursue new opportunities. We want to be a strategic partner to customers, not merely a supplier.

***8. As Epigral scales into a larger, more complex, listed multi-product conglomerate, how do you think about your own role as Chief Growth Officer today?***

As the organisation grows, the CEO cannot be the person identifying and driving every opportunity. My role increasingly is to create the right leadership team, allocate capital prudently, build capabilities and ensure that the organisation has the confidence and discipline to execute. Growth has to become institutional rather than dependent on one individual. For me, the next phase is therefore as much about building people and organisational capability as it is about identifying the next business opportunity. If we can create that platform, Epigral can continue to grow well beyond the current phase.



# CHINA+1 TO INDIA+1: IS INDIA READY FOR SUPPLY CHAIN LEADERSHIP?

**By Sonal Thakker and Ishitaa Goyal**

The global manufacturing landscape is undergoing its most significant realignment in decades. Geopolitical tensions, trade disruptions, and the need for resilient supply chains have prompted multinational corporations to diversify their manufacturing footprints beyond China, giving rise to the now-familiar “China+1” strategy.

Among the countries seeking to capitalize on this shift, India has emerged as one of the strongest contenders. With its large domestic market, favourable demographics, competitive cost structure, expanding infrastructure, and supportive policy environment, India is increasingly positioning itself as a strategic manufacturing and supply chain hub.

**The momentum is already visible** across sectors such as electronics, automotive components, chemicals, renewable energy equipment, and industrial manufacturing. Government initiatives including PLI schemes, PM Gati Shakti, the National Logistics Policy, and continued investments in logistics and industrial infrastructure are strengthening India's competitiveness and attractiveness as an investment destination.

- **Electronics**
- **Automotive components**
- **Chemicals**
- **Renewable energy equipment**
- **Industrial manufacturing**

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## A Unique Value Proposition

What differentiates India from many other emerging manufacturing destinations is the combination of market opportunity and talent availability. Beyond being a production base, India has established itself as a hub for engineering, research & development, digital transformation, and Global Capability Centers. As manufacturing becomes increasingly technology-led, this talent advantage is emerging as a critical differentiator.

Yet, the transition from an attractive manufacturing destination to a true supply chain leader remains a work in progress.

**15-17%**

Manufacturing contributes only about 15–17% of India's GDP, well below the levels achieved by manufacturing-led economies.

**25%**

To realize its ambition of increasing this share to 25%, India must address several structural challenges.

## What it will Take to Lead

Supply chain leadership today is driven not only by scale, but also by innovation, digitalisation, sustainability, and resilience. Building stronger R&D capabilities, integrated value chains, and embracing Industry 4.0 technologies will be essential to creating a long-term competitive advantage.

However, perhaps the most important enabler of India's manufacturing ambitions will be talent. As operations become increasingly automated, digital, and data-driven, organisations require professionals who can integrate advanced technologies with operational excellence. At the leadership level, the challenge becomes even more pronounced. As businesses grow in scale and complexity, companies need leaders who can build ecosystems, manage global operations, drive transformation, and create resilient operating models.




Consequently, demand for CEOs, COOs, Business Heads, Plant Leaders, Supply Chain Heads, Procurement Leaders, and Digital Manufacturing Executives is intensifying. Beyond functional expertise, these leaders must possess the ability to drive change, build organisational capability, and navigate an increasingly uncertain business environment. Companies that invest in leadership development and succession planning will be better positioned to capitalise on the opportunities created by the ongoing supply chain realignment.

The question, therefore, is no longer whether India can benefit from the China+1 movement - it already is. The more important question is whether India can translate this opportunity into sustainable supply chain leadership.

Infrastructure, policy reforms, and technology will remain important enablers. Yet, history has shown that manufacturing powerhouses are built not only through assets, but through people and leadership.

India's ability to attract, develop, and retain world-class manufacturing talent will determine whether it merely becomes an alternative to China or evolves into the world's preferred “India+1” destination. The opportunity is real; converting it into enduring leadership will define India's place in the global economic order for decades to come.



# AI AT SCALE: FROM PILOTS TO PROFITABILITY

**By Sonal Thakker and Husaina Barudwala**

AI has moved beyond experimentation. Most industrial companies have run pilots, and adoption is no longer the challenge. The real challenge is converting those pilots into measurable business outcomes.

Here is the number that should worry every board: McKinsey surveyed nearly 2,000 companies in 2025 and found 88% use AI regularly but only one in three has scaled it beyond a single pilot. Just 6% can show AI moved their bottom line by more than 5%. MIT landed on almost the same figure independently: only 5% of AI pilots turn into measurable profit. Using AI and profiting from it are very different things.

Some industrial companies are proving it can be done. Tata Steel built over 600 AI models in the last five years from predicting equipment failure to detecting shop-floor hazards — and reports $2 billion in savings, with 80% of those models actively running in production, not sitting in a pilot folder.

> *We approach AI with a sense of realism, contextualising every initiative to our specific business needs. Technology should serve the business, not the other way around. Our investments are always tied to clear KPIs and the value they bring.*
>
> — Jayanta Banerjee, Chief Information Officer, Tata Steel

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Across the rest of industrial India, similar use cases are emerging. Cement plants are using AI to cut kiln energy use. Mining and metal companies are running predictive models to avoid unplanned furnace downtime. Auto plants use computer vision to catch defects before they reach a customer. Chemicals companies are optimising yield and raw-material use through process models. The use cases are real. The challenge, as McKinsey and BCG both point out, is sustaining them past the first six months.

Why do most pilots stall? Speaking at Davos in January 2026, Tech Mahindra CEO Mohit Joshi offered a simple analogy: large enterprises are cruise ships, not kayaks; they cannot turn quickly. AI may appear easy when one person uses it to work faster, but scaling it across a 50-year-old manufacturing operation requires fundamental changes to data systems, processes and decision-making habits.

In practice, most pilots fail for three reasons :

- Fragmented data and outdated systems make AI scaling difficult.
- AI initiatives remain within technology teams instead of being driven by business leaders.
- Organisations fail to align processes, workflows, and incentives with AI-driven ways of working, limiting ROI.

## The Leadership Imperative: An Executive Search Perspective

From where we sit, advising industrial boards and CXOs, this is ultimately a people challenge disguised as a technology challenge. The tools themselves are increasingly becoming commodities. What remains scarce are "industrial translators"—leaders who understand operations deeply enough to identify value pools, yet are sufficiently fluent in data and automation to scale them.

Increasingly, boards are seeking CEOs, COOs, plant heads, quality leaders and supply chain executives who combine operational excellence with digital fluency. They are not looking for standalone AI specialists parachuted in from outside, but for operating leaders capable of embedding AI into the fabric of the business.

> ***AI should be seen as a productivity enabler that makes shop-floor roles, technicians and craft-based professions more relevant, not less, as routine tasks get automated."***
>
> — Anand Mahindra, Chairman, Mahindra Group

Boards themselves are becoming more demanding. The conversation is shifting from ***"Do we have an AI strategy?"*** to more fundamental questions:

- What capabilities are missing in our leadership team to sustain value creation?
- What percentage of pilots have been scaled successfully?
- Who owns AI outcomes—the CIO or the business?
- Which AI initiatives have delivered measurable ROI?



The winners of the AI era will not be the companies that launched the most pilots. They will be the ones that build the leadership, operating discipline and organisational courage to turn algorithms into outcomes. In the end, boards do not invest in pilots—they invest in profits.

# PEOPLE MOVEMENT

## Automotive

| | | | |
|---|---|---|---|
| **Mahendra Goyal** | Anand Group<br>*Group Chief Executive Officer* | Jul 2026 → | Gabriel India<br>*Group Chief Executive Officer & Managing Director* |
| **Anjali Byce** | TATA Motors<br>*Chief Human Resources Officer - Passenger Vehicles* | May 2026 → | Suzlon Group<br>*Group Chief Human Resources Officer* |
| **Mandar Deo** | Exide Energy<br>*Chief Executive Officer & Managing Director* | Apr 2026 → | JK Tyre<br>*President - India* |
| **Jasmeet Bhatia** | Thermax<br>*Chief Human Resources Officer & Executive Vice President* | Jan 2026 → | Ashok Leyland<br>*President & Chief Human Resources Officer* |
| **Narayan Choudhary** | TACO-Punch Powertrain<br>*Chief Executive Officer & Business Unit Head* | Jan 2026 → | Amara Raja<br>*Chief Operations Officer* |

## Chemicals

| | | | |
|---|---|---|---|
| **Puneet Sharma** | Deepak Group<br>*Business Head - Fine and Specialty* | Aug 2026 → | Agrocel Industries<br>*Chief Executive Officer – Chemical Business* |
| **Shyam Patnaik** | Grasim Industries<br>*Joint President - Global Head Specialty Business* | Jun 2026 → | Jesons Industries<br>*Chief Executive Officer* |
| **Rohit Narang** | Eastman<br>*Commercial Director* | May 2026 → | Aquapharm Chemical<br>*Chief Executive Officer* |
| **Dinesh Pratap Singh** | DFPCL<br>*Executive Vice President - Manufacturing* | Feb 2026 → | Gujarat Flourochemicals<br>*Chief Manufacturing Officer* |
| **Suresh Kalra** | Aquapharm Chemicals<br>*Chief Executive Officer* | Jan 2026 → | Indo Borax and Chemicals<br>*Managing Director and Chief Executive Officer* |

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# REAL ESTATE & INFRASTRUCTURE

Unpacking the forces reshaping real estate and infrastructure, from emerging asset classes and the energy transition to evolving consumer expectations.

# The Leadership Imperative in India's Data Centre Boom

*By Nikita Garg and Saily Sequeira*



## Sharad Agarwal

Chief Executive Officer,
Sify Infinit Spaces Ltd.

***1. As AI-driven hyperscale demand grows, how does dependence on large anchor tenants reshape Sify's risk profile?***

Sify's strategy is to target every data centre opportunity. The addressable market includes Hyperscalers (MAGOM), NeoClouds, Enterprises and Edges. Each segment has large hyperscale capacity demands spread across multiple cities. We expect the 10 largest customers to contribute 80-90% of total revenue, with no customer exceeding 30-40%. We have given extensive thought to risk and have chosen a path forward accordingly.

***2. India's data centre landscape is evolving, with real estate developers increasingly entering the market and capacity commitments now moving upwards of 1GW. How do you see this changing the competitive landscape, and what remains Sify's right to win?***

There is a difference between the real estate and data centre colocation players. They are not comparable. The real estate players provide powered land, and some have capabilities of providing a warm shell for lease. The data centre operators may buy these from real estate players and deploy their MEP design to convert the warm shell into the data centre. We have done such deals with the real estate players. Almost all the real estate players had been limiting their data centre play to warm shells.

The real question is Sify's right to win over other data centre operators. It includes 25+ years of trusted track record, optic fiber/network capability within the group, and the planning leading to availability of the capacity at the right time at the right place.

***3. Sify currently holds close to a fifth of India's colocation capacity. Do you envisage the industry to***

***undergo consolidation ahead, including JVs, partnerships for the development of a more integrated platform?***

Sify is the most experienced data centre company in India and plans to grow singularly for as long as possible. The experience, order book and revenue quality make Sify an attractive investment. We are on the lookout for growth capital to maintain the market edge, and we are getting keen interest.

***4. Technologies such as liquid cooling and high-density AI racks are creating a significant skill gap. How can the industry work towards closing it?***

The engineering infrastructure design, including liquid cooling and high-density racks for AI workloads, is new to the Indian industry, and we are learning on the go. We are gaining experience gradually. The talent pool is also learning if given the opportunity. For me, the focus is on finding the core skills that an engineer must possess and validating their curiosity to learn and grow. Everything else is coachable.

***5. Hiring for scalability is both an ask and a challenge; the DC fraternity is small and it may take a few years to expand the talent pool. How do you hire for scale?***

It will be hard to find DC-ready talent. The focus has to be on enlisting the core skills and confirming the curiosity to learn and the ambition to grow. If India is a 10GW market in the next 5 years, we need 10,000 such engineers with the core skills, curiosity to learn, and ambition to grow big. Such engineers can come from any sector – refineries, power, manufacturing, Indian navy, and similar.

***6. As the next wave of capacity comes online, how should leaders build, buy, partner and train talent while ensuring sustainable retention beyond compensation?***

The strategy is clear... build for the future (fresh hires), partner to hunt experienced engineers who stayed to their core, and train. We don't wish to add to the industry's woes by cross-poaching. We are here for the expansion of a DC-ready talent pool by giving opportunities in the adjacent industries. A customer in the supplier's market must focus on expanding the supplier base.

***7. As the CEO for the Growth bound platform - What are the two or three leadership non-negotiables for scaling a data centre platform?***

Talent development and retention; constant innovation towards future readiness to the needs of new technologies, environment and community; and sustainability.

***8. Given the hyper-competitiveness of the DC market in India, what would you advise is the right strategy for new players entering today?***

Data centre is just another complex industrial infrastructure. Organisations from multiple sectors have experience of building and running similar infrastructure. They have the right knowledge. What they also need to recognise is the criticality of the data centre infrastructure and it's blast radius. An outage in an automobile assembly line or a steel manufacturing campus affects the organisation's profitability. An outage in a petrochemical campus affects the larger economy because of it's downstream impact. An outage in a data centre affects the whole economy. This universal impact requires a different level of attitude towards design, build and operation. Building leadership's knowledge, sensitivity and approach towards this impact must not be missed.

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# LEADING THROUGH UNCERTAINTY: HOW RENEWABLES CEOS ARE BALANCING SPEED AND RESILIENCE

**By Nikita Garg & Rohan Iyer**

The renewable energy sector is entering a new phase of energy transition—one defined not only by opportunity, but by the need to build resilience as the sector scales. Rising electricity demand driven by AI and electrification, geopolitical tensions, evolving trade policies, supply chain disruptions and a rapidly changing workforce are reshaping the operating environment for renewable businesses. While the long-term direction remains clear, the path forward has become significantly more complex. Today's CEOs are therefore balancing two imperatives: moving fast enough to capture growth while building organisations resilient enough to withstand constant disruption.

This challenge extends well beyond the energy sector.

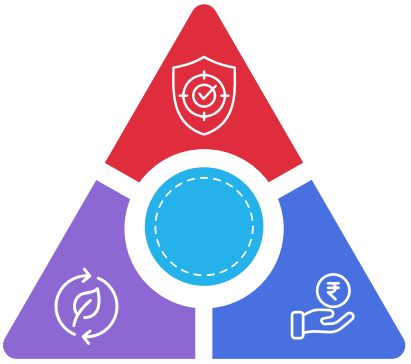
**57%** of CEOs expect geopolitical and macroeconomic uncertainty to continue for at least another year.

**52%** are continuing to accelerate transformation and portfolio investments despite these conditions.

Rather than waiting for stability, renewable leaders are having to build resilience into how they invest, operate and organise.

For renewable energy CEOs, this means making investment decisions against a backdrop of changing incentives, tariff regimes and supply chain realignment. Energy leaders are increasingly balancing the "energy triangle" of affordability, security and sustainability, rather than pursuing decarbonisation in isolation. As Sumant Sinha, Founder, Chairman and CEO of

ReNew, puts it, ***"Clean energy is not just about climate—it is about affordability, resilience, and security."*** At the same time, the rapid growth of AI and data centres is creating a structural increase in electricity demand. As Akshay Hiranandani, CEO of Serentica Renewables, observes, ***"Scale is no longer the constraint. Reliability is, and increasingly, flexibility is."*** This makes generation capacity, storage and grid resilience increasingly important as renewable power systems scale.



As a result, resilience is becoming a strategic advantage, not simply a risk-management exercise. McKinsey's analysis highlights how companies are moving from globally optimised supply chains towards more diversified and regionally resilient models. The objective is no longer to maximise efficiency at all costs, but to sustain growth despite policy shifts, trade disruptions and geopolitical volatility.



Technology presents a similar leadership challenge. For renewable businesses, AI is both driving new electricity demand and creating opportunities to improve asset management through better forecasting, optimisation and operational performance. Yet the challenge for CEOs is not simply deploying AI, but preparing organisations to work alongside it. A McKinsey study found that 42% of employees using AI save the equivalent of at least one working day each week, highlighting how quickly AI is reshaping the way work gets done.

This shift has elevated AI from a technology initiative to a CEO mandate. Success will depend less on implementing individual tools and more on redesigning organisations, workflows and leadership practices to fully capture AI's value.

## Talent will be central to delivering this resilience. Three priorities stand out:

### BUILD ADAPTABILITY

Develop talent that can continuously learn and evolve as technologies, roles and business models change.

### STRENGTHEN HUMAN CAPABILITIES

As routine work becomes increasingly automated, prioritise judgement, collaboration, creativity, empathy and systems thinking.

### REDESIGN HOW WORK GETS DONE

Move beyond simply automating existing roles; bring people, technology and cross-functional teams together to create more fluid ways of working.

For renewable energy companies, these priorities are particularly significant. Scaling the industry will require leaders and teams capable of navigating technological, commercial and organisational change simultaneously. Building resilience therefore means investing in people and culture alongside infrastructure and technology.

The CEOs confidently shaping the future are not waiting for stability to return. They are rewriting the rules of growth, resilience and transformation in real time - this captures the defining leadership challenge facing renewable energy CEOs today. Competitive advantage will belong not simply to those that expand fastest, but to those that combine ambition with adaptability, leverage AI without losing human judgement, and build organisations resilient enough to sustain growth. In an industry where disruption is becoming constant, resilience is no longer the opposite of speed—it is what makes sustained speed possible.

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# BEYOND THE ASSET: THE NEW LEADERSHIP EQUATION IN REAL ESTATE

By Nikita Garg & Saily Sequeira

Over the past five years, India's real estate landscape has broadened considerably. Warehousing has gained prominence, driven by the growth of e-commerce and supply-chain infrastructure, while data centres have emerged as a major institutional asset class.

However, the next wave of growth may not necessarily come from entirely new asset classes, but rather from the reinvention of familiar ones. Two formats illustrate this particularly well: ***plotted developments and senior living.***

## Plotted Development: An Old Aspiration, Newly Packaged

The Indian affinity for owning land is hardly new. What is changing is the increasing entry of organised developers into what was traditionally a fragmented market.

**For developers**

Plotted developments monetisation of large land parcels with lower construction intensity than conventional residential development.

**For Consumers**

A recognised developer brings planned infrastructure, security, greater comfort around ownership and encroachment, and the assurance of a gated community.

However, the plot itself cannot remain the differentiator.

The master planning, design, sustainability, landscaping and the character of the eventual community will add value to the location. Developers such as Total Environment demonstrate how a distinctive philosophy around architecture, sustainability and community can become part of the consumer proposition.

Plotted development is therefore evolving from selling land to selling the vision of what that land can become.

## Senior Living: From Retirement Housing to Integrated Living

Senior living is being reshaped by an even larger structural force: demographics.

A recent report by JLL in association with the Association of Senior Living India (ASLI) estimates that India's senior population will more than double from 156.7 million in 2024 to approximately 346 million by 2050. Yet, organised senior-living penetration remains at approximately 1.3%, compared with over 6% in mature markets such as the United States and Australia.

The target market is expected to increase from 1.57 million households in 2024 to 2.27 million by 2030, while the sector is projected to grow approximately 300% to reach US$7.7 billion by 2030.

The traditional association of senior living with retirement homes is giving way to a proposition centred around independence, convenience and integration. Seniors may want healthcare access, security, concierge and community without necessarily being separated from their families or the wider residential ecosystem.

Developers are responding. Brigade Group's partnership with Primus Senior Living envisages three communities, two integrated within larger township developments.

**156.7M - 346M**
Senior population
(2024 → 2050)

**1.3%**
Organised senior-living penetration
(vs. 6% in mature markets)

**1.57M → 2.27M**
Target market (households, 2024 → 2030)

**US$ 7.7B**
Projected market size by 2030 (~300% growth)

**The modern senior living experience is about:**

Independence | Convenience | Integration

> ***Senior living is where the lines between real estate and hospitality begin to blur. The asset may be real estate, but the experience has to be delivered like hospitality: the necessity of a secure, hassle- free, and purpose-driven living environment, which is paramount to the success of such a senior housing community***
>
> — Ramesh Ranganathan, former CEO of K. Raheja Homes

Healthcare, housekeeping, laundry, concierge, wellness and facility management can be delivered through specialist partners. The differentiator for the developer becomes the ability to integrate these services into a seamless consumer experience.

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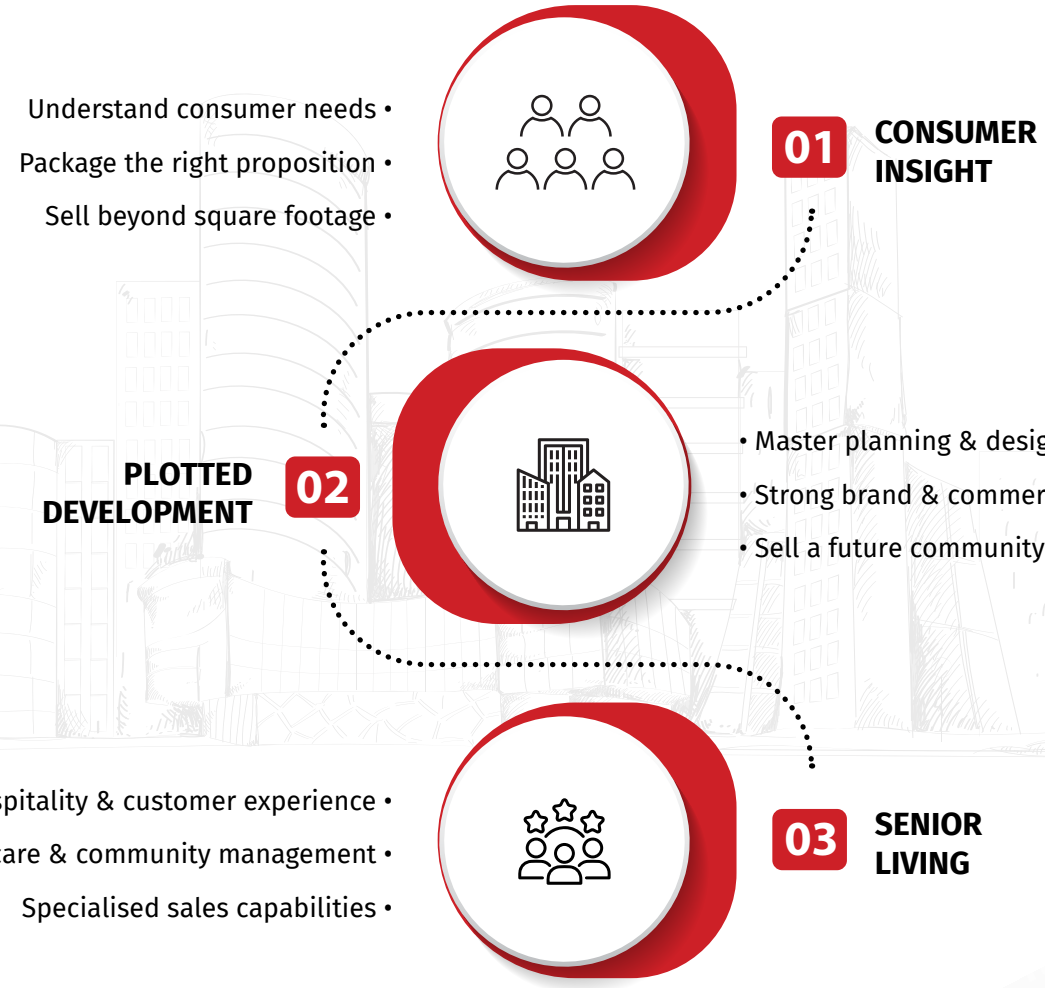
# The New Leadership Equation

Traditional real estate capability has been built around the hard aspects of the asset - land, approvals, construction, engineering, finance and delivery. These remain fundamental. But as the product moves from asset to proposition, they are no longer sufficient .

The next differentiators are considerably softer: How well do you understand the consumer, package the proposition, sell beyond square footage and create an experience around the asset?

In plotted development, this elevates consumer insight, master planning, design, brand, commercial thinking and consultative selling. Sales teams are effectively selling a future - a community and lifestyle that may not yet physically exist.

Senior living demands an even broader combination: hospitality, customer experience, healthcare partnerships, community management and specialised sales, alongside conventional development capability.




This will require organisations to look beyond traditional real estate talent pools and increasingly draw capabilities from hospitality, healthcare, consumer and other service-led businesses.

As the physical asset becomes easier to replicate, differentiation will increasingly lie in how it is designed, positioned, sold and experienced.

Perhaps that is the new leadership equation for a redefined real estate world.

# PEOPLE MOVEMENT

| | | | |
|---|---|---|---|
| **Jaswinder Sandhu** | DLF Ltd.<br>*Senior Executive Director* | Sep 2026 → | Reliance Industries Ltd.<br>*Chief Operations Officer* |
| **Sumit Sapru** | Shapoorji Pallonji Real Estate<br>*Chief Executive Officer* | Sep 2026 → | TVS Emerald<br>*Chief Executive Officer* |
| **Gaurav Jain** | Birla Estates<br>*Deputy Chief Executive Officer* | Aug 2026 → | Tata Realty and Infrastructure Ltd.<br>*Chief Executive Officer* |
| **Mohannakumar Subramnium** | NTT Global Data Centre<br>*Senior Director – Design* | Jun 2026 → | Digital Connexions<br>*Vice President Engineering* |
| **Rahul Sharma** | Tata Projects<br>*Executive Vice President – Advanced Tech Facilities* | Jun 2026 → | Cortex – Data Centre<br>*Chief Executive Officer* |
| **Sameer Nagpal** | Livguard<br>*Managing Director & Chief Executive Officer* | Mar 2026 → | Vikram Solar<br>*Chief Executive Officer* |
| **Ajay Kapur** | Ambuja Cements<br>*Managing Director* | Feb 2026 → | Suzlon Energy<br>*Group Chief Executive Officer* |
| **Deepak Thakur** | Mahindra Susten<br>*Managing Director & Chief Executive Officer* | Oct 2025 → | Hinduja Renewables<br>*Managing Director & Chief Executive Officer* |
| **Vinod Javur** | Digital Edge<br>*Chief Executive Officer - AI Data Centres* | Sep 2025 → | Nxtra by Airtel<br>*Chief Operations Officer* |

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# THE EUROPEAN PERSPECTIVE

Looking at the changing leadership equation through a European lens, where technology, workforce expectations and geopolitical uncertainty are redefining the path to long-term value creation.



# THE NEW LEADERSHIP EQUATION: LEADING IN A REDEFINED WORLD - A EUROPEAN PERSPECTIVE

**By Alain de Borchgrave, Eric Salmon & Partners (Hunt Partners' cross-border alliance partner in Europe)**

Leadership today is no longer defined by precedent or position. Across Europe, leaders are navigating an environment reshaped by AI-enabled decision-making, evolving workforce expectations, sustainability imperatives, and ongoing geopolitical volatility. A common thread emerges from conversations with senior leaders: Leadership is being redefined less by authority and more by responsibility, coherence, and long-term value creation.

## From Decision-Making to Decision Stewardship in the AI Era

Technology, particularly AI, is transforming how organisations analyse data and make decisions. Yet, senior leaders consistently stress that leadership responsibility does not diminish as automation increases; it intensifies. While AI augments insight and speed, accountability remains firmly human.

European CEOs and executives emphasise the importance of judgement, context, and ethical oversight in AI-supported decisions, particularly in regulated and trust-based environments. Leadership, therefore, is shifting from simply *deciding* to *stewarding decisions* - ensuring transparency, robustness, and alignment with corporate values.

## Rewriting the Psychological Contract with the Workforce

A second defining shift concerns people and culture. Leaders highlight that Gen Z and younger millennials have profoundly altered workforce expectations. Purpose, flexibility, authenticity, and inclusion are no longer complementary elements; they are central to engagement and performance.

Female leaders in particular describe leadership credibility as stemming from consistency between words and actions. Authority today is earned through trust, listening, and empowerment rather than hierarchy. At the same time, CEOs underline that clarity of direction and performance discipline remain essential. The leadership challenge lies in reconciling empowerment with execution.

In the European context - where social dialogue, diversity, and employee representation are structurally embedded - this evolution reinforces the role of leaders as orchestrators of collective intelligence rather than top down decision makers.

## Sustainability: From Obligation to Strategic Compass

Sustainability emerges as a core leadership responsibility. Rather than framing ESG as compliance, leaders increasingly describe it as a strategic compass guiding investment, innovation, and cultural change.

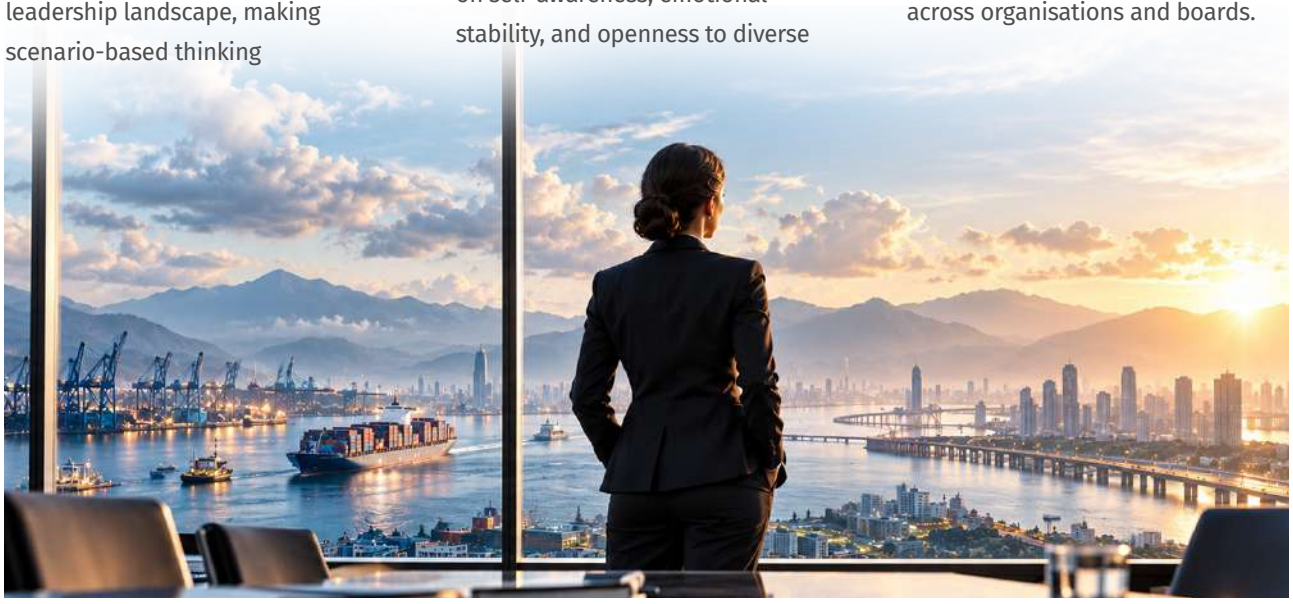
Female leaders stress the importance of long-term thinking and stakeholder balance, while CEOs highlight the need to translate sustainability ambitions into operational and financial realities. The common theme is integration: sustainability is most effective when embedded into strategy, governance, and incentives, not treated as a parallel agenda.

This approach reflects a distinctly European leadership mindset - one that values resilience, intergenerational responsibility, and long-term competitiveness over short-term optimisation.

## Leading Through Volatility: Resilience Over Certainty

Geopolitical instability, supply-chain disruption, and macroeconomic uncertainty have become permanent features of the leadership landscape, making scenario-based thinking increasingly important in place of linear planning.

At the same time, resilience rests on self-awareness, emotional stability, and openness to diverse viewpoints. Leadership today requires the ability to act decisively without full certainty, while maintaining alignment and trust across organisations and boards.



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# The New Leadership Equation

**Taken together, these insights redefine leadership as a continuous balancing act:**



**Data-driven insight and human judgement**

**Empowerment and accountability**

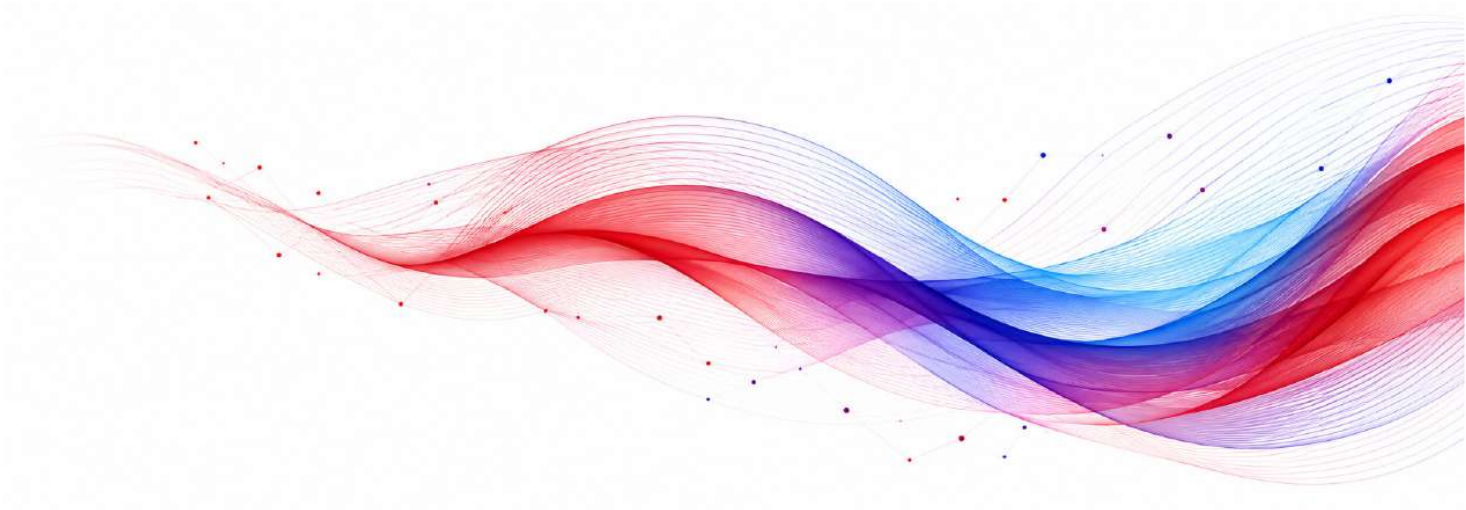
**Short-term execution and long-term value creation**

**Innovation and responsibility**

In Europe, this equation is shaped by strong governance traditions, stakeholder capitalism, and heightened societal expectations. The leaders who succeed are not those who simplify complexity, but those who navigate it transparently and responsibly.

Leadership in a redefined world is no longer an individual performance - it is a collective endeavour. It requires aligned boards, diverse leadership teams, and organisations capable of learning and adapting continuously.

The future belongs to leaders who combine strategic ambition with humility, technological progress with ethical clarity, and decisiveness with long-term vision. Solving the new leadership equation is not a one-off task - it is an ongoing discipline.





# PRIVATE EQUITY

Delving into how the CFO's role is evolving in private equity-backed businesses, from financial stewardship to strategic partnership in driving growth, navigating uncertainty and delivering value.

# The Navigator CFO: From Steward to Strategic Co-Pilot

*By Sunit Mehra, Tehsin Danawala Amdani and Alifya Nadiyadi*






## Charu Gulati

Group Head Human Resources (India)
Everstone Capital Advisors
Pvt. Ltd.

## Pankaj Thapar

Senior Advisor,
Everstone Capital Advisors
Pvt. Ltd.


***1. How has the profile of a successful CFO changed in PE-backed companies—from a control-oriented finance leader to a broader enterprise co-pilot? What new capabilities are now required?***

PE backed companies need a CFO who, in addition to being technically competent and a partner to the CEO in building the business, needs to have some additional attributes and skills:

1. Keeps the investors perspective in mind for all decisions
2. Has the ability to stand up to the CEO
3. Demonstrates, and delivers, significantly higher standards of governance / compliance

***2. What defines the archetype of a high-performing CFO in portfolio companies today? Conversely, what traits or patterns tend to limit CFO effectiveness in delivering value creation?***

A high performing CFO is one who will always look at value creation and growth as key objectives, while keeping a firm hand on the controls.

Excessive rigidity and a control / number centric approach will limit

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the ability of the CFO to being a partner in growth.

***3. How has CFO hiring changed in PE-backed companies? What are the new selection signals PE firms and CEOs prioritise today beyond technical finance expertise?***

I don't think there has been any material change in selection criteria for a CFO.

If anything, there is higher weightage to soft skills like partnership mindset, people skills, and communication.

***4. What are some observable behaviours or benchmarks that clearly differentiate a high-impact CFO from a technically strong but non-transformational CFO?***

1. Business partnership mindset
2. Strong alignment with CEO and senior management on business objectives
3. Ability to step in for the CEO

***5. How is AI reshaping the structure of finance teams and the profile of talent being hired under CFOs? What skills are becoming essential in modern finance teams?***

AI is a versatile tool, which can deliver data processing outputs significantly faster, and with greater accuracy. You can automate the process, but not the accountability. Decision making and accountability still remain with the CFO.

Core skill requirements for people at operating levels in the finance team remain largely unchanged. However, the ability to use AI tools as facilitators, especially for data analysis will become increasingly important.

***6. How important is it for CFOs today to operate beyond finance—into strategy, operations, and transformation? Where do CFOs most commonly struggle in this expansion of role?***

It is very important for a CFO today to see their role as being much larger than the traditionally expected ones of accounting, financial control and fund raising.

To be a key partner in growth and value creation, a CFO today has to be versatile and adaptable, while keeping a strong core of control.

Many find it difficult to transition or grow into this kind of role for a variety of reasons:

1. Lack of investor support
2. Working with an insecure CEO who is not supportive of the role expansion
3. Past work has only focussed on internal customers
4. Not being willing to push the envelope

***7. How are PE firms thinking about CFO succession and leadership depth inside portfolio companies? Has succession planning moved earlier in the investment lifecycle?***

PE firms have always focused on succession planning for the senior management.

With growing competition for top quality finance talent, especially for people with IPO experience, this has become even more important for investors.

***8. What typically becomes the biggest constraint—skills, mindset, or organisational structure—in enabling CFOs to deliver full value creation impact?***

Constraints to CFO effectiveness will usually come from a combination of external (which are most often, uncontrollable) and internal reasons.

Not having the right skills points to lack of desire or ability to learn; in effect, a hiring decision that wasn't right.

Major internal constraints usually originate from organisational structure or mindset issues, which could include:

1. Not having a supportive CEO
2. Not having adequate backing from investors
3. Not having a partnership mindset



# THE NAVIGATOR CFO: STEERING GROWTH IN AN AI-DRIVEN, UNCERTAIN ECONOMY

By Sunit Mehra, Tehsin Danawala Amdani and Alifya Nadiyadi

***"I feel the need—the need for speed."*** Maverick's iconic line from Top Gun captures today's finance mandate. In private equity-backed businesses, there is no room for hesitation. Decisions must be fast, data-led, and commercially sound. The modern CFO must protect financial stability while actively driving growth.

For decades, CFOs were just financial stewards. They focused on governance, compliance, and reporting. Today, that role has expanded. AI, volatile markets, and high investor scrutiny require CFOs to help shape business strategy. Financial accuracy is still essential, but it is now the baseline, not the differentiator.

## What it will Take to Lead

- **Driving EBITDA growth and expanding margins.**
- **Improving cash flow and working capital efficiency.**
- **Optimizing debt and liquidity.**
- **Building trust with sponsors, lenders, and boards.**
- **Preparing the business for a successful exit.**

Artificial intelligence is accelerating this shift. Automation now handles routine tasks like data reconciliation, reporting, and forecasting. However, the real advantage lies beyond automation.

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## AI elevates the CFO from a Data Processor to a Decision Architect

The real edge comes from interpreting data, spotting commercial trends, and turning insights into action. In a fast-paced environment, this capability changes how companies handle pricing, profitability, and capital allocation. Capital allocation has also changed. Rising interest rates and market disruptions have shortened planning horizons. Annual budgets are giving way to continuous scenario planning. For leveraged businesses, resilience is now just as important as growth.

CFOs must constantly protect liquidity and time their investments perfectly. As Warren Buffett famously remarked. ***"It's only when the tide goes out that you learn who's been swimming naked."***

This shift alters board expectations. Directors and investors want CFOs to guide strategic decisions, not just explain past performance. Finance leaders have become central partners in evaluating acquisitions, funding expansions, and driving transformations.

This requires a new leadership style. True transformation cannot happen within the finance department alone. It requires influencing technology, operations, and sales teams.

## The Modern CFO Leads through Influence, not Authority

Success depends on simplifying complexity, aligning stakeholders, and creating confidence during uncertain times. Communication is no longer a reporting exercise - it is a strategic capability. Lenders expect confidence in covenant management, while boards demand forward-looking insight.

Consequently, finance talent must evolve. Future finance teams will rely less on transaction processing and more on data analytics and business partnering. Technical accounting is still necessary, but future leaders must be commercially astute and digitally fluent.

The profile of the executive CFO is changing. Boards now favor leaders with experience in strategy, M&A, and operations. Alongside technical excellence, emotional intelligence and adaptability are the new differentiators.

Ultimately, the CFO's role is no longer defined by finance alone. The Navigator CFO connects capital with strategy, technology with commercial outcomes, and financial discipline with enterprise value. As AI redefines the corporate landscape, the true question is no longer how fast finance technologies can evolve, but how fast human leaders can adapt. When machines can predict every financial outcome perfectly, the value shifts entirely to human judgment, intuition, and courage.

***Are today's finance leaders truly ready to step away from the calculator and take the wheel?***



# PEOPLE MOVEMENT

| | | | |
|---|---|---|---|
| **Divya Sehgal** | True North<br>*Partner* | Sep 2026 → | ProTec General Insurance Ltd.<br>*Promoter* |
| **Gauravjit Singh** | PAG<br>*Managing Director / India Private Equity Head* | Sep 2026 → | NIIF<br>*Managing Partner – Global Head of Capital Formation* |
| **Pushkar Jauhari** | Valuequest Investment Advisors<br>*Managing Director & Head, Private Equity* | Sep 2026 → | Kotak Alternate Asset Managers Ltd.<br>*Chief Executive Officer - Private Equity & Venture Capital* |
| **Ami Momaya** | KKR<br>*Managing Director* | Jul 2026 → | Blackstone<br>*Managing Director* |
| **Chetan Naik** | 360 ONE Asset<br>*Head of India* | Jul 2026 → | L Catterton<br>*Managing Director* |
| **Abhishek Iyer** | CPP Investments<br>*Managing Partner* | Jun 2026 → | TA Associates<br>*Senior Vice President* |
| **Anurag Sood** | Nauticus India Advisors LLP<br>*Investment Professional* | Jun 2026 → | Axight<br>*Head of India, Private Equity* |
| **Ashish Agrawal** | Stealth Mode<br>*Entrepreneur* | Jun 2026 → | Playbook Partners<br>*Director* |
| **Vivek Chhachhi** | CX Partners<br>*Head – Investor Relations & Fundraising, Private Equity* | May 2026 → | Samara Capital<br>*Managing Director & Co-Chief Investment Officer, India Private Equity* |

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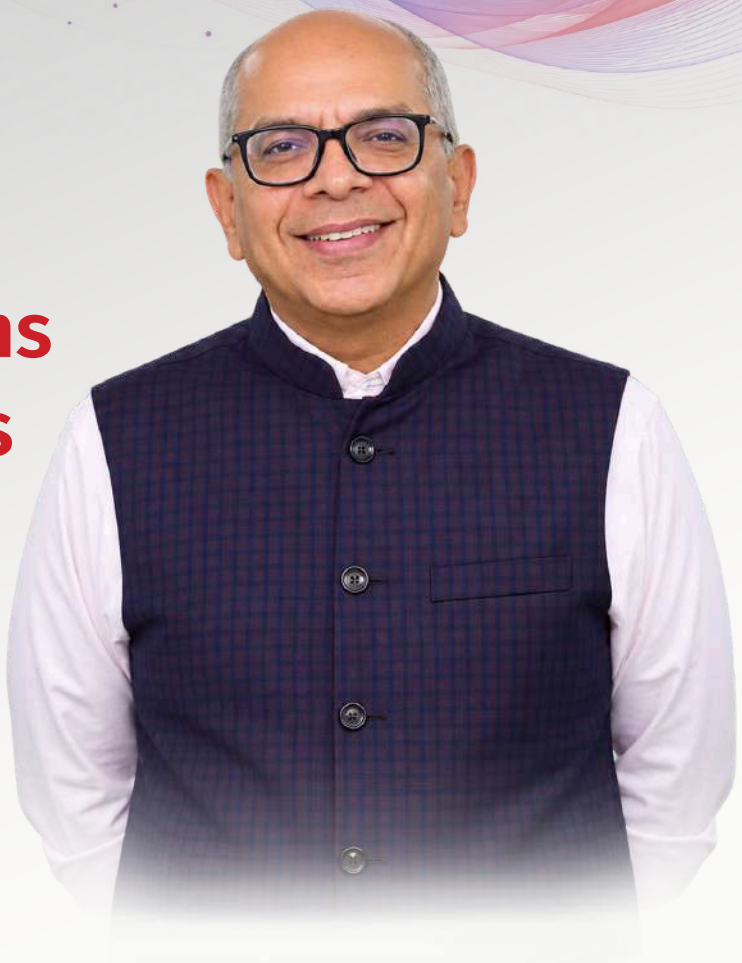


# HEALTHCARE & PHARMACEUTICALS

Taking a closer look at how technology, shifting market dynamics and changing expectations are redefining leadership across healthcare, pharmaceuticals and MedTech.

# When Scale Meets Intelligence : Leadership Lessons from a Diagnostics Pioneer

*By Anne Prabhu and Natasha Mistry*



## Dr. Sanjay Arora

Founder, Suburban Diagnostics
(now part of Dr. Lal PathLabs)

***1. Having built Suburban Diagnostics and seen it transition into a larger platform, how did your understanding of scale evolve from something you drive, to something that must sustain beyond you?***

Scale, for me, begins with intent. When we named the organisation Suburban Diagnostics rather than 'Dr. Arora's Lab' it was a deliberate choice. The name had to outlast the founder. That clarity shaped everything that followed.

The journey from zero to one, one to ten, ten to two hundred took time and I believe that pace was an asset, not a limitation. Scaling at a rhythm you can manage means the scale remains sustainable. Rapid expansion without the organisational muscle to hold it together is a liability dressed up as ambition.

When we integrated with Dr. Lal PathLabs, what mattered was that the ethos matched. Dr. Lal PathLabs was built over eight decades, they understand that scale is not just about geographic spread, but about knowing where to grow yourself and where to collaborate. For Suburban, remaining part of the country's largest diagnostics network while retaining our brand identity has been the proof point. Five years on, the brand holds its own. That, to me, is what sustainable scale looks like.

***2. Founder-led organisations often carry the imprint of their creators. What are the critical leadership choices that ensure an organisation remains resilient and relevant beyond the founder?***

The biggest compliment a founder can receive is becoming unnecessary in the day-to-day. Not irrelevant but non-dependent. That is the goal.

It requires hiring people who are genuinely better than you in their individual domains, and then trusting them completely. The founder's role shifts to providing direction, articulating purpose, and anchoring the long-term vision. Strategy, key talent decisions, the north star - those remain. Everything else should run without you.

Timing is critical and often

underestimated. Bring in professional leadership too early, without the organisational infrastructure to support them, and you are setting them up to fail. Wait until the headwinds arrive and then expect a professional to work miracles - that too is unfair. The window is when the ecosystem is ready, the organisation is maturing, and the industry presents real opportunity. That is when professional leadership can succeed and nothing succeeds like success.

***3. AI is becoming central to diagnostics. Where is it genuinely transforming outcomes and where are we overestimating its near-term impact?***

There is a serious misconception in the market about AI and diagnostics. AI is an efficiency tool, a powerful one but it is not a replacement for clinical judgement. It removes noise, focuses attention, and surfaces patterns that the human eye might miss. It does not replace what the clinician does with that information.

A concrete example: in prostate biopsy analysis, a pathologist must examine dozens of tissue fragments under a microscope. Manually, that takes time, and there is always the risk of missing something. AI can scan the entire slide, create a heat map of the areas that require attention, and direct the pathologist's focus. Instead of spending energy across a hundred percent of the slide, the clinician now concentrates on the twenty percent that matters. That is meaningful and that is where AI earns its place.

Where we are overestimating: medicine is not an exact science. Two plus two can equal four, forty, or two-point-five depending on context. AI detects patterns but not everything presents as a pattern. The outlier, the atypical case, the patient who doesn't fit the textbook- that still requires human instinct, clinical experience, and gut feel. AI does not have gut feel. It likely never will.

***4. As intelligence becomes embedded in systems, how should leaders think about the balance between clinical judgement, operational experience, and machine-led insights?***

Use AI; it would be foolish not to. But draw the line clearly: AI can give you ten possibilities you hadn't considered, and that is genuinely valuable. What it cannot give you is a voice. It cannot replace lived experience. It cannot replicate the nuance of a relationship built over years.

In our own work, we use AI to generate content and ideas. But over time, you realise the output sounds monotonous, preachy, it is not a lived perspective. The value is in taking those inputs and filtering them through your own judgement and experience.

My principle: go with your gut feel, but let data validate it. If the data does not support your instinct, go back to first principles. Data is not there to replace your thinking, it is there to corroborate, challenge, or refine it. That balance is what evidence-based practice looks like in diagnostics, and it is increasingly what good leadership looks like everywhere.

***5. Diagnostics today sits at the intersection of healthcare, data, and consumer experience. What shifts are required in how organisations identify and develop leaders for this convergence?***

The leaders of the next decade in diagnostics must be comfortable with data without being captured by it. Evidence-based medicine is the direction the field is moving in; decisions grounded in data, in published research, in collective clinical experience rather than individual recall alone. That is a good thing. But a doctor who believes they know everything is already behind.

The shift required is intellectual humility combined with rigour. The willingness to ask: what does the evidence say? Are there data points that challenge what I believe? And then to use that collaborative knowledge to take a better decision.

The human layer, however, cannot be an afterthought. AI will tell you which vein to target. It will not hold a patient's hand when she is frightened. It will not read the room, or build the kind of trust that makes a patient come back. Those skills: empathy, presence, the ability to connect person to person, sit at the foundation of healthcare. We should be developing leaders who can hold both: the analytical rigour that data enables, and the irreplaceable warmth of human contact.

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# RECALIBRATING LEADERSHIP IN MEDTECH: HOW A CHANGING CONTEXT IS RESHAPING WHO COMPANIES NEED AT THE TOP

By Anne Prabhu and Rajvi Parekh

India's MedTech sector is scaling at a pace that is outrunning its leadership models. What worked five years ago is not what boards are asking for now — and the gap is widening.

## The Context has Shifted — and so have the Demands on Leaders

India's MedTech market is moving from $12 billion in FY2023–24 to $50 billion by 2030. Domestic manufacturers are entering higher-value categories, global MNCs are adapting for Indian realities, and the PLI scheme and National Medical Device Policy 2023 have reshaped the policy environment. AI-powered diagnostics, data analytics, and digital health integration are live leadership demands and with 80–85% of devices still imported, the structural gap creates urgency and opportunity in equal measure.

The complexity is not just greater in scale — it is different in kind. The leadership ask has fundamentally changed.

**$12B → $50B**
India's MedTech market, FY2023–24 to 2030 target

**80–85%**
Of medical devices in India are currently imported

**$3.8B**
India's MedTech exports, FY2023–24

## What the Workforce Now Expects — and Where Leadership has Fallen Short

Mid and senior-level professionals want leaders who invest in their growth, communicate with transparency, and lead through influence rather than hierarchy. In a sector where hiring grew 62% year-on-year as of March 2025, the best people have choices — and domain authority alone is no longer enough to keep them.

**The shift across every leadership dimension:**

| Before | After |
|---|---|
| Hierarchical Leadership | Influence Leadership |
| Commercial orientation | Commercial + clinical + digital |
| India execution lens | Global-local strategy integration |
| Functional depth in one domain | Cross-functional range across the enterprise |
| Building for stability | Building for scale — and for speed |
| Analog relationship management | Data-driven, digital-first stakeholder engagement |
| Risk aversion in uncertainty | Decisiveness and resilience through ambiguity |
| Managing proven product portfolios | Launching & educating markets on new-to-India innovation |

## The Briefs we are Receiving - and What is Winning

Domain knowledge and commercial track record still matter, but what has moved to the top is harder to find: a leader who has operated across different kinds of businesses. Clients want KPI orientation, a growth mindset, and the ability to build high-performing teams. They are asking whether a leader can navigate a high-value surgical portfolio and a high-volume line, manage a P&L through a structured MNC and a build-from-scratch situation, and understand that a post-acquisition integration and a greenfield entry make entirely different demands. Experience in one does not transfer to the other.

> ***The leaders who win the most consequential mandates are those tested across phases — not just successful within one. Depth in a single model is no longer enough when the environment keeps shifting.***
>
> — Hunt Partners, Healthcare Practice

A recent search for a senior commercial role at a global MedTech company illustrates this. The winning candidate had moved across different phases — early R&D, a startup sales environment, a post-acquisition build, P&L ownership of a $30M+ business, and a new unit from inception. That range was the point.

As one of our partners reflected: "Five years ago, we were asked who had done this before. Today, we are asked who has been tested differently enough to do what comes next."

With the sector targeting $50 billion by 2030, succession can no longer sit within HR. The companies getting this right are building pipelines before the pressure hits — broadening leaders with cross-model, cross-phase exposure, not waiting for a vacancy to force the question.

## Being Deliberate, not Reactive

The companies that will shape India's next MedTech chapter are those making deliberate choices about who leads. In a market where the same organisation might simultaneously run a global product adaptation, a ground-up India build, and a strategic alliance, leadership range is not a nice-to-have. It is the difference between those who shape the chapter and those who spend it catching up.

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# THE DISCIPLINE OF LEADERSHIP: QUIET DECISIONS IN A NOISY WORLD

By Anne Prabhu and Natasha Mistry

In our conversations with senior leaders across consumer health and OTC businesses, one tension surfaces consistently: the leaders who perform best in complexity are rarely the fastest to decide. They are the most disciplined about what they choose not to respond to.

This is counterintuitive in an era defined by real-time dashboards, AI-generated recommendations, and always-on consumer intelligence. More data was supposed to make leadership cleaner. In practice, it has made it harder.

Dhawal Katkar, a seasoned leader in the consumer health space, put it plainly: ***"Technology has made decision-making more difficult because it has replaced the challenge of scarcity with the challenge of overflow. Data tells you what is happening; it rarely tells you why, and it certainly doesn't tell you what to do next."***

The real leadership challenge, then, has shifted. It is no longer about solving problems faster. It is about selecting which problems deserve your attention at all. As Dhawal frames it: ***"We see twenty things we could fix, but we are only going to focus on these two that actually move the needle."*** That capacity for intentional focus; knowing what to ignore is increasingly what separates good leaders from exceptional ones.

## Speed Is Not the Differentiator

Across pharma and consumer health, there is a persistent pressure to conflate decisiveness with speed. It is a trap. Some of the most consequential leadership errors we have observed stem not from slow decisions but from fast ones made without adequate friction.

Dhawal reflects on this from his own career: ***"Early on, I often equated speed with decisiveness. I made critical decisions driven by a sense of urgency that, in hindsight, was self-imposed."*** The corrective he developed is structural, matching decision velocity to decision gravity. For reversible, tactical calls, speed wins. For irreversible ones - compliance, M&A, culture, he deliberately slows down, invites dissent, and stress-tests assumptions.

### Dhawal's operating heuristic : The 70% Rule

If the team has 70% of the information and clear alignment on intent, they move.

Not because ambiguity has been eliminated, but because waiting for certainty in a fast-moving market is itself a decision and one with a cost.



## What the Resume Cannot Tell You

This same principle applies to how the best leaders think about talent. In executive search, we regularly encounter a version of this problem: the candidate who looks exceptional on paper and underdelivers in the role, and the one who doesn't fit the conventional profile but builds something lasting.

When we asked Dhawal what he looks for beyond experience and track record, his answer cut through the usual competency language. **Three things:**



**Intellectual humility**

The security to say "I don't know, let's find out."



**Emotional resilience**

Not how leaders handle success, but how they recover.



**Followership**

Whether people genuinely want to work with them, not just report to them.

> ***Capability gets you into the room," he said, "but it's character, grit, and alignment with the company's core purpose that makes a leader truly impactful."***
>
> — Dhawal Katkar

This is what executive assessment must grapple with and what transactional hiring consistently misses.

## Discipline as Strategy

The thread connecting all of this is discipline not as a management virtue, but as a strategic posture. In Dhawal's formulation: ***"Omission is a form of strategy. True executive judgement is measured by the decisions you choose not to make."***

For leaders operating in consumer pharma today, that means protecting organisational bandwidth from machine-generated noise, resisting the pull of every algorithmic signal, and staying anchored to the two or three things that genuinely drive enterprise value.

The leaders who will define this decade are not the most data-fluent. They are the ones with the judgement to know what matters and the discipline to act on it alone.

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# PEOPLE MOVEMENT

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| **Vinod Parur** | RR Kabel Ltd.<br>*Chief Human Resources Officer* | Nov 2025 → | Granules India Ltd.<br>*President - Chief Human Resources Officer* |



# CONSUMER & RETAIL

Decoding the shifts in consumer behaviour, the growing influence of AI and the evolving expectations shaping business strategy and leadership.

# Growing Brands with Confidence When Consumer Behaviour Keeps Shifting

*By Nikita Garg and Rohan Iyer*



## Siddharth Rastogi

Managing Director, India Subcontinent, Roquette

***1. Consumer behaviour is increasingly fragmented across generations, channels and markets. How do you distinguish fundamental shifts from passing trends, and help teams develop that judgement?***

Consumer behaviour is more diverse and dynamic than ever, so effective leadership requires distinguishing temporary trends from fundamental shifts. I look at whether a trend addresses a lasting need, appears across markets and segments, and is supported by broader forces such as technology, demographics or regulation. When these factors align, it signals a meaningful change.

Over the years, health and wellness, sustainability, transparency and convenience have proven enduring, requiring long-term investment and innovation. At the same time, many trends generate excitement but do not fundamentally alter consumer behaviour. In those cases, we should remain agile, test and learn, but avoid overcommitting resources.

Ultimately, leadership is about identifying the changes that matter most, aligning the organisation behind them, and turning insight into action.

***2. As data, AI and consumer insights become more sophisticated, how is leadership judgement changing? Where should leaders rely on data and technology, and where do experience, intuition and understanding of people still matter most?***

Data, AI and advanced analytics have transformed decision-making through deeper insights, greater speed and visibility. Yet leadership judgement remains the critical differentiator. Data can show what is happening and predict trends, but it cannot determine the right strategic response.

Leaders must interpret insights within a broader business, cultural and human context. Experience and intuition remain essential for evaluating risks, prioritising investments and navigating uncertainty, while understanding consumer motivations and

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organisational dynamics requires more than data alone.

Ultimately, competitive advantage comes from combining analytical rigour with human judgement — balancing data with experience and strategic thinking to drive better decisions and sustainable growth.

***3. How do you foster experimentation while remaining disciplined about where to invest? What guides you on which ideas to scale and when to say no, while protecting long-term value?***

Innovation is essential for growth, but its real value lies in making deliberate choices about where to invest. Successful organisations are not those with the most ideas, but those that identify and scale the ideas with the greatest potential.

Experimentation starts with empowering teams to think boldly, challenge assumptions and take calculated risks. Not every idea will succeed, provided teams learn quickly and decisions remain disciplined.

I assess whether an idea addresses a meaningful consumer need, aligns with our priorities and capabilities, and can create sustainable value. Equally important is knowing when to say no and directing resources to the highest-impact opportunities.

Ultimately, innovation succeeds when curiosity and creativity are balanced with focus and execution.

***4. As businesses evolve and scale, which leadership behaviours and cultural values become non-negotiable? What have you had to unlearn or challenge in your own approach?***

As organisations grow and evolve, certain behaviours and values become non-negotiable: integrity, accountability, customer centricity, collaboration and continuous learning.

Integrity and trust are fundamental as decisions become more distributed, while accountability ensures individuals take ownership while staying focused on collective success. A customer-first mindset is equally important, helping organisations stay connected to customers and consumers and use their insights to guide innovation and strategic priorities.

***5. As consumer and employee expectations evolve, how are you building an organisation that attracts and retains high-performing talent while enabling learning, adaptation and ownership?***

Consumer and employee expectations are evolving rapidly. Today's workforce seeks purpose, growth, meaningful work, flexibility, and the opportunity to make an impact.

Attracting and retaining top talent starts with clear purpose and strong values. Employees are most engaged when they understand how their work contributes to a larger mission and feel trusted, respected, and valued.

A culture of continuous learning is equally important. Organisations must build capabilities, encourage curiosity and help people embrace change. High-performing teams also need ownership, accountability and confidence to make decisions. Leaders must create an environment where people are trusted to act, innovate and deliver results.

***6. Looking ahead, what do you believe will distinguish the leaders and organisations that thrive over the next decade? Which capabilities must leaders build today to navigate continuous change and create sustainable growth?***

Looking ahead, I believe the leaders and organizations that thrive will combine agility, innovation and purpose. Success will depend on adapting quickly while remaining focused on long-term value creation.

Adaptability will be critical: leaders must navigate uncertainty, make informed decisions and respond quickly to change. They must also leverage technology, particularly AI and data analytics, to drive innovation, improve decision-making and create customer value.

At the same time, human-centered leadership will remain essential. Attracting, developing and empowering talent, building trust and fostering continuous learning will be key differentiators.

Ultimately, sustainable growth will come from balancing short-term performance with long-term vision, combining technological advancement with human insight, and turning continuous change into opportunity.

# How AI is Impacting Leadership Decision-Making

*By Nikita Garg*



## Ashok Vasudevan

Co-Founder and Chairman,
UMA Global Foods

***1. What has your journey with AI looked like?***

I think the best way to embrace AI is simply to play with it.

Once you cross that initial stage of familiarity, you go through a whole range of emotions — you start liking it, then worrying about it, becoming anxious about it, and eventually having fun with it. The next question is: How do I bring this into my own life?

Once you develop a pattern of using it, you begin to realise that these tools require expertise too. You have to train yourself to use them, every day. That is when you start building a relationship with AI.

***2. How have you moved from personal experimentation with AI to applying it in your business?***

As an example, my current business relies quite deeply on lawyers and talent service providers. There are so many recurring requirements — appointment letters, commercial contracts with vendors, co-packing agreements with our millers, distribution agreements, NDAs and various other clauses.

So, we started categorising all of these documents and running intelligent AI prompts to figure errors, repeats, better suggestions, catch-phrases, relevant local laws and overall tonality. The economics changed dramatically.

For me, that is where AI becomes commercially interesting. It is not just about doing something faster. It changes where expertise is required, what you pay for, and how you structure the work.

***3. How has AI influenced the way you prepare for leadership and board-level decisions?***

I was once asked to review a business plan presentation covering the entire annual budget across all possible levers of the company. So, I took the presentation and put it into one of the AI tools and said:

“Look at this presentation. I’m the Chairman of the Board. Just tell me the top 10 questions I should be

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asking."

Separately, I put in the Excel file and asked: "Tell me all the assumptions in this Excel and create a sheet containing only the assumptions that have gone into this model."

Now I could at least question the basis of the assumptions. I took those questions and assumptions back to the team and said:

"Instead of taking me through the presentation, here are the questions. Come back with the answers. The meeting will be much more meaningful."

That, to me, is a very powerful application of AI at the leadership level. It doesn't make the decision for me. It helps me arrive at the right questions faster.

### *4. What is one tip you would give leaders who are embracing AI in their day-to-day work?*

I like using AI for smaller, finite, bite-sized projects. At the moment, I have three projects: 007, Business 2.0 and Values.

In each project, the AI impersonates a character. For example, in Business 2.0, I make an AI tool my Co-CEO. And it doesn't simply answer me. It asks me questions before we start thinking.

That is an example of how I'm currently working with AI — not as a generic chatbot, but almost as an additional member of my leadership team.

### *5. How else are you seeing AI being applied in the business?*

Meera (Co-Founder) is working on agentic AI, where she is using it to create the sales promotion and trade promotion plan versus consumer outreach.

We can ask: How do you allocate budgets between these two? What should be the basis for that allocation?

We are also using AI creatively. We have created category advertisements using AI. We have short movies coming out. Instagram feeds are being created as we speak.

So, the application is moving beyond productivity. It is moving into strategy, marketing, creativity and decision support.

### *6. Is there such a thing as overusing AI when it comes to a leader's decision-making or judgment?*

I think that is an old management problem. AI is simply manifesting it differently.

Historically, technology adoption has tended to happen from the bottom up. If you look at the evolution of software, applications and SaaS, you find that the person using the software is usually the programmer, the operator in the plant or the executive entering information into the system.

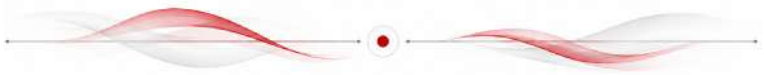
Senior management, on the other hand, tends to think more and use less, allowing others to use technology to improve effectiveness and productivity. AI has changed that. AI is extraordinarily easy to use. To use ERP, you need skill. To use PowerPoint, you need skill. To use Excel, you need skill. To use ChatGPT, you just need intelligence.

As a result, leaders have become involved in AI at roughly the same time as everyone else. There is no longer that asynchronicity between levels of the organisation. People have started using it simultaneously.

That distinction matters. But leadership judgment is still about knowing what should be done, why it should be done and what consequences you are willing to accept.

### *7. Does AI naturally restrict your tendency to trust your instincts when making decisions?*

No, not really. But it saves me a lot of time. And because it saves me time, I can do five things instead of one. I'm not working less because I'm working faster and more efficiently. I'm actually working more.





# AI, DATA AND DECISION MAKING WITHIN THE INDIAN CONSUMER SECTOR: WHY LEADERSHIP JUDGEMENT STILL MATTERS

By Sunit Mehra and Amita Pisharody

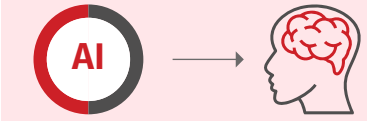
In boardrooms across India's consumer and FMCG landscape, a quiet shift is underway. AI-driven insights now guide everything from predicting festive demand to shaping media spend and optimising supply chains. Yet, even as organisations accelerate digital adoption, one truth continues to underscore leadership conversations: data can inform decisions, but it cannot replace judgment.

India, with its cultural diversity, fragmented consumption patterns, and fast-evolving aspirations, demands a leadership approach that blends analytical intelligence with a deep understanding of human behaviour. As AI becomes more sophisticated, the real differentiator is emerging not from the technology itself, but from the leaders who know how to wield it.

## Human Judgment vs Algorithmic Recommendations: Reading Beyond the Numbers

Indian consumption is rarely linear. A data model may flag a spike in demand for "healthy snacking," but the meaning of "healthy" varies between Bengaluru's urban millennials, Delhi's nuclear families, and small-town Maharashtra. Similarly, festive buying behaves differently across states, communities, and income segments.

AI can capture patterns with impressive accuracy. But leaders across categories from dairy and packaged foods to beauty, personal care, and QSR point to a persistent gap: Algorithms reveal the 'what,' but leadership must interpret the 'why'.




AI captures what's happening

Leaders find out why it's happening

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**In India, the 'why' is shaped by influences that often sit outside structured datasets:**

- Cultural nuance and regional tradition
- Hyperlocal digital chatter
- Community-led preferences
- Climate variations and local festivals

Effective leaders treat AI as a strategic input, not a verdict. They challenge what feels inconsistent with market intuition. They cross-check data signals with feedback from distributors, retailers, and field teams. Judgement becomes the bridge that connects raw insight to meaningful action.

## Leadership as a Boundary-Setter: Guardrails for Automation

The Indian FMCG ecosystem has embraced automation at scale – dynamic pricing engines, automated route-to-market planning, predictive inventory tools, and AI-led media optimisation. But leaders are also recognising the importance of setting boundaries to prevent over-automation.

**Several Indian CEOs and business heads note that technology, if left unchecked, can lead to unintended consequences:**

Pricing algorithms may push for changes that conflict with India's MRP-sensitive purchasing behaviour

Route-to-market automation may deprioritise long-standing distributor partnerships that are essential in Tier 2 and Tier 3 markets

Performance marketing tools may over-optimise short-term conversions at the expense of long-term brand building

The leadership role, therefore, is evolving from decision-maker to decision architect. Leaders determine where AI should lead and where human discretion must override. They place ethical, cultural, and brand-related guardrails around automation to ensure decisions remain consumer-centric, not merely data-efficient.

## Building Data-Literate Leadership Teams: The Next Differentiator

With digital adoption now mainstream, the next competitive advantage for Indian consumer companies lies in building data-literate leadership – leaders who are not overwhelmed by analytics but empowered by it.

**Across search mandates and leadership assessments, certain expectations are becoming standard:**

- Comfort with digital tools
- The ability to interrogate an algorithmic recommendation
- Understanding the limitations of India's offline-heavy data environment
- And the capability to blend quantitative signals with qualitative insights

Data literacy is not about technical expertise. It is about judgment – knowing when to trust the model, when to adjust for context, and when to rely on intuition built over years of working in the Indian market.

Leaders who can balance analytical fluency with human understanding are increasingly shaping the direction of high-growth consumer organisations.

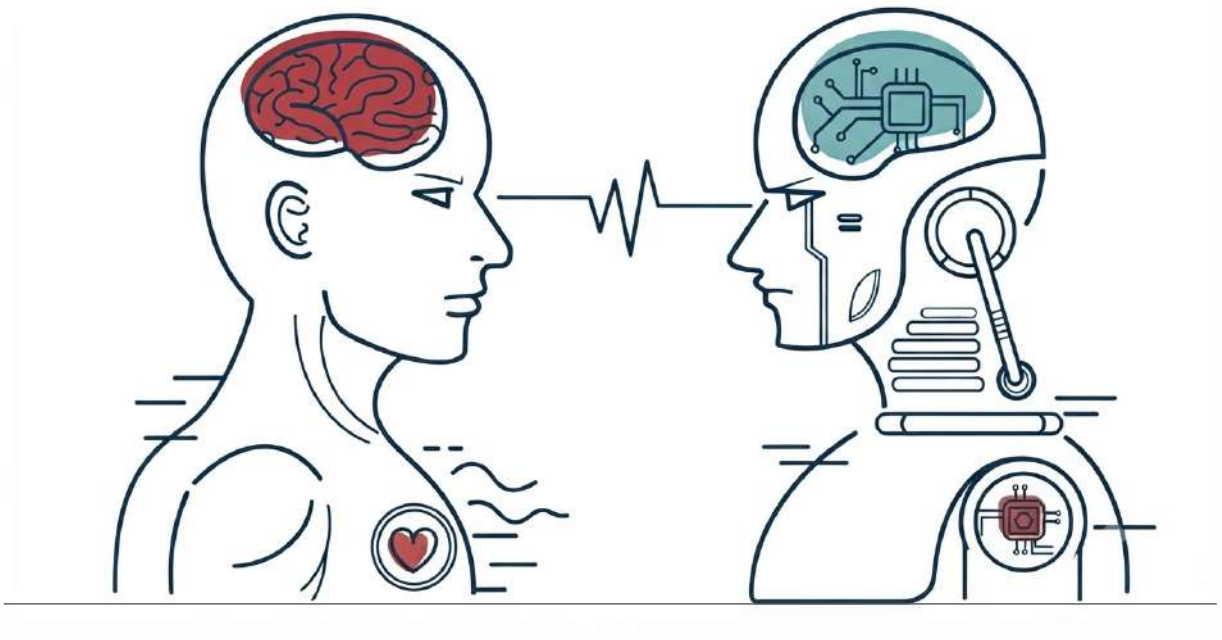
# The Value of Leadership Judgment

India remains a trust-led, emotionally influenced consumer market, one where choices are shaped not only by price and convenience, but by habit, aspiration, community cues, and cultural identity. AI can surface patterns and highlight opportunities, but it cannot fully interpret these human layers. Leaders still decide which insights matter, which risks are worth taking, and which paths align with the brand's long-term intent.

The future of decision-making in Indian FMCG is not a contest between data and intuition, it is a collaboration. The organisations that will define the next decade are those guided by leaders who welcome technology, yet retain the clarity, empathy and contextual understanding that only human judgment can provide.

AI may refine decisions, but leadership gives them direction and purpose.

And in a market as dynamic and nuanced as India, that blend of insight and instinct will remain the hallmark of leaders who build brands that last.



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# PEOPLE MOVEMENT

| | | | |
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| **George Kovoor** | PepsiCo<br>*Senior Vice President & General Manager, India Beverages* | Sep 2026 → | Parle Biscuits<br>*Chief Executive Officer* |
| **Nandita Sinha** | Myntra<br>*Chief Executive Officer* | Aug 2026 → | Swiggy Instamart<br>*Chief Executive Officer* |
| **Siddharth Rastogi** | Kerry<br>*Managing Director & Business Head for Indian Subcontinent & SEA* | Jul 2026 → | Roquette<br>*Managing Director* |
| **Amit Nanda** | Amazon India<br>*Director, Partner Services* | Jun 2026 → | BigBasket<br>*Chief Executive Officer* |
| **Sanjay Rao** | Nike<br>*Senior Director, Nike Retail - France & Benelux* | Jun 2026 → | Bata India<br>*Managing Director & Chief Executive Officer* |
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| **Rakshit Hargave** | Birla Opus<br>*Chief Executive Officer* | Dec 2025 → | Britannia Industries<br>*Managing Director & Chief Executive Officer* |
| **Ramprasad Sridharan** | Benetton India<br>*Chief Executive Officer & Managing Director* | Dec 2025 → | PUMA India<br>*Managing Director* |
| **Ajay Bathija** | Coca-Cola<br>*Vice President - Operations, South West Asia* | Oct 2025 → | UNIBIC Foods<br>*Chief Executive Officer* |

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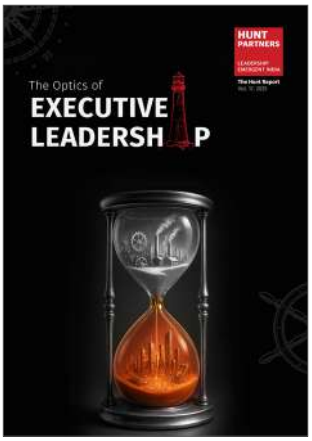

# REFERENCES

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The Hunt Report, crafted by the esteemed team at Hunt Partners, serves as a comprehensive resource offering key business insights and their implications on the talent landscape across a diverse array of industry practices. This meticulously curated report amalgamates strategic data derived from both publicly available sources and insightful discussions with senior industry figures. Through an in-depth analysis, The Hunt Report delves into the pivotal business issues affecting each of the industry practices we engage in, shedding light on their impact on executive recruitment. Furthermore, the report provides a comprehensive summary of executive movements within these sectors, offering valuable insights into trends shaping the executive hiring landscape. With its wide-ranging coverage and nuanced exploration of industry dynamics, The Hunt Report serves as an indispensable tool for understanding and navigating the complexities of executive hiring across various industries.

## Previous Volumes



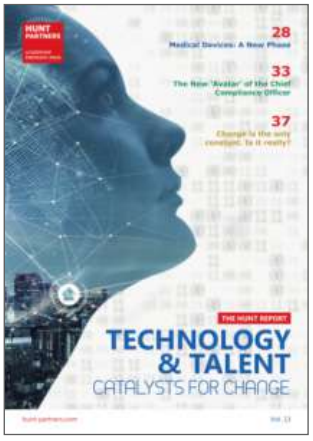





















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## Director Development Programme

The Director Development Programme is a certification workshop designed for current and aspiring Directors. Conducted over three weeks, it features expert faculty-led sessions, case studies, and mock board simulations. A compact, well-curated cohort ensures maximum engagement, personalized attention, and highly interactive discussions.






## Illuminati Dialogues

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Former MD & CEO NielsenIQ

**Avinash Gupta**
Former MD & CEO Dun & Bradstreet

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MD & CEO Hinduja Renewables

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Hunt Partners is one of Asia's leading executive search firms with principal offices in Mumbai and Abu Dhabi. Hunt Partners offers expertise across a broad spectrum of industries. The firm ensures highest quality service standards through its ownership approach for all the partners. Over a decade, the firm has been consistently ranked amongst the top 10 retained executive search firms and witnessed rapid expansion and growth in revenues and clientele. Hunt Partners provides services like Interim Management, Talent Management and Organization Alignment to help their clients achieve desired business results through effective and pragmatic talent management strategies. Hunt Partners also specializes in board advisory services, provides research, and even offers unique board-certification programs under 'Director Education Workshop' for aspiring and existing Directors.

# OUR OFFERINGS

Altus
Board Governance & Education
HUNT PARTNERS INITIATIVE

Our Board Practice provides a range of services for Statutory and Advisory Boards. These services include appointing Chairpersons and Independent Directors, Compensation Advisory, Training and Effectiveness Services.

COACH KOMPASS
LEADERSHIP COACHING
HUNT PARTNERS INITIATIVE

Hunt Partners have designed the Coach Kompass platform to assess and coach leaders to push beyond the present, to experiment, to plan, to be prepared to take on challenges and to 'be' more and deliver greater business outcomes.

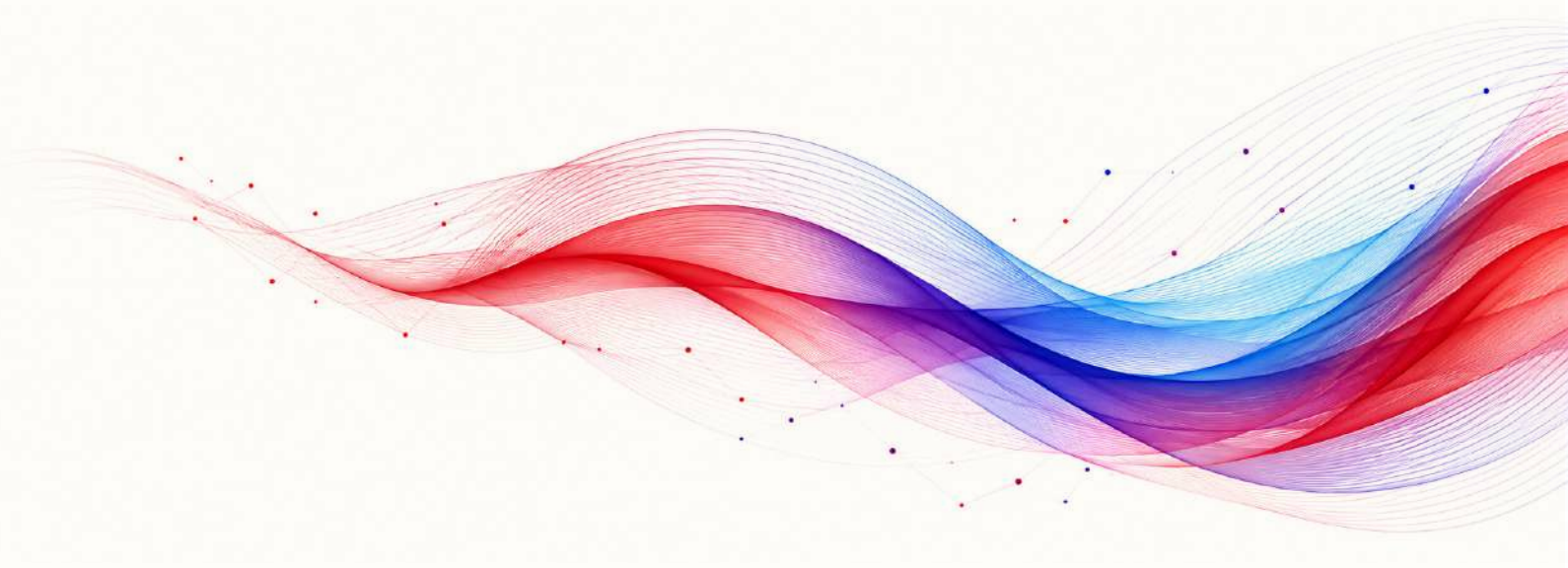
ELAN
INTERIM MANAGERS
EIM-HUNT PARTNERS INITIATIVE

Interim Management is the provision of senior management resources on a short-term basis to organizations to meet an immediate need. This offers clients a flexible resourcing solution to enlist the services of a senior-level executive and/or specialist temporarily. Interim Managers can be an excellent solution for businesses dealing with challenges, leading change, transitioning, or fulfilling a gap.

HUNT PARTNERS
LEADERSHIP EMERGENT INDIA

**Executive Search and Hunt On Demand**

Hunt Partners experienced consultants (Partners and Principals) bring unrivaled expertise in talent and leadership assessment to offer their clients high quality service in a broad spectrum of industries and functions across Asia.



## Design


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