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Group CEO of Marina-Bay Shipping Group (MBSG)

Kenji Fukushima

Building a Global Shipping Legacy with Vision and Integrity



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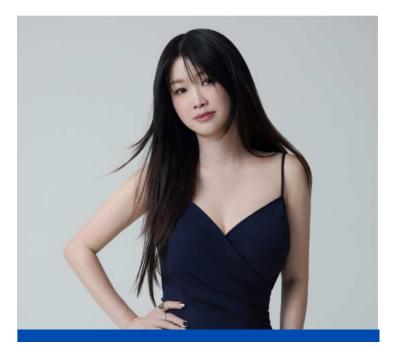


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Editor's Note

In a world where transformation is the only constant, every issue of Corporate World Magazine is a moment to pause, reflect, and celebrate the trailblazers shaping the future of business.

Our July-August edition is no exception. At the heart of this issue is the compelling story of Kenji Fukushima—a visionary whose journey with MBSG reflects resilience, bold leadership, and an unwavering commitment to sustainable growth. From navigating challenges to redefining strategy on the global stage, his insights are a masterclass in purposeful leadership.

We're equally excited to feature candid conversations with thought leaders like Jace Tan, Richard Liao, Dr. Ryohei Mori, and Ignatius Tallulembang. These individuals are not only driving innovation and sustainability in their fields; they're embracing uncertainty with courage, empathy, and a future-focused mindset.

What connects all these voices is a powerful theme: progress with purpose.

As you turn these pages, I invite you to explore ideas that spark inspiration and stories that fuel your ambition. Because business today is not just about growth—it's about growing wisely, leading consciously, and making a meaningful impact.

Thank you for being part of this evolving conversation.

Happy Reading...



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Kenji Fukushima, Owner and Group CEO of Marina-Bay Shipping Group (MBSG), is a visionary leader whose journey embodies resilience, ambition, and unwavering commitment to sustainable business practices. Since arriving in Singapore in 2013, Kenji leveraged his extensive experience in trading and shipping to establish MBSG from the ground up. With no initial local connections, he built the company into a thriving \$100 million enterprise that provides comprehensive shipping services—from delivery to dismantling.

In an exclusive interview with Corporate World, Kenji opens up about the challenges he faced, the principles that guide his leadership, and the strategic mindset that continues to drive MBSG's success on the global stage. Global
Shipping
Legacy with
Vision and
Integrity

Kenji Fukushima, Owner and Group CEO of Marina-Bay Shipping Group (MBSG), shares his expertise in global shipping operations and sustainable business leadership in an exclusive conversation with Corporate World.

Q. Give us overview about your professional journey and the key milestones that shaped your career?

After graduating from university in Japan, I joined Sumitomo Bank and was assigned to the project finance team within the Structured Finance Department. There, I learned how to structure deals in a way that balances risk and return. In any business, certain risks and returns are inevitable, so effective risk control becomes essential to move a project forward. I consider myself fortunate to have acquired this knowledge early in my career. After spending seven years at Sumitomo Bank, I moved to Itochu Trading and joined the Shipping Department, where my career in the shipping industry began.

Q. How do you define leadership and what qualities do you believe to make a great leader?

The key words of leadership are "never give up," "time control," and "legal compliance." If you never give up, the story isn't over—you still have a chance to succeed. In my experience, success often lies beyond what seems like a real limitation, so leaders must not set limits for themselves too easily. Time control is also essential; it means a leader must be able to determine priorities instantly in any situation.

If employees sense uncertainty in their leader's priorities, they may lose confidence. Legal compliance is the foundation for building sustainable trust and relationships. Without that trust, business cannot continue. In one past experience, an opposing contractor breached a contract, and I decisively ended the business relationship without hesitation.





Q. What inspired you to establish your own company in Singapore in 2013, and what were some of the biggest challenges you faced in the early days?

When I was 38, I felt it was time to become an entrepreneur. If I didn't try, I would have surely have regrets in future. Since my career was in shipping, I chose Singapore as the place to start, as it's a country that actively supports the shipping industry as one of its key growth sectors.

In the early days, I was genuinely grateful for a new contract that earned me just SGD 500 per month. What mattered most to me was that someone trusted me enough to pay for my service. Interestingly, one of those early contracts that began at SGD 500 per month grew significantly over the next three years.

All this taught me that life doesn't come with guarantees from others—if you want something, you have to start it yourself. But taking that first step is already a big challenge.

Q. Trust is a cornerstone of Marina-Bay Shipping Group's philosophy. How do you build and maintain trust with global partners and clients?

Maintaining trust with everyone is not easy, and I believe all leaders share that feeling. One core principle I strongly believe in is never speaking ill of others or making statements that bring others down. Even if someone else behaves in that way, I choose not to retaliate. When people hear such comments, they will judge for themselves what is right or wrong and act accordingly.

In the end, the person who spreads negativity is most likely to lose their own credibility. No one wants to do business with

someone who badmouths others simply because their own results haven't progressed. A true leader should never blame others for their own outcomes.

Q. What does sustainable growth mean to MBSG, and how is it reflected in your day-to-day business decisions?

We believe that for sustainable growth, it is important for employees to work happily. A company where employees take pride in their work will definitely grow. This does not mean pampering employees, but rather empowering them to feel a sense of achievement in their work every day. In this age of diversity, the way we work is changing. However, that doesn't mean the tasks we have to do have changed. I think that the responsibility for self-management has increased. Our company continuously updates work rules to better align with each individual's lifestyle, while striving to create an environment where discussions about employment conditions and other topics can occur openly, ensuring that all employees working together do not feel any sense of unfairness. We believe these daily efforts will ultimately lay the foundation for the company's growth.

Q. How do you communicate your sustainability values to clients, partners, and internal teams?

Shipping is always a 24/7 business. Shipping is a global business. We manage our own ships, and our crew members work on the ocean day and night. Since the safe transport of cargo is one of the most important missions for our company, we place the highest priority on safe operations and ensuring the safety of our crew members. This is a policy we will never compromise. We believe that when a ship faces danger, honestly communicating these

policies to the relevant parties and proceeding with their understanding will ultimately help convey sustainable values to our partners and clients.

Q. As a leader, how do you motivate and guide your team to realize their full potential, particularly during times of pressure or transition?

This is not something that can be achieved in a day, but rather the achievements and results of a leader that have been steadily built over a long period of time are important. Even in difficult times, there is always light, so leaders must sometime make dynamic decisions toward that light to survive. If the leader did not build such achievement and results in past, the employees cannot respect their leaders decision at that time, then the path to that light will be long and difficult. Rather than trying to motivate employees, the most important thing is for leaders to make efforts to get employees to believe in their own decisions, and we place emphasis on creating an environment where we can all move forward together in the direction that the light is pointing.

Q. Having worked across various regions in Asia, including Saudi Arabia, how has your international experience influenced the strategic vision and identity of **MBSG?**

However, navigation restrictions and embargoes on countries under economic sanctions are determined by international rules and are also explicitly stated in shipping contracts. Compliance with laws and regulations, which I mentioned as a key factor, is truly essential in the global shipping business. Wars, conflicts, piracy, and natural disasters occur frequently, both large and small, all

around the world. As a shipping industry that transports cargo while constantly facing danger, it is crucial for us to closely monitor international situations. Reflecting our strategic vision, we held a charity event following the Syria-Turkey

Q. How do you stay ahead in such a competitive and volatile industry, particularly when it comes to timing investments and navigating market cycles?

Regarding market cycles and investment timing, I don't rely on others' opinions or market reports. The only criteria I trust as a judgment standard are fundamental indicators such as the unemployment rate and economic growth rate found in economic statistics. Beyond that, I make decisions based on my own experience and track record, which have been honed over many years. Since I cannot conduct business alone, I also place great importance on meeting people and following the flow of business, as building strong relationships and understanding market dynamics firsthand are crucial to making informed decisions.

Q. What is one piece of wisdom you've learned through your journey that you'd like to share with our readers?

If you don't have the confidence to keep moving forward without giving up or wavering, then it's too early to become a top leader. True leadership requires resilience and a steadfast commitment to push through challenges, even when the path is difficult. Conversely, when you no longer have the confidence—both physically and mentally—to maintain that drive and focus, I believe it is the right time to retire. Knowing when to step down is just as important as knowing when to lead, allowing new energy and vision to guide the organization forward.



"Glow With Growth"

CEO of Asian Beauty Corner

Awards And Key Milestones

- Securing exclusive distribution rights for well-known Korean brands such as Peripera, Clio, Hince, Dasique, Afterblow, Rom&nd, and SKIN1004
- Opening exclusive three 3CE flagship stores
- Launching the Underwater retail chain, which has since become a go-to destination for beauty lovers in Malaysia
- Becoming a trusted supplier to leading retail chains like Watsons, Guardian, and Sasa
- Reaching the Top 5 K-beauty sales on TikTok Malaysia within just a few months of going live on the platform
- Creating our own OEM brand, E:ye & Sui, which is built around the philosophy of hydration, beauty, and love
- Launching LuvScents, our fragrance division dedicated to curated niche perfumes for scent lovers
- Expanding our presence into TikTok live commerce, influencer marketing, and tech-enabled beauty retail
- Ranking among the top 5 in the perfume category on Lazada

Jace Tan

Glow with Growth: The 360° Beauty Model Powering Asian Beauty Corner's Rise

In an interview with Corporate World, Jace Tan, CEO of Asian Beauty Corner (ABC) shares how a passion for K-beauty evolved into a thriving multi-channel business across Southeast Asia

In the fast-paced world of beauty retail, where trends shift overnight and consumer loyalty is hard-won, Jace Tan, CEO of Asian Beauty Corner (ABC), has carved out a space rooted in authenticity, innovation, and an intuitive grasp of what Southeast Asian consumers want. What started as a passion for K-beauty has evolved into a thriving multi-brand, multi-channel business that's making waves across the region.

In this candid conversation with Corporate World, Jace shares the story behind ABC's rapid rise, her approach to leadership, and the long-term vision driving the company's expansion. From TikTok triumphs to niche fragrances and OEM innovation, it's a journey of grit, growth, and genuine love for the beauty industry.

Q. Tell us about your professional journey and the key milestones that have shaped Asian Beauty Corner.

My journey began with a passion for K-beauty and a deep understanding of what Southeast Asian consumers truly want. I founded Asian Beauty Corner (ABC) to bridge the gap between authentic Korean beauty brands and local markets. From the beginning, it was about offering something real, relatable, and reliable.

Each step has been driven by one core purpose: to make beauty more accessible, trustworthy, and joyful for our customers.

Q. How do you personally define leadership, and what qualities do you believe are essential for business growth?

To me, leadership is about creating clarity, uplifting others, and having the courage to make bold yet thoughtful decisions. It's not just about chasing KPIs—it's about building a culture of integrity, empathy, and agility.

A strong leader knows how to:



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- Empower the team rather than micromanage
- Act quickly, but always with empathy
- Listen deeply and lead with humility

At the end of the day, leadership is not a title it's a daily commitment to show up with intention and integrity.

Q. How does ABC maintain its credibility in such a competitive and fast-moving industry?

In today's crowded beauty space, trust is everything. Our reputation is grounded in transparency, quality, and long-term brand partnerships.

ABC have built this reputation by partnering only with authentic, authorized Korean beauty brands; ensuring full product traceability and offering only 100% original goods and conducting ongoing training and education for both retail teams and consumers to ensure product knowledge and responsible use. Digitally, we've established a strong footprint—not just on TikTok, where we're ranked in the top five companies for K-beauty sales, but also across Shopee, Lazada, and other key e-commerce platforms. This ensures wide-reaching and convenient access for our customers.

Physically, the presence of ABC through the Underwater retail chain in major malls strengthens credibility. This online-to-offline (O2O) approach lets us deliver a seamless customer experience, helping us build brand equity both in-store and online.

We're also expanding into Chinese beauty brands such as Winona, and exploring emerging segments like skincare for sensitive skin—ensuring we stay ahead of trends and cater to a wide range of needs.

Q. What is your long-term vision for ABC and its place in the Southeast Asian beauty ecosystem?

My vision is to build Asian Beauty Corner into a regional beauty powerhouse where brands, consumers, and creators connect seamlessly under one ecosystem.

For this, we are aiming to:

- Expand strategically across Southeast Asia.
- Grow our OEM brand portfolio, led by E:ye & Sui—a brand rooted in hydration ("sui"), love ("eye"), and self-confidence.
- Continue developing in-house products that reflect genuine consumer insights and current market trends.
- Establish LuvScents as a go-to destination for indie and niche fragrances across the region.

Beyond products, we're laying the foundation for a beauty ecosystem—integrating distribution, retail, content, and tech-driven innovation within our group

of entities. We don't see this just as expansion. It's about creating a connected, customer-first beauty experience across platforms and borders.

At the heart of this vision is a belief we hold close: "U eye, U sui" — With love, you become prettier.

Q. Running a growing beauty business must be demanding. How do you strike a work-life balance?

I don't believe in the traditional concept of work-life balance mainly because beauty is my passion, and I'm lucky to have turned that passion into a profession. That said, I do believe in creating moments for rest, reflection, and quality time with loved ones. Whether it's developing a new formula, leading a launch, or working with our team I find energy in the process. I truly believe a founder who is fulfilled personally and professionally will create the most meaningful and lasting impact.

Q. Finally, what is the one piece of advice you would offer aspiring entrepreneurs?

Start before you're ready—and figure it out along the way. You don't need to have every detail figured out before taking your first step. In fact, some of my biggest growth moments came during times of risk, uncertainty, and self-belief.

If your heart is in the right place, and your work is built on love and grit, you'll find your way. Don't wait for perfection. Let your passion and purpose guide you forward.





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Urban Growth is Straining Ageing Systems

Nidhi Verma

T ndia's cities are growing rapidly **■** but their infrastructure is struggling to keep pace. Urban centres are expanding in both size and population, yet continue to rely on outdated service delivery models. Public infrastructure transport, water, waste, power is under sustained and increasing pressure. Issues like traffic congestion, power failures, water shortages, and unmanaged waste are no longer exceptional they are everyday realities in many urban centres. This is not merely a case of isolated service failures, but a sign of deep-rooted structural stress. The pace of urban migration and economic expansion has far outstripped planning cycles and capital investment. The result is a growing disconnect between what cities are required to support and what they are currently able to deliver.

smarter governance, aiming to make cities more data-driven and responsive. Some cities have made progress in traffic automation, smart grids, and digital public services. Complementing this, the AMRUT program focuses on upgrading essential infrastructure in smaller urban areas, particularly for water, sanitation, and non-motorised transport. These programs are important steps in the right direction but they are still evolving and have yet to deliver at full scale or impact. Cities also require enhanced administrative and technical capacity to design, fund, and manage infrastructure projects effectively. Funds like the Urban Challenge Fund offer some flexibility for innovation, but they cannot fully resolve structural challenges without deeper institutional reform.

execution, and efficient operations needs that can be met through well-structured Public-Private Partnerships (PPPs). In areas such as metro systems, toll roads, urban utilities, and integrated transit, PPPs have already delivered results. The private sector brings operational expertise, advanced technology, and innovative financing models that can complement public resources. However, for PPPs to succeed at scale, cities need clearer regulations, robust project pipelines, and transparent governance mechanisms. Equally important is balanced risk-sharing and long-term policy consistency, which are essential to building investor confidence. With the right frameworks, PPPs can evolve from isolated success stories to core instruments of urban transformation.

"Sustainability must be at the core of urban infrastructure. Green buildings, clean energy, and climate resilience can no longer be treated as optional"

— Mr. Prabhakar Kumar

Progress is underway - but it remains insufficient

Policy responses have begun to acknowledge the urgency of the situation. Initiatives such as the Smart Cities Mission have introduced frameworks for

Scaling Public-Private Partnerships is critical

While public programs lay the policy foundation, they are insufficient on their own. Urban infrastructure requires sustained capital investment, faster

Sustainability must be central to infrastructure design

As infrastructure planning progresses, it must be guided by sustainability and climate resilience. This is no longer optional. Urban systems must be

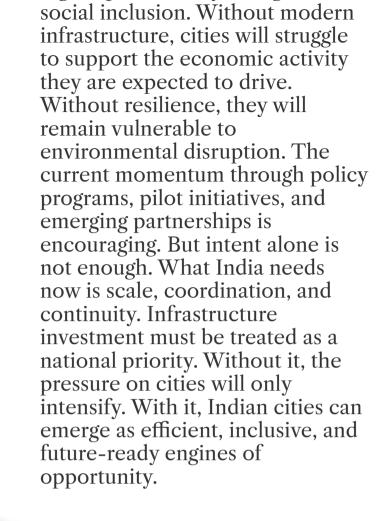
designed to reduce environmental impact, lower carbon emissions, and withstand future climate risks. Flood-prone cities need enhanced The time to act is now and at drainage systems and better zoning controls. Heat-prone regions require public infrastructure that prioritises thermal comfort and energy efficiency. Green buildings, decentralised renewable energy, efficient public transport, and smart water management should be embedded into standard practice not confined to isolated pilots. Simultaneously, cities must begin integrating real-time data systems to monitor utilities, identify stress points, and improve service delivery. These strategies enhance not only efficiency but also the long-term resilience and

viability of urban systems in a

resource-constrained and climate-vulnerable future.

scale

India's urban future hinges on timely, strategic, and sustained investment in infrastructure. This is not just about improving



livability it is about enabling

long-term economic growth,

higher productivity, and greater

"Urban infrastructure is the bedrock of productivity, mobility, and economic dynamism. Without sustained investments in modern infrastructure, cities will struggle to fuel the economic engines they are meant to be."

> Mr. Prabhakar Kumar Head - Government Consulting, REPL (Rudrabhishek Enterprises Ltd.)

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Tackling Indonesia's Energy Challenges Through Courage, Integrity, and Innovation

In this insightful conversation with Corporate World, **Ignatius Tallulembang** reflects on the bold steps that lie ahead for Indonesia's energy future.



66

Few leaders in Indonesia's energy sector have combined technical depth, national commitment, and ethical leadership as consistently as Ignatius Tallulembang. With over three decades of experience in the refining and petrochemical industry, he has spearheaded some of the country's most impactful projects—driven by a clear purpose: to build an energy-secure, environmentally responsible, and economically inclusive Indonesia. Whether leading initiatives in green hydrogen or steering the strategic methanol downstreaming project in Bojonegoro, he brings a rare mix of vision, courage, and grounded execution. In this insightful conversation with Corporate World, Ignatius reflects on the challenges and choices that have shaped his leadership and the bold steps still ahead for Indonesia's energy future.

Q. How do you define your leadership philosophy when managing multibillion-dollar national projects?

My leadership philosophy is simple: a leader must be present, accountable, and focused on building systems, not dependency. Large-scale projects require more than direction; they demand example and the courage to make tough decisions. That's why I implemented the Integrated Project Management System (IPMS) to ensure continuity even during leadership transitions. For me, leading means responding to the nation's needs not merely fulfilling a position. I believe true leadership emerges not when things are easy, but when tough choices must be made for long-term national interest.

Q. How do you align long-term national energy goals with on-the-ground execution?

I believe that vision without execution is just a slogan. That's why I always begin with a deep understanding of national energy policies such as reducing fuel imports, increasing local value creation, and transitioning to clean energy. In projects like the Blue Sky Cilacap Project in Central Java (2016–2019), I ensured that every technical detail, logistics flow, and human resource action on the ground was aligned with strategic national missions. Cross-functional coordination, engagement with central and local governments, and involving nearby communities are part of my approach.

Today, we face a critical phase where the gap between energy supply and demand increasingly burdens the government's ability to deliver prosperity. Therefore, aligning vision and field-level execution is not just about project management it's about fulfilling a constitutional mandate: that energy is a right and a responsibility of the state to uplift its people.

Q. What guiding principles help you ensure timeliness, cost-efficiency, and compliance in large-scale projects?

Three things I always uphold: sound planning, data-driven monitoring, and transparency. Every project must begin with comprehensive risk mapping to anticipate problems early. I emphasise open communication across all organisational levels and real-time digital reporting. I also advocate for fast yet precise decision-making—because delays can mean major losses for the nation. Compliance with law and ethics is fundamental. Efficiency without integrity eventually collapses. My principle is simple: act swiftly, accurately, and ethically.

Q. How do you integrate environmental responsibility into refinery operations and future investments?





Great teams aren't built through command, but through shared purpose. I want my team to feel they're not just doing a job—they're building something meaningful for the nation. That's why I support internal programs like EPPM to help young talent grow into project leaders. I am present not just when projects are completed, but also during challenges—listening, giving room to grow, and recognizing courageous initiative. The collaborative culture I nurture is rooted in trust, open communication, and shared responsibility. No project succeeds without a team that's confident and proud of its work.

Q. What is one valuable life lesson you'd like to share with our readers?

I've learned that success is not measured by titles, but by impact. True leaders don't seek the spotlight—they leave behind systems that continue to create value. Throughout my journey, I've faced many tough decisions. Not all were popular, but I made each based on sound data, clear intentions, and national interest. The world moves fast, and pressure comes from all sides. But if we remain grounded in integrity, work with good intentions, and think long-term, our contributions will be remembered not for applause, but for impact.

Q. What is your strategic vision for the methanol downstreaming project in Bojonegoro led by BPE?

The methanol downstreaming project in Bojonegoro is a key part of our strategy to enhance national energy resilience and support the global energy transition. With a 1,000 kTPA capacity and gas supply from the Jambaran Tiung Biru field, this project is designed to reduce dependency on methanol imports—a vital input for biodiesel and petrochemical industries. My vision is simple: Indonesia must produce its own strategic raw materials.

Furthermore, this project aligns with the strategic vision of President-elect Prabowo Subianto and Vice President Gibran Rakabuming Raka in promoting downstream industrialization and job creation. It reflects our collective awareness that energy independence is central to national prosperity.

In addition to reducing imports, this project will have a multiplier economic effect: job creation, increased use of domestic gas, and the strengthening of domestic industrial supply chains. Official projections show that energy downstreaming could contribute up to USD 209 billion to the national GDP and absorb over two million workers. This is the systemic impact that can be unlocked from one strategic move in the energy sector.

Q. Why do you believe green energy is vital to Indonesia's future?

Energy represents the future of our nation. Amid global uncertainty and the climate crisis, Indonesia can no longer rely solely on fossil fuels. We have tremendous potential—from biomass to geothermal to solar—that remains largely untapped. Green energy is not just about the environment; it's the path to energy sovereignty and inclusive development.

Data from the Directorate General of New, Renewable Energy and Energy Conservation (EBTKE) shows that Indonesia's renewable energy potential reaches 3,687 GW, yet only around 155 MW has been utilized. This is both ironic and full of opportunity. Through green petrochemical projects in Buton and Bojonegoro, I aim to prove that green investment can create jobs, boost local economies, and protect the planet for future generations.

As emphasized in the Asta Cita vision by President Prabowo and Vice President Gibran, energy self-sufficiency is the foundation of national independence. Downstreaming domestic resources like methanol and bioethanol is key to reducing our trade deficit while generating broad socio-economic benefits.



"Empowerment of Nari Shakti will not be possible without the safety of women. Using latest technology and effective mechanisms, the Central Government is committed towards protecting the rights and dignity of women, as well as punishing those who violate the law."

Prime Minister, Narendra Modi





SAFETY OF WOMEN One resolve, many initiatives

A multi-pronged strategy is re-defining women safety for empowerment as well as women-led development

Emergency Response Support System

Now you can call 112 from any phone or press the panic button in the 112 India Mobile App for quick assistance from Police, Fire Services, Ambulance, Women Helpline and registered Volunteers, in an emergency





112 Emergency Response Support System launched in 19 States/ UTs (all States/ UTs to be covered by Dec, 2019). For more information, visit https://112.gov.ii



Law made stronger and justice delivery made faster



Enhanced punishment, including death penalty for rape; Investigation and trial to be completed in 2 months each; Trials completed within 3 to 45 days in certain States

Forensic investigation modernized



New Central Forensic Science Laboratory (CFSL) set-up in Bhopal and Guwahati; State-of-the-art DNA analysis soon in CFSL Chandigarh; Investigation officers, prosecutors and doctors trained in advanced techniques; DNA facilities being upgraded across the country

Safer Cities



Comprehensive projects for making Ahmedabad, Bengaluru, Chennai, Delhi, Hyderabad, Kolkata, Lucknow and Mumbai safer for women sanctioned in phase-I worth Rs.3000 crore

Prevention of cyber crime against women and children



Citizen friendly cyber crime portal (https://cybercrime.gov.in) to report and block obscene content with ease; Cyber crime investigation training for police, prosecutors and judicial officers; Cyber crime Prevention, Awareness & Detection Centre (CyPAD) of Delhi Police and National Cyber Forensic Laboratory established

Dro ampleum



Pre-employment online background check through police for sensitive iobs

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REDEFINING TRADITION WITH INNOVATION AND PURPOSE



The Group CEO of Hwa-Hsia Glass Co., Ltd. talks to Corporate World about leading bold transformation.

After starting his career on Wall Street and earning degrees from Cornell and NYU Stern, Richard Liao returned home to Taiwan to take on a challenge far removed from finance: transforming his family's legacy glass manufacturing business. Today, as Group CEO of Hwa-Hsia Glass Co., Ltd., he is redefining what it means to lead in a "traditional" industry. In this exclusive interview with Corporate World, Liao opens up about steering digital transformation, embracing ESG, and launching a modern consumer brand—all while staying true to the timeless material at the heart of it all: glass.

Q. Give us an overview of your professional journey and the key milestones that shaped your career.

I was born in Springfield, Illinois, and moved back to Taiwan when I was very young. After spending my formative years between the U.S. and Taiwan, I completed my undergraduate and master's degrees at Cornell University—majoring in Operations Research and Financial Engineering and went on to work for JP Morgan in New York. After three years, the 2008 financial crisis shifted everything. I took it a moment to pause and pursue an MBA from NYU Stern.

In 2012, I received a call from my father asking if I could help with the family business. That call changed everything. I returned to Taiwan, stepped into Hwa Hsia Glass Co., Ltd., and immersed myself in every aspect of the operation from production to finance to sales. I quickly realized that the company needed a serious transformation if it wanted to thrive in a modern economy.

Some key milestones along the way:

- **Digital Transformation**: We implemented SAP ERP and AI-based production monitoring to drive operational clarity. We also introduced 15 robotic arms that freed up 25% of labor time.
- **Brand Reinvention**: I launched Glass Bros., a storytelling and podcast platform, and created Aqua Soul, our B2C brand, to bring glass into the lifestyle space. Today, we offer everything from decanters to whiskey glasses and tea sets.
- Sustainability Leadership: We adopted ISO 14064 and 14067 standards, issued our first ESG report in 2022, and developed circular systems to recycle post-consumer glass into reusable materials like sand. We've reduced over 17,000 tonnes of CO₂ emissions.

From a 7% gross margin when I returned, we've now doubled that to 14%, while reducing total headcount by nearly half. But more than the numbers, it's the cultural shift that matters most—we went from an experience-based company to a data-driven, forward-looking organization.

Q. You've successfully led Hwa-Hsia Glass through a remarkable transformation. What were the key challenges you faced during this journey, and how did you overcome them?

There were three core challenges:

- **1. Cultural resistance:** Many of our senior team members were rooted in traditional practices and viewed digital systems as over-complication. To address this, we ran co-creation workshops that involved them in the change process, rather than imposing it top-down.
- 2. Capital deployment and trust: Transformation demands upfront investment without immediate payoff. Convincing stakeholders—especially family shareholders—to stay patient and committed was a constant negotiation. I insisted that our new businesses aim for a 30% gross margin, which helped balance risk and reward.
- **3. Attracting talent:** It's hard to get young professionals professionals excited about working in glass manufacturing. We changed that by investing in automation and branding, and by offering roles in digital strategy, sustainability, and design. We showed them that glass can be as innovative as tech—if not more sustainable.

The key was shifting the company's identity—from reactive to proactive, from traditional to transform.

Q. What personal leadership philosophy guides your decision-making as Group CEO, especially during times of uncertainty?



My leadership rests on three principles: transparency, trust, and empowerment.
In times of uncertainty, I believe leaders must:

- Be honest about the reality, even when it's difficult to hear. Sugarcoating challenges only delays necessary action. When we communicate openly, we create space for resilience and shared problem-solving.
- Trust emerging talent to step up, take initiative, and fail forward. Growth doesn't happen in comfort zones. I actively encourage younger team members to own their projects, experiment, and learn through experience—even if that includes missteps along the way.
- Use an experimental approach: pilot, test, learn, and scale. We don't need perfect plans—we need momentum. Small wins often lead to bigger breakthroughs.

Leadership isn't about being the loudest voice in the room. It's about enabling others to move forward with clarity and confidence. I see my role more as a compass than a commander—helping others orient themselves in changing conditions. That also means staying humble, listening closely, and evolving



alongside the team. True leadership is about building capacity in others, not control.

Q. Sustainability is increasingly shaping global industries. How is Hwa-Hsia Glass integrating sustainable practices into its glassware solutions?

Sustainability is at the core of how we operate—not just a side initiative. At HWA HSIA, we focus on three pillars:

- Circular Economy Systems: We partner with governments breweries, and community groups to collect post-consumer glass and turn it into usable material. This reduces landfill waste and builds localized recycling loops.
- **Green Manufacturing:** We've invested in energy-efficient furnaces, heat recovery, and AI-driven scheduling to reduce emissions. These changes are not only eco-conscious—they're cost-efficient in the long term.
- **ESG Reporting:** In 2022, we published our first ESG report aligned with the UN's SDGs and GRI standards. This report helped us identify and engage stakeholders across the board—employees, suppliers, clients, and shareholders.

Glass is already one of the most sustainable packaging materials—it's 100% recyclable and reusable. Our mission is to educate the market and expand its role in replacing harmful plastics and PETs.

Q. Outside of business, what passions or causes are close to your heart, and why?

I'm passionate about education, intergenerational leadership, and responsible capitalism. The Glass Bros. Podcast is my personal passion project—built to

foster dialogue across industries and challenge the idea that traditional businesses can't be innovative. I also actively support causes like family business governance, youth entrepreneurship, and gender equality. These aren't just ethical concerns—they're strategic priorities. If we want resilient companies and economies, we need more inclusive leadership and long-term thinking. My goal is to use whatever platform I have to inspire others to think big—beyond quarterly profits and towards generational impact.

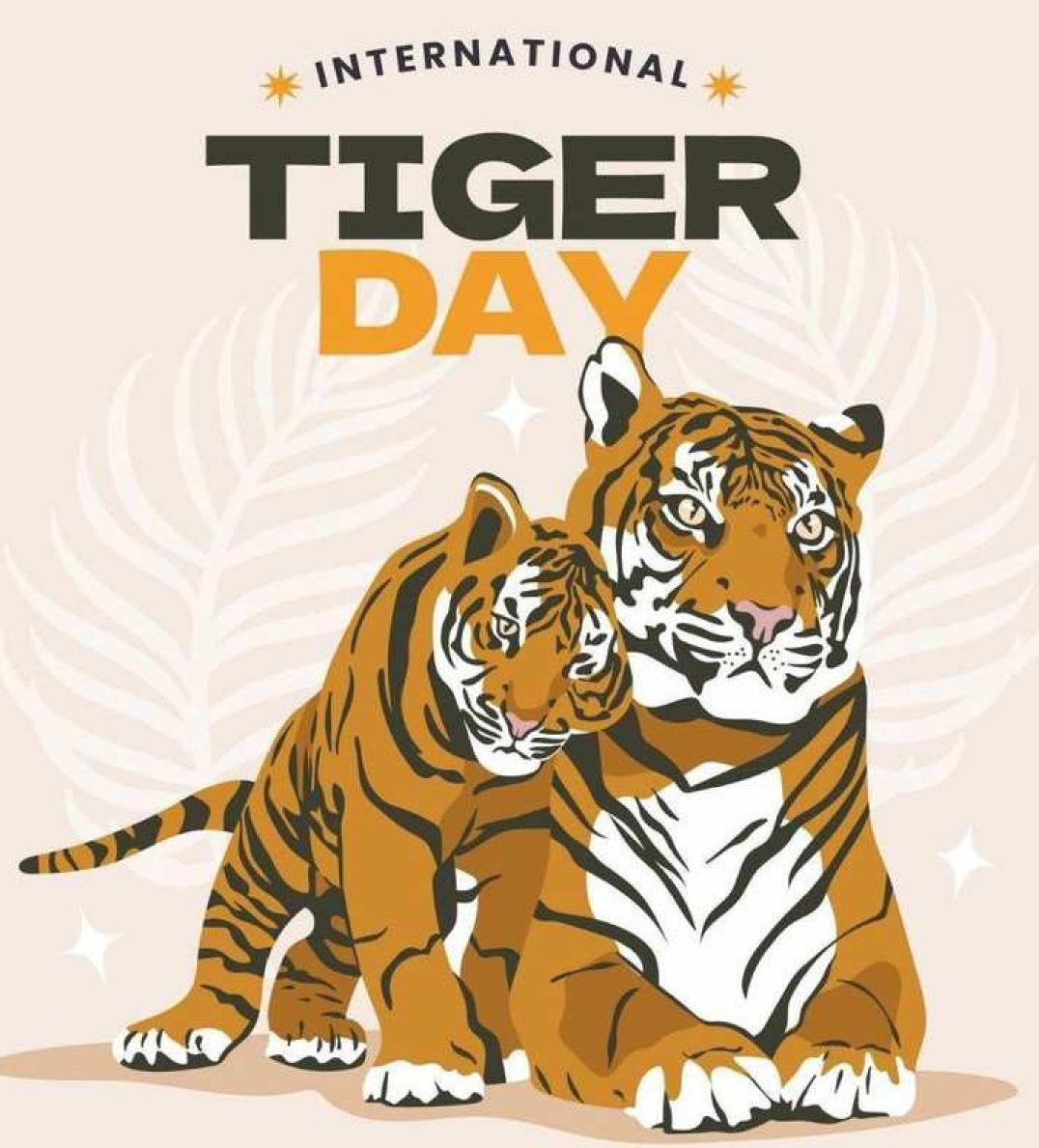
Q. For aspiring leaders looking to drive transformation in traditional industries, what key advice would you offer based on your experience?

I would offer three key takeaways:

- 1. Lead with influence, not title. You don't have to be a CEO to start making change. Demonstrate value, use data to tell stories, and prove that innovation can co-exist with legacy.
- 2. Learn to speak multiple languages. To get buy-in from senior leadership, talk in terms of ROI, efficiency, and risk mitigation. To rally younger teams, use the language of purpose, creativity, and opportunity.
- 3. Build strong alliances. Don't go solo. Transformation is a team sport. Engage consultants, advisors, and even competitors to learn, collaborate, and stay ahead of the curve.

The most important thing? Be relentless about learning. Legacy doesn't have to mean old-fashioned. With the right mindset and tools, even the oldest industries can become the newest stories of innovation.

Save the tigers before they are silenced forever. Killing tigers is the greed, not the need. Save Tiger! Save Nature!



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Shaping Minds, Building Futures:

A Conversation with Dr. Soheli Ghose

Dr. Soheli Ghose, Dean, Department of Commerce (Evening) at St. Xavier's College (Autonomous), Kolkata, speaks to Corporate World about education, research, leadership, and lifelong learning.



"Education must evolve constantly to match the pulse of the industry."

In a quiet corner of Kolkata's academic legacy, Dr. Soheli Ghose brings in a rare blend of wisdom, warmth and unwavering dedication. As the Dean of the Department of Commerce (Evening) at St. Xavier's College (Autonomous), Kolkata, she carries with her over two decades of teaching experience, a deep reservoir of research, and a heart firmly rooted in nurturing young minds.

With 13 books, over 60 research papers and multiple awards and recognition to her credit, Dr. Ghose has never stopped learning—and that is exactly what she passes on to her students. From mutual funds to inclusive finance, her academic journey has always been anchored in relevance and empathy. In this insightful conversation with Corporate World, she opens up about her leadership philosophy, the evolving landscape of commerce education, and what keeps her inspired, year after year.

Q. As the Dean of the Department of Commerce, what key priorities guide your leadership strategy for the department?

My teaching philosophy is a blend

of both modern and traditional pedagogy. I believe that the teaching and learning process cannot always be rigid and should instead be tailored to the needs of each student.

My teaching emphasises on the assimilation of knowledge and also joyful experiential learning. I follow a student-friendly curricular transaction which engages the students in the appropriate manner and focus on enhancing knowledge, critical thinking, and curiosity of students as these are the fundamental building blocks of higher education.

Teachers should create an atmosphere where students can meet their full potential and blossom into the best version of themselves. Engaging the students in a dynamic and holistic curriculum is the best way to do so and is the foundation of my overall strategy.

Q. How do you ensure that the academic programmes remain relevant and aligned with industry trends and future job markets?

To ensure that the academic programmes stay relevant, I actively monitor industry trends, engage with stakeholders and adapt curricula accordingly. The National Education Policy 2020 emphasises on regular reviews, incorporating industry feedback and fostering partnerships for real-world learning experiences. From industrial visits to case competitions; research paper writing, mock trading sessions in the stock market to real-time portfolio building exercises, I strive to create a holistic learning environment for youngsters. Emphasis is also placed on soft skills through classroom discussions to prepare students for a dynamic job market.

Regular feedback from students



and industry professionals helps in understanding evolving needs and expectations, which I then integrate into my teaching whenever possible. Practical, hands-on learning activities such as case studies, simulations, and real-world projects are central to ensuring students are workplace ready.

Q. You have authored 13 books and published over 60 research papers on Indian financial markets and related

topics. Which research area or project has been particularly meaningful to you, and why?

I have explored capital markets, mutual funds and derivatives extensively not only from the point of view of a researcher but also to understand the underlying issues pertaining to these areas. My research in mutual funds has been particularly meaningful as I have been able to decipher the patters of investments in mutual funds over the last 15 years and how this

avenue of investment has been able to mobilise savings of investors falling in the mid income group.

Another area of research which has been of special interest to me is the investment pattern of the transgender individuals in our country. The path to their financial inclusion is still interspersed with many obstacles. I intend to understand and continue doing in depth research in this area as well.

Q. What qualities do you today's educators to effectively engage with students in commerce and finance?

I believe the primary role of an educator is to encourage our young minds to understand the importance of inclusivity and sustainability. Preparing young learners for a technology driven future is the need of the hour. There is a huge untapped realm of 'fintech' which should be explored. A strong understanding of ethical principles and their application in business is also crucial.

Fostering a sense of community and social entrepreneurship is another area where we should focus on. Educators today should equip their students with strong communication, analytical, and problem-solving skills, along with a solid foundation in financial literacy, ethical decision-making, and technological proficiency. The business world is constantly evolving, so students must be able to adapt to new technologies and market conditions. These skills should be fostered in them by the educators.

Q.What advice would you give to young scholars and aspiring educators who hope to follow a similar path of academic excellence and leadership?



Teaching and learning in an online and hybrid format is the future of education. Technology will believe are most important for enhance if not replace traditional classroom learning with new ways to explain topics. As educators we have to track, support, engage, and empathise with our students thereby encouraging them through self-guided high-quality content and pedagogical tools. There is a trend of specialization and customization in teaching which is gaining ground. Thus flexible content, better designed modules, self – paced learning are the needs of the hour.

> Interdisciplinary studies are more compelling and relevant for many subjects and students. I also believe that young scholars and educators should continuously upgrade themselves in their respective domains to remain relevant in this dynamic academic environment. They should find new and innovative tools to motivate themselves as well as their students. As educators we must understand the importance of lifelong learning and research.

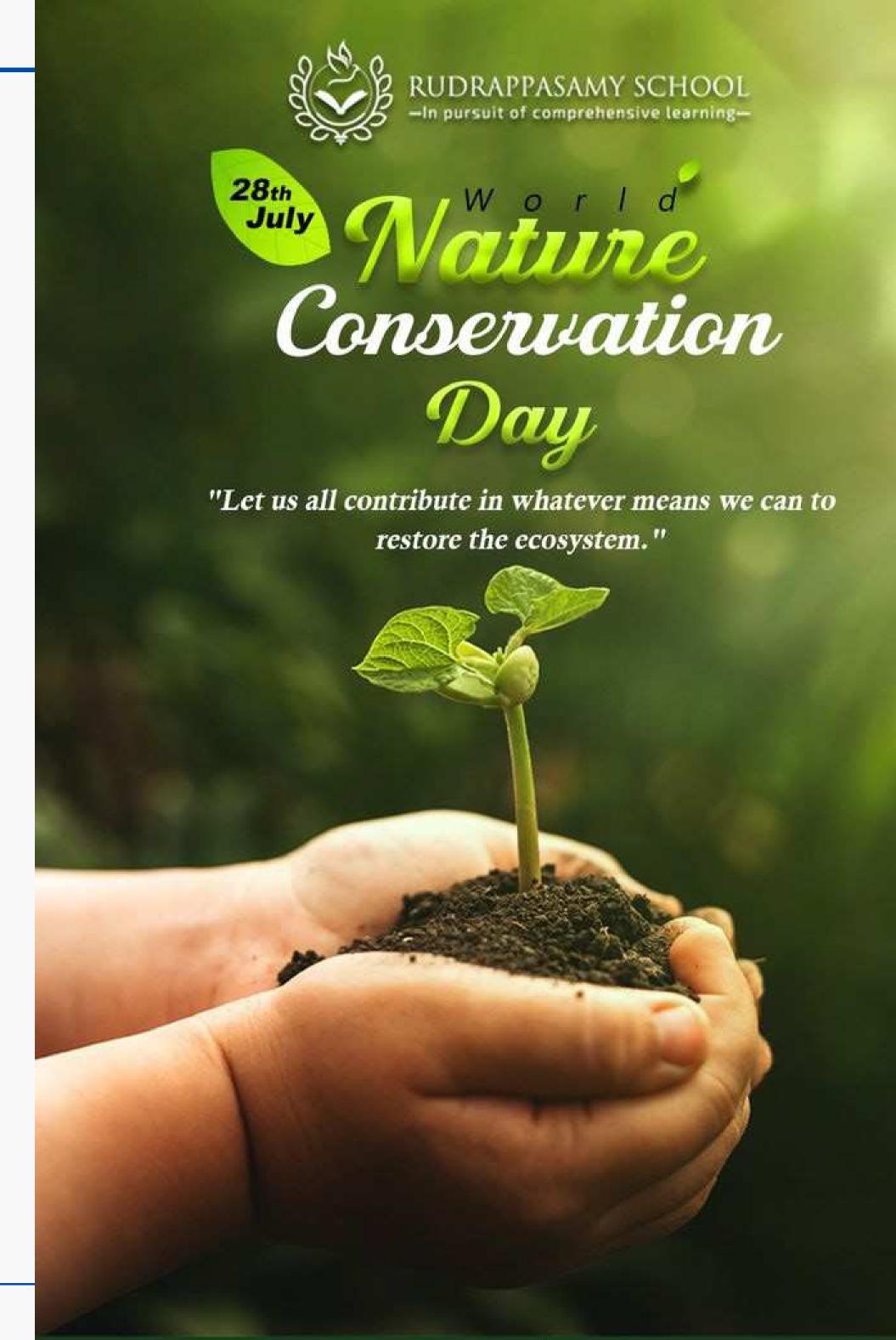
Q. What keeps you motivated and passionate about teaching and research after all these vears?

My passion for learning and sharing knowledge is the primary motivation which keeps me going after so many years. I have been teaching since the year 2003.

"Studying investment patterns among transgender individuals has opened my eyes to the challenges of true financial inclusion."

Witnessing my students grow day by day and helping students achieve their potential has been an incredibly rewarding journey. A strong sense of purpose in contributing to society by shaping the next generation and fostering lifelong learning has been my driving force. I proactively seek out positive interactions with students, colleagues, and parents to reinforce my continued passion for teaching.

A natural curiosity to explore the unknown and understand the dynamic world around me has always been a driving force. There's a deep desire to find practical solutions, particularly in areas like financial inclusion, market dynamics, and investment patterns. My research is guided by a commitment to addressing social issues as meaningfully as possible. Over the years, I've strived to ensure that teaching and research complement each other in a holistic and purposeful way. The journey toward lifelong learning and self-actualization remains a path I look forward to continuing for many more years.



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Dr. Ryohei Mori Championing Carbon-Neutral Science for a Better Tomorrow

In an exclusive conversation with Corporate World, the CEO of Green Science Alliance shares his journey from molecular engineering to sustainable innovation.



At the intersection of deep science and urgent global need stands Dr. Ryohei Mori—a molecular engineer turned visionary entrepreneur.

As CEO of Green Science Alliance Co., Ltd., and a driving force behind several advanced material startups, Dr. Mori is pioneering a new era of environmentally sustainable technologies that span biodegradable plastics, recycled batteries, quantum dot fertilizers, and more. With degrees from

Kyoto University and Harvard Business School, his academic roots are as deep as his industrial ambitions.

Through years of hands-on R&D and relentless experimentation, Dr. Mori has quietly built a portfolio of innovations that tackle carbon emissions, toxic waste, and resource inefficiency. What sets him apart isn't just the scale of the technologies he's building—but the patience, values, and personal conviction behind them. In this exclusive interview with Corporate World, he reflects on his journey, shares breakthrough insights, and offers advice for the next generation of scientists and entrepreneurs.

Q1. Give us an overview of your professional journey and the

key milestones that shaped your career.

I earned my undergraduate degree in Applied Biology from the Kyoto Institute of Technology and pursued both a Master of Science and a Ph.D. in Engineering from Kyoto University. Later, I further my leadership skills through the General Management Program at Harvard Business School.

Professionally, I began my career at Fuji Pigment Co., Ltd., a color chemical company, where I eventually became CEO. I later founded Green Science Alliance Co., Ltd. as an internal startup within Fuji Pigment, focusing specifically on carbon-neutral, sustainable green technologies. I serve as its CEO today.

"Affordability comes from scale, but scale comes from sustained commitment."



In addition, I lead Quantum Materials Technology Co., Ltd., which concentrates on quantum dot development, and e-Gle Tech Co., Ltd., where we are creating electric vehicles with in-wheel motors.

Each of these milestones reflects a step toward applying advanced materials science to real-world environmental problems. I've always believed that deep science can—and should—play a role in solving humanity's biggest challenges.

Q2. How does your background • Platinum-less fuel cells, in molecular engineering shape lowering cost and material the way you approach R&D and dependence commercialization?

Molecular engineering has fundamentally shaped my approach to research and product development. During my Ph.D., I learned how to design and

synthesize materials at the molecular level, and that precision allows for tremendous versatility.

Using this knowledge, I've been able to develop cutting-edge materials and products including:

- Biodegradable resins made from plant biomass
- A recycled lithium-ion battery using waste material known as black mass, which may be the first of its kind globally
- Quantum dot-based nano-fertilizers and antimicrobial pesticides
- Electrode materials for perovskite solar cells and

metal-organic frameworks for CO₂ photo-reduction

• And further innovations like ionic liquids, deep eutectic solvents, carbon nanotube dispersions, and lithium-sulfur and aluminum-based rechargeable batteries

The core advantage of molecular engineering is that it lets you build from the ground up. You're not tweaking existing materials you're inventing new ones, tailored for sustainability and performance.

Q3. What personal values or experiences drive your commitment to sustainability and carbon neutrality?

My commitment to sustainability started in childhood. I used to go fishing with my father, and during those trips, I saw firsthand the growing presence of plastic

garbage—floating in rivers, scattered in forests, and polluting the ocean.

Even as a child, I could sense that something was wrong. Human activities were contaminating the natural beauty of our environment, and it didn't feel right. That early, instinctive realization has stayed with me and grown stronger over time.

harmful to the environment.

We've developed a more direct, simpler process. Instead of separating the metals, our method uses black mass as-is to create cathode materials. This eliminates multiple steps, reduces toxic waste, and cuts manufacturing

Making lithium-ion batteries cheaper and cleaner can

investors and aim to take the company public—potentially in Tokyo, Šwitzerland, or on the

Nasdaq. Doing so will allow us to increase production, lower costs, and compete globally without compromising our green values.

Affordability comes from scale, but scale comes from sustained commitment. We're building with both in mind.

"Don't give up—even when your science is strong, the market may resist. But someone must persist. Why not you?"

Sustainability is not just a professional goal—it's personal. I've seen how easy it is to destroy nature, and I want to dedicate my life to developing technologies that help preserve it instead.

Q4. Carbon neutrality is a complex challenge. Which technologies from your research are best positioned to make a tangible impact in achieving net-zero emissions?

While I believe all of my technologies contribute meaningfully to carbon neutrality, if I had to choose one, I'd highlight our black mass-based lithium-ion battery as having the most immediate and tangible potential for global impact.

Black mass is a valuable material extracted from spent lithium-ion batteries. It contains critical metals such as cobalt, nickel, manganese, and lithium. Traditional methods of separating these metals involve harsh chemicals that are expensive, dangerous to workers, and

accelerate the global shift to electric vehicles and renewable energy storage. That, in turn, brings us closer to a low-carbon

Q5. How do you balance the demands of innovation, scalability, and affordability in developing eco-friendly materials for global markets?

Balancing innovation with scalability and affordability is one of the biggest challenges in sustainable product development. Even when the technology is sound, bringing it to market takes time, effort, and resources.

In my case, I've been fortunate to receive financial backing from Fuii But we must persist—because Pigment Co., Ltd., the parent company, which has allowed Green Science Alliance to focus on long-term, impactful R&D without immediate commercial pressure.

However, to expand our reach, we must eventually scale independently. That's why I plan to raise capital from external

Q. What message would you like to share with young scientists, innovators, or entrepreneurs who aspire to build meaningful solutions for climate change?

My message is simple: don't give

Developing carbon-neutral technologies is not easy. It takes time, patience, and often goes unrecognized. Even when the science is strong, market resistance can be high. People continue to favor petroleum-based products simply because they are cheaper and more familiar.

someone has to. If the innovators and scientists stop pushing forward, who else will solve the problems we all face?

So, to the next generation: stay curious, stay courageous, and stay committed. The journey may be long, but the impact you can create is immeasurable.



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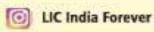
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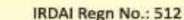














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Crafting Impact, Building Trust: Shilpi Jain on Communication That Matters



Shilpi Jain, Head of Corporate Communications at IPE Global, discusses purpose-led strategy, leadership, and storytelling impact.

As Head of Corporate Communications at IPE Global, Shilpi Jain brings a powerful blend of strategic insight and purpose-led storytelling to the communication domain across sectors. With nearly two decades of experience spanning impact-driven campaigns, stakeholder engagement, and brand building, shehas consistently used communication as a catalyst for social change. Her work sits at the intersection of clarity, creativity, and credibility - driving narratives that resonate and results that matter.

From navigating self-doubt to stepping into leadership, Shilpi's journey reflects resilience, curiosity, and a commitment to continuous learning. She believes great communication is rooted in empathy and thrives in collaboration. In a candid conversation with Corporate World, Shilpi reflects on the defining moments of her journey, her approach to building high-performing teams, and why effective communication is as much about connection as it is about clarity.

Q. You've led communication functions aligned with organisational vision and mission. What has been the most defining moment in your communications career so far?

Being entrusted with the responsibility of leading the corporate communication function for IPE Global at a time when I wasn't convinced that I was ready for it myself! In that moment of self-doubt, I realized something critical - leadership doesn't begin when you feel completely prepared; it begins when you decide to grow into the role. I stepped in with cautious optimism, and what followed was a deeply immersive experience where I was learning more, doing more all the while leaning on the support of mentors and peers who believed in me even before I believed in myself.

Over time, I discovered that communication leadership is not just about crafting narratives; but about cultivating trust, amplifying impact, and championing voices that often go unheard. Today, as I look back, I'm thankful for that leap of faith - a defining chapter in my professional journey that taught me readiness often reveals itself in the doing, not the waiting.

Q. In your experience, what are the key ingredients of an effective communications strategy, especially in today's fast-paced digital world?

Digital alone cannot do wonders! In today's world, attention spans are shorter than a reel and trends change faster than you can imagine.

An effective communication strategy doesn't start with platforms or posts - it starts with a purpose. It needs to be nimble, authentic, insight-driven, and emotionally resonant. This means leading with a clear "why does it matter, and to whom?" before jumping into the "how do we do it?" Once this foundation is in place, the strategy can be shaped to inform, inspire, or influence - not just to reach people, but to move them. To achieve that, it must go beyond messaging and into meaning: weaving in storytelling that sparks emotion, builds trust with data that guides smart, timely choices.

And, beyond this, is yet another important element - execution with intent - making sure message is not just well-crafted, but also well-delivered. Because the best strategies come alive only when they're consistently applied, adapted across touchpoints, and measured for real impact.

Q. What's your approach to leading a high-performing communications team, and how do you ensure alignment between strategy and execution?

Trust your Team. They're there because of their caliber, not coincidence. I believe in creating a space where creative minds can challenge, collaborate, and caffeinate together! As a leader, I encourage the team to go beyond the brief, encourage bold thinking, and, if required, push back with clarity and humility. It's all about challenging ideas, not people. Because at the end of the day, a high-performing team isn't just about outputs - it's about outcomes, ownership, and delivering on the calendar together with sanity and synergy.

While I'm big on co-owning the vision, am even bigger on breaking it down into actionable, real-world plans. For me, a strategy is only as good as its ability to be implemented - no fancy ones' that sound good in a pitch deck but disappear at the execution stage. Thus it starts with clarity: translating the broader ask into specific goals, timelines, and team responsibilities. It also means asking the hard questions early on: Is this doable? Who owns it? How will we know it's working? Hence, what matters just as much for me is the follow-through: consistently monitoring progress, course-correcting when needed, and celebrating small wins that build momentum. It is in these moments - the doing, the adapting, the growing that strategy turns into sustained impact.

Q. How do you balance creative storytelling with the strategic business objectives of an organisation?

Making development a ground reality ...our tagline says it all. Working in the development sector, our focus is on transforming lives and not just chasing metrics. Therefore the 'creative' part of storytelling isn't a "nice to have"- it's mission-critical for us; it's a strategic tool to connect numbers to narratives, and purpose to people.

I see my contribution as part a orchestrator, part storyteller, part strategist. Therefore, the challenge isn't choosing between creativity and business goals - it's making them work in harmony. It's about translating evidence-backed impact into inspiration and bringing strategy to life in a way that is both emotionally compelling and operationally sound.

Q. What strategies do you use to build strong networks and alliances both within and outside the organisation?

For me building strong networks is less about collecting contacts and more about cultivating meaningful connections for a shared purpose.

Internally, I believe the key lies in creating alignment across teams by encouraging open dialogue, breaking silos, and building a culture where collaboration is valued over hierarchy. The idea is to have people feel seen, heard, and part of the larger narrative to help build trust and momentum from within. Further, I believe each one of us is a brand ambassador in the company. How we speak, act, and show up reflects our

identity. Therefore, I endeavor to focus on engaging people meaningfully, so they connect with our purpose and represent the brand with authenticity and pride.

Externally, I focus on authentic engagement-not just pushing out messages but creating spaces for dialogue. Whether it's through media collaboration, knowledge platforms, or sector peers, I believe in shared visibility. Relationships built on reciprocity are the ones that endure. At the end of the day, a strong network isn't just about who knows you - it's about why they want to work with you. That comes from consistency, credibility, and communication that's as strategic as it is human. Because ultimately, networks don't just amplify your voice - they expand your impact.

Q. What personal qualities or skills do you believe have been the biggest contributors to your success as a communications leader?

I'd say it's been a mix of staying grounded, having clarity of thought, and knowing when to obsess over details and when to let things go. I try to keep things simple - whether it's simplifying jargon or turning a half-baked idea into something people can use and understand. And in that aspect, strong command over content has helped - especially when the message needs to walk the fine line between sounding smart and making sense.

Beyond the checklists and timelines, I've also been lucky to learn from some brilliant mentors and work alongside teammates who bring their A-game! It's the belief in building a supportive environment - whether my peers or mentors that makes a real difference. Because great communication doesn't happen in isolation - it's a team sport where ideas are nurtured, feedback is welcomed, and every voice counts.





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Legacy to Leadership: The Story Behind RKM Cardiac Care

In an era where medicine often meets technology at a brisk pace, some stories stand out not just for innovation, but for the emotional roots from which they grow. RKM Cardiac Care is one such story— where legacy, love, and leadership converge.

This state-of-the-art cardiac centre is more than just a medical facility—it is a dream realized through generations. The name "RKM" is deeply personal: 'RK' stands for my father, a compassionate physician whose dedication to patients shaped my earliest understanding of healthcare; 'M' represents my mother, a genealogist whose curiosity and discipline inspired my commitment to detail and lifelong learning.

While the foundation was laid by my parents' values, the vision was redefined through my journey as a young interventional cardiologist. Trained in cutting edge cardiac interventions and driven by a desire to offer accessible, high-quality heart care, I embarked on building RKM Cardiac Care not just as a clinic—but as a centre of excellence, rooted in empathy, precision, and innovation.

Launching RKM was not just a career move—it was a calling.

I saw a growing need for specialized, patient-centric cardiac services in our region, and I knew it was time to blend my professional expertise with my family's enduring passion for healthcare.

Today, RKM Cardiac Care stands as a beacon of both clinical excellence and heartfelt care. From preventive cardiology to advanced interventions, the centre is committed to healing hearts—both literally and symbolically.

The entrepreneurial journey continues, driven by the same values that inspired its inception: legacy, compassion, and a relentless pursuit of excellence.

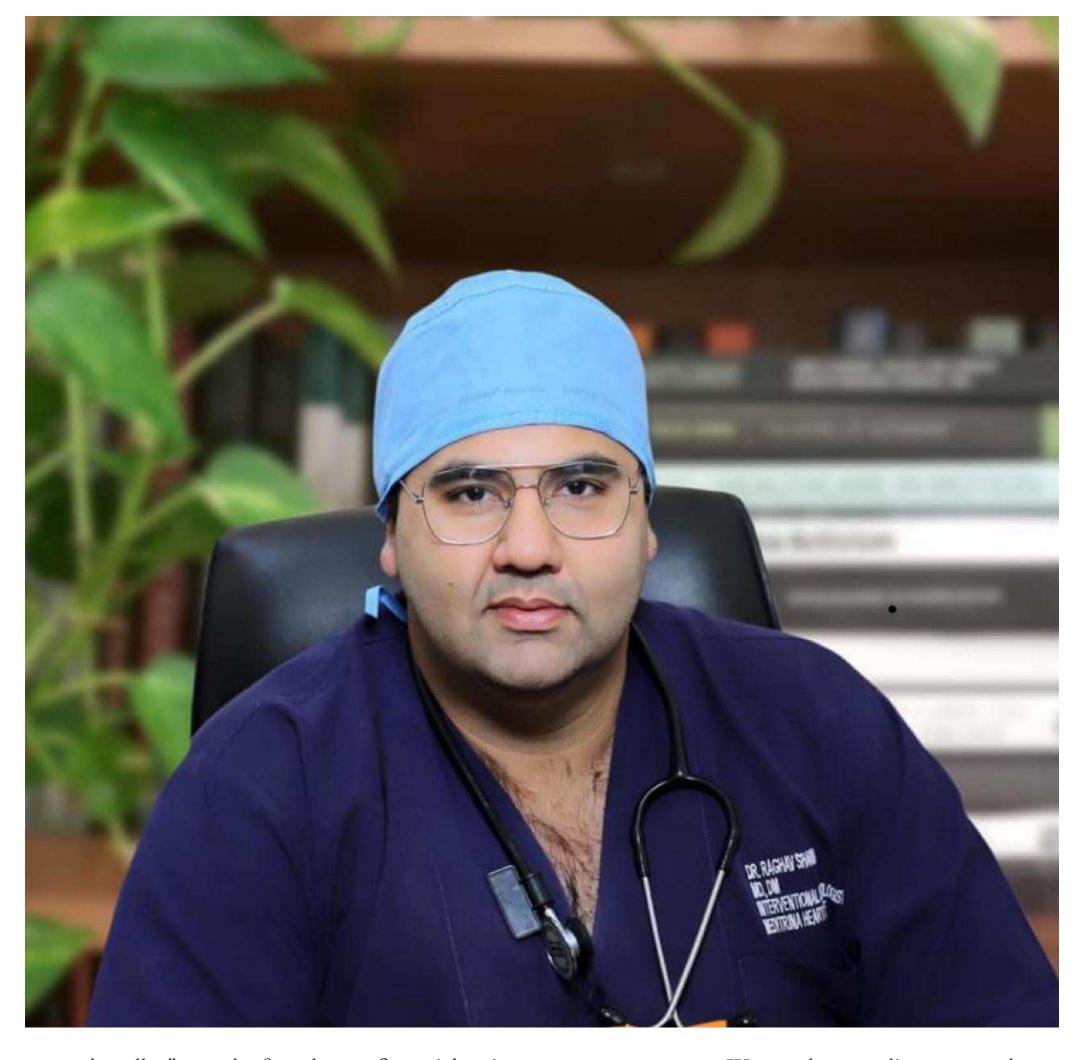
A Vision Rooted in Compassion, A Mission Driven by Purpose

At the heart of RKM Cardiac Care lies a powerful belief: no patient should ever be denied treatment because of financial hardship. This principle isn't just an idea—it's the cornerstone of the center's existence.

Inspired by the legacy of a physician father and a genealogist mother, and carried forward by the entrepreneurial drive of a young cardiologist, RKM Cardiac Care was built on the foundation of service, not commerce.

"Our vision has always been clear—to create a space where every heart receives the care it deserves, regardless of what's in a

"We're not just a cardiac center. We are a movement—for dignity, equality, and healing without boundaries."



person's wallet," says the founder.
"We call it Care Beyond Cost, and
we live it every day."

The mission of RKM Cardiac Care goes beyond delivering world-class cardiac treatment. It's about bridging the gap between technology and humanity, offering not only cutting-edge procedures but also emotional and financial support. From community outreach camps to in-house

financial assistance programs, every effort is made to ensure accessibility without compromise on quality.

In a healthcare landscape often driven by numbers, RKM Cardiac Care chooses to be driven by values. And that may just be what sets it apart—not just as a center of healing, but as a movement in compassionate cardiology.

We may be a cardiac center—but at our core, we are a movement. A movement for dignity, equality, and healing without boundaries. This is just the beginning."

- Dr.Raghav Sharma

Managing Director RKM Cardiac Care Ambala, Haryana JULY 2025 - ISSUE IV - 38

8 Ways To Manage The Stress Of Being A Leader

By Stan Popovich

ometimes, fear and anxiety can overwhelm us when we have to be a leader. Being a leader requires the ability to lead people so that you can have a profitable business. This can sometimes be scary and stressful.

As a result, here are eight tips on how not to let stress and anxiety get in your way to becoming an effective manager.

Know your priorities

The first thing a person must understand is that you need to know what the task is that needs to be accomplished. Knowing what you must do is important and can save you a lot of time and stress. It would be a waste of time if you performed a task for a few weeks and realized that you didn't need to channel all that energy in the wrong direction.



Author of "A Layman's

Guide to Managing Fear"



Develop a strategy

Learn to develop a plan on how to accomplish the task. Write down the steps that your team needs to complete in order to reach the goal. This will save you a lot of time in the long run and reduce your stress and anxiety.

Take action

Once you know what you need to do, the next step is to perform the actions that are required to get the job done. This will help reduce the stress and anxiety of rushing at the last minute to meet a deadline.

Sometimes, things happened that might take everyone by surprise. Be flexible, and when expected things happen learn to deal with them immediately. For example,

Communicate clearly

It is important that everyone on the team is on the same wavelength. For instance, your company needs to develop a new advertising campaign, and your team is to present the board on how to go about it. The last thing you want is to have your team members assume that they know what is needed and have them do their own thing. Talk with your team members daily to be sure everything is being done according to plan.

Prepare for unexpected surprises

Sometimes, things happened that might take everyone by surprise. Be flexible, and when expected things happen learn to deal with them immediately. For example, some members of the team become sick and are unable to do the tasks. Instead of getting all stressed out, just reassign some of the tasks to other people. Being prepared for surprises is important when being a leader.

Stay on top of everything

Do what you can today. Do not put things off when you can do them right away. You never know when something may come up that daily basis can prevent future problems down the road.

Learn from your mistakes

It is important that you learn from your mistakes when being a leader. Talk to others and see how you can improve your leadership skills. If something goes wrong, get your team members to help you out. Being an effective leader takes a lot of work and practice. The key is to continuously improve and to be willing to take advice from others.

Don't assume anything

Finally, do not assume anything when being an effective leader. Ask questions, and be aware of what is happening under your

tch. If a problem comes up.

Stan is the author of "A Layman's

watch. If a problem comes up, then deal with it right away.

Communicating with your other team members is vital in having a successful business -- and don't assume that everything will go according to plan.

BIOGRAPHY

Stan is the author of "A Layman's Guide to Managing Fear" which covers a variety of techniques that can drastically improve your mental health.

For more information, please visit Stan's website at

http://www.managingfear.com









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