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GENERIC PHARMA

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TRADEFLOCK

**STORY OF
THE MONTH**
**MAYDAY OVER
AHMEDABAD**
THE CRASH THAT SHOOK
GLOBAL AVIATION

**DR JITESH
SHETTY**

FOUNDER,
TVAM SKIN AND HAIR CLINIC,
OMORFIYA WELLNESS CLINIC



INDIA'S 10 MOST INFLUENTIAL
**HEALTHCARE
LEADERS 2025**

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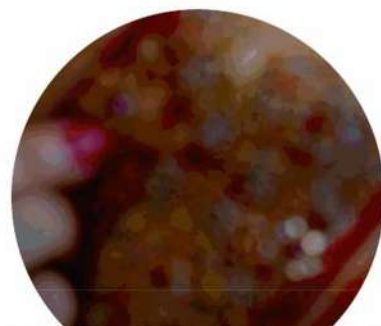
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EDITOR'S NOTE

LEADING CHANGE IN INDIA'S HEALTHCARE

India's healthcare system is at a tipping point. Despite huge strides in medical technology and policy, fundamental challenges remain—unequal access to quality care, infrastructure gaps, shortage of trained professionals, and a growing demand that often outpaces supply. The COVID-19 crisis exposed these cracks more clearly than ever, proving that patchwork solutions won't cut it anymore. What the country needs now are strong, visionary leaders who can step in, rethink the system, and fix the wheel—not just grease it.

Leadership in healthcare today is about much more than clinical excellence. It's about strategic vision, innovation, and the ability to build resilient institutions that deliver care fairly and efficiently. It means bridging the gap between policy and practice, embracing technology without losing sight of empathy, and driving change that lasts well beyond individual tenures.

This issue shines a spotlight on leaders who are doing exactly that. Take Dr M. Srinivas, Director of AIIMS New Delhi. His journey

from a pioneering paediatric surgeon to a transformative leader shaping medical education and healthcare infrastructure exemplifies the kind of leadership India urgently needs. His work in expanding medical colleges, securing quality accreditations, and mentoring future doctors highlights how dedicated individuals can move the entire system forward.

As India pushes toward a healthier future, leadership that is bold, ethical, and visionary will be the key driver. We hope these stories inspire healthcare professionals and policymakers alike to think bigger and act smarter, because the health of a nation depends on it.

Thank you for joining us in this important conversation.

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TRADEFLOCK'S

UPCOMING EDITIONS

10 Best CEOs
in India 2025

10 Best
Tech Leaders
in India 2025

Best Corporate
Leaders in India
2025

Most Progressive
Real Estate Leaders
From Asia 2025

10 Best COOs in
India 2025

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INDIA'S 10 MOST INFLUENTIAL HEALTHCARE LEADERS 2025

NAME	DESIGNATION	COMPANY
Amit Mahajan	Group Chief Procurement & Supply Chain Officer	Sparsh Hospital
Chalapathi P.	CEO	EL HEALTH CARE GROUP
Ipsita Rajshree	Group Lead Legal & Privacy	CTSI (Mauritius) Ltd. - A Siemens Healthineers and Varian Company
Dr Jitesh Shetty	Founder	Tvam Skin and Hair Clinic Omorfiya Wellness Clinic
Nitin Gandhi	Group Head - International Business	Sahyadri Hospitals
Dr Pratima Murthy	Director	National Institute of Mental Health and Neurosciences (NIMHANS), Bengaluru
Dr Rahul Sawakhande	CEO & Director	Aakaar Medical Technologies
Sanjay Kumar Sharma	President-International Sales & Marketing	Synokem Pharmaceuticals Ltd & Nitin Lifesciences Limited.
Saurabh Arora	Founder & CEO	Lybrate
Dr Swati Piramal	Vice Chairperson	Piramal Group

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DR JITESH SHETTY

Founder,
Tvam Skin and Hair Clinic
| Omorfiya Wellness Clinic



AMIT MAHAJAN

Group Chief Procurement & Supply Chain Officer, Sparsh Hospital



CHALAPATHI P.

CEO, EL HEALTH CARE GROUP



IPSITA RAJSHREE

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CEO & Director, Aakaar Medical Technologies



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President-International Sales & Marketing, Synokem Pharmaceuticals Ltd & Nitin Lifesciences Limited.



SAURABH ARORA

Founder & CEO, Lybrate



DR SWATI PIRAMAL

Vice Chairperson, Piramal Group

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TIME MACHINE

May 21, 1981
India's First Step on the Frozen Frontier

FROM THE GROUND

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The Hidden Toll of Global Football



INDIA'S 10 MOST INFLUENTIAL HEALTHCARE LEADERS 2025

*Crafting India's Aesthetic Revolution
with Science, Soul, and Integrity*

DR JITESH SHETTY

**Founder, Tvam Skin and Hair Clinic
| Omorfiya Wellness Clinic**

Long before aesthetic dermatology became a buzzword in India, before lasers lit up clinics and Botox and fillers were seen as lunchtime fixes, Dr Jitesh Shetty was already building a quiet revolution in skincare. Back in the late '90s, cosmetology wasn't taken seriously. It sat in the grey zone between beauty salons and clinical dermatology. But Dr Jitesh saw what others didn't—a future where

science could elevate skincare, where looking good wasn't vanity but vitality.

Armed with medical training and a passion for healing, he challenged the norms. Dr Jitesh introduced natural therapies—aromatherapy, essential oils, holistic skin healing—long before “clean beauty” was a trend. While most dermatologists stuck to treating acne and eczema, he pushed the boundaries, combining allopathy with gentle, regenerative care. Then came the real shift. Botox. Fillers. Non-surgical enhancements that offered dramatic, yet natural-looking results. Dr Jitesh was among the first in India to train in these techniques and refined them. With an eye for facial harmony and deep respect for anatomy, he created results that whispered change, not shouted it.

Hair transplantation soon followed. Again, he led with precision and empathy. Gone were the visible scars and “pluggy” results of older methods. In came Follicular Unit Extraction (FUE), realistic hairlines, and long-term satisfaction. He treated not just hair loss but the loss of self-esteem that came with it. But Dr Jitesh isn't done. Today, he's delving into regenerative medicine with stem cells, exosomes, and age reversal at the cellular level. His new wellness centre in Mumbai aims to pioneer preventive treatments that could redefine longevity and vitality in aesthetic care.

Over two decades in, his mission is clear: to heal from the inside out, to care with conscience, and to always stay one step ahead of the curve. In a world chasing trends, Dr Jitesh continues to set them, with integrity, insight, and a touch of quiet brilliance. TradeFlock got the chance to speak to Dr Jitesh to learn more about his journey and how he is disrupting the skin and hair industry through his innovative approach.

Q How do you keep up with advances in aesthetic treatments after 20+ years?

Aesthetic dermatology is a fast-moving field. New treatments and technologies keep emerging, so staying updated is essential. I regularly attend international conferences like the American Academy of Dermatology and specialised workshops to learn about the latest advances.

But I don't adopt every new trend; I carefully evaluate the science and safety behind each treatment before using it. Teaching and mentoring younger doctors also helps me sharpen my skills and keep learning. Even after 25 years, I still see myself as a lifelong student, always curious and ready to improve.

Q What keeps you motivated and passionate after such a long, successful career?

The most fulfilling moments are deeply personal. When a patient looks at themselves in the mirror and smiles with genuine joy — that's priceless. I've had patients cry tears of happiness after acne scar treatments or regain their confidence after hair loss. Those emotional transformations are why I do what I do.

What drives me is the desire to keep improving — to develop gentler techniques, design more natural hairlines, discover better combinations of treatments, and deepen the integration of wellness and aesthetics. It's about pushing

boundaries to help people not just look better but feel better in their skin.

Also, knowing that I'm making a positive impact on their lives keeps me humble and grateful. It's a privilege to be entrusted with someone's self-image and self-esteem.

Q What challenges do you see in India's skincare and haircare industry, and how do you plan to address them?

India's aesthetic market is booming, but it's a double-edged sword. Increased awareness is good, but misinformation and unregulated practices are rampant. Many patients are overwhelmed by options, many of which are not scientifically backed or safely administered.

One major gap is education — both for consumers and practitioners. Too many clinics promise miracles without proper training or medical oversight. This risks patient safety and damages the reputation of legitimate practitioners.

Another issue is the fragmentation of medical systems. India is blessed with Ayurveda, naturopathy, homoeopathy, and modern allopathy, yet these often operate in silos. There's immense potential in integrative approaches — combining the best of each based on patient needs.

For example, hyperbaric oxygen therapy, a modern treatment, can boost hair follicle health, while Ayurvedic herbs can nourish the scalp and hair naturally. A well-rounded approach that includes diet, lifestyle, and mental wellness alongside medical treatments can yield far better long-term results.

To address these gaps, I'm working on establishing a training academy focusing not only on technical skills but also on ethics, patient psychology, and integrative care. I want to help raise standards across the industry and foster responsible practices.

Q How do you maintain artistry and natural results in aesthetic treatments after all these years?

It's about a mindset — relentless pursuit of excellence. I constantly analyse my results, seek feedback, and refine my techniques. I don't settle for “good enough”. For example, in filler treatments, instead of injecting large volumes, I focus on subtle enhancements that preserve natural expressions.

Artistry comes from understanding the nuances of facial anatomy and how ageing affects each

“

I've had patients cry tears of happiness after acne scar treatments or regain their confidence after hair loss. Those emotional transformations are why I do what I do.



individual differently. I study every curve and every shadow and work with the patient's unique structure, not a one-size-fits-all template.

This attention to detail requires patience and practice. It's like sculpting — small strokes create the masterpiece. Also, I stay updated on advances in materials and technologies that offer more natural and longer-lasting results.

Ultimately, passion drives this — I love what I do, and I take pride in every outcome.

Q As a pioneer of aesthetic dermatology in India, what is your vision for the future of the field?

My vision is clear — aesthetic medicine in India should be a beacon of safety, ethics, personalisation, and science-backed care. I want patients to be fully informed and empowered to make choices without being misled by marketing hype.

I also see immense potential in technology: AI-powered skin and hair diagnostics, personalised genomic profiling for tailored treatments, and non-invasive devices that minimise downtime.

Beyond technology, I believe integrating mental wellness with aesthetics is key. True beauty is a harmony of mind, body, and spirit. When patients feel mentally and emotionally balanced, aesthetic treatments become more meaningful.

Finally, I want to foster a new generation of doctors who prioritise ethics and continuous learning to elevate the profession nationally.

Q You often mention the “child within”. What does that mean to you as a healer?

There's an old saying that the father of man is the child within. To me, that child is curiosity — a

willingness to fall, get back up, learn, and explore. It's that spark that keeps us alive and evolving. As long as I nurture that spirit — in life and in medicine — I continue to grow. That's what gives meaning to my journey.

Q How has that childlike curiosity shaped your approach to medicine?

Absolutely. While I was trained in allopathy, I never believed in boxing myself into just one system. If something outside of conventional medicine — say Ayurveda, homoeopathy, or magnetotherapy — shows the potential to benefit a patient, I will explore it, research it, and if safe, adopt it. My only criterion is: does this truly help the person in front of me?

Q That's quite an integrative approach. Have you ever faced resistance?

Of course. Whenever you step beyond established norms, there will be scepticism. But I've found that results speak louder than theory. The outcome for the patient — their well-being — has always been my top priority. If that means blending different systems in a safe, ethical way, I will do it. I've always believed that the result matters more than the route taken to get there.

Q Is there a point where you decide to let go of a method if it no longer serves the patient?

Yes, and that's key. You have to be humble enough to say, “This isn't working anymore.” Even if it's something I've used for years, if it no longer delivers, I must be willing to adapt. Sometimes, ironically, the practice I've relied on may become the limitation. That's when I pivot. Medicine is not about ego; it's about service.

Q How vital is collaboration in today's medical field?

It's essential. If a case goes beyond my capacity, I refer it. Healing is not a solo sport. It's a team effort. There are brilliant specialists out there, and I deeply respect their contribution. We must pool our strengths to serve patients better.

Q What excites you most about wellness's future?

We're entering a thrilling era. I've done extensive work in anti-ageing, face and body contouring — reversing time, so to speak. But the real question I began to ask was, What

about rejuvenation from within? That led me to research nutraceuticals — omega-7s, internal capsules — and eventually into stem cell and exosome therapy.

I envision a Center of Excellence in sports medicine, harnessing exosomes and stem cell therapy to elevate India's global sporting success.

Q Could you explain stem cell therapy and its impact on wellness?

Stem cells are the body's master cells — capable of becoming any tissue. Exosomes, their bio-messengers, carry regenerative signals. Traditionally used in cases like paralysis or cancers, we're now looking at them for preventive care. Imagine using them to rejuvenate joints, delay organ degeneration, and promote overall vitality. That's the frontier we've stepped into.

Q Is stem cell therapy accessible to the average person?

We're making it so. At my new wellness centre in Mumbai, we're using ethically sourced, donor-compatible stem cells that are universally adaptable, regardless of age, gender, or ethnicity. It's safe, sophisticated, and proactive. This isn't about treating illness; it's about preserving youth and energy, even as we age.

Q Finally, what advice do you have for young dermatologists and cosmetologists starting out today?

You've got to keep learning as medicine and aesthetics never stand still. Start by really mastering the basics like anatomy and injection techniques, before jumping on every new trend. Learn to see what your patients *really* need and help them achieve natural, balanced results.

Treat each person with kindness and understanding; their fears and hopes matter. That connection builds trust. Stay ethical, be patient, and remember, success comes from sticking with it. And most of all, keep pushing yourself to get better every day. ♦

“ I want patients to be fully informed and empowered to make choices without being misled by marketing hype. ”





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Editor's Pick



REGULATING AI IN MEDICINE

Diverging Paths in the US, EU, and Asia

As healthcare is being transformed with AI, different global regulators are implementing diverse strategies to ensure both new developments and patient safety. EU members are following a full risk assessment process, the United States is revising its medical device rules supporting AI and Japan is choosing a sandbox built around flexible guidelines to encourage progress while respecting privacy.

EU's AI Act: Setting the Gold Standard

The AI Act established by the EU now sorts AI applications by assigning them to three categories: those that are prohibited, those that are high-risk and those that are low-risk. Because medical devices with AI are classified as "high risk," they require careful adherence to standards such as risk management, managing data, and providing human supervision. Extra requirements were added and they are required in addition to the current EU Medical Device Regulation and In Vitro Diagnostic Regulation.

FDA's Lifecycle Approach: Balancing Innovation and Oversight

The U.S Food and Drug Administration (FDA) is now using a flexible and repetitive method for regulating AI in healthcare. In December 2024, the FDA issued final guidance on using PCCPs for medical devices that use AI. With

PCCPs, manufacturers are able to improve their AI systems on the go by applying eligible updates and saving time with new marketing requests.

Japan's Regulatory Sandbox: A Safe Space for Medical AI Innovation

AI technology in healthcare is being supported in Japan thanks to a policy called the Regulatory Sandbox Framework which was established in 2018. As part of the initiative, companies can explore and use new solutions with exemptions from regulations that are only temporary. The purpose of using a sandbox is to accelerate the development and use of new inventions in healthcare.

Global Lessons: One Technology, Three Visions

These three territories use various approaches to include AI in healthcare. Prioritising strict rules and responsibility for safety in the EU, might decrease the rate of innovation. The US uses a flexible method, supporting ongoing changes as it keeps an eye on the system. By using its sandbox model, Japan is working on ways to solve data privacy issues while supporting new technologies.

While AI revolutionises medicine, these different procedures for regulating AI reveal useful advice for promoting both progress and safety. ♦



Patent Wars & Generic Pharma

India's Global Balancing Act

India is at its crossroads in the global pharmaceutical world acclaimed as the “pharmacy of the world”, with its affordable generics, while continuously finding itself overwhelmed in furious patent fights and facing international pressure to strengthen the intellectual property norms. The tug-of-war spool of innovation versus access is not new, but landmark cases, such as Novartis vs. India over the cancer drug Gleevec and WTO tensions, call out the complexity and stakes of India’s balancing act.

The Gleevec Precedent: A Defining Legal Showdown

In 2013, the supreme court of India came up

with a landmark ruling when it ruled against Swiss pharmaceutical giant Novartis for its request for a patent for Gleevec, a life saving antileukemic drug. The improved version of Gleevec did not fulfil the criteria of “novelty” under Section 3(d) of India’s Patent Act and the court ruled in favour of the state government. This clause is unique to India cheque “evergreening” i.e., the practice of making small alterations to currently existing drugs to prolong life of the patent.

The defeat suffered by Novartis was a huge triumph for public health supporters and generics manufacturers. Indian pharma firms made

cheaper versions of the drug costing only ₹ 8,000–₹ 10,000, whereas the approximate amount of the drug was ₹ 1.2 lakh per month. The decision did not only reinforce India’s position on affordable healthcare, but it also created a legal precedent that is still guiding patent rulings to date.

However, this position was at a diplomatic and economic cost. India’s IP regime came under criticism from multinational pharma companies saying that it was unpredictable and not investor-friendly. Other governments, especially in the West, started lobbying with the help of trade deals and international organisations against India and towards stricter patent protection.

The WTO Arena: A Tension-Filled Battlefield

The IP rights position of India has been at loggerheads with the developed countries such as the U.S and EU who have always advocated for firm patent enforcement. India being a part of the WTO (World Trade Organisation) and also having signed the TRIPS agreement (Trade-Related Aspects of Intellectual Property Rights), is subject to international commitment. However, India has been adept in utilising flexibilities within TRIPS such as compulsory licensing and Section 3(d) – to protect access to essential medications.

One of such was India’s move in 2012 to issue a compulsory licence for Bayer’s cancer drug Nexavar, allowing a local firm to sell the medicine at a fraction of the price. The step provoked a worldwide discussion, but confirmed the stance of India that life-saving drugs should be available, particularly in low- and medium-income countries.

This friction is a recurrent topic of WTO negotiations, the most recent example of which

is the COVID-19 pandemic. India together with South Africa called for a TRIPS waiver in holding off IP rights on vaccines and treatments for a while. Although the proposal got massive support from developing countries, it received stiff opposition from rich nations and pharmaceuticals groups, showing the gulf of patent protection in the global arena against public health.

Generics and the Global South: A Pillar of Public Health

India produces over 20% of the world’s generic medicines because of its 50 + billion dollar pharmaceutical system. From treatments for HIV/AIDS to TB medicines, Indian generics are critical to health programmes around Africa, Asia and Latin America. This function became all the more important during the COVID-19 crisis when India increased production of vaccines and therapeutics.

The low cost manufacturing ecosystem, the talented work force and the regulatory framework provide the country with a competitive advantage. Yet, this leadership is also what India’s assertive patent position allows. By withstanding the impulse to adopt wholesale the IP norms of the West, India has safeguarded its own domestic generic business practices and contributed to making drugs cheaper beyond its borders.

However, this benefit is being threatened. Free trade agreements (FTAs) with Europe or any other parties carry in many cases TRIPS-plus add-ons: calls for data exclusivity, longer patent

duration and stricter IP enforcement that can strangle generics. India has to walk on eggshells lest it undermines its public health duties.

The Path Ahead: Balancing Innovation with Access

According to the critics, India’s IP system de-motivates innovation hence America’s R&D companies investing for global pharma companies are discouraged. There is a grain of truth in this fear – India needs domestic ingenuity, not just production power. Nevertheless, there should be no expense of affordability, particularly for vital and life saving drugs.

Perhaps, a middle way would consist in public private partnerships, open source pharma models, and R&D incentives supported by the state. India can rise not only as a generator of generics, but can be a centre of cost effective pharmaceutical innovations. While at it, it also needs to keep its legal weapons at the ready to protect public goods if the need arises, its Section 3(d) and compulsory licensing among such defenders.

A Global Leadership Role on Health Justice

India’s position in patent wars is not a mere trade matter; it is a moral and strategic matter. India has thus become a world leader in health justice following its support of access over monopoly. The task now is to evolve this legacy but by investing in domestic innovation, diplomatically engaging in the global platforms, and making sure that patents work for people and not profit. ♦

India produces over 20% of the world’s generic medicines because of its 50+ billion dollar pharmaceutical system.



INDIA'S 10 MOST INFLUENTIAL
**HEALTHCARE
LEADERS 2025**

*Reimagining Procurement & Supply Chain
as a Driver of Healthcare Innovation*

AMIT MAHAJAN

**Group Chief Procurement
& Supply Chain Officer, Sparsh Hospital**

Healthcare procurement today is no longer about transactional buying. It's about performance, foresight, and resilience. In a sector where supply chain disruptions can directly affect patient care, the need for intelligent, agile, and purpose-driven procurement has never been more pressing. Amit Mahajan, Group Chief Procurement & Supply Chain Officer at Sparsh Hospital, is leading that transformation with precision and purpose.

With over 24 years of cross-industry experience spanning telecom, industrial engineering, electronics manufacturing, and now healthcare, Amit brings a rare blend of strategic vision and operational depth. His ability to navigate both high-mix/low-volume and high-volume/low-mix procurement scenarios enables him to build highly adaptive supply chain models.

At Sparsh Hospital, Amit has elevated procurement & supply chain into a value-generating function—integrating technology, embedding risk intelligence, and aligning sourcing strategies with the hospital's broader goals. His leadership drives high-impact cost reductions, strengthens vendor partnerships, and supports faster, more efficient care delivery.

What sets Amit apart is his future-ready approach: rethinking procurement not as a support role but as a catalyst for innovation. He champions cross-functional collaboration, supplier-led innovation, and digital transformation to ensure supply chain strategies serve both patient outcomes and long-term business resilience.

Its all about blend of **4C's** – Cost, Compliance, Communication, Customer centricity & **4P's** – Process, Problem Solving, Productivity, Pace as drivers for an efficient Supply Chain.



As healthcare undergoes rapid transformation, Amit stands out as a visionary leader redefining the possibilities of healthcare procurement, delivering impact that goes far beyond cost and into the very heart of care delivery. How? Let us know here.

Q How do you make healthcare procurement a strategic driver of quality and innovation?

Procurement in healthcare must transcend the traditional focus on cost and evolve into a strategic enabler of quality and innovation. At Sparsh Hospital, I lead efforts to source technology products that meet stringent technical and clinical standards while optimising total cost of ownership. Our procurement strategy is tightly integrated with the hospital's mission to drive clinical excellence and superior patient outcomes, where quality and technology are paramount.

I liken cost productivity to oxygen—indispensable for survival—but it's the quality, reliability, innovation, efficiency, maintenance, and service that are the nutrients vital for sustained success. We meticulously evaluate suppliers' R&D capabilities, manufacturing processes, distribution channels, and service support before onboarding. Clinically led product trials further ensure new technologies meet our rigorous requirements.

Our approach fosters strategic partnerships rather than mere transactional interactions, promoting co-development of products that align with our clinical needs. Initiatives such as distributor consolidation, Vendor Managed Inventory (VMI), and developing a lean, capable supply base have delivered operational excellence and significant intangible benefits. Establishing well-defined SOPs that balance governance with agility empowers our teams to meet dynamic healthcare demands. Digital transformation remains central, enabling us to leverage data and technology for continuous improvement in procurement and patient care outcomes.

Q Describe a supply chain crisis you turned into a creative opportunity. What unconventional strategy did you use?

I have always believed that the word "Impossible" is really "I AM POSSIBLE." This mindset drives me and my teams to push boundaries and succeed even in the toughest transformations.

The COVID-19 crisis was a true test for healthcare supply chains in India. Ensuring uninterrupted availability of critical drugs, consumables, and equipment amid widespread disruptions was a massive challenge. But this crisis also sparked creativity and urgency—because saving lives was non-negotiable.

We adopted unconventional strategies: rapidly developing new vendors, qualifying alternate products in record time, and leveraging strong supplier partnerships. These efforts ensured zero shortages across our hospital network, whether it was liquid medical oxygen, PPE kits, N95 masks, or ventilators.

COVID taught us that long-term resilience must be prioritised over short-term savings. As a supply chain leader, I now emphasise risk assessment and mitigation strategies. One vital lesson was the importance of diversifying suppliers rather than depending on a single source, a strategy that proved crucial during the pandemic and continues to guide us in building a more resilient supply chain.

Q What outdated hospital procurement belief or process would you change, and how?

The "Lowest Price Wins" mindset is outdated in hospital procurement. Today, value-based purchasing leads to prioritising quality, patient outcomes, and long-term cost efficiency over just upfront price. Digital transformation has modernised procurement by reducing manual processes and improving accuracy. Strong collaboration between clinical teams and procurement is key. Early involvement of clinicians in supplier selection and product evaluation ensures decisions that balance cost, quality, and patient care—delivering better outcomes and sustainable value.

Q Where do you go to refocus as a leader?

I often rely on self-reflection and recalling lessons from past challenges to untangle complex problems. Using the 4W & 1H approach breaks issues into manageable parts and keeps me composed. Leadership requires both being results-driven and empathetic—I demand accountability while valuing my team's perspectives, which helps me reset. Music is my mental escape that rejuvenates me. The dynamic environment of hospital procurement constantly hones our skills and gives purpose to our work, reinforcing my focus and drive. ♦

LESSONS FROM Dr TEDROS ADHANOM GHEBREYESUS

Ensuring Global Health with Heart

During one of the most difficult times in public health, Dr Tedros Adhanom Ghebreyesus has guided the WHO to great success. Because he is the first African WHO director and has studied malaria, as well as extensive political knowledge, he has led with crisis management, equal treatment for all and reforms.

Leading Through a Worldwide Crisis

Nothing in recent years has tested the skills of health leaders as much as COVID-19. During the virus's spread worldwide, Dr Tedros occupied a central role in organising, communicating and debating with others globally. Even though there were many extraordinary cases, political influences and major logistical issues, Dr Tedros led the WHO to supply daily updates, assistance and emergency help to 190 countries. He was seen as leading the way by expanding COVID-19 testing, getting vaccines to people and fighting false information.

Lesson to Learn

A good leader comes forward in a crisis, not to direct communication, but to guide people with clear ideas and caring.

Promoting equal health for everyone across the world

Dr Tedros has worked continuously to support fair distribution of

healthcare, mainly for the Global South, during his role. He fought for justice in distributing vaccines, creating COVAX as a way for nations worldwide to receive equitable access to COVID-19 vaccines. Dr Tedros was right when he claimed that vaccine nationalism could keep the pandemic going and result in more deaths and he had data and principles to prove it. Even in the face of opposition, he put equity at the heart of world discussions, continuing to do so as large countries focused on their own interests.

Dr Tedros's leadership forced the world to confront an uncomfortable truth: Health is a political choice, and justice in healthcare is far from guaranteed without persistent advocacy.

Lesson to Learn

A good leader's fight is not only for advancement but also for fair advancement.

A Leader Developed by Trial and Error

Before the WHO, Dr Tedros was Ethiopia's Minister of Health and then its Minister of Foreign Affairs. By implementing health care policies, he made it far easier for Ethiopians to receive treatment and reduced the death rate for children. He built up the health workers' numbers and launched a model for community health that other countries used as a guide. Thanks to his early days, he was able to combine electrical engineering with skills in politics. It influenced his view on leading health systems: that each system must grow from the community and public

health has to be connected with diplomacy, economics and human rights.

Lesson to Learn

Knowing how policy works combined with how it gets carried out is vital for leaders

Diplomacy in Today's World

Tackling the challenges of global health politics is very difficult. Throughout the pandemic, Dr Tedros was caught between the disputes and tensions between the U.S. and China, broken funding and inaccurate global news. Borderline accused of playing into China's hands and losing funding, he stayed committed to the WHO's aim of safeguarding health and saving lives. He decided to engage diplomatically, instead of engaging in harsh talk or conflict. Under its head, the WHO worked together with many partners such as the United Nations, GAVI, CEPI, the Gates Foundation and various national health ministries.

Being calm and practical no matter the situation is characteristic of multilateralism and supporting peace processes.

Lesson to Learn

Leaders in charged environments know they cannot do without diplomacy.

Reforms in Institutions and Preparing for the Future

Besides addressing crises, Dr Tedros has focused on

making the WHO faster, more transparent and able to recover after challenges. He addressed the need for more flexible money for relief organisations, advanced improvements in emergency plans and urged partnership between nations and private companies. Under President Biden, there have been efforts to form worldwide deals for future health emergencies, including discussing the Pandemic Accord. Instead of focusing on the pandemic, Dr Tedros led changes that made sure the WHO is ready for anything ahead.

Lesson to Learn

Successful leaders tackle challenges and ensure their organisations can avoid them in the future.

The Tedros Blueprint for Healthcare Leadership

Dr Tedros Adhanom Ghebreyesus has clearly made a mark as a global health leader in his last months as director. He has helped the world face important difficulties with the help of science, morals and diplomacy. He pointed out that being empathetic, fair and resilient within an institution is of great importance. Dr Tedros proved that extraordinary care helps communications, that support for all is important in healthcare and that diplomacy matters in our divided world. By focusing on the relationship between science and policy and leading with humility, he has proven to others what to do. ♦



INDIA'S 10 MOST INFLUENTIAL
**HEALTHCARE
LEADERS 2025**

*At the Intersection of Strategy
and Empathy*

CHALAPATHI P.

CEO,
EL HEALTH CARE GROUP

The leadership that guides Chalapathi P. is forged not just in boardrooms, but in the art of reinvention. With a career spanning multinational corporations, banking, and now healthcare, Chalapathi has thrived in high-stakes, high-complexity environments, demanding a fresh lens but the same fearless clarity of purpose.

What has remained constant across these industries is his ability to align diverse teams around a shared vision. "Strategic agility and vision alignment—that's been my most transferable leadership skill," he shares. "But technical expertise doesn't always travel. Understanding risk models in banking doesn't prepare you for clinical compliance in healthcare. That gap forces you to listen, learn, and evolve quickly."

This hunger to learn and his capacity to connect dots others miss have made him a change leader in every sector he's touched. Whether it's leading large-scale digital transformation in banks or designing patient-first care models in healthcare, Chalapathi operates at the intersection of operational discipline and human empathy. He rolls out initiatives; he builds belief, capability, and culture.

His leadership thrives on three core pillars: clarity in chaos, communication that inspires, and compassion that grounds. For Chalapathi, transformation isn't about buzzwords or boardroom slides; it's about action that delivers real, human impact. He shares more about this with TradeFlock.

"Solving healthcare in Tier 2 and 3 cities isn't just a business opportunity—it's a moral imperative"

Q How do you make decisions when priorities clash across hospitals, diagnostics, and tech?

When you're managing hospitals, diagnostics, and a tech firm all at once, priorities are bound to clash. Over time, I've learnt to anchor my decisions around three principles: mission alignment, risk-weighted prioritisation, and empowered delegation.

For me, it always starts with the mission. Each business, whether it's healthcare delivery, diagnostics, or technology, has a unique purpose. When things get messy, I ask: which decision best serves that core mission, especially when it impacts people or society?

Then there's risk. I break it down into three buckets—human, operational, and strategic. This helps me assess what's urgent, what's important, and what can wait without compromising safety, systems, or future growth.

And finally, I believe deeply in delegation. I've built strong, trusted leadership teams across the board. Unless something cuts across domains or affects long-term vision, I step back and let them lead—with autonomy and accountability.

Q How do you unify healthcare, diagnostics, and tech?

Fragmentation between healthcare providers, diagnostics, and tech is a real challenge—but one I tackle through integration on clinical, data, and cultural levels. At the core is a shared purpose: better patient outcomes.

I start with a patient-centric lens, mapping journeys to spot pain points and align teams. Next, we build interoperable digital infrastructure for real-time data sharing across hospitals, labs, and platforms. We foster shared ownership by breaking silos and setting joint accountabilities and KRAs.

Centralised governance and cross-functional steering committees keep us aligned. Ultimately, bridging gaps isn't just about tech—it's about leadership, clear systems, and unified teams working toward one goal.

Q What key metrics, beyond profitability, do you use to measure healthcare success?

In healthcare, profitability is important—but it's never the whole story. The real question we keep coming back to is, "Are patients getting better, faster, and safer?" That's what defines success for us.

We use a balanced scorecard that blends clinical, operational, patient, and innovation metrics. On the clinical side, we track everything from readmissions and infection rates to how our treatments stack up against benchmarks. For patient experience, it's about satisfaction, access, and how smoothly care is coordinated.

Operationally, we focus on turnaround times, resource use, and overall efficiency—because discipline here improves both quality and cost. We also keep a close eye on employee wellbeing: satisfaction, burnout, retention, and upskilling. Great care starts with engaged teams.

And finally, we measure innovation—how we're adopting tech, scaling models, and driving new ideas forward. Because in this field, impact isn't a bonus—it's the mandate.

Q What's EL Health Care's 2025/30 vision and its fit with India's healthcare?

By 2025 and into 2030, our vision for EL Health Care Group is to lead a truly integrated healthcare movement. We're building seamless care across hospitals, diagnostics, home care, and digital health—connecting metros to rural belts through a robust hub-and-spoke model.

Affordability remains key. We're scaling value-based care that rewards outcomes, not just procedures, and expanding preventive diagnostics and wellness programmes. Partnerships with insurance providers, Ayushman Bharat, and micro-health platforms will help us reach more lives.

Most importantly, we're investing in people—training over 5,000 professionals and fostering a culture where ethics, excellence, and innovation thrive.

Q What's your advice for healthcare entrepreneurs in Tier 2/3 cities?

"Solving healthcare in Tier 2 and 3 cities isn't just a business opportunity—it's a moral imperative," I believe. My advice? Think grassroots, think digital, and think long-term.

Start by solving for access—trust before tech. Use frugal, mobile-first innovations in local languages. Build local talent pipelines by training and employing youth in healthcare roles.

Focus on prevention and community health—run camps, raise awareness, and digitise basic screenings.

Start small, scale smart, and stay alert to market shifts. Most importantly, put patients before profits. That's how lasting impact is made. ♦

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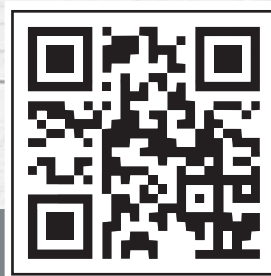
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THE RISE OF THE WORLD'S VACCINE POWERHOUSE

How the Serum Institute Became the World's Largest Vaccine Maker?

A biotech campus in Pune hides a building that manages some of the biggest driven efforts in world public health. Serum Institute of India (SII). Turning from a small operation in 1966 to the largest producer of vaccines around the globe, SII's story illustrates a drive for greatness, an eye for low-cost solutions, and a constant attention to accessibility.

Because it can produce over 1.5 billion doses a year, Serum Institute of India is not only a major manufacturing firm, it is a foundation of vaccine equity for countries in the Global South. It creates and supplies people with immunisation for diseases, including measles, tetanus, cervical cancer, and COVID-19. Each year, Unicef vaccinates two out of every three kids around the globe in more than 170 nations.

However, what led a small family business to reach the heights it did in vaccines?

The Road of a Veterinarian to Business Tycoon

The idea for the Serum Institute came from Dr Cyrus Poonawalla, a veterinary doctor, when he recognised there was a need for human vaccines in India, since almost

all were being imported from overseas at exorbitant costs. Initially, SII made anti-tetanus serum and vaccines for the domestic market, employing only a few people and relying on minimal resources.

The idea behind it was basic, yet very powerful. "Access to proper health care should be available to everyone."

In the 1970s and '80s, SII continuously increased its operations and provided vaccines for diphtheria, measles, and BCG. It was important to cut production expenses while still adhering to the quality standards established by the World Health

Organisation. Thanks to this plan, SII managed to offer low prices and reach an agreement with leading health organisations UNICEF, Gavi, and the WHO.

Scaling Up: Quality Meets Quantity

While other pharmaceutical companies focused on development, SII chose to invest heavily in producing vaccines on a large scale. Making it a priority to produce more vaccines allowed it to sharply reduce the amount spent per dose. The strategy made SII vital for developing countries and built huge industrial economies.



The company's achievements over the years are largely thanks to Adar Poonawalla, who became CEO in 2011. His leadership led to more modernised operations, new opportunities in research, and the pursuit of partnerships worldwide with pharma companies and public health agencies.

As a result, SII is now the world's foremost producer of the MMR vaccine and one of the major suppliers of vaccines for meningitis and pneumococcal diseases. Unlike in the West, affordable prices for its vaccines did not affect their quality or safety.

The COVID-19 Test: Global Fame and Controversy

The Serum Institute became well-known around the world due to the pandemic. The partnership between AstraZeneca, Oxford University, and SII manufactured the Covishield vaccine, which helped India and a variety of underprivileged countries and was the mainstay of India's vaccination programme.

At the height of the pandemic, SII was producing 250 million doses of vaccine per month, which made it a leading supplier of COVID-19 vaccines worldwide. Serum Institute was the biggest provider to COVAX, sending vaccines to more than 90 countries.

But the road wasn't smooth. Facing a major second wave in 2021, the Indian government chose to halt the export of vaccines to focus on its people. As a result, countries around the world expressed concerns about vaccine nationalism and reliance on only one production site.

Regardless of the criticism, SII continued exporting vaccines by the end of that year and proved it could still supply vaccines to the world.

The Role of Research and Development in the Development of Biotechnology in India

While Serum Institute focuses on mass vaccination, its growth will come from research and invention of new technology. Moderna focuses on developing new technologies, like mRNA vaccines, monoclonal antibodies, and therapeutics.

By buying Bilthoven Biologicals and partnering with Novavax, the company has shifted from a contract drug maker to a biotech company that invents drugs itself.

The institute is advancing with its own vaccine development programmes for diseases such as dengue, malaria, and cancer. Adar Poonawalla stresses that the company's plan will rely on advanced R&D and still keep the same focus on affordability.

Challenges on the Horizon

Even though SII is dominant, it encounters major challenges. Now, China and Africa are strengthening their local vaccine production, which is creating more competition in the vaccine market. In addition, securing intellectual property, getting product approvals, and managing the cold supply chain remain major obstacles in developing countries.

Dealing with reputation management is also important for the company, particularly after it came under fire for exporting vaccines and setting prices.



According to history, the Serum Institute is well-equipped and connected to overcome these difficulties.

A Leader in Vaccines with a Focus on Helping Society

Serum Institute's story is not only about making profits; it also shows how it has affected the health of many people around the world. Through quality-tested and affordable vaccines, SII has changed how the global pharmaceutical industry functions.

As health inequities, diseases caused by climate change, and the possibility of more pandemics remain a problem, Serum Institute of India's work is more essential than ever. Whether through innovation or outreach, the empire built in Pune is poised to remain a lifesaver for millions and a beacon of how business and humanity can coexist. ♦



INDIA'S 10 MOST INFLUENTIAL HEALTHCARE LEADERS 2025

*Navigating Complex Legal Landscapes
with Precision and Perspective*

IPSITA RAAJSHREE

**Group Lead Legal & Privacy,
CTSI (Mauritius) Ltd. - A Siemens
Healthineers and Varian Company**

Navigating the dynamic and highly regulated healthcare sector requires legal expertise that balances compliance with innovation. Ipsita Raajshree embodies this approach, using legal strategy to drive growth for healthcare organisations operating in complex regulatory environments.

Her legal career began in 2011 at Kennametal India, a manufacturing firm. She then consulted for Euronet Services India, specialising in technical contracts and multi-party technology solutions. At Atman Law Partners, she expanded her practice into arbitration and criminal law.

Ipsita's career advanced at Bangalore International Airport Limited (BIAL), India's first greenfield PPP aviation project. Under Jagdish Raj Guru's mentorship, she handled legal matters in infrastructure, land acquisition, financial contracts, and regulatory compliance while supporting new departments in marketing and publicity.

In 2015, Ipsita transitioned to startups, joining Housing.com to manage contracts, litigation, and funding due diligence. Exposure to international stakeholders and rapid scaling enhanced her strategic skills. She later provided legal counsel to startups like Snapdeal, Practo, NearBuy, WhatsApp, and Juspay.



Currently, as Head of Legal and Privacy at CTSI (Mauritius), part of Siemens Healthineers, Ipsita oversees legal strategy across a multi-entity healthcare group. She turns regulatory challenges into opportunities for compliant and innovative patient care.

In an exclusive interview with TradeFlock, she shares insights on her journey and healthcare's evolving legal landscape.

Q How has the evolving law shaped your career, and what do you value most?

Law constantly evolves; interpretations shift with time, context, and judicial perspective. Early in my career, major changes in the Arbitration Act taught me the value of staying adaptable. Even in

2025, several legislative updates reinforced the need to unlearn and relearn.

What I cherish most is the diversity of my experience—from assisting senior counsels in litigation to negotiating complex commercial deals. It's fulfilling to know my work supports legal progress while contributing to public service and national development.

Q What key principles guide you in managing the complex, multi-brand legal role?

I navigate this complex role by giving brave yet well-reasoned advice, avoiding easy “no” answers. I use a consequence matrix to weigh outcomes and back counsel with evidence-based logic. Applying scientific reasoning like structured analysis and cause-effect mapping helps clarify decisions.

Cross-functional collaboration is key; I regularly engage with colleagues to debate and refine legal positions. This peer challenge ensures thoroughness and uncovers blind spots, leading to balanced, practical solutions across diverse healthcare brands.

Q What achievement in your legal career are you most proud of?

I'm proud of enabling growth through law, whether expanding digital healthcare at Practo, implementing a foreign law GDPR at HCG Limited, or building legal frameworks for startups from the foundation. Equally important is having the ability to say no when necessary, balancing firmness with empathy and logic, especially when core values and high-stakes talent to identify cascading impact are involved.

“Cross-functional collaboration is key; I regularly engage with colleagues to debate and refine legal positions”

Q How has working with healthcare providers and tech suppliers shaped your legal leadership?

My journey spans both B2C healthcare delivery and tech-driven B2B environments. At GenWorks, the agile arm of Wipro-GE, I developed a tech-focused legal lens in a data-heavy setup.

Now, at Siemens Healthineers India, I oversee legal for medical giants like Siemens and Varian across providers like American Oncology Institute, Citizens Hospital, and Ampath Labs.

This dual role requires strategies that balance global brand integrity with frontline needs. I rely on structured, science-based reasoning to bring clarity to complex legal decisions.

Q Which key initiatives have had the greatest impact in your current organisation?

Three key areas stand out in my work. First, I simplified patient documentation by consolidating multiple forms into unified formats, making hospital visits less stressful for patients who often arrive with limited mental bandwidth. Second, I streamlined internal processes to fast-track the adoption of advanced technologies from Varian and Siemens across our hospitals, something that usually takes much longer in standalone setups.

Third, I developed a legal framework for voluntary patient participation in beta trials of approved technologies, giving early access to cutting-edge innovations—crucial in a field where every second counts.

At Ampath Labs, I've supported legal adaptations for a multi-channel model—B2B, B2C, and D2C—enabling the business to stay agile and scale by embracing unexplored, tech-driven healthcare formats.

Q How are you fostering a ‘privacy-first’ culture in today’s data-driven healthcare landscape?

Privacy starts with awareness. I often say our digital identity is like a machine made of parts—emails, phone numbers, and health records—that together reveal powerful insights.

At our organisation, we've built strong data privacy and cybersecurity frameworks, but we also prioritise educating employees and patients. Privacy must go beyond policy to become a core part of culture and daily behaviour.

Q What continues to drive you after 15 years in law?

It's the convergence of science & technology combined with execution to build with empathy – leading them to merge with law and see the light of day – that energises me. I'm driven by how machines can enrich, not replace, human wisdom. Bringing cutting-edge innovation into Indian healthcare and making it more accessible is deeply fulfilling. As I start on my 15th year in the legal field, my purpose feels clearer than ever: to bridge tech and patient-centric progress through law. ♦

Clinikally®

Reimagining Dermatology in a Digital India



Skin and hair care have long been approached with a curious blend of home remedies, beauty influencers, and unregulated over-the-counter products in a country as vast and diverse as India. From age-old ayurvedic concoctions to TikTok hacks, consumers have been bombarded with solutions, many lacking scientific grounding or medical validation. While awareness about self-care grew, access to credible, outcome-driven dermatological advice remained a privilege of the few in urban centres. One striking statistic underscores the gravity of this gap: India has just one dermatologist for every 150,000 people.

This is the problem Clinikally set out to solve. Founded in 2021 by Arjun Soin, beyond just a skincare brand, Clinikally is a digital-first, medical-grade solution platform offering tailored treatment backed by science, and delivered with tech precision. It bridges the gaping void between

internet skincare fads and clinical dermatology with a refreshingly simple model: care that works, products that heal, and access that scales.

A Pandemic Spark and a Personal Legacy

For Arjun Soin, the inspiration behind Clinikally was not a business case study, it was deeply personal. “My mother has been a practising dermatologist for over 20 years,” Arjun explains. “Running her chain of dermatology clinics gave me a front-row seat to India’s dermatological pain points, especially in remote areas.”

The tipping point came during the COVID-19 pandemic. As teleconsultations became the norm, Arjun saw an opportunity to build a tech-led platform that democratises dermatological care. Thus, Clinikally was born as a full-stack digital dermatology platform that integrates consultations, personalised routines, and science-led products.

The Business Model that’s Healing India

Clinikally’s business model is a blend of clinical precision and digital convenience. At its core, it operates across three verticals:

- A B2C marketplace functioning as an e-pharmacy
- A proprietary private label with patented products available on B2C and B2B channels
- A B2C teleconsultation platform connecting patients with dermatologists across India.

What makes this model stand out is the synergy between consultation and curation. Every product recommended or sold is underpinned by clinical insight, with treatment plans drawn up using a proprietary prescription generator. With over 20,000 teleconsultations already conducted and deliveries reaching over 12,000 pin codes, the platform’s reach is both wide and deep.

A Quiet Skincare Revolution

Clinikally has made a conscious decision to avoid

trend-chasing. While many D2C brands are driven by what’s viral on social media, Clinikally grounds its formulations in clinical science. Dermatologists lead all product development, and algorithms refine treatments based on evolving research and patient feedback.

The result? Regimens that are personalised, context-aware, and holistic, considering climate, skin condition, pre-existing conditions, and lifestyle. Whether someone is dealing with chronic eczema, hair loss, or acne, Clinikally creates targeted treatment plans rather than one-size-fits-all solutions.

Intelligence in Every Interaction

Technology is at the heart of Clinikally’s offerings, as a partner, rather than a tool. From AI-powered recommendations to LLM-enhanced chatbot support, Clinikally uses machine learning to streamline both consumer and clinician experiences.

An AI-driven skin analyser is also in the works, enabling users to scan their face via a selfie and receive personalised recommendations. Behind

CLINIKALLY AT A GLANCE

Founding Year: 2021

Founder: Arjun Soin

Industry: HealthTech, Dermatology, Telemedicine, Skincare & Haircare
Specialities: Dermatology consultations, Telehealth, e-Pharmacy, AI-driven skincare, Private label cosmeceuticals

Funding Raised: \$2.6 million

Key Investors: Y Combinator, Tribe Capital, Goodwater Capital, Sequoia Scout Fund, Rebel Fund



the scenes, a rich database of anonymised prescriptions and skin profiles feeds into ongoing model training, allowing for automated and accurate treatment predictions.

Where Tech Meet Touch

Unlike many D2C brands that remain in the digital loop, Clinikally also expands offline. Partnering with established dermatology clinics builds a phygital ecosystem that allows users to move seamlessly between online consultations and physical visits. This omnichannel approach ensures continuity of care and deepens trust, an essential currency in healthcare. The soon-to-launch Clinikally Elite Club will further blur these lines, offering members exclusive perks across digital and offline touchpoints.

A Lifestyle Platform in the Making

Arjun’s vision extends beyond dermatology. Clinikally plans to expand into nutraceuticals, weight loss, and wellness

segments, recognising the increasing intersection between nutrition, mental wellness, and dermatological health. Dedicated Android and iOS apps are also on the horizon, promising a more integrated user experience. By anchoring these efforts in medical expertise and technology, Clinikally is carving a path that is holistic, inclusive, and distinctly Indian.

A Brand that Listens, Learns, and Leads

In a sector often overwhelmed by noise and novelty, Clinikally stands out by quietly doing what works: listening to users, consulting experts, leveraging science, and thoughtfully deploying tech. It’s not about the flash, but the follow-through. Combining medical dermatology’s timeless wisdom with modern technology’s transformative power, Clinikally is offering skin-deep solutions and changing the face of skin and hair care in India. ♦



INDIA'S 10 MOST INFLUENTIAL HEALTHCARE LEADERS 2025

*Translating Global Vision into
Healthcare Impact*

NITIN GANDHI

**Sahyadri Hospitals,
Group Head – International Business**

Bold choices, cross-functional mastery, and people-first leadership define Nitin Gandhi's remarkable journey across India's healthcare ecosystem. From hospital operations to the helm of international business at Sahyadri Hospitals, Nitin has evolved into a dynamic growth strategist — blending sharp business acumen with a deeply human approach to care.

With over 14 years of experience spanning sales, marketing, digital innovation, and patient experience, Nitin's career is a blueprint in transformation. Every role he's taken on has added a new layer — from mastering operational discipline to building revenue-generating international channels and from decoding multilingual digital landscapes to creating patient trust beyond borders.

At Sahyadri, he leads international business development at the group level, crafting strategies that make the brand globally relevant without ever losing its ethical core. His academic foundation in pharmacy, healthcare management, and medico-legal systems adds weight to his intuitive leadership



style — analytical yet agile, strategic yet sincere. What sets Nitin apart is his ability to turn complexity into clarity. Whether it's turning around underperforming business units or leading teams toward ambitious growth targets, he does it with calm resolve, collaborative thinking, and an unwavering focus on sustainable impact.

As healthcare becomes borderless and consumer-driven, Nitin is helping reimagine how Indian hospitals compete globally with quality, compassion, and strategic foresight at the centre. Speaking with TradeFlock, he delves deeper into his journey and work.

Q What key challenges do you face in international business development, and how are you addressing them?

Right now, the major roadblocks we're facing revolve around geopolitics and visa delays. For patients coming from Africa or the Middle East, getting a medical visa to India has become a slow and uncertain process — even in emergencies. Sadly, that means we're losing

patients to countries like Malaysia, Thailand, and Turkey, where the visa process is far smoother.

Another issue is limited direct flight connectivity to key Indian medical hubs like Pune, Hyderabad, and Bangalore. These cities offer exceptional care, but accessibility remains a challenge.

We're actively working with various stakeholders — from the Ministry of External Affairs to Civil Aviation — to streamline visa approvals and push for more direct international flights. It's not just about business; it's about positioning India as the most trusted and accessible destination for global healthcare seekers.

Q How do cultural nuances influence your approach to international patient acquisition and care delivery?

Cultural understanding plays a huge role in how we attract and care for international patients. It's not just about offering world-class medical treatment — it's about making patients feel truly seen and respected. Every region has its own preferences, whether it's dietary needs, prayer routines, or social norms. If we ignore these, no matter how good our clinical care is, we risk losing trust and long-term loyalty. That's why we focus on creating an ecosystem that embraces these nuances. When patients feel at home culturally, they're more comfortable, recovery is smoother, and word-of-mouth becomes our strongest growth driver.

Q How do you identify and unlock untapped business potential to turn loss-making operations into sustainable models?

First, I dig deep to identify what's really causing the losses, whether it's operational gaps, poor market fit, or inefficiencies. Then, I look for hidden opportunities, often in untapped markets or underutilised resources.

From there, it's about making focused, strategic changes, optimising the value chain, engaging the right stakeholders, and leveraging technology. Sustainability is central throughout. When it's built into the model, it not only drives efficiency but also opens up long-term, competitive growth avenues.

Q What key leadership qualities drive cross-functional success where empathy meets execution?

In healthcare, where human emotion and high performance intersect, leadership demands a unique blend of qualities. Empathy and emotional intelligence come first—they help build trust and connect with both patients and teams. But that compassion must be paired with effective communication, adaptability, and sharp decision-making. Strategic thinking and problem-solving are essential to navigate complex systems, while influencing skills help align cross-functional teams. Add project management expertise to keep things on track, and you have a leadership style that balances heart with results—driving real, sustainable impact.

“ Success today, for me, is much deeper than just titles or wealth. It's about living a life aligned with my values, maintaining a healthy balance, and making a meaningful impact on those around me. **”**

Q How do you define success today, and how has that meaning changed over time?

Success today, for me, is much deeper than just titles or wealth. It's about living a life aligned with my values, maintaining a healthy balance, and making a meaningful impact on those around me. Back when I was a student, success meant excelling academically—I worked hard and completed my science graduation with pride. Later, while juggling full-time healthcare roles, success shifted to advancing my qualifications and growing professionally.

In my career, success became about delivering quality work and earning respect from colleagues and leaders. I'm grateful to have achieved that too. Beyond work, success has always meant being a good son, husband, and father. I believe I've done well on that front—though my wife might beg to differ! (We laugh about that often.) Ultimately, success today is about harmony between personal fulfilment and professional growth. ♦

MAY 21, 1981

India's First Step on the Frozen Frontier

In 1981, India carried out its first Antarctic science mission, becoming one of the relatively few groups of nations that research in this distant and challenging land. In spite of its difficult part and sensitive diplomacy, the effort played a major role in boosting India's science, international diplomacy and influence worldwide.

Thanks to Dr S.Z. Qasim, who headed the mission as marine scientist and Department of Environment secretary, succeeded in all its objectives and affirmed India's resolve to be involved in polar research. As a result of this expedition, India moved ahead with Antarctic projects for many years and was recognised by the ATS as a consultant in 1983.

Why Antarctica Matters for the World

Antarctica does more than just freeze at the bottom of the planet, it balances the climate globally, keeps important scientific records and is managed by an international team. In 1959, 12 countries signed the Antarctic Treaty which turned the continent

into an area devoted to peace and research. Soon after 1980, discussions about finding minerals, climate change and strategic value fueled interest in Antarctica.

Both science and diplomatic priorities were behind India's entry into Antarctic exploration. It became clear that India was determined to join in worldwide science cooperation, mostly on issues surrounding climate change, oceans and earth sciences.

The Idea that Gave Us Our Mission

It was in the late 1970s that plans for an Indian Antarctic expedition gained serious attention, thanks to growing international attention on the environment and the rapid growth of India's science sector. Experts in the Department of Ocean Development and the Indian National Committee on Oceanic Research looked at how India could be involved in Antarctic science.

Before he became a pioneer in environmental research, Dr S.Z. Qasim represented India at the first United Nations Conference on the

Human Environment in 1972. In just six months under his control, the plans for the inaugural expedition were carefully arranged due to how many things the team had to consider, including the right vessels, supplies and government clearances.

A Traveller Tracks the White Continent

The team included 21 scientists and 9 staff, who travelled on the MV Polar Circle from northern Norway. Leaving from Goa on December 6, 1981, the team navigated the difficult Southern Ocean and arrived at Antarctica in early January of 1982.

Part of the mission was to collect geological data, do weather research, explore sea depths and evaluate how a lasting base could be set up. The group created a basic research centre near Dakshin Gangotri Glacier and this place would become India's first permanent research station named the same in 1983.

Even with severe weather, unusually cold temperatures and limited equipment, the team conducted more than 40

experiments. Acting in polar conditions, this exploratory mission showed that India is able to support such operations and prepared the technical and logistical infrastructure needed for future missions.

How the Far East Affects International Relations

There were diplomatic considerations in addition to science on this expedition. The Antarctic Treaty states that only those countries that show a real commitment to research on Antarctica may take part in shaping future treaties.

India's success in 1981 and 1982 led to another mission and by 1983, India became a full member in decisions about Antarctica—the same status as the United States, Russia and the UK. India was now recognised for its role in environmental diplomacy, as well as for working closely with other nations on scientific matters.

India's presence made people in the Global South view India favourably. Because India is one of the few developing nations working in polar research, it showed the

world how dedicated it was to local science and discovery.

Memories and Ongoing Results

This trip in 1981 marked only the beginning of research there. In the years after that, researchers settled in three long-term stations on Antarctica.

—Dakshin Gangotri (1983): Is now in service only as a place to keep supplies.

—Maitri (1989); part of Schirmacher Oasis; researchers are continually active there.

—Bharati (2012): One of the latest stations for examining air and climate topics.

So far, India has organised more than 40 science journeys to Antarctica that addressed glaciology, geology, climatology, biology and even space weather. The missions have made it possible for India to take part in learning about climate change, rising sea levels and what happens to the polar environment.

The National Centre for Polar and Ocean Research (NCPOR) in Goa, formerly known as the National Centre for Antarctic and Ocean Research (NCAOR),

now manages India's polar missions and represents the country in the Antarctic Treaty Consultative Meetings.

Advice and information for Science, Policy and Industry

By combining vision, scientific soundness and wise policy, the 1981 expedition helped elevate NASA's standing movement around the world. The report points to the growing integration between science, the environment and diplomacy in a world with multiple powerful nations.

India's business and industry sectors recognise the importance of investing in research at the frontier, especially in climate stability, renewable energy and environmental technology, as a result of their Antarctic activities. Collaborations with companies in logistics, satellite pictures and sustainable technology are increasing to help with polar missions.

Since India was one of the earliest nations to establish a presence in Antarctica, it is well placed to participate in future discussions on global energy and mining policies.

A Visionary Leap Toward Global Scientific Leadership

When India sent its first research team to the Antarctic on May 21, 1981, it both marked the beginning of significant Indian science and helped India move towards being a trusted global research player. It proved that true collaboration and commitment, teamed with the right vision, could get us to the most remote places affordably and logistically. ♦





INDIA'S 10 MOST INFLUENTIAL HEALTHCARE LEADERS 2025

Architect of India's Mental Health Transformation

DR PRATIMA MURTHY

**Director,
National Institute of Mental
Health and Neurosciences
(NIMHANS), Bengaluru**

With over 300 research publications, international consultancies, and prestigious national awards to her name, Dr Pratima Murthy exemplifies what it means to be a leader in medicine and mental health reform. As the Director of NIMHANS, Bengaluru, her mission goes beyond treatment; she is reshaping mental healthcare delivery, expanding addiction psychiatry, and championing human rights across India's psychiatric landscape.

Dr Pratima's distinguished journey in psychiatry began with an MBBS from Bangalore Medical College in 1985, followed by a Diploma in Psychological Medicine (DPM) and an MD from NIMHANS in 1987 and 1989, respectively. Her academic rigour and clinical depth led her back to NIMHANS in 1993 as a faculty member, where she steadily rose through the ranks. Her dedication to being the best was further acknowledged when she became a Fellow of the Royal College of Physicians (FRCP), Glasgow, a mark of international recognition for her contributions to medical science.

Pioneering Addiction Psychiatry in India

Among Dr Pratima's most groundbreaking contributions is the Centre for Addiction Medicine at NIMHANS, a first-of-its-kind facility that she was instrumental in establishing. Today, it stands as a national hub for research, training, and treatment in substance abuse disorders. Thousands of mental health professionals across India have been trained under her leadership, strengthening the country's rehabilitation framework.

Her work has consistently emphasised a holistic, evidence-based approach to addiction treatment, integrating psychological, social, and community-based interventions. Under her guidance, NIMHANS has also launched several public education initiatives, helping reduce stigma and encourage early intervention.

Global Partnerships for Local Impact

Dr Pratima's vision has always extended beyond national boundaries. She has served as a consultant to leading global organisations including the World Health Organisation (WHO), the United Nations Office on Drugs and Crime (UNODC), and the International Labour Organisation (ILO). Her work with these institutions has influenced global frameworks in substance abuse prevention, tobacco cessation, and mental health training.

Her policy advocacy efforts have helped shape India's mental health strategy, from regulations on tobacco control to guidelines for quality assurance in mental institutions. She has actively collaborated with the National Human Rights Commission, working to embed human rights into psychiatric care—ensuring dignity, autonomy, and ethical treatment for individuals with mental illness.

Champion of Mental Health Rights and Community Access

Dr Pratima is deeply committed to making mental healthcare accessible, ethical, and inclusive. One of her hallmark contributions has been the expansion of community-based mental health programmes. She has led national-level training initiatives, enabling states to build mental health capabilities at the grassroots. These programmes have been especially vital in reaching rural and underserved populations, often neglected in conventional mental health frameworks.

Her leadership also played a pivotal role in securing ₹ 860 crore in funding for mental health and neuroscience research at NIMHANS. This strategic move has enabled the institute to pursue cutting-edge scientific inquiry while strengthening clinical infrastructure.



A Legacy Marked by Awards and Recognition

Dr Pratima's distinguished career has been recognised with several prestigious awards. She received the Dr Raja Ramanna State Award from the Government of Karnataka for her excellence in mental health research and policymaking. The Lifetime Achievement Award from Rotary acknowledged her decades-long dedication to psychiatry and public health.

In 2021, she was honoured with the WHO Regional Director's Special Recognition Award on World No Tobacco Day for her sustained efforts in tobacco control. Most recently, she was the recipient of the Nelson Mandela Award for Health Promotion (2024), reinforcing NIMHANS' global standing under her leadership.

A Leadership Style that Blends Science with Empathy

As Director of NIMHANS, Dr Pratima leads with vision, integrity, and collaboration. Her leadership style is rooted in scientific inquiry and ethical responsibility, with a sharp focus on measurable impact. Colleagues describe her as both decisive and inclusive—traits that have enabled her to mobilise resources, forge global alliances, and drive institutional reforms.

Dr Pratima believes that mental healthcare must evolve in step with society's changing needs and that success lies in combining clinical expertise with community trust. Whether it is de-addiction programmes, rights-based mental health care, or policy reform, her approach remains consistent: people-first, research-backed, and future-orientated. Her legacy is already evident in every life touched by NIMHANS' services, in every policy shaped by her research, and in every young psychiatrist inspired by her journey. ♦

THE \$1 TRILLION OPPORTUNITY

How is Reshaping Global Pharma Strategy

For years, drug companies have mainly focused on selling medicines that can treat diseases once they have already appeared. An important change is currently taking place. Because more people are getting chronic diseases, healthcare becomes more expensive, and patients' needs change, the system is now focusing more on prevention. The way to stay healthy is also a way to add value and jobs to the economy.

From Treatment to Prevention: An Economic Imperative

Each year, heart disease, diabetes, cancer, and respiratory illnesses, among other NCDs, cause almost three-quarters of all deaths around the world. There is a huge cost to the economy

because of these diseases. It is estimated by the World Economic Forum that NCDs will cost the world economy over \$47 trillion by 2030, putting health systems at risk and limiting economic growth. In India alone, NCDs are projected to cause a loss of \$6.2 trillion between 2012 and 2030, nearly three times the country's current GDP. They prove that it is time for us to shift from treating illnesses to stopping them from happening.

Vaccines: The Cornerstone of Preventive Healthcare
The spread of bacterial diseases has been controlled

for years by the use of vaccination programmes. Since the COVID-19 pandemic, vaccines have been recognised as crucial, and both Pfizer and Moderna made huge profits from selling their vaccines, totaling tens of billions. The vaccine market across the globe is set for rapid growth. The research by Fortune Business Insights shows that the market stood at \$90.28 billion in 2023, and it is predicted to reach \$159.28 billion by 2032, with a CAGR of 7.8%. More investments into vaccine research and a greater realisation of their value have led to this increase.



Digital Health: Leveraging Technology for Prevention

Technologies in digital health are changing the approach to preventive health care. With the help of wearable devices, mobile apps, and telemedicine, people can keep an eye on their health, catch illnesses early, and get customised care when needed.

The importance and value of digital health solutions are drawing more investment from pharmaceutical companies. As an example, Roche bought the digital diabetes service mySugr, and Novartis worked with Apple HealthKit to improve patient participation in their wellbeing and disease care. Such efforts help increase the success of health treatment and give pharma organisations more ways to earn money.

Nutraceuticals: Bridging Nutrition and Pharmaceuticals

Consumers interested in health are making the dietary supplements, functional foods, and beverages sector grow faster. According to Grand View Research, the nutraceuticals market is expected to grow to \$919.1 billion by 2030, with a CAGR of 7.6% from 2025 to 2030.

As a result of this trend, pharmaceutical companies are adding nutraceuticals to the products they offer. Thanks to this kind of diversification, they are able to provide more health and wellness items, helping promote the switch to better prevention.

Diagnostics and Early Detection: Enhancing Preventive Strategies

Preventive healthcare greatly benefits from early detection of diseases thanks to advanced diagnostics. By using genetic screening, liquid biopsies, and AI-assisted imaging, doctors can detect risks of disease before any symptoms appear, making it easier to intervene sooner.

Organisations such as Roche, Illumina, and Thermo Fisher Scientific are combining techniques of testing and treating to develop personalised care plans for prevention. This approach not only improves patient outcomes but also aligns with the industry's move toward value-based care models.

Economic Benefits of Prevention: A Win-Win Scenario

Preventive healthcare can bring substantial saving to the economy. Prevention strategies can minimise how much we spend on healthcare, make employees more efficient at their jobs, and raise the quality of our lives.

Furthermore, preventive care is closely related to the shift around the world toward rewarding providers for the quality of care given, not just

the amount of care. Drug companies that invest in prevention are able to make money in the long run and help promote public health.

Challenges and the Path Forward

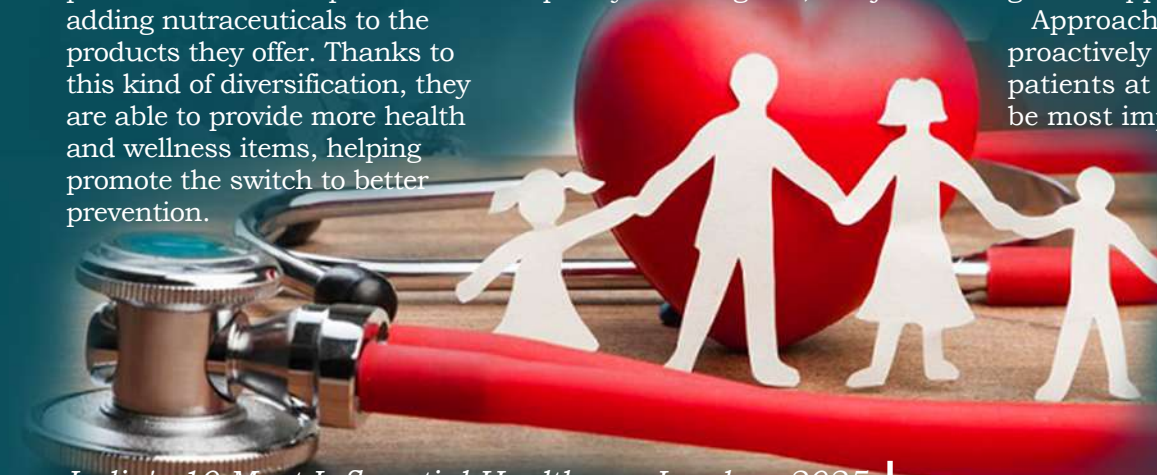
Although there are many benefits, it brings some obstacles too. Policies for new products, including digital health tools and nutraceuticals, are going through changes. Supporting prevention in current healthcare systems calls for significant investment and cooperation among various players.

It is important for pharmaceutical companies to build relationships with companies in technology and healthcare, as well as with decision makers. For preventive healthcare to reach its full potential, we need to support innovation, invest in new ideas, and ask for favourable policies.

Embracing the Preventive Paradigm

The industry can benefit a lot by focusing more on preventative care instead of just treating diseases. If companies adopt preventive healthcare, they are able to keep people healthy and also reach new growth opportunities.

Approaching this process proactively and keeping patients at the centre will be most important. Taking preventive measures is now as vital as ever, as it leads to better health for the world and encourages sustainability in pharmaceuticals. ♦





INDIA'S 10 MOST INFLUENTIAL HEALTHCARE LEADERS 2025

Transforming India's Aesthetic Landscape, One Step at a Time

DR RAHUL SAWAKHANDE

CEO & Director,
Aakaar Medical Technologies

His leadership is born of two worlds: the analytical discipline of a medical doctor and the strategic muscle of a pharmaceutical leader. Dr Rahul Sawakhande's dual lens makes him uniquely equipped to lead Aakaar Medical Technologies Ltd. into the future. With 19+ years of experience across clinical practice, operations, and commercial strategy, he stands at the intersection of medicine and market transformation.

His leadership philosophy was shaped by pivotal roles at Piramal, Pfizer, and Galderma. At Piramal, he built a strong foundation across marketing, sales, regulatory, and supply chain—mentored by veterans like Neeraj Garg, Rajendra Dhandukia, Dr Balagopal Nair, Burzin Shahana, and Pushkaraj Shenai. At Pfizer, under Ashish Srivastava and Diwakar Mittal, he sharpened his global perspective and launched key verticals with precision. Galderma marked his transition into full business leadership, scaling the aesthetics division while blending scientific depth with commercial acumen under Hariram and Sathyanarayan.

Since 2015, he's been driving Aakaar's transformation under the trust of Founder & MD

Dilip Meswani—leading its shift from a licensing-led model to a brand-driven, 170+ members strong organisation, now gearing up for an SME Listing

As CEO & Director, he champions innovation, scientific integrity, and access, scaling aesthetic care with clinical credibility. In this conversation with TradeFlock, Dr Rahul Sawakhande opens up about his journey, vision, and the future of aesthetic healthcare in India.



Q How do you balance science, business, and beauty as a doctor-CEO?

My medical training ensures every decision prioritises science and patient safety. Business drives strategic growth and sustainability, helping us scale responsibly. Aesthetics add the crucial consumer perspective—how the product looks, feels, and connects emotionally. Balancing these three pillars is key to Aakaar's success, making us a trusted, innovative leader that combines clinical credibility with a strong, consumer-focused brand in the aesthetic healthcare space.

Q What global aesthetics trend are you most keen to localise for the Indian market next?

The next big thing is all about mixing regenerative aesthetics, personalised care, and smart tech delivery. Around the world, treatments like exosomes, peptides, and advanced PDRN are moving past just surface-level fixes—they actually help skin heal and renew itself.

My focus is bringing this breakthrough science to India the right way—through solid education, ethical practices, and making it easy for doctors and patients to access. At Aakaar, we're creating the whole ecosystem to make these world-class treatments something everyone can aspire to and actually get their hands on.

Q What's the toughest, rarely discussed reality of leading in India's medical device space?

The toughest truth about medical device leadership in India? You're not just building a business—you're building the entire ecosystem from scratch. Medical aesthetics here is still nascent, with patchy clinical training, unclear regulations, and almost no roadmap for evidence-based adoption. Leaders have to pour time and resources into education, regulatory advocacy, and trust-building long before the market is ready to catch up.

At Aakaar, we've taken the lead—running clinical workshops, driving regulatory conversations, and collaborating with dermatologists to set uncompromising standards for safety, efficacy, and ethics. It's a tough, slow grind, but without this groundwork, there's no real, sustainable growth. True leadership means shaping not just your company but the future of the entire industry.

Q How do you maintain scientific credibility in an industry driven by marketing hype?

For me, scientific credibility is non-negotiable—it's the backbone of everything we do. As a doctor, I understand the immense responsibility when introducing technologies that affect skin, health, and confidence. In an industry where marketing often races ahead of science, it's tempting to chase trends. But real, lasting brand value comes only from validated science and clinical integrity.

At Aakaar, we collaborate closely with top dermatologists, invest in real-world evidence, and back peer-reviewed research before launching any product. We don't rush to market for hype; we build trust through education, rigorous trials, and honest communication.

It takes time to build credibility, but once you earn medical community trust, it becomes your strongest competitive advantage.

Q How are India's aesthetic healthcare needs evolving, and how is Aakaar preparing for the future?

India's aesthetic healthcare landscape is on the brink of a major evolution. With rising aspirations, a growing middle class, and increasing wellness awareness, there's a clear shift toward non-invasive, safe, and science-backed treatments. Social media and global beauty standards have only accelerated this demand. Valued at over ₹40,000 crore in 2024, the industry is projected to grow at nearly 9% CAGR through 2030, fuelled further by India's expanding footprint in medical tourism.

At Aakaar, we're not just participating in this growth—we're helping define it. Our upcoming NSE SME listing positions us among the pioneers in Indian medical aesthetics to go public. It signals our commitment to transparency, long-term value, and bold ambition. Aligned with the 'Make in India' movement, we're ramping up domestic manufacturing to enable faster innovation and deliver high-quality, cost-effective solutions tailored to Indian needs.

At the same time, we're forging global in-licensing partnerships to bring cutting-edge regenerative and aesthetic technologies to India. This twin engine of local capability and global collaboration gives Aakaar the edge to stay agile and clinically credible.

We're not just future-proofing—we're building the future of Indian aesthetic healthcare. ♦

Story of the Month

MAYDAY OVER AHMEDABAD

THE CRASH THAT SHOOK GLOBAL AVIATION

It was a routine summer afternoon at Ahmedabad's Sardar Vallabhbhai Patel International Airport. Flight AI 171, a gleaming Dreamliner headed for London's Gatwick Airport, lifted off into the hazy sky. Five minutes later, with 230 passengers and 12 crew members aboard, the aircraft vanished from radar and plummeted into the suburban district of Meghani Nagar. A plume of black smoke erupted against the skyline as flames consumed parts of the jet. Rescue teams flooded the neighbourhood. Inside homes, terrified families watched as their streets turned into a crisis zone. By dusk, over 130 confirmed fatalities had turned a symbol of modern aviation into a charred wreck, shattering lives and rattling the nation.

Aftermath in Ahmedabad

Flight AI 171 took off at 1:38 p.m. local time, but minutes into its ascent, it issued a chilling Mayday call. The aircraft crashed into a hospital hostel near the runway's end, its landing gear still down, flaps

deployed, before erupting into an inferno. The fire spread rapidly, fanned by fuel to carry the jet across continents.

First responders, firefighters, ambulances, and the National Disaster Response Force (NDRF) arrived within minutes, battling flames and pulling bodies from the wreckage. The scale of destruction stunned even the most experienced rescuers.

Among those killed was former Gujarat Chief Minister Vijay Rupani, who was on board the ill-fated flight. By evening, barely 30 bodies had been formally recovered and identified. Prime Minister Narendra Modi and other leaders expressed their grief and called for a thorough investigation.

The Human Toll

The tragedy's emotional weight descended upon the city as the sun set over Ahmedabad. Families gathered near the crash site, hoping against hope for news of survivors. Children clung to parents, tears streamed down faces, and a haunting silence took over the usually

vibrant neighbourhood of Meghani Nagar.

For the area's residents, the crash turned their world upside down. Many described the terrifying moment when the sky darkened with smoke, the ground shook, and flames engulfed familiar streets.

"It was like a nightmare. I saw parts of the plane scattered where our children usually play," said Suresh Patel, a local shopkeeper whose home was damaged in the blast.

Communities across India, and indeed around the world, mourned the loss. Social media became flooded with tributes to the victims and messages of solidarity with the affected families.

The Investigation

India's Aircraft Accident Investigation Bureau (AAIB) and the Directorate General of Civil Aviation (DGCA) have begun the painstaking task of piecing together the disaster. Investigators are focusing on several critical factors, such as what emergency prompted the distress signal? Did the pilots report a specific mechanical issue, or were they grappling with multiple

failures? The fact that the aircraft's undercarriage was down and flaps were extended suggests the crew may have been attempting an emergency landing or dealing with a systems failure that prevented proper retraction.

While visibility was reported to be good and the weather clear, investigators will examine possible wind shear or bird strike scenarios. With tanks filled for a long-haul flight to London, the sheer quantity of fuel likely intensified the post-crash fire, complicating rescue and recovery operations.

The black boxes, light data recorder, and cockpit voice recorder have been recovered and are being sent for analysis. These will hold vital clues to the flight's final moments.

A National Moment of Reckoning

This disaster has reopened painful questions about

aviation safety, emergency preparedness, and regulatory oversight. India has made enormous strides in improving air travel safety, but this crash exposes potential gaps. At the same time, there is renewed focus on how India's expanding aviation sector manages growth while ensuring that safety standards match the surge in air traffic.

The Unique Aspects of the AI 171 Tragedy

Unlike many previous air disasters in India, the AI 171 crash unfolded outside the airport perimeter, in a densely populated urban zone. This amplified the tragedy—not only were passengers and crew lost, but local residents suffered injuries, property loss, and trauma.

The fact that the crash occurred during daylight hours, with good weather, adds to the mystery and

complexity. Poor visibility, bad weather, or pilot disorientation played key roles in many past crashes. Here, conditions were largely ideal, intensifying scrutiny on possible mechanical, systems, or procedural failures. Moreover, the flight carried prominent figures, including politicians and business leaders, adding a layer of national shock and media attention.

A Long Road Ahead

For Ahmedabad, the scars will remain long after the wreckage is cleared. For India's aviation sector, this disaster is a sobering reminder that progress in safety is not a destination but a continuous journey. As investigations proceed, the nation waits for answers. The story of AI 171 will not only be about what went wrong but also about what must change to ensure that such heartbreak never repeats. ♦

THE RISE OF THE 360° LEGAL ADVISOR IN THE AGE OF HYPERCOMPLEXITY

MS. PRIYANKA SAXENA

Founder & Designated Partner,
Clinilegal Wellbeing Solution LLP

We are living in an era when legal issues intersect daily with sectors like e-commerce, healthcare, education, real estate, media, finance, governance, and beyond—demanding a multidimensional legal approach.

India's system is overloaded -burdened. Over 52 million cases are pending, roughly 85% in lower courts, with just about 21 judges per million people compared to the recommended 50 . Solo practitioners continue to play a vital role, but the complexity clients face today calls for a collaborative partner blending legal depth with tech, liaisons, client engagement, sector knowledge, and institutional coordination.

The demand isn't hypothetical. Nearly 15 million out of approximately 1 billion eligible poor used free legal aid from 1995–2019, indicating huge gaps caused by procedural barriers. Meanwhile, the Govt's Tele-Law initiative delivered advice to 1.11 crore people by June 2025—a commendable effort, yet just 7.7% of India's 1.44 billion population. Clearly, a larger need for awareness, outreach, and trust-building across communities is needed.

Clients today—doctors, startups, everyday citizens—seek more than reactions: they want understanding, participation, and clarity. Around 75% of doctors report verbal or physical abuse according to the



IMA, but their need extends beyond legal representation. That's why integrated service models are imperative. They fuse together legal-tech tools, liaison with

authorities, domain expertise, and most importantly, client-inclusive workflows. For healthcare, this means healthcare-assisted legal operations: dedicated functional helpline for doctors, systematic auditing of risk registers, dispute resolution early-on to prevent escalation to courts, not merely reacting post-factum. This is where we also step in—to offer structured, system-aware proactive support that reduces escalation to the courts and work for you everyday.

This shift will not just benefit clients—it shall open new pathways for professionals like legal process designers, process specialists, paralegals, digital coordinators, compliance officers, and patient advocates. It's a growing ecosystem, not just a service model.

With digitisation, fast-track courts, and the Judicial Data Grid, the foundation is set. The next wave of value lies in complementing these efforts with system-aware, thoughtful multidisciplinary collaboration, flexible online-offline integration that meets India's legal complexities. Thus, the 360° Legal Advisor isn't just a concept—it's an evolution in legal support and a transformation of the legal services ecosystem. ♦



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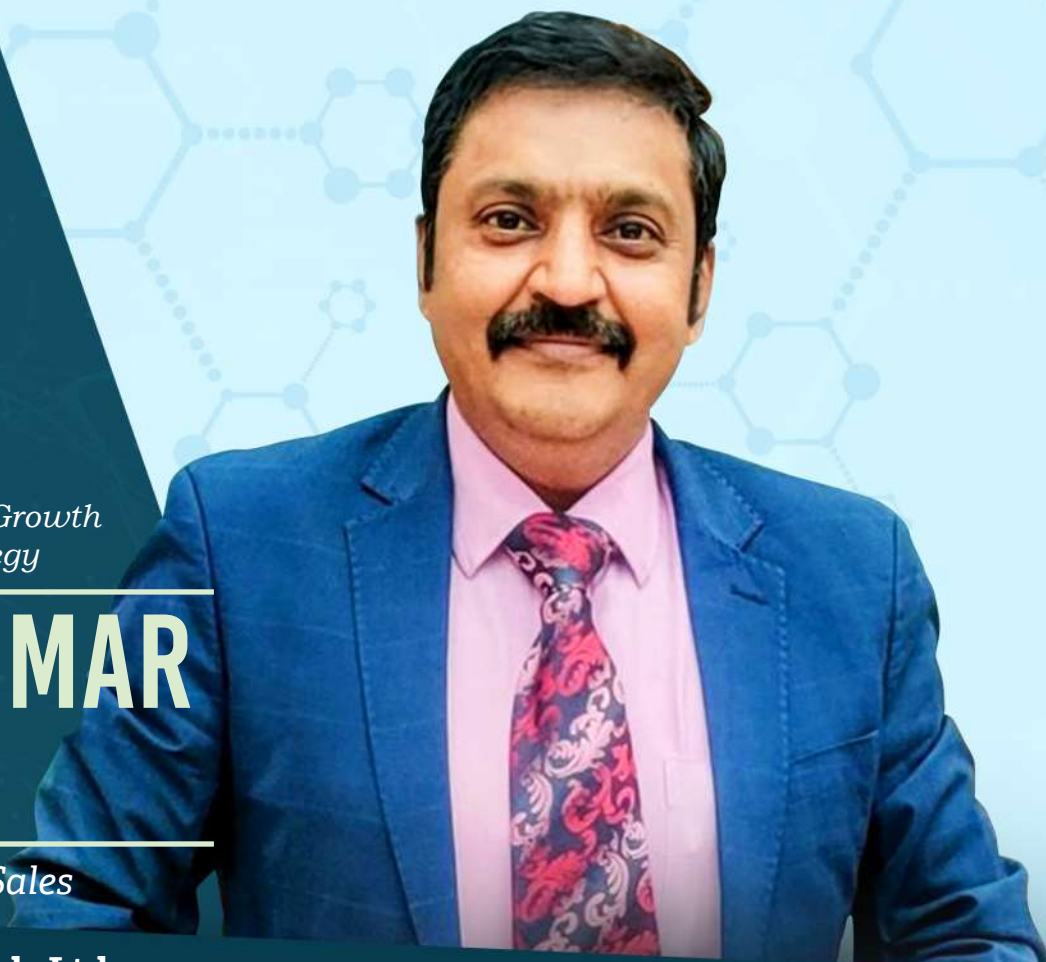


INDIA'S 10 MOST INFLUENTIAL
**HEALTHCARE
LEADERS 2025**

*Pioneering Global Pharma Growth
Through Science and Strategy*

SANJAY KUMAR SHARMA

**President-International Sales
& Marketing,
Synokem Pharmaceuticals Ltd.
& Nitin Lifesciences Ltd.**



Few leaders marry scientific knowledge with business acumen the way Sanjay Kumar Sharma does. As President – International Sales & Marketing at Synokem Pharmaceuticals Ltd, he has spent over two decades turning cutting-edge pharmaceutical science into market-defining success stories across continents.

With 32 years of rich experience in the pharmaceutical and healthcare industry—12 years in domestic roles at Dabur Pharmaceuticals, Unichem Laboratories, and Ipca Laboratories, and 20 years internationally with Ipca, J.B. Chemicals, Ananta Medicare, Cadila Pharmaceuticals, and now Synokem—Sanjay's career journey is a masterclass in growth, grit, and global thinking.

His legacy includes launching Sartans, Statins, and SSRIs in India when they were still emerging globally, marking a transformative shift in the treatment landscape for hypertension, lipid disorders, and mental health. These pioneering efforts were driven

by his deep-rooted belief in clinical evidence, safety, and better patient outcomes.

At Ipca Laboratories, he replicated this approach with game-changing molecules like aceclofenac and HCQS, building them into trusted therapeutic brands. Today at Synokem, he leads global expansion with the same conviction—positioning the company as a leader in female hormone therapies across 40+ countries.

Sanjay's philosophy is clear: stay scientifically updated, embrace adaptability, and tailor strategies to each market's regulatory and clinical realities. Speaking with TradeFlock, he shares the lessons, values, and mindset that continue to guide his remarkable journey.

Q What unconventional decision most shaped your career?

Believing that “nothing is constant except change”, I've always sought newer challenges to grow. In 2005, I took an unconventional leap—transitioning from domestic sales to

international markets, specifically Siberia, Russia. As Ipca's pioneer in that region, I adapted quickly, learnt Russian, and launched new molecules, transforming a daunting challenge into a defining career milestone.

Q How do you navigate regulatory or geopolitical roadblocks and realign your teams?

Navigating regulatory and geopolitical roadblocks in global pharmaceutical markets demands vigilance and adaptability. I prioritise staying informed by actively participating in Continuing Medical Education (CME) programmes worldwide and attending key pharma exhibitions like CPhI. Engaging directly with Ministry of Health officials helps me grasp evolving regulatory landscapes early, enabling proactive planning.

I ensure continuous communication of these updates with sales and technical teams, aligning manufacturing plant approvals and registration documents with regional requirements, including geological and climatic considerations.

Geopolitical shifts—such as the China+1 strategy and new biosecurity regulations—are reshaping global pharma sourcing. India's strategic location and regulatory expertise position it well to support diversified global healthcare supply chains.

A live example is managing business in both Ukraine and Russia for over two decades. Despite geopolitical tensions, India's good relations with both countries and their differing regulatory alignments (EU/PICs for Ukraine, Eurasian Union for Russia) allow us to operate compliantly, ensuring uninterrupted healthcare support. Clear communication and strategic flexibility are key to realigning teams and expectations amid such challenges.

Q As India becomes the “pharmacy of the world”, what blind spots must pharma leaders address?

As India steps up as the “pharmacy of the world”, leaders can't just focus on volume and low costs anymore. Quality, strong processes, and serious investment in R&D are areas that often get overlooked but are absolutely crucial. There's huge potential in herbal and nutraceutical research here, but what's really missing is solid clinical data to back it up. Setting up dedicated CRO centres for this

kind of work could be a game-changer. Also, patient needs are evolving—think advanced skin treatments or wider use of inhalers for asthma. To stay ahead, pharma leaders need to focus on innovation, quality, and science hand in hand.

Q How do you teach future leaders to balance strategy with execution?

I believe true leadership is about what you leave behind, not just what you achieve personally. For example, when WHO recommended deworming twice a year, Russia was still primarily using pyrantel pamoate until 2002. We led clinical studies across top institutes, got Albendazole included in the government-approved list, and raised awareness through CME programmes nationwide. My approach to teaching future healthcare leaders is clear: stay updated on global scientific developments, base strategies on proven data, and execute with full conviction. Equally important is understanding regulatory requirements and geopolitical factors to ensure commercial viability in diverse markets.

Q How has your definition of success evolved since you first entered the pharma industry?

Success, for me, has transformed from personal milestones to creating lasting impact. When I began my journey in pharma over 30 years ago, success meant meeting targets, climbing the ladder, and launching breakthrough molecules. Today, it's about contributing to global health, building strong teams, and leaving behind systems that outlast me.

The industry has evolved drastically—from doctors being the sole decision-makers to informed patients challenging prescriptions, from simple treatments to advanced biologics and laser therapies. Our responsibility as leaders is to stay ahead of this curve, not just commercially but ethically and scientifically.

India's rise in the global pharma landscape has opened new doors, but to truly succeed, we must lead in innovation, clinical research, and local manufacturing of APIs. For me, success is now a continuous journey of adaptation, learning, and contribution—anchored in relationships, resilience, and a deep commitment to improving lives across borders. ♦

BENEATH THE GLORY



The Hidden Toll of Global FOOTBALL

Football, often dubbed “the beautiful game,” captivates billions worldwide with its thrilling matches and unifying spirit. Yet, beneath the surface of roaring crowds and dazzling goals lies a more troubling narrative marred by human rights abuses, deep-seated corruption, and rampant commercialisation. As the sport continues its global ascent, it's imperative to confront these shadows that threaten its integrity.

The Hidden Cost of Glory

The 2022 FIFA World Cup in Qatar was a spectacle of modern engineering and global camaraderie. However, the tournament's grandeur was built upon the backs of migrant workers who faced harrowing conditions. Qatar's labour force comprises over 90% migrant workers, many

of whom were instrumental in constructing the World Cup infrastructure. Reports have highlighted that these workers endured exploitative conditions under the kafala system, a sponsorship mechanism binding them to their employers, often leading to forced labour and restricted freedoms.

Between 2010 and 2020, over 6,500 migrant workers from countries like India, Pakistan, Nepal, Bangladesh, and Sri Lanka died in Qatar. While not all deaths are directly linked to the Football World Cup projects, the lack of transparency and thorough investigations into these fatalities raises serious concerns. Qatar's Supreme Committee for Delivery and Legacy acknowledged between 400 to 500 deaths related to World Cup projects, a figure significantly higher than previous estimates.

Amnesty International's analysis revealed that many death certificates cited vague causes like “acute heart failure” without further explanation, suggesting a lack of meaningful investigations. Despite international outcry, FIFA and Qatari authorities have been criticised for their inadequate responses, with no comprehensive compensation plans for affected families.

Corruption: A Stain on Football's Integrity

Football's governing bodies have long grappled with allegations of corruption. The 2015 FIFA corruption scandal unveiled a web of bribery, fraud, and money laundering involving top officials. The U.S. Department of Justice charged 14 individuals, including nine FIFA officials, with offences dating back to 1991. These officials allegedly received over \$150

million in bribes in exchange for television contracts and tournament hosting rights.

Notably, the 2018 and 2022 World Cups were awarded to Russia and Qatar, respectively, and came under scrutiny. A two-year ethics probe by former U.S. attorney Michael Garcia yielded a 350-page report highlighting FIFA's culture of greed and secrecy. However, FIFA declined to publish the full findings, releasing only a 42-page summary that did not mention wrongdoing.

The scandal led to FIFA President Sepp Blatter's resignation and significant leadership changes within the organisation. Yet, the repercussions of these revelations continue to cast a long shadow over football's global governance.

Commercialisation: The Soul of Football at Stake

The commercial juggernaut that football has become is undeniable. Broadcasting rights, sponsorship deals, and merchandising have

transformed the sport into a multi-billion-pound industry. While this influx of capital has facilitated infrastructural developments and global outreach, it has also led to concerns about the game's soul being compromised.

Grassroots football often finds itself overshadowed, with local clubs struggling for funding and recognition. Ticket prices for major matches have soared, making live games inaccessible for many loyal fans. The emphasis on profit has also led to congested match schedules, raising concerns about player welfare and game quality.

Furthermore, the influence of wealthy club owners and sponsors has sometimes clashed with fans' interests and traditional club values. The proposed European Super League in 2021, which faced massive backlash and was eventually shelved, exemplified the tensions between commercial ambitions and the sport's foundational principles.

A Call for Reform and Accountability

The challenges facing global football are multifaceted, but not insurmountable. Addressing human rights abuses requires stringent enforcement of labour laws, transparent investigations into worker deaths, and adequate compensation for families. FIFA and host nations must prioritise ethical considerations alongside infrastructural and commercial goals.

Combating corruption necessitates structural reforms within football's governing bodies. Implementing transparent bidding processes, independent oversight committees, and stringent financial audits can help restore credibility. Balancing commercial interests with the sport's integrity involves reinvesting profits into grassroots initiatives, ensuring ticket affordability, and engaging with fan communities in decision-making processes.

Saving the Beauty of the Beautiful Game

Football's universal appeal lies in its ability to unite diverse communities, inspire passion, and transcend cultural boundaries. However, for the sport to truly embody its moniker as “the beautiful game,” it must confront and rectify the injustices lurking in its shadows. By championing human rights, upholding integrity, and resisting unchecked commercialisation, football can pave the way for a more equitable and authentic future. ♦



INDIA'S 10 MOST INFLUENTIAL
**HEALTHCARE
LEADERS 2025***Doctoring Data for a Healthier India***SAURABH ARORA***Founder & CEO, Lybrate*

What happens when a Silicon Valley data scientist applies his expertise not to boost ad revenue but to solve one of India's most entrenched public health crises? You get Saurabh Arora—and the story of Lybrate.

India's healthcare system has long been burdened by a structural imbalance: a doctor-patient ratio of 1:1,700, significantly worse than the WHO-recommended 1:1,000. Millions find themselves navigating overloaded hospitals, resorting to self-medication, or receiving unreliable advice. For those in remote and underserved areas, access to medical professionals remains out of reach.

Saurabh saw this not just as a public health shortfall but as a problem that could be solved with data, empathy, and smart design. An alumnus of IIT Delhi and Columbia Business School, Saurabh was already charting a successful path as a data scientist in Silicon Valley. At Facebook, he worked on optimising advertiser-user algorithms. But amid the precision of machine learning and ad tech, he found himself questioning the impact of his work. Could similar data-driven systems be used to solve more urgent human challenges like access to quality healthcare in India?

A Silicon Valley Mindset, Rewired for Social Impact

Saurabh's pivotal realisation came while reflecting on the healthcare struggles his own family and millions of others faced back home. The overdependence on search engines for self-diagnosis and the lack of credible, easily accessible medical advice sparked a radical decision: he left the tech giant and returned to India to build something that would matter.

In 2014, he founded Lybrate, a health-tech platform built on a deceptively simple idea to connect patients with certified doctors online. Long before telemedicine became mainstream, Lybrate offered real-time, anonymous consultations, breaking down barriers of geography, stigma, and misinformation.

Democratising Access Through Technology

Under Saurabh's leadership, Lybrate evolved into more than just a digital consultation tool. Its AI-enabled interface allowed users to ask health queries anonymously, receiving personalised, expert responses. This approach helped counter India's growing epidemic of self-medication where over 50% of individuals, as noted in a KPMG-FICCI report, opt for unverified treatments.

Saurabh's next leap came with Lybrate Lab+, which introduced home sample collection and digital diagnostic reports. By bringing lab services directly to people's homes, it added convenience and empowered users to take a proactive approach to preventive healthcare, which is especially crucial in urban and semi-urban areas where time, mobility, and trust often stand in the way of testing.

Building Credibility Through Collaboration

A critical component of Saurabh's strategy was credibility. To that end, he forged a groundbreaking partnership with the Indian Medical Association (IMA), integrating over 250,000 doctors into Lybrate's digital ecosystem. This not only gave users access to verified professionals but also helped Indian doctors embrace digital tools to reach a broader audience.

Saurabh's ability to scale while maintaining trust proved central to Lybrate's

success. With over 100,000 registered doctors and millions of users, the platform set new standards for digital health engagement in India. Investors took note too—Lybrate secured more than \$10 million in funding from marquee names like Tiger Global, Nexus Venture Partners, and Ratan Tata.

Recognition, But Never Complacency

Industry accolades soon followed. Lybrate was named "Innovative Start-Up of the Year" at the Entrepreneur India Awards and "Most Promising Start-Up" by VCCircle Healthcare Awards. Saurabh himself was featured in Forbes India, cementing his reputation as a changemaker in the digital health space.

But beyond titles and press coverage, what defines Saurabh's leadership is his clarity of vision and human-centric execution. He brings to the table a rare blend: engineering precision, business acumen, and a deep sense of empathy. These qualities have helped him navigate a sector fraught with regulatory complexity, digital divides, and deeply ingrained behaviours around health-seeking.

Leading with Foresight and Quiet Conviction

While the COVID-19 pandemic triggered a global shift to telemedicine, Saurabh had already laid the digital groundwork years before. His early investments in secure, scalable platforms allowed Lybrate to seamlessly scale operations when demand spiked. During lockdowns, Lybrate served as a lifeline, delivering timely medical consultations to patients in crisis, reducing hospital loads, and offering reassurance in a time of uncertainty.

His leadership style is deliberate, focused, and impact-driven—steering clear of hype and noise. Saurabh is not one to chase vanity metrics. Instead, he anchors success in user trust, health outcomes, and long-term transformation.

As India continues to confront healthcare inequities, leaders like Saurabh offer more than digital solutions—they offer hope, direction, and a compelling blueprint for change. His path—from Facebook engineer to healthcare visionary—reminds us that true impact lies at the intersection of purpose, data, and deep human insight. ♦

Next-Gen PHARMA LEADERSHIP

What's Replacing the 'Scientist-CEO' Archetype?



Now that we rely on AI, worldwide supply networks and live data, people in the pharmaceutical industry are moving away from seeing the Scientist-CEO as the typical leader. Executives in the pharmaceutical sector today are expected to be expert in both technology, politics, digital topics and quick decision making.

From the Small Things to Big Data: The Rise of Machine Learning

Many pharma companies are now operating digitally as much as they do scientifically. Research from Deloitte shows that half of the companies in the life sciences sector are investing heavily in data science, with a similar number of pharma executives believing

that future success depends on data analytics and AI.

Today, leaders in science must have the ability to lead along with scientific knowledge. According to real-world data, advances in AI and predictive diagnostics, leaders should be able to manage data platforms, follow data privacy rules such as GDPR and make use of algorithms.

ZS estimates that AI spending for healthcare will rise to \$188 billion in 2030, up 37% from the 2022 rate. The increase in the number of drugs is a result of the industry using AI to drive both innovation and individual patient care.

According to the 2023 report from McKinsey titled "Pharma's Digital Rx: Solving the Innovation Equation," more businesses appoint Chief Digital and Chief AI

Officers as a key approach to achieving growth. McKinsey points out that companies using digital technologies in the pharmaceutical sector do RandD five times more efficiently than the rest.

How geopolitics affects the pharmaceutical industry

Pharmaceutical supply chains have proven to be fragile, as illustrated by the pandemic, war in Ukraine and new trade developments. Executives need to have expert knowledge about drugs and must also understand trade, key diplomatic strategies and the rules in other countries.

The report from EY also points out that 79% of pharma company leaders consider geopolitical instability a serious threat to their business

plan. The same document also reports that boards are often selecting CEOs and top managers with knowledge in international law, public policies or diplomacy to address localised rules for production, growing nationalism in regulations and greater reliance on specific resources.

As the largest global vaccine maker, the Serum Institute of India demonstrates how to use this skill well. Throughout the COVID-19 pandemic, its management needed to handle negotiations with other countries globally, enforce trade bans and build partnerships with private companies, all in support of both business interests and addressing the pandemic.

Choice Stance: Overcoming Leadership in Isolation

Today, pharma leaders need to bring together teams from different areas because their jobs are very complex.

The research shows that 72% of leaders in the life sciences believe better results will come if data scientists, regulators, clinicians and technologists are all encouraged to align under a shared vision.

A leader in technology must learn and work with various languages such as laboratory terms, code, ethics and user concerns. Leaders of scientific companies should focus on relating concepts to the wider world, not only on leading research.

A New Approach: From Treatment to Prevention

There is also a trend toward preventive care which is transforming how leaders act because of rising healthcare

expenses and an increase in diseases caused by lifestyles, pharma companies are now choosing to focus on preventative care and early treatments.

Deloitte Centre for Health Solutions states that preventive healthcare may bring economic value of over \$1 trillion across the globe by 2030, most of which is expected to come from digital monitoring, new wearables and predicting illnesses. Due to this, pharma firms now shift from making one-off medications to involving patients over longer periods of time.

Health companies are now focusing on hiring CEOs with knowledge of digital health, engaging customers and understanding behaviour. It is not enough to only create a molecule and work on getting it approved, as we used to do.

Changing the Role of the C-Suite: Why the Hybrid Leader?

The combination of digital change, individualised medical services and politics is forming a new style of leaders. McKinsey refers to this new breed as "hybrid leaders" executives equally comfortable in scientific discussions, digital design reviews, ESG boardrooms, and international trade summits.

This is visible through the high-profile appointments many Big Pharma companies have made. Novartis and Roche are working with experienced leaders in both AI and the field of public policy. Likewise, Sun Pharma and Biocon from India are focusing more on digital strategies and approaches that benefit patients.

According to EY's Future of Work in Pharma 2024 report,

leadership responsibilities may shift, starting from CXOs stewarding areas focused on patients, technology and sustainability instead of just having one person as CEO. Technology company leaders still rely on their technical skills, but things are changing.

There is no indication that the Scientist-CEO should step down just yet. In fact, it marks a new stage in what the position involves. Trust among regulatory bodies, academic groups and R&D teams can be solidified mainly through scientific rigour. Still, we should balance this with being flexible, curious and open to seeing the whole of the system.

According to KPMG, nearly two-thirds of drug-making board members want their next CEO to be skilled in AI, ESG issues and developing markets.

Proposing a Change in Leadership for the Pharma Everyone Admires

The role of pharmaceutical leaders is being transformed without much noise. We can expect the CEOs of tomorrow to be more than makers of molecules; they will also guide the ecosystem, master the digital world and set global strategies.

The emerging leader in pharma keeps the science close and extends the definition of science-focused leadership. They use more than one language in computer science and chemistry, strategy and statistics, ethics and economics.

The industry's new role in the connection of AI, cost, openness and support will guide the future of pharmaceutical products and achievements. ♦



INDIA'S 10 MOST INFLUENTIAL HEALTHCARE LEADERS 2025

*A Visionary Transforming
Healthcare in India*

DR SWATI PIRAMAL

*Vice Chairperson,
Piramal Group*

Dr Swati Piramal stands as a towering figure in India's pharmaceutical and healthcare landscape. A visionary, her influence has shaped not only the trajectory of the Piramal Group but also the broader ecosystem of accessible and affordable healthcare. Dr Swati's work has revolutionised the way healthcare reaches millions, blending scientific innovation with social responsibility to create lasting impact.

At the core of Dr Swati's legacy is her unwavering commitment to making quality healthcare accessible to all. Recognising that high costs and uneven distribution of medicines hinder millions of Indians, she led the Piramal Group's strategic shift toward producing affordable generic medicines. These medicines address critical illnesses such as diabetes, cardiovascular diseases, and respiratory conditions, diseases that represent major health burdens in India.

Her leadership has been instrumental in expanding the company's reach beyond India's borders, enabling affordable healthcare solutions to penetrate global markets. This expansion has

not only increased the availability of essential medicines but has also strengthened India's reputation as a global pharmaceutical hub.

Beyond Medicine: A Legacy of Holistic Impact

Dr Swati Piramal's contributions to healthcare extend far beyond the confines of pharmaceuticals. With an unwavering belief that health is deeply influenced by social and environmental factors, she established the Piramal Foundation—an initiative that addresses the broader determinants of health, such as nutrition, sanitation, maternal and child welfare, and infectious diseases like tuberculosis.

Under her leadership, the foundation has rolled out mobile clinics and community health programmes to serve India's most remote and underserved regions. These interventions have brought critical health services to people who would otherwise remain outside the reach of formal healthcare systems. By delivering care where it's needed most, she has directly improved health outcomes and lives.

This community-based, preventive model underscores her belief that healthcare is not merely about treating illness; it is about building healthier, more empowered communities. By combining scientific rigour with grassroots engagement, the Piramal Foundation equips individuals with the knowledge, tools, and resources to disrupt generational cycles of poor health.

Driving Innovation through Technology

A visionary who anticipates the needs of tomorrow, Dr Swati has been at the forefront of integrating technology into healthcare. Her early advocacy for telemedicine, AI-driven diagnostics, and data analytics has redefined how healthcare can be accessed and delivered in India. These tools enable early disease detection, remote consultations, and more personalised care.

In a country where disparities in healthcare access are stark, such innovations are not just progressive—they are essential. Dr Swati's approach is helping bridge the urban-rural divide, making advanced healthcare solutions more accessible across diverse socio-economic backgrounds. Her work reflects a powerful blend of compassion and modernity, where empathy meets efficiency.

Leadership that Shapes Policy

Beyond the boardroom and laboratories, Dr Swati has made a profound mark on public policy and industry regulation. She has advised the Indian government on pivotal issues like drug safety, health policy, and clinical research. Her insights have contributed to elevating the standards of transparency and ethics across the pharmaceutical and healthcare sectors.

Her appointment as the first woman president of India's Apex Chamber of Commerce broke new ground. In this historic role, she brought together industry, government, and civil society to create collaborative frameworks where economic growth and public health reinforce one another. She redefined what responsible business leadership could look like in India.

Dr Swati's impact is equally profound in the realm of women's empowerment. A mentor to many, she actively champions the cause of women in leadership, encouraging them to lead with conviction and clarity. Her own journey, from a practising doctor to an influential business and policy leader, is a roadmap for aspiring women professionals.

Her foundation's initiatives also address broader social equity, focusing on clean water, sanitation, and education. For her, sustainable health cannot exist without inclusivity and equal opportunity.

The Journey of Excellence

Armed with a medical degree from India and a public health education from Harvard University, Dr Swati combines deep clinical understanding with a global public health perspective. Early in her career, she worked in research and community health—experiences that shaped her holistic, people-first approach.

Joining the family business, then rooted in chemicals, she helped transform it into a purpose-driven pharmaceutical powerhouse—marking a pivotal turn for the Piramal Group.

Her contributions have been recognised with the Padma Shri, one of India's highest civilian honours, and France's Legion of Honour. But her true legacy lives in the lives she's touched—the patients, communities, and systems she's strengthened. ♦





THE BUSINESS OF TRUST

Why Leadership in Healthcare Demands Empathy at Scale

The reliability of healthcare is being affected by rising costs, excessive stress on healthcare workers and developments in technology. To be successful, healthcare executives need to include empathy in their patient care, interactions with staff members and use of healthcare technology. Not only does corporate social responsibility benefit society; reports indicate that it also helps organisations perform better, retain staff and sustain success.

From Taking Care of Individuals to Empathy in a Group

Previously, showing empathy was limited to short conversations between healthcare providers and their patients or families. Yet, as healthcare systems become more advanced and care is often handled on computers, empathy should affect larger groups. Values of compassion should be woven into all the practices, decisions and digital products of a company.

Supporting this finding, the report by Deloitte demonstrates that empathy helps businesses care for patients better, staff feel more satisfied and the business performs well financially. Good empathy means ensuring the care is trustworthy, not just that patients feel comfortable talking to their doctor.

Trust will be Rebuilt When Life Returns to Normal

The pandemic made it clear that there are significant issues in healthcare across the world. Because of misinformation and unequal care, people stopped believing in the health system. According to McKinsey & Company, gaining back trust from patients, local communities and staff can be achieved when

leaders are transparent and interact through genuine engagement.

Good leaders ought to listen to everyone, stick to their promises and maintain clear communication with everyone. The point is to make sure the transformation lasts by always putting people first.

Technology in Relationship to Humans

Using AI, telehealth and automation may result in these groups no longer feeling included. If you use empathy in leadership, you make certain technology helps people connect instead of breaking these connections. It is very important to design technology in healthcare with everyone kept in mind for people to rely on it.

Retaining Employees: Listening and Caring

Many workers in healthcare suffer from burnout, a loss of motivation or lack of talent. An EY survey on healthcare upgrade concludes that if leaders care about their workers and make them feel appreciated, this provides a strong motivation for them to keep working there. Since companies thrive on their employees, having an empathetic leader can greatly benefit them.

Being Compassionate Helps a Business Excel

Leaders now need to practise empathy because it is essential. In an area where empathy matters most, those who share their compassion throughout the organisation will keep others' trust. Health care leadership needs to prioritize empathy as a standard in which case, people's kindness will become their chief currency. ♦



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