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Fred Chan Kim Kooi
Leadership is Not About Exerting Authority

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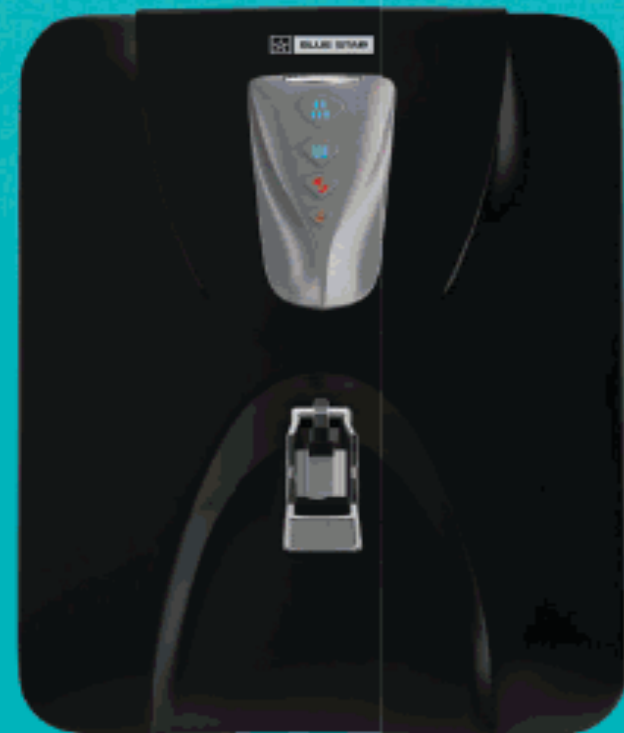
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Editor's Note

CORPORATE WORLD

Dear Readers,

As the business world evolves at an unprecedented pace, this edition of Corporate World Magazine is dedicated to uncovering the strategies, insights, and leadership philosophies that are driving tomorrow's success. From the disruptive power of technology to the enduring value of resilience and adaptability, we bring you compelling stories that capture the dynamic forces transforming global industries.

Our cover story features Fred Chan Kim Kooi, Managing Director at Citdael Group of Companies (Malaysia) and IWealth Global Group of Companies, offering a rare look into his unparalleled expertise in market dynamics, leadership development, and strategic investment management.

Additionally, this issue includes exclusive interviews with influential leaders, providing actionable insights into innovation, sustainable growth, and strategic preparedness for the challenges shaping the business landscape of the future. These thought-provoking conversations offer invaluable perspectives on how top organizations are not just responding to change but actively leading it, through the adoption of cutting-edge technologies, a commitment to inclusivity, and a drive to implement impactful sustainability initiatives.

HAPPY READING!



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Leadership is Not About Exerting Authority

“ *His passion for investment and entrepreneurship has led to successful ventures and multiple income streams. Experienced in promoting land banking, structured financial products, real estate, private placements, and alternative investments.* ”



Seasoned investment strategist Fred Chan Kim Kooi talks to Corporate World about leadership, risk management, and the importance of creating sustainable value in an ever-evolving market.

A seasoned entrepreneur and investment strategist known for his strong leadership and transformative approach to business, Fred Chan Kim Kooi is currently the Managing Director at Citdael Group of Companies (Malaysia) and IWealth Global Group of Companies. With a career spanning over a decade in the alternative investment industry, Fred has cultivated a reputation for delivering exceptional results, emphasizing ethical practices and long-term value creation. Throughout his career, he has built a unique expertise in market dynamics, leadership development, and strategic investment management. In this exclusive interview with Corporate World, Fred shares insights into his journey from banking to entrepreneurship, detailing the lessons he's learned, his leadership principles, and his vision for the future.

Q. Can you share a defining moment early in your career that influenced your journey toward entrepreneurship and investment?

A pivotal moment in my career came when I made the decision to leave the security of a stable banking job and discontinue my master's studies to pursue a career in sales. At the time, this choice seemed risky, as it took me away from the conventional path of corporate stability and into an industry that is often synonymous with uncertainty and risk. However, I saw this as an opportunity to build a foundation for entrepreneurship. Sales required me to be resilient, adaptable, and resourceful. It also provided a deep understanding of consumer behaviour, negotiation strategies, and business development—skills that would prove essential as I ventured into the world of entrepreneurship and investment. Through my roles in sales, I gained a comprehensive view of market dynamics, and I developed a results-driven mindset. This early experience solidified my belief that success in business is about identifying opportunities, forging strong relationships, and continuously adapting to changing market conditions.

Q. How has your decade-long experience in the alternative investment industry shaped your approach to business and leadership?

The alternative investment industry is incredibly competitive and requires both strategic foresight and a deep understanding of complex financial landscapes. Over the past decade, this experience has been instrumental in shaping my business acumen and leadership approach. Operating in this space has exposed me to a wide range of industries, business models, and economic cycles, helping me develop a comprehensive understanding of investment strategies that create sustainable returns. It also reinforced the importance of due diligence and disciplined capital allocation, ensuring that we mitigate risks while optimizing growth potential.

From a leadership perspective, my time in the alternative investment industry has taught me the importance of fostering a high-performance culture. Effective leadership requires not only making informed decisions but also ensuring that these decisions align with long-term value creation. By engaging with management teams, founders, and investors across various sectors, I have honed my ability to spot synergies and opportunities for businesses to scale successfully while maintaining financial stability. These insights have significantly shaped both my investment strategies and leadership philosophy.

Q. What leadership principles guide you when propelling the company forward?

Leadership, in my view, is not about exerting authority

it's about vision, execution, and inspiring others to follow. The core principles that guide my leadership philosophy are strategic clarity, accountability, and talent optimization. I strongly believe in leading by example, setting high standards of discipline, integrity, and commitment. Leaders must embody the values they expect from their team and foster a culture of excellence and dedication. Equally important is ensuring that the right people are in the right roles. Aligning talent with organizational objectives is crucial for driving efficiency and innovation. The



The success of a company is intrinsically tied to the effectiveness of its team, which is why empowering individuals with the right resources and strategic direction is essential.

Furthermore, I emphasize goal-driven execution. In today's fast-paced business environment, it's vital to stay focused on measurable outcomes while being adaptable to market changes. The ability to balance agility with long-term vision is one of the cornerstones of successful leadership.

By fostering clear communication, leveraging data-driven insights, and committing to continuous improvement, I strive to create a leadership culture that is both dynamic and results-oriented.

Q. Your clients trust you for your integrity and client-first mindset. How do you build and maintain such strong relationships?

Building and maintaining trust in the investment and advisory space is something I take very seriously. I approach every client relationship with a strong sense of responsibility, recognizing that each client has unique objectives, challenges, and risk appetites. A fundamental aspect of my approach is empathetic listening. Rather than offering a one-size-fits-all solution, I make it a point to understand each client's specific needs and long-term goals. This ensures that my recommendations are always tailored to align with their financial aspirations.

Transparency plays a vital role in my client relationships as well. I make sure clients are well-informed at every stage of the process, from discussing potential risks to exploring market trends or new investment strategies. This openness enables them to make confident, data-driven decisions. I also maintain proactive engagement with my clients, continuously monitoring market conditions and identifying new opportunities that could be beneficial to them.

By consistently delivering value and adhering to the highest standards of integrity, I have built strong, enduring relationships that extend beyond just transactional exchanges, transforming them into long-term strategic partnerships.

Q. Your strategies consistently deliver superior yields for client portfolios. What's your secret to achieving such high returns?

Achieving superior investment performance requires a disciplined, multifaceted approach that integrates market intelligence, risk management, and strategic diversification. My investment philosophy is rooted in

continuous monitoring, strategic agility, and a commitment to long-term value creation. One of the key factors in my approach is active portfolio management. Rather than relying on static investment models, I continuously assess and adjust portfolio allocations based on real-time market conditions. This allows me to identify emerging opportunities, manage risks, and optimize returns.

I also place a strong emphasis on diversification—both sector-wise and geographically. By remaining open to high-growth industries and alternative asset classes, I can tap into underutilized opportunities that present attractive risk-reward profiles. Macro trends and industry shifts are constantly monitored to ensure we remain ahead of the curve.

Lastly, disciplined risk management is critical to my investment strategy. While maximizing returns is always the goal, it's equally important to adhere to stringent risk assessment frameworks. This ensures that we safeguard capital and provide financial security for our clients. Due diligence processes and an unwavering focus on downside protection have been essential to consistently achieving strong results.

Q. What legacy do you hope to leave in the investment and entrepreneurship landscape?

My vision for the future extends beyond financial success. I aim to leave a lasting legacy of integrity, high performance, and sustainable value creation in both the investment and entrepreneurial ecosystems. In the investment sector, I hope to be known for pioneering strategies that balance high returns with solid risk management. There's often a perception that high returns are synonymous with high risk, but I strive to show that sustainable wealth creation is achievable through meticulous planning, strategic foresight, and a client-first approach.

As an entrepreneur, I want to inspire the next generation of business leaders. Entrepreneurship is not just about profit—it's about innovation, problem-solving, and creating meaningful impact. Whether through mentorship, investing in high-potential ventures, or thought leadership, I hope to contribute to an ecosystem where businesses are built on sustainable models, ethical practices, and a commitment to positive societal impact.

At the core of my legacy, I want to leave behind a framework for resilient, client-centric investment strategies and business models that can weather market volatility while delivering consistent growth. If I can help shape a financial landscape that prioritizes both profitability and purpose, then I'll feel that I've fulfilled my mission.

INTERNATIONAL WOMEN'S DAY SPECIAL: WOMEN FOUNDERS WHO ARE MAKING A DIFFERENCE THAT LASTS

As conversations around business and leadership evolve, the narrative has palpably shifted away from mere profits to purpose, people, and the planet.

This International Women's Day, we're shining a light on women who are doing more than just running successful businesses—they're creating brands that stand for something bigger. Whether it's championing sustainability, inclusivity, or ethical practices, their work is shaping a future that's kinder, more thoughtful, and built to last.



Sanjana Arora and Sarah Arora | Business Heads of D'Decor & Co-Founders of Sansaar - A D'Decor Brand

Sanjana Arora and Sarah Arora co-founded Sansaar in 2024 under the D'Decor umbrella to focus on sustainable home furnishings, and since then, have been redefining sustainability in an industry often overlooked for its environmental impact. Under their leadership, Sansaar has embedded eco-conscious practices at every level, from harnessing 3 million watts of solar power to recycling 50% of its water usage to recycling 100% of its non-hazardous waste. These practices already have a measurable impact with a 5% reduction seen in greenhouse gas emissions. Sarah Arora also spearheads D'Decor's CSR initiatives, such as Project Shiksha that makes quality education accessible in rural India, Project Parisar Asha that offers free mental health support and counselling, and Project Mann which provides skill development to young adults with disabilities.

Within just a year of starting the brand, Sanjana and Sarah have expanded Sansaar's presence to 450+ stores across India and achieved a revenue growth to over 35%, proving that conscious business practices and rapid growth can go hand in hand.



Hansika Chabbria | Founder of One Less

Hansika Chabbria is proving that fashion and sustainability don't have to be at odds. Having founded One Less in 2021, she blends minimal streetwear aesthetics with eco-conscious practices, using Global Organic Textile Standard (GOTS) fabrics and azo-free dyes to create stylish yet responsible clothing. Her impact extends beyond fashion—through the brand's 'One Purchase = One Tree' initiative, over 1,500 fruit-bearing trees have been planted in Pune, directly benefiting local communities and the environment. Recognized by the United Nations Conscious Fashion & Lifestyle Network, One Less is a testament to Chhabria's belief that small, mindful choices can lead to meaningful change.



Namrata Purohit | Celebrity Fitness Trainer & Co-Founder of The Pilates Studio

Namrata Purohit has been at the forefront of redefining fitness, shifting the conversation from just looking good to truly feeling strong and healthy. As the co-founder of The Pilates Studio, she champions a more inclusive and sustainable approach to wellness—one that isn't about being skinny, but about building strength, flexibility, and overall well-being. Her philosophy has resonated with people across all walks of life, including celebrities, athletes, and fitness enthusiasts, with The Pilates Studio having expanded to 30+ locations across India. Through her work, Purohit is breaking outdated fitness stereotypes and inspiring a healthier, more balanced way to approach self-care



Neeti Mathur Nagpal & Mudita Kumar | Co-Founders of Neeti & Mudita

Neeti Mathur Nagpal & Mudita Kumar are dismantling outdated fashion norms with Neeti & Mudita, a fashion label that champions inclusivity through its motto—#StyleNotSize. Their designs aren't created with a single body type in mind; instead, they celebrate diverse women, real bodies, and self-expression beyond numbers on a tag. Worn by fashion icons like Masoom Minawala and Alisha Pekha, their pieces prove that confidence—not size—defines great style. By making fashion more accessible, empowering, and representative, Neeti and Mudita are ensuring that every woman sees herself reflected in the world of style.

Neeti & Mudita, founded by Neeti Mathur Nagpal and Mudita Kumar in 2016, is a homegrown fashion label dedicated to creating timeless, versatile pieces for cosmopolitan women. Known for its vibrant prints and flattering silhouettes, the brand is committed to delivering fun yet comfortable wardrobe essentials. Neeti & Mudita empowers women with elegant yet functional clothing that seamlessly adapts to every part of their lives, from the office to weekend getaways. Guided by the mantra #Stylenotsize, the brand emphasizes inclusivity, offering stylish clothing that fits women of all sizes—from XS to 8XL. Its collections are an on-point blend of style and comfort. Symmetry Shift, their latest collection of resort wear, features geometric and pixel prints perfect for both tropical escapes and city outings. Finders Keepers is a bold statement of abstract prints, while Cotton Luxe is all about dressing for comfort. The brand is also a testament to how fashion and sustainability can go hand-in-hand. Neeti & Mudita ensures minimal wastage and avoids excess production, through small-batch production and limited runs. The signature digital printing used in their designs also helps to significantly reduce water consumption.

Neeti & Mudita is available across both Tier 1 and Tier 2 cities, including Bangalore, Hyderabad, Ahmedabad, and Guwahati, through prominent multi-designer and multi-branded outlets like Aza, Ffolio, Jade Pink, and White Mogra. The brand is also accessible online on renowned online platforms such as Myntra, Nykaa, and Tata Luxe. The brand also delivers internationally, ensuring its designs are accessible

Where Quality Eyecare Meets Compassionate Leadership



“In an exclusive interview with Corporate World, Asha Thomas, Managing Director of Nethra Drishti Eye Hospital, opens up about her personal journey and the principles that guide her.”

Asha Thomas, a seasoned healthcare leader and Managing Director of Nethra Drishti Eye Hospital, has played a pivotal role in shaping India's healthcare sector, particularly in the realm of affordable and accessible eyecare. With over 17 years of experience in hospital management, Asha's leadership journey began in a corporate eye hospital, and over the years, she co-founded Nethra Drishti Eye Hospital, which focuses on offering advanced eye care treatments, including cataract surgeries at affordable rates.

In an exclusive interview with Corporate World, Asha opens up about her personal journey, the principles that guide her, and the innovative approaches she employs in driving success within her organisation.

Q. What inspired you to pursue a career in healthcare, and how has your journey shaped your leadership style?

My journey in healthcare began after a break when I joined a corporate eye hospital. It was the personal

connection I built while interacting with patients that truly inspired me. I realised that a kind word and genuine care can make all the difference in a patient's experience. This sense of empathy and understanding became the foundation of my leadership style. Over the years, I have developed a strong belief that communication and empathy are key in healthcare. Listening to patients, understanding their concerns, and providing a solution tailored to their needs has shaped my leadership. I strongly believe that building trust with patients is essential for creating a healing environment. This has helped me in leading my team and ensuring that every individual in the organization shares the same vision of care, empathy, and excellence.

Q. How do you approach fostering innovation and collaboration in your organisation?

Fostering innovation and collaboration is central to how we operate at Nethra Drishti Eye Hospital. Our primary focus is on ensuring that our patients feel



confident and cared for. Innovation starts by understanding our patients' needs and continuously striving to enhance their experience. We collaborate across all levels—whether it's with our doctors, technicians, or support staff—to ensure we deliver quality care while embracing new advancements in medical technology. We believe in empowering our team to bring forward their ideas and suggestions, making them feel like active contributors to the hospital's progress. Additionally, we constantly evaluate patient feedback to identify areas for improvement. Whether it's introducing advanced treatments, offering financial flexibility with EMI options, or streamlining processes for better care delivery, we aim to stay ahead of the curve while maintaining a compassionate and patient-centric approach.

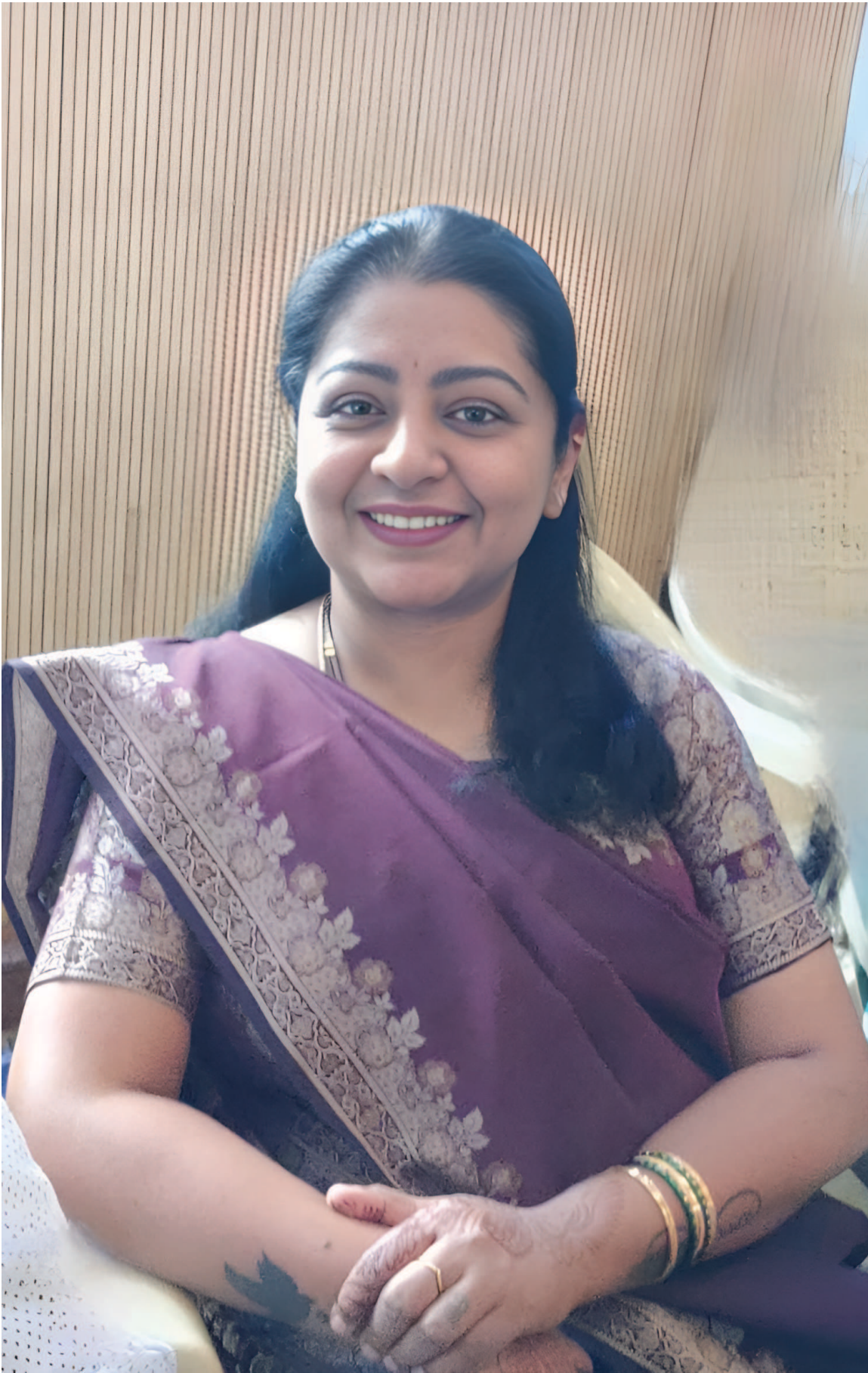
Q. Give us an overview of Nethra Drishti Eye Hospital—what makes it a standout in the healthcare industry, and what are its signature areas of specialisation?

Nethra Drishti Eye Hospital stands out for its commitment to offering high-quality eye care at

affordable prices, particularly for lower middle-class communities. We specialise in cataract and cornea treatments, offering these services at a significantly lower cost compared to market rates. For example, our cataract surgeries start at just ₹15,000, with EMI options available to make it easier for patients to access the care they need. This affordability, coupled with our use of state-of-the-art equipment and a team of experienced professionals, positions us as a leader in accessible eye care. Despite being located in an area where cost is a significant factor, we never compromise on the quality of care we deliver. Our patients trust us not only because of our expertise but also due to our unwavering commitment to their well-being. This combination of affordability, quality, and compassion makes Nethra Drishti Eye Hospital truly special.

Q. What principles or values guide you as a leader in healthcare?

Empathy is at the core of my leadership philosophy. While sympathy acknowledges a person's situation, empathy goes a step further, connecting with them at a deeper level. I believe that as a healthcare leader, it's



vital to understand the emotions and struggles of patients and their families. This approach helps build trust, which is critical in the healthcare sector. Compassion, integrity, and respect are also fundamental principles that guide me. As a leader, I always strive to foster an environment where the team feels supported and patients feel valued. My leadership is not about directing, but about listening, understanding, and providing solutions that align with both the needs of our patients and the values of our hospital. This patient-first mentality shapes everything we do at Nethra Drishti Eye Hospital.

Q. How is your organisation leveraging cutting-edge technology to improve patient care and outcomes?

At Nethra Drishti, we constantly invest in the latest biomedical equipment to ensure that our patients receive the best possible care. This includes advanced diagnostic tools, laser technology, and surgical instruments that enhance the precision and effectiveness of treatments. However, technology isn't just

limited to the machines we use; it extends to our approach to patient feedback. We take patient reviews seriously, as they provide invaluable insights that help us refine our services and improve our care. In addition to this, we make use of digital platforms for appointment scheduling, patient reminders, and follow-up care, ensuring a seamless experience for our patients. By integrating these technologies with a patient-centered approach, we are able to deliver high-quality care that not only addresses medical concerns but also enhances patient satisfaction.

Q. How does your organization differentiate itself in such a competitive healthcare landscape?

In the highly competitive healthcare sector, Nethra Drishti Eye Hospital differentiates itself by focusing on affordability without compromising on quality. Our pricing structure, which starts at ₹15,000 for cataract surgeries, is significantly lower than many competitors, making our services accessible to a larger segment of the population. Moreover, we offer flexible EMI options to ease the financial burden on patients. This commitment to affordability, coupled with our use of cutting-edge medical technology and highly professionals, sets us apart. We ensure that every patient receives personalised care, tailored to their specific needs, and that they walk out of our facility not just treated but truly cared for. It's this combination of accessibility, quality, and empathy that helps us stand out in a crowded healthcare landscape.

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

One piece of wisdom I would like to share is: 'Do good, and good will always come searching for you'. Over the years, I have seen firsthand how genuine care and dedication to the well-being of others can create ripple effects. When you prioritise the needs of your patients and your team, the rewards—whether in the form of trust, satisfaction, or success—naturally follow. In healthcare, as in life, your intentions and actions define your path. It's about making a difference in people's lives and staying true to your values, and everything else will fall into place. This principle has been central to my journey and continues to guide me every day.

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Shaping the Future of Paperless Mortgages

“*In a conversation with Corporate World, Deepak Bhatt, National Legal Head and Chief Compliance Officer at Easy Home Finance Limited, shares insights into his remarkable career and vision for future*”

A distinguished leader and seasoned professional in the legal and compliance sector, Deepak Bhatt is the National Legal Head and Chief Compliance Officer at Easy Home Finance Limited, a cutting-edge fintech company that is revolutionising paperless mortgage solutions in India. With over two decades of experience in handling complex legal and compliance issues across multiple sectors, including finance and housing, his expertise in state-specific revenue laws and regulatory frameworks, coupled with his passion for leveraging technology for greater transparency, has positioned him as a key player in shaping the future of legal strategies within the financial services industry.

In a conversation with Corporate World, Deepak shares insights into his remarkable career and vision for future.

Q. Can you walk us through your professional journey and share the milestones that have defined your career?

My professional journey began in 2002, after

completing my Bachelor of Science and law degree from MS University of Baroda. I started my career as a Legal Officer at HDFC Limited, where I focused on legal recoveries, drafting agreements, and regulatory compliance. As I progressed, I became the Legal Head for Gujarat and later joined AU Housing Finance (now Awas) as the National Legal Head. There, I played a pivotal role in policy development overseeing lending and revenue laws, and was also part of the core team responsible for the transformation of AU Housing into Awas.

Later, I joined India Shelter Finance Corporation, where I expanded my role to manage both legal and business operations. In 2021, I joined Easy Home Finance Limited, a FinTech company offering paperless mortgages. Today, as the National Legal Head and Chief Compliance Officer, I lead our efforts in aligning our operations with legal frameworks, ensuring compliance with RBI regulations, and driving strategic growth.

Q. What are your primary responsibilities, and how do they align with your organisation's overarching goals and strategy?

My primary responsibilities revolve around overseeing the company's legal policies and ensuring compliance with various regulations, particularly those of the RBI. I am responsible for managing legal operations related to mortgages, state-specific revenue laws, and ensuring our practices meet statutory requirements.

At Easy Home Finance, our overarching goal is to simplify the mortgage process for customers by offering a paperless, transparent, and efficient solution. My role is crucial in aligning the company's legal operations with this goal. I ensure that our legal strategies not only comply with all regulations but also support our mission to provide seamless services to our customers.

Q. What innovative strategies do you implement to train and empower your team for continued growth and success?

To empower my team, I focus on creating an environment where continuous learning and collaboration are at the forefront. I regularly encourage participation in legal workshops, seminars, and webinars to stay updated with industry changes and legal developments. Additionally, I foster open communication, where team members can bring forward innovative ideas for addressing challenges. I also encourage the use of technology, such as legal process automation tools and compliance tracking software, to streamline operations and improve efficiency. This approach not only enhances our team's skill set but also equips them to handle the evolving complexities of the legal landscape.

Q. Which leadership style do you rely on to inspire innovation and drive progress within your organisation?

I believe in a collaborative and inclusive leadership style. I encourage open dialogue and idea sharing, allowing team members to express their thoughts. By fostering an environment where innovation is celebrated, I inspire my team to think creatively to the organisation's progress. I also lead by example constantly learning, adapting, and embracing new technologies. This sets a tone for my team to follow, motivating them to explore innovative solutions and adapt quickly to changing regulatory environments.

I also lead by example—constantly learning, adapting, and embracing new technologies. This sets a tone for my team to follow, motivating them to explore innovative solutions and adapt quickly to changing regulatory environments.

Q. How has your experience influenced your approach to navigating legal challenges in your current role?

My experience has deeply shaped my approach to legal challenges, especially in dealing with state-specific revenue laws, which vary across India. Having worked in both regional and national roles, I've developed a thorough understanding of how to navigate the complexities of local legal frameworks. In my current role, I focus on leveraging technology to streamline legal processes and ensure compliance with these varied regulations. My expertise allows me to quickly adapt to new challenges.

Q. What do you see as the most pressing ethical challenges facing businesses today, and how can robust compliance initiatives help address them?

One of the most pressing ethical challenges today is ensuring transparency in business practices, particularly around customer data and financial transactions. With increasing scrutiny from regulators and consumers, businesses need to be more proactive in adopting clear and transparent policies that protect customer interests.

Robust compliance initiatives can help address these challenges by establishing a framework that prioritizes ethics and accountability. This includes clear guidelines on data privacy, disclosures, and risk management, which ultimately builds trust with customers and strengthens the organization's reputation.

Q. With the rapid pace of global regulatory changes, how do you foresee the industry evolving, and what strategies can organizations adopt to stay ahead?

The regulatory landscape is evolving rapidly, with regulators focusing more on consumer protection, data privacy, and sustainability. The growing trend of digital transformation in financial services will further increase regulatory scrutiny, especially around emerging technologies like AI and blockchain. To stay ahead, organizations must adopt a proactive approach to compliance by investing in technology that enables real-time monitoring of regulatory changes. Building a culture of agility and continuous learning is also key. Companies should establish strong legal teams that are adept at anticipating regulatory shifts and quickly adjusting business strategies to ensure while driving innovation.

Deepak Bhatt's insights demonstrate how his extensive experience, coupled with a strong commitment to legal integrity and innovation, shapes his approach to leadership in the dynamic FinTech landscape. His leadership thinking continue to propel Easy Home Finance Limited towards greater success.



Shaping the Future of Legal Education with Leadership, Empathy, and Innovation

“Prof. (Dr.) O.P. Midha shares his insights on leadership, legal education, and the importance of empathy in academic administration.”

Prof. (Dr.) O.P. Midha, a renowned academician and legal expert, currently serves as the Director of Chandigarh University’s University Institute of Legal Studies. With an academic journey deeply rooted in management and law, Prof. Midha has made significant contributions to both fields, shaping the next generation of legal minds. His leadership and academic rigor have been instrumental in transforming educational practices, empowering students, and fostering a culture of legal excellence.

Prof. Midha’s academic career began at Panjab University, where he completed his Master’s in Public Administration, LLB, and PhD, equipping him with a strong foundation for his subsequent leadership roles in legal education. Over the years, his invaluable insights into law and management have guided both students and colleagues, making him a role model for

aspiring leaders. Today, Prof. O.P. Midha talks to Corporate World about leadership, education, the integration of legal acumen in academic administration, and his aspirations for shaping the future of legal education in India.

Q. Can you give us an overview of your academic journey at Panjab University and how it laid the foundation for your career in Management and Law?

My academic journey at Panjab University has been both enriching and transformative. I completed my Masters in Public Administration, followed by LLB, and ultimately my PhD at the same university. The diverse range of studies in both management and law provided me with a understanding of how leadership, governance, and legal principles intertwine.

Panjab University was a melting pot of knowledge where I had the privilege of learning from some of the most accomplished scholars and professionals in their respective fields. The deep insights I gained in management helped me understand the dynamics of organizations, team building, and leadership, while my legal education gave me a robust foundation in understanding the complexities of law and its role in society. These disciplines, though distinct, are highly complementary, and they equipped me with the skills to navigate complex challenges both in the corporate world and in legal spheres.

I practiced these insights and skills throughout my career, whether in managing people or in legal administration. This foundation laid the groundwork for the roles I took on later in life, especially in academic leadership and legal education. The holistic learning at Panjab University set me up to blend these areas of expertise to achieve excellence in my career.

Q. Could you share a memorable experience from your time with the National Lok Adalat that had a lasting impact on you?

One of the most memorable experiences from my time with the National Lok Adalat occurred in the Family Court section. I witnessed firsthand the disintegration of marital relations, which often stemmed from a lack of understanding and communication between couples and their families. It was heartbreaking to see how small misunderstandings had escalated into major conflicts, resulting in the breakdown of families.

However, what made this experience truly impactful was the effort of the court and the learned judges, who worked diligently to bring the parties together. Through counseling, mediation, and understanding, many families were reunited. It was incredibly fulfilling to witness the positive impact of the legal system in restoring harmony and helping individuals resolve personal disputes.

This experience reinforced my belief in the importance of empathy and understanding in the legal profession. It also gave me a sense of immense satisfaction, knowing that my contributions, however small, could lead to meaningful change in people's lives. It shaped my understanding of the power of legal practice in making a difference beyond the courtroom.

Q. How has your legal acumen benefited your leadership roles in academic administration?

My legal acumen has played a pivotal role in my leadership roles within academic administration. A legal education instills a sense of rationality, logical thinking, and a deep understanding of fundamental rights and duties, all of which are essential for

effective leadership in any field, especially in academic administration.

In particular, my knowledge of administrative law, labour laws, and other legal processes has been indispensable in managing institutional affairs. For instance, legal principles help in ensuring that the university functions in a transparent and ethical manner, respecting the rights of faculty, staff, and students. Additionally, my legal training has provided me with a sound understanding of the various administrative procedures, enabling me to offer accurate legal opinions when required.

Moreover, legal education has taught me how to deal with complex issues like conflicts and disputes within academic settings. Legal insights help to resolve issues fairly and impartially, which is crucial for maintaining the integrity and harmony of an institution.

Q. What initiatives or programs do you hope to implement to elevate the University Institute of Legal Studies at Chandigarh University to greater heights?

At the University Institute of Legal Studies, my vision is to ensure that students not only acquire theoretical knowledge but also gain practical skills that are essential for their professional careers. One of the core initiatives I plan to focus on is enhancing experiential learning for our students. Through active participation in Moot Court exercises, legal research projects, and Pro Bono activities, students will have the opportunity to refine their skills in legal drafting, argumentation, and presentation.

In addition to this, I plan to introduce specialized workshops and internships that will provide students with exposure to real-world legal practices. By offering these opportunities, we aim to prepare students for the challenges they will face in the legal profession, and at the same time, help them build a strong network of mentors and professionals. Furthermore, I intend to develop international collaborations and partnerships, which will allow our students to gain a global perspective on legal practices. This will elevate the stature of the institution and enhance the overall quality of legal education at Chandigarh University.

Q. What strategies have you found most effective for identifying and leveraging the unique strengths of each team member?

One of the most effective strategies I have employed in my leadership roles is identifying the unique strengths of each team member through one-on-one conversations. This allows me to understand their skills, interests, and aspirations, which can then be aligned with the broader goals of the organization.

Once the strengths are identified, it is crucial to



aligned with the broader goals of the organization.

Once the strengths are identified, it is crucial to empower team members by assigning them responsibilities that match their expertise and passions. This not only increases their productivity but also fosters a sense of belonging and ownership within the team.

Moreover, open communication is key. Regular feedback sessions and constructive discussions ensure that team members feel valued and supported in their roles. By cultivating a culture of mutual respect and understanding, team members are more likely to contribute meaningfully to the achievement of organizational goals.

In the academic setting, this approach helps to identify the strengths of faculty members as well, allowing them to take on leadership roles within research, teaching, or administration, thus enriching the academic environment.

Q. What is the one key principle you hope students

and colleagues will remember about your leadership and legacy?

The key principle I hope both students and colleagues will remember about my leadership is the importance of good behaviour, empathy, and professionalism. I firmly believe that these values should be at the core of any leadership philosophy. It's not enough to simply be competent in one's field; it's also about fostering an environment of trust, respect, and collaboration.

My leadership style emphasizes treating everyone with fairness and understanding, listening to their concerns, and offering guidance when needed. By adopting an empathetic approach, I believe that individuals are more motivated, engaged, and dedicated to the goals of the institution.

I hope my leadership legacy will inspire others to lead with integrity and empathy, creating a supportive and positive environment for students, faculty, and staff alike. It is through such leadership that lasting, meaningful change can be made—whether in the legal profession or in any other field.



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A Fulfilled Leader Builds Fulfilled Teams



Gaurav Deshpande, Chief Delivery Officer (CDO) at AIT Global India, speaks to Corporate World on his extensive journey in the industry

With a strong foundation in electronics and power systems, Gaurav Deshpande, Chief Delivery Officer (CDO) at AIT Global India, has always been at the forefront of digital transformation, technology innovation, and client engagement. Driving high-impact projects and playing a pivotal role in scaling operations while enhancing delivery frameworks, his leadership approach prioritizes empowerment, client engagement, and continuous improvement. As a certified Digital Transformation Officer and a PGP graduate in AI for Leaders, he champions cutting-edge technologies like AI and RPA.

In an interview with Corporate World, Gaurav shares key insights from his extensive career and talks about fostering a culture of adaptability and innovation, where continuous learning and customer feedback shape the evolution of delivery processes.

Q. Can you walk us through your professional journey and share the milestones that have defined your career?

My journey has been a blend of curiosity, resilience, and continuous evolution. With a foundation in electronics and power systems, I found my calling in technology—driven by a passion for problem-solving and innovation. From early in my career, I had the opportunity to work at the forefront with clients, which shaped my understanding of technology's real-world impact and laid the groundwork for my leadership approach. Leading a high-value use case was a pivotal moment—it reinforced my ability to drive high-stakes delivery, inspire teams to push boundaries, and foster strong client relationships. The pandemic further tested and refined my leadership,

proving that adaptability and confidence in teams are the true pillars of execution. Beyond scaling operations, one of my proudest milestones has been optimizing delivery frameworks to strike the right balance between efficiency and agility. Leadership, for me, has never been about titles—it's about impact, empowering teams, and delivering value that speaks for itself.

Q. As Chief Delivery Officer, what are your core responsibilities, and how do you ensure your role aligns with the company's strategic objectives and vision?

My role spans governance, client engagement, operational efficiency, innovation, and people management. Building and empowering a strong

leadership team has been key to ensuring that our vision is not just communicated but successfully executed at every level. We've built a structured yet agile framework that keeps projects on track while allowing for continuous improvement. Priorities like AI and product development aren't just buzzwords; they're embedded in our execution strategy. I stay connected—both with teams and clients aligning expectations and ensuring we don't just meet goals but exceed them. Delivery, to me, isn't a function; it's a commitment to excellence that defines our brand. I can safely say I own the delivery engine—ensuring that every project, big or small, reflects excellence, drives innovation, and aligns with our strategic vision. It's not just about execution; it's about translating vision into tangible outcomes.

Q. How do you ensure the successful delivery of projects while maintaining the highest quality standards across different teams?

Success lies in discipline, adaptability, and a relentless focus on quality. I leverage Agile, DevOps, and structured governance to create a framework that drives efficiency without stifling innovation. Transparency is key—real-time dashboards, risk assessments, and strong SOPs ensure that quality remains non-negotiable. Collaboration fuels execution: structured sync-ups and proactive issue resolution keep teams aligned. Beyond process, it's about mindset. Quality isn't a checkbox; it's embedded in our DNA. That's why we deploy dedicated quality engineers—even when clients don't ask for it. Because excellence is our promise.

Q. In a rapidly evolving business landscape, how do you ensure your teams remain adaptable to emerging trends and continuously innovate within the delivery process?

Adaptability isn't an option; it's a necessity. I foster a culture where learning is continuous, and innovation is expected. Regular knowledge-sharing, certifications, and hands-on exposure to AI, cloud, and RPA keep us ahead of the curve. I challenge my leadership team to bring tangible process innovations every quarter—small shifts that create lasting impact. Design thinking and lean principles guide our approach, ensuring we don't just follow trends—we shape them. Feedback loops and retrospectives drive our evolution. We don't wait for disruptions; we anticipate them. Because in this landscape, the ability to pivot is the ultimate competitive edge.

Q. How do you balance the demands of long-term strategic planning with the need for agility and swift decision-making in today's fast-paced corporate environment?

It's a delicate balance between vision and velocity. I



anchor decisions to a scalable roadmap while ensuring agility through iterative execution. Long-term goals set direction, but adaptability keeps us relevant. Empowering teams is crucial—when they can make swift, informed decisions, the entire organization moves faster. Real-time analytics and governance frameworks ensure we don't just react; we respond with precision. Quarterly recalibrations keep strategy dynamic. Discipline keeps us focused, but flexibility ensures we don't miss opportunities. It's about steering the ship with clarity—without being afraid to change course when needed.

Q. What role does customer feedback play in shaping the delivery process, and how do you incorporate that into continuous improvement?

Customer feedback isn't just a metric—it's our blueprint for excellence. I prioritize direct, ongoing conversations over one-time surveys. True insights come from unfiltered dialogue and understanding the client's measurement of success. Every input positive or critical—is actionable. We integrate it into sprint retrospectives, governance reviews, and even co-creation workshops with clients. Transparency is key; we proactively address challenges, drive improvements swiftly, and strengthen relationships through consistent delivery. For us, feedback isn't a formality—it's the engine of continuous evolution. The goal is more than just satisfaction; it's delivering value that sets new benchmarks.

Q. How do you maintain a work-life balance in such a demanding role, and are there specific hobbies that help you achieve that balance?

Balance is intentional. I focus on what truly needs my attention and trust my team to own the rest. Delegation isn't just efficiency—it's effective leadership. Outside work, music is my sanctuary. Classical compositions help me reset, offering clarity and perspective. Travel and meaningful conversations with family keep me grounded. Ultimately, it's about being present—whether in the boardroom or at home. A fulfilled leader builds fulfilled teams, and that's a philosophy I live by.

Driving Innovation & Excellence in Construction Equipment.

In a conversation with Corporate World, Hardik H. Solanki, Director of Nilkanth Engineering Works, shares key insights into the industry's rapid transformation, emerging challenges, and the role of innovation in shaping its future.



At the forefront of this evolving sector, Hardik blends technical expertise with strategic foresight. With a degree in Electronics & Communication Engineering and an M.Sc. in Engineering Business Management from Coventry University, UK, he has been instrumental in positioning Nilkanth Engineering Works as a global leader. The company is renowned for delivering cutting-edge, reliable, and future-ready solutions that meet the growing demands of the construction equipment industry. Nilkanth stands out for its commitment to quality, efficiency, and cost-effectiveness offering concrete batching plants designed for ease of use and low maintenance. Their customer centric approach ensures rapid service response, readily available spare parts, and 24/7 support, reinforcing their reputation for reliability. Under Hardik's leadership, Nilkanth has earned multiple accolades, including recognition as one of the Top 10 Road & Civil Construction Equipment Manufacturers (2021), the Business Innovation of the Year Award (2021), and Hardik himself being honored as the Creative Entrepreneur of the Year (2021). Let's dive deeper into his journey, strategies, and vision for the industry.

Q. Can you walk us through your professional journey and share what inspired you to join Nilkanth Engineering Works, carrying forward your father's remarkable legacy?

My professional journey has been shaped by the visionary legacy of my father, the founder of Nilkanth Engineering Works. His relentless pursuit of innovation and commitment to quality instilled in me a deep passion for engineering excellence from an early age. Watching him transform ideas into industry-leading solutions inspired me to carry forward his mission with a fresh perspective. When I joined the company, my goal was clear—to honor our strong foundation while driving modernization and global expansion. By integrating traditional values with cutting-edge advancements, I have worked to position Nilkanth Engineering Works as a trusted, future-ready brand. My focus remains on innovation, quality, and customer centric solutions, ensuring that our legacy not only endures but thrives in an evolving industry.

Q. Nilkanth Engineering Works has been a leader in manufacturing Concrete Batching Plants for over four decades. What specific innovations or strategies have you implemented to maintain and enhance this leadership?

At Nilkanth Engineering Works, innovation is the driving force behind our success. We have integrated advanced automation systems into our concrete batching plants, enhancing efficiency and reducing operational costs for our clients. Our commitment to sustainable manufacturing has led to the development of eco-friendly designs that align with global environmental standards.

From a strategic standpoint, we have reinforced our supply chain, optimized production workflows,

and implemented stringent quality control measures to sustain our industry leadership. By fostering strong collaborations with technology providers and adopting a feedback-driven approach to product development, we ensure that our solutions remain relevant, cutting-edge, and future-ready.

Q. What measures do you take to ensure that clients receive timely and effective after-sales support?

At Nilkanth Engineering Works, we recognize that exceptional after-sales support is key to customer satisfaction and long-term loyalty. To ensure seamless operations for our clients, we have built a highly responsive support team, trained to handle technical queries and provide on-site assistance with efficiency. Our commitment extends beyond just service—we offer regular maintenance check-ins, readily available spare parts, and a 24/7 helpline, ensuring minimal downtime and maximum productivity. Additionally, our investment in digital solutions like remote monitoring systems allows us to deliver proactive, data-driven support, strengthening client relationships and reinforcing our reputation for reliability.

Q. Nilkanth has achieved global recognition to various countries. What strategies have you used to expand Nilkanth's global footprint?

Expanding Nilkanth's international footprint required a multi dimensional strategy. We actively participate in global trade exhibitions to showcase our cutting-edge solutions, strengthen industry networks, and stay ahead of evolving market trends. Tailoring our products to comply with regional regulations and standards has been instrumental in earning client trust and establishing credibility across diverse markets. To enhance our reach, we leverage digital marketing and targeted advertising, enabling us to penetrate

new territories effectively. Additionally, strategic partnerships with regional distributors ensure seamless operations, efficient delivery, and a strong local presence in foreign markets.

Q. What are some key principles or strategies you follow to foster teamwork and maintain Nilkanth's customer-centric approach?

At Nilkanth Engineering Works, we foster a culture of collaboration, innovation, and mutual respect. Regular training programs, performance recognition, and transparent communication keep our workforce motivated and aligned with our vision. Our commitment to a customer-centric approach is reflected in how we actively gather and integrate client feedback into our product development. By continuously refining our processes to meet evolving industry needs, we have built a global reputation for reliability, excellence, and innovation.

Q. What legacy do you hope to leave behind in the industry through your work at Nilkanth?

Through my journey at Nilkanth, my vision is to establish a lasting legacy of innovation, sustainability, and excellence. I aspire for Nilkanth to be recognized not just as a leading manufacturer but as a trailblazer that redefines industry benchmarks.

My goal is to solidify Nilkanth's position as a global leader, ensuring that future generations continue to prioritize quality, embrace innovation, and uphold an unwavering commitment to customer satisfaction.

Elevating Business Success Through Strategic HR Leadership

In an exclusive conversation with Corporate World Magazine, Henri Satria Anugrah, Chief People Officer at Synapsis.id delves into his professional journey, leadership philosophy, and the transformative role of HR in driving business success.



In today's dynamic business landscape, HR leaders are more than just custodians of workforce management—they are strategic architects of organizational success. By aligning human capital strategies with business objectives, they drive innovation, enhance productivity, and cultivate high-performing cultures. Their expertise in talent management, conflict resolution, and organizational development directly influences employee engagement and overall business performance.

Henri Satria Anugrah exemplifies this transformative leadership. From his early days as an intern in a manufacturing company to his current role as Chief People Officer at Synapsis.id, Henri has built a distinguished career by integrating progressive HR strategies with business growth imperatives. Synapsis.id, a pioneering IoT company, empowers industries to unlock their full potential through advanced IoT technology. At the helm of HR operations, Henri is instrumental in developing agile, high impact people strategies that foster innovation, operational efficiency, and a thriving workplace culture.

Q. Give us an overview of your professional journey.

My professional journey is defined by accelerated growth, strategic leadership, and a relentless pursuit of excellence. I launched my HR career in the fast-paced food and beverage industry, where I quickly distinguished myself—earning a promotion to HR Supervisor within eight months. This early milestone reinforced my passion for people management, organizational development, and driving impactful change. A turning point

came when the founder of Synapsis.id recognized my potential on LinkedIn, leading to my appointment as Chief People Officer. At Synapsis.id, I have redefined HR as a strategic enabler of business success, integrating people operations with corporate vision to drive performance and a culture of collaboration. My journey reflects a deep commitment to continuous learning, adaptability, and leveraging HR as a competitive advantage, ensuring that people strategies not only support but accelerate organizational growth and transformation.

Q. As a Chief People Officer, how would you define the core responsibilities of your role?

The role of a Chief People Officer is the heartbeat of an organization—ensuring that its most valuable asset, its people, are empowered, engaged, and aligned with the company’s mission. My core is design and execution of high-impact HR strategies—from implementing scalable systems that enhance efficiency to developing learning and development programs that unlock potential. Beyond operations, I act as a trusted advisor to leadership, translating business goals into people-driven initiatives that fuel innovation, engagement, and long-term success. At Synapsis, I have cultivated a people-first ecosystem where employees thrive, reinforcing that our growth is not just measured in numbers, but in the energy, passion, and productivity of our team.

Q. How has the role of a CPO evolved in recent years, especially with changing workplace dynamics?

The role of a CPO has undergone a seismic shift, evolving from a support function to a strategic linchpin in organizational success. In today’s rapidly evolving workplace, CPOs are not just HR leaders—they are culture architects, change navigators, and champions of employee well being. The surge of remote work and a renewed focus on mental health has redefined the CPO’s mandate. At Synapsis.id, I have embraced this evolution by integrating cutting-edge technology into HR processes, fostering inclusivity, and driving employee engagement at every level. A modern CPO must be both a visionary and an empath balancing strategic foresight with a deep understanding of human needs. This synergy is what fuels organizational resilience, agility, and long-term success in an era where people are the ultimate competitive advantage.

Q. What’s your approach to fostering leadership development and succession planning within the organization?

Leadership development and succession planning are more than just HR initiatives—they are critical drivers of sustainable business growth. My

approach is built on empowerment, ensuring that talent development is seamlessly integrated into organizational strategy. At Synapsis.id, I spearheaded the launch of Synapsis University, our corporate learning ecosystem dedicated to nurturing leadership and succession planning. Through tailored programs, and immersive learning experiences, we identify and cultivate high-potential talent, creating a robust leadership pipeline. Succession planning is embedded in our culture, reinforced by knowledge-sharing and collaboration. By investing in our people, we not only safeguard the organization’s legacy but also drive continuous innovation and long-term business success.

Q. What initiatives have you implemented to enhance employee engagement and well-being?

At Synapsis.id, employee engagement and well-being are more than priorities—they are the foundation of our success. Our culture is built on three core values: Smart, Synergy, and Dynamics (SSD), shaping a workplace where innovation thrives, collaboration flourishes, and adaptability drives growth. Through Synapsis University, we provide continuous learning opportunities, empowering employees to expand their skills and advance their careers. To foster transparency and open communication, we’ve implemented 360-degree feedback mechanisms, strengthening dialogue between teams, managers, and leadership. Additionally, our annual Townhall meetings create a platform where every voice is heard, reinforcing trust, alignment, and a shared commitment to our company’s vision. By investing in our people, we cultivate a high-performance culture that fuels long-term success.

Q. What advice would you give to companies looking to build a strong employer brand?

Building a strong employer brand is about creating a compelling narrative that resonates with both current and prospective employees. My approach is simple: be authentic, be bold, and be people-centric. Organizations must showcase their values, culture, and commitment to growth through engaging storytelling that inspires and attracts top talent. At Synapsis.id, we don’t just talk about our values—Smart, Synergy, and Dynamics (SSD)—we live them every day. Our @lifeatsynapsis Instagram account serves as a dynamic platform to share our vibrant, professional, and engaging culture. Additionally, initiatives like Synapsis University and our annual Townhall meetings reinforce our commitment to transparency, continuous learning, and employee development. A strong employer brand is more than just attracting talent—it’s about creating a lasting legacy that inspires, retains, and drives organizational success.

A Journey of Innovation, Leadership, and Impact



In an exclusive interview with Corporate World magazine, Leruo Monang, a passionate political commentator and the visionary founder of The San African magazine, shares insights into his inspiring journey and how he amplifies a distinct and powerful African voice in the global arena

Leruo Monang combines a deep commitment to Afro-centric perspectives with a profound understanding of politics and contemporary issues. His work challenges traditional narratives, offering fresh, authentic analyses that highlight the African experience and viewpoint. Leruo's mission is to enrich global dialogue by ensuring that diverse, underrepresented voices are heard and valued on the world stage.

Through his leadership, The San African has become a key platform for reshaping how African stories are told and understood globally, collaborating with thought leaders, entrepreneurs, and innovators to shape the conversations that matter most.

Leruo's technical expertise in Robotic Process Automation, Data Science, and Capital Markets informs his approach to content creation, driving strategic decision-making and future-focused storytelling. His vision extends beyond merely reporting on Africa's progress—he is actively involved in shaping the continent's future through digital innovation and impactful storytelling. Let's take an in-depth look at his remarkable journey and visionary leadership.

Q1: Can you share a brief overview of your professional journey so far?

My journey began with a deep curiosity for storytelling and technology, which naturally evolved into a career at the crossroads of media, innovation, and social impact. Driven by a passion for reshaping narratives, I founded The San African, a digital magazine dedicated to amplifying African voices and preserving cultural heritage through creative expression. Alongside this venture, I also launched the Raptors FC Social Club,

a platform focused on empowering youth and fostering community engagement. This path has been a dynamic blend of bold ideas and strategic execution, allowing me to create platforms that not only challenge existing narratives but also drive meaningful change. The recognition of my work by both the Office of the President and the African Narratives Collective stands as a testament to the impact of these initiatives, and fuels my ongoing commitment to reshaping global perceptions of Africa.

Q2: What would you consider the biggest turning point in your career?

The decision to build The San African was a pivotal moment in my career—a true turning point. It represented more than just a shift from writing stories to creating a platform that empowers others to share their narratives. This leap required not only a bold creative vision but also the entrepreneurial resilience to build something that could transcend traditional media. I wanted to establish a platform that could serve as both a cultural and economic force, one that would amplify African voices and perspectives on a global stage. The challenge was significant, but the opportunity to reshape the narrative was even greater, and it fuel my commitment to creating a lasting impact through The San African.

Q3: What is your approach to leadership, and how do you motivate your team?

For me, leadership is fundamentally about having a clear sense of purpose and the ability to inspire trust in those around you. It's not just about giving direction but also about setting an example—holding myself to the same high standards I expect from my team. I believe true leadership is built on integrity and consistency, where actions speak louder than words. Motivation, in my view, is rooted in creating a shared sense of ownership and responsibility within the team. When individuals understand that their contributions are not just tasks to complete but are part of a greater vision or cause, they feel empowered and connected to something meaningful. This sense of purpose fuels innovation, fosters creativity, and drives unwavering commitment. It's when people feel that their work truly matters, and they can see the impact of their efforts, that they become fully invested in the success of the team and the organization as a whole. By nurturing this collective ownership, we pave the way for a culture of excellence and growth.

Q4: What core values or principles guide your decision-making process?

Every decision I make is driven by purpose, authenticity, and a commitment to creating meaningful impact. I constantly evaluate: Does this align with our vision? Does it deliver value to the people we serve? Will it leave a lasting, positive legacy? By grounding my decisions in these principles, I ensure that our strategy remains focused and resilient, even amidst uncertainty, enabling us to stay on course and make decisions that truly matter.

Q5: What strategies do you use to foster innovation within your organization?

Innovation thrives on a balance of curiosity and

discipline. I encourage my team to think creatively and push boundaries, while always staying connected to the needs of our audience. We explore new tools, embrace diverse storytelling formats, and hold regular brainstorming sessions to keep ideas fresh. Our approach is rooted in experimentation, but it's also driven by intentional listening—constantly gathering feedback and refining our work to ensure it remains relevant, impactful, and aligned with what matters most to our audience. This dynamic process allows us to stay ahead and consistently deliver innovative content.

Q6: How has your industry evolved in recent years, and where do you see it heading?

The media landscape is undergoing rapid digitization, with audiences demanding authenticity and access over traditional models. I see the future in multimedia platforms that build genuine connections, blending paywalled exclusivity with shareable, impactful content. African media, in particular, will play a crucial role in reshaping global perspectives about the continent.

Q7: How do you stay updated with industry developments and maintain a competitive edge?

I stay deeply connected to the ever-evolving trends in my industry by actively engaging with thought leadership networks such as ForbesBLK and participating in influential forums like Bloomberg's. These platforms provide invaluable insights and keep me at the forefront of emerging developments. In addition, I make it a point to continuously read, learn from industry peers, and immerse myself in cutting-edge ideas. By testing and experimenting with new concepts in real-time, I ensure that I am not merely observing change from the sidelines but actively contributing to shaping it. This approach allows me to stay agile, informed, and engaged with the forces driving innovation, positioning me to make a meaningful impact in my field.

Q8: How do you manage work-life balance while maintaining peak performance?

For me, balance is all about intention, not perfection. Running helps clear my mind, while journaling allows me to center my thoughts, and engaging in meaningful conversations fuels my creativity. I've learned that rest and reflection deserve as much intentionality in my schedule as work—because nurturing both mind and body is essential for sustained performance and long-term success.



Partha Roy, Head of Legal & Contracts at SPML Infra, shares his journey, experiences, and insights on the changing legal environment in the country.

Partha Roy, Head of Legal & Contracts at SPML Infra, has emerged as a seasoned leader in the field of legal operations and risk management. With over 21 years of rich experience, he has successfully navigated the legal landscape, offering valuable insights into the evolving role of in-house counsels and shaping legal strategies that drive business growth. SPML Infra, a leading infrastructure development company, has benefited immensely from Partha's strategic vision, legal acumen, and management competency. As a multi-talented legal professional, Partha Roy's work goes beyond compliance and risk mitigation; it's about creating synergies between legal and business teams for sustainable growth.



In an interview with Corporate World, he shares his journey, experiences, and insights on the changing legal environment, as well as advice for those looking to step into this dynamic field.

Leading the Path to Legal Excellence in India

Q. Can you tell us about your journey with SPML Infra Ltd. and the role you play in the organisation?

I joined SPML Infra during the most critical time of Covid 19 while the entire infrastructure industry was passing through unprecedented circumstances in terms of new business, timely execution, cash flow, repayment of debt vis a vis profitability. It has been an incredibly rewarding journey full of unique experience learning and so on. Being the Legal Head, the entire legal affairs are need to be taken care of. SPML Infra operates on a PAN India scale, and the diversity of our projects from water management to power generation requires a comprehensive legal strategy. My role involves to foresee the challenges, ensure proactive measures, providing strategic legal support, litigation management to establish a strong legal footings to the smooth business operation. management to establish a

strong legal footings to the smooth business operation One of the key aspects of my role is ensuring that SPML Infra's diverse projects, fund flow remains well protected against any legal risks and as such we need to maintain compliance with the regulations across different states in India. Being a part of the senior management, another crucial aspect for me is to provide advisory support to the organisation towards informed decisions, risk mitigation and aggressive approach for dispute resolution. Continuous research and apprising the team on evolving Legal changes, having significant impact on the business, is a self determined KRA. Simultaneously liaising with various wings of Govt. on the upcoming Rules, Scheme or amendment makes the role more dynamic.

Q. With over two decades of experience in the legal field, how do you think the role of legal functions has evolved in the infrastructure

The legal function has evolved significantly over the years, especially in the infrastructure sector. In the past, legal departments were more reactive, mainly involved in handling litigation. However, today's legal function is much more proactive and strategic. In the context of infrastructure development, we are now seen as enablers rather than just problem-solvers. Unlike earlier days, we have not only kept ourselves within the four corners of Courts/ Tribunal, rather as an In house Counsel we actively participate in Business. We remain actively involved in negotiation with lenders, Clients, and other stakeholders, work towards revenue generation, Project planning, risk assessment, and contract management from the outset, in order to ensure that legal risks are mitigated early on.

Furthermore, with the complex regulatory environment and the growing need for transparency and accountability, the role of legal department has become more dynamic. We also advise on compliance, public-private partnerships, assignment of project work, intellectual property, Insolvency and Bankruptcy, environmental regulations, Labour disputes, Insurance claim, all of which play a crucial role in large-scale infrastructure projects.

Q. SPML Infra operates across several sectors, including water, power, and environment management. What are some of the unique legal challenges associated with these diverse domains?

Each of the sectors we operate in comes with its own set of unique legal challenges. For instance, in the water management domain, we deal with environmental regulations, water rights, and the challenges of working with local municipalities and utilities. Legal compliance with environmental standards is critical, especially when managing water treatment and recycling projects.

In the power sector, regulatory approval processes, tariff structures, and the management of long-term contracts are key areas that require careful legal oversight. We also deal with energy-related litigation, disputes with suppliers or contractors, and negotiations with government bodies. In the environment management space, legal issues often revolve around waste disposal, environmental clearance, and adherence to sustainability standards. Each project has its own regulatory requirements, and navigating the legal landscape across these various sectors requires a strong understanding of the industry, laws, and the local environment in which we operate.

Q. As a leader in the EPC (Engineering, Procurement, and Construction) space, how do you balance the need for legal risk management

with the pressure to deliver projects on time and within budget?

Balancing legal risk management with project delivery is one of the key challenges in my role. However, it's important to understand that the two are not mutually exclusive; in fact, effective legal risk management can be a catalyst for smooth project delivery. By identifying potential legal risks early on—whether they relate to contracts, regulatory approvals, or disputes—we can ensure completion as well as profitability by avoiding delays due to legal complications.

As an instance, a well-drafted contract, a proper representation can help in setting clear expectations, defining timelines, and outlining the responsibilities of all parties involved. We are also involved in structuring Joint Venture, public-private partnerships and BOOT (Build-Own-Operate-Transfer) models in a way that ensures legal protection, while also providing a structure that allows for timely project execution.

One of the primary ways we balance both aspects is through strategic planning, constant communication with Clients and/or sub contractors/ vendors, and by staying ahead of any potential legal issues. Our role is to provide legal certainty to the business and allow the project teams to remain focused on execution.

Q. SPML Infra has an impressive track record in executing world-class infrastructure projects. What role does the legal team play in ensuring these projects meet their goals?

The legal team plays an integral role in ensuring that projects meet their goals, both from a regulatory and contractual standpoint. For any infrastructure project, whether it's related to water, power, or environmental concerns, there are several legal aspects that need to be managed effectively from time to time. We ensure that all our contracts are clear, enforceable, and aligned with the project's goals. This involves proper and timely correspondences with clients, contractors, and suppliers to ensure the terms protect SPML Infra's rights and interests and are in compliance with laws. Additionally, we manage legal risks by doing continuous due diligence of the ongoing contracts.

Our team also plays a pivotal role in handling any disputes at the threshold that may arise during the course of a project. Whether it's a contractual issue or a disagreement with a third party, we work to resolve these disputes quickly and effectively, so that the project can continue without unwanted delays. It is to have complete faith in the team, give them authority with freedom to perform and encourage them to innovate. A leader needs to learn how to gain trust of the team, protect his team, provide them comfort and confidence to excel.

Transforming Iraq's Construction and Facility Management Landscape



“Zaid J. AL Dujaili, Co-Founder of Khatawaat Engineering, talks about his career path, his leadership strategies, how he manages resources across large-scale projects.”

With an educational background in Civil Engineering and certifications in Facility Management and Project Management, Zaid J. AL Dujaili, Co-Founder of Khatawaat Engineering, has a well-rounded and comprehensive perspective on the construction industry. He has played a pivotal role in leading high-profile projects, driving operational excellence, and introducing innovative solutions to enhance both the construction and management of built environments in Iraq.

Under his leadership, Khatawaat Al Dur has grown significantly, with a focus on sustainability, advanced technology integration, and long-term asset management. As a leader, Zaid is known for his strategic foresight, adaptability, and unwavering commitment to ensuring that projects are completed on time, within budget, and with a focus on long-term value creation.

In the following conversation, Zaid talks about his career path, his leadership strategies, how he manages resources across large-scale projects, the services Khatawaat Al Dur offers, and his vision for the future of the construction sector in Iraq. His insights provide a deeper understanding of the challenges and opportunities in this evolving industry and how his company is contributing to shaping Iraq's infrastructure landscape.

Q. Could you share an overview of your professional journey and the key moments that have shaped your career path?

My journey began with a degree in Civil Engineering, which provided me with the technical foundation for my career. To broaden my expertise, I pursued certifications in Project Management (PMP) and

Facility Management (FMP), which equipped me with the necessary tools to lead both construction projects and long-term facility operations.

A defining moment in my career was taking on the role of Managing Director at Khatawaat Al Dur. Leading high-profile projects such as the Industrial City allowed me to integrate revenue-generating

facility management models, marking a milestone in both my career and the company's growth. This experience honed my ability to manage large-scale projects efficiently and sustainably.

Q. What leadership strategies do you find most effective when guiding your team through challenging projects?

I believe in empowering my team through clear objectives and accountability, while fostering a culture of innovation. This gives team members the autonomy to problem-solve creatively while remaining aligned with the overall project goals.

In challenging situations, risk management is key. By being adaptable and proactive in resolving issues, I ensure that the team can navigate external disruptions. Open communication, continuous learning, and leveraging technology are also vital in guiding the team through complex projects.

Q. How do you prioritize and manage resources across multiple high-value projects to ensure that every project meets its key objectives?

Effective resource management starts with a solid project plan, which includes clear KPIs and timelines. We use data analytics and tools like CAFM and ERP systems to monitor real-time progress and optimize the allocation of labour, materials, and finances.

Flexibility is crucial. We continuously assess market shifts and supply chain issues to make real-time adjustments. This ensures that resources are utilized efficiently without compromising quality or budget.

Q. Could you share an overview of the services offered by Khatawaat Al Dur Company, and what sets the company apart in the industry?

Khatawaat Al Dur specializes in construction, infrastructure development, and engineering solutions. Our services span residential, commercial, and industrial sectors, with an emphasis on integrating sustainability, innovation, and advanced technology in every project.

What sets us apart is our integrated approach. We use data-driven solutions and focus on smart infrastructure to optimize the long-term performance and sustainability of the assets we create. Our experience in managing complex, large-scale projects allow us to deliver cost-effective, high-quality results while ensuring long-term operational efficiency.

Q. What are your key priorities for the company in the coming years, and how do you envision its long-term impact on the industry?

Our key priorities include expanding into large-scale

infrastructure projects, embracing digital transformation, and integrating smart infrastructure solutions. We aim to implement AI-driven project management and IoT technologies to set new industry benchmarks.

Long-term, Khatawaat Al Dur aims to be a leader in Iraq's construction sector, helping drive economic growth and sustainability. Our focus is on creating resilient, future-proof infrastructure that will contribute to Iraq's development for generations to come.

Q. What challenges do you face in redefining Iraq's construction landscape, and how does Khatawaat Al Dur navigate these complexities?

The construction industry in Iraq faces challenges such as regulatory constraints, supply chain volatility, and a shortage of skilled labour. We overcome these hurdles through strategic partnerships, workforce development programs, and adaptive project planning. By combining local expertise with global best practices, we ensure that projects are executed to the highest standards, even in challenging circumstances.

Q. How do you plan to lead the industry in adopting these changes?

Beyond company growth, I am deeply committed to shaping a smarter, more resilient construction and facility management landscape in Iraq. I believe that embracing cutting-edge technology and sustainable infrastructure will be key to transforming the industry. My long-term goal is to contribute to industry-wide initiatives that set higher standards for project efficiency, workforce development, and smart infrastructure solutions in the region.

What excites me the most about this industry is the ability to create something tangible that stands the test of time. Every project is an opportunity to solve real-world challenges, improve infrastructure, and contribute to the country's development. I am driven by the impact our work has on communities and the people who will use these spaces for generations to come.

Throughout this journey, I've learned that success isn't built alone. My accomplishments are deeply rooted in the unwavering support of my family—my spouse, whose patience and encouragement have been invaluable; my children, who inspire me daily; and my parents, whose wisdom and values have shaped my path. Their belief in me has given me the strength to push boundaries and make a lasting impact in the industry.

Transforming Lives Through Advanced Liver Care at KFSHRC



Dr. Saad Alghamdi, a distinguished Consultant in Adult Transplant Gastroenterology & Hepatology at King Faisal Specialist Hospital & Research Centre (KFSHRC), has dedicated his career to restoring hope for patients battling complex liver diseases. His passion for medicine was ignited early in life, inspired by the profound ability of doctors to transform lives. However, hepatology and transplant medicine captured his heart during his medical training. Witnessing the life-altering impact of liver transplantation on patients suffering from advanced liver disease cemented his decision to specialize in this field. Let's delve deep into his journey and approach to patient care.

Dr. Alghamdi's Journey to KFSHRC

Dr. Alghamdi's journey to KFSHRC has been marked by rigorous training, perseverance, and a commitment to excellence. His medical education began at King Saud University, where he laid the foundation for his future in internal medicine. His residency at KFSHRC refined his clinical skills

and exposed him to high-acuity cases, fostering his deep interest in gastroenterology and transplant hepatology.

Medical Journey Progress

Eager to expand his expertise, Dr. Alghamdi pursued further training in the United States. He completed a second residency at the University of Virginia before undertaking a fellowship in gastroenterology at Washington University in St. Louis. His final step was a specialized fellowship in transplant hepatology, also at Washington University, which prepared him to work in one of the world's leading transplant centers. Today, he is proud to serve at KFSHRC, where he combines his skills in patient care, research, and medical education to advance the field of hepatology.

Rewarding Aspect of Dr. Alghamdi's Work

Liver diseases can be debilitating, but for Dr. Alghamdi, the ability to guide patients through the journey of transplantation and recovery is profoundly rewarding. Seeing a patient regain their health after a successful transplant is a constant reminder of why he chose this path. His work is deeply collaborative, involving a multidisciplinary team of surgeons, hepatologists, anesthesiologists, intensivists, and nurses striving to provide the highest level of care.

At KFSHRC, a leader in organ transplantation, Dr. Alghamdi takes pride in being part of a center that offers state-of-the-art treatment with exceptional outcomes. The hospital's advanced facilities and commitment to innovation allow him to deliver cutting-edge medical care, making

a tangible impact on patients' lives.

Work-Life Balance

The demanding nature of transplant hepatology requires resilience and a strong work-life balance. Dr. Alghamdi emphasizes the importance of setting boundaries between work and personal time, allowing physicians to maintain their well-being. He advocates for delegation, teamwork, regular exercise, and continuous professional development as key strategies to prevent burnout. Reflecting on the purpose of medicine—helping patients live healthier lives—keeps him motivated, even during challenging times.

Telemedicine Role in Dr. Alghamdi's practice

Dr. Alghamdi is a firm believer in the transformative power of telemedicine. He has witnessed firsthand how digital healthcare solutions have expanded access to specialised medical care, particularly for patients in remote areas. In hepatology, telemedicine has revolutionised patient follow-ups, enhanced monitoring, and facilitated seamless collaboration among healthcare providers. Though some aspects of care still require in-person evaluations, telemedicine's convenience and continuity have significantly improved patient outcomes.

Stay up-to-date with the latest medical advancements

Staying current is crucial in an ever-evolving medical landscape. Dr. Alghamdi actively engages in professional development, attending international conferences, workshops, and continuing medical education

(CME) programs. He remains connected with the latest research by following peer-reviewed journals and collaborating with global hepatology experts. This commitment to lifelong learning ensures that he provides his patients with the most advanced and effective treatments available.

Future of healthcare

Dr. Alghamdi sees precision medicine, artificial intelligence (AI), and digital health technologies playing a transformative role in the next decade as healthcare evolves. Genetic and molecular profiling will enable more personalised treatments, improving patient outcomes with complex liver conditions. AI-driven predictive analytics and diagnostic tools will revolutionise hepatology, allowing physicians to detect and manage liver diseases earlier and more accurately. Additionally, the continued growth of telemedicine and wearable health devices will enhance patient monitoring and preventive care, reducing hospitalisations and improving overall health management.

Perspective on medical education

Dr. Alghamdi is passionate about medical education and training. He believes future physicians must have interdisciplinary skills, technological proficiency, and a deep understanding of patient-centred care. While embracing innovations like AI and telemedicine, he stresses preserving core clinical skills, such as physical examination and empathetic communication. Additionally, he advocates for greater emphasis on preventive medicine, public health, and physician well-being in medical education to ensure that healthcare professionals can thrive in a rapidly evolving field.

Dr. Alghamdi encourages young individuals pursuing a healthcare career to embrace lifelong learning, remain curious, and prioritise compassion. Medicine is



not just about mastering technical skills but about understanding and connecting with people. He advises future doctors to seek mentorship, build strong communication skills, and maintain resilience in facing challenges.

Technology in healthcare

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Advice to future healthcare professionals.

Staying current is crucial in an ever-evolving medical landscape. Dr. Alghamdi actively engages in professional development, attending international conferences, workshops, and continuing medical education (CME) programs. He remains connected with the latest research by following peer-reviewed journals and collaborating with global hepatology experts. This commitment to lifelong learning ensures that he provides his patients with the most advanced and effective treatments available.



The Hidden Power of Storage by Herman Miller

Why storage solutions are a must-have for the modern workspace

The digital era brought with it the promise of a paperless office, but the reality is more paper than ever. At the same time, offices are getting smaller. The combination is a recipe for clutter, and for chaos. As a result, the saying “A place for everything, and everything in its place” feels more relevant than ever. That’s why storage solutions are no longer just a nice-to-have; they’re now a must for any organisation that wants to optimise not only its workspace, but also its performance.



The paper paradox

Each year, the worldwide use of paper amounts to 400 million tons – and that amount is forecast to increase to 476 million tons by 2032. In 2022, China took the lead when it came to paper use, consuming 130.3 million tons. The US came second, with its office workers consuming an average of 10,000 sheets of copy paper every year, which amounts to a national output of 700 trillion sheets of paper.

The figures are staggering. And yet, office space keeps shrinking. According to CBRE’s 2023-2024 Global Workplace & Occupancy Insights report, the average square footage per person dropped by 22% last year,

due to hybrid working arrangements. In addition, as many as 63% of the survey respondents indicated that they expect to reduce their office space by more than 30% between now and 2026.

Personal items, professional chaos

Paper isn’t the only concern organizations face as square footage decreases. Also cluttering office space are personal belongings, from handbags, gym bags and laptop cases, to mobile phones and computer chargers, and much more. Stashed under (or on) a desk, these items create clutter, visually and physically, hindering that person’s ability to move freely at their seat.

The result is not only reduced mobility, but also cognitive clutter. Research shows that visual clutter may reduce the brain’s capacity to work effectively, impacting engagement and motivation. So, as we add more ‘stuff’ into the mix, the issue remains: how do we solve the dilemma of the growing pile-up, when we’re faced with less and less square footage

Solving the problem

The obvious solution is storage. Not just any old storage cabinet, however: what’s needed is solutions that facilitate a careful balance active work and efficient archiving. Information needs to be easy to find, and it must be well-located within the office, too, so that it’s easy to reach and utilise when it’s needed.



Public and private, big, and small

Storage comes in all different shapes and sizes. A mix of these will meet different needs across focus work space, collaborative spaces, meeting areas and more.

Public solutions are intended for shared use. They include larger shelving systems designed for common areas, such as larger collaborative spaces and lounge areas. In these spaces, solutions like Herman Miller's Layout Workwall, and Port Storage Solution, an alternative to Port Lockers, work well. These incorporate drawers, cabinets, and display shelving, but without locks so that they are easily accessible by all.

When it comes to private storage solutions that support individuals while they work, lockers are one option, and mobile pedestals are another. Lockers work for long-term storage of valuables and personal belongings. They tend to be sturdy, with reinforced doors to prevent theft, and they require larger spaces than pedestals.

Herman Miller's Port Lockers, LK and CKL Lockers all offer lockable cabinets at different price points and ranging from more functional to more decorative.

Pedestals, meanwhile, are mobile solutions, often sleek in nature and multifunctional. They take up minimal space and seamlessly integrate into the space around them, without impeding workflow or people movement. Pedestals are designed for immediate; in-the-moment use beside a desk or underneath it.

Trac is the latest pedestal solution from Herman Miller, offering versatile, high-quality support that's ideal for SMEs across Asia. Available in a wide range of colours, with digital, key and dial



wide range of colours, with digital, key and dial lock options, Trac is a refreshing alternative to often clunky and heavy cabinetry. With its clean, linear form, Trac comes on casters or gliders, and in drawer file and box file options.

Investing in smart storage solutions like Trac isn't just about keeping the office tidy; it's also about creating effective and engaging workspaces. The optimised office should facilitate productivity by reducing the mental and physical clutter, reduce stress by creating a sense of control and order, plus enhance creativity and improve focus by reducing the visual noise and ensuing chaos.

Conclusion

It's a tall order. Traditionally, storage has remained in the background, unseen next to the more popular ergonomic chairs and standing desks. But with the right smart, flexible solutions on hand to do the heavy lifting, employees can focus on what matters – their work.



Commercial Bank of Dubai First Bank in the Middle East to Integrate Liink, Kinexys by J.P. Morgan for Global Account Validation



Commercial Bank of Dubai (CBD) has today announced it is the first bank in the Middle East to integrate the Kinexys Liink application Confirm from Kinexys by J.P. Morgan into its corporate banking portal and mobile app, reinforcing its position as a digital-first bank committed to driving real, impactful change in financial services.

With a commitment to service transformation and a digital-first approach, CBD continues to lead in delivering solutions that matter. This integration provides CBD's corporate clients with streamlined cross-border payment flows as a result of faster, more secure, and more efficient account validation.

Kinexys Liink, the world's first bank-led peer-to-peer

data sharing network, is part of Kinexys by J.P. Morgan – the firm's blockchain business unit focused on groundbreaking innovation to build the next-generation of financial infrastructure utilising blockchain technology. An application on the Kinexys Liink network, Confirm facilitates the global validation of beneficiary bank account information, such as account status and account ownership, reducing the risk of return delays, unnecessary fees and fraud. By providing near real-time verification, the Confirm application helps to improve the reliability of cross-border payments and reduce errors.

Dr. Bernd van Linder, Chief Executive Officer of CBD, commented, "At CBD, zpayments

is part of our journey to create an efficient banking system for our customers. We innovate with purpose, ensuring that every new solution we introduce directly benefits our customers and contributes to the broader financial ecosystem. By integrating the Kinexys Liink application Confirm, we are eliminating pain points in cross-border payments while also reinforcing the UAE's position as a hub for secure and efficient financial transactions. This integration marks an important step in strengthening the region's payment infrastructure and supporting businesses with safer, faster, and more reliable banking solutions."

Naveen Mallela, global co-head of Kinexys by J.P. Morgan, said, "We are committed to developing solutions that enhance the speed, security, and reliability of global cross-border payments. CBD's integration to the Kinexys Liink network helps bring these benefits to the region, and we look forward to expanding the reach of Kinexys Liink to further strengthen cross-border payment infrastructure globally."

CBD's initial rollout of the Kinexys Liink application Confirm will focus on the United States and India, two high-traffic corridors for cross-border payments. Through CBD's iBusiness online and mobile banking platforms, corporate clients can now pre-validate beneficiary details before initiating transactions, enhancing payment accuracy, reducing investigation

cases, and strengthening fraud mitigation measures. This sets the foundation for broader global expansion in the near future.

CBD's is proud to be the bank that is backing the roll-out of the Kinexys Liink application Confirm as part of a broader vision to enable growth and unlock new opportunities for businesses in the UAE.



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