

AN ET EDGE INITIATIVE

Through digital integration, Yara India brings greater clarity

How is collaboration within and across organizations helping advance sustainability and inclusivity goals?

Collaboration is a core operating principle for Yara India, crucial for advancing our sustainability and inclusivity goals. Internally, cross-functional committees ensure our agenda is relevant and strategic. Employee engagement platforms foster open communication, promoting an inclusive workplace culture. Externally, we engage with government

bodies and industry associations namely CII, FICCI, NBAI, FAI to shape policies and promote industry-wide sustainable practices in agriculture. This collaboration helps foster a supportive environment for innovation and responsible resource management. For environmental stewardship, we partner with suppliers and

customers to share best practices in water management and resource efficiency. Our efforts to combat counterfeit products also involve collaboration with retailers, distributors, and regulatory authorities to ensure market integrity. Crucially, our partnerships with FPOs, including women-led groups, and local communi-



Sanjiv Kanwar,
Managing Director,
Yara South Asia.

ties are vital for inclusive growth. Through these collaborations, we empower farmers with knowledge, sustainable practices, and market access, addressing challenges like soil degradation and limited resources.

How can digital tools and technology amplify engage-

ment among younger stakeholders in sustainability programs?

Digital tools and technology are pivotal in amplifying engagement among younger stakeholders in sustainability programs by making information accessible, interactive, and relevant. Digital platforms like the FarmCare app

give farmers real-time insights, weather updates, and agronomic guidance, aligning with the digital convenience younger generations expect. Yara also uses platforms such as Facebook Live, WhatsApp, Insta Reels, and YouTube for expert discussions, peer learning, and inspirational storytelling. Pro-

grams like the Yara RegAg Academy and leadership courses use digital modules designed for youth and women entrepreneurs. QR code traceability further enhances transparency and trust, directly engaging tech-savvy individuals in understanding product integrity and sustainable supply chains.

ET INSIGHTS

Our legacy is built on trust, strengthened by innovation, and sustained through reinvention

Rajesh Doshi Director & Co-founder at Zebronics stated that sustaining brand legacy means more than just being relevant, it means constantly reinventing ourselves while holding on to our core promise of trust, innovation and accessibility.



What emerging risks do you believe pose the greatest challenge to sustaining brand legacy now?

At Zebronics, sustaining brand legacy means more than just being relevant, it means constantly reinventing ourselves while holding on to our core promise of trust, innovation and accessibility. Today, I see three emerging risks that are particularly critical.

First, the pace of technology itself. Consumer electronics is one of the fastest-moving categories. Disruption cycles have shrunk dramatically. What is "cutting-edge" today becomes standard tomorrow and obsolete the day after. The risk lies in becoming complacent, assuming past success guarantees future preference. For a brand like ours, agility and foresight are essential to staying ahead of the curve.

Second, the consumer trust gap in the digital era. In a world flooded

with new-age brands, marketplaces and global entrants, consumers are overwhelmed with choice. Quality assurance, data privacy and post-sales service now define loyalty as much as product innovation. If a brand falters in delivering consistently across these touchpoints, legacy can evaporate quickly.

Third & perhaps the most subtle is the cultural risk of disconnection. India is evolving rapidly in terms of aspirations, lifestyles and consumption patterns which differ sharply between metros, Tier-2/3 cities and the younger generation. A brand must stay deeply rooted in cultural awareness, reflecting the consumer's evolving identity, or risk being seen as outdated or out of touch.

At Zebronics, we mitigate these risks through three disciplines: constant innovation in design and technology; building transparency and dependability across our service net-

work; and ensuring our storytelling reflects both India's diversity and its youthfulness. Legacy is not inherited, it's earned every single day by staying true to the consumer.

In this context, the addition of Yash Doshi to our leadership team has been particularly energizing. With his acumen and understanding of traditional business coupled with a Gen-Z mindset, he blends the wisdom of experience with the energy of youth. This duality ensures the brand feels as relevant to a college gamer as it does to a corporate executive. Under his vision, Zebronics has rejuvenated categories such as Lifestyle Gadgets, Pocket-Techs, Smart-life Essentials, Personal Audio, and Grooming Essentials, making them aspirational yet accessible. His approach strengthens our ability to stay connected with both today's youth and tomorrow's consumers, reinforcing the very legacy we aim to sustain.



Legacy isn't about standing still; it's about evolving with authenticity and resilience

Kalpesh Kalthia, CMD - Kosol Energie cited that sustaining a brand's legacy today demands more than endurance; it requires leaders to adapt, evolve, and stay authentic through constant change

What emerging risks do you believe pose the greatest challenge to sustaining brand legacy now?

Looking at the challenge of sustaining a brand's legacy through years of industry experience, I believe the greatest risks today are not just external—they test the very core of how we lead, adapt, and remain relevant in a world of constant change. Having spent decades in the solar and renewable energy sector, I've seen how quickly the landscape can shift. What was cutting-edge five years ago is already obsolete today, and what looks promising now may be disrupted tomorrow.

One of the biggest emerging risks is the speed of market and technological change. Renewable energy is moving at a remarkable pace—storage solutions, digital integration, green hydrogen, and advanced modules are reshaping the industry. While this is exciting, it also challenges companies to evolve without losing their essence. If we chase every trend without strategy, we risk diluting our brand. If we resist change, we risk

becoming irrelevant. The lesson here, and one I remind my teams of often, is that true legacy lies in adapting while staying true to our values of trust, quality, and impact.

The second major risk is supply chain fragility and global uncertainty. Our industry depends heavily on global networks for components and raw materials. We have all witnessed how geopolitical tensions, shipping disruptions, or even a pandemic can derail the best-laid plans. For a company like ours, built on reliability, this risk is very real. I've always believed that a brand's credibility rests on its ability to deliver—no matter the circumstances. That's why at Kosol Energie, we are investing in local manufacturing, diversifying suppliers, and creating resilient systems that can withstand turbulence. Legacy cannot survive without resilience.

A third and very critical risk is the credibility of sustainability itself. The world today is more informed, more data-driven, and less forgiving of half-truths. Words like "green" or "renewable" must be backed with

measurable outcomes. Stakeholders want proof—how much carbon did you save, how efficient is your technology, and how did the community benefit? If a company exaggerates or hides gaps, its reputation can vanish overnight.

As someone who has seen this industry grow from infancy in India, I can say with conviction: authenticity is non-negotiable. At Kosol, we focus on transparency—sharing real data, real results, and real stories of impact. That's how trust is not just built but preserved.

Another dimension is the expectation of communities and society. Today, companies are not judged by balance sheets alone; they are judged by how responsibly they engage with people. In my years of experience, I've learned that projects succeed not just because of technology, but because of relationships—with employees, partners, and communities. A brand that ignores its social license to operate will eventually struggle to sustain its legacy. For us, every project must create shared

value, whether through jobs, skills, or access to clean energy.

And finally, the most dangerous risk of all is complacency. Legacy is not a museum piece; it is a living responsibility. I've seen many strong brands falter because they relied on past glory rather than future readiness. At Kosol Energie, we remind ourselves daily that our legacy is not what we achieved yesterday—it is what we continue to build tomorrow.

In the end, sustaining a brand's legacy means embracing change, building resilience, practicing authenticity, engaging with society, and never standing still. These risks may be daunting, but they also remind us why leadership matters. And with decades of experience behind us, I can confidently say that Kosol Energie is ready—not just to sustain its legacy, but to shape the future of clean energy.

In today's age, credibility is a brand's most fragile currency

What emerging risks do you believe pose the greatest challenge to sustaining brand legacy now?

In today's dynamic landscape, the greatest challenge to sustaining a brand legacy lies in managing emerging risks beyond visibility. The rapidly evolving digital ecosystem—where misinformation, rising competition, and shifting consumer expectations dominate—can erode credibility quickly. At the same time, socio-environmental responsibilities are becoming inseparable from a brand's identity, with audiences expecting transparency, sustainability, and ethical practices at every step. For Rahee, legacy is not just about what we build, but how responsibly we communicate, innovate, and create value. The true risk is not losing relevance but losing trust in an era of constant change. Sustaining legacy demands consistency, authenticity, and adaptability, ensuring the emotional connection we have nurtured continues to inspire across generations.



Rahul Khaitan, Executive Director (Finance & Strategy)
Rahee Infratech Limited

Lodha: Creating icons through the relentless pursuit of excellence

In a world of fleeting trends, what does it mean for your brand to be truly iconic today?

Raunika Malhotra, President - Brand & Marketing, Lodha, shares how Lodha's pursuit of excellence, from marquee developments to five-star in-house hospitality, has helped the brand define iconicity. For Lodha, being iconic means anticipating what luxury buyers are looking for and delivering it consistently.

We're proud to be the only Indian developer to deliver a residential landmark, No. 1 Grosvenor Square in Mayfair, London—one of the world's most prestigious addresses. At Lodha, we believe true luxury is defined not only by exceptional spaces, but also by the service and experiences that surround them, a belief that led us to become the first Indian real estate brand to build dedicated in-house hospitality teams trained at the world's leading institutions.

We continue to raise the bar through global partnerships, from Pei Cobb Freed, architects of the Louvre in Paris, to Yabu Pushelberg, known for their work on world-renowned luxury developments, bringing global excellence and international standards home to India.



Raunika Malhotra, President - Brand & Marketing, Lodha

At Vidya Herbs, our purpose drives quality, innovation, and trust rooted in respect for nature

What is the single most important principle you would share with a rising brand aspiring to iconic status?

The single most important principle for any brand aspiring to iconic status is authentic consistency. At Vidya Herbs, we have built our journey on staying true to our purpose, delivering quality, innovation, and trust while respecting nature. In a world driven by trends, it is authenticity and credibility that create enduring impact. Every step, from sourcing and science to sustainability, must reflect what the brand truly stands for. When your purpose is lived consistently, people do not just recognize your brand, they believe in it. That belief is what ultimately makes a brand iconic.



Shyamprasad Kodimule,
Founder & President - VIDYA Group

For us at JK Tyre, every customer is unique, and we are dedicated to making them feel valued and supported at every step

How do you make your brand feel equally personal in both metro cities and smaller towns across India?

"At JK Tyre, our philosophy has always been rooted in the belief that mobility is not just about moving vehicles, but about connecting lives. India is a diverse nation where aspirations in metros and smaller towns may differ in scale but are equal in spirit. The way to make a brand feel personal across this spectrum is to listen closely, respond authentically, and be present meaningfully. In metro cities, customers are increasingly seeking advanced mobility solutions that combine performance, safety, and sustainability. Here, our focus has been on introducing technologically superior products such as Puncture Guard Tyres, Smart Tyres, EV-Tyre range, etc. along with digital-first platforms like JK Connect app, and premium retail brandshops known as JK Tyre Steel Wheels. From our advanced touchpoints in urban hubs to omnichannel service platforms, we ensure that consumers across metros and Tier I cities find convenience and innovation aligned with their evolving lifestyles. At the same time, smaller towns form the heartbeat of India's growth story. For us, personalization here means accessibility, trust, and reliability. Through our extensive network of more than 6,500 dealers, retailers and rural distributors, backed by a strong service footprint, we ensure that our innovative products and service support are available even in the remotest parts of the country. Equally important is our engagement with local communities. By investing in skill development, road safety awareness, and grassroots sustainability programs, along with leveraging motorsport to inspire and engage new-age consumers, we deepen the brand's emotional resonance and build lasting relationships with people. Eventually, the essence of being personal lies in being relevant, whether it is a tech-savvy customer in metro city or a first-time car owner in a tier-III town. For us at JK Tyre, every customer is unique, and our commitment is to ensure that they feel valued, understood, and cared for, wherever they are."



Anshuman Singhania- Managing Director,
JK Tyre & Industries Limited