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CORPORATE WORLD

EMPOWERING BUSINESS LEADERS WITH INSIGHTS, STRATEGIES AND SUCCESS

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Leadership Insights

Finance & HR Leader
Cheil Worldwide

Csilla Torma

Driving Strategic Leadership with Resilience, Vision, and Empowerment

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Editor's Note

In a business world driven by rapid transformation, every edition of Corporate World Magazine is an opportunity to spotlight the leaders, ideas, and innovations shaping the future of industries worldwide.

Our May–June Edition proudly features Csilla Torma, whose leadership journey reflects the growing importance of strategic vision, people-centric leadership, and adaptability in today's evolving corporate landscape. Her story stands as an inspiring example of balancing business excellence with human empowerment.

This edition also brings insightful profiles and perspectives from distinguished industry leaders including Dr. Pooja Sidharth Rao, Prasad G S Sreekanta, and Sanjay J. Patel—professionals who are creating impact across education, real estate services, and manufacturing through innovation, expertise, and purpose-driven leadership.

This issue also explores the evolving corporate landscape through our featured article, "The AI Leadership Shift: Why Businesses Are Rebuilding Teams Around Intelligence," highlighting how organizations are redefining leadership and workforce strategies in the age of artificial intelligence. A common thread connects every story in this edition: the ability to evolve with purpose while embracing innovation and change.

We invite you to explore these inspiring journeys and perspectives shaping the future of global business.

Wishing you an insightful read.



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CSILLA TORMA

Empowering Businessess Through Financial & People Excellence

Driving Strategic Leadership

With Resilience, Vision, and Empowerment

Csilla Torma, Finance & HR Leader at Cheil Worldwide, speaks with Corporate World about driving transformational impact, shaping growth through resilience and empowerment, and blending financial excellence with people-driven leadership. With over two decades of multinational experience across telecom, ICT, and digital marketing, she brings a unique perspective to strategic leadership in both finance and HR.

In a world that often measures success purely in numbers, leaders like Csilla Torma remind us that true growth lies in people, purpose, and vision. With over two decades of global leadership across telecom, ICT, and now digital marketing, Csilla has built a career that seamlessly blends financial precision with human insight.

As a key Finance and HR leader currently shaping growth strategy at Cheil Worldwide, she represents a rare kind of leadership - one that understands balance. Balance between performance and people, governance and growth, structure and creativity. In this exclusive Corporate World cover story, Csilla opens up about her journey, challenges, and the philosophy that continues to guide her.

> **“Leadership begins with the courage to step forward and the disipline to keep evolving.”**

Q1. Your journey spans over two decades across industries. What has been the defining moment in your career?

One of the most defining phases was during Hungary’s telecom privatization. It wasn’t just an industry shift - it was a transformation of an entire economic landscape.

Being part of that evolution, where international expertise and technology were introduced into Hungary, shaped my perspective early on. It taught me how change, when embraced correctly, can unlock immense opportunity. That experience still influences how I approach transformation today.

Q2. You’ve successfully balanced leadership roles in both finance and HR - two very different domains. How do you bring them together?

For me, they are not separate - they are deeply connected. Finance provides structure, clarity, and direction, while HR builds the human foundation that drives those numbers.

If you focus only on financial performance without investing in people, growth becomes fragile. But when both move in alignment, organizations become resilient, adaptive, and truly successful.



Q3. Your long tenure with Deutsche Telekom played a significant role in shaping your leadership. What did that chapter teach you?

The last 17 years were incredibly formative. I had the opportunity to work across multiple leadership roles - CFO, HR Business Partner, Compliance Head, and Data Privacy Officer.

It was intense, complex, and deeply rewarding. Managing large-scale operations, diverse teams, and regulatory environments across countries taught me adaptability and discipline. But more importantly, it reinforced the value of trust and collaboration in leadership on an international level.

Q4. Today, you are part of a global marketing powerhouse. What excites you about your role at Cheil Worldwide?

What excites me most is the industry's energy. Advertising, PR, and digital marketing are fast, creative, and constantly evolving.

At Cheil, which operates in over 40 countries, I work at the intersection of finance, strategy, and talent development. It’s about ensuring that creativity is supported by strong financial discipline and scalable systems. That combination is what drives sustainable success in today’s market.

Q5. You’ve led the finance functions and teams for large-scale. What leadership principle has always guided you?

Clarity and alignment are at the heart of effective leadership. Whether managing €529M+ in revenue operations or guiding cross-functional teams, true success lies in ensuring that every individual clearly understands the vision and their role in achieving it. Leadership, in this sense, is not about control - it’s about creating an environment where people feel empowered, aligned, and equipped to deliver their best performance.

Q6. Your academic journey is equally impressive. How has continuous learning shaped your growth?

Learning has always been a constant in my life. From my MBA in Strategy and Finance to executive programs at Harvard Business School, each experience added a new dimension to my thinking.

In today's world, staying relevant means staying curious. Whether it's AI governance or digital marketing, I believe leaders must continuously develop.

Q7. You've received global recognition for your contributions. How do you view these achievements?

Awards are meaningful, but for me, they represent the journey rather than the destination.
Being honored on international platforms reflects the teams I've worked with and the collective effort behind every success. It's a reminder to keep pushing boundaries and contributing with purpose.

Q8. Can you share a particularly tough obstacle you faced and how you navigated it?

One of the most defining challenges in my career came during the integration phase of a major acquisition, where despite successfully negotiating the local framework agreement, we encountered an unexpected disruption in the HR stream. Uncertainty, coupled with attractive severance packages, led to the sudden exit of key talents - posing a serious risk to business continuity and integration timelines. In navigating this, I drew inspiration from Albert Einstein's principle of approaching problems with a new mindset, which helped me step back, reassess root causes, and act decisively. I quickly mobilized cross-functional support, leveraged external partnerships, and established a rapid assessment and onboarding framework to rebuild the workforce. By leading from the front and ensuring strong alignment, we



were able to stabilize and successfully restore momentum within a short time span. This experience reinforced a critical leadership lesson: in times of uncertainty, creating an environment of trust and psychological safety is essential to enable agile decision-making and resilient execution.

Q9. As a woman in leadership, what message would you like to share with aspiring professionals?

"Believe in your ability to lead and don't hesitate to step forward."
We need more diverse voices in leadership - people who bring different perspectives, empathy, and innovation. My goal has always been to inspire others, especially women, to take on leadership roles and drive meaningful change.

Q10. What are some of the key success mantras that have shaped your leadership mindset?

My leadership approach is anchored in a few powerful principles that drive strategic thinking and adaptability. As Albert Einstein highlighted, problems cannot be solved at the same level of thinking at which they were created - this reinforces the need for continuous innovation and elevated perspective in business. Similarly, insights from Ray Dalio emphasize setting ambitious goals while remaining flexible, as over-attachment to fixed outcomes can limit growth and agility. Additionally, the perspective of Hans Selye underscores that originality of thought and sharp observation are critical differentiators in leadership. Together, these principles guide me to challenge conventional thinking, stay adaptable, and lead with clarity, fostering both innovation and sustained performance in a dynamic business environment.

Q 11. What strategic advice would you offer to aspiring women leaders and entrepreneurs in today's dynamic business landscape?

My core advice is to commit to continuous development - both professionally and personally. In today's evolving business environment, leaders must cultivate organizations where individuals are empowered to contribute meaningfully to strategy execution while maintaining a sustainable work-life balance.

In the age of AI and rapid digital transformation, it is equally important to retain a healthy sense of informed scepticism - questioning, validating, and thinking critically rather than following trends blindly. Above all, value creation should remain at the center of every decision. Strong leadership is about aligning teams around a unified vision while considering the broader ecosystem -employees, stakeholders, and society at large.

Q 12. How do you cultivate talent development within your organization?

For me, talent development starts with purpose - people need to clearly understand not just what they do, but why it matters. I focus on creating an environment where individuals can continuously grow their skills while feeling supported, heard, and valued. It's important to treat talent in a personalized way, because every individual brings different strengths and ambitions to the table. Open communication, strong leadership involvement, and leading by example help build trust and accountability. I also encourage mobility and new experiences, as stepping outside comfort zones often accelerates growth. At the same time, recognizing contributions, offering fair rewards, and promoting both physical and mental well-being are essential for long-term success. What I find most fulfilling is seeing people evolve - many of the individuals I've helped, supported, or mentored have gone on to take up leadership roles across global teams, which truly reflects the impact of a people-first, growth-driven culture.

"True growth happens when financial excellence and human potential move together."



From Resilience *to* Revolution

“The biggest gaps are often not in knowledge, but in access and application.”



In an exclusive conversation with Corporate World, Dr. Pooja Sidharth Rao shares her powerful journey of grit, purpose, and how she is redefining reproductive medicine learning in India with a bold, impact-driven approach.

In today’s fast-evolving healthcare landscape, the intersection of learning, technology, and real-world impact is being reimagined—and women leaders are at the forefront of this shift. Among them, Dr. Pooja Sidharth Rao, Co-Founder and Executive Director of Medline Academics, stands out for her bold vision and purpose led approach. From overcoming a life-defining medical challenge at a young age to building India’s first eLearning platform in reproductive medicine, her journey is both inspiring and deeply grounded in impact.

Blending corporate experience, entrepreneurial grit, and close clinical collaboration with Dr. Kamini Rao Hospitals, Dr. Rao is driving a more accessible, immersive, and outcome focused model of medical education. In this exclusive conversation, she opens up about resilience, innovation, and building solutions that truly move the needle

1. How would you define your leadership style, especially in a field that blends healthcare, technology, and creativity?

My leadership style has evolved over time, but at its core, it remains collaborative, purpose-driven, and adaptive. Working in a space that brings together healthcare, technology, and creativity, I believe it is essential to stay open to diverse perspectives while keeping the larger goal clearly in focus. In the early stages, I was deeply involved in every aspect of building Medline Academics, driven by a hands-on approach and a strong sense of ownership.

However, as the organization grew, I came to understand that leadership is less about control and more about enabling people, encouraging them to think independently, contribute meaningfully, and take ownership of their roles. Healthcare brings with it a deep sense of responsibility, technology introduces speed and constant evolution, and creativity drives innovation. Balancing all three requires clarity of thought and, more importantly, trust within the team. I also strongly believe in leading with empathy, especially in healthcare, where even the smallest decision can have a lasting impact on people’s lives.

“Leadership is not about having all the answers—it’s about creating an environment where the right answers can emerge.”

2.What core values guide your decisions as a leader at Medline Academics?

Three values have consistently guided my decisions—integrity, innovation, and responsibility. Integrity is non-negotiable, especially in healthcare education. Doctors place their trust in us for their learning, and that responsibility shapes every program we design with a strong focus on ethics and long-term impact. Innovation is equally important. The field is evolving rapidly, and staying relevant requires us to continuously adapt, whether through hybrid learning models, technology integration, or modern teaching approaches. Responsibility is what brings everything together. At Medline Academics, we are not just delivering content, we are shaping professionals who will go on to directly influence patient care. These values are also closely aligned with the larger ecosystem we are part of, including the work at Dr. Kamini Rao Hospitals.

“Values are not what you say, they are what consistently guide your choices.”



> **“Leadership is not about having all the answers —it’s about creating an environment where the right answers can emerge.”**

3. Medline Academics is described as a “first of its kind” platform - what gap did you see in reproductive health education that others had overlooked?

The gap became quite evident when we started interacting closely with doctors—there was strong theoretical knowledge, but limited access to structured, hands-on clinical training, especially in reproductive medicine. Many doctors aspired to specialize but lacked the right platform to learn directly from experienced mentors or gain real-world exposure, as traditional learning models were often rigid and location-bound. What we identified was not just a gap in education, but a clear gap in application. That is where Medline Academics stepped in, introducing a hybrid model that seamlessly combined digital learning with clinical experience, making education more accessible while ensuring it remained practical and outcome-driven. Our close association with experts like Dr. Kamini Rao further strengthened this approach by bringing real-world insights and hands-on perspectives into the learning journey.

“The biggest gaps are often not in knowledge, but in access and application.”

4.“Gamifying classrooms” is still a novel idea in medical education what inspired you to bring this concept into a serious and technical field?

The idea stemmed from a simple observation—learning becomes far more effective when it is engaging. Medical education is often perceived as intensive and serious, which it truly is, but that does not mean it has to feel monotonous. When learners are actively involved, they tend to retain information better and apply it with greater confidence in real-world scenarios. Gamification, in our context, is not about simplifying the subject, it is about elevating the overall learning experience. It drives participation, sharpens critical thinking, and enables real time problem-solving in a more immersive way. Our intent was to create an

environment where doctors are not just passive listeners, but active participants who are fully engaged in the learning journey. By integrating interactive elements, case-based discussions, and simulation style learning, we have been able to make education more dynamic, impactful, and outcome focused without compromising on its depth or rigor.

"Engagement doesn't dilute seriousness, it strengthens understanding."

5.What does success look like for you -not just as a founder, but as a changemaker in healthcare education?

For me, success is not defined by scale alone, it is defined by impact. As a founder, building Medline Academics into a recognized platform matter, but as a changemaker, what truly counts is the difference we create. When I see doctors trained with us go on to establish their own practices, improve patient outcomes, or bring advanced treatments to smaller cities, that is real success. It is the ripple effect that matters, because one well trained doctor can impact hundreds of lives. The work at Dr. Kamini Rao Hospitals further reinforces this every day, showing how closely education and patient care are connected.

"Success is not what you achieve, it's what continues to grow because of what you built."

6. You've led branding initiatives for fertility centres across multiple cities—how do you tailor communication for such sensitive and personal healthcare topics?

Communication in fertility and women's health needs to come from a place of genuine empathy and understanding. It is not just about sharing information; it is about truly connecting with what patients are going through. Most people in this space are navigating uncertainty, emotional stress, and very personal journeys, so the communication has to feel sensitive, clear, and reassuring, offering guidance without adding pressure. We make a conscious effort to simplify complex medical information into language that feels easy and relatable, while still keeping it accurate and trustworthy. At the same time, we ensure the tone always remains warm, respectful, and compassionate. Since every city and audience has its own cultural nuances, staying adaptable becomes essential to make sure the message resonates in the right way.

7. What's next for Medline Academics—are there any new innovations or expansions on the horizon?

Going forward, our focus is on building a more future-ready and scalable learning ecosystem. We are introducing specialized programs, expanding across geographies, and leveraging advanced technologies to create a more personalized and immersive learning experience. Strengthening our hybrid model remains a priority, ensuring digital learning is seamlessly integrated with real clinical exposure. We are also enhancing access through scholarships and mentorship initiatives, supported by the Kamini Kares Foundation, so that quality education is not limited by financial or geographic barriers. At the same time, our strong connection with Dr. Kamini Rao Hospitals will continue to be a key advantage.

"The future of education lies in accessibility, adaptability, and real-world relevance."





Engineering Value:

Prasad G S Sreekanta on Strategy, Scale, and the Future of Real Estate

With decades of global leadership under his belt, Prasad G S Sreekanta breaks down how valuation, leadership, and operational excellence are changing in the fast-paced real estate world

His career spans more than thirty years and stretches across several industries—retail, media, and real estate and he has a knack for turning complicated business setups into top-performing teams. Prasad G S Sreekanta keeps driving growth wherever he works – be it India or the UAE.

Currently leading Operations and Business Development at DLS Incorporation Real Estate Valuation Services LLC in Dubai, he is at the forefront of integrating valuation, advisory, and growth strategies in a market that's constantly shifting. He also heads the real estate section of the organisation, which has been progressing steadily under his leadership.

In an interview with Corporate World, the dynamic leader shared his take on leadership, valuation trends, and what it's like handling complexity in today's business landscape.

> *Operational complexity is not a barrier—it is an opportunity to create structured excellence and sustainable growth.*



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

My professional journey spans over three decades across real estate, retail, and business transformation, supported by a strong academic foundation in Commerce, Social Work, and Management. I began in retail and operations, where I scaled multi-location businesses and developed a deep understanding of customer behaviour and market dynamics. Transitioning into real estate marked a pivotal shift, where I led large-scale leasing and asset management initiatives, including overseeing sales and leasing of over 200,000 sq. ft.

A significant milestone was taking on leadership roles as COO and General Manager, with full P&L responsibility, which sharpened my strategic and financial acumen. My move to the UAE further expanded my perspective, where I headed valuation operations and business development, aligning with regulatory frameworks. Currently, I integrate valuation, advisory, and growth strategy, reflecting a journey of continuous evolution from operations to strategic leadership.

Q. Having operated across multiple geographies, how do you interpret the UAE's valuation landscape in comparison to global benchmarks?

The UAE's valuation landscape is evolving rapidly and aligning closely with international standards such as RICS, IVS, EBV and RERA Guideline. Compared to more mature markets, the UAE stands out for its strong regulatory ecosystem, driven by institutions that ensure transparency and compliance, particularly in banking-led valuations.

While global markets benefit from deeper historical datasets, the UAE offers agility, scalability, and a dynamic, investor-driven environment. My experience working with diverse stakeholders—banks, developers, and auditors—highlights a clear shift toward structured, compliance-led valuation practices.

What is particularly noteworthy is the transition from purely transactional reporting to strategic advisory. The UAE is positioning itself as a competitive global hub by combining regulatory strength with market responsiveness, making it a unique blend of discipline and opportunity.

Q. How do you transform operational complexity into a competitive advantage?

an opportunity to build structured excellence. My approach begins with standardizing workflows and implementing quality-driven frameworks aligned with global best practices. Establishing clear accountability across teams ensures that even complex operations remain streamlined and measurable.

Having managed multi-location teams and diverse functions, I focus on integrating technical, financial, and client-facing aspects into a cohesive system. My experience in high-pressure and rapidly scaling environments has strengthened my ability to anticipate challenges and respond proactively.

Additionally, my multidisciplinary background enables me to approach decision-making with both analytical depth and practical intuition. By converting fragmented processes into structured, scalable systems, I not only improve efficiency but also create a sustainable competitive advantage.

Q. What frameworks or leadership principles do you rely on to drive consistency, accountability, and high performance across international teams?

My leadership philosophy is anchored in accountability, clarity, and empowerment. I rely on structured KPIs, defined ownership, and consistent performance tracking to ensure alignment across teams. Clear role definition and measurable outcomes are critical to maintaining consistency, especially in geographically diverse environments.

Having led teams across India and the UAE, I place strong emphasis on adaptability and cultural sensitivity. Effective communication and trust-building are essential to driving collaboration and cohesion.

I also believe in leading from the front—whether in strategic initiatives or operational execution—while fostering a sense of ownership within teams. This balance between



governance and flexibility allows organizations to achieve high performance while remaining agile and responsive to market dynamics.

Q. How do you ensure continuous improvement in both people and processes?

Continuous improvement is embedded in both my leadership approach and operational strategy. I focus on structured training, cross-functional exposure, and real-time feedback to enhance team capabilities. Building a culture of learning ensures that individuals evolve alongside the organization.

From a process standpoint, I leverage quality frameworks to conduct regular audits, standardize workflows, and implement best practices. Technology adoption also plays a crucial role in improving efficiency and reducing turnaround times.

Equally important is institutionalizing learnings from past experiences. By documenting insights and integrating them into future strategies, I create systems that continuously refine themselves. This dual focus on people and processes ensures sustained growth and adaptability in a dynamic business environment.

Q. What transformative shifts do you foresee in the next 5–10 years in real estate valuation, particularly in the Middle East?

The valuation industry is on the cusp of significant transformation, driven by technology, regulation, and evolving investor expectations. Automation and AI-driven analytics will enhance both accuracy and efficiency, while real-time data platforms will redefine how valuations are conducted.

In the Middle East, increasing institutional investments and strengthening regulatory frameworks will demand higher levels of transparency and standardization. ESG considerations will also become integral to valuation models, influencing both methodology and outcomes.

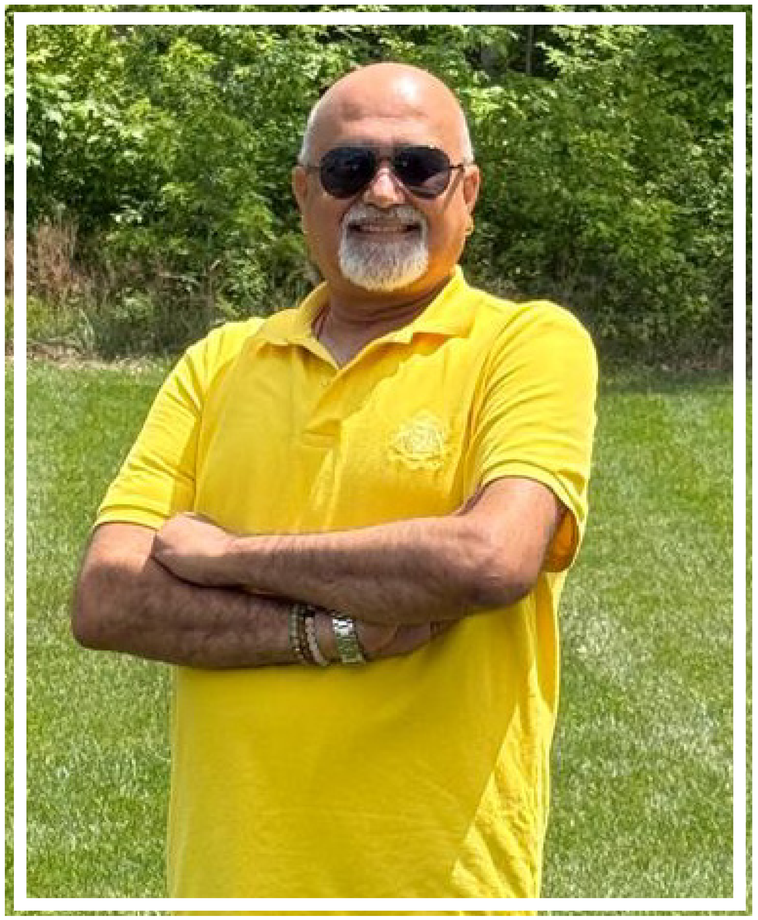
Importantly, the role of valuers will evolve from technical report providers to strategic advisors. Firms that successfully integrate technology, data intelligence, and multidisciplinary expertise will lead this transition. The future will favour professionals who combine technical knowledge with business insight and adaptability.

Q. After an extensive and accomplished career, what legacy do you aim to leave within the valuation and real estate ecosystem?

My legacy is rooted in professionalism, operational excellence, and meaningful industry contribution. Over the years, I have focused on building systems and practices that deliver consistent quality and long-term value.

I aim to elevate valuation from a transactional function to a strategic advisory discipline within the real estate ecosystem. Equally important is mentoring the next generation of professionals—developing leaders who uphold high standards and contribute to industry growth.

Ultimately, my legacy will be reflected in the organizations I have helped shape, the people I have guided, and the trust I have built with clients and stakeholders. It is about creating impact that endures beyond individual roles and continues to add value over time.





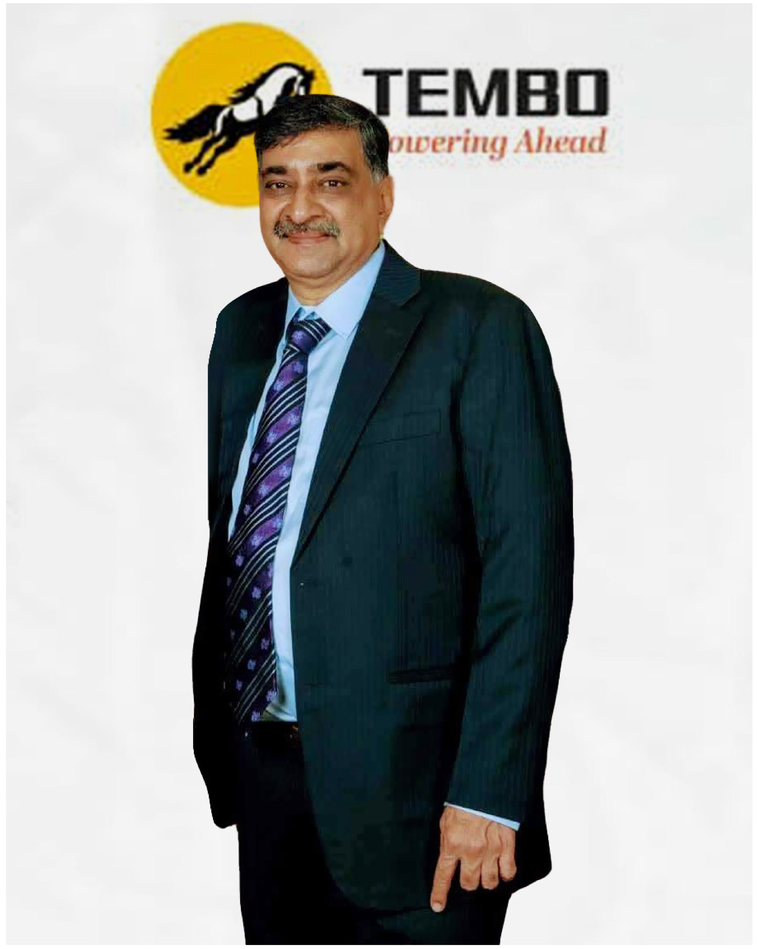
India's Defence Manufacturing Opportunity and Evolving Policy Landscape

- By Mr. Sanjay J. Patel,
Managing Director,
Tembo Global Industries Limited

India's defence manufacturing sector stands at a defining inflection point. Over the past decade, the Government of India has undertaken a series of structural reforms aimed at transforming the country from one of the world's largest importers of defence equipment into a globally competitive manufacturing hub. This transition is not merely strategic, it is essential for national security, economic resilience, and technological advancement.

At the heart of this transformation lies a strong policy push under initiatives such as Make in India and Atmanirbhar Bharat, which are reshaping the contours of the defence ecosystem. These initiatives are fostering indigenous design, development, and manufacturing capabilities while encouraging private sector participation at an unprecedented scale. As India continues to modernise its armed forces, the opportunity for domestic manufacturers including emerging players like Tembo Defence has expanded significantly.

One of the most notable developments in recent years has been the government's emphasis on indigenisation through positive indigenisation lists, increased budgetary allocation for domestic procurement, and streamlined defence acquisition procedures. These measures have created a conducive environment for Indian companies to step into roles traditionally dominated by global players. The focus has shifted from licensed production to innovation-led manufacturing, where companies such as Tembo Defence are actively contributing to design and technology development rather than merely assembling products.



Mr. Sanjay Patel, Managing Director, Tembo Global Industries Limited

The policy landscape has also evolved to promote collaboration, both within the domestic ecosystem and with global technology partners. Strategic partnerships, Transfer of Technology (ToT) agreements, and joint ventures are enabling Indian firms to access advanced technologies while building local capabilities. This hybrid model allows companies like Tembo Defence to accelerate capability-building while remaining aligned with India's long-term self-reliance goals.

In this evolving ecosystem, private sector companies are playing a pivotal role alongside public sector undertakings (PSUs). The growing synergy between PSUs and private enterprises is creating a more integrated and competitive defence manufacturing base. Collaborative frameworks are opening new avenues for co-development and co-production of defence solutions, with Tembo Defence actively exploring such strategic opportunities.

From an industry perspective, the defence sector offers a unique combination of scale, complexity, and long-term visibility. India's defence budget continues to grow, with a significant share allocated to capital expenditure and modernisation. This provides a stable demand environment, enabling manufacturers to invest in capacity expansion, research and development, and advanced technologies. For Tembo Defence, this translates into building sustainable capabilities that address both domestic and global requirements.

At the same time, the export potential of India's defence industry is gaining momentum. With a clear policy focus on boosting defence exports, Indian companies are increasingly targeting global markets. Competitive cost structures, improving quality standards, and strong policy support are positioning India as a reliable supplier to friendly nations. Tembo Defence, with its export-oriented approach and global partnerships, is well placed to leverage this opportunity. Export models such as buy-back arrangements further strengthen market access by ensuring assured offtake.

Tembo Defence, the defence manufacturing arm of Tembo Classic Engineering Private Limited, is closely aligned with this national vision. Backed by over four decades industrial expertise, Tembo Defence focuses on delivering solutions defined by precision engineering, reliability, and operational effectiveness. Each product is developed and tested to meet stringent international standards, reflecting a strong commitment to quality.

The company's approach combines indigenous capability-building with selective global partnerships. As part of its expansion, Tembo Defence is establishing advanced facilities for small arms and ammunition manufacturing in India. Its product portfolio includes pistols, carbines, assault rifles, light machine guns, sub-machine guns, and ammunition—critical categories for defence and law enforcement.

A resilient defence ecosystem requires not only investment, but also innovation, governance, and long-term commitment.

A key pillar of Tembo Defence's strategy is the integration of global technology through structured partnerships. The proposed Transfer of Technology agreement with an Austrian defence company, subject to regulatory approvals, reflects this approach. Combined with a 100% export buy-back arrangement, it ensures access to advanced technology while creating a clear pathway to global markets, balancing self-reliance with competitiveness.

A major milestone in Tembo Defence's growth journey is the establishment of a large-scale manufacturing facility in Maharashtra. Under a Memorandum of Understanding with the Government of Maharashtra, signed at the World Economic Forum in Davos, the company has been allocated 100 acres of land in Amravati to set up an arms and ammunition manufacturing unit. With a planned investment of ₹1,000 crore, the project marks a significant step in strengthening India's defence manufacturing infrastructure.

The facility is expected to include Maharashtra's first handgun manufacturing unit, with an initial capacity of 15,000 pistols per annum, scalable to 30,000 units. It will also feature ammunition manufacturing capabilities of up to 12 crore rounds annually within the next two years. Beyond industrial impact, this initiative by Tembo Defence is expected to generate employment and contribute to regional economic development.

Such investments reflect growing private sector confidence in India's defence manufacturing ecosystem and highlight the importance of state-level support in complementing central policies. Strong collaboration between government and industry is essential for building a resilient and globally competitive manufacturing base, enabling companies like Tembo Defence to scale effectively.

Another critical aspect of the evolving landscape is regulatory alignment and governance. Defence manufacturing requires strict adherence to quality standards, licensing frameworks, and export controls. Companies that can navigate this environment with transparency and discipline will be best positioned to succeed. Tembo Defence continues to prioritise strong governance and professional management practices as key enablers of long-term growth.

Looking ahead, the opportunity for India's defence manufacturing sector is immense, though not without challenges. Building advanced capabilities requires significant investment, long gestation periods, and continuous innovation. Skill development, supply chain integration, and technology absorption remain key focus areas. At the same time, global competition demands constant improvement in quality, cost efficiency, and delivery timelines—areas where Tembo

Defence remains committed to progress.

However, the broader direction is clear. India is steadily advancing towards becoming a self-reliant and globally competitive defence manufacturing hub, driven by policy support, industry participation, and technological advancement.

For Tembo Defence, this represents both an opportunity and a responsibility to contribute meaningfully to a sector of national importance while delivering solutions that meet the highest standards of performance, reliability, and innovation.

As Tembo Defence looks ahead, its focus remains on building future-ready capabilities aligned with evolving defence needs. Through sustained commitment to quality, collaboration, and innovation, Tembo Defence aims to play a meaningful role in shaping India's strategic and . economic trajectory

In conclusion, India's defence manufacturing journey is a story of ambition, resilience, and transformation. With the right blend of policy support, industry initiative, and technological innovation, the country is well positioned to emerge as a key player in the global defence ecosystem.

"Defence manufacturing is not only about weapons systems — it is about building strategic confidence as a nation."



L-R: Mr. Sanjay J Patel, Managing Director and Mr. Shabbir Merchant, Director of Tembo Global Industries Ltd.

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The Ai Leadership Shift:
Why Businesses Are Rebuilding Teams Around Intelligence

The corporate world is entering one of the most transformative eras in modern business history. Artificial Intelligence is no longer limited to innovation labs or experimental technology teams — it is becoming deeply integrated into the core of how organizations operate, make decisions, build teams, and create value. Across industries, businesses are redesigning workflows, streamlining operations, and restructuring teams around intelligent systems that can enhance productivity, accelerate decision-making, and unlock new opportunities for growth.

This shift is not merely technological. It represents a complete transformation in organizational thinking, leadership strategy, and workforce development. Companies are beginning to understand that AI is not simply another digital tool; it is rapidly becoming the foundation of the next generation of business.

The Rise of the Intelligence-Driven Enterprise

For decades, businesses were built around traditional structures, clearly defined hierarchies, and fixed operational systems. Today, that model is evolving into something far more agile and intelligence-driven. Organizations are increasingly prioritizing adaptability, speed, and data-backed decision-making over rigid processes that once defined corporate success.

AI-powered systems are now assisting companies in everything from customer engagement and financial forecasting to supply chain optimization and strategic planning. Tasks that previously required large teams and significant manual effort can now be executed faster and with greater precision through intelligent automation.

As a result, businesses are becoming leaner, more responsive, and more innovation-focused. Companies that once competed primarily on scale are now competing on intelligence, adaptability, and their ability to integrate technology seamlessly into everyday operations.

Human and AI Collaboration Is Becoming the New Standard

One of the biggest misconceptions surrounding AI is the idea that machines will entirely replace human talent. In reality, the future workplace is being shaped by collaboration between humans and intelligent systems rather than competition between the two.

Artificial Intelligence excels at processing large volumes of data, identifying patterns, automating repetitive functions, and generating predictive insights. Human beings, however, continue to lead in areas such as creativity, emotional intelligence, strategic thinking, ethical judgment, communication, and leadership.

The modern workforce is increasingly becoming a hybrid ecosystem where technology enhances human capability rather than replacing it. Marketing professionals use AI to analyze consumer behavior and optimize campaigns in real time. HR teams rely on predictive analytics to improve hiring and employee engagement. Financial leaders leverage intelligent tools for forecasting and risk analysis, while customer service operations combine automation with human empathy to deliver better experiences.

This shift is changing how employees work, collaborate, and contribute within organizations. Professionals are no longer expected to simply perform tasks; they are expected to interpret insights, adapt quickly, and work effectively alongside intelligent systems.

The Workforce of the Future Will Be Built on Adaptability

As AI continues to reshape industries, the definition of talent itself is evolving. Traditional job roles are becoming increasingly fluid as organizations seek individuals who can adapt to changing technologies, learn continuously, and contribute across multiple functions.

The future workforce will be defined less by routine execution and more by critical thinking, problem-solving, creativity, and digital adaptability. Employees who can combine technical understanding with strong communication and strategic thinking will become increasingly valuable in the years ahead.

At the same time, many repetitive administrative tasks are gradually being automated, allowing professionals to focus on more meaningful and high-impact work. This transformation is also accelerating the rise of flexible work models and global collaboration, where teams operate across geographies and expertise is accessed dynamically rather than through fixed organizational structures.

Businesses are beginning to recognize that agility is becoming one of the most important competitive advantages in the modern economy.

Why Skills Are Becoming More Valuable Than Degrees

One of the most significant outcomes of the AI revolution is the growing shift from degree-based hiring to skill-based hiring. For years, academic qualifications were considered the primary measure of professional capability. Today, organizations are increasingly prioritizing practical expertise, adaptability, and real-world problem-solving abilities over traditional educational credentials alone.

In rapidly evolving industries, the ability to continuously learn has become more valuable than static knowledge acquired years earlier. Employers are now searching for individuals who can quickly understand new technologies, adapt to changing environments, and contribute meaningful solutions in dynamic business settings.

This transformation is opening new opportunities for professionals from diverse backgrounds while simultaneously challenging traditional education systems to evolve. Online certifications, project-based learning, industry training programs, and hands-on experience are becoming increasingly influential in hiring decisions.

The modern professional landscape is shifting toward a future where capability, creativity, and continuous learning matter more than conventional career pathways.

Leadership in the Age of Intelligence

As businesses transform, leadership itself is also being redefined. The traditional command-and-control leadership style is gradually giving way to more adaptive, collaborative, and people-centric approaches.

Modern leaders are expected to navigate not only business growth but also digital transformation, workforce evolution, ethical AI adoption, and cultural change. They must understand how to balance technological innovation with human connection while creating environments where employees feel empowered to grow and contribute.

In an increasingly automated world, uniquely human qualities such as empathy, vision, communication, and emotional intelligence are becoming even more important. Technology may optimize processes, but people remain at the center of purpose, innovation, and trust.

The leaders shaping the future are those who can embrace innovation without losing sight of the human element that drives long-term success.

The Ethical Responsibility of AI Adoption

While the opportunities surrounding AI are enormous, organizations must also address the ethical challenges that accompany rapid technological advancement. Concerns surrounding data privacy, algorithmic bias, transparency, workforce displacement, and responsible AI governance are becoming central to corporate decision-making.

Businesses that fail to adopt AI responsibly risk losing something far more valuable than efficiency — they risk losing trust.As AI becomes more deeply embedded into corporate systems, organizations must ensure that technology is used to support people rather than undermine them. Ethical oversight, accountability, and transparency must become integral parts of every AI strategy.

In the future, the most successful companies will not simply be the most technologically advanced. They will be the organizations that build trust while driving innovation responsibly.

The Future of Business Has Already Begun

The AI leadership shift is not a temporary trend or a passing phase of digital transformation. It represents a fundamental reimagining of how businesses operate, how teams collaborate, and how leadership is defined in the modern era.

Organizations across the world are moving toward a future where intelligence is embedded into every process, every decision, and every strategy. Success will increasingly depend on how effectively businesses combine technology with human capability, adaptability, and vision.

The future workplace will not be defined by machines replacing people. Instead, it will be shaped by people who know how to work intelligently alongside technology, continuously evolve their skills, and lead with both innovation and purpose.

In the end, the AI revolution is not just transforming business systems — it is transforming the very nature of work, leadership, and human potential itself.

> *"The next generation of leadership belongs to those who can balance intelligence with humanity."*

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