

Scratch

2025
YEAR
WRAP

MoU with Griffith University

Opening access to worldwide careers
and research.

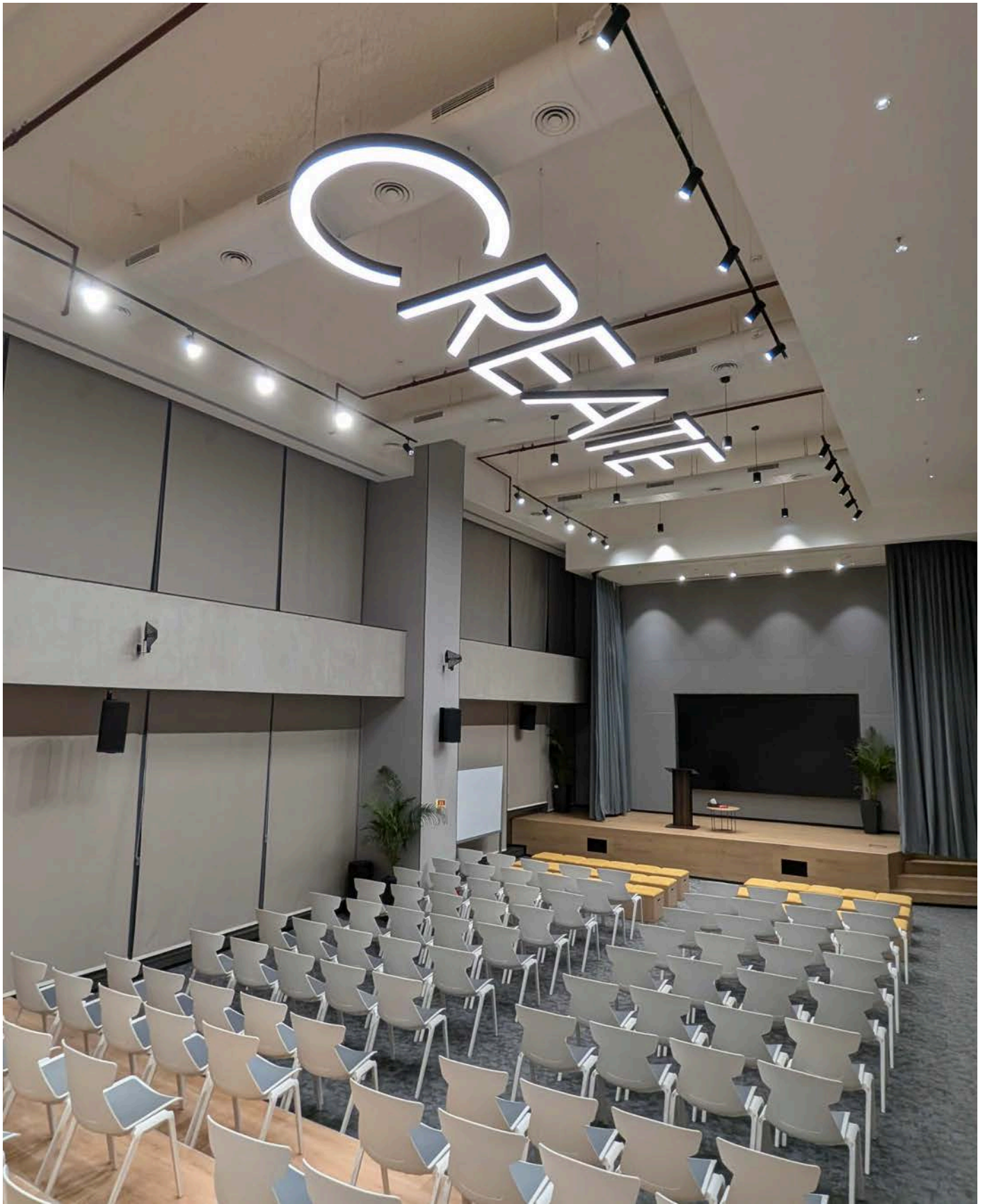
Page 10

Student Startup Fundr

Helping Founders get discovered by
early-stage investors.

Page 14

This year was full of moments worth remembering. **As you flip through these pages, you'll see a gallery of every issue we created this year and the milestones we achieved as an institution.** Each cover reflects the people, ideas, and moments that shaped our journey. You'll see more than numbers; the stories that added to our hall of fame. This was a year of becoming; for us, for our students, and for the stories we chose to tell. This is the 2025 wrap edition of Masters' Union.



We don't talk, ***we Create.***

PwC India's Chief Digital Officer, Manpreet Singh Ahuja

Launching the PwC Lab at Masters' Union to bring industry-level AI exposure directly to students.



500+ schools from 15+ states

In a face-off at the CEO Challenge judged by Ankur Warikoo, Sarthak Ahuja, and Shlok Srivastava.



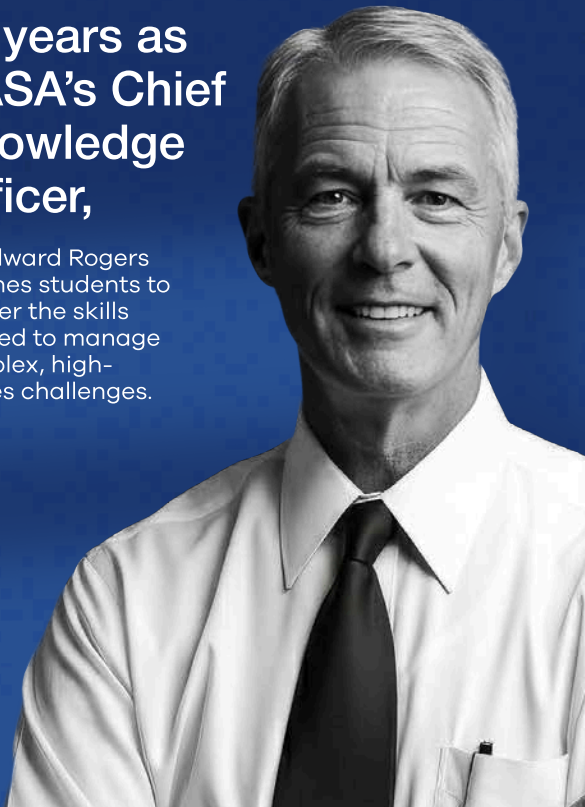
Hitesh Oberoi, CEO of Info Edge, India's largest online recruitment platform

Talks to our students about the shaken-up India job market, bridging the skill gap, and AI automation for hiring.



17 years as NASA's Chief Knowledge Officer,

Dr Edward Rogers teaches students to master the skills needed to manage complex, high-stakes challenges.



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Volume 01 • Issue 01

PwC x Masters' Union

An Industry-first
Collaboration:
Reimagining
Classrooms
with AI

2025 India Outlook

5 Key Sectors to
Watch-out for

Seeds AI

A Campus Startup Transforming Customer Service
Through Intelligent Voice Bots

January 2025

350+ delegates at Intersect 4.0

Masters' Union hosts DPS, The Doon School, Mayo College, Oakridge International School, and more, where students explored new-age careers, emerging technologies, and the evolving world of education.



Tarun Malik, ex-Microsoft, Amazon

Guides students at Masters' Union on how legacy family businesses can leverage AI, automation, and tech strategy to reinvent and grow.



How to scale a business to ₹1,000 crore

Wakefit's founder, Ankit Garg, delivers a masterclass on how customer obsession, AI innovation, and real-world strategies fueled the brand's growth.



Vivek Gambhir, ex-boAt CEO, and Sunder Ramachandran

Unveil their book Headstart on campus and share insights on career growth, resilience, and AI's impact.



Masters' Union student startup, PlaySuper, raises \$500K in seed funding from IAN Group and 100X.VC

PGP Cohort '24 student founders Upamanyu Chatterjee and Shouradeep Chakraborty target gaming commerce.



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FEB '25

**Hon'ble
Vice President
of India**

At Masters' Union
4th Convocation

Volume 01 • Issue 02



Kunal Bahl and Saurabh Nigam launch their book “People Powered Startups”

And counselled students on how to build trust-driven teams and sustainable Indian startups.

India's crypto giant CoinSwitch founder Ashish Singh

Takes a masterclass on educating users, building secure platforms, delivering real-world blockchain solutions, and collaborating with regulators, shaping a trusted ecosystem for 20M+ crypto users.



Shark Tank star Cinnamon Kitchen on campus

Founder Priyasha Saluja shares insights on how she built a clean-eating bakery brand with PCOS-friendly snacks, using customer feedback and careful scaling.



PGP TBM Cohort '24 student startup Eat Atlas pitches to Sauce.vc

₹9L+ Revenue, 10,000+ trials; founders Ishita Gupta and Mayuresh Jadhav showcase global-flavour snacks, health positioning, product control, and scaling strategy for funding.



Behind Shark Tank-backed Daryaganj's ₹100 crore ARR

Amit Bagga shares his strategies with Masters' Union students on how to create differentiation in F&B and scale it into a thriving restaurant empire.

Scratch

DARYAGANJ DECODES

Its ₹100 Crore
ARR Recipe

CARS24

On Ground
with The Giant

COINSWITCH

Builds Trust for
India's Crypto
Users

STUDENT STARTUP

Wed-E Brings
AI to Wedding
Aisle

Swimming
With The
Sharks

Bullspree | MemoTag | HiveSchool | Project Clay | Nexera Health

As seen on
**SHARK
TANK
INDIA**



Chandan Mendiratta on crafting Zepto's brand

A masterclass on harnessing bold creativity, cultural intuition, and storytelling to build fast-moving, human-first businesses.

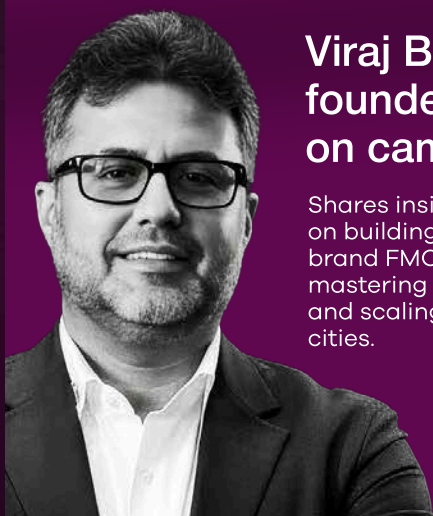
Masters' Union partners with JITO

For a ten-city tour to upskill 1,000 next-gen leaders in succession strategy, enterprise transformation, and global expansion.



Blue Brew generates ₹1.6 crore in revenue

Student founders Aditya Rathi, Sheetal Singh & Anirudh Singh share their journey building India's Gen Z denim revolution and pitching to Sauce.vc.



Viraj Bahl, founder of Veeba on campus

Shares insights with students on building a ₹1000 Cr multi-brand FMCG business, mastering B2B distribution, and scaling across 780+ cities.

Young Leaders Case Competition '25

Brings India's top undergraduates to Masters' Union, competing for ₹14+ lakh worth of prizes and a Bocconi immersion.



Scratch

Dr. Nandini Seth
PhD, IIM Bangalore
Founding Faculty at Masters' Union



Ranveer Allahbadia
Content Creator,
Entrepreneur, Podcaster

**Pitch Perfect
at VIP Demo Day**

150 VCs, 18 Startups,
1 Funding Opportunity.

**Zepto's Chandan
Mendiratta**

On Colour Psychology and
Brand Building

The **Ranveer Show**

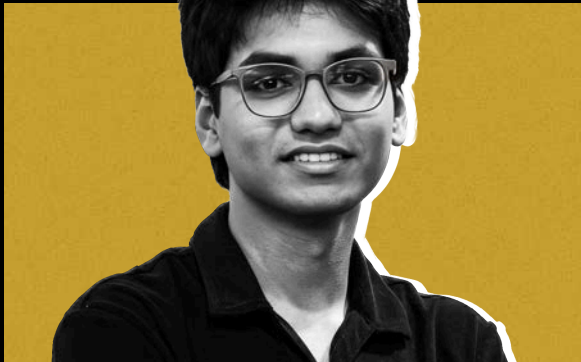
Hosts **Dr. Nandani Seth** to Decode AI

**Celebrities Love
Blue Brew**

Will Investors Buy-In?

**Bold Care's
Founders**

On Building a Viral Sexual
Wellness Brand



UG Cohort '27 entrepreneur Kabir Teria's theGoodBrowser

Built on [ALF.RED](#) to automate routine web actions and improve how people navigate the internet, earning a \$40K term sheet from GradCapital at a \$1M valuation, supported by Shopify Southeast Asia and BlueJeans founders.

Ronnie Screwvala on scaling UpGrad to \$2B and reaching 10M+ learners

Shares practical lessons on focus, adaptability, problem-solving, and building lasting institutions with Masters' Union students.



Vikram Pawah, President of BMW India, on campus

Explains to the Masters' Union students how AI-powered forecasting, battery optimisation, and user data are steering BMW's ₹600 crore EV push, with electric models forming 25% of 2024 sales.



27 Founder Fellowship ventures projected to make ₹60Cr+ in FY26

Backed by Masters' Union's ₹6 lakh per year grant, on-demand mentorship, and investments from top VCs driving early-stage growth.



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The Founder's Fellowship

12 months. One chance to go all in.

300 Crores in 6 Months

The strategy behind Mobikwik's revenue surge.

AI, EVs, and Careers

CEO Vikram Pawah reveals BMW's vision.

theGoodBrowser

It does what Google Chrome won't.

F FIGURING OUT
With Raj Shamani

Raj Shamani

Entrepreneur & Creator
Host,
Figuring Out Podcast

Rajiv Gupta

Chairperson,
Masters' Union School of
Family Business
Ex- Reliance

The Succession Test

India's Family Business Wars Unpacked On
The Sets Of Figuring Out

Masters' Union signs MoU with UAE-India CEPA Council

Enabling student startups to access markets, gain policy guidance, and build credibility for cross-border expansion.



From Harvard and Illinois to winning Babson's Rocket Pitch Competition

UG students engaged with global leaders, explored 4 universities, and won the Rocket Pitch Competition among 25+ countries.



UG Class of 2029 begins at Masters' Union

The new cohort kicked off with the Dalal Street challenge, app design sprints, and interactive sessions with CXOs and leaders, including Sahiba Bali, India's leading content creator and former Brand Manager at Zomato, and Sanjiv Singhal, Managing Director at BanyanTree.



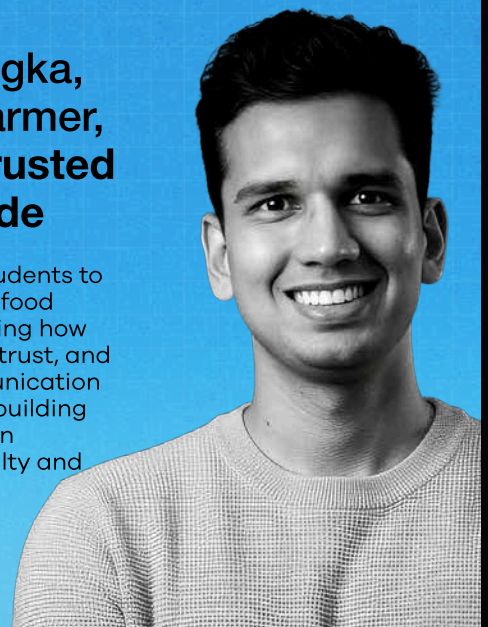
Anand Srinivasan, Akasa Air CIO, on building Akasa Air

A masterclass on scaling from 20 to 56 planes, training crews for high-pressure operations, and serving 50% first-time flyers with operational precision.



Revant Himatsingka, FoodPharmer, India's trusted food guide

Challenged students to rethink India's food industry, showing how transparency, trust, and honest communication are critical to building brands that win consumer loyalty and fuel growth.



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UAE-India CEPA Council

Strengthens global ties
with Masters' Union.

Akasa Air

Co-founder and CIO on
execution, clarity, and control.

University Trek

Masters' Union students expand
horizons across four US campuses.

FoodPharmer

Fights misinformation with
transparency and purpose.

**14 Days,
4 Countries**

Global Immersion Programme takes UG
students on a European learning tour.

**DIWALI
CARNIVAL**
Edition



Founder's

Desk

2025, Signing Off

A year can pass unnoticed, but at Masters' Union, it leaves a mark. Our year filled itself with ideas tested in the open, risks taken without hesitation, and moments that remind us why learning is meant to be lived, not observed. This final issue of Volume 1 of Scratch isn't just a wrap. It's a rewind of a year where our students turned ambition into a discipline.

2025 began with prototypes planned on whiteboards and ended with products on shelves. Over **200+ student-led ventures** went from concept to sales, some breaking into international markets, others securing early revenues, funding, and many learning the anatomy of failure before finding their stride.

Our students travelled wider than ever; from an immersive tour around the **USA's top colleges** such as **Illinois Institute of Technology, Harvard Business School, Fordham University**, and **winning the Babson competition** to exploring industries across **Asia and Europe**. They pitched to global councils and carried forward a belief we've held since day one: geography only limits you if you let it.

On campus, this year had its own rhythm. Our many partnerships, such as with the **UAE-CEPA Council, Griffith University, Upstox, Ola Krutrim, PwC, and KPMG**, brought new opportunities for our students. Hackathons ran till sunrise. Investors asked tougher questions than professors ever could on Demo Days. And faculty brought boardroom simulations into the classroom.

Some of the year's biggest stories weren't successes; they were pivots. Founders who admitted their first idea wasn't the right one. Alumni who switched their career paths and made the best possible decision they could for themselves. These stories formed the spine of resilience, not perfection- which is our real curriculum.

The spirit of the year shone brightest at the **Diwali Carnival**, where student brands turned this magazine into a festival and launched **India's first B-School Diwali marketplace in print**.

Now that you have flipped through the previous six editions of Scratch, we would like to take you on a different journey in the next pages.

As you read this wrap edition, whether you're a student, a parent, or a future builder, I hope one simple thought stands out: at Masters' Union, a year isn't measured in semesters. It's measured in outcomes, ownership, and the courage to start again.

Onward,
Pratham Mittal
Founder, Masters' Union

What's Inside

Pg. 01

Cover Story

More than just numbers: this is how 2025 was for Masters' Union across campus, leadership, partnership, and milestones.

Pg. 11

The MUnth That Was

Masters' Union partners with Griffith University, students excelled at Zerodha, IIM Ahmedabad, IIM Indore, and IIT Jodhpur competitions. Meanwhile, the PGP Cohort '26 generated ₹1.46 Cr of revenue in Dropshipping.

Pg. 29

Series C

INDmoney's Ashish Kashyap teaches investing resilience, DTDC's Abhishek Chakraborty drives innovation, iD Fresh's Shobhit Malhotra scales purposefully, while IndianOil's Shrikant M. Vaidya and Abbott's Neil George share grounded leadership lessons.

Pg. 45

Off Campus

From farm to table: IIT alumni Abhishek Negi, Aditya Singh, and Uttam Kumar show Masters' Union students how tech, process, and discipline built India's first branded egg company.

Pg. 51

Launch Codes

Jivraj Singh sits with Aman Arora, Founder of Knox Gym, to map how it redefines Delhi NCR fitness with luxury, community, and smart technology, showing how design, tech, and community create a premium, immersive fitness experience in Delhi NCR.

Pg. 55

Alumni Spotlight

Transforming Masters' Union's hands-on learning into a career, alumni Dhanush and Karishma excel in strategic roles at Noon and Aditya Birla Sun Life through curiosity, and practical experience.

INDMoney's Founder & CEO on India's Investing Ecosystem

Ashish Kashyap shares lessons on navigating regulation, user behaviour, and building meaningful impact.

Pg.

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20+ Wins at IIMs

UG and PGP students secure podium finishes at Zerodha, IIM Ahmedabad TRBS, IIM Indore Atharv, and IIT Jodhpur Varchas'25.

Pg.

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The Art of Pivot

From sailing merchant ships to tackling strategy at EY-Parthenon, Masters' Union Alum Sachin Gaurav shows how discipline and real-world experience help you thrive in complex challenges.

Pg. 67

The Alumni Playbook

Six alums decode the gap between expectation and reality, revealing what it takes to be ready for various career paths.

Pg. 71

PGP Bharat

A must-read! India's first immersive business programme, where students learn by travelling across 20+ cities.

Pg. 85

Startup Garage

Student startup Fundr, founded by Aarjav Jain, turns fundraising friction into streamlined discovery, giving founders and investors a transparent, data-driven way to connect.

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Masters' Of The Union

Ritesh Sabharwal teaches Personal Finance with practical clarity, while Alok Srivastava teaches Social Entrepreneurship grounded in purpose, equipping students to make smarter and impactful decisions.

Pg. 95

Masterminds

Dr Aarti Sharma teaches Corporate Finance, transforming theory into practice, helping students navigate markets, interpret data, and act decisively in dynamic financial environments.

Pg. 99

Life After Masters' Union

Masters' Union alumni return to guide, inspire, and connect; turning classrooms, finances, ventures, and community into real-world lessons.

TURNING IPO RESEARCH INTO ACTIONABLE FINANCE EXPERTISE

Dr Aarti Sharma prepares students to make informed, practical financial decisions.

Pg.

95

MERCHANT NAVY TO CONSULTING AT EY-PARTHENON

Uncover Masters' Union PGP TBM Cohort 1 alum, Sachin Gaurav's journey

Pg.

63

 @masters.union  @themastersunion

 Masters' Union

 Masters' Union

 mastersunion.org

A Campus Strengthened by Its People

Students from multiple states study alongside global faculty and benefit from our GetPrepped (MentorUnion) platform, creating a campus defined by sharp preparation and genuine cultural exchange.



Benjamin Dunford
Professor of Management



Professor AJ Boelens
Former Director of Strategy
and Insights



Professor Malthi SS
Former Director of Product Management

Learners on Campus

With Various Backgrounds

20000+

States Adding

To Our Cultural Diversity

20+

World-renowned Professors

From Leading Global Institutions

50+



Successful Sessions

Conducted on Our GetPrepped Platform

75000+



Direct Access to Global Leaders and Industry Experts

From global CXOs to venture capitalists, corporate partners, and international alliances, our campus provides students with hands-on exposure through real-world simulations, practical insights, and transformative business experiences.



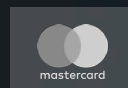
Vikram Pawah

President and Chief Executive Officer
BMW India Group

250+

CXOs on Campus

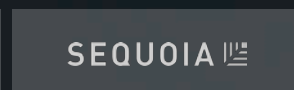
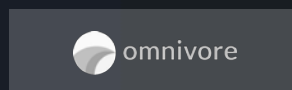
From Diverse Industries



150+

Venture Capitalists

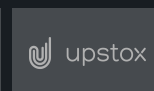
Participating in and Mentoring Students on Campus



30+

Corporate Partners

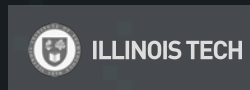
Co-creating The Curriculum



6+

Global Partnerships

Across Renowned Educational Institutions



Where Student Ventures Take Flight

With the help of experiential challenges like Dropshipping, Venture Initiation Programme, and Founder Fellowship, our student-led ventures pitch to VCs, get mentored, generate revenue, and grow profitably through hands-on business experience.



Student-led Startups

Incubated on Campus

30+



hiveschool

BLUE BREW

khet

theGoodBrowser
get the good browser

Funding Secured

By Student Ventures

60Cr+

CHIMERA

100X

masters'
union

SHARK
TANK

Grants Given

To Students by Masters' Union

1.5Cr+

lexi's
gourmet sandwiches

PlaySuper

MONARQUE
FRANCE

FNOR

Revenue Generated

By Students in the Dropshipping Challenge

4Cr+

Learning Through Real-World Immersions and Competitions

Students gain practical experience through domestic and global immersions at Harvard Business School, Babson College, and Illinois Tech, excelling in national and international case competitions to turn learning into tangible achievements.



Immersions Across India

Unlocking Real-World Learning

45+

chal
point

#SNITCH

NIVIA



Parliament
of India

Farmley

make  trip

Global Immersions

In Europe, Asia, and USA

10+



HEINEKEN

PHILIPS



Mercedes-Benz



WPGA

Wins in National & International

Case Competitions

30+



IIMB
मैजस्थि वाधवीनमस्तु



IIMA

XLRi

SDA Bocconi



Cash Prizes

In UnMute + Case Union

8L+

Driving Engagement and Impactful Connections

The educational content produced across all digital channels has made our belief of no bounds or barriers accessible to everyone producing meaningful engagements, global connections, and insightful reach.



Masters' Union

A practitioner-led, Tech and Business School where you learn by doing.
Education Administration Programs - Gurugram, Haryana - 106K followers - 4K alumni

1.1L+



Followers



1,643 posts 348K followers 38 following

Masters' Union
A practitioner-led college where you learn by doing.
@lifeatmu
@lifeatmu Ug
@lifeatrise_mu... more
mastersunion.org and 4 more

3.5L+



Followers



Masters' Union

@MastersUnion · 567k subscribers · 906 videos

At Masters' Union, we believe in learning by doing. Through collaboration of industry experts...more
mastersunion.org and 5 more links

Subscribe

5.7L+



Followers

Hours Streamed

Across all Social Media Channels

1M+

Impressions on

All streaming YouTube videos this year

86M+

Impressions on

Our LinkedIn Page

21M+

Content Pieces

Created on all Our Social Platforms

2K+

Successful Placements across Leading Companies

From internships at KPMG, PwC, and Nestle to PGP placements with Meta, Google, and Bain, our students move into the world's leading companies with confidence and skill.



Sourav Das

Junior Consultant
Larsen & Toubro Riyadh



Ashmita Malik

Senior Associate
Alvarez & Marsal



Rishie Prabhakaran

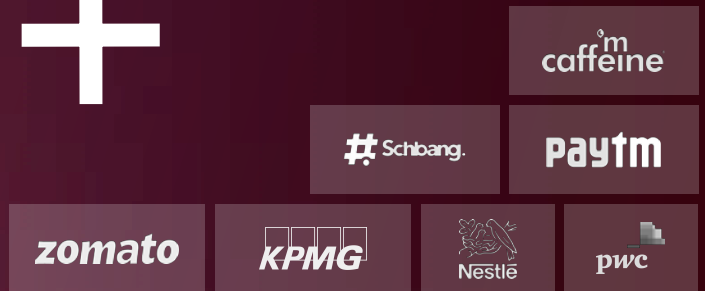
Product Specialist - Analytics Department
Bloomberg



UG Internship

Offers

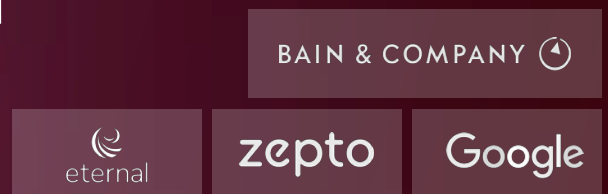
350+



PGP Placement

Offers

220+



PGP International

Placement Offers

35+



Average CTC

In PGP Cohort

33.39 LPA

Masters' Union Partners with Griffith University to Expand Global Learning Pathways

Students gain access to international exchanges, research collaborations, and global career opportunities.

Masters' Union has strengthened its global footprint by formalising a collaboration with Griffith University, Australia, marking a significant step in its global engagement strategy. The partnership reinforces Masters' Union vision of creating world-class, international learning pathways for students, enabling deeper academic exchange, cultural immersion, and

global career exploration. It expands the institute's network of global alliances, building on existing partnerships like, with Illinois Tech in the United States, and broadens learning opportunities for the students.



Professor Carolyn Evans

Vice Chancellor and President
Griffith University, Australia

The MUnth That Was

Building a Legacy of Innovation

Founded in 1971, **Griffith University** has established a global reputation for over fifty years of academic excellence and innovation. With multiple campuses across Queensland, the university is recognised for interdisciplinary learning, applied research, and strong industry linkages, giving students and faculty access to a globally respected higher education ecosystem. The partnership opens doors to research collaboration, international academic initiatives, and joint projects, allowing students to gain practical insights and global exposure.

Global Exposure Across Programmes

The partnership enables students to engage in **student exchange programmes, cross-border academic mobility, and international projects**. Spanning undergraduate courses, postgraduate programmes, and executive education, this collaboration offers learners access to world-class pedagogy and global perspectives.

For Masters' Union students, this translates into tangible advantages like cross-cultural learning experiences, access to Griffith University's international networks, and opportunities to explore careers on a global scale.

Preparing Students for a Connected World

For Masters' Union, this MoU is a part of a broader vision: building future-ready education through international collaboration. By connecting Indian students to global universities, Masters' Union ensures learners gain research-led education, cross-cultural insights, and career opportunities that span continents.

The Griffith University collaboration is more than an agreement on paper; it represents a strategic bridge connecting India's talent to the world, reinforcing Masters' Union's mission to equip students for global leadership and innovation.

Masters' Union x Griffith University

↓ **In Frame:** Masters' Union leadership with Professor Carolyn Evans, Vice Chancellor and President of Griffith University, marking the launch of the global collaboration between the two institutions.





Global Mobility

Students can now participate in cross-border exchanges and academic programmes.



Research Collaboration

This partnership opens doors to international research projects and applied learning opportunities.



Programme Reach

It spans across undergraduate, postgraduate, and executive education courses.



Career Pathways

Students gain access to Griffith's global network and international career opportunities.



Industry Connections

Griffith's strong industry linkages provide practical exposure and real-world insights.



Future-Ready Education

Strengthens Masters' Union's vision of building globally connected, future-ready leaders.

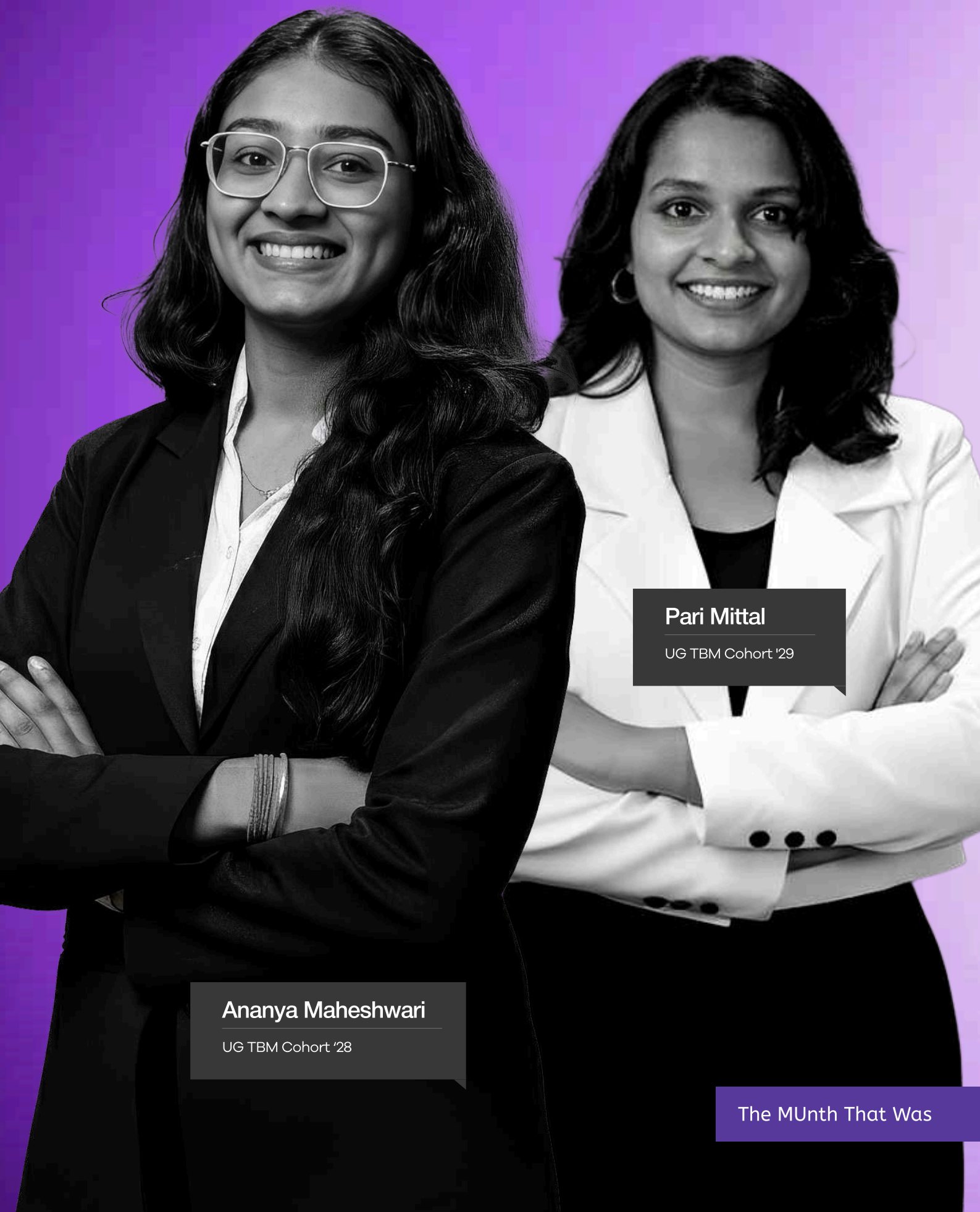


Masters' Union Students Make Their Mark Across National Competitions

UG and PGP students shine at IIM Ahmedabad, IIM Indore, IIT Jodhpur, and Zerodha Competitions.

Masters' Union students turned national competitions into a proving ground for **learning, creativity, and execution**. From **undergraduates at IIM Indore's Atharv Ranbhoomi** and **IIT Jodhpur Varchas '25** to **postgraduates at The Red Brick Summit (TRBS) by IIM Ahmedabad** and **Zerodha Pitch Perfect 2025**, the university's students demonstrated that excellence is not confined to the classrooms.

These competitions went beyond winning trophies; they became stages for problem-solving, collaboration, and strategic thinking under pressure. Whether pitching startups, tackling case studies, or performing in cultural and intellectual arenas, Masters' Union students consistently showcased their ability to deliver impact and lead with confidence.



Ananya Maheshwari

UG TBM Cohort '28

Pari Mittal

UG TBM Cohort '29

The MUNth That Was

Zerodha's Pitch Perfect 2025: PGP Students Solve Real Financial Challenges

Zerodha's Pitch Perfect 2025, run in partnership with Ditto Insurance, challenged students nationwide to reimagine finance and technology solutions. Of over 5,000 registered teams, only seven advanced to the national finals, including Masters' Union postgraduates **Harshita Chawla** and **Swayam Bharadwaj**.

Their startup, **Tejori**, addressed a pressing real-world problem: millions of Indians have unclaimed financial assets trapped in long, confusing processes. Instead of relying on slides or jargon, the team presented a storytelling-driven, advertisement-style pitch that emphasised trust, clarity, and compliance, creating a connection with the audience and judges alike.

The Judges' Panel

Nithin Kamath

Founder and CEO of Zerodha



Vaibhav Domkundwar

CEO and Founder of Better Capital



Shrehith Karkera

Co-founder of Finshots and Ditto Insurance



The results validated the team's approach: Tejori won the **National People's Choice Award** and **secured third place** overall. Two audience members even expressed interest in piloting the solution, demonstrating its practical relevance. The key takeaway from this competition is that ideas with clarity, empathy, and proof outperform wordy PowerPoint presentations.

IIM Ahmedabad TRBS 2025: PGP Teams Compete Across Multi-Stage National Case Challenges

At The Red Brick Summit (TRBS 2025), Masters' Union postgraduate teams competed across four national-level case competitions, testing analytical rigour, strategic insight, and execution under pressure.



Lakshya Case Competition – 2nd Place

This competition emphasised bold, future-ready strategies. Teams submitted executive summaries capturing problems, structured solutions, feasibility, and potential impact, before presenting on campus to an elite jury. It tested both analytical thinking and presentation skills, ensuring solutions were both practical and visionary.

FinDisrupt Case Competition – 2nd Place

Focused on finance and innovation, this challenge explored Fintech 2.0, sustainable finance, crypto, and banking tech. Teams crafted solutions for the next wave of financial disruption and presented them to expert judges, demonstrating both technical knowledge and clarity in execution.



DisruptX TechX Case Competition – 3rd Place

The challenge focused on tech-enabled disruption in Tier-2 and Tier-3 India. Teams identified high-impact sectors, articulated problem statements, designed feasible solutions, and presented investor-ready roadmaps. The competition evaluated clarity, market understanding, creativity, and the feasibility of proposed solutions.

OpStrat (Operations and Strategy) – 3rd Place

An operations and strategy-focused contest, it evaluated complex problem analysis, actionable strategy, and structured presentation skills. Students were required to analyse real-world operational challenges and develop solutions that balanced analytical rigour with strategic insight.

Across all four competitions, Masters' Union teams showcased the ability to think like founders, consultants, and operators simultaneously, securing podium finishes consistently. The experience also highlighted their adaptability, resilience, and creativity, demonstrating that they can compete with India's best postgraduate talent.

IIM Indore Atharv Ranbhoomi 2025: UG Students Showcase

Collective Excellence

While postgraduates excelled in Ahmedabad and Bangalore, undergraduates shone at IIM Indore's Atharv Ranbhoomi 2025, sending a 130+ member contingent, the largest delegation at the festival. Their presence reflected initiative, ownership, and a culture of collaboration.

Across music, debate, sports, and quizzes, the team performed with precision, teamwork, and perseverance.



Music - Crescendo (Acoustic Band)

1st Place:

Tanmay Chirania, Dheer Goel, Aayushi Khurana, Ananya Reddy, Vinmre Batra, Harsh Dhanuka

2nd Place:

Atharv Gupta, Krishnam Chawla, Kanishka Yadav, Krishna Agrawal

Oratory & Debate

Eloquence:

1st – Ananya Maheshwari | 3rd – Pari Mittal

Intervarsity Debate (108 participants):

2nd Best Speaker – Navaneeth S. Nair | 6th Best Speaker – Shreyas Kunapuli

Sports & Strategy

Table Tennis:

2nd - Nandini Singh

Swimming (50m Freestyle):

2nd - Simar Kaur Sindhu

Business Quiz:

1st - Parag Jain & Bhargav Naidu | 3rd - Ishaan Lanker & Manraaj Bhullar

The undergraduate teams' performance went beyond accolades. Their coordination under pressure, mutual support, and confident representation of Masters' Union reflected the collective strength and culture of excellence nurtured at the university.

IIT Jodhpur Varchas '25: Athletic Excellence on a National Stage

At Varchas '25, the annual sports festival hosted by IIT Jodhpur, Masters' Union continued to build its presence in collegiate athletics with determined performances across track and field events.



Track Events

1st Place (1500m Run) ----- Simar Kaur Sindhu

2nd Place (800m Final) ----- Aryan Popli

Field Events

3rd Place (Shot Put) ----- Shaurya Aggarwal

3rd Place (High Jump) ----- Ishaan Mehra



Real Learning Through Competition

Across undergraduate and postgraduate events, one thing is clear: true learning happens when ideas are put into action.

✦ At IIMA TRBS,

postgraduates sharpened analytical, strategic, and operational skills, turning theory into practical solutions.

✦ At Zerodha Pitch Perfect,

they addressed real-world financial challenges under the evaluation of leading founders and investors, mastering clarity, trust, and storytelling.

✦ At IIM Indore and IIT Jodhpur,

undergraduates demonstrated teamwork, leadership, and persistence in dynamic, high-pressure environments.



▲ **In Frame:** Masters' Union athletes showcased endurance and skill at IIT Jodhpur Varchas'25, securing podium finishes in track and field, reflecting the University's culture of excellence beyond academics.

Each result was a reflection of endurance, focus, and commitment. The event underlined how Masters' Union's culture of excellence extends beyond business competitions, fostering athletes who perform with both skill and sportsmanship on national platforms.

Together, these achievements show that ideas, execution, and collaboration outweigh hierarchy, prestige, or polished presentations. Masters' Union's experiential learning model, where students pitch, debate, perform, and compete in real-world settings, equips them not just to participate but to lead from day one.

Masters' Union Dropshipping Sprint 2025: ₹1.46 Crores Generated in Sales

From Plan to Profit: How
Students Turned Ideas into
Revenue at Cyberhub.

On 20 September, Cyberhub, Gurgaon, became the arena for Masters' Union's high-octane Dropshipping Competition. The sunlit plaza buzzed with nerves and excitement as students huddled in groups, strategising, arranging products, coordinating with teammates, and pitching to shoppers while the competition unfolded in real time. Fifty-five teams battled in a fast-paced sprint to launch, market, and

sell products, testing not only strategy and execution but also adaptability, problem-solving, and collaboration under pressure. Every transaction reflected quick thinking, creativity, and teamwork, turning ideas into tangible results. By the end of the day, the top ten teams had collectively generated ₹1.46 crores in revenue.



S X SORT'D

The MUnth That Was

OKAMI
Perfumes

₹33.8 Lacs

Ship
Happens

Gifts & Sippers, drop
services

₹37.8 Lacs

Dropshipping
Spring 2025

Team
Jugnu

Jewellery & utility tech

₹16.5 Lacs

TheReelStore
(Click & Kart)

Electronics, home
appliances & accessories

₹19.3 Lacs

SORT'D

Toys,
pretence
technology

₹11 Lacs





The Wishlist

Candles, RC toys, bags

₹8.2 Lacs



LUMERE (JAB CART MET PRODUCT)

Jewellery and
portraits

₹4.05
LACS



MARGIN MAFIA

Projectors,
printers, lamps,
face masks, face
massagers

₹6.8 Lacs

Pixel to Package

Home decor, jewellery,
snacks

₹4.2 LACS

Asli Dropshippers

Tumblers, sofas, electric
appliances, jewellery,
cosmetics, gift boxes,
drones

₹4.5 Lacs

HOPES &
DREAMS

The Ultimate Dropshipper

(Ship Happens)

1st Place

The Rising Star

(OKAMI)

2nd Place

The Go-Getter

(TheReelStore)

3rd Place

Best Performance Award at the Dropshipping Fair

(Aumora)

Beyond Numbers

Revenue was only one measure of success. Teams demonstrated real-world business thinking: managing inventory, optimising delivery, and responding dynamically to market trends. Each transaction reflected quick decision-making under pressure, highlighting their skill in managing complex, fast-moving tasks.

The Road Ahead

The Dropshipping Fair has set a new benchmark. Masters' Union students demonstrated persistence and the ability to turn strategy into results, quickly and effectively.



Ship Happens



OKAMI



TheReelStore



Aumora

Building INDmoney, Competing with Giants, and Navigating Regulation

At Masters' Union, the INDmoney founder and CEO shares lessons on resilience, regulation, and India's investing mindset.

Entrepreneurship rarely moves in straight lines. Ashish Kashyap, the founder behind Ibibo Group, redBus, Goibibo, and now INDmoney, has experienced highs, lows, and everything in between. Sitting with Pratham Mittal, he spoke less like an entrepreneur and more like a craftsman, someone who has

spent decades learning to build businesses where trust, regulation, and user behaviour matter most. Some days feel like "capturing the world." Other days, everything seems broken. What counts is composure; the setbacks fade, the learning doesn't.



Ashish Kashyap

Founder & Chief Executive Officer
IND Money

Series C

Building INDmoney

Despite his earlier successes, Ashish says building INDmoney has been tougher than his previous ventures. The company operates in a highly regulated space, and gaining users' trust in financial services is far more challenging than in travel or ticketing platforms.

Even simple ideas can hit roadblocks. In INDmoney's early days, the team wanted to use influencers to educate people about investing, but regulations didn't allow it. These constraints could have been frustrating, but he sees them as part of the journey of building a responsible financial platform.

//
You forget the bad times, and you have to be resilient and overcome them.

Breaking the Cold Start in Investing

INDmoney's biggest challenge isn't technology or market competition, it's human behaviour. Millions of Indians still keep money idle in savings accounts. It's not that people don't understand investing; they simply hesitate to start. Ashish calls it the "cold start problem."

His approach is simple: help users start small, perhaps ₹50 a day, so they can experience compounding without fear. Small steps make investing habitual rather than intimidating. This approach is less about explaining financial products and more about helping users feel comfortable with money over time. This method also has broader implications for India's investing culture.

//
Currently, only about 24% of household savings move into capital markets. While this is below the US, it is already higher than China's rate.



Ashish sees this as a sign of enormous potential: if more people can overcome the initial hesitation, participation in financial markets could grow substantially.

Choosing Not to Manufacture Mutual Funds

When asked if INDmoney plans to create its own mutual funds, Ashish was candid: not yet. The market already has sufficient options, and adding another wouldn't solve a real problem.

Instead, INDmoney focuses on solving everyday problems in personal finance. From tracking investments to automating savings, the platform prioritises helping users manage money better rather than creating new products. He believes that real growth comes from trust and usability, not from expanding the product catalogue prematurely.

This philosophy also reflects a careful approach to scaling. Once INDmoney reaches tens of millions of users, the company might explore product creation. For now, the priority is building a platform that users rely on daily.

A Licence for Every Step

Growth in financial services is inseparable from regulations. INDmoney's strategy has been deliberate and careful: secure licences first, then expand. From trading US stocks via GIFT City's IFSCA licence to obtaining an RBI-approved NBFC licence for lending against mutual funds and shares, the company has built a strong regulatory foundation.

The guiding principle in financial services is clear compliance, active engagement with regulators, and avoiding grey areas. Regulatory discipline is not a constraint but an essential part of building a trustworthy company.



◀ **In Frame:** Ashish Kashyap, Founder & CEO of INDmoney, shares insights with Pratham Mittal, Founder & CEO, Masters' Union, on competing with giants and solving real financial problems.

At Goibibo, the first major problem was payment failure, with success rates at just 60%. To address this, his team built their own payment system, which eventually became **PayU**.

Customer acquisition cost remains a critical metric, and improving conversion rates directly strengthens return on investment.

//

CAC is the holy grail. Better conversion rates lower the CAC and drive the ROI.

The Resilient Builder

Across all his ventures, one trait stands out: endurance. Ashish doesn't linger on failure or victory. He moves on to the next challenge, building steadily through volatility.

For Masters' Union students, his message was that the founder's path is unpredictable, but the duty is simple: keep building, keep learning, and keep going. Success isn't guaranteed, but resilience and focus make all the difference.

His journey is a reminder that entrepreneurship is less about glamour and more about persistence. The highs and lows are inevitable, but each challenge teaches a lesson that shapes the next step.

//

The reality is, you forget the bad times. We've had setbacks in the past, but you have to be resilient and overcome them.

//

The minute you start deciphering, some rock is going to hit you. Regulatory discipline isn't a constraint; it's part of building a trustworthy company.

Competing with Giants, Not Copying Them

With rivals like Zerodha, Bajaj Finance, and HDFC, he cautions against imitation. Obsessing over competitors can stifle innovation and lead to a company that merely mirrors others.

Instead, Ashish encourages his team to focus on independent thinking and simple communication.

This mindset, competing without becoming another giant, helps INDmoney carve a unique position in the market. It's less about beating incumbents at their own game and more about creating a platform that resonates with users' real-life financial behaviour.

Learning from Previous Ventures: Fix What's Broken

Ashish's conviction stems from hard-earned lessons at Ibibo Group and Goibibo. Entering late into online travel, he focused on unattractive niches and weak spots that competitors ignored.

Redefining Inherited Leadership in India's Logistics Landscape

Abhishek Chakraborty, CEO of DTDC Express, shares how values, technology, and resilience built one of India's most enduring logistics brands.

In the restless world of logistics, where efficiency often trumps empathy, Abhishek Chakraborty has managed to build something rare: a company that not only moves parcels but also people. As the CEO of DTDC Express, one of India's most trusted logistics brands, Abhishek has led a transformation that blends technology with humanity, speed with sustainability, and ambition with values.

When he visited Masters' Union for a fireside chat, this tone was of a leader who understands that true leadership is not about power, but purpose. Over the session, the growth of DTDC from a family-run courier service to a logistics powerhouse was unpacked, revealing a journey built on conviction, culture, and a clear-eyed embrace of change.



Abhishek Chakraborty

Chief Executive Officer
DTDC Express Limited

Series C

The Digital Shift: When Legacy Meets Innovation

Abhishek grew up during the founding years of DTDC, watching his father build the company brick by brick. But inheriting a legacy, he said, is not the same as earning it.

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Legacy gives you a foundation, not direction.

When he stepped in to lead, he recognised the challenge clearly; the world had changed. Logistics was no longer just about moving goods, but also about managing data, speed, and experience. DTDC had to evolve.

To meet this challenge, the company embraced digital technology to modernise its operations. Platforms like **Raftar** now power the company's rapid commerce solutions, while **GeoZone** technology creates custom pin codes to improve delivery accuracy. DTDC also integrates AI systems that predict routes and optimise operations, turning what was once manual instinct into measurable intelligence.

For Abhishek, technology complements rather than replaces leadership. Digital transformation succeeds only when it is aligned with core values, ensuring that new tools enhance the company's ability to serve, rather than distract from its purpose.

Scaling through People, Not Capital

Among the many lessons students took away from the session, one stood out: growth doesn't always need deep pockets. DTDC's franchise model, introduced by his father **Subhasish Chakraborty**, is a case study in how scale can come from trust, not just investment.

Instead of centralising control, DTDC empowered thousands of small entrepreneurs across India to run local branches. The result is a network that now touches 96% of India's population, built on ownership rather than hierarchy.

Abhishek describes it as scaling through people, with each franchisee representing the brand in their own community. Their success and challenges are shared by the company, creating a system that decentralises power, distributes risk, and keeps DTDC deeply rooted in local realities.

In an age where start-ups chase valuation over value, DTDC's model is refreshingly grounded. It reminds us that progress can still be built on patience and partnership.

Culture Before Strategy

When asked what sustains DTDC through industry shifts and market pressure, Abhishek didn't point to spreadsheets or strategy decks. He pointed to culture.

At DTDC, employees are treated equally, whether they are on the payroll or part of an outsourced team. Everyone gets access to the same facilities, the same recognition, and the same sense of belonging.

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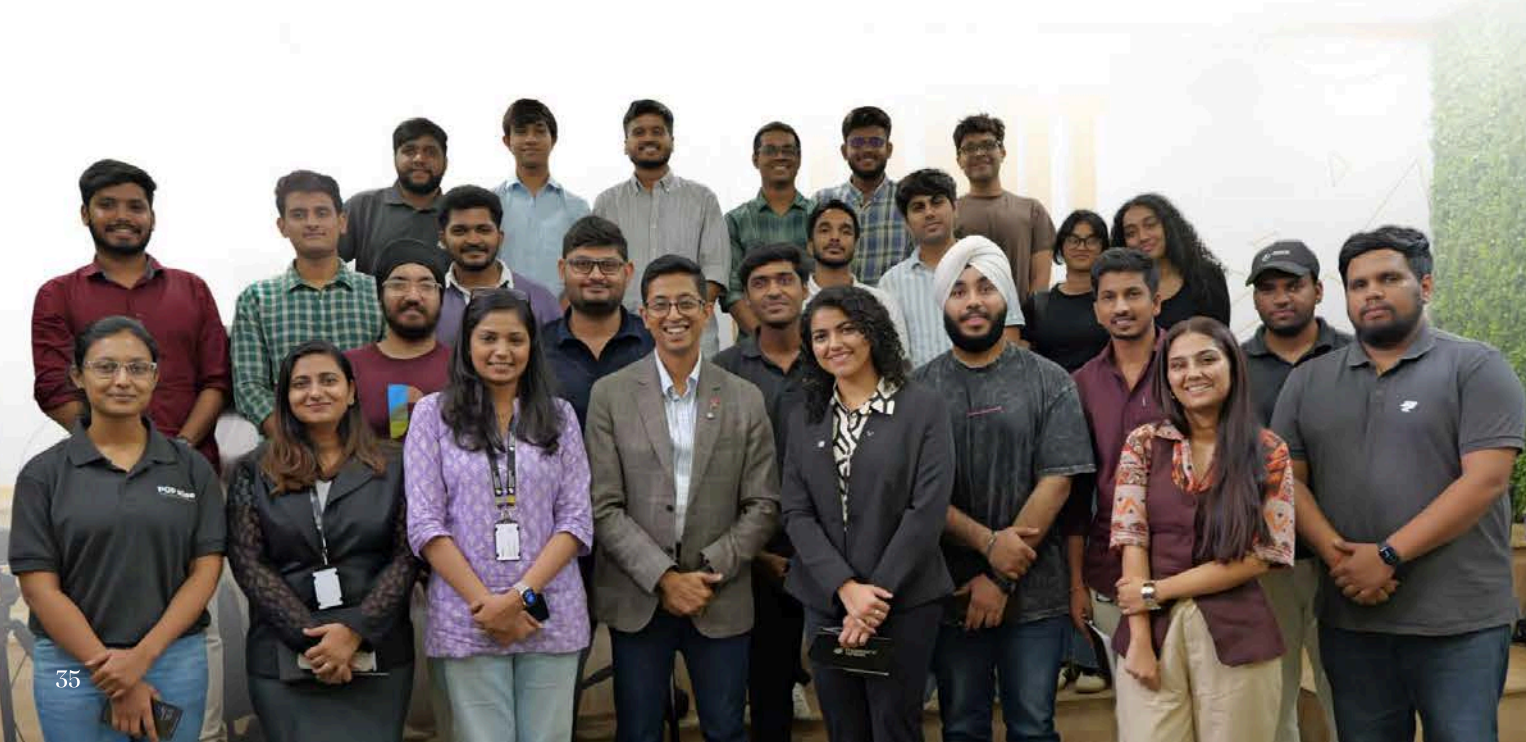
If someone wears your logo, they deserve your respect.

That principle, he believes, is what keeps the company resilient. Culture, he noted, is not a quarterly target. It is the invisible force that determines whether people stay, commit, and care. In an industry often defined by transience, DTDC's people-first culture has become its competitive advantage.

The Promise of Drones and The Future of Logistics

Discussion of technology highlighted drones as the next frontier for logistics, not as a gimmick but as a necessity. India's vast geography and patchy infrastructure make last-mile delivery challenging and costly. Drones could change that.

For now, regulatory hurdles and infrastructure gaps remain, but he is optimistic. 'The future of logistics will be multi-modal,' he predicted.





We'll see drones connecting villages where roads still don't reach.

He sees particular promise in rural India, where drone technology could bridge not just distances, but opportunities. Innovation, in his view, is not about following trends in Silicon Valley, but about addressing the real challenges that exist in one's own backyard.

Logistics and the D2C Revolution

As India's D2C economy expands, DTDC has quietly positioned itself at its centre. From small boutique labels to fast-growing online brands, thousands of businesses now depend on DTDC for reliable last-mile delivery.

Abhishek views logistics as the invisible thread in the D2C story, connecting a digital promise with a tangible experience. E-commerce is not complete the moment a customer clicks buy; it is fulfilled only when the package arrives on time, in good condition, and with trust maintained.

DTDC's ability to support these businesses has made it a partner of choice for India's fast-growing digital entrepreneurs. Its systems are built for precision, but its heart beats for service.

Leadership with a Human Compass

If there was one theme that tied his conversation together, it was leadership, not as a title, but as a temperament. Abhishek spoke candidly about resilience, self-awareness, and the quiet strength required to lead without losing oneself.

For him, leadership is not about imitation but about understanding oneself and leading authentically. He views resilience not as merely enduring storms, but as the ability to adapt with grace. In a family-run business, balancing tradition with change is delicate, and he has managed this equilibrium effectively.

His leadership is defined not by grand gestures but by consistency. By staying grounded in values while steering an organisation through the chaos

of digital disruption. By knowing when to accelerate and when to pause.

The Path Forward

As India steps into a new era of logistics, one powered by AI, drones, and rapid commerce, DTDC Express finds itself at the crossroads of tradition and transformation. Under Abhishek Chakraborty's watch, it has chosen to move forward with both ambition and discipline.

Beyond moving packages, DTDC's journey demonstrates leadership built on trust, resilience, and vision; lessons that go far beyond the logistics floor.

And perhaps it's also a reminder that even in an age of speed, the slow values of trust, empathy, and integrity never go out of style.

♦ **In Frame:** Abhishek Chakraborty opens up on running a legacy business while embracing change and innovation in logistics.



iD Fresh CEO on Clean Food, AI, and Scaling a Global Brand

Shobhit Malhotra, CEO of iD Fresh, shares insights on leadership, innovation, and building a business that balances tradition with technology.

Bengaluru's bustling kitchens hide a quiet revolution. What began as a small operation aimed at solving a simple problem, helping families enjoy fresh, traditional food without compromise, has grown into iD Fresh, a brand recognised across India and abroad.

For Shobhit Malhotra, CEO of iD Fresh, building a business was never about chasing trends. It was about solving real problems, creating lasting value, and staying true to a clear purpose.



Shobhit Malhotra

Chief Executive Officer
iD Fresh

Series C

Innovation Driven by Purpose

At the heart of iD Fresh's growth lies a clear and simple purpose. Shobhit explained that the company's founding question was: how do we make fresh, traditional food accessible to busy families without compromising quality? Every product decision, every operational improvement, and every technology adoption stems from this purpose.

// ***Innovation without purpose is just noise. True innovation solves a real problem for real people.***

In a business landscape saturated with fleeting trends, this focus on purpose separates enduring brands from the ones that are short-lived. The principle is simple: clarity of mission outweighs the allure of novelty.

Technology as an Enabler, Not a Replacement

While iD Fresh honours tradition, technology has been central to scaling operations. AI-driven supply chain management, data-informed demand forecasting, and automated production processes allow the company to maintain freshness at scale. Yet, Shobhit is deliberate about technology's role: it enhances human ingenuity rather than replaces it.

He noted that companies often adopt technology for its own sake. At iD Fresh, every technological investment is evaluated against its ability to improve the customer experience. This mindset offers an important lesson: in a world increasingly driven by digital tools, leaders must prioritise impact over trends.

Leadership in Action

Shobhit's approach to leadership is pragmatic and grounded. He emphasised building teams that are empowered, accountable, and aligned with the company's mission. For emerging leaders, his insights offer a vital lesson: leadership is not only about setting vision, it is about embedding a culture of ownership, curiosity, and continuous improvement.

At iD Fresh, leadership is distributed, accountability is visible, and learning from failure is celebrated. Students aspiring to lead in complex organisations can draw a clear blueprint from this model.

Scaling Globally, Thinking Locally

Global expansion brings its own set of challenges: regulatory compliance, consumer preferences, and operational complexity vary widely. Shobhit highlighted the importance of sensitivity to local markets while maintaining brand integrity.

The balance between global ambition and local insight is a subtle but crucial skill. iD Fresh's international ventures demonstrate that understanding local taste, culture, and logistics is as important as the ambition to scale. For PGP students, this insight underlines the importance of adaptability in leadership; one size rarely fits all when it comes to global markets.

Sustainability as Strategy

Shobhit views sustainability not as a compliance exercise but as an essential component of long-term growth. Zero-waste initiatives, cleaner production methods, and responsible sourcing are embedded in the company's operations.

This approach reinforces a broader lesson: ethical and sustainable practices are not a compromise on profitability; they are a competitive advantage. Leaders who integrate

responsibility into strategy cultivate trust, and longevity in their businesses.

Lessons for Emerging Leaders

Shobhit reflected on the personal mindset required to navigate uncertainty. He urged students to embrace setbacks as learning opportunities, maintain clarity under pressure, and remain unwavering in their core values.

// ***Keep moving forward, learn from every setback, adapt relentlessly, and never compromise on your principles.***

In a world characterised by volatility, this combination of resilience and clarity defines exceptional leadership.

➔ **In Frame:** A moment of focus and learning as students interact with Shobhit Malhotra's insights on the importance of sensitivity to local markets while maintaining brand integrity.



Principles That Drive Purposeful Success

- ✦ Purpose-driven innovation ensures long-term brand relevance.
- ✦ Technology enhances human capability rather than replacing it.
- ✦ Leadership requires culture, accountability, and alignment.
- ✦ Global expansion demands sensitivity to local markets.
- ✦ Sustainable practices build credibility and competitive advantage.

Shobhit Malhotra's journey with iD Fresh is a study in thoughtful growth. It illustrates how clarity of purpose, disciplined innovation, and values-led leadership can transform a local brand into a global presence. For students, these insights are not just theoretical; they are practical lessons on navigating the complexities of business, leadership, and strategy.

In a landscape of rapid change, the ability to integrate technology, maintain culture, and scale responsibly separates the leaders of tomorrow from the followers. Shobhit's message is clear: the path to enduring success is not through shortcuts but through consistent effort, disciplined decision-making, and a relentless focus on creating real value.

By embedding these principles into their own leadership journey, students can approach future challenges with confidence, clarity, and a mindset ready for both entrepreneurial and corporate landscapes alike.

↓ **In Frame:** Shobhit Malhotra shares insights on leadership, purpose, and innovation with the students.



Between Insight and Impact: Shrikant Vaidya and Neil George on Leadership and Realism in Industry

Shrikant M. Vaidya, former IndianOil Chairman, and Neil George, MD of Abbott India, share lessons on leadership, consumer insight, and navigating change across industries.

Both leaders began their careers in roles demanding hands-on responsibility and deep operational insight; Shrikant M. Vaidya in refinery operations affecting thousands across the supply chain, and Neil George in FMCG brand management centred on consumer behaviour. These early experiences were crucibles that shaped their approach to problem-solving,

decision-making, and people management, instilling humility, perspective, and resilience, and laying the foundation for the enduring, grounded leadership they exhibit across complex industries today.



Neil George

Managing Director
Abbott India



Shrikant M. Vaidya

Former Chairman
IndianOil Corporation

Series C

Leadership With Real-World Operational and Market Challenges

Shrikant M. Vaidya began his career working in refinery operations, often on night shifts and managing critical units where every choice impacted thousands of people and the wider supply chain. Neil George started in FMCG, launching products like Vicks Sinex and Vicks Action 500, learning early on that understanding customers is key. These hands-on experiences taught both leaders discipline, perspective, and resilience, shaping the practical, impact-driven leadership they demonstrate today.

// ***In a refinery, every decision affects thousands of people and the entire supply chain. That responsibility teaches you discipline like nothing else. - Shrikant M. Vaidya***

Understanding the Customer: The Core of Strategic Thinking

For Neil, consumer behaviour remains the bedrock of every business decision. He spoke of how a brand's success often depends on observing how people interact with products in real life, from rural households with limited storage to urban buyers who prioritise convenience and health. Even emotional cues, such as travellers' moods in airport lounges, can influence product placement and communication.

Shrikant, by contrast, leads in a commodity-driven business. His customers are not individual buyers but millions of motorists and industries expecting reliability and price efficiency. Yet, even in petroleum, he believes differentiation matters. He pointed to products like XP100, a high-performance fuel for luxury vehicles, and XP95, an aspirational mid-tier product that balances cost and quality.

Both illustrate how innovation must be rooted in tangible consumer needs rather than abstract ideas.

Their insights converge on a vital point, regardless of industry: leadership demands a deep, empathetic understanding of the end user. A strategy divorced from reality is a strategy destined to fail.

Realism Over Idealism: Energy and Industry Lessons

Shrikant also addressed the practical realities of operating in a sector as large and volatile as energy. India imports nearly 90 per cent of its crude oil, and refining margins are often wafer-thin. Petrochemicals, he noted, are not just a side business but an essential lever for financial sustainability.

While the world champions energy transition, he cautioned against viewing it in isolation. Renewable energy will grow, but fossil fuels remain indispensable in the near term, particularly as digital and AI-led industries

drive massive new energy demand. Real leadership, he argued, lies in recognising constraints while still pushing for progress.

Neil offered a parallel in FMCG. Markets evolve, but fundamentals endure. Success rarely comes from chasing trends; it comes from reading enduring human needs such as trust, convenience, value, and identity.

// ***The best marketers don't just sell products. They translate behaviour into strategy. - Neil George***

Both leaders returned to a central principle: pragmatic leadership is not about resisting change, but about balancing ambition with realism.

↓ **In Frame:** From the audience, a student poses a thoughtful question on how leaders can balance ambition with operational realities, drawing insights from Shrikant Vaidya and Neil George's decades of experience.



Both leaders shared principles that transcend industries

Align values with work:

Long-term career satisfaction stems from shared principles, not just paychecks. Leaders who operate without alignment risk burnout and short-lived success.

Learn by doing:

Operational experience teaches accountability and leadership far beyond theory. Early responsibilities, however daunting, prepare one for complex decision-making.

Embrace early failure:

Misssteps are essential teachers. Failure cultivates resilience, sharpens judgement, and develops a practical understanding of risk.

Understand your market intimately:

From urban centres to rural regions, consumer insights are the backbone of strategy. Businesses succeed when they anticipate real needs rather than imagined ones.

Innovate with purpose:

Products and solutions must solve tangible problems. Innovation without utility is a distraction.

Balance ambition with realism:

Growth and scale require vision tempered by operational and financial realities. Without it, even the best strategies falter.

These principles, drawn from decades of leadership in vastly different industries, offer insights not only for students but for emerging leaders navigating complex, uncertain environments.

Shrikant and Neil's conversation illuminated more than operational and market realities. It showcased a convergence of leadership philosophies: respect for the rigour of execution, the necessity of understanding those you serve, and anchoring ambition in practical wisdom. In the grounding of ambition in pragmatism. In an era where business often equates scale with success, these insights remind future leaders that discipline, empathy, and real-world awareness are just as critical.

For students, professionals, and aspiring leaders, this conversation offered a rare glimpse into the minds of leaders who have balanced ambition with operational discipline, innovation with reality, and vision with responsibility. Their lessons are timeless: in business, as in life, the path to impact runs through insight, empathy, and the courage to make decisions that matter.

↓ **In Frame:** Shrikant M. Vaidya and Neil George, in conversation with Pratham Mittal, Founder & CEO of Masters' Union, reveal insights on leadership, strategy, and translating vision into measurable impact.



How Three IIT Alumni Built India's First Branded Egg Business

Inside Eggoz, students learn how process, technology, and discipline created a trusted FMCG brand.

Founded in 2017 by IIT Kharagpur alumni **Abhishek Negi**, **Aditya Singh**, and **Uttam Kumar**, Eggoz began with a simple yet powerful observation: most eggs sold in India were inconsistent, ungraded, and often nutritionally weak. The market was vast, close to ninety thousand crore rupees, but lacked structure, trust, and brand ownership.

When Masters' Union students visited Eggoz's Gurgaon office, they saw firsthand how the founders transformed this fragmented market into India's first branded egg company.



EGGOZ
NUTRITION

Abhishek Negi

Co-founder and Chief Executive Officer
Eggoz

Off-Campus

//

We realised that eggs in retail were not fit for direct consumption; that's when we decided to build the first national egg brand.

Building a Category, Not Just a Brand

From the beginning, Eggoz set out to build an industry standard, not just a product line. Every egg collected from a farm reaches a processing centre within four to five hours. Once there, it undergoes eleven levels of quality and safety checks, is inspected for cracks, cleaned, UV-sanitised, graded, and then packaged for market delivery.

The company runs two large processing units, one in Gurgaon and another in Bangalore, alongside smaller distribution hubs in Hyderabad, Chennai, and Mumbai. To scale efficiently, Eggoz adopted a **contract farming model**. Farmers receive IoT devices that track temperature, feed, and productivity. They also get feed support, maintenance assistance, and purchase guarantees, ensuring income stability while maintaining consistent quality.

//

Our goal was to build a decentralised but standardised system, we wanted to control quality, not the farmer.

Technology is at the centre of this system. AI tools monitor bird health and predict demand patterns, factoring in seasonal fluctuations and religious calendars. The insights help Eggoz balance production and supply, a crucial advantage in a market where demand can surge overnight or drop without warning.



Expanding Beyond Eggs

While the company's foundation lies in branded eggs, its growth story is increasingly tied to innovation. Eggoz has introduced a range of value-added products, from Egg Momoz and nuggets to burger patties and ready-to-cook omelette kits.

He pointed to Western markets where consumers have long embraced liquid eggs, powders, and protein-rich ready-to-eat foods, a direction he believes India is steadily moving towards.

//

In India, eggs were seen as a basic commodity. We're turning them into a modern, convenience-led food segment.

Branding and Consistency

Walk into an Eggoz retail shelf, and the visual identity stands out immediately. The packaging, bright orange and white, evokes freshness and morning sunlight.

Every box carries the **Eggoz Nutrition Stamp**, a traceability seal that assures customers of quality from farm to table.

Behind the aesthetic lies structure. The company's branding and supply chain operate in lockstep. Abhishek Negi leads marketing, technology, and finance; Aditya Singh oversees sales, cost, and human resources; Uttam Kumar manages supply chain and production. This division of responsibility ensures consistency across every stage of the business.

Smart Economics

Today, Eggoz is a venture-backed company with over one hundred crore rupees raised from investors. Its long-term goal: reach one thousand crore in revenue.

The economics are simple but carefully managed. The company pays farmers around five rupees per egg, sells standard eggs at roughly ten rupees, and reinvests nearly half its earnings back into the supply network. Logistics cost



↑ **In Frame:** From farm to table, Eggoz shows students the power of precision, technology, and branding in building India's first trusted egg business, turning a commodity into a modern FMCG category.

about fifty paise per egg, and packaging comes to another eighty to ninety paise. Marketing spend stays in single digits as a percentage of revenue, a deliberate choice to prioritise product quality over promotional noise. Customer acquisition costs hover between forty and sixty rupees, a figure that reflects a focus on long-term loyalty rather than short-term volume. freshness and morning sunlight.



Lessons for Entrepreneurs

When asked what future entrepreneurs should take away from his journey, Abhishek Negi outlined three clear principles:

Learn the product from the ground up.

You cannot build trust without understanding what you sell.

Treat the supply chain as strategic.

A reliable network is the backbone of any FMCG brand.

Start from the outside in.

Always ask why the consumer should care before you build.



Looking Ahead

Eggoz's ambition is not limited to business metrics. The founders envision a **protein-positive India**, where eggs become a central part of everyday nutrition. They're also focused on sustainability, reducing carbon footprints across farms and helping rural partners modernise with data-driven insights.

Delhi NCR remains Eggoz's largest market, but demand in South India is growing fast, supported by higher per capita egg consumption. The team sees this as both a challenge and an opportunity: to make high-quality, safe eggs accessible across the country.

Abhishek Negi summed up the company's journey simply: 'For decades, people bought eggs without thinking about where they came from.

We wanted to change that. We wanted to make eggs trustworthy.'

With precision-led operations, tech-driven processes, and a clear brand philosophy, Eggoz is redefining what an Indian FMCG company can look like. It is not just selling eggs; it is building trust, structure, and value in a space that had none.

And that, perhaps, is the real story Masters' Union students took back with them: how discipline, curiosity, and execution can turn something as ordinary as an egg into an extraordinary business.

◆ **In Frame:** Eggoz founder Abhishek Negi shares insights with Masters' Union students on building a trusted FMCG brand, highlighting technology, supply chain strategy, and operational discipline that transformed India's egg market.



EGGOZ

NUTRITION

How **Knox** is Redefining Premium Fitness in Delhi NCR

Aman Arora, founder of Knox, shared how luxury, innovation, and community are transforming India's gym landscape.

Delhi NCR's fitness market is saturated. Gyms are plentiful, but luxury, community-driven experiences remain scarce. Knox, founded by Aman Arora, isn't any other entrant, rather a deliberate reimagining of what a gym can be. Here, fitness intersects with lifestyle, innovation, and premium service.

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At Knox, we didn't want to build just a gym. We wanted to create a space that people look forward to visiting every day. It's about more than workouts; it's about experience, community, and results.



KNOX

Aman Arora

Co-founder and Chief Executive Officer
KnoxFit

Launch Codes

Choosing the Right Model: Personal Training vs. Group Focus

One of the first challenges Aman faced was defining Knox's business model. Most gyms begin as either a personal training hub or a group class-driven operation. Aman recognised that neither approach alone could deliver the premium experience he envisioned.

Knox adopted a hybrid model. Personal training forms the backbone, ensuring tailored guidance and measurable progress. Group classes, however, add a social, motivational dimension that keeps members engaged. This combination positions Knox as both performance-oriented and community-focused.



The key is clarity on what your members value; some want individual results, others thrive in a social environment. Our model caters to both, and that's a differentiator.

Designing Spaces That Inspire

Luxury at Knox lies in the details. Lighting, equipment layout, recovery zones, and wellness corners are all designed to enhance comfort, motivation, and engagement. The gym's design goes beyond aesthetics, influencing how members feel and encouraging them to return consistently. Knox invests heavily in premium equipment, smart workout tracking, and comprehensive recovery facilities.

Recovery, often overlooked in India, is treated as a core offering, with cryotherapy, physiotherapy, and mobility-focused sessions helping members train smarter, not just harder. By integrating recovery into the overall experience, Knox positions it as an essential component of performance rather than a luxury.

Ancillary Services: Turning Experience into Revenue

Knox's ancillary services extend beyond fitness. Recovery programmes, curated F&B options, and lifestyle events enhance member satisfaction while boosting revenue. Aman insists this isn't a superficial add-on; it's integral to the brand.

He explains that members aren't just paying for exercise; they're investing in a wholesome lifestyle. Recovery, nutrition, and community all shape the experience, and getting it right naturally drives revenue.

Knox also leverages technology to personalise offerings. Members receive tailored class recommendations, diet plans, and recovery protocols through a mobile application. This digital layer reinforces engagement, improves outcomes, and strengthens brand loyalty.

Scaling Thoughtfully: From One Gym to a Network

Expansion is often the Achilles' heel of premium fitness brands. Aman stresses that scaling requires more than capital; it demands operational discipline, cultural consistency, and a clear vision of value.

He notes that each new location can either strengthen or weaken your brand. The goal is not to only provide space but maintain culture, service, and operational standards as you grow.

Knox uses a modular approach. Facility design, class structure, and staffing are standardised, while local adaptations account for member demographics and preferences. This balance allows Knox to maintain premium service without compromising operational efficiency.

Lessons for Aspiring Fitness Entrepreneurs



Define your value proposition early

Understand whether you're selling results, community, or lifestyle, and tailor every decision around it.



Invest in experience

Ambience, equipment, and services matter as much as classes. Small details drive loyalty.



Hybrid models work

A mix of personal training and group classes can maximise both engagement and revenue.



Ancillary services aren't optional

Recovery, nutrition, and digital tools are now expected in premium offerings.



Scale with care

Standardisation and culture are more critical than rapid expansion.



↑ **In Frame:** Knox founder Aman Arora decodes strategies of building a luxury fitness brand, highlighting how design, technology, and lifestyle-focused services set new standards for premium gyms in Delhi NCR.

Knox: More Than a Gym

Knox demonstrates that India's fitness market is ready for premium, integrated approaches. Aman believes lasting brands go beyond memberships; they build communities, foster lifestyles, and create spaces where people consciously invest in themselves.

Building a lasting brand requires thinking beyond gym memberships. Knox focuses on creating a community, a lifestyle, and a space where members choose to invest in themselves every day.

By combining luxury design, smart technology, expert guidance, and a strong sense of community, Knox is doing just that, transforming a simple workout into an immersive, rewarding experience. For Delhi NCR, it isn't just a gym anymore; it's a new benchmark of what premium fitness can mean.



The Decisions That Shaped Dhanush Siddanathi's Career Path

How hands-on projects and entrepreneurial experiments built the confidence to navigate complex challenges and excel at Park+ and Noon.

For **Dhanush Siddanathi**, his quote is more than written words. It captures how he thinks about growth, learning, and success. His journey from the classrooms of Masters' Union to leading strategic initiatives at **Park+** and **Noon** is not a story of overnight transformation but one of persistence, clarity, and deliberate choices.

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Everyone starts at a different point in this unfair race, so work hard enough to create the unfair advantage others were born with.



Dhanush Varun Siddanathi

PGP TBM Cohort '24

Manager, Commercial Strategy & Analytics
Noon

Alumni Spotlight

Learning by Doing: Real Lessons from Real Projects

When Dhanush joined Masters' Union, he expected to study business fundamentals. What he found instead was a platform to experiment, take risks, and learn through action. Every project became a hands-on case study where failure was not punished but seen as a stepping stone.

'The idea of learning by doing gave me the confidence to say that I'm now equipped to build something of my own if I ever decide to step out of the corporate world,' he said.

His dropshipping venture was particularly transformative. Running a business end-to-end, from product selection and packaging to marketing, sales, and operations, gave him insights no textbook could offer. He learned how strategy translates into execution and discovered that he thrived when solving diverse, cross-functional problems.

It also revealed his natural inclination as a generalist. Rather than focusing on a single domain, he could move between challenges, prioritise effectively, and maintain momentum across multiple initiatives. These were lessons he would carry into every role thereafter.

Finding Direction & Choosing Passion Over Convention

Dhanush's time at Masters' Union was not just about learning business tools but also about learning himself. He remembers conversations with peers who were unafraid to chart unconventional paths. 'One of my classmates once told me that you don't have to limit yourself to the hundred-odd companies that come to campus. That stuck with me.'

Taking that advice seriously, he started to look beyond placements. Instead of chasing roles that were popular, he focused on roles that aligned with his curiosity. This mindset led him to Park+, a fast-growing mobility startup he first encountered through a live project facilitated by Masters' Union.

That project became a turning point. It showed him the power of following genuine interest rather than external validation. 'When you align your actions with your passions, opportunities tend to find you,' he reflected.

Faculty Who Shape Thinking Beyond the Classroom

Much of Dhanush's professional outlook was shaped by the mentors and faculty he met along the way. Courses like **Management and Corporate Strategy** with **Vipin Sir**, **People Decisions** with **Rajat Sir**, and **Marketing** with **Bhupesh Sir** provided him with the frameworks to think clearly and structure problems effectively.



I still go back to my notes from those classes. They remind me of the importance of first principles, of questioning assumptions rather than taking things at face value.

He also credits the exposure to industry leaders for grounding his learning in reality. Interactions with professionals like **Avantika Tomar**, **Saurabh Sengupta**, **Nitin Gaur**, **Raghav Shyam**, and **Thomas Kuruvilla** helped him see how theory translates into impact. Their sessions were less about lectures and more about conversations that encouraged curiosity and debate.

This balance between academic rigour and industry relevance gave Dhanush a holistic view of business problems. It prepared him not just to perform tasks but to think strategically, ask sharper questions, and lead with confidence.

Preparing for the Leap

When it came time to step into the professional world, Dhanush approached placements with the same structured mindset he had developed at Masters' Union. Rather than chasing the first opportunity that came his way, he applied to over a hundred roles, each time refining his approach.

Case preparation sessions with senior students helped him strengthen his analytical and problem-solving abilities. At the same time, he worked closely with the Masters' Union Placement Team, including **Tanya Patel** and **Anurag Yadav**, who helped him evaluate opportunities based on alignment, growth potential, and culture.

This support proved invaluable. The team encouraged him to combine his entrepreneurial experience with a data-driven narrative, positioning him as someone who could think independently and deliver results.

That preparation paid off when he secured his first role at Park+, where his journey from student to professional began to take shape.

Driving Impact From Park+ to Noon

At Park+, Dhanush quickly made his mark. He launched **Motor Insurance** as a new business line, leading integrations with nine insurers and managing the company's first national ad campaigns across radio, television, and Spotify with a budget exceeding **₹1 crore**. Beyond numbers, what stood out was his ability to take ownership and drive outcomes.

He also worked on organisational restructuring and process optimisation projects, gaining exposure to both strategic decision-making and operational detail. These experiences gave him a comprehensive understanding of how fast-growing companies scale sustainably.

Today, he applies the same principles in his role at Noon, where he works in the **Vice President's Office for Commercial Strategy and Analytics**. His responsibilities

span multiple geographies, overseeing the Express Delivery programme across the UAE, Saudi Arabia, and Egypt.

He has led initiatives that blend data analysis with creative problem-solving, such as planning the Back to School 2025 campaign. It involved market research, competitor benchmarking, and cross-functional collaboration, all aimed at improving customer experience and operational efficiency.

Dhanush believes his time at Masters' Union prepared him for this kind of work. The exposure to uncertainty, teamwork, and experimentation during the programme gave him the confidence to navigate ambiguity in my career.

Defining Success on His Own Terms

Looking back, Dhanush sees his journey not as a straight line but as a collection of

meaningful experiments. Each project, failure, and conversation contributed to who he is today.

He is also clear about what success means to him. For Dhanush, potential becomes limitless when it is paired with curiosity, discipline, and deliberate action. His time at Masters' Union taught him that mentors and peers function like personal trainers: they can guide and support, but true growth comes from showing up and putting in the work yourself.

For the next generation of Masters' Union students, his message is simple: focus on what truly matters. Choose two or three practicum-based experiences that excite you, align your courses with your goals, and take ownership of your learning. The best opportunities often come when you are too busy creating rather than chasing.

Dhanush's story is a reminder that education is not about memorising concepts but about discovering what drives you. From running a small dropshipping business to leading regional strategy at Noon, his journey reflects a consistent theme: learning through action.

It also reinforces a larger truth about Masters' Union's philosophy — that real learning happens outside comfort zones. For Dhanush, those moments of uncertainty became moments of growth. They shaped him into a professional who builds his own path, one decision at a time.

↓ **In Frame:** Dhanush at Noon's Dubai warehouse, immersed in day-to-day operations, learning on the ground, and turning ideas into real impact across teams.

Lessons for Future Cohorts

Dhanush's journey offers practical advice for students who aspire to careers in product management or strategy.

- ✦ Focus on **applied experiences**. Choose two or three projects that challenge you and provide tangible outcomes.
- ✦ Align **courses and learning opportunities** with your goals, but be ready to experiment beyond your comfort zone.
- ✦ Understand that **mentors and peers are guides**, not crutches. Growth is self-driven and requires deliberate action.

He believes that potential becomes limitless when curiosity and resilience are paired with execution. Success, in his view, is not a destination but the accumulation of purposeful experiences.



The **Courage** to Begin Again: From Campus Ventures to Early Leadership

How Karishma Khandwawala leveraged hands-on experiences at Masters' Union to build resilience, discover her strengths, and make an impact in strategy roles.

For many, the leap from academia to the professional world follows a predictable path. For Karishma Khandwawala, it was a journey defined by experimentation, unexpected setbacks, and moments of clarity that reshaped how she approached challenges. Her story is one of courage, curiosity, and the relentless pursuit of growth.

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Sometimes the bravest thing you can do is to begin again, not because you have failed, but because you have outgrown where you were.



Karishma Khandwawala



PGP TBM Cohort '23

Associate VP, Strategy Head - Partner Office Channel
Aditya Birla Sun Life Insurance

Alumni Spotlight

Experiments That Became Education

Karishma quickly realised that the most valuable lessons often happened outside formal lectures. While textbooks provided frameworks, it was hands-on projects that became the crucible for her professional development.

Her journey began with a dropshipping venture, selling brownies and lunch boxes. Though the business did not turn into a commercial success, but it offered invaluable lessons in running a business. It became a masterclass in entrepreneurship. She managed product selection, branding, marketing campaigns, and operational logistics, often under time pressure and unexpected setbacks.

One particularly memorable challenge involved a last-minute supplier delay. Karishma had to source alternative ingredients, adjust pricing, and redesign packaging; all while keeping customers informed. The experience taught her to remain calm under pressure, make quick decisions, and balance multiple moving parts simultaneously. She reflects, 'Hands-on experience taught me to face challenges directly and explore solutions in ways no textbook could ever equip me for.'

Consulting projects at Galleria Market further reinforced this learning. Working with small businesses required her to observe customer behaviour, identify operational bottlenecks, and provide practical recommendations. From conducting interviews with shop owners to analysing footfall data and sales patterns, these projects demanded both creativity and precision. Each recommendation she made had to be actionable and realistic, which gave her early exposure to decision-making under real-world constraints.

Through these projects, Karishma discovered that outcomes matter, but growth comes from the courage to act, experiment, and begin again. Every failure, setback, and pivot became a lesson in resilience, problem-solving, and adaptability.

Mentorship That Shaped Thinking

Alongside experiential learning, mentorship played a pivotal role in shaping Karishma's approach. Two faculty members, in particular, left a lasting imprint on her development.

Professor Bhupesh, who taught marketing, transformed her understanding of products, people, and strategy. A project on psychographic segmentation required Karishma to engage directly with customers, observe behaviours, and analyse subtle factors influencing their decisions. She learned that great marketing is not just about numbers or frameworks; it is about empathy, seeing the world through the user's eyes, and understanding motivations that are often unspoken. She also developed an appreciation for the power of observation and curiosity, noticing small patterns in customer behaviour that informed strategic choices.

Professor Garima exemplified patience and analytical rigour. Her econometrics classes were challenging, yet she guided every student with persistence and clarity. Karishma recalls struggling with a particularly complex regression analysis, but Professor Garima took the time to walk through the concepts step by step until it made sense. That experience built not only her analytical foundation but also the confidence to tackle complex problems with structure and composure.

By combining these lessons, empathy from Bhupesh Sir and analytical precision from Garima Ma'am, Karishma developed a balanced perspective that continues to guide her professional decisions and collaboration with teams today. She learned how to blend qualitative understanding with quantitative insight, a skill that has proved essential in strategic decision-making roles.

Discovering the Role That Fits

Karishma's path to her current career was far from linear. Initially, she had not imagined a role in product management or strategy. Yet through mentoring, networking, and hands-on experience, she discovered a path that aligned perfectly with her strengths in strategy, finance, and product insight.

The placement process was competitive and, at times, discouraging. Facing multiple rejections tested her confidence, leaving her questioning whether she had the right skills. Personalised mentoring sessions, alumni guidance, and practical case preparation helped her refine her approach, strengthen her interviews, and stay resilient.

She recalls one pivotal session with an Masters' Union mentor who encouraged her to focus less on rejections and more on highlighting her hands-on experiences, from dropshipping to consulting projects, and demonstrating what she had learned from them. That advice shifted her mindset, allowing her to present herself confidently and authentically in interviews. She also learned the value of storytelling, framing her experiences in a way that clearly showed problem-solving, impact, and personal growth.

Karishma realised that sometimes the right role finds you, provided you remain open, prepared, and persistent. Her deliberate approach ensured she entered a role that matched both her abilities and long-term career aspirations.

Early Impact at Aditya Birla Sun Life Insurance

Just four months into her role as AVP Strategy at Aditya Birla Sun Life Insurance, Karishma is already contributing to high-impact projects. She is involved in initiatives that shape the company's approach to partnerships and distribution

strategies and is part of programmes that are innovative within the life insurance sector.

Her work requires cross-functional collaboration with senior leadership, exposing her to strategic decision-making, stakeholder management, and operational execution. She recalls one project where she analysed the performance of multiple distribution channels across regions, identified inefficiencies, and recommended actionable solutions. Presenting her findings to senior leaders for the first time was nerve-racking, but it solidified her belief that preparation and clarity can overcome initial apprehension.

Another experience involved participating in brainstorming sessions for a new insurance product. Karishma was responsible for evaluating market demand, competitor positioning, and potential customer adoption strategies. The process deepened her understanding of market dynamics and honed her ability to translate research into actionable strategy, bridging academic learning and real-world execution.

The impact of her work is tangible: recommendations and analyses she provides influence company priorities and operational plans. These early responsibilities reaffirm lessons from her university days: curiosity, courage, and resilience are as critical as technical knowledge in driving meaningful impact.

Full Circle: Building Confidence Through Experience

Looking back, Karishma sees her journey as a series of deliberate steps, each with its own lessons. From navigating a failed dropshipping venture to making strategic contributions in a major insurance firm, she has realised that success is not about perfection, but about progress and self-discovery.

Mentors and peers provided guidance, but the real growth came from her willingness to take risks, face failure, and begin again. She notes that sometimes, just 30 seconds of confidence can change the trajectory of a career by pitching an idea, reaching out for help, or starting anew.

For Karishma, Masters' Union was more than a university; it was a training ground for resilience, experimentation, and self-directed learning. Every project, setback, and achievement contributed to a foundation that prepared her for increasingly complex challenges ahead.

Her story is a testament to the idea that true professional growth comes from daring to take initiative, learn actively, and define success on your own terms. By combining hands-on experience, reflective mentorship, and deliberate career choices, she has turned every challenge into an opportunity and every beginning into a stepping stone toward meaningful impact.

Lessons from Hands-On Learning

Karishma emphasises the value of embracing challenges, taking ownership, and learning through action. Key lessons include:

- ✦ **Fail forward:** Not every venture or project will succeed, but each experience provides insight and skills impossible to gain otherwise.
- ✦ **Be curious and bold:** Observing, questioning, and experimenting are just as important as studying frameworks.
- ✦ **Seek mentors, but take ownership:** Guidance helps, but true growth comes from applying advice actively and consistently.
- ✦ **Align actions with strengths:** Understanding where your skills intersect with opportunities allows for meaningful contributions and rapid learning.
- ✦ **Reflect constantly:** Pausing to think about what worked, what didn't, and why is as important as doing itself.

Karishma's journey shows that confidence and capability grow hand in hand with action, not just reflection. Even small experiments, like her dropshipping venture or consulting projects, became foundational to her professional identity.

The Art of Pivot

From Merchant Ships to
Strategy Consulting: How
Sachin Gaurav Navigated His
Shift to EY-Parthenon.

Sachin Gaurav once navigated the endless horizon of the sea, where order and routine ruled every wave. But a single moment of clarity pulled him away from the ocean and toward what truly drives him. Today, the Masters' Union alum works at EY-Parthenon, helping companies optimise systems, streamline operations, and design predictive models for business growth. But his

journey began in a world defined by discipline, precision, and the quiet rhythm of open waters.

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After five years at sea, I realised I thrive on challenge, not predictability.'



Sachin Gaurav

PGP TBM Cohort '21
Senior Management Consultant
EY- Parthenon

The Art of Pivot

From Decks to Decisions

Life at sea offered its share of order. Systems worked, hierarchies held, and tasks followed procedure. Yet, for Sachin, predictability soon lost its appeal.

Days felt repetitive, leaving little space to question, experiment, or challenge how things were done. He craved curiosity and impact beyond routine.

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I wanted to ask why things worked the way they did, not just how.'

That question led him to Masters' Union, where real-world exposure replaced rote learning, and curiosity was rewarded over conformity.

The transition was not without its turbulence. Shifting from a technical maritime mindset to business strategy required unlearning as much as it demanded new learning. But the classroom soon became a proving ground, a place to apply operational insight in new contexts.

Turning Maritime Lessons into Strategy Frameworks

During his time at Masters' Union, Sachin discovered that his shipping background was not a detour but an advantage. In a supply chain project analysing **IBM–Maersk's** blockchain initiative, he drew on his maritime experience managing cargo documentation and port logistics to identify inefficiencies that technology could directly address.

For him, blockchain's potential to digitise bills of lading was not a theoretical innovation; it was a measurable shift in

operational control and efficiency. The ability to translate technical experience into strategic application became his defining strength, shaping his consulting approach at EY-Parthenon.

Learning to Decide Under Ambiguity

Consulting, like navigation, thrives on decision-making in ambiguous situations. Sachin honed that reflex during live Masters' Union projects, working with real clients and incomplete data. The experience trained him to move with partial information, prioritise signal over noise, and apply structured thinking under pressure. Today, that same mindset guides his work at EY-Parthenon, where he helps firms uncover operational inefficiencies, streamline processes, and design data-driven forecasting models.

Placement That Mattered

For Sachin, the placement support extended far beyond interview preparation. It was about shaping a narrative that positioned his unconventional background as an asset rather than a risk. The career services team helped him translate the discipline and systems thinking gained from his maritime years into a business context, demonstrating how those skills could solve complex organisational problems. That clarity proved decisive in consulting interviews, where structured reasoning and real-world insight often carried more weight than theory alone.

Inside the Work at EY-Parthenon

As a Senior Management Consultant, Sachin's portfolio spans industries and functions:

- ✦ **Process Optimisation:** Centralised repetitive workflows for a major EPC company, improving SLA adherence and efficiency tracking.
- ✦ **Predictive Modelling:** Designed data frameworks for a leading building materials manufacturer to cut production costs and boost accuracy in supply forecasts.

Each project builds on a common thread, structured curiosity. The same instinct that once helped him chart global waters now guides him through corporate complexity.

- ↓ **In Frame:** From navigating oceans to navigating ideas: Sachin Gaurav's years at sea shaped the way he approaches challenges today, blending experience with insight.



For Students Aiming at Strategy Consulting

✦ **Translate your past into perspective.** Prior experience is an advantage when framed as business insight.

✦ **Stay curious, but structured.** Ask questions that reveal systems, not surface issues.

✦ **Use Masters' Union's ecosystem.** Mentors, peers, and projects form the network that accelerates learning.

✦ **Embrace ambiguity.** Learn to act on clarity, not on certainty.

Sachin Gaurav's story is not about leaving one world behind, but about carrying its lessons forward. His pivot, from merchant ships to consulting, is proof that strategy isn't taught; it's built through experience, reflection, and the will to keep asking better questions.

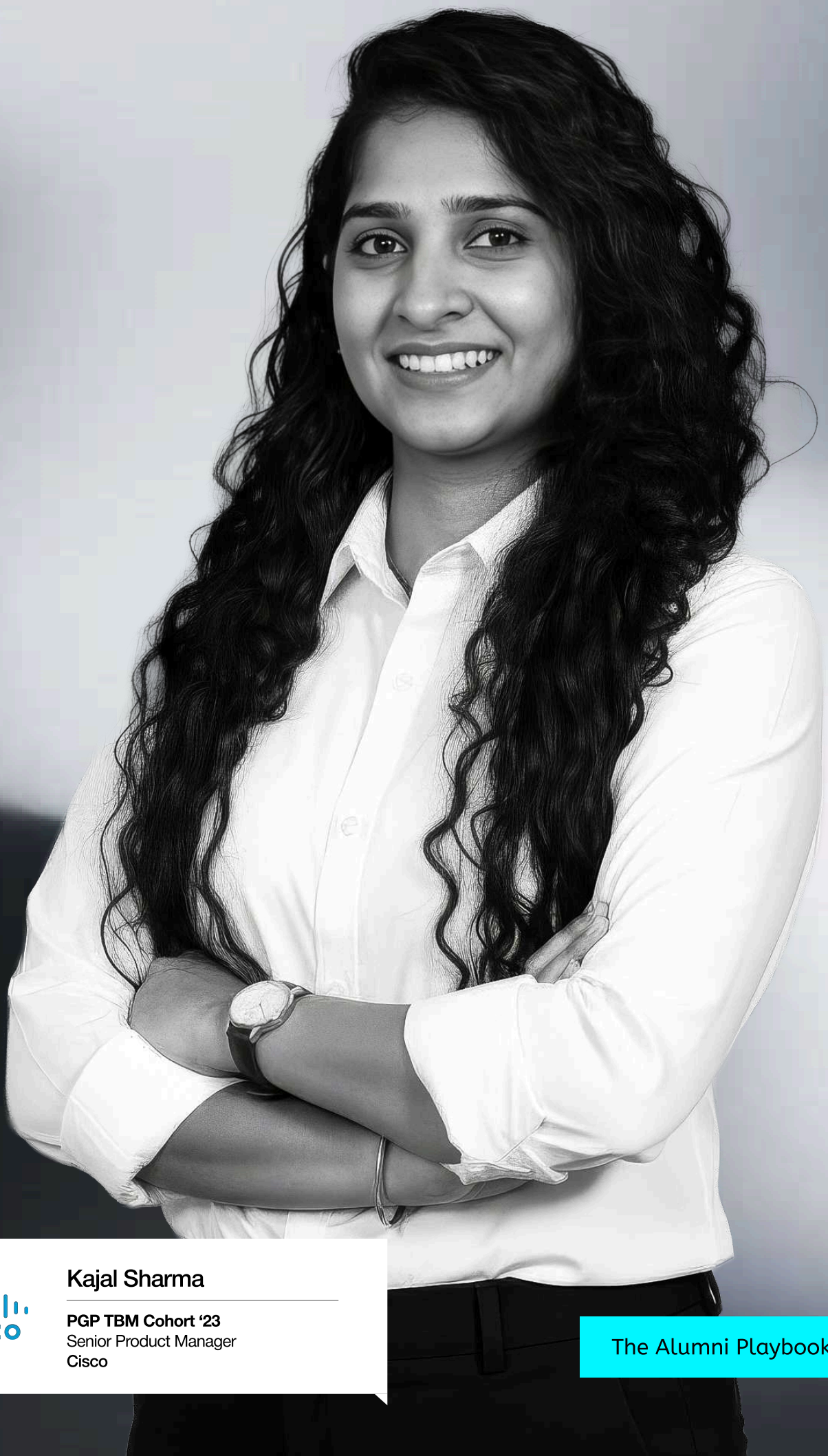


The Alumni Playbook

“What’s a misconception students have about your role, and what’s the reality you wish more people knew?”

On paper, some roles look glamorous: the creativity of brand management, the thrill of venture investing, or the prestige of founding a startup. But the reality is far more nuanced. Behind every high-profile title lies a mix of rigorous analysis, relentless problem-solving, and countless decisions that rarely appear

in the job description. Success isn’t just about the surface appeal; it comes from mastering the invisible levers that make a role work. To explore this further, we asked our alumni about misconceptions students might have about their roles, and the realities they wish more people understood.



Kajal Sharma

PGP TBM Cohort '23
Senior Product Manager
Cisco

The Alumni Playbook

Nakul Jain

PGP TBM Cohort '24
Brand Manager
Wakefit



Many students assume brand management is all about creativity and generating “cool” ideas. That’s certainly part of it, but the role is equally anchored in data, analysis, and meticulous attention to detail. Half the job involves evaluating campaign performance, reading market and competitor data, and ensuring every element, from script to execution, aligns with the brand strategy. Success in this role comes from balancing creativity with insight and obsessing over the details that make a brand truly click.

Venture capital often looks effortless, as if all you do is judge startups and approve deals. The reality is far more demanding. A VC’s work spans sourcing deals, evaluating complex business models, and managing portfolio companies, often requiring legal review, negotiations, strategic guidance, and problem-solving for founders. Success depends on juggling multiple tasks, managing stakeholders, and dedicating hours beyond standard office time to network and build trust, all while staying deeply analytical and patient.

Radhika Kedia

PGP TBM Cohort '23
Independent Startup Consultant, ex-VC
Artha Venture Fund



Daksh Jain

PGP TBM Cohort '24
Entrepreneur in Residence (EIR)
mCaffeine & Hyphen (PEP Brands)

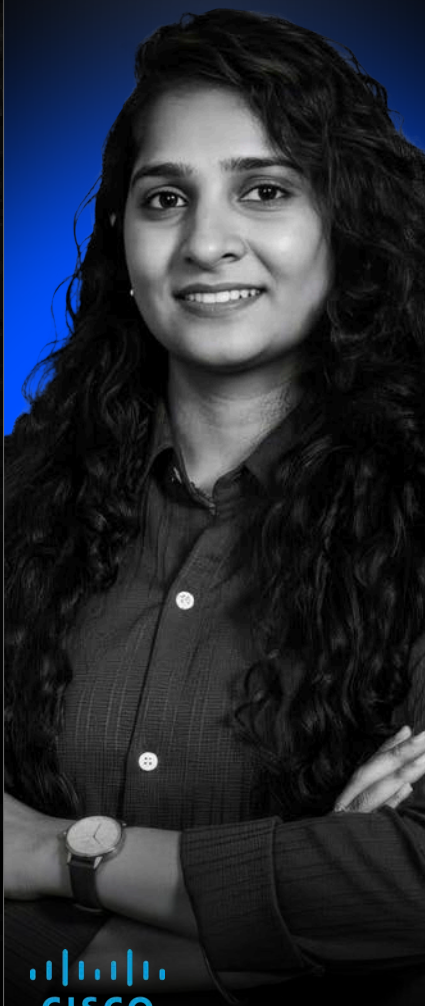


Being an Entrepreneur in Residence isn't about big ideas alone. It's about solving the hard problems that move a company forward, identifying growth levers, exploring new opportunities, and building execution playbooks with proof of concept. The role demands thinking like a founder: planning and executing with speed, resilience, and relentless focus. Glamour is rare; impact comes from making thoughtful decisions and driving execution at every level.

Product management may appear as constant customer interaction and roadmap design, but much of the work happens behind the scenes. It involves analysing why products underperform, supporting teams with positioning, responding to urgent issues, and making decisions under uncertainty. The role is unpredictable and demanding, but it teaches composure, quick thinking, and how to bring structure to ambiguity, turning insights into actionable solutions.

Kajal Sharma

PGP TBM Cohort '23
Senior Product Manager
Cisco



Manav Bajoria

PGP TBM Cohort '22
Founder
Smarto Cabs



Sales is often dismissed as mere cold-calling, but in reality, it is the engine that drives every successful business, where ideas meet execution and strategy comes alive. The role requires agility, strategic thinking, and sharp analytical insight, combining instinct with data to test initiatives, forge partnerships, and deliver measurable growth. For early-career professionals, sales teaches how to navigate pressure, build credibility, and create tangible, lasting impact across teams and markets.

Muskan Agarwal

PGP TBM Cohort '22
Business Development/Sales
Amazon



Many believe a founder mostly delegates and inspires teams. In reality, especially in early-stage ventures, founders handle everything from strategic decisions to minute operational details. Onboarding the frontline team, understanding on-ground challenges, and iterating processes personally are critical to setting expectations and scaling efficiently. In a founder's world, no task is too small; every action informs strategy and shapes the company's trajectory.



PGP BHARAT

*Travel Through India to
Understand How Business
Really Works.*

This year, Masters' Union rolled out multiple courses across undergraduate, postgraduate, and executive levels. Among them, PGP Bharat stands out. It's built on a simple premise: to understand India's economy, you must experience India itself; not through consulting decks or textbooks, but on the ground.

In their first term, students travel through 20+ cities and complete 40+ immersions, witnessing business in action. By term's end, India stops being an abstraction and becomes a landscape they can think with, design for, and lead in.



Chandni Chowk comes alive before sunrise. Factories are already running. Ports are moving containers at full speed. Tea estates are starting their day in Darjeeling. This is where PGP Bharat begins: on the road, seeing India's business in action.

Spanning over 20 cities and 7,000 kilometres, Masters' Union's twenty-four-week immersion-driven programme invites learners to explore India like never before. Here, every mile travelled is a lesson, every city a classroom, and every encounter a window into the workings of the country's economy.

PGP Bharat is built on a simple idea: to understand India's economy, you need to see India itself, not the India of consulting

decks or academic models, but the India that moves with rhythm, ambition, and grit. The India that wakes before sunrise to keep supply chains flowing, produces in small workshops to sell globally, and delivers thousands of tiffins across Mumbai flawlessly.

Eight weeks on the road from the heart of the programme. Students move through cities, observing, listening, and engaging with real people. **Delhi's** markets and digital startups, **Jalandhar's** factories, **Mundra's** ports, **Mumbai's** logistics marvels, **Goa's** local industries, **Bengaluru's** technology hubs, and **Darjeeling's** rural enterprises; they are all classrooms. Each stop reveals a facet of India's layered economic landscape.

PGP Bharat structures learning around three pillars: **Experience, Exposure, and Extract.** Experience is learning by moving; Exposure is learning through people; and Extract is learning by building. Together, they form the backbone of the journey, turning adventure into actionable business insight.

Experience Learning by Moving

The travel immersion is the defining element of PGP Bharat. It includes more than twenty-five business visits and ten cultural experiences. Each city provides a unique perspective, helping participants understand the diversity and scale of India's economy.

Hub 1
Delhi NCR

VISITS INVOLVE



DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

ASSIGNMENT

Launch a product using storytelling and virality, aiming for 50K impressions and 2% conversions with no paid marketing.

LOCATION	DAY COUNT	QUESTION
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ORIENTATION	14	
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CHANDNI CHOWK MARKET



2

How to boost sales of small shop owners leveraging social media virality?

LENSKART



2

How to know what your consumer wants before they know it?

MERCEDES-BENZ
DEALERSHIP



1

How to sell aspiration, not just automobiles?

NDMA -
COVID-19
CRISIS
MANAGEMENT



0.5

How to navigate a nation when unprecedented crisis strikes?

ADDVERB



0.5

How is AI improving manufacturing efficiency and automation?

 DELHI METRO RAIL CORPORATION



CARD BALANCE: ₹
VALIDITY: 30-09

यात्रा सुरक्षित करें | TRAVE



Jalandhar

VISITS INVOLVE



DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

ASSIGNMENT

Propose a new variant from ITC's Portfolio (flavor, size, or packaging) tailored for rural Punjab consumers.

LOCATION

DAY COUNT

QUESTION

ITC FOODS FACTORY



2

How to turn farm staples into multi-million-dollar brands?

SONALIKA TRACTORS



1

How to build tractors that are made for India?

NIVIA SPORTS



1

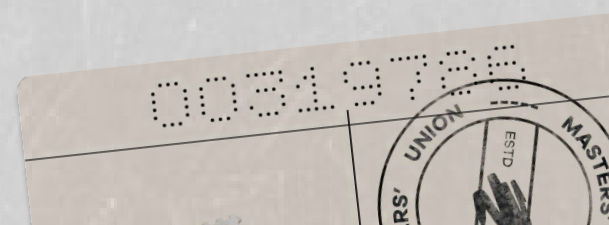
How can my business expand and successfully tap into new markets?

AGRICULTURAL IMMERSION



1

How can farming become India's road to prosperity?



Hub 3

Ahmedabad

VISITS INVOLVE

Amul

ASSIGNMENT

Propose a new variant from ITC's Portfolio (flavor, size, or packaging) tailored for rural Punjab consumers.

DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

LOCATION

DAY COUNT

QUESTION

AMUL
FACTORY



1

How to build brands that drive loyalty?

IIM A
VENTURES



1

How to design the conditions where startups don't just start, but scale?



Mundra

VISITS INVOLVE



DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

ASSIGNMENT

Pick one product you saw this week (e.g., edible oil, solar panel, or dairy product) and show how it travels from Mundra to the Indian consumer.

LOCATION		DAY COUNT	QUESTION
ADANI PORTS AND SPECIAL ECONOMIC ZONE (SEZ)		1	How can ports move goods faster and smoother?
ADANI WILMAR REFINERY		1	How can large plants run efficiently and safely?
ADANI SOLAR		1	How does the world's first fully integrated solar manufacturing ecosystem work behind the scenes?



ANI PORT - MUNDRA



Mumbai

VISITS INVOLVE



ASSIGNMENT

Select a movie that was released before the OTT era and design a launch plan as if it were premiering for the first time in 2026.

DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

LOCATION

DAY COUNT

QUESTION

DHARMA
PRODUCTIONS



1

How do production houses choose between theatres and OTT platforms for releasing a movie?

GODREJ
INDUSTRIES



2

How to build one brand DNA across many businesses?

RBI, BSE



2

How to safeguard financial stability while fueling innovation for 1.4 billion people?

TOR PASS



Hub 5

Goa

VISITS INVOLVE



ASSIGNMENT

Analyse the hidden systems in Goa's distillery, mining, or cruise industry, and propose one value-adding improvement.

DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

LOCATION

DAY COUNT

QUESTION

CORDELIA
CRUISE FROM
MUMBAI TO
GOA



3

How to design
unforgettable
journeys at scale?

SESA GOA
IRON ORE



2

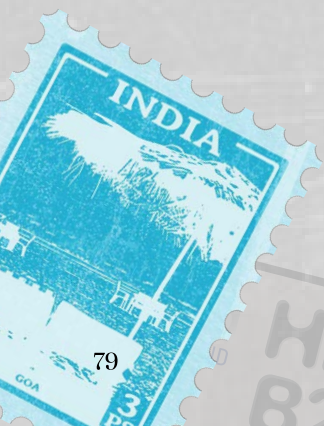
How does India
extract minerals
efficiently and
responsibly?

FENI
DISTILLERY



0.5

How does a drink
rooted in Goan soil
flow seamlessly into
global markets?



Bengaluru

VISITS INVOLVE



ASSIGNMENT

Identify and define a new product feature (for a fin-tech) that will drive user engagement and habit formation over time.

DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

LOCATION

DAY COUNT

QUESTION

ZERODHA,
CRED



2

How can I design a product that forms habits and keeps users coming back?

MEESHO



1

How to create successful category strategies for digital marketplaces?

CINGULARITY
INDIA



1

How can India design aerospace solutions at global standards?

INFOSYS



1

How to turn IT services into India's biggest export story?



V
VISITOR

Infosys
INFOSYS TECHNOLOGIES LTD
37, Infosys Internal Rd, Konappana
Agrahara, Electronic City, Bengaluru,
Karnataka - 560100
Tel : +91 123456789

Darjeeling

ASSIGNMENT

Design a 'New Darjeeling Export'; a product, service, or experience that, like tea, can carry Darjeeling's identity to the world.

DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

LOCATION

DAY COUNT

QUESTION

RURAL IMMERSION



5

How can rural India turn geography into economic opportunity?

TEA ESTATE VISIT



2

How does Darjeeling tea sustain its premium in a commoditized world?



Lucknow

VISITS INVOLVE



ASSIGNMENT

Identify one critical urban challenge that Lucknow must address in the next decade to power Uttar Pradesh's trillion-dollar economy.

DISCLAIMER: THE IMMERSIONS LISTED ARE INDICATIVE AND MAY CHANGE BASED ON PARTNER AVAILABILITY AND UNFORESEEN CIRCUMSTANCES.

LOCATION

DAY COUNT

QUESTION

INDO-
RUSSIAN
RIFLES
PRIVATE
LIMITED



2

How is Indo-Russian Rifles advancing Atmanirbhar Bharat?

CHIKANKARI
CLUSTERS



1

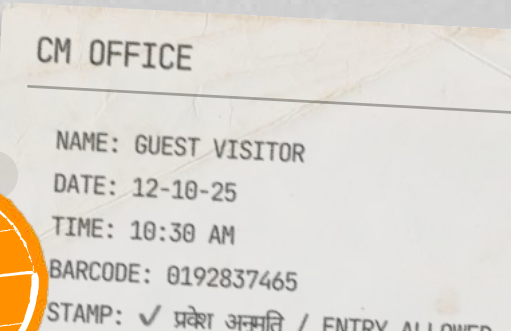
How to scale hand-embroidery globally while preserving its luxury appeal?

CM OFFICE
VISIT



1

How does UP build and sustain the path to a trillion-dollar economy?



Exposure: Learning Through People

PGP Bharat is not just an observation; it is interaction. Learners meet over **40 CXOs, founders, artisans, policy leaders, and managers**. These structured conversations help participants see how decisions are made, how companies plan growth, and how leadership operates across sectors.

By engaging with people at every level - from factory workers to top executives - participants gain insights that no textbook could offer.

Extract: Learning by Building

Participants translate observation into action through hands-on challenges:

CREATOR CHALLENGE

Develop digital presence and storytelling skills.

DROPSHIPPING CHALLENGE

Apply business frameworks to real commerce execution.

VENTURE INITIATION PROGRAMME

Pitch ideas for pre-seed funding.

The programme is structured across four terms: Term 0 builds foundational skills, Term 1 is the travel immersion, Term 2 combines classes with dropshipping, and Term 3 integrates workshops with venture-building. The flow is consistent: observe, learn, build.

Who the Programme is For

PGP Bharat welcomes final-year students, young professionals (up to two years' experience), mid and senior-level professionals, entrepreneurs, creators, and family business members.

A family business owner may gain insights from a steel plant manager. A recent graduate may understand logistics by walking through a port.

An experienced professional may rediscover curiosity in a tea estate or aerospace facility. The programme is designed to make each participant a learner of India itself.

Why PGP Bharat Stands Apart

PGP Bharat treats India itself as the classroom. Participants learn sales and marketing by observing markets, strategy by watching companies compete, finance by engaging institutions, and technology by interacting with builders at scale.

The programme does not promise job titles or salaries. Instead, participants gain perspective, discipline, and exposure. Weeks on the road, observing Mumbai's tiffin system, walking factories, tracing supply chains, and exploring rural enterprises create a deeper understanding of how India grows.

Adventure Meets Learning

PGP Bharat is not a conventional MBA. It is a guided, intensive journey through India where every mile, every interaction, and every observation becomes a lesson. For students choosing a shift, entrepreneurs exploring insight, or family business members looking for clarity, the programme replaces assumptions with observation and distance with direct experience.

At its core, PGP Bharat is more than a programme; it's a ticket to India's industries, innovators, and untold business stories. The road is the classroom, every mile a lesson, and every encounter an insight you can't get from a book.

Flip to the back cover to discover how PGP Bharat turns this journey into a learning experience like no other. Suitcase packed? Let's go.



Fundr: Reimagining Early-Stage Discovery in India's Startup Ecosystem

How an undergraduate student startup is turning the chaos of fundraising into a streamlined, data-driven, and human-centric experience.

In the sprawling, fast-evolving world of Indian startups, fundraising has long been a delicate dance. For early-stage founders, it is often a grind of sleepless nights, endless pitch decks, and the relentless pursuit of introductions that sometimes lead nowhere. For investors, it is a deluge of applications, many of them lacking clarity or substance. Amidst this cacophony, one platform is quietly reshaping the way capital meets innovation: **Fundr**.

At its heart is **Aarjav, the Founder and CEO**, whose own journey as a founder exposed the deep inefficiencies of early-stage fundraising. His first venture made the process feel distant and unnecessarily complicated, and the contrast became clear when he arrived at Masters' Union and saw how accessible investors were compared to smaller cities.



Aarjav Jain

Founder & Chief Executive Officer
Fundr

Startup Garage

When Realisation Hit

Fundr emerged as a way to bridge the gap and make investor access simpler, faster, and far more democratic. It is not merely a digital platform; it is a reimagination of how early-stage startups are discovered, assessed, and ultimately funded. Operating in India's vast \$84.5 billion private equity market, the platform brings together founders and investors in a single, structured, transparent ecosystem. Its ambition is clear: reduce friction, accelerate discovery, and create quality matches in a market where inefficiency is the norm.

The Problem: Slow, Loud, and Fragmented Fundraising

The statistics are striking. India is home to over **159,000 DPIIT-recognised startups**, with more than **400 active venture funds**. Between April 2024 and February 2025 alone, the country saw over **\$25 billion in startup funding**. Yet, despite this abundance of capital, early-stage fundraising remains slow, laborious, and signal-poor.

Founders expend hundreds of hours creating static pitch decks, sending cold emails, and chasing introductions. Investors, on the other hand, sift through thousands of proposals, most of which lack sufficient clarity or verification. The result is a misalignment of time, effort, and opportunity.

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Great ideas die quietly, not for lack of effort, but for lack of visibility. Fundr is my way of giving founders a louder, smarter voice to get discovered faster.

Current platforms like **AngelList**, **Crunchbase**, and **PitchBook** attempt to organise discovery and data. However, they rely heavily on static profiles and disconnected workflows. Verification is often absent,

and the processes are cumbersome for the fast-paced attention economy of today. The gap, Fundr's team recognised, was not simply technological; it was systemic.

The Genesis of Fundr

Like many startups, Fundr began humbly. Aarjav sketched the idea on **Figma**, sharing the prototype with founders and investors on **LinkedIn**. The response was immediate and overwhelming. Users were particularly drawn to the platform's ability to filter startups by stage, sector, and metrics, providing clarity in a sea of noise. That early validation gave Aarjav the confidence to turn a concept into a functioning platform.

Yet, the journey was not without challenge. Aarjav initially assumed that building the technology would be the hardest part, but he soon realised that assembling the right team was even more difficult. Convincing **Ronit, the lead designer**, to join at 29 required a shared belief in the vision, and finding a tech co-founder who matched the same level of commitment remains an ongoing pursuit.

The Fundr team now consists of three core members:

✦ Aarjav (Founder & CEO)

The brain behind the vision, strategy, and founder insight.

✦ Ronit (Lead Designer)

Product experience, short-form storytelling, and UX design

✦ Punya (Operations Lead)

Operational execution, onboarding, and workflow management

Together, they form a compact but capable unit, combining industry experience, design discipline, and operational rigour.

The Fundr Approach: Storytelling Meets Data

Fundr's innovation lies in its fusion of short-form storytelling and verified metrics. Instead of static decks, founders create 60-second video pitches, a concise, visual format that captures both the vision and the facts. Investors, meanwhile, browse a scrollable feed of startups, equipped with filters for stage, sector, traction, and team strength.

A video captures the emotional story of a startup, while integrated data provides the hard facts that investors need to make informed decisions. Verification is central to the platform: founders upload documents that can be validated by incubators or accelerators, ensuring that trust remains at the heart of every transaction.

By replacing static decks with dynamic, data-driven pitches, Fundr transforms fundraising from a cumbersome, time-intensive process into a discovery experience that is fast, transparent, and attention-friendly. Investors no longer have to wade through hundreds of low-signal proposals. Founders, meanwhile, are freed from weeks of preparation to focus on execution and market fit.

The Market Opportunity and Right to Win

The question of scale is never far from mind in a venture like this. Fundr targets both premium and broad adoption revenue streams. The **premium model** charges founders approximately **\$1,000 per year** for visibility, verified metrics, pitch coaching, and accelerator placements. Complementing this, a **lower-cost tier of \$100 per year** allows modular services like pitch boosts and analytics subscriptions, ensuring wider reach without compromising quality.

Fundr's right to win lies in its product experience. By merging storytelling, verified data, and a frictionless interface, the platform delivers a 10x improvement over traditional fundraising methods. Unlike mass-market consumer platforms, Fundr operates in a high-intent B2B2C segment, prioritising trust, quality, and repeatable discovery.

Global comparables reinforce the approach. Platforms such as AngelList, PitchBook, Crunchbase, SeedBlink, and Gust have proven that both founders and investors are willing to pay for structured, high-quality discovery tools. Fundr differentiates itself through a video-first, attention-native experience, designed for the modern founder-investor dynamic.

Quality and Curation at Scale

With over **159,000 startups**, ensuring that investors are matched with the right founders is critical. Fundr relies on filters, data, and human curation, focusing on sector relevance, team strength, and traction metrics. This combination ensures that investors spend time only on startups that fit their thesis, while founders gain exposure to the right audience.

The platform does not attempt to replace accelerators, VCs, or existing discovery tools. Instead, it complements the wider ecosystem by streamlining workflows and amplifying signals that often get lost in the noise. At its core, Fundr is designed to connect stakeholders rather than compete with them.

Validation and Early Traction

Fundr's model has been lean and cost-effective to test. Small cohorts of founders and investors can validate core assumptions within weeks. Engagement metrics: views, follows, and messages directly reflect traction

and usability. With a minimal tech stack and pre-existing networks cultivated at Masters' Union, the platform has already demonstrated that its thesis is both scalable and actionable. The long-term vision is clear: Fundr aims to become the global home for early-stage discovery, a space where every founder can pitch and every investor can scout talent instantly.

Challenges and Lessons Learned

Even with early validation, the journey is far from trivial. Aarjav admits that finding the right founding team proved more difficult than building technology. Convincing early believers, maintaining operational rigour, and refining the product based on real-world feedback have all been continuous tests.

Yet each challenge has sharpened Fundr's focus. From ideation to execution, the platform remains grounded in the real-world pain of founders and investors, avoiding the trap of 'solution in search of a problem.' Fundr represents more than a tool; it embodies a shift in how capital discovers innovation. In a country teeming with entrepreneurial energy but plagued by inefficient fundraising processes, Aarjav and his team have built a platform that is practical, trustworthy, and visionary. By combining storytelling, data, and human curation, Fundr transforms a slow, scattered process into an efficient, transparent, and discovery-driven marketplace.

For early-stage founders and investors navigating India's dynamic ecosystem, Fundr is not just an option; it is a necessary evolution. As Aarjav succinctly puts it, "Great ideas should not die quietly. Fundr ensures they get the visibility they deserve, faster and smarter."



Masters of the Union

Meet Ritesh Sabharwal and
Alok Srivastava: Guiding
Students Through Personal
Finance and Purpose-Driven
Social Entrepreneurship.

At Masters' Union, two faculty members reshape how students think about responsibility, both personal and societal. Ritesh Sabharwal uses real numbers and lived mistakes to show that financial stability comes from behaviour, not clever products. Alok Srivastava pushes students to examine why

they build, not just how, grounding purpose-driven ventures in solid practice and user need. Together, they offer a simple lesson: the choices you make with money and impact reveal the kind of life you're preparing to lead.



Ritesh Sabharwal

Personal Finance

Alok Srivastava

Social Entrepreneurship

Masters of the Union

Ritesh Sabharwal

Teaching: Personal Finance
Director - CoE
Wipro



How I Learned to Handle Money

When I think back to how I got started with money, it wasn't elegant. I made mistakes, big ones. I dabbled in futures and options without fully understanding the risks, and I bought insurance policies I didn't need. Those experiences were painful, but they shaped the way I approach personal finance today. I now tell my students the same thing I remind myself every day: don't invest in something you don't understand. **Risk isn't a number on a chart, it comes from not knowing what you're doing.**

Teaching Finance Without Jargon and Keeping It Real

In my classes at Masters' Union, I try to strip out all the complicated words. I don't talk about asset allocation or diversification in abstract terms. Instead, I say things like: 'don't put all your eggs in one basket, but also don't have a hundred baskets.' I want people to understand, not get lost in jargon.

Students also work with their own numbers. They put their investments into my tools, and they can see immediately where their money is exposed,

whether they have enough saved for emergencies, and what happens if life throws a curveball. I ask them a simple question: 'If the market drops 30% tomorrow, can you still sleep at night?' That question grounds everything.

Habits Over Hacks

I've worked across companies like **Wipro, EY, BlackRock**, and **fintech startups**. I've seen portfolios of billions of rupees and of just a few thousand. The lesson was always the same: it's not about being smarter or knowing more; it's about behaviour. Time in the market beats timing the market. Patience beats cleverness.

Building a Base Before Taking Risks

For anyone starting out, my advice is straightforward: build a base first. Have an emergency fund, get health insurance separate from your job, and take term insurance if you have dependents. Only then think about riskier investments. Without a base, you're not investing, you're gambling.

I also tell students to automate as much as possible, set up a transfer the day your salary arrives, so you don't spend what you don't see. Have a money date once a year to review everything: accounts, investments, insurance. And read your payslip carefully. Many students leave thousands of rupees in unclaimed benefits simply because they never check.

In my 10-hour Personal Finance cohort, I focus on three things:

- * **Goals before products** – define what you want first; products come second.
- * **Finances are personal** – avoid copying what a friend is doing; your situation is unique.
- * **Habits over hacks** – automate savings, review accounts regularly, and stay invested through market ups and downs. It may feel boring, but it works.

Watching the Fintech Shift

Technology is changing how we manage money. AI is helping personalise investments according to your salary, goals, and risk. And your digital footprint; every payment, every app you use, affects your financial reputation more than most realise. Understanding this early can make a real difference.

Beyond the Classroom

I try to make finance practical in every way. My weekly newsletter, **Weekly Money Workout**, breaks down ideas into real examples and real math. For reading, I often recommend **The Psychology of Money by Morgan Housel**, **Let's Talk Money by Monika Halan**, and **John Bogle's The Little Book of Common Sense Investing**.

At the end of the day, finance isn't about chasing trends or trying to be clever. It's about understanding your own situation, making decisions you can live with, and building habits that quietly compound over time. I want my students to leave knowing that money is not just numbers on a page, it's a tool to create stability, freedom, and choice. If you get the basics right, the rest becomes a lot easier. That's the lesson I hope stays with them long after the course is over.

“Gen Z treats UPI like financial literacy- until Prof. Sabharwal shows what actually happens in 2050.”

Professor Ritesh Sabharwal's Personal Finance course feels less like a class and more like someone finally helping you understand your real relationship with money. He blends years of personal experience with stories from clients across industries, turning complex financial decisions into simple, human conversations. What stands out is how personal the learning becomes: you plug in your own numbers, stress-test your goals, and see exactly where you stand. It pushes you to confront questions we often avoid. Are you actually aware of what retirement looks like? What will your financial life demand then? And perhaps most importantly, how do you truly behave with money? Professor Ritesh doesn't overload you with hacks or jargon. Instead, he builds a foundation around habits, clarity, and long-term behaviour. The tools are practical, the sessions are grounding, and the approach is honest without being intimidating. You walk out not just informed, but with a financial system you can genuinely live with.

Aniruddha Annaluru
PGP TBM Cohort '26



A photograph of Alok Srivastava, a man with grey hair and glasses, wearing a blue shirt and a dark blazer, standing with his arms crossed in front of a large bookshelf filled with books and decorative items.

Alok Srivastava

Teaching: Social Entrepreneurship
Former Business Head
99 Acres

99acres

Finding Meaning Through Work

I've always been driven by the desire to create meaningful impact. That aspiration, to be a decision-maker, to own outcomes, and to serve people effectively, has guided every step of my career. Whether it was venturing into entrepreneurship, leading teams in corporations, or exploring product innovation, my focus has always been on applying what I've learned to make a tangible difference.

From Analysis to Leadership

Early on, my career started with financial analysis and patent consultancy. Over time, I transitioned into strategic leadership and startups. Initially, part of that shift was motivated by financial growth and recognition. But as I progressed, my motivation evolved. It became about creating genuine impact, having the freedom to innovate, and embracing challenges that push me beyond my comfort zone. These experiences taught me adaptability and fearlessness, qualities I now consider essential for anyone navigating the professional world.

Launching Products, Managing Risk and Keeping Users at the Centre

When I launch a new product or business line, I rely heavily on design thinking. I spend a large portion of the process on empathy and defining the problem before moving into ideation, prototyping, and testing. The key for me is always the user pain: understanding whether what I'm creating addresses a real need, a genuine demand, or simply a nice-to-have feature.



Having learned the hard way earlier, I now ensure this distinction is clear; this becomes a core part of my risk assessment before accelerating innovation and execution.

Guiding Founders Through Early Challenges

Working with early-stage founders in India, I see recurring challenges, especially in marketplace or property tech models. Many struggle with balancing supply, demand, traffic, and monetisation. Often, founders lose track of conversions or the real health of the marketplace.

I emphasise understanding the interaction of product, pricing, and user experience, because that's what drives meaningful growth.

Leadership Lessons from Across Borders

I've had the privilege to work across **India**, the **UK**, and **Latin America**. I've noticed distinct differences: India values speed and frugal agility, but scaling requires stronger processes. The UK prioritises governance and planning, which ensures repeatability but slows rapid pivots. In Latin America, trust and relationship-driven leadership create strong momentum. Experiencing these environments has broadened my perspective on decision-making, team building, and hiring.

Teaching Social Entrepreneurship

In my Social Entrepreneurship course, I guide students to explore India's grand challenges while maintaining financial sustainability. We start with deep questioning to uncover purpose, study global examples, and apply structured frameworks to balance social impact with commercial viability. The goal is to equip students with the mindset and tools to build organisations that are both ethical and effective.

Integrating Professional and Social Work

After my entrepreneurial journey in 2019, I realised that professional work and social contribution shouldn't be sequential; they should run in parallel. Through the **All World Gayatri Pariwar** platform, I dedicate time to social initiatives while continuing my professional work. For me, the integration is seamless because both are guided by a shared purpose. Staying true to that purpose has become my compass.

Preparing Future Leaders

Business schools must evolve to cultivate future-ready leaders. At Masters' Union, the focus is on experiential learning, differentiated skill development, and strong professional support. Theory alone isn't enough; students need to engage with real challenges, learn from mentors, and apply frameworks like **design thinking, the 5 Whys, Edward de Bono's Six Thinking Hats, or BIZS** decision-making model to make ethical, human-centric decisions.

Recommended Reading and Frameworks

I encourage students to stay grounded in fundamentals while remaining flexible. Human-centric innovation, conscious capitalism, and ethical decision-making are principles I highlight consistently. For deeper insight, I often refer to **Peter Thiel, Steve Jobs, and Pt. Shriram Sharma Acharya**. These thinkers help students connect strategy with purpose and leadership with impact.

"Professor Alok showed us that purpose and profit don't live in a utopia; they can coexist through real-world, responsible entrepreneurship."

Taking Professor Alok Srivastava's Social Entrepreneurship course was a transformative experience that broadened my perspective on building purpose-driven startups. While one assumes that only in a Utopian world can purpose and profit exist, Professor Alok changed that with real-world case studies on Farmart, Husk Power, and Rivigo, which offered practical ways to balance profit with social good. Watching the Buy Now documentary deepened my awareness of responsible entrepreneurship and encouraged thoughtful consideration of the broader impact our business models can have on society and the planet. Through interactive workshops and reflective exercises, Professor Alok created a vibrant space to explore sustainability, ethics, and innovation, inspiring me to pursue ventures that address real-world challenges with empathy and financial prudence.

Vidushi Goel
PGP TBM Cohort '25



Between Markets and Minds

How Dr Aarti Sharma Bridges
Research, Market Regulations,
and Real-World Finance for
Future Leaders.

For Dr Aarti Sharma, finance is far more than numbers or ratios, it is the art and science of informed decision-making. It is not merely about reading financial statements or interpreting data; it is about deriving meaning from numbers, identifying patterns, and making choices that create value. Finance, to her, is the discipline that sharpens judgment and transforms information into insight.

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The most meaningful insights in finance come when data meets context.



Dr Aarti Sharma

Master-in-Residence, Lead- OutClass
PGP Rise & MasterCamp

Masterminds

Dr Sharma's Research Journey

Finance is powerful because it is universal. From personal wealth to corporate capital decisions, it drives every strategic move. It's what separates effective managers from exceptional ones.

Her research journey began at the **Shiv Nadar University**, where she pursued a **PhD in Corporate Finance**, focusing on Initial Public Offerings (IPOs) and the regulatory changes that have shaped India's capital markets.

Her doctoral research examined two critical reforms. The first addressed the anchor investor regulations of 2009, showing how institutional participation strengthened IPO credibility, particularly for younger, smaller firms. Her second study explored the pre-opening trading window introduced in 2012, which proved transformative for price discovery and helped reduce IPO underpricing and its volatility. Combining rigorous econometrics with event analysis, Dr Sharma's work offered insights not just for academics but for practitioners navigating the complex interplay of regulation and market behaviour. One of these essays has already been published in the *International Review of Financial Analysis*, while the other awaits review from a reputed international journal.

↓ **In Frame:** Cohorts 2 & 3 of the PGP Rise Programme take the stage at the VIP Final Demo Day, turning months of learning into tangible, impactful presentations.

Beyond her research, Dr Sharma has authored multiple teaching cases listed on **The Case Centre, UK**, reflecting a commitment to connecting theory with practice. She has presented her work at global conferences, including the **World Finance Conference**, **New Zealand Finance Meeting**, **Paris Finance Meeting**, and the **India Finance Conference**, continuing a dialogue between academic rigour and real-world applicability.

A Career Built on Curiosity and Collaboration

Dr Sharma's academic journey spans over thirteen years, blending teaching, research, and leadership. Before joining Masters' Union, she taught undergraduate and postgraduate students while managing international collaborations with institutions like the **University of Bradford, UK** and **SBS Swiss Business School, Zurich**. These early experiences provided a foundation in curriculum development, accreditation, and global academic frameworks, skills she continues to draw on today.

In October 2022, she joined Masters' Union as an **Associate Professor of Finance**. Since then, she has played a pivotal role in shaping executive education programmes, including the Applied Finance Programme in partnership with KPMG, the PGP Rise Programme, the Strategic

Business Management Programme, and the Capital Markets and Trading Programme. Her work has not been limited to classroom instruction; she has also led the Outclass Experience, an initiative designed to build applied business acumen and problem-solving skills through practical, immersive learning sessions such as the Dropshipping Challenge, Venture Initiation Program, Creators' Challenge, Investment Camp and Consulting Garage.

Translating Research into Classroom Insight

For Dr Sharma, teaching is an ongoing process of bringing research and market insights into the classroom. She teaches Corporate Finance to the students of the Strategic Business Management Programme, where students are encouraged to think critically, analyse rigorously, and engage with real-world scenarios. Her classes combine extensive work on Excel, analysing Harvard Business Impact Education case studies, and her own published cases, giving learners the tools to navigate complex financial decisions with confidence.

Her pedagogy is experiential and inquiry-driven. She designs scenario-based assignments and workshops that mirror the complexity of boardroom decisions, ensuring that students are prepared not just for assessments, but for



professional life. As she puts it, 'understanding financial strategy is about more than computation. It's about seeing the story behind the numbers, recognising risk, and making informed choices under uncertainty.'

Bridging Theory and Practice

At Masters' Union, Dr Sharma continues to strengthen the link between academic learning and industry practice. From leading flagship programmes to designing innovative workshops, her focus remains on preparing students for the challenges of contemporary finance. She reads extensively, drawing inspiration from leading IPO scholars such as **Jay Ritter, Michelle Lowry, Tim Loughran, and Reena Aggarwal**, constantly exploring how regulatory design shapes market outcomes.

Her approach is thoughtful, grounded, and practical. Whether through research, teaching, or programme design, Dr Sharma's work demonstrates a commitment to fostering analytical rigour, professional readiness, and an appreciation for the complexities of the financial world. For the students she mentors, the impact is tangible: a deeper understanding of markets, sharper decision-making skills, and the confidence to navigate a dynamic business landscape.

Experiential Learning Through Outclass

Since 2023, she has also led the **Outclass Experience**, a series of hands-on initiatives for PGP Rise and MasterCamp learners. Outclass Challenges include:

- ✦ Dropshipping
- ✦ Venture Initiation Programme
- ✦ Creators' Challenge
- ✦ Consulting Garage
- ✦ Investment Camp

Each module challenges participants to apply financial and strategic principles in real-world scenarios, fostering creativity, collaboration, and critical thinking. Experiential learning, she believes, helps students connect what they study in cases with real-world professional challenges. 'Consumer behaviour is shaped more by context than just geography or income, experiencing market realities first-hand teaches lessons no textbook can convey.'

Connecting Insight with Impact

Across research, teaching, and leadership, Dr Sharma emphasises one guiding principle: connecting academic insight with professional readiness. Her work demonstrates that finance education extends beyond technical mastery;

it cultivates perspective, judgement, and the ability to act under uncertainty. From decoding IPO reforms to designing executive programmes and immersive experiences, her journey illustrates that the best educators don't just teach concepts, they help students think, adapt, and lead.

Shaping the Next Generation of Finance Leaders

Dr Sharma's journey, from late nights with IPO data to designing immersive executive programmes, illustrates the evolving role of finance educators in today's world. Her work is a reminder that teaching, research, and practical insight are not separate paths but intertwined tools for preparing leaders who can navigate complexity with confidence.

In classrooms and workshops alike, she encourages learners to question assumptions, test ideas, and connect theory with practice. By doing so, she nurtures not just technical competence, but the judgement and curiosity that underpin effective leadership.

In an era where markets shift in real time and decisions carry profound consequences, educators like Dr Sharma show that understanding finance is about more than numbers; it's about interpreting human behaviour, anticipating change, and equipping others to act wisely. Her story leaves a subtle but powerful lesson: the impact of a finance educator is measured not only in research citations or programmes launched, but in the readiness, insight, and adaptability of the leaders they shape.

Leading Executive Programmes

Beyond teaching, Dr Sharma has been instrumental in shaping Masters' Union's executive education portfolio:

01 PGP Rise Executive MBA

Now welcoming its sixth cohort, designed to prepare early-career professionals for leadership.

02 Capital Markets and Trading Programme

Immerses participants in live trading, quantitative methods, and portfolio analytics. Its first cohort received strong feedback, reflecting the relevance of applied, industry-aligned learning.

03 Strategic Business Management Programme

Preparing its third cohort, focusing on strategy and analytical decision-making.

04 Applied Finance Programme (with KPMG)

Equips working professionals with financial modelling, portfolio management, and applied analytics.

Life **After** Masters' Union

After Masters' Union, life feels sharper, more connected, and full of possibilities. Alumni help students crack tough case competitions, turn personal finance into practical skills, and share what it really takes to build a venture from the ground up. Reunions in Mumbai and Bangalore spark laughter, stories, and new collaborations, while celebrations of milestones remind everyone of the journey they've shared, the bonds they've formed, and the clarity to take the next step in their careers and lives.



Cracking Case Comps: Win With Strategy

Alumnus Hari Shankar led a dynamic masterclass on 'Cracking Case Comps: Win With Strategy' on 20–21 August 2025, guiding students to sharpen analytical, collaborative, and problem-solving skills. Over the two days, participants tackled real-world case studies, learned structured approaches to strategy, and discovered how to craft compelling presentations for competitive challenges. The session equipped students with practical tools to excel in case competitions and apply strategic thinking beyond the classroom.



Personal Finance Sessions with Deepanker

Deepanker, an alumnus, takes students through hands-on sessions in the Personal Finance course, showing them how to manage money effectively. Covering budgeting, saving, investing, and wealth creation, the sessions turn financial theory into practical, real-world learning. Through relatable examples and actionable insights, students gain the confidence and financial literacy needed to make informed decisions early in their careers.



From Zero to One with Upmanyu

Through the 'From Zero to One' course, alumnus Upmanyu guides students on turning ideas into successful businesses. Using real examples and open discussions, he shares his entrepreneurial journey, from spotting the right opportunity to building it into a thriving venture. His experience-driven approach encourages students to think creatively, take informed risks, and gain the confidence to bring their ideas to life.



Mumbai Alumni Mixer

Masters' Union hosted its first-ever Alumni Mixer in Mumbai, bringing graduates from across batches together for an evening of laughter, reconnections, and community. Set against the breezy backdrop of The Terrace - A Maiden Affair, the event buzzed with vibrant conversations and shared nostalgia. The evening marked the beginning of a growing alumni presence in Mumbai, reinforcing bonds across the Masters' Union network.



Bangalore Alumni Mixer

The inaugural Bangalore Alumni Mixer brought Masters' Union graduates together at Ouzo by Fire, Indiranagar, for a lively evening of reconnections and new beginnings. Laughter and meaningful conversations filled the air as alumni exchanged stories, professional updates, and memories of their time at Masters' Union. The event celebrated the camaraderie and enthusiasm of the expanding community in Bangalore.

Masters' Union Turns Five: Stories, Milestones, and Vision with Pratham Mittal

The Masters' Union community came together, both in person and online, to celebrate five years of growth, innovation, and impact. Founder Pratham Mittal shared the journey from Masters' Union's single-floor beginnings to four thriving campuses, reflecting on the vision, challenges, and milestones that shaped the institution. The session was a nostalgic yet forward-looking celebration, highlighting Masters' Union's greatest strength: its people, united by purpose and driven by progress.



The Team

That Makes **Scratch** Happen



Aayan

Marketing Associate - Founder's Office

She has a radar for stories. If something interesting happens at Masters' Union, she's already on it; connecting dots, chasing inspiration, and teaming up with design to make every Scratch piece look as good as it sounds.



Akash

Brand Marketing Lead

The restless spark of Scratch, always pushing boundaries and turning ideas into experiences. He experiments boldly, reimagines every page, and brings each story to life with energy that makes the work impossible to ignore.

Parminder

Senior Executive - Design

He is the visual architect of Scratch. The one who makes everything look put-together, Parminder carefully crafts every design, balancing creativity and precision, giving each issue its distinctive, polished, and memorable look.



Anurag

Photographer

He captures Masters' Union through his lens, turning fleeting moments into images that bring Scratch stories vividly to life. His photos are the reason Scratch feels alive, immersive, and unforgettable on the page.



Shatakshi

Senior Content Writer

The voice behind the stories, turning moments into compelling narratives, weaving insight, strategy, and precision, while overseeing every piece of content to make each story resonate beyond the page.



Mayank

Senior Program Manager - Founder's Office

The one who keeps things rolling, handling approvals, making sure the team stays on track without ever breaking a sweat, and anticipating roadblocks before they appear, making everything swift.



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