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Two to Tango

Founder or manager mode? The answer in the Indian context: Both, as long as entrepreneurs don't take their eye off the nitty-gritty



Network **18** www.forbesindia.com

Rajat Diwaker (left), CEO, iD Fresh Food India;
Naveen Tewari, founder & CEO, InMobi and Glance

FOUNDER'S MODE

PG. **18**

THE DUAL SIM MODE

A visionary founder, a missionary zeal and an exhilarating roller coaster... this sums up a startup's 'zero-to-one' and '1 to 10' trajectory. However, as the venture matures, there is a pressing need to flip from 'founder' to 'manager' mode. Enduring success, though, lies in using both the modes



Naveen Tewari (left), founder & CEO, InMobi and Glance; Rajat Diwaker, CEO, iD Fresh Food India



PG. 26

Alan Mamedi (left), co-founder and CEO, Truecaller, with Nami Zarringhalam, who is co-founder and CSO



PG. 33

Freshworks founder Girish Mathrubootham (left) and CEO Dennis Woodside

FOUNDER'S MODE

26 • A TRUE CALLING

Alan Mamedi and Nami Zarringhalam built Truecaller into a 400 million-user app. Now, they have stepped back, as the company enters its next phase of growth

30 • MORE THAN SKIN IN THE GAME

A clutch of founders, in their quest for hypergrowth, has pushed the boundaries of governance. Would a seasoned C-suite have helped rein them in?

33 • FRESHWORKS: GONE 'KUDUMBA'

Girish Mathrubootham's IT company faces its first big painful change as a listed outfit as CEO Dennis Woodside pares the founder's extended family in reorganising for the future

36 • 'WHEN SOMETHING GOES WRONG FOR A FOUNDER, IT FEELS PERSONAL'

Aneesh Reddy, founder of Capillary Technologies, believes that whether one is a founder-CEO or a professional one, disciplined execution is the biggest factor

38 • OWNING THE OWNER'S MODE

One should foster a culture where employees feel empowered and take ownership of the company's outcomes

40 • FOUNDER PLUS ONE

While the founder will always remain the central figure, who they surround themselves with will lead to more startups breaking out

W-POWER

44 • 'WE NEED TO FOCUS ON HEALTHIER WOMEN'

Preetha Reddy, Suneeta Reddy, Sangita Reddy and Shobana Kamineni of Apollo Hospitals on the correlation between women's health and economic growth, why leadership transcends gender, and more

IN FOCUS

52 • HITACHI ENERGY'S INDIA PLAY

The company will invest ₹2,000 crore in India in five years, but with the surge in renewable energy demanding more manufacturing capabilities, it may be a challenging road ahead

60 • VOLUME DOWN?

Noise sinks into losses as co-founders Amit and Gaurav Khatri look to pivot to the next phase of growth, and are betting on their partnership with Bose Corp

64 • THE AGE OF GIVING

The DBS Foundation aims to promote inter-generational care to the elderly as part of its 'doing well by doing good' initiative over the next 10 years

CROSS BORDER

70 • THE FORBES 400

The 400 richest people in America are worth a record \$5.4 trillion, up nearly \$1 trillion from last year

94 • THE \$6 BILLION BARGAIN

On Wall Street, risk-free investments are the Holy Grail, so no price is too high to pay for an NFL team. Now a new wave of private equity owners is entering the game



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