

THE SBI FUNDS MANAGEMENT
IPO INDICATES A VALUATION
GAP IN THE SECTOR

UNICORN
SPECIAL

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BHATIA ON TURNING THE TIDE
AFTER A LONG INJURY LAYOFF

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INTO THE UNKNOWN

15 YEARS SINCE INDIA'S
FIRST UNICORN, WHERE
ARE ITS STARTUPS HEADED?

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HOW INMOBI, THE FIRST
UNICORN, IS REMAKING
ITSELF WITH BOLD BETS

WHAT INVESTORS NOW
LOOK FOR IN A STARTUP

INDIA'S UNICORN JOURNEY:
WHO, WHERE, WHEN, HOW



Naveen Tewari,
founder and CEO,
InMobi & Glance

Gaurangi Desai Mehra

Transforming an Engineering legacy into a Global Brand



GAURANGI DESAI MEHRA
DIRECTOR - MARKETING & COMMUNICATIONS
APAR INDUSTRIES LIMITED

1. LEADERSHIP JOURNEY & VISION

Can you share your leadership journey and the core vision that drives you to lead your organization in today's dynamic business landscape?

I joined APAR Industries in 2020 at the age of 23, bringing a design-led and customer-centric perspective to a legacy engineering business. As a fourth-generation member and the first woman from the promoter family to join the company, I saw an opportunity to modernise how we built brands and engaged stakeholders.

Founded in 1958, APAR has evolved into a global energy solutions company and today is the world's largest manufacturer of transmission and distribution conductors, the third-largest producer of transformer oils globally, and among India's leading cable manufacturers. My vision has been to ensure that our engineering excellence is matched by equally strong brand equity and stakeholder engagement.

Over the last few years, I have built APAR's Marketing & Communications function from the ground up and helped shift our narrative from selling products to delivering branded solutions that power the global energy value chain. I believe Indian-born companies can earn global respect not only through scale and manufacturing prowess, but also through innovation, storytelling and purpose.

2. DRIVING ORGANISATIONAL IMPACT & OVERCOMING CHALLENGES

What key strategies have you implemented to create

measurable impact, and what has been one of the defining challenges in your leadership journey?

One of the most defining challenges was establishing an entirely new marketing function within a traditional industrial organisation. It required introducing new capabilities, driving alignment and, most importantly, demonstrating that marketing could be a strategic growth driver.

A pivotal moment was the transformation of APAR Anushakti, our housewire brand built on Electron Beam (E-Beam) technology. The product had been launched without a clear go-to-market strategy, branding or consumer education. We took on the challenge of simplifying highly technical benefits-greater safety, a longer life and superior performance-and made them relevant and relatable to consumers.

Despite competing against far larger and more established brands, we created a differentiated and emotionally resonant proposition. Our success reshaped the category, with competitors subsequently adopting E-Beam technology themselves. The experience reinforced a belief I hold deeply: marketing is not about the size of your budget; it is about solving problems creatively and building meaningful connections that cannot be ignored.

3. INNOVATION, LEADERSHIP & FUTURE READINESS

How are you fostering innovation and preparing your organisation for the future?

My leadership style is collaborative, adaptive and deeply people-centric. I believe high-performing teams are built on trust, shared purpose and empowerment.

Future readiness requires a constant awareness that what brought us here will not take us where we aspire to go next. To maintain APAR's global leadership positions, we must continuously embrace new technologies, digital transformation, AI, automation and new ways of thinking. Innovation can emerge from any function and any individual if an organisation creates the right environment for curiosity and experimentation.

4. LEGACY & ADVICE FOR FUTURE LEADERS

What legacy do you hope to create, and what advice would you offer the next generation of leaders?

I hope to contribute to building globally respected, future-ready organisations while inspiring more young professionals-particularly women-to pursue leadership in industry. My advice is simple: remain curious, embrace change and stay anchored to your purpose. When you have clarity on your "why", you find the courage to navigate uncertainty and the conviction to build something meaningful.