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### THE NEW POWER DYNAMICS OF MARKETING LEADERSHIP

Mr. Vipul Oberoi Director of Marketing, CSR & Learning Solutions Dun & Bradstreet India

#### **INTRODUCTION**

In today's hyper-connected, experience-driven marketplace, marketing is no longer a linear journey-it's a dynamic, multi-touch process that spans the entire customer lifecycle. The full-funnel marketing approach captures this reality by encompassing every stage of the customer journey-from awareness and consideration to conversion, retention, and loyalty. Each stage demands distinct strategies, tools, and metrics, yet they must work in harmony to deliver a seamless, end-to-end experience.

This integrated approach has elevated marketing from a campaign-driven function to a strategic business enabler. Every touchpoint is intentional, data-informed, and aligned with broader business outcomes.

As a result, the expectations from marketing leadership have fundamentally changed. The Chief Marketing Officer (CMO) is no longer tasked solely with top-of-the-funnel awareness or brand perception. They are now responsible for orchestrating the entire marketing funnel, ensuring that initiatives are engaging, measurable, scalable, and growth oriented.

It has also led to emergence of the CMO from a communications leader to a growth architect, someone who integrates data, technology, and customer insight to shape business strategy. Their remit now includes customer experience (CX), user experience (UX), product innovation, and cross-functional collaboration.

#### INSIDE THE TRANSFORMATION: STRATEGY, STRUCTURE, AND THE NEW POWER DYNAMICS OF THE CMO ROLE

This expanded remit is more than a broadening of responsibilities-it marks a fundamental shift in how CMOs operate within organizations. While the transformation of the CMO role has been significant, it is not a complete overhaul of its foundational mandate. Instead, it represents a strategic repackaging of responsibilities, channels, and influence. The core mandate of driving brand and customer engagement remains intact; what has changed is the way CMOs fulfill this mandate, shaped by digitalization, data, and evolving business expectations.

#### FROM TACTICAL EXECUTION TO STRATEGIC LEADERSHIP

Traditionally, CMOs were viewed as custodians of brand identity and communications. Their focus was largely on creative execution, media planning, and campaign delivery. However, as marketing has become more central to business strategy, the CMO's role has expanded beyond tactical execution.

Today, CMOs are no longer confined to overseeing campaigns and brand messaging. They are now seen as strategic leaders, responsible for driving growth, shaping customer experience, influencing product innovation, and aligning marketing with core business objectives.



#### **ORCHESTRATOR OF OMNICHANNEL EXPERIENCES**

As CMOs take on a more strategic role, their approach to channel planning has undergone a profound transformation.

One of the most visible changes has been the rise of digital channels. Digital marketing which was once considered as below-the-line (BTL) tactic have evolved to become a strategic pillar of brand engagement. Their ability to deliver real-time feedback, granular targeting, and scalable reach has elevated them to above-the-line (ATL) status in today's marketing mix. This evolution has fundamentally reshaped how CMOs approach channel planning.

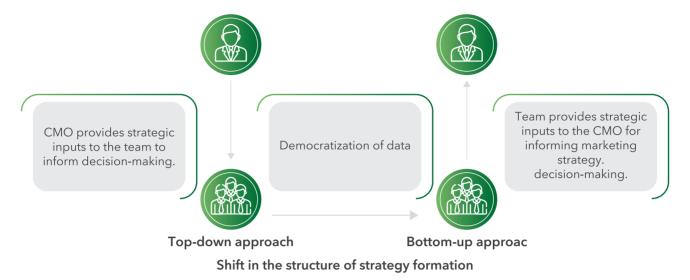
CMOs must now orchestrate omnichannel strategies that integrate digital, physical, and experiential touchpoints, with digital often leading the way. Digital is no longer just a component; it is often the foundation. This demands fluency in martech ecosystems, automation platforms, and performance analytics, as well as the ability to continuously adapt to emerging technologies and consumer behaviors.

#### **DEMOCRATIZATION OF DATA AND THE SHIFT IN POWER EQUATION**

Historically, marketing agencies held the reins when it came to consumer insights. They conducted market research, ran surveys, analyzed market trends and furnished reports to marketing heads, who then used this information to guide strategy. The flow of information was top-down, and agencies were the gatekeepers of data.

Digitalization has fundamentally disrupted this model. Today, marketing teams have direct access to real-time data, ranging from customer behavior and campaign performance to sentiment analysis and predictive insights. This democratization of data has shifted the power dynamic within organizations. Marketing teams are no longer passive recipients of insights; they are active generators of intelligence.

This change has also altered the relationship between CMOs and their teams. Rather than relying solely on external agencies, CMOs now depend on their internal teams to provide the intelligence, identify opportunities, and generate actionable insights.



Thus, the structure of strategy formation and decision-making has shifted from top-down to bottom-up with middle managers within marketing functions becoming significantly more influential. Their ability to identify and communicate key insights directly impacts the CMO's strategic decisions.

This bottom-up approach, while making marketing organizations more agile and responsive, also introduces new challenges. If critical data is missed or misinterpreted at the team level, the CMO may remain unaware. In this new structure, information flows upward, and the success of marketing strategy depends on the strength of internal data pipelines and communication.



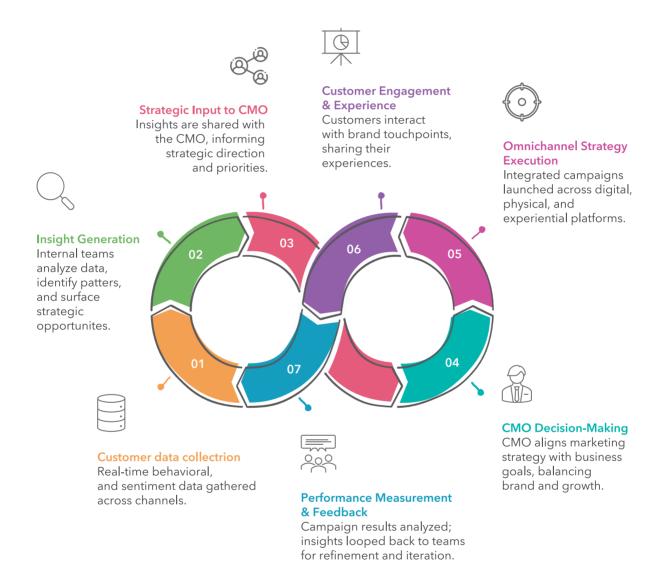
#### RE-EMERGENCE OF THE BRAND ARCHITECT IN STARTUP ECOSYSTEM

The evolving marketing landscape has not only reshaped the responsibilities of CMOs but also redefined how organizations, especially startups, approach marketing leadership. In the early stages of the digital boom, startups were primarily focused on rapid growth. This growth-centric mindset led many to prioritize digital marketing as the core driver of customer acquisition and brand visibility. As a result, digital marketing heads were often elevated to CMO roles and hailed as growth marketer.

These professionals brought deep expertise in performance marketing, data analytics, and digital campaign execution. Their ability to drive measurable outcomes through paid media, SEO, and conversion optimization aligned well with the immediate needs of fast-scaling businesses. However, as these organizations matured, it became increasingly clear that a purely digital focus was insufficient for building long-term brand equity and emotional resonance.

Offline brand-building initiatives—such as experiential campaigns, events, partnerships, and community engagement—remained critical to shaping perception and fostering loyalty. Many digital-first CMOs lacked experience in these areas, creating a gap in holistic brand leadership.

This realization has led to the re-emergence of the CMO as the brand architect who can operate seamlessly across both digital and physical domains. Today's ideal CMO is expected to balance growth with brand stewardship, performance with purpose, and data with creativity. They must understand customer psychology, brand storytelling, and integrated experience design, while also being fluent in martech ecosystems, automation platforms, and omnichannel strategy.



The modern CMO is not just a marketing expert, they are a cross-functional leader capable of navigating complex ecosystems, aligning marketing with business strategy, and delivering outcomes that span the entire funnel. Their role reflects the convergence of digital fluency and brand-building acumen, making them indispensable to organizations seeking both scale and substance. They are strategists, technologists, storytellers, and experience architects. This evolution demands more than adaptation. Today's CMOs must not only respond to change, they must anticipate it, shape it, and lead through it.

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## MARKETING'S MORAL GYMNASTICS IN THE DIGITAL AGE

**Mr. Partha Sinha**Chairman
The Advertising Standards Council of India (ASCI)

There's a peculiar thing about morality in Indian marketing – it's everywhere when the conversation begins. But ethics? That's rarer. It's the upgrade no one wants to pay for.

Morality is free. It's a position you take, a stand you announce, a value you write into your mission statement. Ethics costs money. It means changing supply chains, challenging comfortable practices, sometimes taking a hit on the quarterly numbers. And as anyone who's been around the block knows, a lot of brands are fine with morality, but they get nervous when it starts sending invoices.

In the age of "engagement," marketing has become a constant audition for public approval. Brands are climate champions on Instagram, mental health advocates on LinkedIn, and paragons of sustainability on their websites. The calendar is full of "moments" – Pride Month, Earth Day, Women's Day – and every brand lines up to have its say. Some of this is genuine. But a lot of it is theatre. The conversation becomes the campaign. The measure of impact is the number of likes, not the number of lives changed. In the old days, we used to worry about whether advertising was selling. Now we worry about whether it's liked

There's a reason "purpose" advertising has taken off so easily in India: it sits comfortably within our selfimage. We are a country that believes we are, at heart, good people. We love moral stories. We respond warmly to messages about inclusion, empowerment, and community. But this comfort is also the problem. It allows us to believe we're already ethical, without having to test that belief in hard numbers or tough calls. The moment ethics requires dismantling a practice that's profitable or pushing back against a popular narrative, the conversation shifts to "market realities."

Ethics is not about sentiment – it's about systems. It means vetting claims before they go out, being transparent about pricing, paying suppliers on time, being clear in warranties, and resisting the temptation to bury unpleasant truths in the fine print. None of this is glamorous. It doesn't win awards. It often adds cost and slows things down. Which is precisely why it's rare. The shortcut – the moral high ground without the operational overhaul – is far more attractive. It's easier to change your social media display picture for a month than to overhaul your sourcing or manufacturing process

As the old advertising adage goes: good, fast, cheap – pick two. With ethics, it's a similar dilemma: ethical, scalable, profitable – pick two. Brands that want all three usually end up with just the press release

When you've chaired a body like the Advertising Standards Council of India, you see this pattern

up close. You see how quickly brands adapt to the language of virtue, and how slowly they adapt to the discipline of ethics. You see the gap between the promises we make to consumers and the protections we actually give them. ASCI's job is to encourage self-regulation, and that sounds straightforward until you realise that self-regulation is an unnatural act for a lot of companies. They're built for growth and reach, not for restraint. But restraint – the decision not to exaggerate, not to mislead, not to skirt the line – is the very core of ethics in marketing

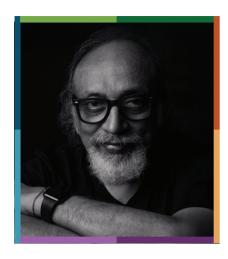
Digital has made the stakes higher. A misleading claim that once stayed in a Sunday paper now ricochets across WhatsApp groups. An overpromising ad can be screenshotted, memed, and dissected within hours. Consumers have more information, but also less time to verify it. That makes trust both harder to earn and easier to lose. This environment rewards speed, volume, and shareability. Ethics is often slow, meticulous, and occasionally inconvenient. Which means that in a system optimised for clicks, ethics feels like friction. But that friction is exactly what stops marketing from becoming a race to the bottom

If we're serious about responsible marketing in a digital future, the shift has to be structural. Don't just aim to be seen – aim to be right. Feeling for the consumer is not enough; deal fairly with them. Let the cause you champion shape your processes, not just your posts. Ethics should not sit in the compliance department; it should sit at the decision-making table. When the marketing strategy is reviewed, the ethical implications should be as much a part of the discussion as the budget

There's also a practical case for ethics. In a market saturated with moral posturing, genuine integrity can actually stand out. When trust is scarce, the brand that can consistently deliver on its promises will cut through the noise. Consumers may forgive the occasional mistake; they rarely forgive a pattern of deception. Ethics isn't just about avoiding penalties or bad press. It's about building a brand that doesn't have to shout to be believed

Morality will always be the easy part. It's the posture, the intent, the words in the annual report. Ethics is the follow-through. It's the unglamorous, budget-draining, detail-oriented work that turns morality from a story into a standard. The age of engagement has given brands an audience that is always watching. The choice is whether to keep playing to the gallery or to invest in the systems, habits, and decisions that hold up under scrutiny

Because in the end, marketing is not just about making people feel good about buying from you. It's about making sure they were right to.



## CHASING CHANGE, PRESERVING HUMANITY

Mr. K.V. Sridhar Pops Global Chief Creative Officer Nihilent Limited

In the last decade, we have been chasing.

Chasing technology.
Chasing new media platforms.
Chasing shifting consumer behaviour.
Chasing efficiency, automation, and anonymity.

In the process, we've given machines the power to know everything about us — what we like, what we avoid, what we dream of — and to solve our problems with a kind of effortless magic.

Then came Generative Al.

This wasn't like the internet, mobile phones, or social media, which took years to find their way into every home. Generative AI spread across the world in months. Millions began creating music, videos, images, and stories almost overnight. Memories could be brought to life, ideas could be visualised instantly, and fantasies could be made real with just a few words.

The consumer adoption has been breath-taking. People are fascinated by the ease. Type a sentence and you have an article. Describe a scene and you have an image. Ask a question and you get an answer in seconds. It is the fastest adoption of any technology in history.

But what we see in everyday life is only the surface.

Beneath it, enterprise AI is quietly reshaping the world. Massive learning models and intelligent agents are taking on complex tasks with a level of precision and reasoning that challenges the boundaries of human expertise.

In healthcare, AI is diagnosing diseases more accurately than many specialists and doing it faster.

In education, it's reimagining how knowledge is delivered and personalised.

In entertainment, it's shaping scripts, editing films, generating effects, and speeding up production cycles.

In defence, wars are increasingly being fought not just on borders but in the invisible space of algorithms, data, and digital infrastructure.

The change is vast – touching business, science, governance, sports, culture, and art. This is not a ripple we are riding; this is a tidal wave.

And yet, in the middle of this rush forward, we need to pause.

Because while technology is rewriting parts of our lives, most of our life remains the same. Our nature hasn't changed. Our emotions haven't changed. Our need for family, community, love, trust, and belonging hasn't changed. The human heart is still the human heart.

Technology can make life more convenient, but it cannot replace empathy, touch, friendship, or shared experiences.

The real danger is forgetting this truth.

Knowledge today is widely available. Creativity is widely available. Language, efficiency, and expression – all have been democratised. If everything is available to everyone and is produced in the same way, then we risk losing what makes us unique. Without individuality, vulnerability, and originality, there will be little to separate us from the machines we build.

For those of us in marketing, advertising, and branding, this is more than a philosophical concern – it's a business imperative.

Brands are not built only on efficiency. They are built on trust, emotion, and the connections they create. Campaigns that move people are not the ones that are the most precise; they are the ones that are the most human.

Technology can help us understand audiences faster, target them better, and create more content in less time. But if that content has no soul, it will vanish into the sameness of everything else.

The real competitive advantage in the age of Al will not come from having the most data or the most powerful algorithms. It will come from the brands that understand people best – their fears, hopes, quirks, and desires – and reflect that understanding in every message, every service, every interaction.

As marketers, we must embrace change. We must adopt the tools that can make us faster, smarter, and more efficient. But we must also protect what has not changed.

This balance is not optional. Without it, we risk erasing the very qualities that make people choose one brand over another.

Technology gives us scale. Humanity gives us meaning.

In the years ahead, the most successful brands will be those that combine the two – using AI to amplify their ability to connect, not to replace it. They will respect privacy while delivering personalisation. They will use automation without removing the human touch. They will speak with authenticity, even when the words are generated by a machine.

The lesson is simple: the tools may be new, but the truths are old.

People will still seek connection.

They will still respond to stories that feel personal.

They will still trust brands that show understanding, care, and consistency.

They will still value products and services that respect who they are as individuals.

The future belongs to those who can run fast enough to keep up with the pace of change while standing still long enough to remember what hasn't changed.

We are human beings first, and everything else after that.

If we protect that truth, AI will not replace us – it will extend us.

If we forget it, we will be the ones who turn ourselves into machines.

The choice is ours.



# REDEFINING MARTECH: INTEGRATING DIGITAL, CONTENT & EXPERIENTIAL FOR ELEVATED CUSTOMER ENGAGEMENT

**Mr. Saugata Bagchi**Global Head - Digital, Content, Experiential & MarTech
Tata Communications

As consumer expectations evolve and markets shift, marketing and technology leaders face a pivotal challenge: crafting seamless, high-impact customer experiences that fuel growth. MarTech is stepping into a strategic role-bridging digital content, data intelligence, and immersive engagement to meet this demand.

Modern consumers demand personalized, consistent interactions across every touchpoint. To meet this, CMOs and CTOs must reimagine customer journey orchestration. MarTech has transformed from a support tool into a dynamic engine that harmonizes digital, content, and experiential strategies.

#### Core Foundations of the Modern MarTech Strategy:

Breaking down data silos is essential. A unified view of customer data-spanning first- and third-party sources-enables predictive insights, intent recognition, and real-time personalization.

Al-driven analytics are revolutionizing marketing. Understanding individual behaviors allows for precise recommendations, accelerated decision-making, and optimized media strategies. The AIDA model, enhanced by AI, remains a powerful framework.

Automation and agentic Al are streamlining operations. By deploying digital twins and intelligent systems, teams can focus on strategic initiatives while maintaining agility in a fast-changing environment.

#### Crafting a Custom MarTech Ecosystem

Generic platforms often fall short. CMOs and CTOs must design tailored MarTech architectures that align with unique business goals.

#### Essential elements include:

- **Unified Platforms:** Systems enriched with integrated data for actionable insights.
- **Journey Mapping:** Messaging tailored to each phase of the customer lifecycle.
- **Predictive Engagement:** Al-driven triggers that initiate timely, relevant interactions.

This strategy must extend beyond digital channels. Curated physical experiences are vital to reinforcing brand equity and completing the customer journey.

#### **Final Thoughts**

The future lies in convergence. By integrating digital, content, and experiential capabilities through a robust MarTech framework, organizations can deepen customer relationships, enhance lifetime value, and secure sustainable growth.

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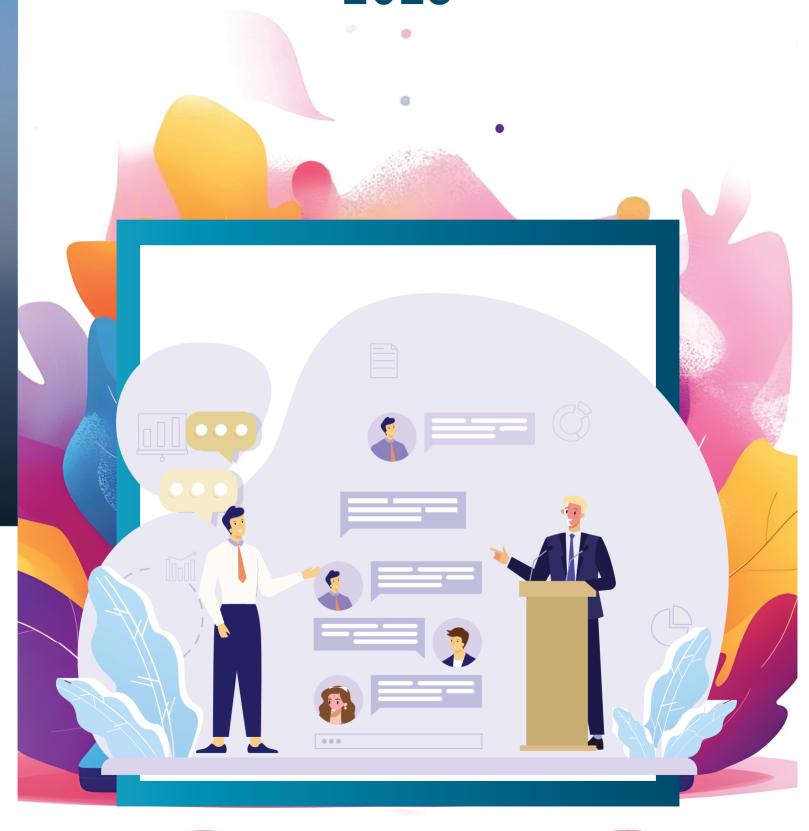
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# SUMMIT HIGHLIGHTS 2025



# Building a Brand vs Building Revenue: Aligning Short-Term Wins with Long-Term Growth





(L-R: Mr. Vipul Oberoi, Director - Marketing, Dun & Bradstreet India | Mr. Permendra Singh, Chief Business Officer, Cello | Ms. Ranjani Krishnaswamy, Chief Marketing Officer - Analog Watches, Titan Company Limited)

The fireside chat explored the evolving relationship between brand-building and revenue generation, emphasizing that these two goals are not mutually exclusive but deeply interconnected. The discussion highlighted the need for a balanced approach that delivers both short-term results and long-term value.

Brand-building is seen as a strategic business function rooted in consumer insight, data, and intuition. A strong brand creates emotional resonance, drives loyalty, and builds equity that span generations. At the same time, revenue generation, often seen as more transactional, benefits significantly from the trust and differentiation that a well-established brand provides.

The panel highlighted the importance of organizational culture and cross-functional collaboration. Marketing and sales must align through shared KPIs and a unified vision, contributing to a seamless customer experience. Customer feedback was identified as a key input for refining strategies and enhancing relevance.

Al's role in marketing was also discussed—not as a replacement for core principles, but as a tool to amplify creativity, personalization, and strategic thinking. The session reinforced that when brand and revenue strategies are aligned through empathy and collaboration, they become powerful drivers of sustainable growth.



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#### Mr. Permendra Singh, Chief Business Officer, Cello

You can't see marketing as transactional or long-term investment alone—it's a mix, that must deliver growth simultaneously by taking people along, building on their strengths, and harnessing synergies across the organization.

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## Ms. Ranjani Krishnaswamy, Chief Marketing Officer - Analog Watches, Titan Company Limited

Every marketer should build for today as well as for tomorrow. Building for today doesn't merely mean acquisition—it's about working across every consumer touchpoint to leave a brand impression that motivates the consumer to return.



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## From Transactions to Relationships: The Changing Role of CMOs in B2B Marketing





(L-R: Mr. Mukesh Kumar Jain, Senior Director- Sales, Dun & Bradstreet India | Mr. Harish Sarma, Director of Marketing & Product Management, Pluxee India | Mr. Saugata Bagchi, Global Head - Digital, Content, Experiential & MarTech, Tata Communications | Ms. Adishri Charla, Head of Marketing, UiPath Robotic Process Automation India Private Limited | Mr. Kalyan Ram Challapalli, Founder & Chief of Strategy, Wolfzhowl Global)

The panel discussion explored the evolving role of CMOs in B2B marketing, focusing on the shift from transactional engagement to relationship-driven strategies. As marketing moves beyond lead generation and brand awareness, CMOs are increasingly expected to contribute directly to business growth and revenue. The conversation highlighted how marketing has become a strategic function—one that influences product-market fit, customer lifetime value, and organizational transformation.

Panelists emphasized the importance of overcoming legacy perceptions that limit marketing to either brand or demand. Instead, they advocated for marketing's role in driving deal velocity, building trust, and shaping customer experiences across the lifecycle. The discussion also underscored the need for CMOs to embed themselves early in strategic decision-making, particularly during product development and positioning.

Finally, the discussion addressed the challenge of measurement—how CMOs can tie marketing KPIs to business goals. Suggestions included shifting from ROI to ROAS, balancing lead and lag indicators, and creating frameworks that resonate with both internal teams and leadership. The session concluded with a call for CMOs to act as facilitators, not just leaders, in driving transformation across the organization.



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Ms. Adishri Charla, Head of Marketing, **UiPath Robotic Process Automation India Private Limited** 

Marketing doesn't end at the first deal-it begins there. Building customer lifetime value means engaging across the lifecycle to turn customers into advocates.

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Mr. Harish Sarma, Director of Marketing & Product Management, Pluxee India

Marketing sits at the heart of the commercial engineconnecting strategic planning, product insight and customer intelligence to drive smarter, more meaningful growth.



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Mr. Saugata Bagchi, Global Head - Digital, Content, **Experiential & MarTech, Tata Communications** 

The biggest challenge is perception—marketers must move beyond brand or demand and show how they impact business in tangible, strategic ways.

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Mr. Kalyan Ram Challapalli, Founder & Chief of Strategy, Wolfzhowl Global

Attention is temporary, trust is permanent. In B2B, CMOs must shift from transactions to human-to-human marketing to build lasting relationships.



## CMOs Redefining Customer Experience with a Focus on UX Optimization





(L-R: Mr. Vipul Oberoi, Director - Marketing, Dun & Bradstreet India | Mr. Noel Mascarenhas, Head of Marketing, Aadhar Housing Finance Limited | Mr. Puneeth Bekal, Chief Marketing Officer, HDFC Securities | Mr. Vijaybahu Joshi, Head of Experience Design, Jio Platforms | Mr. Animesh Bhartiya, Chief Marketing Officer, Unity Small Finance Banks)

The panel discussion explored how CMOs are reimagining customer experience by placing UX at the heart of their strategy. The conversation began with a shared understanding that UX is no longer confined to digital interfaces—it spans physical interactions, emotional resonance, and cultural relevance. Panelists emphasized that UX is not just about aesthetics or technology—it's about empathy, simplicity, and relevance across diverse customer segments.

Speakers stressed the importance of understanding users at a human level, not just through data but through lived experiences. Whether serving affluent investors or first-time loan seekers, the goal is to create seamless, frictionless journeys that respect the user's context and expectations.

Speakers advocated for breaking away from monolithic design models and embracing regional, human-centric approaches that resonate with users' lived experiences.

A recurring theme was the need for cross-functional collaboration. CMOs must work closely with product, tech, and operations teams to ensure seamless, frictionless journeys. The session underscored that UX is a strategic lever for loyalty, retention, and brand trust.



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Mr. Animesh Bhartiya, Chief Marketing Officer, Unity Small Finance Banks

UX is about simplicity—people don't want to spend time with finance, they want it to work effortlessly.

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Mr. Noel Mascarenhas, Head of Marketing, Aadhar Housing Finance Limited

Empathy is key–treat every customer as premium, regardless of income, and design experiences that respect their dignity.



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Mr. Vijaybahu Joshi, Head of Experience Design, Jio Platforms

Let's break monolithic design—UX must reflect cultural diversity and be shaped by real, regional experiences.

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Mr. Puneeth Bekal, Chief Marketing Officer, HDFC Securities

UX today is an ROI metric—it drives loyalty, retention, and lifetime value through seamless, frictionless engagement.



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Mr. K V Sridhar (Pops), Global Chief Creative Officer, Nihilent Limited

The real challenge for marketers using generative AI is to preserve the brand's voice, empathy, and originality—without that, content becomes as generic as the technology itself.

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#### Permendra Singh, Chief Business Officer, Cello

Marketing is heading toward complete individualization—Al will unlock personalized insights, even into latent consumer needs, faster than we imagine.



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Ranjani Krishnaswamy, Chief Marketing Officer - Analog Watches, Titan Company Limited

Al is making sure that marketeers are able to leverage insights, put data to it, and roll out campaigns and personalize, customize creative conversations to consumers at the click of a button and at a smart prompt.

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Varun Oberoi, Head of Marketing and Corporate Communications, Indo Nissin Foods Limited

Al shouldn't just be seen as a tool for execution-it should be treated as a teammate, with its own responsibilities, helping marketers work smarter while preserving human creativity.

Kalyan Ram Challapalli, Founder & Chief of Strategy, Wolfzhowl Global

Brand building is equal to business and business is equal to brand building. As attention deficiency increases, Al is going to create a clutter of very good content. Trust will be the focus, and marketers will swing towards brand differentiation, tone of voice, and purpose beyond business.





Noel Mascarenhas, Head of Marketing, **Aadhar Housing Finance Limited** 

Speaking their language, going the distance, understanding the dynamics of local markets is going to be a key trend that will shape the future of Indian marketing... Al will definitely help in creating more customized solutions based on the consumer psyche.



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#### Vijaybahu Joshi, Head of Experience Design, Jio Platforms

As data becomes more readable, product experience, storytelling, and marketing will converge—enabling modular, measurable, and audience-specific UX that breaks away from monolithic design.

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#### Animesh Bhartiya, Chief Marketing Officer, Unity Small Finance Bank

The use of AI to better connect with consumers and offer personalization is going to be the way forward for marketing.



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#### Devang Mehta, Head of Marketing, Anand Rathi Group

Personalization will define the future of marketing—and AI is the only way to achieve it at scale, by understanding each customer's behavior, preferences, and needs.

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Roch Ferreira, Global Vice President - Corporate Marketing, Virtusa Consulting Services Private Limited

Most enterprises are tapping into just 1% of Al's potential—if we can push that to even 10 or 15%, across marketing functions, the impact will be transformative.

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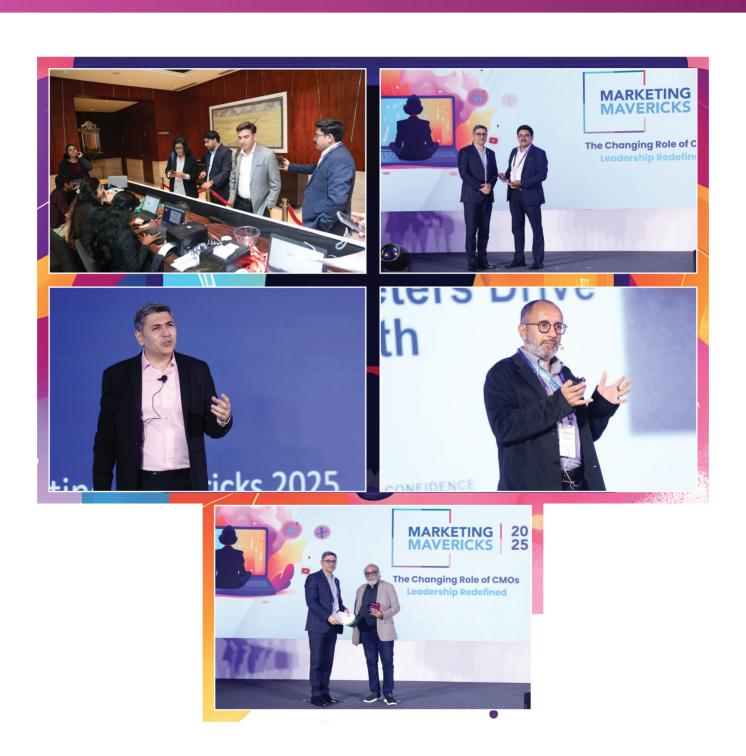
Sameer Arora, Chief Marketing Officer, IKS Health (Inventurus Knowledge Solutions Limited)

I feel that there will be a return to human-first marketing, where the importance of human-to-human relationships will again take precedence. Al allows us to harness creativity in a much better way, but it should not be substituting originality.



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## Glimpses of the summit



## Glimpses of the summit



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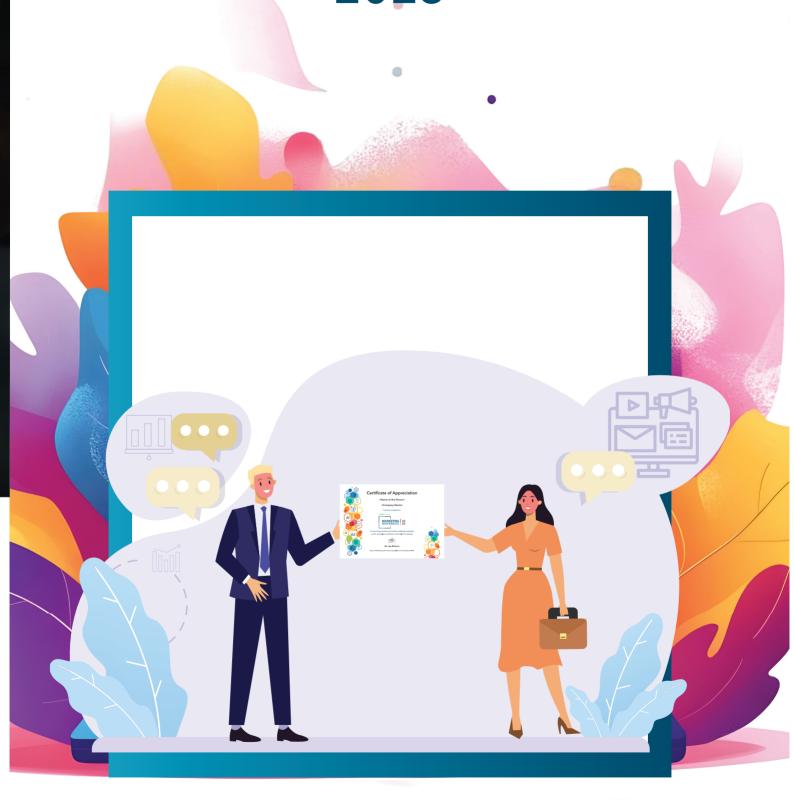


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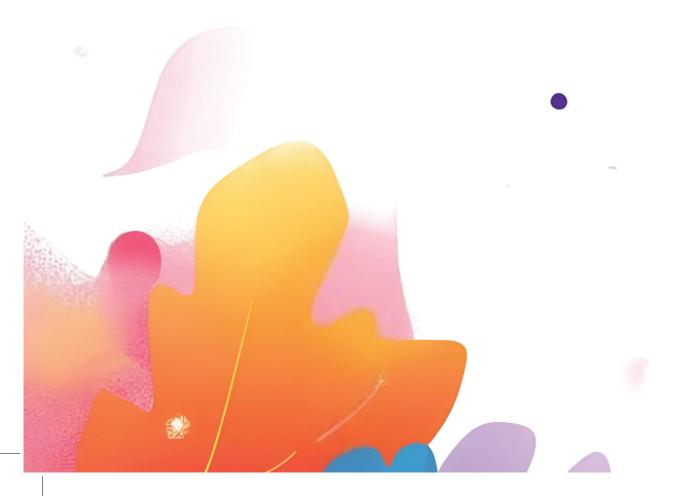
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3	Ankit Chothani	Head of Marketing and Corporate Communications, UGRO Capital Limited
4	Ankur Dasgupta	Head of Marketing, NTT DATA, India
5	Annkita Karrva	Associate Director - B2B Marcom, BenQ India Private Limited
6	Chetan Baregar	Senior Director - Marketing, Recykal (Rapidue Technologies Private Limited)
7	Devang Mehta	Head of Marketing, Anand Rathi Group
8	Dr. Kiran Veigas	Head - Corporate Marketing, Branding & Communications, Happiest Minds Technologies Limited
9	Jitesh Gautam	Head of Marketing, V Trans (India) Limited
10	Ketan Mankikar	Head - Marketing & PR, Zuno General Insurance Limited







Sr No	Name	Designation & Company
11	Meghna Ramchandani	Director - Marketing & Communications, Grant Thornton Bharat LLP
12	Noel Mascarenhas	Head of Marketing, Aadhar Housing Finance Limited
13	Pritika Shah	Head of Marketing, HDFC Life Insurance Company Limited
14	Rajat Abbi	Vice President - Marketing, Schneider Electric India Private Limited
15	Ranjani Krishnaswamy	Chief Marketing Officer - Analog Watches, Titan Company Limited
16	Roch Ferreira	Global Vice President - Corporate Marketing, Virtusa Consulting Services Private Limited
17	Sameer Arora	Chief Marketing Officer, IKS Health (Inventurus Knowledge Solutions Limited)
18	Shamik Biswas	Head of Marketing, Plintron India Private Limited
19	Sudhanshu Tripathi	Chief Marketing Officer, Quick Heal Technologies Limited
20	Vincent Noronha	Head of Marketing, HyFun Frozen Foods Private Limited



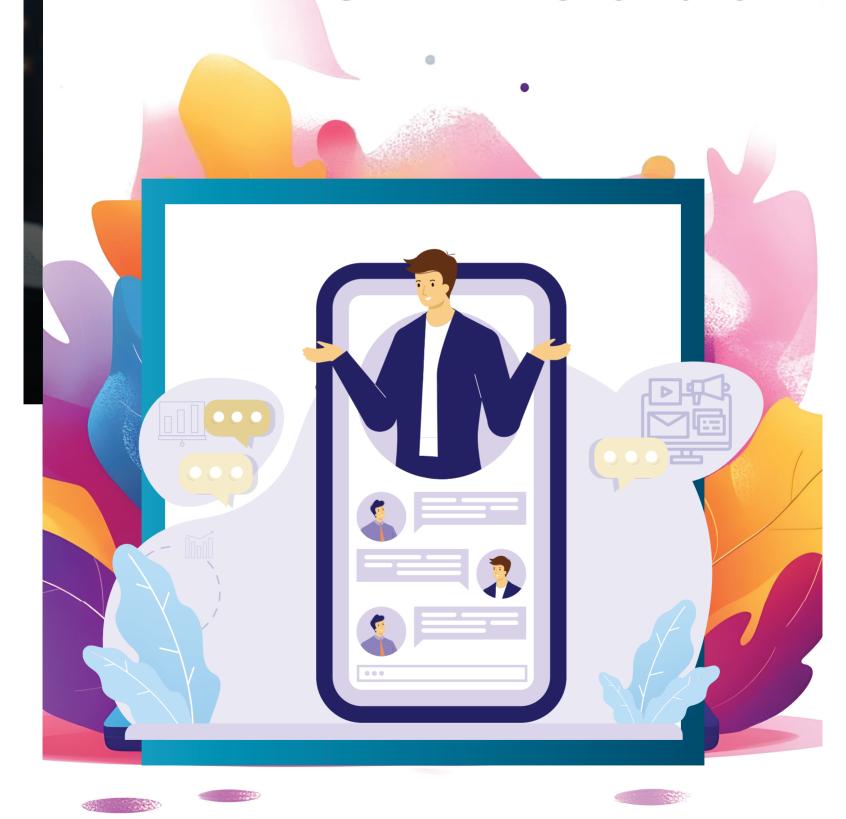


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- ➤ Awards & Publications
- ➤ Research & Content
- > Conferences Online & On-ground
- > Training and Certification

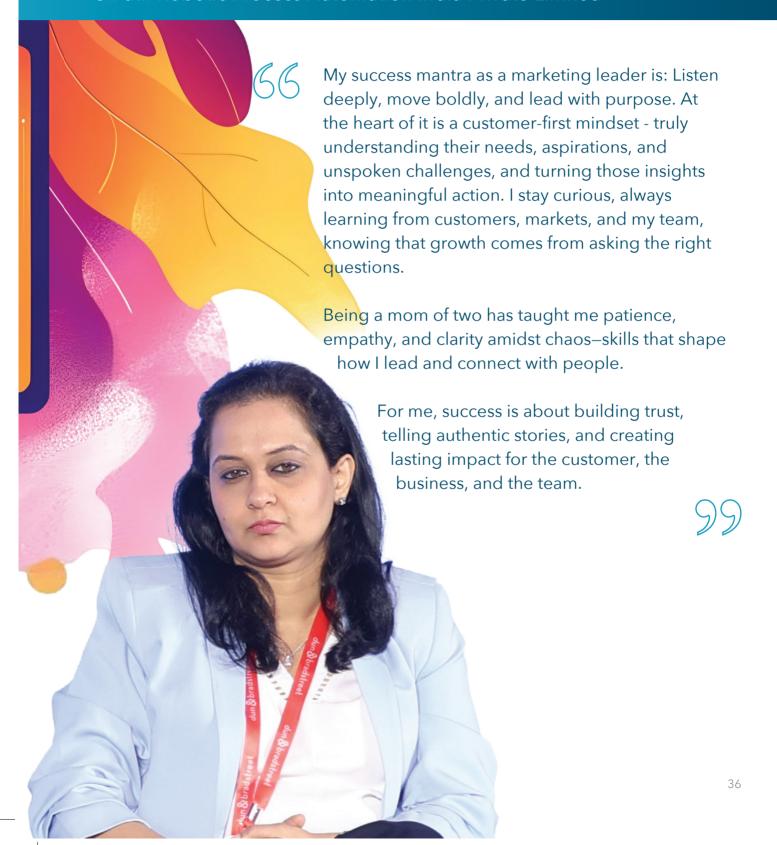
# SUCCESS MANTRAS BY MARKETING MAVERICKS 2025





## **ADISHRI CHARLA**

Head of Marketing
UiPath Robotic Process Automation India Private Limited



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#### **ANIL GROVER**

Head of Marketing and Communications
Jones Lang LaSalle Property Consultants (India) Pvt. Ltd.

66

I believe marketing success arises when business, finance, and marketing work as one team. Each team brings a different strength - business is closest to the clients, finance understands the numbers, and marketing drives innovation and creativity. When these strengths come together, results are stronger than when each works in a silo.

I focus on building teams that balance creative and analytical thinking. Team members need to feel empowered to contribute their specialised skills, so we can make strategic decisions that resonate with our audiences. Shared goals make decision-making much sharper.

Real excellence emerges when creative ideas meet financial discipline and strategic direction. Finance validates the investment, business sets the vision, and marketing delivers with precision. That's when we become **stronger and smarter, together.** 







#### **ANKIT CHOTHANI**

Head of Marketing and Corporate Communications UGRO Capital Limited



For me, success begins with deeply understanding every stakeholder, internal or external, and ends with simplifying the complex to create belief and drive outcomes with intent. I have learned that the best marketing either moves minds or moves business, or both. It's not about being loud; it's about being clear. I have made curiosity my compass and execution my edge. I ask the right questions, listen hard, and don't stop till the strategy is real, relevant,

> purpose sharp and the message human. Because when people believe, brands grow.



## **ANKUR DASGUPTA**

Head of Marketing NTT DATA, India



My mantra is "empathy, kindness and humility." Empathy helps me see the world through others' eyes, while kindness builds trust and resilience. Humility is perhaps most important because it keeps the focus on shared goals, not my ego. These values effectively remove obstacles and foster collaboration and lasting success.





#### **ANNKITA KARRVA**

Associate Director - B2B Marcom BenQ India Private Limited





#### **CHETAN BAREGAR**

Senior Director - Marketing Recykal (Rapidue Technologies Private Limited)



Success, to me, is defined by collective impact, not individual milestones. At Recykal, marketing has meant driving behaviour change, building trust, and enabling lasting systems. My mantra for sustained success rests on three pillars: purpose, adaptability, and empowerment. Purpose ensures every strategy contributes to solving real challenges—like mainstreaming sustainability and responsible waste management. Adaptability keeps us relevant, whether scaling platforms across India or sparking a world-record collection in Gelephu, Bhutan. Empowerment multiplies outcomes; I focus on enabling teams to lead with ownership and innovation. The D&B Marketing Mavericks 2025 recognition is an honour, but true success lies in every tonne of waste diverted, every emission reduced, and every community inspired. Marketing, when built with purpose, agility, and empowerment, doesn't just build brands-it builds a better future.



## **DEVANG MEHTA**

Head of Marketing Anand Rathi Group





#### DR. KIRAN VEIGAS

Head - Corporate Marketing
Branding & Communications, Happiest Minds Technologies Limited



My success mantra is built on the 3C foundation: Continuous Learning, Clarity, and Consistency. Staying committed to learning-especially emerging skills like Gen Al-keeps us future-ready and sharp. Clarity of purpose ensures every marketing initiative aligns with the vision and mission of the company, while consistency in storytelling builds trust and enhances brand recall. I've found that teaching others not only empowers teams but also deepens my knowledge and expertise. Surrounding myself with passionate minds, embracing change, and leading with empathy have helped me grow and make a lasting impact.





#### **JITESH GAUTAM**

Head of Marketing V Trans (India) Limited





#### **KETAN MANKIKAR**

Head - Marketing & PR Zuno General Insurance Limited



I believe, marketing is both art and science, where powerful storytelling meets datadriven decision-making. My mantra is to stay curious, embrace change, and view every challenge as an opportunity to create meaningful impact. I believe success in marketing comes from balancing insight with instinct-listening deeply to customers and never losing sight of purpose. Marketing isn't just about visibility-it's about building trust, inspiring action, and making brands a meaningful part of people's lives. Because true success isn't just doing things differently, it's making a difference. For me, success rests on three pillars (3Ps) – People who inspire and support, Passion that fuels the journey, and Purpose that gives it meaning. So, stay curious, stay committed, and stay human.





#### **MEGHNA RAMCHANDANI**

Director - Marketing & Communications Grant Thornton Bharat LLP





## **NOEL MASCARENHAS**

Head of Marketing Aadhar Housing Finance Limited

Take each day as it comes. Never refuse an invitation, never resist the unfamiliar, never fail to show up and never settle for anything lesser than your best.



#### **PRITIKA SHAH**

Head of Marketing
HDFC Life Insurance Company Limited





#### **RAJAT ABBI**

Vice President - Marketing Schneider Electric India Private Limited



Success is not a destination, it is a journey of purpose, agility, and authentic leadership. I believe the most powerful ideas emerge at the intersection of empathy, data, and bold creativity. My mantra is simple: stay curious, challenge conventions, and always lead with intent. At Schneider Electric, this translates into human-centric marketing that drives both business and societal impact. In an ever-evolving landscape, adaptability is key, but purpose is the anchor. True success lies in inspiring teams, empowering customers, and shaping stories that matterstories that don't just sell, but spark meaningful change.





#### **RANJANI KRISHNASWAMY**

Chief Marketing Officer - Analog Watches Titan Company Limited





#### **ROCH FERREIRA**

Global Vice President - Corporate Marketing Virtusa Consulting Services Private Limited



I've learned that success isn't something you chase.

It follows when you stay tenacious, think differently, and see every problem as an opportunity to build better.

The bigger picture has always mattered more to me than short-term noise, and passionate persistence has been my constant ally.

Innovation, resilience, and perspective have shaped my path, but the true anchor has been happiness.

When you focus on what fuels you, success becomes inevitable.

For me, it's been simple:

- Lead with curiosity.
- Create with purpose.
- Amplify with impact.





#### **SAMEER ARORA**

Chief Marketing Officer IKS Health (Inventurus Knowledge Solutions Limited)



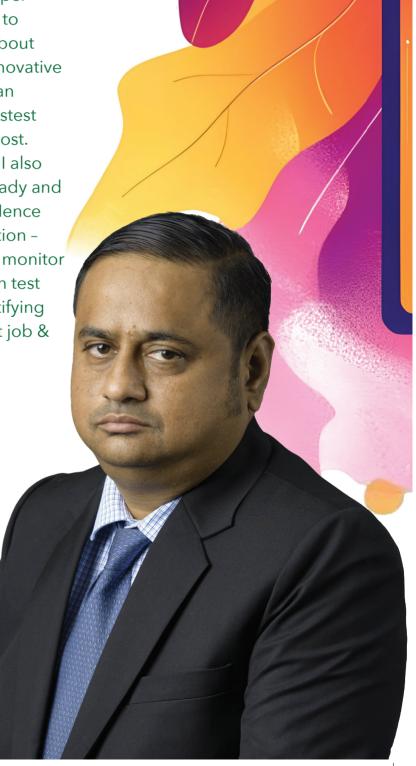


## **SHAMIK BISWAS**

Head of Marketing Plintron India Private <u>Limited</u>



My success mantra is to do proper research, understand the issue to be addressed and then think about possible solutions including innovative or disruptive solutions which can give the desired result in the fastest possible time and at the least cost. Once we decide on a solution, I also keep alternative Plans B & C ready and then go all out to implement. Hence it is analyse issue- Identify solution identify & remove bottlenecks, monitor dependency timelines and then test & launch. I also believe in identifying the right resources for the right job &empowering them.





#### **SUDHANSHU TRIPATHI**

Chief Marketing Officer Quick Heal Technologies Limited



My success mantra is simple: blend purpose with performance. I believe brands win when they tell stories that matter—stories rooted in innovation, trust, and impact. Over two decades, from scaling SaaS-driven cybersecurity to shaping global energy brands, I've learned that marketing isn't just about visibility—it's about creating lasting value for customers, partners, and society. I lead with curiosity, data-driven clarity, and the courage to challenge the status quo. Staying agile, embracing technology shifts like AI, and empowering teams to think big have been my constant drivers in turning vision into measurable business outcomes.



### **VINCENT NORONHA**

Head of Marketing HyFun Frozen Foods Private Limited



Set clear goals, work with integrity, and give your best without shortcuts. Every setback is a lesson, every challenge a chance to grow. Keep raising the bar for yourself, and excellence will not just be a result, it will become a way of life. In present times, marketing should focus on connecting with consumers on both an emotional and transactional level. I strongly believe marketing today must go beyond simple storytelling to inspire immediate action.



## METHODOLOGY FOR SELECTING THE MARKETING MAVERICKS 2025

Through comprehensive research process, parameters were identified against which senior marketing leaders were evaluated. These are listed below:

#### **Eligibility Criteria:**



- The Nominee must have at least 10 years of experience in Marketing Field
- The Nominee must have at least 2 years of experience as CMO or Equivalent Senior Most Marketing Leader
- The Company where the nominee is currently employed must have a turnover of greater than INR 50 Crores as per the latest standalone financial statement.

#### **Nomination Shortlisting:**



- Inviting nominees (via E-mail, Microsite, Social Media)
- Objective Eligibility Check of the Applications
- Initial Shortlisting based on Dun & Bradstreet Proprietary Model

#### Final selection of the Marketing Mavericks was based on the following consideration:



- Current role and responsibilities
- Significant accomplishments achieved and impactful contributions made to the field of marketing during their tenure as a senior marketing leader
- Case of excellence submitted for being recognized as a Marketing Maverick

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