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Beyond the Lab:
Dr. Sanjay Arora on Leadership
Legacy & Reinventing Family Businesses

Leaders, Legacies & Journeys:
Mr. Raghav Singhal
Om Logistics Limited

Morbi: The Ceramic Empire Built by Family Dynasties

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Expert of the month	03
Insights from Kalpen Parekh, DSP Investment Managers	
Exclusive Interview	06
Beyond the Lab: Dr. Sanjay Arora on Leadership, Legacy & Reinventing Family Businesses	
Leaders, legacies & journeys	10
Candid conversation with Mr. Raghav Singhal	
Case Study: Family Business	13
Morbi: The Ceramic Empire Built by Family Dynasties	
The Knowledge Edit	16
Stronger Together: The Power of Networking in Family Businesses	
Events recap	19
Highlights from Campden India and Global Forums March 2025	
Upcoming events	19
What to look forward to in April 2025	
Strategic tie-ups	22
Exclusive member privileges	

Expert of the month

Each month, Campden Family Connect spotlights an industry expert from our partner network, offering sharp perspectives on emerging investment themes, market opportunities, and wealth management.





Because the magic of good returns is back-ended and starts after many years. Higher equity exposure with sharp falls, if it pushes you out of the compounding race, is of no use. Your strategy has to be yours. Unique to you.

A practical way of doing this is to keep all investments meant for goals up to 3 years, including emergency needs, in safer assets like debt/arbitrage funds. You can also consider investing in hybrid and multi-asset funds for periods up to 7 years. Longer-period investments should go to equity funds.

What role does behavioural finance play in effective portfolio management? And how can investors mitigate common biases?

Keep it simple. Understand the factors that lead to poor investment returns or permanent capital loss. Just avoid doing that. For example, markets are cyclical; hence, don't chase an asset class if its returns are too high, as it must come down. Don't chase hot funds and NFOs. Similarly, don't panic and exit once a good asset class or fund has underperformed—this may actually be a time to invest more. Recognise that these things are not easy to judge or understand; therefore, choose a good MFD/advisor who can guide you better.

Have strong reasons to invest where you are investing. Two of the most dangerous reasons here (which I have done in the past myself) are:

- That others are telling me (tips it's like buying any medicine that your neighbour has bought without knowing whether you need it)
- That the last one is that year returns of the fund are higher than others (so what? What if the fund is risky? What if it's peaking and can fall sharply? What if it's not meant for your risk profile?)

What are the key considerations when selecting between active and passive investment strategies in a portfolio?

Your investment approach should align with your belief system and skill set. If you believe you cannot predict which active fund manager will outperform consistently over the next 10, 20, or 30 years, or if you

lack an advisor to guide you through the maze of thousands of funds, a simple and effective solution is to choose a passive Nifty index fund. Stay invested, and let compounding work for you. Even within passive investing, there are now hundreds of strategies, so keep it simple and stick to broadbased indices.

On the other hand, if you have the skill to identify active fund managers who can make bold stockpicking decisions that differ from the index (and not just mimic it), active funds could be worth considering. Remember, even the best active managers underperform their benchmarks about 30% of the time. To succeed with active funds, you need to know how to find such managers, have a trusted guide to help you, and—most importantly—possess the mindset to stay invested (or even add more) during periods when they underperform.

In short, choose passive funds if simplicity is your goal. Opt for active funds only if you have the knowledge, guidance, and temperament to handle the ups and downs.

O4 How do you view the role of asset allocation between domestic and global markets for Indian investors?

I personally have 20% of my investments in global funds or funds that invest in companies across the globe. There are times when Indian markets overheat when great companies outside India are available at fair prices. The reverse is also true. A diversified portfolio of Indian & global stocks sometimes reduces the portfolio fluctuation journey, even at the cost of slightly lower returns. That's a virtue for me, as it helps me stay invested. The whole investment game of compounding is about optimising length over just recent returns. Diversification helps in this objective; hence, I encourage that...

Your strategy has to be yours — unique to you.

Design your portfolio not for what will do well today, but for what will let you stay invested for decades



Beyond the Lab: Dr. Sanjay Arora on Leadership, Legacy & Reinventing Family Businesses

Ahead of chairing the 10th Indian Families in Business Forum, Dr. Sanjay Arora reflects on his entrepreneurial journey and evolving leadership philosophy, breaking down the real drivers of success — and what it will take for family-run enterprises to thrive in the future.

Dr. Sanjay Arora is a healthcare entrepreneur, TEDx speaker, and founder of Suburban Diagnostics with over 30 years of industry experience. He is also the founding partner of Shubhan Ventures and a passionate advocate for innovation, leadership, and healthy aging in India.

What makes a great entrepreneur?

According to Dr. Sanjay Arora, it's not just vision—it's getting your hands dirty, embracing failure, and leading with intent.

From launching Suburban Diagnostics to mentoring the next wave of business leaders, he shares unfiltered insights on leadership, succession, and why family businesses must ditch entitlement for excellence. As chair of Campden's Indian Families in Business

Forum, Dr. Arora unpacks the game-changing shifts that will define the next decade of entrepreneurship.

1. You have had an incredible journey in healthcare, from founding Suburban Diagnostics to your role in Shubhan Ventures. What inspired you to take the entrepreneurial leap?

At home, it was a foregone conclusion that once I complete my MD in Pathology and have taken adequate specialised training, I will start my own lab. I guess, via my father's experience as a professional in IBM and later on through his entrepreneurial journey, becoming an entrepreneur was perhaps a preferred choice. Since I had trained in



Pathology, opening a lab was the obvious choice. Instead of working with another lab to gain some experience, my wife and I plunged headlong into the new world of entrepreneurship, learning the ropes as we went along.

2. Looking back at your career, what were the pivotal moments that shaped your leadership approach?

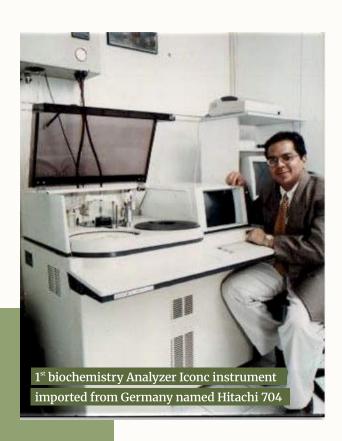
Leadership according to me is an acquired skill. Some learn quickly and become good at it, while some learn over time, taking inspiration from examples around them.

As an entrepreneur, leadership is a default setting that we are forced to demonstrate from the get go.

My leadership approach has evolved over time and situations.

In the early years, I had very little guidance—I was my own boss, learning from friends in the industry (fellow pathologists) and perhaps making the same mistakes as some of them.

One quality that has stayed with me is that I always lead by example—I show the way and expect the same from the team. Because of this, I was overbearing, spoke my mind, and quickly pointed out the gaps.





One of the lessons my wife and co-founder taught me was this—"if I cannot demonstrate the same degree of passion and perfection as you, how do you expect the rest of the team to do the same?"

While it's good to set high standards, we can become trapped in the zeal for perfectionism in every aspect of operations.

My first lessons in leadership came via Mr Vijay Mahajan, an HR consultant and expert. His pearls of wisdom shook me, but have remained with me till today:

- As a leader, you have all the powers—use them wisely and appropriately and not just because you can.
- Learn to deal with ambiguity—practicing science and perfection, one gets accustomed to definite outcomes.

 However, in leadership, it is more art than science, so dealing with ambiguity becomes par for the course.
- Appreciate publicly and generously; admonish privately. al for perfectionism in every aspect of operations.

Over time I learnt few more aspects of leadership:

- Hiring a team and hoping it will succeed works only when the environment in the organisation is fit for it—as an entrepreneur, we want to hire competent people to lead the organisation, but do we have the structure and willingness to let go?
- Delegation works when the team is ready—while it is important to build leaders in the organisation, it is equally important to equip them with people management skills that will help them become better managers. Merely promoting people without supporting them is destined to fail. Readiness is also task dependent.
- Giving feedback: Never give feedback in front of a third person, always in private. Never give feedback when you are very angry or very happy (emotional extremes). Never give feedback over a weekend—it can wreck the state of mind both for the giver and receiver of such feedback—wait until Monday, when you have also had time to think it over and find a way of working with the colleague.

- Building trust as the bottom layer: With implicit trust, all outcomes are possible. It works wonders when the team knows that the leadership "has your back."
- Fight the urge to speak—just because you are the leader, you don't need to have the last word. If you are not an expert on the subject, don't speak and just listen.
- Get your voice heard without sounding irritated or frustrated—like you would do with a customer. My mother would always say—"you would speak better with me if I was your patient."

- Suggestions become orders—instead, ask questions and raise curiosity. Don't Take Sides.
- If you have nothing valuable to say, don't say anything at all.
- The top job of a leader is building a decision making process and not making a decision.



- 3. You are chairing Campden's upcoming Indian Families in Business Forum themed on "The Next Wave of Family Leadership". What do you think are the biggest shifts family businesses must make to thrive in the next decade?
- Professionalism: Establish a board with independent directors
- Succession planning: Put a process in place to define transitions in leadership and performancebased roles. Move away from entitlement based structures to those that adopt meritocracy
- Digital adoption: Adoption of Al and automation is the way forward for all businesses

- Omnichannel presence: Adapt to e-commerce and a digital first consumer
- Data: Leverage data for better insights and decision making; install data protection and cyber security measures to protect this valuable asset
- Talent management: Build an inclusive culture driven by purpose to align with the new age workforce. Make upskilling an integral part of the work culture
- Make ESG the buzzword: Put best practices to be environment friendly, socially impactful and displaying good governance. These must form the ethos for all businesses moving forward to remain sustainable

4. Having built businesses and mentored leaders, what habits or disciplines separate truly visionary entrepreneurs from those who stagnate?

Entrepreneurship has blossomed in India over the past few decades, especially with the liberalisation of policies and ease of doing business.

Finding an idea that clicks depends on the problem

Finding an idea that clicks depends on the problem being solved. That for me is the starting point—if we are solving a problem, then there is a business case to be made.

There is no point in becoming an entrepreneur merely for the image.

Entrepreneurs who solve a problem, adopt technology, are diligent and get their hands dirty, think about processes and then scale, pay importance to financial discipline and good governance, build transparency and trust (both internally and externally), are good listeners and willing to take feedback, are determined yet humble, and have good people skills—they have the ability to succeed

As a leader, you have all the powers—use them wisely and appropriately and not just because you can.



Leaders Legacies & Journeys

Great leaders shape legacies through pivotal decisions and transformative journeys. Leaders, Legacies & Journeys brings candid conversations with visionary business leaders and family principals, uncovering their defining moments, values, and strategies for the future.





What have been the key milestones in your career, and how have they shaped your professional growth?

My career has been marked by transformative phases that shaped my strategic thinking. A pivotal moment was stepping into a leadership role at Om Logistics, where I focused on enhancing market positioning and driving industry change.

Key milestones include the launch of Rapidshyp, which provides streamlined shipping solutions for eCommerce businesses by leveraging technology & logistics expertise, and the acquisition of Sanjvik Terminals, a leading Inland Container Depot in Northern India. This facility connects industrial zones with key ports and airports across the country through multimodal transport, including road, air and two dedicated rail lines. Additionally, it offers customs clearance and warehousing solutions, enhancing supply chain efficiency. These strategic initiatives have positioned Om Group as a dominant force in the logistics industry, delivering end-to-end solutions that redefine efficiency and service excellence.

Leading this transformation has strengthened my conviction in the importance of strategic partnerships and a people-centric approach.

A well-trained and motivated team is fundamental to navigating change successfully.

What have been the key milestones in your career, and how have they shaped your professional growth?



The logistics industry is undergoing a paradigm shift, driven by digitisation, automation, and evolving consumer expectations. In the coming decade, our vision is to position Om Logistics as vision is to position Om Logistics as a trailblazer in providing sustainable and tech-driven logistics solutions, redefining industry standards through innovation and officiency.

infrastructure and green logistics, expanding our eco-friendly fleet and integrating solar power to reduce our carbon footprint. Additionally, we are focused on strengthening multimodal transportation capabilities to serve our esteemed customers nationwide. esteemed customers nationwide.



What significant challenges have you encountered, and what strategies have you implemented to ensure sustained growth and change?

Challenges don't define a business; how they are tackled does. In the logistics and supply chain industry, overcoming obstacles is what drives progress. One of the most pressing challenges has been managing supply chain disruptions, particularly in the wake of global events like the pandemic. To navigate industry disruptions, we have embraced digital transformation—leveraging advanced transformation—leveraging advanced technology to drive efficiency and innovation.

Another challenge has been talent retention and workforce upskilling. We have addressed this by promoting a people-first culture, offering training programs, and building a successful roadmap for those around us. A welltrained and motivated team is fundamental to navigating change successfully.



What inspired you to start your business, how did you help it grow, and what keeps you passionate?

Coming from a well-established business family, joining the logistics industry felt like a natural step. From a young age, I observed the sector's growth, which sparked my interest. At Om Logistics, my goal has been to bring fresh ideas while upholding the core values that built the company. I have focused on diversifying our services with technology-driven solutions and a people-centric approach. Our vision is to make Om Logistics the one-stop solution for all logistics needs. The ever-evolving nature of the industry keeps me inspired to face challenges and seize opportunities, driving us to constantly innovate and grow. These experiences have shaped my leadership style, combining long-term vision with calculated risks, all while staying grounded in our core values.



Reflecting on your journey, what lessons have had the greatest impact on your approach to leadership and decision-making?

One of the most valuable lessons I have learnt is that leadership is not about authority; it's about empowerment. The ability to inspire and guide people towards a shared vision is what defines true leadership.

Another crucial lesson is the importance of resilience and adaptability. The logistics industry is dynamic, and the ability to pivot in response to market shifts is essential for long-term success. Lastly, data-driven decision-making has been a game-changer; making decisions on real-time analytics ensures efficiency at most. These principles continue to shape my approach as we steer the Om Group towards greater heights.



How did your early education or formative experiences shape your entrepreneurial mindset?

Growing up in a business environment instilled in me a strong work ethic and a keen understanding of market dynamics, and it has been instrumental in shaping my business acumen.

Beyond academics in various reputed institutions, my formative experiences, particularly learning under the mentorship of my father, Mr Ajay Singhal, have played a crucial role in shaping my perspective and leadership approach in the logistics domain. Observing his work ethic and ability to navigate challenges, such as adapting to evolving market demands and making strategic decisions even in high-pressure situations, has provided me with invaluable insights that continue to guide me in my journey.



In a demanding role, how do you prioritise maintaining a healthy balance between your professional ambitions and personal well-being?

Balancing professional and personal life is important; I firmly believe that a leader's well-being directly impacts the overall effectiveness. I approach this by setting clear priorities, delegating effectively and ensuring that time is allocated wisely. I set aside time for regular exercise, travel, having a good time with family and personal development, which helps me stay energised and maintain clarity of thought.

Additionally, I've learnt the importance of delegation. Surrounding myself with a team of experts and guiding them to execution allows me to focus on strategic growth while maintaining a fulfilling personal life. A balanced approach to leadership is key to sustaining long-term success.





How a Small Gujarati Town Became India's Tile Capital & the Families Behind Its Success

Drive through the bustling streets of Morbi, and you'll find yourself surrounded by an endless sea of ceramic factories, their chimneys standing tall like sentinels of success. Nestled in Gujarat, Morbi has earned its place as the undisputed ceramic capital of India, producing nearly 90% of the country's ceramic tiles. But what makes Morbi's story truly remarkable isn't just its industrial dominance—it's the tightly-knit business families who built this empire from the ground up. From humble beginnings to global exports, this town is a masterclass in entrepreneurship, resilience, and family-led growth.

1. The Rise of Morbi: From Clay to Corporate Success

Morbi's journey into the world of ceramics began in the 1970s, when local entrepreneurs saw potential in the region's abundant clay resources. Initially, the industry was small, catering primarily to domestic demand. However, by the 1990s, Morbi's manufacturers embraced modern technology and mass production techniques, allowing them to compete on an international level.

Today, the city boasts over 1,000 ceramic units, producing everything from floor tiles to sanitaryware and exporting to more than 140 countries worldwide. The Morbi Ceramic Association (MCA) plays a crucial role in ensuring the town's reputation remains untarnished, setting high standards for quality and innovation.

2. The Families That Built Morbi's Ceramic Empire

One of the most fascinating aspects of Morbi's growth is the dominance of family-run businesses. Generations of entrepreneurs have expanded their enterprises while ensuring their legacy continues.

Let's take a closer look at some of the key families shaping this industry:

The Patel Legacy: Pioneers of Large-Scale Manufacturing

Among the most influential names in Morbi's ceramic industry is the **Patel family**, known for spearheading large-scale manufacturing. Several leading companies, such as **Simpolo**, **Asian Granito**, **and Kajaria**, have direct or indirect links to Patel entrepreneurs. Their strategic investments in automated production lines and sustainable practices have positioned Morbi as a leader in eco-friendly ceramics.

The Vaghasiya Family: The Architects of Global Expansion

The Vaghasiya family, behind brands like Somany and Qutone, played a crucial role in taking Morbi's ceramics to the international market. They were among the first to establish direct exports to Europe and the Middle East, building long-term partnerships with foreign buyers. Their commitment to quality and aesthetics has made Indian tiles a preferred choice globally.

The Dholakiya Dynasty: Innovation at the Core

If there's one family that has constantly pushed the boundaries of ceramic technology, it's the **Dholakiyas**. With companies like **Lavish Ceramics** and **Sunhearrt Tiles**, they have introduced cuttingedge designs, digital printing technology, and antibacterial tiles, setting new trends in the industry. Their research-driven approach ensures Morbi stays ahead of the curve.

The Baldha & Bambhaniya Clans: Masters of Affordable Luxury

Balancing affordability with premium quality, the Baldha and Bambhaniya families have built brands like Varmora and Icon Ceramics, making high-end designs accessible to the average Indian consumer. By streamlining production costs without compromising aesthetics, they have carved a niche in both domestic and global markets.





3. What Makes Morbi's Business Model Unique?

Morbi's ceramic industry stands out not just for its scale but also for the way its businesses operate. Collaboration, rather than cutthroat competition, defines the region's entrepreneurial spirit. Many of the town's family-run businesses function within a tightly woven network, outsourcing specialized processes to one another to maximize efficiency. This interdependence ensures that even smaller manufacturers can thrive alongside industry giants, collectively strengthening Morbi's dominance in the market.

Cost-effective production is another hallmark of Morbi's success. The region's natural abundance of raw materials, coupled with a well-established supply chain, allows manufacturers to keep costs low without compromising on quality. Strategic investments in technology have further streamlined production, enabling mass manufacturing at competitive prices. As a result, Morbi's tiles and sanitaryware continue to be affordable while maintaining international standards.





At the heart of Morbi's growth is a relentless drive for innovation. The families leading this industry have shown an exceptional ability to adapt, embracing technological advancements such as digital printing, large-format slabs, and ecofriendly production techniques. This willingness to evolve ensures that Morbi remains at the forefront of global ceramic trends, setting benchmarks for quality and design.

4. A Legacy Set in Stone

Morbi's transformation from a small town into a global ceramic powerhouse is a testament to the vision and determination of its entrepreneurial families. With their blend of tradition and innovation, these business dynasties have created an industry that not only drives the local economy but also shapes global market trends. As they navigate the future, one thing is clear: Morbi isn't just about tiles—it's about a legacy that keeps growing, one ceramic masterpiece at a time.

Stronger Together: The Power of Networking in Family Businesses

Building Lasting Relationships and Collaborating for Mutual Growth

In the world of business, connections are everything. But for family-run businesses, networking isn't just about expanding opportunities—it's about building lasting relationships that sustain growth for generations. Unlike corporate enterprises, family businesses thrive on trust, shared values, and long-term partnerships. By fostering strong ties with other family-owned companies, they can create synergies that drive mutual success.

In this article, we explore the importance of networking for family businesses, the benefits of collaborating with like-minded enterprises, and practical tips to forge lasting business relationships.



Why Networking Matters for Family Businesses

Family businesses often operate with a longterm vision, prioritizing stability and legacy over short-term gains. This unique approach makes strategic networking crucial. Here's why:

- Trust and Shared Values: Family businesses tend to align better with other family-run enterprises because of similar work ethics, decision-making styles, and business philosophies.
- Sustainable Growth: Strong networks open doors to new markets, shared resources, and collaborations that fuel long-term expansion.
- Resilience During Challenges: In tough economic times, having a trusted network can provide support, alternative revenue streams, and joint problem-solving opportunities.
- Knowledge Sharing: Learning from the successes and failures of other family businesses can provide valuable insights into sustainability, innovation, and leadership transitions.

Building Lasting Relationships in Family Business Networking

Developing strong business relationships isn't just about exchanging business cards at an event—it's about creating genuine, mutually beneficial partnerships. Here's how:

Find the Right Networks:

Seek out industry-specific associations, chambers of commerce, or family business forums where you can connect with like-minded entrepreneurs.



Prioritize Long-Term Engagement Over Short-Term Gains:

D. Unlike corporate networking, where quick deals take priority, family businesses should focus on relationships built on trust. Regular check-ins, joint ventures, and informal collaborations help strengthen these bonds over time.



. Leverage the Power of Storytelling:

c. Every family business has a unique story, and sharing it can build connections on a deeper level. Whether at networking events, through social media, or in direct conversations, your company's journey can resonate with potential partners.





Collaborate on Projects for Mutual Benefit:

Partnering with another family business can lead to cost-effective solutions and innovation. Whether through joint marketing campaigns, co-hosted industry events, or shared supply chains, collaboration fosters collective growth.



Nurture the Next Generation's Networks:

Encourage younger family members to build their own relationships within business circles. Their fresh perspectives and digital networking skills can help strengthen your company's presence in new markets.



Networking within the family business ecosystem is about more than just financial growth—it's about creating lasting relationships that support sustainability, innovation, and shared success. By embracing collaboration and trust, family businesses can continue to thrive for generations, ensuring that their legacy remains strong in an ever-evolving business landscape.

The 10th Indian Families in Business Forum

The Next Wave of Leadership

April 24-25, 2025 | Four Seasons Mumbai

As Indian family enterprises redefine success in a global, digital world, Campden Family Connect returns with the 10th edition of its flagship forum — bringing together visionary founders, next-gens, and family office leaders to shape the future of legacy.

At a Glance: What to Expect

- Scaling Indian family businesses globally
- Leadership lessons from lived experience across generations
- Navigating the IPO journey: regulatory, cultural, and liquidity aspects
- Governance and boardroom practices for sustainable scale
- Peer roundtable on separating wealth from business
- The role of gold in modern portfolio construction
- Private credit as a capital-preserving and income-generating strategy
- Quant strategies and data-led investing approache
- Seven market myths debunked through databacked insights
- First in-person Needs & Leads
- Pre-Forum Reception at rooftop bar AER

Featured Voices

DR. SANJAY ARORA Shubhan Ventures Suburban Diagnostics Forum Chairperson ANIRUDH DAMANI Artha India Ventures Need & Leads Chairperson

ABHAY A ASRANI Aquilon Capital BHAUTIK AMBANI AlphaGrep Investment Management

BVR MOHAN REDDY Cyient HARSHVARDHAN MALPANI Malpani Group

MANAN SHAH MICL Group MOHIT MUTREJA AlphaGrep Group

PRAVEEN KUMAR AlphaGrep Investment Management

SACHIN JAIN World Gold Council

SAHIL KAPOOR DSP Mutual Fund SANDESH MESTRY Family Business Coach

Participation by invitation and pre-qualification.

For registration or more information: **▼** info@campdenfamilyconnect.com

Events Recap

Highlights from Campden India and Global Forums for March 2025



Membership | Events | Research | Education | IPI A Patni Family & Campden alliance

North American Family Stewardship & Alternative Investments Forum

04-05 March 2025, Nashville, TN

Held in Nashville, this flagship forum convened family office principals and CIOs to explore nextgen stewardship, private trust structures, and allocation strategies across venture capital, real estate, entertainment, and co-investments, alongside candid insights on wealth preservation and creation.



North American Family Stewardship & Alternative Investments Forum

04-05 March 2025, Nashville, TN

Hosted in Singapore, this forum explored risk, innovation, and co-investment strategies in Asia-Pacific. Families convened to examine Singapore's evolving FO ecosystem, tech adoption, global relevance, and also participated in an exclusive co-investment workshop featuring member-backed deal discussions.



Private Member Meet

26 March 2025, New Delhi

Campden members gathered for an intimate private meet hosted at a member's residence in Delhi, fostering meaningful connections and candid peer-to-peer dialogue in an informal and trusted setting.

Upcoming Events

What to look forward in April 2025

24–25
April

10th Indian Families in Business Forum
Mumbai

Our Partners























































Sotheby's





Deloitte.

DLF5 CITY

Our Partners







































Bloomberg

Strategic Tie-ups

As a Campden member, you may avail the following exclusive benefits from our premium brand partners. These partnerships are curated to provide privileged access, preferred pricing, and exceptional experiences across travel, hospitality, publishing, and lifestyle concierge services.

EnchantXP, headquartered in Singapore, offers a seamless, tech-enabled platform for luxury travel. Services include flights, hotels, private jets, cruises, bespoke journeys, and 24x7 expert support. With app-based convenience and curated travel planning, EnchantXP ensures every moment of your journey is an elevated experience.

To know more, visit:

https://admin.enchantxp.com/home/campdenfamilyconect

Or contact

Mr. Kunal Sanghani at +91 9971009469 EN.CH NT.XP

Campden Family and Indulge bring you a one-month FREE trial of premium concierge services. From global event access to emergency services and luxury reservations, Indulge delivers 24x7, Al-assisted, human-supervised personal concierge support via WhatsApp.

Benefits include:

- 1-Month FREE Trial for Campden Members
- 25% Discount on Standard Membership (INR 75,000 + taxes)
- 25% Discount on Premium Membership (INR 3,00,000 + taxes)
- Transparent service charges or NIL based on membership tier



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- 15% savings on Rooms & Suites at Oberoi Hotels & Resorts in India & UAE
- 15% savings on Food & Beverages at on-property restaurants, bars, or in-room dining
- 20% savings for resident guests at the hotel spa



The Bombay Circle Press is a traditional publishing house founded by Aakriti Patni and Pranika Sharma. They offer editorial and publishing services tailored to authors, including:

- Developmental Edits
- Structural Edits
- Copy/Line Edits
- Proofreading
- Book Cover Design
- ISBN Registration
- Typesetting & Formatting
- e-Book Platform Management
- Marketing & Promotions
- Print Listing and Platform Management
- Copywriting



- 15% savings on Rooms & Suites at Trident Hotels
- 15% savings on Food & Beverages at on-property restaurants, bars, or in-room dining
- 20% savings for resident guests at the hotel spa



About Us

Campden Family Connect (CFC) is the pre-eminent membership network for India's Ultra-high Net Worth Community, Family Business Owners and their Family Offices. Founded in 2016, CFC is the first of its kind venture between RAAY – the Amit Patni Family office, Arihant Patni and Campden Wealth, in the family office and family business space. Delivering both local and global networking opportunities, Campden members are supported by globally flavoured initiatives in the form of knowledge forums, pioneering research work, progressive publication material and advanced education programs. What distinguishes this community is the membership criterion that enrols only Family business Principals, CIOs of Single Family Offices, NextGen family members and Large Private Investors. With the acquisition of Institute for Private Investors (IPI) - the Campden global community today comprises of over 1400 members across 39 countries.



The global private wealth community has evolved into an intricate web of international, multigenerational business owning and financial families, family enterprises and family offices. Successfully managing the interests of ultra-high net worth families requires a consistent focus and an on-going communication.

Founded by Samuelsons Family Office in 1987, Campden Wealth UK has supported these families and their businesses by operating at the forefront of innovation and best practice in wealth management. It has provided unrivalled knowledge and intelligence to the world's wealthiest families, their family office and ultra-high net worth investors through peer-to-peer networking, proprietary ground-breaking research & cutting edge magazines.

Campden further enhanced its international reach and community in 2011 by acquiring the Institute for Private

Investors (IPI), a leading membership body of private investors in the United States, established in 1991. In 2016, Campden's Indian arm of operations Campden Family Connect Pvt. Ltd. was founded and carefully nurtured under the thought leadership of the renowned Patni Family.

Today, Campden globally has delivered over 400 events hosting more than 25,000 families and has built a trusted reputation of delivering exclusive private forums that are led by families, for families, on families across Europe, USA, Asia and the Middle East.

Our members across the globe have used these recent times to be actively engaged with the community on our virtual forums. Campden teams have produced over 150 webinars and annual forums with a varied range of relevant topics in the last 24 months.





EXCLUSIVE NETWORK OF WORLD'S LEADING FAMILIES