

INTERVIEW

Rohana Sarah

Founder and CEO, Green World Design

Monsoon Proofing Indian Architecture

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RETURNING
TO BUILD

There's a subtle shift in the young architectural aspiration.

I recently came across Rahul Malhotra, a young Indian architect who had returned to Delhi to start his firm Shades, a design and architecture consultancy. What began as a casual conversation soon turned into a telling window into how young Indian architects, especially those trained abroad, are recalibrating their ambitions.

He spoke of his time at Politecnico di Milano. For his Italian professors there, minimalism was never declared as intent but absorbed as instinct. One advantage, he realised was that references like the Barcelona Pavilion were not distant icons but lived experiences. That proximity to build history, he felt, does quietly impact judgement.

The contrast with India, he felt is not of capability but of exposure. I also agree our students start with strong theoretical grounding and disciplined application, yet with fewer opportunities to engage directly with the physical legacy of architectural thought.

His decision to return was less sentimental than practical. The idea of independent practice, he realised, finds firmer ground here than within the rigid hierarchies of conventional roles abroad.

Yet the profession at home brings its own complications. Clients chase the visible; architects struggle to stick to a coherent language. With today's usual know-all clients, the finer relationships between material, context, and geometry risk being overshadowed by the just what's-in-fashion.

Chatting with Rahul mirrors a possible quiet shift in outlook of young Indian students who have studied abroad. There is ambition, certainly, but also a growing awareness that relevance lies closer home. A deeper engagement with vernacular systems, regional materials, and site experience is no longer an afterthought but a necessity. Not as nostalgia, but as a means to shape an architectural language that belongs as much to its place as to its time.

In that sense, the returning student is not retreating but repositioning. The global education remains, but its application is being rewritten on Indian soil, negotiating climate, culture, and constraint with a renewed confidence. The future design need not be an imported impression, only interpreted with care and conviction and perhaps argued with a little patience.

I'm convinced Rahul reflects the mind-set amongst the newer generation. What do you think?

Anurag Yadav

The view expressed in the column are of the author, and may or may not be endorsed by the publication.



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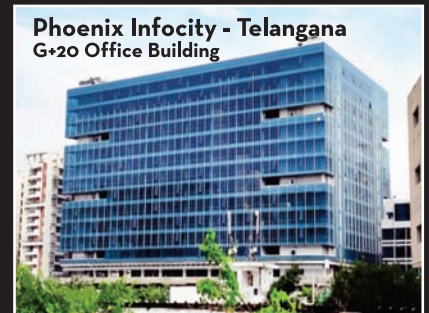
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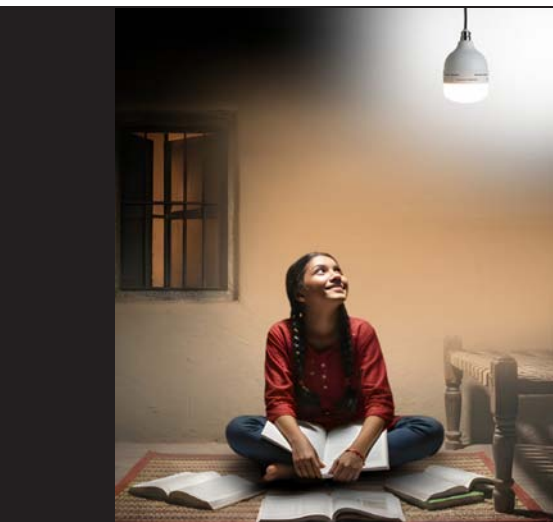
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Frameless Shower Enclosures by AIS Windows

AIS Windows, a division of Asahi India Glass Ltd., launched luxury frameless shower enclosures in Delhi recently. This range blends minimalism with engineered performance for Indian homes. It uses high-quality toughened glass for visual lightness and strength. It creates defined wet and dry zones for Indian homes. Water retention, hardware, soft-close hinges, and Shower Protect Technology resist limescale, staining, and bacterial adhesion. Configurations are fully customisable with Chrome, Matte Black, and Rose Gold finishes. Available across India through 80+ AIS Windows Showrooms with consultation, design, installation, and after-sales support.

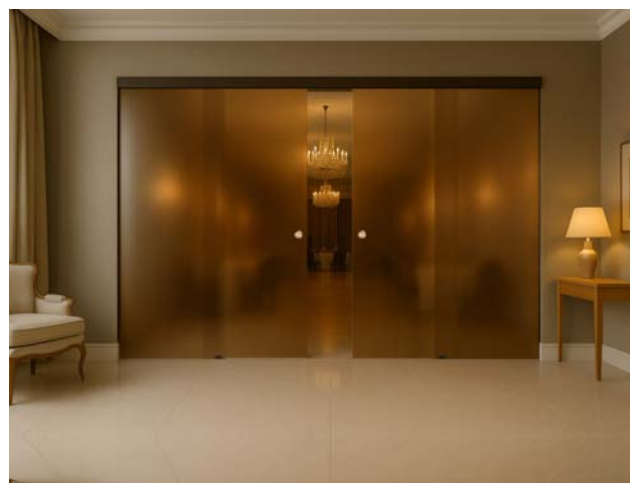


VYNA ApexGlo Emergency Lights

VYNA Electric, backed by SUGS LLOYD's power infrastructure legacy, introduces ApexGlo Emergency Lights that perform like primary lighting during outages. With lithium-ion battery architecture, the range delivers instant switching and up to 4-hour backup at steady output, eliminating dimming lag or interruption. Three-step dimming adapts to short cuts or prolonged outages, balancing brightness with runtime, while 100 lumens per watt efficiency matches premium LEDs. Surge protection to 5kV and overcharge protection safeguard battery life of 2–3 years. Available as 9W–30W bulbs with B22 compatibility for easy retrofits, plus panels and battens for offices, retail, and clinics, ApexGlo ensures uninterrupted clarity for homes and businesses facing India's voltage swings and power cuts.

AIDO SLYNK Door System

AIDO, a dormakaba brand, showcased its SLYNK Profiled Door System at Design Debate Chennai 2026, introducing a new generation of sliding doors for contemporary residential and commercial interiors. Engineered with dormakaba's global expertise, SLYNK supports wooden, framed glass, and frameless glass doors through invisible, pocket, telescopic, synchro, and single-leaf sliding configurations. Concealed mechanicals ensure smooth, silent movement and long-term reliability while optimizing space utilization. Refined profiles in Black Matte, Brush Gold, and Brush Champagne deliver sleek, minimalist appeal that enhances natural light and spatial flow. Suited for apartments, offices, and hospitality projects, the system balances durability with elegance to meet modern demands for flexibility and sophisticated design.



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Benzoville brings Mestre's Spanish hardware to India

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Artistic Fittings Redefine Luxury in Interiors

In the evolving landscape of luxury architecture and home design, where every element is expected to contribute to a cohesive and elevated spatial narrative, hardware is no longer a mere functional necessity. It has emerged as a critical design detail. From bespoke residences to high-end hospitality projects, architects and interior designers are increasingly treating fittings and fixtures as integral components of the overall aesthetic language. Recognising this shift, Benzoville has introduced the artistic collection of Mestre Spanish brand in India, bringing a new dimension of craftsmanship-led luxury to the forefront of architectural design.

Brand Legacy

This launch marks a significant moment for the Indian design ecosystem, as it introduces a category where hardware transcends utility to become a form of artistic expression. Founded in Valencia, Spain, in 1952, Mestre has built a global reputation for creating what can only be described as fine jewellery for bathrooms. What began as a small artisanal workshop has evolved into a brand present in over 50 countries, celebrated for its intricate detailing, heritage craftsmanship, and distinctive design identity. Over the years, Mestre's creations have also found resonance in iconic international settings, including luxury hospitality environments and cinematic projects such as installations associated with the Royal Casino hotel, known for its connection to the film *Casino Royale*.

Craftsmanship Details

At the heart of the Mestre collection lies an extraordinary approach to materials and making. Each piece, whether a door handle, mixer, or accessory, is meticulously handcrafted by master artisans, many of whom carry forward techniques passed down through generations. The designs are enriched with semi-precious stones such as Quartz, Tiger's Eye, Malachite, and Lapis Lazuli, lending a sculptural quality and tactile richness that elevates them far beyond conventional hardware. Swarovski crystals are seamlessly integrated to introduce brilliance and visual intrigue, while 24-carat gold plating adds depth, durability, and a layer of timeless opulence. The result is a collection that blurs the boundaries between architecture, product design, and collectible art.

Designer Application

For architects, interior designers and décor lovers, this introduction opens up an entirely new vocabulary of detailing. In projects where materiality, texture, and craftsmanship define the experience of space, Mestre fittings act as focal points. Subtle yet powerful interventions that enrich the design narrative.



Whether integrated into a minimalist contemporary home or a classically inspired luxury residence, these pieces offer the ability to create moments of surprise and sophistication within everyday interactions. They enable designers to extend their vision into the smallest details, ensuring that every touchpoint within a space reflects intent and refinement. The relevance of such a collection becomes even more pronounced in today's luxury market, where clients are increasingly seeking individuality and exclusivity.

Market Demand

Standardised solutions no longer suffice; instead, there is a growing demand for elements that tell a story and reflect a curated sensibility. Mestre's handcrafted approach, combined with its use of rare materials, allows designers to deliver precisely that. Spaces that feel personal, layered, and globally aligned in their design language. Akshat Bansal, Director of Benzoville, articulates this vision, stating that in contemporary architecture and interior design, the smallest details often create the strongest impact. With Mestre, we are bringing a collection that allows designers to treat hardware as an extension of their creative expression. These are pieces that add depth, character, and individuality to spaces, enabling architects and designers to craft environments that are not just luxurious, but truly distinctive.

Industry Impact

For Benzoville, a brand that has been shaping India's luxury hardware segment for over four decades, the introduction of Mestre is both a strategic and philosophical expansion. Having established itself as a trusted partner for premium door hardware solutions, the brand now extends its expertise into bathroom fittings through Benzoville Bath, responding to the evolving needs of architects and designers who seek consistency in quality and design across all aspects of a project. From an architectural and home design perspective, the Mestre collection represents a shift towards more nuanced, detail-oriented design thinking. As India's luxury design landscape continues to evolve, the collaboration between Benzoville and Mestre sets a new benchmark where craftsmanship, material richness, and artistic intent converge. ■

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GM Modular showcases smart electrical innovations at EL Asia 2026

GM Modular showcased its latest smart electrical and home automation innovations at EL Asia 2026, a leading exhibition for India's electrical, lighting, and power sectors. Spread across a 2,535 sq. ft. stall, the company displayed modular switches, lighting, appliances, wires, cables, and advanced smart technologies for residential and commercial spaces, drawing strong engagement from architects, designers, dealers, and electricians according to a press release.

Jayanth Jain, CEO and Managing Director, GM Modular, said, "The electrical industry is rapidly evolving towards smarter, connected, and design-focused solutions. Consumers today see electrical products as an essential part of modern lifestyles and infrastructure. At GM Modular, we continue to focus on innovation that aligns with these changing expectations."

Platforms like EL Asia 2026 allow us to connect directly with industry professionals, understand emerging market trends, and showcase future-ready smart electrical and home automation solutions. We are also proud that our showcase received the 2nd Best Stall Award, recognising the creativity and effort invested in delivering an engaging brand experience." ■

JK Lakshmi Cement advances LC3 tie-up with Switzerland

JK Lakshmi Cement's LC3 initiative progressed on 20 May 2026 as CMD Vinita Singhania met Swiss ambassador Maya Tissafi to discuss scaling Limestone Calcined Clay Cement, which cuts CO2 emissions by up to 40% versus conventional cement.

Approved under BIS standards, LC3 replaces clinker with calcined clay and limestone, lowering emissions and fuel use. JK Lakshmi was among India's first commercial LC3 producers, launching Green Pro LC3 from its Jaykaypuram plant in 2026 for RMC suppliers, builders, and infra agencies seeking verified low-carbon options.



Image Courtesy: Manufacturing Today

Talks covered collaboration with EPFL, EMPA, and ETH Zurich on clay activation, durability, and lifecycle assessment. LC3 supports India's decarbonization goals, uses local clays, and aligns with the cement sector's 2070 net zero roadmap. ■

WSB invests INR 75 Cr in Omaxe Tier-2 projects

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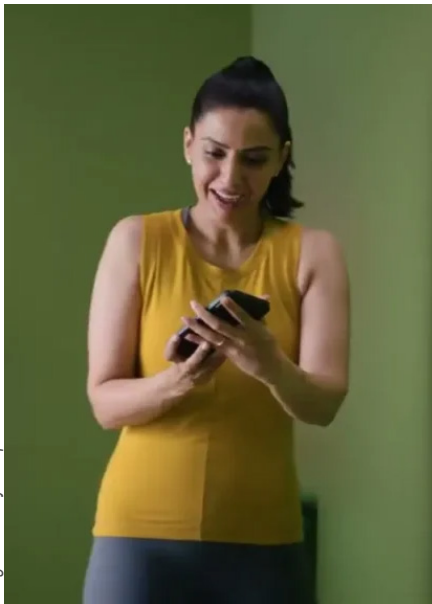


Image Courtesy: Omaxe

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Image Courtesy: afaqs!



JSW Halo Campaign links luxury paint with home safety

JSW Paints launched the JSW Halo campaign on 20 May 2026, conceptualized by TBWA Lintas. The luxury portfolio features Advanced Defense technology, combining premium finishes with protection against 40 types of germs, stains, and wear, positioning paint as an active enabler of everyday living. The formulation resists microbial growth, fading, and scuffs, reducing trade-offs between design and upkeep.

CMO Rohit Talwar said Halo reframes protection as confidence for expressive living. TBWA's Russell Barrett noted the focus is on people, not walls, with paint guarding homes while life gets messy.

Rolled out during IPL across TV, digital, and social, the campaign targets rising demand for wellness-led, durable coatings. JSW Halo bundles aesthetics with engineered protection to cut repainting frequency, aligning with home hygiene trends. ■

White Flower Developers enters Goa with Assagao Tivim Villa deals

White Flower Developers is entering Goa with three high-end villa projects in Assagao, Tivim, and Siolim, totaling Rs 130 crore as per a press release. The Assagao project has five luxury villas worth Rs 60 crore across 2,500 sq. m. Tivim includes eight villas valued at Rs 50 crore.

Igreha Vaddo, a 150-year-old Portuguese heritage villa in Siolim, is valued at Rs 20 crore. The Assagao villas focus on exclusivity with spacious layouts, while Tivim prioritizes accessibility and design. All projects merge aesthetics with functionality, emphasizing natural lighting, effective floor plans, and sustainability. Igreha Vaddo will be restored for contemporary use as a private residence or boutique hospitality space.

MD Pranndeeep Singh said Goa extends WFD's vision for designed living in lifestyle destinations, targeting luxury



second-home demand. Founded in 2019, WFD aims to build a significant North Goa presence, balancing design, usability, and long-term value. ■

Antolini Summer Moodboard showcases marble, quartzite, granite tones

Antolini's Summer Moodboard for 2026 presents a seasonal palette of marble, quartzite, and granite inspired by sea, sand, and sun. The Verona-based company views stone as structure and emotion, shaping light, depth, and identity. Its Exclusive Collection features rare stones selected for color, texture, and architectural potential, turning slabs into defining design elements rather than backgrounds. Blue stones modulate atmosphere with calm or drama.

Amazonite quartzite blends turquoise and emerald for statement walls. Azul Macaubas flows like ocean currents. Blue Denim and Blue Jeans marbles echo water's rhythm, while Luise Blue and Quarzite Cielo merge sky and stone. Pangea Blue adds geological intensity. Sand and golden tones bring warmth and luminosity. Brown Jeans marble offers amber and honey hues. Patagonia Original Cristallo and Vitrum reveal crystalline, translucent depth. Golden



Beach granite captures sunlit sand, and Taj Mahal quartzite reflects ivory pearlescence, balancing strength with tactile richness for residential and hospitality interiors. ■

Image Courtesy: Floor Covering Weekly



Q As India's real estate sector shifts toward ESG-driven development, how is Green World Design redefining landscaping from a decorative element into a core piece of infrastructure strategy?

As India's real estate sector shifts toward ESG-driven development, we're seeing stronger intent from developers and architects to integrate environmental performance into core planning. In most projects, however, landscaping is still addressed after grading, drainage, and services are fixed, which limits it to a surface treatment. What we've done differently is move this scope into early planning, alongside civil and MEP, where it can directly influence how the site performs.

Across our projects in India, this translates into aligning tree cover with heat mitigation, structuring shaded movement corridors, and integrating water systems like bioswales and recharge zones into the ground design. In the US, particularly in California where we operate, this level of integration is more standard - landscape is planned as core site infrastructure from the outset, aligned with stormwater, grading, and long-term maintenance.

Most ESG reporting still misses how sites actually perform once operational. For developers, this shifts landscaping from discretionary spend to performance infrastructure - impacting energy consumption, usability, and long-term asset stability.

Q Green World Design has achieved 200% year-on-year growth without venture capital backing—what operational or strategic decisions have been critical in scaling sustainably within a competitive, male-dominated ecosystem?

A key decision early on was to not position ourselves

'Homes Are Becoming Healing Spaces with Rise of Green Interiors'

India's real estate shift toward ESG (Environmental, Social, Governance) is redefining landscaping as infrastructure. Green World Design integrates ecology early, driving performance, resilience, and long-term value beyond aesthetics, says **Rohana Sarah, Founder & CEO, Green World Design**, in a conversation with **Prasenjit Chakraborty**.

as a vendor but engage as a strategic design-build partner. That shifts both the scale of projects and the type of clients we work with - Fortune 500 corporates, developers, architects, project management consultants, and private clients who are thinking about long-term asset performance.

We've built an end-to-end model where the same teams stay accountable from strategy and design through to execution and aftercare. In this sector, fragmentation is common, and that's where quality drops. By controlling the full lifecycle, we're able to standardize outcomes across cities and project types, while scaling across multiple cities in India and into the US.

With or without venture capital, the fundamentals remain the same - financial discipline, customer centricity, and planned client selection. Our growth is anchored in retention and repeat mandates, with the ability to execute consistently at scale.

Q You position biophilic design as a performance-driven solution rather than an aesthetic upgrade. How do you quantify its impact on asset value, user well-being, and long-term resilience for developers and corporates?

In most discussions, biophilic design gets positioned as an enhancement. In practice, we treat it as a performance layer—one that directly influences how a space is used and how an asset holds over time. When evaluated through metrics developers and corporates already track, the shift



becomes clearer. In workplaces, environments with better daylight, shaded outdoor areas, and integrated planting see higher utilisation and lower churn, which directly influences retention and renewal decisions.

In residential projects, the impact shows up in buyer behaviour. Homes that stay cooler, offer usable terraces or balconies, and support better air movement tend to see stronger preference, faster absorption, and stable long-term value.

From an asset perspective, the return is not a single ROI metric. It reflects in leasing velocity, occupancy stability, operating efficiency, and reduced need for repositioning. That's how we frame it, with developers and CFOs, it sits within asset performance and not as a discretionary layer.

Q With projects spanning cities like Bangalore, Mumbai, and the San Francisco Bay Area, how does Green World Design adapt its climate-responsive and resource-efficient strategies across diverse geographies and regulatory environments?

Our core principles remain consistent across projects, but the way they're structured into projects varies by market maturity and regulatory context. In India, across cities like Bangalore and Mumbai, climate responsiveness is still being operationalized. The focus for us is on embedding heat mitigation, water management, and site usability into early planning, before grading and services are locked, so these are not retrofitted decisions.

In the US, particularly in the Bay Area, this integration is more institutionalized. Our role there is largely design-led. We work with developers and local partners who take forward execution, but the expectation is clear: landscape is part of core site infrastructure, aligned with stormwater

systems, compliance frameworks, and long-term maintenance from the outset.

What carries across both markets is early integration and ownership. When landscape strategy is embedded at the master planning stage, it influences how the asset performs over time—operationally, environmentally, and from an investment standpoint.

Q As a solo woman founder in the infrastructure-linked real estate space, what leadership principles and execution frameworks have enabled you to build credibility with large institutional clients like Tata, Accenture, and global real estate consultancies?

In infrastructure-linked real estate, credibility is built on execution clarity and being a trusted partner. Clients are not evaluating design intent alone—they're assessing how reliably something gets delivered on site. From the beginning, we've anchored conversations in site performance—how the ground behaves, how spaces are used, and how the asset holds over time.

Our execution model is structured around ownership. Strategy, design, and delivery are not fragmented—the same teams stay accountable through the lifecycle. That consistency becomes critical when working with large institutional clients and consultants, where decisions are evaluated not just at handover, but in how the asset performs months and years later.

As a founder, building credibility has meant deep customer centricity, high ownership, strong collaboration, and resolving issues in real time. Over time, that builds a track record. In this industry, that track record carries more weight than positioning—it's what institutions ultimately trust. ■

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World Architecture Week 2026: The Generative Design Paradigm and the Reconstitution of Architectural Intelligence

By **Roy Anirudha**, Co-Founder and Chairman, Technostruct Academy



Every city, if one were to observe with sufficient attentiveness, is less an agglomeration of structures and more an intricate palimpsest of human aspiration, its skylines etched with ambition, its streets inscribed with movement, and its interstitial spaces quietly resonant with lived experience. But in 2026, as the world came together to celebrate World Architecture Week (From April 12 to April 18), the question, therefore, is no longer how we design edifices of aesthetic merit, but how we engender built environments capable of negotiating the volatile exigencies of a world in flux.

From rising temperatures to growing urban populations, architecture today carries a responsibility far beyond creating visually striking structures. It must respond, adapt, and evolve just like the people it is built for.

Within this transformative discourse, generative design emerges not as a fashionable adjunct but as a paradigmatic force recalibrating the very grammar through which architecture is conceived, iterated, and realized.

From Singular Conception to Algorithmic Plurality

Architecture has been inextricably tethered to the notion of singular authorship for centuries. It remained as a process wherein the architect, constrained by time, cognition, and manual dexterity, laboured toward an ostensibly optimal solution within a finite spectrum of possibilities. Generative design disrupts this

model. Instead of designing a single solution, architects now define goals, constraints, and parameters, allowing AI-driven algorithms to generate thousands of potential outcomes. By transforming design intent into a set of parameters that define spatial constraints, climatic variables, fiscal limits, and performance requirements, it makes possible the proliferation of thousands, even millions, of design permutations by computational systems. The successive iterations are not random guesses but carefully considered answers to a specified set of conditions.

What ensues is not a diminution of human agency, but its amplification

The architect is relieved of the tyranny of premature decision-making and re-aligned as a discriminating critic who arbitrates, questions, and finally chooses among a myriad of possibilities generated by algorithms.

The Ontological Shift: From Object to System

This change brings about a more ontological change in the field. Architecture ceases to be the composition of objects; it becomes the composition of systems in motion. In practical terms, this signifies a movement away from intuition-dominated drafting toward a synthesis of intuition and empiricism. The architect no longer asks, "What form should this building take?" but rather, "What set of rules will allow the most contextually responsive form to emerge?" This reframing is not only

semantic but is fundamental. It forces practitioners to approach architecture as a process that is adaptive, data-driven, and not a deterministic result.

A Triadic Workflow of Intelligence

Despite its apparent complexity, generative design is governed by a tripartite framework that can be discerned. The pre-generative stage involves the careful expression of constraints on site morphology, environmental circumstances, regulatory stringencies, and economic aspects. In a number of ways, this stage forms the intellectual foundation upon which the whole process is based. The generative stage forms the algorithmic crucible, where evolutionary logics and computational heuristics spawn a plethora of design options. With each iteration, it is continuously evaluated, and its viability is tested in relation to performance criteria set forth. Lastly, in the post-generative stage, human judgment is reaffirmed. Here is where the architect goes through the maze of choices, balancing between the quantitative optimisation and the qualitative culture, emotion, and ineffable aspects of the human experience. So, as machines explore, humans interpret, as algorithms compute, architects confer meaning.

The Ascendancy of Performance as Aesthetic

Re-defining architectural value is one of the most significant implications of this paradigm. Architecture cannot afford to be evaluated based on its aesthetic appeal in a world filled with climatic

instability and resource insecurity. The new aesthetic has been the performance, environmental, structural, and experiential.

Generative design enables this transition with great effectiveness

Facades are not sculpted to create visual drama, but are algorithmically optimized to adjust solar gain. Structural systems are not simply designed to be stable, but to be material parsimonious. Spatial arrangements do not occur randomly; they are tested iteratively to ensure occupant comfort and efficiency in operations. What used to require lengthy simulation and revision cycles can now be done with greater speed and accuracy than ever.

The Confluence of BIM and Generative Intelligence

It is, however, in its confluence with Building Information Modelling (BIM) that generative design attains its fullest expression. This integration brings about what can perhaps be described as digital sentience in the built environment, whereby every design cycle is filled with strata of actionable intelligence. Geometry cannot exist without data; form is inherently associated with performance. The models that are obtained are not just visual representations. They summarize cost analytics, material quantifications, energy simulations, and lifecycle projections, thus allowing stakeholders to question the future of a building long before its physical form is created. This convergence, in the Indian context where BIM is becoming institutionalized in infrastructure projects, promises a conclusive transition to a data-centric architectural ecosystem.

Sustainability: From Rhetoric to Quantification

Perhaps the strongest argument in favor of generative design lies in its ability to transform sustainability as a rhetorical ideology into a measurable practice. The built environment will need to experience a radical reduction in carbon footprint in the quest to achieve ambitious climate

Image Courtesy as CADD Centre



commitments, such as the Net-Zero 2070 target of India. This is done with the help of generative algorithms that allow exhaustive exploration of material configurations, structural typologies, and spatial orientations. Topology optimization and climate-responsive massing techniques are both capable of producing significant material savings and energy efficiency, respectively. The outcome is not just sustainable architecture, but smart sustainable architecture where all decisions in design are intentional and shown to be working.

The Architect Reimagined

Inevitably, such transformations precipitate a redefinition of professional identity. The architect as a designer of forms will be forced to become a polymathic strategist with the ability to negotiate data ecosystems, read the outputs of computational processes, and integrate dissimilar streams of information into unified design narratives. To new practitioners, especially in the Indian AEC environment that is booming, this development is not a challenge but an opportunity of a lifetime. The ability to use BIM, computational design, and generative logic will be what makes the difference between those who will be involved in the industry and those who will be influencing its course.

An Era of Symbiotic Intelligence

After a decade immersed in the vicissitudes of the BIM domain, I am persuaded that generative design is not a transient inflection, but an inexorable trajectory. The challenges facing modern architecture, urbanization,

and densification, climatic disruptions, and resource limitations are too multifaceted to be handled using linear approaches. Symbiotic intelligence is what we need, and what we are starting to realise. With their prodigious ability to compute, machines are capable of producing and analyzing possibilities on a scale. These possibilities are refined into meaningful results by human beings, with their inimitable powers of judgment and sympathy.

World Architecture Week 2026: A Moment of Reckoning

Thus, World Architecture Week 2026 ought not to be misconstrued as a mere celebration of aesthetic accomplishment. Instead, it is a moment of self-reflection, a shared repentance over the course of our discipline. The architecture of the future will not be defined by the buildings we construct, but the mind we put into them; not by the shapes we admire, but by the mechanisms we coordinate. Generative design is not in the margins, but is determinedly at the center, in this emerging story, the age where architecture is no longer creation, but, without any doubt, cognition. ■

Roy Aniruddha is the co-founder and Chairman of TechnoStruct LLC, a leading BIM and Virtual Design & Construction (VDC) firm based in California, and TechnoStruct Academy, a global leader in live project-based BIM education. With a strong foundation in engineering and specialization in BIM/VDC, Roy brings over a decade of experience driving technological innovation in the Architecture, Engineering, and Construction (AEC) industry.

Yamuna Expressway Drives NCR Realty Boom with 5X Plot Gains, 158% Rise in Apartment Prices

The Yamuna Expressway is fast emerging as NCR’s most dynamic real estate corridor, delivering strong returns across asset classes. According to the latest RealX Stats report by InvestoXpert Advisors, plotted developments have surged 536% between 2020 and 2025, while apartment prices have risen 158%—marking a clear transition from speculative activity to structured, infrastructure-led growth. Driven by infrastructure momentum, policy push, and rising investor participation, the corridor is increasingly positioning itself as NCR’s next high-growth urban cluster.

Apartments Show Stable, End-User Driven Growth

Apartment prices along the Yamuna Expressway have maintained a consistent upward trajectory, increasing from ₹3,950 per sq.ft in 2020 to ₹10,200 per sq.ft in 2025, reflecting a 158% growth over five years.

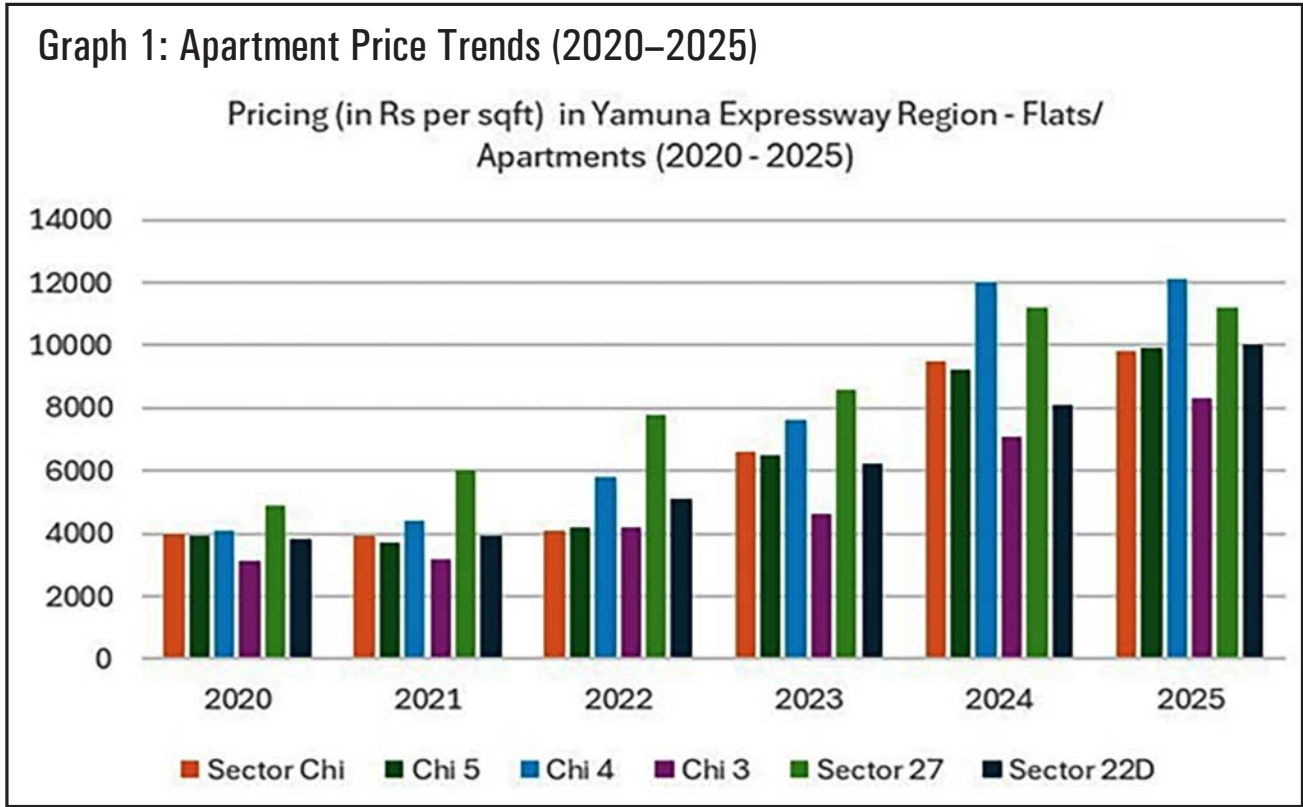
The growth curve indicates resilience, with the segment sustaining momentum even during broader market slowdowns. In 2025, apartments registered a 7.37% year-on-year increase, pointing to steady end-user

demand supported by improving connectivity and social infrastructure.

This trend suggests a gradual shift toward a more stable, occupancy-led housing market, strengthening the corridor’s long-term residential appeal.

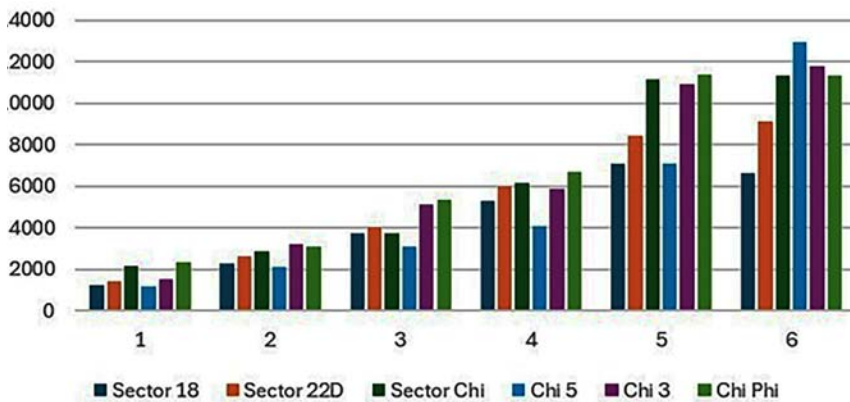
Plotted Developments Drive Maximum Value Creation

Plotted developments have emerged as the standout performer, with prices surging from ₹1,650 per sq.ft in



Graph 2: Plot Price Trends (2020–2025)

Pricing (in Rs per sqft) in Yamuna Expressway
Region - Plots/ Land (2020 - 2025)



activity in the region.

Supporting developments include:

- UER-II expressway connectivity
- YEIDA's industrial and logistics hubs

- Proposed Film City project

Together, these initiatives are transforming the corridor into a multi-dimensional growth zone, expanding its appeal beyond residential real estate to include commercial and industrial investments.

Outlook: Entering a Structured Growth Phase

Having delivered exponential returns in the early growth cycle, the Yamuna Expressway is now entering a more structured and sustainable

2020 to ₹10,500 per sq.ft in 2025, marking a 536% increase.

This five-fold growth underscores strong investor confidence in land assets, driven by flexibility, lower initial entry points, and faster appreciation cycles. The segment recorded a 12.31% year-on-year growth in 2025, outperforming apartments and reinforcing its position as a preferred investment avenue.

For channel partners, plotted developments are increasingly becoming a high-demand, high-conversion segment, particularly among investors targeting long-term capital gains.

Micro-Markets Outperform on Infrastructure Advantage

Growth across the Yamuna Expressway is being led by select high-performing micro-markets, where infrastructure proximity and planned developments are accelerating price appreciation.

Top Performing Apartment Micro-Markets:

- Chi 4: ₹4,100 → ₹12,100 per sq.ft
- Sector 27: ₹4,900 → ₹11,200 per sq.ft
- Chi 3: ₹3,100 → ₹8,300 per sq.ft

Top Performing Plotted Micro-Markets:

- Chi 3: ₹1,200 → ₹12,950 per sq.ft
- Chi Phi: ₹2,350 → ₹11,300 per sq.ft
- Sector 22D: ₹2,150 → ₹11,300 per sq.ft

These trends highlight a clear shift toward location-driven demand, where proximity to key infrastructure is becoming a primary determinant of value creation.

Infrastructure Pipeline Accelerates Market Transformation

The Yamuna Expressway's growth trajectory is closely aligned with a robust infrastructure pipeline that is nearing execution.

The Noida International Airport at Jewar inaugurated in October 2025, is expected to act as a key catalyst, enhancing connectivity and unlocking large-scale economic

phase of expansion.

With apartment prices crossing the ₹10,000 per sq.ft threshold and plotted developments witnessing rapid value creation, the corridor is expected to:

- attract stronger end-user demand
- see increased developer participation
- draw institutional investment interest
- sustain healthy, albeit more calibrated, price growth

The operationalisation of Jewar Airport is likely to mark a turning point, transitioning the region from a high-potential corridor to a fully realised urban and economic hub within NCR.

For channel partners, the opportunity lies in strategic positioning within high-growth micro-markets, aligning offerings with evolving buyer demand and infrastructure-led expansion.

About the Report

RealX Stats by InvestoXpert Advisors is a real-time real estate analytics platform offering data-driven insights into pricing trends, demand patterns, and investment opportunities across key markets. ■



Monsoon-Proofing Indian Architecture: From Design Intent to On-Ground Performance

India's monsoon tests the performance of every building. From leaking façades to flooded basements, even well-designed structures often fall short under pressure. As climate intensity rises, the gap between design intent and on-ground performance becomes harder to ignore. Why does this happen, and how can the industry fix it? This cover story provides an insight into the reactive fixes to the proactive system-led design.



Tejaswini Paranjape | Mumbai

Rains Reveal the Real Performance of Buildings

The first drops of Mumbai's monsoon rarely arrive gently. They sweep in with urgency, dark clouds pressing low over the skyline, wind-driven rain lashing against glass façades, and water finding its way into the smallest of crevices. In a city where the monsoon is not just a season but a test of resilience, buildings are pushed to their limits. Balconies begin to seep, window joints betray their sleek finishes, basements struggle against water ingress, and terraces, once pristine, turn into pools of stagnation. From high-rises in Lower Parel to suburban housing societies in Andheri, the story repeats itself each year: structures designed with



Dilip Kumar

Co-Founder and CEO, IndiFrame

precision on paper falter under the relentless rhythm of rain. It is in these moments that architecture reveals not just its intent, but its truth.

From Seasonal Concern to Strategic Imperative

This is precisely why monsoon-proofing is no longer a peripheral concern, it is central to how Indian architecture must evolve. With changing climate patterns intensifying rainfall and urban density amplifying the consequences of failure, the gap between design intent and on-ground performance is becoming harder to ignore. For architects, designers, and developers, the challenge is no longer about creating visually compelling or cost-efficient structures alone; it is about ensuring that these buildings perform consistently under stress. Increasingly, the industry is recognising that monsoon resilience must be embedded

early, not retrofitted later. It is a quiet but necessary shift, one that calls for foresight, collaboration, and a rethinking of priorities without overtly disrupting project economics.

Beyond Materials: Building Systems That Deliver Performance

At the heart of effective monsoon-proofing lies a shift from viewing it as a product-driven decision to understanding it as a system-led approach. As Dilip Kumar, Co-Founder and



CEO at IndiFrame, points out, the intent is often right—but execution is where it falters. “Monsoon-proofing is often treated as a product decision rather than a system. When production, installation, sealing, and drainage aren’t aligned, performance suffers,” he notes, highlighting how even minor lapses can result in visible failures within a couple of monsoons. This perspective is echoed by Gaurav Mavi, Co-Founder of BOPin, who emphasises that while designs may incorporate robust waterproofing and drainage strategies, on-site compromises—driven by cost pressures, timelines, or lack of awareness—dilute their effectiveness.

Adding a structural lens to this discussion, Ajay Gupta,



Gaurav Mavi
Co-Founder of BOP.in

Founder and Director, Perceptive Ideas, highlights that gaps also emerge when design assumptions are not fully respected during execution. He points to critical factors such as water-cement ratios, curing processes, and construction joint detailing, which directly influence durability. “Even a stable design can underperform in monsoon conditions,” he notes, underscoring the importance of accounting for both surface and subsurface water forces, including hydrostatic pressure, particularly in basements and retaining structures.

Reinforcing the execution reality from an interiors and on-ground detailing perspective, Shanu Khan, Founder, FocusOn Interiors observes that the gap is rarely about intent but about dilution during execution. “A 2-degree slope becomes almost flat, specified systems get substituted, and drainage alignment shifts on site,” he notes, highlighting how small deviations compound under heavy rainfall. He further adds that waterproofing is often treated as a finishing activity rather than a structural layer, turning what should be a preventive system into a reactive fix.

What emerges is a clear business case: monsoon-proofing is not an added expense, but a long-term value proposition. From advanced façade systems and uPVC (Unplasticized Polyvinyl Chloride) window solutions to high-performance sealants, waterproofing membranes, and drainage detailing, the ecosystem of solution providers is evolving rapidly. These players are no longer vendors—they are performance partners. Their

early involvement can help right-size specifications, avoid over-engineering, and most importantly, ensure that buildings deliver on their promises long after handover. In an increasingly competitive real estate market, this translates into reduced maintenance costs, enhanced brand credibility, and stronger customer trust.

The Execution Gap: Where Design Intent Breaks Down

Yet, the path to achieving this is not without its challenges. Execution gaps remain a persistent concern. As industry experts underline, the disconnect often stems from fragmented workflows—where designers, developers, and solution providers operate in silos, coming together only at the final stages of a project. Poor supervision, inadequate testing of waterproofing systems, and a tendency to treat monsoon preparedness as a checklist item further widen

the gap. Developers grapple with balancing cost and quality, architects with preserving design integrity, and contractors with meeting tight deadlines—each stakeholder navigating their own set of pressures. The result is a system where accountability diffuses, and performance becomes inconsistent.

Strengthening this perspective, Ajay Gupta emphasises that structural performance depends heavily on integrating environmental considerations from the outset. He notes that aspects such as groundwater levels, uplift pressure, and potential ingress paths must inform early design decisions. Robust basement design, continuity in structural elements, and accurate reinforcement detailing can significantly



Ajay Gupta
Founder and Director
Perceptive Ideas



reduce reliance on post-construction fixes and enhance long-term resilience.

Prepping for the Next Monsoon: From Reactive Fixes to Proactive Design

Addressing these challenges requires both structural and mindset shifts. Early-stage collaboration is emerging as a critical solution, bringing solution providers into the design development phase rather than at the last mile. Detailed method statements, mock-ups for waterproofing systems, rigorous quality checks, and third-party inspections are becoming essential practices rather than optional steps. Pre-monsoon audits—focusing on drainage slopes, sealing integrity, and material performance—are gaining traction as a preventive measure.

Adding to this, Shanu Khan emphasises the importance of micro-level detailing and disciplined supervision. He highlights that junctions—terrace edges, façade interfaces, and podium transitions—are often the weakest links, requiring precise resolution rather than generic detailing. Mock-ups, continuous validation, and contextual material selection are critical to ensuring longevity, especially in diverse climatic conditions.

Reinforcing the need for integrated thinking, Ajay Gupta adds that stronger collaboration between designers, developers, and solution providers allows structural systems to align seamlessly with waterproofing and drainage strategies. Early coordination reduces on-site conflicts and ensures that material compatibility and water resistance



Shanu Khan
Founder, FocusOn Interiors

are addressed holistically—ultimately strengthening the building's ability to withstand sustained monsoon conditions.

Further strengthening this collaborative perspective, Shanu Khan notes that the current linear approach—where solution providers are brought in only when issues arise—needs to evolve. Early involvement brings practical insights on execution feasibility and long-term performance, enabling more balanced decisions between cost, durability, and maintenance. When design

intent, execution capability, and technical systems align from the outset, buildings not only withstand the monsoon but continue to perform over time.

Peek into the future

Looking ahead, the industry must also embrace innovation and adaptability. Climate-responsive design, improved material technologies, and digital monitoring tools can play a transformative role in ensuring resilience. But beyond tools and techniques, it is a question of intent translating into accountability. For architects, designers, and developers, monsoon-proofing is not just about protecting structures, it is about safeguarding reputation, trust, and long-term performance. As the monsoon looms on the horizon, the question is no longer whether buildings can withstand the rain, but whether the industry is ready to bridge the gap between what was imagined on the board and what stands visibly tall on the ground. ■

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The Singapore EDITION: Redefining Tropical Luxury

Located in Singapore's vibrant Orchard Road district, The Singapore EDITION brings together urban energy and resort-like calm through a seamless blend of architecture, nature, and design. Conceived by **Ian Schrager** and designed by **Moshe Safdie, Founding Partner of Safdie Architects with DP Architects and interior design firm Cap Atelier**, the project sets a new benchmark for experiential luxury in Southeast Asia.

AU Staff | Mumbai

Luxury Hospitality Landscape

The Singapore EDITION marks a significant milestone in Southeast Asia's luxury hospitality landscape, redefining contemporary hotel design through a seamless blend of urban dynamism and resort-like tranquillity. Conceptualized by Ian Schrager and designed by Safdie Architects under the leadership of Moshe Safdie, in collaboration with DP Architects and interior designers Cap Atelier, the project represents a refined interpretation of luxury rooted in experience, design, and context.

Strategically located along Cuscaden Road near Orchard Road, the hotel sits within one of the city's most vibrant commercial and lifestyle districts. Despite its central location, the project creates a striking contrast by offering a serene, almost secluded environment. The arrival experience is carefully choreographed: a cobbled driveway leads into

a pristine white-hued oasis, deliberately distancing guests from the urban intensity outside.

Tropical Sensitivity

Architecturally, the building is defined by a sculptural and contemporary silhouette that reflects both global sophistication and tropical sensitivity. A key design principle is the seamless integration of nature within the built environment. This is achieved through layered spatial planning that incorporates a sky park, a lush sunken garden, and expansive green elements throughout the property. The building itself wraps around a central courtyard, allowing natural light and ventilation to penetrate deep into the structure while offering uninterrupted visual connections to landscaped spaces.

The lobby serves as an immediate expression of the hotel's design philosophy. A restrained white marble palette is dramatically juxtaposed with a gold leaf domed ceiling, creating a sense of understated opulence. Floor-to-ceiling windows, plantation-style louvres, and a biophilic green wall further blur the boundaries between interior and exterior, reinforcing the project's commitment to environmental integration.

Nature-infused design

Spatial storytelling plays a crucial role in the guest experience. Each level unfolds like a theatrical sequence, offering distinct atmospheres and identities. The Lobby Bar, for instance, introduces a bold and unexpected palette with pink velvet finishes and a sculptural Calacatta marble pool table, establishing a playful yet luxurious tone. Adjacent to this is a timber-lined restaurant with a vaulted ceiling, where material richness is expressed through green Antico Verde marble, jade-toned seating, and curated artworks. A conservatory dining space, housing over 300 plants and suspended botanical installations, extends the narrative of nature-infused design.

Punch Room

A defining feature of the EDITION brand, the Punch Room, is reinterpreted here as an intimate and immersive environment. Designed with Yves Klein blue tones, oak paneling, and bespoke lighting elements, it evokes the character of a classic European club while introducing a contemporary sensibility rooted in Southeast Asian influences.

Guest accommodations are spread across six levels and are designed with a focus on calmness, comfort, and tactile luxury. The use of white oak flooring, soft textiles, orchid accents, and layered shading systems creates a serene environment that balances sophistication with simplicity. Technology is discreetly integrated, allowing guests to control light, privacy, and temperature without disrupting the aesthetic coherence.

At the heart of the property lies a large timber-decked courtyard inspired by historic spatial typologies such as Roman villas and traditional Asian courtyards. Surrounded

by shallow reflective pools and lush tropical planting, this space functions as both a visual anchor and a social hub, seamlessly connecting to the hotel's event facilities. The event infrastructure includes a flexible 600-square-meter pillar-less gallery and an adjacent boardroom, designed to accommodate a range of functions from corporate meetings to large-scale social events.

Rooftop experience

The project culminates in a dramatic rooftop experience. The 43-meter swimming pool, appearing to float above the courtyard below, is a striking architectural feature. Its transparent acrylic oculus introduces a unique visual connection between levels, enhancing the spatial drama. Complementing this is The Roof bar, an open-air venue designed in warm terracotta and vibrant hues, offering panoramic views and a relaxed tropical ambiance.

Ultimately, The Singapore EDITION succeeds in transcending conventional hospitality design. By combining architectural clarity, immersive interiors, and a strong connection to nature, the project delivers a holistic experience that is both globally relevant and locally grounded. It stands as a benchmark for future developments in the luxury lifestyle hotel segment, where design is not merely aesthetic but experiential. ■



Fact File

Name of the Project	: The Singapore EDITION
Location	: Singapore (Cuscaden Road, near Orchard Road)
Name of the Architect	: Moshe Safdie
Architectural Firm	: Safdie Architects (with DP Architects)
Interior Design	: Cap Atelier
Project Concept	: Ian Schrager
Status	: Completed and Operational
Date of Completion	: November 2023
Project Size	: 204 rooms 600 sq m event space 81 sq m boardroom 43 m rooftop swimming pool

From Experience-Led Design to Intelligence-Led Kitchen Systems



Data is Redefining How Institutional Kitchens Are Designed and Operated

No chaos. No guesswork. No second-guessing. Institutional kitchens have long relied on human experience to navigate scale and complexity. But at high volumes, experience alone has its limits. Today, artificial intelligence is beginning to anchor decision-making across kitchen systems—reshaping how they are designed, planned, and operated. The shift is clear, from experience-led kitchens to intelligence-led performance systems.

Rassense, a company operating at a scale of over 325,000 meals a day, represents a new category of institutional kitchen systems that integrate design, process, and technology function as a single integrated unit. At this level, even minor inefficiencies in movement, sequencing, or zoning can directly impact throughput, consistency, and service timelines.

Designing for Real Consumption, Not Assumptions

At scale, the failure of kitchen design is rarely visible in drawings—it shows up during peak-hour pressure.

Traditionally, layouts have been built around projected volumes and standard templates. In reality, consumption rarely follows a fixed pattern.

“At Rassense, we serve over 3.25 lakh meals a day through a mix of central and onsite kitchens, so even small inefficiencies in layout, movement, or sequencing become

visible very quickly,” says Swarna Padmini Rajamani, Board Member and Chief Business Officer, Rassense.

AI is enabling a shift toward planning kitchens based on how food is actually produced, moved, and consumed. This includes refining the below:

- kitchen flow
- zoning across prep, cooking, holding, and dispatch
- movement of people and materials during peak service windows

In high-volume institutional environments, where timelines are compressed, design must support consistent execution—not just theoretical capacity. As Rajamani puts it, “the best kitchen design is the one that performs reliably every single day.”

From Static Layouts to Responsive Infrastructure

The real disruption is not technology alone—it is the shift from fixed planning to continuously adaptive infrastructure.

Data from multiple sites is now shaping decisions that were earlier driven largely by experience. Patterns in consumption, queue build-up, and replenishment cycles are influencing:

- Number of preparation points
- Placement of holding equipment
- Capacity and format of service counters
- Storage and staging requirements

"If a certain category consistently sees higher uptake or faster turnover, that can directly shape how we plan prep points, holding, and service infrastructure," Rajamani explains.

This responsiveness extends to cafeteria spaces as well, where consumer movement patterns are becoming easier to anticipate. Kitchen planning, as a result, is no longer static—it evolves with real operating data.

Precision in Storage, Preparation, and Service Flow

In institutional kitchens, design decisions are increasingly being driven by throughput, efficiency, and service readiness.

Storage planning is becoming more precise through AI-led forecasting, enabling better decisions around cold and dry storage, replenishment cycles, and buffer stock levels. In a system where perishability and timing are critical, this directly impacts efficiency.

Preparation zones are also being redefined. Not every menu category requires the same footprint—some demand speed and repetition, while others need flexibility or finishing closer to service.

As Rajamani points out, preparation areas are now designed to:

- ensure smooth movement between prep, cooking, and dispatch
- reduce cross-traffic
- clearly separate high-throughput and support activities

What strengthens this further is AI-led menu and production planning. By analysing consumption patterns across locations, teams can determine what to prepare, in what quantity, and at what frequency—aligning production closely with demand.

Service flow, meanwhile, is being optimised through insights into queue build-up and peak consumption periods. This allows for smarter planning of counters, holding areas, and replenishment pathways—turning kitchens into high-efficiency service environments.

Food Waste as a Design Challenge

In high-volume kitchens, waste is not an afterthought—it is a direct outcome of design decisions.

Institutional food waste typically falls into two categories:

- production waste (pan waste)
- consumption waste (bin waste)

"Pan waste is linked to how accurately we forecast demand, while bin waste is more about what gets served versus what is actually consumed," Rajamani explains.



Using AI-led forecasting and IoT-enabled tracking, Rassense monitors both consumption and wastage patterns across sites. These insights inform:

- more responsive batch production
- better alignment between production, holding, and service
- layouts that allow teams to react dynamically during peak hours

The approach shifts waste management from post-service analysis to upfront planning—embedded within design and operations.

From Experience-Led Spaces to Intelligence-Led Systems

The most significant shift in institutional kitchen design is the move from experience-driven planning to evidence-based decision-making.

"Earlier, kitchen planning depended heavily on experience, assumptions, and standard layouts. That still has value, but a one-size-fits-all approach is no longer enough," says Rajamani.

AI enables sharper decision-making by helping teams assess what each site actually needs:

- where operational pressure points may emerge
- how much infrastructure is required
- how systems can remain adaptable over time

What emerges is a clear shift: institutional kitchens are no longer being designed as physical spaces, but as performance systems—where data, design, and operations are tightly interlocked. As this transition deepens, the role of design itself is being redefined—not as a one-time intervention, but as an evolving framework that responds to real-world use. In that sense, the future of institutional kitchens will not be built on fixed expertise alone, but on systems that continuously learn, adapt, and improve with every service cycle. ■

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How much India invested behind ergonomic furniture in 2025 and what 2026 is going to look like

By **Maanoj Tomar**, Founder, AFC Furniture Solutions



Over the past few years, the Indian workplace has undergone a quiet but meaningful transformation.

What was once considered a discretionary office upgrade ergonomic furniture has now become a critical component of workplace infrastructure. The shift is being driven by a deeper understanding of employee well-being, productivity, and compliance with global workplace standards.

In 2025, India witnessed structured enterprise investment in ergonomic furniture, and the trajectory suggests that 2026 could mark an even more decisive shift toward strategic workspace spending.

The year 2025 was a defining period for India's ergonomic furniture market. Enterprise spending in this segment grew by an estimated 20–25% in the organized sector, reflecting a significant shift in how companies approach workplace design and employee health. What is particularly noteworthy is that this growth was not driven merely by aesthetic upgrades or cosmetic office redesigns. Instead, organizations began treating ergonomic furniture as a functional investment tied directly to employee productivity and long-term workplace sustainability.

Large enterprises increasingly recognized that the physical work environment plays a crucial role in reducing fatigue, improving posture, and ultimately enhancing performance. At the same time, governance metrics and employee well-being indicators started influencing procurement decisions. Corporate leadership and HR teams became more actively

involved in evaluating workplace infrastructure, ensuring that furniture solutions aligned with global workplace standards and internal employee wellness policies.

A growing emphasis is also being placed on internationally recognized certifications such as BIFMA (Business and Institutional Furniture Manufacturers Association) standards, which validate the durability, safety, and ergonomic performance of workplace furniture. As Indian enterprises increasingly align with global benchmarks, BIFMA-compliant products are becoming an important reference point for procurement teams seeking reliable and scientifically tested solutions.

As a result, ergonomic seating systems, height-adjustable workstations, and scientifically designed work surfaces are becoming standard considerations in modern office planning.

Another major shift in 2025 was the transformation of procurement priorities. For years, office furniture purchases in India were largely price-driven. The lowest cost often determined vendor selection, with little emphasis on long-term usability or compliance. That model began to change rapidly last year. Organizations started evaluating lifecycle value instead of upfront price, focusing on durability, health benefits, and global compliance standards.

Products that met international ergonomic certifications and workplace safety benchmarks gained preference, particularly among sectors such as BFSI, IT services, and Global Capability Centres (GCCs). This transition was heavily influenced by

global ESG mandates. Multinational corporations operating in India are increasingly aligning their Indian offices with global headquarters' sustainability and workplace policies.

Ergonomic infrastructure, therefore, is no longer just about comfort, it also contributes to green building certifications, responsible sourcing frameworks, and employee retention strategies. Additionally, sustainability considerations such as recyclability, material traceability, and environmental impact have started shaping procurement decisions.

The modern enterprise is not simply buying furniture; it is investing in infrastructure that supports long-term sustainability goals.

Another interesting trend shaping the market is the strengthening of India's domestic manufacturing ecosystem. The global "China+1" strategy, where companies diversify supply chains beyond China has had a ripple effect on India's furniture manufacturing sector. Over the past year, Indian enterprises have increasingly shown confidence in domestic manufacturers that offer advanced production capabilities, quality testing, and design innovation.

Companies that previously relied heavily on imports are now exploring locally manufactured ergonomic solutions that meet international standards. Industry capacity expansion reflects this shift. Several top-tier manufacturing facilities have significantly scaled up production infrastructure, increasing their operational capacities to meet growing



enterprise demand.

More importantly, domestic brands are no longer viewed merely as cost-effective alternatives. They are increasingly becoming preferred partners because of supply chain reliability, faster customization cycles, and transparency in quality control. For large organizations managing multi-city office networks, these advantages are proving critical.

While metros like Mumbai, Bengaluru, and Hyderabad have traditionally dominated premium office infrastructure investments, the landscape is beginning to decentralize. In 2025, ergonomic workspace investments started gaining momentum in Tier-2 cities, driven by the expansion of IT parks, GCC hubs, education institutions, and healthcare headquarters.

This trend reflects a broader evolution in India's economic geography. As companies establish operational bases beyond the largest metros, they are replicating the same workplace standards across locations. Employees in emerging cities are now expecting the same level of comfort, health support, and workspace sophistication that was previously limited to top-tier business districts.

As a result, premium ergonomic furniture adoption is gradually spreading across the country, signaling that the idea of a

"premium workspace" is no longer geographically restricted.

Looking ahead, the outlook for 2026 appears even more promising. Early market indicators suggest that ergonomic infrastructure spending could grow by as much as 30–40%, representing one of the strongest growth phases the sector has seen.

This surge will not be driven purely by inflation or rising costs, it will largely be fueled by volume. Large corporate campuses spanning 10 lakh sq. ft. and beyond are now implementing ergonomic standards across entire employee populations rather than limiting them to leadership zones.

A good example of this scale-driven adoption can be seen in recent large-format technology campuses, including projects like the TCS campus in Hyderabad, where workspace planning integrates ergonomic infrastructure as a foundational design element.

Organizations are also increasingly integrating ergonomic design principles at the workspace planning stage itself, rather than treating them as post-installation upgrades. HR teams, design consultants, and corporate leadership are all playing a more active role in shaping procurement decisions, ensuring that employee well-being is embedded into workspace design from the beginning.

The broader takeaway from these trends is clear: India's ergonomic furniture market is transitioning from transactional purchasing to strategic infrastructure investment. Companies are no longer asking, "How much does this chair cost?" Instead, the question has evolved into "How does this workspace support employee health, productivity, and sustainability goals?"

As ESG mandates strengthen, domestic manufacturing expands, and new economic centres emerge across the country, ergonomic infrastructure will continue to gain strategic importance. If 2025 marked the turning point, 2026 is likely to be the year when ergonomic workplace design becomes an essential pillar of modern corporate infrastructure in India.

And in that transition, organizations that prioritize well-designed, sustainable work environments will not only improve employee well-being but also build workplaces that are future-ready. ■

Maanoj Tomar is the Founder and Director of AFC Furniture Solutions, one of India's top modular office furniture brands. He founded AFC in 2008 during the global economic slowdown, foreseeing the need for scalable, ergonomic, and timely workspace solutions. Today, with over 17 years of experience, he has transformed AFC into a nationally acclaimed name known for innovation, quality, and customer focus.

‘For Professionals, By Professionals’ Is Not Just Branding – It Reflects Our DNA



In a conversation with **Tejaswini Paranjape, Vivek Garg, Founding Director, NVT Quality Lifestyle**, speaks about the shifting dynamics of premium housing, sustainability beyond tokenism, and why the future of luxury living lies in intelligently designed ecosystems. In a market increasingly driven by discerning homebuyers, evolving lifestyles and rising aspirations, NVT Quality Lifestyle has carved a niche for itself through professionally managed luxury villa communities. The company has steadily built a reputation for design-led, process-driven residential developments.

Q How do you see demand for premium and luxury housing evolving over the next three to five years?

The shift has already begun very aggressively. I was recently looking at market data for East Bengaluru and the change over the last five years has been remarkable.

Back in 2021, a significant share of the market was concentrated in the sub-₹80 lakh category. Today, that segment has practically disappeared in many premium micro-markets. The market has decisively moved towards homes priced between ₹1.5 crore and ₹5 crore.

What this tells us is that the definition of luxury itself is evolving. Earlier, anything above ₹2.5 crore was considered luxury. Today, I believe the industry will need newer classifications altogether because premium housing demand is moving substantially upward.

The larger point is that homebuyers today are seeking far more than just square footage. They want better planning, lower density, integrated experiences, privacy, greenery and long-term value creation. The demand is becoming increasingly quality-conscious and experience-driven.

At the same time, this also raises an important question for the industry — how do we continue to create housing accessibility when the market itself is shifting upwards so rapidly?

Q What differentiates NVT Quality Lifestyle from conventional developers?

I often describe myself as an accidental developer. I probably would have been happier teaching at a university somewhere.

My brothers and I come from a deeply middle-class background. We grew up believing that education, ethics and professionalism matter. All of us studied at premier institutions and spent time in the US before consciously deciding to return to India and build something meaningful.

When we entered real estate, the idea was never simply to build and sell homes. The idea was to bring a professional approach into an industry that traditionally lacked process orientation and transparency.

That philosophy still defines us today. Our focus has always been on three things — quality in design, quality in construction and quality in specifications.

We are extremely process-driven as an organisation. We think long term. We believe governance matters. Policies matter. Transparency matters. And once you genuinely adopt those principles, it reflects across every stage of development — from planning and execution to customer experience and delivery.

The “For Professionals, By Professionals” philosophy is

not branding for us. It is simply who we are.

Q How important are process-driven execution and professional management in building long-term trust?

In Indian real estate, buyers often invest very early in the project lifecycle — sometimes when they have only seen a mock-up or a brochure.

So trust becomes fundamental.

For any investor or homebuyer, three things matter most: design quality, construction quality and timely delivery.

First, the product has to genuinely deliver what was promised. If you say you are offering premium specifications, the execution has to reflect that — whether it is waterproofing, workmanship, materials or detailing.

Second, design understanding becomes critical. A buyer cannot always visualise how a space will finally feel. A developer has to have the ability to conceptualise spaces deeply and translate that into liveable environments.

And third — perhaps most importantly — projects must be delivered on time. Delays can completely alter investment outcomes.

Over the years, we have seen that when these fundamentals are consistently maintained, trust follows naturally. Many of our landowners have gone on to become investors in our projects. Channel partners are comfortable working with us because they know the credibility attached to the product.

Ultimately, people do not stay associated with a developer only because of marketing. They stay because the experience consistently validates the promise.

Q Sustainability has become central to luxury housing conversations today. How do you approach it?

I think sustainability today is often misunderstood.

Many people define it only through technology additions — solar systems, recycled materials or green certifications. Those things are important, but for me, true sustainability begins at the design level itself.

How do you design homes that naturally reduce dependence on artificial systems?

For example, in our projects, we consciously create larger windows, generous balconies and layouts that improve natural ventilation and light penetration.

If spaces are designed intelligently, homes consume less electricity, feel more breathable and create a far healthier living experience.

We also focus heavily on integrating nature into the everyday experience. At NVT Symphony of Orchards, for instance, the idea was to create a low-density villa community immersed in orchards and open green spaces rather than simply creating another gated enclave.

For us, sustainability is less about adding features later and more about designing homes correctly from the beginning.



Q How are luxury homes adapting to hybrid work lifestyles and changing buyer expectations?

Post-pandemic, the role of the home has fundamentally changed.

Earlier, homes were largely functional spaces where people returned at the end of the day. Today, people are spending significantly more time at home — working, attending meetings, studying and socialising.

This has directly influenced how buyers evaluate homes.

The growing preference for larger formats — especially 3 and 4 BHK homes — is partly driven by the need for dedicated workspaces. Buyers now actively seek layouts that can accommodate home offices or flexible multifunctional areas.

You will also notice that modern communities increasingly require shared work-friendly infrastructure within the township itself — quieter breakout areas, lounges, community spaces and environments where residents can comfortably work beyond the confines of the home. Luxury today is not only about aesthetics. It is also about adaptability.

The homes that will remain relevant over the next decade are the ones designed around how people truly live — not how they lived ten years ago.

Q Finally, how do you see the future of premium residential development in India?

Luxury housing today is no longer defined purely by size or extravagance.

The future lies in intelligently designed ecosystems — communities that combine privacy, nature, flexibility, infrastructure and long-term liveability.

That is also why we are now looking beyond standalone villa communities toward larger integrated developments and newer residential formats.

The Indian homebuyer has evolved significantly. They are globally exposed, far more design-aware and far more quality-conscious than before.

As developers, we also need to evolve accordingly. ■

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The way we work has changed a lot in the past few years, and so has the way we think about comfort at work. Whether it's spending long hours at a desk or switching between home and office, people are paying more attention to how their bodies feel through the day. Ergonomics, once an afterthought, is now becoming a big part of everyday work conversations. That's where companies like Humanscale come in. Known globally for its ergonomic workplace solutions, the brand has always focused on making design simple, intuitive, and built around people. With the recent launch of its ergonomic experience centre in Banjara Hills, Hyderabad, Humanscale is deepening its presence in India, at a time when better workspaces are clearly in demand. **Asmita Mukherjee** caught up with **Alastair Stubbs, Country Director – India, Humanscale**, to talk about how ergonomics is shaping the company's approach in India and why Hyderabad is an important part of its growth story.

'Humanscale eyes more than 50% growth in India over a five-year horizon'

Q How does the Hyderabad launch fit into Humanscale's broader India growth story?

Hyderabad has always been a special market for us. Some of our earliest large projects in India came from here, so in many ways, this city helped shape our journey. Coming back with a dedicated experience center feels like building on that strong foundation.

From a business perspective, it's also the right moment. Hyderabad is growing rapidly, not just as a tech hub, but as a center for innovation, R&D, and global business operations. We're seeing more decision-makers, more global roles, and a stronger demand for world-class workplace solutions.

Our Hyderabad experience centre launch isn't just about opening a showroom. It's about creating a space where both corporate clients and individuals can experience what we do. It reflects how our India strategy is evolving. The idea is to make it more accessible, more visible, and closer to the end user than ever before.

Q Humanscale has traditionally been B2B. How are you adapting to the shift in workplace behavior?

That's a great question because it's really at the heart of what's changing. We've always been a B2B company, working closely with large enterprises. But the way people work has changed dramatically, especially after hybrid work became the norm.

Today, the workplace doesn't stop at the office. It extends into people's homes. What's interesting for us is that our products are inherently simple and intuitive. You don't need training to use them – you just sit, and they support you. That made it very natural for us to move into the home office space.

So now, we're operating in both worlds. Our corporate clients still drive a large part of the business, but we're also seeing individuals, professionals, entrepreneurs coming in and wanting the same level of ergonomics at home. In a way, the B2B and B2C lines are blending, just like the spaces people work in.

Q What role does India play in your global manufacturing and supply chain strategy?

India is becoming increasingly important for us, not just as a market, but as a manufacturing base. Over the years, we've seen a huge improvement in skills, quality, and access to materials here, which gives us a lot of confidence to invest more deeply.

We already have assembly and manufacturing operations around Bengaluru's Bidadi and Tumkur.

The goal is to localise as much as possible while maintaining our global standards.

And that's important, because for us, a product made in India is exactly the same as one sold in the US or Europe. We don't design differently for different regions. We design for human beings. That consistency is something we take a lot of pride in.

Q What kind of growth are you targeting in India, and where will that come from?

India is one of our fastest-growing markets, and we're quite optimistic about the road ahead. Typically, we aim for around 20–25% annual growth, and over a five-year horizon, we're looking at at least a 50% increase, potentially more if everything aligns well.

That growth will come from multiple directions. Corporate business will continue to be strong, especially as global companies expand their presence here. At the same time, retail is an area we're actively building, it's still a smaller part of our business today, but we see huge potential.

We're also expanding our footprint with experience centers in key cities places like Pune, Delhi, Mumbai, and others. The idea is be closer to our customers, and make it easier for them to engage with us, and grow in a more balanced way across segments.

Q In a competitive market, what really sets Humanscale apart?



At the core, it comes down to how seriously we take ergonomics. For us, it's not just a marketing term, but a principle. A product should be intuitive, it should support natural movement, and it should work with the human body, not against it.

That's why our designs are self-adjusting. Instead of adding knobs and levers, we rely on body weight and physics to make the product work. It sounds simple, but there's a lot of research and engineering behind it.

The other big piece is sustainability. We're very transparent about what goes into our products, and we actively remove harmful materials. We're also using recycled ocean plastics in some of our designs. It's not just about making good products, it's about making them responsibly.

I think what really differentiates us is that we're trying to educate the market as much as we're trying to sell. If people truly understand what ergonomics means, they'll naturally make better choices and that's something we want to be part of.

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Smart Living Goes Mainstream: Adoption Trends Across Tier 1 vs Tier 2 Cities in India

By **Eshwar K Vikas**, Co-founder & CEO of Beyond Appliances

India's smart living revolution is no longer on the horizon; it is already unfolding at scale. The Indian smart home market is projected to grow at over 10–12% CAGR, with its value expected to cross \$9–10 billion by 2028, according to industry estimates. What was once confined to luxury residences and high-end gated communities is now steadily becoming part of everyday households across the country. This shift is being driven by a combination of factors: rising digital penetration, increasing disposable incomes, improved access to affordable devices, and a growing awareness of energy efficiency and home safety. Today, smart living is not just about convenience; it is about control, efficiency, and adapting to modern lifestyles. What makes this transformation particularly compelling is the distinct yet complementary role played by Tier 1 and Tier 2 cities. Together, they are shaping the trajectory of India's smart living ecosystem, each reflecting unique consumption behaviors and priorities.

From Luxury to Everyday Living in Tier 1 Cities

In Tier 1 cities such as Delhi NCR, Mumbai, Bengaluru, and Chennai, smart living adoption is closely aligned with the demands of fast-paced urban life. With over 60% of smart home device demand currently concentrated in metro cities, consumers here are early adopters of integrated, tech-driven lifestyles. Long working hours, compact living spaces, and rising concerns around safety and air quality are accelerating the adoption of connected solutions. Increasingly, new residential developments are integrating smart features at the design stage itself, making connected lighting, app-enabled security systems, and intelligent appliances standard rather than optional. The modern urban kitchen is emerging as a high-efficiency, tech-enabled space. Appliances such as auto-sensing chimneys that adjust suction in real time and precision-driven induction cooktops are gaining traction, particularly in compact apartments where airflow and



space optimization are critical. These appliances are also being integrated into broader smart ecosystems, enabling remote monitoring and control. However, challenges persist. Interoperability across platforms remains a concern, and the cost of fully integrated smart ecosystems can still limit widespread adoption among mid-income households.

Tier 2 Cities Power the Next Wave of Growth

While Tier 1 cities lead in innovation, Tier 2 cities are driving scale. Cities like Lucknow, Indore, Ahmedabad, and Pune are witnessing year-on-year growth in smart appliance adoption, fueled by practical needs rather than aspirational value. Consumers in these markets are prioritizing solutions that deliver tangible benefits, lower energy consumption, enhanced comfort, and improved safety. For instance, in regions with extreme summers, energy-efficient cooling and ventilation systems offer immediate value, while inverter-compatible appliances help address frequent power fluctuations. The kitchen in Tier 2 homes, often shaped by traditional, high-intensity cooking, demands durability and reliability. Auto-clean chimneys,





robust ventilation systems, and safety features such as gas leak detection are becoming increasingly important. Here, ease of use and low maintenance take precedence over complex integrations. Affordability remains a key driver. The availability of competitively priced devices, coupled with flexible payment options such as EMIs, has significantly expanded access. Importantly, consumers in these markets are focused on long-term value rather than novelty.

Different Needs, One Unified Direction

The contrast between Tier 1 and Tier 2 markets underscores a crucial insight: while their priorities differ, both segments are moving toward the same outcome, seamless integration of smart living into daily life. Tier 1 consumers typically seek advanced features, design-led innovation, and interconnected ecosystems. Their purchasing decisions are influenced by the overall experience and by device compatibility. In contrast, Tier 2 consumers lean toward modular, need-based solutions that are reliable, easy to use, and cost-effective. They prefer incremental adoption over large upfront investments. Despite these differences, several common enablers are accelerating adoption

across both segments. These include falling technology costs, improved internet connectivity, increasing digital literacy, and the growth of domestic manufacturing under initiatives like "Make in India."

The Kitchen Emerges as the Core of Smart Living

Within the broader smart home ecosystem, the kitchen is fast becoming a central hub of innovation. It is evolving beyond a purely functional space into one where technology actively enhances everyday experiences. The focus is shifting toward solutions designed for real Indian cooking conditions, where appliances must handle diverse cuisines, high heat, and extended usage. Intelligent ventilation systems that adapt to cooking intensity are helping improve indoor air quality, while hybrid cooking technologies are offering greater precision and efficiency without compromising traditional cooking methods. This convergence of advanced technology with practical utility is making the smart kitchen one of the most relevant and rapidly evolving segments within the connected home landscape.

Conclusion

From Aspiration to Everyday Reality: Smart living in India is entering its next phase, defined not just by innovation but by accessibility and relevance. While Tier 1 cities will continue to lead in shaping trends and introducing advanced technologies, Tier 2 cities will be instrumental in driving widespread adoption. For industry players, the opportunity lies in striking the right balance between aspiration and practicality, delivering solutions that are intuitive, affordable, and tailored to real consumer needs. Connected living is no longer a futuristic concept. It is steadily becoming an integral part of how Indian households function, adapt, and evolve. ■

Eshwar K Vikas is an entrepreneur and food technology innovator passionate about transforming food preparation through automation. He is the Co-Founder of Mukunda Foods, a company specializing in the design and development of automated cooking solutions for both industrial and home kitchens. Under his leadership, Mukunda Foods has deployed over 5,000 machines across more than 10 cuisines, establishing it as one of India's longest-standing kitchen automation companies.



Large-Scale, Master-Planned Communities are the Future: Parag Munot on Kalpataru Parkcity

Parag Munot, Managing Director, Kalpataru Limited, discussed the company's strategy in the Mumbai Metropolitan Region (MMR), focusing on large-scale, master-planned communities like Kalpataru Parkcity in Thane. The project underscores the group's focus on developing integrated townships that cater to evolving urban lifestyles. **Tejaswini Paranjape** brings the excerpts from the interview.

Q How does this project fit into your overall strategy for the MMR market?

Kalpataru Parkcity firmly anchors our position in Thane. Between 2019 and 2025, it has placed us among the top-5 developers by units supplied in high-growth corridors like Kolshet Road. The project is a 100+ acre integrated township with phases like Estella, Sunrise, and Eternia built around the Namo Grand Central Park, delivering premium mixed-use living. It reflects our core conviction: large-scale, master-planned communities with green spaces, strong connectivity, and lifestyle amenities are precisely the right product for Thane, which is absorbing Mumbai's growth as land within the city becomes increasingly scarce.

Q What role do channel partners play in driving sales for a township like this?

Channel partners are central to our sales engine, accounting for a significant amount of sales through their networks, lead generation, and client relationships. We invest meaningfully in these partnerships through formal registration programs, detailed project briefings, and exclusive access to our Roots experience centre, where partners walk through construction techniques, master planning, and amenities first-hand. That investment is deliberate. An informed partner is our most effective sales advocate.

Q How are you managing phasing and ensuring timely delivery across multiple phases?

We follow a disciplined sequential phasing model across Sunrise, Primera, Immensa, Eternia, and now Estella, targeting 80%+ pre-sales within each phase before advancing to the next. Construction is funded by collections, not debt, which keeps timelines tight. Immensa is proof, with around 1,500 flats already handed over. Our in-house EPC capability is a real differentiator. At Roots, we demonstrate this through BIM simulations and detailed cut-sections of waterproofing and plumbing systems.

Q How important is external infrastructure in influencing demand for this project?

It has been transformative. Parkcity sits at the heart of





Kolshet Road, already connected to the Eastern Express Highway. Layered on top are major upcoming connectors: the Thane-Borivali Twin Tunnel cutting the Mumbai commute to roughly 15 minutes, Metro Lines 4 and 5, the 29km Thane Ring Metro, the Anand Nagar-Saket Corridor, a Kolshet jetty, and the Thane-NMIA Elevated Road placing the airport roughly 45 minutes away. The market has already responded. Inventory overhang has dropped from 38 to 17 months, capital values are up 36% over three years and 58% over five. Infrastructure combined with a green anchor like NGCP makes the demand case here very compelling.

Q How do you see demand and supply evolving in the Thane market going forward?

Demand for branded, premium townships will significantly outpace supply. Since RERA, absorption has consistently exceeded new launches, and branded developers' market share is rising. We see it crossing 15%. Connectivity upgrades, the metro network, and NMIA proximity are structural demand drivers. The green dimension matters more than people credit. Our 21+ acre NGCP generates over 8.8 lakh pounds of oxygen annually and has become a genuine buyer differentiator. Thane's 36 to 58% appreciation over 3 to 5 years reflects strong investor confidence, and integrated projects balancing density, nature, and mobility will continue to outperform unorganized supply.

Q What are your key expansion plans in the MMR region over the next few years?

We are pursuing a deliberate mix of asset-light joint ventures, redevelopment projects, and township extensions. Our Rs 1,400 crore Andheri project exemplifies the JV-redevelopment approach. Within Parkcity, Estella adds 8 towers, a 76,000 sq ft clubhouse, and premium 2 to 4 BHK homes, with further additions in the pipeline. We are also launching a 4-acre redevelopment in Lokhandwala and recently launched Kalpataru One. Recently, we also signed a redevelopment project in Andheri that has an estimated gross development value (GDV) of more than ₹1,400 crore. Each move is intentional, reinforcing our presence across MMR's most strategic corridors.

Q What are the biggest challenges you face while developing large townships like this?

Competition, land costs, and regulatory timelines are the primary headwinds. Land scarcity in MMR continues driving up acquisition costs, and regulatory processes including RERA timelines, and environment clearances require proactive management. Increasing construction costs and labour shortage have been a challenge and have some impact on pricing. We address these through strong collections discipline, with Q3 FY26 collections growing 17% year-on-year, IPO proceeds that bringing down net debt significantly, and five decades of execution credibility. Roots, where we show buyers and partners exactly how we build, is our most powerful differentiator. When a Kalpataru homebuyer returns for their next investment, that trust is our greatest measure of success. ■

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Why Maharashtra Homes Need to Rethink Windows Before the Next Monsoon?

By **Dilip Kumar**, Co-Founder and CEO of IndiFrame

Maharashtra tests homes like few other states in India. Mumbai gets over 2,400 millimetres of rain annually. Pune and Nashik are not far behind. Coastal districts like Ratnagiri face salt-laden winds for months at a stretch. And then there are the summers — Vidarbha regularly crosses 45°C. You would think, given these extremes, that windows and doors would be near the top of every homeowner's checklist. In my experience, they are almost never there. That is not carelessness. It is a structural problem with how this market works.

The window and door industry in India competes almost entirely on price. Vendors are fragmented, standards vary wildly, and the information homeowners receive before purchase is mostly surface-level. Most people decide on a frame material, pick a glass type, ask about cost, and move on. The internal components — the sealing system, the drainage design, the hardware grade — almost never come up. And those are precisely the things that determine how a window performs when the skies open.

What Heavy Rain Actually Reveals

I have been in homes where the windows look perfectly fine in January. The same windows, in July, are letting water seep through the frame junction. The profile may be intact. The glass may be fine. But the drainage channels are inadequate, the seals have degraded, or the installation left gaps that no one noticed because they had never been tested. Water infiltration during heavy rains is the most common complaint we hear from homeowners who come to us for replacements. And it is almost always the result of a decision made at the time of construction — a vendor chosen on

price, an installation done without proper training, or a product specified without asking about its performance in wet conditions.

As a founder, the most frustrating part is knowing this failure was preventable. It becomes difficult to fix only once the walls are done and the plaster is in place. Replacing a window system at that stage means breaking into the wall, redoing waterproofing, and spending three to four times what a better first decision would have cost.

The Coast Has Its Own Requirements

For homes in Mumbai, Thane, Alibaug, and coastal Maharashtra, two factors are almost always underestimated at the time of purchase: noise and humidity. Coastal Maharashtra is well-connected — which also means homes here sit alongside expressways, arterial roads, and in some cases port-adjacent zones where traffic noise is a daily reality. A uPVC profile handles acoustic insulation significantly better than conventional alternatives.

Then there is the aesthetic trap. Wood looks good with the architecture and photographs well, but in a high-humidity, salt-air environment, it is a high-maintenance liability. It swells, it warps, and it demands a constant cycle of repainting. High-grade uPVC with a wood-finish laminate is the practical answer—you get the aesthetics of timber without the maintenance cycle that comes with it.

The Installation Gap

Across all the window failures I have seen — and I have seen a significant number, both before and since starting IndiFrame — installation errors account for a disproportionate share of them. A well-engineered window system installed poorly will underperform a modest system installed correctly.



This is where the fragmentation in our industry causes the most damage. Many vendors supply and walk away. The installation is handed off to a contractor who may have done it a few times but has never been trained on the specific product. The waterproofing at the frame perimeter is done carelessly. Drainage outlets get blocked by plaster, debris, or sealant during the finishing stage. By the time heavy rains arrive, the failure is already built in.

When you are evaluating vendors, ask who installs the product, how they are trained, and whether the vendor takes accountability for post-installation issues. That answer will tell you more about what you are actually buying than the profile spec sheet.

A Window Is Not Just An Aesthetic Product

Windows are critical infrastructure in Maharashtra's demanding climate, not just aesthetic choices, so homeowners should question hidden factors like hardware, sealing, drainage, and installation to ensure long-term performance before the annual rains expose costly shortcuts. ■

Dilip Kumar is the Co-Founder and CEO of IndiFrame, a uPVC windows and doors company. IndiFrame operates an end-to-end model across manufacturing, installation, and after-sales service.

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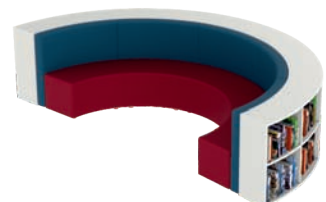
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