

## CONVOCATION 2024 CAMPUS TO CORPORATE



## HONOURING EXCELLENCE : A HEARTFELT FAREWELL TO A FACULTY MEMBER

As we bid farewell to our esteemed faculty member, Ameet Sao, we reflected on the profound impact he has had on our institution. His dedication, passion, and unwavering commitment to education has left an indelible mark on both students and colleagues.

### From the Students:

"Mr. Sao, your classes were more than just lessons; they were experiences that broadened our horizons and inspired us to strive for excellence. Your guidance and support have been invaluable, and we are grateful for the knowledge and wisdom you have imparted. We will miss your engaging lectures and the genuine care you showed for each of us. Thank you for being a mentor, a guide, and a friend."

### From the Faculty:

"Ameet, your presence as the faculty has been a source of inspiration and camaraderie. Your innovative teaching methods and collaborative spirit have enriched our academic community. You have been a pillar of support and a beacon of excellence. As you embark on your new journey, we wish you success and happiness. Your legacy will continue to inspire us, and you will always be a cherished member of our family."



## 6TH INTERNATIONAL CONFERENCE ON ENTREPRENEURSHIP, INNOVATION AND LEADERSHIP (ICEIL 2024)

RICS SBE, Noida Campus hosted a panel discussion on "Blueprints for the Future Built Environment: Emerging Technological Innovations" as part of the "6th International Conference on Entrepreneurship, Innovation and Leadership [ICEIL 2024]" scheduled from 9th – 11th October 2024 at Amity University, Noida Campus. The panel discussion was aligned with the theme of the Conference "Leveraging Emerging Technologies for a Self-Reliant Nation". The session was moderated by Dr. Vanita Ahuja, PhD, PgMP, MRICS, Director, RICS SBE Amity University, Noida and the panelists were distinguished industry leaders like Shitanshu Jain, Nazim Siddiqui, Alok Pandey, and Keshav Anand, who exchanged their perspectives and industry experiences of various projects, focusing on how emerging digital technologies are reshaping our built environment and how Government of India is supporting start-ups through incubation centres and various schemes. We are sure this hands-on experience will enhance our understanding of industry practices and curriculum topics.

# RICS SBE EVENTS



# Life at RICS SBE

## SPREADING KNOWLEDGE

A Day of Learning at RICS SBE Amity University, Noida campus!

On 6th December 2024, we hosted two impactful events designed to empower students of higher education institutions and school students with knowledge about Real Estate and Construction Management domain.

We welcomed on campus **Civil Engineering students from IIMT College of Engineering, Greater Noida**. Faculty members, Dr. Jyoti Singh and Prof. Mohd Suhail Khan, delivered insightful sessions on Construction Project Management and the role of Quantity Surveyors, guiding students through potential career paths like Construction Project Management, Cost Management, and more.

During the same day, an engaging online session titled - 'From Idea to Impact - Motivational Session by Start Up Founder' featured BBA Real Estate and Urban Infrastructure Alumni Mr. Dhruv Verma, Founder & CEO of Rize Bar Company (featured on Shark Tank India Season 3) and co-founder Sahil Manral. The session was hosted for **BBA/B.Com and 12th standard students of Don Bosco Institute of Technology, New Delhi** by Dr. Saurabh Verma. The event explored the entrepreneurial journey of Dhruv from the classes at RICS School of Built Environment, how ideas shaped to product, distribution channels, investors to finally being a successful enterprise. The session was followed by an interactive Q&A session.



### BBA Success Stories



Ashima Arora  
BBA RE&UI 2019-22  
Assistant Manager- JLL India



Jayesh Srivastava  
BBA RE&UI 2016-19  
Commercial Property  
Manager- Vinta Group (Aus)



Angad Singh Bindra  
BBA RE&UI 2014-17  
Senior Manager-Colliers



Dhruv Verma  
BBA RE&UI 2021-24  
Co-Founder RIZE Bar  
Shark Tank Season 3  
Participant

“THE BEAUTIFUL THING ABOUT LEARNING IS NOBODY CAN TAKE IT AWAY FROM YOU.”  
**B.B. KING...**

# Beyond Academics

## Welcome Party for Batch 2024 at RICS SBE

### STUDENT ACTIVITIES

The Welcome Party for the Batch of 2024 was nothing short of AMAZING! The night kicked off with an inspiring welcome speech from our Director and Head of the Institution, Dr. Vanita Ahuja, PhD, PgMP, MRICS, sparking excitement for the incredible academic journey ahead.

We were thrilled to have Mr. U Ramachandran, Senior Vice President of Amity Education Group, share his motivational words, filling the room with positivity and passion.

The stage was alive with exhilarating performances by our junior and senior students, featuring dynamic dance routines that inspired audience participation, poignant melodies that resonated deeply, and sincere poetry that captivated the crowd. The energy was substantial, and all participants derived considerable enjoyment from the experience.

A major highlight of the evening was the Best Dress and Best Performance competition, where our talented juniors brought their A-game, dazzling everyone with their creativity.

It was a celebration of community spirit, and pure joy as students, faculty, and staff came together to make this event so enjoyable.



## SANGATHAN 2024



To begin,  
begin.

Peter Nivio Zarlenga



Students from RICS SBE, Noida Campus participated with tremendous enthusiasm and won prizes in Amity Sports Meet, Sangathan 2024. As members of the Management domain team, we achieved the distinction of securing the 1st Runner-Up trophy in the boys' volleyball competition, and our students also earned medals in various individual competitions. Sangathan unites the entire team of the Amity Universe, with staff members also engaging with great enthusiasm.

# Industry Interaction

## LEADERSHIP SESSION ON “HR MANAGEMENT IN BUILT ENVIRONMENT” BY MS. DEEPALI BHARDWAJ



**MS. DEEPALI BHARDWAJ**  
Regional Human Resources  
Director - South West Asia  
IHG Hotels And Resorts

Former Executive Director -  
Human Resources  
Cushman & Wakefield

RICS School of Built Environment, Amity University, Noida, hosted an enlightening online leadership session on December 17, 2024. Esteemed guest speaker Ms. Deepali Bhardwaj, Regional HR Director, Southwest Asia, IHG Hotels & Resorts, and former Executive Director - Human Resources, Cushman & Wakefield, shared invaluable insights on Human Resource Management in the Built Environment Sector. The session saw active participation, fostering a deeper understanding of HR dynamics in this specialized field.

## GUEST LECTURE - MR. JITESH J BRAHMKSHATRIYA

Sustainability is key to impactful commercial office campus performance. MBA [Real Estate & Urban Infrastructure] students from RICS SBE Noida campus had the privilege to attend an insightful lecture by Mr. Jitesh Brahmshatriya, Ex-Senior Director at CBRE, where he highlighted the importance of green, sustainable, and net-zero buildings.

### Key takeaways:

1. Energy efficiency, waste reduction & water conservation.
2. Compliance with current & future regulations.
3. Reduced costs, increased valuation & climate resilience.
4. High tenant demand & improved employee productivity.



## GUEST LECTURE - MR. ARUN KUMAR

RICS SBE Noida campus had the privilege of hosting a guest lecture on 'Tunnel Construction using Tunnel Boring Machine [TBM] - A Case Study' for MBA Construction Project Management and Construction Economics and Quantity Surveying program students. The session was conducted by Mr. Arun Kumar, Ex-Chief General Manager [Project Engineering] at NTPC Ltd., who retired in 2019 after 38 years of service at NTPC with experience in Project Engineering and Management across major Thermal & Hydro Power, Rail, and Bridge projects. Mr. Kumar shared his invaluable expertise on tunnel construction using TBM, providing real-world insights into the challenges faced and solutions applied.



## DELHI-MUMBAI EXPRESSWAY PROJECT

### Hands-on learning at the Delhi-Mumbai Expressway Project: A Site Visit to DRA Infracon's Casting Yard.

Students of MBA Construction Project Management and MBA Construction Economics & Quantity Surveying programs from RICS SBE Noida campus had the extraordinary opportunity to visit the casting yard of Dineshchandra R. Agrawal Infracon Pvt. Ltd. [DRA Infracon], which feeds into the iconic Delhi-Mumbai Expressway project.

The visit to the DND-Faridabad-KMP section, part of the 59 km, 6-lane expressway [NH-148NA] connecting Delhi and Haryana, gave our students invaluable insights into the massive infrastructure development process.

A special thanks to Mr. Ranjeet Singh for his detailed explanation of the casting yard operations, focusing on Quality, Health, and Safety processes. We also extend our gratitude to Mr. Nazrul Imam and the DRA Infracon team for making this hands-on learning experience possible. Witnessing such a large-scale project was truly a once-in-a-lifetime experience for our students.



## AMITY UNIVERSITY CAMPUS



Students of RICS SBE Noida Campus from MBA Construction Project Management and MBA Construction Economics and Quantity Surveying programs had the opportunity to visit an ongoing construction project at the campus, gaining first hand insights into modern construction management practices.

From quality management techniques to health and safety standards, here are some of the key highlights:

1. Project Quality Management - Understanding on-site quality control measures and inspections.
2. Health & Safety Management - Exploring the safety park for safe construction practices.
3. Excavation Process - Observing excavation planning and execution for large-scale projects.
4. Materials & Mock-ups - Reviewing modular bricks, mock-ups, and gypsum plaster applications.

Such experiences bridge the gap between theory and practice, equipping our students with the tools to excel in the construction industry.

## AEON's Corporate Office

Under the expert guidance of Mr. Ashish Jain, Partner at AEON Integrated Building Design Consultants LLP and leader of the Sustainability & Green Building division, students from RICS School of Built Environment, Amity University, Noida campus, had the opportunity to explore AEON's Corporate Office, an outstanding example of sustainable architecture in Noida. This green building has earned IGBC Platinum, EDGE Advanced, and GNFZ certifications.

### Key takeaways:

1. 40% of the building's energy needs are met by solar panels.
2. Energy performance index (EPI) goal of <90kWh/sqm/year.
3. 100% natural lighting—no artificial lights needed, even in the basement.
4. Custom-designed HVLS fans for energy efficiency.
5. Southwest-facing design with cantilevered balconies to reduce sun exposure.

This visit offered invaluable insights into the future of green buildings, a rapidly growing focus in urban infrastructure and real estate development.



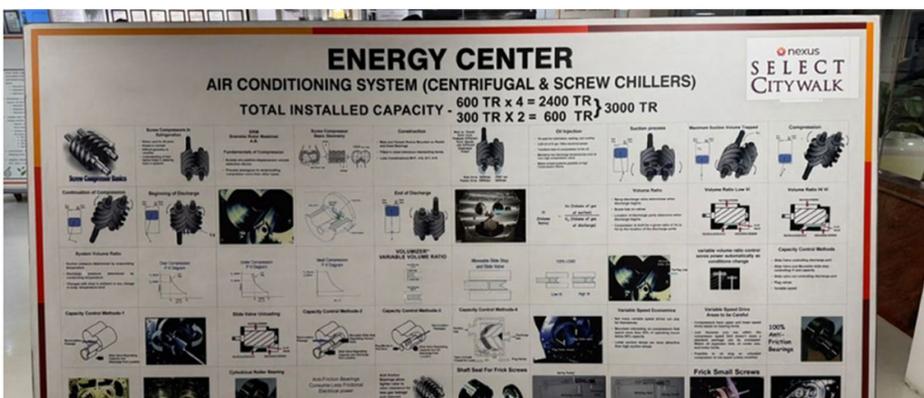
## Nexus Select CITYWALK Mall



3rd and 5th semester students of BBA Real Estate and Urban Infrastructure program had the fantastic opportunity to visit the Energy Center at Nexus Select CITYWALK Mall, Saket, New Delhi.

Students explored the mall's remarkable commitment to energy efficiency and emissions reduction.

Between 2018 - 2021, under the leadership of Mr. Vidyanand Shrivastava, an impressive 71% of the mall's energy was sourced from renewable resources. The mall is continuously striving for decarbonization by utilizing real-time data for operational improvements.



# Industry Connects

## EVENT HIGHLIGHTS



### COLLECTIVE OF REAL ESTATE WOMEN

C.R.E.W an initiative of Godrej Properties Limited launched its North India Chapter. RICS SBE Noida Campus was represented in the event by HOI & Director Dr. Vanita Ahuja, PhD, PgMP, MRICS as the distinguished panelist, faculty member Dr. Ashmita Rupal, students and an alumna team member working with Godrej Properties.

In the inspiring event industry pioneers came together to celebrate and amplify women's voices in real estate and construction sector. Women trailblazing leaders including HOI & Director, Dr. Vanita Ahuja, Dr. Ananta Singh Raghuvanshi, Geetika Trehan, Megha Goel participated in a powerful panel discussion moderated by Ms. Vanchha Chaudhary. They discussed the strategic risks they have taken, their approaches to maintaining a healthy work-life balance, challenges they have overcome as women in the real estate and construction sector and gave lot of encouragement to the attendees.

Each panelist shared valuable personal and professional anecdotes, providing a deeper understanding of their paths to success. Presentation by Geetika Arora provided insights into the promising future and growth of real estate sector in India. The event concluded with the performance of Gurleen Pannu and all attendees left with a lot of inspiration.

### STUDENT VOLUNTEERING- IGBC

On 16th & 17th October 2024, the Confederation of Indian Industry (CII) hosted its much anticipated 7th Edition Green Pro Summit 2024 at Le Meridian, New Delhi. This event brought together thought leaders, industry pioneers, and passionate individuals dedicated to advancing sustainable practices and eco labelled products. The students of RICS School of Built Environment, had the incredible opportunity to volunteer in the event. As part of the team representing our institution accompanied by Prof. Nitesh Rohilla, students including Abhishek Chauhan, Neetu Choudhary, Garvit Oli, Raza Manzar, Yash Yadav, Vivek Kukreti, Thanra Kingdang and Chitra Mishra had the privilege of volunteering at this prestigious event. The theme "Advancing towards Net Zero Low Carbon Products, Materials and Technologies" emphasized need for sustainability and ecolabel products.



# From the “Books of Faculty”

## BLOCKCHAIN TECHNOLOGY FOR SUSTAINABLE AND SECURE SMART CITIES IN INDIA

Blockchain Technology, known for its decentralized, secure, and transparent features, has the potential to transform India's rapidly developing smart cities. These cities aim to optimize resources, improve governance, and ensure sustainability. Blockchain can significantly contribute to these goals by enhancing energy, water, and waste management, as well as boosting security and transparency in urban systems.



**Nitesh Rohilla**  
Assistant Professor | RICSSBE, AUUP.

### Blockchain in Sustainable Smart Cities

In India, where rapid urbanization is straining resources, blockchain can play a crucial role in promoting sustainability. In energy management, blockchain can facilitate peer-to-peer energy trading, allowing residents and businesses to buy and sell excess renewable energy such as solar power. This decentralization can reduce dependence on central grids and promote green energy usage. Blockchain can also be used to track and manage water distribution, ensuring equitable access and reducing wastage. By providing real-time monitoring, blockchain can optimize water usage and prevent leaks. In waste management, blockchain creates transparent records for waste generation, collection, and recycling. This can incentivize recycling and ensure efficient waste disposal, reducing environmental impact. Additionally, integrating blockchain with the Internet of Things (IoT) can optimize waste collection and segregation processes in real-time.

### Enhancing Security in Smart Cities

Security is a major concern in the digital infrastructure of smart cities. Blockchain enhances data security by providing encrypted and tamper-proof records. This is crucial in safeguarding sensitive information from surveillance systems, smart meters, and IoT devices. Blockchain also supports decentralized identity management, ensuring citizens' privacy while facilitating secure access to services. Furthermore, blockchain can improve supply chain transparency in construction projects. It allows for tracking the origin and quality of building materials, ensuring that projects use certified materials, thereby preventing corruption and ensuring public safety. Smart contracts, powered by blockchain, can automate property transactions, ensuring transparency and reducing fraud in the real estate sector.

### Challenges to Blockchain Adoption

Despite its potential, several challenges hinder widespread blockchain adoption in India's smart cities. These include a lack of clear regulatory frameworks, technological infrastructure gaps, and insufficient stakeholder awareness. The Indian government must establish clear legal policies for blockchain's integration into urban planning, real estate transactions, and public services. Additionally, while urban centres have made progress, many rural areas still lack the digital infrastructure necessary for blockchain-based systems.

### Conclusion

Blockchain technology has the potential to play a transformative role in creating sustainable and secure smart cities in India. By enhancing energy efficiency, optimizing resource management, improving security, and ensuring transparency in governance, blockchain can help address some of the most pressing challenges faced by India's urban areas. However, widespread adoption of blockchain in India's built environment sector will require overcoming regulatory, technological, and infrastructural hurdles. To realize the full potential of blockchain in building sustainable and secure smart cities, coordinated efforts from the government, private sector, and citizens are necessary. The development of clear legal frameworks, investment in infrastructure, and increased awareness about the benefits of blockchain will be key to ensuring that smart cities in India not only thrive but also lead the way in urban innovation and sustainability.

# From the “Aisles of Alumni”

## THE RETAIL SECTOR IN INDIA: OPPORTUNITIES AND INSIGHTS



**Megha Hemdani**

Alumni | MBA-REUI [2021-23]

Assistant Manager  
DLF Limited

India's retail sector, one of the largest in the world, is undergoing remarkable growth, driven by changing customer preferences, technological advancements, and supportive government policies. As someone working with India's leading developer, I see this evolution bringing both exciting opportunities and challenges that we need to be addressed thoughtfully. The Indian retail market is expected to reach USD 2 trillion by 2032, powered by a growing middle class, urbanization, and higher disposable incomes. While online shopping has surged with platforms like Amazon and Flipkart reshaping habits, physical stores remain indispensable. Malls and high streets continue to draw significant crowds, emphasizing the need to create spaces that blend traditional and modern shopping experiences seamlessly.

I believe the key to thriving in this sector is understanding the shift towards experiential shopping. Today's consumers don't just want to buy products; they want memorable experiences. This has led to the rise of the “phygital” approach, where physical stores incorporate digital technologies to engage customers. For us, this means creating spaces that are practical yet engaging, with thoughtful designs, interactive elements, and smart technology. Of course, the journey isn't without hurdles. High real estate costs, especially in metro cities, makes it challenging for retailers to find affordable yet prime locations. From a developer's perspective, balancing land and construction costs with market rental expectations requires innovative strategies and meticulous planning. Consumer preferences also evolve rapidly, demanding agility. For instance, there's a growing desire for sustainable and eco-friendly environments, pushing developers to embrace green building practices and energy-efficient designs. These are not just trends but long-term shifts shaping the future of retail spaces.

Despite these challenges, the opportunities in India's retail sector are immense. Tier-II and Tier-III cities, with their improving connectivity and rising aspirations, are emerging as promising markets. These regions offer an exciting chance to introduce modern shopping destinations in areas that have been underserved. The luxury retail segment is another area that excites me. With India's affluent population growing, there is increasing demand for premium brands and high-end shopping experiences. By curating exclusive spaces tailored to this audience, we can cater to their tastes while creating iconic destinations. Successful projects are about more than just retail; they're about creating communities and lifestyles. Retail destinations today are as much about leisure and socializing as they are about shopping. Thoughtful layouts, diverse tenant mixes, and modern amenities play a crucial role in making these spaces vibrant and appealing. Collaboration is equally important. Working closely with retailers to understand their needs—whether they're global brands or local entrepreneurs—is key to ensuring a mutually beneficial relationship. Often, this extends to joint investments in technology and marketing, which help drive footfall and enhance the overall experience. Collaboration is equally important. Working closely with retailers to understand their needs—whether they're global brands or local entrepreneurs—is key to ensuring a mutually beneficial relationship. Often, this extends to joint investments in technology and marketing, which help drive footfall and enhance the overall experience. As India's retail sector continues to grow, adaptability, creativity, and a customer-first mindset will remain at the core of success. Our focus must remain on building spaces that resonate with consumers while ensuring operational efficiency and sustainability. The retail sector in India is more than just an industry; it's a reflection of our evolving society. Being part of this dynamic and rapidly changing landscape has been incredibly fulfilling, and we must keenly watch how it continues to evolve and shape the future of retail real estate in India.

# “Insight Straight from Students”

## SENIOR LIVING FACILITIES: AN EMERGING ASSET CLASS IN THE INDIAN REAL ESTATE MARKET



**Vatsal Singh**

MBA-REUI | 2024-2026  
RICS-SBE.

According to most estimates, India surpassed China as the most populous nation of the world in April of 2023. Since then, we have regularly discussed the advantages of having a young population. As India closes in on 1.5 billion people strong, companies and investors from all over the world are turning towards our nation as their first choice in investment. Since the 2020 pandemic, the discussions have focused on the surge in demand for residential properties or the decline in demand for office spaces due to the rise of work from home culture. While the quick commerce industry has driven the demand up for warehousing and artificial intelligence, machine learning and quantum computing have made datacentres a lucrative investment option. And amid all this growth in the Indian real estate industry, a new asset class has started taking over the conversations., Senior Living Facilities.

### Market projections and investment opportunities

“The Indian senior living facilities market is estimated to grow exponentially, from current valuation of \$2 to \$3 billion. It is expected to reach \$12 billion by 2030. India is expected to go from 18,000 senior living units to 15 lakh new facilities in the next 10 years as the population of the elderly grows by more than double from current numbers.” [CBRE South Asia Pvt. Ltd., 2024] [Koul, 2024]. This robust demand will give rise to various types of senior housing from independent living communities to assisted living facilities. Investors are aware of these facilities as a resilient investment asset class. They offer consistent return on investment because of their long-term leases with tenants who generally require ongoing care or support services. Socially responsible investors also look at these projects as an opportunity to contribute to the society in a positive way.

Formats of Senior living facilities

Senior housing formats vary depending on the size and scale of the facilities. Due to space constraints in cities, the urban formats are usually planned vertically, while peri-urban formats are typically low-rise developments spread over a larger area.

1. Urban Formats – These facilities are small scale continuity care retirement communities [CCRCs], spread over 1 - 5 acres. Generally, these are built in cities and are vertical in design like high-rise condominium complex. Amenities are located on ground and first floor followed by residences on all above floors.
2. Suburban Formats – These are mid-scale continuity care retirement communities, spread over 5 - 10 acres. They are generally located outside cities or in the periphery of cities. They can be a combination of low-rise condominium complex, independent houses or villas replete with amenities that are stacked floor-wise or spread out or a mix of both.
3. Peri-urban Formats – These are large scale continuity care retirement communities and can be spread across 10 acres to 25 acres of land. They are predominantly low-rise communities, which offer self - sufficient facilities in all aspects. i.e. amenities and healthcare within the campus.

### Development models for senior living facilities

IPCs and developers have come up with a variety of development models for senior living projects. The following 3 are the most prevalent models:

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### **Development models for senior living facilities**

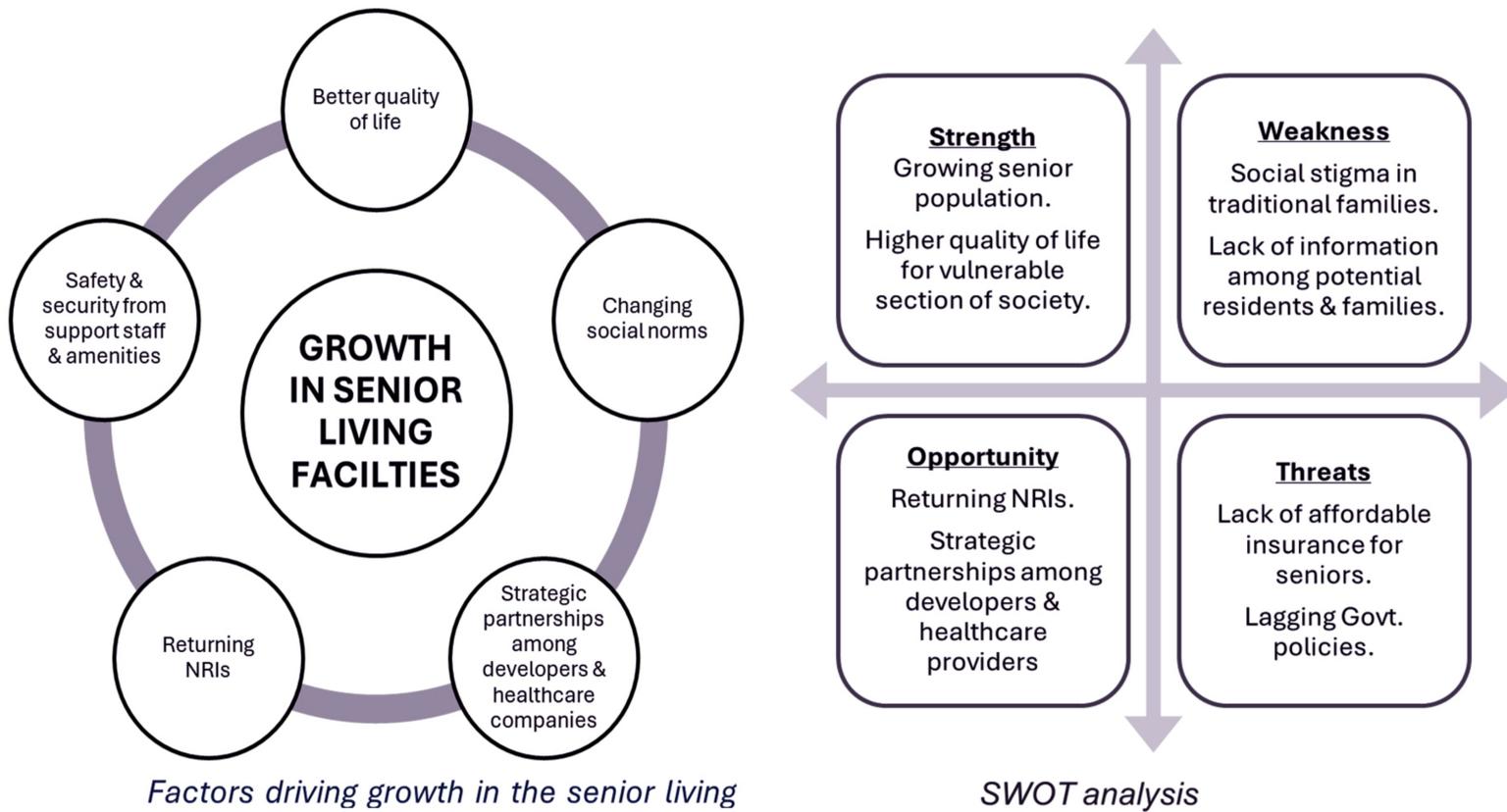
IPCs and developers have come up with a variety of development models for senior living projects. The following 3 are the most prevalent models:

1. Sale Model – This model offers the security that the buyers' investment or asset will be automatically transferred to their legal heirs after their demise. The social stigma is also negated due to the assets' freehold ownership. From investors' perspective, the payback period to the developer is shortest and project returns in a sale model are the highest due to early cash flows.
2. Entrance or Lease deposit Model – The residents can pay part of the cost or market value of the unit as deposit and then pay the remaining over the course of their stay. It has a rental agreement that allows the tenants to live in an apartment for a set period. The tenants have the option to pay the security deposit or advance and minimize the monthly lease cost. The tenants may also be able to choose from a range of affordable combinations for the monthly rent and lease deposit. This model has been broadening the demand and attracting more seniors to the continuity care retirement communities because of their flexible payment options.
3. Rental Model– In this model the developers retain complete ownership of the property. Developers get the benefits of capital appreciation in the value of units and can exit via a REIT/IPO. The residents have less flexibility in payment option and a consistent rental cost makes them plan their finances accordingly. Seniors who are looking for short term accommodation before deciding on which city to settle in, usually go for this model. [Aradhana S. Kumar, 2023]

### **Market outlook and conclusion**

Rapidly increasing senior population is an opportunity for real estate developers and investors. Decreasing social stigma, improving technology and returning NRIs have already started shaping this segment. While there is still a long way to go in terms of both supply and demand of senior living facilities, there is a positive outlook in the country regarding these projects. The significant growth observed in the segment since 2020 can be attributed to the confluence of a variety of factors like change in demographics and chronic health conditions with higher life expectancy are fuelling need for assisted living facilities.

With this expected expansion in urban areas and Tier-II cities, developers are well positioned to capitalize on the growing demand by investing in new projects, enhancing infrastructure, and forging strategic partnerships to deliver comprehensive senior living solutions. Industry leaders have led the way by realizing the booming potential of the senior care sector in India, recognizing the need for structured care programs and specialized medical services to meet the evolving needs of the ageing population. The development of integrated care systems will ensure a better quality of life for seniors, highlighting the importance of socio-economic factors and financial growth.



With this expected expansion in urban areas and Tier-II cities, developers are well positioned to capitalize on the growing demand by investing in new projects, enhancing infrastructure, and forging strategic partnerships to deliver comprehensive senior living solutions. Industry leaders have led the way by realizing the booming potential of the senior care sector in India, recognizing the need for structured care programs and specialized medical services to meet the evolving needs of the ageing population. The development of integrated care systems will ensure a better quality of life for seniors, highlighting the importance of socio-economic factors and financial growth.

Returning NRIs have started becoming trend setters in the segment. Their acceptance of this evolution in social norms has been motivated by the higher quality of life that they can get for similar expenditure in other countries. They have also observed their peers in other countries moving to assisted living facilities, which has left a positive mark on their approach towards this new lifestyle. The strategic partnership among some key players has already made waves in the industry. Investors and developers are rapidly mobilizing resources to capitalize on these opportunities. The participation of healthcare companies also act as a catalyst in attracting more buyers in these ventures.

In conclusion, we can agree that the opportunities are lucrative, but the challenges need to be addressed expeditiously. Residents have started outgrowing social stigma, but there is still margin for improvement. Investors, developers and real estate professionals are contributing positively to this rapid growth in senior living facilities; while the government has brought in some key policies, they need to expand their horizons further to instigate development.

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