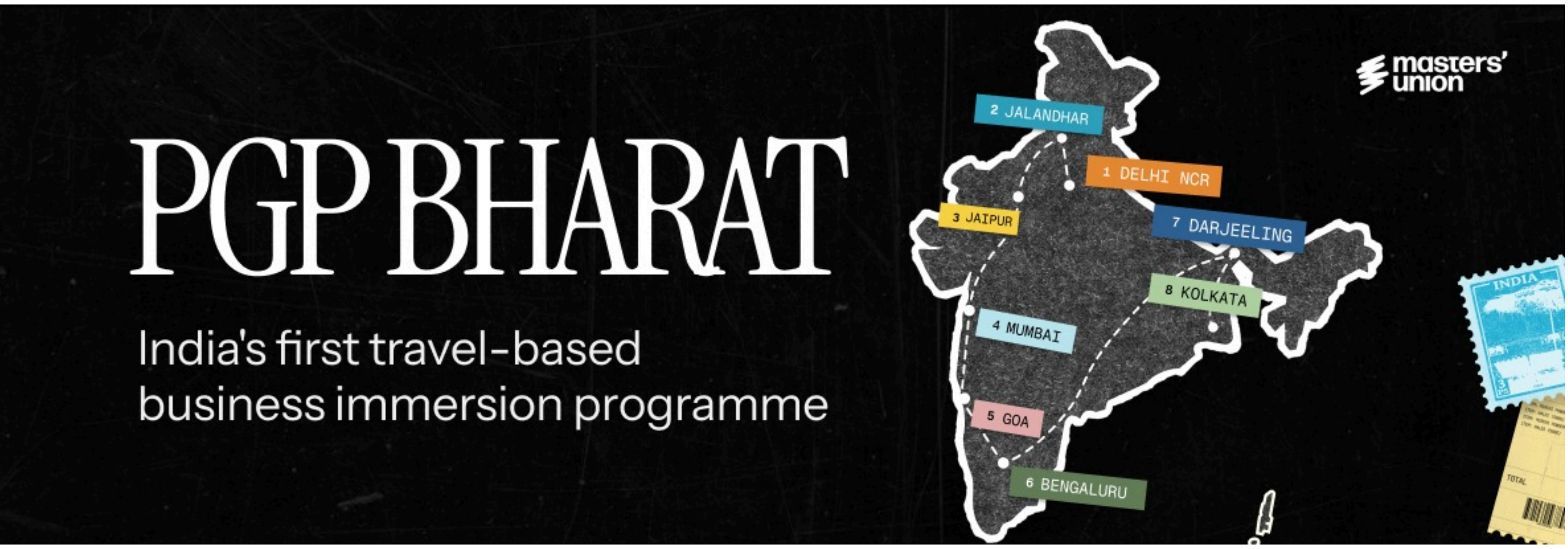


# Post-Read Notes: Hiranandani Group

*Where scale means nothing without the trust to carry it.*

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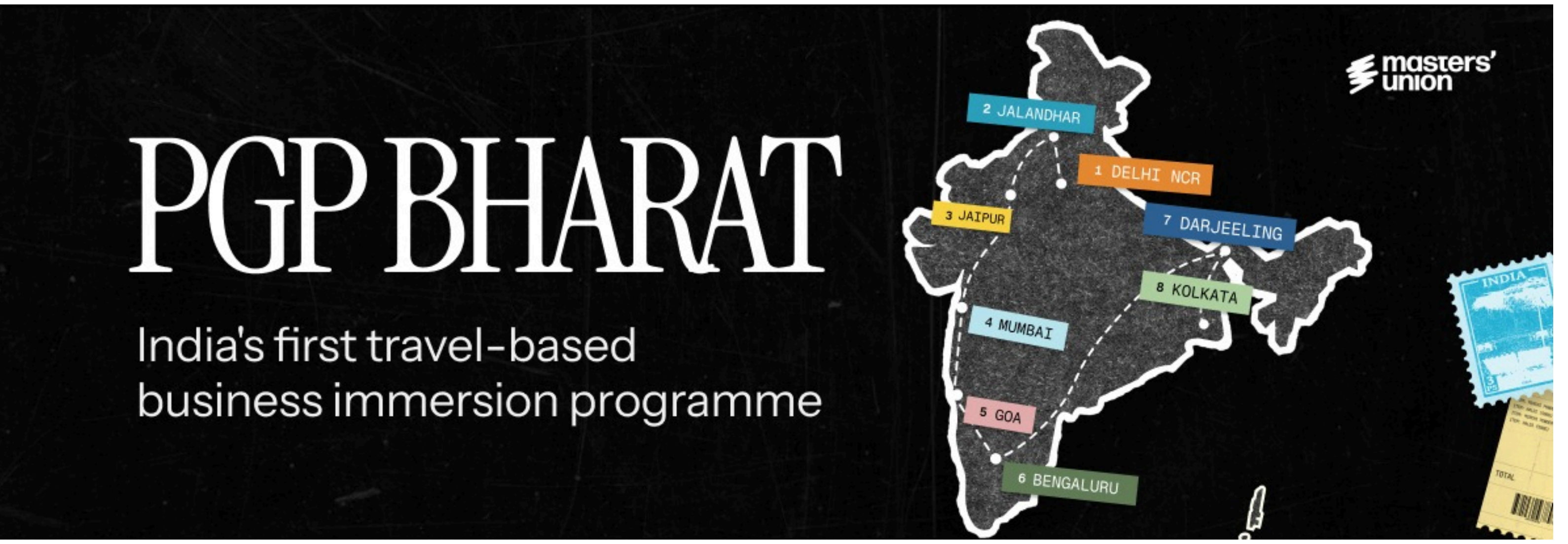
Most founders round their failure count down. Dr. Niranjan Hiranandani rounds his up. Ask him how many ideas he tries before one sticks, and he does not offer a comfortable statistic. He tells you flatly that where someone else tries three things, he tries twenty-three. That was the register for the entire session: less inspirational keynote, more an unfiltered account of what building at scale actually costs.

The Hiranandani Group, led by Dr. Niranjan Hiranandani, is one of India's most recognised names in real estate and integrated urban development. Over more than 45 years, the group has turned open land into functioning communities complete with homes, schools, hospitals and business districts, rather than standalone buildings. Hiranandani Communities, its consumer-facing initiative, counts more than 22,000 households among its customers, a scale most developers spend a career chasing and few ever reach.

What made this session worth showing up for was not a tour of a project or a pitch about the brand. It was ninety minutes with the person who built it, taking questions on failure, growth and trust with the same directness he has probably used to build every township since the first one.


*PGP Bharat students with Dr. Niranjan Hiranandani, Hiranandani Group*




## 1. Key learnings

### Scale should follow quality, not ambition.

Growth for its own sake was not something Dr. Hiranandani endorsed. His view was that expansion only makes sense once a business can hold the same standard of quality, consistency and trust at the larger size it is chasing. Ambition tells you where you could grow. Quality tells you whether you actually should, yet.

### There is more than one way to grow.

He drew a clear line between two growth strategies that founders often blur together: capturing a larger share of demand that already exists or creating new demand altogether by building a new market or destination. Both are legitimate, but they call for different instincts, and confusing one for the other is where a lot of growth plans quietly go wrong.

### Even inherited businesses can go stale.

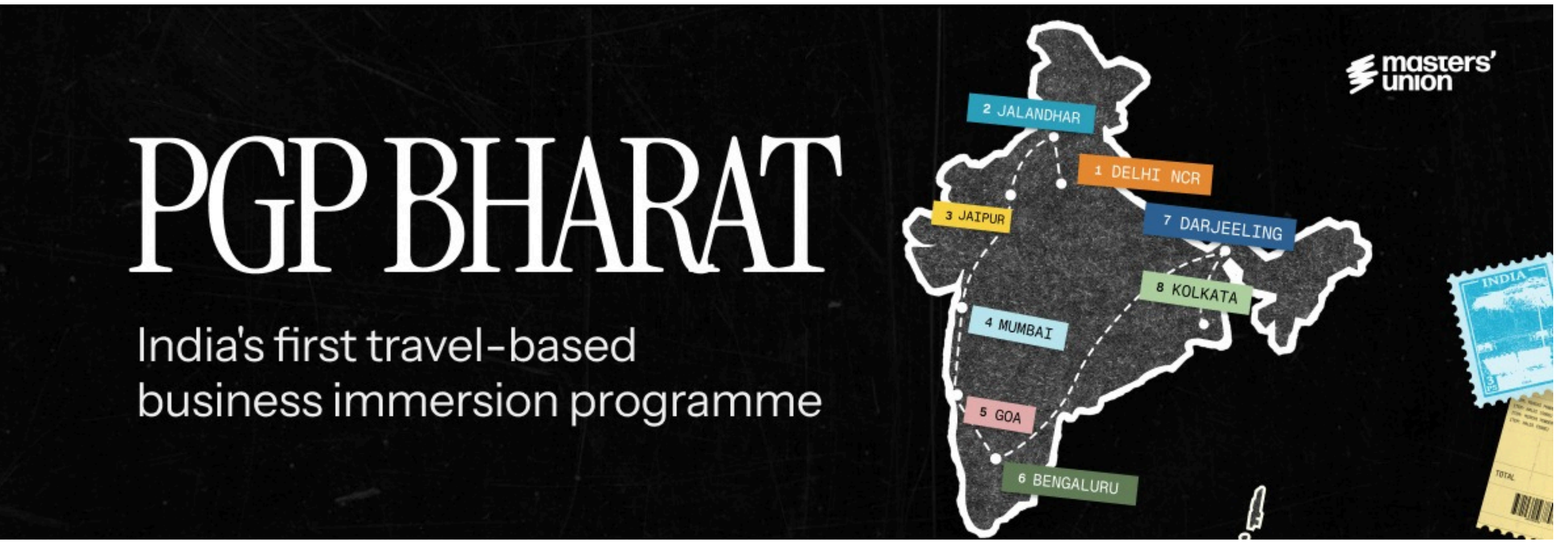
One of his sharper points was that legacy is not protection. Even an established or inherited business can slide into irrelevance if it keeps doing things a certain way simply because that is how it has always been done. Adapting is not optional just because a business already works.

### A brand is a promise kept repeatedly.

Brands, in his framing, are not built through positioning or a good logo. They are built over time through trust, delivery, quality, integrity and discipline, repeated so consistently that the name itself becomes shorthand for all of it. The name only carries value because of what reliably stands behind it.

### Failure is a numbers game, not a verdict.

The line that stayed with most of the room was the twenty-three versus three. Trying more things means failing more often, but it also means creating more chances to succeed. He treated his failures as a natural cost of the number of attempts he makes, not as evidence of poor judgement, and that reframing changed how a lot of students think about their own hit rate.



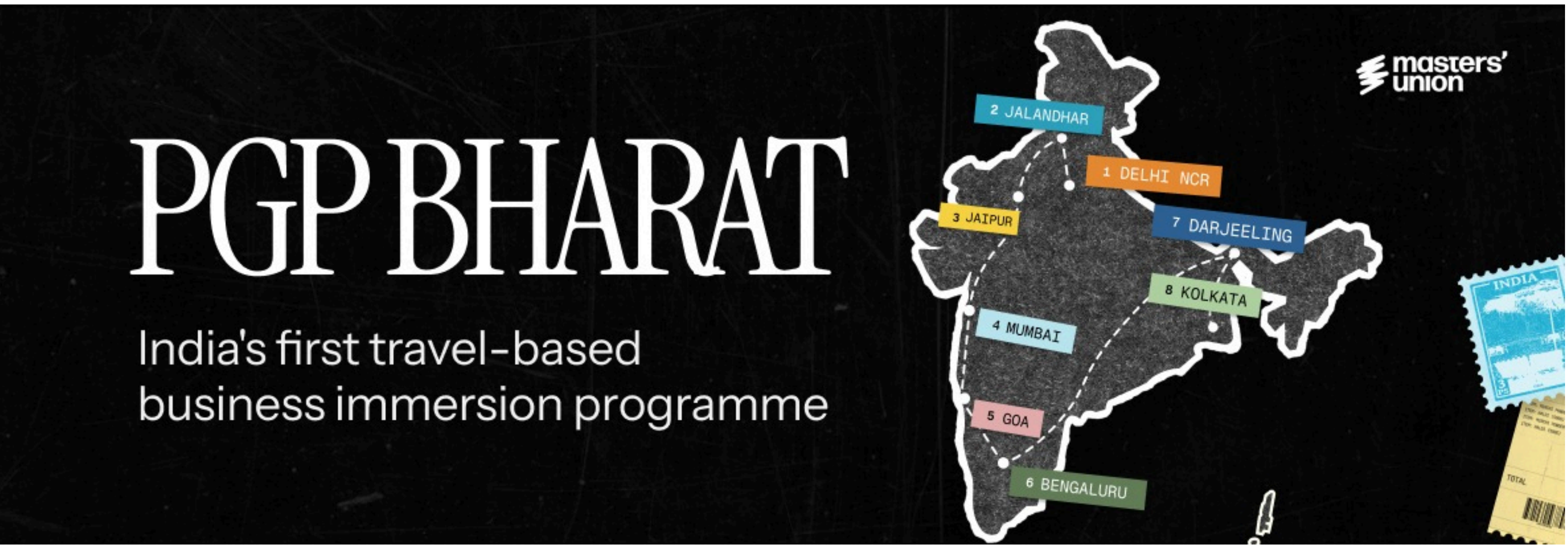

## 2. Most valuable insight

**Scale is not the finish line. Protecting what earned the trust is.**

The insight that landed hardest came out of a direct question. A student running her family's sweets and snacks business back home in Vadodara asked him how to grow a food business while protecting the trust her customers already had in it. His answer did not hedge: do not scale simply because you want to be bigger. Scale only when you believe you can maintain the quality that created the trust in the first place. It reframed growth for the entire room. Scale itself is not success. Maintaining what made people trust you while you scale is.

## 3. Practical applications

- Before pursuing growth, ask whether you can protect the quality that built your customers' trust, not just whether you can afford to expand.
- Treat market growth as two distinct strategies, capturing existing demand or creating new demand, and choose deliberately instead of defaulting to whichever feels easier.
- Regularly question inherited processes and "we have always done it this way" logic, especially in family or legacy businesses.
- Judge brand strength by what a name reliably delivers over time, not by how visible or well marketed it currently is.
- Reframe failure as evidence you are attempting enough, and track how many things you try, not just how many succeed.




## 4. Speaker/Session highlights

### Dr. Niranjan Hiranandani spoke off the cuff and left more than a lesson.

This was one of the most memorable sessions of the immersion because Dr. Hiranandani did not simply speak about his successes. He spoke openly about failures, shifting markets, ambition and the realities behind building at scale, and made every question in the room feel personally acknowledged rather than deflected with a rehearsed answer.

The session became especially memorable for one student in particular. After she asked her question about scaling a food business without losing customer trust, and he had walked the room through his answer, he closed his response to her directly: “You can do it.” A small line for him, coming from someone who has built at his scale, but the kind of moment she is likely to carry forward long after the rest of the session is forgotten.

*Dr. Niranjan Hiranandani addressing PGP Bharat students*

## A closing thought

Dr. Niranjan Hiranandani built one of India's most recognisable urban brands not by growing fast, but by growing carefully, putting quality ahead of scale and treating every failed attempt as proof of persistence rather than a reason to hold back. Hold on to that order, quality first, scale second, not as a fact about real estate, but as a test for the next opportunity that looks like it is asking you to grow.