

THE SIMULATION ECONOMY

ARE WE EXPERIENCING
LIFE SECOND-HAND?



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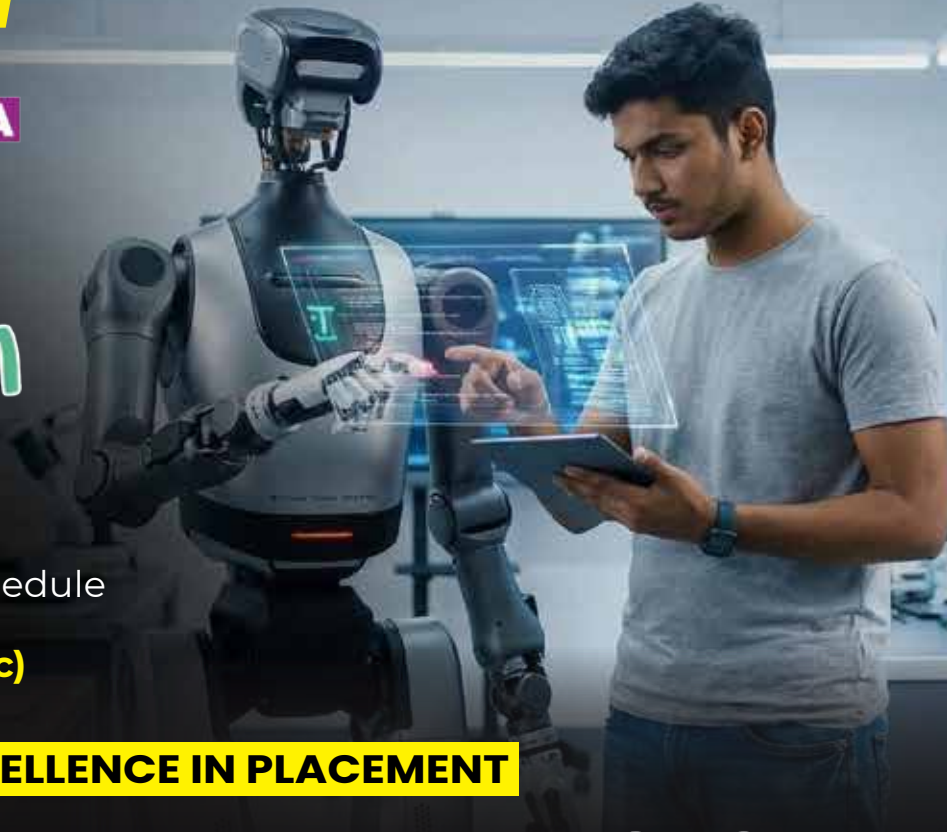
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Living through the glass.

A STUDENT can watch lectures from the world's finest professors without leaving home. A young traveller can visit a dozen countries through vlogs even without boarding a single flight. A football fan can spend hours discussing matches without ever stepping onto a field. All of this represents extraordinary progress. Yet it raises a question that sits at the heart of this edition's cover story: as our access to representation of life increases, are we losing some of our appetite for life itself?

In *The Simulation Economy*, Sudhakar Rao examines a new phenomenon. The issue, as he rightly points out, is not technology. Technology has brought opportunities that previous generations couldn't imagine. The concern is whether the representation of an experience is more important than the experience itself. His article is less a criticism of the digital age than an invitation to think carefully about how we choose to engage with it.

That question echoes through several of the other pieces in this issue.

Venkatesh Athreya, in *The Happiness Burger*, revisits Tal Ben-Shahar's framework for understanding happiness. His discussion is about a deeper reflection on conscious choice. Happiness, he suggests, is not found in endless indulgence nor in relentless sacrifice. It emerges when present actions are aligned with future purpose.

Rajendran Dandapani's thoughtful piece, *The Life Between Buttons*, approaches the same theme from a different angle. His reflections on the camera, channel, and pause buttons are reflections on attention. His piece reminds us that much of what gives life meaning cannot be captured, stored, shared, or replayed. Some experiences come out best only when we live them.

Elsewhere in this issue, Dr Deependra Jha challenges one of the big assumptions of modern education and professional life: our understanding of failure. In *To Redefine Failure, You Must Redefine Success*, success is presented not as a fixed destination marked out by society, but as something deeply personal. Our fear of failure often arises from accepting someone else's definition of success.

This issue is a special one for a reason. We have introduced a short story section in *Spark*. For all the attention we give to careers, education, and personal development, fiction holds a unique place in life. Through stories, we enter unfamiliar worlds, and encounter different perspectives. Our inaugural short story marks the beginning of what we hope will become a cherished feature of the magazine.

Although the articles and features in this issue address different subjects, they converge around a common concern. They ask what it means to live deliberately in a world designed to capture our attention.

As you read this edition of *Spark*, I hope you will engage with the arguments, question the assumptions, and even disagree with some of the conclusions. More importantly, I hope you ask yourself: that in a world shaped by screens, algorithms, and digital representations, how do we ensure we remain participants in our own lives rather than spectators?

The answer won't be found on a screen. It will be found in the choices we make every day.



The 2-Minute Pause

We have introduced a short story section. Turn to page 24, and read "The night the fire blazed."

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THE SIMULATION ECONOMY

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Which one are you eating?



Venkatesh Athreya

A transformation consultant, and a leadership coach

A STUDENT called me on my phone, and said, ‘Sir, my exams are in six weeks. I haven’t studied much. I don’t know what happened to the year.’

I asked her: ‘Tell me what a typical day looks like for you.’

She paused. Then slowly: ‘I wake up late. Scroll for a while. Attend some classes. Hang out with friends. Watch something at night. Sleep late. Repeat.

And when it comes to studying, I tell myself I’ll do it tomorrow.’

‘Can I show you four burgers?’

‘Sure, sir.’

THE BURGER MODEL

Tal Ben-Shahar uses a simple food analogy to explain four ways people live their lives. Think about the burgers you choose, and I will tell you how you’re living.



Burger One: Junk Food Burger (Hedonist)

It tastes amazing right now. You know it’s not good for you. You eat it anyway. This is the hedonist. All present pleasure, no thought for the future. Party every night, skip every class, chase every distraction. Many students live here: endless scrolling. Binge-watching. Avoiding anything uncomfortable. The present feels full. But the future quietly empties.



Burger Two: Tasteless Health Burger (Rat Racer)

You eat it because you should. It’s good for your future. But there’s zero joy in it now. This is the rat racer. All sacrifice, no present enjoyment. Study because you must. Work because you must. Always chasing the next milestone, believing that happiness is waiting at the finish line. But the finish line keeps moving. And the rat racer never arrives. I see this everywhere in the corporate world. Professionals who have made it on paper, but feel empty inside. They gave up today for tomorrow—for years. And when tomorrow finally came, they didn’t know how to enjoy it.



Burger Three: Healthy & Tasty Burger (Happy Person)

This is the burger that is good for you AND you genuinely enjoy eating. Present pleasure. Future benefit. Both, together. This is what Ben-Shahar calls the happy person; not someone who has everything, but someone who has found meaning in what they do today while building toward something worthwhile tomorrow. The student who genuinely enjoys learning, not just scoring. The professional who finds purpose in their work, not just the paycheck.



Burger Four: The Empty Plate (Nihilist)

No present joy. No future hope. Just existing. This is the most serious quadrant. If this feels familiar, talk to someone you trust. A friend, a mentor, a counsellor. You don’t have to stay here, and you should not.

THE PAIN AND PLEASURE SHIFT

Most people avoid pain today for pleasure today. That’s the junk food burger. But what if you could flip your association?

When you go for a run and your legs hurt, that pain feels immediate and real. The benefits namely, fitness, energy, and longevity, feel distant. So, you skip the run. But what if every time you felt that pain, you connected it to an image of who you are becoming? Stronger. Healthier. More energetic at 50 than most people are at 30. Suddenly the pain becomes the price of something you want. And then, you start choosing differently.

WHICH BURGER ARE YOU EATING?

After I explained all four burgers, she said, ‘Sir, I know exactly which burger I’ve been eating all year. And I don’t like it anymore.’

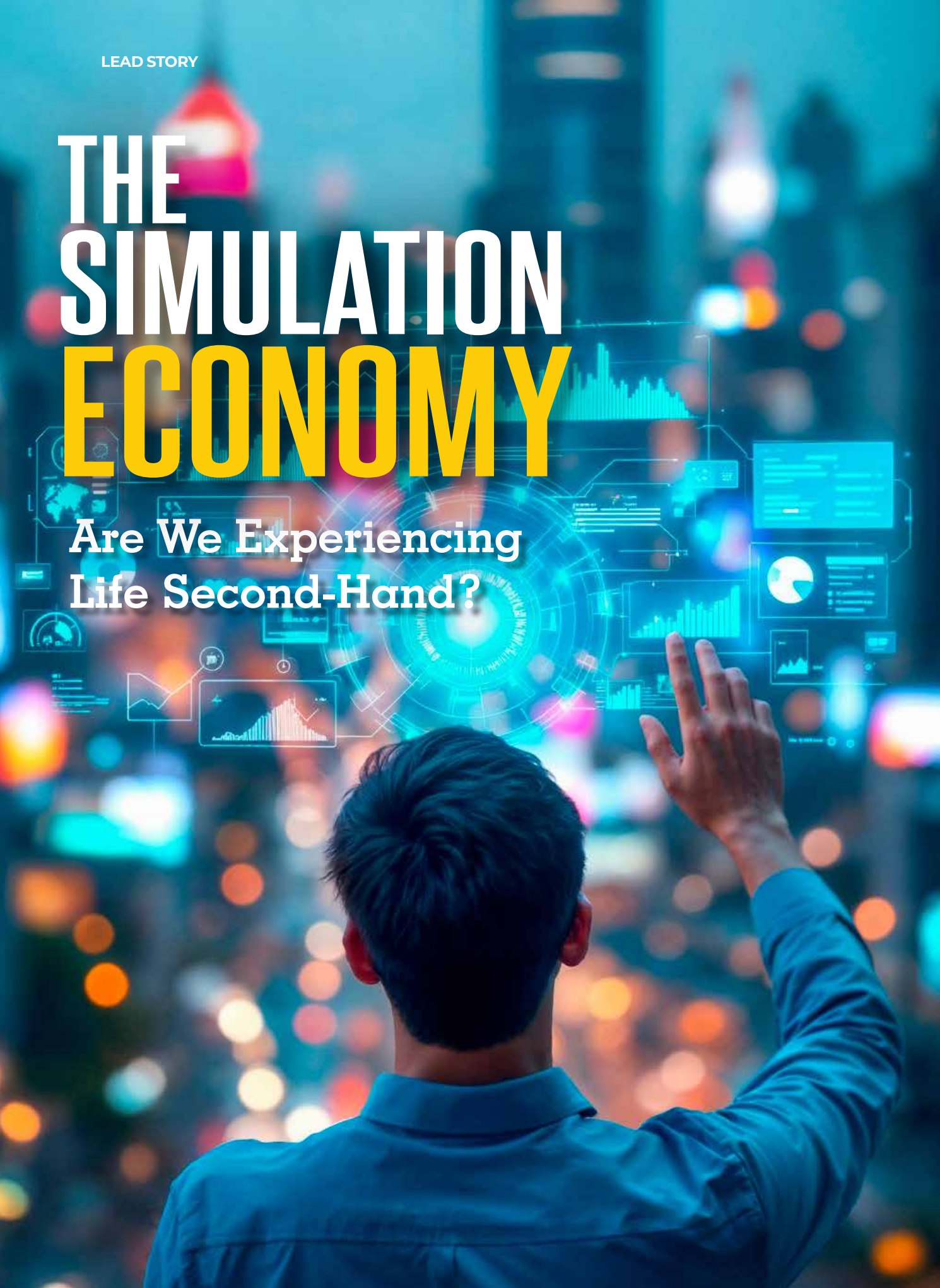
That shift, from unawareness to awareness, is always where change begins. She didn’t transform overnight. But she started studying the next morning. Thirty minutes. Just enough to feel the small win. Because once you know which burger you’re eating, you can choose a different one.

You don’t have to be happy every moment. But you can start eating better. ■

LEAD STORY

THE SIMULATION ECONOMY

Are We Experiencing
Life Second-Hand?



On a humid afternoon in July 2024, travel influencer Aanvi Kamdar travelled to the scenic Kumbhe waterfall near Raigad to create content for her Instagram audience. She had built a digital following of 285,000 people through carefully curated travel recommendations, lifestyle visuals, and destination reels.

At some point during filming, she slipped into a gorge nearly 300 feet deep. The news spread rapidly across social media. The tragedy lasted a few seconds. The symbolism may last much longer.

India is entering a phase where life is becoming performative. Experiences are no longer lived. They are recorded, edited, posted, monetised, consumed, reacted to, and endlessly circulated. The smartphone is beginning to shape how reality is experienced.



Sudhakar Rao
Author, Brand Strategist,
and Director at the
ICFAI Group

The Great Shift: From Participation to Observation

A PROFOUND SHIFT is underway among young Indians. They have begun to watch life rather than live it directly.

Watching travel instead of travelling. Watching gamers instead of playing. Watching productivity content instead of doing meaningful work. Using AI instead of wrestling with original thought. Building parasocial relationships with creators instead of nurturing physical communities. Living through screens rather than through participation.

This is the Simulation Economy: a world where spectatorship increasingly replaces experience. The consequences are becoming startlingly visible across India.

INDIA: THE PERFECT SOIL FOR THE SIMULATION ECONOMY

According to EY's estimates referenced in India's Economic Survey discussions, Indians collectively spent nearly 1.1 lakh crore hours on smartphones in 2024 alone. The number is staggering.

India today has more than 800 million internet users. Cheap mobile data has transformed the country into one of the world's largest attention economies. What began as connectivity has evolved into a fully immersive behavioural environment where entertainment, aspiration, validation, re-

lationships, learning, identity, politics, and even self-worth flow through screens. Young Indians are not merely using the internet anymore. They are living in it.

This transformation has created extraordinary opportunities. Digital tools have democratised access to information, enabled entrepreneurship, and amplified unheard voices. Millions of creators now earn livelihoods online. Students from small towns can access global knowledge instantly.



800
million
internet
users

1.1
lakh crore
hours spent on
smartphones
in 2024
collectively by
Indians

Source: iamai.in / Relicare Broking

But alongside these benefits, another reality is emerging quietly. The economy of participation is slowly giving way to the economy of observation.

WATCHING TRAVEL INSTEAD OF TRAVELLING

Travel once represented movement, uncertainty, discovery, and transformation. Today, for many young people, travel increasingly begins and ends on Instagram. Research on Gen Z travel behaviour in India suggests that nearly 70 percent of young users rely heavily on Instagram and YouTube for travel inspiration. Around 43 percent prioritise destinations based on visual appeal and social media worthiness.

People often encounter places first through cinematic reels, influencer montages, and algorithmically amplified “hidden gems.” Entire destinations rise to popularity because they look visually compelling in video formats. Sometimes the reel becomes more important than the place itself.

Across India’s hill stations, cafés, and heritage sites, one sees the same pattern. Visitors spend more time adjusting poses, taking retakes, and checking engagement than absorbing the physical environment around them. In many cases, young people appear less interested in travel as transformation and more interested in travel as content production.

The performance begins before the experience itself. Nowhere is this more alarming than in India’s growing epidemic of reel-related deaths.

In Nagpur, an eighteen-year-old drowned after attempting to shoot social media content near a dangerous water body. In Madhya Pradesh, a teenager climbing atop a freight train for a dramatic video was electrocuted by overhead electric wires. In Odisha, a fifteen-year-old boy filming content near railway tracks was run over by a moving train.

India has been described as one of the world’s leading regions for selfie-related deaths. Tourist sites, railway zones, and cliff edges across the country have seen repeated fatal incidents involving people attempting dangerous photographs. Authorities in cities such as Mumbai introduced ‘No-Selfie Zones’ after multiple accidents. Religious gatherings such as the Kumbh Mela have also issued warnings against risky photography behaviour.

The smartphone camera has altered the relationship between human beings and reality itself. Presence increasingly competes with performance. Documentation competes with immersion. Young people today often encounter experiences through two simultaneous layers. The first is the physical event itself. The second is the imagined reaction of viewers online.

The second layer is becoming dominant. This behavioural shift extends far beyond travel.

WATCHING GAMING INSTEAD OF PLAYING

India’s gaming ecosystem has exploded in recent years. Yet equally dramatic has been the rise of gaming spectatorship. Millions of young users spend hours watching streamers, reaction videos, and gameplay commentary instead of actively playing themselves.

The attraction is understandable. Watching streamers offers companionship, stimulation, emotional release, and low effort entertainment. It creates a sense of participation without the demands of actual performance. The Simulation Economy thrives because observation is easier than engagement. Watching requires less vulnerability than doing, less risk than attempting, and creates the illusion of movement without the uncertainty of action.



Research on Gen Z travel behavior in India suggests that nearly 70 percent of young users rely heavily on Instagram and YouTube for travel inspiration.



IN EDUCATION TOO

This same pattern is becoming visible in education and self-improvement culture. Millions of Indian students now consume “study with me” videos, productivity reels, UPSC preparation content, desk set-up aesthetics, motivational clips, startup podcasts, finance influencers, and self-optimisation channels. An entire ecosystem has emerged around the visual simulation of achievement.

The problem is not educational content itself. Much of it is useful and empowering. The problem arises when consuming productivity begins impersonating productivity itself. A student may spend three hours watching study strategies while completing little actual work. A young entrepreneur may binge startup podcasts without building anything tangible. Someone may feel intellectually stimulated after consuming endless explainers without applying concepts.

Consumption increasingly masquerades as accomplishment.

OUTSOURCING THINKING TO AI

This psychological effect is amplified by artificial intelligence.

The arrival of tools such as ChatGPT, AI image generators, and summarisation engines represent a major technological breakthrough. AI has enormous productive potential across education, medicine, research, creativity, and business. Yet it also raises uncomfortable questions. If machines increasingly perform cognitive labor, what happens to the human habit of thinking deeply?

Schools and universities across India are already grappling with AI-generated assignments, presentations, and project work. Students can now produce polished outputs instantly without engaging deeply with underlying ideas.

The danger is not cheating alone. The deeper concern is the outsourcing of intellectual struggle. Human cognition develops through friction. Confusion, uncertainty, experimentation, and reflection are not inefficiencies. They are the very processes through which original thought emerges.



But predictive technologies eliminate those stages. Young people may slowly become curators of outputs rather than creators of thought. This possibility represents one of the most significant philosophical shifts of the twenty first century. For centuries, human civilisation valued the capacity to think independently. Today, digital systems increasingly reward speed, efficiency, reaction, summarisation, and algorithmic optimisation. Original contemplation struggles to survive in environments engineered for constant stimulation.

The Simulation Economy may reshape cognition itself.

INTIMACY WITHOUT RECIPROCITY

At the emotional level, another transformation is unfolding. Parasocial relationships are becoming central to youth culture.

Psychologists use the term “parasocial relationship” to describe one-sided emotional attachments formed with media personalities, influencers, or creators who do not personally know their audience members.

In India’s booming creator economy, these relationships are everywhere. Young users spend hours with vloggers, podcast hosts, and fitness influencers, these creators speak directly into cameras, share intimate details of daily life, discuss vulnerabilities, and simulate conversational closeness.

Followers begin to feel emotionally connected. This emotional connection is real, even if the relationship itself remains structurally one-sided.



The smartphone camera has altered the relationship between human beings and reality itself. Presence increasingly competes with performance. Documentation competes with immersion.

For many young people navigating loneliness, urban alienation, academic stress, unemployment anxiety, and fragmented communities, creators increasingly provide companionship and emotional familiarity.

The implications are profound. Digital creators now occupy psychological territory once filled by cousins, extended families, and local communities. India's rapid urbanisation already weakened many traditional social structures. The smartphone stepped into that vacuum. The result is a generation that may feel permanently connected while simultaneously experiencing deep isolation.

This contradiction became especially visible during the pandemic years, when digital intimacy accelerated dramatically. Livestreams, podcasts, online communities, and creator culture expanded during periods of physical separation. Many users formed stronger emotional relationships with internet personalities than with people physically around them. The emotional architecture of society is quietly changing. Reality is being reorganised around visibility.

A striking example of this phenomenon appears at concerts. Whether at major Bollywood performances, Diljit Dosanjh concerts, or international events, vast sections of audiences now watch performances almost entirely through smartphone screens held above their heads. Physically present yet digitally mediated, attendees often prioritise recording the event over directly experiencing it.

Presence without participation has become normalised. The irony is extraordinary. Technology originally promised greater engagement with life. Yet many experiences now unfold through layers of documentation, mediation, and performance that distance people from direct immersion.

The same pattern is visible in politics. A growing number of young Indians encounter political life primarily through memes, outrage clips, and viral snippets rather than sustained civic participation. Politics increasingly functions as consumable entertainment.

The rise of meme-driven political cultures and online frustration movements reflects deeper anxieties among Indian youth. The viral spread of the "Cockroach Janta Party" phenomenon was because it resonated with many young Indians expressing anger over unemployment, inflation, and institutional distrust.

The Simulation Economy does not eliminate emotion. It digitises and monetises it.

At the heart of all these developments lies the attention economy. Modern digital platforms are not neutral communication tools. Their business models depend on capturing and retaining human attention for as long as possible. Every scroll, click, watch, reaction, pause, and interaction becomes monetisable behavioural data.

Participation is difficult to scale economically. Observation scales infinitely. A person travelling produces one experience. Millions watching travel reels produce billions of monetisable impressions. A student thinking deeply in silence generates little measurable data. Endless engagement with educational content generates enormous platform value.

The economic incentives therefore favor continuous spectatorship. Algorithms reward stimulation, novelty, outrage, aspiration, envy, emotional triggers, and low-effort engagement. Platforms compete aggressively for cognitive dominance because attention has become one of the most valuable resources in the modern economy.



A DAY IN THE SIMULATION ECONOMY

Track a hypothetical student:



Wakes up to reels



Studies through summaries



Watches productivity content



Orders food through apps



Scrolls travel videos



Watches gaming streams



Chats with AI



Falls asleep to podcasts

– without deeply participating in anything physical.

Why Indian Youth are especially Vulnerable

INDIA'S YOUTH STAND AT THE CENTRE OF THIS BATTLE.

The country possesses one of the world's youngest populations. At the same time, young Indians face pressures including academic competition, unemployment anxieties, and social comparison amplified by digital culture. In such environments, simulated experiences become psychologically attractive. Watching success is easier than risking failure. Watching travel is cheaper than travelling. Watching productivity creates the temporary sensation of progress. Watching life becomes a coping mechanism.

This shift carries hidden costs.

Attention spans are shrinking under constant short form stimulation. Emotional exhaustion rises through perpetual comparison with curated lifestyles. Identity formation becomes increasingly dependent on algorithmic trends rather than lived experimentation. Many young people report feeling overwhelmed despite being continuously entertained.

Most significantly, society may be developing an experience deficit.

Young people today often know more places than they have visited, more creators than neighbors, and more digital languages than physical communities.

Yet genuine human growth has historically emerged from direct participation. Friendship requires emotional investment. Creativity requires uncertainty. Learning requires struggle. Travel requires discomfort. Love requires vulnerability. Achievement requires sustained effort. Simulations can imitate these experiences emotionally, but they cannot fully replace them.

THE RISE OF "EXPERIENCE DEFICIT"

This does not mean technology is harmful. Such simplistic conclusions would miss the complexity of the moment.

The internet has transformed India positively in countless ways. Rural entrepreneurs can now access global markets. Students learn from world-class resources. Marginalised voices find platforms. Remote workers build international careers. Artists, writers, educators, and small businesses reach audiences unimaginable a generation ago.

The issue is not digital access. It is whether simulations have started to substitute for reality rather than enrich it. Watching fitness content is valuable if it inspires exercise. Travel videos are meaningful if they encourage exploration. AI tools are powerful if they amplify thinking instead of replacing it.

The Simulation Economy ultimately raises a philosophical question rather than merely a technological one. What does it mean to truly live? Are observing, reacting, and consuming enough? Or does meaningful human existence still require direct participation in reality?

India's youth are becoming the first generation in history to carry the entire world in their pockets. Never have human beings possessed such immediate access to information, entertainment, and knowledge. Yet amid this abundance, another possibility quietly emerges. People may slowly lose the habit of entering reality directly. As artificial intelligence advances, virtual-reality evolves, and immersive platforms grow more sophisticated, the boundary between experience and simulation will blur even further.

CONCLUSION

The challenge for society is not to reject technology. It is to preserve human participation within it. Civilisations are ultimately shaped not merely by the tools they invent, but by the kinds of human beings those tools encourage people to become. The defining question of this era may therefore not be whether technology connects humanity to the world. It may be whether technology is quietly replacing the experience of living in it.

Consider Aanvi Kamdar one last time. She was not reckless. She was a product of a system that had taught her that a moment unrecorded is a moment un-lived. The Simulation Economy did not push her into that gorge. But it built the world in which reaching for a camera at the edge felt normal. That is the question her generation must now answer: not whether to use the phone, but whether to put it down long enough to be where they are.

I am sure you will put down the phone long enough to be where you are. ■



The Life Between Buttons

Who doesn't love a holiday? We save for it, plan for it, and carry a small hunger for it all year.

WHILE PACKING for a trip, we may forget medicines or first aid, but never the camera. And with the camera comes a certain hunger, not for the adventure itself, but for something to carry back, to flaunt, to return to later.

The camera button seduces us into believing that capturing the moment is the same as living it.

I have watched myself click the camera at a laughing child, at a steaming meal, and even at a sky doing something unrepeatable. In each case, pressing the button was the end of the experience, not the preservation of it. We call them memories. But they are, more accurately, nostalgic tchotchkes. Proof that we were present, collected at the precise moment we stopped being so.

Even with all the comforts around us, there are days when life feels strangely half-lived. Even the best of us drift now and then, moving through life as if we are watching it from a little distance.

VISHWAMITHRA'S PENANCE

Our mythology has its own version of this. Sage Vishwamitra traded his kingdom for a life of fierce, unrelenting tapas. He was getting dangerously close to becoming a Raja Rishi, a sage-king of such power that even the gods grew nervous. So Indra intervened, not with force, but with something far more effective. He sent the celestial being Menaka. She arrived quietly, as the best diversions always do, and what followed was not a seduction so much as a substitution. A constructed world, warm and convincing, replaced the real one. Years dissolved as Vishwamitra drifted into the charm of Menaka.

When he finally stirred, he understood something that no tapas had yet taught him: the most sophisticated captivity is the kind you choose willingly, because it feels like living. The simulation economy is, in this sense, ancient. Only the algorithms are new.



Rajendran Dandapani,
Director - Zoho Corporation
& President - Zoho Schools
of Learning

LIVING OTHERS' LIVES

Which brings me to another button I know rather well, the scroll, or its ancestor, the channel button. There is a peculiar feeling that comes with switching through channels on the television: entering lives, moving through stories, attending weddings and funerals of people who do not exist.

We spend more time with fictional characters than with the real people next door.

Do you remember the hours spent watching people debate how the Avengers might defeat Thanos and undo the snap? It is not the fantasy that surprises me. It is the collective time that disappears into it.

Cal Newport, writing about our current attention economy, observed that deep, focused work is becoming rarer just when it has become more valuable. Vishwamitra's tapas was, in that sense, the original deep work. And Indra knew exactly which button to press to interrupt it. Each of us carries, somewhere, a version of that unfinished tapas, a craft slowly being built, a thought slowly taking shape, a life slowly being lived on its own terms. The scroll does not take it from us loudly. It simply makes the Raja Rishi inside us a little harder to reach, one episode at a time.

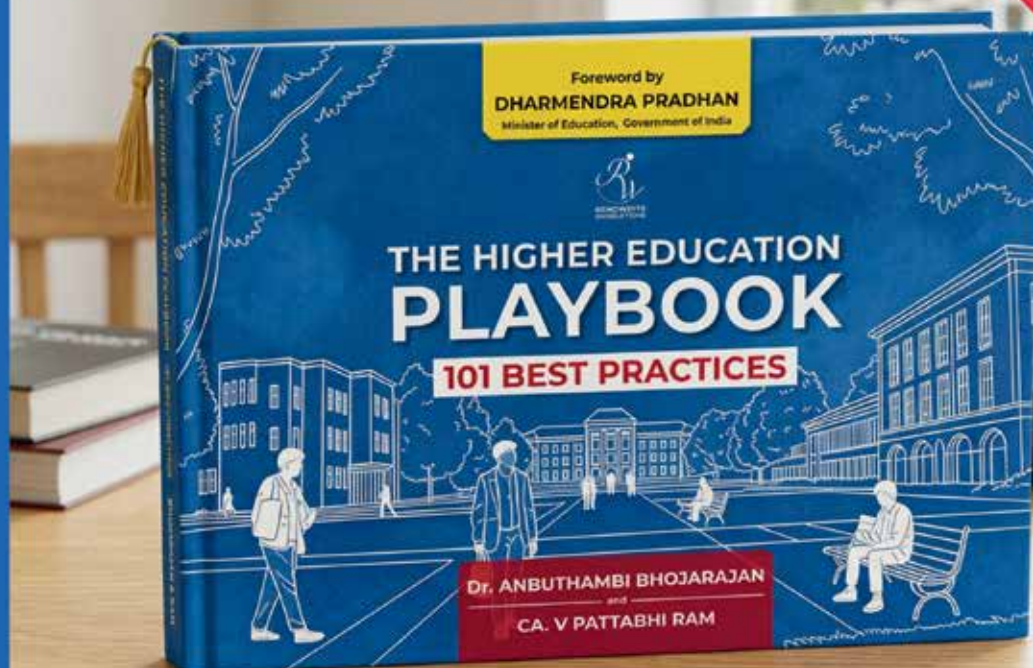


HITTING PAUSE

Which is why I have lately begun to think that the most important button may not be the one that promises more — more memories, more stories, more purchases — but the one that interrupts them.

The pause button has none of the glamour of the others. It does not capture, extend, or transport. It merely returns you to yourself. To the room you are in. To the work waiting on the table. To the life, unfinished and unspectacular, that does not ask to be watched before it can be lived. Perhaps that is why it is the button we press least. There is no thrill in it, only the quiet chance to notice what has been passing by while the algorithms, as always, did their work. ■

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To redefine failure, you must redefine success

What if we make failure our goal? Will we then become accidentally successful?



**Dr Deependra
Kumar Jha**

*Vice Chancellor, Manav
Rachna University*

Why don't we chase failure? Why isn't the goal to fail, to experience, to learn? If the goal is to fail, will you go out of your way to do things you didn't before?

IT STARTS YOUNG. Your world is sprawling, endless, and dizzying. You will learn to stand. You will try, and fail.

You learn to walk. This path is mud-died, trampled over, but you're greeted by ambition. Someone else has walked here before, and it's this familiarity you keep holding onto; this path can only lead to one destination.

As a young boy, I held onto this promise. The road winds, and winds. You're playing a game that has long been mastered by those who came before you. You're at an obvious disadvantage, but you keep pushing. It starts young. You're set up to fail.

They've drawn a map to success. As if it's a static, still destination. One step after another, two, three.

This experience has been flattened into a reel, into a script. It's a sign of life, but your pace cannot match the speed of this way forward. You stumble, limp, and blood pools in your shoe. You don't stop.

The first time I'd slowed down was right after college. My friends had long outpaced me. They'd filled out shoes bigger than theirs. At once, every little map has collapsed into one. The way forward.

At once, you realise, it isn't enough.

You did everything right, and yet, it didn't guarantee success. No matter how well you followed the map, you end up lost anyway.

In the years since, the dust has settled. Slow and steady, you look back at a memory with new, bleary eyes. Slow and steady, a recognition has taken home in your bones. Between your ribs. I've lived most of my life learning to avoid failure. Not succeed. I've chosen the path with the least resistance. I've chosen a promise. I've chosen evidence.

Failure echoes; nimble, glassy, quiet. The space between what was promised and where you arrive. We choose to fill this space with shame.

BUT TO REDEFINE FAILURE, YOU MUST REDEFINE SUCCESS.

What does success mean to you, and in context of it, what does failure mean? Success and failure are answers to a tangible goal. Once the goal shifts, the meaning dissolves. So does shame.

Why don't we chase failure? Why isn't the goal to fail, to experience, to learn? If the goal is to fail, will you go out of your way to do things you didn't before? When you were sure you'd fail, so you didn't even try—things that seemed too far out, too far-fetched, too exposed.

What if, instead, the goal is a thousand rejections? The fear of failing begins to dissolve — because failing is the point. What if that was the metric? If the goal was to fail, would you try harder?

Your world was sprawling, once—you were just a child, wobbling, reaching, falling, trying again. You never called it failure. ■



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A Visual Intelligence Tool

Cell References are the traditional way of working in Excel. They refer to specific cells (such as A1, B2) and are used in formulas to perform calculations.



Vinoth Kumar R

Microsoft Certified Trainer

CONDITIONAL FORMATTING in Excel is one of the most powerful tools for creating visual cues that help users quickly interpret data without manually analysing every value. Instead of reading numbers line by line, conditional formatting automatically applies colours, icons, or styles based on pre-defined conditions or formulas.

This transforms raw data into a visually intuitive dashboard, making patterns, trends, and exceptions immediately visible.

A conditional formatting formula is like a regular Excel formula, but instead of returning a value, it returns either TRUE or FALSE. When the result is TRUE, the formatting is applied.

Examples:

- $=A1 > 100$ → Highlights cells where the value exceeds 100
- $=A1 = \text{"Completed"}$ → Highlights cells containing specific text
- $=A1 < \text{TODAY}()$ → Highlights overdue dates

These formulae create dynamic rules that automatically adapt as data changes.

Visual cues are important because they reduce cognitive effort, improve decision-making speed, highlight important insights instantly, and make reports more professional and interactive. Rather than scanning large volumes of data, users can rely on colours, icons, and graphical indicators to understand performance, risks, and progress at a glance.

TYPES OF VISUAL CUES USING CONDITIONAL FORMATTING

Visual Cue	Purpose	Typical Use
Highlighting Rules	Emphasise values meeting specific conditions	Sales above ₹1,00,000, losses, exceptions
Data Bars	Compare values visually using horizontal bars	Revenue comparison across departments

Colour Scales	Display relative performance using gradients	Heatmaps, risk scoring, performance analysis
Icon Sets	Show trends or status using symbols	Growth, stability, decline indicators

Example Formula

$=A1 > 100000$

This formula highlights values exceeding ₹1,00,000 and is commonly used in KPI tracking, financial models, and dashboards.

PRACTICAL BUSINESS APPLICATIONS

Function	Application	Sample Formula
Finance	Profitability, budget tracking, variance analysis	$=B1 - C1 < 0$
Human Resources	Performance monitoring, attendance, training completion	$=C1 < 50$
Sales	Target achievement, regional performance analysis	$=B1 > = C1$
Project Management	Overdue tasks, pending activities, deadline tracking	$=\text{AND}(D1 = \text{"Pending"}, C1 < \text{TODAY}())$

Examples

Financial Dashboards: Conditional formatting can visually distinguish profit from loss, compare budget versus actual figures, and highlight negative variances.

HR Analytics

Managers can quickly identify low performance ratings, attendance concerns, and incomplete training requirements.

Sales Tracking

Teams can monitor target achievement, identify top-performing regions, and detect declining sales trends.

Project Management

Project leaders can highlight overdue tasks, pending actions, and high-priority items automatically.

ADVANCED CONDITIONAL FORMATTING WITH FORMULAS

The real power of conditional formatting emerges when formulas are combined with logical functions.

Scenario	Formula	Purpose
Target achieved	=B1>=C1	Compare actual performance with targets
Multiple conditions	=AND(A1="Sales",B1>100000)	Identify high-performing sales employees
Alternative conditions	=OR(A1="HR",A1="Finance")	Group categories for highlighting
Entire row highlight	=\$B1>100000	Highlight complete records based on a key value
Overdue tasks	=A1<TODAY()	Flag overdue activities
Tasks due within 7 days	=AND(A1>=TODAY(),A1<=TODAY()+7)	Identify upcoming deadlines
Duplicate values	=COUNTIF(A:A,A1)>1	Detect duplicate entries
Unique values	=COUNTIF(A:A,A1)=1	Identify unique records
Top performers	=A1>=LARGE(A:A,10)	Highlight top-performing values
Bottom performers	=A1<=SMALL(A:A,5)	Highlight lowest-performing values

These formula-based rules enable highly customised visual alerts and data-driven decision support.

instantly highlight trends, anomalies, deadlines, and performance indicators.

Whether used in finance, HR, sales, or project management, conditional formatting improves data visibility, accelerates decision-making, and helps users focus on what matters most. ■

CONCLUSION

Conditional formatting with formulas is a critical Excel feature that transforms static data into interactive and visually insightful information. By applying logical conditions, users can create dynamic visual cues that



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Best Colleges and Entrepreneurs

In school, many of us learned how to create something new. It could have been a science project, an art competition, or participation in singing, dancing, or sports.



CA Ranjan Kumar Sahoo

*Manager (Information System Audit), SBI
Hyderabad*

TODAY, most of us remember those moments fondly. We did not participate to achieve perfection or to prove that we were the best. In fact, many of us doubted our abilities. Yet, what mattered was the willingness to step forward and create something despite the uncertainty.

That willingness reflects one of the most underrated qualities in life: courage.

As we enter the business and corporate world, we realise that courage often determines whether our abilities are ever seen by others. A person may possess confidence, intelligence, or talent, but without courage, those qualities remain hidden. It takes courage to face rejection, to withstand the judgement of others, and to begin something new without complete certainty. After all, if everything were certain, courage would not be necessary.

COURAGE ANCHORED IN PREPARATION

Courage also shapes our ability to take risks. Entrepreneurs, for example, rarely wait for perfect clarity before starting. They move ahead despite uncertainty. However, this does not mean they act blindly. Most successful entrepreneurs look for two basic foundations before they begin their journey: first, whether they are capable enough to deliver value, and second, whether they have a fallback plan if things do not work out as expected.

Once these basics are in place, they move forward while remaining prepared for rejection, failure, criticism, and even success.

At the same time, equanimity is equally important for an entrepreneur. It keeps a person grounded. Without inner balance, one can easily get distracted by short-term temptations and low-hanging opportunities that pull attention away

from meaningful goals. Many promising journeys fail not because of lack of capability, but because the individual loses focus midway.

Ultimately, life rewards not only talent or intelligence, but the courage to act despite uncertainty and the balance to remain committed to one's deeper purpose.

One real life example is how Steve Jobs lived as a true entrepreneur. Jobs was removed from the very company he had built – Apple. For others it might look an utter failure, but for him it was opportunity to start something new. He faced this rejection with grace and started new ventures like NeXT and invested in Pixar when animation technology was still highly uncertain. He has shown courage and his risk taking ability along with a future vision. At that stage, there was no guarantee of success. He faced criticism, financial pressure, and doubts from the industry, but continued because he believed in his vision more than he feared failure.

Years later, Apple acquired NeXT, and Steve Jobs returned to lead Apple again. That's like the best moment an entrepreneur can desire in his lifetime. Under his leadership, products like the iPhone, iPad, and MacBook transformed the technology industry.

Steve Jobs is by all means the most intelligent person, but is one of the most courageous and visionary entrepreneurs the world has seen till date.

The best colleges these days are considered those that help their students get into the best paying companies. Over time, the best colleges will be the ones can invite industry investors to fund their students' pilot projects, and handhold them on their entrepreneurial journey.

If you feel a spark of entrepreneurship, a spark of creator, then do start the journey. Because good things are sooner the better. ■





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The degree is not enough anymore

Over the past few years, I have had the opportunity to deliver graduation addresses at several colleges.



Dr Anbuthambi B

*Director, Successverse
ASK Foundation.
Educationist, Author and
Public Speaker. Former
President of ICT Academy*

EVERYWHERE, the graduates walk across the stage, receive their degree, pause briefly for a photograph, and return to their seats. The audience applauds. Parents smile. Faculty members watch with quiet satisfaction. It is a moment everyone has anticipated for years.

And yet, from where I sit, what often strikes me is the expressions that appear in the brief spaces between the smiles. It is hard to name. It is a feeling that while one chapter is over, another has begun, though its shape is not yet visible. Perhaps that is what makes a graduation ceremony so moving. It marks an achievement that is clear and measurable. Yet the future waiting beyond the gates is undefined.

I have met many graduates years after they left college. When they speak about that period of their lives, they rarely begin with marks or grades. Instead, they remember people. A classmate who became a lifelong friend, a project that consumed weeks of effort, a teacher whose casual remark altered their life.

Over the years, I have also had the opportunity to meet thousands of professionals across industries. What always interested me is how rarely their journeys can be explained by a degree alone. The degree may have opened the first door, but what matter over time were less visible qualities. Like, the ability to work with

others, curiosity about unfamiliar things, and the willingness to keep learning.

Many who built remarkable careers did not necessarily start with the strongest credentials. They were often the ones who remained open to change and learned from setbacks. Looking back, it is difficult to separate career success from these qualities. These do not appear on a certificate, yet they shape what happens after the certificate is received.

Perhaps that is why the phrase “The Degree Is Not Enough Anymore” feels less like a warning and more like an observation. Not because the degree has lost its value. It has not. However, a degree has always been only one part of a larger story. It is difficult it is to predict which experiences will shape a person. A student may enter college convinced of one future and leave with an entirely different one. Someone may discover a passion accidentally. Another may spend years pursuing something only to realise that what they were truly searching for was elsewhere.

The degree they receive that day is real and visible. But years later, many will look back at that ceremony and realise that the certificate was not the most important thing in life.

The degree marks a moment that can be photographed. Everything that follows cannot. ■



Money Lessons They Never Taught You in School

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Borrow less, Invest more.

A friend tapped his phone, smiled, and said the amount had been credited instantly. No forms, no waiting, no conversation with a bank clerk. Just a few taps and loan amounts were received.

TODAY, loans arrive as quickly as messages. Credit sits patiently inside apps, waiting to be used. It feels like accessing something that was already ours. There is relief in knowing that gaps can be covered without much delay.

But borrowing has a memory that convenience does not erase.

It waits in the background, returning later. The borrowed amount rarely travels alone. It carries interest with it. I have seen people feel calm when borrowing, and restless when repayment begins to occupy their thoughts.

Saving, in contrast, feels slower and less dramatic.

There are no congratulatory messages when money is left untouched. No instant sense of achievement. At first, saving looks like absence — money not spent, pleasures delayed, choices postponed. But over time, saving begins to feel like presence. It creates space between uncertainty and panic.

Yet there is another stage beyond—investing.

Saving stores money. Investing asks it to move in a different direction. Instead of flowing outward through spending, money begins to work quietly inside deposits, funds, shares, or other instruments.

I have noticed that money invested early behaves differently from money invested late. That's because time stretches around it. Small beginnings are given room to breathe. Growth, when it happens, builds upon itself in layers. There is something quietly reassuring about watching money grow without constant effort.

Borrowing, however, moves in the opposite direction.

It shortens time instead of expanding it. Future income begins to travel backward, filling needs



Meera Venugopalan

*Corporate finance and
audit professional.*

that belong to the present. Sometimes that movement feels necessary: education, emergencies, unexpected responsibilities. At such moments, borrowing appears like a bridge.

But there are other moments when borrowing arrives triggered by desire rather than need. A newer phone. A purchase made easier by the promise of paying later. Those moments rarely feel heavy at first. The weight appears gradually, often in the form of repeated payments that stretch across months.

Digital systems have made both investing and borrowing easier than ever. A few taps can move savings into investments. A few taps can also create debt. The speed of both actions can feel identical, though their long-term paths diverge.

I have seen students begin small investment habits without much announcement. A modest monthly transfer. A recurring deposit. A mutual fund started with curiosity rather than confidence. These actions rarely look impressive at the beginning.

But months pass. Then years. And those early decisions begin to show their presence unmistakably.

At the same time, I have also seen how borrowing can become routine. A small loan here. A credit purchase there. Each one manageable on its own. Yet together, they begin to form patterns that are harder to ignore.

Money, in that sense, does not change life overnight. It shapes life gradually, through repeated movements that feel ordinary at the time. There is a quiet dignity in watching investments accumulate, even slowly. There is also a quiet tension in watching debts persist longer than expected.

Both experiences teach something without announcing it. ■



UPI Story

Your payment feels instant. The story behind it is anything but instant.

YOU SCAN a QR code, enter your PIN, and the payment is done. It takes only a few seconds. The experience feels effortless. Yet that sense of instant convenience hides years of engineering, policy decisions, and a business model that is still evolving.

Digital payments did not begin with UPI. The story started much earlier.



Asaph Abraham

*Founder and CTO,
Surfboard*

BEFORE M-PESA, BEFORE UPI

In 2004, Japan launched Osaifu-Keitai, a mobile wallet system. People could tap their phones to pay in shops, ride trains, or buy from vending machines. There were no apps and no QR codes. Instead, the technology relied on a chip built into the phone.

By 2006, millions of Japanese commuters were paying for daily train rides with a simple tap. This was three years before the word 'app' entered common vocabulary.

These systems were highly localised. They depended on specialised hardware and specific networks. They worked well where they were built, but they were never designed to spread widely.

A year later, in 2005, Vodafone launched M-Pesa in Kenya as a loan repayment service. Users ignored the loan feature and started sending money to one another instead. Vodafone quickly adapted. In March 2007, M-Pesa was relaunched as a peer-to-peer payment platform.

The system worked on basic feature phones and did not require an internet connection. Users could deposit cash with a local agent, transfer money using a phone number, and withdraw cash from another agent. Many people did not even need a bank account.

Vodafone later tried to replicate the model

in countries such as South Africa, India, Romania, and Albania. The results were disappointing. Kenya succeeded because only about a quarter of adults had bank accounts. M-Pesa solved a pressing problem by bypassing the banking system altogether. It showed that moving money requires reach and convenience as much as banking infrastructure.

HOW INDIA BUILT ITS VERSION

India's situation was very different.

By 2016, the country already had an extensive banking network. The problem was accessibility. Sending money between banks often meant using NEFT or RTGS, which could be slow and depended on banking hours. Users also needed account numbers and IFSC codes.

The National Payments Corporation of India (NPCI) developed the Unified Payments Interface, or UPI. The system linked a person's bank account to a simple digital identity, making transfers easier and faster. Then came demonetisation in November 2016. As cash became scarce, millions of people turned to digital payments. UPI adoption accelerated rapidly.

Three factors helped drive its success. First, transactions were free for users. Second, any UPI app could work with any participating bank. Third, the government treated UPI as public infrastructure rather than a private product.

WHY THE WEST STILL PREFERS CARDS

Many countries in Europe and North America have not adopted UPI-style systems on the same scale because their existing payment infrastructure already works well.

Visa and Mastercard have been widely accepted for decades. Consumers are familiar with them, and many



benefit from cashback, rewards, and loyalty programmes. Card companies invest heavily to keep those habits in place.

There is also a fundamental difference between cards and UPI. Credit cards allow people to spend money they do not yet have and repay it later. UPI transfers money that already exists in a bank account. In that sense, it is closer to a debit card than a credit card.

Cards also offer protections that newer payment systems are still developing. If a fraudulent charge appears on a credit card, the customer can dispute it and the bank investigates. If an online purchase never arrives, the customer can request a chargeback. The card network then helps resolve the dispute.

With most instant-payment systems, recovering money can be more complicated once it has left the account. While protections continue to improve, the dispute-resolution framework is not yet as mature as the one built around card networks.

WHERE THE STORY STANDS TODAY

Japan pioneered mobile payments but kept them largely local. Kenya showed that money could move without traditional banking. India built a nationwide system that works across banks and apps. The West continues to rely on card networks that already meet most consumer needs.

No country has fully solved every challenge. India has created one of the world's most ambitious payment systems, but questions remain about long-term sustainability and funding. The next chapter will not simply be about speed. It will be about building systems that are fast, financially sustainable, and trusted when things go wrong. ■

Personal Growth

WHAT 1,000 TALKS TAUGHT ME ABOUT PUBLIC SPEAKING

After more than 1,000 talks, I can say with certainty: public speaking is a skill you build, one step at a time. Here are 10 lessons I carry with me.



Start before you feel ready.

Confidence comes after action — not before it.



Know your audience.

Students, professionals, and leaders all listen differently.



Focus on clarity.

Simple language connects. Jargon just distances.



Use stories.

People forget your slides. They remember your stories.



Practice aloud.

Your ears train your confidence better than your eyes.



Accept nervousness as normal.

Nervousness means you care. Work with it, not against it.



Watch yourself speak.

Record. Play back. Be your own honest critic.



Invite feedback. And actually use it.

Every suggestion is a shortcut to getting better.



Speak often, even in small settings.

A classroom can train you better than an auditorium.



Speak to add value, not to impress.

When your intent is service, confidence follows naturally.

Dr Anbuthambi Bhojarajan

Director, Successverse ASK Foundation and Former President of ICT Academy



THE NIGHT THE FIRE BLAZED

IT'S 2012, the year of the London Olympics.

I lead an unusual life. My wife, Tara, is a cardiac surgeon; I work as a firefighter in the fire station. It's an odd combination, but we manage it! We never argue about our earnings; they get pooled, and we spend. My 4-year-old son has reached up to my hip. He can operate the TV remote and iPhone with ease.

It was 9 p.m., Saturday. We were at Ahmadabadi – an upmarket, well-populated, Gujarati restaurant – for dinner. A balding man and a lady walked up to Tara. “Doctor, can we have selfies with you?” She nodded. And then, in front of everyone, in an unusually loud voice, the little one asked, “Dad, why don’t people take a snap with you?” What a Brat.

Precisely at that time, my telephone blinked. I stared at the number, surprise mixed with urgency. A fireman’s job is no joke; he is on call 24/7. I spoke a few seconds, jumped out of my chair, and left. Tara guessed it. My son wore an incredulous look, and the ‘selfie’ couple thought they had angered me. My wife assured them it was nothing like that. I took two steps at a time down the staircase, got into my car, and rushed to the site. Madam would finish dinner and settle the check.

I did not study to become a firefighter.

Hardly anybody does that, though there’s a bachelor’s program in fire science. I tell you, it isn’t a cushy life. Each time our team leaves for an assignment, there is no guarantee we would return. Even in the Army, the soldier wages war only once in a blue moon. Here, every other day, you fight the enemy, the engulfing fire.

When my nephews and nieces drop in over the weekend, I regale them with stories of my date with fire. Junior would join, shrieking in joy, and believing dad was a superman. The following day, he would brag endlessly at school. His teacher thought he was making it up till she dropped home once to confirm that her ward’s dad was actually a firefighter! I guess she pitied my wife for marrying me!

— o —

That Saturday night, somebody called 102. A fire had broken on the 16th Floor of the 25-storied Falcon Apartment Complex. I have been into fighting fire for 15 years now and can choose the shifts I work. I could have told, “No.” But in my profession, no one says that.

The traffic department created a green corridor. I hit the accelerator and, in 10 minutes, cleared the 20-km stretch. On a typical night, it would have taken an hour.



V Pattabhi Ram
CA and a Teacher

As I entered Falcon, I was stunned to see the maddening intensity of the fire. Everything was on flame: walls, windows, and doors. The Falcon was a single tall structure, with an extended wing on either side, one a Club House, and the other a Restaurant. The 16th Floor had 12 apartments. My initial reaction was, there isn't a snowball's chance in hell that anything inside will survive.

We immediately evacuated the crowd that had assembled.

— o —

The Front Desk did some quick math. The computer showed the 12 houses had 56 occupants. With remarkable presence of mind, Sairah, the lady manning the Desk, texted people on the 16th Floor not to return home, saying fire engines were on the way. Twenty-four of them responded with a 'thank you' note and asked how quickly the fire would be extinguished. So, there were 32 caught inside. Sairah culled out the apartment numbers, gender breakup, and demographics. We now knew how many trapped inside were young, middle-aged, or senior.

Next, Sairah sent a message to occupants of the other 24 floors, asking them to not come out because they would block the way of those escaping. We assured them the fire would not spread. A few volunteers called up the 12 apartments to tell them help was on hand. It all happened within 120 seconds of my arrival.

The fire sprinklers were activated in some houses, and it helped curb the inferno significantly.

— o —

Mahima, Muscles, Mayur, and I were the firefighters.

None of it is our real name. Mahima hails from Mahim in Mumbai. 'Muscles' weighs 110 kg. Mayur has a long-standing girlfriend called Maya.

Mayur had just completed a 24-hour shift. We usually take off the next 48 hours. But this was an emergency, and in emergencies, Mayur doesn't sleep. Us apart, support staffers were connecting hoses, operating pumps, and using tools to break through the debris at Falcon.

As we got ready to move in, I told the Team what I always tell them. "We are not God. We cannot save everyone. Let's save as many as we can."

We split the 12 apartments between three of us. I would be the floater who would chip and help wherever needed. In an apartment I cracked open, a 70-year-old sat with a neighbor's 18-year-old kid. A boulder had snapped his leg, and he could not walk. There was no

way I could carry both of them. The veteran picked the question he saw in my eye. "I have lived my life. She is still to begin." My eyes welled. I knew if I didn't help him, he was gone. But I had to make a choice, and I did. I carried the girl on my shoulders.

"What about uncle?" she asked.

This is a representative picture of a firefight; not of the Falcon Apartment Complex.

All kinds of people were inside: a corporate CEO, a security officer, a star athlete, and a medical doctor. I covered the CEO's nostrils with a damp towel. "This will prevent smoke from entering your lungs. Now run for dear life. Don't take the elevator. Don't rush into a room. Take the staircase and run as fast as you can." I could see fear on his face. I helped the medical doctor out. You see, you have to make judgment calls as to who is to be saved first.

We kept safety nets, lest someone jumps from the balcony. An investment banker did that, missed the net, was rushed to the hospital, and miraculously survived. Somewhere a gas line burst to add to the chaos. The houses had large well designed rooms with minimal wall divisions, making our job harder. Trapped inside was the athlete who was training to run the 2016 Olympics. I made a spot decision, broke into his apartment, and threw him from the balcony to the waiting safety net. India needed him.

Just then, a friend called. I usually switch off the mobile during evacuation. I took the call. "My son is inside that Tower; House Number 1616. Do your best." I could hear his wife scream, "Is this how you ask? It's like asking, 'can you lend me a pen'? Order him to go to 1616."

I found the 16-year old son. He was in 1616, skimpily dressed along with the lady of the house, the one he called Auntie. I asked him to take the stairs and escorted the 40-year old, 80-kg woman.

— o —

By now, the fire was raging dangerously. For no reason, I was reminded of the movie *Burning Train* that I had watched a few years ago. The memory passed in a flash.

Somewhere, I could hear a wall collapse. The protective gear I was wearing was becoming hot and heavy. "Leave out Apartment 1618; it's beyond salvage," shouted Mahima. We learned to respect intuitions. There's never time to countercheck.

A 45-year old techie's dress was about to catch fire, and he wanted his mobile to be picked from the bedroom. Mayur told him to drop to the floor and rollover. "Once you crawl out of the room, close the door behind

you. It prevents the fire from spreading.” On the public address system, Muscles screamed, “Rip off the curtains.” We knew in a fire they might not be able to hear it, but why take a chance.

Down below, the support staff was busy directing the flow of a hose that carries 2,000 gallons of water per minute. ‘Muscles’ was breaking down doors locked from the inside. Mayur performed CPR on a near-dying victim. She was rushed in an ambulance to the hospital, where doctors gave Mayur a vote of thanks.

— o —

We had been through all the apartments and saved all the inmates. Mahima had managed to spectacularly rescue the 70-year-old I had left behind. Suddenly I remembered Apartment 1618. Against the screams of my colleagues, I tore into it. There, standing helpless was the lady I wanted to meet for the last 30 years. My schoolteacher; she had left when I was 10. I recognized her in the fleeting second she went up in smoke.

That moment, 11:11 p.m., 12th December 2012, something inside me snapped. The following day, the newspapers called me a war hero, and our photographs



were published all over the front pages. We had saved 31 out of 32 people. Nobody bothered about the teacher. She had been alone; her husband and her son lived in Canada.

A week later, I resigned. My boss was aghast. “Another five years, and you can draw a pension.”

“No, Sir.” I want to move on.

When I told Tara, she understood. Like pilots, we have to be endlessly on the alert. That inferno and the teacher now occupied my mind space.

Thirty days later, we were out of the headlines.

— o —

Eight years on, it's 2020. The Tokyo Olympics has been postponed by a year. My son, now 12 years, and I are walking towards a pharmacy. The world is fighting an invisible Virus, and the roads are deserted. A 30-something lady, clad in jeans and a smart top, sprints up to me.

“Sir, Sir. You remember me?” she asks with bated breath.

I stare.

“You will not remember me. You must have seen so many people. You are a firefighter, right?” She chokes.

“No madam, I am an economist at the World Bank.”

The disappointment was visible. “No, it cannot be. You were the lead firefighter at Falcon, that fateful night in 2012. Don't tell me I am wrong.”

I was tempted to say, “You are wrong.” But I didn't.

She hugs me like a bear. I am embarrassed.

Her eyes are wet. “Sir, You carried me on your shoulders. I can never, never forget. I always wanted to meet you, but people said you had left without a forwarding address.

Turning around, she tells her man, “Purno, meet God.”

And turning to me, “If I have ever seen God, that was the day.”

Three days later, Tara, I, and my son are at her place for tea. On the wall in her living room is a large photograph of four people with the names inscribed: Mahima, Muscles, Mayur, and God. The only equivalent I remember was in my school senior's house, “John Lennon, Paul McCartney, George Harrison, and Ringo Starr.”

Under the names, was a caption, “These guys will do anything for you.”

Tara and I turn away to hide our tears. Brat said, “Aunt, let's all take a selfie with dad.” ■

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* New Courses

COURSES OFFERED

UNDER GRADUATE (UG)

- B.E. PROGRAMME
 - Automobile Engineering
 - Biomedical Engineering
 - Civil Engineering
 - Computer Science & Engineering
 - Electronics & Communication Engineering
 - Electrical & Electronics Engineering
 - Mechanical Engineering
- B.TECH. PROGRAMME
 - Artificial Intelligence & Data Science
 - Information Technology

Ph.D PROGRAMME

Auto | AI&DS | Biomedical
Civil | CSE | ECE
EEE | IT | Mech
Chemistry | English
Maths | Physics

POST GRADUATE (PG)

M.E. PROGRAMME

- Computer Science & Engineering
- Power Electronics & Drives
- Industrial Safety & Engineering*
- Structural Engineering*
- Communication Systems*

PERFORMANCE

82%
2024-2025
IN PROCESS

3750+
Placements
(till date)

98% 2023-2024
90% 2022-2023

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