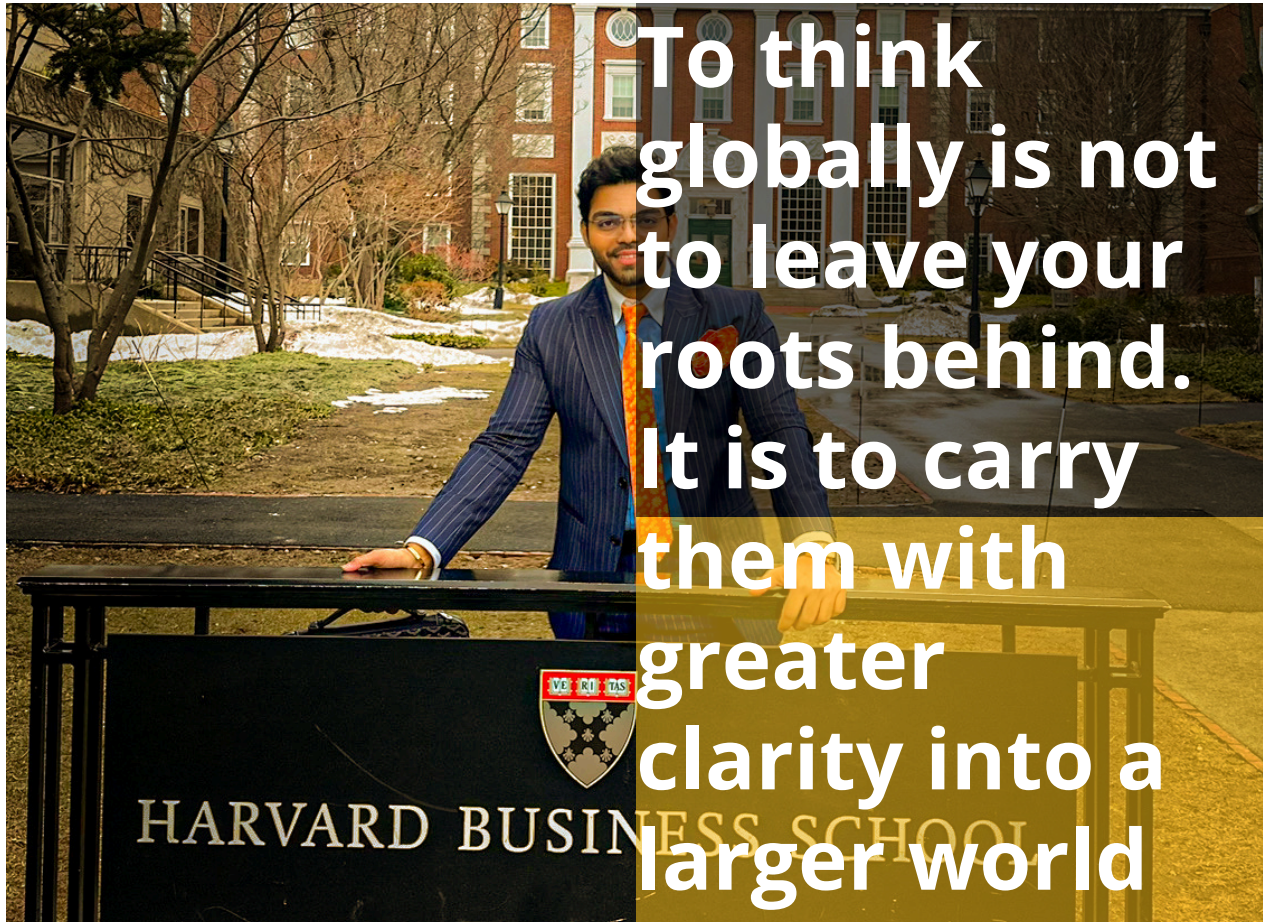


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When Legacy Begins to Ask Bigger Questions

Family businesses carry something many modern companies spend years trying to build identity. They carry memory, values, continuity, and stories lived through effort, not created for branding. That is their greatest strength. But in today's world, strength alone is not enough. It must be translated into a larger vision. A family business that wants to grow globally must learn how to take its foundation and make it relevant beyond its home market.

From Homegrown Values to Larger Stages

For me, thinking globally is not just about entering new markets or building an international presence. It is about mindset. It is about asking whether our business can be understood, trusted, and respected across borders while still remaining true to who we are. Roots are important, but roots alone are not enough. To remain relevant across generations, family businesses must develop reach, build stronger systems, and communicate their heritage in a way the world can connect with. One of the moments that stayed with me deeply was pitching my company, Orion AI, at MIT. Standing there, speaking about something I was building in a space known for global innovation, gave me a different kind of confidence. It made me realize that ideas, if backed by conviction and clarity, can travel far. It also made me believe even more strongly that the businesses and values we come from can stand on bigger stages too if we prepare them the right way.



Dhruv D Gije

CEO & GLOBAL EXPANSION OFFICER

The Life I Once Imagined Is Slowly Becoming Real

There was a time when I used to imagine this kind of life studying in Boston, building ideas, entering rooms of global business leaders, and seeing the world through a bigger lens. One line from Harvey Specter always stayed with me: "Life is like this, I like this." There is something about that line that captures confidence, hunger, and the joy of growing into the life you once dreamed of. In many ways, I feel that today. I dreamt of learning, building, and living on a bigger stage, and now I am living that journey. It reminds me to enjoy the process while still staying hungry for what comes next.

In Rooms Where Global Family Businesses Think Big

Attending the Harvard Family Business Conference was another very meaningful experience for me. It was inspiring to be surrounded by people from globally respected family-led businesses and to see how legacy can be expanded across countries while still retaining identity. Connecting with people like Oliver Audemars from the Audemars Piguet family legacy, and GBS Raju from GMR Group, gave me a wider perspective on what family businesses can become when they combine heritage with vision. Those conversations stayed with me, because they made the idea of global expansion feel not distant, but possible.



"A family business becomes global not when it forgets its roots, but when it learns how to present them with institutional strength."

My Dream Is Not Just Growth. It Is Presence Across the World

I have always carried a strong desire to see our company's presence across countries. I do not want our story to remain limited by geography. I want to see our name travel, our values travel, and our work reach global platforms. That dream has only become stronger with every experience I have had here in the U.S. It has made me believe that Indian family businesses can stand proudly on the world stage not by copying others, but by presenting their own identity with confidence and institutional strength.

Global Thinking Is Not Imitation. It Is Translation

At the heart of it, global thinking is not about becoming someone else. It is about learning how to present who you already are in a way the wider world can trust and respect. That is the future I see for family businesses like ours grounded, but not limited; proud of their roots, but not confined by them; value-driven, but globally prepared. Because in the end, global business is not only about entering new territories. It is about becoming worthy of a larger stage.