



**PRIMUS  
PARTNERS®**

Solutions for Tomorrow

# ANNUAL REPORT

# 2024



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# JAGRAT AWASTHA

AWARENESS



# SVAPNA AWASTHA

VISION



# SHUSHUPTI AWASTHA

PURPOSE

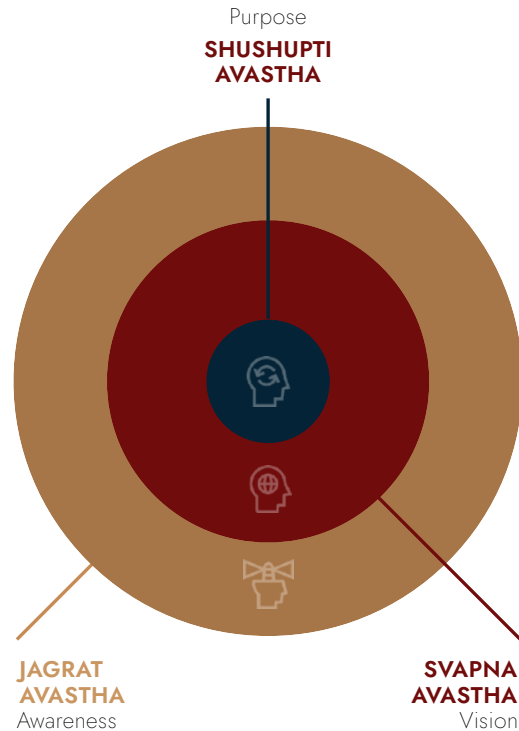
# 3 STATES OF CONSCIOUSNESS

The Annual Report of Primus Partners is anchored in the **CHETNA** (*the Hindi word for Consciousness*) framework, which is built on three states, namely: *Jagrat Avastha* ('Awareness'), *Svapna Avastha* ('Vision'), and *Shushupti Avastha* ('Purpose'). These states represent our journey reflecting our present performance and awareness - *Jagrat*; our long-term vision - *Svapna*; and our underlying purpose and commitment - *Shushupti*.

There is a purpose to the work we do, and the projects we choose are driven by these principles:

- ✦ **Jagrat Avastha** represents our current awareness and performance, ensuring we remain aware to the present challenges and opportunities.
- ✦ **Svapna Avastha** reflects our long-term vision, driving innovative and sustainable solutions for the future.
- ✦ **Shushupti Avastha**, the state of deep purpose, anchors our commitment to meaningful contributions to economic, social, and environmental development.

Our ethos is not just about business as usual; it is deeply rooted in purpose and aligns seamlessly with CHETNA, our unique framework of consciousness that shapes and defines our approach to work.

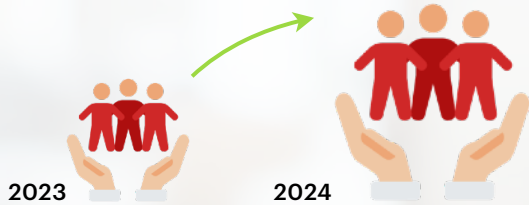


Last year marked a pivotal moment for us, establishing a strong foundation for our journey ahead. With a renewed sense of purpose, we are committed to driving impactful transformation and delivering meaningful results. Moving forward, we aim to embrace these principles with even greater vigour. As an Indian-origin consulting firm, Primus Partners remains deeply committed to our guiding values, aligning our actions with India's vision for Amrit Kaal while continuing to serve as trusted advisors. Together, we can make a lasting difference.

# KEY HIGHLIGHTS 2024

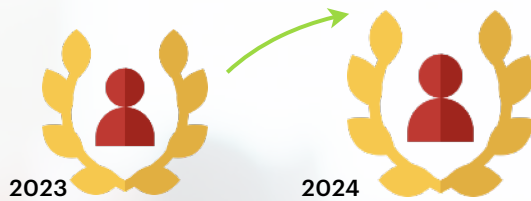
## EMPLOYEE STRENGTH

Our total strength increased to **300 employees**, rising **28.3%**



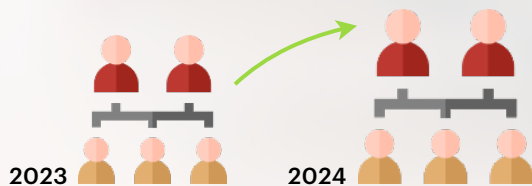
## COUNT OF MDs

With **12 Managing Directors** this year, the count rose by **20.0%**



## COUNT OF VPs & AVPs

At **46 Vice Presidents & Asst. Vice Presidents**, their count increased by **6.5%**



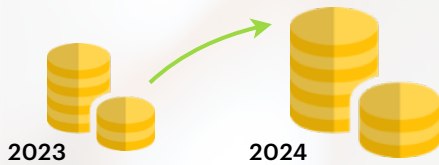
## STATE PRESENCE

We expanded our presence in India, running **projects in 18 States**



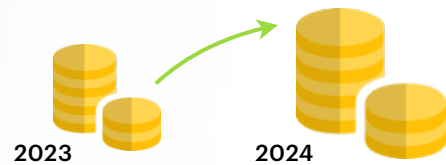
## REVENUE

Our Revenue significantly increased by **44.8%**



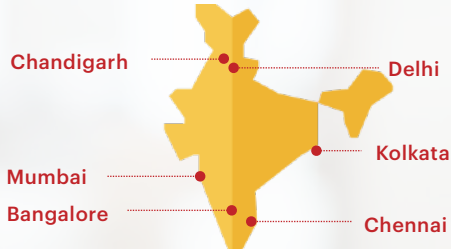
## PROFITABILITY

Our Profits significantly increased by **5.26%**



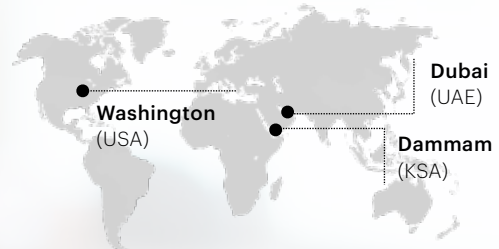
## LOCAL OFFICES

We opened a **new office in Chennai**, bringing our total to **6 India Offices**



## GLOBAL OFFICES

We kicked off our **global expansion**, with the **opening of 3 Global Offices**



## PUBLICATIONS

**55.4%**

**Increase in Research Pieces published** this year, including POVs, Newsletters, Reports, Op-Eds, and Thought Leadership pieces



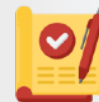
**Reports**

**31.3%**  
Increase



**In the News**

**88.7%**  
Increase

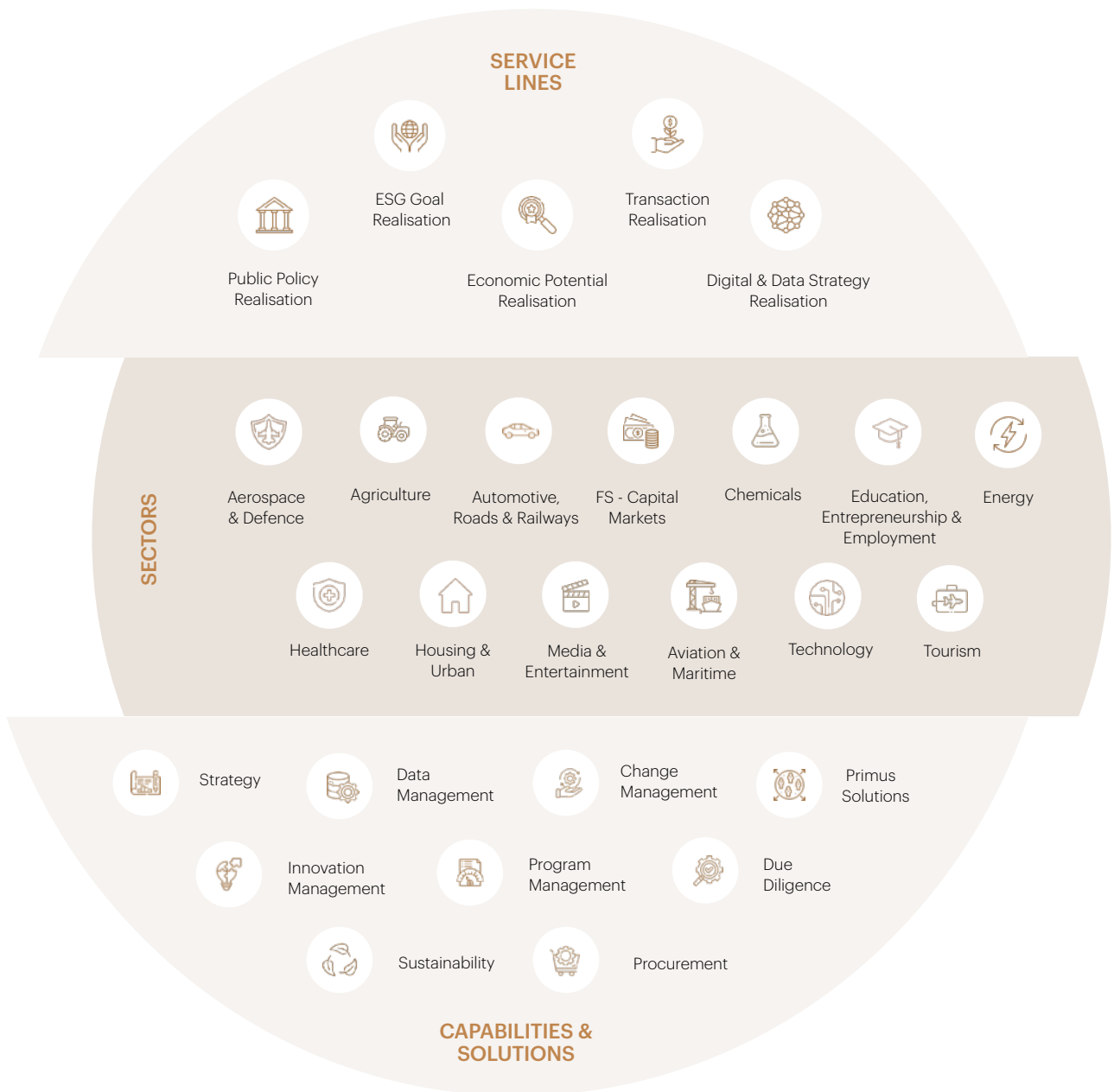


**Op-Eds**

**24.1%**  
Increase

# NEW BEGINNINGS, NEW STRATEGIES

In 2024, we discussed a five-year strategy with the leadership and devised a new operating model with five service offerings, 14 capabilities and solutions across 13 diverse sectors. Our work spans a host of public and private sector clients, multilateral agencies, NGOs, etc.



# OUR SERVICE LINES

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**Primus Partners was set up with a core mission of facilitating 'Idea Realization'. Over the years, our work has focused around it. With the new 5 year strategy rolled out, we are still driven by this mission, but with renewed 5 service lines namely:**



## **Public Policy Realisation**

### **Navigating India, A Complex Opportunity**

Our expertise in Public Policy Realisation is designed to address complex challenges and drive impactful outcomes. We follow a comprehensive approach encompassing research to gather evidence on policy issues and create a space for stakeholder discussions on policy and regulatory matters. We assist clients with crisis management and provide government affairs services. By leveraging data-driven insights and thought leadership, we develop policies and other service offerings backed by in-house and external tools.



## **ESG Goal Realisation**

### **Shaping Our Future**

We focus on helping organisations develop and implement robust Environmental, Social, and Governance (ESG) policies aligned with global standards to drive sustainable growth. Our advisory services cover CSR, Education, Employability and Entrepreneurship in the climate change, sustainability, agriculture, and allied sectors. We offer comprehensive policy development, program design, fund mobilisation and impact assessment to support organisations in enhancing their environmental stewardship, fostering social responsibility, and ensuring governance frameworks that meet regulatory and stakeholder expectations.





## Digital & Data Strategy Realisation

### Technology that Drives Success

We enable digital transformation through comprehensive strategy and data services. We drive business agility and data-driven decisions by focusing on innovative tools and approaches like Digital solution design, customer journey mapping and process re-engineering, backed by analytics and project monitoring frameworks. Our expertise also lies in building scalable Digital Public Infrastructure (DPI) for organisations and societies.



## Economic Potential Realisation

### Navigating Markets, Securing Futures

Our Economic Potential Realisation practice helps clients identify and capitalise on investment opportunities in India's dynamic market, characterised by high consumption and diverse regional markets. With a tailored focus on competitive federalism, we provide investment promotion, policy formulation, location assessment, incentive structuring services, etc. Our expertise extends to Trade Facilitation and Promotion, and MSME sector development, to drive sustainable growth and unlock untapped economic potential.



## Transaction Realisation

### Accelerating Growth through Secure Transactions

Our Transaction Realisation practice provides end-to-end support for complex financial transactions and growth opportunities. As part of this service offering, we deliver Commercial and Financial Due Diligence, Valuation and Modelling, Tax Mergers and Acquisitions Advice. Our expertise also includes pre-IPO support and IPO Roadmaps, Fundraising, and Post-Merger Integration, helping clients maximise value creation throughout their growth journey.



# OUR SECTORS

We operate across 13 diverse sectors, catering to a wide range of client needs.



In **Healthcare**, we tackle challenges in accessibility and affordability of these services by collaborating with both the private and public sectors to drive meaningful change.



In the **Agriculture** sector, our initiatives promote sustainable practices to ensure food security.



In **Aviation and Maritime**, we provide innovative solutions that anticipate the needs of tomorrow.



Our **Tourism** efforts reaffirm the ethos of investing in sustainable practices and innovative marketing to position India as a leading global tourist destination.



We excel in **Education, Employability, and Entrepreneurship**, creating end-to-end ecosystems that have a meaningful impact on our clients and society.



In the **Media and Entertainment** sector, we enhance financial efficiency to keep our clients competitive.



Recognising urbanisation trends, we partner in the **Housing and Urban** sector to build resilient and sustainable urban futures.



Complementing this, our work in **Capital Markets** aims to transform the economy through capital markets spearheaded by the India stack.



In the **Energy** sector, we strive to help create a seamless transition toward sustainability, facilitating substantial investments.



Our expertise in **Roads, Railways, and Automotive** aims to leverage our expertise to help our clients navigate the complex challenges faced by the industry.



Our **Chemicals** sector practice drives process innovation and sustainable manufacturing through aligned transformation programs and optimised supply chains.



We provide innovative, sustainable solutions to the **Aerospace & Defence** sector, driving modernisation, self-reliance, operational efficiency and strategic growth.



Lastly, **Technology** is our core strength, with over 200+ engagements delivering digital transformation that impacts millions.

# OUR CAPABILITIES

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We offer comprehensive business transformation services across nine areas:



Our **strategy** practice develops and refreshes strategies, establishing transformation offices with aligned KPIs and operational plans.

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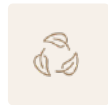
Supporting this, our **procurement** practice optimises procurement functions through proven frameworks and digital solutions.

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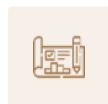
Our **change management** practice aids organisations in designing competency frameworks to help drive their organisational strategy and transformation.

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Our **sustainability focus** helps clients cut emissions, adopt eco-friendly tech, enhance resilience, and attract green investments, driving global leadership.

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Our **due diligence** practice provides expert guidance through complex financial and regulatory environments.

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Our **data management capabilities** help client structure and design the best data driven ecosystem.

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Similarly, our **innovation management** practice helps startups transform ideas into competitive advantages.

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Through our robust **program management** frameworks, we ensure effective project implementation throughout the lifecycle.

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Our **Primus Solutions** leverage the vast potential of Digital Public Infrastructure, leaving a lasting impact on the nation's shift toward tech-driven governance. We offer five solutions for advancing digital governance, enhancing efficiency, and driving innovation.

# OUR SOLUTIONS

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Our suite of digital solutions resonates with our 'Digital in DNA' ethos by addressing diverse governance and development challenges. Under the Primus Solutions capability, we provide the following solutions:



The **Project Monitoring Information System (PMIS)** ensures project success by providing structured oversight and transforming chaos into clarity.

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**CHOICE** helps deliver comprehensive family welfare management through an integrated platform, which consolidates, and tracks benefits/welfare management provided to families at the state level.

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Our **SDG Marketplace** solution facilitates stakeholder collaboration to attract investments and monitor progress towards India's SDG 2030 goals.

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Our **Vidya Setu solution** provides end-to-end support for scholarship programs, enabling meritorious students to complete higher education by mobilizing financial and mentorship support from the private sector under CSR.

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For local governance, **Panchlekha** offers a centralised digital platform that strengthens, digitises, and centralises all gram panchayats' key operations.

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# MESSAGE FROM THE CHAIRPERSON

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The world we operate in today is marked by rapid change and unprecedented challenges. Yet, these times also offer immense opportunities for organisations willing to think differently and act boldly.

At Primus Partners, we have embraced this dynamic environment, leveraging our expertise to co-create value and address the complex issues faced by our clients. Our projects stand as a testament to the unique solutions we adopt to drive change successfully.

Guided by our principles of CHETNA, our ethos drives us to collaborate, build an environment for individuals to succeed and create a transformational impact for our clients and society. At India's apex body institution for civil service training, we identified a complex chain of capacity gaps and competency requirements in urban local bodies and introduced structured initiatives to streamline vision and goals and build appropriate capacities. We assisted the Government of India in the POSHAN scheme, suggesting policy interventions across themes that impact women and children. Our strategic expertise has enabled us to develop mission documents, increase outreach and ensure impactful policy implementation at the grassroots level.

Our commitment to fostering inclusive growth remains steadfast. We have strengthened our partnerships across diverse sectors by seamlessly integrating our domain knowledge with cutting-edge solutions.

From shaping public policy to driving innovation in private enterprise, our efforts have been guided by a singular purpose: delivering sustainable, meaningful outcomes.

Primus Partners has led the conversation to shape and strengthen India's retrofitting landscape, working closely with industry, municipalities and government entities. The impact of this initiative is multi-faceted across both economic and environmental standpoints, contributing to job creation and aiding India's transition to sustainable mobility.

We took significant strides in enhancing our internal capabilities, investing in talent development, and fostering a culture of collaboration and innovation. We were certified CMMi5 and are again awarded Great Place to Work credentials this year as well.

I am deeply grateful to our exceptional team, whose dedication and passion have been the cornerstone of our achievements.

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*As we look ahead, I am enthusiastic about our journey and confident in our ability to navigate the future with purpose and perseverance. I am proud of how Primus Partners continues the pursuit of excellence, innovation, and impact.*

*Over the past year, we have continued to build on our vision of catalysing growth for our clients, communities, and the nation at large. We will continue to create lasting value for our clients and contribute to the progress of the societies we serve.*

**DAVINDER  
SANDHU**  
Chairperson



# MESSAGE FROM THE CEO

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The year 2024 was a year of transition for Primus Partners. This was the year we took clear actions to enable the path forward for our next level of growth, which would be enabled through five significant actions we took in 2024.

First, real work on our IP-based Solution saw investments and actions being taken under Primus Partners Solutions, a 100% subsidiary of the firm that is well on its way to establishing products that are not only solutions for tomorrow but leverage some of the best uses of technology.

The second area of action is the opening of our international operations starting in the Middle East with offices in Dubai and Dammam. As we reflect on 2024, we have already established our company in the US, where we are again making significant investments by bringing senior leaders into the company.

The third action in 2024 that we believe will help us drive the next level of growth is the firm-wide introduction of a Balanced Scorecard for our senior team that aligns the firm strategy to individual action. Without compromising our basic ethos of “we” and not “I,” we have brought in a balanced scorecard that aligns individual action with the firm's collective strategy.

The following action was to establish the firm brand strongly with research. Primus Research is surely becoming a core aspect of our consulting journey, which the market also recognises.

The fact that we are either No. 1 or 2 in most months when it comes to share the sharing of voice relating to consulting amongst all players in India is a testimony to the recognition of the research reports that Primus Partners produces. It also imbibes a culture of consulting, where advice is based on facts, data, analysis, and insights into the future.

Finally, our revised operating model, wherein we have strongly put knowledge and expertise of sectors at the core of how our teams will grow and present themselves, aids our overall mission of Primus Partners, where expertise is seen in action. Our five service lines, namely - Digital and Data Strategy Realisation, Economic Potential Realisation, ESG Goal Realisation, Public Policy Realisation and Transaction Realisation - reflect the future orientation of consulting and our belief in our tag line, i.e. Solutions for Tomorrow.

Let me end by saying that, personally speaking, leading the firm has been a privilege.

“

*Seeing the massive progress we have made in the last five years to become one of the largest Indian consulting firms (five years that have passed by in a blur!) has only enabled us to dream even bigger.*

*2025 will be the start of the next phase of Primus Partner's journey, where we hope to launch a few significant businesses and create a deeper impact journey based on our guiding philosophy of 'consciousness'.*

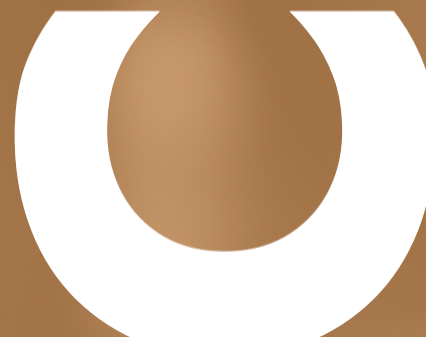
**NILAYA VARMA**  
Chief Executive  
Officer







**COMMUNITY**





COMMUNITY

## We follow a client-first approach to provide comprehensive solutions driven by rigorous research and data.

At Primus Partners, we believe in delivering the very best to our clients. Our mission is to offer impactful, practical solutions that pave the way for transformative growth across diverse sectors.

Our approach to project delivery is anchored in a unique ecosystem that combines a dedicated core team with an expansive network of experts. Each project is led by a delivery team responsible for driving outcomes, and supplementing this team is a larger ecosystem of internal and external SMEs and firm-wide resources, which are leveraged to provide insights and specialised skills as needed.

This structure allows us to tackle complex challenges holistically, ensuring that every project benefits from diverse perspectives and industry-specific knowledge. We deliver holistic solutions that drive lasting, transformative outcomes by promoting cross-functional teamwork and leveraging varied expertise.

Each project is rooted in thorough research and actionable insights. Every engagement is supported by rigorous,

data collection through primary research roundtables, and thought leadership initiatives tailored for our clients. These efforts enable us to examine challenges from multiple angles and develop comprehensive, long-term solutions. By embedding this research-driven approach into our delivery model, we ensure that our work addresses immediate needs and positions our clients to succeed in the long run.

At the core of the delivery ecosystem are our MDs, who take deep ownership of every project, going beyond simple delegation to providing hands-on leadership.

**For our top 10 projects this year, our MDs collectively dedicated approximately 20% of their time, ensuring our clients' needs are met with depth and foresight. On average, at least 3 MDs were engaged in each project, collaborating to deliver exceptional results.**

In addition, Collaboration is the cornerstone of driving meaningful impact. Projects at Primus Partners aren't handled in silos; instead, our entire team, regardless of location or department, is accessible to contribute insights and expertise. This enables us to focus on holistic problem-solving rather than merely tracking billable hours, ensuring each solution is comprehensive and precisely tailored to meet our client's needs. Given our presence across several states and territories, we actively utilise our extensive network to address our clients' contextualised and localised needs effectively.



HIGHER PURPOSE



ENVIRONMENT



TRANSFORMATIONAL IMPACT



NUMBERS MATTER



AGILITY

For instance, we collaborated with the government to develop a fintech platform that seamlessly connects higher education students with scholarship opportunities. This enables corporate funders to support the next generation of talent.

Every project also provides an opportunity for us to refine our methodologies, strengthen our sector expertise, and stay ahead of emerging trends. We strive to foster a culture that encourages knowledge-sharing and cross-functional collaboration so that we can keep evolving and adapting to our clients' dynamic needs.

Additionally, we value feedback and insights from our clients. Regular client interactions, including feedback sessions and post-project evaluations, help us understand where we excel and where we can improve.

This client-focused reflection drives us to enhance our processes and tailor our offerings, solidifying the trust and partnership we build with each client, reflected in a higher rate of renewals for our projects.

We are committed to providing comprehensive, research-backed solutions that extend beyond individual projects and foster dialogue and collaboration on global challenges. A recent example of this commitment was our initiative, which brought together a diverse group of stakeholders, including policymakers from the central government, prominent global digital companies, donor and philanthropic organizations, and international agencies. This collaborative effort aimed to explore strategies for scaling India's DPI solutions to benefit the Global South.

**CASE STUDY** **Scaling India's DPI solutions for the Global South**

- ❖ Recognising the growing importance of DPI framework adoption across countries, Primus Partners organised a roundtable with representatives from the government in the sectors of health and social infrastructure, leading global digital companies, our donor organisations, and leading philanthropic organisations with a presence in the global south.
- ❖ The discussion revolved around scaling India's DPI framework model to the global south and leveraging varied DPI models to help achieve Sustainable Development Goals (SDGs) by 2030.
- ❖ This collaborative effort culminated in a report that presented 11 targeted recommendations, including prioritising Interoperability, open standards, and citizen-first principles to help meet local needs, particularly in underserved regions. The report also emphasised data privacy and cybersecurity, advocating for policy-driven frameworks and strategic partnerships to build resilient DPI models.

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We prioritise partnerships and collaboration, enabling us to learn from industry leaders and diverse stakeholders to deliver exceptional solutions that meet client needs and support community growth.



Primus Partners presents Report on 'Leveraging Online Ads for India' - Unlocking Growth for MSMEs & Startups

Our partnerships span a variety of sectors, showcasing the importance of diverse collaboration.



HIGHER PURPOSE



ENVIRONMENT



**Partnerships with Education Leaders to Build Future Skills**

**India Small and Mid-sized Enterprises (SME) Forum**

Through our involvement in the Future Skills initiative for the school education department of a leading South Indian state government, we helped create a futuristic curriculum for students in grades 8 to 12. This initiative positions Primus Partners as a key player in educational reform, enhancing our visibility among industry leaders. Industry leaders from leading global conglomerates participated in discussions to finalise key curriculum elements. Primus Partners played a key role in moderating these discussions and drafting the books based on the curriculum. The partnership underscored our role in bridging industry expertise with educational advancements, contributing to the developing future-ready talent.

Primus Partners has collaborated with India SME Forum for two studies - Online Advertising by Indian MSMEs: Insights, Impact and Way Forward (2023) and Unpacking the Impact of Online Ads on MSMEs and Startups: A Multistakeholder Perspective (2024).

This partnership has enabled us to complement our research efforts with on-ground data of over 500 MSMEs for the role of online ads in allowing MSMEs to grow. It has also enabled us to access to some of the MSMEs for case studies.

Our collaboration with the India SME Forum further highlights our dedication to supporting small and medium enterprises in their growth journeys.



TRANSFORMATIONAL IMPACT



NUMBERS MATTER



AGILITY

### EGROW Foundation

Our partnership with the EGROW Foundation, resulting in the report titled "India's Booming Online Gaming Industry: A Potential Powerhouse" and "Retrofitting of Inter-city Diesel Passenger Buses: An Economic Analysis and Policy Prescriptions", allowed us to leverage their expertise in socio-economic policy analysis along with our consulting approach to deliver impactful reports. Several key stakeholders highly regarded the reports and they now serve as valuable resources for navigating India's evolving policy landscape. This collaboration emphasises our commitment to addressing complex socio-economic challenges and highlights our role as a trusted advisor in shaping informed policy decisions that drive sustainable growth, including an audience with Mr. Nitin Gadkari subsequently to present the takeaways.

*"The EGROW Foundation has collaborated with Primus Partners on multiple occasions, serving as the knowledge partner for reports like "India's Booming Online Gaming Industry | A Potential Powerhouse" and "Online Advertisements by MSMEs: Insights, Impacts and Way Forward." As a leading think tank, EGROW Foundation is dedicated to providing research-based support to policymaking. Our partnership with Primus Partners, India's largest homegrown management consulting firm, aligns with our goals of fostering debate among academia, specialists, and policymakers, and supporting India's leadership in global development. We have been able to make significant progress in addressing critical issues through this partnership, and we look forward to continuing this collaboration with Primus Partners to drive impactful solutions and sustainable growth."*

**Dr Charan Singh**

CEO and Founder Director,  
EGROW Foundation



Davinder Sandhu and Nikhil Dhaka of Primus Partners, with Shri Nitin Gadkari, Minister of Road Transport & Highways, presenting the Retrofitting of Inter-city Diesel Passenger Buses report, in collaboration with EGROW Foundation.

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Through these varied partnerships, we expand our capabilities and bring fresh perspectives that drive progress. Engaging with diverse stakeholders enriches our understanding of industry trends and challenges, allowing us to create innovative, relevant, and impactful solutions.

A testament to this approach was our engagement with a leading multilateral development institution to address health challenges in Asia and the Pacific.



*Primus Partners Hosts 'A Glimpse Behind the Scenes' - Championing Women's Representation in M&E*

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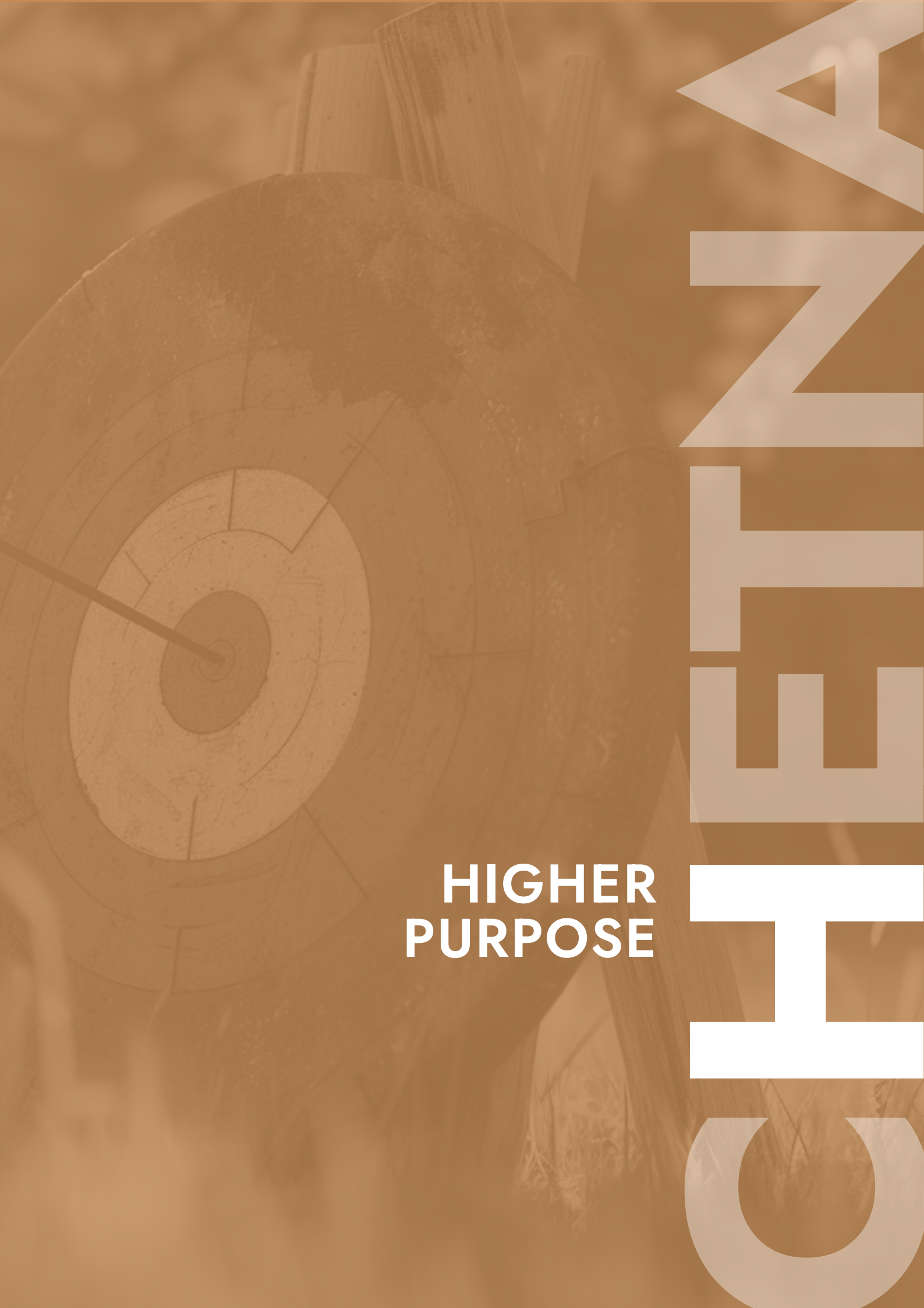
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## CASE STUDY Addressing Health Challenges in Asia and the Pacific regions

- ❖ In response to the growing health challenges in the APAC region, the institution devised an innovative program to empower health leaders and policymakers to confront these complexities.
- ❖ To realise this vision, Primus Partners collaborated with a leading public health organization and a design-focused practice to craft the curriculum, engaging in co-design sessions with industry experts. Primus also played a crucial role in developing the logistics and communication strategy for the course.
- ❖ This collaborative initiative, which pooled expertise from various sectors, culminated in a comprehensive curriculum that equips health leaders with essential adaptive leadership skills and practical tools to tackle the APAC region's emerging health issues.



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The three guiding states of CHETNA are mirrored in the core values of Primus Partners - Passion, Respect, Integrity, Mastery, 'Us,' and Stewardship - which define not only the 'what' but also the 'how' of our work.



The Primus Partners team engaging with students, fostering learning and growth.

Together, they ensure that our actions are purpose-driven, our projects impactful, and our commitment to positive change unwavering. This reaffirms our dedication to delivering holistic, transformative solutions that benefit communities and ecosystems alike. This dedication is reflected in our strategic partnerships, such as collaborating with the state government to foster entrepreneurial skills among students.

### CASE STUDY Fostering Entrepreneurial Skills with a State Government

- ❖ The iStart School and iStart Net District Incubation Program aims to foster entrepreneurial skills among students in the northwestern state of India. This initiative focused on establishing 66 launchpads in the state, mentoring students with industry experts, and providing necessary support and resources for prototyping and idea development.
- ❖ Primus Partners played a crucial role as an implementation stakeholder, encouraging strong partnerships with local startups and community leaders to create an inclusive and supportive ecosystem. We also developed a comprehensive monitoring framework to track the progress of launchpad coordinators' and evaluate the performance of workshops, mentorship, and incubation support.
- ❖ Through this initiative, we aim to ensure equitable access to entrepreneurial opportunities for students and empower youth across the state. Our collaborative efforts have laid the groundwork for the growth of the state's sustainable entrepreneurial ecosystem.

Through similar undertakings, we at Primus Partners ensure that all our work is purpose driven. We seek solutions that benefit our clients while positively impacting society.

This is reflected in our firm's operation through the following measures:



### Purpose Enablers

We have developed a value-behaviour matrix, explaining the behaviours that all employees are expected to follow in alignment with these values to support the growth and development of our people and our organisation in a purpose-driven direction.

We have rolled out a Balanced Scorecard, which is focused on client-driven activities and operational discipline, contributions to thought leadership and research outcomes, and, importantly, mentorship provided to peers and juniors. An important enabler for these is our Learning and Development programme, which provides training on key functional and technical skills through courses on Udemy and a curated series of 'Wisdom Thursday' sessions led by our in-house experts.



A glimpse into Wisdom Thursday at Primus Partners, where learning meets impact.



### Management Listens to our People

Management strives to incorporate the feedback we receive, be it through the Great Place to Work Survey or directly from employees, to improve the organisation, our operations and our processes. Our management has an open door, listening to suggestions from all employees. Indeed, when developing our ten-year vision and our annual strategies, management actively seeks suggestions to bring together multiple perspectives to detail these strategies further.



### Management Shares Plans, Successes & Challenges

Our monthly All Hands Calls are an important channel for informing and aligning our people with our purpose. Company successes, challenges, and plans are equally shared and discussed openly through this platform.



### Everyone is Encouraged to Lead

We are a flat organisation that emphasises people's roles instead of designations. People of all designations are invited and encouraged to lead and drive projects and company initiatives.

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### Creating a Sense of 'Primus Family'

One of the highlights of our annual calendar that brings our teams together is our annual international offsite, with this year's visit being to Baku. #bakuwalaoffsite

These offsites are unique because they are strictly a no-work zone with the aim of enabling teams from across the country to get to know each other through fun activities and joint exploration of new cultures. This rejuvenates our dedicated teams and encourages them to return with deeper friendships and professional connections.

We celebrate not just professional achievements through monthly and annual awards but also personal milestones and successes, through our 'Humans of Primus' Instagram page. These further enhance the feeling of working hard together towards a common goal. We remain dedicated to adopting sustainable and socially responsible policies and have demonstrated our commitment towards these as signatories to the UN Global Compact. Through these and more initiatives, a purpose-driven culture is prime to Primus Partners.



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Primus in Baku: Together, we thrive



# ENVIRONMENT



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**At Primus Partners, our environment is more than just a workspace – it’s a reflection of our values, and we strive to maintain one that we are proud of through a variety of conscious initiatives.**



Christmas celebrations at the Primus Partners office

We work to create an internal environment aligned with our vision of becoming an employer of choice in two ways – we become known for talent acquisition processes designed to filter the right talent, and create a people-centric environment for talent management.

Our recruitment process is designed to bring in candidates who are the right fit for the role and the organisation. Some key highlights that make our talent acquisition process more robust include case study-based assignments and culture fitment interviews.

We have also designed a comprehensive induction and onboarding process that guides newly joined employees through an overview of the organisation, culture, and our people.

By strengthening our onboarding process through the introduction of the buddy system, newly joined employees are welcomed and better accustomed to the organisation.

*“Everything about my onboarding program was wonderful. I appreciated the personalised welcome note, the efforts to do up my room basis my preferences, the dinner and sessions with other MDs, and the overall warmth and vibe of the team.”*

**Ramakrishnan M.**

Newly-joined  
Managing Director



Additionally, we ensure detailed onboarding presentations for newly joined employees to induct them into the organisation, with a mandatory session with our leadership.

*“The induction and onboarding process of Primus Partners is very smooth. The office staff is very helpful, and the HR team guided me through everything, from documentation to training sessions for all our processes.”*

**Harshdeep Kaur**

Newly-joined employee



We are an organisation that hones talent by identifying high performers, providing opportunities to work closely with senior leadership, and assigning them challenging projects to help them reach their full potential. To supplement this growth, we offer comprehensive L&D programs, which help employees upgrade their skills to meet evolving demands.

We have also put in place a mentorship program to enable a growth mindset for our employees and to prepare them for the next level of their career progression. The mentorship program has helped employees understand their growth trajectory and learning journeys and enabled them to take on leadership roles.

*"Mentoring has helped me grow both personally and professionally. It has taught me the power of listening, empathy, and respecting diverse perspectives. These skills, combined with meaningful guidance, have enriched my learning journey and equipped me with the ability to guide others."*

**Pragya Priyadarshini**  
Vice President



We consistently seek to understand the needs of employees and design policies which help us retain our talent better. Our attrition has consistently been below the industry average since inception in 2019.



The Primus Partners team bonding over a memorable dinner.

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We are trying to create a unique workplace, one that is centred around our people and their needs. We have the Primus Coach policy, where employees have elected other select employees as Coaches whom they can reach out to for help or support. The Coach policy is an extension of our philosophy of providing a supportive work environment. The fact that employees have themselves elected the coaches has ensured the greater success of the policy, and it also lessens the pressure on internal grievance mechanism systems as employees have alternative routes for resolution.

We have an Employee Stock Option Policy (ESOP) to help generate value for our select employees, which reflects our commitment to wealth-creation opportunities. We have a successful ESOP programme running for 2 years now.

We have appointed a member of the GenZ as a special invitee to our Board so that we have a pulse on the future of the workforce and can understand and address their concerns.



Employee well-being is a priority at Primus Partners.

*Being appointed as a Gen Z representative on the Board of Primus Partners is an incredible opportunity to contribute fresh perspectives while gaining invaluable insights from experienced professionals. This role allows me to engage deeply with strategic decision-making processes, offering a broader understanding of how diverse viewpoints shape innovative and inclusive solutions to complex challenges. Moreover, it exemplifies the company's core value of "US," emphasizing that every individual and their voice matters. This commitment to inclusivity and collaboration defines our environment where ideas from all generations unite to drive meaningful impact!*

**Kamakshi Verma**

Gen-Z representative to the BoD of Primus Partners



In our endeavour towards holistic wellbeing, we also implemented an Emotional Wellness Program, to prioritise and support the emotional health of our employees and help create a positive workplace. Though this initiative, online and offline counselling sessions with licensed professionals are being provided to our people.

An important element of our culture, and what makes us tick, is our focus on 'continuous improvement.' We constantly look at our internal policies and processes and seek feedback to ensure that they are always aligned with the organisation's strategy and keep getting better with time.

**As Primus Partners expands its footprint in the consulting arena, securing strategic partnerships with key industry players and valuable projects, we recognise the pivotal role of 'Risk Management and Board Governance' in upholding operational integrity and the trust we cultivate with our clients.**

By meticulously identifying and mitigating potential risks, we safeguard our reputation and solidify our role as trusted advisors in a dynamic landscape. Internally, we enhance our legal competencies by devising a robust mechanism and a uniform culture of observing all the applicable legal and regulatory compliances.

The Board of Directors (BoD) is crucial in evaluating risks, ensuring compliance with up-to-date regulatory and legal standards, safeguarding shareholder interests, and upholding the company's corporate integrity. To reinforce strong leadership characterised by independence and transparency, Primus Partners has appointed an independent director to critically assess the policies and procedures in place from an objective perspective.

*"Primus Partners, since its inception in 2019, has grown into a robust organisation apart from being a preferred place to work with its focus on objectivity, openness and honesty in the discussions in the Board as also within the organisation, choices made by the Board; and the openness to adapt and adopt path-breaking initiatives. With a deep focus on innovation, value to the customer, compliance, risk management and its mitigation and, most importantly, the KPIs for the Board in the areas of Finance, People, Business, etc., highlight the strong principles on which the firm is based and operates."*

**Mr. Umesh Kumar**  
Independent Director



Primus Partners' vision of fostering a diverse and inclusive boardroom, recognising the invaluable contributions of diverse perspectives, is clearly reflected in its board quorum. The firm actively seeks to elect qualified female board members, ensuring gender parity and a balanced representation of diverse viewpoints.

Furthermore, Primus Partners, from time to time, extends invitations to a wide range of experts from diverse areas. Many of these invitees are accomplished women who bring unique insights and innovative thinking to the boardroom. By fostering a culture of inclusivity, the firm empowers diverse voices and creates a dynamic environment that drives innovation and strategic decision-making.

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Primus Partners' commitment to fostering an open and innovative culture exemplifies its unique practice of inviting a GenZ employee to board meetings. This forward-thinking approach infuses our decision-making processes with fresh perspectives and youthful insights, ensuring our strategies remain agile and relevant in an ever-evolving landscape.

Board Meetings at Primus Partners are conducted with the utmost seriousness, demonstrating our commitment to the company's growth and development. To this end, we have instituted a policy requiring the Board to convene at least six times a year, allowing for a thorough review of existing procedures, compliance standards, and risk assessments.

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*"Serving on the BOD, I was empowered with agency and respect; of my voice being heard as I navigated the minutiae of organisational decision making."*

**Juhi Talwar**

Former Gen-Z Representative to the BoD at Primus Partners



Primus Partners is also dedicated to standardising internal systems by formalising and documenting our processes through Primus One, creating a comprehensive repository for all documents, board meeting minutes, and key decisions, thereby enhancing organisational efficiency and accountability. Our policy not only mandates compliance with labour regulations such as PF and ESIC laws internally but also extends to our third-party vendors, ensuring adherence through collecting necessary challans and receipts.

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Primus Partners has implemented a robust set of Key Performance Indicators (KPIs) to ensure operational transparency and assess the impact of its practices and policies. These KPIs serve as benchmarks to measure the firm's performance across various operational areas. For Primus Partners, cultural diversity and a balanced work environment are more than a mere vision, and thus, the firm has a measurable indicator called People KPI. This unique KPI presents the firm's Diversity Ratio, Rate of Attrition for a given fiscal year, average Training Hours assigned to each resource, etc. The firm's focus on its clients and potential projects is reflected in Customer KPI as one of the measurable indicators encompassing aspects such as the firm's client base in a given fiscal year, measuring new client acquisition, client retention, and penetration into both private and public sectors.

We are deeply committed to a future of operational excellence and robust governance. In the coming fiscal year, we aim to develop a comprehensive operational guidelines handbook to ensure deeper adherence to CRM principles and project management best practices, encompassing billings, collections, and resourcing. Our current framework is embedded in developing internal processes that are agile and tactile and support the dynamic environment of consulting in India.

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To this end, we also recognise the importance of creating and supporting sustainable practices.

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**At Primus Partners, we also strive to create an environment and provide the necessary tools, programs and practices which help strengthen elements of ‘Environmental, Social and Government (ESG)’.**



*Primus Partners at a Roundtable on India's Sustainable Fashion Business - Advancing Sustainability in Textiles*

**Engaging with clients on ESG Solutions:**

We work with public and private sector clients in the areas of climate change, water, CSR, social impact assessment, sustainability, etc. Notable projects include evaluating welfare initiatives for the Labour Welfare Board, and offering policy interventions to enhance program effectiveness.

We have mobilized CSR funding to design and implement higher education scholarship programs, securing board approvals and ensuring effective execution. Additionally, we scaled a social enterprise supporting rural women's entrepreneurship by facilitating government and CSR partnerships, program design, and implementation, enabling sustainable income generation for Self-Help Group (SHG) members across states.

Our organisation has also collaborated with large Metropolitan development bodies to achieve liveability outcomes for cities, contributing to enhanced urban governance and infrastructure.

Additionally, we are working with Urban Local Bodies (ULBs) to augment their capacities across a broad spectrum of skills, including governance, climate resilience, and sustainable development. As part of our mission, we are building thought leadership in key focus areas such as building climate resilience, promoting sustainable urban development, advancing water conservation strategies, and driving impactful climate action.

Stewardship is a core value at Primus Partners, and our ESG policy is a manifestation of that. The policy is tailored to our organisational vision, mission and values, and includes both short-term (up to one year) and long-term (within three years) targets for each of the three elements (E, S, G) to ensure measurable progress and sustained impact. Some of the key features of the policy include: ESG Committee to see the policy execution, a grievance redressal matrix for the firm, and enabling CSR initiatives alongside local stakeholders, etc.

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Looking forward, our vision is to create a practitioner's guide specifically designed for MSME service firms, offering a clear roadmap to adopt and implement robust ESG practices.

As a testament to this commitment, we have formed made a strategic partnership with a leading business magazine. Through this partnership, we aim to showcase position Primus Partners as a front-runner in sustainable solutions, share key insights on sector-specific information, and practices and help foster meaningful dialogue enabling us to engage effectively with key stakeholders to empower MSMEs with sustainable and impactful practices in the MSME community.



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This guide will serve as a guiding document for MSMEs, providing actionable insights and setting industry standards for effectively integrating environmental, social, and governance principles into business operations.



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#### CASE STUDY Empowering MSMEs with Sustainable and Impactful Practices

- ❖ To increase our visibility in the Sustainability sector, particularly in supporting MSME development, our partnership with a leading business magazine aims to improve our brand presence in the larger media discourse, promote Thought leadership, and effectively engage with the MSME community.
- ❖ Through this partnership, Primus Partners and the magazine will host a first-of-its-kind international event centred on sustainability, specifically focusing on the MSME sector. We also aim to create e-learning modules and masterclasses tailored to sectors such as BFSI, energy, automotive and infrastructure, empowering MSMEs to adopt best practices and enhance their skills on crucial topics.
- ❖ With access to an audience of 40 million digital and 4.7 million prints, we are set to amplify our reach and impact in promoting sustainable practices.



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## At Primus Partners, transformational impact lies at the heart of our purpose, deeply rooted in the CHETNA framework.

We actively engage with current challenges, ensuring a clear understanding of the issues at hand. We chart long-term strategies that align with the aspirations of our clients and society. Most importantly, we have an unwavering commitment to creating meaningful and sustainable change.

Our solutions operate in a real-world context which responds to the vision and objectives of our clients and society as a whole. The customised solutions and approach with a built-in detailed implementation plan enable the progression of outcomes.

The idea is simple: understanding the current problem statement and providing evidence-based solutions, which comes from deep research plus extensive industry experience.

We have touched **over 50 million lives** under our education, employability and entrepreneurship projects. Our programmes and initiatives create powerful building blocks for a future-ready workforce, spanning the learning life cycle and cutting across primary, secondary, and higher education to chart career pathways and startup ecosystems.

Transformational impact is not just a goal; it is the driving force behind everything we do at Primus Partners. We believe that impact lies at the cornerstone of our success, which was reinforced by our work in two states through the Parivar Pehchan Patra initiative.

### CASE STUDY Parivar Pehchan Patra initiatives with two State Governments

- ❖ Recognising the need for a family-based welfare management platform that provides a comprehensive view of benefits disbursed by the government, Primus Partners implemented the Parivar Pehchan Patra initiative.
- ❖ Implementing this initiative brought a paradigm shift in the country's welfare delivery ecosystem. It became the single source of truth for assessment, ensuring simplified service delivery to citizens, increasing financial inclusion, and implementing a data-backed policy reform in the states.
- ❖ Our work with the state government has impacted the lives of more than 28.9 million registered beneficiaries, and we aim to reach over 10 million beneficiaries in the next financial year.

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**At Primus Partners, our purpose is to create meaningful impact in every endeavour through transformation, guided by purpose, awareness, and vision. One powerful lens to evaluate this impact is through numbers.**

For us, numbers go beyond profitability, Return on Investment (ROI), or financial metrics. While these are essential, we view numbers as markers of progress across people, innovation, sustainability, and long-term growth.

From the impact on people and innovation to sustainability and long-term growth, we embrace a holistic, N-dimensional approach to measuring success. This holistic, N-dimensional approach ensures that every action we take adds value, aligning with our broader vision of creating lasting societal impact.



### New Sectors

We continuously explore and expand into new sectors, unlocking new opportunities and fostering innovation to stay ahead in an evolving market landscape.

In the **maritime** sector, beginning with our empanelment with a leading association in the sector, we are now engaged in multiple projects focused on highway storage technology, reducing port congestion and evacuation times, and improving operational efficiency.

Additionally, we are assisting India in establishing international partnerships to strengthen shipping routes and enhance global connectivity.

The **direct selling industry** has contributed significantly in terms of employment and livelihood in India. It has resulted in alternate employment opportunities as well as an increase in income for those who have joined the sector as direct sellers, especially women. However, the policy and regulatory ambiguity have been a concern for the sector.

We recognize that legitimate businesses can be adversely affected by stringent regulations aimed at curbing Multi-level Marketing and Ponzi schemes. Therefore, we are reviewing these regulations to strike a balance, ensuring that while consumers remain protected, legitimate businesses can operate without unnecessary hindrances.

Our approach has been reaffirmed through our collaboration in assisting a premier trade association body affiliated with the government, where we provided strategic insights to improve their operational efficiency.

**CASE STUDY** Enhancing Operational Efficiency for a Premier Trade Association

- ❖ By leveraging our expertise, we aimed to transform the trade promotion enterprise affiliated with the government into a globally competitive and efficient trade promotion organisation. Our business transformation services are designed to improve operations, maximise asset utilisation, boost revenue, and restructure organisational frameworks to enable effective data-driven decision-making.
- ❖ To help achieve this vision, we developed a comprehensive plan focussed on four key pillars: Business transformation, process transformation, digital transformation and institutional capacity building.
- ❖ Through our engagement, we have delivered significant outcomes across various dimensions of their operations, including resourcing, revenue, and certification achievements.

These accomplishments highlight our commitment to driving measurable growth and operational excellence, positioning them as a leader in trade promotion. Our work aims to explore new sectors that challenge our abilities; this ongoing commitment to pushing our limits has enabled us to expand our operations and attract a diverse range of skilled individuals.



**People**

Primus Partners is on a robust growth trajectory, with our workforce expanding alongside it. Over the past two years, we have doubled our workforce, underscoring our commitment to excellence and growth. This alignment allows us to access new markets and improve our overall business performance while ensuring we have the right talent to meet evolving demands. As we move forward, we remain committed to nurturing a dynamic and skilled team. In line with this year, there has been an increase of 27% in the workforce with teams added at Leh, Chennai, Patna, Dehradun as well as Hyderabad.



**New Geographies**

We started with a vision of going global and having achieved significant domestic growth, we are now expanding our focus to explore international opportunities. This strategic move underscores our commitment to enter new markets and maximize our potential on a domestic and global scale. In this year, we have added five new project locations at Ladakh, Tamil Nadu, Bihar, Uttarakhand and Telangana. In line with our goals to go global, we have also serviced new clients across Germany, Switzerland, Uganda, Saudi Arabia, UAE and APAC nations such as Bhutan, Sri Lanka, Cambodia, Fiji and Laos.



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### Sustainability

We prioritise sustainability in our projects, ensuring long-term viability through strategic planning and resource optimisation.

With a focus on delivering exceptional quality, we maintain a renewal and retention rate of over 90%, reflecting our commitment to impactful execution. Our approach also includes maintaining a clear picture of upcoming receivables and payables, and negotiating favourable payment terms with both customers and suppliers.

This disciplined cash flow management allows us to cover our short-term liabilities while ensuring we have the liquidity needed to invest in growth opportunities and maintain financial stability.



*Expanding Horizons | Primus Partners' team in the United Arab Emirates (UAE) as we embark on a new journey of impact and innovation*



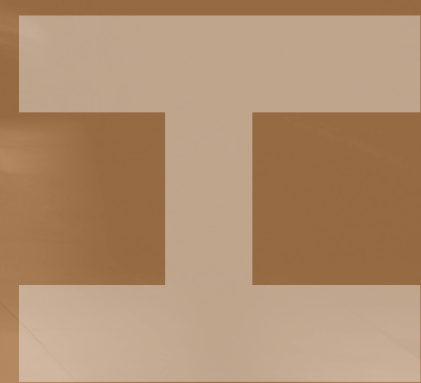
### Going Global

Over the past five years, serving a diverse clientele has strengthened our domestic reputation and built a solid foundation for global expansion. We have expanded our operations this year to UAE, Saudi Arabia and USA, where we are delivering tailored services focused on innovation and efficiency, including solutions in Data Strategy, Innovation Management, Market Entry, and Talent Management.

Our expansion aligns with recent MoUs between India and the UAE, as well as the India-UAE Comprehensive Economic Partnership Agreement (CEPA), setting a strong framework for collaboration. In Saudi Arabia, we are dedicated to supporting the Kingdom's Vision 2030 goals by advancing infrastructure, sustainable energy, and digital transformation.

We are also aiming to open up new offices internationally which marks a significant milestone, bolstering our thought leadership and enabling us to leverage expanded capabilities for impactful, future-ready solutions. By applying this N-dimensional approach, we ensure that every number reflects a deeper, multidimensional impact. Whether it's enhancing client relationships, fostering innovation, or driving operational excellence, our numbers tell a story of comprehensive success. At Primus Partners, numbers matter because they empower us to grow sustainably, innovate responsibly, and succeed holistically.

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**Our CHETNA framework emphasises Awareness as a cornerstone of purposeful action. Being aware of ourselves and our environment allows us to remain agile, adapting quickly to dynamic challenges and opportunities. This mindset is vital in the fast-changing consulting landscape, where responsiveness and continuous learning drive impactful outcomes.**

Agility is at the core of our approach to client engagement and new initiatives. Whether it is quickly adapting to shifting client needs, diving into uncharted territories, or launching new projects, we respond with speed and precision. This proactive mindset ensures that we are not just responsive but also ahead of the curve in addressing emerging challenges and opportunities.

In the rapidly evolving consulting landscape, our employees must continually unlearn outdated concepts and stay aligned and updated with the changing needs of our clients. Learning is deeply embedded in the culture of Primus Partners, and nearly 2.5% of the revenue was spent on L&D.



*Dynamic discussions showcasing leadership in action*

To foster this culture, employees must complete at least 40 hours of L&D each financial year. Every employee attends a set of mandatory training sessions on critical skills required for excelling at their work and can additionally choose from a bunch of option training programs which further enhance their skills.

Amongst the trainings conducted, the most popular ones were 'Strategy for Management Consultants and Business Analysts', 'Stress Management: Images of Resilience', and 'Leadership: Practical Leadership Skills', which shows the interest of people towards these areas.

This focus on Agility and continuous learning has been key to our success in delivering on multiple fronts. An example of this approach is our contribution to a flagship program undertaken by a Central Government Ministry, aimed at enhancing infrastructure. Our approach towards imbibing agility as a core fundamental, enabled us to deliver even in the demanding conditions of a Northern Union Territory and help meet our client needs.

**CASE STUDY** Assisting a Central Ministry in Infrastructure Enhancement in a UT

- ❖ The program under the Central Government Ministry faced delays in the Union territory due to its unique challenges posed by the region's terrain, remote location, harsh climate, limited connectivity, and evolving administrative structures. These factors impacted the program implementation.
- ❖ To address these issues, we adopted a standardised approach, initiated capacity-building processes to equip officials, and strengthened the data validation processes.
- ❖ These concerted efforts have helped improve data reliability, enhanced decision making and ensured effective resource management in the Union Territory.

However, agility also involves us anticipating market trends and moulding ourselves to adapt to them. Acknowledging the growing significance of digital integration, we now aim to strengthen our 'Digital in DNA' ethos to stay ahead in an evolving ecosystem.



**Use of Digital Platforms**

Primus Partners is a firm believer in the adoption of digital aspects in every facet of work, and learning is no exception. We have partnered with Udemy, which enables all our employees to have access to training programs on their platform, thus ensuring anytime, anywhere learning. This has been integrated with our home-grown ERP system PrimusOne to enable single sign-on and seamless access for all employees. Additionally, we have partnered with Complykaro for all training related to regulatory and compliance-related aspects, such as the Prevention of Sexual Harassment (POSH) and Anti-Bribery and Anti-Corruption (ABAC), which are equally important for us.

While digital platforms offer convenient learning options, we firmly believe in the value of in-person training programs. To this end, we conduct multiple sessions each year led by external trainers as well as our Managing Directors and Vice Presidents for the wider firm.

These sessions focus on sector insights and capability enhancement sessions, providing employees with invaluable firsthand learning experiences. These sessions have garnered positive feedback, with an average rating of 4.1 out of 5 (82% score).



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### Certifications are an Area of Focus

In our commitment to supporting employee growth, Primus Partners provides opportunities for external certifications, fully sponsored up to INR 50,000. These certifications can be related to delivery, sector-specific skills, and more. For instance, many employees in the digital space have obtained the ScrumMaster certification. At present, our employees have certifications such as PMP, Prince2, TOGAF, Certified Scrum Master, Six Sigma Black Belt, and World Bank Certificate Program in Public Procurement, amongst others. Additionally, we are working to extend this support to younger employees pursuing academic courses alongside their jobs, with a policy currently being drafted to assist with tuition fees.

Through our commitment to consistent learning and an unwavering pursuit of upskilling, We have imbibed strong research and analytical capabilities within each employee.

With diverse sectors and a rapidly evolving business landscape, consulting firms' roles have also transformed, demanding agility, innovation, and a forward-thinking approach.

The shift from being confined to boardroom whispers and providing strategic advice, to being at the forefront of Industry innovation, leveraging data, insights and actions to shape the future, underscores a new era of consulting, where research is paramount.



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### The Research-backed Consulting Model

Since its inception, Primus Partners has given a strong impetus to research as a practice, believing in the critical role data and research-driven consulting have in shaping the industry's future. We have spent close to 8.5% of our total revenue on research. This shift is because, harnessing the power of in-depth research and data, we can now provide our clients with actionable insights that expand beyond traditional advisory services.

When we started with our research practice, the idea was multi-fold. While we strongly believe that research-backed consulting models are the answer to this forever-changing dynamic world, our vision was to create a team that is visionary and has subject expertise. So, at Primus Partners, it comes as a part of the job. We try to inculcate a strong writing practice within the organisation, to inspire our teams to be positioned to create value for the client. With an aver-



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age of 0.65 publications per employee, we collectively published 110+ publications spread over newsletters, reports, thought leadership and op-eds. In addition, 280+ published articles had insights from our senior leadership team.

Research has become the backbone of forward-looking, data-driven strategy consulting. It allows us to stay "aware" of market trends, stakeholder expectations, and policy shifts, providing us with a solid foundation to act decisively. The ability to pivot and adapt, informed by robust research, ensures that our solutions remain both relevant and impactful.

The need of the hour is not only to analyse trends and policies, but how the market reacts to it. While we do have a wide portfolio of publications, many of them are predominantly based on primary research.

Our India@2047 report includes an analysis of responses received from 2,000+ interviews representing diverse backgrounds spread over 24 personas, including rural home-makers, corporate leaders, young students, community mentors, small-scale farmers, and NRIs and features articles from 35 industry leaders and government officials.



### Transforming Data into Insights and Insights into Strategies

In this new landscape, the most successful consultancies will be those that can effectively translate data into insights, and insights into actionable strategies that drive tangible business outcomes. We strongly believe in leveraging our vast experience to shape a future with visionary insights and adaptive solutions. As a part of this approach, we strive to create knowledge products that provide a detailed insight into the industry. Our Automobile Industry Value Report was published in May 2024 and received wide recognition. The insights of the report were tweeted by the PMO India's official X handle. The report was also published as part of the Embassy of India, Austria newsletter.



Primus Partners published 'Automobile Industry Value Report' in May 2024 - which received wide recognition.

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### Moving beyond Traditional Advisory Roles

By moving beyond traditional advisory roles, consultancies are now actively shaping industries through their research practices. This evolution represents a significant shift from merely offering advice to becoming true partners in innovation and growth.

These reports not only reflect our research-driven agility but also underscore our ability to rapidly translate insights into actionable intelligence.

Our research publications have incorporated insights and voices from some of the leading academic institutions, think tanks, industry bodies, and other organisations.

By integrating perspectives from diverse experts and stakeholders, taking over 40 expert comments and detailed views that include Tarun Bajaj, Former-Revenue Secretary, Government of India; Vivek Singh, Former-OSD to Finance Minister; Dr. Amar Patnaik, Former Member of Rajya Sabha; B K Goenka, Chairman, Welspun Group; Prof. A Damodaran, Senior Visiting Professor, ICRIER; Nilaya Varma, CEO and Co-Founder, Primus Partners and Satyakam Arya, MD, Daimler India, the report offered a well-rounded view of how current policies and decisions will likely shape future developments, ensuring a comprehensive understanding of their broader impact on the economy.

Our report on Responsible AI, which encompassed a CXO-level industry study on the ethical usage and applications of AI, was pivotal to generating deliberations on localised AI solutions, skill development, data management and the essentiality of mitigating bias. The same was highly acknowledged by a key Central Government Ministry spearheading India's digital and technological advancement, among other departments, who is referring the same for building frameworks suitable for India's AI ecosystem.

The future of consulting lies in this ability to not just predict trends but to shape them actively. As Primus Partners continues to invest in research and data analytics capabilities, we are dedicated to transforming ideas into impactful solutions that drive sustainable growth and success, navigating India with solutions for tomorrow.

A detailed budget analysis within 24 hours is a testament to true agility in action. Further, we published the Interim Budget Report for FY 2024-25 and the subsequent Budget Analysis Report mapping a thorough examination of key sectors, charting out budget allocations and analysing their implications for future policy.



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## Creating IP through New Solutions

We are also proud to announce the launch of Primus Partners Solutions, a dedicated tech startup subsidiary. This new venture embodies our vision to harness Digital Public Infrastructure (DPI) to drive transformative governance and citizen-centric service delivery, developing tech-driven solutions to positively impact millions of lives.

We bring agility to solving problems through ready-to-deploy solutions rather than designing systems and software from scratch. This enables faster execution, making it a compelling rationale for adopting pre-built, scalable approaches.

Primus Partners Solutions, a one-of-its-kind entity, was established to extend our impact across diverse governance and social development domains through agile, scalable, and open-source solutions available through existing stacks to create new IPs.

This focused subsidiary empowers us to:

- Address complex public sector challenges with enhanced efficiency, leveraging extensive domain expertise in digital governance.
- Drive sustainable development goals (SDGs) by facilitating project funding and enhancing transparency and accountability in government operations.
- Leverage existing DPI building blocks from India Stack and develop new, domain-specific building blocks to accelerate digital infrastructure tailored to governance and public sector needs.
- Develop, test, and deploy solutions at pace, meeting the immediate and evolving needs of governments, and public and private enterprises.



Primus Partners at the Launch of OTT platform as Strategic Advisory Partner

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### Key Solutions by Primus Partners Solutions

Through this entity, we reflect a commitment to innovation and efficiency in public service delivery, with solutions and offerings which are crafted to improve citizen engagement, resource management, and governance efficiency at both national and state levels.

We have leveraged a model leveraging the support of our client as well as partners (vendors) in creating Intellectual Property (IP) solutions which include:



*The Primus Partners Solutions team in discussion, driving collaboration and innovation.*



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#### CHOICE

A citizen services management platform providing a 360-degree view of government benefits and services, ensuring comprehensive support for families.

#### PMIS (Project Monitoring Information System)

A platform that integrates and visualises departmental operations to enhance decision-making & operational efficiency.

#### SDG Marketplace

A solution that connects government agencies with investors to drive impactful investments targeted at SDG initiatives.

#### Panchlekha

A platform that digitises and strengthens the governance functions of Panchayati Raj Institutions (PRIs), enhancing G2G and G2C interactions.

#### Vidya Setu

A transformative digital platform designed to bridge the enrolment gap and foster equitable access as well as opportunities in higher education through CSR-funded scholarships, mentorship, and comprehensive student support.

Through strongly imbibing data and its potential to improve service delivery, we have also extended our innovative capabilities to set up an innovation ecosystem in India for a leading Oil and Gas Conglomerate based in the Kingdom of Saudi Arabia. This showcases our commitment to leveraging technology for global impact.



Primus Partners team at the client's site, driving impact.

**CASE STUDY** Setting up Innovation Ecosystem in India for a Saudi conglomerate

- ❖ The client has launched an initiative to create an end-to-end digital innovation ecosystem to foster digital transformation and technological advancement. Primus Partners is assisting the client in developing a global strategy for setting up these innovation centres worldwide.
- ❖ To set up the innovation hub in India, we proposed implementing a 4I Framework based on four pillars – Invention, Innovation, Incubation, and Implementation. Additionally, we have crafted the CREATE framework, which helped us identify the key services within the ecosystem for both external partners and the client's internal team.
- ❖ Our active role in connecting the client to potential partners has enabled the client to build a robust network of potential partners capable of effectively addressing critical business challenges.

Our work in technology goes beyond addressing our client needs; we actively leverage technology to enhance our international operations, remain agile and stay ahead of the curve. Being a proudly Indigenous firm, we are committed to harnessing the potential of the India stack model to drive ourselves forward.

By adopting this approach, we aim to position Primus Partners as a leader in innovation, capable of delivering cutting-edge solutions which not only meet the evolving needs of our clients but also help contribute to the Indian digital ecosystem.

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### Primus One: A Catalyst for Digital Public Infrastructure

At the core of Primus Partners Solutions' technology stack is Primus One, an open-source in-house platform designed to foster scalable and inclusive DPI.

Primus One's microservices-based architecture ensures modularity, independent scalability, and agility. As a cloud-ready, cloud-agnostic platform, it adapts seamlessly to various deployment environments, making it highly versatile for diverse infrastructure needs.

Primus One accelerates solution development with an array of pre-built components, such as identity and access management (IDAM), workflow automation, and observability frameworks. Its modular ecosystem allows for the delivery of powerful solutions that are secure, interoperable, and aligned with open standards and digital public goods principles. Integrating with essential public systems like AADHAAR and DigiLocker, Primus One provides a robust foundation for citizen-centric solutions, enabling government entities and public organisations to leverage a secure and inclusive digital platform.



### Primus One as an Accelerator

Primus One is not only a foundational platform but also a powerful accelerator for product development. Its reusable

service-oriented modules enable Primus Partners Solutions to minimize development time and avoid redundancy.

For instance, the rapid deployment of the Tree Plantation and Monitoring App for a leading state government department was achieved through Primus One's modular design, creating a fully functional mobile backend with geo-tagging and data collection capabilities in under two weeks. This capacity for swift and reliable project execution exemplifies how Primus One fuels innovation and operational success at Primus Partners Solutions.



### Anchoring the Future in CHETNA

As we reflect on the past year and plan for the future, the CHETNA framework continues to guide our journey. With Consciousness as our foundation, we stay aware of changing landscapes and challenges. By delivering Holistic solutions that embody Efficiency, Transparency, and Nuance, we ensure that every project is driven by purpose and impact.

Looking ahead, we remain committed to our core values of Awareness, Vision, and Purpose, ensuring that our work not only addresses immediate needs but also paves the way for long-term transformation. At Primus Partners, CHETNA is not just a framework; it is the essence of how we deliver value, inspire innovation, and foster lasting change.



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# ABOUT PRIMUS PARTNERS

Primus Partners is the leading Indian management consulting firm established by seasoned professionals, who collectively boast 200 years of experience. They have led and contributed at the highest levels in both the private and public sectors across the world, including with the Government of India.

Set up in 2019 with the acquisition of a boutique firm, our core mission is to facilitate 'Idea Realization' - which believes that transformation occurs when we lead with ideas but also have the capacity and expertise to implement those ideas. This approach involves not only exploring and developing innovative ideas crucial for organisational, sectoral, or geographical growth but also ensuring these ideas are effectively implemented on the ground including by forging partnerships with the best from around the world. By focusing on practical feasibility, we bridge the gap between forward-thinking concepts and their real-world application, demonstrating our experience through impactful, actionable solutions.

The ethos of Primus Partners is not just about business-as-usual; it is deeply rooted in purpose and aligns seamlessly with CHETNA, our unique framework of consciousness that shapes and defines our approach to work.

# OUR PRESENCE

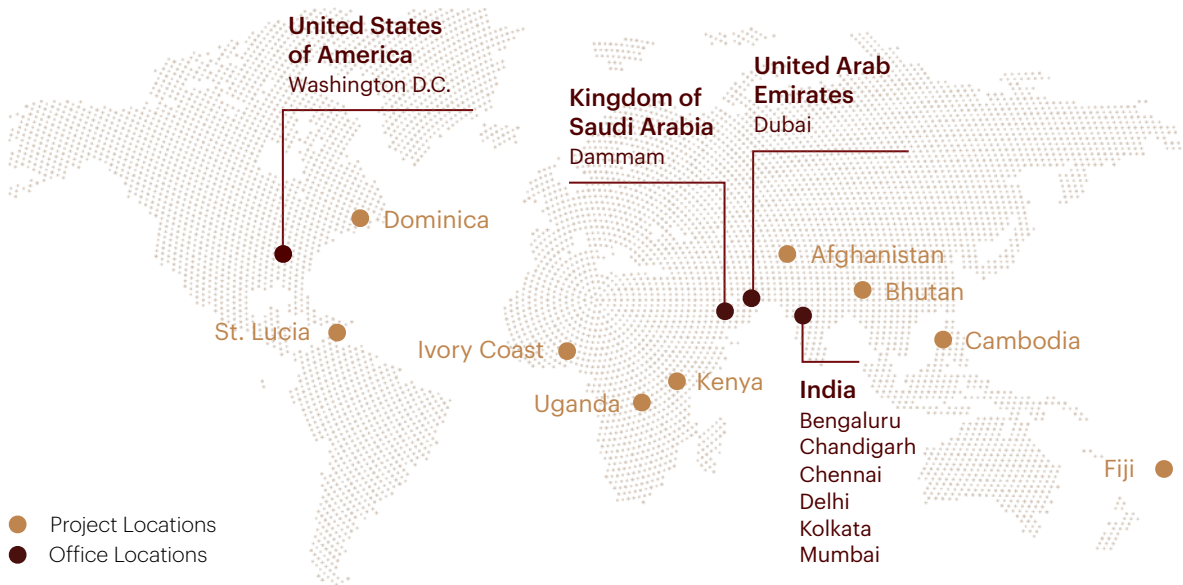
Our work spans a host of public and private sector clients, multilateral agencies, NGOs, etc. We have wide-ranging engagements and Government partnerships with Central and State Government Ministries, Departments and Agencies. Further, we have our Collaborations with leading Public and Private Entities such as Industry Associations, public sector enterprises, leading corporate organizations, etc.

**At present, we have 240+ ongoing projects, and 200+ successfully delivered.**

**We have a strategic presence through 6 offices in India and 3 International Offices – in UAE, KSA and USA.**

We have projects delivered in 18+ states/UTs in India and 13+ international locations, cumulatively ensuring that we deliver localised solutions while engaging with a wide array of markets.

This expansive reach allows us to adapt to diverse regional needs effectively.



# OWNERSHIP & DIVERSITY

## Delivery, Ownership and Diversity are at the core of Primus Partners.

One of the founding values at Primus is personal ownership of the MDs for all projects that Primus takes up and executes - this also aligns with demonstrated "Mastery" of issues that consulting needs to deliver.

At Primus, we are committed to fostering a culture where diversity and inclusion drive our success.

Our team, featuring 12 Managing Directors and around 300 dedicated Consultants from a multitude of nationalities, cultures, and backgrounds, brings a wealth of expertise that underpins our consultative excellence.



**Nilaya Verma**

CEO and Lead - Public Policy Realisation



**Davinder Sandhu**

Chairman and Lead - Roads & Railways; Energy



**Aarti Harbhajanka**

CHRO, and Lead - Housing and Urban



**Charu Malhotra**

MD, and Lead - Change Management; Education, Entrepreneurship & Employment



**Devroop Dhar**

MD, and Lead - Digital and Data Strategy Realisation



**Kanishk Maheshwari**

MD, Economic Potential Realisation



**Anurag Singh**

MD, and Lead - Automotive



**Arun Moral**

MD, and Lead - Technology



**Ramakrishnan M.**

MD, and Co-Lead - ESG Goal Realisation



**Sameer Jain**

MD, Co-Lead - ESG Goal Realisation; CEO - Primus Partners Solutions



**Shravan Shetty**

MD, and Lead - Transaction Realisation; and FS - Capital Markets



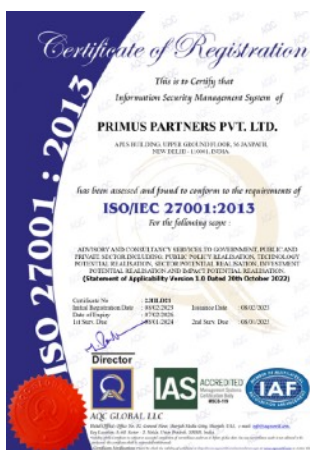
**Vinay Singh**

MD - Primus Partners USA

# OUR GLOBAL STANDARDS

Our firm carries 4 ISO certifications (ISO 9001:2015, ISO 27001:2013, ISO 14001:2015, and ISO 20000). We are also the fastest organization to achieve CMMI Level 5 certification. Our recognition as a 'Great Place to Work' for the past four years highlights our commitment to maintaining a positive and inclusive work environment.

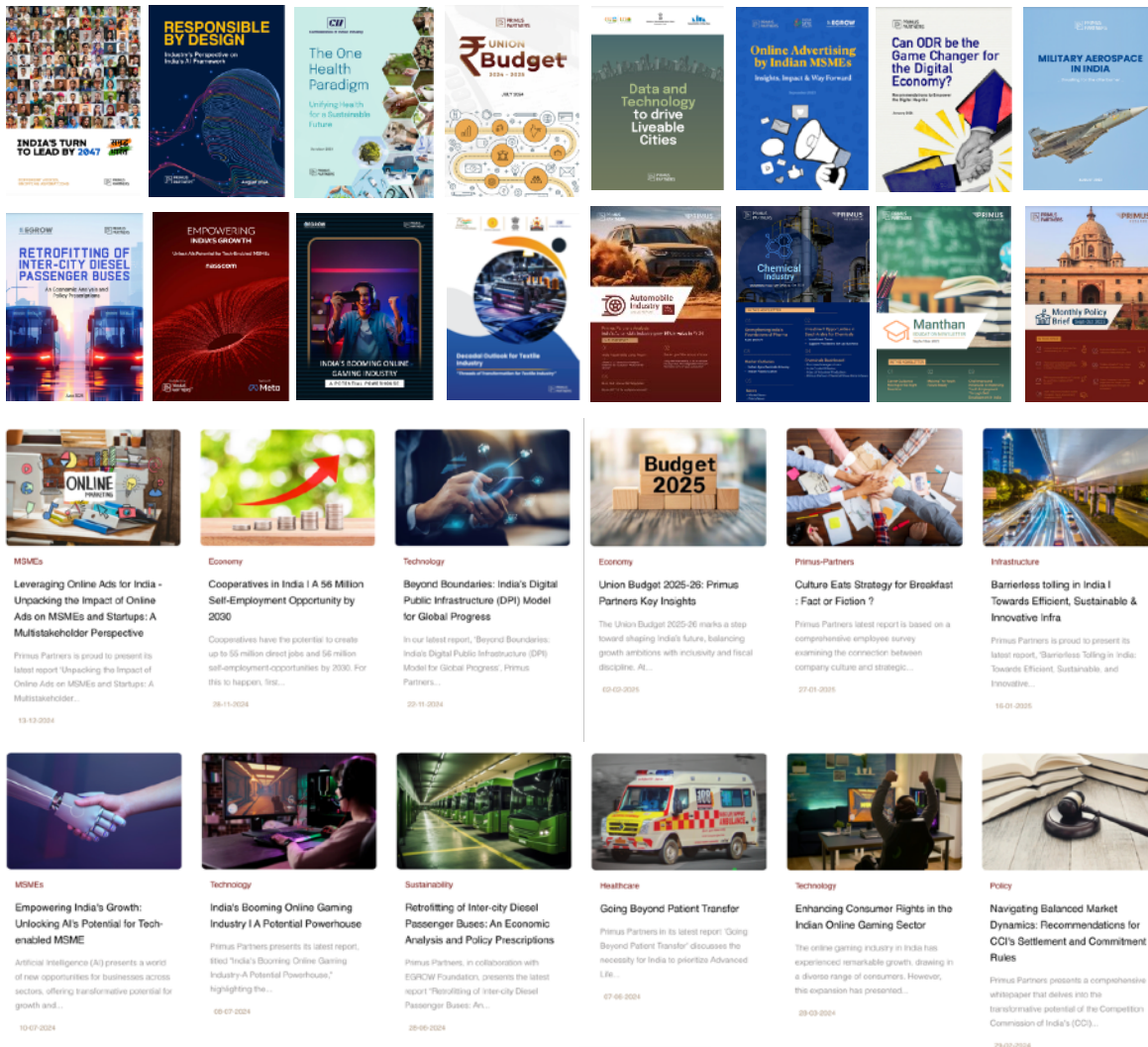
We are dedicated to quality and process excellence, as evidenced by our global certifications & standards, including 'ISO', 'CMMI' and 'Great Place to Work'.



# LEADING RESEARCH

Trusted by leading global and Indian organizations in both the public and private sectors, Primus stands out for our expertise, reliability, and dedication to working with a diverse range of clients and stakeholders. Also, Primus views are widely reported in the media across diverse subjects and issues. Further, our work gets acknowledged at the highest levels of the government.

We feature among the Top 3 Consulting firms in Share of Voice perspective with our leading industry reports, POVs/Op-Eds, Thought Leaderships, Newsletters, and other publications.





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# PASSION

for providing solutions to help  
clients achieve goals



# RESPECT

for all and alternate viewpoints



# INTEGRITY

of thoughts and actions



# MASTERY

of our chosen subject to drive innovative and insightful solutions



# US

representing the Primus collective, where each individual matters



# STEWARDSHIP

for building a better tomorrow



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