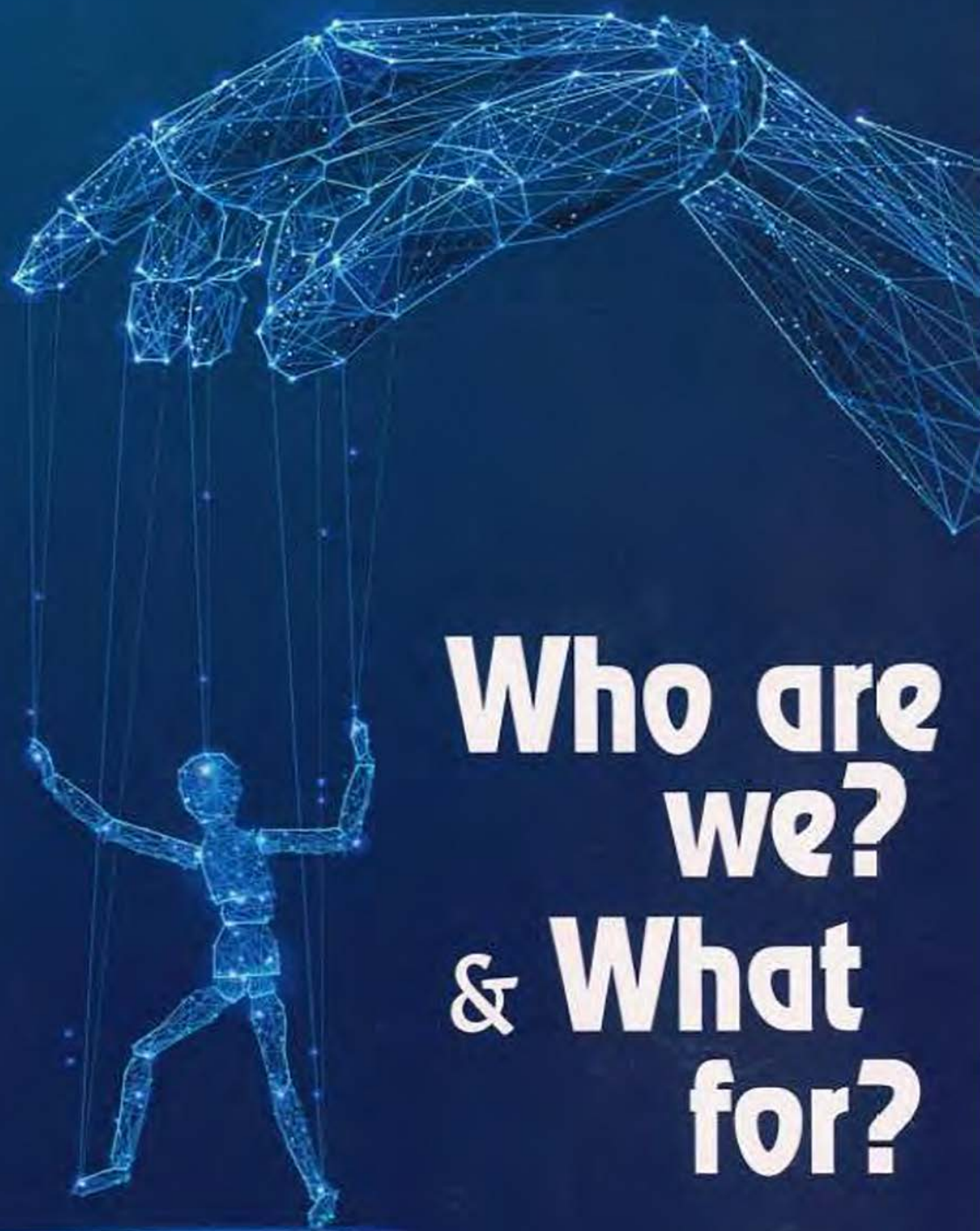


Life story of Baldevkrishan and his divulgement about Nature



**Who are
we?
& What
for?**

WHO ARE WE? & WHAT FOR?

- Researched & authored by -
Baldevkrishan Sharma

- Writer -
Pallavi Diwan
M. A. Lakshmy

Design & Illustration by,
Custom Arts

The book is dedicated to.....

This book is dedicated to the Cosmos and its Creators, who have inspired me to pen Cosmic knowledge for the intellectual audience capable of and interested in understanding the Universe, its activities, its purpose and the Human-Cosmic connection through the Laws of the Universe, which guide and benefit humans.

About the book:

Observational astronomy has enormously advanced by incorporating the latest technology, launching the latest James Webb Space Telescope in space, the International Space Station and Space flights; hence Astro-observations have become more revealing, focused and elaborate.

But the present knowledge of Cosmology is based on this observational astronomy and its interpretations by astronomers, scientists, mathematicians, the Laws of Gravitation and Einstein's Theory, based on assumptions and hypotheses.

Astrogenesis is a 25 years study undertaken to understand and discover the Universe with an alternate approach based on the Laws of Purpose, clues drawn from scriptures and the Laws of Universe functioning, including the Human-Universe Connection.

This book, WHO ARE WE? WHAT FOR?? is a starting point in understanding the Human-Cosmos connection and how the Universe could be revealed through it.

This book is like taking the first step on a journey of 1000 miles, for the vast Universe awaiting discovery, unfolding mystery. Here on from this book vol. 1 onwards, we shall have a number of volumes to follow in a series.

Preface

He thinks, therefore he is. Baldevkrishan Sharma is known for his ceaseless cerebral activity. He is a compulsive and obsessive thinker of a unique kind.

Twenty years ago, he shared his thoughts with me, as I was known to him as a professional scientist. Like a child, innocently mischievous, he would open up his thought box before me. He would vigorously promote his thoughtware, which consisted of physics and metaphysics. I used to listen to him, apparently attentively, without letting him know that my research mind was weighing the mass of his newly minted axioms on the grudging scales of scientific philosophy. I must admit that I had academic difficulty internalizing his world view, mainly because of my Russellian background. Yet our conversations continued and my reactions—or lack thereof—did not dampen the elan of our pretty long sessions. I recall his passionate presentation of his worldview.

Perhaps he emptied his mind for me by sharing every aspect of his worldview. Having received a generously liberal thought input from his side, it is only natural that Baldevji expected a processed output from me. A finished cerebral product transmuted in the crucible of scientific philosophy, configuring his metaphysics and astrophysics. I did not and I could not deliver that offering to him.

Nonetheless, his sweet sanity and magnificent obsession with his theory haunted me. A permacrisis cannot be solved, but it can be resolved. I imagined myself as a facilitator. An unrestricted exposition of Baldevji's worldview in first-person singular format is also included in this book under the heading "Who are we? and What for?" Baldevji has earned my respect for differently-abled cerebral leadership in the

corporate world, where Marshalls Wallpapers has left an indelible imprint. His business success story is both a delightful case study for professors to use in their classes and an insightful case study for students to learn from. The business milieu he operated, tactically managed and strategically positioned is classic textbook material. His evolutionary leadership styles of being a pioneer, driver, integrator and guardian have an intensely inspired inevitability, which he happily correlates with his world view.

The fascinating amalgam of metaphysics and business thought leader, which he is, is immersed in creating his style of revolution within the Innovation Revolution. Not to have read and understood Baldevji would be a sure miss in modern Indian History.

Dr. A. P. Jayaraman
Nuclear Scientist

TABLE OF CONTENT

> SECTION A

> PART 1

- Birth of the Unsung Hero 03
- Story of the Family from Riches to Rags 09
- The Generation that Sacrificed and Progressed 13
- Beginning of a Long-lasting Relation with Karma Bhoomi –Bombay 17
- School Admission — Destiny's Play 21
- The Emergence of an Innovative Mind 25

> PART 2

- Job, Business and Failure 31
- Groomed for Business 37
- Re-Entry into Business 43
- Nailing Business in Adversity 47
- Building Empires 51
- Advertising with a Difference 61

> PART 3

- Business Losses 65
- The Turning Point 69
- Retirement 77

> PART 4

- The Compassionate Boss 81
- From Walls to Laughs 85
- The Philanthropist 91

> PART 5

- Case study 1 -Baldevkrishan: The Born Innovator 95
- Case study 2 -The Marshalls Wallpaper Business 105

> SECTION B

> PART 1

- Introduction to Nature's Operations 117
- Unfolding the secrets of Nature Operations 127
- Terrestrial Nature System (TNS) 133
- Laws of Terrestrial Nature System 137

> PART 2

- Human Pyramid 165
- The Laws of Universe 169



SECTION - A





PART 1

Chapter 1

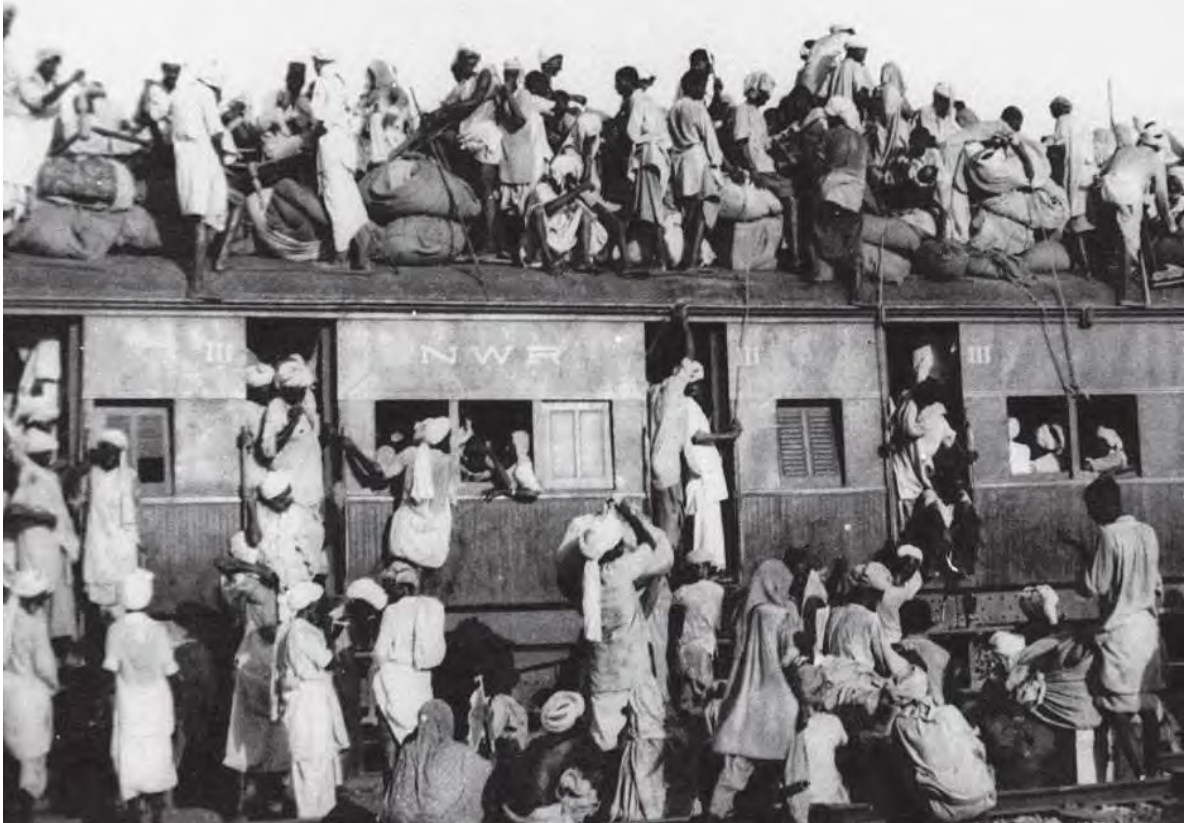


Birth of the Unsung Hero





*A holocaust scene of mass migration during
partition of India Pakistan in 1947*



Birth of the Unsung Hero

Baldevkrishan's birth was in the backdrop of an atmosphere of widespread unrest over the partition of India, creating chaos and uncertainty among people. Even the destiny of Mari-Megha, the village in Amritsar district, Punjab, in which he was born, on April 21, 1947, at his ancestral Kothi, was unknown.

It was the year when India was on the verge of achieving its long-awaited independence. There was extensive unrest and people lived in fear and suspicion.

The situation that prevailed during Baldevkrishan's birth was ghastly. Communal violence was at its peak and the scenario was such that no one could be trusted and anyone could kill anyone; even the children were not spared from the deadly violence. Baldevkrishan's grandparents were most concerned about protecting him from the public's violence in case it spread to their Kothi, which was already on the hit list of their adversaries. The atmosphere everywhere was fragile and there was no way to send their daughter-in-law with the newborn back to Mumbai, where she lived with her husband. There were instances of sporadic violence in several places in Punjab, especially against those found travelling alone or in small groups. The family was caught up in a do-or-die situation and the presence of baby Baldevkrishan gave them the strength to face the problem with all their might.

To protect themselves from any ordeal, the men in the house kept swords, spears and lathis for fighting; and a tandoor (*an oven, used, primarily in Punjab, to bake Indian bread*) turned into a sort of fire kiln to boil oil to be poured, from the top of the house, on intruders.

The family's women armed themselves with finely ground red chilli

Who Are We? & What For?

powder to hurl in the eyes of possible attackers.

The family's nightmare continued for the next four months and ended on August 15, 1947, when India got its independence. While India became free from British rule, Pakistan was born the previous day, after the partition of India. A portion of Baldevkrishan's village, which is only six kilometers from the international border, was kept in India, bringing further relief to everyone. The instability, rampant violence, looting and murder that were occurring throughout Punjab continued, as well as the transfer of population. The crossing over of Muslims to Pakistan and Hindus entering India, continued for some time. Things were under control as time passed and the dust settled around December that year.

Baldevkrishan's father, Ramratan Sharma, was a banker working with Punjab National Bank in Mumbai and the family led an ordinary life. The family lived in a rented house located near Gufa (*Caves*) Road Nalla, in Jogeshwari (*E*). It would be interesting to note that the Sharma lineage was originally the wealthiest family in India, having all the extraordinary luxuries and amenities of life. However, while Baldevkrishan's grandfather lived, the family was reduced to rags.

The shift in the family's original surname, Devgun, is another intriguing turn in the story. When Ramratan appeared for competitive exams and filled up the forms, the generic surname Sharma got etched and continued forever. The family thus lost the tag of their original caste, Devgun, to which they belonged.



The Kothi chhabra & its terrace top



View from top to veda (open space)



This is the Main Entrance to Kothi's Daudi



Pic of School in the Premises attached to the Kothi (2023)



An empire turning into ruins



PART 1

Chapter 2



Story of the Family from Riches to Rags





From an iconic authority to a pauper



Story of the Family from Riches to Rags

There is a proverb that says, “The thing that changes humanity is wealth.” This goes well for the Sharma family.

The great-grandfather of Baldevkrishan, Pt. Labhchandji Devgun, was a rich zamindar (*landlord*) and a respectable man. The family’s Sufa room, a private meeting room, had large brass metal pots filled with gold and silver coins on the shelves. The Devgun family had such immense wealth that the following seven generations could survive without having to do anything. He had two sons: Pt. Mulkhraj, the grandfather of Baldevkrishan, and his younger brother, Pt. Lekhraj. Needless to say, the boys grew up in a surrounding filled with all luxuries of prosperity, without the need to worry about money. Moreover, Pt. Labhchandji was known for being a kind individual, who gladly offered financial assistance to peasants, ministered to their grievances and found solutions to their issues. He would work harder to foster social harmony, ensure jobs for the underprivileged and marry off their daughters by providing them with financial assistance. Wherever he went, people would stand up as a mark of respect and extend the Indian salutation of namaste (*with their palms together*). He was addressed as Jille-da-raja (*king of the district*).

The sudden death of Pt. Labhchandji Devgun came as a shock to the family and it was the beginning of its financial downfall.

A major problem the family faced was to identify the properties left behind by Pt. Labhchandji Devgun, as he had kept several of his land and other assets in either fictitious names or in the names of people he trusted.

This method is adopted by many to evade taxes or to ensure that their land does not come under the purview of the land ceiling laws. Such transactions are known as benami (*in fictitious names or in the name of trusted ones*) transactions. The system existed under British rule and

Who Are We? & What For?

continued after India became free.

Benami holdings were transactions that were carried out in good faith and on trust. In this instance, those who held the benami properties on behalf of Pt. Devgun, refused to honour the claims by the Devgun family that the land belonged to it and refused to return the properties and assets to the real owners. The coercive and strong-arm tactics used by the Devgun brothers, yielded poor results for them.

Thus, there were multiple police cases, litigations, political interventions and other social tactics, which led to the family's bankruptcy and its social boycott. Things took a turn for the worse, when the two brothers had arguments over the issue, culminating in conflicts. Over a period of time, the differences and misunderstandings between the two brothers increased and there seemed to be no solution to the issue. They also went to court and to the police against each other. This went on for nearly two decades, ruining the once wealthy family, the Panditji's parivaar (*family*) and turning it pauper. The two brothers separated, equally dividing whatever was left in their hands - the big, grand Kothi and about 300 acres of land.

The effects of the family's misery were so severe that they persisted for the next two generations before Ramratan made a decisive contribution to the family's financial security.

According to Baldevkrishan, "One, at a certain stage in life, ought to realize what has been one's contribution to the family in particular and the society, state, nation or world at large. There's a lot to learn from studying one's family lineage and the Samskaras (*cultured upbringing*)."

PART 1

Chapter 3



The Generation that Sacrificed & Progressed





A generation's sacrifice bridge to progress of next generation

The Generation that Sacrificed and Progressed

Ramratan, Pt. Mulkhraj's eldest son and Baldevkrishan's father, took on the responsibility of supporting the family even while he was studying in college. He became the breadwinner for the family, since he earned while he learnt. His commitment to the family and its welfare was seen, when he sacrificed his education, giving it up while he was doing intermediate of graduation, so as to earn to repay the debts left behind by his father. Having secured the second rank in a competitive examination for Punjab National Bank recruitment, he was immediately hired by the bank and got posted in its Lahore branch as a trainee clerk. This was before the formation of Pakistan. It was the beginning of a life free of debts for the Sharma family and finally, they got to see the brighter side of life.

The majority of Ramratan's income was used to pay off the debts and the remainder was given to the family to help with expenses and save some of it.

It was during this period that the family's name was changed to Sharma from Devgun. Sharma is a generic surname adopted by the Brahmins all over North India, Central India and East India. In the South, they are known as Sarma. The financial condition of the family improved over time. In due course, Ramratan got married to Sushila Devi, who was from a reputed Punj Khandaan (*Punj is a caste and Khandan means lineage*), from Daulonangal near Beas, which is close to Jalandhar City, Punjab.

Lady luck was on Ramratan's side. A few months after his marriage, he got a promotion and was in Bombay, known as Mumbai, since 1995. The Sharma family's life was irrevocably changed by the event, which also marked the start of a protracted relationship with Bombay.



PART 1

Chapter 4



Beginning of a Long - lasting Relationship with Karma Bhoomi - Bombay





(Image use for representational purposes only)

Bombay in late forties and early fifties



Beginning of a Long-lasting Relationship with Karma Bhoomi -Bombay

Ramratan arrived in Bombay in 1943 and remained tied to the place forever. The family started from a humble beginning, with a salary of Rs. 120 per month. Sushila Devi did not move to Bombay with Ramratan, as he had to first look out for a house in the strange city, for them to stay together, Sushila Devi joined him later and they rented a single-room house at Gufa Caves in Jogeshwari.

Even today, everyone still aspires to live in Bombay. The cost of living in Bombay was high even in 1943, and Ramratan realized it was important to cut down on expenses. He decided to share the single room with his friend to economise on the rent. The house had a covered veranda (*balcony*) in front. So, it was mutually agreed between the two families in the house that one family would stay inside the room, while the other family slept on the veranda and the families would alternate their positions every week. Though there were adjustments, life was good and simple.

In 1946, Sushila Devi travelled to Mari-Megha for the delivery of her first child, Baldevkrishan. Baldevkrishan spent his formative years under the care of his grandparents. They named him Krishan because he had dark skin and later Baldev was added to align with the horoscope that suggested a name beginning with BA.

After two years, Sushila Devi and baby Baldev returned to Bombay. Considering the increased family size, Ramratan rented a house at Bhikhu Seth ki Chawl (*tenement*), located in Jogeshwari West and shifted immediately with his wife and son.

The Jogeshwari chawl was a perfect example of a secular India, where people who spoke different languages and practised different religions lived together in harmony. There was a common bathroom

Who Are We? & What For?

and a shared water tap that everyone used. The friendly relations among neighbours, living in peace like one large family, was a classic example of national integration. The sweet taste of unity and love that people shared with each other still lingers in Baldevkrishan's heart.

In the words of Baldevkrishan, **“Nature has its own designs and things occur as they are supposed to occur.”**

PART 1

Chapter 5



School Admission Destiny's Play





The schooling at Amboli near Jogeshwari, Mumbai



School Admission - Destiny's Play

Baldevkrishan's first sibling, Chandermohan, was born in 1953.

With the birth of the second child, Baldev's parents' lives got busier than earlier and more time was devoted to taking care of the newborn baby. In addition, his father received a promotion to the position of bank custodian, which resulted in very little time for him to spend with his family because of prolonged work hours.

Philo D'Souza, one of their neighbours, liked Baldev a lot and was quite close with their family. She also had an excellent relationship with the church that oversaw the English-medium school in the area, at Amboli.

One day, it suddenly dawned on her that Baldev was six years old and that it was his school-going age. She took him to St. Blaise High School and had him enrolled in first grade right off the bat. She did not stop there. She further went on and took care of all his admission requirements and paid for his books, uniforms and other expenditures on her own. It was a noble and sweet gesture on her part. She expected the Sharma family to be ecstatic, but it turned out exactly the opposite. Philo had no idea that she would have to endure the anger of Baldev's father as a result of her deeds.

Baldevkrishan's father was patriotic and wore nationalism on his sleeves. He vehemently opposed sending his kids to an English-medium school. On the contrary, he believed in the ideology of the Rashtriya Swayamsevak Sangh (*RSS*), which is to educate the new generation in Hindi.

When he came to know about the admission, he could not control his anger. Philo was immediately questioned by him and they got into a contentious debate.

Who Are We? & What For?

But whatever was said and done, the admission was confirmed and he could not revoke it. Ramratan was left with no choice, but to agree to send Baldevkrishan to an English-medium school.

It is worth emphasising that, at their father's demand, Baldevkrishan's sister and brother attended a school where the primary language was Hindi. It appeared as though Baldevkrishan's enrollment in an English-medium school was predetermined.

He says, **“I was indeed lucky to have been in an English-medium school since this shaped my career and triggered events that turned my life around and became the foundation of my higher education, research, innovations, confidence-building and ease of communication in English during international travel and meetings.”**

PART 1

Chapter 6



The Emergence of an Innovative Mind





CERTIFICATE OF MERIT

awarded to

BALDEV KRISHAN SHARMA

of Institute of Science college

for participating in the

'IDEAS IN ACTION'

INTER-COLLEGIATE SCIENCE FAIR

held in December 1970 at Bombay

M. V. ...
Chairman
Advisory Committee
Basic Science Clubs Project

G. S. ...
General Manager
Esso Standard Eastern, Ltd.

The winning invention: STD Control Device



Device to prevent misuse of STD

By A Staff Reporter

AN ingenious device to prevent misuse of STD (Standard Time Dial) has been developed by a student of the Institute of Science, Bombay. The device, known as the 'STD Control Device', is a small, rectangular box which fits over the STD dial of a telephone. It is designed to prevent the dial from being used for long distance calls.

The device consists of a base and a dial. The base has a dial, a switch, and a knob. The dial is connected to the STD dial of the telephone. The switch is used to turn the device on or off. The knob is used to set the device to a specific number.

The device is simple to use. The user simply turns the device on and sets it to the number of the person to be called. The device will then prevent the dial from being used for any other number.

The device is a simple and effective way to prevent misuse of STD. It is a good example of a student's invention.

The Emergence of an Innovative Mind

During his school days, Baldevkrishan could sense a growing desire to get a deeper understanding of mathematics and science, which were his favourite subjects. Hence, after finishing his secondary school exams at St. Blaise High School in 1964, Baldevkrishan pursued his further education in science at K. C. College, Churchgate. His curiosity about the topic grew as he learned more about it and this awakened his latent scientific and research mind. After completing his 12th board, he joined the Royal Institute of Science, one of the top colleges in Mumbai and an extension of the famous Elphinstone College. He took physics as his principal subject and mathematics as a subsidiary subject. The best thing about the college was that it provided a platform, in the form of an exhibition, to showcase students' scientific temperament. Baldevkrishan had waited for such an opportunity, where he could use his theory in practical application. It was during these years that Baldevkrishan identified his passion for innovations in science and technology. His life motto was now clear to him. It was the beginning of the evolution of an experimental mind.

Baldevkrishan recognised a hidden opportunity during that time in one of these peculiar incidents. It was his first face-to-face encounter with his innovative mind, though more such events were yet to come where he could showcase his brilliance and prescience.

A phone was considered a luxury back then and not many people had one. It was customary to make urgent calls on a neighbour's phone under such circumstances. The owner had little control over saying no to important calls coming in from across the country.

On one such occasion, Baldevkrishan was waiting at his neighbour's house to use the phone. It came to his notice that the phone's owner



Baldev Sharma of Institute of Science receiving the second prize from Mrs. Neff for his exhibit "Automatic Gas Control Device".

Automatic Gas Control Device: The 2nd year winner in a row.



FOR THE HOUSEWIFE:
A student of the Institute of Science, Shri B. K. Sharma, demonstrates an invention of his, called Automatic Gas Control Device, at the Esso inter-collegiate science fair which opened at Birla Krida Kendra on Tuesday.

Useful gadgets at science fair

By A Staff Reporter

Some of the most useful gadgets of daily use, at least one of them said to be patented, are put on show. There is an Automatic Gas Control Device for the busy housewife which puts off the cooking gas after a pre-set period. That is the handiwork of a student of the Institute of Science, Shri B. K. Sharma.

The Emergence of an Innovative Mind

or someone from the family, would constantly monitor the person availing the facility. They would be glued to the dialer, watching what was being dialed. Baldevkrishan understood the owner's reason for worry. On the pretext of making local calls, some users smartly made STD (*Subscriber Trunk Dialing - an outstation*) calls and the owner ended up paying heavy bills. It was the era when phone charges were extremely exorbitant and hence not everyone could afford to have a phone.

Baldevkrishan felt pity for the owner, who was not only generous enough to allow people to use the phone, but also had to deal with the dishonesty of people making STD calls and paying for local. It was a classic example of babysitting the phone.

This incident kindled his inventive mind, and he got the idea of developing a Subscriber Trunk Dialing Control Device (*STD-CD*). After a lot of experiments, he was successful in inventing a device that controlled and monitored the calls. And as luck would have it, an inter-collegiate science fair organized by ESSO in his college in the year 1969, titled "Ideas in Action" provided a platform to showcase his new creation. He presented a live demo of the STD Control Device.

The device he built was based on the concept of identifying and filtering STD and local calls without having anyone monitor them. The device also had a function that could sense STD dialing and stop it immediately if anyone attempted to do so. But if someone wanted to make an STD call, then they had to use the key to unlock the STD. Local calls could be made without any interruptions.

Such technology was essential at that time and the device garnered many eyeballs that saw great commercial value in its utility to the

Who Are We? & What For?

public. As expected, he won the 1st Prize with a trophy and cash money of Rs. 1,000. The accomplishment was widely publicised and featured in citywide newspapers. Baldevkrishan became a genius star overnight in the college and among business groups.

Under the guidance and supervision of the college principal and the physics professor, Baldevkrishan further refined the exhibit and applied with the Invention Promotion Board, New Delhi.

In the next academic year in 1970, Baldevkrishan again participated in the exhibition and showcased his new invention - a Gas Control Device. This was a safety-related utility tool that also had a timer for keeping track of when the gas was turned on and when food was cooking. This exhibit again won the top prize, adding to his popularity in the college and the neighbourhood. If the flame was accidentally extinguished or for any other reason, such as when milk boiled over on a flame, the Gas Control Device could shut the gas cylinder. This avoided the flow of gas in the room, preventing adversities.

Baldevkrishan says, "All coincidences don't happen coincidentally, even accidents don't happen accidentally. They occur as part of life's journey which takes turns and twists as determined by the nature system"

PART 2

Chapter 1

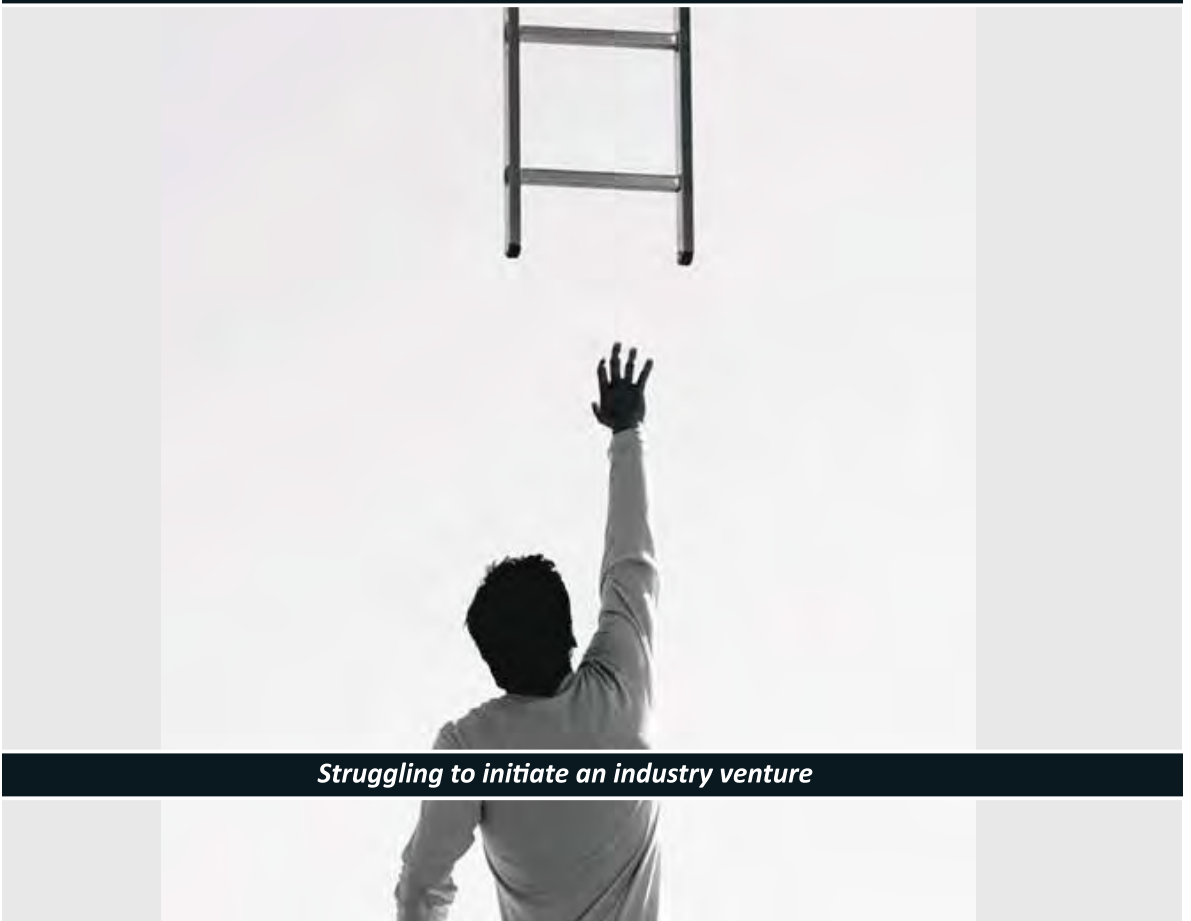


Job, Business and Failure





*Developed a remote controlled gun firing system
for Vijayanta Tank, DRDO, Avadi, Madras*



Struggling to initiate an industry venture

Job, Business and Failure

The two inventions opened doors to multiple opportunities for Baldevkrishan and big corporations were willing to hire him on a good salary. His talent was so exceptional that the director of Automac Madras Pvt. Ltd. Co. went to his house to make an employment offer, including a beginning salary of more than Rs. 875 royalty on the device. Baldevkrishan was flabbergasted to see the director personally visit him to offer a job.

The salary offered was like a dream come true for the entire family. Baldevkrishan accepted it and moved to Madras (*now Chennai*) for his new job. The factory was at Ambattur, near Madras. He started developing and fine-tuning his invention—the STD-CD—to make a rugged model for commercialization. He also enrolled as a member of the Institution of Engineers' Associate Class and began his studies.

Owing to his position as an R&D officer of the company, he was introduced to the Avadi Heavy Vehicle Factory (*AHVF*), which manufactured, at that period, the Vijayanta battle tanks under British collaboration. For automation and upgrade purposes, the Defence Research and Development Organization (*DRDO*) had planned to make a remote-controlled firing system. Baldevkrishan was instrumental in developing a sub-system for a remote-controlled, solenoid-triggered gun firing system. After this system was approved, DRDO floated a Letter of Intent (*LOI*) to order 250 units. But then Automac Madras Pvt. Ltd. was not interested in this petty order. They approached Baldevkrishan to produce and supply these units and handed over the LOI to him.

For him, it was his first business opportunity and the commercial offered in the order was lucrative. Decisions were taken.

Who Are We? & What For?

Baldevkrishan left the company to pursue this opportunity from DRDO in September 1972 at the age of 25. With an offer letter in hand, he landed in Mumbai full of spirit and confidence.

Baldevkrishan had a big order in hand amounting to Rs. 15,50,000 and he had plans to start his manufacturing unit to fulfill the order. He decided to manufacture the STD-CD unit and the Gas Control Device in the factory. Things were turning out the way he wanted.

He started Ratansheel Electronics- an industrial unit in Mumbai- with great pomp, unaware of the hurdles in the business process and registration. The company's name was drawn from his father's and mother's names—Ramratan and Sushila Devi—combining them as “Ratansheel.”

With great hope, Baldevkrishan dove into the business, only to be mercilessly stranded for days together by the government authorities and the complicated administrative procedures for starting up the manufacturing.

Problems had started showing their ugly faces right from the beginning of the business setup. Small Scale Industry (SSI) registration was mandatory and Baldevkrishan had no experience in this arena. A bank loan would not be possible without these documents. The registration and other documentation processes for the premises and the industrial unit were complicated and Baldevkrishan started spending a lot of time visiting government offices. He started losing control of the timelines and the manufacturing setup was delayed indefinitely.

He realized that he lacked experience and was clueless about setting up an industrial unit.

Job, Business and Failure

Moreover, he was running around each day trying to finish the procedure without any support and was doing it single handedly. He was in the realm of tasting failure for the first time in his life.

Meanwhile, AHVF started pressing for the supplies of prototypes of the product test samples for approval before placing firm orders, but the delay in procuring machinery and the lack of funds only made matters worse. Meeting the deadline for delivery of the final product was not possible and the project died prematurely. He had no choice but to shut down the unit. The order was cancelled by DRDO, leaving Baldevkrishan in a debt of over Rs. 50,000 (*this value would be equivalent to Rs. 20 lakhs in 2023*). His first business crashed and he had to look for a job to cover the incurred losses.

At the age of 25, Baldevkrishan got a taste of success, failure and debt.

Baldevkrishan believes that failure is the best teacher and that he has learned a lot from this failure.



While in job got promoted from Development Officer to Production to Admin to Client Servicing to Marketing to Publicity.

PART 2

Chapter 2



Groomed for Business





*Rashtrapti Award presented by Dr. C.Subramaniam,
at Vigyan Bhavan, Delhi*



National Research Development Corporation of India

(A Government of India Enterprise)
नेशनल रिसर्च डिवलपमेंट कॉर्पोरेशन ऑफ इण्डिया
(ए गवर्नमेंट ऑफ इण्डिया एंटरप्राइज)

Certificate of Award

Mrs. Bultara Kishan Sharma

has been awarded Rs.1500 ~

(Rupees one thousand five hundred only)

for his invention entitled "Direct bank central service"

C. V. S. Ratanam
Managing Director

C. Subramaniam
Chairman

New Delhi

Dated 15th January 1974

Groomed for Business

On his father's recommendation, Baldevkrishan was hired by the Ramon Group of Companies as an R&D engineer three months after his first business failure. His initial pay was Rs. 1,500. This was in March 1973. He accepted the offer and went with the flow. After all, he had to pay off the debts and the money he had borrowed from his father, relatives and friends to start his first business.

At Ramon, he was in charge of their Figurette and Health Equipment Division. In a very short time, he started successfully designing and developing models and products for the division. The management took notice of Baldev's abilities. So, when the production manager resigned, he was given the additional responsibility of the production department. Again, in November 1973, the company shifted him to the head office and put him in charge of technical support for marketing. Baldevkrishan was climbing the success ladder in every department that he was posted.

To add to his joy, he got an invitation letter from the National Research Development Corporation to receive the award in the "Science and Innovation" category on December 28th of the same year. The entire family's joy was boundless.

On January 15, 1974, he was honoured with the award and a cash prize of Rs. 1,500 from C.Subramaniam. The award was presented amid great fanfare and hosted in the majestic Vigyan Bhavan, with photographers from different media covering the event. At the age of 27, Baldevkrishan had a once-in-a-lifetime celebrity experience.

Taking note of Baldevkrishan's achievements, the management at Figurette appointed him as the marketing head for the company's health, gaming and cosmetics divisions.

Who Are We? & What For?

Baldevkrishan was an earnest learner, an enthusiastic performer and an achiever. He grasped the opportunity and learnt everything about marketing, including public relations, advertising and direct marketing. Additionally, he got an opportunity to develop contacts with the agencies with whom he had to deal on a daily basis. Given the high quality of the deliverables, the company gave a Rs. 5,000 raise in December 1974. He progressed in his professional life.

Baldevkrishan and his wife Promila, whom he married in June the same year, celebrated this success and honour, along with their family members.

On the surface, everything seemed to be perfect at the workplace, but Baldevkrishan knew better. His success and fabulous increment did not go well with his colleagues, who showed their resentment by creating hindrances in other areas of work concerning him.

He felt uncomfortable and found difficulty in continuing his work. Also, in the back of his mind, he always thought of doing business. His instincts told him the right time had come to dive into business for the second time. After discussing with his family and much against everyone's wishes, he resigned from his job in August 1975. A national emergency had been declared at the time. Everyone in the family, therefore, believed that his choice was poor, but Baldevkrishan stood firm as a rock. He was unfazed even by a call from Ramon's managing director.

The question was which business he should get into. He had three ideas: aluminium glazing work, pest control and wallpaper.

After a lot of contemplation over the three business ideas, he decided to take a plunge into the wallpaper business. Challenges in this

business were many because in India, in 1975, wallpapers were offbeat and people preferred paint over wallpapers.

But Baldevkrishan's analytical skills and foresight saw potential in this business. His idea was to take a contract job to install wallpapers. He says, **"I had lost money in my business attempt. The investment was not possible this time. In wallpaper, it was a zero-investment business, as opposed to the other business idea where I had to invest money. I would have had to start producing units for the aluminium glazing project, which would have required expenditure and this was not feasible. Pest control would mean killing creatures, so this idea was also dropped. I went ahead with the third option. Here, I had to pay labour charges at the month's end. I could buy wallpaper on credit, get cash in advance from clients and could start the business from my home. Considering all the reasons, this was one of the most favourable businesses to start with."**

Well, he got to know about wallpaper during one of his visits with Promila to his relative's place in the UK. He noticed at his uncle's home that the wall covering was colourfully designed, unlike paint. On closer inspection, he realized it was a special printed material with a paper base, glued to the walls with a special adhesive. The designs on the paper were eye-catching and it was a visual treat to see the stylish walls. Similarly, the hotel walls were also glammed up with wallpaper. He realized that this was a new and simple solution to spruce up the walls. A brilliant idea was etched in his mind. On his return, he explored wallpapers in Mumbai and renovated his home with them. He observed everything about the wallpaper, while it was being installed at his place. The installation of wallpaper as a business idea had crossed his mind at that very moment.

Who Are We? & What For?

Baldevkrishan says, **“I had to quit the job. Kyon ki pani mein rehkar magarmach se baer nahi kar sakte (a Hindi idiom, which means that one who gives shelter, should not be opposed) and my entrepreneurial instinct overtook me.”**

PART 2

Chapter 3



Re-Entry into Business





1967



THE TIMES OF INDIA



STATE OF EMERGENCY DECLARED

Several leaders arrested | CM warns Security in peril, says P.M. against call

Emergency in India

The darkest 19 months in modern Indian history

Pre-censorship imposed

Rights suspended

Peace plan by

Started business in most challenging times... when emergency was declared



FIELD MARSHAL
Sam Manekshaw

Re-Entry into Business

In his second innings, he decided to use a neutral name for his company: **Marshalls**. He was inspired by General Manekshaw, the hero of the 1972 Indo-Pak war who was promoted to the rank of Field Marshal in 1973. “Marshall,” moreover, was aligned with his vision that his company should march ahead with speed, discipline and goodness to become profitable and successful. For him, this time, his business was like a war that he had to win.

He started Marshalls Enterprise on Diwali in 1975 at his residence, converting one part of it into an office room. He appointed two karigars (*artisans*)—Rashid and Saufiddin—and two helpers. He paid the karigars Rs. 500 per month and the helpers Rs.125 per month. Even though his previous venture failed, his business acumen had sharpened and developed.

He calculated the monthly capital requirement by taking into account every expense, including transportation, advertising and small-print costs. He also understood that business has to come from unknown people, where he will have an upper hand while negotiating for advance payment. Otherwise, with relatives and friends, it was a huge task for him to get the payment from them.

Baldevkrishan was aware of the need for brand visibility. He allotted a total of Rs.2,500 per month for four insertions in The Times of India and Bombay Samachar in Gujarati. He could get a catalogue of wallpapers free of charge from Fazal Bhai's shop opposite Bandra Lake.

Baldevkrishan's strategy worked and he started getting orders and advance payments from his customers, enhancing the cash flow.

The advertisement helped him get inquiries and business got rolling.

Who Are We? & What For?

The protagonist had nailed the wallpaper business and this time luck and nature were on his side.

The year was going great on the personal front as well. The couple welcomed its first baby and named her Mona.

Orders started pouring in. Baldevkrishan could not manage it all alone. He involved his better half, Promila, making her in charge of handling the cash received. She started looking into all banking transactions, accounts and salaries for karigars. The entrepreneur shifted his focus completely to business development and completion of the project. The duo started taking the business to greater heights.

Baldevkrishan says, **“I got training in every area of business while working with Figurette. I was well-equipped with knowledge and experience. Nature allowed me to learn everything.”**

PART 2

Chapter 4

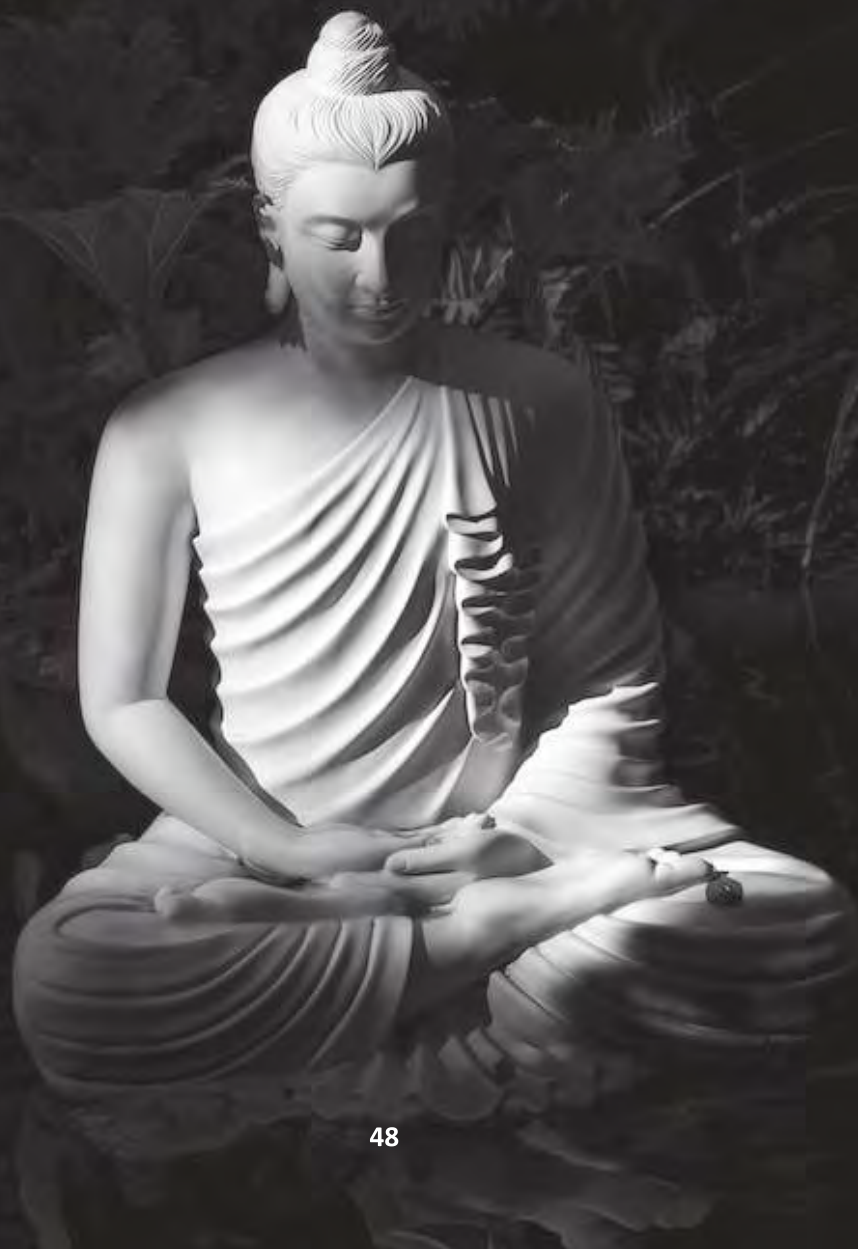


Nailing Business in Adversity



*If you can stay positive in a
negative situation, You win.*

The challenge of success in adversity



Nailing Business in Adversity

One day in February 1976, Baldevkrishan happened to be visiting Jhaveri's home on Pedder Road in Bombay for an order. He overheard Jhaveri and the person on the other end of the line discussing the possibility of income tax inspectors visiting the house to evaluate the home's furnishings and other assets for valuation purposes. It was a part of the National Emergency that the government imposed on the nation. (*In India, "The Emergency" refers to a time when Prime Minister Indira Gandhi ordered a state of emergency to be imposed nationwide for a 21-month period beginning in 1975 and ending in 1977.*) Many were afraid, and company owners who had spent thousands of rupees on marble and POP (*plaster of Paris*) interior decor for their houses and workplaces were getting more and more tensed.

Baldevkrishan reasoned that Jhaveri, who had completely marbled his walls and floors, had right to be concerned. He gave Jhaveri a solution right away. He was, after all, a natural businessman who was just waiting for an opportunity to knock on his door.

He suggested, **"I could quickly fix it by installing wallpaper over the Italian marble walls, which would bring down the valuation to a paltry Rs. 1.5 per sq. ft. I will also give you a bill for this work."**

The proposal overwhelmed Jhaveri. He immediately gave Baldevkrishan an order for the entire flat, including wallpapering the ceilings.

The idea spread like wildfire among elite business owners stuck in a similar situation. Everyone had started preferring wallpaper and Baldevkrishan's order graph saw an upward trend.

The suppliers from where Baldevkrishan purchased wallpaper were equally surprised to see the increase in the sale of their business,

Who Are We? & What For?

especially at a time when almost all businesses were undergoing a downturn due to the Emergency.

Baldevkrishan's wallpaper business skyrocketed by the end of the Emergency in March 1977. He expanded the team by adding 12 more karigars and personnel after realising that the current crew was unable to handle the increased volume of orders. A site supervisor and a sales executive were also assigned to oversee the ongoing work.

Baldevkrishan was a considerate and understanding boss. To make his workers' lives comfortable, he bought a second-hand Fiat car with a carrier on top, where ladders, planks and rolls could be carried to the customer's site. It was a transport vehicle and the workers used it to reach the site. Everything seemed to be working perfectly until another major issue came to the forefront.

The labour movement gained momentum in 1979. Fearing untoward incidents, the society took objection to the commercial use of the residential property and issued notices. The matter was serious, but for our promoter, it was a potential game changer for Marshalls Enterprise.

Baldevkrishan says, **"The moment you decide, it starts happening. When decided, it happens."**

PART 2

Chapter 5



Building Empires





*The 1st Marshalls Showroom inaugurated by
the Minister: Sushil Kumar Shinde on 10th May 1979*

Building Empires

He marched ahead and bought a shop at Prabhadevi and transformed it into a wallpaper showroom. He changed the face of Marshalls Enterprise and made it a turning point in its history. On May 10, 1979, Sushil Kumar Shinde, Maharashtra's then-Home Minister, inaugurated the Marshalls showroom to widespread fanfare.

With the increasing popularity of wallpaper, the demand for it also increased. Architects and interior designers started procuring wallpaper in large quantities. It was time to take another big leap in the business. Baldevkrishan travelled to London in 1980 and explored the import business of wallpaper. He tied up with prominent companies like Coloroll, Crown and Sandersons, which had exclusive collections of wallpaper and launched his import business. He started the trading business of wallpapers during this period. Marshalls Enterprises was transformed from a works contract to a works contract and trading business.

It was a year of progress on the work front and adding to the joy was the arrival of the couple's second baby, Karan.

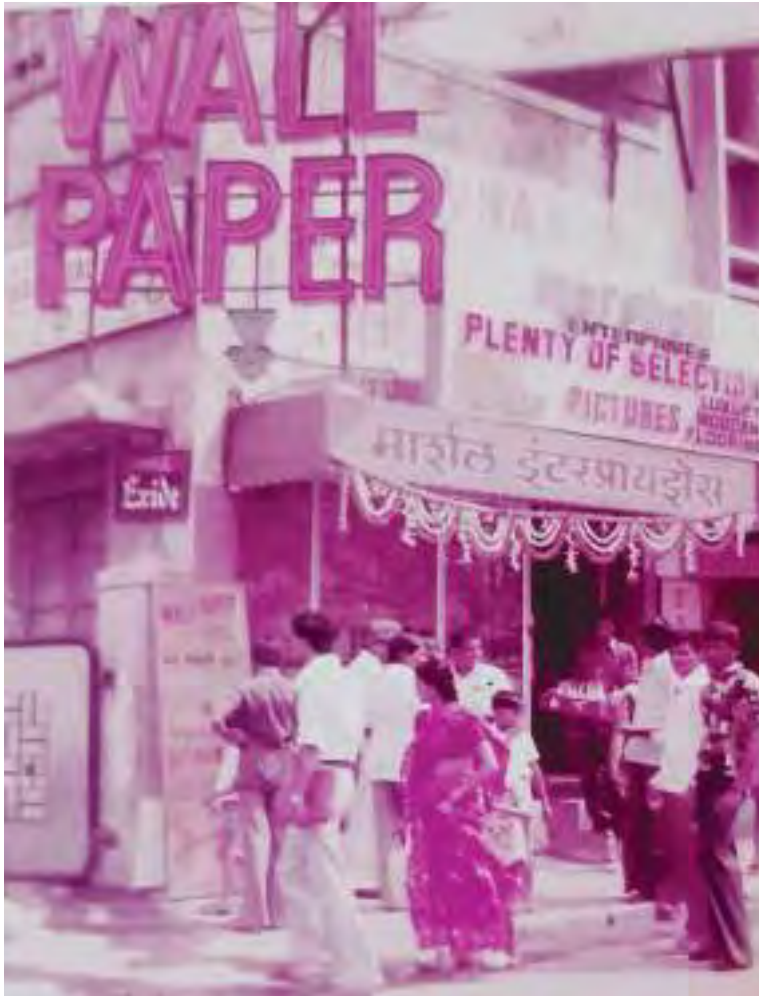
Between 1982 and 1985, Baldevkrishan purchased unit 106 in Kakad Udyog Bhavan, Mahim (*Mumbai*) and then subsequently the other units 108 and 109. The head office was built by combining units 108 and 109.

The import business started and containers arrived. It was catching up well and there was no dearth of customers either. But then, in 1981, the government banned imports to conserve scarce foreign exchange, there was no dearth of customers either. **“I was warned by the officials of the severe consequences I would have to face if I continued the imports. The strict restrictions, rules and regulations**

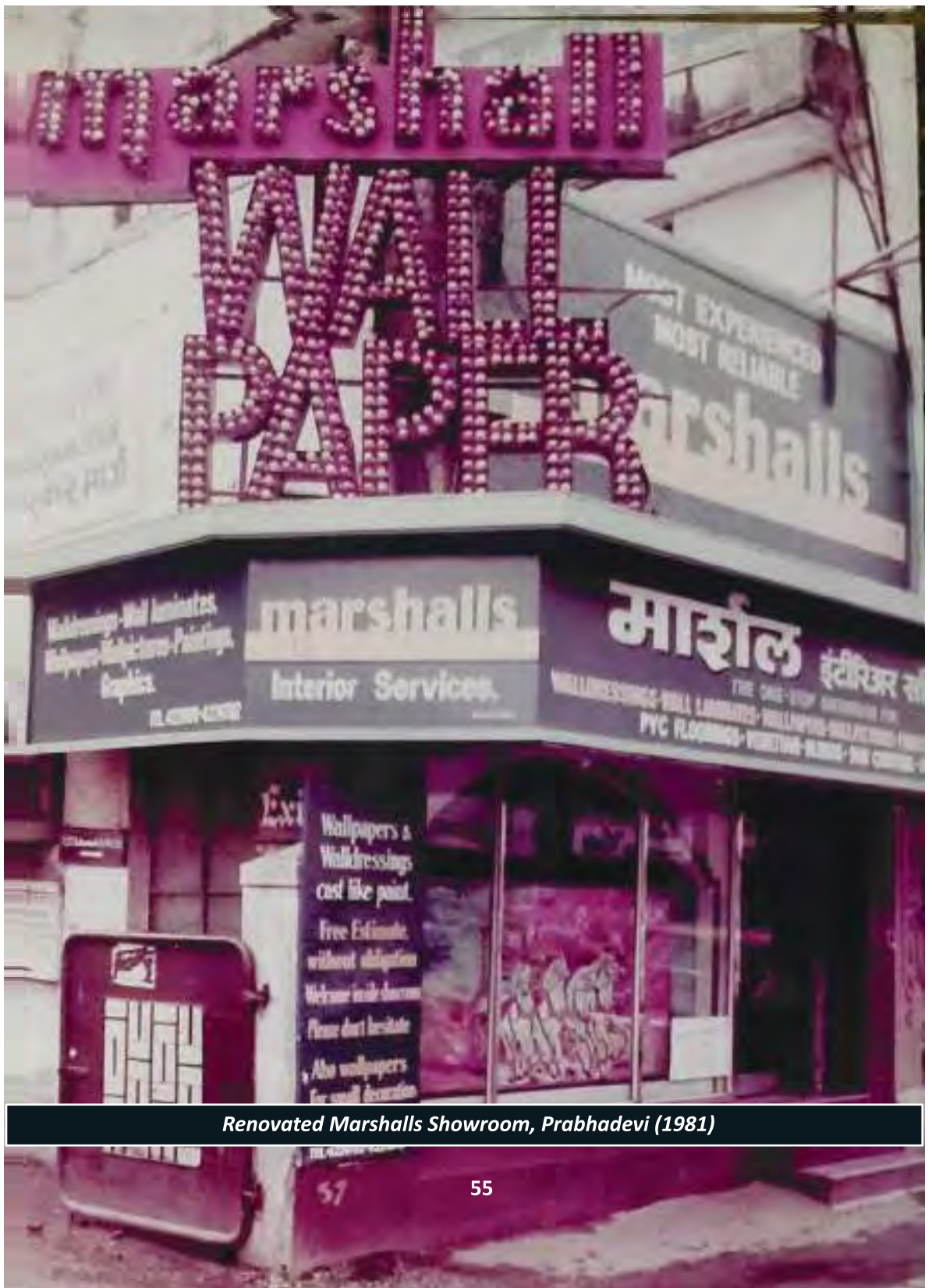
Who Are We? & What For?

made it difficult for the company to comply with all the document requirements,” says Baldevkrishan.

The state of affairs forced Marshalls Enterprise to abruptly stop the imports after receiving a caution notice from the collector of customs.



Marshalls Showroom, Prabhadevi (1979)



Renovated Marshalls Showroom, Prabhadevi (1981)

Who Are We? & What For?

Many in the industry felt it was the end of the game for Marshalls Enterprise. But Baldevkrishan was always one step ahead in tackling adversity. As a solution to the problem, he decided to start his manufacturing unit for wallpaper. Well, that is the undying spirit that ensured Marshalls Enterprise never perished. His entrepreneurial skills did not allow him to be known as a failure. It is also how he looked at problems. He says, “My first venture failed, according to many, but I see it as my learning experience. Failure is the best teacher and my teacher taught me many lessons.”

Taking cognizance of the earlier failure and its reasons, he did his homework well this time in all areas. He had imported stocks in abundance. So, he did not rush to start the manufacturing unit. Right from thoroughly understanding the procedure and starting a factory to the production process, he studied everything in detail. They say once bitten twice shy, it took him four years to do so, but he did everything perfectly.

In 1985, he rented a 1,200-square-foot unit at Nand-Jyot Industrial Estate on Andheri-Kurla Road near Safedpul and established a small manufacturing unit. He named his unit Gratex Decorative Industries Pvt. Ltd. But this was not a full stop. He knew this was a small space and he would need a bigger one. In the same year, he purchased one plot at Koparkhairane, Navi Mumbai MIDC and—with the help of R. D. Kulkarni, an ex-MIDC GM and K. P. Bhardwaj—started constructing the plant and installing the machinery.

To start with the manufacturing process, he procured locally made rotogravure and coating machinery, a machine for rewinding jumbo reels into standard rolls, an embossing machine and a shrink-packing

Building Empires

machine. “I wanted to try something new and different with wallpaper. I decided to break all the previous standard sizes of wallpaper.”

His innovative mind gave birth to rotogravure-printed wallpaper with a washable coating that he developed in the manufacturing of wood grain design wallpapers. It was named Krest-21 and it was the first wallpaper brand developed and manufactured. Baldevkrishan developed a special width of 2ft (*instead of the standard 21 inches width wallpaper*). The length was 50ft (*instead of the standard 33ft*). So, for the first time, they had wallpaper of 100 sq. ft instead of the usual 58 sq. ft area. This accomplishment speaks volumes about his exploratory abilities. The wallpaper was shrink-wrapped in polythene and ready for installation.

Krest -21 was inaugurated at the Hotel Taj by the great business icon S. P. Godrej in the presence of several major industrialists.

Baldevkrishan’s product received an overwhelming response at the ceremony and was appreciated by all. The event fueled his already fervent spirit even more. His idea was to make Krest-21 a big brand and reach out to every inch of the market.

In another breakthrough event in 1987, Marshalls Enterprises hosted the All-India Dealer’s Conference at the Hotel Holiday Inn, Juhu. Inaugurated by Baldevkrishan’s father, the company received huge orders at the exhibition. It was also the day the company established an all-India network of stockists, distributors and dealers. “I still remember the happiness on my father’s face. He felt so proud and contented. For me, his happy face was my real success. I still cherish those feelings,” says Baldevkrishan.

Who Are We? & What For?

The manufacturing of wallpapers kick-started the trading business of wallpapers as well.

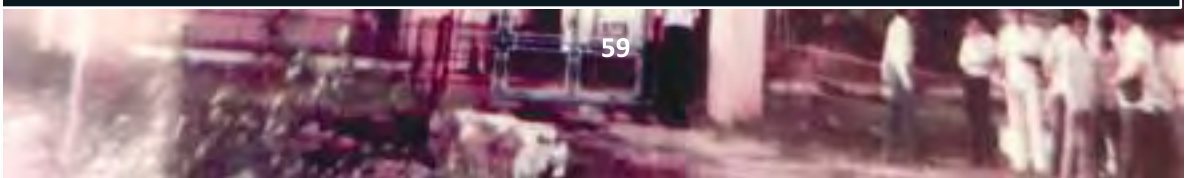
Two years had passed since the start of the manufacturing unit in Andheri and the Gratex House in Vashi, which had been purchased in 1985, was completed and ready to begin operations. It was inaugurated in 1987 on Dusshera day. At this manufacturing unit, the company produced moisture-proof Krest wallpaper, which was poly-laminated. They also inducted the latest expanded vinyl technology wallpaper, which was manufactured and marketed under various brands like King's Mark, Majestic, Prince and many more. The business grew by leaps and bounds and was on its way to becoming a large and one of the most sought organizations in the field of wallpaper.



Baldevkrishan at his Gratex House MD's Office, Koparkhairane, Navi Mumbai



Gratex House office, Koparkhairane, Navi Mumbai





PART 2

Chapter 6



Advertising with a Difference





S P Godrej Launching 1st Wallpaper Brand Manufactured by Gratex: Krest 21



Advertising with a Difference

Krest-21 was close to Baldevkrishan's heart and he wanted to do its branding using an unusual strategy. His creative advertising ability did not disappoint him either.

He adopted a plan to demonstrate Krest-21 on walls and provide a live visual look. To put the idea into action, in 1988–89, the company fabricated a 1-bedroom wooden house as a demo model for showcasing Krest-21 wallpapers. In addition, the company conducted a large-scale promotion campaign called Festival of Wallpapers on various grounds and halls. The company presented a demo model in Vile-Parle-Bajaj Hall, near Nanavati Hospital; at Bandra, near National College; at Warden Road TJ Pavilion, opposite Cadburys and at the Oberoi Hotel, Nariman Point.

The highlight was at Shivaji Park's Bharat Scouts Hall, where the company roped in well-known choreographer Farah Khan and singer Shankar Mahadevan to anchor the show. It was a live show of fashion walls with wallpaper, directed by top models in the fashion industry walking the ramp. The show was a big success and became the talk of the town in the wallpaper market.

Gratex Industries was ruling the wallpaper industry, seizing the entire market share by the year 1990. A visionary by birth, Baldevkrishan realized it was time to take the business abroad and make the company's wallpaper an international brand. He travelled to Dubai, Bahrain and Qatar to promote the export of Gratex wallpapers in 1993. During the trip, he also looked for investors. He wanted to raise funds and convert Gratex into a public limited company. Time is money and Baldevkrishan did not waste time. He took a decision and instructed his team to initiate all the procedures and documentation

Who Are We? & What For?

processes. Things were put on the fast track.

In 1995, Gratex Private Limited Company became Gratex Industries Ltd. (*GIL*) with a total equity capital of Rs. 3 crore. The owners' equity subscription was 38%.

The price of the initial public offering (*IPO*) was Rs. 80 lakh. More than expected, the shares were oversubscribed by six times. The company raised Rs. 1.89 crore of capital from the market. Two eminent personalities were appointed to the company's board of directors. Dr. Homi Talyarkhan became the chairman and Padmashri awardee Nana Chudasama became the vice chairman.

The company received a net sum of Rs. 1.14 crore. K. P. Bhardwaj—the stalwart who was instrumental in the construction of the Gratex House in 1985–86 and Marshalls Plaza in 2011–12—became the director of GIL.



PART 3

Chapter 1

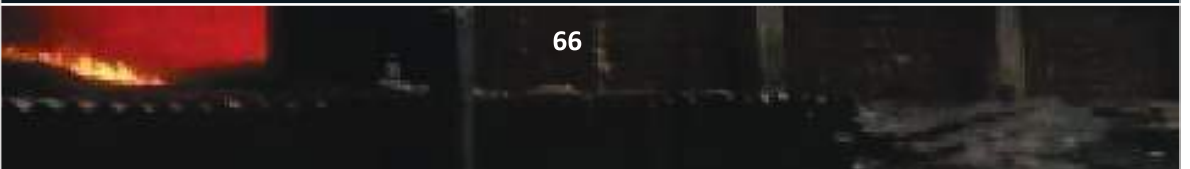


Business Losses





The fire that gutted Gratex House, Navi Mumbai



Business Losses

Everything seemed to be fine, but then finances took a back seat. In 1995–96, Gratex lost Rs. 55 lakh in ICD (*Inter Corporate Deposit*). That was a major hit to the cash reserves, and what was left in hand was a paltry Rs. 59 lakh out of the Rs. 1.14 crore received during the public issue. The 100% equity in GDI Pvt. Ltd. got diluted to 38% equity in GIL Public Ltd. company.

The Rs. 59 lakh that remained, was used to upgrade and purchase machinery and other computerized colour matching and printing equipment. The company was struggling with funds and trying hard to recover from the losses.

Adding to the woes, Gratex House at Vashi was destroyed by a fire in February 1997, which completely damaged the machinery, inventory and a part of the building. The highlight of the incident was a truck carrying diesel that was parked near the gate when the fire took place. Fuel consumption for the boiler was routine and that day, as a normal practice, the vehicle was parked to be unloaded. When Baldevkrishan learned about the truck with diesel, he realized the damage that would be caused if the truck caught fire. Moreover, sensing the worst, the truck driver had run away from the location. Pulling all his strength amidst the chaos, Baldevkrishan ran towards the truck, boarded it and drove away the vehicle from the fire site. His foresight prevented the worst-case scenario. He saved many lives by risking his own. He is indeed a real-life hero like the ones we get to see in the movies.

On the money front, the incident not only eroded the asset, but also made a big hole in the pocket due to an expired insurance policy. The losses were estimated to be more than Rs. 1 crore. The renewal of insurance was delayed due to the reassessment of the plant and

Who Are We? & What For?

machinery. But business had to keep moving. Money was put in to rebuild and restart the Gratex House.

Sanjeev Naik, the MLA at that time and son of former Minister Ganesh Naik, did the ceremonial muhurat (*auspicious launch*) of the restored Gratex House in April 1997.

By mid-April, production was in full swing and efforts were directed towards increasing business and covering the losses. Things appeared to be going in the right direction. But the worst was yet to come. The past few years' losses had put a lot of mental stress on Baldevkrishan.

Baldevkrishan says, "The Terrestrial Nature System (*TNS*) remotely guides our life's journey on a moment to moment basis. Those who follow the 'Go' process are rewarded through success, satisfaction, health, respect and all and those who violate it through their free will and take the 'No-Go' route get punished through losses, discomfort, adversaries, insult, disrepute, health issues, etc."

PART 3

Chapter 2



The Turning Point





Experience severe pain in heart, being shifted to ICU, Lilavati Hospital, Bandra Mumbai



The Turning Point

The timing could not have been worse. On September 7, 1997, Baldevkrishan was at Gratex House when he suddenly experienced chest pain. Even in this moment of despair, Baldevkrishan didn't lose his calm, instead he drove himself to the nearest hospital at Vashi sector-17, Navi Mumbai. He had suffered a massive heart attack and had to be put up in the ICU for 11 days. It was an attack that could have been fatal. But with the right treatment and everyone's prayers, Baldevkrishan survived the attack and recovered slowly. Even in this moment of despair, Baldevkrishan didn't lose his calm, instead he dro

In his words, it was his second life and a massive turning point. He began to believe that some purpose had to be fulfilled by him and hence his life got an extension. He directed his thoughts toward unearthing the mission.

Meanwhile, his absence made Marshalls' financial position quite weak and precarious. The family had a problem even paying the cost of his heart operations. In November 1997, he underwent a major bypass heart surgery at Lilavati Hospital, performed by Dr. Ramakant Panda. It took him six months to recover completely.

This incident completely changed his outlook on life and he wanted to spend time studying and researching his passionate subject and finding answers to two questions that predominantly kept him awake many nights. **Who are we? And what for?**

But then the million-dollar question was: Who would take care of Marshalls? After giving it a lot of thought, he found an answer. He scheduled a meeting with his son Karan, who was 18 at the time and his daughter Mona, who was 22. He communicated his thoughts and shared his intentions. He told them in no uncertain terms, "Either I

Who Are We? & What For?

hand over Marshalls Enterprise to you both or sell it off to someone else.”

Mona and Karan conveyed their desire to take up the reins of Marshalls, under the support and training of Baldevkrishan.

Mona had recently graduated and had studied interior design at Raheja’s Interior Designing Institute. She began devoting time to Marshalls and started her training journey instantly. Karan was studying at Podar College and undergoing a Foundation course in CA (*Chartered Accountant*) under their auditor, B. M. Doshi. Karan joined Marshalls after two years.

The year 2000 saw Mona and Karan’s active involvement in Marshalls giving a lot of impetus to the management of Marshalls and Gratex. Baldevkrishan aimed to train them in all operations of the business and prepare them for positions on the management board. A decision was also taken to shut down the nine ancillary companies over a period of time to ease management.

As a part of the training process, Baldevkrishan took Karan and Mona to an international exhibition at Frankfurt Messe in 2000, where they were introduced to the world’s best manufacturers and suppliers of wallcoverings.

Not only did they have a hold on the industry and the import process, but the exhibition also exposed them to trending new collections and the diversification of wallpaper. The decade, 2000–2010, witnessed Mona and Karan learning and overlooking the business in their hands. The ancillary companies were shut down during this decade and two principal functioning units were retained—Marshalls Enterprise, which was concerned with work contracts and trading activities and

The Turning Point

the other GIL, which was in the Industrial unit. The company also consolidated the production of Krest moisture-proof wallpaper and PVF wallpapers (*Poly Vinyl Foam*), creating innovative products and several varieties and catalogue brands were introduced.

In terms of achievement during this decade, it set records for a 700% jump in sales turnover, franchise expansion, the purchase of 10,000 sq. ft. of premises in the posh Worli (*Mumbai*) area and the building of a beautiful showroom called Marshalls House.

There is an interesting story behind the creation of the Marshalls' House. Early in 2007, Bollywood legend Malaika Arora visited the Prabhadevi store. Being tall, especially with her high heels, she almost touched the ceiling, prompting her to remark sarcastically, "Is this Marshalls' main showroom?" The matter was brought to the attention of the management by Mona and everyone felt the heat of the statement. Baldevkrishan had experienced several roller-coaster rides in business since the time he started Marshalls. His business acumen always helped him put his best foot forward in dealing with those issues and this time again he did the same.

Worli's property, which was formerly a garage in very poor shape, was acquired by Marshalls. The BMC also gave a tough time during the revamping of the premises. But in the end, the place was transformed into a magnificent showroom in December 2008 and inaugurated by the eminent architect Hafeez Contractor.

"This is again a case where the Nature System triggers desire and helps in building Marshalls company" says Baldevkrishan.

The franchisees at Vile Parle (*Mumbai*), Goregaon (*Mumbai*), Bangalore and Vapi (*Gujarat*) were the initial franchisees that helped in

Who Are We? & What For?

accelerating the sales turnover.

However, in this decade, the management also had to shut down Gratex Manufacturing. The reason was the deterioration of plant and machinery, thus increasing the fixed cost per unit to an uneconomical level.

The labour union also started demanding a drastic wage increase, which would further burn the pockets of Marshalls Enterprise. Considering all the issues, the management closed down Gratex. Baldevkrishan remarks, “Sometimes in life, we have to take a step back to move two steps forward. Marshalls Enterprises was excessively funding Gratex to keep things going. With the close of Gratex, we could retain the amount and it was added to our profits.”

Mona and Karan’s involvement brought back everything they had lost in 1997–2000 and business-wise, this was the second-best decade of his life.

In the following decade, 2010–2020, the business grew by 233%. The reasons cited for the growth of the business were the business generated from the newly built Marshalls Plaza at Worli, the development of franchise showrooms and the opening of Marshalls Plaza at Gratex House.

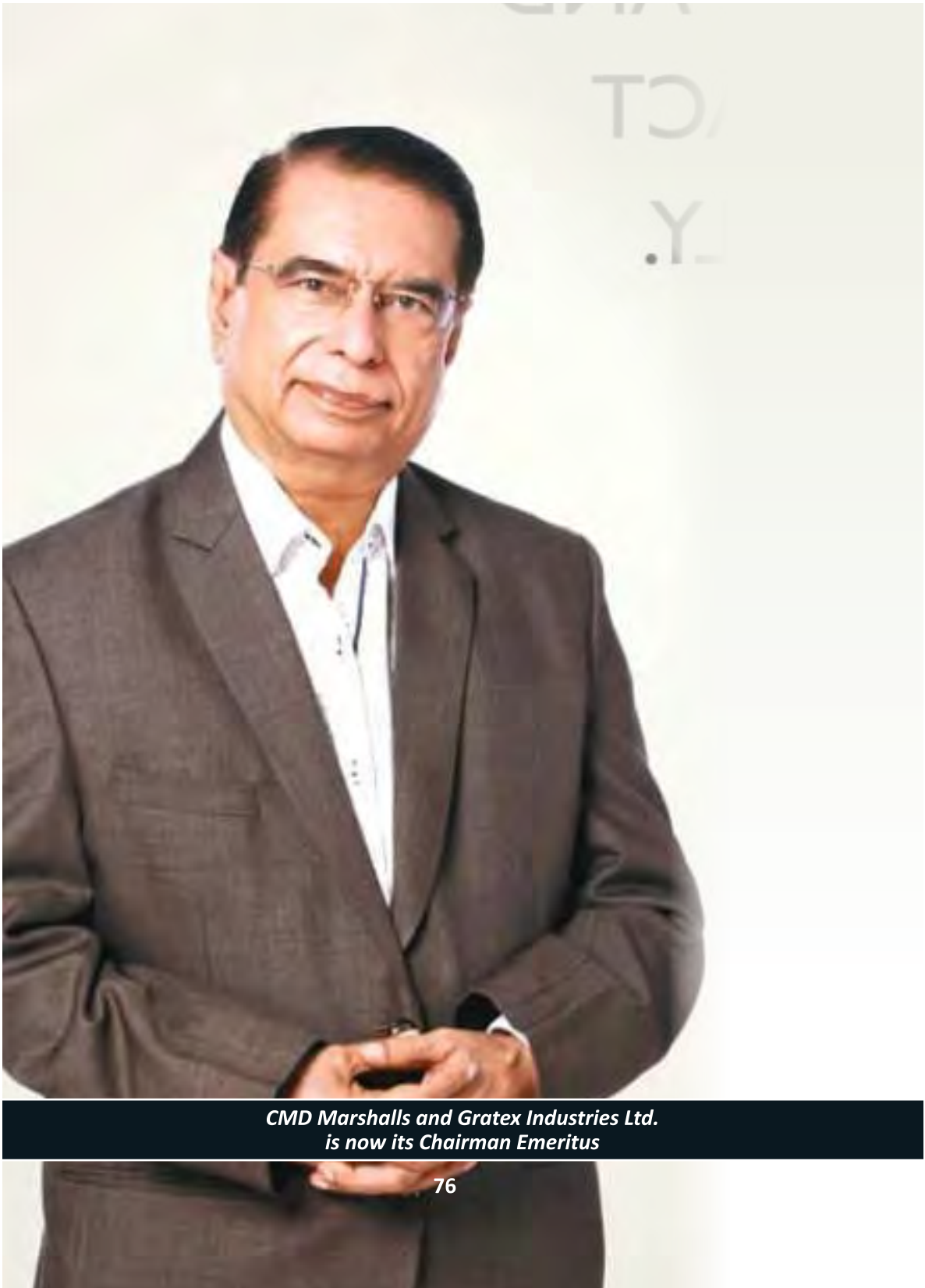
Having realized that Marshalls was doing well under the leadership of a Core Management team that included Mona and her husband Pratap; and Karan and his wife Aarti, Baldevkrishan took voluntary retirement in 2014 and positioned himself as Chairman Emeritus of Marshalls and Gratex.

The Turning Point

The second half of the decade had some hiccups, like the shutdown of some showrooms and stagnant growth in business. To accelerate the sales and growth of the company, in 2017, Baldevkrishan again took over the core management of Marshalls as CMD. He continued till June 2020, and some of the highlights of the decade were the revamping of the premises of Gratex House, the installation of three different manufacturing, digital printing and lamination units, a catalogue manufacturing unit, modular furniture and profile manufacturing infrastructure, the launch of various digital collections, including the innovative backlit pictures and the introduction of digital wallpaper brands and imported collections.



Purchase property in Worli, Mumbai, which was formerly a garage



*CMD Marshalls and Gratex Industries Ltd.
is now its Chairman Emeritus*

PART 3

Chapter 3



Retirement





Promoting & hosting CiiA Innovations Exhibitions, Competition & Awards for students innovators: A give back to the society and the nation.



Retirement

By the end of the year 2020, profits had increased and Baldevkrishan had completely given Marshalls to his children. Karan became the company's managing director and Mona became its director. Baldevkrishan is the emeritus Chairman of both companies.

In the last two years, during the lockdown due to the COVID-19 pandemic, Marshalls and Gratex suffered lots of challenges as their businesses were in the category of non-essential products and services. The management ensured sufficient payments to staff and workers during the pandemic.

The business is gaining strength post-pandemic and Marshalls and Gratex are completely looked after by Mona and Karan. Our protagonist, Baldevkrishan Sharma, has devoted his complete time to his research work on nature operations, social work and Creative ideas and innovations in Action (*CiiA*).

At the end, he says, "I have seen that challenges and adversities also bring opportunities and if we keep ourselves vigilant and seize these appropriately, we could capitalise on them and take our business to newer heights."

He believes that one should create something significant and worthwhile for the transcending generations to quote, remember and be proud to be a part of the family tree.

CiiA

**As Marshalls
Collective Nation Building
Responsibility**



PART 4

Chapter 1



The Compassionate Boss





Recognition for the Social Impact Projects



The Compassionate Boss

Apart from engaging in several philanthropic activities, Baldevkrishan supported the workers and staff in every possible way he could. He says, “Empower people so they become an asset to the company. It is important that you make them independent and responsible. Our way of working is value-based, a combination of business and social enterprises.”

During the 1998–99, after his recovery from a severe heart attack, he realized the importance of securing the future of the workers. He ensured all of them were provided with medical benefits by purchasing Medclaim policies for each of them and their families. He took Birla Sun Life Units in each of their names and contributed amounts on a monthly basis.

The company established the Karigar Training Program under MTI (*Marshalls Technical Institute*) and started Marshalls Business Academy for staff and management training. This was during the 2000–2010 decade, when Mona and Karan were involved in the business.

When Marshalls Enterprise became Marshalls Enterprise India Pvt. Ltd. (*MEIPL*), the company ensured the transfer of all karigars and employees to MEIPL by issuing appointment letters and providing all statutory obligations and benefits to which they were legally entitled.

Moreover, the employees were duly compensated before being transferred to MEIPL.

Another calamity that claimed many lives worldwide was the pandemic. Mona and Karan, who are in charge of the business now and were during the pandemic, followed in the footsteps of their father. Though the business was affected, they provided salaries to all the staff and workers and continued the tradition of being an

Who Are We? & What For?

empathetic employer.

After all, it is all in the genes!

In return for the kind gestures, the staff and workers always supported the company through thick and thin. In Baldevkrishan's words, **"Marshalls earned the loyalty and appreciation of their staff and workers for the act of voluntary generosity towards them. We have had the same staff with us for the past 40 years. This is possible only when people trust you and they know you are dependable."**

Baldevkrishan proudly says, " Marshalls reflects a spirit of a micro-India wherein we have staff and workers from all over India and leading religions. **Whatever you need, first start giving**, if you need love first start loving others. And if you hate someone, you also face hatred."

PART 4

Chapter 2



From Walls to Laughs



Ab Shoharat Sirf 3 Minute Mein.

marshalls

PRESENT



KOI BHI AAO Hasaake DIKHAD



**Festival Of
COMEDY**

Comedy, Laughter, DJ
Fun, Food & Feeding Around.

" If you can make others laugh for 3 minutes,
you will laugh forever! "

Limited enrollment for
walk-in audition at venue

If you have the talent
to make people laugh,
then we are the spring-board
that provides

All Paid
trip to
Hollywood

An Opportunity
in front of
Bollywood

&
Cash Prizes
Worth
Rs. 1,00,000+

The initial knock-out round at:

Enroll Today
2437 6001

OR

Type KBA
SMS on 7827

OR

email- kba@mca2005.com

In association with

marshalls
Comedy Awards



Event Organized by:

marshalls

This Lughtertainment project greatly impacted Bollywood & Society

From Walls to Laughs

After his severe heart attack and a narrow escape from death, Baldevkrishan pondered: Who are we and what for? How are humans connected with the universe and its activities? During his studies, he came to the conclusion that humans are programmed by the nature system and thus, whatever is destined to happen will happen regardless of what is said or done.

Baldevkrishan realized that a human being is a 'bio-robotic organism programmed by nature' and that we can truly live by accepting and understanding this inseparability and learning to laugh at things that are beyond our control. Having arrived at this conclusion, he said, "Why not then humour it out and laugh it off?"

He says, "One has to learn to laugh at the critical situations that are not in one's control and learn to laugh it off."

To spread laughter among people, he came up with the idea to organize the 'Marshalls Comedy Awards' (MCA). The first show was organized in February 2004. This was an out-of-the-box thought from someone, who had single-mindedly and seriously pursued his dreams and engineered his family's return to glory, while also creating a career and business machinery geared to those objectives.

The first comedy show was hosted by Ruby Bhatia and performed by artists like Sue Kelly from South Africa, Jagdeep and Sudesh Bhosale and the chief guest of the programme was film star Padma Shri Sunil Dutt. It was held at Shanmukhanada Auditorium and more than 3,500 people attended the show and laughed their heart out.

Motivated by the immense response, the show was again organized on a grand scale in 2005. This time it was in the open at the Chitrakoot grounds at Andheri West Link Road.

Who Are We? & What For?

The chief guest was actor Anupam Kher. Archana Puran Singh and Upasana Singh hosted the show. Surendra Sharma, Jaspal Bhatti and Vinod Rathod stole the spotlight. Rajendra Nath was given the Lifetime Achievement Award. Needless to say, with such talented dignitaries and artists and a little over 8,000 in attendance, the show was a super hit and it grabbed everyone's attention in Bollywood. It was telecast by Sahara India on TV.

Sensing the potential of the laughter show, different television channels started doing comedy shows and till today, shows like Comedy Nights with Kapil Sharma are some of the most watched programs. But the brain behind such a concept was our great philanthropist, an unsung hero.

Later on, due to health issues and time management, the MCA comedy was discontinued. However, humour and laughter have become a part of everyone's life and they are the best medicine for a healthier life.

The theme for MCA was **'Karm karo jee jaan se, har pal jiyo muskan se'** (*work with zeal, laugh at your failures*).

Baldevkrishan says, "Why not learn to laugh and laugh off the tensions and hurdles, after doing one's best to resolve them and perform them?"

*Hosted Marshalls Comedy Awards in 2003 & 2004:
Promoting Laughtertainment for stress-free living*



BALDEV SHARMA MARSHALLS FOUNDATION



FREE WATER & BISCUITS



Come join us... Together we can make it happen better

**Please contact our Marshalls staff on service at site.*

#Gefalconsadefife



Heart Diseases



Cancer Treatment



Education



Animal Welfare

PART 4

Chapter 3



The Philanthropist





B S Marshalls Foundation dose charity work benefits healthcare, medical, education, senior citizens and street-animals welfare



The Philanthropist

Baldev Sharma Marshalls Foundation (*BSMF*) works collaboratively to help those in need.

The foundation's mission is to inspire the general public to engage in charitable endeavors in collaboration with BSMF, enhancing their good deeds by providing assistance to people from economically disadvantaged groups of society for causes such as education, sports, medicine, senior citizen welfare, animal welfare, fund-raising, and in instances specified in the BSMF Charter.

During Covid-19, BSMF served the people standing in long queues, under the hot sun, free water and biscuits at the BKC Jumbo Vaccination Centre for almost 9 months from April to 31st Dec, 2021. They also donated over 50 high end washable Q-Beds to various covid and quarantine centres and hospitals. The foundation spent Rs 16 lakhs for this project.

In addition to helping a number of worthy people pay for their education and healthcare, the BSMF regularly donates to patients at the TATA Memorial Hospital, Parel and Bombay Hospital, Marine Lines to support those with cancer and other illnesses. **“When a person strives to be a net "giver" rather than a net "seeker"; helps others sustain and succeed; provides relief in distress and employment; and enriches the lives of others, TNS adopts such a person as a networking channel partner and facilitates one's growth and prosperity with resources to support the "givings," beyond one's expectations. "In the end, the giver always wins,"** says Baldevkrishan.



Conducting Seminars in institutions to inspire and motivate students to innovate



PART 5

CASE STUDY 1



Baldevkrishan The Born Innovator





*The 2nd invention : The automatic Gas Control Device
dedicated to my mother : Sushila Devi*



Looking at the successful business story of Baldevkrishan, it is clear that he was wired to be an innovator.

INNOVATION: The word innovation traces its roots to the Latin ‘innovat’, which means modified or renewed, which in turn comes from ‘in’ (*into*) + ‘novare’ (*make new*); in the simplest terms, to make or modify into something new.

This process of creating, modifying, looking at problems and finding newer ways to solve them, seeing solutions, where people could barely diagnose the problem, that’s the mark of an innovator’s thought process. Much of what we see in the world around us, from the ubiquitous things that have become invisible to us (*like the rusty doorknob*) to the latest iteration of some mind-boggling marvel of science that we cannot even begin to fathom (*like the James Webb Space Telescope*), are the results of that process, of someone deciding that something needed to be better and do better.

Unlike inventions that require exhaustive knowledge of the science that underpins them and where the end product is not just new or original, but also unprecedented, innovation does not need to be something new from the ground up nor does it require one to be a scientist. All one needs is an understanding of the challenge, a relentless pursuit of ways to ameliorate it and a perspective that is open to a solution from the unlikeliest of corners.

THE GENESIS OF AN INNOVATOR

Baldevkrishan received a modest and functional education, not something to boast about. We know this. But if education is the fertile soil in which ideas germinate and knowledge blooms, then he had educated himself quite well.

Who Are We? & What For?

Testaments to this fact are this modern innovator's early forays into actual invention. When he was just a college student, Baldevkrishan had already become a nationally recognized inventor.

The first was a control device that put complete control of Subscriber's Trunk Dialing (*STD calls*) in the hands of the landline owner, thus allowing the budget-conscious Indian to limit the abuse and misuse of this expensive telephone facility. It was called the STD-CD, or STD Control Device, for which, besides the first prize that he won in the competition where it was exhibited, the National Research Development Corporation of India (*NRDC*) also awarded the Rashtrapati Award in Science and Innovation, presented at the prestigious Vigyan Bhavan by the then-Industries Minister C Subramaniam.

The second project, a Gas Control Device to control cooking stove flames, was designed to improve safety while using a gas stove by closing the gas cylinder when the flame was accidentally extinguished. This prevented the gas from filling the room and possibly leading to a fire. This device again won the top prize at the exhibition "Ideas In Action" in 1970.

With both his inventions, Baldevkrishan sought to take a common problem that every Indian of his time faced and create solutions for it. In both projects, one can see the work of a mind that is dissatisfied with half-measures and complacency and yearns for a better way of living. In a country and a time, where people had grown accustomed to stagnation and compromises, Baldevkrishan conceived and executed ideas like the pioneer he is known to be today.

The episode with Jhaveri is one example, but others stand as

testimonials to the growth of an innovator in Baldevkrishan Sharma. Like the life of any budding entrepreneur, his journey has also been peppered with setbacks.

Baldevkrishan next developed a remote-controlled, solenoid-triggered gun firing system for DRDO; they placed an order for 250 units. However, his third major invention would also be his first taste of failure, as his inexperience, regulatory issues, red tape delays, and funding complications meant that he would be unable to meet the order's deadline, leaving him with depleted savings and a debt of more than Rs. 50,000. But like any innovator worth his salt, Baldevkrishan would take the learnings from this setback and use them to fuel the continuing success of his second venture, with a name inspired by war hero Field Marshal Sam Manekshaw and by Baldevkrishan Sharma's determination to march bravely and wisely into this next battle, which he was determined to survive and win.

One might argue that he was at the right place at the right time and that he was fortunate to have been in wallcoverings. He was determined to start a business—and picked wallcoverings because he saw the tremendous potential of the product when no one else did; the circumstance of a jeweller's phone call was not serendipitous, but was an opportunity he had sensed when he chose his product; it was the kind of opportunity for which he had kept his eyes, ears and mind open.

Baldevkrishan did not invent wallcoverings, but perhaps even the inventor of a product would only define it narrowly. When others are caught up in the details, an innovator can step back and see the big picture, blazing a trail through the wilderness for others to follow.

How One Innovates

There is a process that Baldevkrishan swears by and that has been enshrined in even his newest initiatives, one that has served him well through the years and trials of his career. There's nothing too fanciful or esoteric about the steps he has taken because they are gleaned and distilled from his own experience and jargon-free understanding of how innovation works.

What's the problem?

This process begins with something that cannot be codified as an instruction, but only as an exhortation: the tendency to keenly observe the world around us instead of sleepwalking through it all. One of the most popular of all things that are easier said than done is that one must observe the world and oneself carefully. So often repeated and rephrased that it may have taken on the characteristics of an aphorism. Baldevkrishan's words carry the weight of lived experience rather than the dubious authority of popularity and repetition.

The next step is the result of such observation, something that marketing gurus and researchers alike would approve of: identifying a problem. But our innovator's approach is not as unidimensional as those three simple words might suggest; it is a combination of factors that ensure that the problem being solved is worthwhile and significant, both for the inventor and the user.

Baldevkrishan believes, firstly, in something that both the inventions of his youth are prime examples of—something that benefits society at large. Perhaps this is a result of having grown up in a newly independent India, imbuing Baldevkrishan with the sort of pride and

fervour for the country's progress and the betterment of everyday Indian life that was not uncommon among the young people of his cohort.

Perhaps the humane peculiarity of Baldevkrishan's thoughts and ideas led him to prioritize and continues to prioritize, this concern.

Another factor he often considers is that the alleviation of a problem should lead from effort to effortlessness, from time consumption to time saved, to the improved efficiency of some activity or a general upgrade in the quality of life. This is the market-facing, human-friendly consideration of identifying a problem. For any new idea to gain traction, it must attract people based on some pain point in their lives that needs to be resolved, some effort or some amount of time that they'd rather not have to expend.

The final set of variables that help him identify actionable issues has to do with how the solution can be made viable: cost-effectiveness and import substitution. Sometimes, quite simply, the problem facing the average consumer or client is that, even though what they need is very much available in the market, it is either financially or geographically beyond their means (*or both*). In this scenario, the product exists and can be purchased, but it is priced exorbitantly or cannot be locally sourced to the extent that it can be used sustainably and practically. Where customers see a challenge, innovators must train themselves to see an opportunity—an opportunity, in this context, to create a competitive alternative that fulfills the needs of customers on a budget and with limited reach.

Ideate and Innovate

With a firm understanding of the problem to be solved, Baldevkrishan

Who Are We? & What For?

instructs the budding innovator to then move on to ideation for possible solutions. This is arguably where a majority of would-be innovators and well-meaning entrepreneurs stumble.

They are faced with a scarcity of solutions to a problem that they would like to solve or are forced to settle for a less-than-optimal solution. Over the course of coming up with ideas, many candidates will emerge and only the most suitable one will be considered for the next step in the process: the product.

This is the point at which the general-purpose innovator chooses to become a focused entrepreneur by converting a conceptual solution into a concrete product. The product must encapsulate the benefit that the innovator is trying to provide people with and satisfy the needs of the customer. This product must then be marketed or in other words, brought to the market, introduced to prospective customers and its benefits communicated.

As an example of observation and the innovator's attitude toward life, he describes how, from waking up in the morning to finishing breakfast, there are opportunities in a variety of everyday objects—from improving the mattress to enhancing sleep quality and from correcting sleep posture to keeping the morning beverage hot for the duration of the meal. This truly is an uncommon, although desirable, state of mind and also, as he insists, a straightforward state to achieve.

Baldevkrishan is never remiss in explaining that innovation is free from any restraints such as what subject one has studied or wishes to innovate in or what level of education one has had; he stresses that his education has had little bearing on his lifelong passion for and

relationship with innovation.

While his step-by-step process is by no means a radical departure from conventional thinking on innovation and solving the problems of customers, it is a refreshingly simplified take on the concept.

Both this process and Baldevkrishan Sharma's initiative, CiiA, are aimed at helping apprehensive and hesitant young (*and older*) minds looking to innovate or get a business idea off the ground.

CiiA is an unprecedented project and exhibition with partners from industry, service organizations and academia. One that echoes his own experiences of being encouraged as a young inventor and draws from many of the precepts explored even in Marshalls Comedy Awards, in that it provides a platform for innovators to showcase their work and to be provided assistance in every step of the process beyond. This movement is also at the grassroots, led by someone, who believes in innovation and the advancement of the nation, to spark and nurture future generations of Indian innovators.



Marshalls Plaza built at Gratex House, Koparkairne, Navi Mumbai in 2012

PART 5

CASE STUDY 2



The Marshalls Wallpaper Business





Marshalls renovated Identity Showroom at Prabhadevi, Mumbai

The Marshalls Wallpaper Business

Marshalls has held the leading position for over five decades now and this has been possible due to its emphasis on ideas, innovation, creativity, the use of technology and the regular introduction of new products, coupled with value for money for the consumer. The most important factor that has enabled Marshalls to remain the top wallpaper supplier in the country is its adherence to quality. With these qualities, Marshalls is the most trusted brand of wallpaper in India. It would be appropriate to say that Marshalls has become synonymous with wallpaper in the country.

Today, Marshalls offers an outstanding range of over 10,000 designs, which are sourced from the most renowned manufacturers across Europe and North America. The enterprise provides a wide range of services, including import, wholesale and retail supply and installation is known for its assurance of the best material, excellent creativity and helpful after-sales service.

The price range of the wallcoverings suits various pockets, making them cheaper than painting the walls on the lower side.

Marshalls has also diversified into allied home decorations, which include curtains, upholstery, customised furniture, mattresses, blinds, cushions, laminate and vinyl flooring and cornice profiles.

Baldevkrishan Sharma was impressed by the beauty of the walls of his relatives house and at the hotel he stayed in during his trip to the UK. The walls had impressive, colourful designs. On a closer look, he realized that the walls were not painted. With his probing mind, Baldevkrishan learnt that the walls had a special material with a paper base glued to them.

Baldevkrishan not only liked the concept, but saw great business

Who Are We? & What For?

potential for himself in this niche and immediately took the decision to introduce wallpapers in India, with an eye on the elite in the country. He started the wallpaper business in 1975, naming his enterprise Marshalls Wallcoverings.

It was due to Baldevkrishan's business acumen and his foresight that Marshalls now has 40 showrooms across India, two of which are considered flagship showrooms with an area of 10,000 sq. ft each. Marshalls aims to have 100 showrooms in India and that day will not be far off given the ever-growing demand for wallpaper.

With more and more younger people earning better incomes, there is a shift towards making homes beautiful with good interiors. The use of wallpaper becomes the first choice for many, given the various advantages of wallpaper over paint. Wallpapers give a wider choice of designs, colours and feel due to the use of different materials. Moreover, the entry level wallpapers are almost similar to the cost of a good paint.. The most important factor is time, as glueing the wallpaper to walls is far faster than painting them. It is also possible for the end-users to fix the wallpapers themselves, a concept popular among many people in Europe, UK, USA, Russia and others.

Marshalls has always concentrated on innovation to give the best and latest designs and materials to its customers. The wallcoverings by Marshalls can be applied in a day, which results in savings in terms of time and human hours. This makes it the most preferred brand for commercial establishments and homes.

Marshalls has over 100 trained installers with the requisite expertise, who can apply the wallcoverings to a room in six hours, an office over the weekend and restaurants between lunch and dinner break or

The Marshalls Wallpaper Business

between the check-out of one guest and the check-in of the next. As a result, it is most convenient for businesses, because there is no need to close the establishment to apply the wallcovering.

Wallcovering is done without leaving a mess or an odour, making it a first-choice brand. Cleaning Marshalls' wallcoverings are easy, as they can be rinsed with water or a cleaning solution.

The wallcovering industry has huge growth potential. Market experts have predicted a massive Compound Annual Growth Rate (CAGR) in the industry in the coming years. According to IMARC, the wallcovering industry is slated for a CAGR of 21.9% during 2022–2027. The prediction has been reached after taking into account the situation around the world due to the COVID pandemic.

In light of the prediction, Marshalls is expected to grow in leaps and bounds, given the reputation it has already earned as a trusted brand when it comes to quality and a wide range of wallcoverings.

The growth is also expected due to a growing shift away from traditional wall painting towards wallcoverings. Plus, there is an increase in the size of the population with disposable income, which now looks at the interiors of homes and offices as a necessity. Even at a cost far lower than wall paint, consumers can give a better look to the interior of homes and commercial establishments. It is also cost-effective for many to change the wallcoverings after a few years.

Having established itself in the market, Marshalls is confident that a large part of the population with more disposable income will come for its products.

The manufacturers of wallcoverings, from whom Marshalls imports the products, have also kept in mind the growing market and

Who Are We? & What For?

introduced more aesthetic designs, including those that look like old Persian carpets, breaking waves of surf and a cracked brick wall.

Another addition to the range is that of non-woven wallpapers, which are made with a base of polyester fibre and cellulose. These wallpapers aid in the concealment of wall cracks and flaws. These are useful in the do-it-yourself concept, which is also becoming popular among the younger population.

Yet another development in the industry is the introduction of digitally printed wallpapers. A digital printer is used to print an image or mural on digitally printed wallpaper. Such wallpapers are used as murals in residential and commercial places. Digitally printed wallpapers are also used for decorative purposes in vehicles and on the walls of public and private places.

Digital wallpapers usually come in roll form and are made up of non-woven, vinyl, watermarked paper, coated paper, recycled paper and special paper. Laser and inkjet printing technology, also known as electro-photography, is used in the manufacturing of digital wallpapers.

According to the Global Digitally Printed Wallpaper Market report, published by Research and Markets Group, the increase in the development of wallpapers with better durability and aesthetics is expected to drive the global digitally printed wallpaper market's growth during this forecast period (*up to 2027*).

"As compared to interior paint, these wallpapers enhance the aesthetic appeal of walls and they are more economical." The growing demand for better aesthetics, especially in residential construction, will positively influence market growth. The durability of digitally

The Marshalls Wallpaper Business

printed wallpaper is much higher as compared to conventional paintings. For example, vinyl-based wallpapers offer stain resistance, easy maintenance and durability.

“Also, the increase in the use of personal photos as wallpaper to decorate homes is expected to propel the global market growth of digitally printed wallpaper during this forecast period...The growing number of luxury homes and increasing focus on interior decorations will create opportunities for the digitally printed wallpaper market’s growth in the near future,” states the report.

The report also states, “The Asia Pacific is anticipated to register the highest growth in the digitally printed wallpaper market over the forecast period.” China commands the lion’s share of the APAC market. The increase in several new housing units, the rise in demand for cheaper interior decoration with an increase in population and huge investments in this industry are propelling the demand for digitally printed wallpapers in this region. Also, the improved economic conditions in emerging nations, industrialization and urbanisation as well as the growing disposable income of individuals may accelerate the growth of the digitally printed wallpaper market in this region.

In addition, North America is a leading market with increased adoption of these wallpapers in residential housing sectors, owing to significant growth in demand for single-family homes. The growing demand for digitally printed wallpapers from commercial sectors like businesses, hotels and restaurants drives the target market growth in this region.

According to the report, the wallpaper market will be worth \$8.2

Who Are We? & What For?

billion by 2027. A study of the wallpaper market by Data Bridge Market Research states that the global wallpaper market was valued at USD 2186.10 million in 2021 and is expected to reach USD 3014.92 million by 2029, registering a CAGR of 4.10% during the forecast period of 2022–2029. In addition to the market insights such as market value, growth rate, market segments, geographical coverage, market players and market scenario, the market report curated by the Data Bridge Market Research team includes in-depth expert analysis, import/export analysis, pricing analysis, production consumption analysis and consumer behaviour.

So, Marshalls will continue to be the leader in the Indian market for the wallpaper industry.



Marshalls House, Worli, Mumbai built in 2008



Interior of Marshalls Plaza, Koparkhairne, Navi Mumbai



Interiors of Marshalls House, Worli, Mumbai





SECTION - B



PART 1

Chapter 1



Introduction to Nature's Operations





Introduction to Nature's Operations

Nature has a unique way of getting things done by us it wants us to do. The Laws of Nature apply to every human being and we all are guided by the Universe from time to time. No human being is exempted from this Nature Law and its operations, the only leverage we all get is how we perceive a situation and act on it based on our senses, experiences and available resources.

We are all a part of this vast and deep Nature that is beyond our understanding. We, humans, experience the resources Nature has provided us and know the science about it, but then in our normal life, it is difficult to link the happenings in our life as Nature's wishes and flow with the rhythm. The fact of the matter is everything is predetermined from birth to death, including parents, gender, height, weight, personality, preferences, education, academics, position, financial status, marriage, children, health, post retirement etc. We are only Nature's product and it uses us the way it wants to, for its purpose. To simplify the matter, when we use a computer, we use it for our purpose and give commands to get the desired results. Similarly, Nature also uses human beings as one of the by-products to get the desired result. "We are just an advanced-level bio-robotics created by Nature," says Baldevkrishan.

When our mind is in sync with this understanding, we learn to live life without unnecessary stress or worry. Baldevkrishan reasoned his purpose in life when he was blessed with life after a near-death experience. He was intrigued by two questions, "Who are we and what are we here for".

Many of us have a moment in life when we pose these questions, but then do not walk that path to find the answers.

Who Are We? & What For?

In Baldevkrishan's life, he set out to find answers and completely immersed himself in the subject. He became more receptive to every situation in life to seek an answer to what lies beyond. He feels strongly that the answers he found will be a great revelation to the entire mankind and it will help every one of us to deal with situations and life in a better way.

In his attempt to understand the gestures of Nature in everyone's life, he did research and made notes thereupon on various topics about Universe formation, its growth and maturing. It is based on the Astronomy and Cosmology that he has worked on and derived various formulae and their interpretation to the physical observance of cosmology. He says, "Various predictions are being made, which science shall have to prove its correctness through experimentations and observations in observatories and space and deep space." He also considered Vedas and the various graphic presentations of Hindu Mythologies to interpret the connection of Humans with the Universe.

These interpretations he says shall help us to verify those derived and intuitive presentations, which he wants to prove in his work based on science and technology on which the Universe is active and the purpose for which it's created.

A "Human-being" is created to serve and be the cause for occurrence in the Terrestrial-System, for Activities happening in various Celestial Bodies in the Solar System, as well as in the Universe.

A human on earth is not a standalone living being created just for oneself, one's family/ those whose responsibility one bears/or those around/ for doing what one is seen to be doing in one's daily chores of

living.

We are all a part of this vast and deep system, which is beyond our understanding. We, humans, have access to knowledge, science, technology, amenities, equipment, instruments, vehicles, housing, and other resources the system has provided.

For an ordinary person, or even the most novel person, to know how this massive human dynamic networking of 8 billion humans on a 24x7 basis benefits the system and the cosmic masters could be beyond our perceived ability to understand it.

It would be interesting to understand the interface of human activity mechanisms that serve the "needs" of the Cosmic Masters and the TNS (*Terrestrial Nature System*).

Let's look at two examples: the wristwatch model and the employer-employee model.

1. The wristwatch model: A good example is a wristwatch. Open the rear side, and one finds the mechanism at work, while on the other side is the display of time. Here one would see how wheels of different sizes move in different modes (*back and forth like a pendulum*), in different directions (*clockwise or anti-clockwise*), and at different speeds (*some are stationary, some are slow, some are fast, and some are very fast*). But how all these movements, which may appear to a lay observer to



Who Are We? & What For?

tic, confusing, or irrational, get interfaced and exchanged by the watch technology to convert them into a "purpose", which in this case is a wristwatch, showing time accurately on the other side, located in another dimension,

It's rather unimaginable and impossible for any component or wheel in this mechanism zone to even perceive how its movement and activity are getting converted into something useful and serving its owner's needs.

But only if that wheel as a component is intelligent enough to introspect and do some practical analysis as to who is supplying energy to the mechanism side for it to keep moving, and who is providing the safe housing and environment? Who is providing friendly fellow neighbours with wheels around? and that, because of his support, the other neighbouring wheels are moving, either in the same direction or the opposite direction, etc.

If that 'wheel' tries to understand who is benefiting from all these apparently complex motions and movements, it would be impossible for him to realize that these movements are being interfaced in another dimension to deliver "time accurately". Knowing the time accurately is the "need" of the wristwatch owner. For this reason, the wristwatch owner complies with and provides to satisfy all the needs of the mechanism in terms of energy, safety, security, housing, environment, etc., for it to perform and function smoothly.

Thus, in isolation, one can interpret that the smooth functioning of the mechanism and all its components indirectly indicates that it's serving someone's need, which in turn is providing all the required operational-support systems for it to function smoothly. Now replace

Introduction to Nature's Operations

the wristwatch's rear-side component wheel with a human and his position, size, status, and relative movements in different modes, directions, and speeds. We would realize that the human population of 8 billion persons is like the active components of a TNS (*Terrestrial Nature System*), which together create a dynamic mechanism as a "cause" in this dimension, where we live and perform our daily chores of activities.

This "cause" is being converted by the TNS into an "effect," which happens in another form, active in another dimension. Here in this dimension, the beneficiary-owner is also present.

A highly evolved human may realize that if it doesn't benefit anybody, then who? and for what? Is this whole system active? However, since the system is dynamic and active, it implies that the activities in the observer's dimension are the "cause," whose "effect," by way of benefit, is happening in another dimension. The "owner-beneficiary" is also situated in that dimension where the "effect" is active.

2. Employer-Employee model: One is working in a vast corporation employing 100,000 employees. The office is adequately lit and air conditioned, and office space is beautifully designed with workstations for various departments, like administration, accounts, finance, the statutory compliance department, marketing,



Who Are We? & What For?

development, and productions, as well as other cabins for the management. Peon services are provided, all refreshing facilities, like a cafeteria and food court, are available, as are relaxing and gym areas, and there is security at the gate and in all other sensitive areas.

The exterior is aesthetically designed, with a lot of landscaping and a parking area.

The owner of this large corporate company is in the head office, located far away from this branch office, and he has never physically seen him, except for his picture in the company magazine.

Now an employee gets a salary on time with an account of deductions and additions. The deductions could be statutory ones, and in the case of lateness or some deficient work, there is a penalty, whereas for some excellent and exemplary work, there is an added incentive.

At the month's end, the HR department calculates and the account department transfers the salary to the employee's account, and this keeps happening month after month and year after year with increments and performance assessments happening periodically.

For an employee, everything in the office is free: the lighting, the air conditioning, the workstation, the coffee service, the security, the refreshing facilities, etc.the fellow colleagues, the bosses, the subordinates, and the juniors reporting to him; the equipment like the PC, wifi, networking, printer, etc.; why? Because the employee is working for the employer. If the employer doesn't provide this infrastructure, then how can the employee perform?

Sometimes a peon may wonder how and when he files the papers, offers tea or beverages to the employees or guests, and how the

Introduction to Nature's Operations

company is able to make a profit. It's outside his realm of understanding to answer this equation... Similar thoughts may flash across other employees too, placed in a different position. But it's the corporate owner's strategic operations in networking these thousands of employees that drive the company to profit. The owner is a hard-core business person, and every employee he pays is a cost. He is not doing charity by employing thousands of people, but essentially only those who are in a position to deliver well.

These are the two dimensions of responsibility: the employees working in the organization and the owner/boss in the organization. In this study, we explore the dual roles that human activities play in relation to time and natural human programming, which occurs around the daily tasks that we all complete throughout the course of our lifespan. The Terrestrial System processes each individual's dual actions to support those of the Terrestrial System, the Solar System and ultimately the Universe System.

The below snippet of the Interview will give us a glimpse of his research study on Nature Operations and what transpired him to walk on this research journey.



PART 1

Chapter 2



Unfolding the secrets of Nature Operations





What was the incident that prompted you to study this subject?

I suffered a massive heart attack when I was 50 yrs old. My chance of survival was glimmer, but then I survived and recuperated. The incident was a soul awakening and I questioned why did I survive? There has to be some reason that I am alive today. The thought and two questions 'who are we' and 'what for' kept lingering in my mind for days together. I found myself getting connected to the Universe and started getting answers. This subject has been my research matter for the past 25 years. From a hardcore businessman, today I have become a researcher. It changed my perception of life and the situations taking place around me.

What is the purpose of this study?

My study aims to establish a link between humans and the Terrestrial Nature System, the solar system, the galaxy and the Universe as a whole. I realized humans are created on the Earth with a purpose charted by the Universe and for its activities. We human beings keep thinking that we have control over the things we are doing, but it is not so. The objectives of my studies are:

- 1.** To comprehend the role played by humans and other living species on Earth, as well as how they contribute to the physical processes witnessed in daily life to meet the needs of the Solar System, the Terrestrial Earth System and ultimately the Dynamic Universe.
- 2.** To uncover the mysteries of human activity connected to the Solar System and beyond through an understanding of the science and technology that underlies the terrestrial system and to apply it to our daily activities to serve it more effectively and efficiently while also raising humankind's standard of living.

Who Are We? & What For?

3. To understand the Terrestrial Earth as an Activity centre and study the functioning of its Terrestrial System? *(TNS will be thoroughly explained in the next sections of the chapter.)*
4. To study the purpose of Human beings on Earth and what's that "unseen role" a Human being is playing on Planet Earth.
5. How to establish a Human connection with the Universe?

Who are we and What for?

The answer to this question is completely based on Science, Mathematics, Formulas, Astronomy and Cosmology and their interpretations and application to humans, including their acts on Planet Earth. To say, it is a scientific treatise on the Universe itself responding to my queries. I have also considered Vedas and the various graphic presentations of Hindu Mythologies to understand the connection between Humans and the Universe.

We are a product of the Universe and Nature meant to serve their purpose. A simple metaphor is we use computers for our various purposes or say phones. On the same line, the Universe is our master and it's using us for its purpose. If you go in-depth and connect the dots, you will realize the reason for your existence on earth.

Why are we on Earth?

We all have different perceptions about life-based on consciousness to develop into higher creatures capable of inventing and using more advanced technologies to learn more about the universe.

It is obvious that the cosmos, reality and existence are far more complicated than we realize or are even capable of understanding with our limited brainpower. They may also be far more ambiguous,

Unfolding the secrets of Nature Operations

undefinable, random and mad.

In the habitable regions of their stars, other planets of varied sizes have been discovered. According to exoplanet astronomers, Kepler-186f is the first alien planet of this size discovered circling in that region of an extrasolar system that might be capable of hosting life.

Even on the friendly Earth's surface, life is difficult in the Polar regions and at the equator, but it is abundant in the Northern Hemisphere's regions between 5° and 55 °, where just 30 per cent of the planet's surface is occupied by the 70 per cent of the world's inhabitants.

While isolated coincidences are feasible, multiple coincidences occurring simultaneously in the same space cannot be the result of chance, but rather of a carefully planned and executed system. Each newly developed body system and each of its subsystems are designed to handle the input and process it to convert it into the necessary output within agreeable environmental conditions.

The task or purpose for which the body system is developed and intended to be friendly to the environment in which it is situated, to handle and manage tasks for which it is created, is therefore the output of the body system.



PART 1

Chapter 3



Terrestrial Nature System (TNS)



The daily Chores of life



Terrestrial Nature System (TNS)

Can you please explain TNS?

From my research, I have understood that the Terrestrial Nature System creates humans via mothers and parents to serve the agenda and purpose of TNS. A human is an advanced version of a bio-robotic gadget created by the TNS from within the resources and elements of the Terrestrial Earth and for the TNS to serve its local, Terrestrial and Extra-Terrestrial needs.

How does an individual determine his or her purpose in life?

Whatever work we do, if that work gives satisfaction and positive vibes then you should know your work is in alignment with the TNS needs.

How to confirm our activity is benefitting TNS?

The TNS navigates the person through the “GO” and “NO GO” process by inducing into a person, thoughts, wishes, desires and inspiration to act and trigger activities that for action into “GO” situations. When the “GO” activities happen, it provides the feeling of righteousness, comfort, happiness, satisfaction, compatibility, pleasantness and pleasures, driving one to situations caused through circumstantial compulsions leading to one’s success, reputation, respect, good-will, enhancement, good health and others.

Can you please elaborate on it?

If we question a human being about what they do from morning to morning, the answer would be very generic like pray, brush your teeth, freshen up, take a shower, have breakfast, etc. According to my research study 8 billion people are serving each other throughout the day in some way or another. Every single activity that you do, has the

Who Are We? & What For?

involvement of millions of people in the shadows.

For Example, you wake up and make tea for yourself. From our point of view, we are just using some ingredients to make a cup of tea. We prepare it, drink it, feel fresh and go on with our day.

But we have never considered how many people work to provide you with those ingredients. Millions of people, who are a part of the cycle, work in a chain so that the ingredients of tea are available to you.

For us, it is just a packet of tea leaves, but the process that goes behind that product is long. The tea pluckers pluck the tea leaves, process them in the factory into a powder form, pack them and send them to the wholesalers in different cities, they then send them to your local store and you at the end, buy from that store.

Every product that goes into making a cup of tea like water, sugar, tea leaves, additional spices and a cup is made with the help of millions of people working for it.

“A human is a service product.” You as a human being provide a certain service to someone and in turn, get service from millions of people.

Apart from this, you also connect with different sets of people throughout the day. They may be your family members while having a cup of tea, your auto-rickshaw driver, a stranger on a local train, your colleagues or your society watchman. You may meet a certain set of people because you resonate with them and together might fulfil a bigger purpose that nature wants you to.

As per your research study, what are the Laws of TNS?

According to my study, there are three Terrestrial Laws of Governance/ Nature System, and they are as follows:

PART 1

Chapter 4



Laws of Terrestrial Nature System





Ruling Party & Opposition



Terrestrial Nature System (TNS)

Part 1: 1st Law of TNS

Every Matter has a corresponding Anti-Matter (*an Equal & Opposite*) that keeps mutually both (*matter & anti-matter*) in check & control allowing only the appropriate activities acceptable to happen between them.

This 1st Law is almost similar to the Law of Gravitation: Every Action has an equal & opposite reaction.

Examples:

I. A Hero has an anti-hero, a Villain,

II. A thief has an anti-thief, a Police,

III. A successful Business creates opposites, the Competitors who find faults and highlight those and in turn create similar products with better features and options.

IV. A great idea presented also have persons to oppose it and find faults in it.

V. Let's take Democracy v/s Communism

VI. Monarchy¹ v/s Parliamentary Monarchy²

A similar situation is also in the basic nature of the matter in the atomic form. In Physics we know matter in its atomic form consists of positively charged Protons around which there are Negatively charged particles; the Electrons revolve, balancing out each other of

¹ where the Monarch has absolute Powers to Rule

² wherein a state is headed by a monarch who is not actively involved in policy formulation or implementation. True governmental leadership is carried out by a cabinet and its head - a prime minister, premier or chancellor - who are drawn from a legislature (parliament) elected by the citizens

Who Are We? & What For?

equal, but opposite charge and near about equal mass.

PAIR PRODUCTION: When a Photon of “sufficient energy” passes near an atomic nucleus, a pair of particles are created. These particles are identical in all respects (*same mass, spin etc*) except that their charges are equal and opposite. One particle is said to be the “antiparticle of the other and the process is called Pair Production. Antiparticle of an electron (e^-) is called a positron (e^+). This is the basic principle underlying Photometry.

What’s the similarity in a human interface?

A few examples are as follows: -

A. The Accomplishing Body has an **Equal and Opposite Critic Body**. Being a critic of the accomplisher helps keep it under check and control from going extreme and off-track. This is what the Terrestrial System management process is all about.

B. A **Body** or a Person in authority has an **Antibody** of nearly equal strength to effectively and efficiently manage the situation (i.e it auto-keeps both the bodies under mutual inspection and highlights faults and shortcomings if committed by the ruling Body (*or a person in “authority”*)).

C. Forming anti-bodies: For an Accomplishing Body, if there is No Equal and Opposite Critic Body (*or if there is a Weak Equal*), then critics from within the Body or its close associates get auto-created to split the Body to form Antibody i.e. an Equal and Opposite Body to the Accomplishing Body.

D. Who is the Accomplishing Body or the Positive Body? he examples are:

Terrestrial Nature System (TNS)

- i. A new innovative product, A new law in public interest
- ii. Providing charity
- iii. Helping others in their hour of need
- iv. A teacher spreading literacy
- v. Animal lovers providing food, medicines and shelter to the strays
- vi. Sporting Icons
- vii. Spiritual holy pious persons
- viii. An individual or a group of scientists presenting research papers

E. Who are the **Opposition or the Negative Body? Examples are**

- i. An individual or a group of intimidating people
- ii. Blackmailers
- iii. Kidnappers
- iv. Extortionists
- v. Stalker/sexual harasser
- vi. Rapist
- vii. Terrorist
- viii. Hacker
- ix. Animal hater
- x. Atheist

The closest to us is an example of **a family** itself: In a family, the husband-wife pair is a mutual critic. Thus, it's a Law of Natural Governance that Equal and Opposite Critics are auto-created in each situation, but their subtle purpose behind arguments and tiffs is to

promote the interest of the family, including the childbirth and upbringing of the child or children.

If the Terrestrial System connects with a specific human.... Can a human, when needed, communicate with the Terrestrial System?

A. Yes, this is possible. Let's go back to the parable of Mahabharata where Draupadi is ordered to be disrobed by Duryodhana and his brother Dushasan does the disrobing... Draupadi prays to God to save her from the insult and shame. It takes some time, but then the saree starts extending Dushasan gets tired of taking off, but the saree length is never-ending.

B. There is also another famous parable of Narsi Bhagat (*a devotee*) who could not pay back the hundi (*loan*).... The loan recovery strongmen of the Sahukaar (*money lender*) were harassing him, so he prayed and wept for help from God. Then the next day Sahukaar came to him to return his hundi papers. Someone paid off his debt on his behalf...!

The above are examples with a moral, but the learning from it is that the Terrestrial System provides help to the dire needy persons, who earnestly and seriously ask for it through prayers and keeps repeatedly asking for it.

The internal Body System of that individual then connects and conveys the message of the Terrestrial System, from where the help arrives in some form via humans. Thus, the needed help reaches through other persons inspired by the Terrestrial System.

This is not a rare situation, but it happens quite often when one observes the people around. Someone stuck in a difficult terrain, say in a jungle or on an adventure has lost way and is without food, water and no network, they are panicking and suddenly someone comes

Terrestrial Nature System (TNS)

around who provides water, food and medicine and guides the way out.

It's also true that if a person is harassed and deprived of basic human rights too and beaten unjustifiably, like a bonded labourer or a child working as a house servant with a family, the curse of that harassed one does at one time... expose and punishes the harasser family and free the bonded person from their clutches. Here the System can inspire a neighbour or a service provider like a courier or milkman and the police officer raids the premises.

Those in India who see TV serials like Crime Petrol or Savdhaan India or others would find that a distressed person, who is under captivity and duress, is in agony and suffers in inhuman conditions.... is sooner or later rescued and justice is provided, whereas punishment through the public anger or by the police and judiciary, happens.

Are the perpetrators punished by the Terrestrial System?

If anyone is unjustifiably harassed under duress, betrayed, made a captive, raped inflicted with injuries for revenge or other reasons, then the curse of that victim shall one day provide justice by exposing and punishing the culprits.

The Terrestrial System is not a physical body, but it inspires persons around to save the victim and punish the guilty either by themselves or by the police and the judiciary.

When this injustice happens to a large number of persons, a community or a locality, city or a government state then the 1st Terrestrial of Natural Governance starts getting active and someone who can face and set right the situation enters the scene.

How to get connected to the Terrestrial System to seek help?

A. To get help or intervention from the Terrestrial System, one has to earnestly pray and call for help when in an absolutely helpless situation or when in a dire need of something very crucial or when you are stuck for something and see no way forward. The secret is to make an appropriate short sentence of “the help or support you need” and keep repeating the plea, like chanting in the mind or orally, if and where possible. In your prayers, humbly ask for “what specific help is required and how soon?”

B. Keep chanting it and repeating it periodically, say twice a day or every day or alternative day etc.

C. Do not ask for generic accomplishments like making the world free of diseases. Let there be no one sleeping hungry, let there be good all around, etc.

D. When this keeps repeating several times and at several intervals, then the Control Room in the Terrestrial System gets links and it listens to the plea.... and appropriate help arrives.

E. This providential help could be routed through other persons helping and rescuing you out of the situation or solutions coming to your mind on how to overcome the crisis with some circumstantial and environmental support from the Terrestrial System.

F. Here again we give an example from the parable of God Krishna Birth Story: When baby Krishna was born in jail, he had to be shifted to the trans-Jamuna side. The guarding soldiers fell asleep and his father Vasudev, who was chained, got unchained and walked out of the heavily guarded jail and crossed the river and returned with another baby girl. The father again got chained and the soldiers also woke up.

Terrestrial Nature System (TNS)

G. This story is shared to show how the ecosystem manipulates to save a person from captivity. Many times, the victim escapes because of commotion or fire or heavy rain and gusty winds... These are the ecosystem support provided by the Terrestrial system to escape and be set free.

Does the Terrestrial System only respond to help seekers?

A. No, it also helps those who unconditionally help the needy and others, engage in charity sincerely and support social causes, as good and honest samaritans, humanitarians and philanthropists. Some may volunteer and join hands with others to do collective good to the community, public in a locality or a city, state or nation.

B. Such pious persons are rewarded by the Terrestrial System with reverence, status, stature and monetary support through public donations, crowdfunding and support from supernatural sources and means that arrive somehow in whatever they do.

C. See the charitable hospitals, education institutions, temples, NGOs and others who do charity work sincerely for public benefit are flooded with donations coming from some supernatural means via the inspired humans.

Part 2: 2nd Law of TNS

A Human is connected to the Terrestrial System receiving data signals and reverting with compliance data signals back to the Terrestrial System. The activities we undertake are inspired and influenced by the Terrestrial System.

To understand this 2nd law, we ought to understand the anatomy of a human Body System from the point of view of the Terrestrial System and its connection with the Human Body System. According to Astrogenesis (title of the research work by Baldevkrishan), a Human Body System can be divided into 3 major parts.

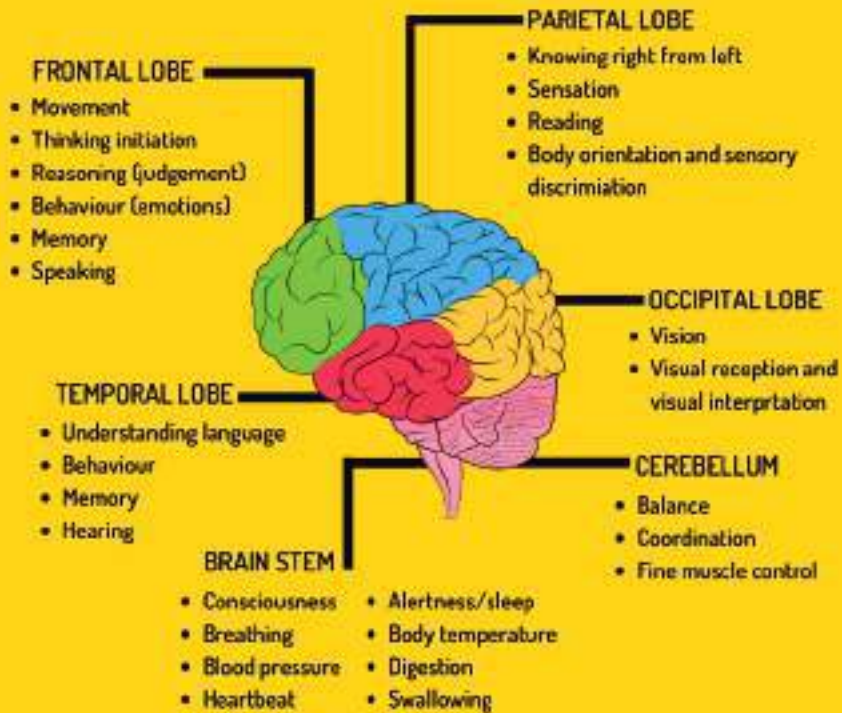
1st The Internal Body System: It consists of all body organs and body systems beneath the skin, the sensitivity of the skin, the breathing, blood, circulatory system, the bone structure, etc.

2nd The External Body System: Consists of physical activities, duties we perform, relationships, procreating, family and its upbringing, physical movements, seeing, listening, exercising, resting, sleeping, singing, dancing, various moods according to situations, learning, teaching, eating, drinking, urinating, defecating, undertaking other chores of life, getting medicated for wellness against any diseases, communicating, using vehicle, gadgets, tools, equipment and others completing assignments or convenience.

3rd The Brain System: It is placed in the head of a person connected to the body through the neck and placed above the neck on its top.

The brain is controlling, monitoring, processing and managing all the activities and functions of both the Internal and External Body Systems. Here, to understand what the brain is doing, we shall not go into the anatomy of the brain, because there is enough information

FUNCTIONS OF THE BRAIN



THE HUMAN BODY



Who Are We? & What For?

available on the internet. Let us understand more about the brain as per the Astrogenesis study.

A. Here it would suffice to say that the brain consists of the subconscious mind and the conscious mind. The subconscious mind is the most powerful one performing 90% to 95% of the body functions related to the involuntary, reflex functions and the metabolism of the body.

B. The subconscious mind manages the Involuntary functions e.g. alignment of the body while one is standing, walking, jogging, walking down the staircase or a downward inclined surface or climbing up a staircase or a sloppy upward surface while sitting, resting, sleeping et al.

C. Maintaining the dynamic body density (*averaged*) at 1.032 g/cc, this is dynamic because the body's mass keeps changing when we eat, drink and defecate and urinate, sweat etc., so when the body's weight is dynamically changing yet the density is maintained constant.

D. It maintains a constant body temperature of 98.6°f (37°C) for all body organs to function at ambient temperature.

E. The subconscious mind auto controls, monitors and manages all the body functions and multi-organ coordination, dreams, intuitions, senses, talking, judgment, information data transmission and others.

F. The subconscious mind generates its own customized medicine as well as develops its collaterals for wellness against any injury, wounds, disease or infection, etc. affecting the external or the internal Body System.

G. Both the Internal and External Body Systems are connected to the

Terrestrial Nature System (TNS)

Brain, which forms the Management System of the Body System.

H. The subconscious mind manages the breathing system and the immune system of the body and keeps it free from the bacteria, viruses and other microorganisms entering the body through the air we breathe.

The Conscious mind: It occupies just about 5 to 10% of the total brain's activity and it controls, monitors, manages and executes all the logical, voluntary functions of the external Human Body.

A. Here the Conscious mind is responsible for logical thinking, use of talent, skill and intelligence, to execute a job, activity or assignment, maintain relationships with fellow humans at various levels and do the daily chores of life including discharging one's responsibilities, procreation and family upbringing.

B. This part of the brain, the Conscious-mind, in Astrogenesis we call it a Pilot-software loaded on a physical human body. Its purpose is to manage all external-body functions and serve the internal body with matters and consumables needed by it.

C. The Pilot is primarily programmed to take charge of the Body, look well after it, and present itself well, protect, safeguard and secure itself from anybody forcing abuse, inflicting injury or attempting to kill or commit suicide.

D. The Pilot is also programmed to take decisions in self-interest and then in the interest of those whose responsibility is on it (*the Pilot*). The Pilot uses its talent, intelligence, skills and communications to serve the needs of others and in turn, gets resources by which the Pilot discharges its responsibilities.

Who Are We? & What For?

E. Thus, an individual Human is a Pilot-software with characteristic programming. The Pilot software is loaded and integrated with the External Body System to externally manage the needs and the affairs of the physical Human Body System and thereby serve and fulfil the requirements of the internal Human Body System.

F. The Pilot provides an identity to the Body System by way of name, relationship, responsibility, means and others to perform multi-tasking activities in self-interest and in the interest of those whose responsibility lies on the Pilot or to carry out activities committed or endorsed by the Pilot or discharge one's social responsibilities.

G. The Human as a Pilot-Software is like the famous Alladin Ka Jinn (*Alladdin's genie*) for the Internal Human Body System. Whatever it seeks, the Pilot of the External Human Body System provides it.

Examples: I. When the water level goes below a minimum level the internal Body System sends a "thirst signal" to the Pilot and the Pilot manages to drink the water, which quenches the thirst of the Internal System.

ii. Similarly for food also the signal for hunger is sent to the Pilot and the Pilot reaches out to the kitchen or restaurant or others to eat food and thus satisfies the hunger of the Internal-Body System.

iii. So also, if a person gets a headache or an upset stomach one takes external medicine to speedily stop the headache or loose motion.

iv. The Internal System also signals when to urinate and defecate for which human complies by rushing to the toilet.

Terrestrial Nature System (TNS)

The Brain and its Placement: The brain is housed in a near spherical skull at the top of the physical body. Being Spherical it attracts all the Terrestrial, Solar and Cosmic radiation data channels directing them to the focal centre of the brain. Here the Terrestrial data is analysed, split and filtered and the relevant data is fed to neurons who convert it into wishes, desires, intuitions, inspiration, tension, stress, relaxation, influencing the judicial process, will, thinking, etc.

It also influences the nervous system and health parameters of the human body as well as the Aura radiations emanating from the human body.



The Terrestrial System is connecting each living body through the brain

Who Are We? & What For?



Terrestrial and cosmic data is transmitted to the points of influence in the body's Internal System, also called the Chakras and emerges out of the body as its Aura. The more influential, pious or spiritual a person is, the longer the length of Aura emanating out of the body.



When two people stand in front of each other, their Auras interact. If the integrating Aura has a positive resonance, positive vibes are generated and the two are comfortable communicating with each other and they can be together chatting for hours, having a great understanding, bonding and relationship.

If the interacting Aura between the two is negative, there are negative vibes and the two are not comfortable being together, uncomfortable, feeling irritable and should leave as soon as possible. These negative

Terrestrial Nature System (TNS)

vibes lead to an antagonistic relationship.

When the interacting Aura is neutral, such people are fine to be around because they are neither comfortable nor uncomfortably. These neutral compatibilities do not foster great or friendly relationships

What is the role of hair on the head?

We generally consider hairdressing to be a part of our personality, but according to Astrogenesis, hair serves the purpose of an equivalent to a fibre-antennae that helps draw terrestrial and cosmic data radiations channels to collect and direct them into the brain's focal centre, where they are processed and assimilated.

The hair also acts as a transmitting antenna for data generated by the human body, which is collected and processed by the brain before being transmitted to the terrestrial system.

They also function as heat and sweat dispensers, dissipating heat from the head caused by intense concentration on a subject that generates heat, anger, fear, stress, tension, and so on. The heat is emitted into the atmosphere, which aids in keeping the head cool.

Comparing a Mobile phone connection with that of a Terrestrial Connect with a Human being:

A. Just like a mobile phone is connected to the Cell Phone Exchange System wirelessly similarly a Human is connected to the Terrestrial System via the brain, wirelessly through an equivalent of its Nature's driven Wi-fi of the Terrestrial System.

B. When we are in a place like a deep cave or mine or in certain places where the signals are weak, mobile connectivity is hampered and at

Who Are We? & What For?

times gets disconnected. Similarly, when human moves into a certain isolated place or at a point where the Terrestrial signals are disrupted we get a feeling of a haunting experience, fear, anxiety, air-sickness and sometimes nausea too and we try to run away from the place and then suddenly at a distance everything appears to be okay because one has moved out of that blind spot or a haunted place.

C. The Human body is connected to the Terrestrial System via Soul (or Atma), which is equivalent to a SIM Card in a mobile. This identifies one Human from another with its Terrestrial System's coded identity of each Human Body, which is a permanent seamless connection from birth to death.

D.. This Soul, the Atma first gets activated when the newborn is detached from the umbilical cord, the baby is patted to breathe and then the baby starts breathing. It's at this moment that the Soul gets activated and connected to the Terrestrial System.

E. What happens during the death: Just when the Human Body is dead physically there is still a lot of energy left in the body, which keeps non-moving parts of the physical body active and slowly as the energy of the body depletes an auto-decay process starts after a few hours of death.

F. Death of a Person: The moving body parts of the Human Body System, which consume more energy like the Heart, lungs, speech and limbs (hands, legs, neck movement, eyeball movement and others) get instantly deactivated physically at death. This happens when the bio-energy of that person goes below a critical energy level of the threshold limit.

G. But even when a person is dead, still there is enough energy to keep

Terrestrial Nature System (TNS)

non-moving parts like skin, kidney, visibility, hearing, brain etc. semi-live for some more hours. Therefore, even after death, the corpse can still see blurred images of persons and things around and faint voices which may not be audible and the brain continues to feel the sensation. But with increasing time, the energy level further depletes and these sensations further deteriorate and gradually fade out in 5 to 7 hours.

H. It's like a battery-driven toy car which keeps moving at its fullest capacity as long as the battery power is at its peak. But as the power in the battery starts draining and comes to a stage where the toy is no longer running at top speed, but is slowing down.

When the battery further drains out there comes a critical stage when the toy car just stops moving. We need to change the battery then, but in the case of a human, that stage is called the death of a person, which cannot be revived. In the toy, the moving mechanism, which needs higher power may not have the energy to move them, but the lower energy consumed by the electrical circuits, blinking LED lights, etc. may still be active and it may take some more time for the battery to further drain out and dim the lights.

I. The brain, being soft and with no moving parts, is alive for a longer time and so the connectivity with the System continues to be semi-active, hence the Terrestrial System continues to send signal-data messages to the dead person. When the person is buried on Earth or cremated the Human is then disconnected from the Terrestrial System since the brain is destroyed by fire or the corpse is in the Earth's grave Nature's wi-fi signals do not reach. It's then that the Terrestrial System prompts the person's death to its System after which the Terrestrial

Who Are We? & What For?

System stops sending data signals to the Human.

J. At this stage, we can say that the Atma has left the Body or as a comparison with a mobile phone we can say the Cell Phone Service Provider continues to provide data to the inactive phone, without knowing whether the Cellphone is active or inactive. Only when the Service Provider's System gets an application or intimation to discontinue the service that the System deactivates and the SIM is disabled. From then on, the bills from the Service Provider shall stop getting generated.

Why do we, for no obvious reason, sometimes suddenly get the tension, rage, stress or anger, headache, migraine or tiredness, etc.?

A. Sometimes, while we are relaxing, we suddenly develop a headache that may be mild or severe; we also sometimes find ourselves suddenly exhausted, stressed or tense for no apparent reason. In some cases, even casual conversation can act as a provocative trigger, causing one to become tense, angry, rageful or violent without any apparent cause.

B. These are signs of heavy and bulky download of Terrestrial data getting SHS (*Super-High-Speed*) downloading, which starts overloading the brain's processing speed and its limited storage space. The brain cannot handle this SHS data, process it and manage it.

(For brevity and ease of understanding we shall call this SHS-downloading from the Terrestrial System a RED POWERED ZONE (RPZ))

C. Due to the brain's inability to handle the high-speed terrestrial data downloading, the neurons become overactive and respond violently, which on a human interface, results in all those negative,

Terrestrial Nature System (TNS)

uncontrollable emotional outbursts. such as a surge of uncontrolled hatred, hostility, rage, violence, snapping at anyone who crosses their path, attacking, injuring others and occasionally even extending harm to oneself or making suicide attempts.

D. This occurrence of a Red-Powered-Zone is a temporary short-time happening randomly with no specific recurrence history, but it's a very dangerous situation to be in at that time.

E. One should try to manage the Red-Powered-Zone prudently with a proper understanding of the reason and cause for such behaviour, otherwise one may lead to some serious consequences leading to even a police case.

What's the Solution?

A. When one faces such unprovoked and unwarranted stress or uncontrolled anger or rage or aggression, one should realize that one is under the influence of the RPZ (*RED POWERED ZONE*). To get away from the situation, one should immediately get confined to self-isolation, in a room or washroom or elsewhere away from anyone.

B. The likely victim in the vicinity should realize the situation and get away from the scene immediately.

C. Another solution is to switch the topic of conversation or change the scene by diverting the attention to somewhere else and breaking the flow of anger... but the best solution is to quit the scene immediately.

D. The likely victim, which could be, many times, spouse or children, should not try to counter or argue or even attempt to justify.... It could probably lead to serious consequences.... even leading to attack,

injury or even murder.

E. The conclusive moral is; to both the aggressor and the likely victim, to simply get away and quit the scene or get into self-isolation or the restroom or move away and out of the place.... and do not return until the matter is cooled off and the normalcy attained.

How long will this aggressive situation continue?

This RPZ may last for up to 30 minutes or in certain extreme cases go on for a maximum of 2 hours.

Try to understand and recognize this cause as and when it is happening.... But it's important to save yourself from this devilish RED-POWERED ZONE wherein negative reactions happen within us and through us, during this small window period of 15 minutes to 120 minutes.

Sometimes a person starts getting a strong feeling of sleepiness in the middle of a conversation.

A. However, if the Terrestrial data download is bulky, but is not at the SHS downloading speed, then one may feel tense, have a headache, feel tiresome or yawn excessively and sleepiness may be experienced even during conversation or sitting across.

NB: For brevity and ease of understanding we shall call this non-SHS downloading speed from the Terrestrial System an Orange Powered Zone (OPZ)

B. Although the OPZ (*ORANGE-POWERED ZONE*) is a less severe scenario and less dangerous than the RED-POWERED ZONE, it is nevertheless suggested to take a break, leave the area for a while and rest in a quiet spot. Some appropriate medication may be consumed to treat

Terrestrial Nature System (TNS)

headaches. But the majority of the time, resting is the best course of action.

How often does this uncontrolled RPZ occur or happen?

A. The transfer of Terrestrial data to a human and from a human to the Terrestrial System occurs regularly in a normal quantum every day during sleep and rest hours. Data occasionally also makes its way into our dreams.

NB: For brevity and ease of understanding we shall call this Normal downloading speed from the Terrestrial System a Green Powered Zone (GPZ)

B. Dreams take place in the GPZ (*GREEN POWERED ZONE*). During the REM (Rapid Eye Movement) stage of our deep slumber, these dreams occur. Dreams might be ambiguous or unimportant, instructive or they can offer hints about a problem or an unresolved issue.

C. Sleeping for 6 to 7 hours every night is crucial for this reason. When one does not obtain the recommended amount of sleep, one feels unpleasant and distressed because major terrestrial data transfer occurs while one is awake and one may feel drowsy during that time.

D. After the exchange of Terrestrial Data Communication (*Terrestrial Data Received and Transmitted*) is over, thinking and human logic return to normal and one is left wondering why they acted so rudely, violently or aggressively. In this RPZ frame of mind, the majority of murders, violent incidents and domestic violence occur.

Part 3: 3rd Law of TNS

When one is experiencing happiness, satisfaction, pleasure, contentment, success, profit, etc., the Terrestrial System is rightfully accepting and acknowledging that performance. The opposite is also true. When one is feeling unhappy, downcast, disappointed, dejected, guilty, despondent, crestfallen, failure, losses, etc., the Terrestrial System is instigating a flawed and incorrect performance.

What does it mean by satisfaction, happiness, delight and pleasure?

A. The widely understood meanings of these words could be seen in a dictionary or on Google. Here I shall simply go into interpreting these from the Astrogenesis point of view.

B. In the gradation of liking and appreciating something the first base level is that we say: Okay, followed by satisfaction, happiness and delight and the highest being pleasure.

C. Let's take some examples to understand the significance:

i. When we go to a decent buffet spread, there is a choice of three soups, five salad dishes, ten dishes for the main meal and six dessert options.

ii. All meal items have been prepared by a professional chef and his team to be savoury and delectable.

iii. What is its taste and is the food delicious? Although both of these words seem to be the same, from the perspective of Astrogenesis, they are distinct.

iv. The tongue includes built-in sensors that allow it to detect food flavour. As a result, everyone experiences the flavours of a sweet or

Terrestrial Nature System (TNS)

salty dish differently. Everyone experiences spicy food as spicy and everyone enjoys a fantastic non-vegetarian dish.

v. A Human Body's Internal System has customized programming for a typical nature-induced internal activity and so also for some external body activities like for example an athlete⁴, farmer, a growing teenager⁵ or a pregnant woman⁶ or others, who consume nutrients like proteins, carbohydrates, minerals, metals, chemicals and others.

vi. Whatever nutrients the Body's Internal System needs for it to sustain, it demands from the concerned person, i.e. the Pilot of the External Body System. For example, if the Internal Body System has an iron deficiency, it shall programme a taste in the mind for those vegetables, fruits and non-veg items which are rich in iron content, such as spinach, broccoli, beans, dark leafy greens, potatoes, cabbage, tomatoes, etc.

vii. As a result, when visiting the buffet counters, one yearns for and selects only those food items on the plate whose flavour is known and which they prefer.

viii. When one consumes food that tastes good and that they love eating, they are doing so because that food will refill all the missing vitamins, minerals, metals and chemicals that have been lost through

⁵ Example: an athlete may need more protein, vitamin A, C, E, calcium, iron, potassium, fiber & others

⁶ Example: a growing teenager would need more of fruits & vegetables, calcium, protein, iron, grains

⁷ A pregnant woman would need calcium rich diet, fresh fruits & vegetables, whole grain bread & cereals, milk & milk products, beans, peas, chicken & lean meat and water

urination, perspiration or stool.

When do we enjoy a certain food?

The sensors on our tongues taste all the nutrients in the food when we eat. One appreciates the meal, which to these individuals tastes incredibly great if the taste corresponds with the taste preferences that have been encoded in the mind by the internal nervous system of the Laws of Terrestrial Nature System body. However, the same dish cannot taste good to someone else, since it does not go well with their preprogrammed palate.

Let's take an example of the food a pregnant lady prefers:

A. Today, more people are aware of the sources of calcium and vitamin D, for example, pregnant women should consume at least 1,000 to 1,300 mg of calcium daily. This is obtained via eating dairy products including milk, cheese, yogurt and spinach, as well as other green leafy vegetables.

B. If a deficiency is still discovered by blood tests, pharmaceutical supplements are offered as oral pills or intravenous injections.

C A pregnant lady suddenly starts eating lime as a delicacy or even chalk or limestone available from whatever source, sometimes even in rugged and hilly locations, in some rural villages where medical facilities are not in easy reach.

D. She quits consuming calcium-enriched supplements like lime, calcium carbonate and others after giving birth. Since there is no longer an increased need for calcium after giving birth, she no longer loves them, which had become a treat for her during the pregnancy, particularly in the last five months. Even if her husband, mother-in-

Terrestrial Nature System (TNS)

law or other family members were to offer her one of these, she would decline and if forced upon, become upset.

E. What if her calcium supplements aren't providing her with adequate calcium? If this happens, a typical fall can result in the pregnant woman's bone becoming brittle and breaking. The teeth could deteriorate and lose their ability to chew hard nuts and other foods. Overall, she becomes frail, unwell, and prone to different bone and blood disorders.

To conclude:

i. A person can experience natural contentment, happiness and enjoyment by adhering to the requirements of the internal and external body systems. Better compliance results in higher levels of happiness like delightfulness and pleasure, whereas poorer compliance results in feelings like “okay,” etc.

ii. Likewise, whenever you are enjoying something, such as eating a certain food dish or drinking a certain beverage, viewing a natural scene, enjoying the company of someone or a group or feeling satisfied and happy after helping someone or making someone smile or you have reached a milestone of success and gains or you have received a recognition or honour from an institution or government, you are acting in the best interests of the Terrestrial.

iii. You should be aware that your internal body system is experiencing some terrestrial activity when you are under regular tension and stress.

iv. However, if you find yourself in a state of sadness, disappointment, dejection, feeling down, defeated, losing, disgraced, dishonoured or

Who Are We? & What For?

shamed, you must realize that at that point, you are acting contrary to what the Terrestrial System or your Internal Body System needs and you must immediately make a course correction until happiness returns and positive energy begins to flow.

PART 2

Chapter 1



Human Pyramid





Human Pyramid

What is a Human Pyramid?

The Human-pyramid shown above depicts the radiations of physical energy to mental energy in each class segment. Just like any pyramid, the human pyramid also has a bigger base and a smaller apex.

The maximum physical energy is at the bottom and the maximum mental energy is at the top.

The maximum resources are at the top and the minimum resources are at the bottom.

Physically strong people are at the bottom and mentally/intellectually strong people are at the top.

The maximum population is at the bottom and the minimum population is at the top.

As we look at the pyramid, we can divide each class into two i.e, upper and lower levels of each class. For example, the middle class itself is divided into the upper middle class and lower middle class.

Financially deprived people are at the bottom and financially strong people are at the top.

Deprivation back then (*to a certain extent now as well*) was measured based on a barter system. Baldevkrishan says, "I remember when we were kids, we used to extract a bucket of milk from the cattle, take it to the village shop and get in barter, wheat, rice, etc. in return for the milk."

The physically strong people, who fall in the lower half of the pyramid, did manual work every day to fulfil their basic needs i.e., food. Therefore, they consume more quantity of food but less of nutritious

Who Are We? & What For?

food (*being expensive*), whereas the people at the apex are the opposite.

The group of people that belong to the upper part of the pyramid work in the sector that requires the use of their mental strength. Therefore, they need good nutrition to keep their brain in tune.

Now, the entire population rate has fallen as compared to before because more automation is being introduced resulting in less manual hard work. Therefore, the bottom is becoming shorter day by day but without changing any ratio of human class segment.

The population in each of the class of segments in the pyramid, keeps changing according to the need of the society. Accordingly, The Nature System inspires persons to be engineers, doctors, politicians, skilled, unskilled labourers, actors, singers, musicians, dancers, criminals and others

PART 2

Chapter 2



The Laws of Universe





The Laws of Universe

Apart from the Laws of TNS, Baldevkrishan is also engaged in an extensive study on a project titled “Laws of Universe.” The universe is alive and working according to several fundamental laws! These rules include everything from science in all fields to life in all its manifestations, governance in all events, conservation in all its facets and more. We will be sharing the primary law from this research study and his views on it.

What is the Law Natural Governance.?

Comrades, Dissenters and Neutrals(*CDN*) form the basis of the Fundamental Law of Natural Governance for living bodies.

Can you please explain this law in detail?

I interpret this law in terms of people rather than the 9 million different species and populations that make up all of living bodies. The Universe's star systems, galaxies, clusters, constellations and all other celestial bodies in space are also subject to this law.

According to this law, the natural governance of a human partnership to advance an objective* occurs through a group of persons comprising comrades, their equally powerful dissenters and neutrals, wherein all the stakeholders intend to advance it in the best interest of the objective.

*[*An Objective may be a business, an activity, an event or something else]*

This is the fundamental Universal Law of Natural Governance, which is applied everywhere we look to accomplish goals by groups of people or living things, including celestial activity in the living universe.

This law is Universal because it applies to all living things, including humans.

Who Are We? & What For?

For example, we can observe this law in electricity, where there are three lines of equal strength: a positive, a negative and a neutral line (*i.e. if the positive line is say 230 volts, then the negative line is also 230 volts and the neutral is also sufficient to conduct the 230-volt charges to the earth*). The same is true for chemicals, chemical-processes and electrical charges. Also the positive celestial bodies, negative celestial bodies and neutral celestial bodies exist even in space (*we shall share information about it in our subsequent book-series*).

Can you give us some examples of the Law of Natural Governance/ The Law of Universe and its application?

i. The family, which is the fundamental unit of the human population, is also subject to this Law of Natural Governance. The head of the family (*which is usually the man and herein we assume it*), the partner is the spouse (*we will assume that she is the wife*) and should be an equal, but opposing (*dissenter*) in views and opinion, whereas the children are the neutrals, but both (*the spouses*) are mutual dissenters and they both express their views in the best interest of the family, but from their point of view.

ii. When children of the same family reach adulthood and become dissenting opponents, the father becomes a comrade and the mother takes on a neutral stance or vice versa (*but, where children dissent among themselves, the mother and father become neutral*).

iii. In a large-scale simulation of a government that is accountable to the Parliament, we see how the Law of Natural Governance operates. Here, we see the CDN model put into action, with a ruling party and an opposition party, each with its allies and supporters.

On matters of national importance, the whole ruling party clashes

The Laws of Universe

with the dissenting opposition party's members. After heated debate over the advantages and disadvantages, the good is seized upon to include certain proposals and the Bill is ultimately approved.

iv. The Opposition's task is to point out the shortcomings and flaws in the laws that the ruling party has proposed. Then there are the neutrals, who are on the fence and will budge in response to circumstances or opportunities. However, they are all proposing and disagreeing to work together for the sake of the country and the general public, who will ultimately benefit.

v. All levels, including international, national, state, city, local ward and even the cooperative housing society where one dwells, can use the same or a similar CDN model with some local improvisations. At the levels of business associations, cultural associations and political internal party structures, the Law of Natural Governance is equally relevant.

vi. Dissidents and opponents in social organizations also become adversaries, hostile people or enemies. Siblings and cousins may develop enmities and leave the family to live separately.

vii. On a global scale, there are 200 countries (*or nations or sovereign states*), governing a combined population of 8 billion people, even if there is no single ruler.

viii. However, there are groups of nations that create practical alliances to safeguard and advance their interests, like the UN, NATO, SAARC, ASEAN, G8, G20, BRICs Group, QUAD Group and others.

As we saw in World War II, two coalitions were waging the conflict: the Allies, which included France, Great Britain, the United States, the

Who Are We? & What For?

Soviet Union and, to a lesser extent, China and the Axis forces, which included Germany, Italy and Japan. The remaining nations acted neutral.

ix. As America became a superpower, it was also evident that Russia was equally powerful and America's adversary. Technology, automation, robotics, space, military warfare, nuclear technology and other things must all be fought against. Each of these nations has its allies and friendly nations.

x. Now that America has made great strides in military and technology, Russia has also developed significantly to reach the status of Equal and Opposite, which is also known as a cold war between the United States and Russia. Thus this Grouping satisfies the Law of Two equal and opposite Groups and others remaining neutral.

xi. China has recently made a comeback to balance off the development and technological advancement of Europe. India is expanding to balance out the rest of Asia (*i.e. Asia minus Russia & China*).

Thus, the Nature System maintains the Fundamental Universal Law of Natural Governance at all levels from the micro to the macro level, as it's a Natural-Management process.

If an Equal and Opposite are not developed for a Progressive One, the one-sided activity would occur like an autocratic State, leading to imbalances in the global order. The Law of Natural Governance requires that this condition not be in the system's best interests. Equals and Dissenting-Opposites are produced.

Related to this Law, we asked Baldevkrishan a set of questions, and his perspective as follows.

xii. In a political system, where the dissenting Opposition is not equal in strength to the Ruler or the Ruling Party, the 3rd force leaders get created from among the Neutral public to make an effective Opposition, which could enter in the form of a revolution, civil war or a revolt, or create the activists or the terrorists to set the balance of an Opposition-Ruler equal strength to comply with the Law of Natural Governance. Similarly in a family where the wife is not an equal opposition force, the extra-marital partner enters the arena to fill the vacuum.

FAQ's

Q1: How does the Law of Natural Governance influence a family?

Ans: According to the Law of Natural Governance, in a united family of a husband-wife and say 2 children, the spouses ought to be equal to each other in all respects (*social and monetary status, family traditions and others*), only then can they be the dissenting-opposites. However, both have different points of view, the total pros and cons of the situation get scanned and come forth, hence a proper and appropriate decision can be taken in a given situation because both spouses are dedicated to the family and have a family interest in mind as their utmost priority. In such a situation the best of both opinions become the ultimate decision, which is in the overall interest of the family. Thus, following the Law of Natural Governance helps the family grow, progress and prosper.

Q2. What happens when one of the spouses is weak and unable to counter the head of the family as an Equal and dissenting Opposite?

Who Are We? & What For?

Ans: i. According to the Law` for Natural Governance, for a progressive married life, the spouse ought to be Equal and Dissenting Opposite. This happens when both families, to which they belong, are of equal status, so marriage takes place among equals. If one of the spouses is more powerful or the other is weak or comes from unequal backdrops, their thinking, family traditions and lifestyles are different and unequal. In such cases, the marriage does not have an Equal and Dissenting Opposite Spouse, as per the Law of Natural Governance.

ii. Thus when marriage happens only because of mutual attraction among the couple, it tends to make the relationship fragile and temporary.

In such an unequal situation infighting and domestic violence begin and the family struggles to progress and prosper and is unable to sustain for too long and they gradually proceed towards separation and divorce. This situation also takes either or both spouses towards an extramarital affair or having another marriage.

Q2B: Is there any solution to such a situation wherein one of the spouses is more dominant (*socially, professionally and financially*)?

Ans: i. Yes, every problem has a solution, but how practical the solution is to be seen on a case-to-case basis. The solution is by way of a compromise by the less dominant weaker spouse accepting the over-dominance of the dominant stronger spouse and learning to submit and live with the situation all through.

ii. Usually when the woman's spouse is an unequal one, accepting the dominance of her husband is possible for her for the sake of saving the family split at the cost of her humiliation too in certain situations, but vice versa, i.e. when the husband is in an unequal weaker position, the

situation becomes critical because the male is physically a more dominant one as compared to the woman spouse.

ii. For a dominant woman-spouse, the situation becomes more serious and violent too, if the dominant woman-spouse stays with her in-laws in a joint family.

Q3: Should a partnership, whether business or others, be among equals only?

Ans: Yes, partnerships, whether in business or joint venture or collaboration ought to be among equals. Once partnership begins, the Law` of Natural Governance gets active within a few months and soon the dissent and opposition start happening naturally.

Both partners ought to have a strong understanding amongst themselves to face this reality because the dissent and opposition are in the interest and progress of the business itself.

If Partners are unequal in status (*in their contributions*), it would be prudent to go in for merger, acquisition or takeover rather than entering into partnership.

Q4a: Can an employer make an employee a partner in his company, business or in any working arrangements?

Ans: i. The blunt answer is NO. This is because an employee, of either gender, is a person who works to the instructions of the employer and is of unequal status. Therefore, after the employee is made a partner in the firm, company or business the Law of Nature starts influencing the partnership and therefore the same employee starts behaving like an equal and dissenting opposite, which becomes unacceptable to the employer and therefore the partnership gets constrained and

moves towards an unpleasant conclusion.

ii. The moral of the Law is that partnership should be entered into only with equals.

iii. Partnerships should not be entered into, just on an emotional basis or just because the employee is excellent in work and hard-working or highly efficient or attractive. Such partnerships cannot succeed because they violate the Law of Natural Governance. The employer at best can promote a deserving employee or upgrade him/her, but should not make him the partner.

Q4b: Can an Employer marry an employee?

Ans: Here again the answer is a BIG NO. An Employee, whether in work-place, office or home, works to instructions of the employer. Hence, howsoever smart or attractive the employee may be, is of an unequal status to that of the Employer. One would commit a big blunder, if such a marriage is solemnised. There would be no stability in marriage or family and disaster simmers for sure.

Q5: Should marriage happen amongst a couple belonging to different religions?

Ans: Marriage amongst couples from inter-faiths, inter-religion, inter-caste, inter-regional, inter-language, inter-nationalities and others are all welcome as long as the couple belongs to families of equal socio-economic status and when the Natural Law of Governance starts influencing the couple, they should be ready to accept 'Opposition and Dissent' from each other gracefully and move forward in life.

Q6: Should a business partnership happen between father and son(s) or daughter(s) in a family?

Ans: i. It's again a big No-No.

Because when the Natural Law of Governance starts influencing the partnership, the same children [*son(s) or daughter(s) or both*] who were listening and obeying the father, start opposing and dissenting with his decisions, which at times becomes an irritant leading to the unacceptable situation and develops constraints in the relationship.

ii. However if the father vacates the centric command position and allows the children to independently run the business, then the father can still head the business as a Sleeping Partner or Non-Executive Head or as Chairman Emeritus.

iii. If the father does not wish to vacate the centric command and control of his business, then he should offer an independent territory or an independent part of the business or encourage the son to initiate a new enterprise with financial help from parents without involving directly into the day-to-day affairs of that business.

Q7: Can a great friend be taken as a partner?

Ans: i. First of all, we ought to understand who is a friend. A friend is a person who is equal to you in status and appreciative of what you do, likes you as you are and has a bond of mutual affection, respect and regard for each other.

ii. In this situation a friend fails the requirement of the partnership as needed in the Law of Natural Governance wherein the partner also becomes a dissenting opposition, critical and arguing, which is contrary to the tenets of a good friend and friendship. Thus Partnership between friends would be fragile and not workable for sure, even if they are equal in there socio-economic-tecno-

professional status.

Q8. Can a good and trusted and loyal friend be proposed to for a love marriage?

Ans: i. Whether business Partnership or Life-Partnership (*spouse*) the Law of Natural Governance when gets active shall turn the same friend into a critic, dissenter, in opposition, even though it may be in the best interest of the family. This new avatar of the friend becomes unacceptable and leads to tiffs, confrontation, domestic violence and eventually leading to separation.

ii. Most love marriages fail on this account when the couple starts finding the original bond of friendship, love, affection, mutual respect and regard with the present state of confrontation. Even those marriages, which survive separation are those where the partners have heavily compromised themselves for the sake of children and family.

Q9. Why are arranged marriages more successful than love marriages?

Ans: i. In arranged marriages, the parents play a lead role in bringing the couple together for marriage. The parents while proposing see the equality in the two families, their religious, cultural and backdrop check along with their social and economic status. Many parents also match the would-be couple's Kundli (*horoscope*) too. Hence, the Law of Natural Governance gets largely satisfied.

ii. However in love marriage, physical attraction and friendship play a pivotal and dominant role against social and economic equality, traditions, culture, religion, faith, and beliefs which get the least

importance. Hence, the Law of Natural Governance gets majorly compromised here in the case of love-marriages.

iii. Where couples in love approach parents to formalise their love into a marriage ritual, such marriages though technically is said to be arranged marriage but its still a love marriage, and consequences of love marriage incompatibility could happen consequently, ending in separation or staying separately or compromising the natural incompatibility with disrespect, hostility, violence etc. Thus very few love marriages are stable and fulfilling in the long run.

iv. According to a Bombay High Court hearing, divorces are higher in love marriages as compared to arranged marriages, in India.

It is also a fact that in India the divorce rate is relatively quite low as compared to other countries in the world.

v. On Google search, for information on love marriages there is a lot of matter available on the scary situation covering discontent, domestic violence, couples staying separately and legal divorces.

Q10: In what way does the inter-sibling partnership work?

Ans:

i. At the outset It is to be understood as to what is Inter-sibling relationship is? This is a natural relationship by birth of equal status but jealous in nature. Therefore Partnership between these Partners shall not be workable, for sure.

ii. The only way it can work is when one brother helps the other brother or sister or cousins financially or invest in the equity only or provides infrastructure support, but does not interfere in the sibling's direct conduct, management and affairs of the sibling's enterprise.

Who Are We? & What For?

iii. The supporting or promoting sibling may ask for, if necessary, a small amount of percentage of business turnover or a fixed amount in that supported venture, but if the sibling is unwilling to pay it, the supporting sibling should be able to forgo it and be able to sacrifice it, otherwise the fights and arguments shall begin leading to an unpleasant ending.

Baldevkrishan Sharma's answers to the questions above reflect his views on how Natural Governance can help you determine what is right and what might be wrong. His responses are supported by the years of research he has conducted, which is how he arrived at his conclusions.

What Next?

The upcoming book is going to be really exciting and an eye-opener on a lot of fascinating questions.

What 'needs' of the universe and extra-terrestrial life do humans fulfill? What tasks do people perform on a daily basis, and how are these translated to meet the requirements of the extra-terrestrial system?

On a scientific foundation, the model of human actions and various unexplained events witnessed on Earth are explained. For instance, do we breathe pure oxygen, or do we unknowingly breathe something else that gives us energy? This fascinating experiment reveals mysteries that we were unaware of. Does it provide answers to intriguing concerns about the origins of vegetarianism, non-vegetarianism, and veganism in humans?

About LIFE: In this section, we'll define life in the context of two distinct, widely held beliefs: terrestrial and extra-terrestrial.

Answers to pertinent but profound queries like, "Is life on Earth's surface different from aquatic life, life in the air, or life in space? Which life began its existence first? Does life solely exist on Earth, or does it also exist elsewhere in the universe? How do we spot it?"

There are many other probing questions that the Astrogenesis Model answers on a scientific platform. A few such questions are:

Why is the gender ratio of male and female unequal at birth?

Why do fatal accidents, murders, and violent suicides happen?

Why do Adivasi tribes live in remote jungles or even remote mountain for generations?

Who Are We? & What For?

What is the theory of human creation in different regions of the world?

Why have there been conflicts and wars since the beginning of human history?

There are many more questions, but one of the most important research topics is **"What do the extra-terrestrial system and its cosmic masters may be drawing through humans?"**

After the foregoing treatise, we will discuss astrophysics and cosmology and their provocative theories, dispelling misconceptions and hypotheses about the structure of the universe and its function that have been developed in these fields. Scientists will conduct experiments over time to demonstrate the accuracy of the Astrogenesis model.

Yes, your wait for the next edition... shall be worthwhile!

Baldevkrishan Sharma's unparalleled vision and foresight produced technologies and products at a time when independent India was still taking baby steps towards technology. The country's primary focus was trying to stand on its own two feet and adopting strategies for self-reliance and development. Undoubtedly, his innovations, the STD (*Subscriber Trunk Dialling*) Control Device in the Telecom Industry and the Gas Control Device, got huge recognition way back in 1969–1970. He was a forerunner and recognised economic opportunities during the incomes tax valuation during the National Emergency, turning the worst situation to opportunities and benefits. Today, the same business has grown into an empire and is one of the most sought-after products in the market. Marshalls Enterprises' range of wall coverings and interior wallpaper has been the pride of many homes, but the brain behind this business is 76-year-old Baldevkrishan Sharma, an unsung hero.

He does not have any qualms about it and is quite comfortable being away from the public eye. However, his 25 years of research on "Nature's Operations and The Laws of Nature," which he could comprehend and he wishes to share with everyone, are really important to him. After he pulled through the heart attack that nearly ended his life, the Laws of Nature became a revelation to him. He became aware of how nature functions and this book is a modest effort to describe how nature affects everyone's life. His perspective on life and conflicts changed after coming to terms with the notion of inevitability in one's life: what must happen will happen in any manner. He eventually came to think that it was best to "humour it out & laugh it off." He organised the first Marshalls Comedy Awards in 2003 and the 2nd one in 2004 as a mega event on the open grounds of Chitrakoot, Andheri West, Mumbai which the Bollywood took notice of and thereof the laughter entertainment and comedy became the man stay of laughtertainment in movies, TV and stage. He is an innovator who stands out to bring humour and laughter to the centre-stage.

After handing over the reins of the business to his children, Karan and Mona, he has dedicated his life to his research work on nature, serving society through the *Baldev Sharma Marshalls Foundation*, and Nation-building via Creative Ideas and Innovations in Action (CiiA) in collaboration with the Rotary Club of Bombay Worli.

To begin, the book describes our biographee's life journey as an example, as well as his studies on Nature's Laws. As we read his life story, we wonder how life's journey is programmed by the Nature System thro' circumstances & inspirations.



Published by,
Baldev Sharma Marshalls Foundation
Shivsagar, Shivaji Park, Mumbai 400 016,
Email: chairman@marshallsindia.com



MRP Price ₹385