

Stepping In

Executive programme in family business management

Identity, Influence and Impact in
Family Enterprise

10 Weeks | Hyderabad | In-person

An initiative by
 ClutterED

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Are you ready to lead what your family built?

India's family businesses generate over 70% of GDP and employ hundreds of millions. They hold centuries of institutional knowledge, community trust, and multi-generational commitment.

Yet *fewer than 13% survive through the third generation.*

The reason is almost never a market failure. Most Indian business families have no structured process for bringing the next generation in.

It is a *transition failure.*

The next generation today stands at a unique crossroads:

Global
Competition

Family
Hierarchies

Digital
Disruption

Emotional
Contracts

Rising
Expectations

Decades of
Legacy

Ownership
Structures

The people behind the programme



GYAN VARDHAN GUPTA (Founder/Advisor)

B.Tech, IIT Madras · MBA, IIM Ahmedabad · Former Amazon · Family Business Leader · Founder, Decluttered

Qualified, ambitious, and still unprepared for the deeply human weight of legacy, relationships, and leadership; that was Gyan stepping into his own family business.

What he brings to this programme is something no academic credential can replicate: ***the lived experience of being the next generation, and the clarity that comes from having actually navigated it.***

DR NUPUR PAVAN BANG (Led By)

Post-Doctoral Fellow, ISB · Fellow, ACCA (UK) · Academic Director, Thomas Schmidheiny Centre for Family Enterprise, ISB · Director-cum-Dean, ICAI Centre of Excellence, Hyderabad · Founder, Bodhi Advisory and Nurturing Group

Dr Bang has 25 years of experience spanning research, teaching, executive education, and advisory work.

She has worked closely with business families across India on ***governance, succession planning, ownership structuring, next-generation mentoring, and family conflict resolution.*** Dr. Bang leads every session of ***Stepping In.***

Her approach is rare; combining rigorous academic grounding with deep practitioner empathy for the complexity of family enterprise dynamics.



Stepping In is a structured 10-week leadership programme for next-generation family business members

Most leadership programmes teach you how to run a business. Stepping In teaches you how to step into one that already exists with all the history, relationships, and complexity that come with it.

This is not a motivational retreat. It is not a certification course. It is preparation for the specific, human reality of leading a business your family built. Stepping In is the bridge that guides you to do this while *honouring what came before, while building what comes next.*

Every session is applied directly to your own enterprise. You don't study hypothetical companies or distant case studies in isolation, you bring your business into the room and work on it with the rigour it deserves. Every framework you encounter, you test against your own reality. Every conversation in the cohort is grounded in the actual situations participants are navigating.

This is what preparation for responsibility actually looks like.

Programme at a glance

🕒 DURATION

10 Weeks

Structured to
be intensive

📍 LOCATION

Online

Accessible,
Learn from anywhere

🎓 DELIVERY FORMAT

2 Days

Every Thursday & Sunday
3 hours

👤 GUIDED BY

Mentors

Distinguished practitioners
and academicians

📁 KEY FOCUS

Real Cases

Real case studies from
actual family businesses

📅 START DATE

24 Sept 2026

Your next chapter
starts here

This isn't a programme you attend. It's one you participate in.

Every detail of this programme from the selective cohort to the in-person format - is designed to make sure that when you walk back into your family's business, something has genuinely shifted and that is to give the next generation the preparation most family businesses never provide.

The experiences that make Stepping In different.



Real Cases

Every session works through real case studies from actual family businesses; broken down in detail so you can see exactly how the situation played out, then apply the same thinking to your own.



Expert Led

Dr. Nupur Pavan Bang - 25+ years, ISB.
Co-designed by Gyan Vardhan Gupta - IIT Madras, IIM Ahmedabad, Amazon, lived next-gen experience.



The Right Room

A selective peer cohort. Everyone in that room is navigating the exact same transition. The cohort becomes a support network, a sounding board, and often a lifelong professional community.



Built To Implement

You don't leave with notes. You leave with real work built over 10 weeks on your own enterprise that you can put to use in your business from day one. This is what applied learning actually looks like.

The people behind the programme

Academic rigour. Lived experience.
Both in the room with you, every session.



LED BY
Nupur Pavan Bang

Leads the programme with case studies and frameworks built to implement



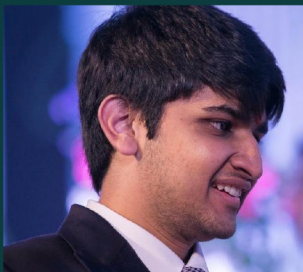
FOUNDER / ADVISOR
Gyan Vardhan Gupta

Guides the cohort work through real, complex family dynamics



GUEST FACULTY
Mr. Umamaheshwar Rao

Built GV Malls from one textiles business into multiple retail brands. Leads the session on delegation, family constitution, and scaling



GUEST FACULTY
Yesho Gupta

Software engineer to ESSEC Business School to the family mill. Leads the session on structure, legalities, and family-managed finance



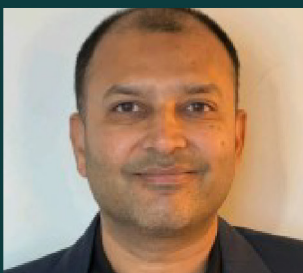
GUEST FACULTY
Dr. Archana Pillai

Founder & Director, 86B Research & Advisory Services LLP. Resident Mentor, NSRCEL, IIM Bangalore



GUEST FACULTY
Ajay Goyal

Third-generation flour miller, former MD of Shivaji Roller Flour Mills. Past President, Roller Flour Millers Federation of India



GUEST FACULTY
Mithesh Gupta

Fourth-generation entrepreneur running Shivtara's mills across three cities. Leads the session on automation, process, and scaling



GUEST FACULTY
Pavan Kumar Bang

MD & CEO, Chiraharit Limited. Leads the Hyderabad-based engineering and water solutions company

One journey. Six transformations.

Stepping In is structured around a deliberate developmental arc. Each stage builds on the one before it - moving you from interior clarity to exterior impact.

Self⁰¹

Understanding who you are in the context of your family enterprise - your identity, your position, and the unspoken dynamics that shape every decision you make.

System⁰²

Mapping the family, business, and ownership system around you. Understanding governance, structures, and why the rules exist - so you can work within them intelligently.

Credibility⁰³

Learning how to earn the right to lead - not through authority, but through performance, presence, and the trust that no last name can manufacture.

Entrepreneurship⁰⁴

Developing the ability to grow and innovate without destabilising what has been built. Creating new value without losing the foundation.

Ownership⁰⁵

Taking real accountability for the business - its finances, its people, its future. Moving from participant to steward.

Stewardship⁰⁶

Leading with a long-term vision that outlasts you. Building something that the generation after you can step into with the same clarity you are building now.

10 Sessions. Every one applied to your business.

SESSION 1

To Join or Not to Join

The question every next-gen member carries but rarely gets to examine rigorously. Case discussion: Ryan's Dilemma - a structured exploration of what joining actually means and what it costs.

SESSION 2

Understanding Where You Stand

Family businesses and their role in the economy. The family business system. Mapping your family, business, and ownership; and understanding how they interact.

SESSION 3

Why Structures Protect Relationships

Governance foundations and how they prevent conflict before it starts. Case discussion: Breaking up the Senanis; a real family enterprise at a critical transition point.

SESSION 4

Having the Conversations That Matter

Difficult conversations, negotiation skills, and conflict resolution in a family enterprise context. The tools to say the hard thing without breaking the relationship.

SESSION 5

Professionalising Without Losing the Family

The professionalisation toolkit; how to introduce systems, processes, and management discipline in a business built on relationships.
Case discussion: Dr. Reddy's Laboratories - one of India's most studied family business transformations.

SESSION 6

Succession Planning

Moving from one generation should happen with a plan. This session covers how to build the structures, family constitution, and decision rights, so the transition is smoother for everyone involved.

SESSION 7

Building Systems That Scale

Designing scalable systems that allow the business to grow without the founder having to be present for every decision.

SESSION 8

Building Structures That Last

Who owns what, who decides what, and how it's written down; the difference between a family constitution on paper and how decisions actually get made in the room.

SESSION 9

Growing the Right Way

Intrapreneurship, capital allocation, and family wealth; how to think about growth, investment, and financial discipline from inside a family enterprise.

SESSION 10

The Long Game

Socio-emotional wealth, conflict resolution, and what it means to lead something that outlasts you. Case discussion: The Phoenix Case - a family enterprise that had to rebuild after conflict nearly destroyed it.

Where learning becomes action

10 weeks of doing, not just learning.



Real Case Discussions



Research and Competitive Analysis



Presenting Ideas with Confidence



Stakeholder Relationship Building



Business Case Challenge



Final Pitch Day

Who is this for?

- You are a **next-generation member** deciding whether to join, recently inducted, or preparing to take on more responsibility
- You want to **earn your place**; not just inherit it
- You are **willing to examine your family dynamics** with honesty and put your enterprise under a rigorous lens
- You can **commit to Thursday and Sunday sessions** and the work that comes with them

How To Apply

01

Register Your Interest

Scan the QR code and fill in a short interest form.

02

Discovery Conversation

Shortlisted candidates are invited for a brief personal conversation with the Stepping In team; to understand your context, and your enterprise

03

Admission and Confirmation

Selected participants receive an offer of admission. A commitment letter from a senior family member and fee confirmation completes the process.

Programme fee

Payment	Amount	Due
To confirm your spot	₹3,000	On enrollment
1st Installment	₹50,000	On enrollment
Balance	₹1,07,000	Start of the programme
Total Payable		₹1,60,000 (10 Weeks, 60 hours)

*Fee amount mentioned above are exclusive of GST & other incidental costs (Immersion)

*Applications are reviewed on a rolling basis.

*Certificate of Completion, awarded on successful completion of the 10-week programme.

APPLICATIONS FOR COHORT ARE OPEN!

Apply Here!

Stepping In

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(click to check instagram)

🌐 www.steppingin.co.in
(click to view website)