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## Context to the conversation

Viral speaks about how he has chosen to operate closer to a Rolex model than a Swatch model. He talks about the structure of his typical day and month.

## Transcription

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**Deepak Jayaraman (DJ):** I think just maybe picking up on what you said, your branches. Could you talk a little bit about how many people there are? What's the scale of your operation right now?

**Viral Doshi (VD):** You know, I have perhaps followed the Rolex model of business and not the swatch model. A lot of people follow the Swatch model. They want numbers. They want online. I've decided to be very exclusive, not exclusive in choosing my clients, but exclusively in working with limited number of clients but giving them in-depth counselling services. So typically, if I look back, if I start in 2004 to right now, I must have touched about 30,000 students.

**(DJ):** Wow.

**(VD):** Typically, one would meet five six students in a day. It's quite exhaustive. It wasn't for two one and a half to two hours per meetings. It becomes quite exhaustive working for ten hours a day and now it's zoom has become worse, I would say. But anyway, it's very satisfying. So if you if I look back, your question was?

**(DJ):** I was just saying what's the nature of scale? How many how many people do you have?

**(VD):** I think I have kept it small. We have a very small team. I have four people which are secretarial staff and I'm a one-man show. I do everything by myself. I'm also like a dinosaur because people laugh at me in my office in the morning. All the emails get printed out. My secretary would come and sit out there. I'll give a shorthand.

She read it out, send the emails out. So I'm so old fashioned that respect. I've stayed away from having a website. I've stayed away from Facebook, stayed away from Instagram. Any of the modern tools because I just believe to be in my own world, happy to be with children. They would as much time as they want with me. So we have stayed small and then like when I go to different countries, I travel to one country every month for one week. Then I set up a point in advance.

**(DJ):** ohh, it's still when you say there are these geographies, the client facing stuff is you.

**(VD):** I mean, completely.

**(DJ):** You are servicing clients in these areas.

**(VD):** Yeah. So I go to Singapore, I stay there for ten days and I meet all my clients out there. Next month. I have to Dubai. I meet all my clients. I have a partner in Dubai who has office, Otherwise, in Singapore, in London and in New York. I meet the client's 1 to 1 at either a hotel or suite I take up in ten days.

I work there so you don't have offices per say except in Dubai. But I think when you interact with parents all across the world, you get a pulse of the world market with you, and that has helped me tremendously. My journey in India, because you know what's happening around the world and bring that inputs into your counselling service.

And let me tell you, a parent, as a parent, whether you're a parent in Dubai or in Singapore or in London, and not only forget Indian parents, majority of my clients tend to be the Indian diaspora who have a comfort level working with Indian counsellor, sure, but even a lot of clients who are Lebanese, plenty of Lebanese I was going to open office in Beirut.

As a matter of fact, a lot of Middle Eastern clients, lot of Chinese clients. But every parent I've seen is similar for their child. They'll do anything to help their child get into and have a good career path and good and good college. So I don't see any difference between parents. But yes, if I had to, if somebody would ask me which parents are the most aggressive, I would say to bit extent the Chinese mothers, perhaps in the Jewish mothers, followed by the Indian mothers.

Indian mothers don't rank in terms of as aggressive as these Jewish and Chinese, but they are really on the case of their child. So but it's fun. I think you get a very different perspective all over the world waiting different ways. Quite fascinating.

## Reflections from Deepak Jayaraman

**DJ:** I love how Viral's flywheel works. While there is a market opportunity in places like Lebanon, Middle East, London and so on, it is fascinating to see how Viral's engagement in those markets make him a better counsellor for the children and parents in India.

## End of transcription

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## About Deepak Jayaraman

Deepak seeks to unlock the human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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