

ICONIC DUO

TWO SHADOWS ONE LIGHT

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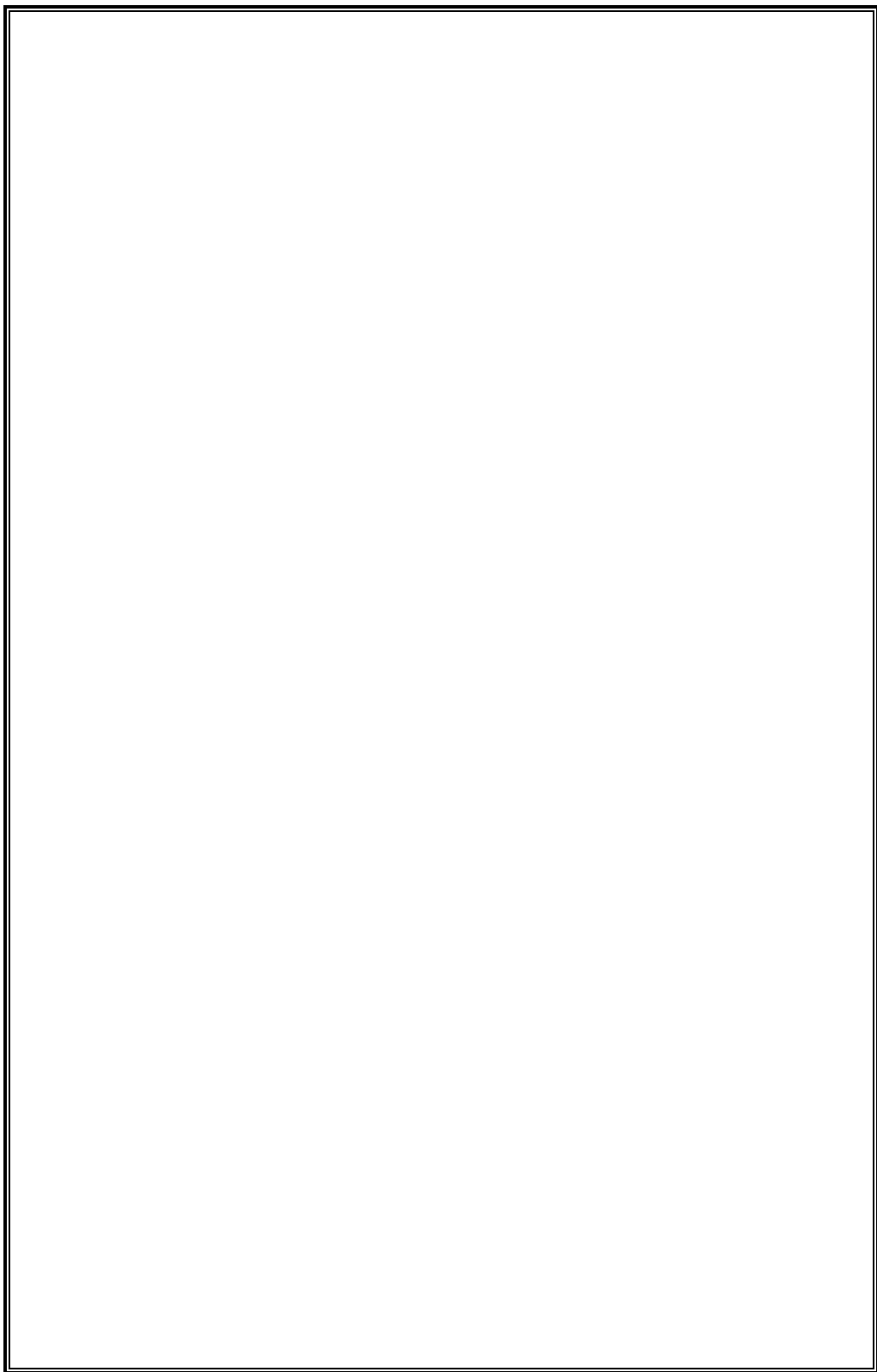
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Phase 1 – Foundations

Chapter 1

A Curious Mind in a Modest Home (1965–1986)

Mohan Rajaram Anturkar was born on **4th August 1965**, into a home that did not promise comfort, but quietly nurtured **character**.

The Anturkar household belonged to India's vast lower-middle-class reality—where dreams were respected, but survival was non-negotiable. His father, **Rajaram Anturkar**, believed in discipline, responsibility, and the dignity of labour. His mother, **Prabha Anturkar**, was the emotional axis of the family—firm yet compassionate, traditional yet forward-looking.

Mohan was their **third child**, growing up behind his elder brothers **Ravindra** and **Narendra**. Being the youngest of the three, shaped him in subtle ways. He learnt to **observe before speaking**, to **adapt quickly**, and to find his own voice without demanding attention.

From early childhood, one trait was unmistakable:
curiosity.

Not idle curiosity — but a restless, probing intelligence. Mohan wanted to know *why* things worked the way they did. He dismantled objects, questioned instructions, and challenged assumptions long before he had the vocabulary to articulate his actions.

In school, teachers often struggled to describe him in a single sentence.

He was **mischievous**, yes—but never careless.

He was **bold**, but not reckless.

He was **confident**, even stubborn at times, but rarely superficial.

What distinguished Mohan was not obedience—it was **engagement**.

He participated fearlessly in public forums, debates, and discussions. Standing on a stage never intimidated him. Speaking his mind felt natural. Even as a boy, he carried an inner certainty that his thoughts mattered.

Intelligence Without Privilege

The Anturkar family lived within limits. There were budgets, constraints, and constant calculations. Mohan saw early that education was not a luxury—it was an **investment made with sacrifice**.

His elder brothers began contributing financially to the household while they were still young. This created an unspoken awareness in Mohan: achievement carried responsibility.

He did not chase marks to impress.

He chased **competence** to justify effort.

When Mohan chose **Mechanical Engineering**, it was not because it was fashionable. It was because machines represented logic, structure, and problem-solving—three things his mind gravitated towards naturally.

In **1983**, he completed his **Diploma in Mechanical Engineering**, securing **5th rank in Maharashtra**.

This achievement did not change his lifestyle. There were no indulgences. But something important happened internally: confidence rooted itself deeper.

He had proof—not of superiority—but of **capability**.

He went on to pursue **Mechanical Engineering at COEP**, one of the most demanding institutions of the time. The academic

environment was unforgiving. Competition was intense, and the expectations were high.

But Mohan thrived.

In **1986**, he graduated with **1st rank in Maharashtra**.

For a boy from a modest household, this was not just academic excellence—it was a quiet rebellion against circumstance.

Yet, if anyone expected pride to inflate him, they misunderstood him entirely.

Mohan treated success like responsibility, not entitlement.

Reality Does Not Pause for Achievement

Despite these accolades, financial reality did not soften.

There were mouths to feed. Responsibilities to uphold. Stability to protect.

So even before life demanded it fully, Mohan stepped into **teaching**.

He began taking **10th standard tuitions**—not as a fallback, but as duty. Those evenings spent explaining concepts to struggling students were formative. He saw how knowledge, when delivered with patience, could transform fear into confidence.

Without realising it, Mohan was learning one of the most defining lessons of his life:

Teaching is leadership in its purest form.

He learnt to communicate clearly.

To simplify complexity.

To respect different learning speeds.

These were not teaching skills alone.

They were **human skills**.

The Foundations of Leadership

By the age of 21, Mohan Rajaram Anturkar had already developed traits that would later define his life:

- Intellectual discipline
- Emotional resilience
- Comfort with responsibility
- Respect for effort
- Gratitude without dependency

He did not know what industry he would dominate.
He did not know he would become an entrepreneur.
He did not know he would one day mentor thousands.

But the foundation was ready.

A curious mind.

A modest home.

A value system forged in constraints.

The world would later see him as a corporate leader, an entrepreneur, a teacher, and a visionary.

But before all of that...

He was simply a young man who understood one truth early:

Greatness does not begin with opportunity.

It begins with preparation.

And Mohan Rajaram Anturkar was prepared.

Chapter 2

The Youngest Floor Manager

When Mohan Rajaram Anturkar stepped into his first corporate role, he did not arrive with arrogance or entitlement.

He arrived with **alertness**.

Fresh out of academic excellence, he knew something many young achievers don't:

Degrees open doors, but behaviour decides how long they stay open.

His entry into **Philips** marked the beginning of a new education—one that no university could offer.

The Shock of Reality

Corporate life was different from classrooms.

Here, intelligence alone was insufficient.

Here, outcomes mattered more than intent.

Here, people—not machines—were the most complex systems of all.

Mohan quickly noticed the unspoken rules:

- Seniority commanded expectation
- Experience demanded deference
- Authority was often confused with control

Instead of resisting this reality, he chose to **study it**.

He observed how supervisors spoke.

How workers reacted.

How tension moved through teams during pressure.

He asked fewer questions aloud—and answered more internally.

An Unlikely Promotion

Within a remarkably short period, something unexpected happened.

Mohan was promoted to **Floor Manager**.

At an age when most were still proving themselves, he was entrusted with the responsibility of **leading nearly 60 people**—many of whom were significantly older and more experienced than him.

He became the **youngest floor manager** in that unit.

The designation came with a title.

But it also came with **resistance**.

Some accepted it professionally.

Some accepted it reluctantly.

Some did not accept it at all.

Mohan felt it immediately.

Silence in meetings.

Folded arms.

Polite compliance without engagement.

He realised something crucial in those early days:

Authority can be assigned.

Respect must be earned.

The First Corporate Guru

It was during this phase that Mohan encountered the man he would later call his first corporate guru — Mr. Mukherji.

Mr. Mukherji was not a motivational speaker.

He was not indulgent.

He was precise.

He believed in systems, accountability, and consistency. He did not shield Mohan from difficult situations. Instead, he placed him directly into them.

When Mohan made mistakes, he was corrected—not gently, but clearly.

When Mohan succeeded, he was acknowledged—without exaggeration.

One lesson from Mr. Mukherji stayed with Mohan for life:

“If your team fails, it is your failure first.”

That sentence changed how Mohan viewed leadership.

No longer as command.

But as **ownership**.

Learning to Lead Seniors

Leading older team members required restraint.

Mohan understood that asserting power would backfire. So, he chose a different approach.

He arrived early.

He stayed late.

He learnt names.

He listened more than he spoke.

He did not correct publicly.

He did not praise selectively.

When problems arose, he asked questions instead of issuing orders.

Slowly, something shifted.

Resistance softened.

Silence turned into participation.

Compliance became cooperation.

Not because he demanded it.

But because he **deserved it**.

Pressure Reveals Character

There were days when production targets loomed like threats.

Machines failed.
Deadlines tightened.
Senior management demanded answers.

On such days, Mohan discovered another truth:

People do not follow instructions under pressure.

They follow composure.

He learnt to remain calm when urgency tried to dominate. To speak clearly when others panicked. To absorb pressure so his team didn't have to.

This ability—to stay steady while others shook—became one of his most defining leadership traits.

Why Philips Was Not the Destination

After nearly **two years** at Philips, Mohan faced a dilemma.

He was successful.

He was respected.

He was secure.

And yet... he was **restless**.

Not dissatisfied—but not complete either.

He felt that while he was learning to manage people and processes, he wanted to understand **systems at a deeper level**. He wanted to see how decisions were designed, not just executed.

Comfort had arrived too early.

And Mohan had already learnt that:

Comfort, when arrived prematurely, can stall growth.

So, he made another decision that puzzled many.

He chose to **leave**.

Not out of rebellion.

Not out of ambition alone.

But out of **clarity**.

The Transition Ahead

Philips had taught him leadership.

It had taught him people.

It had taught him responsibility.

But Mohan knew he was being prepared for something more complex.

Something that would require:

- Systems thinking
- Data discipline
- Strategic patience

That next chapter awaited him elsewhere.

And so, with gratitude—not regret—he stepped forward again.

This chapter establishes **Mohan's leadership DNA**.

Chapter 3

The Courage to Leave Safety

Leaving a secure job is easy to admire in hindsight.
Living through the decision is something else entirely.

When Mohan Rajaram Anturkar chose to walk away from Philips, he did not do so with dramatic flair. There was no rebellion, no dissatisfaction and no impulsive ambition. On the surface, everything was going well.

Inside, however, something was shifting.

A Restlessness Rooted in Growth

Mohan had learnt how to manage people.
He had learnt how to carry responsibility.
He had learnt how to remain composed under pressure.

But he sensed a limitation.

At Philips, execution was refined—but **systems were inherited**.
Decisions came from the above, and data flowed downward. While leadership was practised, **the architecture was not designed**.

Mohan wanted to understand the *why* behind decisions.
He wanted to see how information was filtered, how strategies were structured, and how long-term direction was shaped.

That desire led him to **Hyril**.

Hyril: A Different Kind of Education

Hyril was not glamorous.
It was analytical.

Here, Mohan was exposed to **systems analysis, data filtration, and decision frameworks** that went beyond daily operations. He learnt how numbers told stories—and how ignoring the right numbers could mislead even experienced leaders.

This phase refined his thinking.

He learnt:

- That intuition needs data
- That speed without structure leads to chaos
- That decisions must be repeatable, not heroic

Hyril did not give him status.

It gave him **clarity**.

And with clarity came courage.

1991: The Leap

By **1991**, Mohan stood at a crossroads.

He had:

- A stable professional identity
- A growing reputation
- A predictable future

What he did not have was ownership.

Not of title—but of **direction**.

That year, he made a decision that worried many and inspired a few.

He stepped into **entrepreneurship**.

With **no business background**, no safety net, and no inherited enterprise, Mohan began selling **Printed Circuit Boards (PCBs)** and managing **courier service franchises**.

It was not glamorous.

It was uncertain.

It was risky.

But it was deliberate.

Marriage and Risk, Side by Side

The same year Mohan took this leap, he also entered another commitment—**marriage**.

He married **Sarita Anturkar**, a woman whose strength would become one of the quiet pillars of his journey.

Sarita did not ask for guarantees.

She did not ask for timelines.

She asked one question:

“Do you believe in what you are doing?”

When Mohan said yes, she stood beside him—unconditionally.

In a time when financial uncertainty was real and pressure was constant; her support was not loud. It was **unwavering**.

Behind every difficult day, there was stability at home. Beneath all doubt, there was reassurance.

Family Faith Over Fear

Mohan’s parents were concerned—and rightfully so. Entrepreneurship without precedent is frightening, especially in families that value security.

But his elder brothers, **Ravindra** and **Narendra**, saw something different.

They saw:

- His preparation
- His discipline
- His consistency

They did not discourage him.

They supported him.

That support mattered more than any advice ever could.

Early Struggles and Quiet Learning

The early years were demanding.

Cash flows were unpredictable.

Margins were thin.

Trust had to be earned from scratch.

Mohan learnt sales the hard way—through rejection.

He learnt operations the hard way—through mistakes.

He learnt patience the hard way—through delays.

But he never compromised on one thing: **integrity**.

If he committed, he delivered.

If he failed, he accepted it fully.

If he learnt, he applied it immediately.

A Door Opens at Indal

While selling PCBs for **Indal**, Mohan's approach did not go unnoticed.

The Area Sales Head of Indal, **Mr. Pradeep Bhargav**, observed something rare in him—not aggression, not manipulation, but **authentic marketing skill**.

Mohan understood clients.

He spoke honestly.

He built relationships, not transactions.

Recognising this, Mr. Bhargav offered Mohan an opportunity that would change his trajectory forever.

He invited Mohan to join a new venture—the **takeover of Melfrank Cooling Towers Pvt. Ltd.**

The offer was extraordinary:

15% shareholding, based purely on capability and trust.

No capital dominance.

No lineage advantage.

Only merit.

The First Step into Cooling Towers

Mohan accepted.

In **1994**, when his son **Karan** was just **nine months old**, Mohan shifted from Pune to **Mumbai**, stepping into the **cooling tower industry** for the first time.

This was not just a career move.

It was a **commitment to a future**—one which he could not yet see, but believed in deeply.

Within four years, Mohan helped triple the company's revenue.

But more importantly, he learnt an industry that would become his life's work.

The Pattern Becomes Clear

Looking back, a pattern emerges:

- Mohan never chased comfort
- He never waited for permission
- He never leapt without preparation

Each move was calculated, value-driven, and forward-looking.

He was not reckless.

He was **ready**.

Phase 2 – Vision & Creation

Chapter 4

Lessons from Japan

Some journeys change geography.

Others change **worldview**.

For Mohan Rajaram Anturkar, the journey to **Japan** did both.

An Opportunity Earned, Not Sought

By the mid-1990s, Mohan had begun establishing himself as a dependable force in the cooling tower industry. His results spoke clearly—revenue growth, operational discipline, and trust-based relationships.

Yet, even as success followed, Mohan remained a student at heart.

When he was selected for the **AOTS (Association for Overseas Technical Scholarship) programme in Japan**, it did not feel like recognition alone. It felt like **responsibility**.

Japan was not just technologically advanced—it was culturally disciplined. Mohan sensed that this exposure would test not only his professional understanding, but also his **values**.

First Impressions: Discipline Everywhere

From the moment he landed, Mohan noticed something striking.

There was **order without enforcement**.

Trains ran on time—not because of fear, but because of pride. Workers cleaned their own spaces—not because it was mandated, but because it was *right*. Hierarchy existed, but ego did not dominate it.

For Mohan, this was unfamiliar—and deeply impressive.

He realised that systems worked in Japan not because they were complex, but because they were **respected**.

Business Beyond Profit

During his interactions with the Japanese entrepreneurs and engineers, Mohan encountered a perspective that reshaped him permanently.

Businesses were not built to exit.

They were built to **endure**.

Many enterprises were **multi-generational**, sometimes over a hundred years old. The goal was not quarterly growth, but **generational relevance**.

One conversation stayed with him:

“A company is a social asset.

If it survives generations, it serves generations.”

This idea struck Mohan profoundly.

In India, businesses often chased scale before stability. In Japan, stability created scale naturally.

Engineering as a Service to Society

What fascinated Mohan most was how engineering solutions were treated as contributions to national progress.

Cooling, energy efficiency, process optimisation—these were not just commercial services. They were part of a larger responsibility toward environmental balance and industrial sustainability.

For the first time, Mohan saw engineering not just as problem-solving, but as nation-building.

This resonated deeply with his own values.

Humility at the Core of Excellence

Despite their global dominance, the Japanese professionals displayed remarkable humility.

Senior leaders listened carefully.

Junior engineers were encouraged to question respectfully.

Continuous improvement—*Kaizen*—was not a slogan. It was a daily practice.

Mohan reflected inwardly.

He had always believed in discipline and learning. But here, he saw how **humility amplified excellence**.

He began to imagine an Indian company built on similar principles:

- Strong systems
- Ethical leadership
- Long-term vision
- Respect for people
- Contribution beyond profit

The Seed of M Square

It was in Japan that the idea of M Square truly took shape.

Not as a business plan.

But as a **responsibility**.

Mohan did not want to merely work in cooling towers.

He wanted to **build an institution** in the industry.

An institution that:

- Delivered engineering excellence
- Created employment
- Operated ethically
- Outlived its founder

He returned to India with more than just technical exposure.

He returned with **clarity**.

Coming Home Changed

Back in India, Mohan noticed differences more sharply.

Where shortcuts were common, he chose systems.

Where urgency dominated, he chose patience.

Where ego ruled, he chose humility.

People around him sensed the shift.

He was calmer.

More deliberate.

More focused on *why* than *how fast*.

The Japan experience had not made him rigid—it had made him **purposeful**.

A Vision Waiting for the Right Moment

Mohan knew one thing clearly:

He would start his own company.

Not immediately.

Not impulsively.

But when the time was right—when his experience, clarity, and readiness aligned.

Japan had shown him **what was possible**.

India would be where he built it.

Chapter 5

M Square Is Born

Every institution begins twice.

Once in thought.

Once in action.

For Mohan Rajaram Anturkar, the thought had been forming for years—through discipline at home, leadership at Philips, analytical rigor at Hyril, entrepreneurial struggle in the early 1990s, and philosophical clarity gained in Japan.

The action would demand something else entirely: **courage without applause.**

The Decision to Stand Alone

By the late 1990s, Mohan had proven himself repeatedly. At **Melfrank Cooling Towers Pvt. Ltd.**, he had not only entered a new industry but helped **triple revenues within four years**. His credibility was well established. His competence was unquestioned.

Yet, even in success, Mohan felt a boundary.

He could influence direction.

He could shape outcomes.

But the **final responsibility** was never fully his.

Japan had taught him that institutions must be **designed**, not merely joined.

And so, after deep reflection—not impulsively, not emotionally—Mohan decided to build something of his own.

Something that reflected:

- Engineering discipline
- Ethical clarity
- Long-term thinking
- Respect for people

A Modest Beginning: The 2BHK Office

There were no ribbon cuttings.

No launch events.

No announcements.

M Square Engineers was born quietly—in a **small 2BHK flat in Pune**.

That flat was not symbolic of limitation.

It was symbolic of **intent**.

One room served as the office.

Another as planning space.

The dining table became a desk.

Paperwork replaced décor.

Mohan believed something deeply:

If the foundation is honest, scale will follow.

Life and Business Intertwined

This phase of Mohan's life was intensely demanding.

His son, **Karan**, was just **four years old**, beginning **Senior KG**.

Family life required presence. Business demanded obsession.

Sarita Anturkar once again became the silent stabiliser—ensuring that while Mohan built systems at work, **stability remained at home**.

There were long nights.

Uncertain mornings.

Moments when silence felt heavier than noise.

But there was no regret.

The First Team

M Square began with a **team of two**.

There were no departments.

No titles.

Only responsibility.

Everyone did everything.

Design.

Coordination.

Follow-ups.

Execution.

Problem-solving.

Mohan led from the front—not by delegation, but by **demonstration**.

He reviewed drawings personally.

Visited sites relentlessly.

Spoke to clients directly.

Resolved conflicts face-to-face.

Trust was not claimed—it was **earned**.

Early Growth Across Industries

What surprised many was how quickly M Square began gaining traction.

Projects came from:

- Chemical industries
- Process plants
- Infrastructure-linked facilities

Clients noticed something different.

M Square did not oversell.

They did not underquote irresponsibly.

They did not disappear after order placement.

They delivered what they promised—**no more, no less**.

Within three years, the team grew from 2 to nearly 30 people.

Not because of aggressive marketing.

But because of **repeated trust**.

Systems Before Scale

While others expanded aggressively, Mohan focused on something less visible: **systems**.

He documented processes.

Standardised approaches.

Defined accountability.

He believed that growth without systems would eventually collapse under its own weight.

This mindset protected M Square from chaos during expansion.

Every new hire was inducted into:

- Discipline
- Ethics
- Responsibility

Skills could be taught.

Values could not.

A Company That Reflected Its Founder

M Square did not mirror market trends.

It mirrored **Mohan's mind**.

Calm under pressure.

Precise in execution.

Firm on ethics.

Patient with growth.

Employees did not fear him.

They **trusted** him.

Clients did not negotiate aggressively.
They **believed** in delivery.

Looking Ahead Without Hurry

Mohan did not rush to brand M Square loudly.

He believed that reputation should **precede recognition**.

There was no obsession with size.
No fixation on turnover.

The focus was simple:

Build something that lasts.

An Unseen Legacy Taking Shape

At the time, Mohan could not have predicted:

- That his son would one day lead the organisation
- That M Square would become a multi-generational enterprise
- That the values he embedded would outlive him

But he was doing something far more powerful than planning.

He was **living the blueprint**.

Turnaround Case Study I: Rising from the Ashes

The Vedanta Lanjigarh Fire – A Test of Character, Courage, and Commitment (2008)

Every successful organization has moments that define its future. For M Square Engineers, one such defining moment came in 2008, when the company undertook one of its most ambitious assignments—a turnkey cooling tower project for Vedanta Aluminium, Lanjigarh, Odisha.

Unlike conventional cooling tower contracts, this project involved complete execution, including civil construction, structural works, electrical systems, piping, instrumentation, and mechanical installation. For Mohan Rajaram Anturkar, it was more than a

prestigious order; it was a significant milestone that reflected M Square's growing capabilities and the trust placed in the company.

The project was progressing well until one night, when an unforeseen accident changed everything. A sudden fire engulfed the cooling tower under construction. Within hours, critical internal components and project materials worth more than ₹1 crore were destroyed. Years of hard-earned capital, months of effort, and the company's financial stability appeared to vanish overnight.

The following morning, while having his morning coffee at home in Pune, Mohan received the devastating phone call. Anyone would have expected his first question to be about the financial loss. Instead, his first words reflected the kind of leader he was:

“Is everyone safe? Has anyone been injured?”

Only after confirming that every member of the project team was safe did he begin discussing the extent of the damage. That single question revealed a principle he never compromised: people always came before profits.

Without hesitation, Mohan travelled to Lanjigarh the very same day. Standing at the project site, he witnessed the destruction firsthand. The loss was enormous—far beyond what a growing engineering company could comfortably absorb. Employees were anxious, suppliers were uncertain, and the financial burden seemed overwhelming. Yet Mohan refused to surrender to circumstances.

Instead of searching for someone to blame, he focused on understanding what had happened, identifying the lessons, and charting a path forward. Returning to Pune, he prepared a recovery plan founded on three principles: complete transparency, unwavering commitment, and collective responsibility.

Rather than distancing himself from suppliers, Mohan met each of them personally. He openly explained the situation, shared the challenges the company faced, and requested time to honour its financial commitments.

Among the most affected was Wilo Pumps (then Mather & Platt Pumps), one of M Square's long-standing supply chain partners and a leading manufacturer of industrial pumps. The fire had caused significant damage to critical pumping equipment, making the financial impact even more severe.

Many businesses might have withdrawn their support under such circumstances. But Mohan had spent years building relationships based on integrity rather than transactions. His reputation became M Square's greatest asset. Because suppliers trusted his character, they chose to stand beside him during the company's most difficult chapter.

Mohan also made personal sacrifices. He reinvested his savings into the business, arranged additional financial support from banks, and worked tirelessly to secure new orders that would restore the company's stability.

The recovery was neither quick nor easy. It took nearly eighteen months before M Square regained its financial footing. Throughout that difficult period, Mohan ensured that every stakeholder was treated fairly. Every outstanding commitment was honoured. Every supplier received what was due. Not a single partner was left behind.

Years later, Wilo Pumps recognized Mohan Rajaram Anturkar's unwavering integrity and ethical business conduct. The company invited him to one of its partner conferences and honoured him for his exceptional ethical practices as an MSME entrepreneur. The recognition was especially meaningful because it came from a partner that had witnessed one of the most difficult chapters in M Square's journey and had seen Mohan fulfil every commitment he had made.

The fire tested M Square's financial strength, but it revealed something far more valuable—Mohan Rajaram Anturkar's character. Buildings can be rebuilt, machinery can be replaced, and financial losses can be recovered. Trust, however, is earned only through integrity. By honouring every commitment despite

overwhelming adversity, Mohan proved that the strongest foundation of any enterprise is not concrete or steel, but character.

Leadership Lesson

Failures are not the end of an entrepreneur's journey. When met with courage, integrity, transparency, and determination, they become the foundation upon which stronger institutions are built. The Vedanta Lanjigarh incident became one of the defining moments in M Square's history, demonstrating that setbacks do not define an organization—its response to those setbacks does.

From One Customer to a Global Cooling Tower Engineering Presence

When Mohan Rajaram Anturkar founded M Square Engineers, he began with a simple vision—to design and manufacture world-class cooling towers that combined quality, innovation, reliability, and engineering excellence. What started with a single customer gradually evolved into one of India's most respected cooling tower engineering companies.

Through unwavering commitment, technical expertise, and customer-centric values, Mohan transformed M Square from a small cooling tower manufacturer into a trusted engineering partner serving more than 300 customers across diverse sectors, including chemicals, petrochemicals, power generation, steel, fertilizers, pharmaceuticals, food processing, paper, textiles, and infrastructure.

Under his leadership, M Square's cooling tower solutions reached customers across more than 22 states in India, earning a reputation for delivering energy-efficient, technologically advanced, and highly reliable cooling towers. Every successful installation strengthened customer confidence and reinforced M Square's position as a leader in the cooling tower industry.

Mohan's vision extended far beyond India's borders. He firmly believed that Indian cooling tower technology could compete with the best in the world. Under his leadership, M Square established its international presence by supplying and servicing cooling towers in

countries such as Thailand, Indonesia, Myanmar, China, Nigeria, Oman, Bahrain, Abu Dhabi, and several other overseas markets.

This international expansion was not merely a business milestone—it was a demonstration that Indian-designed and Indian-engineered cooling towers could successfully meet the demanding requirements of industries around the world.

Despite this remarkable growth, Mohan never measured success solely by the number of cooling towers installed or the number of customers served. For him, every customer represented a long-term relationship built on trust, every cooling tower commissioned represented a promise fulfilled, and every successful project contributed to India's growing reputation for engineering excellence.

From serving one customer to becoming a trusted cooling tower engineering company with more than 300 customers across India and overseas, M Square's journey reflected Mohan Rajaram Anturkar's vision, perseverance, and relentless pursuit of excellence.

Today, M Square's cooling towers continue to operate across industries, conserving energy, improving process efficiency, and supporting sustainable industrial growth. They stand as a lasting testament to Mohan Rajaram Anturkar's belief that engineering innovation should not only solve industrial challenges but also contribute to the progress of the nation.

Chapter 6

Values, Family, and the Woman Who Held It All Together

Some strengths are visible.

Others hold everything together quietly.

Mohan Rajaram Anturkar's professional journey was powered by discipline, intellect, and courage. But beneath every decision, every risk, and every moment of resilience stood something far less visible and far more powerful: **family**.

Sarita Anturkar: The Unseen Architecture

Sarita Anturkar was never part of board meetings.

She never visited sites.

She never discussed revenue or margins.

Yet, without her, M Square could not have existed.

Sarita understood something fundamental about Mohan—his ambition was not driven by ego, but by responsibility. She recognised the weight he carried and chose not to add to it.

In moments of uncertainty, she did not demand reassurance. In phases of struggle, she did not question his choices. In times of success, she did not seek recognition.

Her role was not passive. It was foundational.

She created an environment where Mohan could think clearly, work relentlessly, and return home without chaos. While he built systems in business, she maintained stability in life.

That balance saved him more times than either of them ever acknowledged aloud.

A Home Built on Discipline, Not Display

The Anturkar household reflected the same values that defined Mohan's leadership.

There was no extravagance.

No unnecessary display of success.

No indulgence that diluted discipline.

Meals were simple.

Routines were consistent.

Education was non-negotiable.

Respect was absolute.

Karan grew up watching this rhythm—not as instruction, but as example.

There were no motivational speeches at the dining table.

There was behaviour.

Mohan worked hard.

Sarita managed quietly.

The family functioned with order.

These were lessons absorbed unconsciously—but permanently.

Brothers Who Stood Firmly Beside Him

Mohan never walked alone.

His elder brothers, **Ravindra Anturkar** and **Narendra Anturkar**, remained constant anchors throughout his journey.

They did not interfere.

They did not compete.

They did not advise unnecessarily.

They trusted.

That trust mattered deeply to Mohan. It allowed him to take risks without feeling isolated. It gave him emotional assurance that even if the outcomes were uncertain, the **support was not**.

Family, for Mohan, was not emotional noise.

It was **quiet strength**.

Values as Daily Practice

Mohan believed that values were meaningless unless practiced daily.

He did not preach integrity—he lived it.

He did not demand discipline—he demonstrated it.

He did not enforce humility—he embodied it.

At work, this translated into:

- Honest commitments
- Transparent communication
- Fair treatment
- Consistency over charisma

At home, it meant:

- Presence over performance
- Responsibility over comfort
- Guidance without control

There was no contradiction between the man at work and the man at home.

He was the same person.

Why Family Came Before Speed

Mohan often resisted aggressive expansion.

Not because he lacked ambition—but because he understood **cost**.

Rapid growth demands sacrifices.

And he was unwilling to sacrifice:

- Family stability

- Personal health
- Ethical clarity

He believed that if growth demanded erosion of values, it was not worth pursuing.

This mindset slowed certain decisions—but strengthened every outcome.

The Making of a Legacy Without Pressure

Mohan never forced expectations on Karan.

He did not declare succession.

He did not impose ambition.

He did not shape destiny aggressively.

Instead, he focused on **the environment**.

He ensured that Karan grew up seeing:

- Responsibility handled calmly
- Pressure managed gracefully
- Success treated humbly
- Failure faced honestly

This allowed legacy to form naturally—not as burden, but as possibility.

A Woman Who Never Asked for Credit

Sarita never asked for acknowledgment.

But her influence lived in every aspect of Mohan's stability.

She understood that strength does not need to be loud.

That impact does not require visibility.

That holding things together is often the most demanding role of all.

In many ways, she was the **first system Mohan trusted completely**.

Reliable.
Consistent.
Unshakeable.

Why This Chapter Matters

Mohan Rajaram Anturkar's story is often told through milestones and achievements.

But this chapter explains something deeper:

He was able to build because he was held.

Held by family.

Held by values.

Held by a partner who never let the ground beneath him shift.

This foundation made everything else possible.

Growing Together: A Philosophy of Collective Growth

Mohan Rajaram Anturkar firmly believed that business should never be a solitary journey. At the heart of his leadership philosophy was a deep commitment to collective growth and entrepreneurial brotherhood.

As M Square Engineers expanded its footprint in the cooling tower industry, Mohan ensured that progress was shared by everyone connected with the organization. His vision extended beyond customers and employees to include suppliers, fabricators, contractors, and fellow entrepreneurs who formed the backbone of M Square's success.

He believed that an entrepreneur truly succeeds only when those who walk alongside him succeed as well.

Guided by this belief, he created long-term, trustworthy relationships with his supply chain partners, providing them with consistent business opportunities, technical guidance, and the confidence to expand their own enterprises. Through M Square's growth and his personal mentorship, more than 10 to 12 small and

medium enterprises (SMEs) grew nearly tenfold, transforming into stronger, more sustainable businesses.

For Mohan, suppliers were never merely vendors—they were progress partners. Every purchase order was not just a transaction but an opportunity to strengthen another entrepreneur's dream. He believed that a resilient supply chain was built on trust, fairness, mutual respect, and long-term relationships rather than short-term commercial gains.

Collective growth and entrepreneurial brotherhood remained at the forefront of his journey. He measured success not only by the growth of M Square but also by the number of businesses, entrepreneurs, and families that prospered alongside it.

This philosophy created an ecosystem where competition gave way to collaboration, transactions evolved into partnerships, and business relationships transformed into lifelong friendships.

In building one of India's leading cooling tower engineering companies, Mohan Rajaram Anturkar also built something far more enduring—a community of entrepreneurs who grew together, supported one another, and collectively contributed to India's industrial progress.

The greatest entrepreneur is not the one who builds the biggest company, but the one who enables the greatest number of others to grow alongside him. That was the legacy of Mohan Rajaram Anturkar. Through M Square, he created opportunities not only for customers and employees, but also for fellow entrepreneurs, SMEs, suppliers, and countless families. His vision of shared prosperity continues to inspire the next generation, proving that true leadership is measured not by the wealth one creates, but by the lives and enterprises one helps flourish.

Phase 3 – KMA & Bond

Chapter 7

The Boy Who Would Become His Closest Companion

Karan Mohan Anturkar was born on **13th October 1994**, at a moment when his father's professional life was entering a decisive phase.

For Mohan Rajaram Anturkar, fatherhood did not arrive as a pause in ambition.

It arrived as **purpose gaining form**.

Yet, unlike many narratives that romanticise childhood, Karan's early years were not defined by exceptional performance or instant brilliance. They were defined by something far more realistic—and far more powerful: **growth through struggle**.

An Ordinary Beginning

In school, Karan was an **average student**.

He was not the child teachers predicted remarkable things for. He did not dominate academics or demand attention. There was also a phase of **childhood obesity**, which quietly affected his confidence and self-image.

He observed more than he spoke.

He felt deeply, even when he did not articulate it.

At home, there was no pressure to outperform others. But there was an unspoken standard: **effort mattered**.

Mohan never compared Karan to others.

He compared him only to **his own potential**.

Watching, Absorbing, Learning

Karan grew up watching his father closely.

Not through speeches.

Through behaviour.

He saw discipline in daily routine.

He saw responsibility managed without drama.

He saw problems discussed calmly, never emotionally.

These observations shaped him quietly.

While some children rebel against structure, Karan absorbed it.

The Turning Point After the 10th Standard

After the **10th standard**, something shifted decisively.

There was no confrontation.

No dramatic intervention.

Just realisation.

Karan understood that if his life were to change, **he had to change first**.

He committed himself to **discipline**—physically, mentally, and emotionally.

Fitness became routine.

Consistency replaced comfort.

Excuses disappeared.

This was not a short-term transformation.

It was a **new identity** forming.

Sport as a Teacher of Character

Football entered Karan's life not as recreation, but as **training**.

He played state-level football during his Polytechnic years and later represented Amity University, Noida, at the university level.

Football taught him lessons that no textbook could:

- You are only as strong as your team
- Discipline beats talent when talent lacks discipline
- Effort is visible even when results aren't

Parallel to football, Karan excelled in **chess**, securing **18th rank during his schooling years**. Chess trained his patience, foresight, and the ability to think multiple moves ahead—skills that would later define his professional approach.

Academic Growth with Purpose

Karan's academic journey reflected maturity, not haste:

- Diploma in Civil Engineering – AISSMS, 2013
- Bachelor of Engineering (Civil) – GSMCOE, Pune, 2016
- Diploma in Entrepreneurship – Reed University, London (Correspondence), 2017
- Master's in Project Management – Amity University, Noida, 2018

During Polytechnic, he earned four national awards for paper presentations—not for rote learning, but for clarity of thought and communication.

He was no longer the average student he once was.

He was becoming **intentional**.

Choosing Surrender Over Rebellion

What made Karan's journey unique was not his discipline alone—it was his **choice of surrender**.

Not surrender of identity.

But surrender of ego.

He chose to learn from his father rather than resist him.

To absorb experience rather than dismiss it.

To listen deeply rather than react quickly.

This choice changed everything.

Daily conversations became his classroom.
Observations became his curriculum.
Reflection became his habit.

The Birth of Friendship

Somewhere along the way, the relationship evolved.

They were no longer just father and son.

They were **companions in thought**.

They discussed leadership.

They discussed people.

They discussed nation-building through industry.

They questioned each other respectfully.

They trusted each other deeply.

What emerged was rare—a **friendship grounded in respect**, not familiarity.

Why This Chapter Matters

This chapter is not about exceptional talent.

It is about **intentional growth**.

It proves that:

- Average beginnings do not limit extraordinary outcomes
- Discipline can reshape destiny
- Respect accelerates learning
- Friendship can exist between generations

Most importantly, it shows how a son became worthy, not just of inheritance—but of **trust**.

Chapter 8 – Daily Conversations, Lifelong Lessons

(The heart of the father-son bond: gratitude, encouragement, leadership, nation-building)

We continue—chapter by chapter—until *The Iconic Duo* stands complete and timeless.

proceed to chapter 8

Proceeding.

This chapter is the **emotional heart** of *The Iconic Duo*—the chapter that transforms a story into an example.

Chapter 8

Daily Conversations, Lifelong Lessons

Some bonds are built through events.

Others are built through **conversation**.

Between Mohan Rajaram Anturkar and Karan Mohan Anturkar, conversation was not occasional—it was **ritual**.

It was in these daily exchanges that values were transferred, leadership was shaped, and a rare father–son friendship was forged.

Gratitude as the First Language

Every meaningful conversation between Mohan and Karan began with gratitude.

Not gratitude as politeness.

Gratitude as orientation.

Mohan believed deeply that ambition without gratitude corrodes character. So before discussing plans, performance, or pressure, he grounded conversations in acknowledgment.

Acknowledgment of:

- Family sacrifices
- Opportunities received
- Privileges earned, not assumed

He often reminded Karan:

“Never forget how much you have received before asking how much you want to achieve.”

This habit anchored Karan emotionally. It kept success from inflating his ego and failure from diminishing his self-worth.

Leadership Was Never Taught—It Was Explored

Mohan did not lecture on leadership.

He questioned.

When Karan spoke about challenges—academic, personal, or professional—Mohan responded not with answers, but with reflection.

- “What do you think is the right thing here?”
- “Who is affected by this decision?”
- “Is this convenient, or is it correct?”

These questions trained Karan to think beyond outcomes and into **impact**.

Leadership, he learnt, was not about dominance.

It was about **responsibility**.

Encouragement Without Inflation

Mohan was generous with encouragement—but precise.

When he praised Karan, it was never vague. He praised his **mindset**, **clarity**, and **consistency**.

In one message, he wrote:

*“You are always in an abundance and growth mindset.
Your emotional clarity is very good—and I mean it.”*

These words mattered because they were observational, not emotional.

They told Karan that he was being **seen**, not merely loved.

Respect Flowing Both Ways

What made their relationship exceptional was reciprocity.

Karan did not receive guidance passively.

He responded with **respectful awareness**.

He once replied:

“I may not express it always, but I keep respecting your views and suggestions.”

There was humility in this acknowledgment.

And intention.

Karan did not seek independence through distance.

He sought it through **understanding**.

Pressure, Trust, and Mutual Accountability

As Karan matured, conversations naturally included business responsibilities.

When Mohan followed up on work—even during Karan’s personal time—he clarified his intent, not out of insecurity, but respect:

*“I have no intention to pressurise you.
I have complete faith in your follow-up skills.”*

Karan’s response revealed the depth of their bond:

“Please pressurise me whenever needed.”

This exchange captured something rare:

- No defensiveness
- No ego
- No misinterpretation

Only shared ownership.

From Guidance to Friendship

At some point, the dynamic shifted quietly.

There was no declaration.

No milestone.

They simply began talking as **equals**.

They debated ideas.

They laughed freely.

They challenged each other respectfully.

Mohan trusted Karan's perspective.

In turn, Karan valued Mohan's experience.

Authority dissolved into **collaboration**.

Dreams Beyond the Self

As trust deepened, conversations expanded.

They spoke about **India**.

About industries as engines of national growth.

About engineering as a tool for social contribution.

About building institutions that outlast individuals.

Mohan shared lessons from Japan—how businesses served society over generations. Karan listened, absorbed, and began imagining his role not just as a professional, but as a **custodian**.

Business, they agreed, was not merely economic.

It was **ethical**.

Words That Would One Day Become Anchors

Neither of them knew that some conversations would later become lifelines.

Simple messages—written without drama—would one day hold immense weight.

They were not crafted for posterity.

They were written with sincerity.

And sincerity endures.

Why These Conversations Matter

This chapter exists to prove something vital:

Great leadership is not inherited.

It is transferred through trust.

Mohan did not prepare Karan through control.

He prepared him through **dialogue**.

And Karan did not grow by resisting guidance.

He grew by **engaging with it**.

This is what made their bond iconic.

Not perfection.

Not similarity.

But **intentional connection**.

Chapter 9

The Second Generation Steps In

Mohan Rajaram Anturkar never believed that legacy should be inherited automatically.

To him, succession without preparation was not continuity—it was **risk**.

He believed that the second generation must not merely *enter* the business but first **earn their place within it**. Only then could an institution survive beyond its founder.

A Vision Formed Quietly

Long before any formal discussion of succession, Mohan had begun shaping an environment where the next generation could grow **organically**.

There were no declarations of “one day this will be yours.”

There were no shortcuts promised.

There was only one expectation:

If you join, you will contribute.

This approach ensured clarity—not entitlement.

Sameer Anturkar: The First Step Forward

The first to step into this environment was **Sameer Anturkar**, son of Mohan’s elder brother **Narendra Anturkar**.

Sameer did not arrive as a beneficiary of lineage.

He arrived as a participant in responsibility.

Mohan was deliberate with him—firm, fair, and clear.

Sameer was exposed to operations early:

- Site coordination
- Execution realities
- Timelines, pressure, and accountability

There was no insulation from difficulty.

No soft landing.

Over time, Sameer proved himself not by assertion, but by **consistency**.

He became an integral part of M Square—not because he belonged to the family, but because he belonged to the **work**.

Nikhil Anturkar Joins the Journey

Soon after, **Nikhil Anturkar**, son of **Ravindra Anturkar**, joined the organisation.

With Nikhil's entry, something meaningful took shape.

M Square was no longer just a founder-led company. It was becoming a **family institution**—not in sentiment, but in structure.

Different individuals brought different strengths. What unified them was expectation.

Mohan ensured that the roles were clear, boundaries respected, and performances evaluated objectively. Family discussions never replaced professional standards.

This separation preserved harmony—and credibility.

Karan's Entry: 2017

In **2017**, after completing his education and exposure beyond home, **Karan Mohan Anturkar** joined the business.

This was a moment many expected to be ceremonial.

It wasn't.

There were no announcements.

No titles.

No assumptions.

Mohan treated Karan exactly as he treated others—except in one way.

He was **harder** on him.

Not out of severity.

Out of preparation.

Learning Under the Same Roof

Working together transformed their relationship yet again.

At home, they were father and son.

At work, they were **professionals**.

Disagreements were frequent.

Debates were intense.

Expectations were uncompromising.

Mohan repeatedly challenged Karan's thinking.

He questioned:

- Assumptions
- Shortcuts
- Emotional decisions

Karan, in turn, learnt to receive feedback without defensiveness.

He understood something crucial:

True mentorship does not protect you from discomfort.

It prepares you to endure it.

Professionalism Over Privilege

Mohan made one principle unmistakably clear to the second generation:

Family may open the door.

Performance decides how long you stay inside.

No one was exempt from accountability.

Mistakes were addressed directly.

Responsibilities were shared transparently.

Credit was given carefully.

This approach created mutual respect—not hierarchy.

A Vision Completed, Not Concluded

When Mohan looked at M Square during this phase, he felt something he rarely verbalised: **fulfilment**.

The second generation was present.

The values were aligned.

The culture was intact.

His vision—to bring family together under a common professional purpose—had materialised.

But Mohan never saw this as an ending.

He saw it as **continuity**.

He knew that leadership must evolve, that roles would change, and that new challenges would emerge.

What mattered was that the foundation was strong.

Preparing to Step Back Without Leaving

Mohan began to subtly step back—not by withdrawing, but by **trusting**.

He allowed decisions to be made.

He encouraged ownership.

He observed quietly.

This was not detachment.

It was **confidence**.

Confidence that the values he had lived would now be practiced independently.

Why This Chapter Matters

This chapter demonstrates something rare:

That succession can be **designed without conflict**.

That a family can work together **without entitlement**.

That legacy can be transferred **without dilution**.

Mohan Rajaram Anturkar did not just build a company.

He built **people capable of carrying it forward**.

Engineering Excellence: The Achievements of Mohan Rajaram Anturkar

Introduction

Success is often celebrated through awards and recognition, but for Mohan Rajaram Anturkar, every award represented something far deeper than personal accomplishment. Each honour reflected decades of disciplined engineering, ethical leadership, continuous innovation, and an unwavering commitment to excellence. He never worked for trophies; he worked to solve problems, and recognition simply followed.

Recognition by the Manufacturing Industry

Over the years, Mohan's contribution to Indian manufacturing and engineering earned widespread recognition from industry bodies and leading organisations. Among the most prestigious honours was the Manufacturing Today Award in association with the Aditya Birla Group, recognising excellence in manufacturing leadership and innovation. M Square also received the No. 1 MSME Award (2021–22) for Skills & Training, along with merit certificates from organisations such as UBL, GFL, CCL, GNFC and Hindustan Zinc Limited for excellence in safety, speed, behaviour and project execution.

Innovation That Changed an Industry

Mohan contributed to more than 200 innovative thermal and structural design concepts, over 200 engineering design upgrades, and more than 100 Cross-Flow to Counter-Flow cooling tower conversions that significantly improved operational efficiency. His team also developed the first Cross-Flow PFRP Cooling Tower (2500 CMH per cell) at Reliance Industries, Jamnagar, demonstrating M Square's engineering capability.

Engineering Built on Standards

He insisted that every design adhere to internationally accepted engineering principles, CTI standards and Indian Standards.

Engineering for him was not about producing drawings; it was about creating confidence, reliability and long-term value for customers.

Nation First: Engineering for India

Mohan believed engineering was a responsibility towards the nation. He viewed cooling towers as a technology capable of reducing energy consumption and improving industrial sustainability. Through decades of innovation, his designs are estimated to help industries save electricity worth more than ₹500 crore annually, contributing meaningfully to India's energy conservation and sustainable industrial growth.

Education, Mentorship and Nation Building

As Vice President of the Alumni Association of Wadia College, Pune, Mohan devoted himself to mentoring students. He trained and inspired more than 500 students free of cost and championed M Square's Nation Education Empowerment Programme, believing that knowledge carried a moral responsibility to be shared. He taught engineering, ethics, leadership and discipline, preparing young engineers to contribute to the nation with competence and integrity.

Legacy Beyond Awards

If asked about his greatest achievement, Mohan would not have pointed to trophies or certificates. He would have pointed to the engineers he mentored, the students he empowered, the organisations he strengthened, and the values he left behind. His greatest legacy was proving that engineering, education and leadership could all be instruments of nation building.

Phase 4

Legacy

Chapter 10

Teaching Beyond Classrooms

Long before Mohan Rajaram Anturkar became known as an entrepreneur, he was a **teacher**.

Not by designation.

By instinct.

Teaching entered his life early—not as ambition, but as necessity. When finances were tight in his younger years, Mohan took **10th standard tuitions** to support his family. At the time, it felt like responsibility.

In hindsight, it was **destiny rehearsing**.

The First Classroom

Those early evenings—explaining fundamentals to anxious students—taught Mohan something essential.

Knowledge alone was not enough.

Clarity mattered.

Patience mattered.

Belief mattered.

He learnt how fear blocks learning, how encouragement unlocks confidence, and how a single supportive voice can change a student's trajectory.

Though his career moved into industry and entrepreneurship, the teacher within him **never left**.

Returning to Wadia: A Circle Completed

Years later, after establishing himself professionally, Mohan returned to **Wadia College**, his alma mater—not as a student, but as a guide.

For him, this was not prestige.

It was gratitude in action.

Wadia had shaped his foundation. Returning to teach there felt like honouring a debt—not with money, but with **time and intent**.

More Than 4,000 Lives Touched

Over the years, Mohan trained **more than 4,000 students**.

But he never measured impact in numbers.

He measured it in:

- Eyes that lit up with understanding
- Students who stayed back after class with questions
- Young minds finding confidence they didn't know they possessed

He taught engineering concepts, yes—but he emphasised something deeper:

- Discipline before brilliance
- Ethics before success
- Responsibility before ambition

Students often said that Mohan didn't just teach subjects—he **taught thinking**.

Teaching as Social Responsibility

For Mohan, education was not a profession.

It was **nation-building**.

He believed that when a student succeeds, families rise—and when families rise, societies strengthen.

This belief moved him beyond classrooms.

He quietly supported **over 150 students financially**, ensuring their education continued when circumstances threatened to end it.

There were no announcements.

No recognition.

Often, no acknowledgment.

He gave because he believed:

Education stopped midway, shrinks destiny.

So, he ensured it didn't stop.

Business Success Never Replaced Service

Despite growing responsibilities at M Square, Mohan never treated teaching as secondary.

He made time.

Between site visits and client meetings, he stood before students.

Between business pressures, he mentored those unsure of direction.

To him, leadership was incomplete without **service**.

He often told Karan:

"If success does not make you useful to others, it is incomplete."

Those words stayed.

Lessons Passed to the Next Generation

Karan watched his father's commitment closely.

He saw that despite wealth, recognition, and responsibility, Mohan still chose to serve quietly. Still chose to teach. Still chose to give without expectation.

This shaped Karan's understanding of legacy.

Legacy, he learnt, was not built through accumulation.

It was built through **contribution**.

An Invisible Impact

Many of the students Mohan taught would never appear in company records. They would not feature in awards or milestones.

But they carried something enduring:

- Confidence
- Direction
- Values

Some became engineers.

Some became teachers.

Some became leaders in their own right.

All carried forward a piece of what Mohan had given them.

Why This Chapter Matters

This chapter exists to show that Mohan Rajaram Anturkar was not just a successful entrepreneur.

He was a multiplier.

He multiplied knowledge.

He multiplied confidence.

He multiplied opportunity.

And in doing so, he ensured that his legacy would never be limited to one company, one family, or one generation.

Author and Academic Contributor

Mohan Rajaram Anturkar's passion for knowledge extended far beyond industry. He firmly believed that education should be practical, relevant, and capable of preparing students for real-world challenges.

In 1991, he authored a book titled 'Case Studies in System Analysis,' a pioneering work that bridged academic concepts with practical applications in the field of computer science and systems analysis. The book was accredited by the University of Pune as a reference text for its computer science curriculum.

At a time when information technology education was still evolving in India, Mohan recognized the importance of case-based learning. Rather than teaching theory alone, he encouraged students to understand real-life business problems, analytical thinking, structured decision-making, and systematic problem-solving.

The inclusion of his book in the university curriculum reflected the academic value of his work and his ability to translate complex technical concepts into practical learning experiences for students.

This achievement demonstrated that Mohan was not only an engineer and entrepreneur but also an educator whose contributions reached classrooms long before he began mentoring students through M Square's Nation Education Empowerment Programme.

His journey as an author laid the foundation for a lifelong commitment to teaching, mentoring, and sharing knowledge—values that continued to define him throughout his life.

Legacy

The publication and academic recognition of 'Case Studies in System Analysis' stand as another testament to Mohan Rajaram Anturkar's lifelong dedication to knowledge, innovation, and education. Through his writings, he influenced not only industries but also generations of students, reinforcing his belief that true leadership is achieved by sharing knowledge that empowers others.

Chapter 11

Words That Outlived Time

Some words are spoken to be remembered.

Others are spoken simply because they are **true**.

Between Mohan Rajaram Anturkar and Karan Mohan Anturkar, words were never excessive. They were measured, intentional, and sincere. And because of that, they endured.

In the later years of Mohan's life, many of these words took the form of simple messages—written without the anticipation of loss, without the thought of permanence.

Yet today, they stand as **emotional inheritance**.

A Father Who Never Withheld Pride

Mohan believed that appreciation, when genuine, should never be delayed.

He did not assume his son knew he was proud.

He **told him**.

One afternoon, he wrote:

“Dearest Karan,

I am extremely proud of you being my son.

This is the most beautiful thing destiny has given me.

You are amazing.

You have an abundance and growth mindset.

Your emotional clarity is very good—and I mean it.

I bless you always.”

These words were not ceremonial.

They were observational.

Mohan was not praising achievement alone. He was recognising **emotional maturity**, **mindset**, and **clarity**—qualities he knew would matter far more than titles.

This was not a father seeking closeness.

It was a leader acknowledging another leader in the making.

A Son's Respect, Expressed Quietly

Karan's response carried the same tone that defined his relationship with his father—quiet, sincere, grounded.

"I may not express it always, but I keep respecting your views and suggestions."

There was no flourish in this reply.

No emotional excess.

Just truth.

Karan did not need to prove affection loudly. His respect lived in how he listened, how he reflected, and how he applied guidance without resentment.

This was not submission.

It was **choice**.

Recognition Without Hierarchy

In another exchange, Mohan wrote:

"I truly appreciate your sense of responsibility and level of commitment. Managing work and personal responsibilities without dilution—salute to you.

Proud of your father sincerely."

The phrase *"proud of your father"* was unusual.

It carried no hierarchy.

No authority.

It was one professional recognizing another—**equal in responsibility**, different only in experience.

For Karan, these words were not compliments.
They were **benchmarks**.

Trust Without Control

Even when following up on business matters, Mohan clarified his intent with sensitivity:

*“Whenever I follow up on payment, please bear with me.
I have no intention to pressurise you.
I have complete faith in your follow-up skills.”*

This was leadership at its most mature.

Mohan did not assume power.
He acknowledged autonomy.

Karan’s reply revealed the depth of mutual understanding:

“Please pressurise me whenever needed.”

There was no defensiveness here.
Only shared ownership.

Why These Words Matter Now

When Mohan passed away, these messages changed their meaning.

They were no longer daily exchanges.
They became **anchors**.

In moments of doubt, Karan returned to them.
In moments of pressure, they reminded him of clarity.
In moments of loneliness, they reminded him of trust.

They carried reassurance without instruction.
Strength without force.

Emotional Inheritance

Mohan left behind no list of rules for Karan.

He left behind **confidence**.

Confidence that he was trusted.

Confidence that he was prepared.

Confidence that he had been seen—not just as a son, but as a person.

This is the most powerful inheritance a parent can leave.

Why This Chapter Exists

This chapter is not about messages.

It is about **emotional continuity**.

It proves that leadership can be gentle.

That authority can coexist with affection.

That respect, when mutual, creates strength that survives absence.

Mohan Rajaram Anturkar's voice did not disappear with his passing.

It lives on:

- In Karan's decisions
- In his restraint
- In his clarity
- In his gratitude

Because words spoken with truth do not fade.

They outlive time.

Chapter 12

The Year That Changed Everything

Some years pass quietly, leaving behind memories.

Others divide life into **before** and **after**.

For the Anturkar family, for M Square, and for Karan Mohan Anturkar, **2024** was such a year.

22nd August 2024

There are moments when time does not slow down—it **stops**.

The call came suddenly.

No warnings.

No prolonged illness.

No gradual preparation.

Mohan Rajaram Anturkar passed away due to cardiac arrest.

He was 59 years old.

A man who had lived with discipline, clarity, and purpose—gone in an instant.

Shock Without Space

Grief did not arrive gently.

It arrived alongside reality.

There were rituals to perform.

Family members to support.

Employees to reassure.

Clients to communicate with.

A company still operating.
Decisions, on hold, still waiting to be made.

There was no pause button.

Karan did not lose only his father that day.

He lost:

- His mentor
- His daily sounding board
- His quiet reassurance
- His most trusted guide

The man he spoke to every day—about work, ideas, doubts, gratitude—was suddenly absent.

Silence That Spoke Loudly

The house felt different.

Not empty—**changed**.

Rooms carried memories.

Phones carried unread messages.

Silence carried weight.

And yet, something unexpected happened within that silence.

Karan did not feel lost.

He felt **responsible**.

When Lessons Become Instinct

In moments of shock, people either freeze or fall back on what they know.

Karan fell back on what his father had given him—not instructions, but **frameworks**.

- Stay calm
- Speak clearly

- Respect people's emotions
- Choose correctness over convenience

He remembered something Mohan had once said quietly:

"When pressure is highest, leadership must be calmest."

Those words became action.

Stepping Forward Without Announcement

There was no declaration of leadership.

No assumption of authority.

Karan simply stepped forward.

He listened more than he spoke.

He reassured without promising falsely.

He maintained continuity without disruption.

Employees noticed.

Not because of speeches.

But because of **stability**.

Sameer and Shared Responsibility

In this transition, **Sameer Anturkar** stood beside Karan.

There was no discussion of hierarchy.

No division of credit.

Only understanding.

They both knew what Mohan had envisioned:

- Family standing together
- Ego left aside
- Responsibility shared

They did not try to replace Mohan.

They chose to **continue him**.

Grief as a Quiet Companion

Grief did not disappear.

It accompanied every decision.

Every meeting.

Every quiet moment.

But it did not weaken leadership.

It deepened it.

Karan understood something essential:

Loss strips away noise.

What remains is clarity.

An Invisible Presence

Though Mohan was no longer physically present, his influence was everywhere.

In processes.

In conversations.

In values.

In decisions.

People often said:

“This is how Sir would have wanted it.”

More often than not, Karan found himself agreeing—not because he was preserving the past, but because the past had been built on **timeless principles**.

Leadership Without Imitation

Karan never tried to imitate his father.

He remembered something Mohan had once said:

“You don’t honour someone by copying them.

You honour them by living their values.”

So, Karan chose his own voice—grounded, composed, and deliberate.

He led without aggression.
Without insecurity.
Without urgency disguised as action.

The Moment Legacy Became Real

2024 was not the year Karan inherited a company.

It was the year he inherited **responsibility**.

Responsibility to people.

Responsibility to values.

Responsibility to a vision larger than himself.

And in that responsibility, grief transformed into purpose.

The M Square Ethos: Effort and Attitude Above All

Every great institution is built upon a simple but unwavering philosophy. At M Square Engineers, that philosophy was shaped by its founder, Mohan Rajaram Anturkar, and became the guiding principle for every employee, every engineer, and every leader who joined the organization.

He would often remind his team:

Let the world beat us on Competence

Let the world beat us on Experience

Let the world beat us on Skills

Let the world beat us on Name and Fame

But the world will never beat us on

EFFORTS AND ATTITUDE.

These were not merely inspiring words displayed on a wall—they became the culture of M Square.

Mohan understood that competence comes with learning, experience grows with time, skills improve through practice, and reputation is earned over the years. However, effort and attitude are choices. They are independent of age, designation, education, or circumstances.

He believed that every individual had complete control over two things: how hard they worked and the attitude with which they approached every challenge.

This philosophy shaped the DNA of M Square Engineers. Whether designing a cooling tower, solving a customer's technical challenge, mentoring a young engineer, or supporting a supplier, the expectation was always the same—to give one's very best with humility, integrity, and an unwavering commitment to excellence.

For Mohan, success was never guaranteed by talent alone. He believed that ordinary people with extraordinary effort and the right attitude could consistently achieve extraordinary results.

This ethos also reflected his own life. Coming from humble beginnings, he built one of India's respected cooling tower engineering companies not because he claimed to know more than everyone else, but because he refused to be outworked. His relentless effort, positive outlook, and unwavering determination became the benchmark for everyone around him.

Even today, this philosophy continues to guide M Square under the leadership of Karan Mohan Anturkar and Sameer Anturkar. While technology evolves, markets change, and industries transform, the foundation laid by Mohan remains unchanged.

The M Square Ethos is a reminder that while the world may surpass us in many ways, no one can surpass us if we remain unmatched in our effort, our attitude, and our commitment to doing the right thing.

Closing Thought

“Talent may open the door. Knowledge may build capability. Experience may create expertise. But it is unwavering effort and the right attitude that build character, earn trust, and create a legacy.”

This was not just the philosophy of a founder—it became the soul of M Square Engineers.

Chapter 13

An Eternal Duo

Some relationships end when one person is gone.
Others **transform**.

The bond between Mohan Rajaram Anturkar and Karan Mohan Anturkar did not dissolve with Mohan's absence. It evolved—quietly, powerfully—into something enduring.

They were father and son by destiny.
They became friends by choice.
They remain a duo by **values**.

More Than Blood, More Than Business

This story was never only about lineage or leadership succession.

It was about **how two individuals chose to relate to each other**.

Mohan never tried to dominate Karan's identity.
Karan never tried to escape Mohan's influence.

Instead, they met at a place of **mutual respect**.

Mohan trusted Karan's mind.
Karan honoured Mohan's experience.

That mutuality is rare. And it is powerful.

A Father Who Prepared, Not Protected

Mohan's greatest act of fatherhood was not sheltering his son from hardship.

It was preparing him for it.

He allowed discomfort.
He encouraged questioning.
He accepted disagreement.

He gave Karan something far more valuable than answers—**judgement.**

By doing so, he ensured that when the time came for Karan to stand alone, he would not feel abandoned.

He would feel **equipped.**

A Son Who Chose Understanding Over Rebellion

Karan's growth did not come from resistance.

It came from **surrender with awareness.**

He surrendered ego, not individuality.
He surrendered impatience, not ambition.

He chose to learn before leading.
To observe before asserting.

That choice allowed wisdom to transfer from Mohan to him without any friction.

Friendship: The Highest Form of Legacy

What made this bond iconic was not affection alone.

It was their **friendship.**

They laughed together.
They debated openly.
They challenged each other respectfully.

There was no fear in disagreement.
No insecurity in correction.

This friendship ensured that guidance was never resented—and that leadership was never imposed.

Why This Duo Matters Beyond Family

The story of MRA and KMA exists not to be admired, but to be **emulated.**

It shows that:

- Fathers can lead without controlling
- Sons can respect without losing identity
- Businesses can grow without abandoning ethics
- Families can work together without conflict

It proves that legacy is not forced.

It is cultivated.

A Presence That Never Left

Though Mohan Rajaram Anturkar is no longer physically present, his presence continues unmistakably.

In the way decisions are made.

In the way people are treated.

In the way responsibility is carried.

In the way gratitude is practiced.

And in the way Karan leads—not loudly, not urgently, but **clearly**.

The Duo That Time Could Not Break

Some duos are remembered for what they built.

This duo will be remembered for **how they built**—and how they related.

With dignity.

With discipline.

With affection without dependence.

With leadership rooted in humanity.

Mohan did not leave behind instructions.

He left behind **clarity**.

And clarity does not fade.

Epilogue

Legacy Is a Conversation That Never Stops

Legacy is not written in documents.

It is written in **daily choices**.

In moments of pressure.

In moments of doubt.

In moments when no one is watching.

As long as values guide decisions,

As long as gratitude anchors ambition,

As long as leadership remains humane—

The conversation between father and son continues.

Across time.

Across generations.

Forever.

Carrying Forward a Legacy of Nation Building

Although Mohan Rajaram Anturkar is no longer physically present, his vision continues to guide every step of M Square Engineers.

Today, Karan Mohan Anturkar and Sameer Anturkar are carrying forward the legacy he built—not merely by expanding the business, but by preserving the values and principles upon which it was founded.

They understand that M Square was never created simply to manufacture cooling towers or become a successful engineering company. It was established with a larger purpose—to become a nation-building organization, where engineering innovation, ethical

leadership, and people-centric values work together to create lasting impact.

Inspired by Mohan's philosophy of 'Nation First,' Karan and Sameer continue to strengthen M Square as a company that serves industries, empowers people, develops future engineers, and contributes to India's industrial and technological progress.

Their focus extends beyond business growth. They are committed to advancing cooling tower technology, promoting sustainable engineering solutions, investing in innovation, nurturing talent, and ensuring that M Square remains an organization where integrity, trust, and excellence are never compromised.

The vision that Mohan once expressed—to build an organization that creates opportunities for families, develops future leaders, conserves the nation's resources, and serves society through engineering—continues to inspire every decision they make.

Under their leadership, M Square is striving to become not only a larger cooling tower engineering company but also a stronger institution that contributes to India's journey towards technological self-reliance, sustainable industrial growth, and global engineering excellence.

For Karan and Sameer, carrying forward Mohan Rajaram Anturkar's legacy is not about preserving the past. It is about building the future on the same foundation of values that he so carefully laid.

As they often remind themselves, the true tribute to Mohan is not found in remembering what he achieved, but in continuing what he started.

The legacy of Mohan Rajaram Anturkar lives on—not only through the cooling towers that bear M Square's name, but through the people, the principles, and the purpose that continue to shape the organisation every single day.