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Combining technical expertise with enduring values, Khushboo Chandrakant Doshi's journey exemplifies how clarity of vision and resilience can elevate Indian engineering to global standards. It's a story of legacy, leadership and a steadfast commitment to sustainable, people-first growth.

Leading with Purpose Grounded in Values

Insights

Rajoo Engineers Ltd. is a globally recognised leader in polymer extrusion technology, offering high-performance plastic extrusion machinery for blown film, sheet, foam, thermoforming and extrusion coating and lamination lines. With a strong focus on innovation, energy efficiency and customer-centric design, Rajoo serves diverse sectors including packaging, agriculture, construction and solar energy. Its solutions are tailored for both, domestic and international markets, backed by robust R&D and precision engineering. The recent strategic investment in Kohli Printing and Converting Machines expands Rajoo's capabilities into printing and converting, positioning the company as a one-stop solution provider for integrated packaging technology.

Beginnings

I am an architect and industrial designer by education. As I recall, it was during my early exposure at the international K trade fair in 2004, I was struck by the sheer scale of blown film lines and other plastic processing machines. It wasn't just the size, but the precision, complexity and transformative potential of these technologies that left a mark on me. Those impressions stayed with me and were reinforced during my visits to the Rajoo factory, where discussions around plastic machinery and processing were a regular part of our household conversations. I stepped into the business in 2007. It wasn't just about joining a company, but was driven by both, a sense of responsibility and a deep personal calling to walk alongside my father for life, honouring the values of innovation, integrity and global ambition that he and my uncle had built over decades.

The early days were about understanding the pulse of business, the aspirations of our teams and the trust our customers placed in us. What inspired me most was the sheer dedication of my beloved father and uncle, and their unwavering vision to make Indian engineering world-class. Today, that same purpose fuels me, to evolve this legacy into a future-ready, people-centric organisation with a brand recognised across the world.

One primary lesson I learnt early on is that clarity of purpose and consistency in action build trust faster than any strategy ever will.

The concept of 'professional spiritualism' was coined by my father, which reflects doing business with professional discipline and excellence, while staying rooted in ethics, humility and higher purpose. It continues to guide Rajoo in how we innovate, work with people and create lasting value.

The Business Side

My philosophy is rooted in clarity, empathy and accountability. I believe in leading from the front with purpose, where every team member, be it a family member or a professional, understands not just what they're doing, but why it matters to them and the business. I approach leadership as a balance between strategic foresight and human connection, ensuring that performance is always aligned with values.

Building teams, for me, means nurturing ownership at every level. We invest deeply in mentoring second line leadership, fostering succession readiness



In Short

☪ You start your day with: 'Om Tat Sat' (ॐ तत् सत्)

'Om' implies 'Om' - the universal sound, connecting you to the Absolute.

'Tat' implies 'That' - reminding you that everything belongs to the Divine, not the ego.

'Sat' implies 'Truth' - recognising the real, the eternal self within.

So, by saying 'Om Tat Sat', I try to align my mind with the higher truth, dedicate my actions to the divine and shift from ego-driven living to a more aware, centred and peaceful state.

☪ Your hobby: Reading books, articles and news - anything that expands my knowledge and perspectives.

☪ Cuisine / food that you relish the most: Simple home cooked meals such as Moong Dal Khichdi or Curd-Rice.

☪ Spiritual thought that evokes you the most: Bhagavad Gita, Chapter 9, Shloka 22:

*'Ananyās cintayanto mām
ye janāḥ paryupāsate
Teṣāṁ nityābhiyuktānām
yoga-kṣemaṁ vahāmy aham.'*

☪ Your definition of success in one line: Creating value while staying true to oneself.

☪ Your favourite weekend activity: Spending quality time with family.

☪ Your preferred holiday destination: Extremely offbeat places where silence speaks, nature heals and the soul finds its rhythm. Whether it's a hidden village in the hills, a forgotten coastal trail or a forest retreat with no network.

☪ You dislike: Shopping (if it is for me...)

and creating space for people to grow, fail and rise. A growth-driven culture isn't built on targets alone, but it's built on trust, transparency and the freedom to challenge the status quo, while recognising efforts. When people feel seen and empowered, excellence follows.

Testing Times

For years, 'Made in India' was often equated with cost-effectiveness, but rarely with precision, innovation or reliability. In a technically demanding industry like ours, shifting that narrative required relentless commitment to technology, quality and consistency.

We addressed this head-on by deploying world-class manufacturing infrastructure and processes, showcasing our engineering depth and building trust through performance. Our investments in Shree Yantralaya (tool room) and Shree Vidhutralaya (panel division) reflect this strategic platform for developing next-generation, energy-efficient and sustainable technologies.

Today, global clients engaging with Rajoo Engineers increasingly recognise Indian manufacturing and Rajoo Engineers in particular for its precision, integrity and sustainable innovation, shifting perceptions from cost-driven to value-led partnerships.

Vision for the Industry by 2030

By 2030, the plastics industry will embrace circular design, smart automation and sustainable materials as standard.

Flexible financial models, decentralised micro-factories and AI-led customisation will democratise access to advanced manufacturing. India is poised to lead globally in precision engineering and manufacturing.

Business Idols

I believe wisdom often comes in layers. Watching my father and uncle, the first-generation entrepreneurs, build Rajoo Engineers from the ground up, with unwavering determination, discipline and vision has been and continues to be the deepest source of inspiration in my life.

From my father, I learnt the power of staying grounded while dreaming big. He never compromised ethics or people for growth. My uncle taught me to take bold risks and lead fearlessly, even in uncertain times. From my mentor, Sunil Jain, I imbibed the attitude of lifelong learning - always staying curious, humble and open to learn. And from my mother-in-law, I learnt how to stay strong and dignified as a woman in the field, balancing grace with grit and never letting challenges define my worth, while nurturing my family with care and strength.

In my most challenging moments, the esteemed Founders of PMMAI (Plastics Machinery Manufacturers Association of India) extended a kind of support that went far beyond professional courtesies. Their willingness to share hard-earned wisdom, to stand beside me without hesitation and to foster collaboration over competition reflected a rare depth of leadership. The gesture has left a lasting impression, reminding me that true leadership uplifts, empowers and walks alongside others through adversity.

A growth-driven culture isn't built on targets alone, but it's built on trust, transparency and the freedom to challenge the status quo, while recognising efforts. When people feel seen and empowered, excellence follows.

My Advice for Young Women Entrepreneurs

While pursuing a career or entrepreneurship, never forget the strength and responsibility that come with being a woman. You carry the power to lead, nurture and inspire with objectivity. Not just in business, but in the way you uphold values, balance roles and shape the culture around you. Stay ambitious, but stay rooted.

The Other Side

A woman in our culture will always perform multiple roles - daughter, sister, wife, mother etc., and will always be responsible for running the household. I don't see personal and professional life as competing forces. They're not just two sides of the same coin; they are two realities of the same side. When I'm aligned with my values, surrounded by people who believe in me and working towards goals that matter, balance becomes less about time and more about intention. That's what keeps me going.

Getting a Little More Personal

There's a saying that behind every successful man stands a woman. In my journey, it's been a circle of remarkable men who've stood beside me. My son, husband, uncle and siblings have each offered quiet strength, perspective and unwavering belief. Alongside them, a dedicated group of professionals continues to ensure the success of the Rajoo Group.

And when one has the support of 2,000+ families, each working towards a common goal, growth becomes inevitable. ■■