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# Social entrepreneurship with vedic wisdom

Pankaj Madan

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Demonstrating yoga on stage before pilgrims, who visited with the hope of getting a unique non-surgical treatment to reduce their weight, Swami[1] Ramdev wished he could make this world disease free, as he felt this would bring peace and happiness to mankind. Being confident of bringing back the lost glory of India as Vishwaguru[2], he conceived an idea to build an institution where people from around the world could come to learn and get low-cost treatment for their mental and physical ailments with the help of the ancient science of Yoga. Ramdev started his social mission in 1995 by conducting yoga camps at a regional and national level that brought initial acceptability, recognition, and finance for his mission. He established more than 4,000 branches across 600 districts of India and abroad, made a company having a turnover of INR5,000 crore (USD746 million) with about 1,500 employees, he opened the Ayurveda-based medical university and created a large manufacturing facility for Ayurvedic medicines and FMCG products during his 15 years of a social entrepreneurial journey. Ramdev realized that his mission cannot be accomplished until the people of India feel confident using the conventional Ayurvedic medicine system and start feeling proud of using Ayurvedic-based consumer products and gained a confidence that they can bring change in the Indian political system by fighting against social ailments like corruption and regain their confidence in the ideology of a self-reliant indigenous nation. Determined to rejuvenate the feeling of nationalism and bring more acceptability of Ayurveda, Ramdev opined to increase his social and political activism by an agitation to bring back the black money of Indians deposited in foreign banks and by challenging the modern diseases through Ayurveda and yoga. This determination of social change brought him controversies and criticism and he wondered if there are some other options that would help him to achieve his mission.

## Background

Swami Ramdev was born in 1965 into the family of a modest farmer near a small village in the State of Haryana in the north of India. He studied for his eight years of elementary school in two nearby villages. For the next four years, he studied Sanskrit at two different schools. At Kalva Gurukul[3], he became well versed in Sanskrit grammar, Yoga, Ayurveda[4] and Vedas[5] under the supervision of Acharya Baldev, a very well-known teacher. Concurrent with his studies, he became well known in the area because he gave free Yoga training to villagers from the region. Soon after the completion of his school education at the age of 16, Ramdev moved to Haridwar, Uttarakhand and studied ancient scriptures for many years (See <http://www.mapsofindia.com/states/> that shows various states of India including Uttarakhand). Haridwar is well recognized internationally as a spiritual and holy city because of many well-known religious festivals or parvas being held there for many decades. Among the most well-known parvas (festivals) is the triannual Kumbh[6] that is held every 12 years in Haridwar. Indeed in 2013, an estimated 100 million people came to Haridwar to undertake the ritual cleansing in the Ganges river that is associated with the Kumbh. The Parvas events keep Haridwar in the national and international news. The relocation and association with Haridwar contributed to the broadening recognition of Ramdev's reputation as a yogi. In addition, people increasingly sought his advice regarding the use of Ayurved medicines. In 2007, Ramdev was awarded an honorary doctorate degree from KIIT University (Kalinga Institute of Industrial Technology) for promoting yoga based on Vedic science.



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## Philosophy and practice

In 1995, Ramdev started to preach six systems of Indian philosophy along with Ashtadhyayee[7], Mahabhashya[8], and Upanishads[9] in a couple of Gurukuls. In a spiritual world, he became a phenomenal character due to his devotion toward social services. He also traveled to the Himalayan mountains, where he strictly performed austerities for recognizing self and attained such capabilities that are not common in a person. During that period (state of Sadhna[10]), he directed numerous small projects related to spirituality, medicine and education.

Ramdev worked to organize the disintegrated Indian society into a spiritual power by making its human potential rich in physical and mental health; he considered service as the real Dharm (religion). Ramdev also visualized that India can be a Vishwaguru if all the citizens perform their duties and responsibilities at their best for the development of the nation. He understood that Yoga could increase horizons of consciousness, morality and brotherhood in human beings which spreads fraternity, friendship and global brotherhood. Ramdev as a strong proponent of Vedic philosophy “Vashudhav Kutambkam” (World as the Whole Family) accepted the vision of considering all human being as their brothers and sisters and the whole world as one house. He was an apostle of Indian values (see Footnote 10) and culture. He also became a living symbol of Yoga and culture having millions of admirers throughout the world due to his social service in which he appealed to save cows in the country, research in Ayurveda and practical knowledge and application of Yoga. “The New York Times called him ‘an Indian, who built Yoga Empire, a product, and symbol of the New India, a yogic fusion of Richard Simmons, Dr Oz, and Oprah Winfrey, irrepressible and bursting with Vedic wisdom’ ” (Polgreen, 2010).

## Foundation of Divya Yog Trust[11] and its promotion

“Ramdev in association with Acharya Balkrishan, a Scholar, and famous Ayurvedic Physician, who studied Sankhya yoga, Ayurveda, Sanskrit language, Panini’s Astadhyayi, Vedas, Upanisads and Indian philosophy under the guidance of Acharya Shri Baldevji in the Gurukul at Kalwa (near Jind, Haryana) obtained his Postgraduate degree from, Sampurnanand Sanskrit Vishwavidyalaya (University) Varanasi, established Divya Yog Mandir (Trust) in 1995 at Haridwar, in the Uttarakhand state of India”[12] (See <http://www.mapsofindia.com/states/>). Persons visited this ashram got information about this ashram and details of Ramdev’s yoga camps through “Astha” TV channel that was one of the first and only private TV channels during the late 1990s, when private TV channels were picking up at very fast pace in India with the opening up of this sector to private players. The Astha TV channel, which used to air programs on spirituality, yoga and religion, was not getting enough programs and performers due to unawareness among saints and spiritual gurus to propagate the philosophy and art through such media. Ramdev got insight to its potential and started delivering yoga shows on Astha. With this, he started gaining popularity and thousands of people every day started attending his Yoga camps ([www.divyayoga.com/yoga-science-camps-india/](http://www.divyayoga.com/yoga-science-camps-india/)) and many followed his Yoga through television channels and videos. His live yoga performance reached 20 million regular viewers every day through Yoga programmes telecasted on different national channels like Aastha, Sahara One, Sahara Samay and India TV (Pypt.org, 2010); public feedback was taken from the yoga practitioners chosen randomly during the camp to send a positive signal among others viewers and build confidence among them to attend forthcoming Yoga camps. Public opinion was a very significant tool in the promotion of “Yogic camps” organized by Ramdev. It is estimated that over 200,000 people from all parts of India and abroad participate in Yoga Camps every year. Nearly 250 million viewers are associated with Ramdev Yoga and Pranayam through TV channels.

“A large number of people and many celebrities in India and abroad had attended his yoga camps. He had taught yoga to many actors including Amitabh Bachchan and Shilpa Shetty. He had also taught yoga in the British Parliament, at the MD Anderson Cancer Center affiliated with the University of Texas” (Ramdev, 2009). “Apart from making Yoga a household word in India, he also taught Yoga in Britain” (Ramdev, 2007), the USA and Japan. Soon after getting popular outside of India, he was invited by Kofi Annan in 2006 to deliver a lecture on poverty alleviation in a United Nations conference”[13].

The list of Ramdev yoga followers includes industrialists and steel baron L.N. Mittal, Brijmohan Lal Munjal, the Hinduja brothers, and Karsen Bhai Patel. Management of Divya Yog is taken care of by various salaried professionals working as managers. The marketing team does promotion by selling audio and video materials for the trust exclusively based on Yoga techniques, Gayatri mantra[14], Mahamrityunjaya Mantra[15] and Bhajans[16] by Swami Ramdev. Donations from members of the trust remain the main source of income, and charity programs, conducted by Patanjali, occupies the maximum space in the expenditure pie. The human resource expertise of the trust managing committee was seen in March 2005 when 113 employees of Divya Yoga Mandir Trust, Haridwar started an agitation for minimum wages and employees' rights such as coverage under the Provident Fund and Employees' State Insurance schemes. After a tripartite meeting, an agreement was reached between the workers, management and the district administration. However, some agitating workers were dismissed by the trustees after being alleged to be responsible for the sabotage[17].” Ramdev got into controversy in December 2006 when he claimed to improve the condition of patients suffering from AIDS through yoga and Ayurvedic drugs sold by his Divya Yoga Mandir Trust. He also went on to suggest that sex education should be replaced by yoga education, as his way to AIDS awareness and prevention. “Sex education in schools need to be replaced by yoga education,” as a consequence of these public statements, he was sent a cease and desist order by the Indian Union Health Ministry to avoid making such claims in the future, and the civil society threatened legal action. In response, Ramdev paraphrased his statement and said the claims were not directly his, but those of patients who practiced yoga (*The Times of India*, 2006). An international day for yoga was declared unanimously by the United Nations General Assembly (UNGA) on December 11, 2014. Yoga guru Ramdev at a press conference in Delhi thanked PM Modi and the UNGA for declaring June 21 as the International Yoga Day ([http://zeenews.india.com/news/videos/top-stories/june-21-declared-international-yoga-day-baba-ramdev-thanks-pm-modi\\_1513680.html](http://zeenews.india.com/news/videos/top-stories/june-21-declared-international-yoga-day-baba-ramdev-thanks-pm-modi_1513680.html)).

### ***Bharat Swabhimani Trust and social activism***

Ramdev formed Bharat Swabhimani Trust in the year 2008 that initiated its Andolan[18] by opening different branches in 600 districts of India increasing it to 4,000 subdivisions till 2009 with 10,000-50,000 working members. In 2009, training workshops were organized in which 7,000-15,000 active members from each state of India took training of Yoga, Swadeshi, Acupressure, RTI, De-addiction, the art of speech, village development, herbs, and corruption-free system change. In this way, more than 300,000 people took a pledge to spread this voice against corruption in about 364 villages of the country and these workers further trained other people of their district and subdivision. A website [bharatswabhimanitrust.org](http://bharatswabhimanitrust.org) was designed in the National language of Hindi to reach the rural masses that were not conversant with the English language and this website provided details of all the organizations in the group[19]. Ramdev got involved in the Jan Lokpal agitation, which was focused on promoting an independent body that would investigate corruption cases. The Jan Lokpal Bill[20] addressed this goal (*The New Indian Express*, 2017).

On February 27, 2011, Baba Ramdev with Acharya Balkrishna and many other eminent personalities like Ram Jethmalani, Anna Hazare, Arvind Kejriwal, Kiran Bedi, etc.[21] held a large rally of over 100,000 people at the Ramlila Maidan[22], New Delhi to protest against corruption. He declared to go on an Anshan[23] on June 4, 2011 at Ramlila Ground Delhi to pressurize the Central Government to root out corruption from India and bring back the black money stashed away in various financial institutions abroad (*Economic Times*, 2011). After this declaration, the government was said to have set up a panel to suggest steps to curb black money and its transfer abroad, in an apparent bid to placate Ramdev.

### **Development of Patanjali Yogpeeth**

Ramdev established Patanjali Yogpeeth – Divya Yog Mandir (Trust) in 2006 which serves for social and scientific research, treatment in Yog, Spiritualism and Ayurved that had the capacity to cater to 22 million patients visiting it every year. This integration of a variety of functions (mental and physical health, meals, shelter, education, Peace, hope, etc.) under one roof was given a

warm response by public representatives, which could be witnessed by the presence of 17 out of 28 chief ministers of states and other eminent personalities of the nation on its inaugural function. “He converted his grand futuristic concepts in the form of awesomely impressive aesthetic and layout of Patanjali Yogpeeth buildings[24].” The membership fee of Patanjali Yogpeeth varied from Rs11,000 (USD164) to 1,100,000 (USD16,418) for a general member to corporate member, respectively. Online and counter sales of DVD, VCD, etc., and Ayurved medicines fetched millions to the trust. Patanjali Yogpeeth also opened its branches in the USA and the UK (Yoga Guru Ramdev, 2008). By 2010, Patanjali had assets worth 1,783 million Indian rupees (USD26.6 million)[25] but to utilize the excess income over expenditure for further growth and the development of Patanjali remained a challenge for Ramdev. Patanjali provides free Ayurvedic medical advice to approximately 1,000 patients daily through letters, fax, e-mail, etc. On record, over 15 million people have attended “Divya Yog Sadhna” and “Yog Science Camps,” conducted by Swami Ramdev’s Patanjali Yogpeeth. Entry for poor people in Yog Science Camps is free of cost. The institution also runs service projects like herbal garden and gaushala[26] with help of the local community around Patanjali Yogpeeth.

No consultation fee is charged from patients for Ayurved treatment in the outpatient department and also no fee is charged in Yog training. There is an arrangement of the outpatient department for 5,000 persons at one time. There is a Yog mandir for Yog sadhana for 5,000 persons, both indoor and outdoor. Students can pursue higher studies in Ayurveda at Patanjali Yogpeeth University. Workers and followers of Patanjali under the leadership of Ramdev have initiated and participated in several agitations against corruption at the national level in last two to three years (Srivastava, 2011).

### Patanjali Ayurvedic College

“Under Ramdev patronage, emphasizing on low-cost indigenous preventive health care to serve ailing humanity, Patanjali Yogpeeth started Patanjali Ayurvedic College in 2010. The hospital associated with Patanjali Ayurved College has an Outpatient Department (OPD) of capacity to treat 6,000-10,000 patients per day and an In-Patient Department (IPD) of 100 beds along with Panchakarma and Satkarma Clinic and Research Centres as well as diagnostic facilities with world class Pathology Lab and Research Centre, Imaging and Research Centre, Cardiology Lab and Research Centre and Surgical Clinic and Research Centre”[27]. By providing the above-mentioned services for treatment and research in Yog and Ayurveda at Patanjali, he set up a magnificent institution on around 35 acres of land area with serene natural beauty and furnished with all modern equipment, a Panchakarma[28], Naturopathy Treatment Centre, an Administrative Block, etc. The infrastructure of Patanjali Yogpeeth Haridwar covers 375,000 feet of constructed area. It provides Ayurvedic consultancy, Yogic consultancy, Yog training, cloakroom, retiring room and parking facilities free of cost to all visitors. The “propagation of ‘Pranayam[29]’ as a ‘free’ medicine for the treatment of diseases across the globe is the main theme of its service camps. It also aims to study and carry out research on the subjects associated with ‘Yajna,’ organic agriculture, Cow urine, nature and the environment in addition to study and research in Yog and Ayurved[30].” “Besides imparting Yog and health education, it pledges to set up an equalitarian society based on values of spiritualism, nationalism, and justice beyond the boundaries of caste, creed, class and religion for the development of the country[31].”

### Association with Balkrishna and management of trusts

Acharya Balkrishna, an associate and childhood friend, whose parents were from Nepal and worked as a Guard for a nursery for many years in Haridwar, is the Chief Planner and Executive Officer of all trusts made by Ramdev. Like Ramdev, his aide Balkrishna is also well versed in Yoga and Ayurveda. The legal and administrative power of all trusts lie with Balkrishna; and Ramdev is in the lead role in branding and promotion of its organization, products and services. “Taking the leadership role of Chairman, Balkrishna took up the challenge and founded Divya Pharmacy which manufactures Ayurvedic medicines with national and international certifications with modern packaging. To ensure that only genuine ingredients are used in the Divya Pharmacy medicines, Patanjali Herbal Park grows 450 medicinal plants (some of them are very rare) under

the overall supervision of Acharya Balkrishna. To compete with MNCs in India, Ramdev started the Bharat Svabhiman Movement that puts an emphasis on using swadeshi[32] goods, products of daily needs like tooth powder, toothpaste, hair oil, soap, shampoo, beauty creams, etc., and on another side Divya Pharmacy and Patanjali Ayurved Ltd produces all these FMCG products with Ayurvedic ingredients and Ayurvedic formulas. As the head of all the medical institutions and chikitsalayas (hospitals and clinics) functioning under the aegis of Patanjali Yogpeeth, Balkrishna mainly focuses on the research and development of Ayurveda to make it compete with the modern medical science. The medical department has a team of 70 physicians and more than a thousand Vaidyas treating patients under his guidance. With a view to ensuring the efficacy of Ayurved treatment, Balkrishna emphasizes the availability of pure and high-quality medicines to patients at an affordable price. His editorial skills can be seen in Yog Sandesh magazine where as a Chief Editor, he is propagating yoga and Ayurveda for the mental, physical and spiritual health of people[33].” The charisma of Ramdev’s live performance works well to draw a large number of memberships and donations for Patanjali that contribute as the main source for trusts’ funds; and on the other side, general management and critical managerial decisions are taken by Balkrishna. Many retired professionals and government officials joined Patanjali taking it as a service to the nation and held key positions in different organizations of Patanjali. For the structuring of Patanjali trusts and its activities refer to Exhibit 2. Patanjali organizations are considered as large recruiters of employees with traditional degrees but with moderate salaries in the Haridwar area where many big companies like Hindustan Unilever Ltd (HUL), Hero Motors Ltd, and Mahindra and Mahindra also have their manufacturing units with thousands of employees.

### Patanjali Ayurvedic Limited and Patanjali Research Foundation

“Under the Mega food park scheme ‘Ministry of Food Processing Industries’ of the Government of India, Patanjali Ayurvedic Ltd Haridwar was conceptualized in 2010 by Swami Ramdev with the specific aim of developing basic infrastructure for an agglomeration of food industries enabling them to grow into a thriving agro-based industrial hub. Headed by Acharya Balkrishna Padartha, Haridwar PFHPL is surrounded by appropriate catchments of an impoverished hilly region of Uttarakhand rich in herbal and other natural resources[34].” This initiative by the institution is a great challenge for the current economic model of India and holds a great promise for the future, rural rejuvenated economy of India, which still has 60 percent of the population in rural areas. In August 2010, Patanjali Research Foundation was established to study the physiological effects of yoga and Ayurveda medicines on the use of ancient home remedies so that if these ancient methods of healing were found suitable and reliable, they can be integrated into contemporary healing practices and hence be used and preserved. Ayurved Chikitsalya, a center for treatment and research gives special attention to patients having critical diseases and who have been denied cure in other therapies. Successfully treated cases of patients are attached to a network of 1,500 regional chikitsalya[35] in major districts of various states in India. Extensive research is conducted at Patanjali Research Foundation to find new Ayurvedic medicines to care for lifestyle ailments like depression, high blood pressure, diabetes, arthritis, gout, sciatica, slipped disc, gas, colitis, ulcer, obesity, cholesterol, cardiac diseases, leucoderma, low sperm count, asthma and migraine (Telles *et al.*, 2013). Patanjali has formed a marketing partnership with Future Group in October 2015 and currently offers over 300 products in about 250 cities in 77 categories through departmental stores such as Big Bazaar. After four months of partnership with Future Group, the country’s largest retailer, Patanjali has trapped a 7-12 percent share in categories such as detergent, toothpaste, soap and shampoo at Big Bazaar stores. In food products including oats, noodles and honey, the share gains are 7-37 percent. Patanjali has grabbed the share from non-Ayurvedic companies. The growth of Ayurvedic brands in the face wash category increases from 36 to 50 percent, whereas the growth of non-Ayurvedic brands eases from 21 to 16 percent in a year. The share of market leader Himalaya remains unchanged at 35 percent as Patanjali gains a 7 percent share. In shampoos, sales of Ayurvedic brands has more than doubled to 194 percent, while for multinational companies, it has declined to 15 percent from 21 percent. Dabur is holding the 53 percent market share[36], Ayurvedic companies see the growth double to 42 percent in categories such as Chyawanprash, amla and aloe vera juice[37].

Patanjali holds modern trade tie-ups with Reliance Retail, Spencer Retail, Hypercity, Star Bazaar (Tata Group), DMart, Spencer Retail (Aditya Birla Retail) and Apollo Pharmacy, which allows it to cover more than 4,500 stores across India. Moreover, Patanjali products can be ordered online from Amazon, Big Basket, etc. Ramdev has claimed that Patanjali Ayurved has the potential to upstage leading consumer product multinationals including Colgate and Nestle. He said “Colgate will be below Patanjali by this year, and in three years, we will overtake Unilever,” he claimed at a Patanjali Elicits “Natural” response from Colgate media conference, adding that Patanjali Dant Kanti toothpaste did INR425 crore (USD63 million) of business in 2015-2016. The company almost doubled its profit in FY2015 at INR308.79 crore (USD46 million) from INR154.70 crore (USD23 million) in FY2014 ([www.thehindu.com/business/Industry/Patanjali-doubles-sales-closes-in-on-FMCG-biggies/article14169461.ece](http://www.thehindu.com/business/Industry/Patanjali-doubles-sales-closes-in-on-FMCG-biggies/article14169461.ece)). Patanjali’s emphasis on indigenous and economic treatments also gains significant recognition among modern medicine practitioners.

## Challenges and sustainability

The rise of Patanjali Ayurvedic Ltd has been remarkable with staggering CAGR of over 80 percent, it has grown in sales from INR450 crore (USD67 million) to INR5,000 crore (USD746 million) in just five years, yet it is small when compared with HUL with revenues more than INR30,000 crore (USD4,478 million) in India[38]. Patanjali aims to double its revenue to INR10,000 crore (USD1,492 million) by FY2017 and Ramdev looks toward some better strategies when to counter Patanjali’s growth, the largest consumer goods company of India, HUL, is ready to launch a raft of Ayurvedic personal care products. HUL has a network of roughly eight million outlets and Patanjali has a network of 10,000 Aarogya Kendra run by Patanjali Chikitsalaya, apart from selling its products to nearly a million Kirana stores.

“According to a rough estimate, the Patanjali Yogpeeth Trust has property worth more than USD167 million in Haridwar alone. These include a 300-bed multi-specialty hospital, a yoga research center, a university, an Ayurvedic pharmacy, a food park and a cosmetics manufacturing unit. Baba Ramdev is even reported to have acquired a Scottish isle for about £2 million a few years ago to set up a wellness retreat[39].” But to use income surplus of USD1.5 million from old and new trusts for the growth and diversification of social business remains a challenge for both Ramdev and Balakrishna.

Baba Ramdev declared his assets on June 9, 2011, he and his aide Acharya Balakrishna declared all the money they spend on charity, both claimed that their accounts were audited regularly and they should not be suspected. According to Ramdev, there are three primary trusts, including the oldest the Divya Yog Mandir Trust that has a total capacity of INR249.63 crore (USD37.3 million) and a total welfare spend of INR685.25 crore (USD102.2 million) during the last 12 years. The Patanjali Yogpeeth Trust has a capacity of INR164.8 crore (USD24.5 million) and has spent INR53.52 crore (USD7.9 million) to date. The Bharat Swabhimani Trust, created for the anti-black money campaign, has a capacity of INR9.57 crore (USD1.4 million) and a welfare spend of INR11.51 crore (USD1.7 million). Baba and Acharya Balakrishna failed to answer questions on asset base and financial inflows and were rather clueless when faced with a volley of questions on their business and assets. Balakrishna, who is supposed to be the financial face of Patanjali Trust left his personal computer and left for his room when he could not answer persistent questions about corporate dealings and the number of companies the trust operates. Balakrishna said that all questions regarding Ramdev’s companies should be directed to the Registrar of Companies. Though Acharya persisted that they follow all rules, like paying taxes, deducting TDS; claiming all details about their assets has been uploaded on their website [www.divyayoga.com](http://www.divyayoga.com). He also persisted that they are involved in a lot of welfare work, contribute a lot toward natural calamities through Patanjali and claim that they believed in transparency[40]. However, Sanjeev (2013) writes on his blog, “I am convinced that Swami Ramdev and the trust companies are totally above board. Indeed, they are the finest examples of Indian genius. The best that India has to offer[41].” According to editors report of [freepress.in](http://freepress.in), the world-renowned yoga guru Baba Ramdev has come clean on displaying his Balance Sheet of all the companies that are under his control and many of the balance sheets can be retrieved from their website <http://freepress.in/26/baba-ramdev-income-assets-networth-business-accounts>.



The yoga guru told reporters in 2012 that “he wanted to cleanse the system and if a political party was formed, he would field candidates in all the 534 Lok Sabha seats in the 2014 general elections. They could be from different political parties or fields, who would be clean, non-corrupt and work to wipe out corruption,” said Ramdev, who was also the Chief of “Bharat Swabhiman,” a social and spiritual movement. “Once these candidates were elected, the face of India would change totally and it would become a corruption-free nation[42],” he claimed. But to make a balance between his social ambitions and sustenance of growth of its trust and companies remains a challenging task and he wondered if there can be some better ways?

## Notes

1. The term used by Hindus as a term of respectful address. The term “Baba” is also used synonymously by Hindus.
2. Teacher of the world.
3. A traditional type of school in India, residential in nature, with pupil living near the guru, in the same campus.
4. Ayurvedic medicine is a system of traditional medicine native to the Indian subcontinent and a form of alternative medicine.
5. Texts constituting the oldest layer of Sanskrit literature and the oldest scriptures of Hinduism.
6. It is a mass Hindu pilgrimage in which Hindus gather at the Ganges river. Is this the pilgrimage in which the Hindu pilgrims dip themselves in the Ganges as a symbolization of purification? I understand this event occurs every three years in one of four locations at a time when the water in the Ganges river is at its low point. When the event is held in Haridwar, the regional and city authorities turn a 50-acre site into a temporary city complete with electricity, water and sanitation that serves the millions of pilgrims who come and go through a fairly modest-sized train station during a 16-week period.
7. One of the earliest known grammars of Sanskrit.
8. Commentary on selected rules of Sanskrit grammar from panini’san elaboration of Panini’s grammar.
9. The collection of Vedic texts which contain the earliest emergence of some of the central religious concepts of Hinduism.
10. Believing that the Vedas are standard (holy or divine), believing in a Creator for the world, Bathing in holy waters for gaining punya, having pride (vanity) about one’s job function, performing penance to absolve sins.
11. In India, trusts set up for the social causes and approved by the Income Tax Department, get not only exemption from payment of tax but also the donors to such trusts can deduct the amount of donation to the trust from their taxable income. The legal framework in India recognizes activities including “relief of the poor, education, medical relief, and the advancement of any other object of general public utility” as charitable purposes. Companies formed under Section 25 of the Companies Act, 1956 for promoting charity also receive benefits under law including exemption from various procedural provisions of the Companies Act, either fully or in part, and are also entitled to such other exemptions that the Central Government may accord through its orders.
12. [www.internationalyogafestival.com/presenters/acharya-balkrishnaji/](http://www.internationalyogafestival.com/presenters/acharya-balkrishnaji/) (accessed April 28, 2010).
13. <http://everything.explained.today/Ramdev/> (accessed December 28, 2010).
14. A highly revered mantra, based on a Vedic Sanskrit verse from a hymn of the Rigveda attributed to the rishi (sage) Visvamitra.
15. It, also called the Tryambakam Mantra, is a verse of the Rigveda. It is addressed to Tryambaka, “the three-eyed one,” an epithet of Rudra, later identified with Shiva. The verse also recurs in the Yajurveda.
16. Type of devotional song.
17. [www.speakingtree.in/blog/short-biography-of-baba-ramdev-history-of-swami-ramdev](http://www.speakingtree.in/blog/short-biography-of-baba-ramdev-history-of-swami-ramdev) (accessed March 16, 2010).
18. Hindi version of Campaign or Promotion.

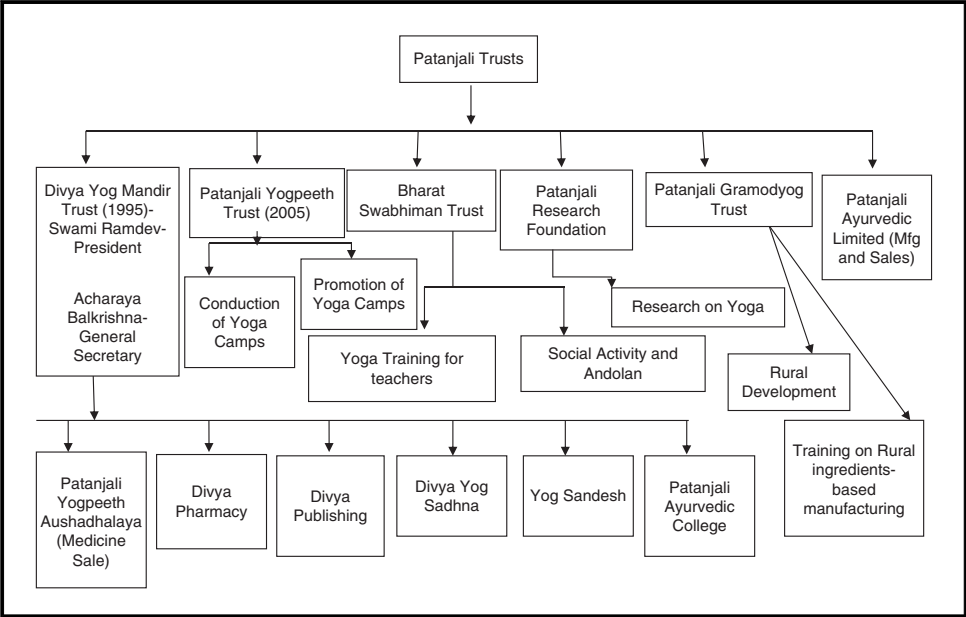
19. <http://dixitprajapati.blogspot.in/> (accessed December 12, 2012).
20. The Jan Lokpal Bill, also referred to as the Citizen's Ombudsman Bill, is an anti-corruption bill drafted and drawn up by civil society activists in India seeking the appointment of a Jan Lokpal, an independent body to investigate corruption cases[1]. This bill also proposes improvements to the Lokpal and Lokayukta Bill 2011, which was to be passed by Lok Sabha in December 2011.
21. [www.gutenberg.us/article/whebn0002644439/ramdev](http://www.gutenberg.us/article/whebn0002644439/ramdev) (accessed December 13, 2010).
22. Hindi version of ground with stage for drama.
23. Indefinite fast.
24. <https://in.linkedin.com/in/acharyabalkrishna> (accessed July 28, 2011).
25. USD1 = INR67 as on January 1, 2017.
26. Cowshed or barn.
27. [www.divyayoga.com/divya-yog-mandir/a-campuses/patanjali-ayurved-college.html](http://www.divyayoga.com/divya-yog-mandir/a-campuses/patanjali-ayurved-college.html) (accessed June 18, 2011).
28. Panchakarma is Ayurveda's primary purification and detoxification treatment that helps removing deep-rooted stress and illness causing toxins from the body while balancing the energies that govern all biological functions.
29. Science of breath control.
30. [www.divyayoga.com/introduction/acharya-balkrishan-ji.html](http://www.divyayoga.com/introduction/acharya-balkrishan-ji.html) (accessed December 15, 2010).
31. [www.divyayoga.com/divya-yog-mandir/a-campuses/patanjali-ayurved-college.html](http://www.divyayoga.com/divya-yog-mandir/a-campuses/patanjali-ayurved-college.html) (accessed March 25, 2011).
32. Products manufactured in the nation only.
33. <https://in.linkedin.com/in/acharyabalkrishna> (accessed December 22, 2010).
34. [www.businesstoday.in/magazine/features/food-parks-in-india-fail-to-attract-corporate-investment/story/220531.html](http://www.businesstoday.in/magazine/features/food-parks-in-india-fail-to-attract-corporate-investment/story/220531.html) (accessed April 15, 2011).
35. Sanskrit meaning of clinic.
36. "Patanjali Ayurved injects new life into herbal market, helps rivals sell more personal care products," *Economic Times* (accessed June 24, 2016).
37. "Patanjali Ayurved injects new life into herbal market, helps rivals sell more personal care products," *Economic Times* (accessed June 24, 2016).
38. Sagar Malviya, ET, available at: <http://economictimes.indiatimes.com/industry/services/retail/coming-soon-a-sequel-of-wheel-vs-nirma-behemoth-vs-baba/articleshow/56227190.cms> (accessed January 2, 2016).
39. <http://indiatoday.intoday.in/story/sadhus-demand-probe-into-assets-of-baba-ramdev/1/130557.html> (accessed April 24, 2011).
40. [www.mapsofindia.com/who-is-who/health-life-style/baba-ramdev-biography.html](http://www.mapsofindia.com/who-is-who/health-life-style/baba-ramdev-biography.html) (accessed December 23, 2011).
41. <http://sabhlokcitiy.com/2013/01/report-on-my-second-trip-to-patanjali-yogpeeth-haridwar/> (accessed September 11, 2010).
42. <http://daily.bhaskar.com/news/NAT-IDP-who-is-baba-ramdev-the-rise-and-rise-of-the-yoga-guru-2158058.html> (accessed December 28, 2011).
43. [www.divyayoga.com/introduction/vision-and-objectives.html](http://www.divyayoga.com/introduction/vision-and-objectives.html) (accessed December 25, 2010).
44. Place for stay for followers, people visiting for pilgrimage, run by trusts.
45. [http://juneauempire.com/stories/122601/Loc\\_harbor.shtml#.VqUFCeFunc](http://juneauempire.com/stories/122601/Loc_harbor.shtml#.VqUFCeFunc) (accessed July 28, 2010).
46. Patanjali Yogpeeth and Shantikunj are the two big brand non-profit organizations (NPOs) that have performed very well in the fields of physical, mental and spiritual health in the last few years and presently have millions of followers, contributors and donors. They also have international operations.

47. [www.freepatentsonline.com/article/Journal-CENTRUM-Cathedra/197666170.html](http://www.freepatentsonline.com/article/Journal-CENTRUM-Cathedra/197666170.html) (accessed June 21, 2011).
48. Higher level of concentrated meditation.
49. One of the eight limbs of Yoga.
50. Teacher or master of a subject.
51. [www.referenceforbusiness.com/management/Mar-No/Mission-and-Vision-Statements.html](http://www.referenceforbusiness.com/management/Mar-No/Mission-and-Vision-Statements.html) (accessed October 26, 2010).
52. [http://astrologer-astrology.com/swami\\_ramdev\\_patanjali\\_yogpeeth.htm](http://astrologer-astrology.com/swami_ramdev_patanjali_yogpeeth.htm) (accessed December 28, 2010).

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**Figure A1** Structure of Patanjali trusts



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