

- Capra, F. & Luisi, P. (2014). *The systems view of life: A unifying vision*. Cambridge University Press.
- Greiner, L. (1998). Evolution and revolution as organizations grow. *Harvard Business Review*, Gale Academic, 76(3), 55, OneFile [link.gale.com/apps/doc/A20567112/AONE?u=anon~e02403f7&sid=googleScholar&xid=d1716bd8](http://link.gale.com/apps/doc/A20567112/AONE?u=anon~e02403f7&sid=googleScholar&xid=d1716bd8).
- Inc4Plus (2021). D2C Personal and Beauty Care in India – Customer Perception Report.
- Ministry of Economy and Industry, Foreign trade administration, Consulate General of Israel, Economic department, Mumbai. (2021). Beauty and personal care market in India report. Retrieved from [www.export.gov.il/files/cosmetics/ReportonIndianCosmeticsIndustry.pdf](http://www.export.gov.il/files/cosmetics/ReportonIndianCosmeticsIndustry.pdf).
- Roy, A. (2018). The Middle class in India: from 1957 to the present and beyond. *Education about Asia*, 23(1), 32-37.
- Statista.com. (2022). Market size of the cosmetics industry across India from 2010 to 2025. Retrieved from [www.statista.com/statistics/876609/india-market-size-of-cosmetics-industry/](http://www.statista.com/statistics/876609/india-market-size-of-cosmetics-industry/) (accessed 23 February 2022).

#### About the author

Dr Mihir Ajgaonkar is presently a faculty for Organisation Behaviour and Human Resource Management at SPJIMR, India. He has held leadership positions in the corporate sector in diverse national cultures before venturing into academics. Mihir Ajgaonkar can be contacted at: [mihir.ajgaonkar@spjimr.org](mailto:mihir.ajgaonkar@spjimr.org)