Arnav & Saina: Way Forward

A note for GMR Uncle, from Arnav and Saina Bhatia · 24 September 2026

1. BACKGROUND

Dadu and Dadi built Bird Group, starting with Bird Travels and airline representation, then RDM, travel technology, Bird Academy and other aviation and travel businesses. They brought Papa and Gaurav into running businesses, mentored them and gave them more responsibility over time.

Papa (Dr Ankur Bhatia) ran	Gaurav (Kaku) runs
• IT / travel technology, mainly **Amadeus** • Hospitality, including **Roseate**	• Ground Handling • Bird Flight Services (BFS) • Automotive

2. TODAY

- Papa passed away on 4 June 2021.
- **Amadeus is no longer with the family after Papa.**
- Roseate and the other Bird businesses are run by Dadi, Gaurav and professional management.
- As we understand it, Gaurav's children are part of a Bird family trust. We are not.
- We have no business within Bird to learn in and grow.

3. WHAT WE WANT

Arnav (ready to start now)

Ask: an **existing business** to learn in, under Dadi's mentorship and your guidance, with a proper role reporting to Dadi.

Path, the same way Papa and Gaurav learnt:

Learn → take responsibility → deliver results → earn authority → run it independently → build new businesses

Not asking to be handed a business. Asking for the chance to learn and earn it.

Saina

At Imperial College London, about three years from graduating. Still deciding her role.

Priority: the same long-term backing and opportunity as her cousins, so she can choose her path when ready.

4. LONG-TERM PRINCIPLES

Learning	Parity	Independence	Papa's legacy
Learn in real businesses, with mentors.	Same backing and opportunity as our cousins.	Each branch runs its own businesses.	Build and create value, as he did.

Mamma would be financially independent, so the business relationship stays with the next generation.

The structure is open. We would value your and Dadi's guidance.

5. YOUR GUIDANCE

1. Which business should Arnav learn in, and how should businesses sit between the two branches over time?
2. What should the path to independence look like?
3. How do Arnav and Saina get the same long-term backing as their cousins?

With respect and gratitude,
Arnav & Saina