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SANTOSH IYER (TOP)
MD & CEO, MERCEDES-BENZ INDIA

ANGSHU MALICK (LEFT)
EXECUTIVE DEPUTY CHAIRMAN, AWL AGRI BUSINESS

SUNIL MATHUR (RIGHT)
MD & CEO, SIEMENS LTD

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THE INDIA-US TRADE DEAL

500 MNC

THE LARGEST MULTINATIONALS IN INDIA

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NEWS, EVENTS, PROMOTIONS + IDEAS



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The Long Bet: How S. Viswanathan Is Trying to Redefine India's Role in Global Medical Imaging

In global medical technology, credibility is built slowly—often over decades. Trust is earned in hospitals, measured in clinical outcomes, engineering reliability, and service consistency, not brand visibility.



S. VISWANATHAN HAS BUILT SEQUOIA HEALTHCARE AROUND THAT REALITY.

As Managing Director of the Bengaluru-based imaging technology company, he is leading an effort that many in the industry once viewed as structurally improbable: building high-end medical imaging platforms in India capable of competing with long-established global manufacturers.

For Viswanathan, the effort was never just about market entry. It was about changing India's role in the global medical technology value chain—from buyer to builder.

SEEING MARKETS AS SYSTEMS

Viswanathan approaches industry gaps like engineering problems. For years, he observed a structural imbalance in India's healthcare ecosystem. The country had world-class clinicians and global pharmaceutical scale, yet remained heavily dependent on imported MRI, CT, and PET-CT systems.

"The constraint was never talent," he says.

"It was ecosystem depth—long-term R&D continuity, deep engineering capability, and manufacturing scale working together."

Where others saw demand growth, Viswanathan saw a missing industrial foundation.

CHOOSING THE HARD PATH

Building advanced imaging systems is among the most capital-intensive and technically demanding challenges in healthcare. Development cycles stretch for years. Regulatory approvals are complex. Clinical adoption takes time.

Supply chains rely on highly specialized global components.

Most emerging-market companies enter through distribution or assembly. Sequoia chose architectural ownership—controlling system design, integration, and lifecycle engineering.

"If you don't build deep capability, dependence becomes permanent," Viswanathan says.

THE FIRST REAL TEST

Sequoia Healthcare's early defining milestone was India's first indigenously manufactured 1.5 Tesla MRI system—combined with one of the world's first fully helium-free MRI platforms.

Traditional MRI systems rely on liquid helium, a scarce and expensive resource. Sequoia's direct-cooling approach eliminated helium while maintaining global performance benchmarks.

More than ten Clarity 1.5T systems are operating.

"Credibility isn't built at launch," Viswanathan says.

"It's built when systems run reliably every day in clinical environments."

CAPABILITY COMPOUNDING

The company expanded methodically across modalities. By late 2025, more than 40 CT systems had been deployed nationwide. A 128-slice cardiac CT platform is targeting high-precision cardiac and oncology imaging. A 3 Tesla MRI and a digital PET-CT platform are advancing through development and regulatory pathways.

Viswanathan describes this as "capability compounding"—engineering depth built once and leveraged repeatedly.

LOW PROFILE, LONG HORIZON

Unlike many technology sectors, medical imaging rewards consistency over visibility. Hospitals evaluate vendors over years. Reliability



S. Viswanathan
Managing Director of
Sequoia Healthcare

and service continuity matter more than marketing scale.

"Our goal isn't to be the loudest," Viswanathan says.

"It's to be the most dependable."

BEYOND LOCALIZATION

For Viswanathan, domestic manufacturing is not about replacing imports. It is about building globally competitive capability.

"If you only substitute imports, you stay reactive," he says.

"If you build capability, you become globally relevant."



THE DECADE AHEAD

Global imaging competition is shifting toward cost architecture, software integration, AI-enabled workflows, and lifecycle data ecosystems. That shift could create space for new players—if they can combine engineering depth with manufacturing scale.

Viswanathan sees this as a generational opportunity.

"This isn't about one company," he says.

"It's about whether India can become a place where advanced medical technology is created, not just consumed." ■

