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From founding two leading NDT companies to driving innovation and skill development, Mukesh Arora shares his story, lessons learned, and what's ahead for NDE 2025 and the evolving NDT landscape.

How to Lead with Integrity: Lessons from a Leader for India's Next NDT Leaders



In this exclusive interview, we sit down with Mukesh Arora, Founder & Director of M/s. Arora Technologies and M/s. NDTS India, a visionary leader in the non-destructive testing (NDT) industry.

With over two decades of experience, Mukesh has played a pivotal role in transforming the NDT landscape, offering cutting-edge solutions and advancing technology across sectors like oil & gas, aerospace, and infrastructure.

From overcoming early-stage challenges to leading two successful companies, Mukesh shares his remarkable journey, his vision for the future of NDT, and his leadership philosophy.

Join us as we discuss his initiatives to nurture talent and foster innovation within the NDT community, while providing valuable insights into the upcoming NDE 2025 conference.

Mukesh Arora

Founder & Director

M/s. Arora Technologies and M/s. NDTS India

Mr. Arora, Welcome to OnestopNDT. It's an honour to have you with us here today. Could you please introduce yourself to our audience and share a glimpse of your incredible professional journey?

Thank you—it's a pleasure to be here.

I'm Mukesh Arora, Founder & Director of M/s. Arora Technologies and M/s. NDTs India. I pursued my BE in Mechanical Engineering from Mumbai University and began my career working with leading corporates for nearly six years, where I gained hands-on experience in sales, marketing and business development.

Those early years shaped my understanding of the industry's needs and inspired me to take the leap into entrepreneurship. What started as a small setup has now grown into a group of companies offering advanced NDT Services, manufacturing high-quality NDT products & accessories and most importantly, building long-standing relationships with clients across sectors & geographies.

Throughout this journey, my focus has remained on technical excellence, integrity, and building a strong, future-ready team. It's been incredibly rewarding to contribute to an industry where safety, precision, and innovation truly matter.

What inspired you to establish Arora Technologies and NDTs India? Could you take us back to the early days and share the story behind their inception?

When I founded NDTs India and later Arora Technologies, it was driven by more than just business - it was about solving a problem I saw every day in the field. Working with critical sectors like oil & gas, aerospace, and infrastructure, I noticed a serious

gap: companies needed reliable, high-quality non-destructive testing services, but options were limited. There was a clear need for a partner who understood both the technical depth and the importance of safety and integrity.

With a small team and a big vision, we started NDTs India to bring world-class inspection services to Indian industries. From day one, our focus was simple - do great work, stay honest, and never compromise on quality.

As we grew, another need became clear: access to advanced, globally trusted NDT technology. That's what led to the birth of Arora Technologies - a platform to deliver cutting-edge equipment and end-to-end support to empower industries across India.

Today, both companies stand on the same foundation: trust, precision, and continuous innovation. I'm proud of how far we've come, and excited about the future we're building - one where

Indian engineering not only meets global standards but sets them.

What were the challenges you faced during the initial stages of your journey? How do you overcome those hurdles to set your businesses on the path to success?

Starting NDTs India and Arora Technologies came with its fair share of challenges. The biggest was building credibility in a highly technical and safety-sensitive industry. Without a legacy or big-name clients, we had to let our work speak for itself - delivering consistent quality, even on small projects, to earn trust over time.

We also faced resource constraints, both financially and in finding skilled professionals who aligned with our values. Every decision had to be strategic. We focused on quality training, reliable equipment, and building a strong core team.



Clarity beats control- if your team knows the 'why,' they'll figure out the 'how.'

- Mukesh Arora

Introducing advanced technologies to the Indian market required customer education and adaptation, which took time and persistence. But through it all, we stayed grounded in our purpose- do great work, stay ethical, and think long-term. That mindset helped turn early struggles into a strong foundation for sustainable growth.

Mr. Arora, what sets Arora Technologies apart from other companies in the industry? How do you ensure your business remains a leader in such a competitive market?

What sets Arora Technologies apart is our unique combination of expertise, innovation, and in-house manufacturing.

Unlike many players in the industry, we don't just distribute equipment - we design, develop, and manufacture our own NDT products tailored to the specific needs of the Indian and global markets. This gives us unmatched flexibility, faster turnaround times, and complete control over quality.

We also act as a complete solutions partner. From consultation and custom manufacturing to training and after-sales service, we stay with our clients every step of the way. That's something clients value deeply - they're not just buying a product; they're investing in a long-term relationship.

Staying ahead in a competitive market means we must keep

evolving. We invest in R&D, build strategic partnerships with global technology leaders, and ensure our team is always updated with the latest in NDT advancements.

But most importantly, we lead with values - integrity, quality, and customer commitment. In a technical industry like ours, trust is everything. And we've built our business around earning and keeping that trust.

Over the years, your role as a leader must have evolved. How would you describe your approach to leadership today, and what have been the most significant lessons along the way?

Absolutely - my approach to leadership has evolved significantly over the years. In the early days, I was involved in every detail, because building something from scratch requires that kind of hands-on intensity. But as the business grew, I realised that true leadership isn't about doing everything yourself - it's about building strong teams, empowering others, and trusting their expertise.

Today, I see my role more as a guide and enabler. I focus on setting a clear vision, fostering a culture of accountability and innovation, and making sure people have the tools, support, and freedom to grow. I believe in leading by example, staying grounded, and being approachable, no matter what level someone is at in the organisation.

As for lessons, I've learned that:

Listening is just as important as speaking.

Clarity beats control- if your team knows the 'why,' they'll figure out the 'how.'

And most importantly, integrity is non-negotiable. In an industry built on precision and trust, the way you lead sets the tone for everything else.

Leadership, to me, is a balance between vision and humility - knowing where you're headed but staying open to learning every step of the way.

Hmm, Interesting...





With so many years in the industry, you've undoubtedly experienced some unforgettable projects. Can you share an incident or a project that was particularly challenging and how you managed to navigate it?

One of the most unforgettable and challenging projects we worked on was the Chenab Bridge in Jammu & Kashmir - the world's highest railway arch bridge and a true marvel of modern engineering.

This project was a milestone for Indian Railways as it was the first time Phased Array Ultrasonic Testing (PAUT) was implemented - a cutting-edge NDT technique used to ensure the integrity of critical weld joints. Integrating this advanced technology in such a remote and high-risk environment was no small feat.

Our team worked in extremely harsh conditions - very low temperatures, high winds, and unpredictable terrain. Every day came with physical and logistical challenges. But what truly stood out was the resilience, commitment, and unity of the team. We adapted quickly, supported one

another, and stayed focused on the bigger goal.

Keeping morale high in such conditions was critical. I made it a point to keep communication open, recognise individual efforts, and remind everyone of the significance of what we were inspecting - not just a bridge, but a national landmark.

Hats off to our team, who did an excellent job. Their dedication, courage, and professionalism made the impossible possible. Being part of that journey is something I will always carry with pride.

What are the biggest challenges you see in the non-destructive testing (NDT) industry today, and how are you addressing them?

The NDT industry today faces a unique mix of technological, operational, and commercial challenges.

A major concern is the increasing pressure of L1 (lowest bid) tendering. Too often, projects are awarded based on cost alone, with little consideration for quality, expertise, or long-term reliability.

This not only affects service standards but also discourages innovation. At Arora Technologies and NDTs India, we've chosen to differentiate ourselves through value-based delivery, offering reliable results, certified professionals, and long-term support that justifies the investment.

Another recurring issue is delayed payments, especially in large infrastructure or government projects. It impacts cash flow and slows down reinvestment in R&D, training, and team development. To navigate this, we maintain strong financial discipline, diversify our client base, and ensure transparent communication on deliverables and timelines.

At the same time, the skills gap is widening as new technologies emerge. We address this through continuous in-house training, client education, and knowledge-sharing initiatives. We don't just sell products or services- we help raise the industry's technical standard.

In short, our strategy is clear: focus on quality, invest in people, embrace innovation, and never compromise on integrity - even in a competitive market.

Looking back at your entrepreneurial journey, is there anything you would have done differently?

That's a great question- and one I've often asked myself.

To be honest, I believe every step, even the missteps, played a role in shaping where we are today.

Looking back, I often say - we were ahead of our time.

When we introduced advanced NDT techniques and started local manufacturing of high-quality products, the industry wasn't quite ready. Adoption was slow, and at times it felt like we were pushing too far, too fast. But in hindsight, I'm glad we stayed committed to that vision - because today, that early groundwork has put us in a leadership position.

If there's one thing I might have done differently, it would be to build and delegate faster. In the early years, I wore every hat - from sales and operations to training and support. While that helped build a strong foundation, I've learned that empowering people early on brings scale and sustainability.

But I don't believe in regrets. Every challenge taught us something. And if being ahead of the curve came with a few bumps, it also came with the satisfaction of knowing we helped shape the direction of the industry.

Any lessons you wish you'd learned earlier?

Absolutely. I wish I had learned earlier that scaling isn't about doing everything yourself - it's about building strong systems and trusting your team.

Also, the power of saying no. Not every opportunity is worth chasing. Focus brings clarity and sustainable growth.

And most importantly: patience. Being ahead of your time is only an advantage if you're willing to wait for the world to catch up.

Mr. Arora, I am sure you have worked with many international organisations. What is the one difference you feel between an Indian company and a foreign company?

One key difference I've seen is that foreign companies are highly process-driven, while Indian companies tend to be more flexible and relationship-focused. Both have their strengths, but the real edge comes from combining structure with adaptability. That's what we aim for at Arora Technologies and NDTs India.

What advice would you give to aspiring entrepreneurs looking to enter the NDT industry or any similar technical field?

If you're entering the NDT or any technical field, my honest advice is this: learn deeply, stay humble, and earn your place through consistency. More than ambition - bring passion, lead with integrity, and never stop pushing for better. In my journey, trust didn't come overnight - it came from showing up, doing the work, and standing by my word. Know your subject, respect your team, and always choose quality over shortcuts. That's how you build something that lasts.

Mr. Arora, outside of work, do you have any hobbies or interests that might seem surprising to us and the audience?

I enjoy reading biographies and history, especially stories of leaders who built things from nothing. Their journeys often remind me why I started mine. Outside of work, I enjoy Punjabi music, old Hindi classics, and

spending time with close friends. Whether it's good music or meaningful conversation, those little moments keep me balanced and inspired."

Are there any books, movies, or shows that you enjoy that might offer an unexpected perspective on your work or innovation in general?

Yes. I enjoy watching TED Talks, especially the ones on geopolitics and innovation- they give me new ways to look at global trends and how they affect our work. I also like shows like Shark Tank, which offer great insights into business thinking and how to present ideas. And on the lighter side, I enjoy The Kapil Sharma Show - sometimes, a good laugh is the best way to recharge and think creatively. These different influences help me stay curious, balanced, and open-minded.

The ISNT NDE 2025 conference is just around the corner, and as you are the Convenor for the conference, could you share your vision for the event? What can attendees expect from the upcoming conference, and how do you see it shaping the future of NDT?

NDE 2025 is more than a conference - it's a platform to shape the future of NDT in India. As Convenor, my vision is to create an experience that goes beyond papers and presentations. We want to bring together industry leaders, innovators, researchers, and young professionals under one roof - not just to share knowledge, but to spark ideas, collaborations, and breakthroughs. From cutting-edge technologies to global collaborations, we're bringing the best minds together to inspire, innovate, and elevate industry standards. It's time for Indian NDT to lead the conversation - and NDE 2025 is that moment.



Mr. Arora, as a committee member at the ISNT Mumbai Chapter, what initiatives or projects are you currently working on that are driving the growth and development of the NDT community in the region?

At the ISNT Mumbai Chapter, our focus has always been on building a stronger ecosystem - and I'm proud to be part of several initiatives driving that forward. One key area we're investing in is youth engagement and talent development. We've been organising technical workshops, student outreach programs, and hands-on training sessions to spark interest in NDT as a career path. The goal is to bridge the gap between academic knowledge and real-world application.

We're also working on industry connect programs, where we bring together experienced professionals and young engineers to share insights, innovations, and practical solutions. These events are helping create a more collaborative and forward-thinking NDT community.

Another important initiative is around awareness of emerging technologies - we're curating sessions on digital

NDT, automation, and data-driven inspection techniques to ensure our members stay ahead of the curve. It's all about creating a platform where learning, innovation, and leadership can thrive -and I'm excited about the impact we're making.

Final few questions...

Could you share your vision for the future of Arora Technologies? What exciting plans or milestones are on the horizon for your company?

The future of Arora Technologies is rooted in innovation, expansion, and impact.

We're working towards becoming a global name in NDT Solutions - not just as a distributor or service provider, but as a trusted manufacturer of cutting-edge, made-in-India technology. We want to lead the way in bringing smart, digital, and AI-powered inspection systems to industries that rely on precision and safety.

Our roadmap includes expanding our manufacturing capabilities, entering new international markets, and launching a centre of excellence for

NDT training and R&D - a hub where engineers, clients, and partners can co-create solutions for the future.

Beyond business, my vision is to build a company that's known for its values, people, and purpose. A place where innovation meets integrity, and where we continue to raise the standard for what Indian engineering can achieve globally.

Finally, what are your thoughts on OnestopNDT? Do you think our efforts to provide real, authentic and accurate content are helping the NDT industry? Also, do you think our platform helps the community connect with like-minded people?

I genuinely believe OnestopNDT is doing a fantastic job of bringing the global NDT community together. In an industry that's highly technical and often fragmented, your platform provides something incredibly valuable: authentic, accurate, and accessible content that keeps professionals informed and engaged.

Whether it's news, insights, webinars, or case studies, your efforts are helping both seasoned experts and young engineers stay updated, discover opportunities, and learn continuously. That kind of knowledge sharing is crucial for an industry like ours, where precision and progress go hand in hand.

And yes, the community aspect is just as important. OnestopNDT has created a space where like-minded people can connect, collaborate, and even challenge each other to raise the bar. It's helping build a stronger, smarter, and more connected NDT ecosystem—not just in India, but globally.

Keep up the great work—you're definitely making a difference.