



MBM
65TH AVENUE

RETAIL | F&B | UBER RESIDENCES



*“reinvent
the way
you look
at life”*

EVER DREAMT OF
A LIFE WHICH IS ALIVE
AND HAPPENING?

A place where nights are as happening as days and where one gets the best of living, pubbing, shopping, fashion, dining, outdoor adventure and entertainment. Inspired by lifestyle from different cultures comes a paradise that offers a richly diverse mix of living, shopping and leisure activities.



SINGAPORE
ASIA'S CITY OF LIGHTS



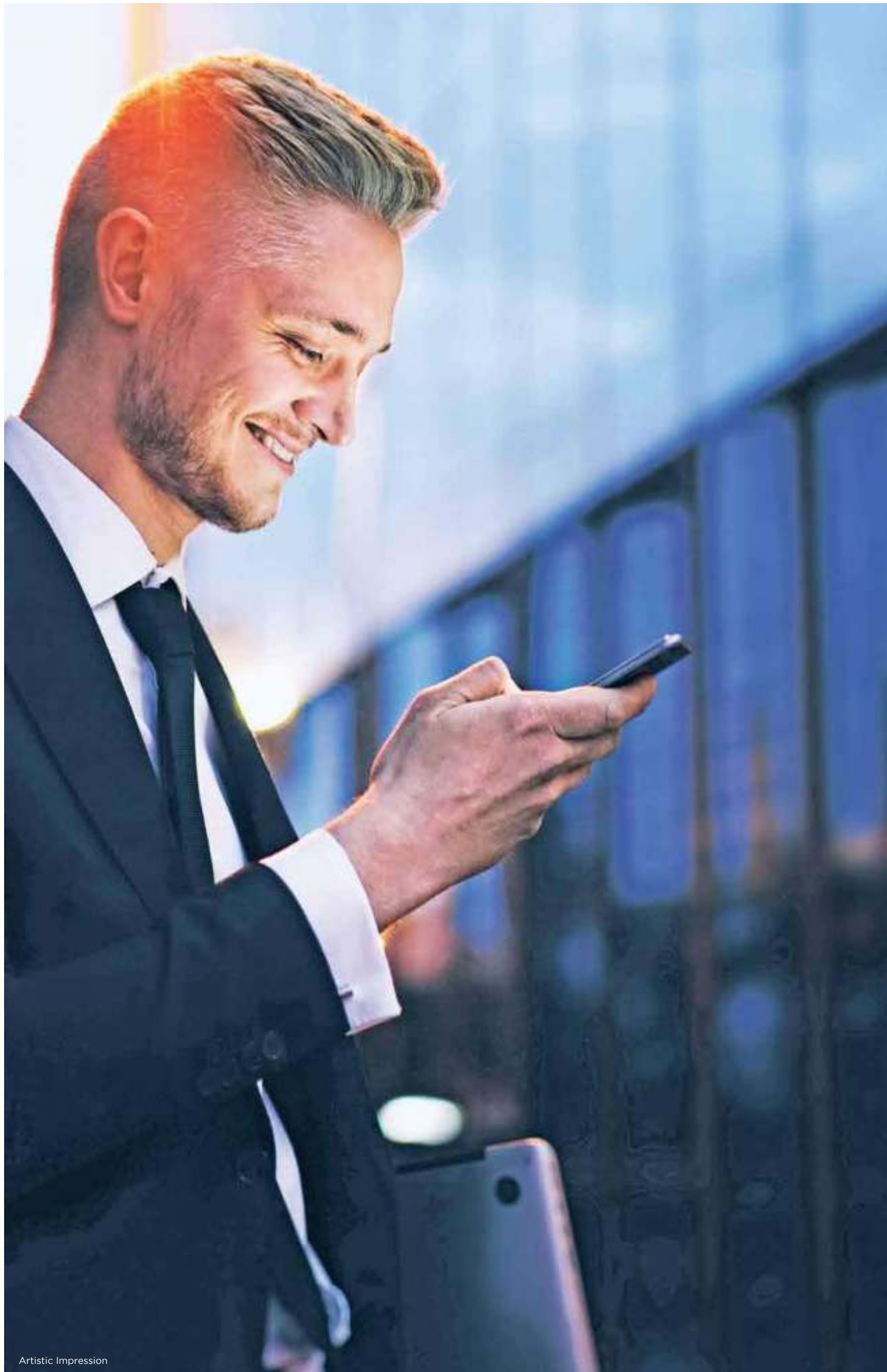
HONG KONG
ASIA'S WORLD CITY



DUBAI
THE WORLD'S SHOPPING PARADISE



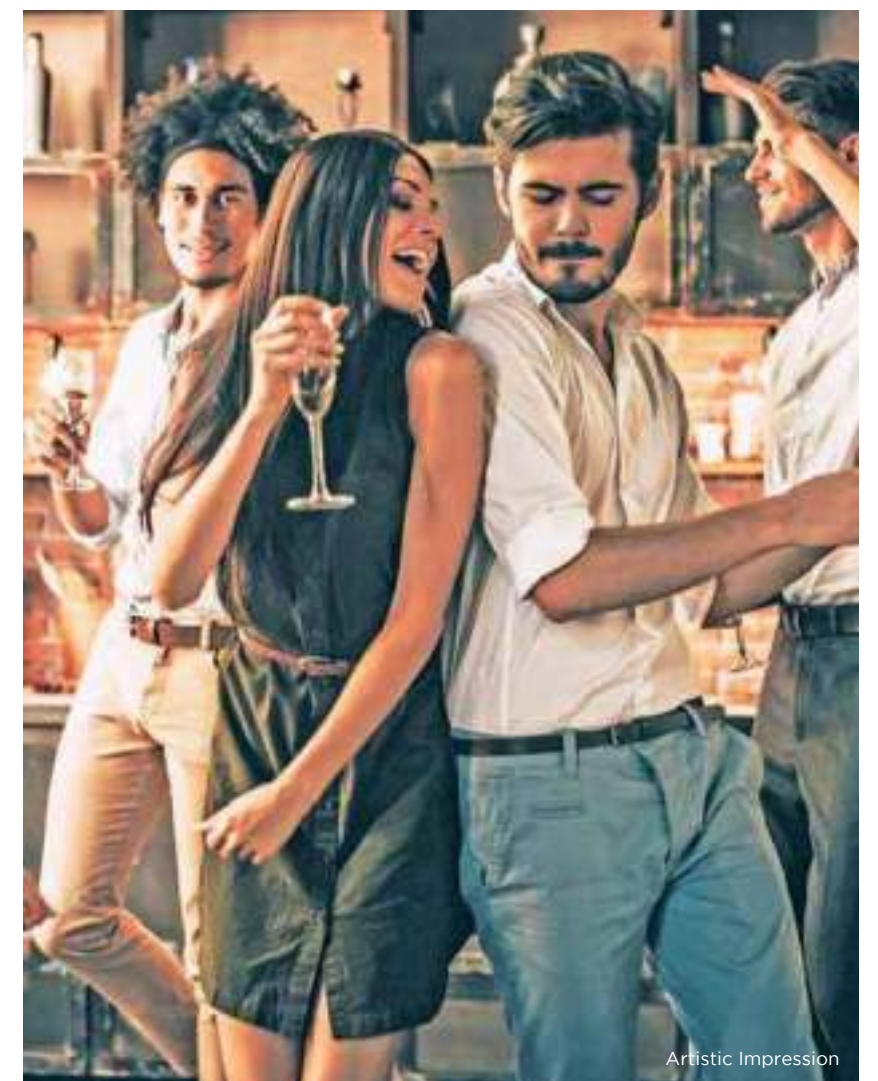
NEW YORK
THE LEISURE ISLAND OF URBAN LIVING



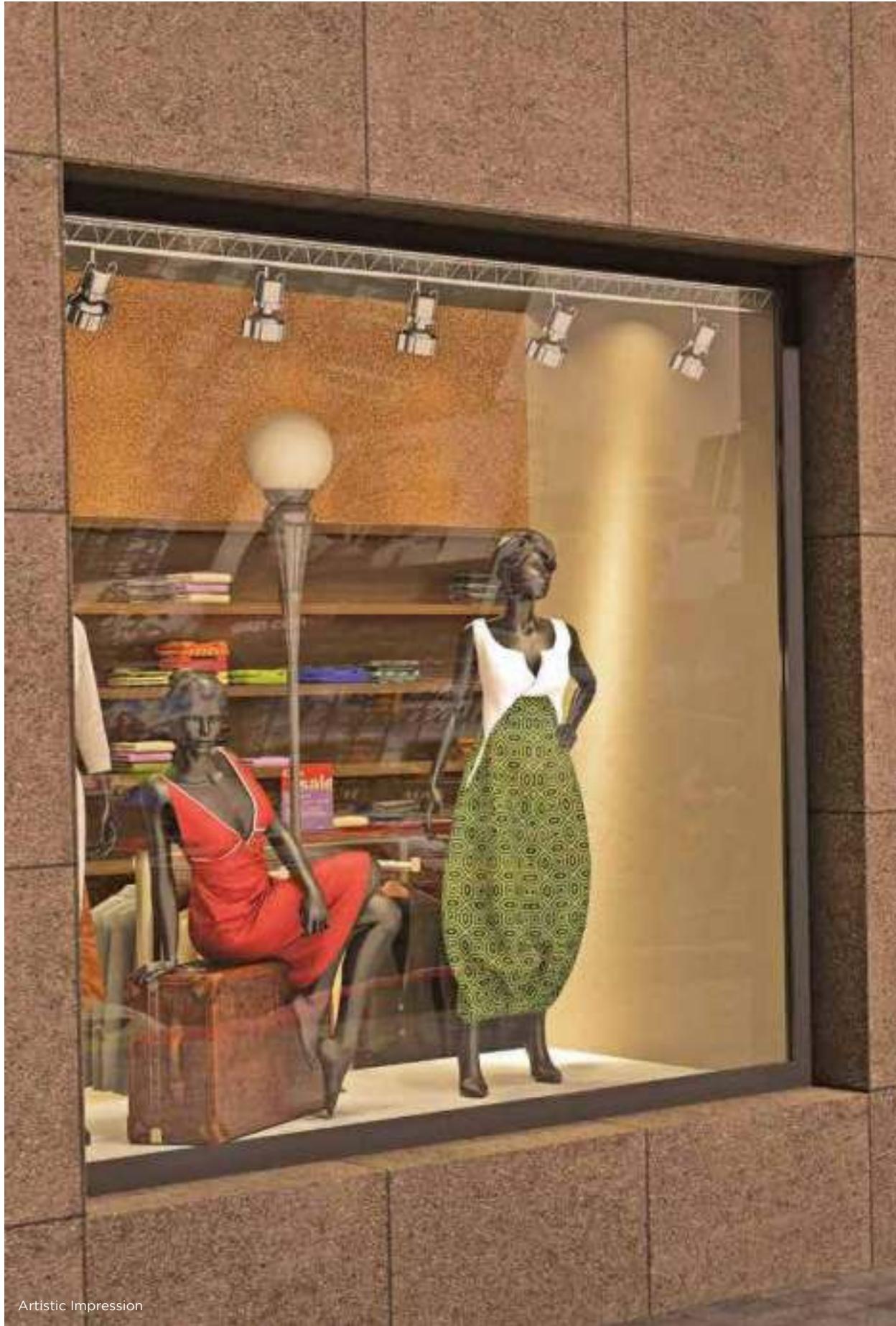
Artistic Impression

THE PURSUIT OF A PARADISE FOR THE EMERGING GLOBAL CITIZEN

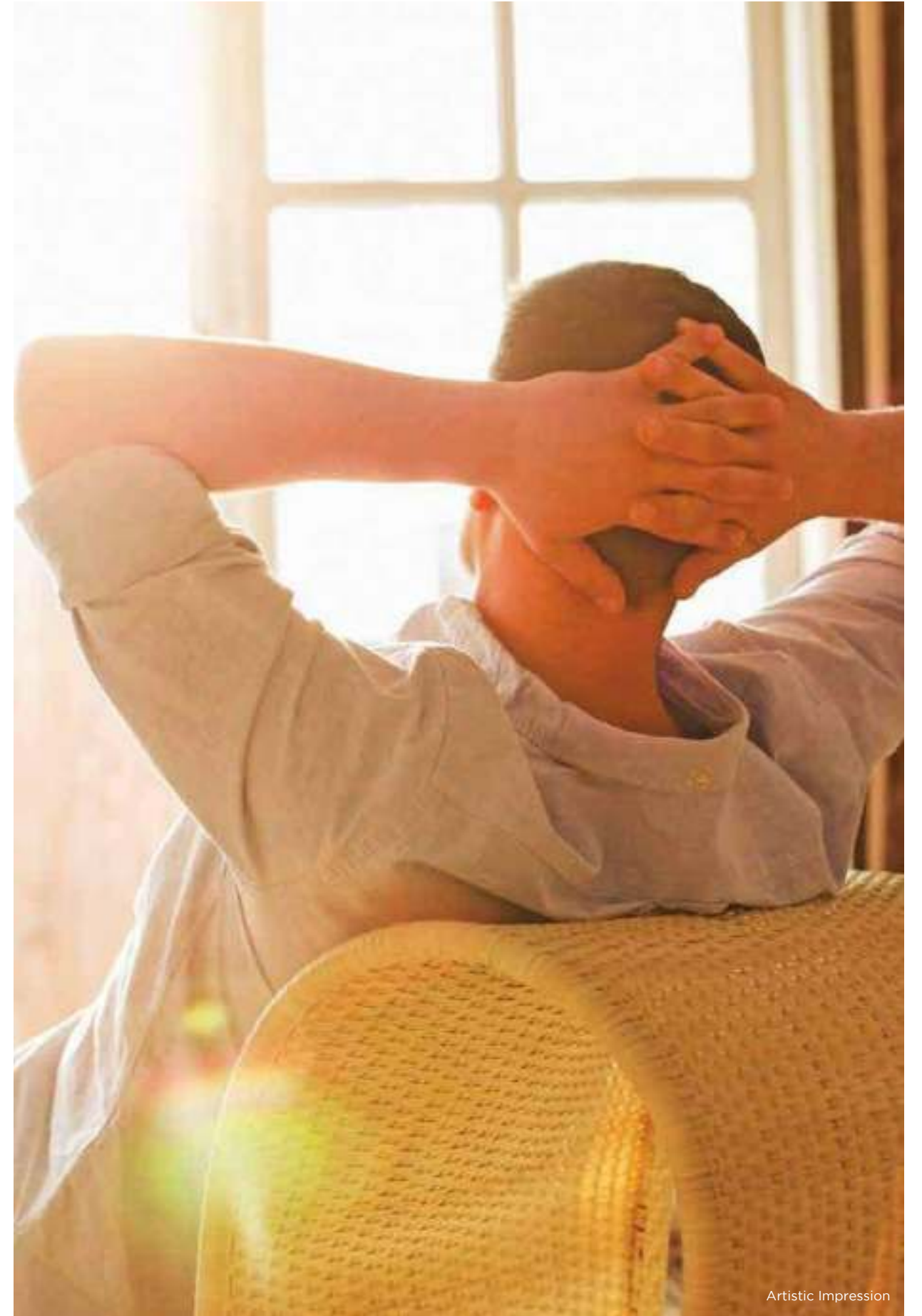
The new generation of India is more global, more focused and more informed. They want to see the world and explore the lifestyles of different cultures. They are working hard, earning handsome money and have the time to compare offerings to hunt for the best. For this socially-conscious as well as brand-conscious generation, there is a need of total urban regeneration.



Artistic Impression



Artistic Impression



Artistic Impression

A UNIQUE BLEND OF MODERN RETAIL & RESIDENCES

Get ready for a sweet serendipity. An unexpected imitation of your fantasy to live in a world city. A futuristic and international mix use style of development, the likes of which the millennium city, Gurugram has never witnessed before. A masterpiece designed to create a unique environment which offers a rich and diverse mix of living, shopping and leisure activities.



Disclaimer: Map not to scale, drawn as per available information from various sources. The alignments are subject to final decision of the competent authority.

A PERFECT MASTERPIECE DESERVES A PERFECT LOCATION

Welcome to Gurugram, a symbol of newly affluent India, gleaming with shopping malls and five-star hotels. In this boiling pot of urban living, consider a location at its most prominent destination. In the heart of the millennium city the address reflects class and eminence.

- 15000+ HNI families in the vicinity
- Surrounded by famous educational institutes, malls & hospitals
- Home to headquarters of major MNC's present in the vicinity

M3M's FOOTPRINTS IN GURUGRAM

- M3M Corporate Office
- M3M Urbana
- M3M Golfestate
- M3M One Key Resiments
- M3M Polo Suites
- M3M Royal Regalia
- M3M Panorama Suites
- M3M St. Andrews Golf Residences
- M3M Urbana Business Park
- M3M Urbana Premium
- M3M Latitude
- M3M Tee Point
- M3M Merlin
- M3M Cosmopolitan
- M3M Marina
- M3M Sierra 68
- M3M Escala
- M3M Woodshire

INDICATIVE LAYOUT PLAN

LEGEND*

- | | |
|--|---|
| 1. Entrance and Exit | 15. Basement Ramps |
| 2. Pedestrian Activity Street | 16. Residential / Retail Arrival Plaza |
| 3. Arrival Plaza | 17. Rear Multipurpose Lawn / Event Garden |
| 4. Multipurpose Court | 18. Cricket Pitch |
| 5. Palm Seating Court | 19. Healing Garden |
| 6. Central Atrium / Performance Area | 20. Meditation Area |
| 7. Central Water Feature | 21. Senior Citizen Courts |
| 8. Reflective Waterbody | 22. Recreational Waterbody |
| 9. Walkway / Jogging Track | 23. Children's Play Area |
| 10. Retail Pick-up Plaza | 24. Amphitheatre Seating |
| 11. Internal Pedestrian Boulevard | 25. Outdoor Fitness Area |
| 12. Seating Court / Kiosks / Activity Zone | 26. Basketball Court |
| 13. Stilt Area Paving Pattern | 27. Bus Drop |
| 14. Highlighted Residential Drop-off | |



**Terms & Conditions apply. Plan(s) & information contained is subject to change as may be required under law, by the authorities and cannot form part of any offer or contract. For further details & information please contact the Company. Viewers are advised to take appropriate advice from independent sources and have independent analysis & decision.

*The facilities/amenities shown are liable to change as per applicable norms.

PRESENTING

M3M 65TH AVENUE

THE NEW HUB OF URBAN LIFESTYLE

M3M presents 65th Avenue, a futuristic and an international mixed use style development comprising of Retail and Uber Residences - a living concept millennium city has never witnessed before. It will be a masterpiece designed to create a unique environment which offers diverse and secure mix of living spaces and retail. M3M 65th Avenue is a tribute to the vibrancy and energy of the city always on the move. It epitomizes the spirit and vigour of youth and their aspirations. Gurugram is all set to have a new Centre of attention.

THE ULTIMATE INTERNATIONAL
SHOPPING EXPERIENCE





Artistic Impression



THE BEST OF INTERNATIONAL LEISURE & RETAIL

M3M 65th Avenue will bring a plethora of global brands under one roof to create an international environment that will delight your senses with a dazzling array of leisure activities. This will be the beginning of a trend others will follow for decades to come. Enjoy the easy accessibility to the best of fashion, retail and F&B with the fun and frolic of international high-street shopping. The organized structure of M3M 65th Avenue means that most of the leisure amenities you like are not beyond the boundary of your physical abode.



Artistic Impression

AN EMBELLISHED INTERNATIONAL SHOPPING EXPERIENCE

- Double height and conventional retail shops
- The frontage to host the world's best brands with high visibility
- Efficiently designed floor plans
- Entirely pedestrianised plazas/open spaces around the retail outlets
- Dedicated branding signage for every retail outlet
- Every shop is efficiently designed along large boulevards/open spaces to ensure clear visibility
- Wide display area to showcase latest collection on the go
- Well planned shops at all level with connecting bridges for maximum accessibility and visibility
- Multiple anchor stores



Artistic Impression

FIND A NEW AVENUE OF EXCLUSIVITY

The High-Street Retail Zone at M3M 65th Avenue is a unique shopping experience, where the emphasis is on exclusivity, space and aesthetics. As a destination of designer and premium merchandise, lifestyle products and services, it is set to be one of the most coveted hub for global retailers. Stroll through wide boulevards at M3M 65th Avenue with access to all retail shops and get mesmerised by the international high-street shopping experience.

SPLENDID THEME BASED BOULEVARDS

- **WALL STREET** - Wall Street keeps your daily needs in check by providing an array of convenience stores. Take a stroll on its high-spirited lane and you will find a tasteful corner ready with multiple F&B shops to give you a breather of relief after a round of shopping
- **PARK AVENUE** - Park Avenue is your chill out zone amidst landscaped parks, glittering frontage, cosy sidewalk cafe and organised sitting spaces. Have a break here to witness live performance, product launches and plan for your next shopping session
- **BROADWAY** - Arrive in style! The lanes of Broadway will take you to a world-class experience of category wise High-Street Shopping. Just walk-in and be greeted by your favourite brands, right at the entrance



BE AT THE HEART OF ACTION

Beautifully designed approx 30,000 sq.ft. of Central Plaza is the lifeline of the project. Well-connected with all the zones, this is where the wide open spaces provide ample opportunities for things to get a little wild! The one-of-a-kind open air lifestyle space features an array of live entertainment opportunities that are limited only by your imagination. Launch a product or host a stand-up comedy show, enjoy a street play while taking a sip of your favourite drink at the surrounding cafes or just hang around under the palm trees, this is the place to be.

- World-class cafés
- Multiple sitting arrangements
- Multiple stepped court
- Colossal landscape courts
- Wide display area for new product launches
- Multiple activity arena
- Lush landscapes within the vicinity



Artistic Impression



A PARADISE FOR THE FOOD LOVER

A vista of vivid brilliance, F&B zone of M3M 65th Avenue is designed to make your evenings delightful. Take a break from shopping and walk to the dedicated food court on the first floor. Grab a bite of a juicy burger or enjoy a cool drink, you will be spoilt for choices.



Artistic Impression

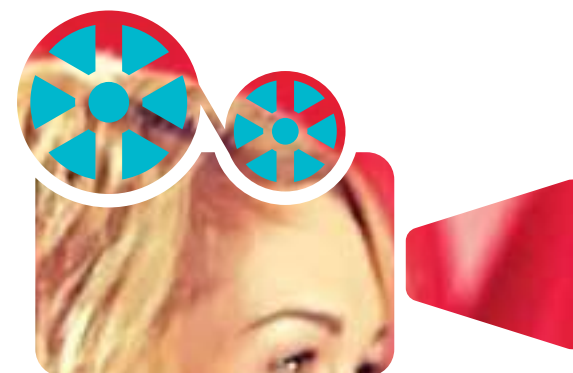
THE GOURMET PARADISE

- Dedicated food courts & food zone within the premises on 1st Floor
- Dedicated F&B street creating a social hub & destination for evenings
- Restaurant and F&B outlets at different levels create an out of the world experience

Artistic Impression



Artistic Impression



ESCAPE TO THE ULTIMATE ZONE OF MERRIMENT

The fun never ends at M3M 65th Avenue, where there is always something more to do! Enjoy movies at PVR multiplex, grab a drink, dine with friends, play games and do so much more. The Entertainment Zone of M3M 65th Avenue has got a vibrant & international look, and is ready to offer you an experience you won't ever forget! Come explore the entertainment, leisure, retail and hospitality zone with a range of both indoor & outdoor avenues to keep you thrilled!





Artistic Impression

AN ENTERTAINMENT EXTRAVAGANZA

- 8 screen PVR multiplex
- Exquisite Dining Avenues
- Dazzling Pubs
- Multiple hang out zones across the project
- Theme based Water Bodies



Artistic Impression



Artistic Impression

SPECIFICATIONS

RETAIL SHOPS

RETAIL SHOPS

- Large store fronts and glazing area for Retail units
- Arcade along all Retail units
- Dedicated signage areas for all units as per design

STRUCTURE

RCC slab and column structure with masonry partitions

LANDSCAPE

- Richly landscaped central plaza
- Pedestrian plaza designed with seating areas and food kiosks
- Dedicated drop-off zone and entrances for retail hub
- Lush canopy trees and landscape features

FINISHES

- Exterior
- Lobbies
- Basement
- Tenant Floor Finish
- Common Toilets
- Combination of stone and painted surface
- Combination of stone/tile and painted surface
- RCC Base Slab
- RCC Base Slab
- Finished toilets with modern fittings and fixtures

PARKING

- Multilevel basement for parking and services
- Provision of video surveillance

SECURITY

- Video Surveillance
- Manned Security
- Basement entry/exit, basement & ground floor lobbies
- Boom barriers at all vehicular entry & exit points

FIRE SAFETY

- Wet Riser/Hose
- Reels/Sprinklers/Fire Extinguishers
- External Fire Hydrants
- Fire Detection System
- Provided as per norms
- Provided as per norms
- Provided as per norms
- Provided as per norms

HVAC

- AC system
- Ventilation and Exhaust
- Provision of water cooled DX system/split AC or equivalent
- Provided for common toilets and basements

ELECTRICAL

- Distribution
- Metering
- Lightning Protection & Earthing Pits
- Provision of cable upto isolater box
- Tenant load will be metered
- Provided

DIESEL GENERATORS

Automatic backup with suitable diversity and load factor provided for lighting, power and AC

SIGNAGE

- Internal
- External
- Main lobby equipped with tenant directory and directional signs
- External signage as per developers design and conditions



**“SOME PLACES
HAVE A
SOUL OF
THEIR OWN”**



Artistic Impression



Artistic Impression

LIVE IN THE LIGHT


In the well-lit landscapes, vibrant young crowd and exciting night life of the millennium city, imagine a place where your dreams find an abode, and your desires find destinations that break monotony every day.



Artistic Impression



Artistic Impression

A vibrant, low-angle photograph capturing a moment of pure joy and celebration. Three young adults are the central focus, their faces lit up with wide, open-mouthed smiles and laughter. They are dressed in contemporary, casual-chic attire. The woman on the left, wearing a light-colored blouse and trousers, has her right arm raised high, holding a small object. The man in the center, with curly hair and a beard, is also laughing heartily, his hands raised. The woman on the right, in a dark sleeveless top and trousers, holds a champagne flute. The air is thick with a shower of golden and white confetti, creating a sense of dynamic movement and festivity. The background shows a modern interior with large windows, a brick wall, and a kitchen area, all bathed in warm, golden light that enhances the celebratory mood.

**“A WELCOMING
NEIGHBOURHOOD
THAT ENCOURAGES
FRIENDS TO DROP IN”**

PRESENTING

M3M
HEIGHTS
AT 65TH AVENUE

2 & 3 BHK RESIDENCES

**AN ELEVATED LIVING
IN THE MOST
PROMISING LOCATION
OF GURUGRAM!**

Welcome to M3M Heights!

Uber residences that give you an elevated lifestyle experience. The perfect refuge that will leave your senses mesmerized. First ever combination of grand living with all the glam and glory of metropolitan living, that's all set to shine in the skyline of Gurugram as an outstanding pole star.

REDEFINING
CITY'S FUTURE URBAN LIVING
AT AN ELEVATED LEVEL!





Artistic Impression

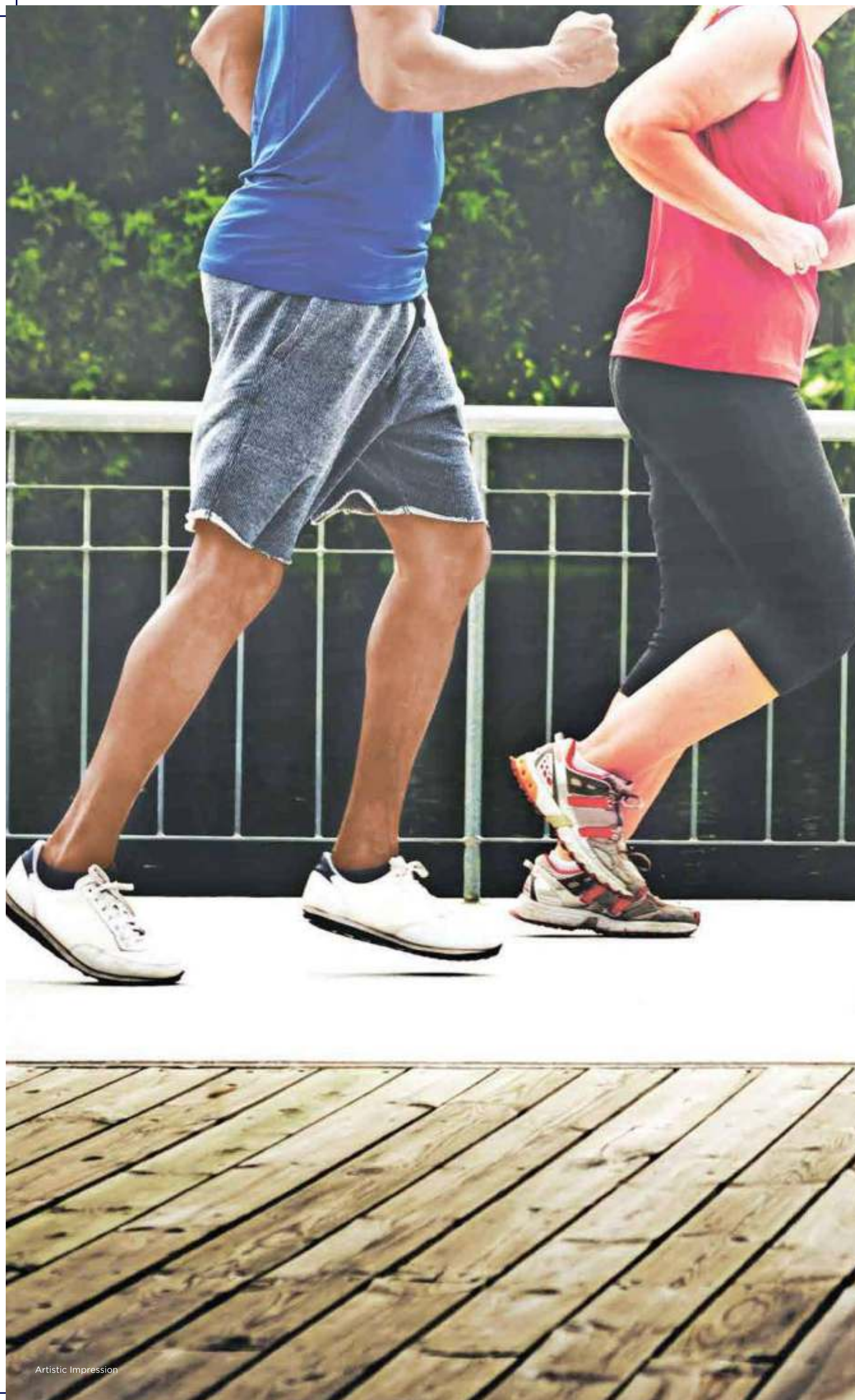
LIVING SPACES

M3M Heights is not a cluster of mundane homes and erratic retail; rather it is an abode of perfection and plenitude set amidst meticulously crafted landscape. Here, nothing is commonplace because exclusivity is the only way of life. Make a lavish life statement with the traits of the new urban living.

2 & 3 BHK Residences

Exclusive Air-conditioned Double Height Entrance Lobbies at Ground level

Uniquely Personalized Experience in terms of serenity and being part of nature



WALK IN THE CLOUDS

Whether you prefer walking or some serious jogging; the bottom line is the harder you work out the more calories you burn. And the best way to do so is by being in a setting where you are surrounded by the beauty of nature and where you are always welcomed by a gentle breeze of rose and jasmine. Which brings us back to M3M Heights, the perfect place where you get to exercise outdoor as well as enjoy the magnificent views of the vast landscapes and city lines while maintaining privacy.

- Walkway
- Rooftop jogging tracks
- Themed spaces
- Water bodies
- Leisure spaces
- Healing garden
- Outdoor fitness area
- Seating court



Artistic Impression



Artistic Impression



Artistic Impression

UNWIND A LITTLE LONGER

M3M Heights has two exclusive clubhouses at the podium level integrated with unique landscape designed to create a pleasure paradise for the residents in a way that it helps them unwind for a little longer. The facility is equipped with a range of international amenities in order to make sure every evening feels special.

- Multipurpose lawns
- Multipurpose hall
- Sauna & Steam
- Restaurant
- Bar & Lounge
- Open to sky green terrace
- Toddlers area
- Library

DROP INTO THE OASIS OF LEISURE

The two clubs at M3M Heights are designed to jazz up your day. Start your day with a satisfying workout session at the gym. Then plunge into the pool for a refreshing lap or two. Spend your evenings at the gaming zone and pick from an endless array of games to play with your friends. The excitement never ends at M3M Heights.

- Swimming Pool surrounded with lush landscape
- Pool deck
- Digital gaming zone
- Gymnasium
- AV room
- Meditation/Aerobics room
- Yoga court
- Dedicated kids pool



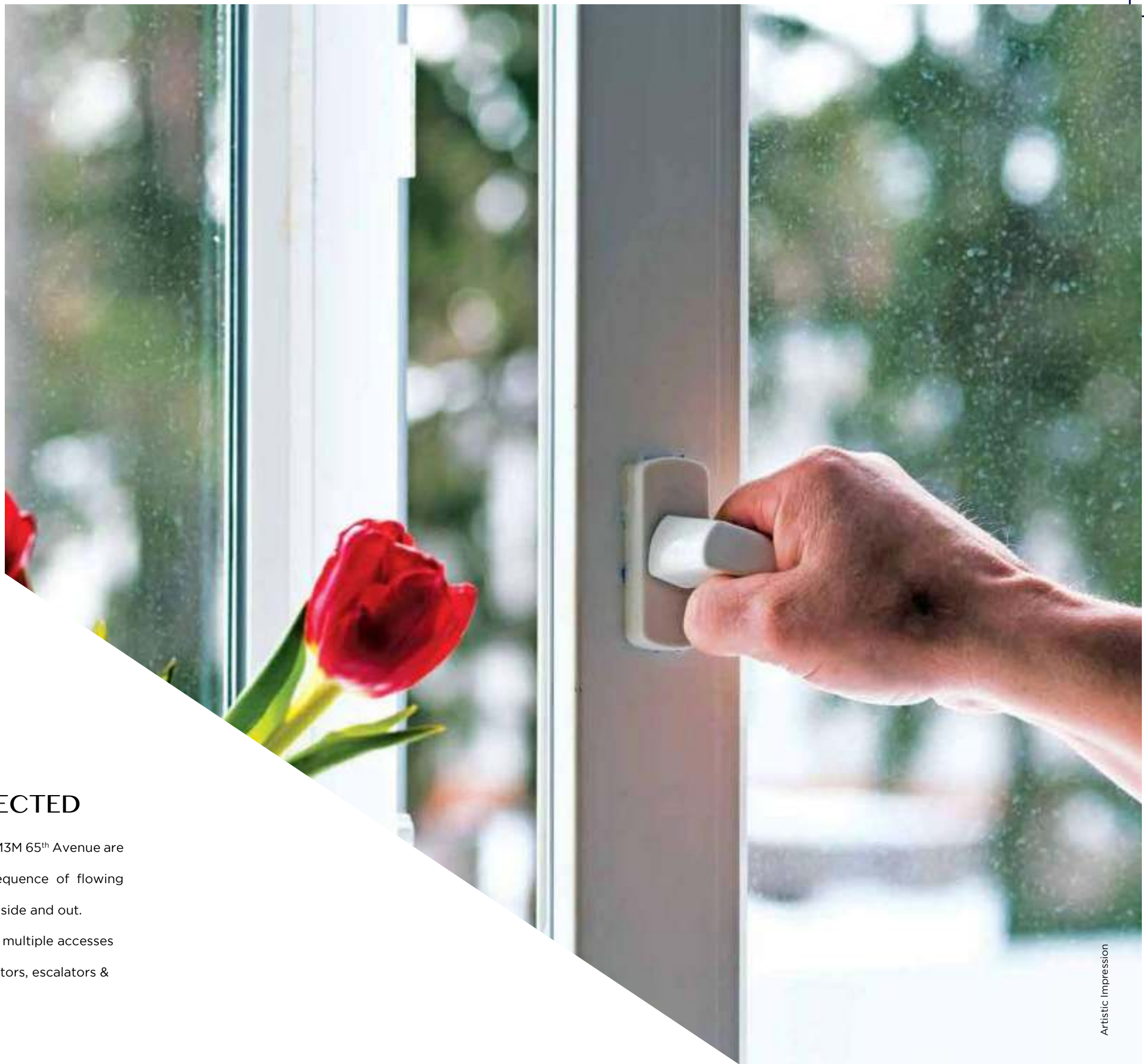


Artistic Impression

LIFE AT M3M HEIGHTS IS HEALTHIER, SPORTIER AND LIVELIER

M3M Heights offers an integrated sports and leisure themed activities, facilitating a healthy and active lifestyle.

- Cricket pitch
- Kids play area
- Sit-outs for Sr. Citizen
- Basketball Court
- Squash Court
- Indoor Badminton Court
- Reflexology trail
- Pool & table tennis room
- Pedestrian activity streets



Artistic Impression

SMART & WELL CONNECTED

Retail & living spaces at M3M 65th Avenue are designed to create a sequence of flowing interconnected spaces, inside and out.

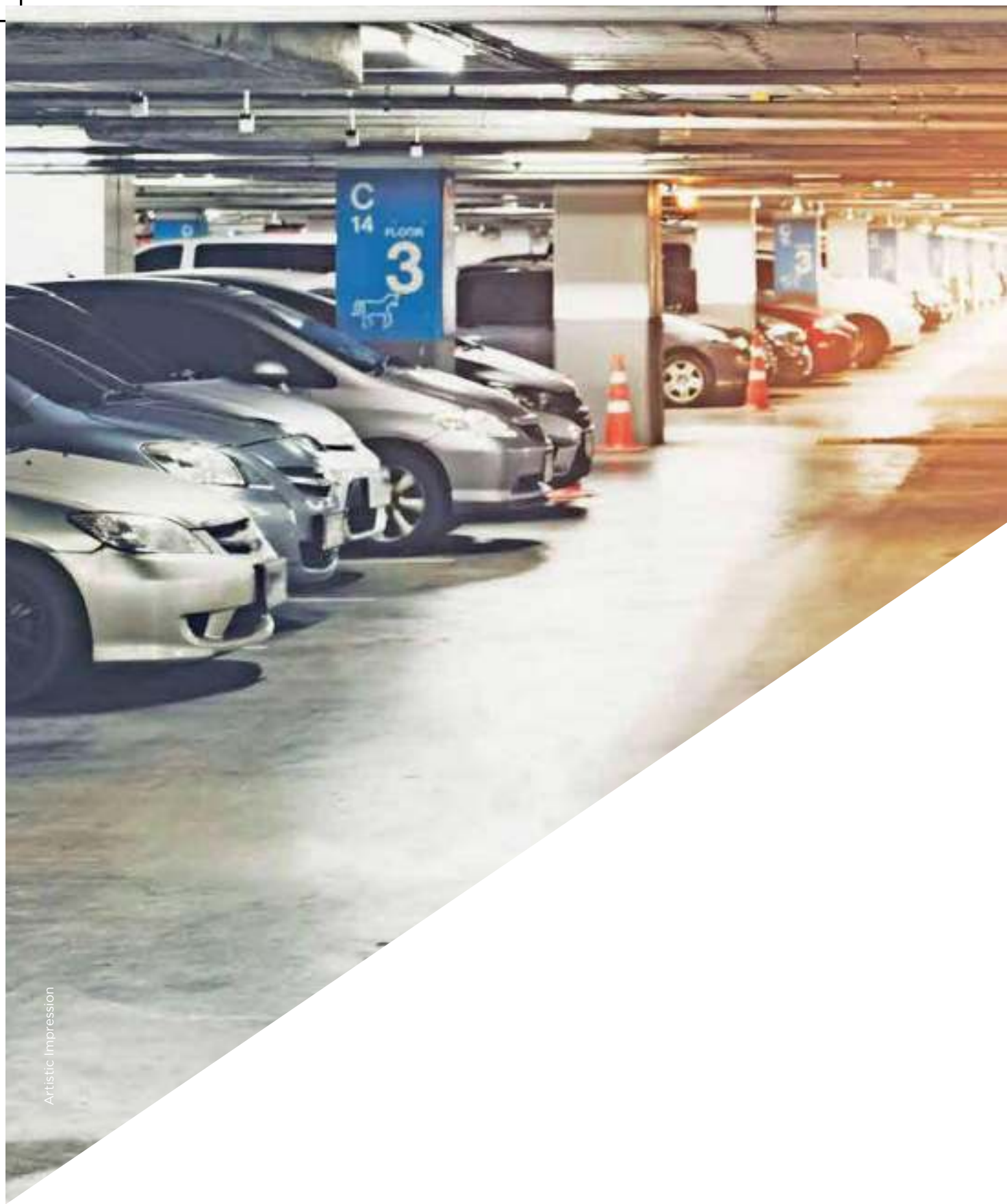
- Strategically planned multiple accesses
- Well-appointed elevators, escalators & connecting bridges



Artistic Impression



Artistic Impression



Artistic Impression

CONVENIENT PARKING SPACES

M3M 65th Avenue is a concept that reflects opulence in each detail. One illustration is the meticulously planned parking space.

- Separate parking area for residential & retail
- Ample basement parking
- Properly planned congestion free vehicular movement around the periphery
 - Separate entry/exit points for residential & retail areas



ROUND-THE-CLOCK SECURITY

As a mix-use project, M3M 65th Avenue has put-in multi levels of security and surveillance to ensure maximum safety of businesses and people. There are separate entry points for the retail and residential parts of the project which makes it extremely secure from trespassers.



Artistic Impression

RESIDENTIAL GROUP HOUSING SPECIFICATIONS

BEDROOMS

- Walls: Acrylic Emulsion
- Floors: Laminated wooden flooring
- Doors: Moulded Skin Door/Painted Flush Door
- Windows: UPVC/Aluminium Glazing (Powder coated or Anodized)
- Ceiling: Oil Bound Distemper

LIVING/DINING ROOM

- Walls: Acrylic Emulsion with Roller Finish
- Floors: Vitrified/Ceramic Tile Flooring
- Doors: Veneered Polished Flush Door
- Windows: UPVC/Aluminium Glazing (Powder coated or Anodized)
- Ceiling: Oil Bound Distemper

KITCHEN

- Modular Kitchen with HOB & Chimney
- Polished Granite Counter with SS sink and CP faucet
- Walls: 2' high ceramic tiles above counter, balance Oil Bound Distemper
- Floors: Anti-skid Ceramic/Vitrified tiles
- Doors: Moulded Skin Door/Painted Flush Door
- Windows: UPVC/Aluminium Glazing (Powder coated or Anodized)
- Ceilings: Oil Bound Distemper

TOILETS

- Walls: Ceramic/Vitrified tiles dado and Rest Oil Bound Distemper
- Floors: Anti-skid Ceramic/Vitrified tiles
- Doors: Moulded Skin Door/Painted Flush Door
- Windows: UPVC/Aluminium (Powder coated or Anodized) window
- Ceilings: False Ceiling
- Fixtures: Single Lever with Branded CP fittings and White Sanitaryware
- Others: Granite Counter

LIFT LOBBIES

- Walls: Combination of one and more of stone cladding, tiles and acrylic emulsion
- Floors: Combination of one and more tiles
- Ceilings: Acrylic emulsion
- Air-conditioned Ground Floor Lobby

EXTERNAL FAÇADE

Walls: Combination of one and more of stone/tile cladding, plaster with exterior great paint, glazings

SERVANT/UTILITY ROOM

- Walls: Oil bound distemper
- Floors: Ceramic/Vitrified tiles
- Windows: UPVC/Aluminium Glazing (Powder coated or Anodized)
- Doors: Moulded Skin Door/Painted Flush Door
- Ceilings: Oil Bound Distemper

BALCONY/UTILITY BALCONY

- Floors: Anti-skid Ceramic/Vitrified Tiles
- Walls: Durable Exterior Paint

STAIRCASES

- Walls: Oil Bound Distemper Paint
- Floors: Matt/Anti-Skid Tiles
- Doors: Fire Resistant Door Shutter
- Ceilings: Oil Bound Distemper Paint

ELECTRICAL EQUIPPMENTS

- Split Air Conditioning for Living, Dining & Bedrooms
- Three tier Security System
- High Speed Elevators
- Power Backup Round the Clock with suitable diversity & suitable load factor

FIRE SAFETY

Automatic Sprinkler System, Wet riser, Fire detection & Alarm System

OTHERS

- Round the Clock treated Water Supply
- Environment Friendly Solid Waste/Garbage Management System



AN ENTERPRISE CREATING INSPIRING SPACES

M3M, today, is India's fastest growing real estate conglomerate with a reputation for identifying emerging real estate markets, recognizing aspirations in lifestyle evolution, perfecting the modulations of luxury and responding with projects that capture the unique spirit of changing India.

What really helps us stand out in the real estate industry is our belief - to ensure that every project is delivered with speed and excellence. From the iconic residential developments like M3M Golfestate and M3M Merlin to award winning commercial developments like M3M Urbana and M3M Cosmopolitan, our projects demonstrate our capacity to pursue excellence with unwavering consistency.

Through the undeniable merit of our projects, we have established ourselves as a developer of sound credibility. It's a landmark that has been achieved with principles and hard work.

Our eyes are now set on bigger targets, goals that are yet unaccomplished in the realty sector. Our commitment and belief direct us to believe that the future holds more for us, which is why we are ready with unique developments that will epitomize the new bustling millennium, Gurugram.

TRANSFORMING PROMISES INTO REALITY

Much of our success can be credited to our functioning as a progressive organization in terms of delivering better and smarter real estate developments.

With a land bank of more than 8 million square meters at the most desirable locations of Delhi NCR, M3M has delivered 11 iconic projects encompassing residential, commercial, retail and office spaces. And then there are 8 projects that are in advanced stages of development with a targeted delivery in the next few months. This feat of credibility of delivering world-class projects has been possible because of our resolve to bring out the best from the realty sector. Our patron-centric vision has enabled us to come up with concepts and designs that call out for an association with the best architects and designers to implement them.

We are proud to say that our professionalism and continued dedication to detail, have earned us the trust of countless families, leading brands and a host of renowned partners. This is the relationship that we cherish and together, we believe in doing what we repeatedly do - creating landmarks beyond beauty and delivering dreams surpassing expectations.

M3M's PROJECT PORTFOLIO

Seven of the iconic delivered luxury residential developments are:

1. M3M Golfstate (Fairway West and Fairway East)- India's first in-city Golf Lifestyle destination.
2. M3M Panorama Suites - (Part of M3M Golfstate Master Development) 36 Exclusive Suites
3. M3M Polo Suites - (Part of M3M Golfstate Master Development) Exclusive Suites designed for globe-trotting gentry, Polo living at its machismo best.
4. M3M St. Andrews - (Part of M3M Golfstate Master Development) Exclusive, bold residences amongst the 50+ acres of iconic golf living.
5. M3M Merlin - the Singaporean style world-class residences.
6. M3M Woodshire - Premium residences located in Sector 107, Gurugram.
7. M3M Escala - Exclusive Condominium Complex with 90% open space.

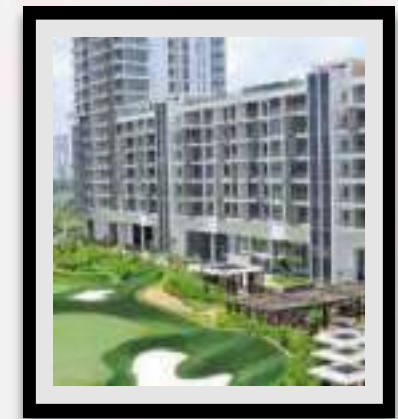
Three of the delivered commercial developments are:

1. M3M Urbana - largest integrated mix-use commercial development.
2. M3M Cosmopolitan - the first high street retail on Golf Course Road Extension.
3. M3M One-Key Resi-ments - Serviced apartments based on minimalistic, technology-driven units

DELIVERED MASTERPIECES



M3M
golfstate
Fairway
GOLF COURSE ROAD EXTENSION
SECTOR-65, GURUGRAM



M3M
PANORAMA
EXCLUSIVE 36 SUITES
GOLF COURSE ROAD EXTENSION
SECTOR-65, GURUGRAM



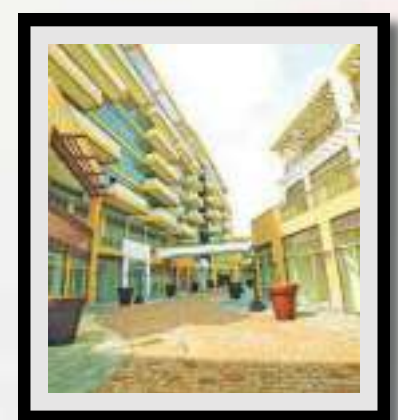
M3M
POLO SUITES
WHERE THE GENTRY RESIDE
GOLF COURSE ROAD EXTENSION
SECTOR-65, GURUGRAM



M3M
MERLIN
SINGAPORE STYLE WORLD-CLASS APARTMENTS
GOLF COURSE ROAD EXTENSION
SECTOR-67, GURUGRAM



M3M
WOODSHIRE
SECTOR-107, GURUGRAM



M3M
URBANA
The Latest in the Evolution of Urban Business & Retail
SECTOR-67, GURUGRAM



M3M
COSMOPOLITAN
STYLISH RETAIL & COMMERCIAL HUB
SECTOR-66, GURUGRAM





MARVELS IN THE MAKING

With a host of ambitious projects rapidly taking shape, today M3M stands at the threshold of bringing in more landmarks and more innovative concepts of home, retail and business.

Future beckons and we are ready for it.

RESIDENTIAL	6
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OFFICE/RETAIL/F&B	2
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SERVICED APARTMENTS	2
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IT PARK	1
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THE M3M WORLD



The future of luxury-living is here. M3M Life is a venture that will develop high-end housing projects all over the country.



M3M Joy proposes to create an ideal world of entertainment and hospitality. It will spearhead the Company's journey into innovative projects by bringing world-class hotels, serviced apartment and malls to life.



M3M Zone is M3M's own "Silicon Valley". This part of the Company will be responsible for bringing in IT companies and SEZs, to put this area amidst intelligent surroundings.



M3M Learn is a revolutionary effort by M3M India Ltd. that specialise in bringing up the best institutions affiliated with top universities worldwide. It will be responsible for delivering the best in education.



M3M Biz is here to revolutionise shopping and office spaces. This part of the Company specialises in bringing exclusive commercial centres to life. It is here to take on the responsibility of changing our outlook towards office and retail spaces in the near future.



M3M India Ltd. is expanding internationally, forging life-long, mutually beneficial ties. This is in line with the Group's long-term ambitious growth strategy to mark its presence global. The Group already has a marketing presence in the USA, the UK and the Middle-East.



M3M CARE is the human face of the company that embodies the group's CSR activities. We believe in giving back to our employees, our community and to our natural surroundings.

REDEFINING THE FUTURE

M3M is all set to march into the future with limitless expansion and inclusive growth by upgrading living concepts and foraying into new sectors.



Smart City

The mass access to modern amenities broadband in India has made smart living a priority for government and industries. M3M is also planning to develop smart cities designed using the urban informatics and technology to improve the efficiency of services.



Industrial Warehousing

M3M is entering into the warehousing industry set to grow at a CAGR of 8%-10% and modern warehousing at 25%-30% over the next 5 years.



Affordable Housing

Inspired by the vision of 'Housing for All', M3M is planning to add value to the affordable living by providing better homes to Lower Income Group looking for the luxury of self-owned home.



Education

M3M believes in providing quality education in order to sow seeds for a better tomorrow. The Group aims to establish institutions which can create leaders who are able to contribute and succeed in the rapidly changing society.

