The Director's Atlas

Sector Outlook



Market size and valuation

- ~US$0.9-1.3 bn, FY25/26E
- Recruitment, networking, matrimony and dating platform revenue
- Triangulated research estimate

Primary economic engine

Employer-paid recruitment, matrimonial subscriptions, frontline hiring and Tier 2/3 regional-language social commerce.

Boardroom Focus

01 **Scale regional-language communities with viable returns**

02 **Strengthen verified identity and AI matching quality**

03 **Grow paid conversion while protecting trust and data**

For Business, Finance and Function Directors:
A starting point for roundtable conversations on growth, resilience and stakeholder alignment.

Transformations Our Programs Deliver

OUR COACH

For Business, Finance and Function Directors

Two outcomes	Foresight to lead through disruption. Influence to align stakeholders before action. Camera confidence, eloquence, vocal gravitas and a six-week peer network.

01 ENTERPRISE RESILIENCE

Foresight → Recognised Strategic Leadership

INSIDE YOUR COMPANY

Be recognised as the director who identifies structural shifts early and turns them into a clear agenda for investment and action.

OUTSIDE YOUR COMPANY

Build a reputation for judgement that clients seek by name, partners trust and competitors benchmark against.

02 STAKEHOLDER ALIGNMENT

Functional Authority → Enterprise-wide Influence

INSIDE YOUR COMPANY

Build a function backed by peers and the C-suite. Articulate ideas with clarity, eloquence and vocal gravitas, with confidence in the room and on camera.

OUTSIDE YOUR COMPANY

Be known for ethical influence and strategic judgement, supported by a trusted peer network built over six weeks.

Five paradigm shifts

What changes the basis of competition

01 Structural

Offline intermediaries → scaled platforms and local digital hiring communities.

02 Technology

Keyword search → AI matching, voice interfaces and identity verification.

03 Evidence and trust

Profile claims → verified identity, skills and employment evidence.

04 Economics

User growth → employer revenues, paid conversion and acquisition-cost discipline.

05 Socio-cultural

Metro-first platforms → regional profiles, evolving relationships and career mobility.

FOR YOUR NEXT LEADERSHIP DISCUSSION

Which of these shifts could change your competitive position - and which is missing from your leadership agenda?

Opportunity & Disruption

Where value can move in online networking

01 Market opportunity

Local matrimonial matching, skill-verification networks, consent tools and regional voice networking.

02 Disruption

High acquisition costs, deepfake profiles, identity fraud and complex personal-data obligations.

03 Sector impact

Marketing costs constrain margins; verification adds friction and safety operations increase delivery costs.

04 Strategic response

Build profile-fraud detection, accessible verification and regional-language voice services.

Opportunity → Disruption → Impact → Strategic Response

Sector Movement

Signals to fund, reshape or leave behind

EVOLVE

Reshape existing lines

Matrimonial matching platforms, frontline job portals, social-commerce tools and regional ad networks.

SURGE

Scale emerging lines

Verified matching, regional voice apps, local job networks and consent-management providers.

SHRINK

Reduce exposure

Slow desktop-only job portals, spam-led networking tools and unhedged overseas ad exposure.

SUNSET

Exit structurally weak models

Paper-only classifieds, manual-only matching and platforms unable to provide sound consent controls.

FOR YOUR NEXT LEADERSHIP DISCUSSION

What should your business fund, reshape or stop - and where does the leadership team disagree?

Governance Agenda

Regulatory and board priorities

01 Regulatory drivers

- Platform conduct, content moderation and grievance requirements
- Personal-data consent, protection and cybersecurity reporting
- Payment, subscription and foreign-exchange controls

02 Board oversight priorities

- Scale regional users with sustainable revenue per member
- Improve matching accuracy, verification and member safety
- Protect personal data and strengthen local monetisation

Director's Future Role

Strategy, finance and operations

Strategy

Model regional user economics, paid conversion and the balance of jobs and matching services.

Transformation

Embed profile verification, deepfake detection and consent controls across member journeys.

Finance

Improve revenue per user, acquisition payback and margins; manage imported technology costs.

Risk & Compliance

Govern platform integrity, fraud controls, content obligations and personal-data consent.

Operations

Improve app response, onboarding speed and reliable matching operations.

Supply Chain

Manage cloud, identity-verification and regional moderation vendors with clear service controls.

FOR YOUR NEXT LEADERSHIP DISCUSSION

Are strategy, finance and operations working from the same assumptions about growth, investment and risk?

Director's Future Role

Commercial, customer and product

Quality & Excellence

Test matching relevance, platform uptime, verification accuracy and fraud false positives.

Business Development

Build regional distribution, employer partnerships and local matching networks.

Sales

Grow recruiter accounts, paid member subscriptions and regional advertiser relationships.

Marketing

Build trusted local communities through relevant job, relationship and membership campaigns.

Client Experience

Provide regional support, verification help and safe experiences that retain paid members.

Product & Technology

Build AI matching, verified skills, regional voice search and usable consent features.

Director's Future Role

Data, people and governance

Data & Analytics

Improve matching and fraud models; track acquisition costs, retention and member value.

Information Security

Protect identity data, strengthen access controls and secure verification and incident response.

People & Culture

Recruit AI and matching specialists; equip support teams for responsible digital service.

Learning & Development

Train moderators in fraud detection and engineers in responsible AI and consent handling.

Legal

Protect matching IP and govern platform terms, content processes and data obligations.

ESG & Sustainability

Manage electronic waste, data-centre environmental impacts and facility safety.

Turn Sector Intelligence into Enterprise Action

For Business, Finance and Function Directors

Which business priority needs clearer direction or stronger support?

EXPLORE ROUNDTABLE THEMES

01 Enterprise Resilience

Turn disruption into growth with a financially grounded resilience roadmap.

02 Enterprise Transformation

Convert strategy into execution, ownership and measurable change.

03 Stakeholder Alignment

Move from functional authority to enterprise-wide influence.

Let others see the capability those closest to you already recognise.

Grow in confidence, express yourself with eloquence, and become more recognised for the value you bring.

REQUEST AN INVITATION

Discuss your priority on WhatsApp

Bring one live business challenge. Let’s explore which roundtable is relevant to your priorities.

jatin@ourcoach.in

+91 99993 45967