The Director's Atlas

Sector Outlook



Market size and valuation

- ~US$36-61 bn, 2025
- Annual PE/VC investment
- Range reflects differing source scopes

Primary economic engine

Mid-market buyouts, technology and GCC carve-outs, healthcare consolidation, GIFT City funds and strategic or public-market exits.

Boardroom Focus

01 **Build operating earnings through portfolio value creation**

02 **Structure GIFT City funds with disciplined governance**

03 **Accelerate exit readiness and capital distributions**

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

Buyout-led deployment → domestic funds, growth stakes and private credit.

02 Technology

AI investment narratives → operating teams improving portfolio performance.

03 Evidence and trust

Promoter forecasts → verified cash-flow data and realised investor distributions.

04 Economics

Multiple expansion → operating earnings, credit income and disciplined exits.

05 Socio-cultural

Founder control → succession sales, professionalisation and stronger scrutiny.

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 private equity

01 Market opportunity

GCC carve-outs, specialist healthcare consolidation, GIFT City fund management and AI operating tools.

02 Disruption

High valuation expectations, fund-structure scrutiny, foreign-capital restrictions and delayed exits.

03 Sector impact

Longer holding periods delay distributions; compliance costs and valuation gaps constrain deployment.

04 Strategic response

Build India-based AI operating teams, robust cross-border fund structures and rupee refinancing platforms.

Opportunity → Disruption → Impact → Strategic Response

Sector Movement

Signals to fund, reshape or leave behind

EVOLVE

Reshape existing lines

GIFT City administrators, operating-partner networks, private credit funds and technology-led valuation firms.

SURGE

Scale emerging lines

AI portfolio platforms, technology and GCC investment funds, GIFT City vehicles and domestic private credit.

SHRINK

Reduce exposure

Low-value holding structures, paper-based deal rooms and unhedged foreign-capital exposure.

SUNSET

Exit structurally weak models

Pure multiple-expansion strategies, manual portfolio monitoring and paper-only investor reporting.

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

- SEBI alternative investment fund and IFSCA fund requirements
- Foreign-investment screening, anti-money laundering and KYC
- Personal-data protection across diligence and portfolio operations

02 Board oversight priorities

- Deliver measurable operating value and stronger portfolio governance
- Build sound fund structures and protect investor and portfolio data
- Prepare strategic, secondary and IPO exits to return capital

Director's Future Role

Strategy, finance and operations

Strategy

Develop GCC and healthcare investment theses, fund structures and multiple exit routes.

Transformation

Deploy AI value-creation plans, integrate carve-outs and prepare portfolio companies for exits.

Finance

Manage fund treasury, currency exposure, portfolio financing and investor distributions.

Risk & Compliance

Govern fund obligations, foreign-capital screening, anti-money laundering and data risk.

Operations

Improve portfolio workflows, fund administration and timely investor reporting.

Supply Chain

Build carve-out supply chains, consolidate portfolio procurement and assess vendors.

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

Track operating improvements, earnings bridges and governance evidence for exit readiness.

Business Development

Source GCC carve-outs and healthcare platforms; develop fund and investment partnerships.

Sales

Build promoter relationships and proprietary pipelines for mid-market and portfolio acquisitions.

Marketing

Demonstrate operating value creation, realised results and credible fund access to investors.

Client Experience

Provide clear investor reporting, founder support and regular value-creation reviews.

Product & Technology

Build portfolio AI tools, investor portals and platforms for funds and co-investments.

Director's Future Role

Data, people and governance

Data & Analytics

Use sourcing and valuation analytics, portfolio dashboards and evidence-based exit planning.

Information Security

Protect deal and investor data; enforce cyber diligence and portfolio security standards.

People & Culture

Recruit specialist operating partners and AI talent; develop sector expertise in deal teams.

Learning & Development

Train deal teams and portfolio leaders in AI value creation, governance and exit readiness.

Legal

Govern fund structures, regulatory filings, investment contracts and proprietary software rights.

ESG & Sustainability

Enforce environmental and worker-safety standards across portfolio companies and supply chains.

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.

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