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» **LEADERSHIP SUMMIT 2025** »

YOUTH ENTREPRENEURSHIP & START-UP GOVERNANCE

Guiding the Next Generation of Leaders Towards
Stability and Success



31 October 2025

TABLE OF CONTENTS

LEADERSHIP REFLECTIONS - INSIGHTS AND INSPIRATIONS	5
VOICES OF THE LEADERSHIP SUMMIT	8
NAVIGATING THE REPORT	8
INTRODUCTION	9
EXECUTIVE SUMMARY	10
IMPORTANT TERMINOLOGIES	11
PURPOSE OF THE STUDY	12
METHODOLOGY	12
SURVEY OVERVIEW	14
INSIGHTS FROM THE INDUSTRY SURVEY	18
INSIGHTS FROM THE STUDENT SURVEY	30
COMPETITIVE ADVANTAGE OF YOUTH ENTREPRENEURSHIP & START-UP GOVERNANCE ACROSS INDUSTRIES	39
LIMITATIONS OF THE STUDY	41
ANNEXURE	
– LIST OF ACRONYMS	41
– INDUSTRY SURVEY QUESTIONNAIRE	43
– STUDENT SURVEY QUESTIONNAIRE	43
THE INDUSTRY SPEAKS	44
LEADERSHIP SUMMIT TEAM	47

LIST OF FIGURES

Figure No.	Title / Description	Page No.
Figure 1	Representation of Respondents by Industry Sector	18
Figure 2	Age Cohort Distribution of Industry Respondents	18
Figure 3	Gender Composition of Industry Respondents	19
Figure 4	India's Emerging Youth Entrepreneurship Landscape	19
Figure 5	Drivers of Youth Entrepreneurship	20
Figure 6	Barriers to Youth Entrepreneurship	20
Figure 7	Funding Pathways for Youth Enterprises	21
Figure 8	Mentorship Access in Youth Start-ups	21
Figure 9	Governance Literacy among Youth Entrepreneurs	22
Figure 10	Key Skill Gaps among Young Founders	22
Figure 11	Financial Integrity and Oversight Levels	23
Figure 12	Causes of Start-up Failures	23
Figure 13	Perceptions of Governance as Enabler or Constraint	24
Figure 14	Recommended Governance Practices for Start-ups	24
Figure 15	Risk Management Gaps in Youth Ventures	25
Figure 16	Investor Trust Factors in Youth-led Start-ups	25
Figure 17	Role of Universities in Nurturing Youth Entrepreneurship	26
Figure 18	Effectiveness of Incubation Programmes	26
Figure 19	Importance of Ethics and Finance Courses in Start-up Education	27
Figure 20	Word Cloud – Governance and Trust Themes	27
Figure 21	Motivation for Entrepreneurship by Age Group	28
Figure 22	Funding Availability Across Sectors	28
Figure 23	Investor Trust Across Age Groups	29
Figure 24	Major Obstacles Faced by Student Entrepreneurs	30
Figure 25	Governance Knowledge and Self-Efficacy among Students	31
Figure 26a	Thematic Grouping of Student Start-up Concepts	31
Figure 26b	Thematic Grouping of Student Start-up Concepts	32
Figure 27	Support Needs of Young Entrepreneurs	32
Figure 28	Age and Ambition: Entrepreneurial Intent by Age	33
Figure 29	Factors Influencing Entrepreneurial Decisions	33
Figure 30	Academic Stream Distribution of Student Respondents	34
Figure 31a	Gender Composition of Student Respondents	34
Figure 31b	Distribution of Student Respondents by Education Stream	35
Figure 32	University Support for Entrepreneurs	35
Figure 33	Skills Students Are Unsure About	36
Figure 34	Mentor Touchpoints among Students	36
Figure 35	Ethics Related Dilemmas in Student Ventures	37
Figure 36	Curricular Necessity: Finance and Governance Training	37
Figure 37	Learning Through Different Types of Workshop	38
Figure 38	Student Insights on Entrepreneurship Courses	38

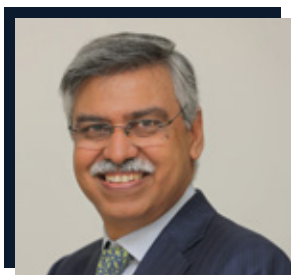


LIST OF TABLES

Table No.	Title	Page No.
Table 1	Key Terminologies and Definitions	11
Table 2	Competitive Advantage of Youth Entrepreneurship & Start-up Governance Across Industries	40

LEADERSHIP REFLECTIONS

INSIGHTS AND INSPIRATIONS



Dr. Sunil Kant Munjal
Chancellor

As India's entrepreneurial ecosystem matures, it is becoming apparent that India's youth will set the agenda for progress. They will expand opportunities, increase collaboration across sectors, and in turn, improve the quality of governance.

In the coming years, young founders will reshape practices and redefine frameworks in finance, technology, healthcare, and agriculture. Importantly as well, governance-driven insights will emerge, and the relationship between start-ups and stakeholders will become more structured, transparent, and thereby sustainable. Improved governance will also help entrepreneurs scale through better financial management, risk oversight, and long-term strategic planning.

We are already seeing how enhanced start-up governance is influencing resilience, robustness, and innovation across ventures. Operations are more disciplined, capital management is more prudent, and decision-making is increasingly mentorship driven. As a result, other domains are increasingly aligning with this shift. Academia is embedding incubation and governance education into curricula, policymakers are reinforcing regulatory frameworks for accountability, and investors are rewarding ventures that balance innovation with compliance.

Yet for entrepreneurs to become truly pervasive and emerge as a cornerstone of India's growth, it is vital to assimilate and integrate governance seamlessly. Young founders must be its catalysts and torchbearers. It is essential to perceive governance as a collaborator and partner in progress, and not as a constraint. Once this happens, the transition from intent to execution, and from start-up to scale-up, would become truly meaningful.



Mr. Akshay Munjal
Pro Chancellor

As we stand at a defining moment for India's innovation economy, youth entrepreneurship is no longer at the margins but a transformative force that is reshaping industries. The impact of young founders on our start-up ecosystem is profound, and as educators, we recognise their potential to redefine how we build, scale, and sustain enterprises.

Youth-led ventures are revolutionising the entrepreneurial landscape by bringing new ideas, digital-first solutions, and socially conscious models to scale. They allow us to move beyond traditional career pathways, enabling students to craft their own journeys and contribute to society through innovation and enterprise. Supported by structured incubation, mentorship, and governance frameworks, these ventures can progress with greater stability and long-term success.

What excites me most is the potential of start-up governance to create a truly inclusive and sustainable entrepreneurial environment. Robust governance practices ensure that ventures are not only innovative but also accountable, transparent, and resilient qualities that make them accessible to diverse stakeholders, from investors and partners to communities at large. This balance of creativity with discipline is what will drive both economic growth and social progress.

The integration of governance in entrepreneurship is not just a regulatory necessity; it is a commitment to future-proofing our start-up ecosystem. By embedding financial integrity, ethical conduct, and boardroom readiness into the foundation of youth ventures, we are not only preparing them for immediate success but also setting new benchmarks for sustainable entrepreneurship—paving the way towards a more inclusive and resilient innovation ecosystem for all.

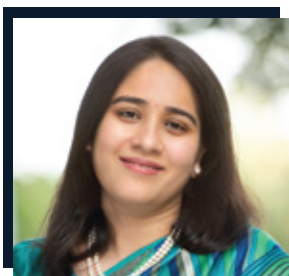


Prof. Shyam Menon
Vice Chancellor

The Industry Report for BMU's Leadership Summit 2025 is timely, focusing on Youth Entrepreneurship and Start-up Governance. India is now perfectly poised to reap its demographic dividend, and this report underscores how supportive policies, institutional structures, and networks can stimulate a new wave of youth-driven innovation. It highlights how motivation, when supported by wise and sensitive governance, translates into enduring, confident ventures that contribute to social transformation and job-oriented economic growth.

This document is more than a compilation of data; it is a roadmap that unites the voices of students, industry leaders, and ecosystem practitioners. By examining critical issues like mentorship gaps, financial literacy, and governance frameworks, it provides actionable pathways for strengthening the entrepreneurial journey. The message is clear: governance is not a constraint on youth innovation, but the foundation that enables ideas to scale with credibility and resilience.

I am grateful to the research team at BML Munjal University for their commitment to this important study. Their efforts have created a resource that will inform decision-makers, guide educators, and inspire young founders to balance creativity with discipline. I hope readers engage deeply with these findings and use them to shape ventures that are both visionary and sustainable.



Ms. Swati Munjal
President

"A business that makes nothing, but money is a poor kind of business," said Henry Ford.

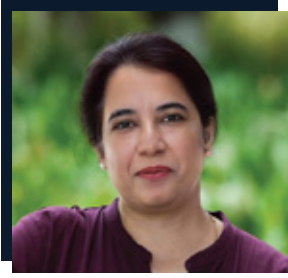
The 6th Edition of the BMU Leadership Summit 2025 is galvanising a critical global discourse on youth-led enterprise. The theme, Youth Entrepreneurship & Start-up Governance – Guiding the Next Generation of Leaders Towards Stability and Success, is profoundly necessary.

In line with Mr. Ford's wise words, we believe young entrepreneurs must aim to create businesses that drive positive societal change. As young people redefine economic landscapes, the focus must shift from mere disruption to enduring stability, resilience, and responsibility. The Summit brings industry leaders, academia, and policymakers to deliberate on the non-negotiable foundations of long-term success.

The unifying message has been clear: ethical governance is a strategic asset, not an overhead cost. At BMU, we too action this belief by empowering students to turn ideas into impactful, scalable enterprises. Initiatives like the Institute of Innovation and Entrepreneurship and the Propel Incubation Hub equip young founders with sound management and rigorous risk oversight. Our commitment is further exemplified by Sankalp, a pioneering programme for women entrepreneurs in rural India.

Through the Propel Pitchfest and the ACIC-BMU Foundation, we actively catalyse innovations addressing critical challenges in health, sustainability, and technology by providing funding and access to an ecosystem that values ethical leadership and sustainable growth.

The work of securing the future of responsible youth leadership continues, and I look forward to the tangible impact that the Summit will have across the globe.



Prof. (Dr.) Jaskiran Arora

Dean,
Education and Quality

As we herald a new era where youth entrepreneurship stands at the forefront of economic transformation, this summit offers a vital platform to explore how educational quality and governance frameworks can nurture resilient start-ups. The fusion of innovation and disciplined governance is essential not only to empower young entrepreneurs but also to ensure their ventures contribute sustainably to society. At BML Munjal University, we continuously strive to embed these principles within our curriculum and incubation ecosystems, fostering an environment where creative ideas meet strategic execution.

The summit's discourse on start-up governance highlights the necessity for governance models that balance agility with accountability cornerstones for sustaining growth in dynamic entrepreneurial landscapes. Our focus on educational excellence equips students with critical thinking, ethical leadership, and operational rigour, enabling them to navigate challenges and seize opportunities confidently. By enhancing governance literacy alongside entrepreneurial skills, we pave the way for ventures that are both innovative and responsible.

Through collaborative efforts between academia, industry, and policymakers, we can build a robust ecosystem that supports youth-led start-ups in scaling with integrity and innovation. It is my hope that the insights shared in this summit will inspire actionable strategies to empower the next generation of leaders to build start-ups that not only succeed commercially but also drive inclusive and ethical growth, aligned with global best practices.



Dr. Davinder Singh

CEO, ACIC-BMU
Foundation, In-charge
of Incubation

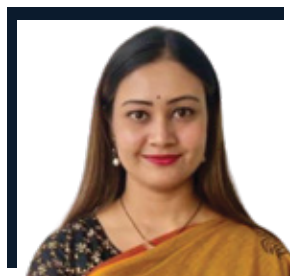
India's youth-led start-ups have evolved rapidly, fuelled by a digital revolution, a large tech-savvy demographic, and supportive initiatives like Startup India. Many have reached unicorn status, impacting FinTech, EdTech, E-commerce, and DeepTech, shifting focus from innovation to scalability, profitability, and sustainability, attracting international capital and signalling long-term confidence.

As these ventures scale, robust governance becomes critical for maintaining trust and navigating complexity. Beyond compliance, good governance, which means strengthening internal controls, financial transparency, and board oversight, is essential to mitigate risks, ensure ethical conduct, and support future IPO readiness.

Governance structures must evolve continuously. Formalising governance with diverse boards, transparent policies, and risk management is vital, especially as companies expand globally or adopt new technologies like AI. Compliance with emerging standards, such as data privacy laws and ESG principles, will underpin their resilience and credibility.

VOICES OF THE LEADERSHIP SUMMIT

CHAIR AND CO-CHAIR



Dr. Jolly Masih
Chair
Leadership Summit 2025

Youth-led entrepreneurship is reshaping the business world, but its true success rests on financial integrity, governance, and accountability. Cultivating fiscal discipline allows young founders to align bold ambitions with sustainable growth. Managing capital responsibly, evaluating risks wisely and maintaining transparency are vital for building resilient ventures. Governance, too, serves as the backbone of scalable success. A well-structured board empowers young entrepreneurs with clarity, mentorship, and strategic direction, transforming passion into purpose and creativity into consistency. Sound oversight ensures agility without compromising accountability. At the heart of every lasting venture lies trust, trust from all the stakeholders. Upholding ethics and transparency is not optional; it is essential to inspire confidence and create value beyond profits. When youth leadership is guided by integrity, governance, and responsibility, it becomes a transformative force, capable of shaping not only successful start-ups but a more equitable, transparent, and sustainable ecosystem.



Dr. Vaishali Sharma
Co-Chair
Leadership Summit 2025

The strength of youth leadership lies not only in innovation or breakthrough designs but in discipline and integrity. The young founders need to embrace the challenges as well as the fiscal responsibility and strategic governance to ensure enduring success. Financial prudence helps manage risks, optimise resources, and foster resilience in dynamic markets. Equally, governance frameworks must be viewed as enablers, not constraints, that provide structure, accountability, guidance, and mentorship. They safeguard creativity while ensuring thoughtful decision-making and collective growth. Investor trust and stakeholder alignment further anchor this journey. When ethics and transparency guide every choice, youth-led ventures earn credibility and long-term support from all the stakeholders. The blend of passion and prudence, of courage and conscience, is what will define the next generation of transformative leaders; ones who innovate with purpose and lead with integrity.

NAVIGATING THE REPORT

This industry report is structured to guide readers through a comprehensive understanding of the evolving dynamics of youth entrepreneurship and start-up governance in India. The opening sections — Introduction and Purpose — provide the conceptual and contextual foundation, outlining why governance and financial integrity are vital for start-up success. The Methodology section details the dual-cohort research design involving 1,000 students and 200 industry professionals. The Executive Summary that follows presents key findings at a glance, while subsequent sections such as Survey Overview and Industry Insights dive deeper into sector-wise analyses, comparing student and executive perspectives. Supplementary tables and data visualisations are integrated throughout the report for ease of interpretation. The final sections offer thematic recommendations and strategic implications that tie directly to the Leadership Summit 2025 panels. For clarity, the list of Important Terminologies provides definitions of key terms frequently used across the document.

INTRODUCTION

The Leadership Summit 2025 arrives at a pivotal time when the spirit of entrepreneurship is reshaping the world's economic and social fabric. Across continents, and most prominently in India, young innovators are transforming ideas into enterprises that challenge conventions and create new opportunities. Over the past decade, India's start-up ecosystem has witnessed extraordinary growth, driven by a generation of entrepreneurs who view innovation, purpose, and independence as core career goals rather than distant aspirations. What was once a niche pursuit has now become a mainstream force of progress and empowerment. Alongside this surge in creativity, the importance of start-up governance has become increasingly evident. Governance, rooted in transparency, accountability, and ethical management, provides the discipline that sustains entrepreneurial success. The Summit highlights this essential balance: while entrepreneurial energy fuels innovation, governance ensures endurance, credibility, and long-term impact.

The study offers a nuanced view of India's youth entrepreneurship ecosystem and start-up governance, combining perspectives from corporate professionals and student entrepreneurs across sectors, age groups, and educational backgrounds. The corporate sample is largely represented by Manufacturing, Finance, and Information Technology, alongside strong participation from Education and Retail. Participants are predominantly younger and mid-career professionals, providing a lens focused on contemporary business challenges and opportunities, while gender representation remains nearly balanced, ensuring inclusivity in the analysis.

Across both cohorts, financial independence and a passion for innovation emerge as key motivators for entrepreneurship, with social impact and creative problem-solving also playing meaningful roles. Respondents aged 18–34 show the highest levels of entrepreneurial intent, underlining the need for early-stage support to translate ambition into tangible outcomes. Students display a strong desire to create purpose-driven ventures, leveraging technology and innovation to address societal challenges such as women's empowerment and sustainable development.

Despite these ambitions, barriers persist. Mentorship is identified as the most pressing challenge, with students facing inconsistent guidance and corporate respondents stressing the need for structured, ongoing support. Funding remains partly accessible, yet awareness of financial mechanisms is limited, calling for targeted financial literacy and advisory interventions. Governance and compliance awareness is incomplete, with skill gaps in strategic thinking, financial planning, leadership, and ethical decision-making.

Universities and incubation programmes play a critical role in bridging these gaps. While mentorship, accelerators, and entrepreneurship courses are available, engagement and impact remain moderate. Workshops on governance, compliance, fundraising, and leadership are highly valued, underscoring the need for institutional support in embedding entrepreneurship, governance, and financial education into curricula.

Investor trust and sustainable venture development are closely tied to transparency, social impact, and founder credibility. The findings suggest that success depends on structured mentorship, strong governance, and institutionally supported guidance. The Leadership Summit 2025 contributes not only to dialogue but to tangible capability building, convening students, founders, investors, faculty, and policymakers in a working laboratory where ambition meets architecture. By closing the mentorship gap and embedding financial-legal competence early, the system can shift from inspiration to durability, creating not just more start-ups, but better ones that build lasting value for society.



EXECUTIVE SUMMARY

The Leadership Summit 2025: *Youth Entrepreneurship & Start-up Governance – Guiding the Next Generation of Leaders Towards Stability and Success* convenes at a moment of rapid change in the global start-up landscape. Across the world, and especially in India, youth-led entrepreneurship has moved from the margins to the mainstream. Over the past decade, India's start-up base has expanded dramatically, reflecting a cultural shift on campuses where entrepreneurship is now a legitimate post-graduation pathway. Youth entrepreneurship, defined as venture creation by individuals aged 18–34, is recognised as a key driver of innovation, job creation, and social impact. Equally vital is start-up governance that includes the rules, oversight, and accountability mechanisms that ensure long-term sustainability. Together, they form the Summit's central premise: creativity and ambition must be anchored in governance frameworks that ensure financial integrity, risk management, board discipline, and stakeholder accountability.

Our pre-Summit research draws from two lenses: a student survey (N=1,000) across Indian universities and an industry survey (N=200) of executives, founders, investors, and ecosystem practitioners. Together, they help 'triangulate reality': what youth aspire to, what they fear, and what the market expects. Results reveal strong entrepreneurial intent—30.0% of students definitely intend to own a start-up and 43.7% probably will own start-up in future, totalling 73.7%. Only 9.5% show low inclination, with 16.8% students were indecisive about their decision.

From the industry perspective, 45.5% executives rate India's start-up ecosystem as Good and 19.0% as Excellent, while 27.5% call it Average. Thus, two-thirds view it positively, but the remainder signals uneven quality, especially for first-time youth founders seeking early capital, sustained mentorship, and board maturity.

Three priority areas demand immediate attention. First, *mentorship depth*: one of the top challenges, cited by 34.5% of students and 32.0% of industry respondents. Second, *financial and regulatory know-how*: 23.8% of students cite lack of guidance on finance and legal processes, while industry flags governance gaps in control systems, oversight, and compliance. Third, *early capital confidence*: though 39.0% find seed funding accessible and 8.5% highly so, 35.5% believe founders are unaware of access routes, and 15.0% still find it limited.

Governance, far from a brake, is a flywheel. Industry data reveal mentorship is often episodic—43.5% industry experts report that young entrepreneurs receive mentorship and support. Early exposure to governance practices such as financial hygiene, risk registers, hiring discipline, and contract safeguards, can prevent fragility without dampening innovation.

BML Munjal University (BMU) and its School of Management exemplify this integration. Through industry linkages, incubation, and cross-disciplinary collaboration, BMU nurtures innovation grounded in governance. Leadership Summit 2025 positions governance as a core entrepreneurial capability—embedding ethics, compliance, and financial integrity to build ventures that are not only fundable but sustainable.

IMPORTANT TERMINOLOGIES

Table 1: Key Terminologies and Definitions

Term	Definition
Youth Entrepreneurship	The process through which individuals aged 18–34 identify opportunities, mobilise resources, and launch ventures that drive economic growth and social impact.
Start-up Governance	A structured system of policies, accountability mechanisms, and ethical practices that direct a venture's operations, risk management, and compliance.
Financial Integrity	Adherence to transparent and ethical financial practices that maintain trust among investors, stakeholders, and customers.
Risk Oversight	The identification, monitoring, and mitigation of operational, strategic, and financial risks affecting venture sustainability.
Boardroom Governance	Oversight and strategic direction provided by a board or advisory group ensuring responsible leadership and compliance.
Mentorship Gap	A lack of sustained, high-quality advisory or expert guidance available to entrepreneurs during their formative stages.
Incubation Programme	Institutional initiatives that support start-ups through mentorship, infrastructure, funding access, and investor linkages.
Investor Trust	Confidence placed by investors in a start-up's governance structure, leadership credibility, and transparent communication.
Ecosystem Readiness	The extent to which regulatory, institutional, and financial systems support the creation and scaling of new ventures.

PURPOSE

The purpose of this study is to provide a comprehensive understanding of India's youth entrepreneurship ecosystem by drawing insights from both students and industry professionals. It seeks to explore the evolving landscape of youth-led start-ups, examining the motivations, challenges and aspirations that drive young entrepreneurs. The research aims to identify key motivators such as innovation, social impact, and financial independence, while also analysing major obstacles including access to capital, regulatory complexities, and skill deficiencies. A critical component of the study involves assessing the effectiveness of existing support mechanisms, such as mentorship networks, incubation centres, and university-led programmes, in nurturing entrepreneurial potential and bridging skill gaps.

Furthermore, the study places particular emphasis on start-up governance, focusing on dimensions such as transparency, compliance, accountability, and strategic decision-making. Understanding how young founders approach governance and manage financial and operational risks is vital for building investor confidence and ensuring the long-term sustainability of their ventures.

By integrating perspectives from both academia and industry, the study aims to offer a holistic view of the entrepreneurial ecosystem that supports young innovators in India. Ultimately, it seeks to highlight actionable strategies to enhance governance awareness, improve financial literacy and strengthen strategic capabilities among youth entrepreneurs. The findings are expected to contribute to policy recommendations, educational frameworks, and institutional practices that can cultivate responsible, resilient, and future-ready entrepreneurial leaders capable of transforming their ideas into sustainable business ventures.

METHODOLOGY

To ensure that the Summit's recommendations are grounded in reality rather than rhetoric, we executed a mixed-methods, dual-cohort study: a student survey (N=1,000) capturing aspirations, self-assessed capabilities, and perceived barriers; and an industry survey (N=200) capturing ecosystem evaluations, governance expectations, and practice gaps observed among youth-led ventures. The goal was to produce a 360-degree evidence base that can credibly inform panels, toolkits, and post-Summit action.

RESEARCH DESIGN

Approach: We adopted an exploratory-descriptive design with structured questionnaires for both cohorts, enriched with open-ended prompts to surface qualitative nuance. Instruments were aligned to the Summit's three sub-themes—Financial Integrity & Risk Oversight, Boardroom Governance, and Investor/Stakeholder Accountability—so that quantitative indicators could directly be mapped to panel agendas and outputs.

Sampling & Recruitment:

- **Students (N=1,000)**- Respondents were drawn from universities and colleges across India. The sample sought breadth in programme year and discipline. The explicit aim was representativeness of aspiration and awareness rather than perfection of demographic symmetry; the large N strengthens distributional inferences (e.g., intent to find, challenge prevalence).
- **Industry (N=200)**- Respondents included founders, CXOs, functional heads (finance, legal, growth), investors, incubator managers, and senior operators. The intent was to capture a cross-section of people who routinely observe or shape governance decisions in youth-led start-ups.

Instrument Construction: Items were designed to be construct-valid for the Summit's capability lens. For students: intention to find (5-point scale from 'definitely not' to 'definitely'), perceived major challenges (multi-select), exposure to legal/finance content, and experience with mentorship/funding interfaces. For industry: ecosystem health rating; challenge taxonomy for youth founders; perceptions of governance adequacy (financial controls, legal/regulatory, board oversight); funding accessibility; and mentorship adequacy. Several items used multi-select formats to capture the breadth of motivations/challenges; others used Likert-type scales to measure confidence or frequency.

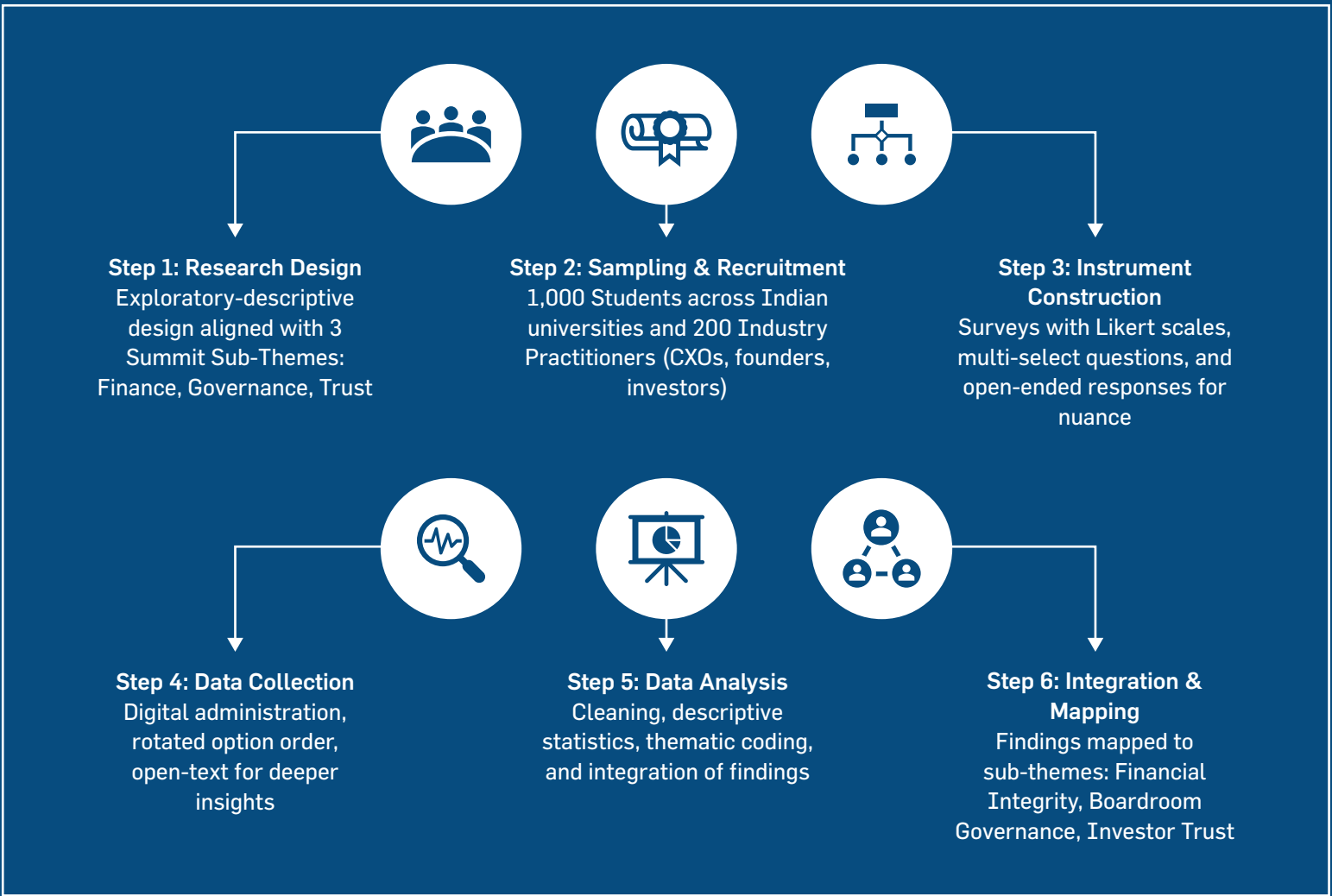
Data Collection Procedures: Surveys were administered digitally. To reduce satisficing and acquiescence bias, we included forced-choice anchors for critical items and rotated option orders where feasible. Open-ended boxes followed key checklists to allow respondents to contextualise selections (e.g., 'What one change would you recommend to strengthen governance culture?').

Mapping to Summit Design:

We used the analysis to hard-wire three Outcome Pillars into the Summit:

- Finance and Risk Readiness: Toolkits on cash discipline, cost of capital, financial control checklists, and 'first-board-meeting' run-throughs for student founders.
- Boardroom Capability: Simulated board cycles on campus (quarterly), mentor rosters that include CFO/GC-grade talent, and decision-quality frameworks for growth vs. burn trade-offs.
- Trust and Accountability: Playbooks for investor updates, ethical guardrails (data/privacy/IP), and stakeholder alignment mechanisms that compound reputational capital.

METHODOLOGY FLOWCHART



SURVEY OVERVIEW



PANEL 1

FINANCIAL INTEGRITY & RISK OVERSIGHT

STUDENT PERSPECTIVE

74% of students (N=737) express a definite or probable intent to start their own ventures.

35.5% (N=355) lack awareness of how to access funding.

23.8% (N=238) struggle with financial literacy and regulatory processes.

39.5% of students (N=390) believe seed or pre-seed capital is accessible.

72% (N=720) feel young founders handle financial integrity only moderately well.

INDUSTRY PERSPECTIVE

45.5% of industry executives (N=91) rate India's start-up ecosystem as 'Good'.

19% of industry executives (N=38) rate India's start-up ecosystem as 'Excellent'.

27.5% (N=55) describe it as 'Average', reflecting uneven financial discipline across ventures.

32% of industry executives (N=64) attribute start-up failures to poor funding access.

21.5% (N=43) to weak governance, signalling a continued need for structured fiscal oversight.

PANEL 2

BOARDROOM GOVERNANCE FOR SCALE

STUDENT PERSPECTIVE

3.4% of students (N=34) fully understand governance frameworks.

67% (N=670) report lack of strategic, financial, and leadership skills essential for venture growth.

49% of students (N=490) recognise their university's strong role in governance education

9.6% (N=96) find existing incubation programmes effective.

INDUSTRY PERSPECTIVE

33.5% of industry executives (N=67) identify governance as the most deficient skill among founders.

26% (N=52) cite weak strategic thinking and planning.

14% of industry executives (N=28) observe consistent mentorship in start-ups.

35.5% (N=71) recommend structured monthly board reviews and transparent audit trails.

PANEL 3

INVESTOR TRUST & STAKEHOLDER

STUDENT PERSPECTIVE

72% of students (N=720) link investor trust to transparency.

54% (N=540) link investor trust to social impact.

36% (N=360) link investor trust to founder credibility.

93% (N=930) seek stronger alumni–investor connections.

89% of students (N=890) support mandatory courses on ethics and financial accountability, believing these build long-term investor confidence.

INDUSTRY PERSPECTIVE

51% of industry executives (N=102) view governance frameworks as key trust enablers.

36% (N=72) emphasise transparent reporting.

27% (N=54) highlight social responsibility.

68% of industry executives (N=136) find incubation programmes effective.

44.5% (N=89) advocate embedding ethics and finance education into founder training modules.

INSIGHTS FROM THE INDUSTRY SURVEY

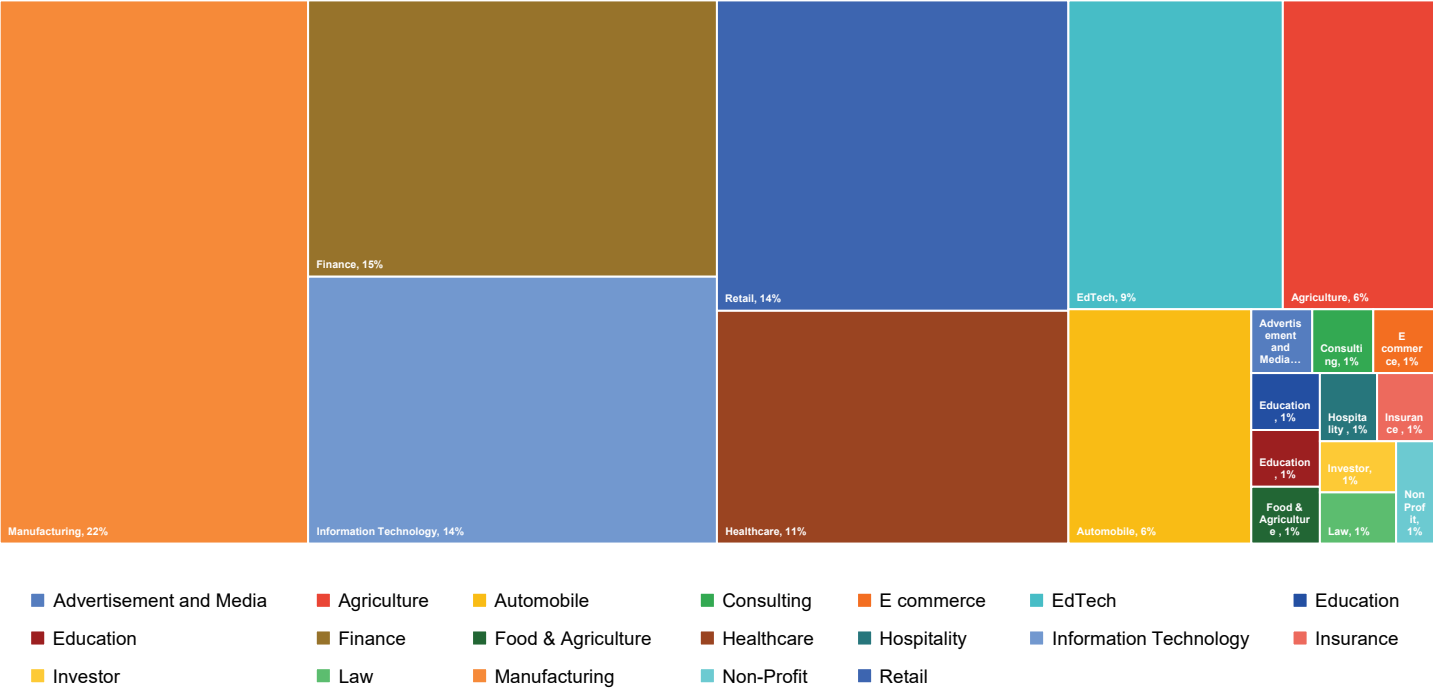


Figure 1: Representation of Respondents by Industry Sector

The highest representation is from Manufacturing (22%), Finance (15%), and Information Technology (14%), indicating strong engagement from core business and tech sectors. Education and Retail also feature prominently at 14% each, reflecting interest from both service-oriented and consumer-facing domains. Smaller but notable participation comes from Agriculture (6%), Automobile (6%), and Food & Agriculture (11%), while other industries such as Consulting, E-commerce, EdTech, Healthcare, Hospitality, Insurance, Law, Investors, and Non-Profit collectively form a modest portion of the sample (nearly 4%), highlighting niche but important perspectives in the dataset. Overall, this distribution provides a balanced view across traditional, emerging, and specialised sectors.

AGE COHORT ANALYSIS

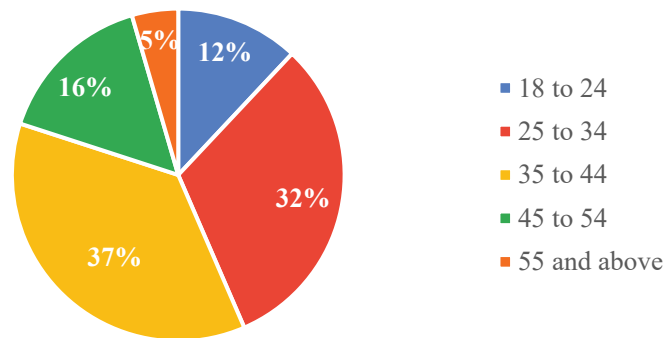


Figure 2: Age Cohort Distribution of Industry Respondents

The age distribution of respondents shows a strong concentration in the younger and mid-career segments, with 35–44 years (37%) and 25–34 years (32%) together forming nearly 70% of the sample. The 18–24 age group (12%) also contributes a notable share, reflecting engagement from early-career professionals and students. Participation declines among older cohorts, with 45–54 years (16%) and 55 and above (5%), suggesting limited input from senior or late-career individuals. Overall, the dataset provides a perspective heavily influenced by younger and mid-level professionals.

GENDER COMPOSITION

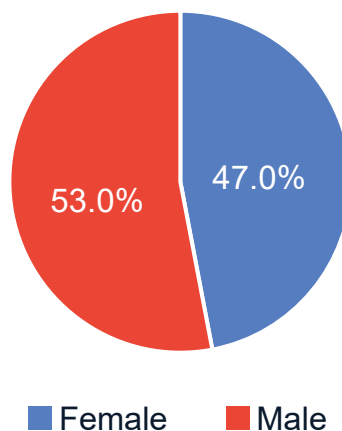


Figure 3: Gender Composition of Industry Respondents

The gender distribution is fairly balanced, with males comprising 53% of respondents and females 47%. This near parity ensures that insights reflect perspectives from both genders without significant skew, adding credibility and inclusiveness to the data

INDIA'S EMERGING YOUTH ENTREPRENEURSHIP LANDSCAPE

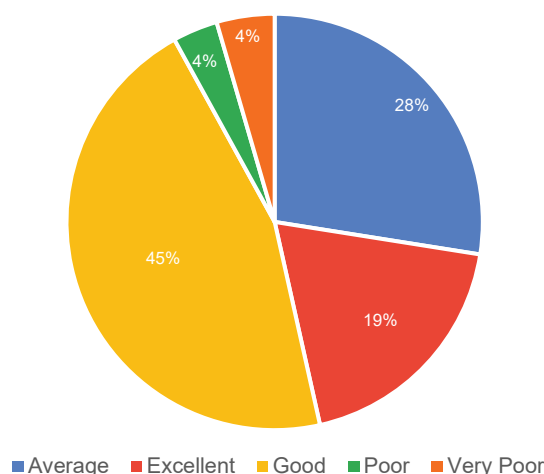


Figure 4: India's Emerging Youth Entrepreneurship Landscape

Nearly half of respondents (45%) rate the current start-up ecosystem for young entrepreneurs as *Good*, with a further 28% describing it as *Average* and 19% as *Excellent*. This reflects cautious optimism—clear strengths exist, but most executives see room for improvement. Only about 8% consider the ecosystem *Poor* or *Very Poor*, indicating a limited but important set of governance and policy gaps to address.

DRIVERS OF YOUTH ENTREPRENEURSHIP

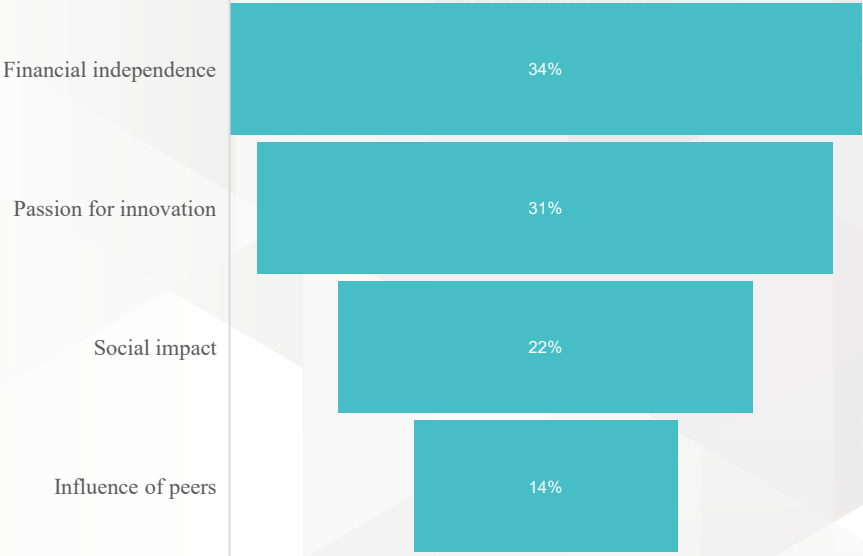


Figure 5: Drivers of Youth Entrepreneurship

Financial independence was the strongest driver, cited by 34% of respondents, followed closely by passion for innovation at 31%. Social impact (22%) and peer influence (14%) played smaller roles, showing that self-reliance and creativity remain the primary motivators for youth entrepreneurship.

BARRIERS TO YOUTH ENTREPRENEURSHIP

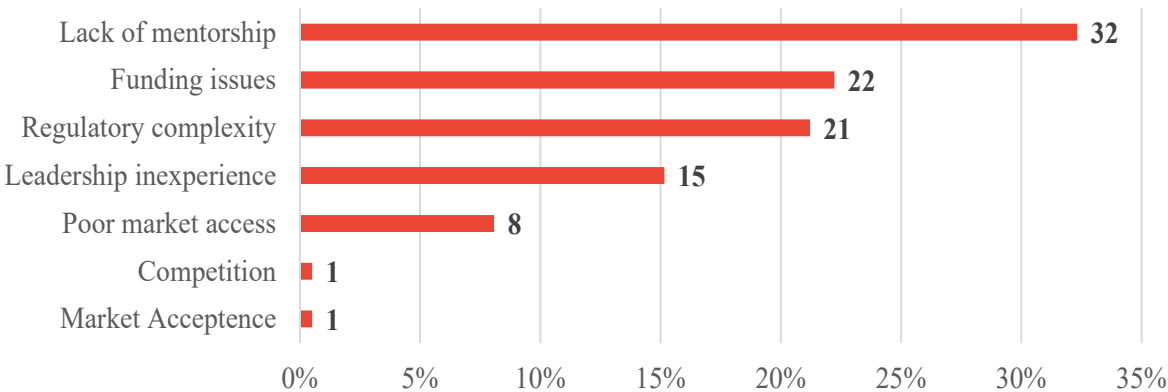


Figure 6: Barriers to Youth Entrepreneurship

The data shows that lack of mentorship (32%) is the most pressing challenge for youth-led start-ups, followed by funding issues (22%) and regulatory complexity (21%). Leadership inexperience (15%) also impacts growth, while market access, competition, and acceptance appear less significant. This highlights the need for stronger guidance and structural support to empower young entrepreneurs.

FUNDING PATHWAYS FOR YOUTH ENTERPRISE

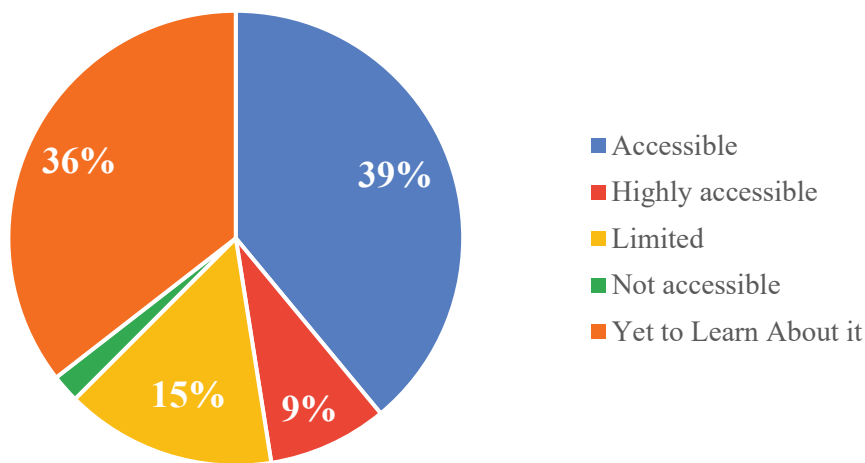


Figure 7: Funding Pathways for Youth Enterprises

The findings suggest that while 39% of youth-led start-ups find funding accessible, a significant 36% are still unaware of how to approach it. Only 9% perceive funding as highly accessible, with 15% experiencing limited access and a small fraction finding it completely inaccessible. This reflects both progress in availability and a clear gap in awareness and guidance.

MENTORSHIP ACCESS IN YOUTH START-UPS

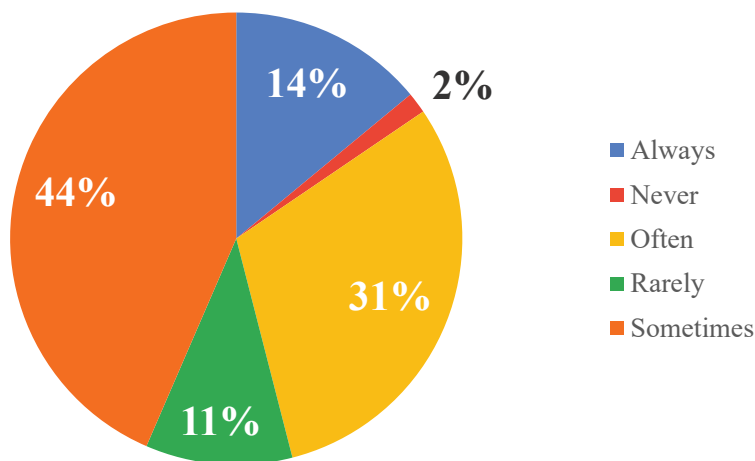


Figure 8: Mentorship Access in Youth Start-ups

The chart shows that only 14% of young founders always receive adequate mentorship, while most experience it inconsistently—44% sometimes and 31% often. With 11% rarely and 2% never supported, the findings highlight the urgent need for more reliable mentorship structures for future leaders.

GOVERNANCE LITERACY IN YOUTH-LED START-UPS

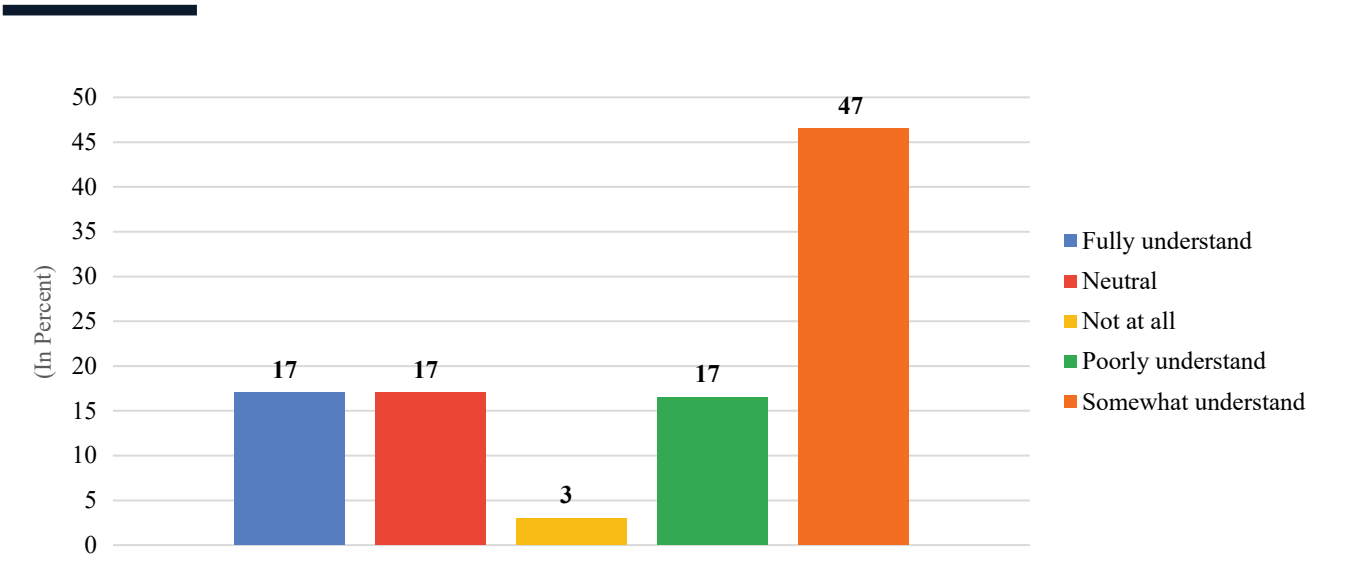


Figure 9: Governance Literacy among Youth Entrepreneurs

The chart indicates that nearly half of young entrepreneurs (47%) only somewhat understand the importance of governance frameworks, while just 17% fully grasp it. A further 17% admit to poor understanding, 17% remain neutral, and 3% do not understand at all. This highlights a significant gap in governance awareness, calling for stronger education and guidance in this area.

MIND THE GAP: START-UP SKILLS IN FOCUS

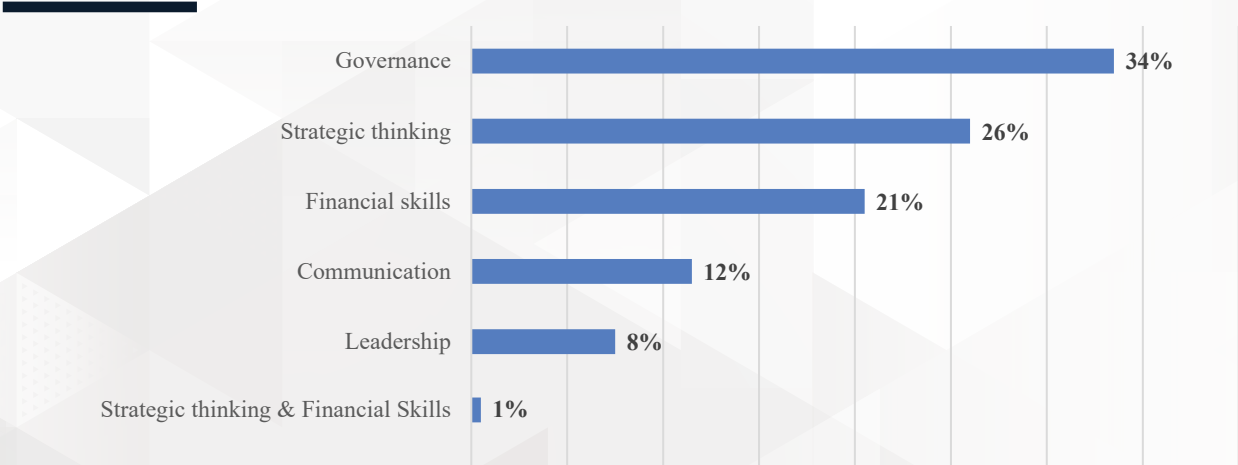


Figure 10: Key Skill Gaps among Young Founders

The chart reveals that governance (34%) and strategic thinking (26%) are the most significant skill gaps among young founders, followed by financial skills (21%). Communication (12%) and leadership (8%) are also areas of concern, though less pronounced. These findings point to a pressing need for structured training to strengthen governance and strategic capabilities in future entrepreneurs.

MONEY MATTERS: THE YOUNG FOUNDERS' WAY

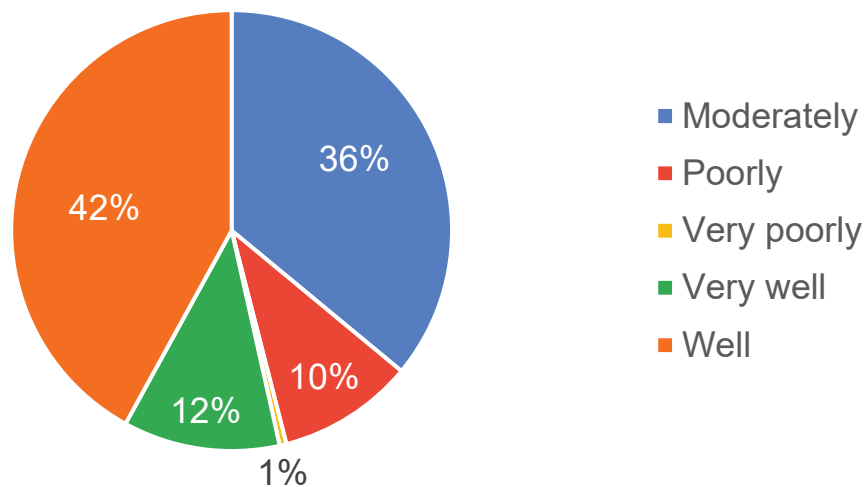


Figure 11: Financial Integrity and Oversight Levels

The data shows that while 42% of young entrepreneurs manage financial integrity and oversight well, only 12% excel at it. A significant proportion (36%) demonstrate moderate capability, suggesting room for improvement, while 11% fall into the poorly or very poorly managed categories. This highlights that although many are on the right track, strengthening financial discipline and oversight remains a critical area for development.

BEHIND THE STRUGGLE: WHY YOUNG VENTURES FAIL



Figure 12: Causes of Start-up Failures

Funding (32%) emerges as the leading cause of youth venture failures, followed by governance (22%), team conflicts (17%), and leadership gaps (15%). Lack of mentorship (14%) also contributes, highlighting structural and financial challenges as key barriers for young founders.

THE BACKBONE OF START-UPS: GOVERNANCE MATTERS

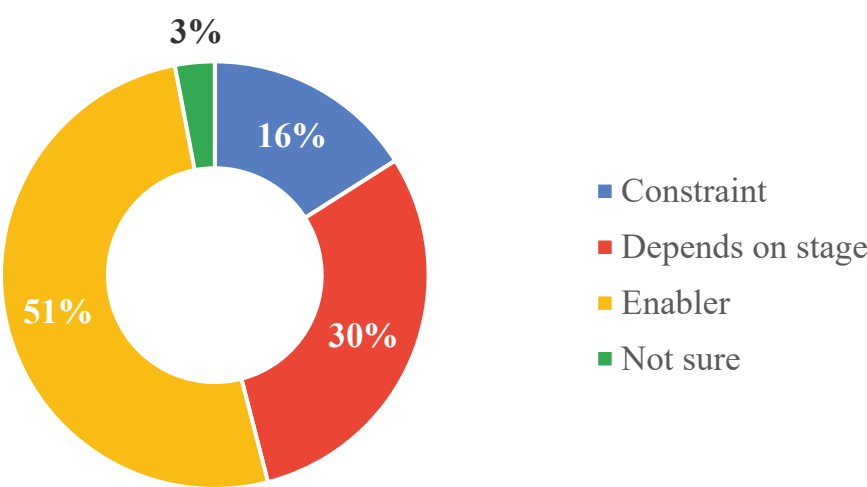


Figure 13: Perceptions of Governance as Enabler or Constraint

Majority of respondents (51%) view governance as an enabler for start-ups, while 30% believe its impact depends on the stage of growth. In contrast, 16% see it as a constraint and 3% remain unsure. This suggests governance is largely seen as a positive force, though timing and context play a critical role.

THE GOVERNANCE BLUEPRINT FOR EMERGING ENTREPRENEURS

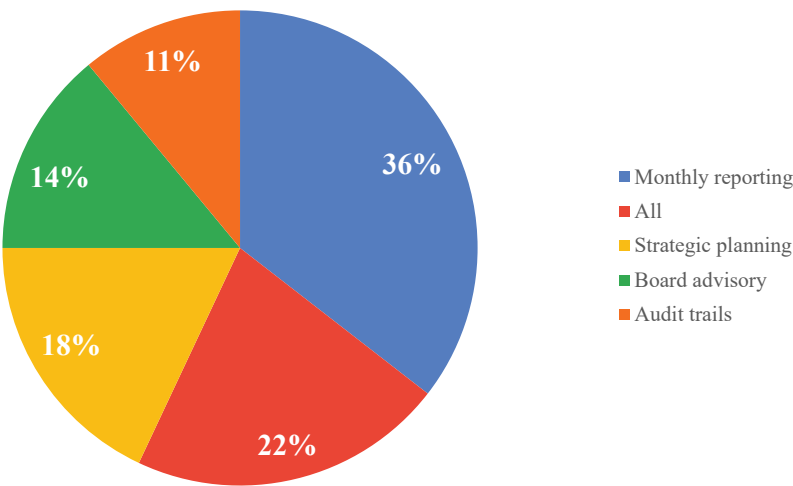


Figure 14: Recommended Governance Practices for Start-ups

The results show a strong preference for monthly reporting (36%) as the most recommended governance practice for early-stage start-ups. This is followed by strategic planning (18%), board advisory (14%), and audit trails (11%), while 22% advocate adopting all practices together. The data highlights the importance of regular oversight, complemented by a holistic governance approach.

THE RISK BLINDSPOT IN YOUTH START-UPS

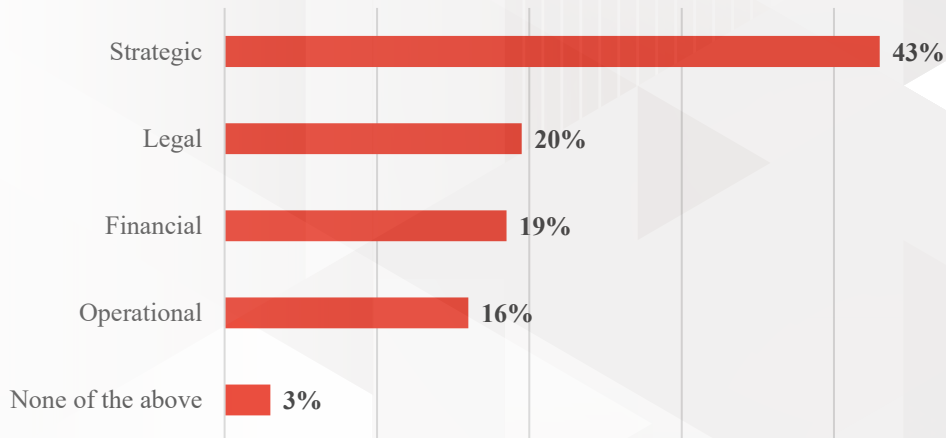


Figure 15: Risk Management Gaps in Youth Ventures

The data indicates that strategic risk management is the most overlooked area by young entrepreneurs (43%), followed by legal (20%) and financial risks (19%). Operational risks (16%) are also often neglected, while only a small fraction (3%) claim not to ignore any. This highlights a pressing need to strengthen strategic foresight and structured risk management among youth-led ventures.

BUILDING BRIDGES WITH INVESTORS: YOUTH START-UP INSIGHTS

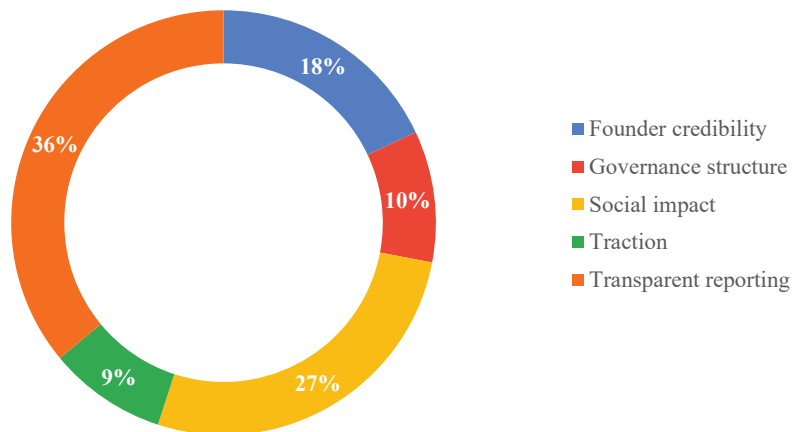


Figure 16: Investor Trust Factors in Youth-led Start-ups

The analysis shows that transparent reporting (36%) is the strongest driver of investor trust in youth-led ventures, followed by social impact (27%) and founder credibility (18%). Governance structure (10%) and traction (9%) play a comparatively smaller role. This underlines the importance of openness and accountability as the foundation for building investor confidence.

EMPOWERING YOUNG INNOVATORS THROUGH UNIVERSITIES

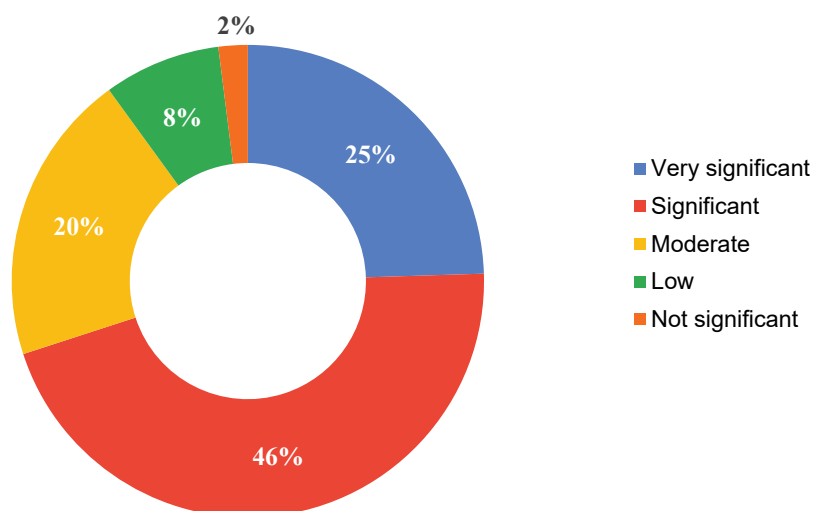


Figure 17: Role of Universities in Nurturing Youth Entrepreneurship

The results highlight that universities play a pivotal role in fostering youth entrepreneurship, with 46% rating their contribution as significant and 25% as very significant. A further 20% see it as moderate, while only a small minority (10%) consider the role low or not significant. This underscores academia's critical influence in shaping entrepreneurial ecosystems.

FROM IDEA TO IMPACT: YOUTH INCUBATION EFFECTIVENESS

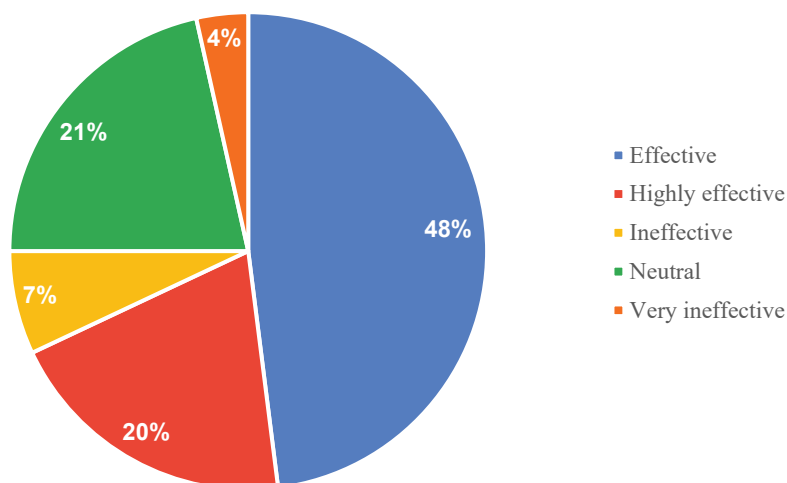


Figure 18: Effectiveness of Incubation Programmes

The data reveals that incubation programmes are largely viewed positively, with 48% considering them effective and 20% highly effective in preparing youth for entrepreneurial leadership. Meanwhile, 21% remain neutral, and only 11% regard them as ineffective or very ineffective. This suggests that while current initiatives are impactful, there is scope for further strengthening their effectiveness.

FROM CAMPUS TO BOARDROOM: WHY ETHICS AND FINANCE MATTER

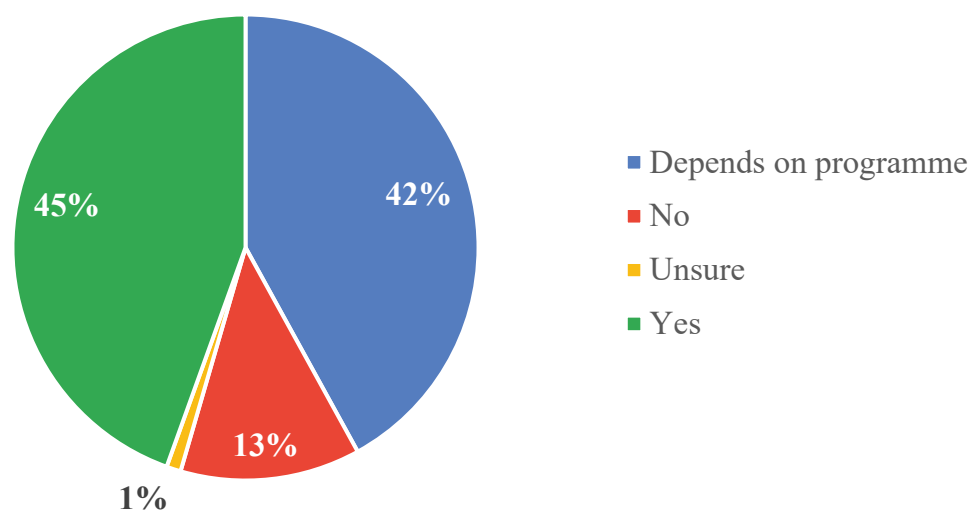


Figure 19: Importance of Ethics and Finance Courses in Start-up Education

The findings show strong support for mandating courses on ethics and start-up finance, with 45% in favour and 42% saying it should depend on the programme. Only 13% oppose the idea, and 1% remain unsure, reflecting broad recognition of its value in entrepreneurial education.

ECHOED INSIGHTS



Figure 20: Word Cloud – Governance and Trust Themes

The word cloud analysis highlights governance, transparency, funding, and compliance as the most frequently cited themes. Executives emphasised the need for clear roles and responsibilities, alongside advisory boards and codes of ethics to guide decision-making. Suggestions also focused on establishing independent advisory boards and fostering open communication channels, pointing to the importance of structured, transparent, and accountable governance practices for sustainable start-up growth. Frequent bigrams like ‘clear roles’, ‘governance culture’, ‘advisory board’, and ‘code ethics’ highlight the demand for structured frameworks. Respondents stressed the importance of defining decision-making responsibilities and establishing formal boards to strengthen accountability.

ENTREPRENEURIAL SPARKS ACROSS AGE GROUPS

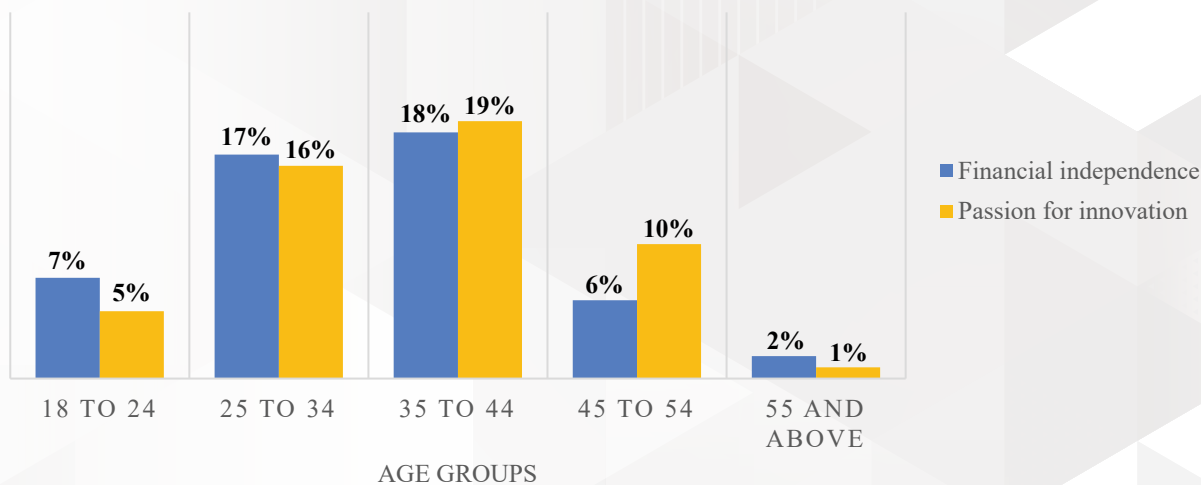


Figure 21: Motivation for Entrepreneurship by Age Group

The insights reveal that motivation for entrepreneurship is evenly split between financial independence (50%) and passion for innovation (50%). The 35–44 age group leads with 37% participation, followed by 25–34 at 32%. Younger (18–24) and older cohorts contribute less, highlighting that prime entrepreneurial drive emerges in mid-career stages.

FUNDING AVAILABILITY ACROSS SECTORS

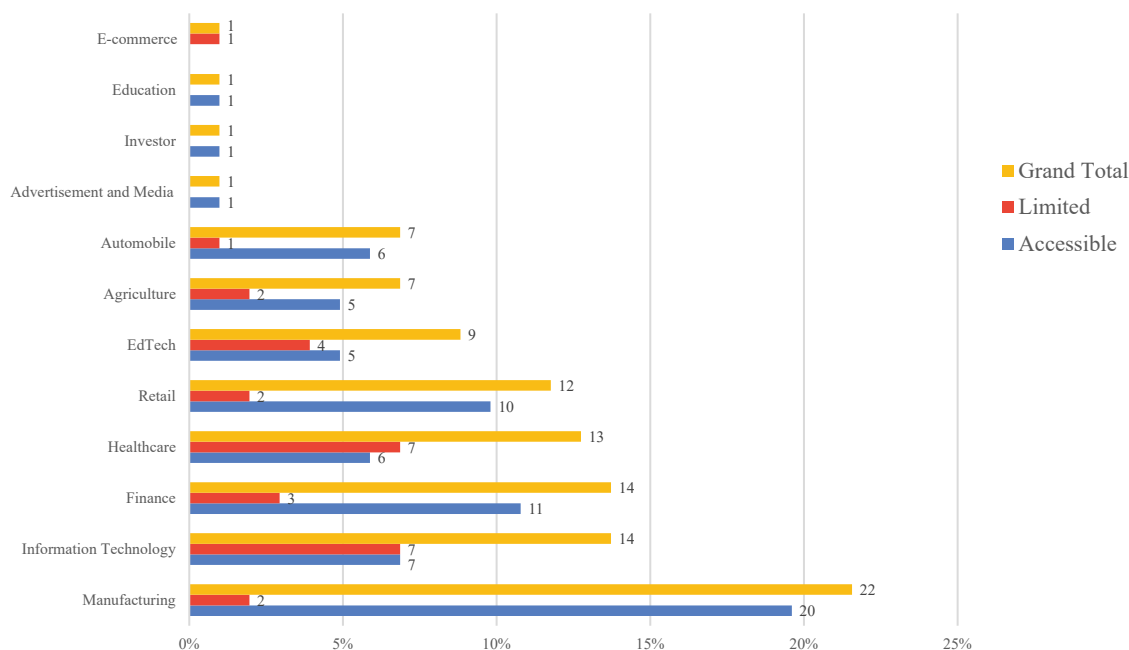


Figure 22: Funding Availability Across Sectors

The data indicates that manufacturing (20%) offers the most accessible opportunities for youth entrepreneurship, followed by finance (11%) and retail (10%). Information Technology and healthcare show mixed results, with equal shares finding access limited. Emerging sectors like EdTech, agriculture, and automobiles present smaller yet notable opportunities, while areas such as e-commerce, education, and media remain relatively untapped.

INVESTOR TRUST ACROSS AGE GROUPS

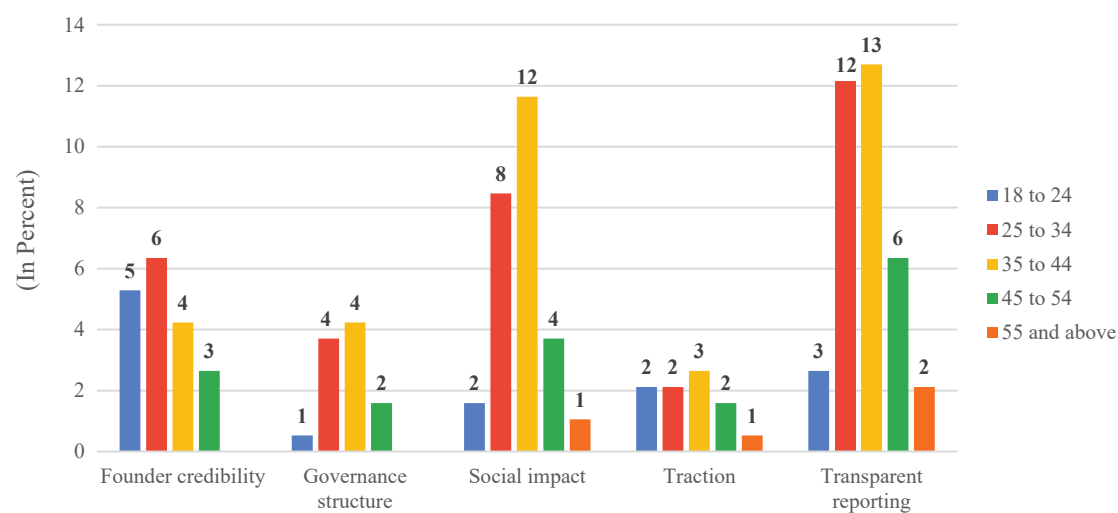


Figure 23: Investor Trust Across Age Groups

The findings show that trust factors vary across age groups, with transparent reporting valued most by those aged 25–44 (25%), followed by social impact (20%) in the same bracket. Younger respondents (18–24) lean more towards founder credibility, while older groups (45 and above) place lower emphasis overall. This highlights that mid-career entrepreneurs (25–44) dominate perceptions of investor trust.



INSIGHTS FROM THE STUDENT SURVEY

MAJOR OBSTACLES FACED BY ENTREPRENEURS

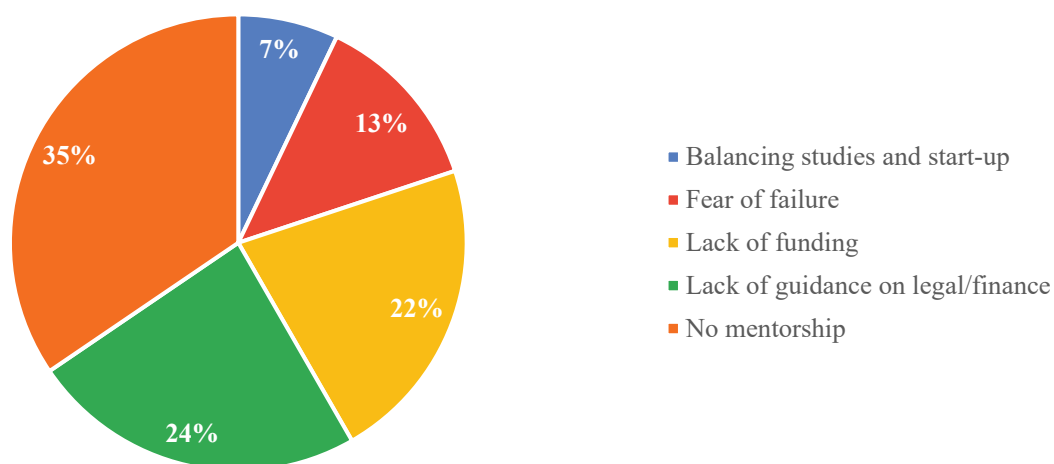


Figure 24: Major Obstacles Faced by Student Entrepreneurs

A lack of mentorship is the most significant challenge, cited by 35% of student respondents. Guidance on legal and financial matters (24%) and funding constraints (22%) also represent substantial concerns. Fear of failure (13%) and difficulty balancing studies with entrepreneurial efforts (7%) are less prevalent but still notable. These insights further underscore the importance of targeted mentoring and practical support for aspiring student entrepreneurs, echoing broader trends in youth enterprise development.



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Figure 26b: Thematic Grouping of Student Start-up Concepts

This word cloud reveals a cohort driven primarily by a desire for social impact, with a pronounced focus on empowering women as a key strategic priority. Technology, particularly in fields like AI, Fintech, and Biotech, is clearly viewed as the essential tool to innovate and solve real-world problems. The overarching theme is a dual ambition to build successful ventures that are fundamentally purpose-driven, blending profitability with a tangible, positive impact on society.

SUPPORT NEEDS OF YOUNG ENTREPRENEURS

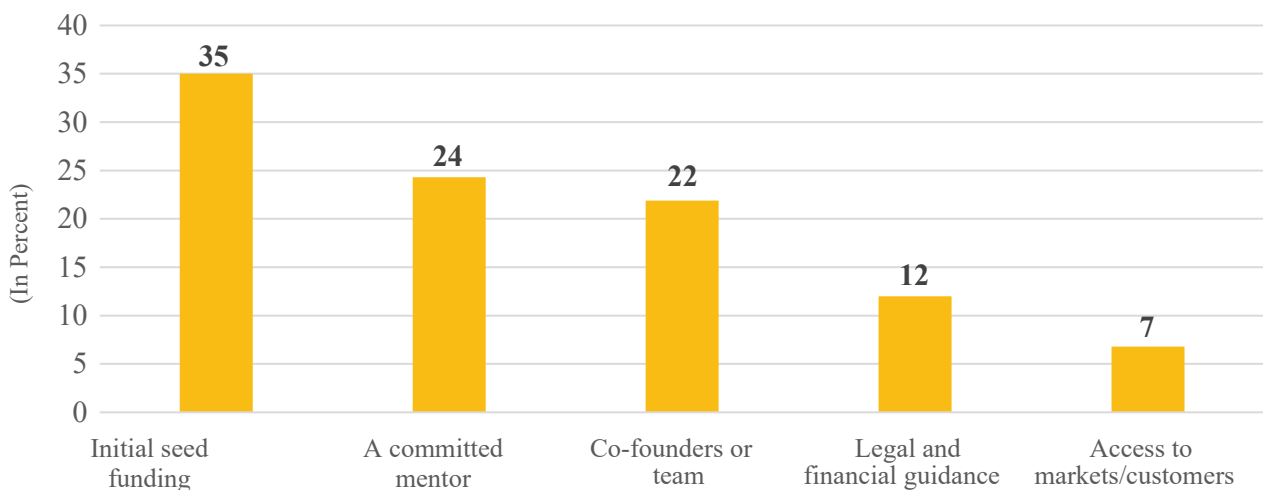


Figure 27: Support Needs of Young Entrepreneurs

Initial seed funding is the most sought-after support area at 35%, highlighting financial barriers as the primary challenge for prospective student entrepreneurs. The need for a committed mentor (24%) and assembling a team or co-founders (22%) are also prominent, underscoring the importance of guidance and collaboration. Fewer participants identified legal and financial guidance (12%) or access to markets (7%) as immediate needs, indicating that foundational support structures remain a top priority at the earliest stages of venture development.

AGE AND AMBITION: SHAPING ENTREPRENEURIAL JOURNEYS

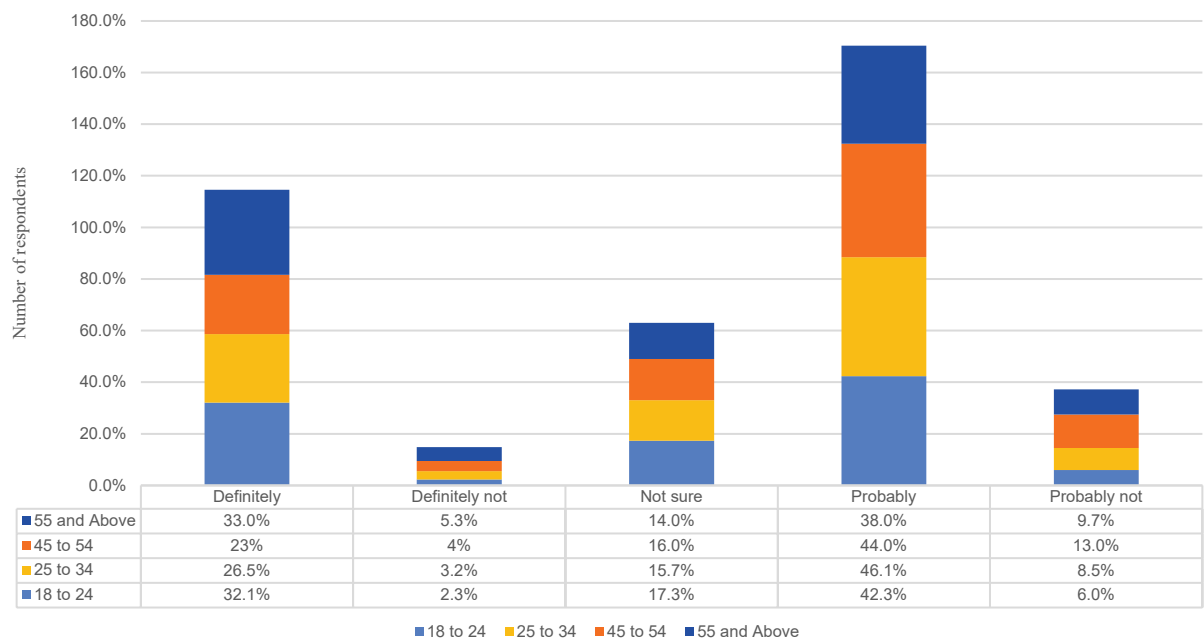


Figure 28: Age and Ambition: Entrepreneurial Intent by Age

The highest entrepreneurial certainty is seen in the 18 to 24 age group with 32.1% responding ‘definitely’, closely followed by 25 to 34 at 26.5%. The 25 to 34 group has the highest ‘probably’ intention at 46.1%. In contrast, older groups show increased uncertainty and lower definite intent, with 55 and above entirely unsure. Stronger entrepreneurial ambition among younger demographics highlights the need to support youth initiatives, as they are more open to risk-taking and innovation than older groups.

FACTORS INFLUENCING ENTREPRENEURIAL DECISIONS

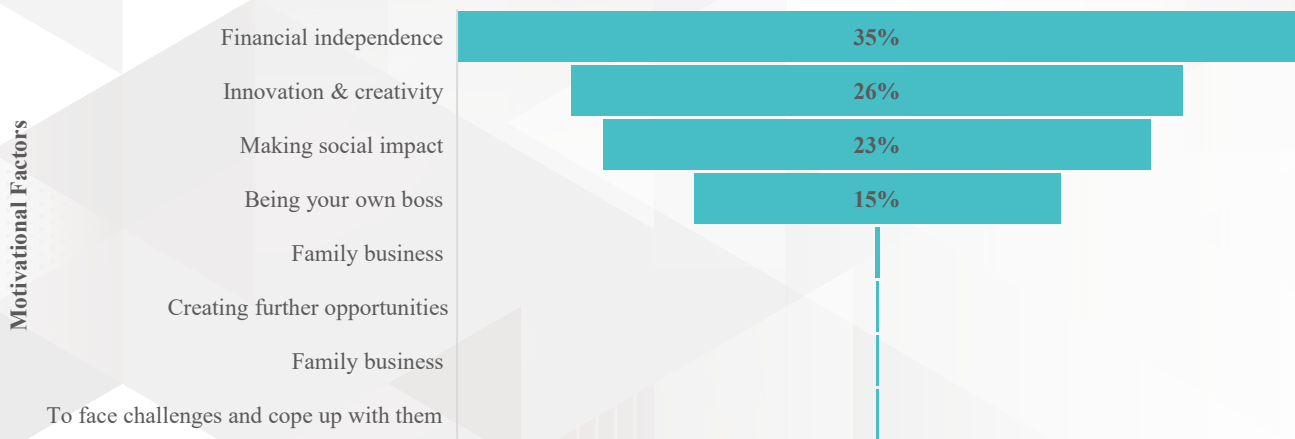


Figure 29: Factors Influencing Entrepreneurial Decisions

Financial independence is the leading motivator for entrepreneurship, selected by 35% of respondents. Innovation and creativity are the next strongest drivers at 26%, followed by the desire to make a social impact at 23%. Being one's own boss inspires 15% of participants, while family business and other options register a negligible response. The results highlight a strong financial and creative impetus behind entrepreneurial ambitions, with limited interest in family-centred or challenge-based motivations.

EDUCATIONAL BACKGROUND OF STUDENT RESPONDENTS

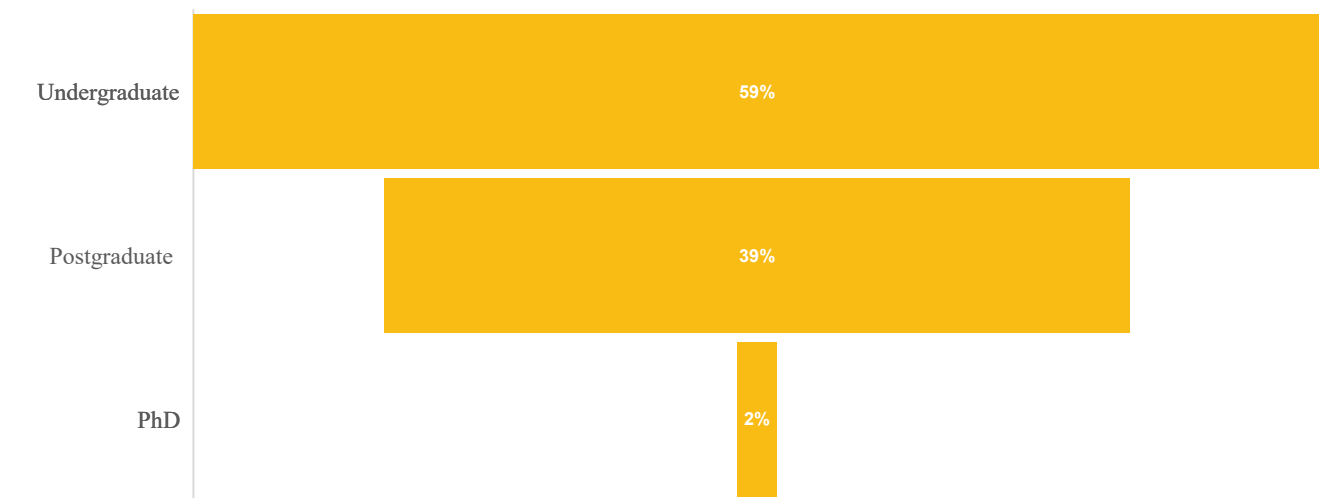


Figure 30: Academic Stream Distribution of Student Respondents

Undergraduates form the majority of respondents at 59%, followed by postgraduate students at 39%, whilst only 2% are doctoral students. This distribution reflects national higher education trends, where undergraduate enrollment far exceeds postgraduate and doctoral levels. The predominance of undergraduate respondents may influence the innovation and risk appetite observed in entrepreneurial aspirations, given that earlier stages of education are typically associated with greater career exploration and ambition.

GENDER COMPOSITION OF PARTICIPANTS

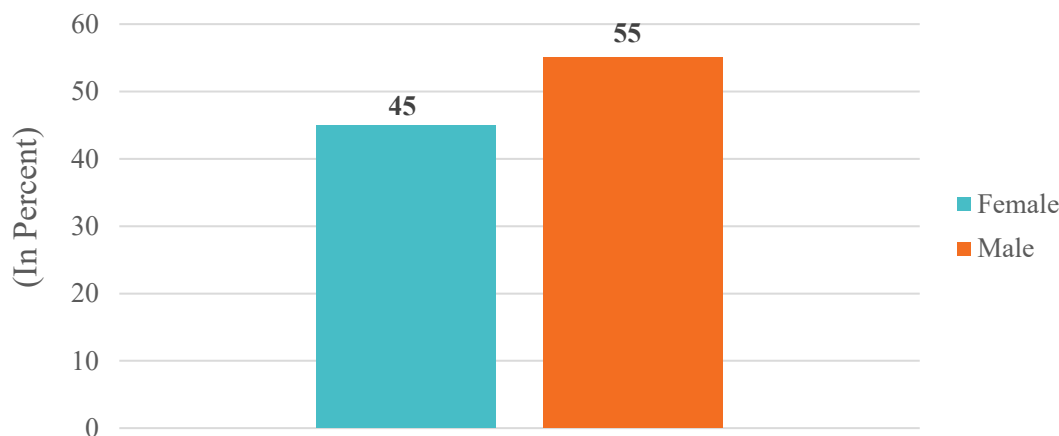


Figure 31a: Gender Composition of Student Respondents

The student dataset demonstrates a moderate gender gap, with 55% male and 45% female representation. This near balance in gender aligns with the increasing participation of women in higher education across India, while still reflecting a slight male majority common to most student cohorts nationally. To bridge the slight gender gap, motivating female students through mentorship, role models, and targeted support is essential.

MAPPING STUDENT ACADEMIC STREAMS

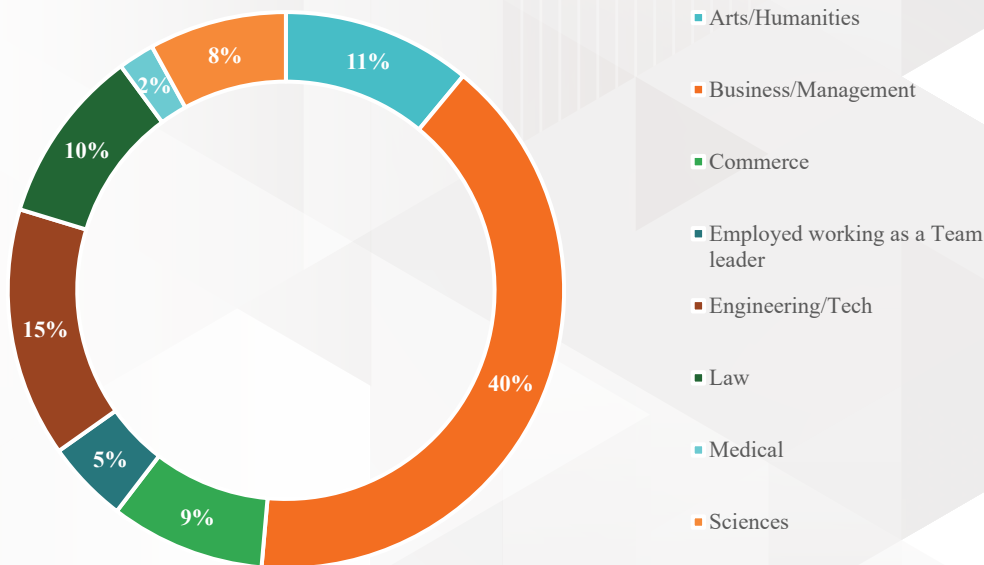


Figure 31b: Distribution of Student Respondents by Education Stream

Business and Management students constitute the largest segment at 40%, reflecting strong interest in entrepreneurship and commercial careers amongst the sample. Engineering and Technology follow with 15%, whilst Arts/Humanities, Law, Commerce, and Sciences contribute 11%, 10%, 9%, and 8% respectively. Medical and team leadership roles are each represented by less than 5%. This profile broadly mirrors evolving national education trends, where business and engineering streams dominate enrolment among students pursuing contemporary professional and entrepreneurial pathways.

STUDENTS SPEAK: UNIVERSITY SUPPORT FOR ENTREPRENEURS

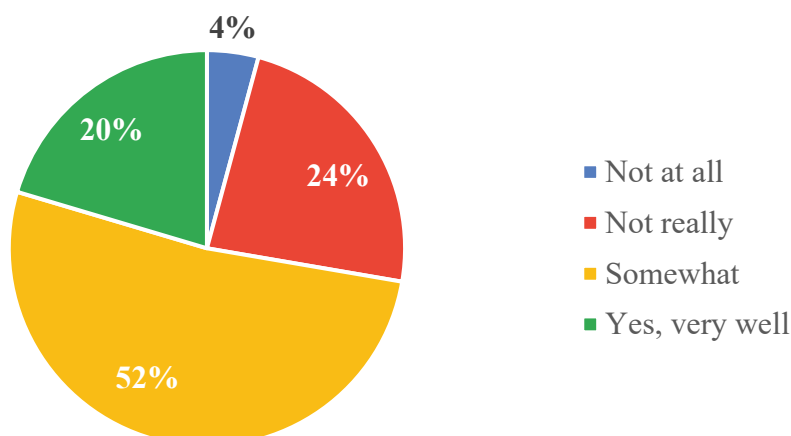


Figure 32: University Support for Entrepreneurs

A majority of students, 52%, believe university start-up mentoring is only somewhat effective, while 24% feel support is lacking and 4% perceive no help at all. Only 20% view the mentoring as very well-executed. These findings suggest considerable scope for improvement in university-led mentoring programmes to better address aspiring entrepreneurs' needs.

THE SKILLS THEY ARE UNSURE ABOUT: STUDENT INSIGHTS

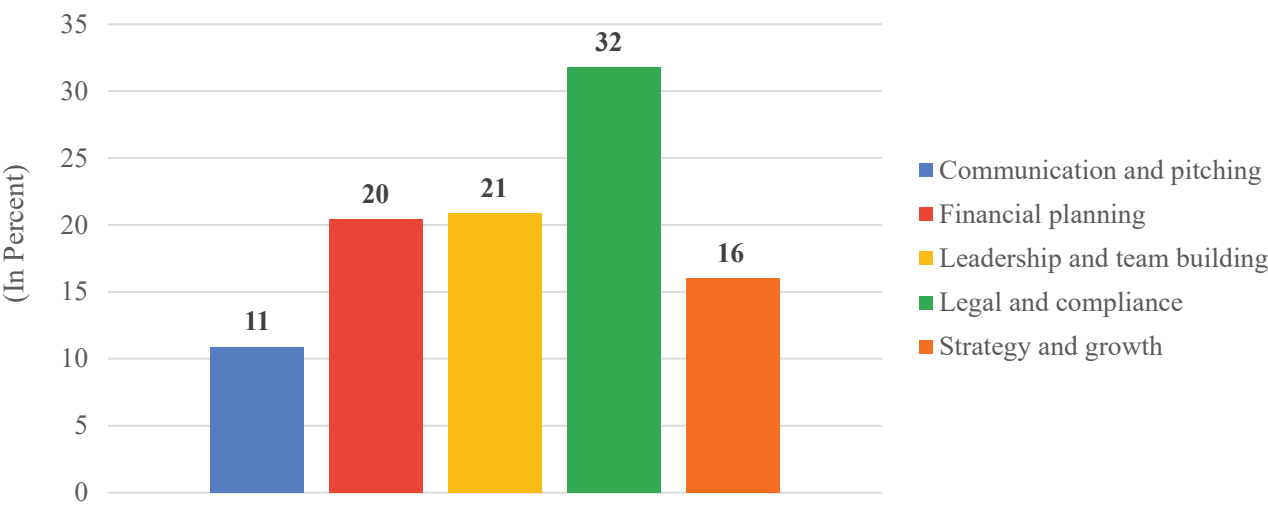


Figure 33: Skills Students Are Unsure About

Legal and compliance skills stand out as the primary area of low confidence, cited by 32% of students. Leadership and team building (21%) and financial planning (20%) are also notable skill gaps. Communication and pitching (11%) and strategy and growth (16%) are perceived as relatively less challenging, indicating focused needs for advanced training in regulatory, leadership, and planning domains.

MENTOR TOUCHPOINTS: STUDENT PERSPECTIVES

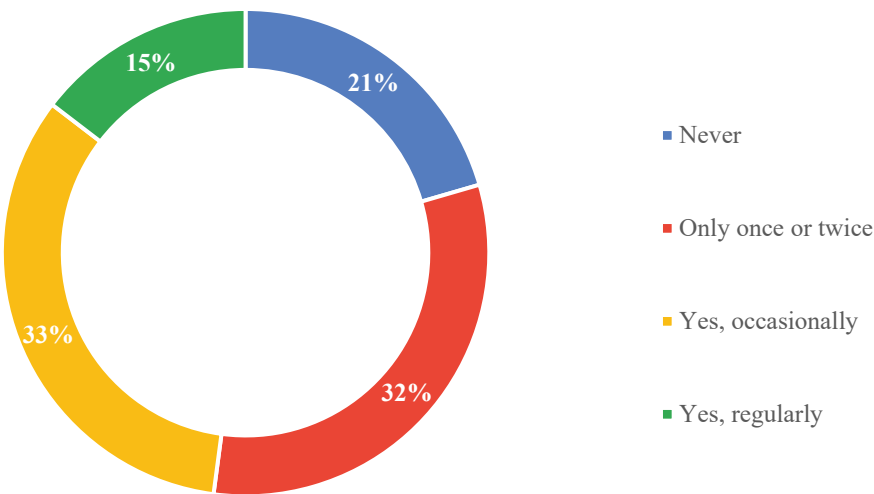


Figure 34: Mentor Touchpoints among Students

Mentor interaction is limited overall, with 21% of students never engaging and 32% meeting only once or twice. Occasional mentorship is more common at 33%, but just 15% report regular meetings. These figures suggest mentorship programmes have substantial room to expand their reach and consistency among student entrepreneurs.

ETHICS RELATED DILEMMAS IN STUDENT VENTURES

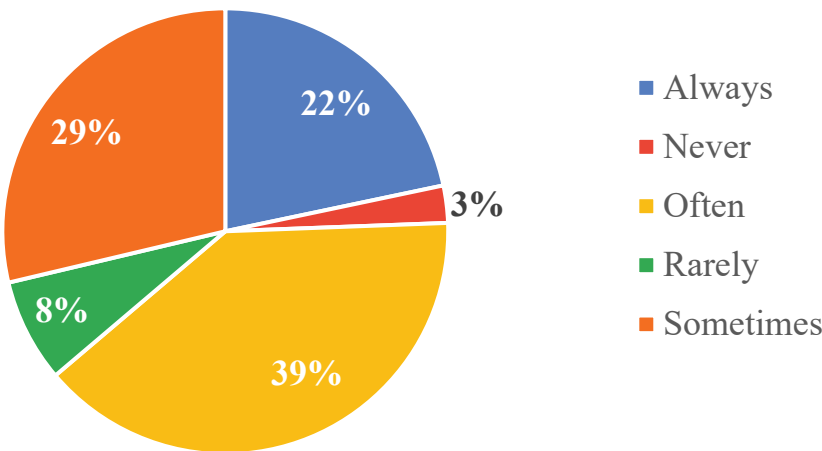


Figure 35: Ethics Related Dilemmas in Student Ventures

Ethical concerns are prevalent in student entrepreneurship, with 39% reporting they often face ethical dilemmas and 29% experiencing them sometimes. Only 22% always prioritise ethics and responsibility, whilst 3% never do. This pattern highlights both the regular complexity of ethical considerations and the opportunity for stronger ethical frameworks in student ventures.

CURRICULAR NECESSITY: FINANCE AND GOVERNANCE FOR STUDENTS

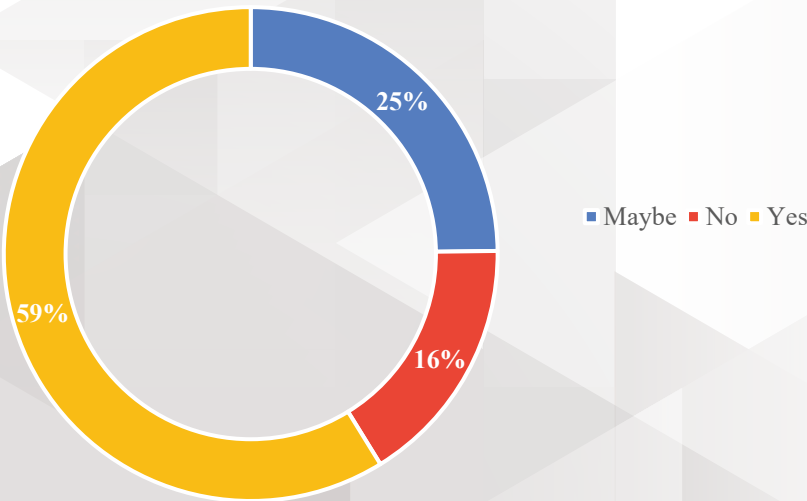


Figure 36: Curricular Necessity: Finance and Governance Training

A clear majority of students, 59%, support early education in financial and governance principles, while only 16% oppose it and 25% remain uncertain. The strong positive response underscores wide recognition of the importance of core governance and finance skills in preparing students for entrepreneurial and professional success.

LEARNING THROUGH DIFFERENT WORKSHOP TYPES

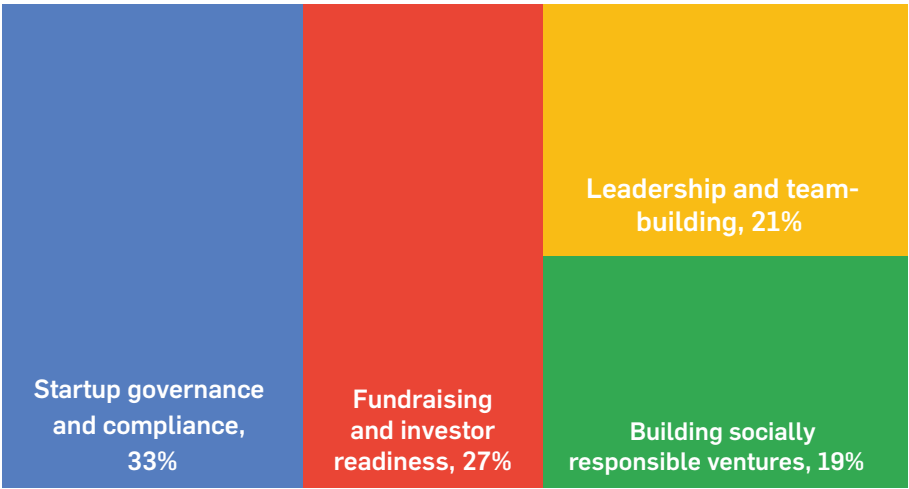


Figure 37: Learning Through Different Types of Workshop

Interest is highest in workshops focused on start-up governance and compliance, with 33% preference, followed by fundraising and investor readiness at 27%. Leadership and team building (21%) and socially responsible ventures (19%) are also valued, but pitching and mentoring formats draw minimal interest. This prioritisation reflects students’ focus on operational and funding skills that are essential for effective venture launch and growth.

STUDENT INSIGHTS ON ENTREPRENEURSHIP COURSES

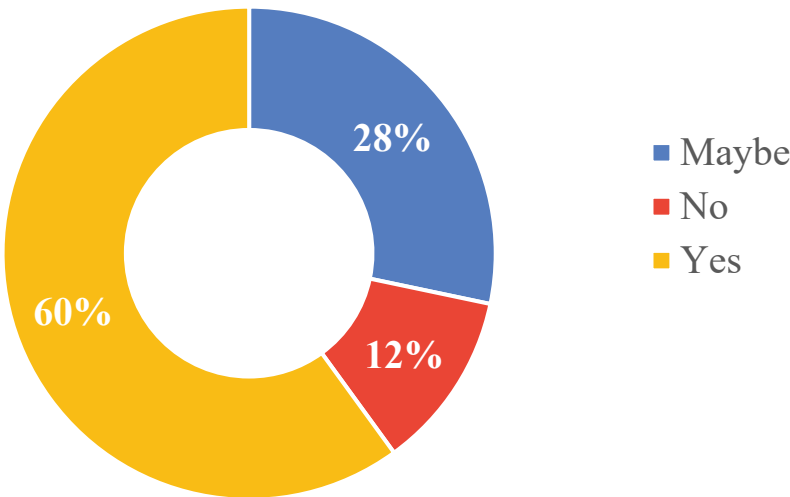


Figure 38: Student Insights on Entrepreneurship Courses

A substantial 60% of students advocate for mandatory entrepreneurship and governance courses at every institution, 28% are uncertain, and only 12% opposed it. This widespread support signals broad recognition of the vital role such courses play in preparing undergraduates for future entrepreneurial and leadership opportunities.

COMPETITIVE ADVANTAGE OF YOUTH ENTREPRENEURSHIP & START-UP GOVERNANCE ACROSS INDUSTRIES



Table 2: Competitive Advantage of Youth Entrepreneurship & Start-up Governance Across Industries

Industry Sector	Youth Entrepreneurship Advantage	Governance-Driven Competitive Edge
Information Technology & AI	High adaptability, innovation speed, and scalable digital business models.	Ethical AI use, cybersecurity compliance, and transparent data policies enhance investor confidence.
Manufacturing	Automation, lean innovation, and sustainability-driven production by young founders.	Governance ensures ESG compliance, supply chain accountability, and operational safety.
Finance & Banking	FinTech solutions for digital inclusion and efficient payment systems.	Strong compliance and risk frameworks secure regulatory approval and consumer trust.
Healthcare	Growth in health-tech, diagnostics, and telemedicine led by youth innovators.	Governance ensures patient data protection, medical ethics, and quality assurance.
Agriculture	Precision farming, drone use, and agri-tech innovations improving yield and sustainability.	Transparent reporting and compliance attract institutional investors and government partnerships.
Retail & Consumer Goods	Direct-to-consumer and e-commerce innovation enhancing customer engagement.	Governance enforces ethical marketing, fair pricing, and robust supply chain management.
Education & EdTech	Digital learning platforms democratising access and skill development.	Governance ensures content authenticity, learner data protection, and accreditation compliance.
Energy & Utilities	Youth-led ventures driving renewable energy, green mobility, and clean-tech.	Governance frameworks ensure environmental compliance and attract ESG-focused investment.
Public Sector & Social Enterprises	Community-centric ventures addressing local development and inclusion.	Transparent governance fosters credibility, accountability, and sustained funding.
Services (Consulting, Hospitality, etc.)	Innovative service delivery and agile customer-centric models.	Governance enhances brand integrity, employee accountability, and service consistency.

LIMITATIONS OF THE STUDY

Responses are self-reported and may involve personal bias or limited understanding of key terms like governance and entrepreneurship. The sample, though diverse, may not represent all industries or regions equally. As a cross-sectional study, it reflects views at a single point in time, limiting longitudinal insights. Nevertheless, it offers valuable perspectives on youth entrepreneurship and governance awareness.

ANNEXURE

LIST OF ACRONYMS

Acronyms and Contextual Usage

Acronym	Full Form	Context / Usage in Report
AI	Artificial Intelligence	Refers to intelligent technologies and automation used in start-ups, particularly in IT, Healthcare, and AgriTech sectors.
D2C	Direct-to-Consumer	Business model where brands sell directly to customers, common in Retail and Consumer Goods sectors.
ESG	Environmental, Social, and Governance	Framework for measuring organisational sustainability and ethical impact. Frequently referenced in Manufacturing, Energy, and AgriTech discussions.
EdTech	Education Technology	Sector representing youth-led innovation in learning and training solutions.
FinTech	Financial Technology	Refers to technology-driven financial innovations like digital payments, lending platforms, and blockchain-based solutions.
N =	Sample Size	Used to denote the number of respondents in survey findings (e.g., N=1,000 students; N=200 executives).
CFO	Chief Financial Officer	Senior finance executive role referenced in governance and mentorship recommendations.
CEO	Chief Executive Officer	Senior-most executive responsible for strategic and operational leadership.

Acronym	Full Form	Context / Usage in Report
CHRO	Chief Human Resources Officer	Senior executive overseeing human capital and leadership governance within firms.
CXO	Chief Experience/ Executive Officer	Collective term used to represent C-suite leaders who participated in the survey.
GC	General Counsel	Refers to senior legal advisors mentioned in governance and risk management contexts.
ES	Executive Summary	Shortened reference within document headings and internal references.
SDGs	Sustainable Development Goals	Global UN framework relevant to sustainable entrepreneurship and social impact ventures.
R&D	Research and Development	Mentioned under innovation-driven and technology-intensive start-up activities.
DWC	Deep Water Cultivation	Referenced in broader university innovation and agritech discussions (connected to AI and drone innovation).
IP	Intellectual Property	Mentioned in governance frameworks for ethical and legal protection of start-up innovations.
SME	Small and Medium Enterprise	Category of business often contrasted with start-ups when discussing growth and governance models.
VC	Venture Capital	Source of funding for start-ups discussed in the context of investor trust and capital accessibility.
NPO	Non-Profit Organisation	Refers to public or social sector ventures included in the industry diversification table.

Acronym	Full Form	Context / Usage in Report
CSR	Corporate Social Responsibility	Concept linked with governance, ethical entrepreneurship, and investor trust themes.
IT	Information Technology	A major industry category featured in both student and executive survey analyses.

INDUSTRY SURVEY QUESTIONNAIRE

A. Respondent Profile

1. What is your current role in your organisation?
2. Which industry does your organisation belong to?
3. What age group do you belong to?
4. What is your gender?

B. Entrepreneurship Landscape

5. How would you consider the current start-up ecosystem for young entrepreneurs in your region?
6. What motivates young individuals in your sector to pursue entrepreneurship?
7. What are the top three challenges faced by youth led start-ups in your industry?
8. How accessible is funding for youth-led start-ups in your domain?
9. Do young founders in your sector receive adequate mentorship?

C. Governance & Leadership Capacity

10. To what extent do young entrepreneurs understand the importance of governance frameworks?
11. What skills are most lacking in young founders according to your observation?
12. How well do young entrepreneurs manage financial integrity and oversight?
13. What factors most contribute to the failure of youth-founded ventures?
14. Do you believe that governance is a constraint or an enabler for start-ups?

D. Governance Practices & Investor Alignment

15. What governance practices do you recommend for early stage start-ups?
16. What risk management practices are commonly ignored by young entrepreneurs?
17. What builds the most investor trust in a youth-led venture?

E. Institutional Support & Future Readiness

18. How do you view the role of universities in nurturing youth entrepreneurship?
19. How effective are current incubation programmes in preparing youth for entrepreneurial leadership?
20. Should universities mandate courses on ethics and start-up finance?
21. What one change would you recommend to strengthen governance culture in start-ups?

STUDENT SURVEY QUESTIONNAIRE

A. Respondent Profile

1. What is your current academic status?
2. What is your gender?
3. What age group do you belong to?
4. Which stream or field are you currently pursuing?
5. Which institution are you currently enrolled in?
6. Have you ever been part of a start-up or entrepreneurship initiative?

B. Aspirations & Motivations

7. Do you aspire to become an entrepreneur in the future?
8. What motivates you most about entrepreneurship?
9. What could be the biggest challenges for having a start-up venture?

C. Governance Awareness & Skills

10. Have you heard of the term 'governance' in a start-up context?
11. How important do you think governance (discipline, transparency, compliance) is in start-ups?
12. Which of the following start-up skills do you feel least confident about?
13. Do you feel your college/university has prepared you to launch or manage a start-up?

D. Incubation & Mentorship

14. Does your institution offer any of the following support for start-ups?
15. Have you ever interacted with a mentor for start-up guidance?
16. If you had access to one of the following, what would help you the most?

E. Ethics, Leadership, & Vision

17. Do you believe student entrepreneurs prioritise ethics and responsibility in their ideas?
18. Do you think students should be taught about financial and governance principles early on?
19. What type of workshops would you be most likely to attend?
20. Do you believe academia and industry should collaborate to teach real-world start-up practices?
21. Should every university/college have a basic course on entrepreneurship and governance?
22. In one sentence, what is your biggest dream as a future entrepreneur?

THE INDUSTRY SPEAKS



“The Youth needs to look at entrepreneurship as a life skill, they have to sincerely learn throughout the process and develop a mental strength for different business cycles/seasons. The most patient one has the highest probability to win.”

Deepanshu Manchanda

Founder & MD
DSM Fresh Foods
'ZappFresh'



“Doing right by your partners isn't just good ethics—it's good business. A reputation for financial fairness outlasts any short-term profit, building trust that compounds into long-term partnerships, investor confidence, and sustainable growth.”

Karan Kapoor

Co-Founder
Surepass Technologies
Private Limited



“A strong board does not slow a start-up down; it sharpens its focus. Well-structured governance provides the clarity and perspective that allow young founders to scale without losing their way.”

Amit Singal
Founding Partner
Fluid ventures and
Indicorn Angels



“Youth entrepreneurship thrives when guided by resilience, integrity, and vision. Building strong governance today ensures that tomorrow's leaders inherit not just businesses, but enduring legacies.”

Preeti Mishra
Director & Head of Business
Development, Holosafe Security
Labels Pvt. Ltd



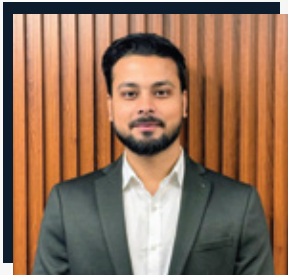
“The future of India's start-up ecosystem lies in pairing youthful ambition with responsible governance. When we embed trust, inclusion, and accountability early, we don't just build companies, we build enduring institutions.”

Divya Mohan
CHRO
Girnar Insurance
InsuranceDekho



“A strong board does not slow a start-up down; it sharpens its focus. Well-structured governance provides clarity and perspective that allows young founders to scale without losing their way.”

Mohit Dhawan
President (Investments
M&A and strategy)
Hero Enterprise



“For young entrepreneurs, the real test of leadership is not just building a product but learning how to sell it. And for those who can sell, it's equally important to know the math behind it. Financial integrity goes beyond balancing books, it's about valuing every rupee and ensuring long-term, sustainable growth for your company.”

Ajay Kumar

Founder & CEO
Femzo India Pvt Ltd
(Fery Rides)



“Build execution capabilities, best case you will build a Unicorn, worst case you be an asset to an organisation.”

Jatin Srivastavaa

Co-Founder and Partner
Seth & Associates
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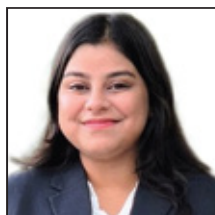
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