A VOLO ADVISORY PUBLICATION

AUGUST 2026 | EDITION 01

BOARD & BEYOND

GOVERNANCE. STRATEGY. LEADERSHIP. IMPACT.

FOR
THE BOARD.
BEYOND
THE BOARD.

VOLO ADVISORY

INSIDE

COVER STORY

Enduring Institutions

Beyond The Velocity of Growth

HOW AI IS REDEFINING GOVERNANCE, STRATEGY AND GROWTH

Boards that embrace technology, data and human insight together will shape the future of responsible growth.

CONNECTING LEADERS.
ENABLING GROWTH.
SHAPING THE FUTURE.

A curated publication for board members, leaders and changemakers.

INSIGHT

INFLUENCE

INTEGRITY

IMPACT

B

Editor's Note

Beyond Compliance. Towards Leadership.

“ Great companies are built not only through innovation and capital—but through governance, integrity, and leadership.

Welcome to the inaugural edition of Board & Beyond.

Every era of business is shaped by defining moments. Today, organizations operate in an environment marked by technological disruption, geopolitical shifts, evolving stakeholder expectations, regulatory complexity, and unprecedented opportunities for innovation.

In such times, governance is no longer a back-office function or a statutory obligation—it is a strategic capability that determines whether enterprises merely survive or sustainably create value.

Boards today are expected to do far more than review financial statements or ensure regulatory compliance. They are called upon to anticipate risks before they emerge, guide organizations through uncertainty, foster ethical leadership, embrace artificial intelligence responsibly, oversee sustainability initiatives, and nurture cultures that inspire innovation and accountability.

This is precisely why Board & Beyond was conceived.

Our vision is simple yet ambitious—to build a trusted platform where board members, independent directors, promoters, founders, CEOs, CXOs, governance professionals, investors, policymakers, and emerging leaders can exchange ideas that shape the future of business.

The word "Beyond" reflects our belief that exceptional governance extends beyond compliance checklists, board agendas, quarterly meetings, and annual reports. It represents strategic foresight, principled leadership, informed decision-making, and an unwavering commitment to long-term value creation.

India is entering a defining decade.

As we move toward Viksit Bharat 2047, Indian enterprises have an extraordinary opportunity to become globally respected institutions. Achieving this vision will require more than capital and technology—it will require stronger boards, independent thinking, ethical leadership, robust governance frameworks, and leaders who possess both competence and character.

This inaugural edition explores one central question:

How do we build companies that endure, adapt, and create lasting value?

Within these pages, you will discover perspectives from experienced directors, accomplished entrepreneurs, governance professionals, investors, and industry experts. Together, they examine board effectiveness, strategy, enterprise risk, leadership, innovation, artificial intelligence, regulatory developments, and the evolving responsibilities of modern directors.

At Board & Beyond, we believe every board meeting should leave an organization stronger than before. Every director should contribute not only experience but also curiosity, courage, and independent judgment. Governance should never be viewed as a barrier to growth; it should be recognized as one of its strongest enablers.

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A JOURNEY TOGETHER

This magazine is an invitation to participate in a collective journey to strengthen institutions, encourage responsible entrepreneurship, and cultivate trust that endures across generations.

FOR EVERY LEADER

Whether you are an experienced chairperson, a first-time founder, an aspiring independent director, an investor, or a business leader—these pages are for you.

OUR GRATITUDE

On behalf of the Editorial Advisory Board, contributors, partners, and the team at Volo Advisory, I extend my sincere gratitude to every author, partner, and reader who has supported the launch of this publication.

“ The future of business will not be defined solely by innovation or valuation.

It will be defined by the quality of leadership around the boardroom table. ”

CS Satish Bhattu

CS SATISH BHATTU
Editorial Advisory Board
Board & Beyond
A Volo Advisory Publication

CONNECTING LEADERS. ENABLING GROWTH. SHAPING THE FUTURE.
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INSIGHT — INFLUENCE — INTEGRITY — IMPACT

B

GOVERNANCE EXCELLENCE | STRATEGY & INNOVATION | LEADERSHIP MATTERS | RISK & RESILIENCE | FUTURE READY

18 PAGES OF INSIGHTS & PERSPECTIVES | VOLO ADVISORY COMMUNITY 350+ MEMBERS | 200+ LEADERS | SHAPING CONVERSATIONS. DRIVING IMPACT.

COVER STORY

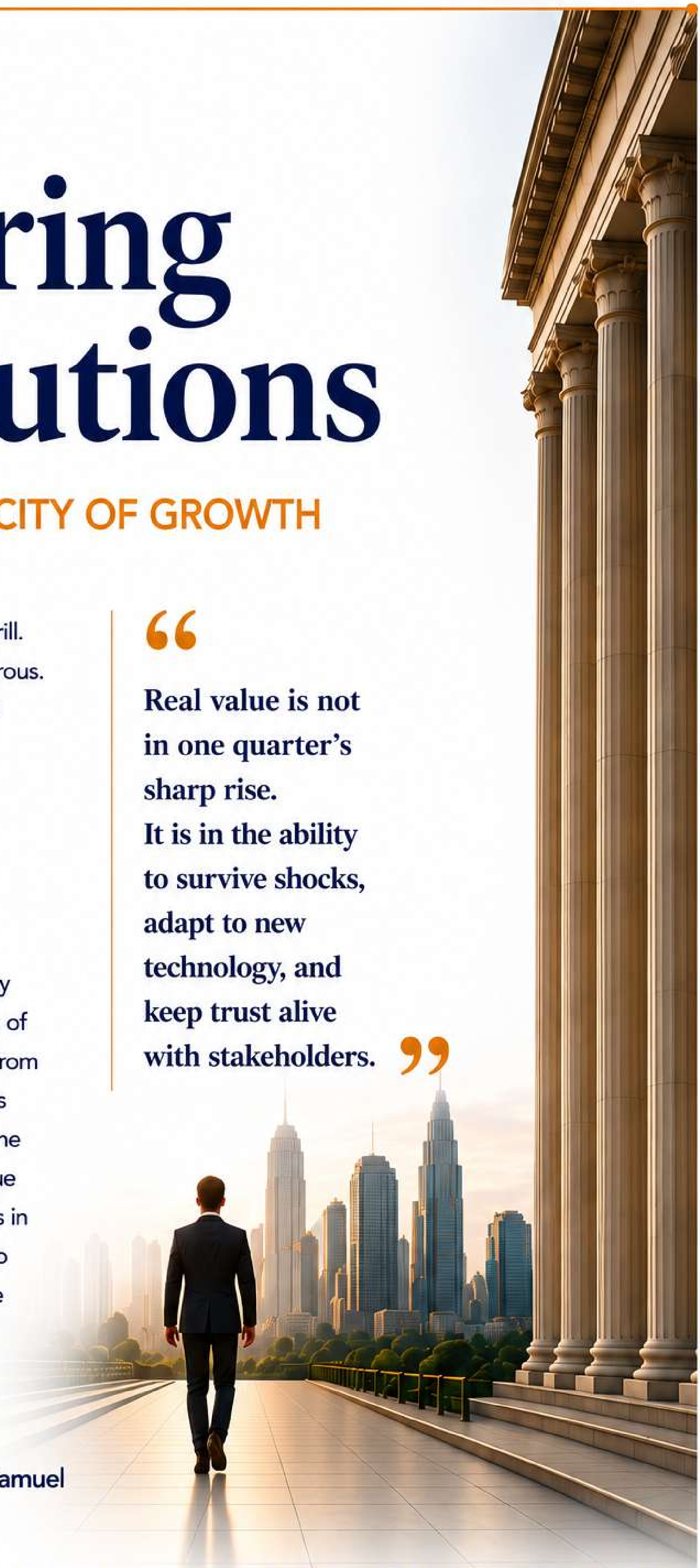
Enduring Institutions

BEYOND THE VELOCITY OF GROWTH

Growth feels exciting. Speed can thrill. But speed without stability is dangerous. As India moves toward a developed economy, we see many companies that rose fast and fell even faster. They collapsed because of weak governance, poor ethics, or fragile operations.

> **“Real value is not in one quarter’s sharp rise. It is in the ability to survive shocks, adapt to new technology, and keep trust alive with stakeholders.”**

The numbers tell the story. McKinsey research shows that the average life of an S&P 500 company has dropped from 61 years in 1958 to less than 20 years today. In a volatile world, growth alone can become fuel for failure. Real value is not in one quarter’s sharp rise. It is in the ability to survive shocks, adapt to new technology, and keep trust alive with stakeholders.



By
Gladstone Leslie Samuel

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THE NUMBERS TELL THE STORY

AVERAGE LIFE OF AN S&P 500 COMPANY

61 YEARS — 1958

<20 YEARS — TODAY

KEY INSIGHT

In a volatile world, longevity is not accidental. It is designed through governance, ethics, and resilience.

CHALLENGE

Many leaders still see governance as a checklist. They treat it like a tax to be paid. This is a mistake. When growth runs ahead of the framework, the company is not scaling strength. It is scaling risk.

PATH FORWARD

Boards must change their role. They should not only look back at compliance. They must look forward and design resilience.

This means investing in:

RISK FRAMEWORKS
that prepare for volatility.

ETHICAL GUARDRAILS
that stop lapses before they grow.

CULTURAL INTEGRITY
that guides choices under stress.

> "We need institutions built not just to grow fast, but to last. **Endurance is the true measure of success.**"

> "Endurance is not about avoiding change. It is about being prepared for it.

ABOUT THE AUTHOR

Gladstone Leslie Samuel

- B.Tech (Chemical), MBA (IT), Diploma in Industrial Safety, MA (Journalism & Mass Communication)
- Certified Independent Director (MCA), Certified ESG Professional (CII), and PMP® (PMI).
- 35+ years of experience across the chemical process industries and research & development. Board member, advisor, consulting partner, guest faculty, and industry mentor.
- Author of the book "Corporate Governance in Indian Startups: Navigating Compliance and Growth".

Inside Atomberg's IPO Journey

FIVE GOVERNANCE LESSONS EVERY GROWTH COMPANY SHOULD LEARN BEFORE GOING PUBLIC

Every successful IPO begins long before a company rings the opening bell at the stock exchange. The real transformation starts in the boardroom.

As companies prepare to enter public markets, investors look beyond revenue growth. They evaluate governance maturity, board independence, transparency, internal controls, leadership depth, and the ability to create sustainable long-term value.

Ahead of its planned IPO, Atomberg strengthened its governance by converting into a public company and appointing independent directors. These moves reflect a broader reality: companies preparing for public markets often reinforce governance before seeking public capital.

For founders, board members, and growth-stage businesses, the lesson is clear—strong governance is not the outcome of success; it is one of its drivers.

> **Great IPOs are built in boardrooms long before they are built in capital markets.**

ATOMBERG'S KEY MILESTONES

- **2012** Founded with a mission to build smart, energy-efficient solutions for the Indian consumer.
- **2016** Launched BLDC fans that redefined efficiency and customer experience.
- **2021+** Strong growth momentum driven by innovation, design and sustainability.
- **2026** Converted into a public company and strengthened the board with independent directors ahead of the IPO.

FIVE LESSONS EVERY BOARD SHOULD LEARN

1 GOVERNANCE BEFORE GROWTH

High growth may attract attention, but governance builds investor confidence.

Robust board oversight, financial discipline, and transparent decision-making create a stronger foundation for long-term value creation.

2 INDEPENDENT DIRECTORS ADD PERSPECTIVE

Independent directors contribute far more than regulatory compliance.

They bring external expertise, challenge assumptions, improve strategic discussions, and strengthen accountability across the organization.

3 BUILD SYSTEMS BEFORE YOU NEED THEM

Companies often wait until an IPO is imminent to improve processes.

The most resilient businesses establish internal controls, reporting frameworks, and governance mechanisms well before they become mandatory.

4 THINK LIKE A PUBLIC COMPANY EARLY

Public markets reward transparency, consistency and disciplined execution.

Boards should proactively review and strengthen key areas that investors evaluate closely:

Risk Management
Anticipate risks and build resilience across cycles.

Capital Allocation
Deploy capital with discipline and long-term intent.

Cybersecurity Oversight
Strengthen digital resilience and data protection.

Succession Planning
Build leadership depth for continuity and growth.

Compliance & Ethics
Embed a culture of integrity and accountability.

Long-term Strategy
Balance growth ambitions with sustainable value.

5 IPO READINESS IS A CULTURAL SHIFT

An IPO is not just a finance milestone—it is an organizational transformation. It requires alignment, accountability, and a shared commitment to higher standards of governance.

Companies that embed governance into their culture early are better positioned to meet investor expectations and create enduring value in the public markets.

> *Going public is a moment. Building trust is a journey.*

FROM STARTUP TO PUBLIC COMPANY: THE GOVERNANCE EVOLUTION

STARTUP	GROWTH	GOVERNANCE MATURITY	IPO PREPARATION	PUBLIC COMPANY
Focus on product, market fit and rapid growth.	Build scalable processes and strong leadership team.	Formalize governance frameworks, controls and board structure.	Strengthen disclosure, compliance, reporting and stakeholder communication.	Deliver sustainable growth with transparency and accountability.

BOARD READINESS CHECKLIST

IS YOUR COMPANY IPO-READY?

- ☐ Independent directors with relevant expertise
- ☐ Well-defined board committees (Audit, Risk, Nomination & Remuneration)
- ☐ Strong internal financial controls and audit processes
- ☐ Transparent governance policies and documented processes
- ☐ Effective risk management framework
- ☐ Leadership succession and development plan
- ☐ ESG and sustainability strategy in place
- ☐ Cybersecurity and data privacy oversight
- ☐ Stakeholder communication and investor relations strategy
- ☐ Regular board evaluations and continuous improvement

Strong governance today builds investor confidence tomorrow.

BOARD TAKEAWAY

- Start governance early—don't wait for investor pressure.
- Invest in board quality and independence.
- Build systems that scale with your ambition.
- Focus on long-term value, not just short-term milestones.
- A strong governance culture is your best IPO preparation.

THE GOVERNANCE FLYWHEEL™

Great governance creates a virtuous cycle. Each element reinforces the next, compounding value over time and building organizations that are resilient, adaptable and enduring.

WHY GREAT COMPANIES ENDURE

Strong governance isn't just about compliance. It delivers measurable advantages that distinguish industry leaders from the rest.

FASTER STRATEGIC DECISIONS
Effective boards provide clarity, challenge assumptions and enable confident, timely decisions.

BETTER CAPITAL ALLOCATION
Governed organizations deploy capital with discipline and focus on compounding returns.

LEADERSHIP SUCCESSION
Boards that plan ahead build strong leadership pipelines and seamless transitions.

CRISIS RESILIENCE
Governed companies anticipate risks, respond faster and emerge stronger from disruption.

INVESTOR CONFIDENCE
Transparency, accountability and oversight attract long-term investors and higher valuations.

STAKEHOLDER TRUST
Employees, customers, regulators and communities trust organizations that are well governed.

THE FIVE PILLARS OF ENDURING INSTITUTIONS™

Enduring institutions are built on five interdependent pillars. When aligned, they create a foundation for lasting impact.

VISION
A clear purpose that defines the future and inspires action.

LEADERSHIP
Principled leaders who inspire, empower and build trust.

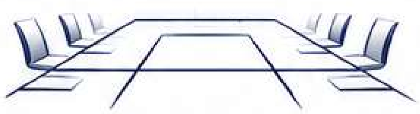
GOVERNANCE
Effective boards that guide strategy, oversee risk and protect value.

EXECUTION
Disciplined teams that deliver with focus, agility and excellence.

LEGACY
Creating impact that outlasts us and benefits future generations.

BOARD TAKEAWAY

- Make governance a strategic priority, not a compliance exercise.
- Invest in board quality, diversity and ongoing development.
- Use governance to drive strategy, not just monitor it.
- Build systems and culture that reinforce accountability.
- Measure what matters — and improve continuously.



FINAL THOUGHT

> "Companies don't become enduring institutions because they become bigger. They become bigger because they first become better governed."

In the coming decade, governance will separate organizations that merely grow from those that endure. The question is no longer whether boards should focus on governance. The real question is whether governance has become *your organization's greatest competitive advantage.*

ABOUT VOLO ADVISORY

Volo Advisory helps boards, founders and leadership teams build governance frameworks that drive strategy, strengthen trust and create long-term value.

- Board Advisory & Governance
- Independent Director Services
- Board Readiness & Evaluation
- Strategy & Growth Advisory
- Executive Programs & Thought Leadership

Volo Advisory | Insight. Influence. Impact.

Lemon Media

Building Brands That Build Businesses

HOW NAYANIKA KAPOOR AND KAASHNI KAPOOR ARE REDEFINING MODERN MARKETING THROUGH CREATIVITY, STORYTELLING AND EXECUTION.

Every successful brand has a story. But in today's digital-first economy, having a story isn't enough—it must capture attention, inspire trust, and create lasting impact.

Founded in 2020 by sisters Nayanika Kapoor and Kaashni Kapoor, Lemon Media has grown into a creative business that partners with organizations to shape identities, strengthen digital presence, and build meaningful customer engagement.

What began as an entrepreneurial venture has evolved into a growing creative organization serving hundreds of brands across diverse industries.

In a marketplace where algorithms change rapidly but authentic storytelling remains timeless, Lemon Media has positioned itself at the intersection of creativity, strategy, and execution.

> “Great brands are remembered not because they speak the loudest, but because they tell stories people choose to remember.”

LEMON MEDIA AT A GLANCE

- **FOUNDED**: 2020
- **HEADQUARTERS**: India
- **FOUNDERS**: Nayanika Kapoor & Kaashni Kapoor
- **TEAM**: 60+ Professionals
- **INDUSTRY**: Branding, Digital Marketing & Creative Services
- **CLIENTS SERVED**: 350+ Across Industries

CORE SERVICES

- Brand Strategy
- Brand Identity
- Digital Marketing
- Social Media Management
- Performance Marketing
- Website Development
- Photography & Video Production
- SEO & Paid Media

WHY LEMON MEDIA STANDS OUT

Rather than treating marketing as a collection of disconnected services, Lemon Media integrates strategy, creativity, content, and execution into a unified approach.

This allows clients to build consistent brand experiences across digital platforms while adapting to rapidly changing consumer expectations.

> “In an era where attention is scarce, relevance has become the most valuable marketing asset.”

The Business of Creative Excellence

Marketing has evolved far beyond advertising. Modern businesses require partners who understand consumer behaviour, digital ecosystems, and the importance of authentic storytelling.

Lemon Media's approach reflects this shift by combining creative thinking with measurable execution. From startups seeking their first identity to established companies strengthening market presence, the agency focuses on building brands that are distinctive, consistent, and memorable.

BEYOND SERVICES: WHAT WE DELIVER

STRATEGIC BRAND PARTNERSHIP
We go beyond execution to become a partner in your brand's growth journey.

MEASURABLE IMPACT
Every idea is rooted in data, every campaign is designed for measurable business outcomes.

INTEGRATED THINKING
Strategy, content, design and technology work together to create unified brand experiences.

AGILITY & ADAPTABILITY
We stay ahead of trends and technology to keep our clients ahead of the curve.

LONG-TERM VALUE CREATION
We focus on building brand equity that drives sustainable growth over the long term.

OUR GROWTH JOURNEY

2020
The Beginning
Founded with a clear vision to help brands tell meaningful stories in the digital world.

2021
Early Traction
Built a strong foundation and onboarded our first set of founding clients.

2022
Scaling Impact
Expanded our team, capabilities and service offerings to deliver greater impact.

2023–24
Accelerated Growth
Strengthened our presence across industries and built long-term partnerships with leading brands.

2025 & Beyond
Future Forward
Investing in talent, technology, and innovation to create brands that shape the future.

OUR CREATIVE PHILOSOPHY

We believe great ideas come from understanding people, not just platforms. Our philosophy is simple:

Understand
Discover the true essence of the brand and the people it serves.

Create
Craft ideas and stories that connect emotionally and culturally.

Deliver
Execute with precision to drive measurable results and lasting impact.

OUR IMPACT

350+	60+	5+	Multiple
Brands Served	Skilled Professionals	Years of Impact	Industries

REAL ESTATE | F&B | LIFESTYLE | HEALTHCARE | TECHNOLOGY | EDUCATION
RETAIL | FINANCE | MANUFACTURING | STARTUPS & MORE

THE LEMON MEDIA CULTURE

A culture built on collaboration, curiosity and commitment.

Collaborative
We believe the best ideas come from diverse minds working together.

Curious
We stay curious to stay relevant in a world that never stops evolving.

Committed
We are committed to our clients, our craft and every detail.

Creative
Creativity is not just what we do; it's how we think, solve and grow.

> "We don't just create campaigns. We build relationships, create experiences and shape stories that stay with people."

NAYANIKA KAPOOR
Co-Founder

KAASHNI KAPOOR
Co-Founder

LOOKING AHEAD

As technology, consumer behaviour and media continue to evolve, Lemon Media is focused on innovation, data intelligence and creative storytelling to help brands stay ahead of change.

The journey ahead is about deepening partnerships, embracing new possibilities and continuing to create meaningful impact for businesses and the people they serve.

EDITORIAL CLOSING

The most successful companies don't merely market brands—they help shape how businesses are perceived, remembered, and trusted.

Lemon Media's journey reflects how creativity, when combined with strategic thinking and disciplined execution, can become a powerful business capability rather than just a marketing function.

The Future of Asset Servicing

Navigating Capital Market Challenges and Opportunities

The asset servicing industry stands at a pivotal inflection point. Technologies that once seemed distant are now reshaping how we safeguard assets, process transactions, manage risks and deliver value to investors.

Three versions of the same desk. Three decades. Three very different jobs.

2011	2026	2036
PAPER. TIME ZONES. MANUAL CONTROL.	**AUTOMATION. SPEED. COMPLEXITY.**	**JUDGEMENT. TRUST. INTELLIGENCE.**
• T+3 settlement • Spreadsheet reconciliation • Faxed instructions • Human verification	• T+1 settlement • AI-assisted reconciliation • Tokenized and digital assets • Exception management	• Near real-time settlement • Shared ledger infrastructure • AI supervision, not replacement • Client advisory & strategic insight

EVOLUTION AT A GLANCE

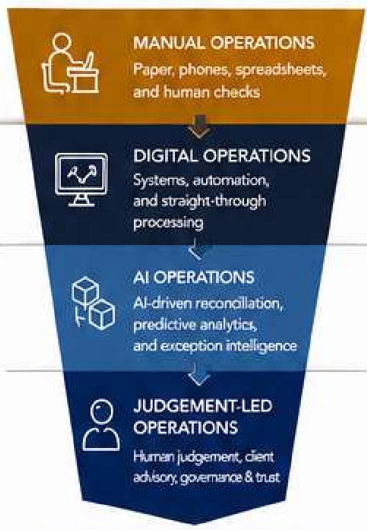
	2011	2026	2036
OPERATING MODEL	Paper-based	AI-assisted	Intelligent & autonomous
SETTLEMENT CYCLE	T+3	T+1	Near real-time
DATA ENVIRONMENT	Siloed & manual	Fragmented & digital	Integrated & real-time
ROLE OF HUMANS	Execute & verify	Review & manage exceptions	Advise, interpret & govern
FOCUS	Accuracy	Speed & efficiency	Judgement & trust
KEY CHALLENGE	Errors & delays	Data complexity & exceptions	Governance, ethics & resilience

THE JOURNEY SO FAR

- **2011** — Manual processes, paper instructions & T+3 settlement
- **2017** — T+2 settlement becomes the new normal
- **2023** — ISO 20022 adoption improves data standards
- **2024** — T+1 settlement accelerates the need for change
- **2030+** — Tokenization & programmable infrastructure scale
- **2036** — Intelligent asset servicing — judgement at the edges

> “Technology changes the tools. Judgement remains the profession.”

EVOLUTION OF ASSET SERVICING



From Processing Transactions to Interpreting What Matters

BOARD INSIGHT

What Boards Should Focus On Today

INFRASTRUCTURE
Invest in interoperable, real-time infrastructure before scaling intelligence.

DATA
Build clean, consistent, and standardized data foundations.

AUTOMATION
Automate where it adds value, not where it creates complexity.

AI
Use AI to enhance decisions, not replace accountability.

JUDGEMENT
Develop talent that can think across markets, models and meaning.

TRUST
Governance, ethics and resilience build long-term confidence.

The firms that thrive will be those that combine technology with trust, automation with accountability, and speed with sound judgement.

What This Means In Practical Terms

The desk's history offers grounded lessons for firms making decisions today.

> The future of asset servicing is not about replacing people with technology. It is about enabling people to focus on the judgement, relationships and strategic decisions that machines cannot replicate.

01 Infrastructure Before Intelligence

AI cannot solve fragmented processes or incompatible data. Firms must invest in interoperability, standardise data and open APIs before layering intelligence on top.

02 Faster Settlement Exposes Weakness

Compressed settlement cycles don't create problems—they expose them. T+1 and beyond is a forcing function that reveals hidden manual steps and governance gaps.

03 Talent Is the New Competitive Advantage

Future operations professionals need a blend of finance, technology, data literacy, regulatory understanding and client advisory skills. Judgment, not just tools, creates value.

04 The Future Belongs to Judgment

Automation removes repetitive work but not critical thinking. The edge shifts from processing transactions to interpreting complexity and making informed decisions.

FIVE QUESTIONS EVERY BOARD SHOULD ASK

- Are our systems truly interoperable?
- Does our data infrastructure support AI and real-time decision making?
- Is our talent strategy aligned to the skills of the future?
- Can we operate seamlessly in shorter settlement cycles?
- Are we investing in judgment and governance as much as in automation?

TWO DECADES OF QUIET REVOLUTION

It's easy to miss how much has changed because the transformation happened gradually. Yet the foundations have shifted — from paper to platforms, from manual to intelligent, from processing to purpose.

- **2011** Paper instructions, spreadsheets and T+3 settlement →
- **2016** Digital platforms, automation pilots and T+2 settlement →
- **2021** Cloud adoption, real-time data and ISO 20022 standards →
- **2026** AI in operations, T+1 settlement and digital assets →
- **2036+** Shared ledgers, intelligent ecosystems and human judgement at the edges

THE ROAD AHEAD

From Cost Centre to Strategic Partner
Asset servicing will move from back-office utility to front-line enabler of client outcomes.

From Efficiency to Resilience
Future-ready firms will be those that can adapt, learn and govern at speed.

From Transactions to Trust
The ultimate differentiator will be the ability to earn and sustain client confidence.

WHAT REMAINS CONSTANT

RELATIONSHIPS
Markets change. Clients remain. Trust is built over time.

INTEGRITY
Controls, ethics and transparency are non-negotiable.

ADAPTABILITY
The ability to evolve has always defaulted the rest.

PURPOSE
Serving clients, safeguarding assets, and enabling markets — that never changes.

> The future of asset servicing will be written by firms that combine TECHNOLOGY WITH TRUST, AUTOMATION WITH ACCOUNTABILITY, AND SPEED WITH SOUND JUDGEMENT.

Why It Matters

As AI becomes embedded across every business function, governance discussions must evolve beyond technology oversight.

AI should become an integral part of board deliberations on strategy, enterprise risk, capital allocation, innovation, succession planning, and organizational resilience.

Good governance of AI is not a technology issue. It is a board issue.

STRATEGY

Can the board assess AI's impact on long-term growth, competitive positioning and value creation?

RISK

Can directors challenge AI-driven decisions, models and assumptions to ensure robust risk management?

GOVERNANCE

Is AI integrated into board oversight, policies, committees and reporting with clear accountability?

ETHICS

Are responsible AI principles embedded—fairness, transparency, accountability and human oversight?

TALENT

Do leaders and the workforce have the right skills, mindset and culture to embrace AI transformation?

INNOVATION

Can the board guide AI innovation to create sustainable competitive advantage and new business models?

AI FAMILIARITY MATURITY SCALE

A roadmap for boards to strengthen their AI readiness

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
AI AWARENESS	AI UNDERSTANDING	AI GOVERNANCE	AI LEADERSHIP	AI ADVANTAGE
Basic understanding of AI concepts and emerging trends.	Understand AI use cases, benefits and key risks.	Establishes governance frameworks, policies and risk controls.	Integrates AI into strategy, culture, talent and value creation.	Leverages AI to drive innovation, agility and industry leadership.
FOCUS Awareness & exposure	FOCUS Learning & assessment	FOCUS Oversight & controls	FOCUS Integration & scale	FOCUS Impact & differentiation

Boards should aim to move continuously toward higher maturity, adapting as technology, regulation and business models evolve.

QUESTIONS EVERY BOARD SHOULD ASK

- Are we as a board AI-literate enough to govern effectively?
- Who owns AI governance and is accountability clearly defined?
- Are our data governance and quality standards fit for AI?
- Can we explain and justify AI-driven decisions?
- How do we identify, monitor and mitigate AI-related risks?
- Are we investing in AI responsibly and measuring value creation?

THE DEFINING QUESTION

"The defining question for the board community is no longer whether AI will transform businesses, but whether Boards of Directors are adequately prepared to govern organizations in the age of AI.

Over the coming decade, the AI Familiarity Index is likely to become as fundamental to board effectiveness as financial literacy, governance experience and industry expertise.

The boards that embrace this shift today will build institutions that are resilient, responsible and prepared for sustained value creation."

"The greater risk lies in governing AI without the knowledge required to ask the right questions.

Govern with knowledge.
Lead with confidence.
Create value with responsibility."

ABOUT THE AUTHOR

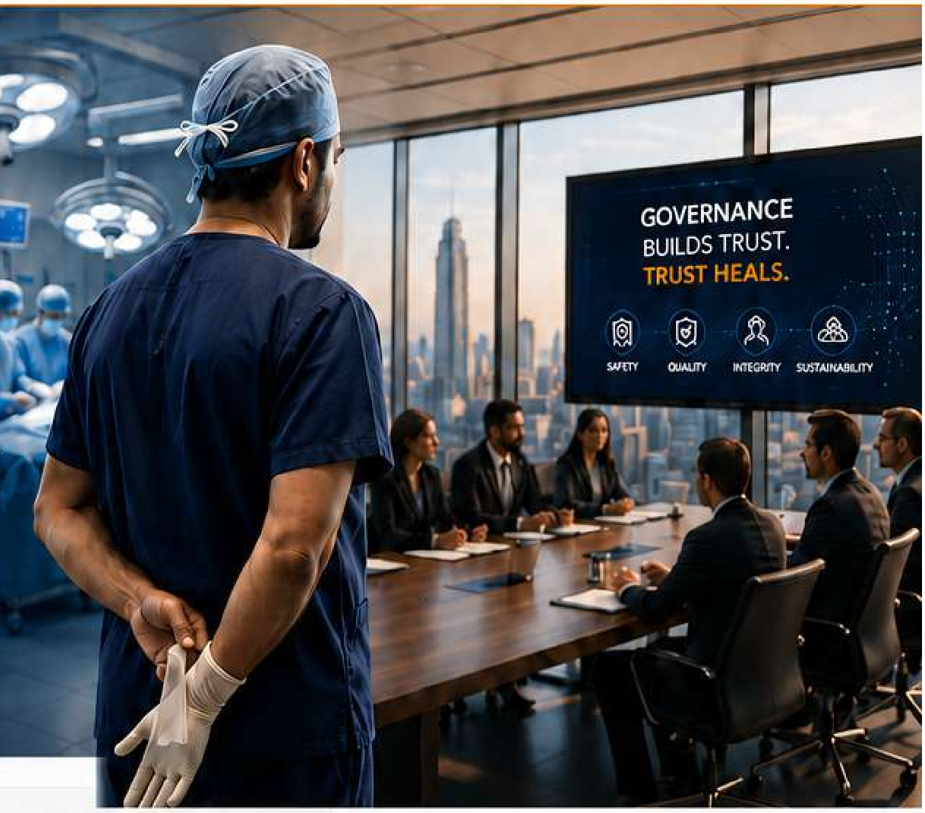
SAURABH MEHTA
Chief Academic Officer & Professor

Saurabh Mehta writes on corporate governance, board effectiveness, leadership, and the evolving role of directors in an AI-driven economy. His work focuses on helping boards prepare for the strategic, ethical, and governance challenges created by emerging technologies.

From Operating Room to Boardroom

REDEFINING GOVERNANCE IN INDIAN HEALTHCARE

Why governance—not growth alone—will define the future of Indian healthcare.



The road to a developed economy is clearly visible in healthcare in India. We are experiencing incredible growth, new technology and rapid expansion. But as we step into this defining decade—one marked by AI disruption, changing regulations and shifting patient expectations—one thing is clear: rapid growth isn't enough anymore. The real challenge today is to **build truly sustainable healthcare institutions.**

In our business, the final stakeholder is not just an investor but a patient looking for healing and trust. That's why governance can't be seen as a boring, back-office compliance checkbox anymore. Good governance, done right, is a huge strategic advantage. It is the **core of clinical safety and long-term sustainability.**

I wear two hats – a practicing surgeon and IICA certified Independent Director, so I see this shift firsthand as we build out Remedial MultiCare. We are learning that institutional endurance is reliant on hyper-focused operational clarity by focusing heavily on a **single-specialty surgical hospital model.**

> "In healthcare, governance is not a compliance function. **It is a patient safety function.**"

WHY GOVERNANCE MATTERS MORE THAN EVER

GROWTH
Expansion, investment, technology.

GOVERNANCE
Oversight, accountability, transparency.

TRUST
Better patient outcomes, resilience, long-term sustainability.

Good governance transforms rapid growth into **trusted, enduring institutions** that serve for generations.

TWO PERSPECTIVES. ONE MISSION.

PRACTICING SURGEON
Focused on clinical excellence and patient care.

IICA CERTIFIED INDEPENDENT DIRECTOR
Focused on governance, risk oversight and institutional sustainability.

Bringing both perspectives together to build healthcare institutions that **heal today** and **endure tomorrow.**

PATIENT FIRST
Every decision must uphold patient safety and dignity.

ETHICAL BY DESIGN
Ethics and compliance must be embedded in every workflow.

SYSTEMS OVER INDIVIDUALS
Build institutions, not personalities.

SUSTAINABLE BY INTENT
Long-term thinking creates lasting impact.

THREE GOVERNANCE SHIFTS
Every Healthcare Board Must Make

To create durable resilience, contemporary healthcare boardrooms must undertake three vital changes:

01 BALANCING TECH AND ETHICS

Embracing AI and smart diagnostics for improved surgical care with strong patient privacy, cybersecurity and data protection.

02 CHANGING THE SUCCESS METRICS

Taking the boardroom discussion away from just financial returns to what really matters – patient safety, clinical outcomes and foolproof operational workflows.

03 BUILDING INSTITUTIONAL TRUST

Moving from the corporate clutter to specialized systems where patient trust is in the institution's standard operating procedure, not in individual personalities.

QUESTIONS EVERY HEALTHCARE BOARD SHOULD ASK

- Are patient outcomes discussed as frequently as financial performance?
- Is AI governance part of every technology decision?
- Are clinical risks reviewed at board level?
- Is patient trust measured and monitored?
- Are governance frameworks strengthening institutional resilience?
- Are board members equipped with the right healthcare and governance expertise?

THE HEALTHCARE GOVERNANCE PYRAMID

INSTITUTIONAL TRUST
Earned through consistent delivery of safe, ethical and compassionate care.

CLINICAL EXCELLENCE
Best clinical outcomes driven by evidence, expertise and continuous improvement.

OPERATIONAL DISCIPLINE
Standardized processes, efficient systems and data-driven decision making.

ETHICS & COMPLIANCE
Upholding patient rights, transparency, accountability and regulatory compliance.

BOARD OVERSIGHT
Independent oversight, strategic guidance and long-term stewardship.

A FINAL PERSPECTIVE

"Healthcare institutions are not remembered for how quickly they expanded. They are remembered for how consistently they protected patients, upheld clinical standards, and earned public trust.

The future of Indian healthcare will belong to organizations that embed governance into every decision—from the operating room to the boardroom."

ABOUT THE AUTHOR

Dr. Anup Patki

General & Lap Surgeon | IICA Certified Independent Director
Re-imagining Healthcare as "Surgical Retail"
Founder, Project Remedial

Dr. Anup Patki is a practicing surgeon and IICA certified Independent Director. Through Project Remedial, he is working towards building specialized, technology-enabled surgical institutions that combine clinical excellence with strong governance to create trusted, sustainable healthcare for India.

COVER FEATURE

Skillfyd

Replacing Gut Feel with Intelligence.

Building High-Performing Sales Teams.

Gut feel rewards confidence in a room. It doesn't reveal whether someone has the discipline to follow up, the resilience to handle rejection, or the focus to prioritise the right opportunities.

Most sales hiring decisions are made on instinct. Skillfyd was built to change that — replacing gut feel with a structured, data-backed signal.

Skillfyd helps organizations hire smarter, build stronger sales teams and drive **predictable performance.**

THE PROBLEM

Sales hiring is high risk. Most candidates look good in interviews but struggle on the job. Organizations lack a reliable way to evaluate true sales potential.

THE SOLUTION

Skillfyd uses a scientific, multi-dimensional assessment framework to reveal the true drivers of sales success before you hire.

THE IMPACT

Better hiring decisions. Stronger teams. Higher win rates. Lower ramp time. Improved revenue outcomes.

COMPANY AT A GLANCE

COMPANY NAME
Skillfyd

HEADQUARTERS
Kengeri, Bangalore, India

WHAT WE DO
Sales Hiring Intelligence

FOCUS
Sales Readiness Intelligence (SRI)

ABOUT US
We help organizations identify, hire and build high-performing sales teams with confidence.

WEBSITE
www.skillfyd.com

LINKEDIN
linkedin.com/company/salesreadinessindex/

EMAIL
hello@skillfyd.com

PHONE
9886711471

THE SALES READINESS INDEX (SRI)

A scientific framework that predicts on-the-job sales success.

OBJECTIVE
Removes bias and increases hiring accuracy.

PREDICTIVE
Strong correlation with on-the-job performance.

ACTIONABLE
Clear insights to develop and improve sales talent.

SCALABLE
For startups, SMEs, and large enterprises alike.

WHY IT MATTERS FOR FOUNDERS & CEOs

- **Reduce Hiring Risk:** Hire people who can actually deliver.
- **Improve Revenue Predictability:** Build teams that perform consistently.
- **Lower Ramp Time:** Get new hires productive, faster.
- **Data-Backed Decisions:** Replace instinct with intelligence.
- **Sustainable Growth:** Build a sales engine that scales.

> "You cannot manage what you do not measure. SRI gives leaders the clarity to hire, coach and scale with confidence."

**BETTER HIRING.
STRONGER TEAMS.
PREDICTABLE GROWTH.**

Skillfyd is on a mission to bring structure, science and intelligence to sales hiring — helping organizations unlock their revenue potential through the power of **Sales Readiness Intelligence.**

A Thriving Community. Stronger Together.

At Volo Advisory, we believe meaningful connections create lasting impact. Our ecosystem brings together leaders, founders, advisors, and board professionals who learn, share, and grow—together.

VOLO ADVISORY
BUILD | CONNECT | GROW | EXPAND
BUILDING CONFIDENCE. SCALING IMPACT. ACROSS COUNTRIES

> "Our strength lies in our members.
> Our impact comes from collaboration.
> Our purpose is shared success."

350+ Members and growing

10+ Cities Connected

10+ Knowledge Sessions and Events

One Community. Infinite Possibilities.

Powered by trust, driven by purpose, and focused on creating long-term impact for members and society.

ECOSYSTEM IN ACTION

KNOWLEDGE SESSIONS

Deep-dive discussions on governance, strategy, risk, AI, and leadership with industry experts and peers.

NETWORKING THAT CREATES IMPACT

High-quality interactions that lead to collaborations, mentorships, and new opportunities.

MEMBER ACHIEVEMENTS

Celebrating our members who have been appointed to boards, awarded, or featured for their leadership and impact.

THOUGHT LEADERSHIP

Members sharing insights through panels, articles, webinars and exclusive roundtables.

IDRP™ – INDEPENDENT DIRECTOR READINESS PROGRAM

Building Board-Ready Leaders for Tomorrow

- 12-Month structured journey
- 7 Comprehensive Phases
- Mentored by seasoned board leaders
- Practical. Actionable. Transformative.

EOI Received: 14
Pilot Cohort Size: 20 (Limited Seats)

Empowering professionals to contribute meaningfully in the boardroom.

JOIN THE JOURNEY. BE BOARD-READY.

STARTUP COHORTS

Building the Future, Together

- Curated cohorts for early and growth-stage startups
- Mentorship from industry leaders and domain experts
- Access to investors, advisors and strategic partners
- Governance and growth support to scale sustainably

Empowering founders with the right guidance, networks and opportunities to scale with confidence.

A PAN-INDIA COMMUNITY WITH A GLOBAL OUTLOOK.

Connecting leaders across 10+ cities and beyond, creating impact that transcends boundaries.

10+ CITIES CONNECTED

Bengaluru • Mumbai • Delhi • Hyderabad
Pune • Chennai • Ahmedabad • Kolkata
Coimbatore • Chandigarh • and more...

ONE ECOSYSTEM. ENDLESS POSSIBILITIES.
Connect. Learn. Lead. Grow. Give Back.

Volo Advisory is more than a community—it's a movement of leaders building a better future.

VOLO ADVISORY
Connecting Leaders. Enabling Growth. Shaping the Future.

PROUD SPONSORS OF THE INAUGURAL EDITION

BOARD & BEYOND

AUGUST 2026 • INAUGURAL EDITION

We extend our sincere gratitude to our founding sponsors for their belief in meaningful dialogue, thought leadership, and the mission to shape stronger boards and a better future.

THANK YOU.
TOGETHER, WE RISE.

"Your support fuels conversations that matter, connections that create value, and ideas that shape the future of governance, leadership and growth.
We are honoured to have you as partners in this journey."

STRONGER BOARDS
Enabling effective governance and oversight.

SMARTER DECISIONS
Insights and knowledge for better outcomes.

LASTING IMPACT
Building businesses that create value for society.

TOGETHER FOR TOMORROW
Collaborating for a stronger, sustainable future.

IDEAS | INSIGHTS | IMPACT

THIS IS JUST THE BEGINNING.

EVENTS CALENDAR 2026-2027

CONNECT • COLLABORATE • LEAD • TRANSFORM

VOLO ADVISORY

GOVERNANCE | STRATEGY | LEADERSHIP | IMPACT

BUILDING MEANINGFUL CONNECTIONS. ENABLING LEADERSHIP.

IN-PERSON NETWORKING MEETUPS – 2026

MONTH	CITY / REGION	DATE
AUGUST	BENGALURU	28 August 2026
SEPTEMBER	CHENNAI	11 September 2026
SEPTEMBER	DELHI / GURGAON	18 September 2026
SEPTEMBER	BENGALURU	25 September 2026
OCTOBER	MUMBAI / PUNE	23 October 2026
OCTOBER	GUJARAT	16 October 2026
NOVEMBER	HYDERABAD	13 November 2026
NOVEMBER	DELHI / GURGAON	20 November 2026
NOVEMBER	BENGALURU	27 November 2026
DECEMBER	KOLKATA	11 December 2026
DECEMBER	MUMBAI / PUNE	18 December 2026

MONTHLY VIRTUAL WEBINARS / NETWORKING MEETINGS

Every 4th Saturday of the Month

Timings: 06.00 PM to 07.30 PM (90 min)

MONTH	DATE
AUGUST 2026	22 August 2026
SEPTEMBER 2026	26 September 2026
OCTOBER 2026	24 October 2026
NOVEMBER 2026	28 November 2026
DECEMBER 2026	26 December 2026

Format:

- Expert Insights
- Leadership Conversations
- Knowledge Sharing
- Networking

VOLO ADVISORY CONCLAVES & AWARDS – 2027

MARCH 2027

KARNATAKA WOMEN'S LEADERSHIP CONCLAVE & AWARDS

Celebrating Women Leaders, Changemakers & Trailblazers

JUNE 2027

STARTUP GOVERNANCE CONCLAVE & AWARDS

Building Responsible, Resilient & Future-Ready Startups

SEPTEMBER 2027

KARNATAKA CSR & ESG CONCLAVE & AWARDS

Advancing Responsible Business & Sustainable Impact

NOVEMBER 2027

CONSTITUTION DAY OF BHARAT COMMEMORATION CONCLAVE & AWARDS OR LEGAL CONNECT CONCLAVE & AWARDS

Bringing together Leaders, Legal Professionals, Directors, Policymakers & Governance Experts

EXPAND YOUR NETWORK | GAIN VALUABLE INSIGHTS | BUILD MEANINGFUL CONNECTIONS | DRIVE IMPACT & GROWTH

VOLO ADVISORY

Building Meaningful Connections. Enabling Leadership. Advancing Governance.

2026–27 | A YEAR OF NETWORKING, KNOWLEDGE, LEADERSHIP & RECOGNITION

BOARD & BEYOND

IDEAS. INSIGHTS. IMPACT.

THE CONVERSATION CONTINUES...

NEXT EDITION

SEPTEMBER 2026

The ideas that will shape the next chapter of leadership and governance.

INSIDE EDITION 02

- INDIA'S NEXT BOARD LEADERS
- FAMILY BUSINESSES IN TRANSITION
- AI IN EVERY BOARDROOM
- WOMEN SHAPING MODERN GOVERNANCE
- GLOBAL EXPANSION STORIES
- INVESTOR PERSPECTIVES
- STARTUP TO SCALE-UP JOURNEY
- INDEPENDENT DIRECTOR SPECIAL

CALL FOR CONTRIBUTIONS

Be featured in the next edition.

We invite:

- Independent Directors
- CXOs & Founders
- Board Members
- Investors
- Governance Experts
- Growth-stage Companies
- Thought Leaders
- Academicians
- Policy Makers
- Industry Pioneers

> "The next great boardroom conversation could begin with your story."

EXPRESSIONS OF INTEREST OPEN

Feature your:

- Company or Brand
- Leadership Story
- Governance Perspective
- Startup or Scale-up Journey
- Board Insights
- Case Study or Research

INTERESTED IN BEING FEATURED?

Share your Expression of Interest with us at

ask@voloadvisory.com

We would love to hear from you.

Together, let's shape stronger boards and a better future.

VOLO ADVISORY

Volo Advisory is a leadership and governance platform committed to connecting leaders, enabling growth and shaping the future of organizations and society.

www.voloadvisory.com

linkedin.com/company/volo-advisory-community

ask@voloadvisory.com

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VALUATION & ENGINEERING ADVISORY

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