



DESIGN THE UNDESIGNED

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WELCOME NOTE

Anjeet Khandelwal, Founding Partner in

Next-Gen Shift: How Indian Heirs are Redefining Wealth

India's wealth landscape is in the midst of a seismic transformation. By 2030, it's projected that nearly \$2.5 trillion in assets will transition to the next generation (Credit Suisse). This cohort—well-versed in global trends, technology, and sustainability—is not merely inheriting wealth; they're reshaping its meaning, management, and impact.

Changing Expectations: From Preservation to Personalization

72% of Indian HNWI's expect hyper-personalized investment strategies (Accenture India). With AI-powered platforms and analytics, heirs now seek bespoke portfolios tailored to their goals, risk appetites, and personal values. 56% of India's next-gen wealth holders prefer self-directed, digital platforms (Campden Wealth), turning to platforms like Zerodha, Groww, and Kuvera for seamless, real-time decision-making. Global exposure is key: Nearly 45% of Indian family offices are increasing allocations to offshore investments, spanning US equities, global REITs, and alternative assets (UBS Global Family Office Report).

Evolving Values: Wealth with Purpose

ESG funds in India have witnessed a 30% annual rise in inflows since 2020, with assets under management projected to touch ₹5 lakh crore by 2025 (Morningstar India). 68% of Indian next-gen leaders believe impact investing is integral to their family's legacy (Credit Suisse). Their focus is shifting from passive philanthropy to venture philanthropy, green bonds, and renewable energy investments. The startup ecosystem is thriving: In 2024, Indian startups raised \$8.3 billion in funding, a space where next-gen family offices are increasingly active, not just for returns but for innovation and societal impact (Inc42).

Strategic Shifts: Diversification and Digital Transformation

Alternative investments—including REITs, private equity, and venture capital—now account for over 20% of HNWI portfolios in India, a jump from 12% in 2018 (Knight Frank India). Family offices are proliferating: The number of Indian family offices has grown by 400% in the last decade, with an estimated 400 family offices managing assets of over ₹1,000 crore each (EY India). Technology adoption is accelerating: 67% of Indian family offices plan to increase tech budgets by 2026, focusing on AI-driven risk management, portfolio optimization, and compliance automation (Campden Research).

Rise of New Wealth Hubs

Tier 2 and Tier 3 cities are emerging as wealth hubs. Cities like Surat, Indore, and Coimbatore are witnessing a surge in HNI and UHNWI growth, contributing to 15% of new family office setups in India (Kotak Wealth Management). This trend is driven by India's rapid economic decentralization, entrepreneurship boom, and the democratization of digital investment tools.

Ownership? No, It's Stewardship Now

Unlike their predecessors, many next-gen leaders view wealth as a collective responsibility rather than a personal entitlement. According to EY India, 60% of Indian family offices are now implementing formal family governance frameworks—a significant jump from just 35% a decade ago. One of our inheritors, who introduced a family charter that integrates succession planning, philanthropic goals, and business reinvention. "We've moved from boardroom conversations to family retreats," he says. "It's about aligning everyone around a shared purpose."

Human Connections Matter More Than Ever

Surprisingly, the digital-savvy next-gen isn't abandoning human relationships. In fact, 77% of Indian heirs emphasize open communication, inclusivity, and empathy in family wealth decisions (Credit Suisse).

Looking Ahead: A Vision Beyond Assets

The next-gen shift is not just about wealth transfer—it's about redefining wealth itself:

- From preservation to personalization, powered by data and AI.
- From profit to purpose, with ESG, impact, and community at the core.
- From local to global, blending global strategies with Indian entrepreneurial energy.
- From legacy to innovation, fueled by alternative assets and startups.
- From manual to digital-first, with real-time, automated decision-making.

Building Legacies That Last: How We Help Families Manage Wealth Across Generations

—By Ishan Singh, Senior Analyst— Investment & Research [in](#)

Managing wealth across generations requires more than just strong investment performance. It's about creating clarity, structure, and a lasting legacy. At AKCJ Ventures, we specialize in helping families build robust frameworks that preserve and grow their wealth while ensuring seamless transitions across generations. Our approach combines professionalism, empathy, and strategic insight to guide families through the complexities of long-term wealth stewardship.

While creating wealth is a major accomplishment, preserving it for future generations presents a different kind of challenge. Research shows that a large percentage of family wealth is lost by the second or third generation—not because of poor investments, but due to a lack of communication, planning, and shared purpose. Too often, families fail to prepare the next generation, leading to conflict, confusion, and the eventual erosion of financial assets and family unity.

Our process begins with deep listening. We take the time to understand what wealth means to your family—not just in monetary terms, but in terms of values, vision, and legacy. Some families aim for capital preservation, others focus on philanthropy, entrepreneurship, or generational impact. By aligning financial strategy with these broader goals, we help establish a clear family vision that serves as a guiding light for all future decisions.

Clarity is essential. That's why we assist families in setting up professional governance frameworks, including family constitutions, councils, and decision-making processes. These structures bring transparency, reduce friction, and enable thoughtful planning around key areas like succession, investments, and shared responsibilities. Governance turns informal family arrangements into lasting systems that sustain over time.

Investment strategy plays a central role in this journey. We manage portfolios tailored to each family's objectives and risk appetite, focusing on long-term growth and capital protection. Whether through traditional investments or alternative assets, our goal is to create resilient portfolios that support the family's ambitions. What differentiates us is the emphasis we place on transparency—clients always know where and why their capital is deployed, and how it

aligns with their overall strategy.

Just as important is the way wealth is structured for efficient transfer. We work closely with legal and tax experts to create estate plans, family trusts, and holding structures that reduce tax exposure and safeguard intergenerational continuity.



Families often overlook the importance of succession and inheritance planning until it's too late. We ensure that transitions happen thoughtfully, smoothly, and in full alignment with your values.

One of the most powerful ways to preserve wealth is by preparing the next generation to carry it forward. We help educate younger family members through financial literacy initiatives, mentorship, and active involvement in investment and philanthropy. This not only empowers them with the skills they need, but also fosters a shared sense of purpose. We don't just teach financial management—we help cultivate responsible stewards of the family's legacy.

Throughout every step, families trust us to act with professionalism, discretion, and clarity. Beyond managing capital, we act as advisors, mediators, and long-term partners. We understand the sensitivities involved in family wealth and approach each relationship with the care it deserves. Our role is not to replace family leadership but to support and strengthen it with structure, strategy, and vision.

At the heart of our philosophy is a simple belief: wealth, when managed wisely, can be a force for good—for families, for future generations, and for society. By working together to put in place the right frameworks, families can achieve more than just financial success—they can build legacies that endure.

If you're looking to secure your family's future with professionalism and purpose, we invite you to start a conversation with us. Let's build a legacy, together.

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From Vision To Execution: Driving Growth Through Strategy

— By Yashh Jhavar, Analyst-Investment and Research in

At AKCJ Ventures, we recognize that the journey from a bold vision to sustainable, high-impact growth is rarely straightforward. Many entrepreneurs have groundbreaking ideas, but the true differentiator—and what ultimately attracts our investment—is the ability to translate those ideas into actionable strategy and measurable results. Our practical framework is built on three pillars: data-driven decision-making, disciplined execution, and clear direction.

Harnessing the Power of Data

In today's dynamic markets, intuition alone is not enough. We work closely with founders to embed data at the heart of their strategy. This means moving beyond surface-level metrics and digging into customer behavior, unit economics, and operational efficiency. For example, our portfolio companies in AgriTech and FinTech have leveraged granular data analytics to refine their product offerings, optimize pricing, and identify underserved segments. By making data central to decision-making, these startups have not only accelerated growth but also improved their resilience in the face of market fluctuations.

Discipline in Execution: Turning Plans into Reality

A well-crafted plan is only as good as its execution. At AKCJ Ventures, we emphasize the importance of discipline—establishing clear milestones, tracking progress rigorously, and making timely adjustments. We've seen firsthand how disciplined execution separates high-growth startups from those that stagnate. One of our HealthTech partners, for instance, implemented a quarterly review process that allowed them to pivot swiftly in response to regulatory changes, ultimately capturing new market opportunities ahead of competitors. Our approach is hands-on: we provide not just capital, but also strategic coaching and operational support to ensure founders stay focused and accountable.



Direction: Aligning Teams and Resources for Impact

Visionary founders often face the challenge of aligning their teams around a shared purpose. We help leadership teams define a clear direction, ensuring that every department and individual understands how their work contributes to the larger goal. This alignment is crucial for scaling efficiently and maintaining momentum. For example, a CleanTech startup in our portfolio used our framework to cascade strategic objectives throughout the organization, resulting in a 40% increase in operational efficiency within a year. By fostering a culture of transparency and accountability, we empower founders to lead with confidence and clarity.

Conclusion

At AKCJ Ventures, we believe that the path from vision to execution is paved with data, discipline, and direction. By integrating these principles into every stage of our partnership, we help business owners turn ambitious plans into tangible performance—and drive growth that lasts. Whether you're pioneering the next breakthrough in FinTech, AgriTech, or HealthTech, our framework is designed to help you achieve your full potential and redefine your industry.

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An Inside Look at the Qualities We Prioritize—Scalability, Founder–Market Fit, and Execution Capability

By Naman Chopra, Intern—Investment & Research in



In venture capital, we encounter countless innovative ideas and passionate founders. But while creativity grabs attention, sustainable success depends on deeper fundamentals. At our firm, we focus on three essential qualities when evaluating startups: scalability, founder–market fit, and execution capability. These are not just criteria—they are the foundation of our investment philosophy.

Scalability determines whether a business can grow exponentially without a matching rise in costs. A startup might solve a pressing problem, but if it can't scale beyond its initial market or customer base, its growth potential is limited. We look for models that can expand across geographies, sectors, or customer segments efficiently. This includes products with built-in network effects, platforms that improve as they grow, and businesses where increased demand doesn't create operational bottlenecks. More importantly, we value founders who think beyond their current market. They're not just solving a local pain point—they're envisioning how their product fits into a global context or evolves with future trends. Scalability isn't only about product design; it's also about ambition and foresight.

Equally important is founder–market fit, a more subtle but often decisive factor. This is about whether the founder has a natural connection with the problem they're solving. Some have lived the challenge firsthand, while others have spent years building expertise in the space. These founders don't rely only on research—they feel the market. They speak the customer's language, anticipate problems others overlook, and understand the dynamics of their industry with a depth that outsiders can't replicate. This edge often gives them early traction, trust, and momentum. It also shapes how they build teams, craft narratives, and pivot when needed. Founder–market fit is hard to fake, and when it's real, it shows in everything from product design to customer loyalty.

Still, even with a scalable model and a well-matched founder, the real test lies in execution. Ideas are everywhere—but turning vision into reality requires focus, discipline, and adaptability. Execution capability is about how quickly and effectively a team can move, learn, and build. We look at how founders handle uncertainty, how fast they iterate based on feedback, and whether they can attract the right people around them. Strong executors don't just chase growth—they measure it, optimize it, and align it with long-term goals. They break big visions into small, achievable wins, and they keep building even when the spotlight fades. It's not just about hitting targets—it's about building systems that can sustain progress over time.

What makes these three qualities powerful is how they reinforce each other. A founder with deep market understanding is more likely to see scalable opportunities. A scalable product gives more room for strong execution to flourish. And disciplined execution reveals which markets and models truly hold long-term promise. These are not isolated checkboxes; they're a dynamic trio that, together, create lasting businesses.

In our experience, the most resilient and high-performing startups are those where these three qualities align. They don't just launch with hype—they grow with purpose. As we continue to back companies shaping the future, we stay grounded in these principles. Markets shift, trends evolve, and playbooks change, but scalability, founder–market fit, and execution capability remain our constant north stars.

We're not just looking to fund the next big idea. We're looking to partner with founders who can scale their vision, live their market, and execute with relentless clarity. That's where real, compounding value begins.

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Purpose Meets Profit: Why ESG Is A Strategic Advantage For Indian Businesses

By Tanvi Kohli, Intern- Investment & Research in

In today's dynamic business environment, Indian companies are navigating more than just market competition. They are operating in a world where stakeholders—customers, investors, employees, and regulators—are all increasingly demanding transparency, ethics, and accountability. In such a scenario, aligning purpose with profit is not just a noble idea; it is fast becoming a business necessity.

This is where ESG—Environmental, Social, and Governance—emerges as a powerful framework. Far from being a checkbox activity or an extension of corporate social responsibility, ESG is now a strategic tool that shapes long-term growth and resilience. Globally, ESG-driven investing has seen massive growth. In India too, the conversation around sustainable and responsible business has moved from the sidelines to the boardroom.

At its core, ESG is about how a company interacts with the world around it—its environmental footprint, its treatment of people, and the strength of its internal governance. These elements, when handled responsibly, lead to stronger stakeholder trust, better risk management, and in many cases, improved financial performance. In other words, ESG is no longer just about doing good—it's about doing well.

More and more Indian companies are waking up to the reality that international investors now evaluate potential partnerships not only on profitability, but also on how responsible and future-ready a company is. ESG scores are fast becoming a standard part of due diligence, especially for global funds, private equity, and institutional investors. If a business wants to attract global capital, it must demonstrate alignment with these evolving expectations.

But ESG isn't just an investor conversation. Indian consumers—especially millennials and Gen Z—are increasingly choosing brands that reflect their values. They want to know how products are sourced, whether labour practices are ethical, and how companies give back to society. Brands that communicate their ESG values clearly and honestly are building stronger emotional connections, and ultimately, long-term loyalty.

Adding to this momentum is the regulatory shift. SEBI's introduction of the Business Responsibility and Sustainability Report (BRSR) has made it mandatory for the top 1,000 listed companies in India to disclose ESG-related performance. This is a clear signal that ESG is not going to remain voluntary. Compliance will become a norm across industries, and those who are not prepared may face financial and reputational risks.

However, the real power of ESG lies beyond compliance. It drives efficiency and innovation. Companies focusing on environmental responsibility often discover cost-saving opportunities through better energy management and waste reduction. Socially responsible practices—such as fair wages, inclusive hiring, and employee well-being—lead to better team performance and retention. Strong governance brings transparency, reduces fraud, and increases investor confidence.

There are already strong examples in the Indian market. Tata Group has embedded sustainability into its core across multiple sectors. Infosys is setting benchmarks with carbon neutrality and inclusive digital skilling programs. Mahindra & Mahindra is innovating in the electric mobility space and investing in rural development. These companies are showing that ESG is not a distraction—it's a competitive edge.

As India aims for inclusive economic growth, ESG offers a path where businesses can be profitable while making a positive impact on society and the environment. In the long run, companies that align their strategies with ESG principles are better equipped to navigate uncertainty, earn stakeholder trust, and unlock new growth opportunities. ESG-readiness is becoming a mark of leadership, not just responsibility.

The future belongs to businesses that go beyond short-term gains and embrace long-term value creation through responsible, transparent, and sustainable practices. ESG is no longer just an option. For Indian businesses that want to lead, innovate, and thrive—it is the way forward.

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