Vision: What future we want to create? To be known as the best B-School for aspiring management leaders in the country with an industry-focused curriculum and practice.
Mission: Why we exist? To create value for students, business and society by providing intellectual leadership, advancing the science and practice of management, and developing confident leaders to be the agents of change in a world driven by data, technology and innovation.

STARTUP SPARK

YOUR FORTNIGHTLY GUIDE TO INDIA'S ENTREPRENEURIAL NEWS

A Tale of Three Indias: Why India Is the Greatest Entrepreneurial Opportunity of Our Time

Understanding the Three Indias – Not a Divide, But a Design Brief

India is often described as a single market. In reality, it is at least three distinct Indias, each with different aspirations, access levels, and needs. While this framing is sometimes presented as a challenge, for entrepreneurs it is something far more powerful—a design brief for innovation.

The **First India represents the top 5–10%**: urban, digitally fluent, globally exposed, and well served by products across fintech, e-commerce, mobility, and lifestyle. Most venture-backed startups instinctively build for this segment because it is visible, vocal, and profitable.

The **Second India** includes the aspirational middle: small-town professionals, students, gig workers, and emerging households. They are digitally connected, value-conscious, and eager to improve quality of life—but remain underserved across health, education, finance, and consumption.

The **Third India represents** the grassroots: rural communities, informal workers, first-time digital users, and families navigating basic access to healthcare, education, credit, and livelihoods. This is not a market lacking ambition—it is one constrained by availability, affordability, and awareness.

Together, these three Indias do not reflect inequality alone; they represent layers of opportunity. For entrepreneurs, this means India does not demand one solution at scale—but many context-aware solutions, built with empathy, technology, and execution discipline.

Why Entrepreneurs Building <u>Beyond</u> the Top 10% Will Define India's Future

While billion-dollar valuations and unicorn milestones capture headlines, India's most transformative entrepreneurial work is increasingly happening outside the obvious markets.

Across Tier 2 and Tier 3 cities, founders are solving for:

- Affordable healthcare delivery
- Outcome-driven education and skilling
- Financial access for micro-entrepreneurs
- Agri-linked supply chains
- Preventive wellness and diagnostics
- Clean energy, water, and sanitation

Technology has become the great enabler. Smartphones, UPI, cloud platforms, AI tools, and logistics networks now allow small teams to build scalable solutions for markets that were once unreachable. Importantly, Second and Third India do not require charity-driven solutions.

They demand:

- Frugal innovation
- Deep local understanding
- Sustainable unit economics
- Trust-led distribution
- Long-term commitment

These markets reward founders with patience, resilience, and purpose—traits that go beyond pitch decks and funding cycles. Entrepreneurs who succeed here may not scale the fastest, but they often build durable, defensible, and deeply impactful businesses. For students and first-time founders, this is where India offers its greatest edge: You do not need to invent the future—you need to understand your surroundings better than anyone else.

Building With Purpose – The Entrepreneurial Moment for Students

India today offers young entrepreneurs a rare convergence:

- A massive, diverse problem landscape
- Low-cost technology infrastructure
- Growing institutional and ecosystem support
- Acceptance of experimentation and failure

Yet the real opportunity lies in choosing what to build for. While many will continue to chase premium consumers and urban convenience, the next wave of meaningful entrepreneurship will come from founders who:

- Build for access, not excess
- Design for affordability, not compromise
- Use technology as an enabler, not a replacement for empathy
- Create employment while creating solutions

This is especially relevant for students. Being close to communities, families, and everyday realities gives young founders an advantage that large corporations often lack.

India does not need more copies of global startup models. It needs founders who understand its layers, respect its diversity, and build for its realities. The story of the next decade will not be about one India winning over another—but about entrepreneurs who learn to build across Indias, thoughtfully and responsibly.

Closing Thought

India is not one market waiting for one breakthrough.

 It is many Indias waiting for many entrepreneurs.

And that is precisely what makes it the greatest entrepreneurial opportunity of our time.