9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

masters' union university

industry, *innovation* and infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



SDG 9 IMPACT REPORT

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01 Introduction

1.1 Understanding SDG 9: Industry, Innovation and Infrastructure

Sustainable Development Goal 9 connects resilient infrastructure, inclusive and sustainable industrialisation, and innovation. For a business and technology school, the contribution is not measured by the ownership of heavy industrial assets. It is reflected in how the institution builds innovation capability, connects learners with industry, supports enterprise creation, produces applied research and uses digital and physical infrastructure to enable experimentation.

Masters' Union operates within this part of the SDG through an industry-embedded academic model. Students encounter technology and industrial systems through practitioner-led teaching, field immersion, venture building, applied research and direct engagement with companies, investors and public-sector partners.

1.2 Masters' Union's Contribution to SDG 9

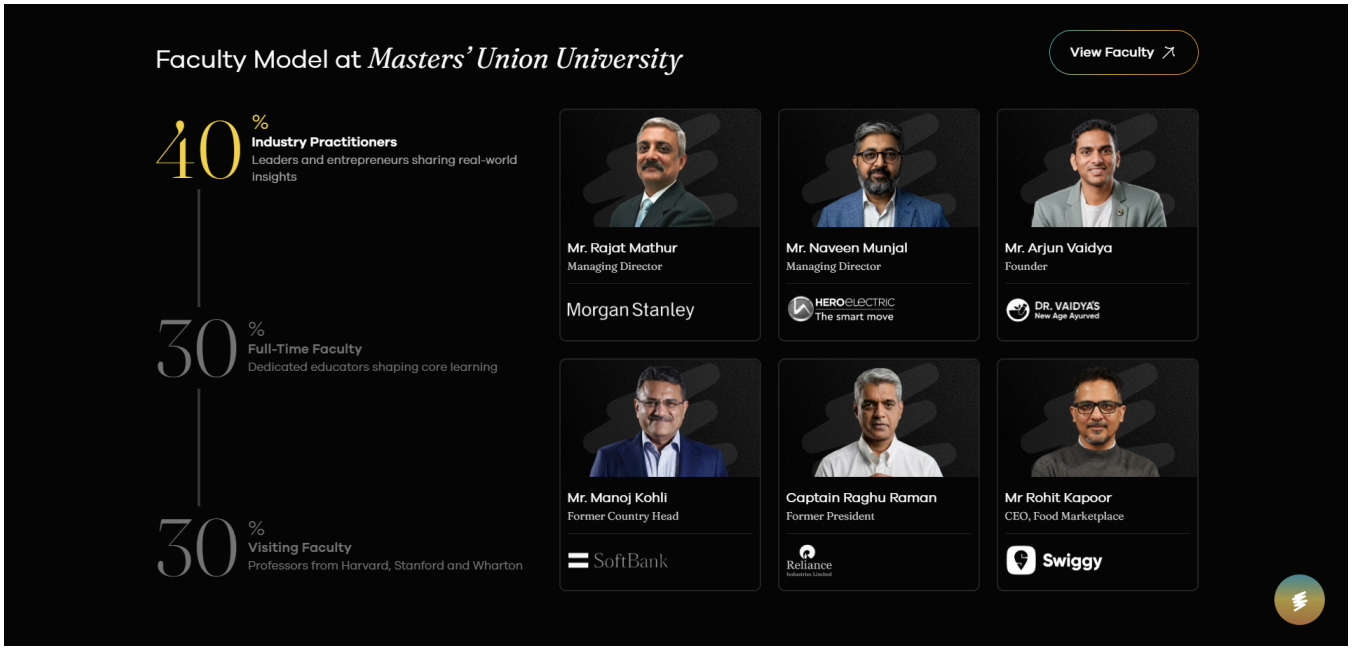
Masters' Union contributes through four connected pathways. Research examines product innovation, supply resilience, responsible innovation and changing industry structures. Stewardship focuses on the digital and physical infrastructure that supports technology-enabled learning and sustainable operations. Outreach extends entrepreneurship capability and innovation networks beyond the campus through government, industry and academic partnerships. Teaching places students inside real operating environments and requires them to build, test and improve products, ventures and solutions.

The institution's strongest SDG 9 evidence is practical: an AI and data infrastructure partnership with PwC, student ventures moving from prototype to market, large entrepreneurship programmes, steady engagement with industry practitioners, field learning across factories and enterprises, and certified green-building infrastructure at the sites where the School operates.

1.3 Contribution at a Glance

AREA	DOCUMENTED CONTRIBUTION
Research	52 publications, 13 book chapters and 12 published cases; 45 faculty, 39 with a PhD; applied work spanning product innovation, supply disruptions, responsible innovation and digital transformation.
Industry integration	200+ industry experts including CEOs, CXOs and MDs engage with the institution; the faculty model combines visiting, full-time and industry-practitioner expertise.
Technology infrastructure	PwC India x Masters' Union AI Lab and Experience Center at Cyber Park with NVIDIA-powered data processing units, AI robots and large-scale data-science infrastructure.
Entrepreneurship at scale	Startup Punjab has engaged 101,884 students across 47 universities and 1,695 colleges, supporting 20,226 student-led businesses and ₹44.15 crore in venture revenue.
Sustainable infrastructure	DLF Cyber Park: GRIHA 4-Star, 40.40% EPI reduction and 550 kWp solar PV. CDS Corporate Tower: LEED BD+C Gold, 62/110.

Industry integration rests on the faculty model: 40% industry practitioners, 30% full-time faculty and 30% visiting faculty from institutions such as Harvard, Stanford and Wharton.



Industry practitioners (40%): leaders and entrepreneurs sharing real-world insights.

02 Research

Research contributes to SDG 9 when it helps explain how firms innovate, respond to disruption, organise production, adopt technology and build new products and business models. Masters' Union's research portfolio addresses these questions through operations, economics, strategy, organisational design, technology and responsible innovation.

2.1 Conference Papers on Knowledge Transfer and Industrial Systems

Conference papers carry two separate lines of faculty work on SDG 9, one on how knowledge and technology move between firms and one on how manufacturers connect to global production and invest in R&D. Each is set out below with its own record of where it was presented.

How knowledge and technology move between firms

Dr Shikhar Bharadwaj's paper on board interlocks, technology and knowledge transfer in high-tech firms was a spotlight paper at the 2024 India Strategy Conference at IIM Ahmedabad. It was featured at the Academy of Management in Copenhagen in 2025, and was a finalist for the Best PhD Paper Prize at the Strategic Management Society conference in San Francisco the same year. His related papers ask how cross-border and domestic R&D teams differ in multinationals, how CEO-inventors shape coinvention, and how acquirers use the knowledge they buy. The last two were presented at the India Strategy Conference at ISB in December 2025.

FACULTY	PAPER	WHERE IT WAS PRESENTED
Dr Shikhar Bharadwaj	Board interlocks, technology and knowledge transfer in high-tech firms	India Strategy Conference, IIM Ahmedabad, 2024 (spotlight paper); Academy of Management, Copenhagen, 2025; Strategic Management Society, San Francisco, 2025 (finalist, Best PhD Paper Prize).
Dr Shikhar Bharadwaj	Cross-border and domestic R&D teams in multinationals	India Strategy Conference, IIM Ahmedabad, 2024 (spotlight paper).
Dr Shikhar Bharadwaj	CEO-inventor coinvention, and post-acquisition knowledge leverage	India Strategy Conference, ISB, December 2025.

Manufacturing, global value chains and R&D investment

Dr Vipin Sreekumar's two papers in the 2024 Academy of Management Proceedings look at the industrial side of innovation. One examines how foreign direct investment relates to Indian manufacturers' participation in global value chains, and the other the governance role of transparency in R&D investment.

FACULTY	PAPER	WHERE IT WAS PRESENTED
Dr Vipin Sreekumar	Governance role of transparency in R&D investment	Academy of Management Proceedings, 2024.
Dr Vipin Sreekumar	FDI and global value chain participation of Indian manufacturers	Academy of Management Proceedings, 2024.

2.2 Product Innovation, Supply Resilience and Industry Systems

Faculty research connects institutional scholarship with concrete industry problems. Work on product innovation examines how legal and financing conditions affect firms' willingness to innovate, while operations research examines pricing, product variety and demand management under supply-chain disruption. These themes are directly relevant to SDG 9 because resilient industrial systems depend on both the institutional conditions for innovation and the operational ability to respond when supply is constrained.

FACULTY AND PUBLICATION	WHAT THE WORK SHOWS
Tanya Jain, Rahul Singh & Chetan Subramanian - "Debt contract enforcement and product innovation: Evidence from a legal reform in India" (2025).	Looks at how contract enforcement affects product innovation and firms' incentives to innovate.
A. Alptekinoğlu, Ashish S. Bhandari & A. Sapra - "Demand management using responsive pricing and product variety to counter supply chain disruptions" (2024).	Addresses operational resilience through pricing and product-variety responses to supply disruption.
Bhupesh Manoharan et al. - "Hybrid organization deconstructed" (2022).	Looks at how organisations that combine commercial and social goals have developed, and what that means for new models of enterprise.
Bhupesh Manoharan, A. Narayanan, Vipin Sreekumar & K. Rakshit - "Bridging Institutional Voids through a Responsible Innovation" (2020).	Connects innovation with institutional gaps and responsible business responses.

FACULTY AND PUBLICATION	WHAT THE WORK SHOWS
Anubha Shokhand, N. Kaushik & S. Mukherjee - "The Field Factor: Industry Publishing Contribution and Novelty in Science" (forthcoming 2026).	Looks at how industry contributes to scientific publishing and to new knowledge.
Sukanya Roy - "Experiential learning and portfolio diversification: evidence from VC firms in India".	Looks at how venture-capital firms learn from experience and spread their investments, and how capital reaches new ventures.

2.3 Research Capacity and Industry-Linked Knowledge Creation

Masters' Union faculty have produced 52 publications, 13 book chapters and 12 published cases, and the 45-strong faculty includes 39 PhD holders. The institution also identifies research collaborations with organisations such as PwC and EY, reflecting an applied research model in which academic inquiry is connected to business practice and technology adoption.

Students participate in this knowledge-creation model through market research, customer discovery, product experimentation, financial modelling, policy analysis and industry research. The Masters' Union Investment Fund Perspective Report, for example, examines sectors including the consumer economy, defence and shipbuilding, and renewable energy, combining macroeconomic research with company deep-dives and investment analysis.

RESEARCH CAPABILITY	EVIDENCE
Faculty research base	45 faculty, 39 with a PhD.
Research output	52 publications across leading global journals, plus 13 book chapters and 12 published cases.
Industry research collaboration	Deep research collaborations with organisations including PwC and EY.
Student applied research	Sector research covering consumer markets, defence & shipbuilding and renewable energy, including company deep-dives and investment analysis.

03 Stewardship

Stewardship under SDG 9 concerns the systems and infrastructure the institution maintains to enable learning, experimentation and responsible operations. At Masters' Union, this includes digital learning platforms, AI and prototyping environments, and the certified building infrastructure within which the School operates.

3.1 Digital Learning and Innovation Infrastructure

Masters' Union has developed a digital learning environment that links academic delivery, career preparation and learner support. Coach LMS centralises academic workflows, while µ.AI, Launchpad, MentorUnion and InterviewAI extend personalised support, mentoring, role preparation and practice. The significance of these systems under SDG 9 lies in the institution's use of technology not only for administration, but as an enabling layer for learning, feedback, skills development and professional readiness.

SYSTEM	FUNCTION
Coach LMS	In-house platform integrating academics, attendance, grades, assignments, calendar, announcements and student workflows.
µ.AI	AI-powered learning platform and digital tutor supporting personalised, real-time learning feedback.
Launchpad	Career-readiness repository connecting role insights, company preparation and interview resources.
MentorUnion / InterviewAI	Structured practitioner access and technology-enabled interview practice.

3.2 PwC AI Lab and Applied Technology Environments

The PwC India x Masters' Union collaboration extends this infrastructure into applied artificial intelligence. The AI Lab and Experience Center at Cyber Park is designed around advanced enterprise AI tools, including NVIDIA-powered data processing units, AI robots and large-scale data-science infrastructure. The facility is intended for hands-on use by both students and PwC clients, creating a shared environment in which academic learning and enterprise problem-solving meet.

The School also uses maker and innovation environments for prototyping, IoT, automation and product development. Together, these facilities support an experiential approach to technology: students are expected to build, test and iterate rather than encounter emerging technology only through classroom discussion. Maker workshops have included pocket cameras, AI companions, spider robots and drones, so students make decisions about materials, functionality, users and technical limits, then test and improve what they have built.

Bloomberg Lab, Food Lab and Gene Lab

Each lab serves a different kind of builder. The Bloomberg Lab gives students and the student-run investment fund live financial-market data to research companies and test investment ideas. The Food Lab lets student food and beverage ventures develop and test products before they reach customers. The Gene Lab brings life-science work into the same building, including the Gene Genius 2026 event.





3.3 Sustainable Physical Infrastructure

Masters' Union operates from commercial education facilities whose certified building systems add a second infrastructure dimension to SDG 9. The evidence is attributed to the relevant building developments rather than presented as infrastructure owned independently by the School.

SITE	INFRASTRUCTURE EVIDENCE
DLF Cyber Park, Gurugram	GRIHA 4-Star; 40.40% EPI reduction against the GRIHA base case; 550 kWp solar PV; 82.65% reduction in building water demand; 1,300 kLD MBBR sewage-treatment plant; 2,000 kg/day organic-waste composter; AAC blocks with 68% fly ash.
CDS Corporate Tower, Udyog Vihar	LEED BD+C: Core and Shell v4.1 Gold, awarded July 2024; 62/110 overall; Energy & Atmosphere 18/33; Location & Transportation 16/20; Water Efficiency 8/11; Sustainable Sites 6/13.

1000148955, Gurugram, Haryana

DLF CYBER PARK

LEED O+M: Existing Buildings (v4.1)

PLATINUM, AWARDED JAN 2022

SUSTAINABLE SITES — AWARDED: 3 / 4

Credit	Rainwater Mgmt	1 / 1
Credit	Heat Island Reduction	0 / 1
Credit	Light Pollution Reduction	1 / 1
Credit	Site Mgmt	1 / 1

WATER EFFICIENCY — AWARDED: 13 / 15

Credit	Water Performance	13 / 15

ENERGY & ATMOSPHERE — AWARDED: 32 / 35

Prereq	Energy Efficiency Best Mgmt Practices	0 / 0
Prereq	Fundamental Refrigerant Mgmt	0 / 0
Credit	Energy Performance	31 / 33
Credit	Enhanced Refrigerant Mgmt	1 / 1
Credit	Grid Harmonization	0 / 1

MATERIAL & RESOURCES — AWARDED: 9 / 9

Prereq	Purchasing Policy	0 / 0
Prereq	Facility Maintenance and Renovations Policy	0 / 0
Credit	Waste Performance	8 / 8
Credit	Purchasing	1 / 1

INDOOR ENVIRONMENTAL QUALITY — AWARDED: 20 / 22

Prereq	Minimum IAQ	0 / 0
Prereq	Environmental Tobacco Smoke Control	0 / 0
Prereq	Green Cleaning Policy	0 / 0
Credit	Indoor Environmental Quality Performance	19 / 20
Credit	Integrated Pest Mgmt	0 / 1
Credit	Green Cleaning	1 / 1

INNOVATION — AWARDED: 1 / 1

Credit	Innovation	1 / 1

LOCATION & TRANSPORTATION — AWARDED: 14 / 14

Credit	Transportation Performance	14 / 14

TOTAL 92 / 100

40-49 Points	50-59 Points	60-79 Points	80+ Points
CERTIFIED	SILVER	GOLD	PLATINUM

1000129302, GURUGRAM, Haryana

CDS Corporate Tower, Udyog Vihar

LEED BD+C: Core and Shell (v4.1)

GOLD, AWARDED JUL 2024

SUSTAINABLE SITES — AWARDED: 6 / 13

Prereq	Construction Activity Pollution Prevention	0 / 0
Credit	Site Assessment	0 / 1
Credit	Protect or Restore Habitat	0 / 2
Credit	Open Space	1 / 1
Credit	Rainwater Mgmt	3 / 3
Credit	Heat Island Reduction	1 / 2
Credit	Light Pollution Reduction	0 / 1
Credit	Tenant Design and Construction Guidelines	1 / 1
Prereq	Solar Access to Green Space	REQUIRED
Prereq	Offsite Financial Support for Habitat Protection	REQUIRED

WATER EFFICIENCY — AWARDED: 8 / 11

Prereq	Outdoor Water Use Reduction	0 / 0
Prereq	Indoor Water Use Reduction	0 / 0
Prereq	Building-Level Water Metering	0 / 0
Credit	Optimize Process Water Use	0 / 3
Credit	Water Metering	1 / 1
Credit	Outdoor Water Use Reduction	3 / 3
Credit	Indoor Water Use Reduction	4 / 4

ENERGY & ATMOSPHERE — AWARDED: 18 / 33

Prereq	Fundamental Commissioning and Verification	0 / 0
Prereq	Minimum Energy Performance	0 / 0
Prereq	Building-Level Energy Metering	0 / 0
Prereq	Fundamental Refrigerant Mgmt	0 / 0
Credit	Optimize Energy Performance	10 / 18
Credit	Enhanced Commissioning	6 / 6
Credit	Advanced Energy Metering	1 / 1
Credit	Renewable Energy	0 / 5
Credit	Enhanced Refrigerant Mgmt	1 / 1
Credit	Grid Harmonization	0 / 2

MATERIAL & RESOURCES — AWARDED: 2 / 19

Prereq	Storage and Collection of Recyclables	0 / 0
Prereq	Construction and Demolition Waste Mgmt Planning	0 / 0
Credit	Building Life-Cycle Impact Reduction	0 / 5
Credit	Environmental Product Declarations	0 / 2
Credit	Sourcing of Raw Materials	0 / 2
Credit	Material Ingredients	0 / 2
Credit	Construction and Demolition Waste Mgmt	2 / 2

INDOOR ENVIRONMENTAL QUALITY — AWARDED: 4 / 10

Prereq	Minimum IAQ Performance	0 / 0
Prereq	Environmental Tobacco Smoke Control	0 / 0
Credit	Enhanced IAQ Strategies	1 / 2
Credit	Low-Emitting Materials	0 / 3
Credit	Construction IAQ Mgmt Plan	1 / 1
Credit	Daylight	2 / 3
Credit	Quality Views	0 / 1
Prereq	ETS Control for Projects in Japan and Airport Projects with Security R...	REQUIRED

INNOVATION — AWARDED: 4 / 6

Credit	Innovation	3 / 5
Credit	LEED Accredited Professional	1 / 1

REGIONAL PRIORITY CREDITS — AWARDED: 4 / 4

Credit	Optimize Energy Performance	0 / 1
Credit	Rainwater Mgmt	1 / 1
Credit	Heat Island Reduction	1 / 1
Credit	Outdoor Water Use Reduction	1 / 1
Credit	Indoor Water Use Reduction	1 / 1

LOCATION & TRANSPORTATION — AWARDED: 16 / 20

Credit	LEED for Neighborhood Development Location	0 / 20
Credit	Sensitive Land Protection	2 / 2
Credit	High Priority Site and Equitable Development	0 / 3
Credit	Surrounding Density and Diverse Uses	6 / 6
Credit	Access to Quality Transit	6 / 6
Credit	Bicycle Facilities	0 / 1
Credit	Reduced Parking Footprint	1 / 1
Credit	Electric Vehicles	1 / 1

INTEGRATIVE PROCESS CREDITS — AWARDED: 0 / 1

Credit	Integrative Process	0 / 1

TOTAL 62 / 110

40-49 Points	50-59 Points	60-79 Points	80+ Points

04 Outreach

Outreach contributes to SDG 9 when innovation capability, enterprise support and industry knowledge extend beyond enrolled students. Masters' Union does this through large-scale entrepreneurship programmes, public-sector collaboration and networks that connect students and external participants with industry, investors and academic partners.

4.1 Startup Punjab: Entrepreneurship Infrastructure at Scale

The Punjab Entrepreneurship Mindset Program, often referred to as Startup Punjab, is the institution's strongest evidence of innovation outreach at scale. The programme combines entrepreneurship learning, a digital platform, mentoring and on-ground activation to help students move from ideas to operating businesses across e-commerce, retail, content creation, professional services and related venture categories.

METRIC	VALUE	METRIC	VALUE
Students engaged	101,884	Universities covered	47
Colleges covered	1,695	Student-led businesses created	20,226
Businesses still active	15,341	Revenue generated by ventures	₹44.15 crore
Business transactions recorded	43,605		





4.2 Industry, Investor and Public-Sector Networks

Industry engagement at Masters' Union is structured as an ecosystem rather than a sequence of isolated guest sessions. Practitioners contribute to teaching, venture mentoring, mock interviews, applied projects and investment conversations. Public-sector engagement has also created platforms for student ventures to show products and services, including the World Entrepreneurs' Day showcase attended by the Chief Minister of Haryana. Programmes such as the GenAI CXO Hackathon, Consulting Garage and FinOv8 bring students and practitioners together around current business, technology and financial problems.

The institution reports a network of more than 200 industry experts, including CEOs, CXOs and MDs from organisations such as Amazon, Apple, IBM and McKinsey. This network strengthens the transmission of contemporary industry practice into teaching and venture development while giving students repeated access to decision-makers and operating contexts.





4.3 Academic and Innovation Partnerships

PARTNER / NETWORK	NATURE OF ENGAGEMENT
Griffith University, Australia	Faculty and student exchange, dual-degree pathways and joint technology-business academic development.
Illinois Institute of Technology, USA	Dual-degree undergraduate collaboration across Technology & Business Management, Psychology & Marketing, and Data Science & AI.
National Skill Development Corporation (NSDC)	Registered Training Partner linking programmes to a Government of India skilling framework.
SDA Bocconi, IÉSEG, H-Farm, Babson College, SMU	Academic collaboration, faculty exchange, innovation exposure and international immersion.
PwC India	AI Lab and Experience Center; applied AI and industry-ready technology skills.
AACSB, EFMD Global / BSIS, BGA	Institutional memberships and international quality / impact networks.

05 Teaching

Teaching is where Masters' Union most directly translates SDG 9 into student capability. The institution's "Learn by Doing" model places students in contact with practitioners, operating businesses, factories, technology tools and venture markets. Innovation is treated as an activity to be practised through iteration, evidence and execution.

5.1 Practitioner-Led Learning and Industry Exposure

Masters' Union's faculty model combines 30% visiting faculty, 30% full-time faculty and 40% industry practitioners. The institution separately reports engagement with more than 200 industry experts, including senior leaders and entrepreneurs. This mix creates a teaching environment in which conceptual learning is repeatedly tested against real operating decisions and market conditions. The PG Programme in Sustainability and Business Management maps each of its 40 courses to the goals it serves. Thirty-five are mapped to SDG 9, including Digital Transformation and Innovation and New Market Entry.

TEACHING ARCHITECTURE	EVIDENCE
Faculty model	30% visiting faculty; 30% full-time faculty; 40% industry practitioners.
Industry participation	200+ industry experts including CEOs, CXOs and MDs from companies such as Amazon, Apple, IBM and McKinsey.
Offcampus learning	50+ factory visits / episodes with students meeting CEOs, CFOs and CXOs and observing operations on the factory floor.





5.2 Outclass, Venture Initiation and Product Building

Outclass carries formal academic credit and uses live business challenges, consulting mandates and venture-building modules as part of the curriculum. The Venture Initiation Programme takes teams through problem identification, customer validation, MVP development, go-to-market execution and product-market fit. Students are required to test assumptions with real customers and respond to evidence rather than defend an idea purely as an academic exercise. The programme runs for about nine to ten months, and selected early-stage teams can receive non-dilutive institutional support to keep testing products and acquiring customers. At Demo Day, student founders present to more than 150 venture capitalists and angel investors.

The Dropshipping Challenge, which has engaged 500+ students and built 150+ businesses with more than ₹10 crore in revenue, extends this approach into direct business operation. Students undertake product research, storefront creation, payment integration, advertising, customer acquisition, inventory decisions and operating analysis. Demo Day then connects selected ventures with investors, founders and mentors, turning the academic cycle into a sequence of build-test-pitch decisions.

5.3 PGP Immersions and Field-Based Innovation

PGP Immersions expose students to local markets, manufacturing systems, agriculture, logistics, infrastructure and community enterprise. The educational value lies in seeing how physical infrastructure, technology adoption, policy and business models interact in real settings. Students observe operating constraints first-hand and translate those observations into business or technology responses supported by feasibility and impact analysis. At Addverb, for example, students see robotics, warehouse automation and AI-enabled logistics. This shows that an innovation still has to work with manufacturing, finance, infrastructure, regulation and supply chains once it leaves the prototype stage. At Sonalika Tractors in Hoshiarpur, Punjab, students saw an integrated plant in a tier-2 town that produces about 1.52 lakh tractors a year, and heard how process discipline lets one line run more than 1,000 product variants. At Zydus Pharma, they saw how regulatory compliance shapes where a pharmaceutical plant can operate and export. The Deloitte session at the Uttar Pradesh Chief Minister's Office covered how a state uses land, power, logistics and single-window investment tools to build manufacturing capacity.





5.4 Student Ventures as Innovation Outcomes

Student enterprise provides the clearest bridge between innovation education and market application. Ventures emerging from the Masters' Union ecosystem span AI infrastructure, financial education, enterprise automation, health technology, gaming-commerce and professional education. The table below presents selected examples that show the range of product and business-model innovation.

VENTURE	INNOVATION / PROPOSITION	FOUNDER(S)
MemoTag	Physical and digital tools designed to help dementia patients stay connected and safe.	Reyansh Juneja
Bullspree	Experiential finance-learning platform using interactive market learning and expert content.	Dharmil Bavishi
Hive School	Sales school focused on developing high-performing sales talent.	Nikhil Gaur
Astrazen	Custom AI automations, workflows and vertical AI SaaS tools for enterprises.	Bhargav V; Anish Adamane
Context Layer	Context-reliability infrastructure for AI agents, including version control, compression, evaluation and conflict detection.	Debraj Bandyopadhyay; Sandali Srivastava
Fulcrum Labs AI	AI infrastructure for scalable, self-operating enterprise revenue systems.	Aarya Pranshu Bhardwaj; Jai Chhajer







How the Venture Initiation Programme builds student ventures

The Venture Initiation Programme (VIP) is a year-long track built into the curriculum. It takes a student team from problem discovery through market testing, product development and customer acquisition to investor readiness. Seed support, mentoring and the Founder Fellowship (₹50,000 a month for up to a year, with 30+ students and 25+ startups supported) let students build a startup instead of sitting for placements. Since its launch the programme has supported more than 80 student startups, and 50 VIP-incubated companies have together raised more than ₹320 crore. The share of students choosing to build a startup over sitting for placements has grown from 7% in 2021 to 22% in 2026, with a goal of 50% by 2030.

At Demo Day the year's work is tested in public. In 2025, fifteen VIP ventures presented to more than 150 venture capitalists and angel investors at DLF Cyberpark. In 2026, eighteen startups secured more than ₹4 crore in funding commitments, among them Breez, a premium mobility service, and Khet.

Masters' Union founder Pratham Mittal is a Shark Tank India judge, and five student and alumni ventures have pitched on the show: Bullspree (Season 2), HiveSchool and MemoTag (Season 4), and HookD and Meta Fashion (Season 5).

The broader entrepreneurship record also shows how this ecosystem can scale beyond student prototypes. Bullspree, founded by PGP alumnus Dharmil Bavishi, reports more than 10 lakh registered users, a 30-member team and approximately ₹10 crore ARR. The Entrepreneurship Report also states that more than 30 featured founder stories have together created over 500 jobs. For PGP-TBM Cohort 2025, Masters' Union provided ₹1.36 crore in venture grants and approximately 4,500 hours of one-to-one mentoring.

Undergraduate ventures show the same range. Meta Fashion, which creates digital wearables, has reached ₹2.5 crore in revenue and $400K in funds raised. Zenmo has reached ₹5.5 crore in gross revenue. MemoTag has completed 50 pilots and trials of its AI companion for clinical conversations. Context Layer has helped AI startups cut token costs by 45 to 50%.

Across the more than 30 ventures profiled in the entrepreneurship report, Masters' Union has given ₹11.2 crore in grants and more than 10,000 hours of one-to-one mentoring. The ventures report a combined valuation of ₹593.10 crore. Eight, an audio and microdrama platform founded by Mohit Paliwal, Mohit Goswami and Yugal Tamang (PGP-TBM 2021), reports ₹13 crore in annual recurring revenue and more than 5 million downloads.

Subjects in the PGP-TBM Curriculum

Related subjects in the course plan include Project Finance, which asks how billion-dollar projects are funded without billion-dollar upfront capital, Innovation & New Market Entry, and Building Startups in Regulated Markets.

06 Institutional Direction

We already run the systems behind innovation: labs and maker spaces, industry mentors and faculty, learning through ventures, and entrepreneurship programmes that reach well beyond campus. Our ambition is to be one of India's best places to turn an idea into a product and a company.

6.1 Spaces to Build Bold Things

We want students and founders to have the best room and tools to make and test ideas. We will keep adding labs and maker spaces, building on the Makers Lab, Bloomberg Lab, Food Lab and Gene Lab, as our campus grows.

6.2 Built with Industry

We want more student work to be built with and for industry, through practitioners in the classroom, hackathons, Consulting Garage and PGP Immersions, until the line between learning and industry blurs.

6.3 Innovation that Reaches Further

We want to take enterprise and research to more founders and regions, building on Startup Punjab, the Venture Initiation Programme, the Founders' Fellowship and faculty work on innovation and supply chains.

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