A Nation of *Builders*

Why India's future may belong to millions of micro-ventures, not a thousand unicorns.

The jobs are not coming in the numbers a generation was promised, and a salary was always a bet that one employer would keep needing you. This paper argues that India's next chapter belongs to the micro-venture: a small, value-creating business of one or two people that AI has made cheap to start, fast to build, and national in reach. Not a unicorn. Not a funded startup with a pitch deck. And not the survival self-employment India has always known. Something new: enough income of your own that a salary becomes a choice rather than a lifeline. Four groups can lead it: students, women, mid-career professionals, and small-town India.

~40%

of graduates aged 15–25 in the labour force are unemployed. The degree no longer guarantees the job.

5.2M

Indian developers joined GitHub in 2025 alone, more than from any other country in the world.

~50%

of India's new startups are now founded in tier-2 and tier-3 cities, not the metros.

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THE ARGUMENT IN BRIEF

The plan a generation trusted, study, get placed, let a salary carry you, is breaking. Not because work ends, but because the path from education to dependable salaried employment is becoming less certain while a different path opens beside it. This is the argument that follows from our first paper, *The Jobs Aren't Coming*: if jobs will not arrive in the numbers required, the future belongs to those who can build a small venture of their own.

The degree no longer clears the market. Unemployment in India rises with education, not against it: among graduates aged 15 to 25 in the labour force, nearly 40% are without work. A salary, meanwhile, is the least diversified income there is: everything you earn, from a single buyer whose incentive is to need fewer people.

Micro-ventures are not the self-employment India already has. This paper is careful about that distinction. Much of India's self-employment remains own-account and low-productivity, and real earnings in parts of it have been falling. The opportunity is not to create more self-employment, but to raise the value one person can create. The micro-venture we mean is different in kind: a business that *creates* value with a product, a service or a brand. And India is unusually ready to build it: in 2025 it added more software developers on GitHub than any other country in the world.

AI is what turns a trickle into a wave. It changed the economics of building. Cost collapsed, so much can be built and tested before you need funding or a team. Speed rose, so what took months takes days. And reach widened, so a person anywhere in India can serve the whole country, in its own languages. The smallest viable company shrank to one person, or two.

The goal is to make enough. Not a billion-dollar exit, not a funding round. Enough: a recurring income of your own that means no single decision by an employer can switch off your life. It begins not with a million users but with the first rupee a stranger pays you for something you built.

Four groups can lead it, and the sum is national. Students, because failure is cheapest in college. Women, whom the country is educating in record numbers. Mid-career professionals, whose experience becomes leverage through AI. And small-town India, where half of new startups are now founded. Multiply them out, and the personal arithmetic becomes a national one.

WHAT IS A MICRO-VENTURE?

A micro-venture is a deliberately small business built by one or two people, using AI and technology as leverage to create and sell a product or a specialised service. Its goal is sustainable owner income, not necessarily employees, external capital or scale.

ONE BUILDER	TWO BUILDERS	THE BUSINESS	THE OBJECTIVE
Solopreneur	**Duopreneurs**	**Micro-venture**	**Enough**

PART I · THE DEGREE STOPPED CLEARING THE MARKET

> *The safe path has quietly become the fragile one: the degree no longer clears the market, and a salary is the most concentrated income there is.*

01 The jobs aren't coming, and the educated feel it first

Our first paper set out the hard arithmetic, and it has not improved. India adds roughly ten million people to its workforce every year, and formal salaried employment absorbs only a fraction of them. The pressure is sharpest, and this is the counter-intuitive part, at the top of the education ladder, not the bottom.

The government's own Periodic Labour Force Survey for 2025 puts overall unemployment at just 3.1%. That headline hides the people this paper is about. Unemployment in India climbs with education, not against it: it is near zero for those with no schooling, and highest for the most educated. And among young graduates the numbers are stark: the State of Working India 2026 report finds that nearly 40% of graduates aged 15 to 25 in the labour force are unemployed, and even among graduates aged 25 to 29 unemployment runs around 20%. The degree was sold as a ticket to a salaried seat. For a large share of young graduates, it is no longer one.

2 in 5

graduates aged 15 to 25 in the labour force are unemployed. The more you study, the harder the entry, not the easier.

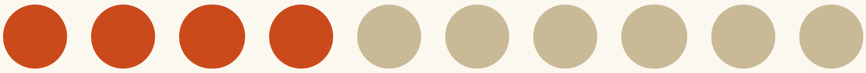

Figure 1. Nearly 40% of graduates aged 15 to 25 in the labour force are unemployed; even among those aged 25 to 29 it is around 20%. AI is thinning entry-level hiring further.

Source: Azim Premji University, State of Working India 2026 (graduates aged 15–29); MoSPI, Periodic Labour Force Survey 2025.

AI now adds another uncertainty. The World Economic Forum estimates that 39% of workers' core skills will change by 2030, 38% for India. For a graduate entering a career that may span four decades, employability can no longer be treated as something acquired once at the beginning. The escalator that once carried a graduate from degree to salary to security has not just slowed; for many, it is going the wrong way.

02 A salary is a single point of failure

A salary feels like security because it arrives predictably. But look at it the way you would look at money. Imagine telling a financial adviser: I have invested everything I own in one company. One stock. One management team. One industry. If something happens to it, my capital falls to zero. She would tell you that you have misunderstood risk.

Yet this is exactly how most people build their income: one hundred percent of it from a single buyer of their capability, their employer, whose own incentive is to automate as much of that capability as it can. We diversify our savings because we understand concentration risk. We rarely diversify our ability to earn.

> *For decades the concentrated bet paid off, because employers kept needing more people. That is the assumption now weakening.* **A salary is no longer the safe choice. It is the undiversified one.**

Seen this way, a small venture of your own is not the reckless option. It is the hedge. Even a modest one, a few customers, a product that earns while you sleep, means your livelihood no longer rests on one decision by one employer.

PART II · WHY THE MICRO-VENTURE, WHY NOW

> *AI has collapsed the cost of building and widened its reach, shrinking the smallest viable company to one or two people.*

03 Cost collapsed. Speed rose. Reach widened.

For most of economic history, starting something was hard and getting a job was comparatively easy. To build software you needed engineers; to build a brand, designers; to advertise, agencies and budgets; to serve customers or reach beyond your town, people and capital. The barriers to creation were enormous. AI dismantled three of them at once.

COST

Collapsed

The price of the underlying intelligence has fallen off a cliff: the cost of GPT-3.5-level AI dropped more than 280 times between late 2022 and late 2024. One person can now use AI across work that once needed several specialists.

Test it before you fund it.

SPEED

Rose

AI compresses research, coding, design, content and iteration, letting a very small team test and reshape an idea far faster than a funded one once could.

Weeks, not quarters.

REACH

Widened

The market is no longer your street. India has 958 million active internet users, 548 million of them in rural India, most transacting in their own language rather than in English.

Your street became the nation.

Sources: Stanford HAI, AI Index 2025 (inference cost); IAMAI & Kantar, Internet in India 2025 (internet users).

This is not a distant capability. It is already in ordinary Indian hands: on the most recent industry measure, 44% of India's active internet users have already used AI-enabled features, and nine in ten use apps with AI built in. The tools that let one person cover work once spread across a team are not reserved for a lab in the metros. They are on a phone in a small town, at the price of a monthly subscription.

04 India already has the builders

India is already producing builders at extraordinary scale. In 2025 alone, 5.2 million developers from India joined GitHub, more than from any other country and over 14% of all new developers joining the platform that year.

INDIA ON GITHUB, THE WORLD'S LARGEST SOFTWARE PLATFORM

5.2M

developers added in India in 2025, more than from any other country and about 14% of all the world's new developers.

No. 1

source of new developers on GitHub in 2025, ahead of every other country.

Figure 2. This is operational data, not a survey: real accounts on the platform where software is built. And it is already AI-native, roughly four in five new developers use an AI assistant in their first week.

Source: GitHub, Octoverse 2025 (Microsoft).

That capability is only half of the story; the willingness to build independently is the other. The unit of this new economy is deliberately small: the solopreneur, or the duopreneur, one person building and one selling. Small is the feature, not the weakness, and AI simply raises the ceiling of what that unit can do. Work that once needed five people may now need two, and what once cost lakhs to test can often be tested for far less.

PART III · FROM TRADING TO BUILDING

> *The prize is not more self-employment but higher-value building; the goal is not a unicorn but enough; and distribution, not code, is the hard part.*

05 India's real opportunity is a shift in kind

It is tempting to point at India's vast self-employment, more than 250 million people who already work for themselves, and declare the country a nation of entrepreneurs. That would flatter the reality. Much of India's self-employment remains own-account and low-productivity in character, and falling real earnings in parts of the sector underline the problem: monthly earnings from self-employment slipped from about ₹14,800 to ₹13,279 between 2017 and 2024. The opportunity is not to romanticise self-employment, nor simply to create more of it, but to increase the value and leverage available to one person or a very small enterprise.

The opportunity is not to celebrate that number. It is to change its *kind*: to move a slice of it, and of the graduates who would otherwise wait for a job, from trading to building. From buying and reselling what others made, to creating something with real value. That shift is what AI now makes possible for an ordinary person, and it is the whole argument.

WHAT MOST INDIAN SELF-EMPLOYMENT IS

The trading micro-venture

- Buys and resells; moves goods others made.
- Margins thin, capped by inventory and footfall.
- Output limited to the founder's own hours.
- Little leverage; easily copied next door.

WHAT AI NOW MAKES POSSIBLE

The building micro-venture

- Creates a product, service or brand with real value.
- AI supplies the leverage that needed capital and a team.
- One person can design, build, automate, market, serve.
- Earns while you sleep; reaches the whole country.

06 The goal is not a unicorn. It is enough.

This is where the argument parts company with startup culture. The aim is not scale, a valuation, or an exit. For the overwhelming majority it is far more grounded and far more freeing: to build something that earns *enough*, enough to live well, on your own terms, without waiting to be chosen. Mention entrepreneurship and the imagination distorts into unicorns and ₹100-crore exits. Forget all of it. The first target is the first rupee a stranger pays you, because it proves what a certificate never can: that someone who is not your employer valued something you built.

Then comes the **Enough Number**: the monthly income at which a venture of your own changes your life. The striking thing is how few customers it takes.

₹25,000 / mo

A MEANINGFUL SECOND INCOME

25 customers at ₹1,000

50 subscribers at ₹500

3 clients at ₹8,000

₹50,000 / mo

REPLACES MANY FIRST SALARIES

50 customers at ₹1,000

100 subscribers at ₹500

5 clients at ₹10,000

₹1,00,000 / mo

FULL ECONOMIC INDEPENDENCE

100 customers at ₹1,000

200 subscribers at ₹500

10 clients at ₹10,000

Figure 3. The Enough Number reframes the ambition. You do not need a million users; you may need ten clients. You do not need venture capital; you need someone with a problem worth solving.

Source: Orange Caterpillar Research. Illustrative customer arithmetic, not a claim about typical earnings.

Your first venture does not need to replace your salary. It needs to prove that you know how to create one. Reach ₹25,000 a month of your own and a layoff stops being an ending; reach ₹1 lakh and the job becomes a choice.

07 Building became easier. Earning did not.

Because bait without substance is just clickbait, the caveat has to be said plainly, and it is the reason the optimism above is credible rather than naive. AI collapsed the cost of *building*. It did nothing to the cost of *distribution*, of *trust*, or of getting a stranger to pay. Those are as hard as ever, and arguably harder, because everyone now holds the same cheap tools.

The evidence is in the very boom that looks like liberation. Most independent earners stay small: independent and creator incomes follow a steep long tail, a few do very well and the majority earn modestly, and building an audience or a book of clients is as hard as it has ever been. A tool that makes *starting* trivial does not make *succeeding* trivial. This is not a reason to retreat. It is the instruction. When everyone can build, the scarce skills are no longer technical. They are the judgment to know which problem is worth solving, and the craft to reach a customer and earn their trust. Build is the easy half now. Sell and serve is the half that separates a hobby from a livelihood.

So the real contest is not building; it is being found and being trusted, and here the small, local venture holds an advantage a funded one does not. It does not need to buy a national audience. It needs a narrow one it can reach for nothing: a community it already belongs to, a language it already speaks, a network that already trusts it. A micro-venture wins customers not by outspending on advertising but by owning a niche too specific, and a relationship too personal, for a large company to bother serving. Distribution is not the afterthought of the micro-venture. It is the point, and the founder's real advantage is rarely the technology, which everyone now shares, but knowing exactly whom to serve and being trusted by them already.

A CAUTION: BUILDING ON BORROWED GROUND

The micro-venture runs on infrastructure it does not own: AI models, cloud, payments, and the platforms where its customers already are. That is what makes it cheap, and also where its risks sit. An API can raise its prices, a platform can change its rules, and a frontier model can absorb the very feature a small tool was selling. The defence is not to avoid these platforms, which would forfeit the leverage, but to own what they cannot: the customer relationship, the local trust, and the specific knowledge of a problem. Treat the platform as a channel, never as the moat. The moat is the founder.

PART IV · WHO HOLDS THE KEYS

> *Four groups stand to gain the most: students, women, mid-career professionals, and small-town India.*

The micro-venture matters to everyone, but four groups in India stand to gain the most, because the salaried economy served them least, and a business of their own serves them most. Each deserves its own argument, and its own evidence.

GROUP 01

08 Students: start before the trap closes

College is the single best moment in a life to start a venture, and almost no one uses it that way. A student has the one thing every would-be founder later loses: room to fail cheaply. For many, college offers something that becomes harder to find later, permission to experiment before career and financial commitments grow heavier. A failed venture at twenty may cost a semester of evenings; a failed venture at forty can carry very different consequences. Once the salary trap closes, once there are instalments and people who depend on you, the appetite for risk collapses. The window is widest now, and it never reopens this wide.

Starting young also repairs the Indian education sequence. Our system is superb at the first rungs, watching, studying, certifying, and rarely asks for the last: proof, a working thing built for a real user. Today most students never get there. On Orange Caterpillar's own diagnostic, on a ladder that runs from passive Spectator to genuine Maker, roughly six in ten students sit on the bottom two rungs: aware of AI, perhaps having tried a chatbot, unable to show a single thing they have built with it.

> **~63%** of students are aware of AI but cannot yet build with it. Imagine instead every student graduating having earned their first independent rupee, having run the full loop, problem to customer to build to sale, three or four times. They would enter the workforce not merely knowing AI, but knowing what they can do with it, and carrying the proof.

GROUP 02

09 Women: India already produces the builders

The most overlooked builder pool in India may be its women, and the reason is a paradox. India produces qualified women at world-leading scale: 22.4 million are now enrolled in higher education, up more than 40% in a decade, they make up 44% of all STEM students, one of the highest shares anywhere in the world, and they enrol at a higher rate than men. The pipeline is not the problem. The pipeline is full.

And then the economy loses them. That capability does not convert into participation: women are nearly half of India's STEM classrooms but under a quarter of its urban workforce. The distance between what India educates and what it employs is one of the widest in the world, and it is not a gap of ability. It is a gap of *routes*: of ways for that talent to create value that fit the lives women actually lead. That absence is precisely what the micro-venture fills.

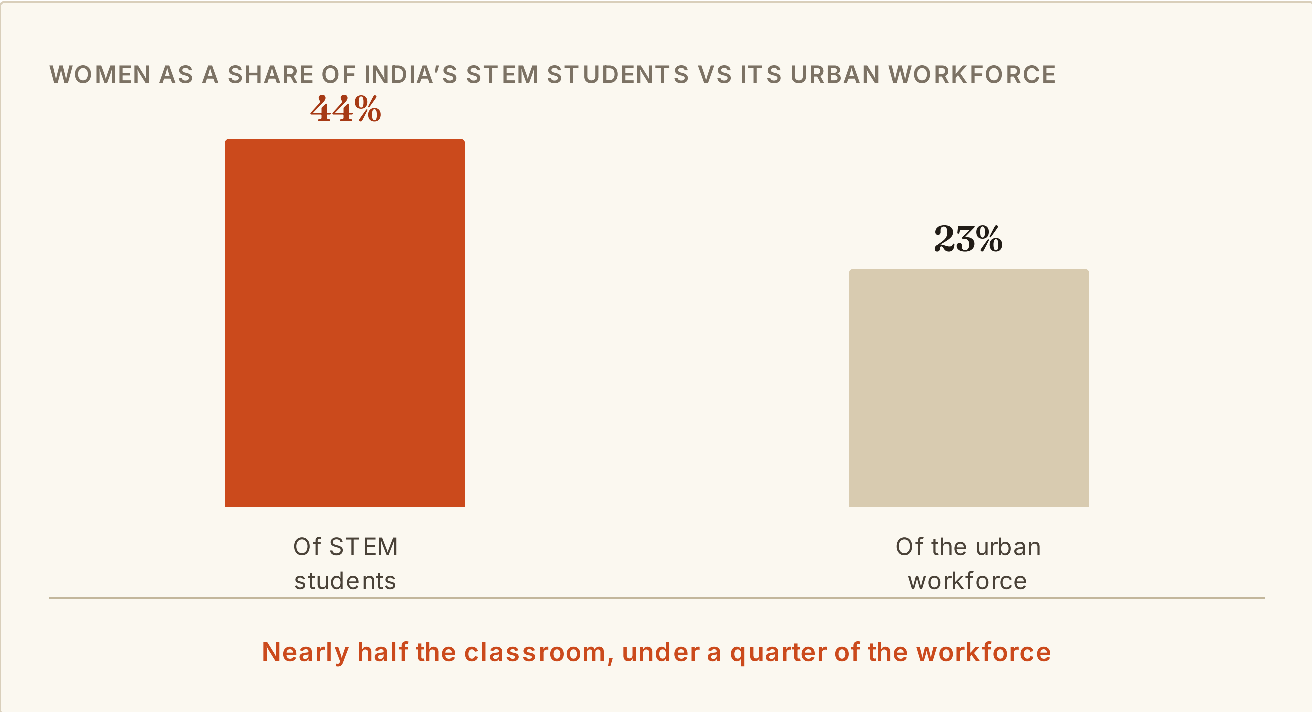

Figure 4. India builds female capability at world-leading scale and then fails to use it. The shortfall is not talent; it is the absence of routes that fit. A venture of one's own is such a route, one that does not wait to be hired.

Sources: AISHE 2023–24, Ministry of Education (STEM enrolment); ADB Institute analysis of Periodic Labour Force Survey (women's share of urban employment).

A venture of one's own is a route the salaried job is not: it does not require being hired, relocating, or fitting a fixed nine-to-six. A woman building a regional-language learning product, a home-kitchen brand, a design studio or a digital service can now do the work that once needed a team, from wherever she is, on her own schedule, and reach the whole country. AI did not create the capability; India has spent a decade building it. What AI adds is a way for that capability to create value without first having to be employed.

GROUP 03

10 Mid-career professionals: experience becomes leverage

AI creates real anxiety for experienced professionals, and some of it is rational: roles are flattening and tasks accumulated over decades are becoming automatable. But the mid-career professional holds assets AI cannot manufacture and the young have not yet earned: deep domain knowledge, judgment about which problems matter, a network built over twenty years, and the trust of people who have worked with them.

Pair two decades of expertise with AI, and it stops being expensive labour and becomes intellectual leverage. The instinct of the moment is to compete with AI, or to hide from it. The move is to point a career's worth of hard-won judgment through it.

> The banker builds a compliance service. The operations leader automates workflows for small manufacturers. The teacher builds a learning product. The consultant packages twenty years of expertise into a tool that sells while she sleeps. The instinct of the moment is to ask **how do I protect my job from AI?** The better question is what becomes possible when you point twenty years of experience *through* it.

GROUP 04

11 Small-town India: the market is no longer in the metros

The largest reservoir of new builders is not in the big cities, and the clearest sign is not who is online but who is building. Around half of India's recognised startups are now founded in tier-

2 and tier-3 cities rather than the metros, in places like Jaipur, Indore, Coimbatore, Kochi and Bhubaneswar. Founders are choosing to stay home, close to problems the metros never see.

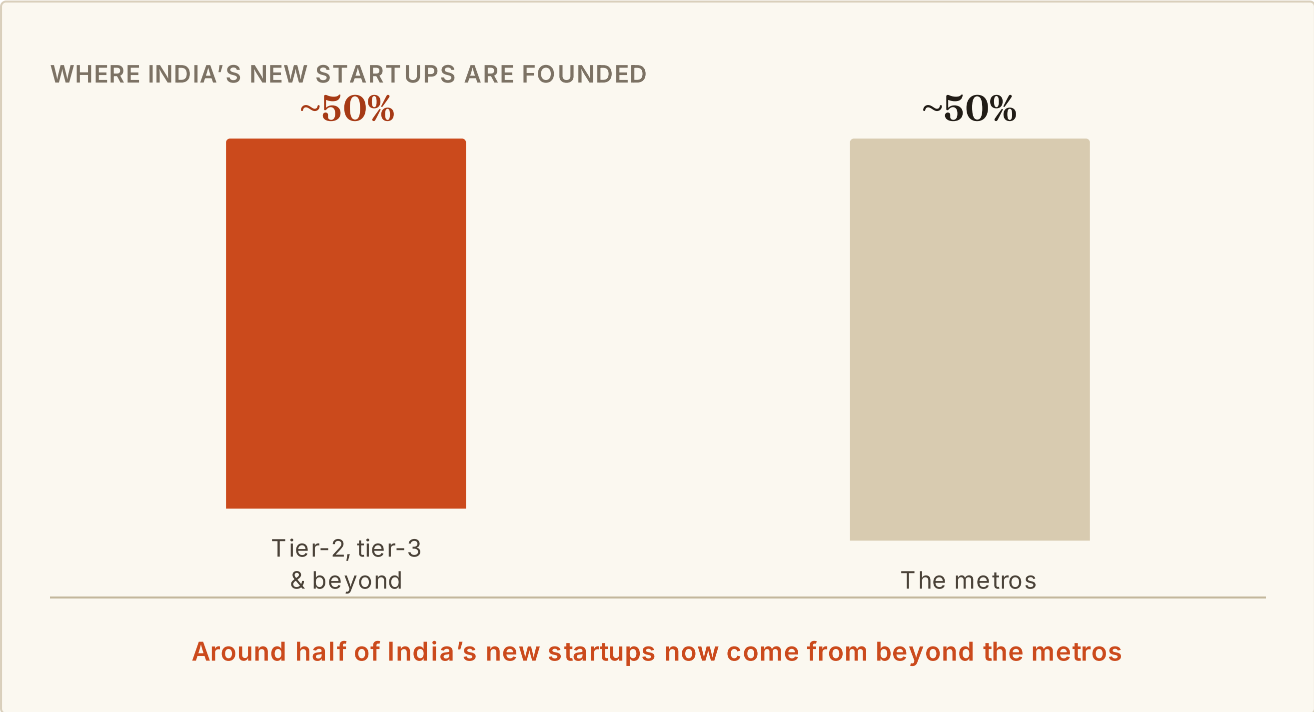

Figure 5. This is a building signal, not a consumption one: founders, not just users. And the market they build for is vernacular, nearly all of India's internet users consume in Indic languages, which AI can now build, sell and serve in.

Source: DPIIT / Startup India (PIB), 2026; IAMAI & Kantar (language of consumption).

The person in a smaller town holds what an outsider does not: local context, language, relationships, trust, and knowledge of problems invisible from Bengaluru or Delhi. AI supplies the technical leverage that was always missing, while leaving intact the local knowledge no model can replicate. A young person in Coimbatore, Jhansi or Bhubaneswar can build an AI advisory for nearby farmers, a regional-language tutoring service, or a hyperlocal brand, and reach a whole district in its own language from a single phone. For once, distance from the metro is not the handicap. It is the moat.

PART V · THE PLAYBOOK

> *Every micro-venture runs the same short loop: choose a real problem, build with AI, distribute through trust, earn the first rupee, then repeat.*

12 The loop: problem, build, distribute, earn

The argument so far is diagnostic. This is the instruction. Stripped of jargon, a micro-venture is a loop a single person can run, and keep running until it reaches Enough. The order is deliberate: the problem comes first, the build comes cheap, and distribution, not code, is where most of the work and most of the advantage lie.

STEP 01

Choose the problem

Start with a problem you understand better than most, ideally in a market, language or community you already belong to. The narrower and more painful, the better. The problem is the business; the tools are shared by everyone.

STEP 02

Build with AI

Use AI to do the work that once needed a team: draft, design, code, research, automate. Build the smallest version a real person could pay for, in weeks, not quarters, and expect to change it.

STEP 03

Distribute through trust

Reach the first customers without an ad budget: your community, your network, word of mouth, the platforms they already use. Trust and access, not technology, are the real moat.

STEP 04

Earn the first rupee

Charge from the start. A stranger paying proves the value; their feedback shapes the next version. Then run the loop again, and let it compound toward Enough.

None of the four steps is optional, and the order matters. A generation taught to run this loop, rather than to wait to be hired, does not need permission to create value. That is the shift the rest of this paper has been building toward, and the reason its national consequences are worth taking seriously.

PART VI · THE NATIONAL PICTURE

> *Millions of small ventures, not a thousand unicorns, may be India's largest economic opportunity, and its deepest change in temperament.*

13 A hundred million builders, not a thousand unicorns

India's startup ambition has fixed on the unicorn: the billion-dollar company, the marquee exit, the funding headline. That ambition is valuable, and it should continue. But it may be looking in the wrong direction for the country's largest gain. The transformative number may not be a thousand unicorns. It may be a hundred million builders, and the millions of micro-ventures they create.

What follows is a thought experiment, and we will say so plainly, because a made-up number dressed as data helps no one. It is not a forecast, not a dataset, and not a projection. It is one piece of arithmetic, meant only to show an order of magnitude.

Illustrative scenario only. Assume a micro-venture earns a modest ₹5 lakh a year, and vary the number of them.

MICRO-VENTURES	AVERAGE ANNUAL REVENUE	GROSS ANNUAL REVENUE
10 million	₹5 lakh	**₹5 lakh crore**
25 million	₹5 lakh	**₹12.5 lakh crore**
50 million	₹5 lakh	**₹25 lakh crore**
100 million	₹5 lakh	**₹50 lakh crore**

Table 1. At the top of the range, a hundred million micro-ventures earning ₹5 lakh each would generate about ₹50 lakh crore in gross revenue a year. The paper's ambition is a hundred million *builders*; not all will run a revenue-earning venture, but even a fraction who do is a national-scale number.

Illustrative scenario only. Gross venture revenue, not incremental GDP or economic value added.

Basis for each column. Micro-ventures: a scenario variable set by Orange Caterpillar; for scale, India already has roughly 250 million people in self-employment. **Average annual revenue:** an Orange Caterpillar assumption, deliberately conservative, about ₹40,000 a month. **Gross annual revenue:** calculated, micro-ventures × average revenue; gross, not value added. At ₹5 lakh a year most such ventures sit below the GST registration threshold (₹20 to ₹40 lakh by category), so growth here also implies a formalisation pathway, from informal earning toward registered, tax-paying enterprise.

Three disciplines keep this honest. First, it is gross activity, not net-new: some of it would upgrade existing low-value self-employment rather than add to it, so the true addition is smaller. Second, the point is the order of magnitude, not the decimal. Third, the ₹5 lakh figure is deliberately modest, about ₹40,000 a month, so a venture that does better would lift the total further. The claim is not precision. It is direction: even a fraction of India's young graduates and self-employed, moved from waiting or trading into building, is a national-scale event.

And the second-order effect runs deeper than the revenue. A generation that learns early that it can build, sell and create value independently behaves differently from one waiting to be selected. A hundred million builders who know they can create value without permission is not only an economic fact. It is a change in the national temperament, from seeking to building, and that may matter more than any single line in the GDP.

CLOSING · A NATION OF BUILDERS

For one generation, the Indian dream was a single sentence: get a good job. For the next, the sentence should be longer. Get a good job if you can. Build a good career. Become excellent at what you do. But do not build your whole life on a salary, because a salary is one buyer's decision, and that decision is no longer as safe as it looked.

Alongside it, learn to build. Learn to find a problem, make something that solves it, reach a customer, and earn enough of your own that no single decision by anyone else can switch off your life. Not a unicorn. Not a funding round. A micro-venture, one or two people, made viable by AI and made large, in the aggregate, by a country of a billion people. What is new is that a single capable person, a student, a woman building from home, a professional in her forties, a builder in a small town, can now create real value without permission from any employer.

The jobs will change, companies will change, skills will change, AI will change, your career will almost certainly change. One capability travels with you through all of it: the ability to build something another person values. Perhaps that is what we should now teach every young Indian, alongside how to get a job. Not instead of it. Alongside it.

Don't build your life on a salary.
Build a little venture of your own, and make it enough.

Students, this may be the most important decade in modern Indian history to learn how to build. Parents, this is the conversation to begin having with your children now.

SOURCES & ACKNOWLEDGEMENTS

This paper draws on official statistics and reputable independent research, and separates that external evidence from Orange Caterpillar's own frameworks and interpretation. Figures reflect reported estimates as of 2025–2026.

Government of India, MoSPI: Periodic Labour Force Survey 2025. Overall unemployment of 3.1%; youth (15–29) unemployment of 9.9% with urban youth at 13.6%; and the finding that unemployment rises with education, being highest for those with secondary education and above.

Azim Premji University, State of Working India 2026. Nearly 40% unemployment among graduates aged 15–25 in the labour force, and around 20% among graduates aged 25–29; and the scale of annual workforce entrants.

World Economic Forum, Future of Jobs Report 2025. 39% of workers' core skills expected to change by 2030, 38% for India.

GitHub, Octoverse 2025 (Microsoft). India adding 5.2 million developers in 2025, more than any other country and about 14% of the world's new developers, with a projection of more than 57 million developers by 2030.

AISHE 2023–24, Ministry of Education; ADB Institute analysis of the Periodic Labour Force Survey. 22.4 million women in higher education and a 44% share of STEM enrolment, among the highest in the world; set against women's ~23% share of urban employment, the gap between capability produced and capability employed.

IAMAI & Kantar, Internet in India Report 2025. About 958 million active internet users with rural at roughly 548 million (57%) and growing about four times faster than urban; near-universal consumption of Indic-language content; and 44% of users already using AI-enabled features.

DPIIT / Startup India (PIB), 2026; MoSPI Economic Survey / PLFS. Around half of recognised startups now originating in tier-2 and tier-3 cities; and the scale and falling earnings of Indian self-employment.

MoSPI First Advance Estimates, nominal GDP FY 2025–26 (~₹357 lakh crore). The sole external input to the illustrative national-scale model in Table 1.

Orange Caterpillar Research. The trade-versus-build distinction; the Enough Number; the illustrative national-scale model; the SWISH capability ladder; and the framing carried from The Jobs Aren't Coming and The Second Act. These are proposed frameworks and interpretations, not claims established by the external evidence above.

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Across more than three decades he has built ventures from scratch and led organisations at global scale, as a founder, a Fortune 100 CXO, an AI-startup CEO and a board member.

Trisha David

CO-FOUNDER & DIRECTOR OF RESEARCH

A top-of-class Biotechnology graduate from Johns Hopkins, she shapes the research foundation and frameworks behind Orange Caterpillar's work.

Orange Caterpillar is a pathfinder for students, schools and colleges navigating the future of work, helping them add the "build" layer, from career-ready AI agents to live micro-ventures, on top of the teaching institutions already do. This paper reflects the founders' shared point of view; the data is drawn from the public sources acknowledged above, alongside Orange Caterpillar's own research.