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## Context to the conversation

Roopa speaks about how Venture Investors have two opposing forces to deal with. One is the speed of change and the need to be nimble. The other is the growing depth in a space where there is a track record and experience. Balancing the two is a fine art indeed.

## Transcription

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**Deepak Jayaraman (DJ):** Roopa, changing topics, going back to your days at Omidyar, one of the themes I'm curious about is just investing as a profession. Some of my work involves working with some of these partners. And I find that it's an interesting environment. One is you're at top of the food chain, good feedback doesn't come to you. Often entrepreneurs don't want to speak the truth to you, bankers get your work from you, they don't speak the truth to you. There's a lot of silence and there's a seven-year feedback loop and there is a, what do you say, if at all, dicey correlation, dicey connection between, you know, what you do and what happens, know, if at all correlation causality, we can get into those discussions. So it's an interesting environment for somebody to grow. So what have you observed about what the journey of excellence looks like at senior levels of investing? how does one really get better as an investor over time?

**Roopa Kudva EP2 (RK):** Yeah, so you know I think today you know we are at a point in evolution of the whole technology space where just like for everything else for as an investor you have to constantly reinvent yourself. The reason being that even if you look at what has happened in the world of tech in the last 20 years every single new innovation has come from a new company altogether. Right. And what does that mean for investors? The job of an early stage investor is to imagine the future, figure out what's going to be the next big thing, which today the pace of change is much more rapid than it was even 10 years ago. The profile of entrepreneurs is changing. mean, you now have 19, 20 year old entrepreneurs. You not only have to build a network with them, understand them, relate to them, connect with them, have an eye on the future, understand what technologies are likely to emerge and bear in mind at the same time, you have to, working with a portfolio of companies where you have to help them succeed. So you have one foot in this world, so to speak and with your other foot you have to make the leap into what is next. That has always been the case, but I think with the pace of change accelerating, the ability to reinvent is going to become even more challenging. I feel therefore the whole little interesting to watch how the whole game of investing will change. There are some signs of this. think the way investment firms are structuring themselves, you are starting to see changes. And I think some of it reflects some of these challenges that I've talked about, including the fact that the timeframe for success sometimes are very long. Some of these new technologies you have to make, particularly in India, in deep tech, you

have to make these investments, which will require far more patience than even the earlier investments used to take. So I think it's a rapidly changing landscape. And this whole thing of constant reinvention as an investor is something that's going to be difficult, but that's something that successful investors will do better than nothing.

## Reflections from Deepak Jayaraman

**DJ:** In my work with Venture Investors, one theme that has worked is the notion of adjacent possible. You might have an area of expertise and networks in a certain space. Rather than trying to completely pivot to a new space, is it possible for you to sow some seeds in a nearby space. For instance, you might be an expert in Consumer. Is there a possibility for you to consider Retail, or Consumer Tech or Consumer Healthcare as adjacencies. You start meeting entrepreneurs and bankers in these adjacent spaces and suddenly things start bubbling up through the system. It is not an instantaneous switch but something you could be deliberate about as you go through your journey as an investor.

## End of transcription

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## About Deepak Jayaraman

Deepak seeks to unlock the human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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