

TOPICS & SAMPLE QUESTIONS - FOR HOSTS, JOURNALISTS, AND PRODUCERS

01 Operator Experience & Business Building

\$400M+ in revenue built. 14 acquisitions. 25+ years of execution across 10 countries.

- What does building a business actually require that the conventional narrative misses?
- How do you know when a business is ready to scale versus when it needs to be fixed first?
- What did 14 acquisitions teach you about what makes a business worth buying?

02 The Immigrant Entrepreneurial Journey

Risk, identity, and building in the US - without the polished success-story version.

- What are the real tradeoffs immigrant founders face that don't get discussed publicly?
- How does cultural identity affect the way you build and the relationships you form?
- What do the unwritten rules of US professional culture look like from the outside?

03 Community as Leverage

Co-founder of ASAN, which has scaled to 130+ events and 40,000+ people in under two years.

- How do you turn a community into a genuine business network rather than just an affinity group?
- What is the South Asian business ecosystem actually building in the US, and why does it matter?
- How should founders think about community as a distribution channel?

04 Moderating High-Stakes Rooms

Why most panels fail. The mechanics of room control and high-signal dialogue.

- What is the most common mistake event organizers make when it comes to panels?
- How do you get a speaker to say something they didn't plan to say?
- What separates a conversation the audience remembers from one they forget immediately?

05 Acquiring & Scaling Small Businesses

The \$1-5M operating partner model and what founders need when they're ready to step back.

- Why do most \$1-5M businesses get stuck, and what does it actually take to unstick them?
- What should a founder look for - and be wary of - when handing over operational control?
- How does a value-creation compensation model change the incentives in an operating engagement?