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Associate Director, Venture Studio

The Associate Director, Venture Studio is responsible for converting high-potential problems and opportunities into structured solution vehicles within the Innovation Lab. The role leads venture development, prototype design, team formation, stage-gate progression, and venture support for commercial and quasi-commercial outputs emerging from the Lab. It is the most builder-oriented role in the institutional structure.

Reporting line

Reports to: Director, Innovation Lab

Works closely with: Associate Director, Fund Management; Director, Secretariat; AFD/finance; assigned Innovation Lab Pelsups and associates.

Role in Pelsing

Pelsing functions with a 2-engine structure, the Innovation Lab for innovation and ventures and the Secretariat for daily functions and execution. This role sits at the centre of the Innovation Lab's venture studio function. Pelsing defines the Lab as the point of origin for intellectual, entrepreneurial, and investment activity, including problem sourcing, programme design, and venture development. This role owns the venture-building side of that mandate.

Key responsibilities

A. Venture development

- Lead the structured development of commercial ventures and commercially relevant solution vehicles emerging from the Lab.
- Convert challenge briefs and problem statements into testable concepts, prototype pathways, team structures, and implementation plans.
- Assess which problems are suitable for venture treatment rather than policy, systems, or programme responses.

B. Stage-gate management

- Design and manage venture stage-gates from concept to prototype to incubation readiness.
- Ensure each venture has a clear problem statement, market logic, operating model, milestones, and decision points.



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- Recommend continuation, redesign, pause, or discontinuation based on evidence and progress.

C. Team formation and studio management

- Identify, assign, and manage Innovation Lab Pelsups and associates working on venture projects.
- Build disciplined working routines inside the studio, including sprints, reviews, prototype tests, and venture documentation.
- Ensure venture teams do not drift into unstructured ideation or vanity projects.

D. Coordination with fund and finance functions

- Work with the Associate Director, Fund Management on seed requests, milestone reviews, and venture readiness for capital.
- Ensure venture teams understand capital conditions, stage-gates, and reporting obligations.
- Support preparation of investment cases where ventures are ready for funding consideration.

E. Institutional and market interface

- Engage external partners, technical experts, users, and potential customers where required to validate ventures.
- Support the Director, Innovation Lab on strategic venture partnerships and market testing opportunities.
- Maintain alignment between venture activity and Pelsung's broader institutional thesis.

Decision rights

Within approved Lab workplans, the AD may:

- lead venture design and prototype management;
- allocate venture teams within approved structures;
- recommend stage progression and capital requests;
- discontinue or redesign weak concepts before they consume excessive institutional time.

The role does not have authority to:

- approve formal investment decisions;



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- commit Pelsung to ownership or equity positions;
- bypass fund governance or finance controls;
- convert weak ideas into institutional commitments without evidence.

Key performance indicators

- Quality and viability of ventures emerging from the studio
- Stage-gate discipline and evidence quality
- Percentage of ventures progressing with clear justification
- Quality of venture documentation, prototype design, and team management
- Efficient use of studio talent and time
- Quality of handoff to incubation, funding, or implementation pathways

Candidate profile

- Strong builder mentality with strategic judgement
- Able to structure ideas into ventures rather than just brainstorm
- Comfortable working across business model, team, execution, and early product logic
- Strong problem-framing and prototype discipline
- High tolerance for ambiguity, but not for vagueness

Ideal experience

- 5-8 years of working experience.
- Venture building, startup incubation, innovation programme management, product strategy, venture studio work, or entrepreneurship support
- Experience taking ideas from zero to structured pilots or early commercial form