

Varun Kumar



SkillOS

— MEASURE. DEVELOP. PREDICT. —

WORKFORCE CAPABILITY. INTELLIGENTLY.



The Operating System for Workforce Capability

Measure. Develop. Predict.



MEASURE

Assess real capability
with data and insights.



DEVELOP

Personalize learning
and accelerate growth.



PREDICT

Anticipate future needs
and stay ahead.



Empowering organizations to build the **right skills**,
in the **right people**, at the **right time**.



The Problem

Companies train employees but **cannot measure** capability improvement.

Lots of training. Little visibility. Zero proof of impact.

THE CURRENT REALITY



70%
of learning is forgotten
within weeks
— McKinsey

\$360B+
spent annually on corporate
learning globally
— Statista

87%
of L&D leaders can't link
training to business impact
— Deloitte

Completion is not capability.
You can't improve what you **can't measure**.

THE IMPACT

- ✗ Wasted training budget
- ✗ Skill gaps remain hidden
- ✗ Low employee confidence
- ✗ No ROI on learning investments
- ✗ Slower business outcomes



“Did training actually
improve our people's **capability**?”
Most companies still **can't answer** this.



We help companies move from
training completion to **capability improvement**.



WHY NOW?

AI adoption, skill obsolescence, and internal mobility are **accelerating**.

Three powerful shifts are converging to create an urgent need for capability intelligence.



1. AI Adoption is Exploding

Organizations are investing heavily in AI and automation to drive productivity and innovation.

78%

of leaders say AI adoption is a top priority.

– McKinsey, 2024



2. Skill Obsolescence is Accelerating

The half-life of skills is shrinking, and critical skill gaps are widening.

44%

of core skills will change in the next 5 years.

– World Economic Forum, 2023



3. Internal Mobility is a Top Priority

Companies are prioritizing internal mobility to retain talent and adapt faster.

86%

of HR leaders say internal mobility is a priority.

– LinkedIn, 2024



The time to build capability intelligence is now.

Organizations that act today will build the **workforce advantage** of tomorrow.

Leaders know course completion, but not capability growth.

We measure activity. Not impact.

WHAT LEADERS KNOW (ACTIVITY)

Learning Activity Dashboard

 Courses Completed
1,248 + 18%

 Enrolled Learners
2,356 + 22%

 Certifications Earned
842 + 16%

 Training Hours
8,432 + 20%

Course Completion Rate



Training Trends



BUT...

WHAT LEADERS DON'T KNOW (IMPACT)

Capability Growth Dashboard

Skill Improvement



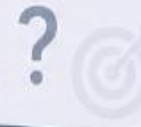
Capability Score



Job Readiness



Business Impact



Are our people actually
getting better?
I don't know.



Visibility into learning activity is
clear and easy.



No visibility into capability growth.
No clarity on impact.



SkillOS bridges the gap between **learning activity** and real **capability growth**.

6/23/2026

Because what gets measured, gets improved.

Customer Segment

Mid-market companies (500–5000 employees) are the sweet spot.

Big enough to need capability intelligence. Agile enough to adopt and grow with us.

ENTERPRISE (5000+ employees)



-  Complex legacy systems and long sales cycles
-  Multiple stakeholders, slower decision making
-  High customization needs, higher implementation effort

✗ Hard to land. Slower to scale.

MID-MARKET (500 – 5000 employees)



-  Strong need for workforce visibility and skill data
-  Faster decision making and adoption
-  Focused L&D teams looking for measurable impact
-  High willingness to invest in modern solutions

★ Right need. Right size. Right time.

SMALL / STARTUPS (< 500 employees)



-  Limited budgets and focus on survival
-  No dedicated L&D bandwidth
-  Low immediate need for capability measurement

✗ Not enough need or budget yet.



We win by helping mid-market companies **measure, develop, and predict** workforce capability.

Skills by Varun

6

Market Opportunity

Massive opportunity in workforce capability and learning analytics.



The next frontier
of HR Tech

From tracking learning to driving **measurable capability** and **business impact**.



Global Corporate
Learning Market (2024)

\$370B+

Growing at **9.6% CAGR**
(2024–2030)



Learning Analytics
Market (2024)

\$6.1B+

Growing at **23.4% CAGR**
(2024–2030)



Companies Prioritizing
Workforce Skills

87%

of organizations say skills
gap is a risk to growth
– Deloitte



Shift to Internal Mobility
and Reskilling

2.5X

more likely to hire internally
by 2025
– LinkedIn



Large and Growing Market

Corporate Learning Market Size (USD Billion)



Organizations are investing more in learning,
but demand is shifting toward **outcomes**.



Emerging High-Growth Segment

Learning Analytics Market Size (USD Billion)



Learning analytics is the **fastest growing**
segment in the HR Tech ecosystem.



Why Now?



AI and automation are changing skills
requirements rapidly.



Skills are becoming obsolete **2.5x** faster
than before.



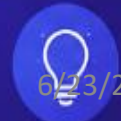
Reskilling existing talent is more cost-effective
than external hiring.



Leaders need data-driven insights to plan
workforce capability and future readiness.



Capability intelligence is the **missing layer**
between learning and business outcomes.



Organizations don't just need more training.

6/23/2026

They need **visibility** into **capability, growth, and future readiness**.

SkillOS by Varuni

Move from learning metrics to capability intelligence.

From tracking **what people learn** to understanding **what they can do** and the impact they create.

FROM: LEARNING METRICS

Focus on activity and completion

 Courses Completed

 Training Participation

 Hours Trained

 Certifications Earned

Course Completion Rate



Courses Completed

324
vs last quarter ↑ 12%

Training Hours

12,450
vs last quarter ↑ 15%

Certifications Earned

156
vs last quarter ↑ 8%



Tells you what was done.
Not what was achieved.



Shift from
activity tracking
to capability
intelligence

TO: CAPABILITY INTELLIGENCE

Focus on capability, readiness and impact

 Capability Score

 Skill Proficiency

 Role Readiness

 Team Strengths

 Business Impact

Average Capability Score



Role Readiness

68%
Employees ready for next role

Skills at Risk

12
Critical skills need attention



Business Impact

\$2.4M
Impact from capability improvement



Tells you what people can do,
and the impact it creates.



Visibility

See real capability across your organization.



Alignment

Align skills to roles, teams and strategy.



Action

Identify gaps and take the right actions.



Impact

Drive performance, growth and ROI.



Future Ready

Build a future-ready workforce with confidence.

Measure, Develop, and Predict workforce capability.

A connected cycle that drives real capability growth and business impact.



Business Impact



Improved workforce capability and productivity



Higher ROI on learning investments



Better talent mobility and retention



Stronger business agility and future readiness



SkillOS turns learning data into capability intelligence

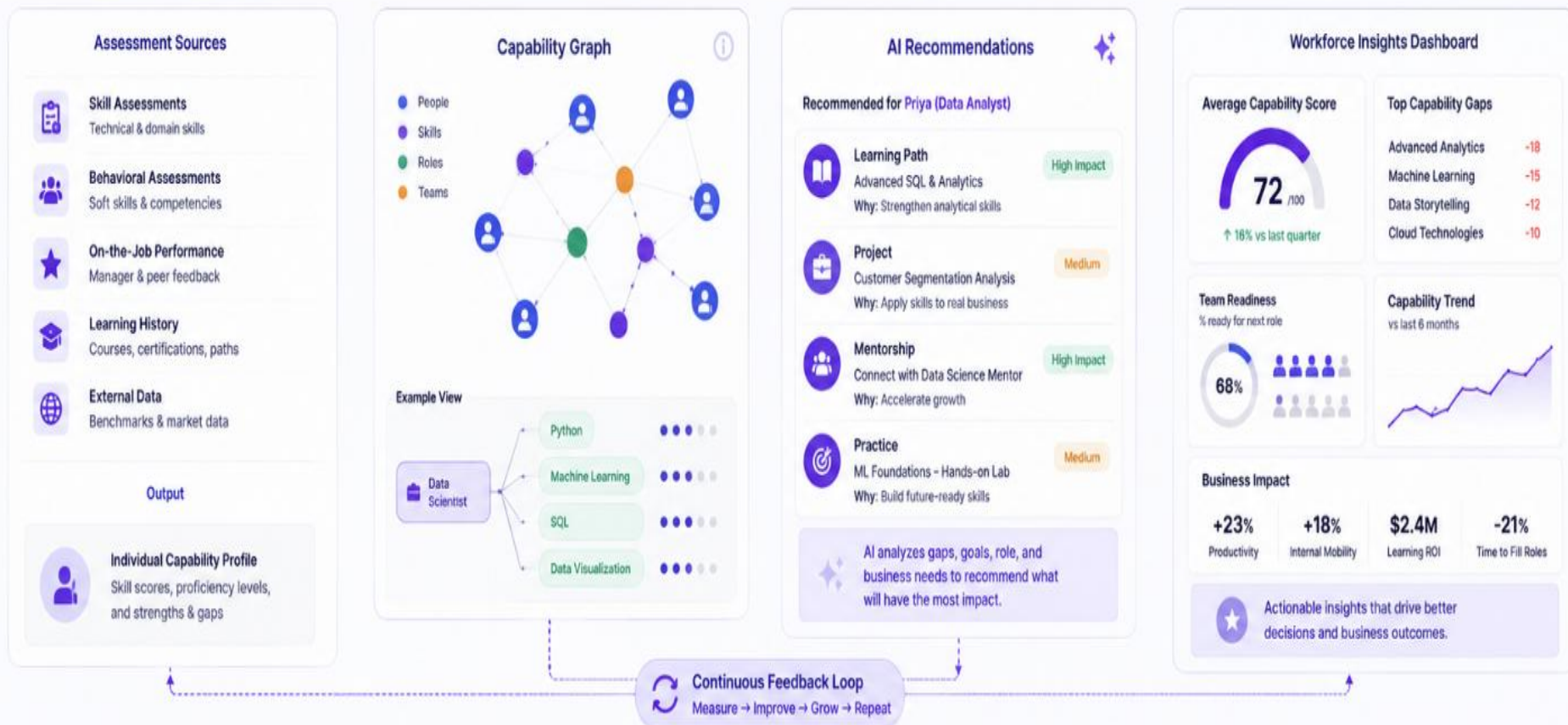
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so organizations can build the **right skills**, in the **right people**, at the **right time**.

SkillOS by Value

From Assessment to Impact

A seamless workflow that turns learning data into workforce capability intelligence.



3-Year Roadmap

Building the Operating System for Workforce Capability

YEAR 1



MEASURE

Build visibility into current capability

GOAL

Create a reliable foundation of capability data across the organization.

KEY INITIATIVES

- Skill & competency framework
- Assessments & proficiency scoring
- Capability graph (v1)
- Team & org dashboards
- Data integrations (HRIS, LMS, ATS)

SUCCESS OUTCOMES

- Unified capability visibility
- Baseline capability scores
- Skill gap identification

YEAR 2



DEVELOP

Drive personalized capability growth

GOAL

Enable continuous learning and development that closes skill gaps and builds capability.

KEY INITIATIVES

- AI-powered learning recommendations
- Personalized learning paths
- Practice labs, projects & simulations
- Mentorship & internal mobility tools
- Capability tracking & progress analytics

SUCCESS OUTCOMES

- Improved capability scores
- Higher learning engagement
- Stronger internal mobility

YEAR 3



PREDICT

Anticipate future capability needs

GOAL

Use AI and analytics to predict skills, readiness, and business impact.

KEY INITIATIVES

- Workforce planning & skill demand forecasting
- Role & team readiness prediction
- Risk of skill obsolescence alerts
- Scenario modeling & what-if analysis
- Business impact analytics & ROI insights

SUCCESS OUTCOMES

- Future-ready workforce
- Reduced skill risk & gaps
- Measurable business impact



End Vision: The intelligent layer that powers workforce decisions across learning, talent, and business outcomes.

FOUNDATION
(YEARS 1-3)



Secure & scalable platform



AI/ML engine & data pipeline



Open integrations & APIs



Privacy, security & compliance



Continuous feedback & iteration

SkillOS by Varun

Per Employee SaaS Subscription with Enterprise Expansion

Simple, scalable, and aligned with customer success.

Core Model: Per Employee SaaS Subscription



We charge a per employee, per year (or per month) subscription for access to the full SkillOS platform.

Subscription Tiers (Example)

Essentials

\$4

per employee / month

- ✓ Skill Assessments
- ✓ Capability Scores
- ✓ Team Dashboards
- ✓ Basic Reports

Growth

\$7

per employee / month

- ✓ Everything in Essentials
- ✓ AI Recommendations
- ✓ Learning Paths
- ✓ Advanced Analytics

Enterprise

Custom

per employee / month

- ✓ Everything in Growth
- ✓ Workforce Planning
- ✓ Predictive Insights
- ✓ Dedicated Success Manager
- ✓ Custom Integrations & SSO

Enterprise Expansion Strategy

Start with one team or business unit. Expand across the organization.



Start Small

Pilot with a team or department



Prove Value

Demonstrate capability improvement & ROI



Expand

Roll out to more teams, functions, or locations



Scale Enterprise-wide

Become the system of record for capability

Enterprise Value Drivers



Better visibility into workforce capabilities



Higher learning ROI and productivity



Stronger talent mobility and retention



Future-ready workforce and business agility



Revenue Model

Predictable, scalable, and aligned with customer growth.



Revenue grows as customers grow



Expansion driven by measurable outcomes



High retention through long-term value delivery

Built for depth. Designed to win.

Sustainable advantages that compound over time.



1. Capability Data Moat

Richer data. Deeper insights.
Stronger moat.

Proprietary, longitudinal capability data across skills, roles, teams, and outcomes.



- ✓ Unique, first-party capability graph
- ✓ Longitudinal data across the employee lifecycle
- ✓ Continuously grows in richness and depth
- ✓ Hard to replicate, easy to compound



2. Benchmarking Moat

Built-in benchmarks that create unmatched context.

Industry, role, team, and organization benchmarks drive better decisions.

Example: Data Analyst Benchmark
(Mid-market Companies)



- ✓ Crowdsourced, anonymized benchmark data
- ✓ Contextual insights that improve with scale
- ✓ Increases value as the network grows
- ✓ Hard to build without critical mass



3. AI Recommendations Moat

Smarter recommendations.
Better outcomes. Higher lock-in.

AI gets smarter with more data, feedback, and real-world outcomes.

- Personalized learning paths based on capability gaps
- Project & practice recommendations that build real skills
- Mentorship & expert matching that accelerates growth
- Outcomes improve and AI models get stronger over time

- ✓ Proprietary models trained on capability data
- ✓ Feedback loop improves every recommendation
- ✓ Drives higher engagement and outcomes
- ✓ Hard to replicate, even with data



4. Integrations Moat

Embedded in the workflow.
Harder to replace.

Deep integrations across the tools companies use every day.



APIs & Webhooks

- ✓ Fits into existing systems and workflows
- ✓ Becomes part of the daily operating rhythm
- ✓ Higher switching costs over time
- ✓ Extensible platform for ecosystem growth



These moats reinforce each other.
The more we grow, the **stronger** we become.

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Land one team, prove ROI, expand company-wide.

A proven land-and-expand motion that drives results and scales impact.

1



Land One Team (Beachhead)

- ✓ Start with a motivated leader and a high-impact team
- ✓ Assess capabilities and identify critical gaps
- ✓ Deliver quick wins and clear value

Goal: Establish value and credibility

2



Prove ROI (Expand)

- ✓ Show measurable improvements in skills, productivity, and business outcomes
- ✓ Build a success story and internal champions
- ✓ Refine and standardize the approach

Goal: Demonstrate ROI and repeatability

3



Expand Company-Wide (Scale)

- ✓ Roll out to more teams, functions, and locations
- ✓ Integrate into learning, talent, and business processes
- ✓ Drive a culture of continuous capability growth

Goal: Scale impact across the organization



Start small. Prove big. Scale fast.

Turn capability intelligence into a **sustainable competitive advantage.**



SkilloS – The Future of Workforce Capability

Turning workforce potential into measurable performance and business impact.



Measure

See true capability across people, teams, and the organization.



Develop

Close skill gaps and accelerate growth with personalized experiences.



Predict

Anticipate future needs and make smarter, faster workforce decisions.



Transform

Drive business impact with a future-ready, adaptive workforce.

Capability Score



Top Capability Gaps

Advanced Analytics	-18
Leadership	-15
AI & Automation	-12
Data Storytelling	-10

Internal Mobility

Open Roles Filled



Business Impact

+23%
Productivity

+18%
Internal Mobility

\$2.4M
Learning ROI

Built for every organization that invests in people.



Mid-Market
500 – 5,000 Employees



High-Growth
Scaling Teams



Future-Ready
Enterprises



Global Impact
Across Industries

Better visibility. Smarter decisions. Stronger organizations.
The future of work starts with capability intelligence.



Let's build a better, more capable future – together.