

SHAURYA TECHNOSOFT

Sachin Satpute, CIO

**Enabling
Data-Driven
Governance
with Integrated
Technology**

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EDITORIAL

BRIDGING LEGACY AND MODERNIZATION

The government and public sector are the pillars of national progress, yet their effectiveness increasingly depends on how well they embrace digital transformation. In an era defined by agility, data-driven decision-making, and citizen-centric services, technology solution providers stand at the forefront of reshaping governance and public service delivery.

From smart infrastructure and e-governance platforms to cybersecurity, cloud, and AI-driven citizen services, solution providers are enabling governments to operate with transparency, efficiency, and scalability. As public sector organizations grapple with challenges such as legacy systems, data silos, and compliance pressures, tech partners bring the innovation and expertise required to bridge the gap between traditional processes and modern demands.

Moreover, the shift towards digital public infrastructure, powered by initiatives like Digital India has created a fertile ground for providers to deliver transformative solutions. By empowering agencies with advanced tools, they not only streamline operations but also strengthen accountability, resilience, and citizen trust.

The role of solution providers extends beyond technology, they are strategic partners in nation-building. Their ability to align digital innovations with policy goals, sustainability, and security imperatives ensures that governments remain future-ready while serving citizens with greater inclusivity and impact.

As India and the world move toward a more connected future, government and public sector tech solution providers are not just vendors; they are catalysts of progress, enabling societies to thrive in the digital age.

In this issue, **CIOTECHOUTLOOK** brings to you the stories of companies that have made their mark in this domain with their technology acumen and industry expertise. These companies have kept abreast of the new technological advancements in this sector and have leveraged them to their full potential.

We hope this issue gives you helpful insights into this market landscape.

Mary Janifha Evangeline X
Assistant Managing Editor
editor@ciotechoutlook.com



Empowering Businesses with Bespoke Technology

Key Attributes →

- Deployment via Mobile based ZTP
- Centralized User Friendly Controller and Management
- Transport Agnostic MPLS, ILL, BB, LTE
- Enterprise Grade security
- Automated Policy Creation and Auto VPN
- Granular App visibility and control of micro services
- Single click RMA of devices via controller GUI
- L7 firewall feature (License based) with SDWAN
- STQC Assessed

Features →

- Performance via Application Aware Routing
- Visibility Via Real-time Streaming Telemetry
- Role Based Administration, Software Upgrades and Network Alerts
- Interoperability, API Integration
- Scalable and Supporting Hybrid/on Cloud/On premises deployment
- Insights on path performance, application usage, top talkers
- Performance via Application Aware Routing

Infitip Threat Intelligence Platform

Threat: The potential for any other party to interfere with the normal planned operations.

Intelligence: Knowledge of a threat gained by human analysts or identified by events within the system.

Platform: A packaged product that integrates with existing tools and products.

Infitip Services →

- **Dashboard**
Includes the IOC volume overview, feed sources and alert statistics
- **Feed Data Publication**
Ability to export data in various formats like Text, CSV, JSON, XML & STIX
- **Alert Notification**
View details of the alerts in various categories and ability to add notes
- **Enrichment**
Search various entities like IP, Domain, Hash, Vulnerability and URL
- **IOC Automation**
Create a list of the C&C IPs which can be directly used in firewalls as EDLs or blocklist IP commands



Network Management System

Key Capabilities →

- Beyond Basic Monitoring
- Integration with multiple SDN Controllers
- Scalable & Multi-Vendor Support
- Comprehensive Site Deployment Workflow
- Advanced Network Discovery
- Graphical Inventory & Geo-Mapping
- Network Management & Automation
- Operational Efficiency
- Synthetic Network Testing
- Real-Time Telemetry Dashboard
- Mobile App for Field Operations

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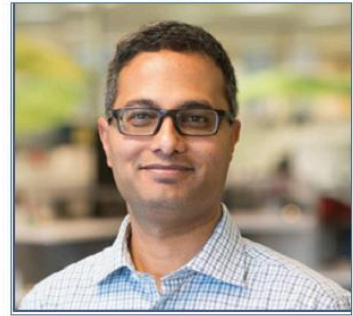
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DIRECTOR - AI RESEARCH,
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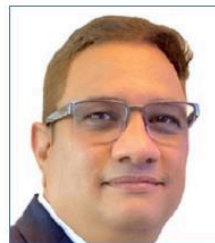
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From Coders to Curators: How AI-Generated Code Will Redefine Software Engineering

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How Leveraging Technology Solutions Automates Tasks, & Streamlines Business Processes

ASHISH KOTHARI,
VICE PRESIDENT & PARTNER,
KYNDRYL CONSULT-INDIA

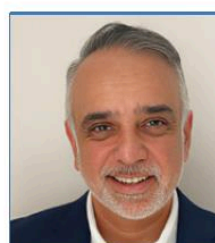
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Future proofing IoT & Communications Connectivity in India with eSIMs

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VP - APJ CHANNEL & STRATEGIC
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RELIANCE AND META PARTNER FOR ENTERPRISE AI SOLUTIONS IN INDIA



- Reliance and Meta form JV for AI solutions with INR 855 crore investment.
- Leverages Llama models for affordable, scalable enterprise AI platforms in India.
- Offers customizable AI for various sectors, with closure expected in Q4 2025.


Reliance Industries Limited (RIL) and Meta have announced a new joint venture (JV) to produce and scale enterprise-grade AI solutions for businesses in India and select global markets. The JV has an initial investment of INR 855 crore (~US\$100 million), with RIL committing 70% and Meta committing 30%.

The JV aims to capitalize on Meta's plans to make open-source Llama models available and to leverage RIL's vast enterprise ecosystem and delivery capabilities. As a result, the JV aims to provide the industry with affordable and customizable AI platforms and pre-configured solutions for applications in sales, marketing, information technology, customer service, and finance.

The JV intends to provide an Enterprise AI Platform-as-a-Service with which customers may deploy and manage generative AI models for a wide range of workflows. The solutions will be based on Llama's proven enterprise readiness, and enable lower costs and

flexibility in the deployment of AI models across any cloud, on-prem, or proprietary infrastructure.

This will facilitate the high-performance scaling of AI solutions on a cost-effective basis. The JV will also develop sector-specific tools that meaningfully improve the innovation and efficiency of small and medium businesses (SMBs) and large enterprises alike. The transaction is subject to regulatory approval and expected to close in Q4 2025.

Mukesh D. Ambani, RIL Chairperson, recognized the partnership as an opportunity to democratize AI for Indian business, and enhance their ability to compete on a global stage. Mark Zuckerberg, CEO of Meta, stated that the partnership is intended to increase the number of use cases for Llama in the real world. RIL's broad portfolio across energy, retail and digital services will provide a useful ground for experimentation to test the JV's offerings, adapting to a rapid cycle of value delivery. 

MICROSOFT AI DEBUTS IN-HOUSE MODELS TO RIVAL OPENAI AND GOOGLE



- **MAI-Voice-1 generates high-fidelity audio in under a second for Copilot's news narration.**
- **MAI-1-preview, trained on 15,000 Nvidia GPUs, enhances Copilot's text-based query responses.**
- **Microsoft's in-house AI models aim to rival OpenAI and Google in consumer applications.**

Microsoft's AI division has introduced its first proprietary AI models, MAI-Voice-1 and MAI-1-preview, marking a shift from dependence on external partners like OpenAI. This strategic move positions Microsoft to compete directly with tech giants such as Google and OpenAI in the rapidly evolving AI landscape. The models are designed to enhance consumer-facing applications, particularly within Microsoft's Copilot AI assistant.

MAI-Voice-1 is a high-speed speech model that generates a minute of audio in under a second using a single GPU. It powers features like Copilot Daily, where an AI host narrates news summaries, and creates podcast-style discussions to explain complex topics. Microsoft emphasizes that MAI-Voice-1 delivers high-fidelity, expressive audio for both single and multi-speaker scenarios, positioning voice as a key interface for future AI companions.

Meanwhile, MAI-1-preview, trained on 15,000 Nvidia H100 GPUs, is tailored for Copilot's text-based functionalities. It focuses on providing accurate, helpful responses to everyday user queries. Currently in public testing on the LMArena platform, MAI-1-preview represents a step toward Microsoft's vision of integrating specialized models for diverse consumer needs.

The company aims to optimize these models for personal use cases rather than enterprise applications, as highlighted by Microsoft AI Chief Mustafa Suleyman.

This launch underscores Microsoft's ambition to lead in consumer AI innovation. By developing its own foundational technology, the company seeks to reduce reliance on external providers and deliver tailored, high-performance AI solutions. As Microsoft continues to refine these models, it aims to set a new standard for AI-driven consumer experiences. [ENR](#)

AI-POWERED IT OPERATIONS (AIOPS): REVOLUTIONIZING IT MANAGEMENT



A leader in automated IT operations – ScienceLogic on July 11, 2024 announced some of the key updates to its AIOps platform for delivering enhanced security & reliability, improved user experience, enterprise enablement, 3rd part integration as well as greater support for data center requirements. The updates comprise a new integration with Cisco Intersight for enabling seamless support for the data center server market, the ability to build Dynamic Applications leveraging the low-code Snippet Framework, OAuth2.0 security key ServiceNow Syncpacks and more.

“The latest updates to the ScienceLogic platform demonstrate our commitment to providing our customers with exceptional user experiences by continually enhancing the utility, reliability, and security of the platform,” said Michael Nappi, chief product officer at ScienceLogic.” As technology continues to evolve at an unprecedented rate and the data center market expands rapidly, we’re pleased to offer the tools necessary to support the needs of a growing base of users.”

The advent of AI-Powered IT Operations commonly known as AIOps is marking a transformative era in the rapidly evolving landscape of IT. It leverages the

capabilities of AI/ML in order to improve & automate IT operations which helps in driving significant improvements in performance, reliability as well as efficiency. In this article let us look at how AIOps is revolutionizing IT management, examining the core functionalities, advantages as well as the profound impact it has made on this industry.

AIOps integrates machine learning, advanced analytics as well as big data for enhancing & automating IT operation processes and this comprise anomaly detection, causality determination & event correlation. AIOps platforms ingest huge amount of data right from numerous IT environments, by applying sophisticated algorithms for identifying patterns, prescribing optimal responses & predicting potential issues. This automation decreases the reliance on manual interventions & improves the ability for managing complex as well as dynamic IT effectively.

Enhancing Incident Management

Incident management is the key area where AIOps is making a huge impact. Owing to the sheer volume of data as well as the complexity of modern IT infrastructures,



conventional IT operations most often struggle with the timely identification as well as resolution of incidents. By leveraging ML for analyzing data from logs and monitoring tools as well as other sources in real-time AIOps addresses the issues. Such continuous analysis enables AIOps in detecting anomalies as well as potential incidents much faster than human operators and this helps in reducing the mean time to detection & the mean time to resolution to a great extent.

“In an increasingly dynamic landscape, it’s easy for engineering teams to be overwhelmed by the need to configure alerts across different layers of the technology stack, especially since manually creating alert policies can be time- and resource-intensive. This can cause enormous gaps in the team’s alerting policies, leaving them blind and incapable of responding quickly and confidently when things break,” said New Relic Chief Product Officer Manav Khurana.

Predictive Analytics & Proactive Maintenance

AIOps excels in predictive analytics beyond reactive incident management by enabling IT teams to anticipate as well as prevent issues prior to impacting the users. AIOps can forecast potential system failures, capacity issues or even performance degradation by analyzing historical data & identifying trends. This predictive capability minimizes downtime and enhances system reliability as it allows IT operations to shift to a proactive approach from a reactive approach by scheduling maintenance & implementing fixes even before any problem arises.

Intelligent Automation

Another cornerstone of AIOps is intelligent automation as it empowers IT operations in handling repetitive & mundane tasks with minimal human intervention. Automation scripts that are driven by Artificial intelligence can facilitate the execution of routine maintenance tasks such as backups, patch management & system updates.

This helps in ensuring consistency as well as decreasing the risk of human error. Also, resources can be allocated dynamically by AIOps on the basis of current as well as predicted workloads which would help in optimizing the performance as well as cost-efficiency. Therefore, such kind of automation helps the IT personnel to focus on more strategic initiatives fostering innovation as well as business growth.

“Automation has been a cornerstone of ITOps, streamlining routine tasks and freeing up valuable time for IT professionals. AIOps takes automation to the next level by infusing intelligence into the process. With machine learning algorithms, AIOps platforms can dynamically adapt and optimize automation workflows based on evolving patterns and conditions,” says Satish Kumar, CEO, EverestIMS Technologies.

“This intelligent automation not only enhances operational efficiency but also allows IT teams to focus on high-value tasks that require human expertise,” he adds.

The future of IT operations is in the hands of continued advancement and adoption of AIOps. AIOps platforms will become more sophisticated as Artificial Intelligence & Machine Learning technologies evolve and these render deeper insights & more robust automation capabilities as well. Also, the integration of AIOps with several other emerging technologies which include edge computing & IoT will further help in expanding the potential, enabling several granular & real-time management of distributed IT environments. And the companies which embrace AIOps will be able to navigate the complexities of the digital landscape of tomorrow.

While the adoption of AIOps presents a specific set of challenges, the long-term benefits far outweigh the initial obstacles. Furthermore, AIOps will play a crucial role in shaping the future of IT management as the technology continues to evolve. And this would empower organizations to achieve greater reliability, efficiency & innovation as well.

EXPLAINABLE AI, CAUSAL MODELS, & GEN AI INTEGRATION **ARE** **RESHAPING ENTERPRISE** **ANALYTICS**

Ramprakash Ramamoorthy, Director of AI Research at Zoho & ManageEngine

Ramprakash Ramamoorthy, Director of AI Research at Zoho & ManageEngine, in an insightful conversation with CIO Tech Outlook, discussed the critical role of explainable AI in enterprise analytics. He discussed the significance of building trust and transparency in AI systems, conceptual drift in dynamic conditions, and the growing demand for integrated platforms in the generative AI era. Ramprakash also described the future implications of Causal AI, the difficulties of model interpretability, and the ethical challenges organizations must consider when using machine learning solutions.

How do you see the role of explainable AI evolving in critical business analytics? What practical steps can teams take to ensure machine learning models remain unbiased over time?

Explainable AI is important in an enterprise environment where trust is essential. It is the feature that determines whether an enterprise trusts an AI system and keeps it grounded. It has been observed that when an explanation is added to AI outputs, usage increases. A model trained on only six months of data is unlikely to attain deep subject-matter expertise. However, when explanations are provided, domain experts can understand the model's rationale, know the area in which it works and in which it doesn't, and are more willing to accept its conclusions.

In fast-changing industries, how can analytics teams keep models relevant without constant retraining? What metrics do you prioritize when measuring the real-world impact of deployed machine learning solutions?

Measuring concept drift is critical. Concept drift happens when a model is trained on a dataset and initially achieves high accuracy; however, the real-world data distribution changes over time. The model continues to make predictions based on outdated training data. Understanding concept drift helps to identify when to retrain the model. Since retraining a model is expensive, techniques such as active learning can be applied to detect



Ramprakash Ramamoorthy,
Director - AI Research



concept drift and support the decision-making process. These processes are called model operations, or ModelOps. Monitoring a model for concept drift is a standard practice after a model has been deployed.

How do you balance model complexity with the need for interpretability in enterprise settings? What are some overlooked challenges when moving from proof-of-concept ML models to production?

In the current LLM-driven world, reasoning and explainability are frequently ignored. A model is created to generate work without reasoning, and then a different model is created to explain the reasons for the output. This highlights a critical gap in current AI development. Causal AI has an important future role to fill because almost all existing models heavily depend on correlation. Although various causal techniques exist, research in this area has significantly declined since the rise of LLMs, which focus on inferring patterns from large volumes of data. It is important to pursue research directions that incorporate knowledge graphs, enabling larger models to be inherently explainable rather than relying on post hoc explanations.

How do you see generative AI complementing traditional analytics workflows? What advice would you give to organizations struggling to align ML initiatives with business ROI?

Establishing the basics is critical. Integrated processes and integrated data streams are incredibly important. Generative AI has brought the need for enterprises to be very clear on what they need, to determine what it requires across the enterprise, and to adopt a single, simplified platform.

Generative AI only becomes powerful when machine learning and analytics components are fully integrated. It is not necessary to use generative AI to query data that is already in view. The power comes from querying data that spans across multiple systems. However, privacy considerations play a crucial role. Organizations cannot allow unrestricted access to all information. It is essential to define appropriate privacy boundaries and establish the right data connections to ensure that generative AI operates effectively on top of the existing machine learning and analytics infrastructure.

What emerging ethical considerations around ML deployment should teams watch closely? How do you foster a culture of experimentation and learning within data science teams?

Never send data to the ML model provider. If data is shared, it can only be used by the company. It is important to set organizational and privacy boundaries and it is enterprise-specific and sensitive. The statistical foundations of ML remain relevant, especially since the cost of inference and training for an ML model is minimal today. This is not the case with LLMs, which is why right-sizing models are important. Large generative AI models should be used only when emergent behavior is needed. For querying or analyzing existing data, traditional ML models are sufficient. Therefore, it is important to continue investing, ensure that privacy boundaries are appropriately maintained, and prevent both data and processes from being confined within silos. In addition, it is important to recognize context drift, ensure appropriate retraining, and maintain explainability to build user trust. [enr](#)

TECH
CIO TOP 10 MOST PROMISING
GOVERNMENT & PUBLIC SECTOR
TECH SOLUTION PROVIDERS 2025

SHAURYA TECHNOSOFT

**Enabling Data-Driven Governance
with Integrated Technology**

The Indian public sector stands at a crucial stage, with a rising need for seamless, citizen-centric services during rapid urbanization and escalating demands for transparency. The landscape is changing by the rising demand towards smart governance and adopting high-tech solutions such as AI, IoT, and data analytics. As the government and public sector technology market grows, driven by investments and public-private partnerships. There is an urgent need for innovative solutions centered on the values of accessibility, trust, and accountability to meet the changing demands of the digitally empowered society.

Shaurya Technosoft is addressing these challenges, by delivering cutting-edge solutions that empower governments and industries to achieve operational excellence. Founded in 2013, the company specializes in AI powered solutions to sectors such as government, dairy, defense and mining. Shaurya Technosoft is both an innovative and a reliable firm with qualified personnel who have also served in the Governments of Maharashtra, Madhya Pradesh, West Bengal, and the Indian military.

Secure Digital Transformation

Its primary product line characteristics, such as the Dairy ERP and Fleet Management,

COVER FEATURE



**We integrate
spatial analytics
to foster
sustainability,
strengthen farmer
financial ties, and
enable data-driven
farming practices**

Sachin Satpute, CIO





integrate the most promising technologies that help simplify the processes and turn them more traceable and compliant. By integrating hardware such as biometric devices, GPS and IoT sensors with robust software platforms, the company bridges critical gaps in efficiency and accountability, positioning itself as a trusted partner in India's digital transformation journey.

Through a principle of a Single Source of Truth (SSOT), it removes inconsistencies in data and allows making transactions auditable and transparent. This system has significantly reduced revenue leakage and improved compliance across the ERP systems. Similarly, the company provides Weapon inventory management for the Indian Army, integrating biometric applications with barcode tracking for efficient weapon management.

AI-enabled surveillance transforms premise safety by detecting theft, accidents, and safety violations in real time. Combining smart cameras, IoT-triggered responses, and secure video streaming, it ensures proactive risk prevention and operational efficiency. Proven in large-scale deployments, these solutions deliver measurable value through innovation, automation, and tailored implementation. These solutions demonstrate the company's ability to deliver tailored, secure, and scalable technologies that address real-world challenges.

IoT-enabled ERP for Dairy and Livestock Monitoring

The Dairy ERP of Shaurya Technosoft transforms milk procurement into real-time data gathering with automated billing, and instant notifications. "The farmers are benefited from the transparent milk quality and quantity assessments, which were instantly displayed and promptly sent via SMS, fostering trust and enhancing efficiency," says Sachin Satpute, CIO of Shaurya Technosoft.

The company also introduced its e-AniFarm app, which improves livestock management by monitoring animal health, vaccination times, and milk production with the help of IoT sensors and AI-driven analytics. These tools give alerts for health and temperature variances, optimizing animal welfare and farm productivity. By combining hardware and software, "We ensure data-driven decision-making, reducing operational costs and enhancing outcomes for farmers and dairy cooperatives," said Sachin Satpute.



The Journey ahead

Looking ahead, the company focuses on expanding all products with responsible AI, making them more intuitive and disruptive. Shaurya Technosoft's vision is to be the leading provider of innovative technology solutions that empower individuals and organizations worldwide. The focus on sustainability, ethical AI, and value co-creation, driven by knowledge partnerships, makes the solutions proposed by the company effective and ready for future trends. ■

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TECH
OUTLOOK **CIO** TOP 10 MOST PROMISING
GOVERNMENT & PUBLIC SECTOR
TECH SOLUTION PROVIDERS 2025

The government and public sector technology solutions industry is firmly growing as digital transformation becomes a national focus in many places. Advanced services are going far beyond IT support and traditional methods, now offering cloud migration, AI-enabled governance tools, big data analysis, digital identity services, and effective cybersecurity frameworks. These innovations not only allow governments to enhance public service delivery but to bolster citizen engagement and increase transparency in administrative processes.

The market size has increased alongside rising government expenditure on digital infrastructure and smart governance. With a focus on e-governance, digital public services, and secure data handling, expenditure in this area is expected to grow very rapidly in the coming years. The growth is influenced by international funding for digital public goods and smart city projects, encouraging solution providers to move into larger, competitive markets. Better business growth is also supported through strategic partnerships and collaborations between technology firms and public sector agencies, encouraging innovative solutions to complex problems, originally designed to meet the unique requirements of local governance. This type of growth directly contributes to economic development since technology efficiencies drive down operating costs, improve the implementation of public policy, and ultimately create pathways for local small and medium enterprises to participate in digital supply chains.

The future of this market will be shaped by technologies such as blockchain for secure transaction, generative AI for policy modeling, IoT-enabled public infrastructure management, and quantum computing for analysis of complicated government data. As governments worldwide continue to prioritize resilient, inclusive, and digital-first ecosystems, solution providers are expected to be key partners in mapping the next phase of governance and public service delivery.

CIO TechOutlook in this issue presents a list of 'Top 10 Most Promising Government & Public Sector Tech Solution Providers - 2025' who have leveraged their extensive industry expertise and experience in providing excellent services. The following list has been prepared after being closely scrutinized by a distinguished panel of judges including CXOs, analysts and our editorial board. We recognize their valuable contribution to the ever expanding and competitive market and their ability to sustain themselves and emerge as top contestants through their reliable product and services.

TOP 10 MOST PROMISING GOVERNMENT & PUBLIC SECTOR TECH SOLUTION PROVIDERS - 2025

Company	Management	Description
Black Box Mumbai blackbox.com	Jayantha Prabhu Business Head - India & SAARC	Offers solutions across five major areas, such as Connectivity Infrastructure, Data Center, Enterprise Networking, Modern Workplace, and Cybersecurity
Capgemini Pune capgemini.com	Ashwin Yardi CEO - India	A technology services provider that offers a wide range of solutions to the government and public sector, including digital transformation, AI and data analytics, citizen-centric services, e-government, and more
HCLTech Noida hcltech.com	Shiv Nadar Founder	Provides transformative technology solutions, including AI, cloud, and cybersecurity, to government and public sector clients, and focuses on serving federal, state, and local government agencies
IBM Bangalore ibm.com	Sandip Patel Managing Director - India	Offers a secure, multi-cloud platform designed for the complex needs of regulated industries like the public sector, allowing agencies to build workloads and deploy them across public and private
Infosys Bangalore infosys.com	Salil Parekh CEO & Managing Director	Provides a wide range of technology and consulting solutions for the government and public sector globally, primarily through its subsidiary, and focuses on modernizing legacy systems
Ipsator Bangalore ipsator.com	Abhinav K Co-Founder	Delivers citizen-centric solutions and takes responsibility for the entire project lifecycle, including strategic consulting, solution architecture, UI/UX design, development, and more
KPMG Mumbai kpmg.com	Yezdi Nagporewalla CEO	Offering digital transformation consulting, IT strategy, and implementation services across sectors like health, water, and public safety
Planetcast Media Services Noida planetc.net	Sanjay Duda CEO	By combining advanced content preparation with intelligent tagging, multi-format transcoding, and audio-visual enhancement, the firm enables government agencies and enterprises to make their content addressable and monetizable
Shaurya Technosoft Pune shauryatechnosoft.com	Sachin Satpute CIO	Delivering cutting-edge solutions that empower governments and industries, the company specializes in AI-powered solutions for sectors such as government, dairy, defense, and mining
Wipro Bangalore wipro.com	Srini Pallia CEO & Managing Director	Offers IT services, consulting, and business process solutions to enhance efficiency, deliver services, and enable digital transformation in areas like public safety, transportation, and smart cities

BLACK BOX:

Committed to Nation-building, Helping Governments Create the Future

Although India has recently been at the forefront of cutting-edge technological innovation, the country's government sector still lags in technology adoption. However, this scenario has seen significant improvement in recent years mainly due to the government's plan to digitize all its departments as part of the ambitious 'Digital India' initiative. While this is indeed a welcome sign for the nation's overall development, it also involves the integration of complex technologies such as cloud and AI, which demand niche skill sets, something often lacking in the government and public sectors.

Emerging as true lifesavers in this regard are companies such as Black Box, which, through their deep tech prowess, are helping government agencies worldwide derive maximum benefits for their technology integration initiatives in the most secure and hassle-free manner. Headquartered in Texas, Black Box was inceptioned in 1976 with a vision to help businesses drive customer success and stakeholder value by providing cutting-edge tech solutions and world-class consulting services. Today, with a strong presence across India, U.S., Europe, Asia-Pacific, Middle East and Africa, the company has earned a reputation of being among the most reliable and sought-after technology providers for both private enterprises as well as government & public sector organizations globally.

Full-scale Digital Infrastructure Firm Black Box offers solutions across five major areas, namely Connectivity Infrastructure, Data Center, Enterprise Networking, Modern Workplace, and Cybersecurity. Additionally, its service portfolio includes Professional & Managed services.

With the government sector being one of its key focus areas, some of the major offerings under this vertical include wired & wireless infrastructure, integrated communications & collaboration, secure networks, and remote services.

"From securing municipal networks to building future-ready data centers, AI-driven digital infrastructure or integrating sovereign cloud solutions, we help institutions modernize while maintaining compliance, trust and resilience. Our aim is to support governments in creating digital ecosystems that are secure, inclusive and long-lasting", says Jayantha Prabhu, Business Head (India & SAARC), Black Box.

Custom Solutions with a 'Glocal' Approach

A key highlight of Black Box's business model is the 'Glocal' approach, through which it combines global capabilities with local expertise. To achieve this, it not only employs regional teams that have a clear understanding of local governance policies and user behavior but also customizes its training, documentation, and user experiences in line with region-specific dynamics. In addition to designing solutions that align with global standards and Indian frameworks, the company also tailors them as per clients' niche requirements, integrates automation techniques into each solution, and even assists businesses in preparing for audits and regulatory reviews.

"At Black Box, we bridge three critical gaps: ensuring interoperability across multi-vendor environments, delivering resilient and secure-by-design infrastructure, and providing expert-led services that support scalable & complex deployments. Our ability to



Jayantha Prabhu
 Business Head (India & SAARC)

deliver real-time, zero-lag and seamless end-point solutions enables public sector clients to respond swiftly to service demands and optimize resource utilization", adds Jayantha.

Exploring Beyond Horizon

With 75 delivery and support centers worldwide, Black Box has successfully served over 1,500 clients across more than 35 countries so far. Going forward, the company envisions positioning itself as a leader in AI-native infrastructure, smart city platforms, and quantum-safe networking verticals by 2028. While continuing its focus on providing secure, scalable and citizen-centric technology to support Digital India and similar other programs worldwide, it is also investing in co-innovation labs with various governments and technology partners to develop futuristic public infrastructure solutions. The prominent among these are AI frameworks for governance, secure communication for defense & civic agencies, and platforms that integrate IoT, edge computing, and analytics for smarter urban management. ■

FROM CODERS TO CURATORS: **HOW AI-GENERATED CODE WILL REDEFINE SOFTWARE ENGINEERING**

Brian Fox, Co-Founder & CTO, Sonatype

Brian Fox, Co-founder and CTO, Sonatype, in an interaction with Janifha Evangeline, Editor of CIO Tech Outlook, discusses his view on the power of AI-generated code and its transformation in the software engineering ecosystem. He highlighted the implications for future talent mix, governance obstacles, outsourcing models and new classes of digital products, while also stressing the critical role of domain expertise and responsible adoption in unlocking its full potential.

Brian Fox has more than two decades of experience in software development and open-source innovation. A core contributor in the Apache Maven ecosystem, he created the maven-dependency-plugin and the maven-enforcer-plugin, and oversees Maven Central which is the world's most extensive aggregator of open-source Java components. He is also a Governing Board member of the Open Source Security Foundation where he drives initiatives in order to strengthen open-source supply chain security.

In your view, how fundamentally will AI-generated code reshape the future talent mix and skill sets required in software engineering over the next five to 10 years?

Generative AI makes programming accessible to people who are not traditionally trained as software engineers. Generative AI may lower the entry-level barrier and enable more people to create software, but generating sustainable, maintainable and scalable architectures remain challenging than generating code. Less-experienced users can be able to spin up the code quickly using these tools; however, these users will struggle to advance their code into production systems. Additionally, the real concern lies in how the industry manages entry-level roles. If companies rely too heavily on AI as a substitute for junior developers, aspiring engineers may lose professional development opportunities, leading to talent deficiency down the line.

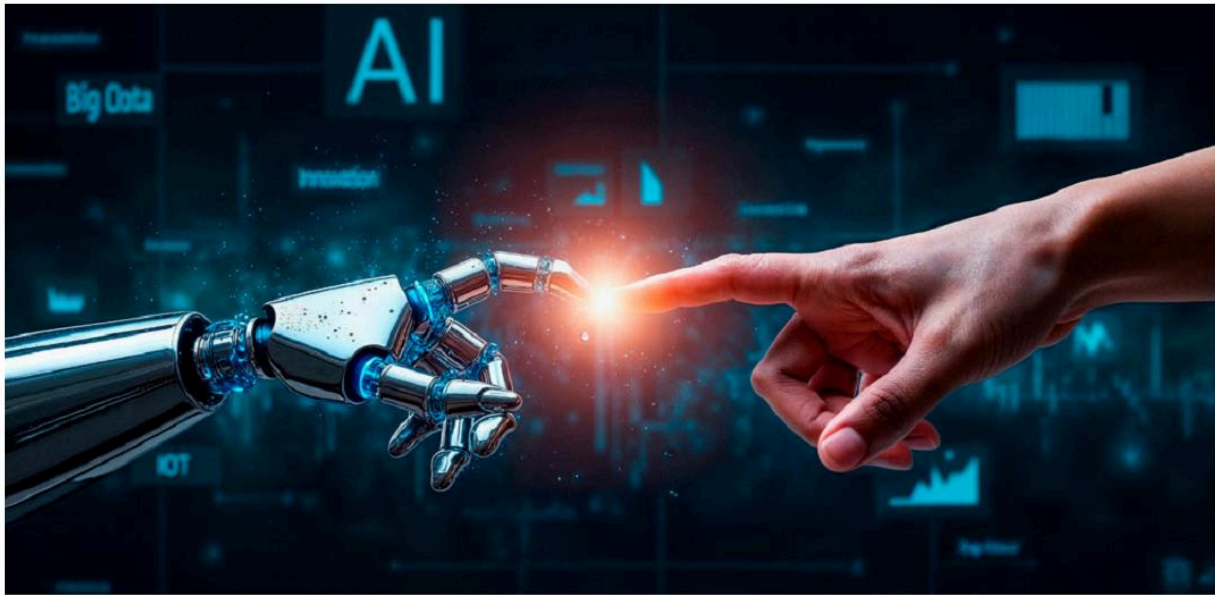
What ethical or governance frameworks do you think the industry needs to establish or to manage AI-generated code responsibly?

One of the greatest risks today is indiscriminate model adoption, often from open platforms. Organizations may not even fully understand whether these models are trustworthy, safe or aligned with their intended use. The rush to "do something with AI" has led to ignoring reasonable governance and posing real risk.

It is important for governance to provide clear guidance on which models are used, their origins, and the contexts in which they are applied. Moreover, governance should relate to tools such as Copilot or Cursor. If a developer uses the free version of either tool, their organization's data could be unintentionally



Brian Fox,
Co-Founder & CTO



used for training purpose and there are significant risks associated with the leaking of intellectual property. To prevent this, organizations should establish safeguards such as access controls, approved tool lists, and clear usage policies. Without such measures, the industry will lead to creating data breaches, model manipulation, and reputational damage.

Do you see AI code generation narrowing the digital divide between large enterprises and startups, or will it create new competitive gaps?

This could go either way. AI could allow smaller teams to build functional products with fewer engineers; however, the long trend may favor large enterprises, with sufficient resources to modify and train their models, as well as keep the actual infrastructure. Similar to cloud computing, AI democratizes many powerful capabilities but still enforce reliance on hyperscalers. Startups can use prebuilt models through large providers, but those same providers can re-create those innovations and build them at scale. These dynamic mirrors the cloud era: while startups benefited from faster time to market, the structural gap between the "haves" and "have-nots" ultimately grew wider.

Do you think AI-generated code will change the way companies approach software lifecycle management, specifically maintenance and updates?

Yes, and perhaps not for the better. Certainly Generative AI can speed up initial development; however, it may also introduce latent inefficiencies, vulnerabilities and

poor designs that complicate maintenance. As a result, debugging, refactoring and a long-term support may consume more resources than the initial build. Until tooling and practices mature, maintenance could become the most significant bottleneck in AI-driven software delivery.

Could AI change the traditional roles of architects and senior developers from code authors to code curators and validators?

Yes. Generative AI can automate routine architecture patterns and implementations. This will help architects and senior engineers to focus on validation, refinement, and governance. AI may provide architectures, but only a trained engineer can evaluate the viability, security and maintainability of that architecture. As such, AI complements the contributions of practiced professionals rather than replacing them.

How might AI-driven code generation reshape outsourcing strategies and global delivery models?

AI could change outsourcing dynamics, especially for projects that were previously outsourced due to lack of in-house expertise. Organizations may now experiment with AI-generated code for early-stage or lower-priority initiatives. In some cases, this mitigates reliance on outsourced service; however there are still obstacles to maintenance and scalability.

Over time, some outsourced development for simpler or experimental projects can be replaced, but complex large-scale systems continue to require the skilled



human teams. As a result, the outsourcing model could transition to a higher-level service such as integration, customization and continued evolution of systems.

Beyond efficiency, where do you see the biggest opportunities for AI-generated code to enable entirely new classes of digital products or services?

The transformative opportunities lie in the AI-native products such as agents, platforms, and digital assistants which were previously impossible to build. AI has the potential to introduce a new generation of software that can help in reasoning, learning, and adapting in real time and may unleash an entirely new category of digital services. For instance, a personal AI assistant that is capable of handling multi-step processes across systems, or any autonomous platform capable of independent workflow completion from end-to-end, represent entirely new possibilities.


What role could domain knowledge play in guiding AI tools to generate more context-aware and business-line code?

Domain expertise is still critical. Experts can write better prompts, critically assess AI output, and refine it toward the desired outcome. By contrast, non-technical users may take the AI's output at face value, lacking the ability to assess accuracy or relevance. Just as product leaders apply their subject expertise to guide human engineering teams that same expertise now is used to direct AI systems. The stronger the domain context, the more accurate and business-relevant the AI-generated code will be.

Do you have any other additional information to add?

A key challenge lies in ensuring the timeliness of AI training data. Many generative models are trained on snapshots of code and dependencies that may already be outdated. An AI tool might recommend upgrading to the latest version of a library from the previous year, without recognizing a previously discovered vulnerability or a more recent version.



Technologies such as the Model Context Protocol (MCP), which connect an artificial intelligence model to real-time, real-world data sources, are critical to addressing this limitation. If organizations do not have this type of augmentation, they risk the potential of deploying outdated code or insecure code into production environment. In summary, generative AI provides phenomenal capabilities and productivity but it should be governed responsibly, and an understanding that the greatest benefits come not from replacing human expertise, but from enhancing them. 

IPSATOR:

From Vision to Velocity: Where Custom Software Meets Cutting-Edge Possibility



Abhinav K
Co-Founder

The global IT services market is set to reach \$2.59 trillion by 2030 at a 9.4 percent CAGR. India is outpacing this growth, powered by resilient exports, rapid cloud and SaaS adoption, AI/ML advancements, and proactive government programmes such as Digital India and the India AI Mission. These initiatives, backed by budgets exceeding ₹10,000 crore, are modernizing e-governance and data infrastructure, while projected AI investments of \$17 billion by 2027 will drive fraud detection and citizen-service automation. Yet many organizations still struggle to deliver truly inclusive, user-centric experiences at scale amidst complex regulations and surging demand.

A Bengaluru-headquartered enterprise software consultancy, Ipsator meets these challenges with an “agile-enterprise” model that fuses start-up speed with rigorous process maturity (CMMI Level 3, ISO 27001/9001/20000). Unlike large integrators encumbered by bureaucracy or boutiques confined to narrow specialisms, Ipsator takes responsibility for the entire project lifecycle, strategic consulting, solution architecture, UI/UX design, development, third-party integrations, deployment, and 24x7 managed support. This single-vendor approach accelerates time-to-market, mitigates risk and ensures consistent quality, all while delivering total cost savings of 10 to 15 percent versus Tier-I competitors. Flagship govern-

ment-sector platforms such as IRCTC eCatering, IRCTC HeliYatra, and the Karnataka Tourism portal exemplify Ipsator's ability to deliver mission-critical systems that seamlessly scale to millions of users under stringent security and compliance mandates.

Inclusive Digital Transformation

Ipsator embraces a human-centred design ethos in every public-sector engagement, ensuring solutions connect meaningfully with their intended users. Each project begins with multi-stakeholder workshops that unite citizens, operations teams, and officials to uncover genuine needs. The company then crafts persona-driven journeys attuned to each audience: eCatering for young travellers on the move, HeliYatra for elderly pilgrims with simplified flows, and Karnataka Tourism for visitors seeking immersive, multilingual experiences. Their mobile-first designs and iterative prototyping evolve into offline-first PWAs with WCAG 2.1 AA-compliant interfaces and dynamic translations in Hindi and regional languages, overcoming connectivity and usability barriers to drive true adoption.

Real-time analytics track drops off funnels, and Omni-channel support boosts engagement, as seen in Food in Train bookings, which are streamlined in the low-bandwidth environment of moving trains. “We consistently deliver citizen-centric solutions that are not only deployed but actively adopted and valued by the diverse audience we serve”, says Abhinav K, Co-Founder, Ipsator.

Alongside UX innovation, Ipsator powers mission-critical back-ends on AWS, most recently developing a Payment Aggregator with a Rolling Deposit System and RDS-based book-keeping for government platforms.

This lightweight, API-first service ensures uninterrupted transactions across multiple gateways without requiring PCI-DSS compliance. By combining inclusive design, scalable cloud-native architecture, and tailored support, Ipsator delivers resilient, citizen-focused services that meet the highest standards of adoption, performance, and security.

Future Focused Innovations

Ipsator's strategic vision over the next five years centers on deepening its travel-tech leadership while laying the groundwork for adjacent domains and global collaboration. The company is intensifying its focus on Tourism Tech, partnering with state governments to pilot new use cases (urban mobility, cultural-events ticketing, public-health scheduling) and planning initial explorations of international markets in Southeast Asia and the Middle East. With delivery hubs on the horizon, these state-level projects are laying the groundwork for a strong regional footprint.

Ipsator's HeliYatra platform received the 2024 IRCTC Innovative Product Development Award for its resilience under peak pilgrimage loads and its ability to deliver a secure, scalable experience in just 20 days. In technology, Ipsator is preparing to harness AI and Large-Language Models for tourism-centric scenarios, intelligent itinerary generation, multilingual support bots, and contextual travel advisories.

“By combining our proven domain expertise, end-to-end delivery model, and an AI-first, cloud-native ethos, we are poised to redefine digital transformation in travel and beyond scaling new use cases, entering new geographies, and continuing to set benchmarks for government-grade platforms”, concludes Abhinav. ■

FUTURE PROOFING IoT & COMMUNICATIONS CONNECTIVITY IN INDIA WITH eSIMs



Mani Vembu,
CEO

Sachin Arora, Head of Connectivity & IoT, Giesecke+Devrient (G+D), India

Sachin currently leads the Telecom business unit at Giesecke & Devrient India. As Business Head, he oversees the company's IoT and IIoT initiatives. He is responsible for driving the division's growth, strategy, and executive relationships in India. With over 20 years of industry experience, he continues to contribute through his deep domain expertise.

By 2030, India is projected to have over 1.2 billion smartphone connections. According to a report by GSMA, India's 5G subscriber base will reach 641 million people, while the country's Internet of Things (IoT) device base is expected to hit 2 billion by 2026 according to Nasscom IoT Centre of Excellence. This remarkable growth is spurred by initiatives like Digital India and Smart Cities Mission which have increased 5G roll outs and IoT deployments across the country.

For decades, SIM cards have been the enablers of mobile connectivity and they continue to play a vital role across various devices and use cases. As form factors evolve, the emergence of the embedded SIM (eSIM) brings with it a range of powerful upgrades. With the ability to be remotely provisioned, enhanced security features, and a digital-first design that aligns with sustainability goals, eSIMs offer a flexible and scalable connectivity solution, especially well-suited to today's dynamic IoT and mobile ecosystems. In India's fast-advancing digital landscape, eSIM adoption is becoming a strategic enabler complementing existing technologies while paving the way for more integrated and future-ready connectivity.

In fact, the Indian eSIM market is projected to grow substantially in 2025, reaching USD12.8 billion, accord-

ing to Research and Markets. Looking ahead, IMARC Group expects continued growth over the next decade, with a compound annual growth rate of 15.83% and hitting USD1,459.82 million by 2033. The group cited the proliferation of smartphones, growing adoption of IoT, and government initiatives as the reason for this boom.

The eSIM is a chip permanently embedded in a device that, when combined with a digital eSIM profile, eliminates the need for a physical SIM card. eSIMs can be managed remotely, allowing operators to deploy over-the-air updates and maintain secure device management. These capabilities also support regulatory compliance. Digital Know-Your-Customer (KYC) processes can be conducted securely across multiple jurisdictions, ensuring reliable and auditable records. A GSMA-compliant eSIM management platform helps organisations standardise and safeguard their operations, enabling smoother compliance with both current and future regulatory requirements.

Reshaping Telecoms and IoT with eSIMs

Apart from the ubiquitous smartphone, we see that more and more devices are being connected. SIM technology continues to play a critical role in the IoT landscape, where secure, reliable connectivity is paramount. As India's IoT and 5G ecosystems expand, eSIMs are transforming



how telecom operators and enterprise sectors manage connectivity across a wide range of devices and use cases. Sectors such as manufacturing, energy, logistics, and smart mobility are set to benefit immensely from rising eSIM adoption. To meet this demand, telecom operators are increasingly embracing GSMA's latest eSIM standards which are collectively reshaping the eSIM landscape and its application across the IoT value chain.

On the sustainability front, eSIMs are undoubtedly the eco-friendlier option. Compared to eSIMs, traditional SIM cards contribute significantly to plastic waste and shipping emissions. Replacing physical SIMs with eSIMs eliminates this issue while simplifying the logistics of deploying and managing IoT devices across a global network. A digital approach reduces the overall environmental impact while streamlining processes taking the nation forward in its sustainability efforts as well, with 46% reduced CO2 emissions over the entire lifecycle. Sectors from energy to logistics and agritech are already benefitting from eSIM-enabled device which monitors usage, optimises routing, and enables more secure data transmissions.

Hurdles to eSIM Deployment

Of course, the ambitious goal of nationwide eSIM adoption does not come without its challenges. One of the primary hurdles is a fragmented digital ecosystem. With multiple mobile operators and a wide variety of device types in use, managing eSIMs can become complex and inefficient. To address this, unified eSIM management frameworks

are essential offering support for all GSMA-compliant Embedded Universal Integrated Circuit Cards (eUICC) and eSIM use cases across different device categories. Such platforms simplify remote provisioning while also enhancing security.



Another significant barrier is the limited awareness among end-users about the benefits of eSIM technology. Bridging this knowledge gap requires proactive education efforts and clear communication around the advantages and conveniences that eSIMs offer.

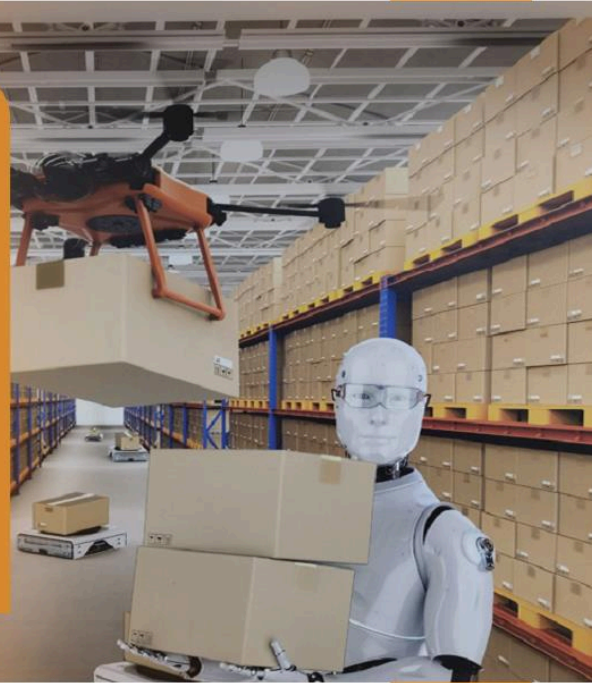
The Way Forward

As India forges ahead with its digital agenda, eSIMs play a pivotal role in shaping the nation's future in connectivity. The applications of eSIMs are many across different sectors, and the nation is on track to push digital transformation forward while reaching for its net-zero target.¹⁰⁰



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PLANETCAST MEDIA SERVICES: Building Secure, Intelligent, & Future-Ready Media Networks

India's broadcasting and satellite communication industry stands at an inflection point, shaped by demand for secure, low-latency networks that extend beyond entertainment into defense, smart cities, and government services. Traditional broadcast solutions alone no longer meet expectations for uptime, coverage, and efficiency. Emerging technologies such as Low Earth Orbit (LEO) and High Throughput GEO satellites are making real-time connectivity more accessible. Meanwhile, Direct-to-Device communication and edge-distributed micro-CDNs are redefining how content reaches end users, including in underserved regions. In this environment, Planetcast Media Services focuses on building cloud-ready, internet-based platforms that address both digital and broadcast delivery.

By combining advanced content preparation with intelligent tagging, multi-format transcoding, and audio-visual enhancement, Planetcast Media Services enables government agencies and enterprises to make their content both addressable and monetizable. It enables clients to unlock the full potential of video, a medium increasingly central to communication in public and defense sectors.

Technology Depth & Service Breadth

Unlike providers offering point solutions for limited stages of the content journey, Planetcast Media Services develops proprietary IP that covers the full content lifecycle. From production and media supply chain management to secure multi-point delivery and full-stack OTT deployment, the company's integrated approach ensures continuity and resilience for clients who cannot afford disruptions.

Furthermore, by outsourcing complex broadcasting and streaming workflows to Planetcast Media Services,

government bodies and enterprises can eliminate the resource burden of maintaining operations internally. The company provides the reliability, scalability, and precision needed in the background, freeing the organizations to focus on their strategic priorities. For clients, this translates into faster time-to-market, higher satisfaction, and stronger returns on investment.

Security, Compliance, and Trust

Planetcast Media Services integrates safeguards into its solutions from the ground up. Features such as end-to-end encryption, AI-driven monitoring, content logging, maturity rating, and archival traceability are designed into systems rather than added as afterthoughts. This proactive stance reflects decades of engagement with regulatory authorities.

The company understands the written compliance norms and the operational expectations that accompany them. As a result, clients can deploy its systems with confidence, knowing they meet the strictest standards of auditability, security, and national security requirements.

Driving Innovation Through R&D

By investing in advancements such as low-latency Medium Earth Orbit (MEO) satellites, AI-driven content management, and cloud-native workflows, the company ensures its offerings remain relevant and future-proof. Its R&D philosophy is shaped directly by client engagement: customers' challenges and ambitions guide the innovation pipeline.

Recent projects, like the one for ISRO's Master Control Facility, illustrate this philosophy in practice. Planetcast Media Services delivered turnkey deployment of three 11-meter full-motion earth stations for tracking GEO, MEO, and LEO satellites, showcasing technical depth paired



Sanjay Duda
CEO

with delivery accountability. Similarly, Doordarshan's Hyderabad channel adopted its first-ever file-based playout system built by the company, with customized modules spanning ingest, scheduling, live insertions, and compliance monitoring.

Sustainability as Strategy

The company embeds Environmental, Social, and Governance (ESG) principles into solution design and operations. Its broadcasting facilities and satellite networks prioritize energy efficiency and optimized power utilization. Recognition by the World Teleport Association with the Green Teleport certification underscores Planetcast Media Services' standing as a responsible provider.

While India remains a critical market, Planetcast Media Services has set its sights on international growth in Southeast Asia, the Middle East, and Africa. The strategy focuses on three dimensions: evolving its platforms into self-serve environments for greater client agility, ensuring compliance with local regulatory frameworks, and strengthening operational excellence. By investing in encryption protocols, architecture upgrades, and globally aligned best practices, the company prepares itself to deliver localized solutions on a global scale. ■

HOW LEVERAGING TECHNOLOGY SOLUTIONS AUTOMATES TASKS, & STREAMLINES BUSINESS PROCESSES

Ashish Kothari, Vice President & Partner, Kyndryl Consult-India

Ashish Kothari leads the India practice and P & L for Kyndryl Consult with a focus on Business Strategy & Governance, IT modernization and transformation, and next-gen operating models. Previously he was an Associate Director for the IT infrastructure services at IBM and was responsible for driving the GTS growth in Enterprise Accounts. Ashish graduated from the Malaviya National Institute of Technology in Jaipur and has been in the industry for over 20 years.

In a recent interaction with Bimlesh Prasad, Correspondent at CIO Tech Outlook, Ashish shares his views on the potential benefits of leveraging technology and industry solutions for business transformation, common challenges that arise during the transformation of business functions, and more.



Ashish Kothari,
Vice President & Partner

What is the potential benefit of leveraging technology and industry solutions for business transformation?

The rapid pace of digital transformation driven by cloud and AI adoption has given rise to new opportunities and enterprise business models.

Leveraging technology solutions not only automates tasks, streamlines processes, and improves efficiency but also enables businesses to make informed decisions, respond quickly to market changes, and gain a competitive edge by launching new products and optimizing costs. But the key challenge is in determining the nature, speed and depth of IT modernization that companies should adopt while scaling their businesses for future growth. In the world of digital changes, businesses are now linking technology with their aims, embracing flexibility and expansion. This method works for companies at different digital points, creating specific answers that cover different areas. From smart plans to practical actions, this could be a big shift in the industry powered by technology for real change.

What strategies do you use to help optimize operational activities? What actions would you take to raise this company's standing in the marketplace?

In today's fast-changing business world, we are a reliable partner by your side, offering customized solutions

across different areas. Technology partners are great at helping businesses modernize, use new tech, and make things faster with automation. What makes them special is how they blend new technologies smoothly. Whether you're just starting your digital journey or well into it, their advice leads to real progress. With lots of experience, they're good at dealing with complicated stuff by breaking it into smaller steps. Their main goal is your success. With their know-how, resources, and strong partnerships, they push your business forward in this innovation-driven world.

How do technical advancements influence corporate leadership and industry innovation?

The technology adoption trends during the COVID-19 pandemic are a good example of how innovative ideas and processes helped to rebuild business models overnight. It acted as a catalyst for digital transformation, forcing businesses to rapidly adopt remote working practices and embrace digital technologies. Corporate leadership pivoted to prioritize agility, empathy, and effective virtual communication as core skills in their organizations. Even though the pandemic has abated, the lessons learnt, new ways of working, and the innovative models will now act as the base for future growth.

In enterprises, leaders play a crucial role in creating an environment that encourages creativity, risk-taking, and collaboration. They must invest in continuous learning programs, encourage upskilling and reskilling, and foster a culture of innovation to attract and retain top talent. Moreover, creating cross-functional teams and enabling collaboration between technical and business professionals helps drive industry innovation.

What are some common challenges that arise during the transformation of business functions?

The complexity of constantly evolving technology trends and knowing how to prioritize their modernization efforts are some of the key challenges for our customers. Another common challenge that organizations face is finding and training employees with the right skillsets. Hiring external experts or partnering with consultants can help identify the right solutions to address these challenges.


For example, Kyndryl's network services team played a crucial role for Tokyo's leading television station, Fuji Television Network by devising and implementing a secure and flexible network infrastructure, overcoming bandwidth limitations and facilitating seamless remote work capabilities. This enhanced infrastructure



empowered the adoption of cloud computing and accommodated evolving employee work styles while also contributing to the station's sustainability objectives. In another significant undertaking, a major airline underwent a comprehensive transformation by migrating their mission-critical workloads to AWS, embracing Red Hat OpenShift on Azure, and implementing a DevSecOps framework. This strategic move not only modernized their legacy systems but also bolstered their operational capabilities, improving resiliency across their technology stack. By doing so, the airline positioned itself for long-term success in a highly competitive industry.

How businesses can benefit from enhanced security measures, including regular system updates, backups, and disaster recovery plans, if they choose to consult an IT infrastructure services provider.

The digitization era has brought about a surge in cyber threats and data breaches, emphasizing the importance of robust cybersecurity measures. However, a protection-based approach is no longer sufficient in the face of evolving security threats. Organizations must adopt a proactive stance towards security. To do so, they need to prioritize cyber resilience, addressing the entire threat lifecycle more efficiently.

Enhanced security measures, such as regular system updates, backups, and disaster recovery plans, offer significant advantages for businesses when they opt to consult an IT infrastructure services provider. The collaboration involves identifying essential business processes, devising backup and recovery strategies, and conducting frequent testing to ensure the plan's effectiveness. This is exemplified by instances like Kyndryl Business Resilience Services collaborating with the National Stock Exchange (NSE) in India to modernize their IT systems, integrating automation features for improved security and operational resilience. 

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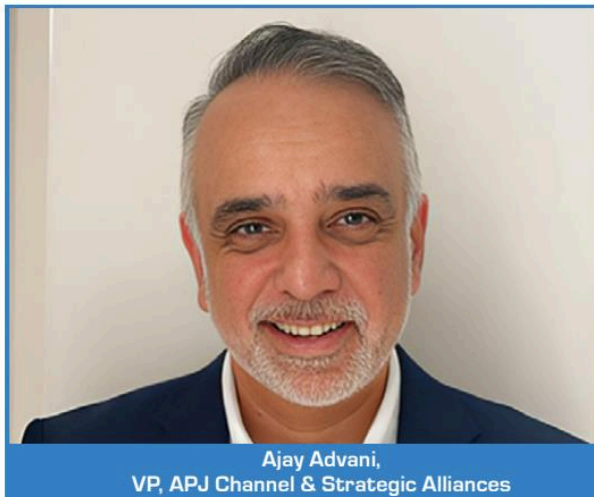
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THE EVOLUTION & IMPORTANCE OF IDENTITY IN THE DIGITAL TRANSFORMATION ERA

Ajay Advani, VP, APJ Channel & Strategic Alliances, Okta

In an interaction with CIO Tech Outlook, Ajay Advani, VP, APJ Channel & Strategic Alliances at Okta, has shared his views and thoughts on the main challenges companies face when adopting decentralized identity solutions as well as what steps organizations can take to protect against identity misuse and fragmentation. Ajay Advani is a seasoned business leader with over 20 years of experience in sales management, channel development, emerging markets, and legal affairs. As the Vice President of Channel and Strategic Alliances for the Asia Pacific and Japan (APJ) region at Okta, Ajay spearheads the growth of the company's partner ecosystem, driving revenue through strategic collaborations, enablement programs, and deep partner engagement.



Ajay Advani,
VP, APJ Channel & Strategic Alliances

1. Digital transformation is impossible without secure and scalable identity management solutions. What is your view on the biggest gaps in current solutions, and how can organizations address them?

In my experience, one of the most significant challenges organizations facing today is dealing with fragmented identity systems. Many companies operate with legacy infrastructures that are siloed and lack comprehensive visibility. This fragmentation not only complicates

operations but also increases security risks and hinders agility, especially in hybrid environments or during mergers and acquisitions.

To overcome these challenges, it's essential for organizations to embrace a unified identity platform. Such a platform should seamlessly integrate with existing systems, leverage AI-driven insights, and provide detailed authorization controls. It's about ensuring protection at every stage of the user journey—before login with identity posture management, during access with adaptive multi-factor authentication, and after authentication with robust threat protection.

By adopting a converged identity approach, businesses can reduce technical complexities, accelerate their digital transformation efforts, and enhance their overall security posture. At Okta, we're committed to supporting our partners and clients in navigating this journey towards more secure and efficient identity management.

2. With the rise of decentralized identities, organizations must navigate a balance between centralization and privacy. What are the main challenges companies face when adopting decentralized identity solutions?

Decentralized identity is an exciting development in the digital identity space. It offers individuals greater control

over their personal data and reduces the risks associated with centralized data storage. However, adopting this model isn't without its challenges.

One significant hurdle is the absence of universal standards. Without a common framework, ensuring interoperability across different systems becomes complex. Additionally, regulatory landscapes vary widely, making it difficult for organizations to navigate compliance when implementing decentralized identity solutions.

For decentralized identity to be successful on a larger scale, collaboration between the public and private sectors is vital. Establishing and adopting common standards will ensure that both businesses and individuals are protected as we transition to these new identity paradigms.

3. Identity fraud and credential theft continue to rise, causing significant financial and reputational damage to businesses. What innovative strategies can businesses adopt to combat identity fraud while maintaining user convenience?

Identity fraud has become more sophisticated, and traditional security measures like passwords and SMS-based one-time passwords are increasingly vulnerable. To effectively combat identity fraud without compromising user experience, organizations should adopt a layered, intelligence-driven approach.

Implementing risk-based authentication allows for real-time assessment of factors like user behavior, device reputation, and geolocation to determine when additional verification is necessary. Embracing advanced authentication methods such as biometric verification, passwordless authentication, and phishing-resistant multi-factor authentication (like FIDO2) enhances security while maintaining user convenience.

Proactive monitoring for compromised credentials, including those leaked on the dark web, and deploying AI to detect anomalies post-login are essential. Okta's Identity Threat Protection with AI continuously evaluates session risks and responds to threats in real-time, ensuring both security and a seamless user experience.

As organizations increasingly rely on AI agents, service accounts, and other non-human identities (NHIs), it's crucial to secure these entities effectively.

4. As digital identities become increasingly linked to IoT and AI ecosystems, what steps can organizations take to protect against identity misuse and fragmentation?

In today's digital landscape, identities extend beyond individuals to include devices, bots, and applications. Each of these entities holds access privileges, making them potential targets if not properly managed.

To safeguard against misuse and fragmentation, it's crucial to treat all identities with equal importance. Implementing privileged access management for sensitive systems, automating lifecycle management, and establishing fine-grained access controls are essential steps.

However, managing these aspects can be complex. That's where solutions like Okta's Identity Threat Protection with AI come into play. This tool continuously monitors user sessions, evaluating risks in real-time and responding to threats as they arise. Whether it's detecting anomalies in user behavior or identifying potential session hijacking attempts, it provides a proactive approach to identity security.


By integrating such solutions, organizations can ensure that their identity management keeps pace with the evolving digital landscape, maintaining both security and operational efficiency.

By adopting a converged identity approach, businesses can reduce technical complexities, accelerate their digital transformation efforts, and enhance their overall security posture

5. With the rise of data breaches and cyber threats, what steps have to be taken to enhance the security of identity systems while ensuring a seamless user experience?

Security and usability no longer have to be at odds. Modern identity solutions are designed to enhance both. To raise the security bar without compromising user experience, organizations should focus on:

- Passwordless authentication through biometrics or device-based tokens.
- Continuous authentication using behavioral biometrics and machine learning to assess trust dynamically.
- Unified identity platforms that eliminate redundancy, simplify access, and reduce complexity.
- Signal sharing across the cybersecurity ecosystem to detect and respond to threats holistically.

As we look to the future, the focus must be on delivering frictionless, context-aware identity experiences that empower both users and security teams. 

THE PATH TO MANAGING DATA AS AN ASSET

Lenin Gali, Former VP - Data Engineering, Quotient Technology

I am summarizing my experience, conversations I had lately with some peers and fellow data practitioners at various settings these past few years into three symptoms.

- WTF State?
- I don't know what I need!
- We have a lot of data!

'WTF'?

By now many of the C-level executives and leaders have faced with the challenges to overcome in choosing the right data technology whether it is as simple as processing and organizing the data in the cloud or on-prem or both, or be able to predict the users demands by reading their minds, proactively producing the outcome and some may call it data science and others misunderstand it to be AI. The Big Data, Analytics & Cloud ecosystems are testing the mental capacity of the leaders and they are not alone. We are reaching the 'withdrawal of technology fatigue' state or also known as 'WTF'. Many choose to blame this symptom on.

I don't know what I need!

It's a fact that many organizations use <20 percent of all the data that is captured. However, we are being influenced by the buzz created by every new and innovative data product we come across and every interaction is a distraction from where it

may be. I urge every C-level to pay attention to the demand to value curve also known as 'I don't know what I need' from the business. By not paying attention to this very important symptom, the business user could be looking for a solution to bail them out thus they blame this new symptom on.

We have a lot of data!

Well, not all data is highly valuable, not every person in the team is highly skilled, nor every organization's culture is the same. So, if any organization is suffering from these three symptoms, you are not alone. If the C-level is not paying attention to these symptoms, and find ways to control it from spreading, every data organization may get caught up in a cyclical 'data growth hype' wherein they are unable to mature with what they have (data, skills or technology).


Data is an asset
only when used
and its value is
experienced

In summary, nothing wrong with assessing current capabilities, honestly opening up a partnership by em-



Lenin Gali,
Former VP - Data Engineering

bedding the data engineers in each business organization along with their analytics users. Measuring the data use and quality from the source to the consumption layer and perhaps empowering business users to partner in bringing the pain outward to share with the rest of the organization to bring constructive collaboration. These simple practices worked well for me to get over these symptoms and build the credibility needed to drive change.

In summary, Data is fluid. It must flow freely to every part of the organization and gets consumed by the user who needs it. What is most important for a data organization is to ensure that flow is measured, must be clean quality, uninterrupted and can be controlled by the user. After all, data is an asset only when used and its value is experienced. 









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