

HOW AUTONOMY AND AGENTIC AI REDEFINING THE FUTURE OF MID-SIZED MSPs AND SIs ?



Atul Mehta
Dell Technologies



Prashanth Subramanian
Quadrasystems.net



Munesh Jadoun
ZNet Technologies &
RackNap



Ankesh Kumar
Ingram Micro India

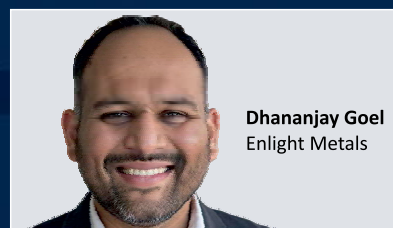
Channel Partners on
Edge as Windows 10 /
11 Transition Raises
Warranty & Support
Risks



B2B Marketing
Budgets Shift from
Events to Digital Lead
Generation in 2026



In Conversation
Transforming Steel
with AI



Dhananjay Goel
Enlight Metals

BenQ

As Native as Your Mac. As Brilliant as Your Vision.

MA320U Monitor offers flawless MAC integration, perfect color matching & minimalist design- crafted to complement your Apple ecosystem seamlessly



**GOOD
DESIGN
AWARD
2024**



Match your Mac Colors



Integrated MacBook Control



Desktop Partition Feature

4K
3840x2160



Mac Color Tuning

97%
DISPLAY P3

Nano Matte Panel

Dual
Type C
Upto 90W PD

MA series is also available in 27 inches



Contact Person – Rahul Das 📍 West Bengal ✉️ Rahul.Das@BenQ.com ☎️ 9560886360

"Available across all leading retail stores, BenQ Brand Online store & Amazon India"

🌐 www.BenQ.in | ✉️ Sales.enquiryin@BenQ.com | ☎️ 1800 419 9979 | 👍 Like BenQ India on [f](#) [i](#) [x](#) [in](#)

Scan to Know more



micron
crucial

PRO
SERIES

Game. Create. Repeat.

Crucial® DDR5 Pro Overclocking DRAM



National authorised distributors

Rashi Peripherals Limited
Mr. Aditya@ +91 9967600090

Supertron Electronics Pvt. Ltd.
Mr. Sanjay@ +91 9811059025

Tech Data Advanced Pvt. Ltd.
Mr. Gaurav@ +91 9654536100

To find compatible upgrades, visit: <https://www.crucial.in/store/advisor>

www.crucial.in | 1800-425-3234

CONTENT

COVER STORY

6



How Autonomy and Agentic AI redefining the Future of Mid-Sized MSPs and SIs?

IN CONVERSATION

Transforming Steel with AI



DHANANJAY GOEL, Director, Enlight Metals Pvt. Ltd.

9

TRENDING NEWS 18-20

IT Budgets Aren't Shrinking—They're Rotating"



- AWS Outage Disrupts Services Across Asia-Pacific, Exposes Cloud Reliance Risks
- Viral Microsoft Resignation Fuels Tech Ethics Debate
- Why Most AI Strategies Fail Before They Even Begin



CHANNEL NEWS 11-15

- TCS Clarifies on Marks & Spencer Contract Exit: A Wake-Up Call for Channel Partners



- Channel Partners on Edge as Windows 10 / 11 Transition Raises Warranty & Support Risks
- D-Link Unveils 4G/5G M2M Solutions



- Dell Technologies announces Atul Mehta as channel leader for India
- AMD + OpenAI announce strategic partnership to deploy 6-Gigawatts of AMD GPUs
- D-Link Launches DGS-1530 Series Smart Managed Switches High-Performance 10G Uplinks for Scalable Network Growth

INSIGHT 21-29

- B2B Marketing Budgets Shift from Events to Digital Lead Generation in 2026



- AI Agents Surge in Channel Partner Community: The Next Frontier in Value Creation
- 80% of Enterprise AI Projects Fail to Deliver ROI, McKinsey Warns



- New Rules for B2B Marketing Measurement: Revenue or Redundant

D-Link®

MTCTE CERTIFIED



✓ EMI ✓ SAFETY ✓ SECURITY



DAP-X2810

INDOOR **Wi-Fi**

DAP-X3060OU

OUTDOOR **Wi-Fi**

DAP-X3060

INDOOR **Wi-Fi**

EMPOWER YOUR NETWORK WITH NEXT-GEN Wi-Fi 6

Next-Gen Wi-Fi for Next-Level Environments-High Density,
High Demand, No Compromise



Flexible AP
Solutions



Centralized Management
with Wi-Fi controller



Enterprise
Security



*160 Mhz
Channels



*Multi-Gigabit
Port



*Aggregated
Throughput



Centralized Management
With
Nudias Connect



Intelligent
&
Secure Performance



User Authentication
&
Seamless Roaming



IP68 Weather Proof
Housing in
Outdoor AP



Multiple
Operational
Modes



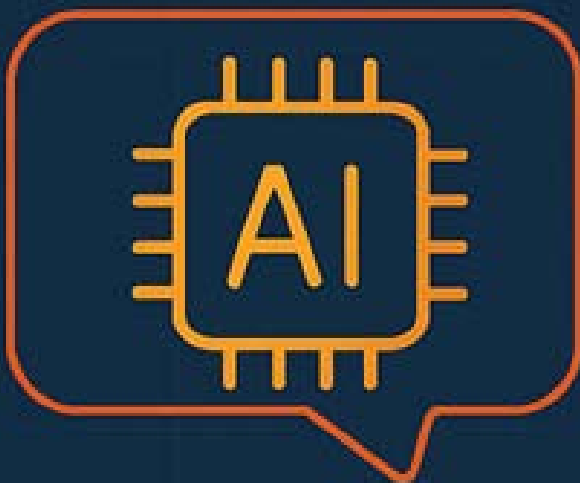
MU-MIMO
&
Beam-forming

sales@in.dlink.com www.dlink.com 080 691 33 999

Follow us:

*80 Mhz, 2.5 Gbps, 3 Gbps Supported in DAP-X3060 Series Only

How Autonomy and Agentic AI redefining the Future of Mid-Sized MSPs and SIs ?



The age of autonomy is redefining what success means for channel players.

The smartest entrepreneurs are now tracking:

- *Revenue per employee, not total headcount.*
- *Automation ratio, not manual utilization.*
- *AI adoption velocity, not just certification count.*
- *Influence and visibility, not only sales numbers*

EBITDA and topline will always matter, but today's mid-sized heroes are learning to measure the quality of their growth—the efficiency, repeatability, and impact per resource. They are becoming outcome orchestrators rather than service executors. The best MSPs and SIs aren't chasing every deal—they're designing high-value engagements where AI and human expertise intersect seamlessly.



ATUL MEHTA,
Senior Director and General
Manager – India Channels,
Dell Technologies

"Autonomy and Agentic AI are redefining scale, efficiency, and leadership—creating intelligent workforces that act in real time, freeing entrepreneurs

to innovate, and challenging leaders to balance machine autonomy with human empathy, purpose, and creative judgment in the AI-driven future." — Paresh Shah, Founder & Director, P.H TekNow

Autonomy empowers organizations to operate with greater independence, streamline operations, enhance decision-making processes, and scale without proportionally increasing human resources. This is no longer an abstract ideal—it's the new competitive advantage for mid-sized partners.

Architecting Intelligence, Not Just Solutions

The conversation has fundamentally shifted. For 25 years, we architected solutions for our clients. Now, with Agentic AI, we are architecting intelligence into our own operations. We are not just using AI; we are building an autonomous, collaborative workforce of AI agents with our proprietary Intelligent™ framework. This internal transformation is not the end goal—it is the engine that allows us to deliver a new level of partnership. It



PRASHANTH SUBRAMANIAN,
Co-Founder & Director,
Quadrasystems.net

means our human experts are freed from the mundane to focus on what they do best: architecting our clients' most complex ambitions. The future of our industry is not about selling AI; it's about becoming an intelligent, autonomous enterprise ourselves—and then extending that architectural blueprint to our partners—Prashanth Subramanian, Co-Founder & Director, Quadrasystems.net

The New AI Teammate

"The next chapter for MSPs and SIs isn't about adding more people — it's about building more intelligence. Agentic AI is

helping mid-sized partners operate with the autonomy of much larger enterprises, making faster, data-driven decisions. At RackNap and ZNetLive, we see AI not as a tool, but as a teammate — one that learns, acts, and collaborates in real time. This shift frees entrepreneurs to focus on creativity and strategy rather than process. The real leadership challenge in this AI era is finding balance — letting automation take over the routine while keeping the human touch that builds trust



MUNESH JADOUN,
Founder & CEO, ZNet
Technologies & RackNap

and relationships — Munesh Jadoun, Founder & CEO, ZNet Technologies & RackNap



The New Partner Success Playbook 2026

emotional intelligence will lead the next era of transformation. The most

THE NEW PARTNER SUCCESS PLAYBOOK

The age of autonomy is redefining what success means for channel players.



Revenue per employee, not total headcount



Automation ratio, not manual utilization



AI adoption velocity, not just certification count



Influence and visibility, not only sales numbers.

EBITDA and topline will always matter, but today's mid-sized heroes are learning to measure the quality of their growth—the efficiency, repeatability, and impact per resource.

They are becoming outcome orchestrators rather than service executors. The best MSPs and SIs aren't chasing every deal—they're designing high-value engagements where AI and human expertise intersect seamlessly.

Autonomy with Humanity: The New Leadership Imperative

Amid all this AI-led acceleration, one truth remains: human connection is still the foundation of trust. Partners who combine digital autonomy with

admired entrepreneurs in the ecosystem aren't just tech-savvy—they're empathetic. They mentor younger founders, share insights openly, and lead with authenticity.

In a world of automation, it's the human narrative that keeps customers loyal.

Autonomy and Agentic AI are not replacing human ingenuity — they're amplifying it. Mid-sized MSPs and SIs stand at the cusp of their biggest reinvention, where success will no longer be defined by headcount or vendor dependency, but by intelligent orchestration of outcomes. At Ingram Micro, we see partners embracing Agentic AI to build self-learning systems that predict customer needs, automate delivery, and free people to focus on innovation and relationships. This new era of autonomy demands a mindset shift — from process execution to purpose-driven transformation. The most successful partners in 2026 will be those who balance human creativity with AI-driven precision, turning autonomy into empowerment. The real revolution isn't about machines acting on their own; it's about humans designing systems that act with intent."

— Ankesh Kumar, CMO, Ingram Micro India

The Road Ahead

The next decade will belong to entrepreneurs



ANKESH KUMAR,
CMO, Ingram Micro India

who balance autonomy with authenticity—those who treat AI not as a tool but as a trusted collaborator, and who empower their teams to innovate, not just execute. Mid-sized MSPs and SIs have always been the connective tissue of the tech world, quietly powering enterprises behind the scenes. Now, they're stepping forward as architects of intelligent ecosystems. The age of Agentic AI isn't replacing human ambition—it's augmenting it.

The mid-sized partner community adaptive, ambitious, and deeply human is perfectly poised to lead this new chapter.



Transforming Steel with AI

A Conversation with Dhananjay Goel, Director, Enlight Metals Pvt. Ltd.

Interviewed by Kalpana Singhal, Editor, ITPV Magazine

■ **Mr. Goel, what inspired you to bring artificial intelligence into such a traditional sector like steel?**

The Indian metal supply chain reminded me of unorganized retail before

Flipkart or Amazon came in. Everything ran on memory, phone calls, and WhatsApp. That's when I saw a clear opportunity — to move from gut-driven decisions to data-led systems. We didn't want to be another trading firm; we wanted to be a tech-

first aggregator, using AI to integrate sourcing, pricing, supplier matching, logistics, and customer response — all in one platform.

■ **How exactly is AI transforming**

operations at Enlight Metals?

The results are tangible. Earlier, generating a quotation could take up to four hours. With AI, it now takes under ten minutes. Our AI layer, built on top

of CRM and ERP, suggests the best suppliers, predicts demand patterns, and optimizes logistics routes. It even groups deliveries by geography to reduce cost and improve reliability. Essentially, we're closing the loop from inquiry to dispatch — faster and with far fewer errors.

■ What kind of challenges did you face in implementing this transformation?

The hardest part wasn't technology — it was behavior. Many vendors told us, "Why complicate things? Let's just use WhatsApp." We had to demonstrate, not just explain, how systems reduce confusion and improve speed. Another challenge was that metal SKUs are extremely diverse — coil sizes, grades, and specifications vary — so we had to build custom workflows from scratch.

■ Tell us a bit about the technology stack powering Enlight Metals.

We operate primarily on the Azure ecosystem. Our AI layer leverages Azure OpenAI, Apache Spark, DataBricks, and vector databases. We've built in-house data pipelines that ingest historical orders, vendor stock, and pricing trends to generate real-time, AI-powered decision support. Everything is secure, scalable, and private — no public APIs are used. Compliance and data security are paramount for us.

■ Enlight Metals

recently announced a major investment of ₹80 crore. Can you tell us what this capital will enable?

A: This investment marks a pivotal moment for us. The ₹80 crore will be channelled toward expanding our AI-driven infrastructure, setting up a modern processing and recycling facility, and scaling our national footprint. We're building smart warehouses and integrating IoT sensors to track metal movement in real time. A significant portion will also go into R&D for developing proprietary AI models tailored for the

efficiency. My advice to leaders:

- Start with everyday pain points
- Don't chase buzzwords — solve real inefficiencies
- Stabilize before you optimize

■ What's next on the horizon for Enlight Metals?

We're exploring agentic AI — systems that can autonomously validate stock, call vendors, generate quotations, and trigger dispatches. It's about creating a self-operating supply chain.

“We operate primarily on the Azure ecosystem. Our AI layer leverages Azure OpenAI, Apache Spark, DataBricks, and vector databases. We've built in-house data pipelines that ingest historical orders, vendor stock, and pricing trends to generate real-time, AI-powered decision support. Everything is secure, scalable, and private — no public APIs are used.”

metals industry. This isn't just an expansion — it's about creating a new digital standard for how India's steel and non-ferrous sectors operate.

■ For CXOs looking to integrate AI, what's your key advice?

Don't start with AI. Start with fixing broken workflows. Get your data and processes in order first. Once that foundation is solid, AI will amplify your

Our future roadmap includes:

- Expanding into aluminum, copper, and alloys
- Launching a service center for value-added processing
- Entering auto-component manufacturing
- Applying AI to HR, finance, and recruitment workflows

The ₹80 crore investment gives us the muscle to accelerate these initiatives and expand both vertically

and horizontally across the industrial ecosystem.

■ How do you address concerns that AI might replace human jobs?

AI won't replace people — it will elevate them. We're shifting roles from coordinators to controllers — people who manage exceptions, ensure quality, and drive growth. It's about upskilling, not downsizing.

■ What advice would you give to educators and AI startups?

To educators: focus on systems thinking. Students should learn to solve business problems, not just write code.

To startups: be careful if your product depends entirely on a public LLM. Many such tools can become obsolete quickly. Build for long-term scalability and genuine business value.

■ Finally, what's the long-term vision for Enlight Metals?

Today's AI is smart but not defensible. Our next big goal is to build proprietary intelligence — a unique layer of learning that will help us scale sustainably and maintain a competitive edge.

Mr. Dhananjay Goel's journey shows how even the most traditional industries can leap into the future with vision, discipline, and technology. With its recent ₹80 crore investment, Enlight Metals is setting the stage for India's next big leap — where steel meets AI, and innovation becomes the new infrastructure.

TCS Clarifies on Marks & Spencer Contract Exit: A Wake-Up Call for Channel Partners



In a week that stirred speculation across the IT services ecosystem, Tata Consultancy Services (TCS) issued a strong clarification denying any link between its contract non-renewal with UK retailer Marks & Spencer (M&S) and the recent cyberattack on the retailer's systems. A section of international media had reported that M&S decided to end its IT service desk agreement with TCS following a security breach earlier this year. TCS swiftly countered the claims, describing them as "misleading and incorrect." The IT giant confirmed that none of its systems were compromised and clarified that it does not provide cybersecurity services to Marks & Spencer. According to TCS, the contract in question was a small component of a much larger, multi-year partnership and had reached its natural completion after

a competitive tender process that began early this year.

What It Means for Channel Partners

For MSPs, SIs, and VARs, this development is a timely reminder of how reputation, communication, and security readiness can determine client trust even when the partner is not directly responsible for an incident. The M&S episode underscores a critical reality: client perception often outweighs technical facts. When a breach occurs anywhere in the digital supply chain, every partner connected to that ecosystem faces scrutiny. In the new digital-trust economy, customers don't just evaluate performance metrics they examine resilience posture. Even a rumour of association with a cyber incident can trigger contractual reviews or reputation risk.

Lessons for the Partner Ecosystem

For channel players, the TCS-M&S story is less about a single contract and more about the shifting expectations of enterprise clients.

1. Security is now a brand metric.

Enterprises expect partners to demonstrate end-to-end transparency across their own vendor chains. Security certifications alone no longer inspire confidence continuous monitoring, rapid disclosure protocols, and risk communication now define trust.

2. Contract renewals are no longer guaranteed.

Even long-standing relationships are subject to re-evaluation after disruptive events. MSPs and SIs must consistently refresh their value narrative focusing on proactive insights, automation, and measurable outcomes beyond service uptime.

3. Opportunity in the moment of trust deficit.

For smaller and mid-sized partners, every global controversy opens new doors. Clients anxious about over-dependence on large providers are increasingly open to agile, specialized partners that can deliver

with transparency and accountability.

4. Cyber resilience is the new business differentiator.

Partners who can position themselves as security-first solution providers—offering compliance dashboards, supply-chain audits, and real-time visibility will have a stronger voice in enterprise RFPs.

"Global clients are enforcing 'shared accountability' across every tier of their vendor ecosystem," says a Kalpana Singhal Editor ITPV. "It's not just about whether you were hacked it's about how prepared, transparent, and communicative you are when a breach happens elsewhere in your value chain."

Looking Ahead

While TCS continues to retain significant business with Marks & Spencer, the broader takeaway for India's IT partner community is unmistakable: trust and transparency now weigh as heavily as technology delivery. In a market where Agentic AI, automation, and hybrid ecosystems are redefining customer engagement, brand resilience has become the new measure of success. For the channel, the message is clear security posture is no longer a backend discipline; it's a frontline business strategy.

Channel Partners on Edge as Windows 10 / 11 Transition Raises Warranty & Support Risks



As Microsoft's support for Windows 10 draws to a close and more pressure mounts on Windows 11 adoption, VARs, MSPs and channel partners are facing a perfect storm of warranty risks, hardware compatibility concerns, and client skepticism. Many are now putting in survival mode: rewriting contracts, launching "warranty-rescue" services, and reclaiming trust.

Microsoft has published clear lifecycle expectations: feature updates for Windows 11 editions receive 24 months of support (Home, Pro) and 36 months for Enterprise/Education versions. This means older Windows 10 devices, especially those not meeting TPM 2.0, UEFI secure boot, or requisite CPU specs, are becoming legal or technical dead zones. Hardware vendors often refuse warranty support for devices modified or "stretched" beyond their supported OS envelope. Channel partners tell us that many clients still run Windows 10 in some cases, over three-quarters of their installed base. With the October 14, 2025 deadline

looming, this places partners in a bind: clients expect seamless transition, but the underlying devices may not qualify for warranty claims if issues arise post-upgrade. One additional complication: Microsoft's own Windows 11 media creation tool reportedly broke on Windows 10 version 22H2 just days ahead of the deadline — adding extra friction to mass upgrades.

The Channel Panic Mode: What VARs & MSPs Are Doing

Warranty-Rescue & Compatibility Audits

Several partners have launched new service lines to rescue at-risk devices. These include hardware audits (checking TPM status, CPU generation, BIOS/firmware compatibility), warranty-eligibility verification, and even liaison services with OEMs to salvage warranty coverage. Some firms are building dashboards that flag "warranty risk" devices for clients.

Segmenting Clients

& Phased Migration Offers

Not all clients' estates are the same. Partners are classifying endpoints into:

- "Green zone" — devices that pass Windows 11 specs and can be upgraded in place
- "Yellow zone" — devices that require firmware or minor modifications
- "Red zone" — devices that must be replaced, since warranty claims would fail

This segmentation helps partners propose phased migration plans, reduce capital shock, and limit liability. Many are leaning hard into "device-as-a-service" or leasing models to spread cost rather than forcing outright capital expenditure.

Short-Term ESU (Extended Security Updates) Bridging

As a stopgap, partners are negotiating ESU contracts for critical devices that can't yet be migrated. But the message is consistent: ESU isn't a full solution, it's a tactical bandage. The pressure is on to migrate before unsupported devices become high-risk cybersecurity liabilities.

Contract Rewrites & Liability Clauses

Some VARs are revising contracts to carve out

warranty-denial risk. In new deals, clients may be required to accept that hardware warranty failures on non-compliant or out-of-spec machines won't automatically count against the service provider. Transparency is becoming a defensive necessity — rather than letting clients assume "everything is covered."

Building Buffer Stock & Rapid Swap Programs

In high-value accounts, partners are stocking compatible replacement machines so that when a device fails post-upgrade and the OEM refuses warranty coverage, the partner can swap it quickly. This minimizes downtime and preserves client confidence.

The Stakes Are High

Every device still running Windows 10 after support ends is a ticking liability for both client and MSP. Cybersecurity threats don't pause, and vulnerabilities in unsupported OSes are lucrative targets. Analysts warn that clients and partners who treat ESU as a long-term fix will eventually pay in breaches, clients leaving, or legal exposure. But there is upside: Partners who manage this transition well can shift from being mere providers to strategic modernization consultants. The window for differentiating on trust, transparency, and outcome orientation is open.

D-Link Unveils 4G/5G M2M Solutions

Drives Ubiquitous IIoT Connectivity



D-Link Corporation, a global leader in networking solutions, proudly announces its latest 4G/5G Machine-to-Machine (M2M) solutions—a comprehensive portfolio designed to connect and manage distributed devices across smart buildings, transportation, telematics, and industrial automation. With the brand promise of MIT quality, creative innovation, solution-oriented, one-stop service, and sustainable design, D-Link empowers enterprises to enable real-time data transmission, reduce maintenance costs, and streamline operational efficiency with reliability, scalability, and security. This comprehensive portfolio helps enterprises build resilient digital infrastructures to drive the future of intelligent operations.

Comprehensive M2M

Portfolio for Every Application

D-Link's 4G/5G M2M lineup includes the DWM Series for 4G/5G WAN data access, the DOM Series to bridge OT/IT/Cloud for big-data analytics, and the DTM Series to power vehicle telematics. Customers gain always-on, secure connectivity, real-time data, simplified integration, and reliable remote management across edge deployments.

Data Connectivity – DWM Series

The DWM Series includes M2M modems, PoE modems, and M2M routers, delivering robust 4G/5G connectivity with advanced VPN security for secure remote access. Dual-SIM failover helps ensure uninterrupted connectivity and continuous operation for mission-critical deployments. The DWM Series is ideal for connecting

dispersed endpoints such as digital signage, kiosks, vending machines, EV chargers, and PoE devices (IP surveillance, smart poles).

Industrial IoT (IIoT) Connectivity – DOM Series

The DOM Series 4G/5G IIoT gateways support interfaces including RS-232/485 and Digital I/O (DI/DO), enabling real-time telemetry to enhance industrial automation. Built-in support for Modbus TCP, RTU, and ASCII streamlines network integration and remote control. The IT/OT integration of DOM Series boosts operations for smart building, factory automation, oil/gas telemetry, and environmental monitoring.

Transit Telematics – DTM Series

Designed for public

transportation and rail application, the DTM Series 5G Transit Gateway (E-Mark, EN50155, EN45545, EN50121-3-2 certified) ensures real-time vehicle tracking, passenger Wi-Fi, and in-vehicle system connectivity, optimizing fleet and railway operations. The robust design includes industrial-rated M12 connectors that safeguard critical data streams and meet rigorous safety for bus, taxis, trucks and rail/rolling stock.

Remote Management for Peak Performance – D-ECS

D-ECS provides a centralized platform for network monitoring and management of D-Link M2M products. A unified dashboard simplifies device and license management and lets users review end-client devices without interfering with customers' business applications. Capabilities include task scheduling, alerts, geo-location map view, floor-plan view, and performance optimization, enabling proactive issue resolution and maximum uptime.

With its M2M solutions, D-Link continues to drive IIoT innovation and accelerate digital transformation across industries. Guided by the spirit of "One Connection • Infinite Possibilities," D-Link remains committed to connecting the world with smarter, more sustainable networking solutions.

Dell Technologies announces Atul Mehta as channel leader for India

Dell Technologies announces the appointment of Atul Mehta as Senior Director and General Manager – India Channels. In this role, Atul will be responsible for driving strategic channel partnerships and accelerate growth across Dell's partner ecosystem in India.

Based in Gurgaon, Atul will be a key part of the India leadership team and report to Ravi Bharadwaj, Vice President, partner ecosystem APJC at Dell Technologies.

Atul Mehta succeeds Vivek Malhotra who is moving into a new role supporting India sales



ATUL MEHTA,
Senior Director and General
Manager – India Channels,
Dell Technologies

within the organization.

"We're excited to have Atul lead our channel operations in India. His deep understanding of the Indian market will be instrumental in strengthening our channel ecosystem. Atul's commitment to partner success and innovation will help us deliver even greater value to our customers in India," said Ravi Bharadwaj, Vice President, Partner Ecosystem APJC at Dell Technologies. "I would also like to thank Vivek for his exceptional leadership over the years and am excited for his next chapter within the company," he added.

Speaking about his new role, Atul said "India's technology landscape is transforming rapidly with the rise of AI and generative AI technologies. Our channel partners play a crucial role in harnessing this potential. I'm excited to collaborate with our incredible partner community to drive innovation, growth and meaningful impact for businesses across India."

Atul brings over 20 years of industry expertise and has been with Dell Technologies since 2007. In his most recent role as the General Manager of the India Consumer Business, Atul guided the team through strong growth and transformation over the past five years. Atul is recognized for his strategic leadership, focus on results, and commitment to building collaborative partnerships.

AMD + OpenAI announce strategic partnership to deploy 6-Gigawatts of AMD GPUs



AMD and OpenAI announced a definitive agreement that puts AMD technology at the center of the global AI infrastructure buildout. Under this strategic partnership, OpenAI will deploy 6 gigawatts of AMD GPUs, with the first gigawatt of capacity powered by our Instinct MI450 series GPUs set to start in the second half of 2026.

The partnership represents a multi-generation commitment that positions AMD as a core strategic compute partner to OpenAI, driving large-scale deployments of AMD technology to power OpenAI's next generation AI infrastructure.

This announcement is expected to generate tens of billions of dollars in AI revenue annually for AMD over time while accelerating OpenAI's infrastructure buildout.

Key points of the agreement include:

- A multi-year, multi-generation partnership enabling 6GW of AMD Instinct GPU deployments to power OpenAI's next-gen AI infrastructure.
- Reinforces AMD's open, scalable architecture and leadership in high-performance, AI compute.
- To further align strategic interests, AMD has issued OpenAI a performance-based warrant for up to 160 million shares of AMD stock, structured to vest as specific milestones are achieved.
- First deployments begin 2H 2026, anchored on AMD's next-generation Instinct MI450 GPUs and rack-scale systems.

This announcement underscores AMD as a defining leader in AI infrastructure, building on its proven momentum in data center GPUs, ROCm open software and broad open ecosystem support, and rack-scale systems designed to meet the world's growing AI compute demand.

D-Link Launches DGS-1530 Series Smart Managed Switches High-Performance 10G Uplinks for Scalable Network Growth



D-Link, one of the global leaders in networking and connectivity solutions, proudly announces the launch of the DGS-1530 Series Gigabit Stackable Smart Managed Switches purpose-built to address the growing demands of digital transformation, cloud workloads, and increasingly complex enterprise networks. As organizations face rising challenges of bandwidth-hungry applications, stronger security requirements, and modern cyber threats, along with the need for efficient operations, D-Link delivers innovative, solution-oriented, and future-ready infrastructure that safeguards against vulnerabilities and empowers IT teams to scale with confidence. This new portfolio reflects D-Link's commitment to creative innovation, one-stop service, and sustainable design, helping enterprises accelerate digitalization while building resilient networks for the intelligent era.

Available in models ranging from 8 to 48 Gigabit ports, the DGS-1530 Series comes with Gigabit port and 10G uplink connectivity, for seamless performance for bandwidth-heavy applications such as cloud computing, video conferencing, 4K/8K streaming, and large-scale data transfers. This versatility makes it an ideal choice for

enterprises and SMBs seeking to balance scalability with high-performance networking at a competitive total cost of ownership.

The DGS-1530-28P and DGS-1530-52P support PoE+ on all ports with a robust 370 W power budget; the DGS-1530-52P is expandable up to 740 W when paired with the DPS-700 redundant power supply. Featuring Perpetual and Fast PoE, they ensure uninterrupted operation efficiently powering access points, IP surveillance, digital signage, and diverse IoT devices. This makes the series particularly suited for K-12 schools, hotels, and enterprise offices deployments where uninterrupted service is essential to daily operations.

Enterprise-Grade Features

The DGS-1530 Series is equipped with enterprise-class capabilities to ensure reliability and ease of management. ERPS provides rapid failover and resilient ring topologies, while 6kV surge protection on all ports safeguards devices from power spikes. PD-Alive ensures automatic recovery of connected devices, and Fast & Perpetual PoE delivers uninterrupted power even during reboots. With Zero-Touch Provisioning (ZTP), deployment is simplified

and automated, reducing setup time and minimizing configuration errors. By combining resilience with automation, the DGS-1530 series helps IT teams reduce downtime and operational overhead, ensuring that networks can adapt to the growing complexity of modern digital environments.

Intelligence Stacking for Simplified Management

The DGS-1530 Series supports intelligent stacking of up to 9 switches through dedicated 10G ports, allowing them to be managed as a single logical unit. This streamlines configuration, simplifies management, and enhances scalability while providing high bandwidth and redundancy for growing enterprise, campus, and SMB networks, making it easier for IT managers to expand capacity without adding unnecessary complexity.

Robust Security for Modern Networks

The DGS-1530 Series integrates advanced security features such as Access Control Lists (ACLs), 802.1X port-based authentication, ARP inspection, and DHCP snooping to protect against unauthorized access and malicious threats. Combined with Storm Control and DoS prevention, it ensures reliable, secure, and uninterrupted network operation. These safeguards are especially critical for sectors such as healthcare, education, and financial services, where protecting sensitive data and ensuring business continuity

are top priorities.

Simplified and Flexible Management

The DGS-1530 Series offers multiple management options to fit diverse IT needs. Administrators can use a web-based GUI and Command Line Interface (CLI), for quick configuration. The series also integrates seamlessly with D-Link Nuclias Network Controller for centralized monitoring, automation, and troubleshooting—ensuring efficient control of single or stacked deployments. This flexibility allows organizations of all sizes to adopt a management approach that matches their IT resources, from small teams requiring simplicity to larger enterprises demanding advanced centralized control.

Engineered with precision and designed for flexibility, the DGS-1530 Series underscores D-Link's role as a trusted partner in building secure, scalable, and sustainable networks. Looking ahead, as industries embrace hybrid work, smart campuses, and data-driven innovation, D-Link will continue to drive intelligent connectivity that not only meets today's needs but also anticipates tomorrow's challenges—delivering on the brand spirit of "One Connection • Infinite Possibilities."

Product Availability

The DGS-1530 Series is available in India. For more information, visit in.dlink.com or contact a local D-Link representative for further assistance.



KONICA MINOLTA

EXPERIENCE THE COLOURFUL TRANSFORMATION **RETHINK COLOURS**

RETHINK INTELLIGENT INNOVATIONS FOR WORKPLACE

PRINT | COPY | SCAN

A3 Colour & Mono Multifunctional Printers **bizhub i-Series**

For more information: SMS "KM MFP" send to 52424 or Call: 1-800-266-2525.

Konica Minolta Business Solutions India Pvt. Ltd.

www.konicaminolta.in | marcom@bin.konicaminolta.in

Connect with us:      YouTube

Giving Shape to Ideas



TRANSCON ELECTRONICS PVT. LTD.

205, 2nd Floor, Center Point Building, Hemanta Basu Sarani,
Opp. Lalit Great Eastern Hotel, Kolkata - 700001
Ph.: 22488118, 22488210, 22481620,
Mobile: +91-8337071326, Fax: 03322486604
Email: abhishek@transconelectronics.com,
Website: www.transconelectronics.com

IT Budgets Aren't Shrinking—They're Rotating"



Across global boardrooms, a quiet revolution is underway. The narrative that IT budgets are tightening doesn't hold up under scrutiny; what's really happening is a massive rotation of spend. Organizations aren't cutting—they're reallocating. Line items that once dominated balance sheets—traditional hardware refreshes, legacy licenses, or generic outsourcing—are being cannibalized by a new growth delta: AI infrastructure.

According to Gartner and IDC, global IT spending will cross \$5.7 trillion in 2025, up nearly 7% year-on-year. But dig beneath the headline and the composition tells the real story. Software and

services are outperforming historic growth rates, driven by enterprise-grade AI rollouts, data modernization programs, and generative AI copilots that require vast compute capacity. The fastest-growing subsegment? Data-center infrastructure—accelerated by hyperscalers investing billions into GPUs, high-bandwidth networking, and edge computing.

"AI is now the gravitational center of enterprise IT," says Satya Nadella, CEO of Microsoft. "Every company is building its own digital core, where data and models drive every process." That gravitational pull is reshaping how CIOs prioritize capital. Budgets once earmarked for low-value maintenance are being redirected into cloud

migrations, model training environments, MLOps pipelines, and cybersecurity—the scaffolding of an AI-native enterprise.

For CXOs, this shift isn't about spending more—it's about spending differently. CFOs are demanding demonstrable ROI, not proof-of-concept slides. CIOs are dismantling the traditional "project mindset" and adopting product-based operating models where teams continuously iterate, optimize, and measure business outcomes in real time. Meanwhile, CMOs and Chief Data Officers are aligning budgets to platforms that blend data intelligence with automation, breaking down the old silos between IT and business.

The winners of this

rotation will be companies that treat AI infrastructure as strategic capital, not an experimental cost. As Jensen Huang of NVIDIA put it, "The world's data centers are becoming AI factories." Every enterprise will soon run on that principle—building, training, and deploying models as core capabilities, not external luxuries.

By 2026, expect IT budgets to stabilize around the same total spend—but with 60–70% oriented toward AI, cloud, and software-defined systems. The narrative isn't contraction; it's transformation. The CIOs who survive this cycle will be those who understand that in the age of AI, budget is strategy—and rotation, not reduction, defines resilience.

AWS Outage Disrupts Services Across Asia-Pacific, Exposes Cloud Reliance Risks



A major AWS outage early Tuesday sent ripples across Asia-Pacific, disrupting business applications, e-commerce platforms, and enterprise systems that depend on the world's largest cloud provider. The incident, traced to networking failures within AWS's US-East (Ohio and Northern Virginia) regions, triggered widespread latency and downtime for services globally from fintech apps in Sydney to logistics dashboards in Singapore.

According to AWS's service health dashboard, the disruption began around 02:30 UTC when network connectivity between critical data-centre clusters failed, cascading into multiple product lines including EC2, Lambda, and RDS. Although engineers restored most functions within hours, the

event again highlighted a critical structural weakness: global businesses — especially in APAC — are more dependent on single-region infrastructure than many leaders realise.

Enterprises across Singapore, India, and Australia reported temporary service failures as backend connections stalled. Several regional SaaS providers operating on AWS reported performance degradation for up to three hours, while multinational companies activated failover and disaster-recovery protocols to maintain continuity. "Even when your workloads sit in Singapore, an upstream failure in Virginia can disrupt your day — that's the invisible gravity of AWS," noted a CIO at a large Australian telco.

The incident is driving

urgent conversations around multi-cloud diversification and resilience engineering. Many CIOs are now re-evaluating their disaster-recovery strategies, with particular focus on cross-region replication and cloud-agnostic architectures. Analysts estimate that more than 60 percent of APAC enterprises plan to introduce a secondary cloud partner by 2026 to mitigate regional dependency risks.

Beyond technical fixes, the outage has reignited scrutiny over Service Level Agreements (SLAs) and transparency. CXOs across industries are pushing AWS and other hyperscalers for clearer accountability when global incidents affect local uptime. "Businesses need visibility, not just uptime promises," said an enterprise risk head in Singapore. "The question isn't

if the cloud fails — it's how ready we are when it does."

For the APAC technology community, the AWS outage is a strategic wake-up call. As companies deepen their reliance on AI, analytics, and SaaS ecosystems powered by AWS, cloud resilience must evolve from IT hygiene to boardroom policy. The event underscores a hard truth: digital transformation without redundancy is a single point of failure.

While AWS has since confirmed restoration of all major services, the impact lingers as IT leaders recalibrate their continuity playbooks. For CXO TV's audience of digital and technology decision-makers, the message is unmistakable — resilience, redundancy, and real-time visibility must anchor every cloud-first strategy in 2026 and beyond.

Viral Microsoft Resignation Fuels Tech Ethics Debate



A resignation letter from a long-time Microsoft engineer has ignited one of the most charged discussions in the technology world this year — the moral limits of innovation and the accountability of corporate leadership in a polarized world.

Scott Sutfin-Glowski, a senior engineer who spent 13 years at Microsoft, sent a mass email to thousands of employees announcing his resignation and condemning the company's defense-related cloud contracts. His message, stating that he could "no longer be complicit" in enabling military operations through technology, spread rapidly across internal forums and social media, turning a personal decision into a public reckoning.

This isn't the first time a Big Tech employee has drawn a moral line in the sand, but the scale of Sutfin-Glowski's message underscores a growing tension inside the world's most powerful technology companies. As cloud, AI, and cybersecurity

infrastructure increasingly intersect with defense and intelligence applications, employees are asking: Where does innovation end and responsibility begin? At Microsoft as at Google, Amazon, and Palantir before it the moral debate is no longer confined to HR corridors. It's a boardroom issue, a shareholder concern, and a potential brand-risk variable.

"Tech companies once sold the future as progress; now they must defend it as ethical," says one industry analyst tracking the rising trend of employee activism in global enterprises. "For CXOs, this isn't a communications problem it's a governance crisis in slow motion." Microsoft has maintained that its cloud partnerships adhere to company principles and applicable law, emphasizing that its technologies are built for "defense and deterrence, not destruction." Yet the reputational tremors continue. Sutfin-Glowski's email references internal censorship of employee discussions around the Israel-

Gaza conflict, a charge that echoes earlier protests from Google and Amazon staff opposing Project Nimbus, a joint cloud contract with the Israeli government. Within 48 hours, screenshots of the email trended on LinkedIn, Reddit, and X, sparking a wave of commentary from both current and former tech workers. Some applauded his courage; others questioned the practicality of moral absolutism inside trillion-dollar global ecosystems.

The incident puts modern leadership under an unforgiving spotlight. In a world where digital tools amplify every internal voice, suppression is no longer strategy dialogue is. Executives face three intertwined challenges:

1. Employee Alignment – Talent now chooses employers based on values alignment as much as compensation.
2. Contract Scrutiny – Deals once judged by margin and scale are now evaluated for ethical optics.

3. Crisis Transparency – Silence can look like guilt; clarity, even when uncomfortable, builds credibility.

Boards are beginning to demand ethics dashboards alongside financial KPIs, and governance committees are revisiting how "purpose statements" translate into operational policy.

Employee dissent at scale is becoming a structural variable in enterprise risk management. From Google's walkouts to Meta's internal protests over AI content moderation, the modern workforce expects participation in moral decision-making. And when those expectations aren't met, they don't go quiet — they go viral. Analysts note that companies integrating AI into critical infrastructure will be the next flashpoints. As generative AI enters defense, healthcare, and law enforcement, ethical design and transparent oversight will separate the innovators from the indicted.

Sutfin-Glowski's resignation may fade from the headlines, but the question it raises will linger: Can technology remain neutral when its applications aren't? For CXOs, this is the moment to reassess corporate conscience. Ethics can no longer be outsourced to compliance teams or wrapped in glossy ESG slides. It must live in board decisions, partner choices, and product design. As the engineer's final email reminds the industry, the next disruption in tech may not come from code but from conscience.

Why Most AI Strategies Fail Before They Even Begin



Most AI strategies fail before they even begin—not because AI is overhyped, but because leaders misidentify what strategy truly means. Across boardrooms, organizations build 100-slide decks filled with buzzwords, vendor logos, and transformation slogans. They invest in tools before understanding data readiness, mimic what competitors are doing, and assume technology alone can fix structural gaps. Six months later, adoption remains low, processes look unchanged, and AI feels like an expensive experiment rather than a catalyst.

The fundamental problem is simple: most leaders treat AI strategy as a technology project instead of a business strategy enriched by AI.

What an AI Strategy ISN'T:

- ✗ A polished deck no one will ever execute

- ✗ Copying another organization's blueprint
- ✗ A list of AI tools, licenses, and platforms
- ✗ Trying to address every use case at once
- ✗ A technical initiative owned only by IT

What an AI Strategy ACTUALLY IS:

- ☑ Choosing what not to automate
- ☑ Upskilling people before deploying tools
- ☑ Investing in data quality and governance
- ☑ Making tough trade-offs that feel uncomfortable
- ☑ Solving latent business problems competitors ignore

The most successful AI strategy we observed came from a leader who intentionally prioritized people, challenged assumptions around business value, and focused first on data hygiene. He even left half the deck blank,

acknowledging that AI evolves faster than any executive plan. At the time, his peers doubted him, his team felt uneasy, and he had his own fears. But he understood that strategy is about tradeoffs, not perfection. Twelve months later, his organization scaled the AI pilot, employees embraced AI workflows, and productivity rose by 33%.

Why Most Leaders Get It Wrong:

- They want AI strategy to feel comfortable
- They focus on technology instead of outcomes
- They avoid decisions that require saying "no"
- They underestimate cultural resistance

Real AI strategy isn't about having all the answers—it's about building the capability to learn faster than your competitors. It's iterative, messy, and driven by experimentation.

Three Tests of a Real AI Strategy:

1. Can your newest employee explain it in 30 seconds?
2. Does it force you to say "no" to attractive opportunities?
3. Does it create rules and advantages competitors can't copy?

If the answer to these questions is no, then you don't have an AI strategy; you have a wishlist of shiny tools. Ultimately, leaders who get AI right go all-in on a few high-impact bets, focus heavily on culture and data readiness, and move with conviction when early signals prove value. Those who continue to hedge, pilot endlessly, or chase hype risk becoming irrelevant as competitors industrialize AI.

AI will not replace leaders. But leaders who master AI strategy will replace those who don't.

B2B Marketing Budgets Shift from Events to Digital Lead Generation in 2026



Marketing Budgets is Under Pressure in a Tight Economy. B2B marketing leaders across industries are facing an “era of less” as economic headwinds squeeze budgets. Recent surveys show marketing spend flatlining as a share of company revenue, forcing tougher choices. Gartner’s 2025 CMO survey found average marketing budgets have fallen to just 7.7% of revenue, down by 3.3% from the pre-pandemic norm of 11%. Nearly 60% of CMOs say their current budgets are insufficient to execute 2025 strategies. Looming macroeconomic uncertainties have many CMOs bracing for in-year cuts, upping the pressure to make every dollar count. This budget strain is widespread. Forrester reports 83% of B2B marketing decision-makers still expect to increase investment in the next year, yet that optimism is tempered by volatility and CFO scrutiny.

Marketing leaders are being asked to do more with

less, and success now hinges on where they “invest, divest, and experiment”. In practice, this has meant rethinking channel mix and prioritizing programs with tangible, near-term payoff.

Physical Events Face Cuts as Digital Rises

Big-ticket physical events trade shows, conferences, expos are seeing budget cuts or stagnation as marketers rebalance spend toward digital performance channels. A new Forrester Global State of B2B Events study reveals that two-thirds (69%) of B2B event leaders have had their event budgets flat or reduced going into 2025. With inflation driving event costs up 40–50% since the pandemic (even coffee at conferences now costs nearly 3× what it did), many companies simply can’t justify the same spend for the same returns. B2B marketers are scrutinizing the ROI of large in-person events as budgets tighten. Many report shifting resources

from trade show floors to more targeted and trackable digital engagements. Instead of pouring funds into large trade shows or lavish summits, B2B firms are shifting toward more efficient event strategies. Smaller, owned events are on the rise 58% of marketers plan to host more small in-person events (under 200 attendees), making these the fastest-growing event format in 2024. The second-fastest growing format is webinars, reflecting a pivot to virtual events that deliver reach at lower cost. “Virtual and hybrid events” are now an established part of the mix for many, especially younger marketers, even if purely virtual events have stabilized rather than grown further. Overall, B2B teams are favoring targeted gatherings and digital conferences over expensive convention hall presences.

At the same time, digital marketing channels are commanding a larger share of spend. Gartner data shows digital outlets now

account for 57.1% of B2B paid media budgets in 2024, up from 54.9% in 2023. In practice, that means money once earmarked for booths and brochures is flowing into online lead generation campaigns, search and social ads, and content webinars. The top digital investments for B2B CMOs include paid search (13.6% of total budget), social advertising (12.2%), and digital display ads (10.7%), according to Gartner. Meanwhile, offline channels like physical events are taking a back seat; even though event marketing still draws about 17% of spend on average, its growth has stalled relative to fast-expanding digital programs. In short, marketers are reallocating budgets from trade show floors to the digital storefront – where returns and engagement are easier to scale.

ROI Reigns: Measurable Outcomes Drive Decisions

In a tighter environment,

every marketing activity must prove its worth in ROI. Across the board, B2B marketing teams have become highly metrics-focused and ROI-centric in decision making. Forrester's latest survey found an overwhelming 95% of B2B marketers now prioritize improving performance measurement and ROI tracking on their initiatives. This reflects a mindset shift: success is defined by measurable outcomes (pipeline, revenue, conversion rates) rather than softer brand metrics. As Ewan McIntyre, Chief of Research at Gartner, observes, "In these tough times, CMOs prioritize investments that have a demonstrable impact." If a channel or campaign can't show tangible contribution to growth, it's likely to see cuts.

This ROI mandate is reshaping strategies old and new. Traditional event marketing, once justified by anecdotal sales anecdotes, is now being held to stricter accountability. In fact, 92% of B2B event leaders say proving event ROI is a top priority, and most are zeroing in on revenue generated rather than vanity metrics like attendee sentiment. Marketing teams are aggressively improving post-event follow-up processes (91% of event leaders) and integrating events with CRM systems to track leads into deals. Likewise, content marketing and webinars are expected to deliver lead funnels, not just eyeballs. B2B marketers are leaning on advanced analytics – from multi-touch attribution models to marketing mix modeling – to trace which touchpoints truly drive

conversions.

Data and technology are the linchpins of this ROI-centric approach. With budgets under scrutiny, B2B marketers are investing in tools and skills to boost productivity and precision, effectively doing more with less. Gartner's research notes that marketing leaders' top actions include leveraging data analytics to optimize campaign performance and deploying AI to automate tasks. The explosion of interest in generative AI this year is no coincidence: nearly every CMO now considers GenAI a priority, citing gains in time and cost efficiency. Over one-fifth of CMOs even say AI has enabled them to reduce reliance on external agencies – a direct cost savings. From AI-powered content creation to predictive account scoring, these technologies are helping B2B teams squeeze more pipeline from static budgets. The net effect is a more scientific, outcome-obsessed marketing culture. As one Forrester analyst summed up, performance metrics have become the number-one priority for B2B marketers, even overtaking creative considerations

Strategic Shifts and the Road Ahead

Industry-wide, B2B marketing strategy is undergoing a significant realignment to match new budget realities and buyer behaviors. One major pivot is the embrace of omnichannel and hybrid engagement models. The old dichotomy of "physical versus digital" marketing is blurring as successful B2B organizations strive to meet customers

wherever they prefer to buy. In fact, McKinsey's global B2B Pulse finds that B2B customers now split their interactions roughly one-third in person, one-third remote (e.g. video calls), and one-third through digital self-serve channels a rule of thirds consistent across regions and sectors. This underscores why marketers must balance both digital and face-to-face touchpoints in a coordinated way. Many companies are creating integrated 12-month marketing plans that tie together smaller in-person events, webinars, content marketing, and digital nurturing into a continuous customer journey. The goal: extend the impact of each event or campaign through year-round digital engagement, rather than one-and-done bursts.

Crucially, tighter budgets are also prompting B2B marketers to re-assess which markets and programs truly drive growth. In Forrester's 2026 planning guidance, leaders are advised to "shut down spray-and-pray campaigns and unfocused brand efforts" that lack clear ROI. The emphasis is on doubling down in areas with high return potential – for example, demand generation efforts in the most promising customer segments .while trimming spend in underperforming or hard-to-measure areas. We're seeing more marketing dollars flow into tactics like account-based marketing (ABM), personalized content, and SEO/SEM that can be closely tied to lead generation outcomes. Conversely, some organizations are scaling back experimental sponsorships or broad

awareness buys unless they support a near-term goal.

Global B2B marketing is projected to keep shifting toward digital channels. In the U.S., B2B digital advertising spend has nearly doubled since 2019 and is on track to reach \$18–19 billion in 2024 (part of a longer-term rise to ~\$25B by 2027). This sustained growth reflects marketers' confidence in digital ROI even as overall budget growth slows.

Looking ahead, research suggests the digital-heavy, ROI-driven approach is here to stay. B2B firms continue to pour incremental dollars into measurable digital media. U.S. B2B digital ad spending is forecast to hit \$18.5 billion in 2024, up from \$12.1B just four years prior. By 2027, that figure is expected to exceed \$25 billion comprising an ever-greater share of total marketing investment.

Industry analysts predict modest overall budget growth in the next few years – for instance, many CMOs anticipate low single-digit increases for 2025 – but those gains will likely fund new tech and high-ROI channels rather than a return to old habits. In interviews, marketing leaders indicate they will invest in resilience and adaptability, such as beefing up first-party data capabilities and AI-driven customer insights, to navigate whatever economic volatility comes.

The implications of this shift extend beyond the marketing department. Sales teams are leaning in to marketing's digital lead generation success, expecting a steadier flow of qualified leads from

webinars and content downloads. Event planners are reinventing their value proposition, focusing on quality over quantity – the right attendees over sheer volume – to satisfy ROI demands. Even marketing org structures are evolving: some companies are centralizing event and digital ops into unified “centers of excellence” to eliminate silos and maximize efficiency. The common thread is a pivot toward accountability and agility. As one Gartner report noted, flat budgets aren’t as dire when marketing leaders can harness new tools – especially AI and analytics – to stretch each dollar further. This resourcefulness will be critical as B2B marketers chart a future where every campaign is expected to earn its keep.

In summary, the global B2B marketing landscape is undergoing a profound rebalancing. Dollars are moving from convention centers to digital channels, from broad brand plays to targeted performance programs. What’s emerging is a leaner, data-driven marketing discipline laser-focused on outcomes. Measurable ROI is the currency of credibility for B2B marketers now. Those who can demonstrate impact – be it through a surge in qualified leads from a webinar series, or cost savings from an AI-driven campaign – will justify and even grow their budgets. Those clinging to legacy trade shows or unquantifiable tactics risk being left behind. It’s a challenging environment, but also one ripe with innovation: marketers are experimenting, measuring, and iterating more rigorously than ever. As the dust settles, B2B marketing is poised to be more digitally led, financially accountable, and strategically adaptable, which, in a tighter economy, is exactly what the C-suite wants to see. The trade show booth isn’t disappearing overnight, but its primacy is certainly fading – replaced by the glow of the marketer’s dashboard, where real-time data now guides where the next dollar goes.

AI Agents Surge in Channel Partner Community: The Next Frontier in Value Creation



The channel partner ecosystem in India is witnessing a noticeable shift: AI agents are no longer experimental add-ons but fast becoming core enablers of partner value propositions. From lead qualification to operations automation, the trend is gaining steam — and the numbers back it up. According to Deloitte’s State of GenAI report, over 80% of Indian organizations are exploring Agentic AI workflows, and more than half are already eyeing multi-agent systems to coordinate tasks without constant human oversight. Meanwhile, Microsoft’s latest Work Trend Index reveals that 93% of Indian executives plan to deploy AI agents within the next 12–18 months, making India one of the most aggressive markets globally for agent adoption.

Market Growth & Channel Impact

The commercial stakes are high. The Indian AI agents market, currently valued at approximately USD 276 million, is projected to balloon to USD 3,553.6 million by 2030, at a compound annual growth rate (CAGR) of 53.5%. For channel partners, this signals a massive addressable opportunity: to embed agents into client solution stacks, offer “Agent-as-a-Service,” and differentiate using automation and autonomy rather than just products.

Already, major ecosystem players are acting. In April 2025, Tech Data partnered with NVIDIA to distribute full-stack generative AI and data-center solutions across India — effectively arming channel partners with the infrastructure and AI backbone they need to build intelligent agent systems.

Use Cases Emerging in Partner Playbooks

Sales & Lead Pipeline Automation: AI agents can triage inbound leads, suggest next-best actions, and free up human sellers for more complex opportunities.

Intelligent Support & Managed Services: In maintenance, monitoring, and incident resolution, agents can predict faults, take corrective actions, or escalate only when needed.

Conversational Interfaces & Bots: Agents embedded in client systems (CRM, ERP, dashboards) can handle queries, data access, or simple workflows via chat or voice.

Partner Marketing & Campaign Workflow: Agents can automate co-marketing campaign execution, optimize media, and run feedback loops.

Governance, Security & Oversight: Partners who master agent control — identity, trust, audit trails, compliance — will win in regulated domains.

The road isn’t without hurdles. Agents require tight integration with client data, legacy systems, and domain-specific logic — which many partners lack today. Trust is another concern: clients will expect guarantees around correctness, auditability, and failure handling. However, partners that build agent control platforms, invest in explainability & audit frameworks, and deliver domain-tuned agent models will hold a strategic edge. In many ways, the role of the channel is morphing from “reseller” to “agent architect & steward.”

80% of Enterprise AI Projects Fail to Deliver ROI, McKinsey Warns



A new McKinsey report has revealed that 80% of enterprise AI projects are consuming budgets without delivering measurable return on investment (ROI). The problem is not the technology itself—but the hidden costs organisations continue to underestimate. The 2025 State of AI Report highlights that while companies focus on software licences and computing costs, five overlooked expenses are quietly draining budgets and sabotaging outcomes. The Talent Gap AI talent remains scarce and expensive. Salaries for specialists now range between \$175,000 and \$350,000 annually, while 67% of companies report severe shortages. A growing number—13%—have begun hiring AI compliance

specialists, but only 6% have dedicated AI ethics professionals. The result is high turnover, with many new hires leaving within nine months when they discover the infrastructure is not in place to support their work. The Infrastructure Trap AI workloads typically demand five to eight times more computing power than originally forecast. Storage requirements increase by 40–60% within a year, while network bandwidth needs spike unpredictably. What begins as a \$100,000 project can quickly balloon into a \$500,000 infrastructure bill.

The Data Preparation Nightmare Data readiness is proving to be one of the biggest obstacles. Companies underestimate preparation costs by 30–40%, while 45–70% of AI project time is spent cleansing data. Gartner

estimates that poor data quality causes 30% of AI project failures. Put simply: an AI model is only as good as the data it consumes, and most enterprise data is not AI-ready.

The Integration Problem Enterprises underestimate the complexity of integrating AI with legacy systems. McKinsey notes that integration typically adds 25–40% to project costs, with API development often overlooked. Nearly two-thirds (64%) of companies report workflow disruptions because of poor integration, leading to silos rather than seamless deployment.

The Governance Burden Finally, AI governance frameworks are becoming unavoidable. Compliance and risk management can cost between \$50,000 and \$150,000, and new regulations are being

introduced monthly across global markets. Without proper governance, experts warn that AI can quickly turn into a liability.

The Strategic Path Forward Industry experts stress that abandoning AI is not the solution. Instead, companies need to implement it more strategically. A recommended three-step framework includes:

Defining real success metrics – linking AI directly to business KPIs, building full cost models, and setting clear decision gates.

Building the foundation first – upgrading infrastructure, ensuring data readiness, and implementing governance frameworks from day one.

Scaling intelligently – starting with high-ROI, low-complexity use cases and expanding in phases with reassessment at every stage. Organisations that follow this structured approach are reporting 3.2x higher ROI compared to peers.

The McKinsey report confirms what many CIOs and CFOs are already experiencing: most AI projects are not failing because of weak algorithms but because of underestimated costs and poor preparation. The companies that succeed will be those who treat AI not as a one-off experiment, but as a disciplined business transformation strategy. How is your organisation planning to implement AI to deliver real ROI?



Today, B2B marketers are rewriting the rules. The new gold standard of success is revenue generation – measurable pipeline, deals won, and ROI not just campaign activity. As one 2025 marketing survey starkly found, 85% of B2B marketers still track MQLs, but fewer than 30% of sales teams trust those leads enough to follow up. In other words, traditional volume metrics alone are no longer earning credibility inside organizations. Forrester Research likewise reports that 64% of B2B marketing leaders feel their companies don't trust marketing's own performance metrics for decision-making. Clearly, the old playbook of counting clicks and leads is losing relevance. What's replacing it is a focus on metrics that show tangible business outcomes. Instead of celebrating how many people opened an email or liked a tweet, marketers are asking: How many qualified deals did we create? How fast did they close? How much revenue did we influence for the company? The shift

from "activity metrics" to "outcome metrics" is now well underway across the B2B industry. Marketing teams that once touted large lead volumes or social engagement are being challenged to prove impact "down-funnel" in pipeline contribution, conversion rates, and revenue won. As a Gartner VP analyst observes, B2B CMOs are under pressure to deliver growth and quick wins that can be directly linked to revenue, which is driving a widespread move toward performance-centric marketing. Marketing leaders know that an attractive dashboard of vanity metrics means little if it doesn't translate into business value. The new mandate: Marketing must show up as a revenue driver, not a cost center.

Why Revenue is the North Star Now

Several forces in the B2B landscape have converged to make revenue generation the North Star for marketing. First, economic pressures have put budgets under scrutiny. CFOs and CEOs

are demanding clearer ROI on every marketing dollar. In many organizations, "do more with less" has become the mantra, forcing marketing teams to be laser-focused on initiatives that produce measurable sales outcomes. Gartner's latest CMO Spend Survey found that 54% of CMOs now prioritize performance marketing (measurable, conversion-focused campaigns) over brand marketing (22%). The appeal of performance tactics is that they offer tangible metrics tied to revenue growth, which CMOs can use to justify spend. By contrast, brand investments while critical for long-term health are harder to immediately quantify, so many organizations have tilted toward short-term revenue accountability under leadership pressure. Another driver is the modern B2B buyer's journey, which has grown more nonlinear and self-directed. Buyers often engage with marketing content long before contacting sales, making it tricky to attribute which

touchpoints truly drove a deal. This complexity has exposed the inadequacy of simplistic metrics. Buying committees, longer sales cycles, and multiple touches mean marketing impact is diffuse which in turn means marketers must connect the dots to revenue more rigorously. As Forrester analysts note, traditional demand metrics aren't enough in a world of lengthy, multi-stakeholder deals. The solution isn't to give up, but to build better measurement. World-class teams are implementing robust attribution models and "single source of truth" analytics to link marketing efforts to closed deals. In fact, companies that integrate their CRM with marketing attribution solutions see a 14% higher marketing ROI on average than those that don't, according to industry research. By tying campaign data directly into CRM opportunities and revenue reporting, marketers can demonstrate exactly how their programs contribute to pipeline and sales – the

language executives speak. Perhaps the biggest factor elevating revenue as the metric that matters is the growing alignment of marketing with sales and finance. Organizations have learned the hard way that if marketing isn't "speaking in revenue", it risks losing budget and influence. A 2025 benchmark of B2B marketing maturity found that top-performing organizations consistently measure marketing-influenced pipeline and ROI, and those unable to prove revenue impact risk budget cuts. In short, credibility in the C-suite now comes from provable revenue outcomes tied to marketing investment – not reach or activity levels. This is a sea change from a decade ago. Marketing leaders are increasingly sitting at the revenue table alongside sales, carrying pipeline targets and accountability for growth. "Marketing as a growth driver" is replacing "marketing as a cost center." As one industry report summarized, the strategic mandate for 2025 is clear: Marketing must be directly accountable for revenue and measured on outcomes, not outputs

The New Metrics That Matter

So what specific KPIs are defining success in this new era? B2B organizations are shifting from counting inputs to measuring outcomes and efficiency. Here are some of the key modern marketing metrics gaining prominence, and how they contrast with the old ones they supersede:

- **Pipeline Contribution:** This metric tracks how much sales pipeline (in dollars or

number of opportunities) marketing has sourced or influenced. It's a direct line to revenue impact. Instead of just tallying MQLs, pipeline contribution asks: How many deals (and dollars) did marketing put on the table? High-growth companies report marketing-sourced pipeline contributions exceeding 40–50% of total pipeline. This far outweighs the value of, say, "500 webinar leads" if only a handful become real opportunities. Pipeline contribution forces marketing to focus on quality over quantity and to align content and campaigns to what sales can actually close. It's a dramatic pivot from the days when lead volume was king.

- **Return on Investment (Marketing ROI):** While ROI is not a new concept, it has become the central scoreboard for B2B marketing. Marketers are expected to calculate ROI for everything – each channel, campaign, and program – to prove efficient growth. Marketing ROI is typically expressed as revenue attributable to marketing divided by spend. In practice, this might mean demonstrating that a \$100,000 campaign generated \$500,000 in closed business (a 5:1 ROI). ROI accountability forces tough questions about budget allocation and effectiveness. Gone are the days when marketing could survive on soft metrics; now every major spend is scrutinized for ROI by finance. Tools like multi-touch attribution models (first-touch, last-touch, linear, etc.) are being used to divvy up credit across a customer's journey, giving a

more accurate read on ROI per tactic. Organizations that implement advanced attribution and tie it into financial systems have seen marketing ROI improvements on the order of 10–15% by redistributing spend to what truly works.

- **Deal Velocity (Sales Cycle Speed):** Beyond how much pipeline marketing creates, there's new focus on how fast that pipeline converts. Deal or pipeline velocity measures the average speed from first marketing touch to closed deal, or how quickly opportunities move through stages. Faster velocity means more revenue in less time. Marketing plays a role here by delivering better-qualified, sales-ready leads and nurturing them effectively. For example, if marketing can educate buyers and boost their urgency, the sales cycle can shrink. One analysis found campaigns that produce high-fit, high-intent leads can shorten sales cycles and improve win rates. Deal velocity is often expressed via an equation that multiplies number of opportunities, average deal value, and win rate, then divides by the length of the sales cycle. By monitoring these factors, marketing and sales together can identify bottlenecks. Improving velocity has big payoffs: even a 10% acceleration in cycle time can translate to a significant uptick in annual revenue. This metric underscores that marketing's job isn't just to fill the funnel, but also to help deals close faster through better enablement, timely follow-ups (e.g. speed-to-lead response), and targeted re-engagement of stalled prospects.

- **Conversion Rates**

and Sales Acceptance: In the past, marketing might celebrate a surge in inquiries or clicks without tracking what happened next. Now, teams obsess over conversion rates at each stage: MQL-to-SQL conversion, SQL-to-opportunity, opportunity-to-close. These funnel conversion metrics signal alignment (or friction) between marketing and sales. For instance, if only 5% of marketing leads convert to sales-qualified leads, it's a red flag that lead quality or definition is off. Sales acceptance rate of marketing leads is especially telling – a low rate indicates sales doesn't believe marketing's leads are worth the time. By contrast, when marketing tightly qualifies and nurtures leads (using methods like lead scoring), sales can see conversion improvements. In fact, high alignment companies have sales teams that trust marketing's leads; when that trust is missing, as noted earlier, the lead metric itself becomes meaningless. Optimizing conversion rates at each step has become a core performance goal for modern B2B marketing, directly tied to revenue efficiency.

- **Customer Lifetime Value and Retention:** B2B marketers are also looking beyond acquisition to post-sale metrics. Renewal, expansion, and customer LTV (lifetime value) are entering the marketing scorecard. Why? In many B2B sectors, expanding existing customers yields greater ROI than net-new logo hunting. McKinsey notes that retaining a customer costs far less than acquiring a new one, and existing B2B customers generate on average 10% more revenue

than new customers. Marketing is increasingly tasked with influencing that growth through customer marketing, onboarding, and loyalty programs. Metrics like campaign influence on renewals/upsells and net retention rate are gaining traction. For example, a marketing team might track how a customer webinar series or user community impacts renewal rates or expansion pipeline. This reflects a broader shift to a “revenue marketing” mindset – looking at the entire customer lifecycle’s revenue potential, not just the initial sale. In summary, the KPI palette for B2B marketers has expanded and refocused. Metrics that gauge volume or eyeballs (impressions, raw lead counts, email opens) are being dethroned by metrics that gauge value, speed, and ROI (pipeline contribution, conversion rates, revenue won per campaign). The ultimate metric is revenue – and everything that drives revenue, from efficient funnel progression to customer loyalty, is now fair game for marketing measurement. Marketing and Sales: Finally on the Same Team Underpinning this measurement evolution is a long-awaited cultural shift: true alignment between marketing and sales. Historically, marketing and sales often operated in silos with separate KPIs – marketing cared about lead volume and campaign stats, while sales cared about quotas and close rates. This misalignment led to mutual frustration and, worse, to lost revenue opportunities. Now, facing complex buyer journeys and tight budgets, companies realize marketing and sales must work from the same

playbook and share success metrics. The common ground is revenue. This has given rise to “shared pipeline” goals and unified revenue teams (RevOps) that include both sales and marketing roles. The effect of alignment is dramatic. Studies have found that companies with tightly aligned sales and marketing functions can achieve 20%+ higher sales productivity and 30%+ higher profitability than misaligned peers. One Forrester analysis showed organizations with strong marketing-sales alignment generate 209% more revenue from marketing efforts and see 32% higher annual revenue growth compared to those with poor alignment. In other words, getting marketing and sales on the same page doesn’t just feel good – it pays off in pipeline and revenue. What does alignment look like in practice? It starts with shared KPIs and definitions. Marketing is no longer measured on leads alone, but on leads that convert to deals; sales is not just measured on total revenue, but on how well they follow up on marketing-sourced opportunities. Both teams might have a joint KPI like pipeline creation or a revenue target for a quarter, fostering a sense of shared responsibility. Service-level agreements (SLAs) are often put in place: for example, marketing commits to a certain volume of sales-qualified opportunities, and sales commits to fast follow-up and feedback on those leads. Technology is also key – shared CRM and marketing automation systems ensure both sides see the same data (e.g. a salesperson can see all the marketing touchpoints that a prospect engaged with,

and marketers can see the sales outcomes of their leads). This closed-loop reporting is crucial to iterating and improving. When marketing can see which campaigns led to closed-won deals versus dead-ends, they can optimize spend accordingly. When sales sees that marketing is bringing in high-quality opportunities that do close, trust grows. Alignment also means joint planning. In leading B2B firms, marketing leaders sit with sales leadership to map out target accounts, pipeline gaps, and strategies like account-based marketing (ABM) together. The teams run integrated marketing campaign plus sales outreach for a specific industry or account tier) and then measure outcomes together. Culturally, it’s a shift from finger-pointing (“sales isn’t closing my leads” vs. “marketing gives me bad leads”) to collective ownership of revenue goals. The rise of Revenue Operations (RevOps) exemplifies this trend – combining analytics and operations for marketing and sales into one function that looks holistically at the funnel. With a unified revenue engine, metrics like customer acquisition cost (CAC), pipeline velocity, and lifetime value become everyone’s concern, not just marketing’s or sales’ in isolation. The bottom line is that the age of marketing-sales alignment has arrived out of necessity. B2B organisations that have embraced it are reaping rewards: one study noted companies with aligned teams achieved up to 208% more revenue and significantly higher retention rates than those with siloed teams. On the flip side,

misalignment now carries an even steeper price – wasted leads, wasted spend, and lost deals. It’s no wonder that in aligned organizations, marketing is invited to the revenue table and held to revenue-centered KPIs. Success is a team sport: marketing builds pipeline, sales closes it, and both win when revenue rises. Emerging Practices in Revenue-Focused Marketing To support this new performance mandate, B2B marketers are adopting a range of emerging practices and technologies. These innovations aim to connect marketing efforts more directly to revenue and improve the efficiency of the entire go-to-market process:

- CRM-Integrated Attribution Models: Modern marketers are moving beyond last-click attribution or basic Google Analytics to embrace advanced multi-touch attribution integrated with their CRM systems. By plugging attribution tools into Salesforce, HubSpot, or other CRMs, every marketing touchpoint can be linked to pipeline and revenue outcomes in one system. This closed-loop attribution provides granular insight into what’s actually driving deals. For example, an integrated model might reveal that a combination of a webinar (early touch) and a product demo request (late touch) influenced a \$100K deal – assigning proportional credit to each. The benefit isn’t just analytical; it’s practical for optimization. Brands that implement CRM-integrated attribution report spending 36% less time on manual reporting and 32% more time on optimization, because the data flows automatically. More importantly, these companies enjoy significantly

higher returns – one benchmark found 14% higher marketing ROI among firms that tied their CRM and attribution systems tightly together. By unifying data from ad clicks to closed deals, marketing teams can finally answer the CEO’s question: “Which of our campaigns drive revenue, and by how much?” – and do so credibly with data. This level of insight empowers more agile budget shifts and tougher scrutiny of underperforming tactics, reinforcing a performance marketing culture. •

Predictive Lead Scoring and Qualification: As mentioned, quality is the new currency in B2B leads. To ensure that only the most promising prospects get passed to sales (thereby boosting conversion rates and efficiency), companies are reinventing lead scoring with AI and rich intent data. Traditional rule-based scoring (assigning points for email opens or form fills) is giving way to AI-driven models that analyze dozens of signals – web behavior, content engagement, firmographics, and even intent data from third parties – to predict which leads are most likely to convert. These predictive scores are often integrated into the CRM so that sales reps can prioritize high-scoring leads first. The impact is significant: faster follow-up on the best leads and less time wasted on unqualified ones. Some AI models can even identify “conversion-ready” accounts with startling accuracy (one McKinsey analysis noted machine learning algorithms correctly flagged high-potential B2B buyers with up to 87% accuracy in trials). Furthermore, real-time lead scoring systems now update a lead’s score dynamically

as they take new actions (e.g. a prospect returning to the pricing page triggers an instant score boost and alert to sales). The goal is to shorten the response gap and beat competitors to the punch. In 2025, lead scoring is less about a static threshold (“reaches 100 points = MQL”) and more about an always-on, AI-augmented radar for buyer intent. This ensures marketing’s contributions are not just plentiful, but targeted and primed to turn into revenue. • **“Revenue Marketing” Organization and Culture:** Finally, many B2B teams are embracing the broader philosophy of “revenue marketing,” which transforms how marketing is organized and measured. Revenue marketing means marketing is accountable for top-line results just like a sales organization would be. It involves structural and cultural changes: marketing plans are mapped to revenue targets, compensation may even include revenue-based incentives, and cross-functional teams (marketing, sales, customer success) rally around shared revenue goals. In a revenue marketing setup, every campaign or program is designed with an eye to pipeline impact or customer lifetime value, not just initial responses. New roles like “Marketing Ops/Analytics” and “Revenue Operations” have emerged to support this, breaking down the silos between departments. The industry is still on the journey – one benchmark suggests only about 16% of B2B organizations are fully in the revenue marketing stage (with the rest still evolving through lead- and demand-generation stages) but the momentum is forward. Those in the vanguard report

striking results: organizations that treat marketing as a growth driver and align it tightly with business outcomes show marketing-sourced pipeline above 50% and faster growth. They’ve turned marketing from a service department into a growth engine, armed with data and aligned with the CEO/CFO agenda. Emerging best practices here include establishing revenue “stand-up” meetings (marketing and sales reviewing pipeline together regularly), creating unified dashboards visible to all departments, and inculcating a test-and-learn mentality where campaigns are constantly optimized for better revenue yield. The concept of “marketing success” has been redefined: it’s not successful until it generates revenue or at least moves someone materially closer to a deal. This cultural shift may be the most important change of all – tools and metrics follow naturally once marketing adopts a revenue-first mindset. Marketing’s Role as Revenue Driver B2B marketing is undergoing a fundamental realignment. The days when marketers could declare victory with high click-through rates or a pile of MQLs are fading fast. Today’s CMOs and marketing teams are being held to a higher standard one tied directly to business growth. Revenue has become the ultimate measure of marketing success, and with that comes a new era of accountability and opportunity. On one hand, the pressure is intense: marketers must master data analytics, collaborate deeply with sales, and constantly justify their spend in ROI terms. On the other hand, this evolution

is elevating the marketing function. By proving how marketing drives revenue, marketers earn a stronger voice in strategic decisions and budget discussions. As one 2025 analysis put it, credibility for marketing now comes “not by activity or reach but by provable revenue outcomes tied to marketing investment.” In practice, that means building pipeline, accelerating deals, and contributing to customer value are the metrics that get marketers a seat at the table. The shift to revenue-centric measurement is also fueling smarter marketing. It pushes teams to invest in what works and cut what doesn’t, to embrace technology like AI for better targeting, and to work hand-in-glove with sales throughout the buyer’s journey. The silos are coming down. Marketing is no longer just about generating leads at the top of the funnel and handing them off; it’s about owning a number and collaborating across the organization to hit it. Looking ahead, we can expect this trend to deepen. Future B2B marketing playbooks will likely include even more refined revenue metrics (like predictive customer lifetime value, or product-led growth funnels), and marketing will become ever more data-driven. But the guiding light will remain revenue impact. In the words of many forward-thinking CMOs: marketing’s job isn’t done until the cash register rings. The organizations that internalize this ethos – balancing short-term performance with long-term brand and customer value – will be the ones setting the pace in the next chapter of B2B marketing. The rules have changed, and revenue is rule number one.



Structured Autonomy — The New Architecture for Human-AI Collaboration

As enterprises embrace Agentic AI, the question is no longer whether machines can think — but whether humans can still guide them. In this feature, Prof. Shalini Gopalkrishnan introduces structured autonomy — a blueprint for balancing freedom with control, allowing organizations to innovate fearlessly while maintaining ethical and operational integrity.

The Rise of Agentic AI

Artificial Intelligence has reached a new frontier — one where machines no longer just execute instructions, but decide what to do next. This is the age of Agentic AI — systems capable of autonomous decision-making, contextual reasoning, and self-directed learning. But as enterprises rush to implement these systems, one foundational question remains unanswered: how do we ensure autonomy doesn't evolve into anarchy? Professor Shalini Gopalkrishnan introduces the idea of Structured Autonomy — a mathematical and ethical architecture that ensures human-AI coexistence through boundaries, hierarchy, and verifiability.

The Control Paradox

In traditional automation, control is simple — humans design, AI executes. But Agentic AI disrupts this binary. Machines can now redefine goals dynamically, based on environmental feedback. This means control must evolve from direct oversight to supervisory governance. Too little autonomy, and innovation suffocates. Too much autonomy, and systems drift toward instability. Shalini calls this the control paradox — where both extremes fail.

"Structured autonomy," she argues, "is the balance between freedom and framework." It's not about micromanaging algorithms, but about defining guardrails that allow machines to act safely within a human-aligned domain.

A Mathematical Blueprint for Trust

At the heart of structured autonomy lies mathematics. Shalini explains that robust AI systems can't rely on ad-hoc trust — they require formal boundaries that can be expressed, tested, and verified.

Think of it as air-traffic control for AI agents. Pilots (the AI systems) navigate and make real-time decisions, but the control tower (human oversight) defines safe corridors, monitors behavior, and intervenes during anomalies. In practice, this involves:

Hierarchical Control Loops — multi-level decision layers where human intent defines macro-objectives and agents handle micro-decisions.

Constraint-Based Optimization — algorithms that optimize outcomes while obeying predefined ethical, safety, or legal constraints.

Dynamic Policy Reinforcement — updating governance parameters as agents learn from new data.

Reimagining the Enterprise Stack

For CXOs, structured autonomy isn't just a technical concept — it's a new governance model. Future-ready enterprises will blend human strategic judgment with AI-driven operational precision.

Imagine a global supply chain where AI agents autonomously balance demand, energy, and emissions — but humans define the moral boundary: efficiency cannot compromise sustainability.

This new collaboration model demands cross-functional governance — where AI architects, ethicists, and business strategists share a single accountability structure.

From Reactive Ethics to Proactive Design

Most AI ethics today are reactive — policies are written after something goes wrong. Structured autonomy flips that. It embeds morality into the architecture itself. By translating principles (fairness, transparency, accountability) into mathematical expressions, ethics becomes computable — not just aspirational. It's the difference between saying "don't be biased" and encoding distributional fairness functions directly into the learning algorithm.

The Future of Structured Autonomy

In an era where agents can act, reason, and learn independently, Shalini's message is clear: human oversight must evolve, not disappear. Structured autonomy offers a pragmatic path — one where machines are empowered to perform, but always within boundaries we can explain, audit, and trust.

Agentic AI doesn't replace humans; it scales human intent. By Prof. Shalini Gopalkrishnan, AI Strategist at SFBU California

K. Singhal

KALPANA SINGHAL, Editor, ITPV Channel Magazine
(E-mail: kalpana@techplusmedia.co.in)

EDITOR: KALPANA SINGHAL
CONTENT HEAD: Amit Singh
CONSULTING EDITOR: Rajneesh De
NEWS ANALYST: Ishita Gupta
CORRESPONDENT: Bhawna Thapliyal
NEWS REPORTER: Anindita Majumder, Urmi Saha

INTEGRATED MARKETING COMMUNICATION:
Arunim Agrawal, Mamta Kapoor

ASSOCIATE ANALYST
Shaithra S

SALES:
Anushikha Singh | Pratap Jana

PRODUCTION HEAD:
Aji Kumar

WEBSITE:
Gaurav Rana

PROMOTION:
Amit Pandey, Nikita Gurung

CIRCULATION:
Pratap Ram

FINANCE:
Inder Pal

HEAD OFFICE:
370A, Sant Nagar, East of Kailash, New Delhi
Tel: 41625763, 26237405, 41620042
Email - kalpana@techplusmedia.co.in

MARKETING OFFICE:
10 UF, West Wing, Raheja Tower,
MG Road, Shanthala Nagar, Ashok Nagar,
Bengaluru, Karnataka-560001

Delhi: 91-8178321837 | **Mumbai:** 91-98997 01316
Kolkata & Guwahati: 91-9331072026
Bangalore: 91-8851119532

OWNED, PRINTED & PUBLISHED BY ANUJ SINGHAL Printed at Modest Graphics Pvt. Ltd., C 52-53, DDA Shed, Okhla Industrial Area, Phase - I, New Delhi-20, Place of Publication: 370A, 2nd Floor, Sant Nagar, East of Kailash, New Delhi-110065, Editor- Anuj Singhal

ITPV does not claim any responsibility to return adequate postage. All rights reserved. No part of this publication may be reproduced in any form without prior written permission from the editor. Back Page AD will carry RNI Number & Imprint Line

Note: While every possible care is taken prior to accepting advertising material, it is not possible to verify its contents. ITPV will not be held responsible for such contents, or for any loss or damages incurred as a result of transactions advertising/advertorial in this publication. We recommend that the readers make necessary inquiries and verification before remitting money or entering into any agreement with advertisers, or otherwise acting on advertisement in any manner whatsoever.



No Low Battery Moments This Festive Season.

Stay connected. Stay charged.
Celebrate more.



ROYALE
10000mAh Power Bank

22.5W
Fast Charging

10000
mAh Battery

100% Digital
LED Charging
Display

Convenient
To Carry

Rx Infotech P Ltd
Authorized Distributor of Lapcare
sales@rxinfotech.in

Customer Support
8587812000
www.lapcare.com



102+
Service Centers

25+
Branches

Nation Wide
Warranty

21000+
Dealers

crores of
Happy Customers



DIGISOL®

THE SMART NETWORK SOLUTION THAT EVERY NETWORK NEEDS



Get wider bandwidth, faster data speed and stronger connectivity with Digisol's end-to-end FTTH Solution. Its High-speed Internet, Triple Play, Wi-Fi, Voice and Video services are designed to meet the needs of an array of industries across Education, Telecom, Healthcare, Hospitality and Smart Cities.

DIGISOL
OFFERINGS

FTTH



DUAL BAND ONU



SINGLE BAND ONU



GPON OLT



TRANSCIVER

SWITCHING



UNMANAGED SWITCH



FULLY MANAGED SWITCH



DATA CENTER SWITCH



MEDIA CONVERTER

WIRELESS



INDOOR AP



OUTDOOR ENTERPRISE AP



DUAL BAND REPEATER



ACCESS CONTROLLER

STRUCTURED
CABLING



KEYSTONE



PATCH PANEL



PATCH CORD



FACEPLATE



CAT6 UTP SOLID CABLE

East
9748834333

South
9566099681

North/West
9987094004

www.digisol.com
1800 209 3444