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ITPV

INDIA'S IT PARTNER VOICE

Connecting with Solution Provider in
EMERGING MARKET

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AI Memory Boom Is Rewriting the Rules for India's Channel Ecosystem

Higher Demand. Tighter Supply. A Bigger Role for Partners.

The Challenge

- Memory shortages as AI infrastructure scales
- Rising hardware costs
- Longer procurement cycles
- Price volatility

AI

Memory Prices On the Rise

The Opportunity

- Plan infrastructure demand early
- Align procurement with AI roadmaps
- Optimise hardware & system design
- Secure allocations through strong OEM and distributor partnerships
- Move from reseller to trusted advisor

AI Infrastructure Roadmap

- Workloads
- Capacity Planning
- Cost Optimisation
- Future-Ready IT

DRAM / HBM

SSD

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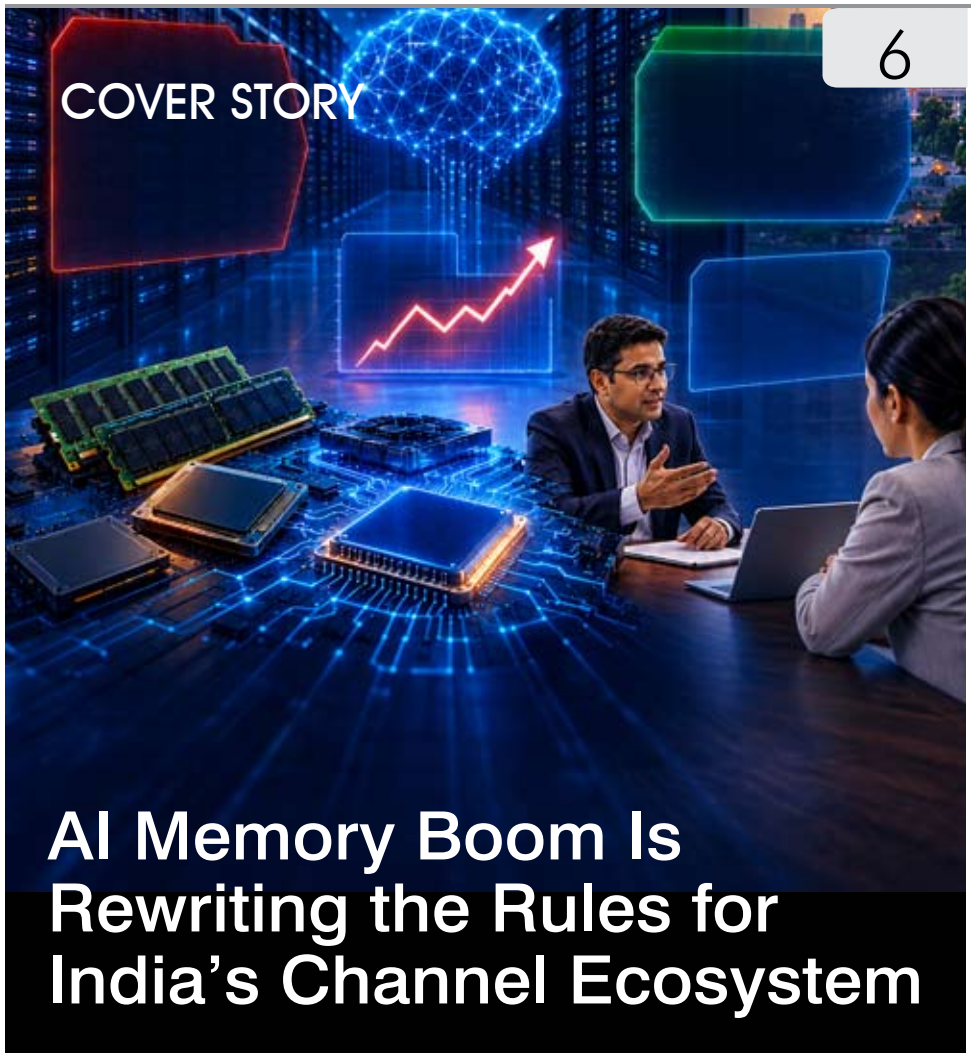

COVER STORY 6

AI Memory Boom Is Rewriting the Rules for India's Channel Ecosystem

IN CONVERSATION

Building a High-Growth Technology Company: How OpsTree Turned Trust, Ownership and Long-Term Thinking into a Winning Formula

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SANDEEP RAWAT AND SHANKAR JHA, Co-founders of OpsTree

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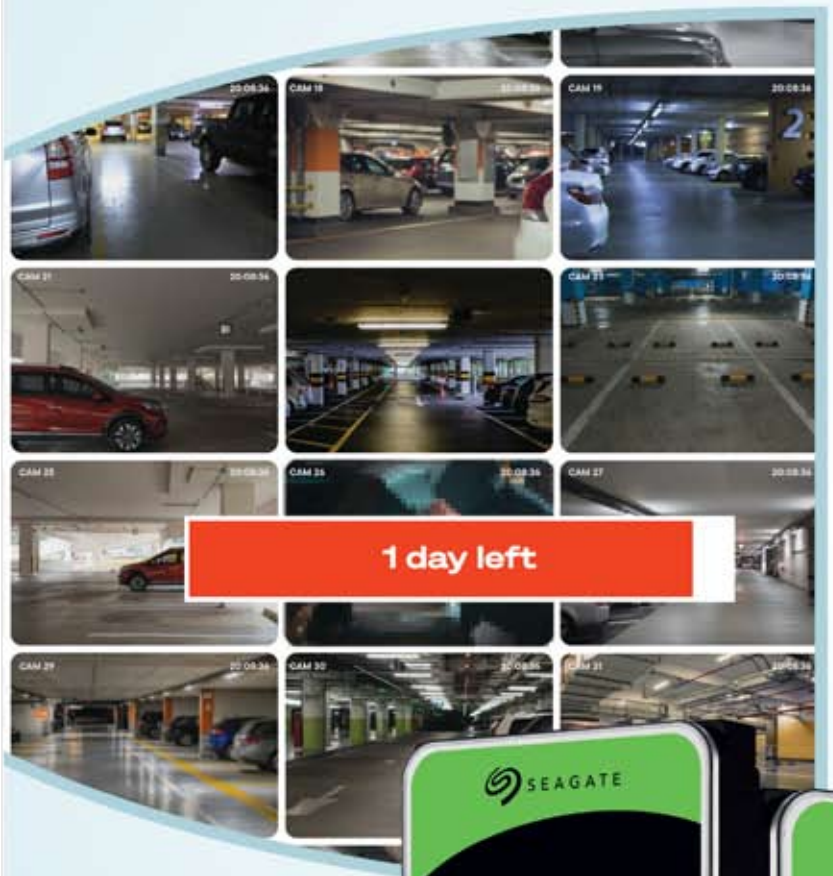

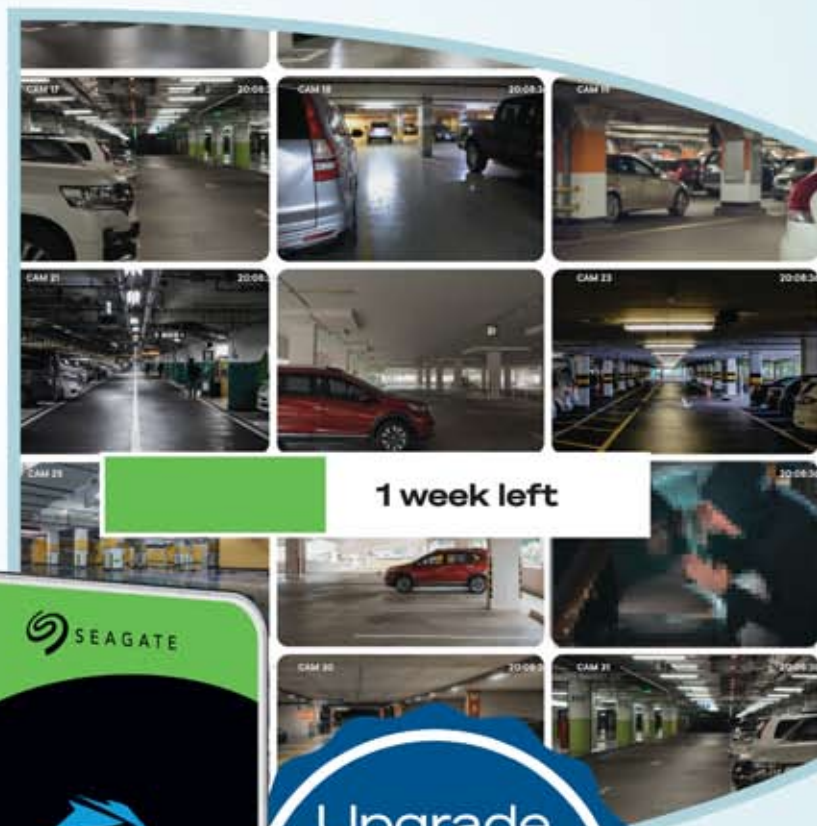

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The explosive growth of artificial intelligence is creating an unexpected challenge for enterprise IT buyers and a defining opportunity for India's technology channel. As hyperscale AI providers accelerate investments in data centres, demand for high-performance memory is reshaping the global semiconductor supply chain. This is driving up prices for conventional DRAM and SSDs used in enterprise servers, storage systems, laptops and AI-ready PCs. Industry leaders believe Indian partners that adapt early by strengthening procurement planning, supply-chain visibility and advisory capabilities will be better positioned to navigate the disruption.

Unlike previous semiconductor shortages, the current market pressure is being driven primarily by AI infrastructure rather than consumer electronics. Memory manufacturers such as Samsung, SK hynix and Micron are prioritising the production of High Bandwidth Memory, or HBM, which is required for AI accelerators and large GPU clusters. As more production capacity shifts towards HBM, the availability of conventional DRAM used across enterprise infrastructure is becoming tighter, placing sustained upward pressure on prices.

The changing market dynamics are already raising concerns across the global channel ecosystem. Patrick Zammit, CEO of TD SYNNEX, recently said, "There's a shortage issue and a big price increase. I think price is an even bigger issue than the shortage. We should expect further price increases throughout the year because the memory price increases are not over." He also highlighted that distributors are shortening quotation validity periods as component prices become increasingly volatile, making it difficult for partners to guarantee hardware pricing over longer project cycles.

Storage availability is also beginning to tighten. Jason Bystrak, Senior Vice President at D&H Distributing, said, "The SSDs in particular is another area where the hyperscalers are buying up supply and limiting supply for others." This suggests that the impact of AI infrastructure demand is no longer limited to high-end AI memory but is gradually spreading across wider storage and enterprise computing categories. The rapid expansion of AI data centres by cloud providers is fundamentally changing how memory manufacturers allocate production. Samsung Electronics has indicated that global memory supply constraints could continue for several years as production remains heavily committed to major AI infrastructure customers. The company expects supply conditions to remain challenging as demand

for AI computing capacity continues to accelerate.

Micron has also disclosed that major customers, including AI infrastructure and chip companies, are entering multi-year supply agreements. This reflects a broader shift in the memory industry, where customers are increasingly reserving capacity in advance instead of relying on short-term or spot-market purchases. Such arrangements may further reduce the flexibility available to smaller enterprise buyers and regional channel partners. SK hynix CEO Kwak Noh-jung has also warned about the severity of the situation, stating, "We forecast that next year will be the worst year in the industry's history from the supply perspective." He added that demand could continue to exceed supply for several years despite aggressive capacity expansion by manufacturers.

For India's system integrators, value-added resellers, distributors and managed service providers, the impact will go beyond rising hardware prices. Large enterprise projects involving AI-ready servers, GPU infrastructure, storage platforms, virtual desktop infrastructure and next-generation AI PCs may increasingly face longer procurement cycles, repeated price revisions, reduced product availability and pressure on fixed-price project margins. These challenges are likely to be particularly relevant for sectors such as banking and financial services, manufacturing, healthcare, government, education and Global Capability Centres, where AI investment is gathering momentum. Organisations in these sectors are expanding data, cloud and AI infrastructure, which means delays or unexpected cost increases in memory and storage could directly affect project timelines and technology budgets.

However, the disruption also creates a significant opportunity for Indian channel partners to evolve beyond transactional hardware sales. Rather than competing only on price, partners can help customers forecast infrastructure requirements in advance, align procurement with AI adoption roadmaps, optimise server and storage configurations, review refresh cycles and secure product allocations earlier through stronger relationships with OEMs and distributors. As enterprise customers face a more volatile supply environment, the ability to provide procurement guidance and infrastructure planning could become a major differentiator. Partners that understand both technology architecture and supply-chain conditions will be better placed to advise customers on alternative configurations, phased deployments and long-term capacity planning.

The AI revolution is therefore no longer limited to GPUs, models and software platforms. It is beginning to influence the economics of almost every enterprise infrastructure purchase, including servers, storage, laptops, edge devices and data-centre systems. For India's technology channel, future success will depend less on reacting to hardware demand after a requirement emerges and more on anticipating that demand earlier. Partners that combine market intelligence, proactive customer engagement, technical advisory and stronger supply-chain planning will be better positioned to protect customer projects, preserve margins and build deeper long-term relationships.

From itVARnews perspective, the AI infrastructure race is creating a structural shift in the global memory market. Indian channel partners are entering an environment where procurement strategy may become as important as technical expertise. As AI workloads become mainstream across enterprises, the channel's role is expected to evolve from product fulfilment to trusted infrastructure advisory, helping organisations navigate supply constraints while progressing with AI transformation.

BUILDING A HIGH-GROWTH TECHNOLOGY COMPANY: HOW OPSTREE TURNED TRUST, OWNERSHIP AND LONG-TERM THINKING INTO A WINNING FORMULA

Sandeep Rawat and Shankar Jha, Co-founders of OpsTree

In India's vibrant startup ecosystem, stories of overnight success often dominate headlines. Yet behind every enduring technology company lies years of experimentation, setbacks, disciplined execution and unwavering resilience. The journey of OpsTree is a testament to this reality.

In an exclusive conversation with ITPV from Techplus Media under CEO Talk, Shankar Jha and Sandeep Rawat, Co-founders of OpsTree, reflected on the entrepreneurial decisions, leadership principles and organisational culture that have transformed the company into one of India's leading cloud-native and platform engineering firms

Entrepreneurship Began Before OpsTree

For Shankar Jha, entrepreneurship was never an afterthought—it was an ambition shaped by his upbringing in a business family. Long before OpsTree was conceived, he experimented with multiple startup ideas.

One venture focused on developing a traffic intelligence platform inspired by Google Maps and Waze, while another aimed to simplify healthcare by digitising appointment scheduling and medical records. Although neither venture achieved commercial success, both provided valuable lessons.

"Every attempt taught us something. Those experiences ultimately prepared us for building OpsTree," Shankar recalled.

Rather than viewing these ventures as failures, the founders believe they laid the foundation for the company's future success.

The Partnership That Built OpsTree

Unlike Shankar, Sandeep Rawat came from a technology services background, where he gained extensive experience delivering enterprise consulting engagements.

Having worked together earlier in their careers, the two founders had already developed mutual trust and professional respect. Years later, when Sandeep decided to pursue entrepreneurship, he approached Shankar to join him in building the business.

Initially, Shankar was inclined towards building technology products rather than a services company. However, Sandeep presented a different perspective—establishing a profitable services business could create the financial stability needed to pursue larger product ambitions in the future.

That conversation eventually led to the birth of OpsTree.

Building a Business on Trust

One of the strongest messages to emerge from the discussion was the importance of choosing the right co-founder.

According to both founders, successful partnerships are built not merely on shared business goals but on trust, friendship and complementary capabilities.

While Sandeep focuses on people, technology vision and long-term growth, Shankar leads execution, operations, finance and business strategy.

"The relationship comes first. Business is secondary. If there is trust, everything else becomes possible," the founders said.

Their complementary leadership styles have enabled the company to navigate growth while maintaining alignment on long-term objectives.

Creating a Culture of Ownership

The founders attribute much of OpsTree's growth to its organisational culture.

During the company's early years, employees consistently demonstrated an exceptional sense of ownership. One incident, which has become part of the company's internal folklore, involved a section of the office ceiling collapsing during heavy rain. Rather than walking away or complaining, team members cleaned the workspace themselves and continued working.

For the founders, the incident reinforced an important principle: ownership cannot be mandated—it must become part of the company's culture.

Today, OpsTree evaluates potential employees not only for technical capability but also for qualities such as integrity, accountability and ownership.

"Technology can be taught. Ownership cannot."

This philosophy continues to shape the company's hiring and leadership approach.

Turning Setbacks into Opportunities

Like every entrepreneurial journey, OpsTree's growth has not been without challenges.

One of the company's most difficult phases occurred when a major customer unexpectedly reduced project engagements while simultaneously delaying payments. At the time, nearly half of the company's workforce was affected.

Instead of treating the situation as a crisis, the leadership viewed it as an opportunity to reposition the business.

With experienced engineering talent becoming available, OpsTree aggressively pursued larger enterprise accounts, eventually securing marquee customers including ATA International and Fidelity.

"We always try to convert challenges into opportunities."

The experience reinforced the founders' belief that adversity often creates the greatest opportunities for growth.

Financial Discipline Over Hyper Growth

While many startups pursue rapid expansion through continuous fundraising, OpsTree adopted a different philosophy.

The founders deliberately focused on sustainable, organic growth while maintaining strong financial discipline.

Over more than a decade of operations, the company experienced only two months in which expenses exceeded revenues—an achievement that reflects prudent financial management and long-term planning.

This disciplined approach has enabled OpsTree to remain resilient through changing market cycles while continuing to invest in talent, customer relationships and innovation.

Leadership Lessons

Reflecting on their entrepreneurial journey, the founders identified several principles that continue to guide the organisation:

- Hire for attitude before technical skills.
- Build trust before building business.
- Invest continuously in people.
- Prioritise long-term sustainability over short-term gains.
- View setbacks as opportunities to innovate.
- Create an organisation where ownership is shared by everyone.

These principles have become integral to OpsTree's culture and leadership philosophy.

Success Beyond Financial Metrics

When asked how they define success, both founders offered a perspective that extends beyond revenue growth or valuation.

For them, success is meaningful only when employees, customers, partners and stakeholders grow alongside the organisation.

"Success has to be collective. If the company succeeds, everyone associated with it should feel successful."

A Message for Future Entrepreneurs

Closing the conversation, the founders offered a message for aspiring entrepreneurs.

There is no substitute for patience, perseverance and continuous learning. Entrepreneurship is not about chasing overnight success or financial rewards alone—it is about solving meaningful problems, creating value for others and becoming a better leader through every challenge encountered along the way.

For Shankar Jha and Sandeep Rawat, that philosophy has shaped not only the growth of OpsTree but also the legacy they aspire to build.

Tech Trailblazers India's Partner Marketing Power List 2026

In today's hyper-competitive tech landscape, partner marketers are the unsung architects of growth. They are ecosystem orchestrators, brand amplifiers, alliance storytellers, and demand-generation maestros who transform vendor–partner relationships into billion-dollar opportunities.

These leaders don't just run campaigns; they design influence, ignite trust, and mobilize entire ecosystems to accelerate cloud adoption, cybersecurity readiness, and digital transformation across India.

At the frontline of this revolution are India's partner marketing trailblazers — shaping how the world's biggest tech companies collaborate, co-innovate, and capture market share in one of the most dynamic digital economies on the planet. Meet the rainmakers of partner marketing who are rewriting the rules of the game in India.

NIKHIL SHARMA,
AWS

Driving partner success in the world's largest hyperscaler, Nikhil has become synonymous with enabling India's cloud ecosystem through scalable co-marketing and enablement.

KULDEEP SEHRAWAT,
IBM

Driving IBM's partner marketing play, Kuldeep ensures the tech giant's alliance ecosystem stays front and center in conversations on hybrid cloud and AI.

ASHISH SHAH,
Google Cloud

At the helm of partner marketing for Google Cloud in India, Ashish is known for curating campaigns that highlight joint innovation stories with customers across industries.

TARUN GOYAL,
Dell Technologies

A veteran in channel and partner storytelling, Tarun ensures Dell's extensive partner base stays engaged, competitive, and aligned to the hybrid cloud future.

SWARNIM DAMANI,
Commvault

Championing data protection and backup as a business enabler, Swarnim leads Commvault's partner ecosystem with an eye for storytelling and co-created customer wins.

SUJAY SHETTY, HPE Networking

Sujay spearheads HPE's Global SIs Partner Marketing strategy, keeping the company's alliance ecosystem at the forefront of conversations around HPE Networking – Aruba and Juniper. His focus on strategic engagement with system integrators, co-creation initiatives, and ecosystem positioning has been instrumental in establishing HPE Networking as a powerful growth engine for enterprises.

CHITIZ GUPTA,
Nutanix

At Nutanix, Chitiz is a driver of the "cloud operating model" narrative in India, working closely with partners to amplify hybrid cloud transformation.

MOHAMMED WASIF,
SAP

SAP's Partner Marketing Director, Wasif anchors partner-led growth by aligning the SAP ecosystem with digital transformation priorities in India Inc.

ABHISHEK SHUKLA,
Salesforce

As Salesforce scales in India, Abhishek leads partner marketing with a focus on ecosystem enablement and joint customer wins.

SATISH NAIR,
CISCO

At Cisco India, Satish is known for building narratives that highlight how partner collaboration accelerates digital infrastructure growth.

B. C. NACHIKETH,
Palo Alto Networks

As Enterprise & Value Partner Marketing Manager for India & SAARC, Nachiketh has made partner-led campaigns a core pillar of Palo Alto's growth story.

NISHITH SAMPAT, NTT

Known for his deep expertise in revenue marketing and partner co-innovation, Nishith is a standout in the partner marketing leadership community.

KAMIA WAHI, Apple India

As Partner Marketing Lead, Kamia drives Apple's India strategy across notebooks and PCs, ensuring partners are central to Apple's growth narrative.

JASON ALBERT, Akamai

Leading partner marketing at Akamai India, Jason crafts narratives around content delivery and security powered by a robust partner base.

VIVEK DUVEDI, Snowflake

A strong advocate of the modern data stack, Vivek is shaping Snowflake's India ecosystem through compelling joint GTM initiatives with partners.

KRISHITA MOTWANI, ServiceNow India

Krishita accelerates GTM synergy by empowering the partner ecosystem and leading co-marketing programs with global system integrators. Her emphasis on strategic collaboration, co-creation initiatives, and ecosystem positioning has been pivotal in strengthening ServiceNow's role as a transformative growth engine for enterprises

TAMANNA TASNEEM, Lenovo India

A force in partner and channel marketing, Tamanna ensures Lenovo's expansive partner base translates into market leadership.

SAMSON ISSAC, NetApp

Leading NetApp's alliances and partner marketing in India, Samson is recognized for spotlighting partner success in hybrid cloud and storage.

BHASKAR BASU, Chief Partner Officer - India & South Asia, Microsoft

Bhaskar Basu is driving Microsoft's partner-first growth strategy across India and South Asia by strengthening the partner ecosystem, accelerating cloud and AI adoption, enabling co-sell opportunities, and helping partners build industry-focused solutions that deliver measurable customer outcomes and digital transformation at scale.

GAURAV SAXENA, Director, Channels & Alliances, Veeam

With more than two decades of experience across channel development, distribution, and strategic alliances, Gaurav Saxena brings deep expertise in building and scaling partner-led businesses. At Veeam, he will lead the company's channel and alliance strategy, strengthen partner collaboration, and accelerate growth across the SMB segment in India and SAARC.

AMIT MURARKA, Senior Director - Alliances & Partnerships Databricks India

Amit Murarka is driving Databricks' partner ecosystem across India by strengthening strategic alliances, accelerating co-sell initiatives, enabling consulting partners, and expanding Data & AI adoption through a collaborative, partner-first go-to-market strategy.

What unites this diverse set of leaders is a shared ability to turn marketing into an engine of trust, scale, and revenue. They don't just amplify brand messages; they enable ecosystems, empower partners, and energize markets. In a country where ecosystems determine success, these rainmakers prove that partner marketing is no longer the "back office of demand gen" but the frontline of digital growth.

India's partner marketing leaders are not just keeping pace with change — they are defining it.

Top CIO Business Leaders Driving Innovation and Digital Transformation in INDIA

Below are some of the distinguished leaders making a remarkable impact across their respective industries.

Shivank M. Bansal – BSE India

Shivank M. Bansal is contributing to the modernization of India's capital markets by supporting digital innovation, operational excellence, and technology-driven financial services. His leadership helps strengthen market efficiency, transparency, and investor confidence.

Rishikesh Singh – Raymond Lifestyle Limited

Rishikesh Singh is driving innovation in the lifestyle and retail sector through customer-focused strategies,

digital transformation, and brand excellence. His leadership supports business growth while enhancing consumer experiences across multiple channels.

Shuvankar P – Woodlands Multispeciality Hospital

Shuvankar P is advancing healthcare excellence by

promoting patient-centric care, hospital innovation, and operational efficiency. His leadership focuses on integrating modern healthcare technologies to improve clinical outcomes and service quality.

Nidhi Pandey – Constell

Nidhi Pandey is helping organizations embrace innovation through strategic leadership, digital transformation, and business process optimization. Her focus on technology-enabled growth contributes to stronger organizational performance and long-term success.

Chanchal Saxena – TTK Prestige Ltd.

Chanchal Saxena is strengthening TTK Prestige's market leadership by

driving product innovation, customer engagement, and digital business initiatives. His leadership supports operational excellence while enhancing the brand's position in the consumer appliances market.

Rahul K. Rao – Times Internet

Rahul K. Rao is playing a significant role in expanding India's digital media ecosystem through technology innovation, audience engagement,

and data-driven content strategies. His leadership helps deliver personalized digital experiences across multiple online platforms.

Hilal Khan – JSW Motors Limited

Hilal Khan is contributing to the future of mobility by supporting automotive innovation, sustainable transportation, and digital transformation initiatives. His leadership focuses on building advanced mobility solutions that align with the evolving needs of the automotive industry.

Sudhanshu Asthana – LIC Mutual Fund

Sudhanshu Asthana is driving innovation in asset management through customer-focused investment solutions, digital financial services, and strategic portfolio management. His leadership strengthens investor trust

while supporting long-term financial growth.

Shrikant Iyer – Aditya Birla Capital

Shrikant Iyer is helping accelerate digital transformation across financial services by promoting innovative banking, lending, insurance, and wealth management solutions. His leadership enhances customer experience through technology-enabled financial ecosystems.

Amit Bhatia – BusinessNext

Amit Bhatia is leading enterprise technology innovation by enabling organizations to improve customer engagement through AI-powered CRM, digital transformation, and intelligent business solutions. His strategic vision supports businesses in delivering seamless customer experiences.

Sammeer Kulkarni – Bajaj Life

Sammeer Kulkarni is contributing to the evolution of the insurance sector by driving customer-centric innovation, digital insurance solutions, and operational excellence. His leadership helps enhance financial protection and customer trust through modern insurance services.

Syed Kadam Murshed – Desun Hospitals

Gaurav Nanda has beSyed

Kadam Murshed is advancing healthcare delivery through digital healthcare initiatives, patient-focused services, and operational excellence. His leadership supports improved healthcare accessibility while promoting quality clinical care.

Bhoopendra Solanki – Livasa Hospitals

Bhoopendra Solanki is leading healthcare transformation by focusing on patient care, hospital management, medical innovation, and operational efficiency. His commitment to healthcare excellence continues to strengthen the delivery of quality medical services and improve patient outcomes.

Conclusion

These business leaders represent the next generation of visionary leadership in India. Through innovation, digital transformation, customer-centric strategies, and operational excellence, they are helping shape the future of finance, healthcare, manufacturing, media, technology, and consumer businesses. Their contributions continue to drive sustainable growth while strengthening India's position in the global business landscape

The recent GSTN advisory extending the implementation timeline for key Bill enhancements from 15 June 2026 to 01 August 2026 has brought ERP, ASP, and enterprise compliance readiness back into focus.

The changes include mandatory capture of "Ship To GSTIN" in applicable Bill-To/Ship-To transactions, corresponding updates to e-Invoice and Bill by IRN APIs, and the introduction of a voluntary Bill closure facility. While the revised timeline offers businesses additional preparation time, it also highlights a larger shift in GST compliance - from document-level reporting to transaction-level movement visibility.

For enterprises, the impact goes beyond adding one more field in the Bill system. In applicable transactions, missing or invalid Ship To GSTIN details may result in Bill validation failures and additional operational effort, particularly in ERP-integrated and API-driven environments. In high-volume businesses, even small gaps in master data can lead to failed transactions, manual corrections, delayed movement of goods, and reconciliation issues across invoices, Bills, ERP records, and GST returns.

The change is especially relevant for businesses managing multi-location supplies, project-site deliveries, warehouse dispatches, third-party shipping, branch transfers, and complex Bill-To/Ship-To scenarios. Many such transactions depend on accurate consignee details, delivery-location masters, GSTIN mapping, URP treatment, and system-level validation between tax, finance, logistics, and dispatch teams. GSTN has also clarified that where a Ship To GSTIN is not available, taxpayers may use "URP" in the Ship To GSTIN field, wherever applicable. Businesses should therefore review not only GSTIN master data but also the transaction scenarios where URP treatment may be required.

In addition, GSTN has introduced validation controls aimed at improving transaction-level accuracy. These include validation of Ship To GSTIN, consistency checks between GSTIN and state codes, PIN code validations, and restrictions on using the same GSTIN for both Bill-To and Ship-To parties in applicable Bill-To/Ship-To transactions. As a result, businesses should review customer masters, delivery-location data, and ERP mappings well before the implementation date.

The voluntary Bill closure facility also brings a new operational control layer. After completion of delivery, businesses will have the option to voluntarily close the Bill, creating a system record of movement completion. This can help reduce open Bill exposure, improve audit trails, and strengthen visibility over delivery status after dispatch. "The revised implementation date should not be viewed as a delay in compliance, but as a readiness window. The real question for enterprises is whether their invoice data, dispatch data, ERP workflows, ASP integrations, and Bill APIs are aligned before the go-live date," said a Cygnet.One tax technology expert.

ASPs, ERP vendors, GSPs, system integrators, and enterprise IT teams will need to ensure that updated payloads, validations, and API changes are configured and tested before 01 August 2026. Businesses generating Bills through ERP or integrated systems should review whether Ship To GSTIN or URP is being correctly captured and transmitted in relevant Bill-To/Ship-To flows. Particular attention may also be required in B2B and SEZ transactions, where certain Ship-To details provided during IRN generation cannot subsequently be modified during Bill generation through IRN-based APIs.

The update also calls for better internal coordination. Tax teams may understand the compliance requirement, but dispatch, warehouse, logistics, customer master, billing, and IT teams will play a direct role in execution. Without clear ownership, businesses may continue to face last-mile challenges even after system changes are deployed.

Enterprises should use the extended timeline to review master data, test sandbox changes, validate API readiness, update internal SOPs, train Bill users, and revise earlier customer communication that mentioned 15 June 2026 as the implementation date.

Businesses should also note that GSTN has currently introduced the closure functionality with a phased approach. Certain features, such as retrieval of closed Bills through APIs and mobile-number capture through APIs for closure purposes, are not presently available and may be considered in future releases. Stakeholders should therefore evaluate both current and upcoming process implications while planning system enhancements.

As GST compliance becomes increasingly system-driven, businesses that act early will be better positioned to avoid Bill validation failures, dispatch delays, reconciliation gaps, open transaction exposure, and audit risks from 01 August 2026.

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Industry analysts identify 10 strategic technology trends that are expected to shape enterprise investment and digital transformation in 2026. Together, these trends reflect how leading organisations are responding to an AI-powered, hyperconnected world where resilience, trust, security and sovereignty are becoming as important as innovation.

Among the most significant developments is the rise of AI-Native Development Platforms, where software engineering is increasingly driven by AI-assisted coding, testing and deployment. At the infrastructure layer, AI Supercomputing Platforms are enabling enterprises to train and run increasingly sophisticated AI models, while Domain-Specific Language Models are delivering more accurate, industry-focused intelligence across sectors such as healthcare, finance and manufacturing.

The evolution of AI is also driving the adoption of Multiagent Systems, allowing multiple AI agents to collaborate autonomously on complex workflows, and Physical AI, where intelligent systems power robots, industrial automation and autonomous machines operating in real-world environments.

As AI adoption accelerates, trust and resilience are becoming boardroom priorities. Confidential Computing is enabling organisations to protect sensitive data during processing, while AI Security Platforms are emerging to safeguard AI models, datasets and applications from evolving cyber threats. At the same time, Preemptive Cybersecurity is shifting security strategies from reactive defence to predictive threat prevention using AI-driven intelligence.

With AI-generated content becoming ubiquitous, Digital Provenance technologies are gaining importance by enabling organisations to verify the authenticity and origin of digital content, helping combat misinformation and strengthen enterprise trust.

Completing the list is Geopatriation, a trend reflecting how geopolitical tensions, data sovereignty regulations and regional technology policies are reshaping cloud strategies, supply chains and digital infrastructure investments. Enterprises are increasingly designing technology ecosystems that balance global scalability with local regulatory compliance.

For CIOs and business leaders, the message is clear: success in 2026 will depend not only on adopting AI, but on building secure, trusted and resilient technology foundations capable of supporting long-term innovation.

AI can draft emails, summarize reports, generate code, and accelerate routine tasks. However, time saved does not automatically translate into revenue growth or profitability.

CXOs should ask whether AI has:

• Increased revenue • Reduced operating costs • Improved customer experience • Accelerated decision-making • Created a measurable competitive advantage

"The real AI metric is not how much content it generates, but how much business value it creates." The Hidden Cost of AI The price of an AI platform is only one part of the investment. Enterprises must also account for data preparation, integration, cybersecurity, employee training, governance, regulatory compliance, and continuous monitoring. In some cases, these supporting costs can be significantly higher than the technology itself.

"AI may be easy to purchase, but enterprise-scale AI is rarely easy to implement." Not Every Process Needs AI Organisations often begin by asking where AI can be introduced. A more disciplined approach is to identify business problems first and determine whether AI is genuinely the best solution. Some issues may be solved more effectively through process redesign, better data management, automation, or improved accountability.

"Adding AI to a broken process does not create transformation—it creates a faster broken process."

AI Without Governance Creates Risk AI adoption introduces challenges around inaccurate outputs, data privacy, intellectual property, bias, cybersecurity, and regulatory accountability. Human oversight remains essential, particularly in areas such as healthcare, finance, recruitment, legal services, and customer decision-making.

"The faster an organisation scales AI, the stronger its governance must become." The Real Competitive Advantag Most enterprises can access similar AI models. The real differentiation comes from proprietary data, industry expertise, customer knowledge, internal processes, and execution capability. AI can strengthen these assets, but it cannot replace them. Questions Every CXO Should Ask

Before approving another AI initiative, leadership teams should consider:

• What specific problem are we solving? • What measurable outcome do we expect? • Is our data accurate, secure, and properly governed? • What will implementation and integration actually cost? • Where will human oversight remain necessary? • Can the solution scale beyond a pilot? • Are we investing because of business need or market pressure?

CXO TV Perspective

AI is not necessarily oversold because it lacks potential. It is oversold when vendors promise transformation without acknowledging the data, governance, integration, skills, and organisational change required to deliver it."The winners of the AI era will not be the companies that adopt the most AI, but those that apply it with the greatest discipline." For CXOs, the critical question is no longer:"How much AI are we using?" It is: "What measurable value is our AI creating?"

China's cybersecurity authorities have issued a security advisory warning organizations about an alleged "backdoor" risk in Anthropic's Claude Code, an AI-powered software development assistant. The move adds another layer to the growing global debate around AI security, software transparency, and geopolitical trust in advanced AI platforms.

According to China's National Vulnerability Database (NVDB), which operates under the Ministry of Industry and Information Technology (MIIT), certain versions of Claude Code allegedly contain mechanisms capable of transmitting user-related information, including device and location identifiers, to remote servers without explicit user authorization. Chinese authorities have advised enterprises to review deployments, uninstall affected versions where necessary, or update to the latest releases. The advisory comes amid increasing scrutiny of AI-powered coding assistants, which are rapidly becoming integral to enterprise software development. As these tools gain deeper access to source code, infrastructure, and development environments, governments and organizations are placing greater emphasis on cybersecurity, data governance, and supply-chain integrity. The development also follows reports that several Chinese technology companies have tightened internal policies around the use of foreign AI coding assistants, reflecting broader concerns surrounding data sovereignty and regulatory compliance. Anthropic has previously acknowledged implementing security mechanisms intended to detect unauthorized usage and protect its models from misuse. However, the company has not publicly confirmed the specific allegations outlined in the Chinese advisory.

Industry analysts note that regardless of the outcome of the investigation, the incident underscores the need for enterprises to establish robust governance frameworks before deploying AI agents with access to sensitive development environments. Security audits, software supply-chain validation, and continuous monitoring are expected to become standard requirements as AI-assisted coding tools continue to gain enterprise adoption.

With AI increasingly becoming part of critical business infrastructure, trust, transparency, and verifiable security practices are likely to remain central themes shaping enterprise AI adoption worldwide.

THE AI PARADOX: — RECORD CAPITAL EXPENDITURE MEETS WORKFORCE RESTRUCTURING ACROSS BIG TECH

Amazon President and CEO Andy Jassy has been unequivocal about the company's long-term approach. Speaking about Amazon's AI investments, he said, "When you have shifts that are this momentous, you want to make sure that you invest in such a way that you can pursue the opportunity as broadly for your customers as possible." In his shareholder communication, Jassy further described AI as "a once-in-a-lifetime opportunity", adding that Amazon is prepared to accept short-term free cash flow headwinds in exchange for long-term strategic advantage. Yet while capital expenditure continues to surge, workforce strategies are evolving in the opposite direction. Many technology companies are flattening organisational structures, eliminating management layers, and reallocating talent towards AI initiatives. Earlier this year, Amazon indicated that as generative AI and autonomous agents become more deeply integrated into operations, "we will need fewer people doing some of the jobs that are being done today", reflecting expectations that AI-driven productivity gains will reshape corporate workforces. Meta has been even more explicit about the financial trade-offs involved. During an internal town hall, CEO Mark Zuckerberg acknowledged that the company's two largest cost centres are "compute infrastructure and people-oriented things." He added, "If we're investing more in one area to serve our community, then that means we have less capital to allocate to the other." His comments came alongside Meta's decision to reduce approximately 10% of its workforce while significantly increasing AI-related capital expenditure.

The broader industry trend suggests that layoffs are not simply about cost reduction but about capital reallocation. Companies are redirecting investment away from traditional operating expenses and toward AI infrastructure, advanced semiconductor procurement, cloud capacity, and proprietary AI models. Rather than abandoning growth, technology leaders are effectively changing the way growth is financed and delivered.

For enterprise CIOs and business leaders, this shift presents a strategic challenge. AI infrastructure spending is accelerating at an unprecedented pace, yet boards and investors continue to demand operational discipline and measurable returns. Organisations are therefore expected to demonstrate that AI investments translate into tangible business outcomes—whether through productivity gains, faster software development, improved customer experiences, or stronger revenue growth.

Industry analysts believe the AI race is increasingly becoming a competition for long-term market leadership rather than short-term profitability. Companies that secure sufficient compute capacity today may be better positioned to dominate enterprise AI adoption tomorrow. However, the financial burden of sustaining these investments means every dollar allocated to AI infrastructure must increasingly be justified through operational efficiencies elsewhere.

The narrative around AI is no longer just about innovation—it is about corporate economics. Big Tech is not retreating from AI despite rising costs; instead, it is fundamentally reshaping capital allocation. The defining question for enterprise leaders is no longer whether to invest in AI, but how to balance record AI capital expenditure with sustainable operating margins and workforce transformation. In the AI era, competitive advantage will belong not only to those who innovate the fastest, but also to those who deploy capital with the greatest discipline.

AI Boom or AI Bubble? Surging Investments Spark Debate Over Whether the Industry Is Headed for a Reality Check

The debate has intensified as spending on AI infrastructure continues to outpace the monetisation of AI services. Microsoft, Alphabet, Amazon and Meta have significantly increased capital expenditure to build AI data centres and acquire advanced GPUs, while semiconductor manufacturers continue to expand production to meet demand. However, investors are increasingly questioning whether future revenues will justify the scale of current investments. Ratings agency Fitch recently identified the possibility of an AI market correction as one of the world's key near-term credit risks. In its latest Global Risk Outlook, Fitch warned that soaring AI-related valuations and unprecedented infrastructure spending could create financial vulnerabilities if expected returns fail to materialise as quickly as markets anticipate. Similar concerns have emerged from the financial community. Mark Cuban recently compared some aspects of today's AI infrastructure race to the early internet boom, warning that aggressive financing of AI projects could create systemic risks if spending continues without corresponding commercial returns. Investor Michael Burry, known for predicting the 2008 financial crisis, has also questioned whether the industry's current pace of infrastructure expansion is sustainable. Another growing concern is the enormous cost of powering AI. Modern AI data centres require vast amounts of electricity, water and cooling infrastructure. Reuters Breakingviews recently noted that rising energy costs and power constraints could become one of the biggest threats to sustaining the current pace of AI infrastructure expansion, particularly as hyperscalers continue investing hundreds of billions of dollars in new facilities. The rapid expansion of AI infrastructure is also beginning to affect broader technology supply chains. Memory manufacturers are prioritising production of high-bandwidth memory (HBM) for AI accelerators, contributing to tighter supplies and higher prices for conventional DRAM and enterprise storage used in servers, laptops and enterprise infrastructure. These developments are already impacting hardware procurement across the IT industry. Yet many technology leaders reject the idea that AI is simply another speculative bubble. NVIDIA CEO Jensen Huang has repeatedly argued that AI represents a fundamental computing platform rather than a passing trend. Speaking recently, Huang urged the industry to adopt a more balanced conversation around AI, saying, "We're scaring people," while emphasising that discussions should focus not only on risks but also on AI's transformative economic potential. Supporters of AI investment also point to strong underlying fundamentals. Enterprise adoption continues to expand across healthcare, financial services, manufacturing, retail and software development, with organisations increasingly embedding generative AI into business operations. Analysts argue that today's infrastructure investments resemble the early build-out of cloud computing, where large upfront capital expenditure eventually enabled years of sustained revenue growth. Academic researchers are also urging caution against viewing the market through a binary lens. A recent study titled Boom, Bubble, or Buildout? concluded that current evidence supports both genuine technological progress and signs of speculative excess. The authors argue that AI is best understood as "a real technological revolution with localized bubble dynamics rather than as either a pure speculative mania or a bubble-free productivity miracle." Meanwhile, policymakers remain focused on ensuring that innovation is matched by responsible governance. Yoshua Bengio, co-chair of the United Nations' Independent International Scientific Panel on Artificial Intelligence, recently warned that "AI capabilities are outpacing both scientific understanding and governments' ability to adapt," highlighting the need for evidence-based regulation as AI systems become increasingly capable. For enterprise technology leaders, the question may not be whether AI is experiencing a bubble, but where expectations are running ahead of reality. History suggests that transformative technologies often pass through periods of exuberance before settling into sustainable business models. The dot-com era ultimately produced companies such as Amazon and Google despite the collapse of many early internet ventures. Likewise, even if investment slows or valuations correct, AI itself is widely expected to remain central to enterprise transformation. The current AI investment cycle should be viewed as a period of market maturation rather than simply a speculative frenzy. While concerns around infrastructure costs, energy consumption and valuation multiples are valid, enterprise adoption continues to deepen across industries. A market correction, if it occurs, is more likely to separate sustainable business models from speculative investments than to derail AI innovation altogether. For CXOs, the priority should remain focused on measurable business outcomes, governance and long-term value creation rather than short-term market sentiment.

BenQ Introduces RD270Q: A Programming Monitor Purpose-Built for India's Developers

Enterprise data and AI leader to drive next phase of growth for Qlik's global platform

As India strengthens its position as one of the world's largest technology and software innovation hubs, the expectations from a developer's workspace are evolving rapidly. Coding today demands more than processing power—it requires a display engineered to improve readability, minimise eye fatigue, support extended development hours and seamlessly adapt to modern programming workflows.

Recognising this shift, BenQ, a global leader in display technology, today announced the launch of the RD270Q, the newest addition to its RD Series Programming Monitors—a monitor range conceived with India at its core. Developed specifically to address the needs of Indian software engineers, programmers and developers, the RD Series reflects BenQ's commitment to creating products that solve real productivity challenges faced by one of the world's fastest-growing developer communities.

The new 27-inch RD270Q combines a IPS 2K Reflection-Free Nano Matte display, 144Hz refresh rate, Exclusive Coding Modes, Visual Optimizer, Night Hours Protection, USB-C with 65W Power Delivery, and an ergonomic stand into a single purpose-built solution. Every feature has been designed to make coding easier to read, more comfortable to write and less tiring over long development sessions—making the RD270Q an essential productivity tool for developers, software engineers, programmers and coding professionals.

Unlike conventional monitors that are designed for general computing, the RD Series has been engineered exclusively around the needs of coding professionals. From improving code readability and reducing reflections to optimising dark-mode development environments and supporting uninterrupted multitasking, every aspect of the monitor has been developed to enhance the daily coding experience.

"India represents one of the world's most vibrant software ecosystems, and developers here deserve technology that's designed specifically for the way they work—not adapted from general-purpose displays. With the RD Series, we've reimagined what a programming monitor should be by listening to developers and understanding their workflows. The RD270Q is more than a monitor; it's a productivity companion that helps developers code longer, see clearer and work smarter. Our vision is to make the RD Series the preferred choice for every coding professional in India."

– Rajeev Singh, Managing Director, BenQ India & South Asia

A Monitor Designed Around How Developers Work

Programming professionals spend countless hours reading, analysing and writing code, making text clarity and visual comfort critical to productivity.

The RD270Q addresses these needs through BenQ's Reflection-Free Nano Matte Panel, certified by TÜV Rheinland, which significantly reduces glare while maintaining exceptional text sharpness. The 27-inch 2K display provides the ideal balance between workspace and readability, while the 144Hz refresh rate ensures smoother scrolling through code, documentation and development environments.

BenQ's exclusive Coding Mode intelligently enhances syntax visibility with dedicated presets for Light, Dark and the newly introduced Paper Color Mode, delivering an ePaper-like viewing experience that reduces eye fatigue without compromising readability.

For developers who often work across varying lighting conditions or late into the night, Visual Optimizer automatically adjusts brightness and colour temperature based on ambient surroundings, while Night Hours Protection enables ultra-low brightness viewing to maintain comfort during extended coding sessions.

Built for Modern Development Environments

Modern software development extends beyond writing code. Developers constantly switch between IDEs, browsers, terminals, documentation, AI coding assistants and collaboration platforms.

The RD270Q simplifies these workflows with USB-C connectivity featuring 65W Power Delivery, enabling both display connectivity and laptop charging through a single cable. The dedicated Coding HotKey offers instant access to preferred coding presets, while the fully ergonomic stand supports height adjustment, tilt, swivel and 90-degree pivot for portrait coding.

Compatible with Windows, macOS and Linux, the monitor integrates seamlessly with BenQ Display Pilot 2, offering intelligent productivity tools such as Desktop Partition, application shortcuts and workflow customisation.

AI Compute Platforms Become the Foundation for Next-Generation Autonomous Robotics

The evolution of autonomous robotics is accelerating as enterprises increasingly look beyond traditional automation towards intelligent systems capable of perception, decision-making and real-time action.

With applications expanding across defence, logistics, industrial inspection, infrastructure monitoring and agriculture, the ability of drones and robots to operate independently in complex environments is creating demand for specialised AI computing platforms.

Indian deep-tech company VECROS has introduced Jetcore, an AI autonomy compute platform designed to support drone and robotic systems operating in GPS-denied and communication-constrained environments.

Integrated Compute Simplifies Robotics Development

Building autonomous robotic systems typically requires multiple hardware components for processing, control, connectivity and sensor management. This fragmented approach can increase development complexity and create challenges around system integration, latency and reliability.

Jetcore brings together multiple capabilities, including:

- AI computing
- Real-time flight and motion control
- Multi-sensor connectivity
- Embedded firmware
- Autonomy software capabilities

By integrating these functions into a single platform, robotics developers can reduce hardware complexity and accelerate the development of autonomous applications.

Edge AI Enables Real-Time Autonomous Decision Making

One of the key requirements for modern robotic systems is the ability to process information locally and respond in real time without continuous dependence on cloud infrastructure.

AI autonomy platforms are enabling advanced capabilities such as:

- Visual-inertial odometry
- GPS-denied localisation
- Simultaneous localisation and mapping (SLAM)
- Obstacle avoidance
- Multi-camera perception
- Sensor fusion
- 3D mapping
- Autonomous mission execution

These capabilities are particularly relevant for environments where connectivity is limited or unavailable.

Expanding Enterprise Applications for Autonomous Systems

Autonomous drones and robots are increasingly being evaluated across industries where automation, safety and operational efficiency are critical.

Key application areas include:

Warehousing and logistics – inventory monitoring and automated inspection

Industrial operations – asset inspection and maintenance support

Infrastructure – monitoring of large-scale assets

Mining and utilities – operations in challenging environments

Defence and public safety – autonomous systems for mission-critical scenarios

Agriculture – monitoring and automation applications

As organisations adopt more intelligent automation solutions, AI-enabled robotics platforms are expected to become an important component of digital transformation strategies.

From Autonomous Machines to Physical AI

The next phase of robotics development is closely linked with the emergence of Physical AI — systems that combine artificial intelligence with the ability to perceive and interact with the physical world.

VECROS has stated that its autonomy technology has been validated through more than 5,000 autonomous flight hours. The company has also deployed its autonomous warehouse inventory and inspection solution, JASPER, which has generated more than 2,000 autonomous flight hours in GPS-denied warehouse environments.

These real-world deployments are contributing towards improving autonomy models and developing more capable robotic systems.

Towards Purpose-Built Computing for Robotics

The growth of autonomous systems is driving demand for specialised computing architectures designed specifically for AI workloads.

Beyond integrated autonomy platforms, the robotics industry is moving towards purpose-built acceleration technologies that can support increasingly complex AI models, real-time processing requirements and intelligent decision-making.

For technology providers, system integrators and enterprise solution partners, this creates new opportunities to develop industry-specific robotics applications and automation solutions.

DXC and ElevenLabs Announce Strategic Partnership to Scale Enterprise AI and Voice Innovation

DXC Technology, a leading enterprise technology and innovation partner, today announced a strategic partnership with ElevenLabs, the AI company specializing in audio models and voice agents. The collaboration will accelerate DXC's AI-first transformation strategy by embedding advanced voice AI capabilities across its internal operations and customer solutions. DXC also announced it participated in ElevenLabs' recent $500 million Series D funding round, valuing the company at approximately $11 billion.

As part of this partnership, DXC will embed advanced voice AI capabilities across its global enterprise environment, enhancing employee productivity, modernizing customer engagement, and enabling new AI-driven service offerings.

Ben Budde, Revenue Leader at ElevenLabs said, "DXC operates at global enterprise scale across some of the world's most complex environments. Partnering with DXC allows us to bring our voice AI technology into mission-critical workflows, unlocking new possibilities for automation, accessibility, and how people work with technology."

Advancing DXC's AI Fast Track Strategy

The partnership also aligns with DXC's Fast Track innovation agenda, focused on scaling next-generation AI, SaaS, and platform-led solutions across industries. By integrating ElevenLabs' capabilities, DXC will strengthen its ability to deliver differentiated, human-like digital experiences at scale, with these capabilities extending to global clients across key areas:

Enterprise Productivity & Digital Workforce: Deploying AI voice agents and copilots to enhance service desk operations, training, and knowledge management.

Customer Experience Transformation: Embedding natural-sounding, multilingual voice interfaces into customer service platforms, enabling more intuitive and personalized interactions.

Industry-Specific Solutions: Integrating voice AI into DXC's offerings to streamline processes, enhance virtual assistants, and improve service delivery.

Modern Application & Platform Engineering: Combining ElevenLabs voice capabilities with DXC's application modernization and orchestration platforms to create AI-native enterprise solutions.

"Voice is becoming a primary interface for how enterprises engage with customers and employees," said Raul Fernandez, President and CEO at DXC. "Our partnership with ElevenLabs allows DXC to move faster in embedding AI into everything we do–from internal operations to the solutions we deliver for clients. This is a key step in accelerating our AI-native products and solutions."

Deepening Strategic Alignment Through Investment

DXC's partnership with ElevenLabs builds on an existing financial relationship, with DXC having participated in ElevenLabs' most recent funding round. This investment underscores DXC's conviction in the transformative potential of generative voice AI and strengthens alignment between the two companies as they co-innovate for enterprise clients.

Unlocking the Next Generation of Enterprise AI

The partnership includes a joint go-to-market which has the potential to include multiple use cases that leverage both the capabilities of ElevenLabs and DXC's deep industry expertise and customer relationships to bring new AI-native use cases to bear across DXC's global customer base. DXC will continue to expand its collaboration with ElevenLabs through LabX, DXC's AI-native product incubator and AI Platforms Engine, with the goal of co-developing solutions and bringing these capabilities to market globally as part of its broader AI strategy.

Hostin Services Achieves AWS Premier Tier Services Partner Status, Reinforcing Cloud.in's Enterprise Cloud Leadership

Highest AWS Partner Network designation recognizes over a decade of AWS expertise and strengthens the company's commitment to helping enterprises modernize, optimize, secure, and scale mission-critical workloads.

Hostin Services Private Limited, through its flagship cloud transformation, AI, cybersecurity, and managed services business Cloud.in, today announced that it has achieved AWS Premier Tier Services Partner status, the highest designation within the AWS Partner Network (APN).

The AWS Premier Tier Services Partner designation recognizes partners that demonstrate deep technical expertise, a proven track record of customer success, significant investment in AWS capabilities, and the ability to architect, migrate, modernize, secure, and operate complex production workloads on Amazon Web Services (AWS). Achieving this designation requires rigorous validation across customer success, AWS certifications, technical capabilities, specialized validations, managed services expertise, and sustained operational excellence.

Founded in 1999, Hostin Services has spent more than 27 years helping organizations build, operate, and modernize mission-critical technology infrastructure. Since becoming an AWS Partner in 2014, the company has continuously expanded its cloud practice through Cloud.in, enabling enterprises to accelerate digital transformation while improving resilience, security, governance, operational efficiency, and business agility.

Today, Cloud.in delivers a comprehensive portfolio of cloud consulting, migration and modernization, managed cloud services, FinOps, cybersecurity, disaster recovery, data platforms, and enterprise AI solutions. The AWS Premier Tier Services Partner designation builds upon Cloud.in's established AWS practice, which includes five AWS Competencies, fourteen AWS Service Validations, participation in four AWS Partner Programs—including AWS Managed Service Provider (MSP) and AWS Well-Architected—and a highly AWS-certified engineering team.

As organizations increasingly embrace generative AI and intelligent automation, Cloud.in continues to expand its capabilities to help customers build secure, production-ready AI solutions on AWS. By combining cloud engineering, governance, security, and operational expertise, the company enables enterprises to accelerate AI adoption while maintaining resilience, compliance, and cost efficiency.

"Achieving AWS Premier Tier Services Partner status is an important milestone in our journey and reflects the trust our customers and AWS have placed in our team," said Rahul S. Kurkure, Founder and

Managing Director of Hostin Services Private Limited. "For more than twenty-seven years, our focus has been to help customers solve complex technology challenges through engineering excellence, operational discipline, and long-term partnership. Today, organizations need more than cloud infrastructure—they need strategic partners who can modernize applications, optimize cloud investments, strengthen cybersecurity, enable responsible AI adoption, and continuously improve operational performance. Through Cloud.in, we remain committed to helping customers build secure, resilient, and future-ready digital foundations that create lasting business value."

Cloud.in combines deep cloud engineering expertise with automation, FinOps, cybersecurity, AI-driven operations, and 24×7 managed services to help organizations modernize applications, optimize cloud investments, strengthen cyber resilience, and improve operational performance. By integrating advisory, architecture, implementation, managed services, and continuous optimization into a unified delivery model, Cloud.in enables customers to innovate faster while confidently operating business-critical workloads on AWS.

As enterprises move beyond cloud adoption toward AI-driven business transformation, the ability to operate secure, well-governed, and continuously optimized cloud platforms has become a strategic competitive advantage. Hostin Services will continue investing in engineering talent, automation, cloud governance, cybersecurity, and AI capabilities through Cloud.in to help customers accelerate innovation while maintaining the reliability, performance, and compliance required for mission-critical operations.

About Hostin Services Private Limited

Founded in 1999, Hostin Services Private Limited is an enterprise technology company specializing in cloud transformation, artificial intelligence, cybersecurity, managed services, and digital infrastructure. Through its flagship cloud transformation, AI, cybersecurity, and managed services business, Cloud.in, the company helps organizations modernize, secure, optimize, and operate mission-critical workloads across Amazon Web Services (AWS), Microsoft Azure, Google Cloud, and hybrid environments.

Since establishing its AWS practice in 2014, Cloud.in has evolved into the company's flagship cloud transformation, AI, cybersecurity, and managed services business, delivering enterprise solutions across public, hybrid, and multi-cloud environments. Combining 27 years of infrastructure expertise with deep cloud engineering capabilities, Hostin Services enables organizations to build secure, resilient, and cost-efficient digital foundations that accelerate innovation and sustainable business growth.

Anthropic Strengthens India Expansion with Jai Gidwani Joining Founding GTM Team

Anthropic has further strengthened its India go-to-market presence with Jai Gidwani joining the company as part of its founding GTM team in the country.

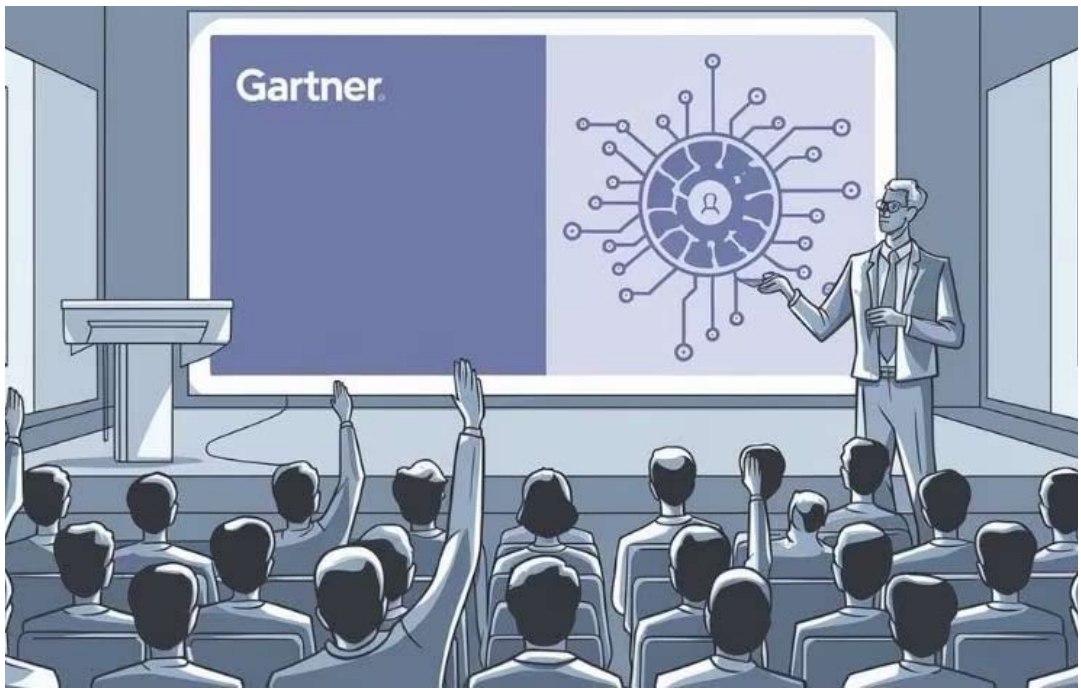
JAI GIDWANI,
GTM Team, Anthropic

Gidwani announced the move on LinkedIn, stating that he will work under the leadership of Irina Ghose, Managing Director, Anthropic India. His appointment comes as Anthropic continues to expand its India operations, following the company's announcement that Ghose would lead its India business ahead of the opening of its first office in Bengaluru.

Ghose brings over three decades of technology leadership experience and previously served as Managing Director, Microsoft India, where she led enterprise AI adoption across sectors including banking, healthcare, manufacturing and government.

Gidwani said he is looking forward to contributing to Anthropic's mission of developing AI that is safe, reliable and genuinely useful. The move highlights Anthropic's growing focus on India as a strategic market for responsible AI adoption and enterprise AI growth.

Gartner Predicts Most Privacy Incidents Will Stem from AI-Generated Inferences by 2029



There is a fundamental shift underway from data exposure to insight exposure," said Bart Willemsen, VP Analyst at Gartner. "Organizations have historically focused on protecting raw personal data, but AI can now reconstruct deeply personal insights without ever breaching traditional data controls. Privacy risks are increasingly emerging from what AI algorithms infer about individuals rather than what data is directly exposed."

As organizations reduce the amount of personal data they store due to regulatory and cost pressures, threat actors' access to AI now lets them perform inference-based attacks. Advances in GenAI and machine learning (ML) are enabling the extraction of sensitive attributes, such as health conditions or behavioral patterns, from seemingly innocuous, anonymized or aggregated data.

Inference-Based Risks Are Reshaping Privacy Strategies "Inference attacks are particularly dangerous because they often evade conventional detection mechanisms," said Willemsen. "Individuals can be exposed through AI-generated conclusions rather than leaked records, creating privacy risks that undermine data integrity and are difficult to detect, explain and mitigate."

This shift is forcing organizations to rethink privacy strategies. Beyond protecting personal data, security leaders must govern how AI systems generate, use and act on insights about individuals.

Gartner expects spending on data integrity protections to reach parity with data confidentiality investments by 2028 as organizations respond to the risks of inaccurate, biased, or unauthorized AI-generated profiles.

"Organizations that continue to treat privacy solely as a data protection challenge will be increasingly vulnerable to privacy incidents driven by AI-generated inferences," said Willemsen. "The next frontier of privacy risk lies in how AI interprets data, not simply how organizations store it."

Preparing Privacy Programs for Inference-Based Risks To address emerging inference-based privacy risks, Gartner recommends that CISOs and privacy leaders:

- Embed AI Governance Into Privacy Programs: Integrate privacy-by-design principles into AI development and deployment processes and regularly assess algorithms for bias, overfitting and unintended inference risks.
- Adopt Privacy-Enhancing Technologies (PETs): Implement technologies such as differential privacy, synthetic data and privacy-aware machine learning to process data in a protected state and reduce reidentification risks.
- Strengthen Data Minimization and Lifecycle Controls: Limit data collection to essential business needs and ensure strict access control and timely deletion of data to reduce the information available for inference-based attacks.
- Enhance Cybersecurity for AI-Driven Threats: Invest in advanced monitoring, anomaly detection and scenario-planning capabilities designed to identify indirect exploitation patterns and inference-based threats.
- Foster Transparency and Human Oversight: Document where AI systems should not infer and where they should, conduct regular audits, and mandate a human in the loop to validate AI-generated inferences before taking action on sensitive data.

Amazon Restructures AGI Division, Reinforces Long-Term AI Strategy

Amazon has initiated targeted workforce reductions within parts of its Artificial General Intelligence (AGI) organisation as the technology giant continues to realign resources around its highest-priority artificial intelligence initiatives. While the company has not disclosed the number of employees impacted, it has emphasised that AI remains one of its most significant long-term investments.

According to the company, the restructuring is aimed at sharpening focus on projects that deliver the greatest value to customers and accelerating innovation in a rapidly evolving AI landscape. The move follows earlier organisational changes that consolidated Amazon's AGI efforts under a broader technology leadership structure to improve execution and collaboration across advanced research teams.

Despite the job cuts, Amazon reiterated that it continues to invest aggressively in foundational AI capabilities, including its Nova family of foundation models, generative AI services through Amazon Web Services (AWS), and AI-powered experiences across its retail and devices businesses. The company views the workforce changes as part of a broader strategy to streamline operations while directing greater investment toward high-impact AI programmes.

The announcement reflects a wider trend across the technology sector, where leading enterprises are balancing workforce optimisation with record levels of investment in artificial intelligence infrastructure. As competition in generative AI intensifies, organisations are increasingly reallocating talent and capital towards strategic AI initiatives that promise long-term business differentiation.

Industry analysts note that such restructuring efforts underscore a fundamental shift in enterprise technology strategy. Rather than slowing AI investments, companies are refining organisational structures to accelerate innovation, improve operational efficiency, and bring next-generation AI capabilities to market faster.

Capco recognized by OpenAI for innovation and responsible AI leadership

For CXOs, the key point is simple: stablecoins are no longer limited to crypto exchanges or Web3 users. Global names from payments, banking, remittances, fintech, and cloud infrastructure are exploring stablecoins because they offer faster settlement, lower transaction friction, 24x7 movement of money, and programmable financial workflows.
If adopted at scale, stablecoins could reshape how enterprises manage liquidity, vendor payments, international trade, and customer transactions.

The larger strategic implication is the growing digital dominance of dollar-backed stablecoins. While the phrase "America plans to conquer the world through stablecoins" is a dramatic social media framing, the business reality is that dollar-based stablecoins could strengthen the US dollar's role in global digital commerce. Instead of replacing traditional banking overnight, stablecoins may quietly become the new transaction rail sitting alongside banks, card networks, and payment processors.

For CIOs, CFOs, CTOs, and digital leaders, this is a development worth watching closely. The rise of enterprise-grade stablecoins will demand new thinking around compliance, cybersecurity, treasury systems, blockchain integration, and regulatory readiness. The companies that understand this early may gain an advantage in building faster, smarter, and more resilient financial infrastructure.

The CXO question now is not whether stablecoins are hype. The real question is whether stablecoins are becoming the next operating layer of global payments — and whether enterprises are ready for that shift.

Channel Point

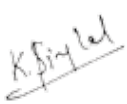
The Hidden Cost of AI: Why Operational Efficiency Will Define Enterprise ROI

As enterprises accelerate AI adoption, industry experts are warning that the next major challenge won't be improving model performance—it will be managing the rising operational costs of deploying AI at scale.

While organizations continue to invest in increasingly capable AI models, the real pressure is expected to come from ongoing expenses such as token consumption, infrastructure requirements, retrieval inefficiencies, and the growing need for human oversight. Together, these factors can significantly impact the long-term return on AI investments.

Many enterprises have focused their AI strategies on model accuracy and capabilities. However, as AI applications move from pilot projects to enterprise-wide deployments, operational efficiency is becoming equally critical. Optimising inference costs, improving retrieval pipelines, reducing unnecessary token usage, and automating governance processes are emerging as key priorities for technology leaders.

Industry observers believe that organisations able to balance AI performance with cost-efficient operations will be better positioned to achieve sustainable business outcomes. As AI adoption matures, CIOs and technology decision-makers are expected to place greater emphasis on FinOps for AI, infrastructure optimisation, and governance frameworks that ensure scalability without compromising profitability. The message is becoming increasingly clear: in the enterprise AI era, sustainable returns will depend not only on building smarter models but also on running them more efficiently.



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