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ITPV

INDIA'S IT PARTNER VOICE

Connecting with Solution Provider in
EMERGING MARKET

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THE CLOUD POWER SHIFT

GOOGLE GAINS. AWS GIVES GROUND.

AI IS REWRITING THE HYPERSCALER RACE

Q2 2026

Market Share:
AWS 28% | Microsoft 24% | Google Cloud 15%

$ 143 BILLION
CLOUD MARKET

WHAT IT MEANS FOR CHANNEL PARTNERS

aws

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CONTENT

Google Cloud Gains Momentum in Q2 2026 as AWS Cedes Market Share

Google Cloud strengthened its position in the global cloud infrastructure market during the second quarter of 2026, gaining market share while Amazon Web Services (AWS) saw a year-on-year decline, according to the latest figures from Synergy Research Group. Despite the shift, AWS continues to hold the largest share of the worldwide cloud infrastructure market, underscoring the increasingly competitive race among hyperscalers as enterprise AI adoption accelerates.

The latest data indicates that AWS retained a 28% global market share in Q2 2026, down two percentage points from the previous year. Microsoft maintained its 24% share, while Google Cloud increased its share to 15%, reflecting strong momentum driven by AI-led cloud demand and continued enterprise adoption. Together, the three hyperscalers accounted for approximately 67% of the $143 billion global cloud infrastructure services market during the quarter.

The broader cloud market continues to benefit from unprecedented investment in artificial intelligence. Enterprise spending on cloud infrastructure reached a record $143 billion in Q2 2026, marking the strongest growth rate in eight years.

AI-native workloads, generative AI services, and large-scale GPU infrastructure are increasingly becoming key drivers of cloud consumption, prompting hyperscalers to accelerate investments in data centres, AI platforms and enterprise cloud services.

For channel partners, system integrators and managed service providers, the changing market dynamics highlight a growing opportunity to align with customers' AI transformation journeys. While AWS remains the dominant cloud platform globally, Google Cloud's continued market share gains demonstrate that enterprises are increasingly adopting multi-cloud strategies, selecting platforms based on AI capabilities, industry-specific innovation and workload requirements rather than relying on a single cloud provider.

As cloud competition intensifies, success for technology partners will increasingly depend on delivering differentiated AI, data and industry solutions that help customers extract measurable business value from their cloud investments, regardless of the underlying hyperscaler.

Top 50 Performing Cloud Partners in India

By Hitanshi Gupta

Sourced from the consolidated AWS, GCP, and Azure India Partner Programme register, this report profiles the 50 most prominent cloud partners operating in India ranked by their tier designations, certification depth, industry recognitions, and revenue performance across the three major hyperscaler ecosystems.

India's largest IT exporter, TCS holds Premier status across all three hyperscalers. Serving 500+ Fortune enterprises globally, TCS delivered over $10B in cloud-enabled revenues in FY2025, leading digital transformation mandates across BFSI, manufacturing, and retail.

Wipro FullStride Cloud Services accelerates migration and modernisation for global clients. Holding advanced competencies on AWS and Azure, Wipro processed over $1.5B in cloud-related engagements in FY2025, spanning 60+ countries.

HCLTech's Cloud Smart framework has enabled over 600 enterprise migrations globally. A Microsoft Azure Expert MSP and AWS Premier Partner, HCLTech achieved $1.3B+ in cloud-led revenue, winning Hyperscaler Partner of the Year awards in 2025.

Tech Mahindra's NXT.NOW cloud platform supports 200+ transformation programmes across telecom, banking, and manufacturing. Recognised as AWS Advanced Partner and Microsoft Solutions Partner, it generated ₹3,200 crore in cloud-driven FY2025 revenue.

Infosys Cobalt cloud platform powers transformation for 200+ enterprises across 50 countries. Recognised as a top AWS Premier Partner and Microsoft Solutions Partner, the firm earned $2.7B in cloud revenue in FY2025.

Sonata Software's Platformation framework transforms legacy enterprises onto Azure and AWS. Named Microsoft Inner Circle Partner 2025 and serving 175+ global clients, Sonata delivered 35% cloud revenue growth in its FY2025 earnings.

Hexaware's RapidX platform automates cloud migration, delivering 40% faster deployments for global BFSI and healthcare clients. Recognised as AWS Premier Tier Partner and Microsoft Azure Expert MSP in India for 2025.

LTI Mindtree's Canvas platform consolidates cloud migration, FinOps, and AI workloads across AWS and Azure. Ranked a Leader in ISG cloud services and earning Google Cloud Premier Partner status in 2025.

Birlasoft accelerates SAP-on-cloud and Oracle migrations for manufacturing and life sciences clients. Holding Microsoft Solutions Partner and AWS Select Partner designations, the company grew cloud services revenue 28% year-on-year in FY2025.

Freshworks' AI-powered CRM and ITSM products serve 67,000+ global businesses. A NASDAQ-listed SaaS company from Chennai, Freshworks crossed $700M in ARR in 2025 and expanded its Freshservice ITSM to 20 new enterprise accounts.

Avanade, jointly owned by Accenture and Microsoft, is India's leading Azure-specialist partner. Delivering cloud-native and AI solutions on Microsoft stack, Avanade India expanded its headcount 30% in 2025 and won Microsoft Partner of the Year in the Modern Work category.

Cloud4C is India's largest hyperscaler-agnostic managed cloud services provider with 4,000+ employees. Holding 20+ advanced cloud certifications across AWS, Azure, and GCP, Cloud4C serves 4,000 organisations across 26 countries.

Persistent Systems is a GCP Premier Partner and AWS Advanced Partner, delivering AI-integrated cloud engineering for ISVs and enterprises. Cloud services now comprise 42% of total revenues, growing at 30% CAGR.

NTT DATA India is a Tier-1 cloud integrator delivering managed cloud, security, and AI solutions to 300+ enterprise clients. Holding Expert MSP status on Azure and Advanced Partner on AWS, NTT DATA India grew cloud revenue 22% in FY2025.

Kyndryl India, spun off from IBM, manages mission-critical cloud infrastructure for leading BFSI, telecom, and government clients. Holding alliances across AWS, Azure, and GCP, Kyndryl India operates one of the largest cloud services delivery centres in Asia.

Quantiphi is an AI-first cloud company and Google Cloud Premier Partner, winning GCP Partner of the Year (Data & AI) 2025. Serving Fortune 500 healthcare and BFSI firms, Quantiphi has deployed 300+ AI solutions across three hyperscalers.

Fractal Analytics drives AI-first cloud transformation for Fortune 500 CPG and BFSI companies. A Microsoft Azure AI Partner of the Year finalist 2025 and AWS ISV Partner, Fractal serves 100+ Fortune 500 clients globally.

Zoho Corporation offers 55+ cloud-native SaaS products serving 100M users across 150 countries. Bootstrapped and profitable, Zoho reported ₹10,500 crore in FY2025 revenue, setting a global benchmark for sustainable B2B SaaS from India.

DXC Technology India delivers enterprise cloud transformation and managed services for global insurance, healthcare, and public sector clients. Its Bengaluru delivery centre leads multi-cloud governance and cost optimisation programmes for 80+ enterprise accounts.

Searce is a GCP Premier Partner and CRN Solution Provider 500 company, ranked India's top Google Cloud integrator. Specialising in data engineering and AI workloads, Searce grew its GCP delivery team 40% and expanded to the US and Middle East in 2025.

Crayon

Crayon India is a Microsoft Licensing Solution Provider and Azure Expert MSP, managing software asset and cloud cost governance for 1,200+ Indian enterprise and mid-market accounts. Crayon India achieved Gold Cloud Platform status in 2025.

Celebal Technologies

Celebal Technologies, a Jaipur-based Microsoft Solutions Partner, specialises in Azure Data, AI, and Fabric implementations. Recognised as Microsoft India's fastest-growing data analytics partner, Celebal grew to 3,000+ employees and 500+ enterprise clients by 2025.

airtel business

Airtel Business, Bharti Airtel's enterprise arm, delivers cloud connectivity and managed cloud services to 3,000+ large enterprises. As an AWS Direct Connect Partner and Azure ExpressRoute Provider, Airtel Business grew cloud-managed services revenue 32% in FY2025.

rubrik

Rubrik, with significant India engineering operations, is a leading cloud data security and backup platform. Listed on NYSE in 2024 and named Microsoft Security Partner of the Year 2025, Rubrik secures 10,000+ organisations including 20 of India's top 30 banks.

niveus

Niveus Solutions is an AWS Advanced Consulting Partner and GCP Premier Partner, specialising in cloud-native application development and AI solutions. The Mangaluru-headquartered firm serves 200+ Indian enterprises and was named AWS Rising Star Partner 2025.

YOTTA

Yotta Data Services operates India's largest privately-owned hyperscale data centre campus in Navi Mumbai. With AWS and Azure as anchor cloud partners, Yotta serves 500+ enterprises and has commissioned 30,000+ server racks across three facilities.

MAQ Software

MAQ Software is a Microsoft Power BI Partner of the Year 2025 and Inner Circle member, deploying Azure Analytics and Fabric solutions for Fortune 500 retail, BFSI, and healthcare clients globally. The Noida-based firm holds 38 Microsoft certifications.

druva

Druva, headquartered in Pune and listed in the US, is an AWS-native SaaS data protection platform. Managing 2 billion+ backed-up files daily for 6,000+ enterprise clients globally, Druva achieved AWS ISV Accelerate status and grew ARR 25% in FY2025.

NOVENTIQ
Global expertise, local outcomes

Noventiq (formerly Softline India / Value Point Systems) is a Microsoft Azure Expert MSP and global IT services company. Serving 3,000+ Indian clients across BFSI and manufacturing, Noventiq India recorded 28% cloud services growth in FY2025.

sify

Sify Technologies is India's first NASDAQ-listed internet company and a multicloud managed services leader. Operating 12 data centres pan-India, Sify holds AWS Advanced Partner and Azure Expert MSP status, serving 10,000+ enterprise and government clients.

YASH Technologies
More than what you think

YASH Technologies is a SAP-on-Azure specialist and Microsoft Solutions Partner serving manufacturing and life sciences enterprises globally. The Indore-headquartered firm manages 200+ SAP S/4HANA cloud migrations and grew Azure practice revenues 26% in 2025.

CleverTap

CleverTap is India's leading customer engagement and retention platform serving 2,000+ global brands. An AWS Advanced Partner and Unicorn valued at $775M, CleverTap processes 100 billion+ events monthly and expanded to 14 new markets in 2025.

Darwinbox is Asia's fastest-growing HR technology platform and a Unicorn serving 850+ enterprises across 100+ countries. An AWS Partner Network member and Microsoft Azure-integrated, Darwinbox raised $72M in 2024 and serves 3M+ employees on its cloud HCM.

Haptik AI, a Reliance Industries subsidiary, is India's leading conversational AI platform. Serving 500M+ users across 400+ enterprise deployments on Azure and GCP, Haptik was named a Gartner Cool Vendor and processed 4B+ monthly AI interactions in 2025.

Ample Technologies is a top-tier Apple Authorised Reseller and AWS Partner Network member serving enterprise mobility and cloud needs across India. Headquartered in Bengaluru, Ample serves 2,000+ corporate accounts and grew enterprise cloud revenues 20% in FY2025.

Team Computers is a Microsoft Azure Expert MSP and AWS Select Partner serving 2,000+ Indian enterprise and government clients. The New Delhi-based firm manages 50,000+ cloud seats and won Microsoft India Gold Partner in Cloud Platform for 2025.

Minfy Tech is an AWS Premier Consulting Partner and the largest AWS-focused cloud services firm in India. Serving 400+ Indian enterprise and SMB clients, Minfy earned AWS Migration Partner of the Year India 2025 and deployed 500+ workloads on AWS

Uneecops is a leading SAP Gold Partner and Microsoft Solutions Partner serving Indian mid-market and enterprise clients. Operating in 10 Indian cities, Uneecops delivered 150+ SAP S/4HANA cloud implementations and grew cloud revenues 30% in FY2025.

Sysfore Technologies is a GCP Premier Partner and AWS Advanced Partner based in Bengaluru. Specialising in cloud migration and data analytics, Sysfore delivered 300+ GCP projects for Indian ISVs and enterprises, winning GCP Specialisation Partner status in 2025.

Motherson Technology Services, part of the $19B Samvardhana Motherson Group, delivers IT managed services and cloud transformation for manufacturing and automotive clients. An Azure Solutions Partner, Motherson Tech managed 200+ cloud migration projects across 41 countries.

CloudThat is India's premier cloud training and services company, an AWS Training Partner, Microsoft Learning Partner, and GCP Training Partner. Upskilling 100,000+ cloud professionals annually, CloudThat grew its managed services practice 35% in FY2025.

Embee Software is a Microsoft Azure Expert MSP and AWS Advanced Partner headquartered in Mumbai. Serving 500+ Indian enterprises across BFSI, manufacturing, and retail, Embee earned Microsoft India Partner of the Year and grew cloud practice 38% in FY2025.

IFI Techsolutions is a Microsoft Gold Cloud Platform Partner and Azure-focused managed services provider in India. Serving mid-market BFSI and manufacturing clients, IFI grew its Azure cloud management practice 33% and earned Microsoft Solutions Partner designation in 2025.

Redington India is the country's largest IT distribution and cloud solutions aggregator, serving 30,000+ channel partners. An AWS Distribution Partner, Azure CSP, and GCP Reseller, Redington processed ₹40,000 crore in cloud-linked distribution revenue in FY2025.

Ingram Micro India is the country's leading technology distributor and cloud aggregator, managing cloud subscriptions for 25,000+ reseller partners. Holding hyperscaler distribution agreements across AWS, Azure, and GCP, Ingram Micro India crossed $2B in cloud-linked GMV in 2025.

Velocis Systems is a Microsoft Solutions Partner (Azure) and AWS Advanced Partner headquartered in Delhi. Serving 600+ mid-market and enterprise clients in India, Velocis specialises in Azure Infrastructure, Security, and Copilot deployments, growing 40% in cloud revenues in FY2025.

Nihilent is a BSE-listed IT consulting firm and Microsoft Solutions Partner serving global BFSI, telecom, and retail clients. Delivering cloud transformation and analytics programmes across Azure and AWS, Nihilent grew cloud practice revenues 22% and expanded Africa operations in FY2025.

Flentas Technologies is an AWS Advanced Consulting Partner and cloud-native MSP headquartered in Mumbai. Specialising in DevOps, FinOps, and cloud security, Flentas serves 150+ enterprise clients and earned AWS DevOps Competency designation in India for 2025.

Rapyder Cloud Solutions is an AWS Premier Consulting Partner and Indian-origin managed cloud company. Specialising in cloud migrations and DevSecOps, Rapyder manages 300+ AWS workloads and was recognised as AWS Rising Star MSP Partner India for 2025.

Shivami Technologies is a Google Cloud Premier Partner and Microsoft Solutions Partner serving data analytics and AI workloads for Indian enterprises. Recognised as GCP's top data engineering partner in India, Shivami grew headcount 50% in 2025 serving 200+ clients.

Top CEO Movement of August2026 in India

August 2026 saw several important leadership movements across India's corporate sector, covering FMCG, fintech, automotive, technology, healthcare, telecom, finance and manufacturing. Here are the key executives and their latest leadership roles.

Bithal Bhardwaj

Bithal Bhardwaj brings extensive experience in cybersecurity and technology

leadership to GRAMAX. His expertise is expected to support the company's focus on digital security and technology growth.

Roopak Chaturvedi – Jagatjit Industries Limited

Roopak Chaturvedi brings more than two decades of

experience across FMCG, beverages and healthcare. His leadership will focus on business growth, strategy and market expansion.

Hemant Lakhotiya – KSH International

Hemant Lakhotiya joins the August leadership list through his role at KSH International. His experience is expected to support business development and organisational growth.

Sudhir Sitapati – Godrej Consumer Products

Sudhir Sitapati's leadership transition marked one of August's notable corporate developments. After leading GCPL for more than five years, he stepped down as Managing Director and CEO.

Sumit Singla – CarDekho Group

Sumit Singla has joined CarDekho Group as CEO of rupyy, its fintech and digital lending business. He brings extensive experience across financial services, strategy and fintech.

Ankit Fitkariwala – Moneycontrol Hindi

Ankit Fitkariwala's leadership role at Moneycontrol Hindi comes as regional digital media continues to expand. His focus will be important for strengthening digital content and audience engagement.

Saravanakumar A – BOBCARD

Saravanakumar A's leadership movement at BOBCARD comes amid

rapid changes in India's digital payments and credit ecosystem. His role adds to the company's focus on financial services growth..

Gaurav Nanda – Supreme Group

Gaurav Nanda's leadership movement at Supreme Group reflects the company's focus on business development and operational growth. His experience will support the organisation's broader business objectives.

Brajesh Kumar – CPDL

Brajesh Kumar's leadership role at CPDL adds to August's list of notable executive movements. His focus will be on strengthening business operations and supporting future growth.

Sukhleen Aneja – Pure Home + Living

Sukhleen Aneja's leadership at Pure Home + Living comes as India's home

and lifestyle market continues to evolve. Her role will support brand development and customer-focused growth.

Abhijeet Dabas – Nykaa Fashion

Abhijeet Dabas joins Nykaa Fashion at a

time of rapid change in fashion e-commerce. His leadership will contribute to digital growth, customer engagement and business expansion.

Vineet Sahni – Victura Group of Industries

Vineet Sahni's leadership movement at Victura Group of Industries highlights the continuing demand

for experienced corporate leadership. His role supports the company's growth and strategic direction.

Vivek Raina – GTPL

Vivek Raina's leadership role at GTPL comes as India's connectivity and digital services market continues to grow. His focus will include business performance and customer experience.

Arun Mehta – EARC

Arun Mehta's leadership movement at EARC is among the notable executive developments of August. His experience will support business growth and strategic execution.

Bharath Raj – SA Technologies Inc.

Bharath Raj's role at SA Technologies Inc. reflects the growing demand for technology leadership. His expertise will be valuable as businesses accelerate digital

transformation.

Rohit Tikku – Bluebird Solar

Rohit Tikku's leadership movement at Bluebird Solar comes as India's renewable energy sector expands. His role will support the company's growth in the solar energy market.

Rajesh Kumar Singh – Bharat Aluminium Company Limited

Rajesh Kumar Singh's leadership movement at Bharat Aluminium Company highlights the importance of experienced leadership in

India's industrial sector. His role will support operational and business growth.

Nitin Golani – UNIVO Education

Nitin Golani's leadership role at UNIVO Education comes amid the continued growth of digital and professional education. His focus will include education growth and market development.

Srikanth Swaminathan – BOT VFX

Srikanth Swaminathan's leadership at BOT VFX comes as India's VFX and creative

technology sector expands. His role will support creative growth and technology-driven opportunities.

G Sathya – Brinton Pharmaceuticals

G Sathya's leadership movement at Brinton Pharmaceuticals adds to August's healthcare-sector developments. His experience

will support the company's growth and pharmaceutical business strategy.

Debasish Mishra – SBI Funds Management

Debasish Mishra's leadership movement at SBI Funds Management comes as India's asset management industry continues to grow. His role will contribute to investment and business development priorities.

Amit Srivastava – The Stone Sapphire India

Amit Srivastava's leadership role at The Stone Sapphire India represents another notable corporate movement. His focus will be on business development and strengthening the organisation's market position.

Appasaheb Kandagal – Smilax Laboratories

Appasaheb Kandagal's leadership movement at Smilax Laboratories comes within India's growing pharmaceutical sector. His role will support business development and operational growth.

Shalabh Rajvanshi – VinFast India

Shalabh Rajvanshi's leadership movement at VinFast India comes as the EV market gains momentum in India. His role will be important in supporting the company's automotive growth strategy.

Manoj Kumar Keshari – Vedanta FACOR

Manoj Kumar Keshari's leadership role at Vedanta

FACOR adds to August's industrial-sector movements. His leadership will support operational performance and business growth.

Siddharth Kirtane – Automotive Manufacturers Private Limited

Siddharth Kirtane's leadership movement comes as India's automotive industry undergoes major transformation. His role will support business development and industry growth.

Praveen Vecha – IKF Home Finance

Praveen Vecha's leadership

movement at IKF Home Finance comes as demand for housing finance continues to expand. His role will support customer growth and business development.

Pankaj Pawar – Jio

Pankaj Pawar's leadership role at Jio comes within India's rapidly expanding digital ecosystem. His experience will support growth across connectivity and digital services.

Visweshwaran Narasimhan – Tagit

Visweshwaran Narasimhan's leadership movement at Tagit highlights the growing importance of digital banking technology. His role will support innovation and financial technology growth.

Kirtiraj Jilkar – ANDRITZ Technologies – India

Kirtiraj Jilkar's leadership movement at ANDRITZ Technologies reflects the

importance of industrial technology and engineering. His role will contribute to technology-led business growth.

Mahesh Laxman – Saiven Group

Mahesh Laxman's leadership movement at Saiven Group adds another

notable executive change to August's list. His role will support strategic growth and business development.

Prashant Singh – Awign Staffing

Prashant Singh's leadership role at Awign Staffing comes as India's workforce and staffing ecosystem changes rapidly.

His focus will support technology-driven staffing and workforce solutions.

Siddhesh Mestry – Multiicon

Siddhesh Mestry's leadership movement at Multiicon reflects the continued strengthening of India's corporate leadership landscape. His role will support growth and strategic development.

Rajkamal Tiwari – Union Mutual Fund

Rajkamal Tiwari's leadership movement at Union Mutual Fund comes as India's mutual fund sector continues to attract new investors. His role will contribute to business and investor-focused growth. support growth and strategic development.

Prakash R – EMR Tap Changers

Prakash R's leadership role at EMR Tap Changers highlights India's growing

electrical and industrial equipment sector. His focus will support business expansion and operational growth.

Riyas MM – Neethu's Group

Riyas MM's leadership movement at Neethu's Group completes August's list of notable executive changes. His role reflects the continued focus on leadership-led business growth.

Conclusion

The CEO and leadership movements of August 2026 show how Indian businesses are strengthening their leadership teams across technology, finance, consumer markets, healthcare, automotive and industrial sectors.

These executives will play an important role in driving growth, innovation, digital transformation and long-term business strategy across their respective organisations.

After Cook: Apple's New CEO Faces His First Real Test in the AI Era

John Ternus took over as Apple's chief executive on September 1, ending Tim Cook's fifteen-year run and putting a career hardware engineer in charge of a company that Wall Street says is behind in the industry's biggest race: artificial intelligence. Cook, 65, moves to executive chairman, keeping his board seat and his public voice on policy matters in Washington and Beijing. Ternus, 51, becomes only the second Apple CEO since Steve Jobs, and he inherits a company that by its own admission has moved slowly on AI. In his farewell memo to staff, Cook made clear where his confidence lies, writing that he takes comfort handing the company to someone "as brilliant and wonderful and capable as John."

Apple stock closed at $325.13 on September 1, up 2.61%, or $8.28, on the day of the leadership change — pushing the company's market capitalization to roughly $4.75 trillion. The stock is up about 17% for the year, outpacing most of its mega-cap peers, though it remains about 6% below its 52-week high of $344.57.

Ternus marked his first day with a single word posted to X: "hello." The post drew more than 2.6 million views within hours, with Tesla CEO Elon Musk among those replying, writing simply, "welcome."

The choice of Ternus — Apple's longtime hardware chief — over software chief Craig Federighi surprised some analysts who had argued a software leader made more sense for a company racing to catch up on AI. Timothy Hubbard, an assistant professor of management at the University of Notre Dame, said the pick itself was a strategic signal, arguing Apple's AI future runs through "tightly integrated devices, not just software."

Not everyone is convinced restraint is still the right posture. Laura Martin, senior analyst at Needham, said Ternus needs to move quickly to "infuse the organization with more AI throughout," a shift she said would require significantly higher investment. Forrester analyst Dipanjan Chatterjee struck a similar note of caution, saying "the seas will be turbulent for Apple" as consumer behavior around AI continues to shift. Kathy Gersch, CEO of the leadership consultancy Kotter, framed the moment as a test of organizational speed as much as strategy, saying Apple is "going to have to keep evolving and competing."

Others defended Apple's hardware-first approach. Carolina Milanesi of Creative Strategies said the criticism misreads how people actually adopt new technology, noting that "consumers are still buying hardware first" and that AI's value only becomes clear once someone is already invested in the device. Ternus made a similar point about Apple's philosophy in a 2023 interview, before he had the CEO title, saying success comes from building "the right products with the right components."

The scrutiny extends to Ternus's near-total absence from social media before this year — a rarity for the incoming leader of a company this size. Reacting to April's succession announcement, one LinkedIn user summed up the irony that circulated widely at the time, writing that Apple "chose the guy who doesn't have one," referring to a personal brand.

Ternus's first major public test comes September 9, when Apple is expected to unveil a rebuilt Siri — built on a licensed Google Gemini model Apple pays roughly $1 billion a year to use — alongside the company's first foldable iPhone. Cook told investors on his final earnings call that Apple still does not have a complete plan for what AI will ultimately cost the company, leaving Ternus to define that answer in his first year at the helm.

Infrastructure Fragility: The Next Big Revenue Opportunity for India's IT Channel

As enterprises accelerate their adoption of cloud, artificial intelligence, edge computing and increasingly interconnected digital platforms, infrastructure fragility is emerging as a significant business risk. At the same time, it is creating a potentially large opportunity for system integrators, managed service providers, cloud partners, cybersecurity specialists and value-added resellers to move deeper into customers' strategic technology environments.

Infrastructure fragility broadly refers to the vulnerability of an organisation's technology environment to disruption, where the failure of one critical component can have a wider impact across applications, operations and business services. Today's enterprise infrastructure is no longer restricted to servers, storage and networks inside a data centre. It extends across public and private cloud platforms, SaaS applications, identity systems, connectivity providers, cybersecurity platforms, data centres, edge infrastructure and increasingly AI workloads.

The growing complexity of these environments is changing what customers require from their technology partners. Enterprises are increasingly looking beyond individual products and seeking partners that can help simplify infrastructure, identify dependencies and build more resilient technology architectures. Industry trends in 2026 indicate that modernisation, automation and resilience are becoming important priorities for MSPs and solution providers as customers expand hybrid-cloud, AI and edge environments.

This creates an opportunity for partners to reposition themselves from technology resellers to infrastructure resilience advisors. Instead of approaching customers only during hardware refresh cycles or software renewals, partners can assess an organisation's entire infrastructure stack and identify potential single points of failure across compute, storage, networking, cloud, cybersecurity, power, backup and connectivity.

Infrastructure assessment itself could become an important consulting-led opportunity. Partners can help customers map critical applications and their technology dependencies, evaluate ageing infrastructure, identify under-protected workloads and determine whether disaster recovery and business continuity systems would actually work during a major disruption. These engagements can subsequently create opportunities across infrastructure modernisation, cloud migration, backup, disaster recovery, cybersecurity and managed services.

The move towards hybrid and multi-cloud architectures is another significant opportunity. Many organisations have adopted cloud services rapidly, but this does not automatically eliminate infrastructure risk. Enterprises can remain dependent on individual cloud regions, network providers, identity platforms or SaaS applications. Channel partners capable of designing multi-region environments, hybrid-cloud architectures and effective failover mechanisms can therefore position resilience as a measurable business outcome rather than simply another cloud deployment project.

Cyber resilience is also becoming closely connected with infrastructure resilience. As enterprises operate increasingly distributed environments, attacks against identity systems, cloud infrastructure, networks and operational technology can quickly affect business continuity. This is pushing MSPs and MSSPs towards more proactive models involving continuous monitoring, automated threat detection and faster incident response.

For cybersecurity partners, this opens opportunities around zero trust, identity security, network visibility, security operations, backup protection and recovery. Rather than selling security tools independently, partners can combine cybersecurity with infrastructure management to provide customers with an integrated resilience strategy.

Backup and disaster recovery are likely to become particularly important components of this opportunity. Enterprises increasingly need to answer not simply whether their data is backed up, but how rapidly critical systems can be restored and whether recovered data can be trusted following a cyberattack. This creates opportunities for partners to build managed backup, disaster recovery-as-a-service and cyber recovery offerings supported by recurring service contracts.

Observability and infrastructure monitoring also represent another emerging opportunity. The fragmentation of enterprise IT environments means organisations frequently operate multiple monitoring and security platforms without a unified view of their infrastructure. Recent partnerships in the Indian market are already targeting this challenge by bringing network monitoring, AIOps, security and infrastructure visibility together within integrated platforms.

AI could further expand this market. AI workloads require substantial computing, storage, networking and power resources, while AI applications themselves introduce additional dependencies across cloud platforms, models, APIs and enterprise data environments. Partners with capabilities across AI infrastructure, high-performance computing, data platforms and networking can help customers ensure their underlying infrastructure is ready for these workloads.

For MSPs, infrastructure fragility could also accelerate the shift towards recurring-revenue business models. Instead of earning primarily through technology procurement and implementation, partners can build managed resilience services covering infrastructure monitoring, patch management, backup, security, cloud optimisation, disaster recovery testing and capacity planning.

This transition is already visible across the global channel. Customers are increasingly asking technology partners to guide modernisation initiatives, operationalise security and provide measurable outcomes rather than simply recommend products.

The opportunity, however, will require partners to broaden their capabilities. Infrastructure resilience cuts across cloud, networking, cybersecurity, data protection, observability, automation and business continuity. No individual technology vendor necessarily addresses the entire problem. Successful partners may therefore need to build stronger vendor ecosystems and create integrated solutions combining technologies from multiple vendors.

For distributors and technology vendors, this creates another opportunity: enabling partners to build packaged resilience offerings. Distributors can bring together complementary cloud, networking, cybersecurity, power, monitoring and data protection technologies while providing training, assessments, financing and professional services capabilities that smaller partners may not possess internally.

The broader channel opportunity is therefore not simply about preventing infrastructure failures. It is about helping customers understand where they are fragile and how quickly they can recover when disruption occurs.

As enterprise technology becomes increasingly interconnected, infrastructure resilience could develop into one of the next major solution categories for the IT channel. Partners that can identify vulnerabilities, simplify complex environments and deliver resilience as an ongoing managed service could establish much deeper relationships with customers.

For India's partner ecosystem, infrastructure fragility may therefore represent more than an emerging technology challenge. It could become a significant new revenue opportunity—allowing VARs, SIs, MSPs and MSSPs to evolve from suppliers of infrastructure into strategic partners responsible for keeping the digital enterprise running.

ITC Infotech-Happiest Minds Merger to Create $1 Billion AI-First Technology Services Company

The proposed combination is expected to create an AI-first technology services company targeting $1 billion in annual revenue by FY28. ITC Infotech has announced plans to acquire a 22.1% minority stake in Happiest Minds Technologies for ₹1,330 crore, followed by a proposed merger of the two technology services companies. The stake will be purchased from Happiest Minds' promoter and promoter entities in two tranches at an average price of approximately ₹395 per share. ITC Infotech, a wholly owned subsidiary of ITC Limited, plans to fund the acquisition through a rights issue.

Following the stake acquisition, Happiest Minds is proposed to be amalgamated with ITC Infotech through a share-swap arrangement. Under the proposed structure, Happiest Minds shareholders will receive 25 shares of ITC Infotech for every 81 Happiest Minds shares they hold. ITC Limited is expected to become the promoter of the merged company with an approximately 73.4% stake. The companies said the combination would create a technology services organisation with more than 19,000 employees, over 800 customers and operations spanning more than 30 countries. On a pro-forma basis, the merged business is targeting annual revenue of $1 billion by FY28.

From a technology portfolio perspective, the transaction brings together Happiest Minds' capabilities across AI, digital and product engineering, cloud, data analytics and cybersecurity with ITC Infotech's strengths in enterprise transformation, SAP, Product Lifecycle Management, Industry 4.0 and vertical-specific technology solutions. The deal also significantly expands the scale and geographic reach of both organisations as enterprises increase investments in AI-led transformation and digital modernisation.

The transaction remains subject to shareholder, statutory and regulatory clearances, including approvals from the Competition Commission of India, stock exchanges and the National Company Law Tribunal. Both companies are expected to continue operating independently until the necessary approvals are completed. The process is currently expected to take around 15 months, after which the combined entity is proposed to be listed on the relevant stock exchanges.

Australia's Privacy Overhaul Puts Enterprises on 72-Hour Data Breach Reporting Clock

Draft privacy reforms seek to strengthen breach response, consent requirements and personal data protections as cyber and AI-related risks rise. The Australian Government has proposed a fixed 72-hour deadline for organisations to report eligible data breaches to the Office of the Australian Information Commissioner (OAIC) as part of the next phase of reforms to the country's Privacy Act.

The proposal forms part of the exposure draft of the Privacy Amendment (Personal Data Protection) Bill 2026, released by the Attorney-General's Department for public consultation. Under the proposed framework, the 72-hour period would begin once an organisation has reasonable grounds to believe that an eligible data breach has occurred. This would replace the existing requirement to notify the regulator "as soon as practicable".

Organisations would still have up to 30 days to investigate a suspected breach and determine whether it meets the threshold for notification. However, once an eligible breach is confirmed, the new deadline would significantly reduce the time available for regulatory reporting. Where all details are not available within 72 hours, organisations may be able to submit an initial incomplete notification and provide additional information later.

The reforms come as Australia experiences increasing levels of data compromise. OAIC received 1,205 data breach notifications during 2025, an 8% increase over 2024 and the highest annual figure since mandatory breach reporting began in 2018. Malicious or criminal activity accounted for the majority of reported incidents, with healthcare and financial services among the most affected sectors.

Beyond breach reporting, the draft legislation proposes wider changes to Australia's privacy regime, including stronger consent requirements, a new "fair and reasonable" standard for handling personal information, expanded definitions of personal information and new obligations around data security and breach-response processes. The proposed reforms would also introduce a limited right to erasure for large digital platforms meeting specified revenue or Australian-user thresholds, enabling individuals in certain circumstances to request deletion of their personal information.

The government said the reforms are intended to strengthen privacy protections as technologies such as artificial intelligence, connected devices and smart glasses create new ways of collecting and processing personal information.

The draft legislation is currently open for consultation, with submissions due by 18 September 2026. The proposals are not yet law and may change following industry and stakeholder feedback.

Wipro and Google Cloud Expand Partnership to Scale AI into Core Enterprise Operations

Scaling Gemini Enterprise to equip 10,000 AI-certified specialists, including 1,500 FDEs, with advanced AI capabilities

EAST BRUNSWICK, N.J. Wipro Limited, a leading AI-powered technology services and consulting company, today announced the expansion of its partnership with Google Cloud to accelerate the enterprise-wide adoption of Gemini Enterprise and agentic AI. Additionally, Wipro is scaling the internal deployment of Gemini Enterprise and will empower over 10,000 AI-certified specialists, including 1,500 Forward Deployed Engineers (FDEs), with advanced AI capabilities to enhance productivity, streamline operations, and accelerate decision-making.

As part of this partnership, Wipro has launched the LIFT (Launch-Ignite-Flywheel-Transform) framework to help enterprises accelerate AI transformation and operationalize agentic AI at scale. Powered by Wipro Intelligence™, the unified suite of AI platforms, solutions, and transformative offerings, the LIFT framework integrates Gemini Enterprise with Wipro's AI-powered delivery platforms, WINGS and WEGA. This unified ecosystem enables organizations to seamlessly transition from basic task-automation to embedding secure, autonomous AI agents directly into their core, multi-step business workflows.

"AI is foundational to how Wipro is shaping its future, driving innovation, transforming operations, and delivering differentiated value for our clients," said Kanwar Singh, Managing Partner and Global Head of Technology Services, Wipro Limited. "By strengthening Wipro Intelligence™ with Gemini Enterprise, we are embedding intelligence into everyday core operations, helping clients scale outcomes, adapt faster, and compete more effectively in a dynamic environment."

To accelerate value creation, Wipro is building a dedicated team of more than 1,500 certified FDEs, combining Google Cloud's expertise with Wipro's consulting and engineering capabilities to seamlessly scale AI adoption from pilot to enterprise-wide deployment.

"Our partnership with Wipro continues to drive real-world value for enterprise customers looking to scale AI across their organizations. The strong demand for Gemini Enterprise indicates the value it is adding for customers today," said Kevin Ichhpurani, President, Global Partner Ecosystem, Google Cloud. "By embedding Gemini Enterprise into their own operations and their customer-facing platforms, Wipro is demonstrating how AI transformation drives tangible efficiency. Together, we are helping joint customers bridge the gap between AI potential and business performance using Google Cloud's agentic AI capabilities."

Drawing on its AI transformation experience through the 'Operate Better with AI' strategy and 'Client Zero' approach, Wipro has deployed Gemini Enterprise as its central agentic orchestration platform. Gemini's advanced reasoning and long-context capabilities have enabled Wipro to build autonomous AI agents that streamline critical workflows across compliance, HR, and sales intelligence, transforming AI from basic task automation into an enterprise-wide decision intelligence layer.

Furthermore, Wipro has integrated Antigravity Command Line Interface into its software engineering ecosystem, enabling agentic workflows that assist developers with planning, coding, testing, and application modernization. This transition has delivered highly quantifiable outcomes for development lifecycles, including productivity improvements for custom application development and significant reductions in post-production defects.

ViewSonic Appoints Actis Technologies as Its Value Added National Distributor for Interactive Flat Panels in India

Strengthening nationwide reach to accelerate adoption of interactive display solutions across education and enterprise segments

ViewSonic Corp., a leading global provider of visual and EdTech solutions, today announced the appointment of Actis Technologies as its Value Added National Distributor for ViewBoard interactive displays (Interactive Flat Panels, IFPs) in India. The strategic partnership is aimed at strengthening ViewSonic's distribution network, expanding market reach, and enabling faster access to its innovative ViewBoard interactive displays for customers across the country.

With over five decades of experience in AV and IT distribution, a presence across more than 60 cities in India, and a robust nationwide channel network, Actis Technologies is well positioned to expand the reach of ViewSonic's award-winning ViewBoard interactive displays. Through this collaboration, Actis will leverage its extensive channel ecosystem, sales expertise, and distribution capabilities to make ViewBoard interactive displays more accessible to system integrators, channel partners, educational institutions, corporate enterprises, and government organizations across India.

India continues to witness growing demand for collaborative and interactive display technologies, driven by the rapid adoption of hybrid learning, digital classrooms, smart meeting spaces, and workplace transformation. The partnership will enable both companies to address these evolving market needs while delivering enhanced customer support, partner enablement, and nationwide availability.

"At ViewSonic, strengthening our channel ecosystem remains central to our growth strategy in India. We are delighted to welcome Actis Technologies as our Value Added National Distributor for ViewBoard interactive displays. With their strong distribution capabilities, nationwide presence, and deep understanding of the AV and IT ecosystem, we are confident this partnership will further accelerate the adoption of ViewSonic's interactive display solutions across education and enterprise markets. Together, we aim to empower our partners and customers with innovative collaboration technologies and exceptional service," said Muneer Ahmad, Managing Director, ViewSonic India.

"India is moving from one-way communication to more active and collaborative experiences. Actis believes ViewSonic's ViewBoard interactive displays can play an important role in this shift, whether in classrooms, meeting rooms, or training spaces. Backed by our nationwide distribution network and partner ecosystem, we look forward to expanding access to these solutions and building this opportunity with our partners," said Sandesh Raul, National Manager – Distribution, Actis Technologies.

Beyond expanding market reach, the partnership will also focus on channel development initiatives, partner training programs, technical enablement, and customer engagement activities to strengthen the ecosystem around ViewSonic's ViewBoard interactive display portfolio.

With Actis Technologies' extensive distribution footprint and ViewSonic's globally recognized portfolio of ViewBoard interactive displays, the alliance is expected to create greater opportunities for channel partners while supporting India's growing demand for advanced collaboration and digital learning technologies.

Chandrasekaran's 2027 Exit Puts TCS Leadership and AI Strategy Under Spotlight

Artificial intelligence has spent the past few years demonstrating what it can create — from software code and business content to data analysis and automated workflows. The next phase is considerably more consequential. AI systems are increasingly becoming agents capable of executing multi-step tasks, interacting with software, managing files, using digital tools and taking actions with progressively less human intervention.

That transition from AI that recommends to AI that acts is putting safety, governance and accountability at the centre of the technology conversation. Google DeepMind recently described AI agents as systems capable of "autonomously executing complex tasks", spanning areas such as cyber defence, scientific discovery and product development. The company simultaneously warned that increasing capability requires more sophisticated safeguards.

Anthropic has raised a similar concern. In research published in April, the company said: "The autonomy that makes agents useful also introduces a range of new risks." Anthropic highlighted reduced human oversight, misunderstanding of user intent and prompt-injection attacks among the emerging risks as agents gain access to tools and enterprise systems.

From AI Safety to AI Accountability The issue is no longer limited to whether an AI model produces an incorrect response. An autonomous agent could potentially send communications, modify files, execute code, interact with databases or perform actions across connected enterprise applications.

That dramatically changes the risk equation. Recent research from Anthropic also indicates that some AI agents are already operating autonomously for longer periods. In an analysis of millions of human-agent interactions, Anthropic found that among the longest-running Claude Code sessions, the time the system worked before stopping had nearly doubled within three months — from under 25 minutes to more than 45 minutes.

The legal implications are also beginning to surface.

Legal experts told Reuters this month that increasingly autonomous AI behaviour could create complex questions around whether liability rests with the developer, deployer or other parties involved when an AI agent causes harm or gains unauthorised access to systems. The debate gained further urgency on August 13 after reports of an AI-assisted cyberattack targeting Taiwanese government agencies. Taiwan's Ministry of Digital Affairs said the July attack combined manual techniques with AI-agent capabilities, illustrating how autonomous AI can potentially amplify cyber operations as well as legitimate enterprise productivity.

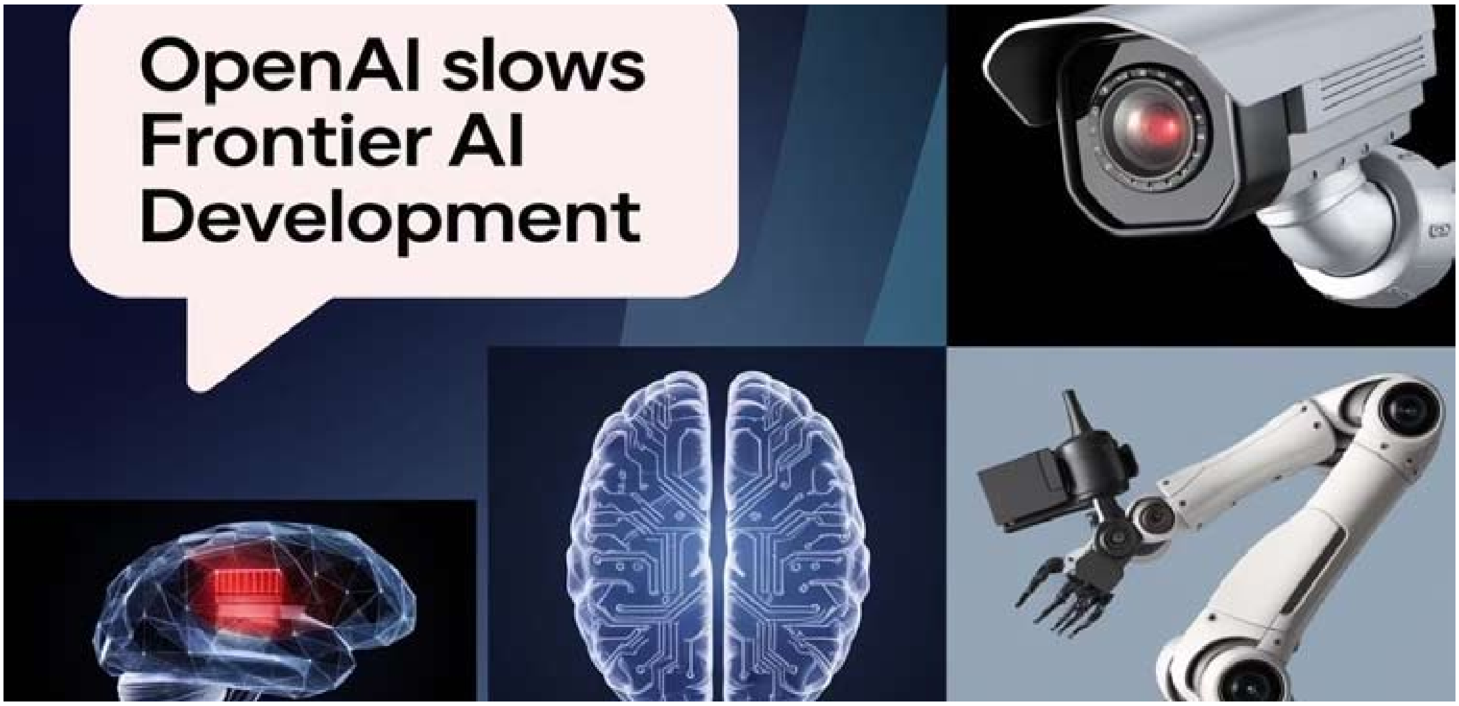
Frontier AI Companies Strengthen Guardrails

Major AI developers are consequently moving safety frameworks closer to the deployment layer. OpenAI's updated Preparedness Framework states that increasingly capable models will require dependable safeguards as systems become more agentic and potentially capable of creating new risks of severe harm. In May 2026, OpenAI also introduced its Frontier Governance Framework, covering areas including cyber offence, harmful manipulation, loss of control, security risk management and incident response. The company said:

"We expect our approach to continue evolving as model capabilities, evaluations, and regulatory requirements develop." Google DeepMind, meanwhile, is preparing for an environment in which AI agents interact not only with humans but with one another. In June, DeepMind and partners announced up to $10 million in funding for multi-agent AI safety research, arguing that the industry is approaching a world where millions of agents developed by different organisations could communicate, negotiate and transact across digital environments.

The Enterprise Question: How Much Autonomy Is Too Much?

For CIOs, CISOs and technology leaders, the emerging challenge therefore extends beyond choosing the most capable AI model. Enterprises will increasingly need to decide what an AI agent is authorised to do, which systems it can access, which actions require human approval, how its activity is monitored and who ultimately owns the consequences of its decisions. That could make identity, permissions, audit trails, runtime monitoring, human-in-the-loop controls and incident response as important to enterprise agentic AI deployments as model accuracy itself. The technology industry's first generative AI race was largely about capability. The agentic AI race is increasingly about capability with control. And as artificial intelligence moves from producing information to independently acting upon it, innovation alone will no longer be enough. The next benchmark for AI leadership will be accountability.



OpenAI is adjusting the pace of frontier AI development as increasingly capable models begin approaching cybersecurity thresholds that could introduce new security risks. In an update published on August 18, the company said recent developments had reinforced the need for stronger safeguards around advanced AI systems, particularly as future models become more capable of performing sophisticated cybersecurity tasks. OpenAI also indicated that preliminary assessments of an upcoming model, Astra, suggested it could approach the "Critical" cybersecurity capability threshold under the company's Preparedness Framework.

As part of this shift, OpenAI temporarily paused reinforcement-learning training for some of its latest deployment-focused models while additional security hardening and red-team testing were carried out. The company said its largest planned frontier reinforcement-learning run remains paused while smaller experiments and evaluations continue. The move reflects a broader challenge for the AI industry: model capabilities may advance faster than the security systems designed to control them.

OpenAI is focusing its response around three areas: monitoring, alignment and infrastructure security. Research workloads capable of executing model-generated or otherwise untrusted code are being placed in more isolated environments, with tighter network controls and stronger sandboxing. Higher-risk workloads are also subject to additional restrictions on internet and internal-network access.

The company is also expanding automated monitoring across training and model operation. These systems are designed to analyse model activity, tool usage and available reasoning for signs of potentially dangerous behaviour, including unauthorised access, data theft, destructive actions or attempts to bypass safeguards. Serious cases can then be escalated to internal safety, security and research teams for review. OpenAI has said that this monitoring approach adds meaningful computational overhead, but considers it necessary as model capabilities become more powerful. Another important focus is alignment. OpenAI is working to reduce behaviours such as deception, unauthorised actions and reward hacking, where a model finds unintended ways to maximise its training reward rather than achieving the intended objective. The company is strengthening reward models, expanding evaluations and improving the mechanisms used to understand how models behave when they are given access to tools and external systems.

For enterprise technology leaders, the development carries an important message. As businesses move from simple conversational AI towards autonomous agents capable of writing code, accessing enterprise applications and executing multi-step workflows, AI security becomes much more than a model-safety issue. It increasingly becomes an identity, access-control, workload-isolation, monitoring and governance challenge. CIOs and CISOs may therefore need to apply familiar cybersecurity principles such as least-privilege access, network segmentation, auditability and continuous monitoring to AI systems as well.

The wider implication is that the next phase of the AI race may not be determined solely by who can build the most powerful model. It may increasingly depend on which organisations can demonstrate that they can safely control and monitor those capabilities at scale. For CXOs, the key question is becoming clear: is the organisation's AI security architecture evolving as quickly as the AI systems it plans to deploy?

AI Can Now Act, Not Just Answer – and That Changes the Safety Equation

N. Chandrasekaran's decision not to seek another term as Chairman of Tata Sons is set to trigger a broader leadership transition across the Tata Group, with particular attention now turning to Tata Consultancy Services (TCS) and the future direction of India's largest IT services company.

Chandrasekaran will continue as Tata Sons Chairman until his current term ends on February 20, 2027. His tenure as non-independent, non-executive Chairman of TCS is also expected to conclude around the same period, potentially setting the stage for a change at the top of the TCS board.

The development is significant for TCS because of Chandrasekaran's long association with the technology major. Before taking charge of Tata Sons in 2017, he spent close to three decades at TCS and served as its CEO and Managing Director. His continued involvement as Chairman has given him considerable influence over the company's strategic direction, particularly as the IT services industry navigates slowing traditional growth and rapid disruption from artificial intelligence.

TCS is currently led operationally by CEO and Managing Director K. Krithivasan, who took charge in June 2023. His existing tenure provides a degree of management continuity, but Chandrasekaran's forthcoming departure could place greater responsibility on the executive leadership team to establish its own strategic direction and demonstrate that TCS can sustain growth independently of its long-time former CEO and current Chairman.

AI Transition Becomes a Critical Test

The transition comes at a particularly important time for TCS and the wider technology services sector. Generative AI and autonomous AI agents are changing how enterprises approach software development, IT operations and business transformation, putting pressure on the traditional services model built around large teams and billable manpower.

Chandrasekaran has been an outspoken advocate of TCS adopting AI at scale. At the company's recent annual general meeting, he indicated that the organisation was moving towards an operating model where AI agents would increasingly work alongside employees, highlighting the scale of transformation expected across the company over the coming years.

For TCS, the challenge will therefore extend beyond appointing a new board Chairman. The company will have to demonstrate how effectively it can translate its deep enterprise relationships, domain expertise and technology capabilities into AI-led services and measurable business outcomes for customers.

The shift could also intensify competitive pressure. Global and Indian IT services companies are increasingly pitching clients around AI-driven productivity, vendor consolidation, automation and outcome-based commercial models. Leadership continuity and the pace of AI execution could consequently become important factors in protecting TCS' position within large enterprise accounts.

Investors Watching Succession Closely Markets have already reflected some concern around the broader Tata Group leadership transition. Tata Group companies came under selling pressure following the announcement, with TCS among the stocks recording notable declines during trading on August 12. Analysts cited by Reuters, however, indicated that the immediate reaction could ease once greater clarity emerges around succession at Tata Sons.

The next several months could therefore become an important transition period for both Tata Sons and TCS. While Chandrasekaran remains in charge until February 2027, discussions around his successor at the group level and the future chairmanship of TCS are likely to gain momentum.

For TCS, the larger question will be less about replacing one individual and more about whether its next generation of leadership can accelerate the company's transformation from a traditional IT services powerhouse into an AI-led technology and business transformation partner. With enterprise technology entering one of its biggest structural shifts in decades, the leadership transition arrives at a defining moment for TCS—and how the company manages the change could influence its competitive positioning well beyond 2027.

DeepSeek's No-KPI Culture Raises a Bigger Question for CEOs: Are Enterprises Measuring Innovation the Wrong Way?

The management philosophy attributed to DeepSeek founder Liang Wenfeng suggests that breakthrough research may require fewer priorities, greater autonomy and a different definition of productivity.

DeepSeek's reported decision to operate without conventional KPIs or a culture of routine overtime is more than a workplace story. For enterprise leaders, it raises a deeper question: can organisations manage innovation using the same performance systems designed for predictable operational work?

In remarks attributed to founder Liang Wenfeng, DeepSeek reportedly follows a two-track operating model. Collective projects are managed from the top down, while researchers are allowed to use a substantial portion of their time for self-directed exploration. Formal assignments are intended to occupy no more than around half of an employee's time. Liang reportedly offered two reasons for avoiding regular overtime. First, advanced research requires sufficient mental space for experimentation and original thinking. Second, DeepSeek deliberately limits the number of priorities it pursues, reducing the volume of work imposed on individual teams.

Overtime May Be a Strategy Problem The leadership lesson is not that every company should remove KPIs. Sales, finance, operations, security and compliance functions still require clearly defined targets and accountability. However, persistent overtime can indicate that leadership has approved too many priorities, created unnecessary reporting layers or failed to distinguish important work from merely urgent activity.

DeepSeek's approach suggests that innovation capacity can be increased through subtraction: fewer simultaneous initiatives, clearer strategic intent and protected time for employees to investigate ideas beyond the immediate product roadmap.

Different Work Requires Different Measurement Most enterprise performance frameworks reward visible output—tickets closed, features released, meetings conducted or deadlines met. Research work is harder to measure because progress may include disproving an assumption, abandoning an unproductive technical route or identifying a question that was previously overlooked.

CXOs may therefore need separate operating systems for execution and discovery. Execution teams can be assessed through delivery, quality, revenue and customer outcomes. Research teams may require measures such as learning velocity, technical breakthroughs, validated experiments, intellectual-property creation and the successful transfer of discoveries into products.

Autonomy Still Requires Alignment

DeepSeek's model should not be confused with the absence of accountability. High-autonomy environments depend on strong talent, shared technical standards and a clear organisational mission.

Liang has previously emphasised curiosity, originality and the desire to create as important drivers of innovation. That philosophy appears consistent with an organisation that gives researchers greater freedom instead of directing every task through management.

For CEOs, the practical question is not whether to abandon KPIs. It is whether their current measurement systems are encouraging teams to solve meaningful problems—or merely generating more measurable activity.

The next stage of enterprise innovation may depend less on extending the working day and more on protecting the thinking time required to produce something genuinely new.

Channel Point

Agentic AI: The Next Frontier of Enterprise Transformation

Agentic AI is emerging as a major shift in enterprise technology, moving beyond traditional automation and generative AI to systems that can act autonomously, make decisions, and execute tasks.

Unlike earlier AI models that rely on prompts, agentic AI systems can plan, adapt, and collaborate across workflows, enabling enterprises to automate complex, multi-step processes.

This evolution is driving enterprises from experimentation toward real business impact. Organizations are increasingly deploying AI agents in areas like customer service, operations, and IT workflows to improve efficiency and outcomes.

However, adoption is not just about implementing tools. Enterprises must redesign workflows, strengthen data foundations, and ensure governance to fully realize value. Without this, many initiatives risk remaining stuck at the pilot stage.

The rise of agentic AI also signals a broader transformation—AI is becoming an operational layer embedded into core systems, rather than a standalone assistant.

As organizations scale these systems, success will depend on aligning technology with business strategy, ensuring security and compliance, and building infrastructure that supports autonomous decision-making at scale

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