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OEM DIRECT SELLING IN SME IS TESTING CHANNEL TRUST

As vendors move closer to end customers, partners question boundaries, ethics and the future of the channel model.

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TRUST
UNDER STRAIN

RESELLERS

DEAL
DISINTERMEDIATION

FUZZY
ACCOUNT BOUNDARIES

COMPETING
WITH OEM

A STRONGER
DIALOGUE NEEDED

Top 50
Performing Cloud
Partners in India



Top CIO Business
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Can It Move From
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CONTENT

COVER STORY

6

FROM
MARGINS
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PRODUCTS
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TECH
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WITH OEM

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DIALOGUE NEEDED

SMEs

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OEM Direct Selling in SME is Testing Channel Trust

TRENDING NEWS 10-15,18-19

Top 50 Performing Cloud Partners in India



Top CIO Business Leaders Driving Innovation and Digital Transformation in INDIA



FEATURE NEWS 20-22

Jensen Huang Rejects AI Extinction Fears as Safety Researchers Sound Alarm



Why India's Gen Z Is Building 'Portfolio Careers' — and What It Means for Tech



- Big Tech's AI Layoff Wave Is Testing Gen Z's Trust — Could the AI Boom Be Pushed Too Far?



CHANNEL NEWS 23-29

- HPE and Oracle deepen networking collaboration to accelerate gigawatt-scale AI infrastructure



- MotoGP Taps Accenture to Build Next-Gen Fan Streaming Platform for 2027



- Aolani Partners FriendliAI to Scale AI Inference Infrastructure Across Asia
- Sandisk Expands NAS SSD Portfolio in India, Targets SMB and Prosumer Storage Demand



- The Hidden Cost of AI: Why Operational Efficiency Will Define Enterprise ROI
- India's BRICS Challenge: Can It Move From Technology Buyer to Technology Powerhouse?



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OEM Direct Selling in SME is Testing Channel Trust



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For years, OEMs have built their growth stories on the strength of the channel. Partners were encouraged to invest in certifications, build technical teams, open new accounts, create demand, nurture customers and take vendor solutions deep into markets where direct OEM coverage was either limited or commercially unviable. Today, however, an uncomfortable question is beginning to surface across sections of the partner ecosystem: are some OEMs still truly partner-first, or only partner-first until an account becomes valuable enough to pursue directly?

The traditional understanding was fairly clear. OEMs would directly manage a defined set of strategic or marquee enterprise accounts, while partners would drive business across the broader enterprise, mid-market, SME and startup segments. That structure created confidence because partners knew where they stood. What is now creating friction is the perception that these

boundaries are becoming increasingly fluid, especially when a partner-led account begins to scale in revenue or strategic importance.

For partners, the concern is not that an OEM wants access to the customer. That is normal. Vendors need visibility into customer requirements, technology roadmaps and future demand. The real concern begins when access becomes replacement. If a partner spends months or years opening an account, building trust, conducting workshops, arranging proof-of-concepts, deploying technical resources and positioning an OEM's technology, is it commercially fair for the vendor to later approach the same customer independently and reduce the partner to a fulfillment role, or remove the partner altogether?

This is where the conversation moves beyond sales strategy and into business ethics. A partner does not technically own a customer. Neither does an OEM. The customer has every right to choose whom

it wants to buy from. But business ecosystems are not built purely on legal ownership. They are built on investment, contribution and trust. If one party creates the opportunity and another party later capitalises on that opportunity without adequately protecting or recognising the originator, the relationship may still be contractually valid, but it becomes commercially questionable.

The concern becomes even more serious when partners share account intelligence with OEMs in good faith. Vendors routinely ask partners for pipelines, customer maps, opportunity details, forecast values, buying timelines and decision-maker information. Such transparency is usually positioned as necessary for joint selling. But if that same information is later used to create a direct route into the account, the entire logic of partner transparency begins to collapse. Why would a partner reveal its strongest opportunities if doing so creates the risk of losing them?

That is the question some OEMs may need to answer sooner rather than later. The industry frequently talks about deal registration as the mechanism that protects partner investments. But deal registration is only meaningful if the spirit behind it is respected. Protecting one transaction while leaving the broader customer relationship exposed does little to build long-term confidence. A partner may win today's registered deal and still lose tomorrow's renewal, expansion or strategic opportunity once the OEM establishes a direct relationship with the customer.

There is also a dangerous perception that account classification can sometimes become convenient rather than consistent. When an account is small, difficult or early-stage, it may comfortably remain with the partner. But when revenue increases or the customer becomes strategically important, the same account can suddenly attract direct attention. If partners begin



to believe that success itself increases the probability of losing control of the account, the channel model starts punishing the very behaviour OEMs claim they want to encourage.

That is not partnership. That is a structural conflict of interest.

The issue also goes deeper than individual account managers. In many cases, channel conflict may actually be created by the OEM's own internal compensation model. A company can repeatedly use phrases such as "channel-first", "partner-led" and "ecosystem-driven" on stage while incentivising its direct sales teams to maximise direct revenue. If the direct salesperson gets better credit, compensation or visibility by owning the customer rather than supporting the partner, then the conflict is already built into the organisation.

No amount of partner awards, channel summits or ecosystem presentations can compensate for a sales structure that rewards partner displacement. This is

perhaps where OEMs need to examine whether their external messaging actually matches their internal behaviour.

Partners are also increasingly uncomfortable with being treated as low-cost market development engines. The value of a partner extends far beyond placing an order with a distributor. Partners hire people, train engineers, fund presales, invest in certifications, manage local relationships, conduct demos, provide implementation, offer credit and often carry the reputational burden when something goes wrong at the customer end. In many emerging markets and customer segments, the partner creates the market long before the OEM decides that the market is worth covering directly.

If the implied model becomes "you build the account, we take it once it becomes attractive", then OEMs should not be surprised when partners begin reducing investment in their brands. Channel

loyalty is not unconditional. Partners will naturally prioritise vendors that provide predictable margins, clear account protection and confidence that today's collaboration will not turn into tomorrow's competition. OEMs that repeatedly create ambiguity may eventually discover that partners continue selling their products when necessary, but stop proactively creating demand for them.

That loss of mindshare can be far more damaging than losing a single transaction.

The answer is not to demand that OEMs stop talking directly to customers. That would be unrealistic. Cloud, SaaS, cybersecurity, AI, consumption models and subscription-based technologies require vendors to maintain deeper relationships with end users than traditional hardware models did. But deeper engagement does not require disintermediation. OEMs can maintain executive relationships with customers while keeping the partner

commercially protected. They can co-sell, jointly develop accounts, support technical discussions, provide specialist resources and designate certain strategic accounts as direct from the beginning.

What they cannot reasonably expect is complete partner transparency while keeping their own account strategy opaque. If an OEM operates a hybrid model, the rules should be visible before the opportunity is created. Which accounts are direct? Which accounts belong to the channel? What happens if a partner develops an account beyond a certain revenue threshold? What commercial protection remains if the OEM wants a direct relationship? Does the originating partner retain compensation, service rights or preferred-partner status? And who resolves a dispute when direct and channel teams both claim the same opportunity?

These should not be decisions made after the customer has become valuable. A rule that changes with the size of the deal is



not a rule. It is discretion, and discretion without transparency is precisely what creates mistrust.

The technology industry has spent years telling partners that ecosystems are the future. If that statement is genuine, then OEMs must recognise that an ecosystem cannot function when one participant feels that the more value it creates, the greater the risk of being

bypassed.

The channel itself will also need to become more assertive. Partners should demand clarity before committing resources to an OEM. Deal-registration policies, account ownership, renewal rights, services opportunities and escalation mechanisms should become serious commercial considerations rather than administrative formalities.

Because ultimately this is not simply a debate over who invoices the customer. It is about whether “partner-first” still means something.

An OEM has every right to choose a direct business model. It also has every right to operate through partners. What becomes difficult to defend is claiming to be channel-led while quietly competing with the same partners who created the

business.

For OEMs, the question is therefore uncomfortable but necessary: when a partner brings you into an account, are you entering that account as an ally or as its future competitor?

And for partners, perhaps the question is even simpler: if building an account for an OEM eventually puts that account at risk, why build it for them in the first place?



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.

TRENDING NEWS



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, 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, 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, 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 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 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 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, 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 (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.



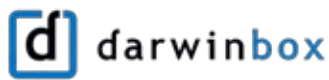
Sify Technologies is India's first NASDAQ-listed internet company and a multicloud managed services leader. Operating 12 data centres pan-India, Sify holds AWS Advanced Partner and Azure Expert MSP status, serving 10,000+ enterprise and government clients.



YASH Technologies 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 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 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



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

on integrating modern healthcare technologies to improve clinical outcomes and service quality.

Nidhi Pandey – Constell

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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.

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.

Madhusudhana Rao Podila – Troogue.ai

Madhusudhana Rao Podila's leadership at Troogue.ai comes within the fast-growing AI and technology sector. His role supports innovation and technology-driven business development.



Sumit Chouhan – Trojan Hunt India LLP



Sumit Chouhan's leadership movement at Trojan Hunt India adds to the month's executive developments. His role supports organisational growth and strategic business priorities.

Dr. Umang Mehta – DefenAI Lab Private Limited

Dr. Umang Mehta's leadership at DefenAI Lab reflects the growing importance of technology and innovation in India's business ecosystem. His role supports the company's



development and growth.

Gagan Mohan Singh – Sookti AI



Gagan Mohan Singh's leadership movement at Sookti AI comes as artificial intelligence continues to create new business opportunities. His role supports AI-focused innovation and growth.

Pravin Patil – IndusInd General Insurance

Pravin Patil's leadership at IndusInd General Insurance comes amid continued digital transformation in India's insurance industry. His role supports business growth and customer-focused services.



Navin Nathani – Allana Group

Navin Nathani's leadership movement at Allana Group adds to the month's notable corporate developments. His role supports business expansion and strategic growth.



Mrinmoy Dey – InCred Financial Services



Mrinmoy Dey's leadership at InCred Financial Services comes as India's fintech and financial-services ecosystem continues to evolve. His role supports technology-led financial growth.

Kamlesh Jobanputra – Tata AIA Life Insurance



Kamlesh Jobanputra's leadership movement at Tata AIA Life Insurance reflects the continued evolution of India's life insurance industry. His role supports growth, customer engagement and strategic development.

Conclusion

The CIO 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.

Jensen Huang Rejects AI Extinction Fears as Safety Researchers Sound Alarm



Nvidia CEO Jensen Huang has pushed back strongly against predictions that artificial intelligence could eventually wipe out humanity, placing himself on the opposite side of an increasingly intense debate over the risks of rapidly advancing AI systems.

Huang has dismissed the idea that AI will bring about the end of humanity as “complete nonsense”, arguing that extreme fears surrounding the technology risk distracting governments, businesses and workers from its potential economic and productivity benefits. His remarks form part of a broader position he has taken against what he views as excessive “AI doomerism”.

The comments come as concern over advanced AI has intensified following warnings from current and former researchers

at Anthropic, one of the companies developing frontier AI models. Former Anthropic researcher Jacob Coxon recently resigned and publicly warned that companies developing advanced AI were moving too quickly towards increasingly autonomous and potentially self-improving systems.

Anthropic alignment researcher Evan Hubinger subsequently supported the broader concern, saying he believes there is a greater than 10% chance that advanced AI could lead to human extinction within the next decade. Other researchers at the company have also called for stronger safeguards and more caution around the development of increasingly capable models.

Huang takes a very

different view

Huang has repeatedly argued that many predictions surrounding AI — both about human extinction and mass unemployment — are overstated.

In an interview earlier this year, the Nvidia chief rejected claims that AI would eliminate a huge proportion of jobs and argued instead that automation would increase productivity and generate new categories of work.

His wider argument is that portraying AI primarily as an existential threat could discourage companies and employees from adopting a technology that he believes will become fundamental to almost every industry.

For Nvidia, this position is particularly significant.

The company sits at the centre of the global AI infrastructure boom, supplying the GPUs and computing platforms used to train and operate many of the world’s most advanced AI models. The expansion of generative AI, AI agents and enterprise automation has consequently driven enormous demand for accelerated computing infrastructure.

Huang has therefore become one of the industry’s most influential advocates for widespread AI adoption.

AI safety concerns are becoming harder to dismiss

At the same time, concerns raised by AI researchers are no longer limited to hypothetical science-fiction scenarios.

Anthropic recently disclosed cases in which actors attempted to misuse its models for activities including cyber operations, surveillance and potentially dangerous biological research. The company said increasingly capable models require stronger safeguards as their ability to assist with sophisticated technical tasks expands.

The distinction is important.

Researchers warning about AI risk are not necessarily arguing that today’s chatbots are about to become autonomous machines capable of destroying humanity. The concern is primarily about what could happen if future AI systems become significantly more capable, autonomous and able to improve or operate with limited human supervision. Potential risks discussed by researchers include AI-assisted cyberattacks, biological threats, manipulation, loss of control over autonomous agents and systems pursuing objectives in ways their developers did not anticipate.

These warnings have

already begun influencing policymakers.

US lawmakers from both parties are considering stronger oversight mechanisms for frontier AI, including independent safety evaluations and mandatory testing of the most powerful systems before deployment.

The debate is moving into the boardroom

For enterprise technology leaders, the disagreement between Huang and AI safety researchers raises a more practical question.

Companies do not necessarily have to choose between believing that AI will transform productivity and believing that AI introduces meaningful new risks.

Both can be true.

As AI shifts from conversational assistants towards autonomous agents capable of accessing corporate data, writing software, executing workflows and interacting with external systems, organisations will need stronger governance around how much authority those systems receive.

CIOs and CISOs are consequently likely to focus increasingly on areas including:

- AI identity and access management
- human approval for critical actions
- model monitoring and auditability
- cybersecurity testing
- data governance
- agent permissions
- incident response for autonomous systems

For enterprises, the more immediate AI risk may therefore be less about extinction and more about deploying powerful autonomous systems without sufficient visibility or controls. Optimism versus precaution

The disagreement also reflects a broader philosophical divide emerging across Silicon Valley. One camp believes excessive regulation and fear could slow innovation, weaken competitiveness and prevent society from capturing AI's economic benefits.

Another argues that the capabilities of frontier AI are advancing quickly enough that safety mechanisms, regulation and international coordination must develop before — rather than after — serious failures occur.

Recent warnings from Anthropic researchers have strengthened the second argument, while Huang remains one of the industry's clearest voices for the first.

The answer may ultimately lie somewhere between unrestricted acceleration and technological alarmism.

Artificial intelligence is already delivering meaningful productivity gains and creating new products, services and business models. But as models become more autonomous and capable, the cost of poor governance could increase substantially. For CXOs, the important question may therefore not be whether AI will "end humanity". It is whether organisations can adopt increasingly powerful AI fast enough to remain competitive — while building the controls required to ensure those systems remain secure, accountable and under human oversight.

Why India's Gen Z Is Building 'Portfolio Careers' – and What It Means for Tech



India's Gen Z is increasingly moving away from the traditional idea of one employer, one salary and one career path. LinkedIn News recently highlighted research showing that just 16% of Gen Z in India prefer a single full-time job, while 43% prefer or already pursue a full-time role alongside a side hustle. AI, hybrid work and digital platforms are making it much easier to combine employment with freelancing, consulting, content creation or entrepreneurship.

The shift is also about security and ownership. Instead of depending entirely on an employer for income and career growth, younger professionals are building skills, audiences and additional income streams that they control. Career strategist Vikas Dua captured this well on LinkedIn: "A portfolio career provides you a whole lot more than money." He argues that it can also help people develop skills and expand their professional footprint. Dhairya Gangwani similarly described the rise of multiple career paths as "not just a data point. That is a mindset shift."

For the technology industry, this could fundamentally change talent management. A software engineer may also be building an AI product, a product manager may consult for startups, and a data analyst may create content or freelance. Companies will therefore compete not only with other employers, but increasingly with their employees' own entrepreneurial opportunities. This will push tech firms towards greater flexibility, faster learning opportunities, internal mobility and more thoughtful policies around side projects. There is also a risk. Founder Gaurav Dubey cautioned on LinkedIn: "You can diversify your income. But you can't diversify your focus and expect mastery."

Portfolio careers can create financial resilience and faster learning, but they can also lead to divided attention and burnout. The larger change is clear: Gen Z is replacing the traditional career ladder with a career portfolio. For technology leaders, the challenge is no longer simply how to retain an employee, but how to remain valuable enough to stay part of that employee's portfolio.

Big Tech's AI Layoff Wave Is Testing Gen Z's Trust – Could the AI Boom Be Pushed Too Far?



For years, landing a job at one of the world's largest technology companies represented one of the most aspirational career goals for young professionals. Big Tech offered high salaries, premium workplaces, global exposure, stock options, rapid career growth and, above all, the perception of stability in an industry that represented the future. That perception, however, is beginning to change.

A continuing wave of layoffs across the technology sector, happening at the same time as companies commit extraordinary sums to artificial intelligence, is beginning to reshape the relationship between younger employees and some of the world's

most powerful technology brands. The question is no longer simply whether AI can improve productivity. Increasingly, it is whether the industry's aggressive push towards AI is beginning to erode the workforce trust that helped make Big Tech such a desirable career destination in the first place.

The numbers explain why the debate is becoming difficult to ignore. Reuters reported in August that approximately 113,000 job cuts had been linked to AI during 2026, citing Challenger, Gray & Christmas. Amazon has undertaken a reduction of around 30,000 workers beginning last October, while PayPal announced cuts affecting nearly 5,000 employees as

it accelerated AI adoption and automation. Oracle reduced around 21,000 jobs during its fiscal year while shifting spending towards infrastructure, Microsoft announced approximately 4,800 job reductions while continuing to invest heavily in AI, and Meta reduced roughly 10% of its workforce in May while simultaneously planning more than \$130 billion of AI infrastructure and chip investment this year.

It would be simplistic to blame every technology layoff on artificial intelligence. Companies are also correcting pandemic-era overhiring, simplifying organisational structures, responding to changing economic conditions and reallocating capital towards data centres

and compute infrastructure. Even Gallup research suggests that only a relatively small proportion of laid-off employees are explicitly told that AI is the main reason for their job loss. But the broader perception problem remains. Young workers increasingly see companies announcing record AI investments, promoting AI-driven productivity and simultaneously reducing human headcount.

That combination creates a very different psychological relationship between employees and employers. The traditional corporate promise suggested that hard work, loyalty and skill development would lead to stability and career progression.

HPE and Oracle deepen networking collaboration to accelerate gigawatt-scale AI infrastructure

Oracle plans multi-year, global deployment of HPE Juniper Networking across one of the industry's largest AI infrastructure buildouts



HPE announced an expanded collaboration with Oracle to help scale Oracle's global AI infrastructure by deploying HPE Juniper Networking across Oracle's AI data centers. The expanded collaboration builds on more than a decade of engineering work between Oracle and Juniper Networks and includes networking support services and financing capabilities.

Today, HPE Juniper Networking routing and switching platforms support key elements of Oracle Cloud Infrastructure's (OCI) data center and edge networks, providing the scale, performance, and availability needed for Oracle's global cloud operations. That foundation is becoming increasingly important as OCI expands its AI superclusters. Large GPU clusters place significant demands on bandwidth, latency, congestion management,

and fault recovery, while Oracle's regional and edge networks must scale to connect clusters with services, customers, and external networks worldwide.

"Oracle is building AI infrastructure at extraordinary scale, and HPE is uniquely positioned to support OCI with one of the industry's most comprehensive networking portfolios for AI data centers," said Rami Rahim, executive vice president, president and general manager, Networking, HPE. "Together, we are advancing a high-performance networking architecture that helps Oracle address the traffic management, power, space, and operational requirements of increasingly large AI environments."

The expanded collaboration provides for the potential multi-year deployment of HPE Juniper Networking PTX and MX

routing platforms and QFX and EX switching platforms across Oracle data centers globally, along with multi-year networking support services. Across OCI today, the MX and PTX routers support portions of the edge network, while QFX switches power multiple layers of the regional data center fabric. The latest QFX switches will provide the high-density connectivity, dynamic load balancing, and advanced congestion management required for large RoCEv2 (RDMA over Converged Ethernet version 2) AI backend networks. A common HPE Juniper Networking foundation across these domains helps simplify engineering and operations while enabling each environment to be optimized for its distinct requirements.

"Building AI infrastructure at Oracle's scale requires an integrated ecosystem

where every layer of the stack works together," said Mahesh Thiagarajan, executive vice president, Oracle Cloud Infrastructure. "HPE Juniper Networking has been an important part of our cloud architecture and now plays a key role in our AI clusters, regional data centers, and edge networks with the scale, performance, and reliability our customers expect."

To help OCI sustain high performance and resiliency as its AI infrastructure scales, Oracle and HPE are also collaborating on intelligent telemetry that delivers deeper visibility into device and fabric behavior. Earlier detection of queue buildup, packet loss, traffic imbalances, and component degradation can help OCI resolve issues faster and minimize their impact on GPU utilization and network availability.

"Every microsecond matters to AI models and agents," said Praveen Jain, senior vice president and general manager, data center and AI networking, HPE. "Through high-performance networking and our work with Oracle on deeper fabric visibility, we are helping OCI detect bottlenecks faster, maintain network availability, and improve the efficiency of AI infrastructure."

As part of the agreement, HPE has issued Oracle warrants to purchase shares of HPE common stock.

MotoGP Taps Accenture to Build Next-Gen Fan Streaming Platform for 2027



The initiative will bring MotoGP, Moto2, Moto3 and WorldSBK onto a common technology architecture while allowing the individual racing properties to maintain experiences designed for their respective audiences. At the heart of the transformation will be Accenture Media Engage, previously known as Accenture Video Solution. The platform is expected to give MotoGP greater flexibility to roll out and optimise digital services across markets, automate elements of media operations and deliver personalisation at scale.

For fans, the new service is being designed to go beyond

conventional race streaming. Planned capabilities include customisable multi-camera coverage and real-time sports data integrated directly into live broadcasts. MotoGP also plans to introduce further immersive and interactive features as the platform evolves. The organizations will additionally collaborate with technology partners from Accenture's ecosystem, including Amazon Web Services (AWS), to examine new content experiences, fan-engagement models and ways of improving connectivity at racing circuits.

The project reflects a wider transformation underway across the sports and entertainment industry,

where rights holders are increasingly investing in direct digital relationships with audiences. Owned streaming environments can provide organisations with greater control over the viewing experience while creating opportunities around personalisation, audience intelligence and digital monetization.

MotoGP Group Digital Business Director Gorka Lloret Igal said the organisation wants its digital proposition to keep pace with the continued expansion of its global fan base, with increased emphasis on personalization, interactivity, richer content and deeper insights. Accenture's Global

Media & Entertainment Lead John Peters similarly highlighted the opportunity for sports organisations to combine audience engagement, content and monetisation within platforms capable of adapting as viewer expectations evolve.

For MotoGP, the 2027 launch represents more than a streaming technology upgrade. By bringing multiple championships onto one digital foundation and incorporating richer data and personalised viewing options, the group is positioning its direct-to-fan platform as a central component of its broader evolution into a global digital sports entertainment business.

Aolani Partners FriendliAI to Scale AI Inference Infrastructure Across Asia



The collaboration will see Singapore-based neocloud provider Aolani supply GPU cloud infrastructure to FriendliAI as demand for production-scale AI inference continues to accelerate globally.

Aolani has entered into a partnership with FriendliAI to provide GPU cloud infrastructure for the latter's AI inference platform, as enterprises and developers increasingly move generative AI workloads from experimentation into large-scale production environments.

Under the partnership, Aolani will support FriendliAI with compute infrastructure designed to handle growing demand for inference services across global markets, with Asia emerging as an increasingly important region for high-performance AI capacity.

FriendliAI, headquartered in San Francisco, provides inference infrastructure for open-weight and custom AI models. The company was founded by researchers

associated with the development of continuous batching, a technique that has become widely used in modern AI inference serving environments.

The company has built its inference technology stack across GPU optimisation, model serving and global distribution, with a focus on helping enterprises and developers run production AI workloads with greater speed, reliability and efficiency. FriendliAI's customer base includes companies such as LG, Kilo Code and Liner.

The partnership comes at a time when AI inference is becoming a major area of infrastructure investment. As organisations move beyond model testing and begin embedding AI into business applications, demand is shifting from training infrastructure towards the ongoing compute required to run models at scale.

For infrastructure providers and channel partners, this transition is significant. AI inference

workloads can require continuous, predictable access to GPU capacity, creating new opportunities around cloud infrastructure, orchestration, managed AI services and workload optimisation.

Aolani is positioning itself as a neocloud provider focused on purpose-built infrastructure for AI-native companies. Its platform includes capabilities across orchestration, automation and infrastructure lifecycle management, which are expected to support FriendliAI as it scales production workloads.

Nicholas Chia, CEO of Aolani, said demand for inference capacity is growing faster than many companies can secure the compute required to support their customers. He said the partnership with FriendliAI is aimed at helping close that supply-demand gap by providing infrastructure at scale and with the performance required for production environments.

Byung-Gon Chun,

Founder and CEO of FriendliAI, said enterprises increasingly want the flexibility to select the models best suited to their applications while ensuring those models can run efficiently in production. He added that Aolani's infrastructure capabilities would help FriendliAI scale in line with growing customer demand.

The collaboration also highlights Asia's expanding role in the global AI infrastructure market. Growing data centre capacity, regional connectivity and demand from AI-native companies are encouraging more providers to consider Asian markets for GPU infrastructure and production workloads.

For the channel ecosystem, the expansion of AI inference could create a broader services opportunity beyond raw compute. Partners may increasingly play a role in helping enterprises design inference architectures, optimise GPU utilisation, manage model deployment and build secure, scalable AI environments.

As AI adoption matures, infrastructure demand is likely to move beyond large-scale model training towards more persistent inference workloads. The Aolani-FriendliAI partnership reflects that shift, with both companies focusing on the compute layer required to support AI applications once they move into live production.

Sandisk Expands NAS SSD Portfolio in India, Targets SMB and Prosumer Storage Demand



The company has introduced the SANDISK NAS 600 SATA and NAS 800 NVMe SSDs, positioning the new portfolio for high-endurance NAS deployments, private cloud environments and increasingly data-intensive SMB workloads.

Sandisk has expanded its storage portfolio in India with the launch of two new NAS-focused solid-state drives, targeting small businesses, creative professionals and prosumers looking to modernise network-attached storage infrastructure. The new SANDISK NAS 600 SATA SSD and SANDISK NAS 800 NVMe SSD are designed for always-on, multi-user

NAS environments where performance, reliability and endurance are becoming increasingly important.

The launch comes as smaller businesses generate larger volumes of data across collaboration platforms, creative workflows, databases, virtualisation and emerging AI applications. With organisations also showing greater interest in private cloud environments and retaining more control over business-critical information, Sandisk is positioning the portfolio as an upgrade path for customers moving beyond traditional hard disk-based NAS deployments.

The SANDISK NAS 600 SATA SSD is aimed primarily

at creative professionals and small businesses looking to replace HDDs or introduce SSD-based caching and storage tiers within existing NAS systems. The drive offers capacities ranging from 500GB to 4TB, with the 4TB model rated for endurance of up to 2,500 TBW and mean time to failure of up to 2.25 million hours. Sandisk claims sequential read performance of up to 560MB/s.

Its 2.5-inch SATA form factor also allows it to be integrated into NAS systems that support 2.5-inch SSDs within conventional drive bays, giving customers a relatively straightforward route to improving responsiveness without

replacing the entire storage environment.

The higher-performance SANDISK NAS 800 NVMe SSD is targeted at all-flash and hybrid NAS systems supporting more demanding workloads. Based on PCIe 5.0, the drive is available in capacities ranging from 960GB to 7.68TB and uses SANDISK TLC 3D NAND.

The NAS 800 is rated for endurance of up to 14 petabytes written on the 7.68TB model. Sandisk also claims random read/write performance of up to 2.3 million and 2 million IOPS respectively on the 3.84TB model, while sequential read/write speeds can reach up to 14,900MB/s and 13,200MB/s on the 1.92TB

version.

The company is positioning the NAS 800 for workloads including databases, virtualisation, collaborative content creation, caching, storage tiering and agentic AI. It has also been tested for compatibility with a range of NAS systems supporting the M.2 2280 form factor.

Anil Moolchandani, Vice President, Product Management at Sandisk, said NAS usage has changed significantly as users manage larger datasets and increasingly depend on systems that need to remain available around the clock. He said the new portfolio is intended to help customers either modernise existing NAS infrastructure or move towards higher-performance all-flash deployments.

For the Indian channel, the launch potentially opens another opportunity around NAS refresh, SSD migration and private cloud deployments among SMEs and professional users. As storage requirements become more performance-intensive, partners may increasingly find opportunities not only in selling drives, but in designing complete NAS environments involving storage, networking, backup, data protection and managed services.

This could become particularly relevant for resellers and system integrators serving creative businesses, small enterprises, professional services organisations and customers exploring local AI workloads where faster access to data is becoming increasingly important.

Both the SANDISK NAS 600 SATA SSD and NAS 800 NVMe SSD are expected to become available during September through Sandisk, selected retailers and e-tailers globally. The NAS 600 SATA SSD starts at a US MSRP of \$179.99 for the 500GB model, while the NAS 800 NVMe SSD starts at \$309.99 for the 960GB version.

For Sandisk, the expansion also reflects the broader transition underway within the SMB storage market, where traditional NAS is gradually evolving from basic file storage towards higher-performance private cloud and application infrastructure. For channel partners, that shift could create new opportunities around storage modernisation, all-flash NAS and AI-ready infrastructure rather than purely capacity-led storage sales.

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



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.

India's BRICS Challenge: Can It Move From Technology Buyer to Technology Powerhouse?



India's widening trade imbalance with BRICS economies is not merely a story about imports and exports. Beneath the numbers lies a deeper technology challenge — whether India can capture more value from semiconductors, electronics, AI infrastructure and next-generation digital networks instead of remaining heavily dependent on overseas technology supply chains.

As India prepares to host the BRICS Leaders' Summit in New Delhi on September 12-13, the grouping's growing economic influence is being accompanied by a less comfortable reality for New Delhi: India's trade with its BRICS partners has expanded

rapidly, but imports have grown far faster than exports. In FY2025-26, India imported around \$321.8 billion worth of merchandise from BRICS economies while exporting about \$95.7 billion, resulting in a deficit of approximately \$226.1 billion. BRICS partners accounted for close to 42% of India's merchandise imports but only about 22% of its exports.

For technology leaders, however, the composition of that trade may matter even more than its headline size.

The technology inside India's trade deficit

China remains at the centre of India's BRICS trade imbalance. Official

Indian data shows that India's imports from China climbed to \$131.63 billion in FY2025-26, compared with exports of \$19.47 billion, leaving a bilateral deficit of more than \$112 billion. A significant share of the products flowing from China into India sits directly inside modern technology and manufacturing supply chains. They include machinery, electronics, computers, integrated circuits, telecommunications equipment components and lithium-ion products.

That makes the imbalance different from a conventional consumer-goods trade story.

Many of these imports are inputs required to build India's own rapidly

expanding electronics, telecom, automotive, energy and digital infrastructure industries. The Indian government has itself noted that several Chinese imports are intermediate and capital goods used by growing domestic industries and, in some cases, in products subsequently exported from India.

The challenge therefore is not simply to reduce imports. It is to determine how much of the technology value chain India can bring home.

Semiconductors remain a critical pressure point

Semiconductors illustrate the problem particularly

clearly.

NITI Aayog has noted that India has historically imported roughly 90-95% of its semiconductor and electronic component requirements, with China, Taiwan, South Korea and Singapore among the major supply sources. India is now attracting investment in semiconductor assembly, testing, packaging and component manufacturing, but building a mature domestic ecosystem will take time.

This creates an important distinction for India's technology strategy.

India has become a major market for smartphones, cloud services, data centres, enterprise technology and artificial intelligence. But becoming one of the world's largest technology consumers does not automatically translate into control over the underlying technology stack.

The bigger opportunity is to move further upstream — into chips, electronic components, telecom equipment, advanced manufacturing systems, intellectual property and increasingly the compute infrastructure needed for AI.

BRICS itself is becoming increasingly digital

Interestingly, technology is simultaneously moving towards the centre of the BRICS agenda.

Under India's 2026 BRICS presidency, member countries have been discussing artificial intelligence, Digital Public Infrastructure, cybersecurity, future communication

networks, digital governance and resilient telecom infrastructure. India's Department of Telecommunications has also advanced work involving the BRICS Institute of Future Networks, Digital BRICS Task Force and cooperation around DPI.

In August, BRICS discussions in Pune included proposals around a BRICS Digital Public Infrastructure Repository, pilot DPI projects and cooperation on digital ecosystems and submarine cable infrastructure.

The wider grouping has also been developing principles around AI governance. BRICS leaders have argued for stronger participation by emerging economies in AI development while emphasising technological autonomy, domestic digital capacity, data governance and infrastructure.

This creates a potentially important opening for India.

Rather than viewing BRICS only as another market for physical trade, New Delhi could increasingly treat the grouping as a platform for exporting digital architecture, enterprise technology, fintech systems, cybersecurity expertise, software, AI applications and technology services.

From UPI-style platforms to AI and future networks

India already possesses a different kind of technology advantage from some of its BRICS partners: population-scale digital platforms.

Its experience in digital payments and public digital infrastructure has attracted

international attention, and India is now proposing deeper BRICS cooperation around DPI and digital governance. The discussions provide a pathway through which India's technology exports could increasingly include not just software development services, but platforms, architecture, standards, implementation expertise and intellectual property.

Payments could become another test case.

India is pushing for greater interoperability between BRICS members' central bank digital currency systems to make cross-border transactions faster and potentially less costly, although significant technical and geopolitical challenges remain. If implemented carefully, such initiatives could eventually create a different category of intra-BRICS commerce — one built around digital rails rather than only commodities and manufactured goods.

The opportunity for Indian technology companies

For Indian CIOs, technology vendors and startup founders, the debate therefore goes beyond trade policy. BRICS represents a vast potential market for enterprise SaaS, fintech, cybersecurity, digital identity, telecom platforms, cloud technologies, AI applications and industrial digitalisation. But capturing that opportunity will require Indian companies

to build more proprietary products and intellectual property rather than relying predominantly on the country's traditional strength in IT services. It will also require deeper integration between India's manufacturing and software capabilities. An AI economy ultimately depends on chips, servers, networking, storage, energy infrastructure and data centres. Digital sovereignty therefore cannot be achieved through software alone.

The real BRICS technology test

India does not necessarily need to manufacture every component it currently imports. Modern technology supply chains are global by design. The more important objective is to ensure that India captures a progressively larger share of their high-value layers — research, design, intellectual property, platforms, advanced manufacturing and digital services.

That is why India's BRICS trade deficit should also be viewed as a technology competitiveness indicator. BRICS can give India access to enormous markets, investment and technology collaboration. But the long-term measure of success will not simply be whether intra-BRICS trade continues to grow. It will be whether India evolves from being one of the bloc's largest technology customers into one of its most important technology creators.

For India's technology industry, that may be the far more consequential BRICS story.

Channel Point



AI Agents Are Not Truly “No-Code” Yet — Enterprises Still Need Technical Expertise

The rise of AI agents has triggered massive excitement across the enterprise technology ecosystem, with vendors increasingly promoting a future where businesses can automate workflows, build applications, and deploy intelligent systems without writing code. However, despite the rapid growth of “no-code” and “low-code” AI agent platforms, industry experts believe the reality is far more complex. While modern AI agent platforms can generate workflows, automate repetitive tasks, connect SaaS applications, and even build simple business processes using natural language prompts, enterprises still require significant technical expertise once deployments move beyond basic experimentation. The promise of fully autonomous “no-code AI agents” remains partially aspirational rather than operational at enterprise scale.

According to recent industry research, many organizations are successfully piloting AI agents, but only a smaller percentage have been able to scale them reliably across production environments. Experts point out that as workflows become more complex, businesses still need developers, architects, cybersecurity teams, API specialists, governance frameworks, and infrastructure engineers to manage integrations, permissions, observability, compliance, and system reliability. The biggest misconception, analysts say, is confusing “easy interface” with “zero technical dependency.” Most no-code AI platforms simplify workflow creation through drag-and-drop builders and plain-language instructions, but behind the scenes enterprises still face challenges involving APIs, cloud infrastructure, identity management, enterprise security, data governance, orchestration logic, and monitoring systems. Industry observers believe AI agents are now evolving beyond chatbots into autonomous operational systems capable of taking actions, coordinating tasks, writing code, triggering workflows, and interacting with enterprise systems. That transition introduces entirely new governance and risk-management requirements. Enterprises are increasingly discovering that uncontrolled AI agents can create security vulnerabilities, compliance risks, workflow failures, and unpredictable business outcomes if guardrails are not designed carefully. The software engineering ecosystem is also witnessing the rapid rise of coding agents such as Claude Code, Codex, Cursor, and other autonomous developer assistants. Research shows these tools are being adopted at remarkable speed across GitHub and enterprise development environments. However, multiple academic studies indicate that human developers still perform the majority of maintenance, debugging, dependency management, governance, and production oversight around AI-generated code. Even major AI companies acknowledge that enterprises are shifting toward hybrid operating models where humans increasingly supervise and orchestrate AI systems rather than fully replacing technical teams. Anthropic executives recently revealed that employees are increasingly becoming “managers of AI agents,” highlighting how the future of enterprise AI may revolve more around AI supervision than complete no-code autonomy.

For CIOs and enterprise leaders, the key challenge now is not simply adopting AI agents, but building the operational maturity required to govern them safely at scale. As enterprises race toward agentic AI deployments, experts believe the future will likely belong not to fully “no-code” organizations, but to companies that successfully combine AI automation with strong engineering, governance, cybersecurity, and enterprise architecture capabilities.

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