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## THINK YOUR TECH IS SMART? 2026 MAY DISAGREE



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CEO, Solitaire Brand Business and Director, Pointek Global Innovations

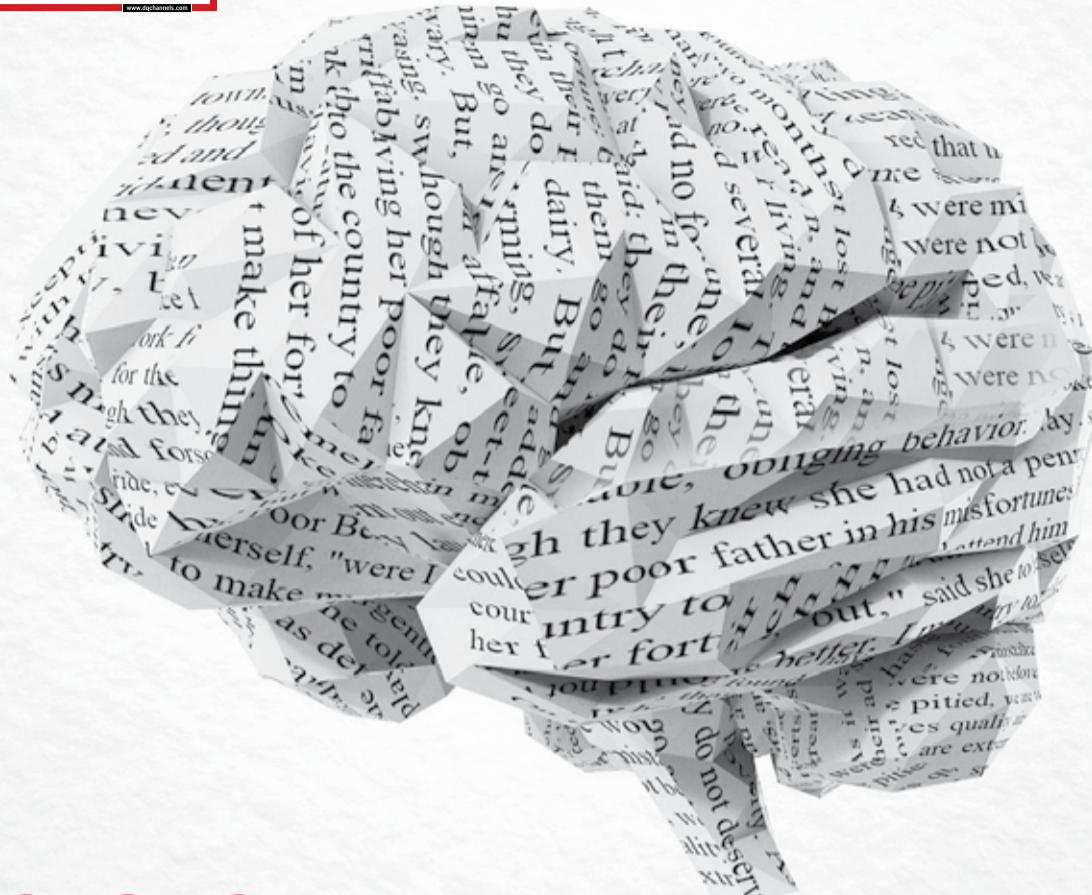
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Chief Executive Officer, pi-labs





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## Why hype won't pay

### *The hidden revenue crisis behind today's most hyped technologies*

The technology market is hitting a reality wall. Despite more than USD 40 billion invested across generative AI, quantum computing, blockchain, digital twins and agentic AI, most enterprises are failing to turn pilots into profit. For channel partners and system integrators, the gap between promise and payoff is widening fast.

The data is blunt. Ninety-five percent of enterprise generative AI pilots show no measurable ROI. More than 40 percent of agentic AI projects are likely to be cancelled. Blockchain suffers a 92 percent failure rate. Digital twins fail three out of four times. Quantum remains a research experiment, not a commercial product.

The problem is not immature technology. It is unreadiness. Poor data quality, fragmented systems, weak governance and legacy infrastructure are blocking scale. Only around 5 percent of enterprises, those that invested early in data foundations and Cloud modernisation, are seeing real returns. Everyone else is stuck in expensive proof-of-concept cycles.

For partners, this means shrinking margins, longer sales cycles and higher reputational risk in over-hyped categories. Meanwhile, real money is flowing elsewhere. Zero-trust security, Cloud cost optimisation, observability platforms and targeted back-office automation continue to deliver defensible revenue because they solve urgent, measurable problems.

The message for 2026 is clear. The future belongs not to those chasing the loudest technologies, but to partners fixing the unglamorous basics that make innovation actually work.

*Ashok Pandey*



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# Think your tech is smart? 2026 may disagree

*From experiments to execution, 2026 marks a turning point. AI, security, data, and trust converge as enterprises stop chasing hype and start building systems that actually work, scale, and deliver value in the real world*

**ASHOK PANDEY  
BHARTI TREHAN**

**F**or years, technology stories were filled with promise. Big ideas. Bigger demos. Even bigger claims. But as we move closer to 2026, something important is changing. The conversation is no longer about what technology can do. It is about what it must do.

Across enterprises, startups, governments, and digital-native businesses, the mood is more serious. Budgets are tighter. Expectations are clearer. Curiosity is still there, but it is now paired with accountability. Technology is being asked a simple question: does this actually work at scale?

The answers shaping 2026 point to a clear shift. Artificial intelligence is growing up. Security is becoming inseparable from innovation. Data is no longer background infrastructure but the foundation of trust. And execution, not experimentation, is the real differentiator.

This is not a story about one breakthrough. It is about many threads coming together to define a more grounded, more demanding, and more consequential phase of digital transformation.



*"AI and cloud security clearly led our growth in 2025, as customers moved towards OPEX-based, pay-as-you-go models. Traditional categories like custom PC hardware and perpetual licensing declined, while recurring services grew faster due to our cloud-first focus. Partner-led sales and subscription bundling were the most effective strategies, but OEM-led enablement remains a gap. Our proof-of-value approach helped secure multiple SMB wins, and key KPIs like revenue and renewals remained strong. In 2026, we aim to deepen our use of AI, improve process efficiency, and address hiring challenges in sales and cloud architecture."*

—Ravi Kaklasaria, Co-Founder & CEO, edForce

## AI moves from excitement to expectation

Artificial intelligence is everywhere. That part is no longer surprising. What is changing is how it is being used.

In the early days, AI was often treated as a side project. Pilots ran in innovation labs. Proofs of concept impressed leadership but rarely reached everyday workflows. That phase is ending. By 2026, AI is expected to sit inside core business processes: sales, operations, customer engagement, risk management, and decision-making.

This shift brings a different kind of pressure. AI is no longer judged by how clever it looks. It is judged by whether it reduces friction, saves time, improves accuracy, or unlocks new value. If it cannot show measurable outcomes, it does not survive budget reviews.



*"AI is booming across every sector today, and if you're a student or a startup founder, it's time to think seriously about how to embed AI into your ideas, especially if you're aiming to attract investors. Having an AI-driven approach isn't just a value-add anymore; it's becoming a fundamental expectation. In India, we've always been strong at identifying use cases, but the landscape is now shifting from ideation to execution. We're building our own AI models, solving real-world problems, and actively contributing to a future shaped by indigenous innovation. What makes this space even more exciting is the opportunity not just to build AI solutions, but to confront and solve the risks that come with them. Imagine an AI system that can detect whether an image is fake, or alert you in real time if you're speaking to a scammer. These aren't futuristic fantasies—they are relevant, timely startup ideas ready to be built and deployed today. Yes, AI introduces new threats, but it also opens doors to groundbreaking innovation. The very challenges AI presents are what make this the most compelling time to build, create, and lead in this space."*

—Tushar Dhawan, Partner, Plus91Labs

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*"2026 will mark a decisive shift between enterprises that merely experiment with technology and those that industrialise it. The next wave of business value will come from scaling intent into execution, where AI is no longer confined to pilots or proofs of concept, but fully deployed across core workflows such as sales, operations, risk management, and customer experience. The true digital leaders will be those who embed AI directly into the fabric of their operations, treating it not as a parallel innovation track, but as a core capability driving measurable ROI. As AI adoption accelerates, cybersecurity must evolve in parallel. Organisations will need to anticipate new attack surfaces, strengthen governance frameworks, and maintain trust through continuous, real-time monitoring. Without this, the promise of AI can quickly turn into risk. Simultaneously, the reliance on legacy systems continues to be a bottleneck, limiting speed, resilience, and agility. In this context, system and data modernisation is no longer optional, it becomes mission-critical. After all, data remains the foundational layer for every AI model, control, and business decision. The real differentiator in 2026 will be a unified strategy that brings AI, cybersecurity, and data together. This convergence will define the competitive baseline for the decade ahead."*

—Jayaprakash Nair, Global Head of Data and AI - Lab and Capability Center, Altimetrik



*"Indian enterprises have moved beyond experimentation, they're now building AI with clear purpose, setting the stage for a fundamentally different starting point in 2026. The next phase will be about scaling AI to meet the magnitude and complexity of India. Business leaders are demanding intelligence that can adapt to diverse realities, operate in real time, and scale responsibly to serve 1.4 billion people with speed and contextual relevance. This new phase will be driven by optionality, systems that can sense change and respond instantly. Return on investment will no longer be measured only by cost savings, but by the ability to unlock new markets and deliver hyper-personalised experiences. At the same time, the rise of agentic AI and India's growing focus on sovereign, small language models point to a deeply localised future. Our AI journey must reflect every language, every interaction, and every transaction across every 100 kilometres. To make this vision real, enterprises must act now: modernise data pipelines, improve AI literacy, and implement verifiable governance. These foundational steps will determine how successfully India develops AI that is not only innovative and secure, but also dependable, inclusive, and ready for nationwide impact in 2026."*

—Rohit Vyas, Director of Solution Engineering, Confluent India

There is also a growing realisation that AI works best when it is invisible. The most valuable systems will not feel like separate tools. They will feel like part of how work naturally gets done. AI-native workflow automation, intelligent decisioning, and agent-based orchestration are gaining attention because they embed intelligence directly into processes rather than sitting on top of them.

This is where agentic AI begins to matter. Systems that can plan, decide, and act within defined policies are moving from theory to early reality. But the focus is not on autonomy for its own sake. It is on responsibility, auditability, and alignment with human oversight.

## The rise of agentic systems and orchestration

As AI becomes more capable, complexity increases. Enterprises are no longer dealing with a single model or a single use case. They are managing multiple models, agents, data streams, and workflows that must work together.

This is why orchestration is emerging as a critical theme for 2026. Orchestration connects AI, people, and systems across end-to-end processes. It ensures that intelligence does not remain trapped in silos and that decisions made in one area do not create problems in another.



**“AI is fundamentally changing the economics of cyberattacks in APAC. Adversaries are no longer scaling through manpower but rather through automation. Leaders cannot rely on human-paced defences in a machine-paced threat environment. In 2026, security teams need to operate at the same velocity as the attackers by detecting, analysing, and containing threats in real time. This starts with modernising API governance, investing in automated threat containment, and strengthening resilience across supply chains. Organisations that make this shift early will be the ones better positioned to protect customer trust and maintain business continuity in an evolving AI-driven threat landscape.”**

—Reuben Koh, Director of Security Technology & Strategy, Akamai



**“In 2026, the technologies that will drive the greatest commercial impact in India are those that enable sovereign AI and scalable, predictable operations. Enterprises, particularly in regulated sectors like BFSI and healthcare, are moving beyond closed, foreign-hosted models. The priority is shifting toward open-weight models deployed on local infrastructure, allowing businesses to move from unpredictable, token-based usage to stable, infrastructure-based investment. This evolution will also fuel demand for AI orchestration layers, especially as enterprises transition from simple pilots to complex, multi-agent workflows. Technologies that make AI controllable, auditable, and economically viable will be the ones that succeed. This shift is a direct response to widespread pilot fatigue. Indian CIOs have witnessed technically successful AI implementations that failed economically, often due to volatile inference costs or unresolved data governance issues. As budgets tighten and scrutiny intensifies, AI must now deliver ROI and risk mitigation not just innovation. In this environment, buying behaviour is becoming architectural. Enterprise leaders are asking whether a solution is sovereign, whether its cost curve is predictable, and whether it integrates with existing infrastructure. They’re no longer buying ‘AI magic’; they’re investing in an AI supply chain. This is redefining partner roles and creating long-term opportunities for those who can deliver platforms with integrated services tailored to India’s unique operational context.”**

—Karan Kirpalani, Chief Product Officer, Neysa



**“As we head into 2026, the path forward will be defined by how effectively organisations integrate human expertise with AI capabilities. This balance is essential to navigate complexity, reduce risk, and ensure long-term business relevance. Success will depend on the ability to deliver AI solutions that are as robust as they are innovative, solutions that align with enterprise-scale challenges while remaining grounded in transparency and control.”**

—Peeyoosh Pandey, CEO, Hoonartek



**“I’m betting on agentic and multi-agent AI becoming the new enterprise runtime in 2026 systems that go beyond reactive support to autonomously plan, decide, and execute with embedded policy, identity, and audit capabilities. When integrated with domain-specific and multimodal models, these AI systems will shift enterprises from generic chat interfaces to regulated, outcome-driven workflows across sectors like BFSI, healthcare, retail, and supply chain. The architecture behind this evolution includes AI-native development environments, accelerated inference engines, confidential computing, AI security and observability platforms, digital provenance, preemptive cybersecurity, and geopatriation where cloud decisions are increasingly shaped by geopolitical realities. The move from hype to business value was cemented in 2025, revealing a ‘jagged frontier’ where LLMs perform well in code generation but falter when applied to complex enterprise data. As CFOs scrutinise returns, Forrester predicts nearly 25% of planned AI budgets could be deferred into 2027 unless tied to measurable margin impact. Global 1000 enterprises may underestimate AI infrastructure costs by up to 30%, making AI FinOps a non-negotiable strategy. Enterprise buying behaviour is evolving rapidly. The shift is toward shorter, 90-day production sprints with clear SLAs on accuracy, security, latency, and cost. In this environment, the winners will be those who offer services and accelerators, building competitive advantage through integration, not just commoditised products.”**

—Adnan Masood, Chief AI Architect, UST



**“Customer engagement is undergoing a profound shift, driven by rising expectations for experiences that are not just fast, but deeply contextual, intuitive, and emotionally intelligent. The emergence of conversational AI, multimodal interactions, and hyper personalisation is redefining how brands connect with their audiences. Organisations that harness real-time data to orchestrate seamless experiences across voice, video, chat, apps, and physical touch points are already seeing measurable gains in trust and loyalty. Looking ahead to 2026, the bar will rise even further. AI agents will move beyond transactional assistance to managing complex, end-to-end workflows adapting in real time to customer sentiment and emotional cues. Human agents will remain vital, but increasingly empowered by AI that provides context, guidance, and empathy at the moment it matters most. As reinforcement learning, on-device intelligence, and privacy-centric AI mature, real-time communication will become more secure, inclusive, and responsive. This marks a new phase in the evolution of customer experience where AI not only solves problems, but helps shape lasting, trust-based relationships. The future of engagement will be defined by how well organisations integrate intelligence and empathy into every interaction.”**

—Ranga Jagannath, Senior Director - Growth, Agora



**“As organisations prepare for 2026, confidence in recovery, governance, and operational continuity is emerging as a cornerstone of enterprise technology strategy. The rapid progress of quantum computing is challenging the durability of existing encryption methods, placing quantum readiness firmly within the core of resilience planning—alongside data sovereignty and recoverability. Simultaneously, agentic and conversational AI are redefining resilience itself. These technologies enable enterprises to continuously validate data integrity, assess recovery readiness, and operate securely across cloud, SaaS, and hybrid environments. Their value lies not just in automation, but in making resilience verifiable and scalable at enterprise level. In India, this transformation is further catalysed by accelerated cloud adoption and regulatory frameworks like the Digital Personal Data Protection Act, which mandate robust control over data location, access, and restoration. Metrics such as Mean Time to Clean Recovery are gaining traction, underscoring the shift from simple recovery timelines to the assured restoration of clean, validated systems post-cyber incident. Taken together, these shifts point to a broader imperative for enterprise leaders: resilience, sovereignty, and quantum readiness must now be embedded into the architectural fabric of responsible AI. Organisations that align with these principles will be best positioned to navigate uncertainty, build trust, and scale confidently in a cloud-first environment.”**

—Balaji Rao, Area Vice President, India & SAARC, Commvault



**“As we look toward 2026, Indian enterprises will need to re-evaluate how they balance AI investments with deep human expertise. While AI technologies are advancing rapidly and growing in complexity and cost, the talent gap marked by a shortfall of over a million skilled technology professionals makes it clear that tools alone won’t drive success. The ability to adopt and scale AI and agentic systems effectively will depend on subject matter experts who understand how applications, databases, and infrastructure converge to ensure reliable, end-user experiences. India is one of the fastest-scaling AI markets globally, with more than half**

**of enterprises planning to adopt agentic AI by 2026. Digital-native firms are already progressing from pilot projects to enterprise-wide deployments. Autonomous workflows are poised to become standard, particularly in functions like incident response and change management, where policies, data quality, and system integrations are well defined. The true differentiator in this next era will be the extent to which organisations can integrate AI with secure observability and human judgment. Intelligence is evolving from reactive alerts to proactive, self-directed decisions positioning agentic AI as a foundational element of modern operational and architectural strategy.”**

—Rohit Shukla, Senior Sales Director, India & SAARC, SolarWinds



**“In 2026, India will enter a new phase of digital maturity where technology empowers its workforce like never before. The narrative is shifting from replacing workers to augmenting them: equipping the connected frontline with smart wearables, AI-driven guidance, and remote expertise to boost productivity and safety. Simultaneously, intelligent automation is reshaping operations. AI-enabled machine vision and industrial scanners are moving quality management from reactive fixes to predictive insights. This convergence of a connected workforce and intelligent automation is where real growth lies.”**

—Subramaniam Thiruppathi, Director of Sales for ISC, Zebra Technologies



**“India’s enterprises are uniquely positioned to lead the connected intelligence revolution not despite their complexity, but because of it. Operating at a scale and diversity few markets can match, Indian organizations manage teams across metros and tier-2 cities, across languages, generations, and work styles, all collaborating in real time. This environment is pushing a deeper transformation: the future is not about layering AI onto legacy workflows, but reimagining how work gets done when humans and AI function as teammates, not tools. The most forward-looking Indian companies aren’t just automating tasks, they’re building agentic operating models where decision-making is distributed, knowledge flows seamlessly, and execution becomes immediate. In a digital-first economy, their competitive edge lies not just in their technology stack, but in how intelligently the entire organization functions as one cohesive system. By 2026, connected intelligence will become the defining competitive advantage. It will mark a shift from isolated productivity tools to intelligent operating models where human expertise and AI capabilities converge, institutional knowledge is activated in real time, and business execution accelerates in step with ambition.”**

—Himanshu Rajpal, Regional Sales Director, Salesforce India

Agentic systems, when designed well, can manage complex workflows across environments. They can validate data integrity, assess readiness, trigger actions, and escalate to humans when judgment is required. When designed poorly, they amplify risk. That is why governance, identity, and observability are becoming core design requirements rather than optional add-ons. Enterprises want control planes, not black boxes. They want to know where decisions come from, how costs behave, and what happens when something goes wrong.

In 2026, the winners will not be those with the most agents. They will be those with the clearest rules, the strongest oversight, and the most reliable execution.

## Security grows alongside intelligence

Every leap in intelligence creates new attack surfaces. As AI adoption accelerates, cybersecurity is rising in lockstep.

Threats are becoming faster, more automated, and more adaptive. Autonomous and generative techniques allow attackers to scan, probe, and exploit systems at machine speed. What once took weeks can now happen in hours.

One major shift is the growing importance of APIs as attack vectors. As digital services rely more heavily on interconnected systems, APIs carry sensitive data across applications, partners, and platforms. Limited visibility into these flows creates ideal conditions for exploitation, especially when combined with AI-driven automation.

Ransomware is also evolving. What was once the domain of skilled attackers is becoming increasingly commoditised. Subscription-based models, automated tooling, and collaboration across criminal groups are lowering the barrier to entry and increasing the scale of attacks.

In this environment, human-paced defence is no longer enough. Security must operate at the same speed as the threats. Automated detection, real-time analysis, and rapid containment are becoming baseline expectations.

Crucially, security is no longer just about protection. It is about trust. Enterprises that cannot demonstrate resilience, recoverability, and governance will struggle to convince customers, partners, and regulators.



*"As an organisation, we're focused on two critical areas: IT security and AI. Our experience managing the entire IT security piece for the G20 event gave us deep insights into delivering complex projects under tight timelines. With technology advancing rapidly, the need for stronger security frameworks is only going to increase. At the same time, AI is set to disrupt every industry, and we're actively building capabilities across both front-end applications and back-end infrastructure. Since AI demands high-performance compute environments, whether through GPU upgrades or HPC solutions, our expertise in data centres puts us in a strong position. While we're deeply involved in AI development, it's the robust backend that truly enables scale, and that's where we bring full-stack strength."*

—Vishal Prakash, CEO & Managing Director, Praruh Technologies

## Data, resilience, and the architecture of trust

Data has always mattered. What is changing is how directly it is tied to trust.

AI systems are only as reliable as the data they use. Corrupted, biased, or poorly governed data undermines every layer built on top of it. As a result, data modernisation is becoming non-negotiable.

Many organisations still rely on legacy systems that limit speed, visibility, and resilience. These systems make it harder to scale AI, harder to secure environments, and harder to recover from incidents. By 2026, modernising data pipelines, improving quality, and simplifying access will be essential for any serious AI strategy.

Resilience is also being redefined. Recovery is no longer measured by how quickly systems come back online, but by how clean and trustworthy they are after a cyber event. Concepts like restoring validated applications and data are gaining prominence as enterprises focus on confidence, not just uptime.

At the same time, quantum readiness is entering strategic conversations. While practical quantum threats may still be emerging, forward-looking organisations are beginning to factor future cryptographic risks into long-term resilience planning. This places sovereignty, recoverability, and preparedness at the heart of responsible technology design.

## Cloud strategy enters a more mature phase

Cloud adoption is no longer the headline. Optimisation is.

Most large organisations have already migrated significant workloads. The challenge now is managing cost, performance, and complexity across cloud, edge, SaaS, and on-premise environments. Without visibility, digital innovation becomes fragile and expensive.

This is driving demand for observability that spans entire ecosystems. Teams want to understand dependencies, identify root causes faster, and prevent minor issues from cascading into major outages. In an always-on economy, resilience is inseparable from visibility.

Cloud strategies are also being shaped by digital sovereignty. The ability to move workloads across providers and geographies without penalty is increasingly seen as risk mitigation rather than optimisation. This flexibility is especially important for AI workloads that demand portability and performance.

As AI compute costs rise, financial governance is shifting left. Real-



*"Cloud strategies in Asia are shifting toward autonomy. Leaders want the ability to move workloads easily, enforce strong data controls, and run AI where it makes the most sense, whether that is in the core or at the edge. With IDC predicting that 80% of APAC CIOs will rely on edge services for AI performance and compliance by 2027, it is clear that the region is already preparing for a distributed future. In 2026, designing for portability and distributed AI will be essential to building resilient and future-ready digital services."*

—Jay Jenkins, Chief Technology Officer, Cloud Computing Services, Akamai



*"When people think of emerging technologies, they often expect something entirely new to appear in 2026. But the technologies that will have the biggest commercial impact are already present in enterprises today. Applied AI, for instance, is moving from experimentation into serious application quietly creating value in areas like operations, forecasting, customer support, and decision-making. The shift is in mindset: companies are no longer asking what AI can do, but where it can reduce friction. That's where measurable returns emerge. Similarly, cloud's next phase is not migration but optimisation. The focus is on managing cost, improving reliability, and regaining control over sprawling environments. Data platforms will also gain traction not because data is new, but because confusion around it has become expensive. Tools that simplify decision-making rather than adding complexity will see real demand. The driver behind this shift is pressure. Innovation labs and pilots had their place, but in 2026, tighter budgets and higher scrutiny mean only technologies that link directly to efficiency, revenue, or risk reduction will move forward. Buyer behaviour is also evolving: customers want clarity, results, and accountability, not endless pilots or vague promises. In this landscape, services not just products or platforms will become the core differentiator. Implementation, integration, and long-term support are where value is realised. Channels that focus on transactions alone will struggle. The ones that thrive will be those that understand the customer's context and remain accountable for outcomes beyond the initial sale."*

—Abhishek Agarwal, President, Judge India and Global Delivery, The Judge Group

time cost visibility is moving into design decisions, allowing teams to understand the financial impact of architectural choices before deployment. This discipline is becoming a competitive advantage.

## Customer experience becomes contextual and human

Technology is not only reshaping back-end systems. It is redefining how organisations interact with people.

Customer engagement is evolving toward experiences that are contextual, intuitive, and emotionally aware. Conversational AI, multimodal interactions, and hyper-personalisation are setting new expectations across voice, video, chat, apps, and physical touchpoints.

By 2026, experiences are expected to be proactive and predictive. AI agents are moving beyond task-based assistance to managing complex, end-to-end workflows. Real-time sentiment and emotion detection are helping tailor interactions as they happen.

Yet humans remain central. The most effective models support human agents with context, guidance, and empathy rather than replacing them. Trust grows when customers feel understood, not automated.

Advances in on-device intelligence and privacy-centric AI are also making interactions more secure and inclusive. As AI becomes more embedded in communication, transparency and consent become critical to long-term loyalty.

## Surveillance, intelligence, and context

Another area undergoing quiet transformation is video surveillance. The focus is shifting from collecting massive amounts of footage to generating actionable intelligence.

By 2026, surveillance systems are expected to understand context rather than simply detect objects. Multimodal AI enables situational awareness that distinguishes genuine threats from normal behaviour, reducing false alarms and improving efficiency.

Semantic convergence across systems allows information from multiple sources to be connected, creating collective intelligence rather than isolated streams. Natural-language search and conversational interfaces are making these systems more accessible, changing how humans interact with security infrastructure.

Deployment models are also evolving. Subscription-based approaches and hybrid architectures that blend edge, cloud, and on-premise computing are becoming common. Edge-first intelligence reduces latency, improves privacy, and lowers bandwidth costs while maintaining resilience and compliance.

This is not an incremental upgrade. It is a redefinition of how security intelligence is created and used.



*"As we move into 2026, the video surveillance industry is undergoing a profound transformation that goes well beyond incremental upgrades. We are shifting from an era dominated by massive data collection to one focused on actionable, intelligence-driven security. AI agents will now generate collective intelligence by collating semantically connected data across multiple video systems, replacing siloed surveillance with a unified, context-aware approach. Multimodal AI systems will bring true situational understanding, helping distinguish real threats from normal behaviour and significantly reducing the false alarms that have long hampered operational efficiency. AI and machine learning are no longer optional add-ons; they are becoming the default in every modern surveillance setup. With capabilities like semantic, natural-language search, operators can now pinpoint critical events using conversational queries instead of manual reviews. This democratization of advanced technology makes enterprise-grade tools accessible to organisations of all sizes. Alongside this, the rise of Video Surveillance as a Service (VSaaS) is reshaping traditional business models, enabling scalable, subscription-based deployments. As surveillance integrates with IoT, 5G, edge AI, and hybrid architectures, we are entering an era where systems can truly understand context, respond intelligently, and seamlessly integrate into broader security ecosystems. This marks the industry's most significant evolution yet."*

—Naresh B. Wadhwa, Managing Director & Vice Chairman, Videonetics

## Buying behaviour gets serious

As technology matures, buying behaviour is becoming more disciplined.

Customers are asking sharper questions. They want clarity on timelines, ownership, accountability, and outcomes. Endless pilots are losing appeal. Production-ready solutions with clear value paths are in demand.

There is also a strong move toward consolidation. Managing too many tools creates friction and risk. Buyers prefer fewer partners who understand their business deeply and can deliver across functions.

Trust, transparency, and governance are moving to the forefront. Pricing clarity, data control, security posture, and scalability are scrutinised early in the buying cycle. Decisions may take longer upfront, but relationships are becoming deeper and longer-term once



*"By 2026, the technologies that will have the greatest commercial impact are those that shift AI from experimentation to embedded execution. Customers will prioritise solutions that unify communication, remote support, identity, and security into a single intelligent fabric. We are entering a phase where workflow-integrated and agentic AI will deliver measurable results across IT service management, security, and customer engagement. This evolution marks a fundamental change in how IT value is measured, moving from reactive metrics like ticket closure to proactive indicators such as preventing downtime and ensuring business continuity. As enterprises face mounting pressure to simplify fragmented tech stacks, prove ROI, and build resilience, AI that is invisible yet impactful, designed with governance, transparency, and human oversight will scale the fastest. The commercial winners will be platforms that not only automate tasks but also empower IT teams with predictive insights and operational confidence. Buying behaviour is also maturing. Customers are shifting away from standalone tools and towards secure-by-design platforms that deliver clear outcomes and align with operational readiness. For the channel, success will hinge on delivering services that help customers integrate, govern, and operationalise AI in a responsible, outcome-driven way, bridging ambition with execution and technology with human value."*

—Mathew Philip, Senior Director and Global Head of GSI Business, GoTo



*"As 2025 comes to a close, it has clearly been a defining year for AI in business, marking the shift from experimentation to execution at scale. Enterprises have moved beyond pilots, embedding AI into real workflows, decision-making, and day-to-day operations. This shift has transformed the conversation from what AI is capable of to how it delivers measurable value, revealing which technologies can sustain progress and embed intelligence into the fabric of business. AI-native workflow automation, intelligent decisioning, and agent-based orchestration have emerged as key enablers because they integrate AI directly into how work gets done, rather than treating it as a separate function. These technologies connect AI to outcomes across complex, end-to-end processes, and when paired with low-code platforms, they empower organisations to move faster, reduce complexity, and enable business teams to drive innovation without creating additional technical debt. The takeaways from 2025 are already influencing investment decisions. Businesses are no longer interested in AI that operates around people, they want AI that works with them. In 2026, organisations that treat AI as a core operational capability, governed by design and built to scale, will be best positioned to sustain productivity, deliver consistent experiences, and convert AI momentum into lasting business value."*

—Deepak Visweswaraiah, Senior Vice President & MD, Pegasystems India

confidence is established.

From a channel perspective, this changes everything. Transactions matter less. Execution matters more.

## Platforms anchor, services accelerate

As products become more standardised, differentiation shifts to how technology is implemented, integrated, and sustained.

Platforms are emerging as anchors because they provide shared foundations for orchestration, visibility, and continuous improvement. Enterprises want environments where AI can be built, secured, observed, and governed without stitching together countless tools.

At the same time, services are becoming the real accelerators. Integration, customisation, governance, and change management are what turn capability into outcomes. Partners who stay involved



*"The technologies with the greatest commercial impact in 2026 will be those that improve execution at scale rather than innovation in isolation. Orchestration stands out as a key enabler, helping enterprises align AI, people, and systems across interconnected processes such as supply chains, finance, and procurement domains where delays quickly lead to cost and risk. AI that is grounded in real operational context will also become critical. When AI understands how work truly flows within a business, it evolves from automating tasks to enhancing decision-making with greater speed, consistency, and precision.*

*Open, interoperable systems will further accelerate this shift by freeing processes from the constraints of siloed platforms, enabling continuous improvement across systems, regions, and partner networks. By 2026, the focus will move decisively from experimentation to measurable outcomes. Leaders will demand improvements they can quantify fewer errors, faster turnaround, and better cost and inventory control. In this environment, buyers are becoming more outcomes-focused, involving cross-functional teams from finance, operations, and risk much earlier in the buying cycle. They are prioritizing transparency, trust, and long-term impact over short-term novelty. For the channel, platforms will matter most. They offer the foundational architecture for orchestrating change at scale, while services remain critical for governance and implementation. Ultimately, success will hinge on how seamlessly technologies integrate and evolve within real business operations."*

—Tarun Shiva, Vice President – Celonis India CoE, APAC Services & Site Leader

beyond the initial sale and take responsibility for results are the ones who remain relevant.

In AI, especially, margins are moving away from resale and toward expertise. Fine-tuning models, integrating with local data stacks, managing operations, and ensuring compliance are where long-term value sits.

## The workforce remains the constant

Amid all this change, one truth stands out. Technology does not succeed on its own.

The most impactful technologies of 2026 will sharpen human capability rather than replace it. AI is increasingly being used to augment decision-making, improve learning, and support frontline workers with real-time guidance.

Connected workforces, equipped with intelligent tools and clear context, are more productive and resilient. The shift is from automating tasks to enabling teams.

Continuous upskilling is becoming essential. Organisations that invest in building tech-proficient, adaptable teams are better positioned to handle rapid change. The future belongs not to the most advanced technology, but to the people best prepared to use it.

## From ambition to accountability

The road to 2026 is not about chasing the next big thing. It is about making technology dependable.

AI is moving from excitement to expectation. Security is becoming inseparable from innovation. Data is the foundation of trust. Cloud strategies are maturing. Buying behaviour is becoming disciplined. Platforms and services are redefining value. And humans remain at the centre.

The enterprises that succeed will be those that treat these elements as a unified agenda rather than isolated initiatives. They will design for scale, govern for trust, and execute with clarity.

In that sense, 2026 is not just another year on the calendar. It is the moment technology stops proving that it is possible and starts proving that it is reliable.

# The evolution of managed services: From IT support to strategic partnerships

*Managed services have evolved from reactive support to a strategic engine, integrating AI governance and outcome-based models to drive business impact across multi-cloud environments*

KEITH ODOM

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Every transformation story has a quiet engine. In technology, that engine has always been operations. The earliest managed services contracts were created to stabilise environments, reduce downtime and provide predictable support. What began as a reactive, narrowly scoped function has become a core enabler of business strategy and, in many enterprises, the operational backbone for innovation.

Today, managed services are no longer evaluated by uptime alone. They sit at the intersection of architecture, experience, risk management, automation, self-service and business continuity. Their evolution reflects something deeper: the enterprise shift from running technology to scaling impact.

## A shift in the structure of delivery

The first generation of managed services emerged during an era of consolidation. Centralised data centres and on-premises systems could be monitored and maintained through fixed contracts. Efficiency depended on process discipline and cost control. The operational model was linear. The rise of distributed computing, followed by the public cloud, broke that structure. Infrastructure became modular, workloads portable and interdependencies multiplied across vendors and platforms. Managed services adapted by moving from static outsourcing to dynamic orchestration. They integrated automation, observability and governance into unified operations layers. The focus shifted from maintaining components to managing environments. What distinguishes the current phase is scale and intent. Modern managed services ecosystems are designed to function continuously across cloud, edge and SaaS layers. Their value lies in enabling experimentation at an enterprise scale without compromising resilience.

## The new economics of accountability

As the model matured, its economics changed as well. Traditional SLAs rewarded activity such as tickets closed or hours consumed. Today's partnerships reward outcomes. Deployment velocity. User experience. Platform reliability. Predictability of business impact.

Outcome-based models require transparency between the enterprise and provider. Operational telemetry, user behaviour data and system performance indicators must flow in both directions to create a unified view of reality.

This shared visibility helps both sides make smarter decisions by investing where it creates measurable improvement rather than where activity appears high. It is no longer you run it for us. It is we who optimise it together.

## Integration as a strategic advantage

Enterprises today run multi-cloud ecosystems composed of hundreds of tools, platforms and integration points. In this environment, differentiation does not come from technology alone; it comes from coherence.

The service provider that can unify infrastructure, security, data and application delivery under one governance model becomes strategically indispensable.

This requires more than tooling. It requires:

- Alignment of operating models
- Harmonised risk-management principles
- Consistent reporting structures
- Participation in enterprise planning cycles

At this point, the provider is no longer an external operator. They are partners whose operational insight influences architectural priorities and investment decisions.

Integration is not only a technical competency. It is a competitive advantage.

## Governance AI and the rise of preventive operations

With autonomy increasing across systems, governance has evolved from compliance to intelligence. Enterprises now expect:

- Predictive capabilities
- Contextual decision-making
- Explainable automation
- Traceability and reversibility of actions

AI and agentic automation amplify what well-designed operational models can achieve, but they also require stronger guardrails. The goal is not to remove human judgment, but to elevate it by creating an environment where machines handle what is repeatable and humans focus on what is consequential.

We are moving from reporting incidents to preventing them.

## Leadership, strategy and enterprise impact

As operations become more autonomous and interconnected, managed services leadership must operate with a dual vision: deep technical fluency and broad enterprise awareness.

Decisions made at the infrastructure layer now influence:

- Customer experience
- Regulatory posture
- Data integrity
- Financial exposure

ESG metrics tied to efficiency and utilisation

This convergence has moved managed services into the boardroom. Providers who demonstrate operational discipline, architectural foresight and accountability across these dimensions are now treated as strategic extensions of the enterprise.

Expectations are higher and rightly so.

## The trajectory ahead

Managed services continue to evolve with the architecture they support. AI-enabled operations and systems capable of reasoning are pushing the industry towards a new model: self-optimising, insight-driven operations.

This next phase will define managed services not by the tasks they perform, but by the intelligence they add.

Success will be measured by:

- Resilience under uncertainty
- Adaptability at scale
- Shared value across the enterprise and the provider

The evolution of managed services is not only a story of technological progress. It is the story of enterprises learning to operationalise transformation and of partners rising to meet that responsibility.

The direction is clear: managed services are becoming the strategic engine that accelerates impact, not merely sustains operations.



The author is Keith Odom,  
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India Operations, AHEAD

# From AI pilots to enterprise muscle

*AI is finally growing up. This piece explores how enterprises are moving past endless pilots to build AI that actually works at scale, reshaping workflows, platforms and decision-making so intelligence becomes embedded, repeatable and real*

**BHARTI TREHAN**

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**T**iger Analytics has undergone a major evolution, transforming itself from an analytics specialist into a full-stack AI transformation partner capable of engineering end-to-end value. In an extended conversation, **Senganal Thirunavukkarasu, Head of Enterprise Tech**, and **Harish Seetamaraju, Senior Director, Analytics Consulting**, outlined how Tiger Analytics is redesigning AI delivery models, enabling enterprises to scale generative and agentic AI far beyond prototypes.

Their central thesis: AI impact comes only when enterprises integrate data, engineering, platforms, applications and change management holistically. AI cannot sit in isolation; it must be woven into processes, decisions and the enterprise operating model itself.

## AI strategy must translate to business value: Not just model accuracy

Harish sets the context for Tiger Analytics's shift: "We were offering a lot of pointed AI solutions. Today, we have expanded our services across the full stack to engage with our customers more as a transformation partner."

Simply building a model is not enough. If upstream pipelines fail or downstream user experiences are disconnected, value collapses.

Harish explains this with a demand forecasting example: "Somewhere something breaks upstream, that breaks the whole experience, the model will still run with that data, but the output is no longer meaningful."

The remedy? Stream-aligned, cross-functional pods.

Senganal elaborates: "A better approach is a team that is stream-aligned, all focused towards a certain business goal. Having this ownership across the entire value chain makes it possible to iterate faster and build better solutions."

Tiger's engineering practice intentionally merges the software engineering discipline with AI development, a crucial differentiator in an industry still dominated by siloed functions.

## Full-stack AI engineering: From strategy and pipelines to applications and DevOps

Tiger's evolution required major internal changes. "We built this whole practice around ML engineering to bring engineering maturity into the whole analytics space," says Senganal.

This includes upskilling talent into T-shaped and Pi-shaped engineers, creating accelerators and reusable frameworks, standardising MLOps and LLMOps practices and building end-to-end platforms, not just models. One example is a global confectionery major where Tiger now manages 180+ ML applications across 80+ markets with 100% SLA compliance. Senganal highlights the complexity: "Different markets had different versions of applications. As the scale grew, it became very hard to manage. We started with standardising their workflow and now manage around 180 ML applications." This is not analytics work; it is enterprise engineering at scale.

## Agentic AI: Moving beyond curiosity to deployment

The last two years have driven a shift from experiments to execution. Harish notes: "There is a sense of POC fatigue. People are tired of experiments, now they want to see: can I actually deploy this?" This demand has pushed Tiger into building production-grade AI platforms from day one. Senganal describes a major insurance engagement: "They wanted to build an internal AI-assisted developer platform. There was no POC. Right from the get-go, it had to be built for production." Stream-aligned pods focused on platform architecture, guardrails and AI gateways, use case onboarding and innovation and experimentation. Within three months, Tiger delivered the MVP and enabled multiple business units to build solutions on top.

## Scaling AI across geographies: Lego-like accelerators

Scaling AI is not just about throughput; it is about localisation, compliance, data quality and market context. Senganal explains: "A model built for one market will need tweaking for another. The data is different, the metrics they care about are different." Tiger solves this through composable accelerators: "We build Lego blocks. Depending on the market, we slot in the right blocks. Because they come from the same base, it is easier to maintain over time."



Senganal Thirunavukkarasu,  
Head of Enterprise Tech, Tiger Analytics      Harish Seetamaraju,  
Senior Director, Analytics Consulting, Tiger Analytics

An example: a planogram compliance AI app where markets differ wildly, from low-end phones and no Wi-Fi in Latin America to cloud-first workflows in North America.

## Driving human adoption: Culture, skills, trust and explainability

Harish stresses that AI transformation requires reversing the traditional priority order: "To make the strategy effective, the order of priority reverses; you need the operating model, people and processes in place."

Key elements include multi-level stakeholder engagement, clear communication of why changes matter, AI explainability, human-in-the-loop guardrails, early adopters as evangelists and upskilling and literacy programmes. Senganal adds: "There is no single answer; one size fits all does not make sense. It depends on maturity, constraints and business impact."

## Where AI is accelerating: Customer, tech and unstructured data functions

Tiger sees the fastest adoption of generative and agentic AI in:

- Sales and marketing
- Customer service and contact centres
- IT service management and developer productivity
- Product management and engineering operations
- Knowledge management workflows

Harish observes: "All of these are language-driven, very conducive to becoming more agentic." Meanwhile, sectors like manufacturing and oil & gas are experimenting, but are still early in scaling.

## The next frontier: AI that reimagines enterprise processes

The final part of the conversation reveals Tiger's larger philosophical shift. Harish explains the enterprise evolution: "We used to see AI placed within a certain part of the organisation. Now AI can redefine how the enterprise operates, how the business is conducted." This is no longer about fixing a function. It is about reimagining workflows through agents. He gives a supply chain example: "We used to talk about demand planning systems, now we are talking about self-adjusting supply chains, where an agent monitors inventory, another agent forecasts, another predicts stockouts, another places orders." This shift from point solutions to AI-native enterprise design is what Tiger sees as the biggest opportunity ahead.

## Conclusion

In its journey from analytics specialist to enterprise AI transformation partner, Tiger Analytics has embraced an essential truth: real AI value emerges only when you re-architect how data flows, how teams collaborate, how decisions are made and how technology is delivered. Through stream-aligned teams, reusable accelerators, LLMOps guardrails, AI gateways and deep investment in change management, Tiger is redefining what AI-at-scale looks like, moving enterprises beyond POC fatigue into a future where AI reshapes entire processes, not just isolated use cases. As Harish puts it, "Instead of a single-pointed AI solution, how can we now start reimagining the entire process with AI? Where do agents fit in? Where do humans fit in?" With enterprises now seeking AI-native operating models rather than isolated models, Tiger's integrated philosophy is positioning it at the centre of the next great transformation wave.

# Zoom's big partner play for India and beyond

*A closer look at how a global collaboration platform is doubling down on local partnerships to power growth in India and APAC, transforming its channel strategy with tech innovation, simplicity, and smarter enablement.*

BHARTI TREHAN

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In a fast-evolving hybrid world, one might expect video communication players to sit comfortably atop the pile. But Zoom isn't resting. Instead, it is sharpening its regional edge, fine-tuning partner playbooks and simplifying how it collaborates across India and the broader Asia Pacific. This shift is deliberate and driven by a renewed strategy to lean into partner ecosystems. That's where the conversation begins with **Jacob Pereira, Head of APAC Partners, Zoom**, and **Vishal Amin, Channel Head, India & SAARC, Zoom**.

## Simplifying the complex: Zoom's new channel mantra

For Zoom, the mission is clear: make partnering easier. The company is revamping its ecosystem by moving away from traditional, often rigid models and embracing a partner-led structure that focuses on customer experience. The aim is to provide partners with a streamlined interface, better engagement and support, and a clear path to profitability.

To achieve this, Zoom is overhauling its internal systems to ensure partner touchpoints, from deal registration to support, are frictionless. This isn't about reinventing the wheel but about removing the unnecessary bolts. It is about helping partners get to their goals faster.

## A hybrid-first mindset, tailored for India

The Indian enterprise landscape is hungry for solutions that are both hybrid-ready and flexible. And Zoom is aligning to this need. India is a unique market: price-sensitive, value-driven and hungry for deep support from partners. Recognising this, Zoom is adapting its strategy locally rather than pushing global mandates across the board.

Partners in India aren't just selling licences; they are co-creating solutions with customers. That requires a strategy that accounts for regional buying patterns, support expectations and platform demands. And Zoom seems to be listening.

## Beyond meetings: expanding the canvas

The company is also redefining what it means to partner beyond its core meetings product. The focus has expanded to Zoom Phone, Contact Centre and even developer platforms like Zoom IQ. This diversification unlocks new revenue streams for partners. For example, Zoom Phone is seeing traction in markets where legacy telephony is ripe for disruption. In India, this opens a significant opportunity, especially as more enterprises look to unify communication stacks under a single umbrella. It is no longer about Zoom meetings. It is about creating a full-stack communications layer that partners can build upon.

## Tiers, trust and transformation

Zoom is introducing a simplified tiering system that removes ambiguity and offers more clarity. There is an intentional shift away from traditional volume-based structures toward one built around enablement and engagement. In other words, it is not just how much you sell. It is how invested you are in growing the platform.

The programme now rewards partners who upskill, co-sell and actively invest in technical capabilities. Zoom is also aligning certifications with practical deployments, making it easier for partners to train teams without burning resources or time.

This plays directly into Zoom's growth mindset. The company does not want passive resellers. It wants active partners who lead with solutions.

## APAC's changing partner dynamic

Across APAC, the channel landscape is shifting. Traditional resellers are evolving into managed service providers, cloud integrators and even



Vishal Amin,  
Channel Head, India & SAARC,  
Zoom

Jacob Pereira,  
Head of APAC Partners,  
Zoom

software developers. Zoom is embracing this change by enabling partners to integrate deeper into its ecosystem. In Japan, for instance, local partners are deeply involved in translating customer feedback into product localisation. In Australia, partners are building AI-powered solutions on top of Zoom's core products. This flexibility gives the partner community freedom to innovate and creates a ripple effect across the region. In India, this could mean partners building their own APIs, custom dashboards or tools for education, BFSI and public sector clients, industries that are all actively exploring deeper digital communication stacks.

## Supporting the builders: local-first partner enablement

Enablement is not just about training modules. Zoom is building out its local support presence with dedicated teams, sales engineering resources and marketing alignment to help partners go to market more effectively. It is also rolling out tools that help partners demo solutions without heavy infrastructure investments. A significant move in India, where smaller partners often struggle to showcase enterprise-grade functionality. This 'show, not tell' model allows partners to walk clients through actual solutions, not just pitch decks.

## AI, contact centres and the road ahead

With the global explosion of AI, Zoom is not standing still. Its AI Companion tool and smart meeting features are now part of the broader pitch to partners.

The focus is to position AI not as a futuristic buzzword but as a productivity enabler, particularly relevant in India's cost-conscious market. Contact Centre is also getting a push, as Zoom taps into demand from retail, logistics and digital-first startups.

Both these areas, AI and contact centres, are central to Zoom's plan to elevate partner value. It is giving partners more reason to stick around and more tools to win deals.

## Zoom 2.0: Partnering with intent

Zoom's evolution is a story of listening, learning and localising. From simplifying its channel programme to expanding into non-core products, the company is shaping a partner model that is flexible, focused and future-proof.

In India and across APAC, this partner-first thinking is less about chasing volume and more about co-creating value. And with AI, developer tools and platform integrations all on the table, the partner opportunity is only getting bigger.

Zoom is not just connecting calls anymore. It is building a new way to collaborate. Together.

# AI-driven displays and the silent classroom revolution

*Smart classrooms are no longer a futuristic idea. Learn how a homegrown innovation engine is leveraging AI to cut teacher workload, secure learning spaces, and quietly position India for a global leap in interactive display tech*

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**I**t starts with a teacher writing two words on a screen: "human heart." Within seconds, the screen generates detailed diagrams, explanatory videos, relevant text, and a quiz — all tailored to the student's grade. This is no sci-fi scene. This is how an AI-powered smart classroom from India is quietly reshaping education across the country.

In an in-depth conversation with *DQ Channels*, **Dr. Ramya Chatterjee, CEO, Solitaire Brand Business and Director, Pointek Global Innovations**, revealed how AI-led platforms, secure infrastructure, and global ambitions are coming together to define India's next decade of digital learning and collaboration.

## From chalkboards to context-aware ecosystems

The classroom has evolved. Projectors replaced chalk. Panels replaced projectors. But today, education has moved into an era where content isn't just displayed, it's created in real time, analysed for engagement, and stored securely. This shift is driven by AI, and its impact is most visible in tools like Solitaire Digital Canvas Pro Pro.

Designed as a free platform for educators, this system uses AI to turn handwritten topics into structured lessons. A simple scribble becomes a multi-format lesson plan: auto-generated videos, graphics, and age-appropriate quizzes. This isn't a feature for convenience. It's a design for impact. One that addresses the often-overlooked workload of Indian teachers.

Attendance, syllabus completion, student evaluation, and parent communication, these are daily hurdles. The technology here doesn't replace teachers. It supports them, by automating the mechanical so they can focus on the meaningful.

## Security as a built-in standard, not an afterthought

With intelligent devices, security becomes non-negotiable. The smarter the display, the bigger the target. The platform integrates biometric authentication and NFC-based access at the hardware level. Meanwhile, firmware encryption and compliance-focused protocols guard the software layer.

This two-tiered security model helps educational institutions and large enterprises deploy these systems without second-guessing access control or data protection. In an age where schools and offices double up as digital hubs, such layered security isn't a premium feature, it's a requirement.

## India's moment in the global AV market

The global IoT-integrated AV market is headed for a USD 71 billion milestone by 2030. Solitaire's roadmap aims to make sure India contributes a visible share to that figure.

The strategy is clear. Phase one: India. Done. With over 358 partners and presence in 623 cities, the domestic foundation is strong. Next up: Middle East, GCC countries, Southeast Asia, and Europe. The vision isn't to rush; it's to expand with structure.



Alongside international growth, the brand is also broadening its product range. Commercial displays, digital signage, video walls, and Direct LED tech, a full portfolio play that goes beyond education and into collaborative workspaces.

## The Make in India dilemma

Despite the government's push for local manufacturing, the structure of public-sector tenders often tells a different story. Many tenders are designed in a way that favours multinational OEMs. This puts Indian brands at a disadvantage, even when they tick all the boxes.

It's a frustrating paradox. There's money flowing into digital classrooms, but the framework often sidelines domestic innovators. What's needed is a fairer evaluation model, one that gives India's own manufacturers a fighting chance.

Until then, brands like Solitaire are navigating with persistence, leveraging every opportunity the local market provides while eyeing a fair share of global demand.

## Strength in numbers: The distribution backbone

Solitaire's aggressive domestic growth isn't a fluke. It's built on a deep distribution network: 55 branches, 150+ service hubs, and over 358 partner firms. That's how the brand delivered 301% business growth last year. And that same structure will now support its foray into international markets.

This partner-first model isn't just about reach. It's about readiness. With installation capabilities spread across India's urban and semi-urban landscape, the infrastructure is in place to scale fast, whether it's a school in Jaipur or a collaborative workspace in Jakarta.

## Conclusion

The real innovation isn't just in what these displays do. It's in how they've been designed: to reduce fatigue, to automate routine, to secure every interaction, and to make learning seamless. Solitaire's approach isn't loud or headline-grabbing. It's methodical, visionary, and rooted in real problems faced by real people.

And perhaps that's what makes the story powerful. At a time when much of edtech remains aspirational, here is a platform built for ground realities with teachers at the centre, AI in the engine room, and India on the global map.

# How integration, security and AI shape enterprise IT

*Modern system integration is no longer about wiring hardware. It is about designing secure, intelligent IT ecosystems that scale with ambition. This feature explores how a consulting-first mindset and AI-ready infrastructure are redefining enterprise technology delivery*

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**S**ystem integration has become a critical pillar of India's digital transformation journey as enterprises and public institutions navigate increasingly complex technology environments. With organisations adopting a mix of legacy systems, cloud platforms, cybersecurity frameworks, collaboration tools and emerging technologies such as AI and analytics, the role of system integrators has evolved far beyond basic deployment.

Today, system integration in India is about designing cohesive, scalable and secure IT ecosystems that align technology investments with real operational and business outcomes. As government digitization programmes, large-scale infrastructure projects and enterprise modernisation initiatives accelerate, system integrators are playing a central role in bridging strategy, technology and execution across diverse industries. One of the emerging players, Praruh Technologies, was founded on friendships forged over more than a decade in India's enterprise IT ecosystem. As Vishal Prakash, CEO & Managing Director, recalls, "Three of us are friends and our friendship goes back more than 15 years now." Those years were spent across large technology organisations such as Wipro, Cisco, HCL Infosystems, Polycom and Nokia, building deep expertise in networking, collaboration, datacentres and telecom. Founded in November 2019 by **Amardeep Sharma, Director & CTO, with Rahul Sharma, Director, and Vishal Prakash** joining soon after, Praruh has grown into a full-stack IT system integration services company, delivering projects across datacentres, networking, unified communications, telecom, cybersecurity and managed services. Today, with a lean team of 60–65 professionals, the company is executing projects of national importance while targeting aggressive expansion into private enterprises and BFSI.

## High-impact model in a crowded ICT market

In a market dominated by large ICT players and mid-sized integrators, Praruh has consciously chosen a different path. Vishal Prakash explains the distinction clearly: "We presently are operating out of 60–65 odd guys and we are doing a turnover of around 90–100 odd crores this fiscal."

This lean structure enables Praruh to stay cost-efficient and agile without compromising on technical depth. "By optimising our skill set, we are reducing our cost and when we go to the market, we are commercially competitive," Prakash adds. The leadership team believes that agility, rather than size, is what gives them an edge when competing with larger ICT firms.

## Consulting before contracts: Designing solutions, not just bidding on tenders

Unlike many system integrators that enter engagements only after tenders are issued, Praruh prefers early-stage involvement. Amardeep Sharma, Director & CTO, emphasises this philosophy: "We primarily try to engage with the customer at the solution design stage. We adopt a consulting approach, we understand the problem, we design a solution and then we actually deliver it on the ground." This consulting-led engagement allows Praruh to assess the customer's existing datacentre, DR infrastructure, applications, networking and telecom stack before recommending upgrades. As Vishal Prakash puts it, "We first understand their IT outlay and then we formulate our strategy." The result is a solution that improves operational efficiency while remaining technologically and commercially viable.

## Strategic OEM partnerships powering a holistic portfolio

Praruh's ability to deliver end-to-end integration is anchored in carefully curated OEM partnerships. The company is a Premier Partner for Cisco and Nokia and is aspiring to reach a similar status with Google and Fortinet.

"Cisco is technologically more advanced on the network side, Nokia is an expert in high-end telecommunication, Google is into datacentre and Cloud services and Fortinet is one of the pioneers in IT security," says Prakash. This approach ensures Praruh can offer a complete bouquet of solutions while remaining vendor-neutral at the solution level.



**(Left to right) Vishal Prakash, CEO & Managing Director, Praruh Technologies with Rahul Sharma, Director, Praruh Technologies and Amardeep Sharma, Director & CTO, Praruh Technologies**

## Managing multi-domain talent in a complex integration environment

System integration requires collaboration across hardware, software, networking and security teams, often with differing perspectives. Amardeep Sharma sees this as core to the SI role: "That is actually the core work of a system integrator."

Praruh invests heavily in structured training and workforce planning. "At the start of every year, we finalise what kind of skill set we need to develop and what kind of business we are targeting," Sharma explains. This ensures the organisation remains aligned with emerging priorities such as cybersecurity and AI infrastructure.

## Public sector scale brings complexity and credibility

Praruh has delivered projects for ONGC, DMRC, NBCC, NMV and even handled the entire IT security framework for the G20 event. While public sector projects bring scale and prestige, they also come with operational challenges.

"The biggest challenge while dealing with government customers is the timeline, which finally translates into cash flow issues," Vishal Prakash admits. Yet, the experience has helped Praruh build credentials that now allow it to bid for Rs 40–100 crore single projects, a significant leap from its early days.

## Security and AI: The twin growth engines ahead

Looking ahead, Praruh is betting big on cybersecurity and AI. "Security is in any which way going to be a very big thing," says Prakash, citing the complexity of the G20 deployment as a turning point. On AI, Amardeep Sharma highlights the backend reality: "There has to be a requirement for datacentre upgrade in terms of GPUs and HPCs."

Praruh has already delivered AI-led command and control solutions and is exploring the launch of its own Security Operations Centre to offer Security-as-a-Service.

## Supply chain resilience through Tier-1 OEMs

Global hardware shortages during COVID tested the resilience of integrators worldwide. Praruh mitigates this risk by working exclusively with Tier-1 OEMs. "If we see that a particular OEM is not having good delivery timelines, we shift our solution from one OEM to another," explains Prakash.

Amardeep Sharma reinforces this strategy: "These OEMs are giants in their domain. If there is an issue, they resolve it faster because they look at it from a global perspective."

# A new blueprint for channel-led cybersecurity

*India's cybersecurity landscape is rapidly evolving, and strategic enablement of partners is becoming central. A look at how structured programmes, training and ecosystem-wide collaboration are defining the future of defence*

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**I**ndia's cybersecurity story is rapidly entering a new chapter. This time, it is not being written solely by vendors or customers but by a rapidly evolving partner ecosystem. These are no longer just resellers or middlemen. They are becoming trusted security advisors, guided by programmes that put transparency, capability and context at the centre.

In a recent interaction, **Jon Fox, VP Channels and Alliances, APJ, CrowdStrike**, shared how the company is placing partners at the heart of its go-to-market strategy. The aim is to build long-term resilience, not just short-term sales wins.

## Partner success before product success

The foundation is clear. If partners do not succeed, neither does the vendor. This is not about pushing solutions down a sales funnel. It is about understanding how each partner operates, what they need, and how to help them scale securely and sustainably.

Rather than assuming a one-size-fits-all approach, there is an intentional move to listen to partner challenges in India from skilling gaps to support infrastructure. The response includes a growing partner team, expanded investment in sales and pre-sales resources, and a partner-centric platform built to support scale.

The goal is not merely to sell more. It is to ensure partners can support, deploy and defend efficiently across diverse customer environments.

## Consistency, clarity and commitment

Across the channel ecosystem, one recurring issue has been the inconsistency in how vendors engage partners. The current approach aims to flip that script.

Programmes are consistent, easy to understand and built for clarity. That consistency is vital, particularly in a country as large and complex as India. Whether a partner is based in Bengaluru, Delhi or a smaller Tier 2 city, the support framework must deliver the same value.

There is also an emphasis on accessible, structured enablement. From technical certifications to account-based marketing support, partners are not left to figure things out alone. Instead, they are supported to operate confidently in customer conversations, whether they are pitching endpoint protection, threat intelligence or managed detection.

## India's evolving channel landscape

India's partner base is changing, and so is the way they approach cybersecurity. Channel partners are no longer looking to just meet margins.



They are looking to build practices, invest in security capabilities and differentiate themselves in a crowded market.

Recognising this shift, the engagement model here is now less about volume and more about depth. That includes co-selling, joint marketing initiatives, and working closely to understand what partners want, not just what the vendor wants to sell.

Rather than rely on assumptions, the company has made an effort to ask, engage and adapt. This kind of listening is turning out to be a differentiator in a market where partners often feel unheard.

## Moving beyond just training

Training is no longer about dumping modules on a partner and expecting them to cope. The idea now is to upskill in a way that aligns with real-world needs. Programmes are structured, technical certifications are layered and relevant, and marketing enablement is equally prioritised.

It is a holistic approach. A partner not only learns the technology but also how to go to market with it. That shift, from training to transformation, is a critical element in the current enablement strategy.

There is also recognition of India's scale and diversity. Programmes are built with the region's complexity in mind. Investments are not just happening at the surface level. Deep, long-term support is the focus.

## Investing in long-term growth, not just short-term wins

The intent is not to land a few large customers and move on. The broader focus is on creating a repeatable, scalable partner playbook for India. It is one that can serve both large system integrators and born-in-the-Cloud partners with equal relevance.

This means the channel is not just a route to market. It is part of the cybersecurity solution itself.

By embedding partners into every layer, from threat detection to response, there is a stronger, more resilient defence posture being built for customers.

The underlying belief: resilience is a team sport, and every partner, no matter their size or location, has a role to play in shaping that future.

## A channel built for tomorrow's risks

Cybersecurity is no longer just about the right tools. It is about the right people, in the right place, with the right support. That is where the partner strategy is setting new benchmarks.

By prioritising consistency, investing in enablement and listening actively to what India's partners need, the focus is shifting from reactive support to proactive defence.

It is still early in this transformation, but the direction is firm: a stronger, more empowered partner ecosystem that does not just sell cybersecurity but helps shape it.

# Kanyakumari IT Association members call for state-wide boycott of Lenovo products

*A small-town IT association takes on tech giant Lenovo over a controversial store deal, sparking a boycott that's rippling across Tamil Nadu. What happens when local loyalty clashes with corporate expansion?*

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**N**agercoil: Peeved by the alleged unethical channel policies, the Sangamam IT Association of Kanyakumari district has decided to intensify its protest against Lenovo, officially deploying "Boycott Lenovo" posters throughout the district. The association has also escalated the matter to the Confederation of IT Associations (Confedita), TamilnaduVanigar Sangankalin Peramaippu (Federation of Tamil Nadu Merchants' Associations) and the Nagercoil Chamber of Commerce to gain broader trade support.

### Roots of the conflict

The dispute between the association and the company owns its origin to Lenovo's decision regarding a new retail store in Marthandam. The association alleges that Lenovo ignored qualified local members, despite being provided with a list of willing local partners, in favour of an external dealer outside their region.

The dealer in question reportedly operates Lenovo stores across 11 cities and manages outlets for competing brands like Acer, ASUS and Dell. The association expressed concern that Lenovo has not guaranteed that stocks will not be "infiltrated" from these other locations, which they believe threatens the local economy.

### Action plan and ultimatum

In a letter officially issued by the association in the month of November 2025, the association, led by President Vimal Jeba Singh S., has issued a seven-day ultimatum for Lenovo to provide a proper solution. If the company fails to respond, the association has pledged the following actions:

- **Widespread boycott:** Proliferating "BOYCOTT" stickers across all retailer counters, including those belonging to non-association members
- **Inventory return:** Returning all Lenovo stocks, including consumer, commercial and peripheral products, to their respective regional distributors
- **State-wide support:** Calling upon all members of Confedita to join in solidarity against these unfair business practices

"Our association is committed to supporting local businesses and regional distributors," stated the association leadership in their official communication. "We urge the community to support us until Lenovo reconsiders their decision."

"More than the Lenovo store, our main concern is the multi-branded outlet that is constructed above the exclusive showroom. When a customer enters a Lenovo store, does not like their brand, is directed towards the multi-branded outlet and is influenced to buy other brand product in the same category," Vimal told DQ Channels.

### No positive signs despite multiple rounds of discussion

The ongoing dispute between the Sangamam IT Association and Lenovo has reached a critical impasse, with multiple rounds of discussions failing to produce a positive outcome. Despite the association's efforts to resolve the conflict through dialogue, the tech giant remained firm on its decision to bypass local retailers for its new Marthandam outlet.

### Where do the local partners lack?

According to some market sources, the brand had reached out to potential partners from the local region. However, the said partners did not have enough credit limit with the distributor.

"I personally feel Lenovo did not follow any unethical practices in this. They had shortlisted the potential partners and in fact reached out to the local partners. However, no single partner was qualified enough with good credit history," said a channel partner on condition of anonymity.

He also said one channel partner was willing to set up the store. However, he was wanting to go on the "current date cheque" (CDC). In the IT distribution



business, the CDC model often fails due to a combination of credit-driven market dynamics, working capital cycles and operational inefficiencies, which no national distributor might accept.

Another channel source revealed that the terms and conditions levied by Lenovo for an exclusive store do not give an equal opportunity. "The association should have fought it hard in the beginning. While they were knowing such situation is coming, stopping something when the brand had opened the outlet would create a loss for the partner who had invested around Rs 60 lakhs in the market," another partner from a neighbouring district said.

"Today a channel partner is not the only competition for the other. A traditional laptop showroom has to face competition from e-commerce, q-commerce, LFR, mobile shops and home appliances companies. While a laptop seller cannot sell an AC or even an electrical good, market is conditioned to allow anyone to sell laptops," another channel partner expressed.

Another leading partner who is into both sales and service of Lenovo products said, "Today we cannot stop a brand which the customer is demanding. However, an open notice of boycotting Lenovo would definitely damage the brand. They should change their position and should respect the channel partners who had spent their entire life promoting their products when the concept of online was not there," he said.

The market reveals that the concept of a single-brand showroom is evolving and geographical limitations for channel partners are not feasible. A channel partner from Thoothukudi had recently opened a showroom in Coimbatore; a retailer from Coimbatore opens an exclusive outlet for another brand in Mumbai and Pune. Some districts have strong sentiments that the channel partner being from the same district would help in aspects like tractability if something goes wrong.

Most channel partners who spoke with DQ Channels on this issue have differed opinions. However, everyone stood on one common point: "Equal and fair opportunity for everyone."

Confedita, the forum of all the channel partners' associations in Tamil Nadu, has taken the issue in hand and escalated it with FAITA (Federation of All India IT Associations). "Lenovo had expressed their willingness to talk with us and come for an amicable situation. I want to reaffirm that the association is for the welfare of the members and no second thought on this," he said.

### Lenovo's statement

Lenovo responded to the query raised by DQ Channels. In an official communication, Lenovo India said, "We value our relationship with local businesses and remain committed to a channel-first approach as we expand in Tamil Nadu."

The brand said that all partners are selected through the same fair, transparent criteria across India: retail expertise, financial strength and proven experience. "We will continue to work with the local ecosystem, as we continue to grow with both longstanding and new partnerships, ensuring each store is built for sustainable, mutual growth."

## Ambrane expands manufacturing with new Kundli plant, enters electronics categories



Ambrane has officially commenced operations at its new 83,000 sq. ft. manufacturing facility in Kundli, Haryana, built with an investment of Rs. 50 crore, significantly strengthening the company's production capabilities while enabling expansion into new electronics categories such as IT peripherals and small appliances.

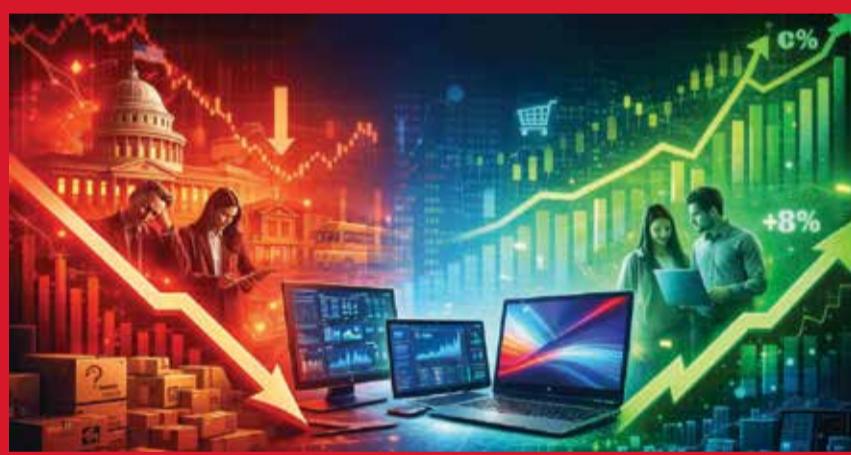
The commissioning of the Kundli facility increases Ambrane's overall production capacity by nearly 200 per cent. With planned automation upgrades, the facility is designed to reach its full installed capacity of up to 15 lakh units per month, supporting both volume growth and product diversification.

Over the past 13 years, Ambrane has built a strong pan-India presence. The brand has sold over 40 million products, holds the number one position in the power bank category, and is among the leading wearable brands. Its distribution network spans more than 10,000 dealers across 20 states and 100+ Tier II and Tier III cities, with strong availability on major e-commerce platforms.

The facility has already created employment for over 600 workers, with further hiring planned in R&D, quality, and manufacturing. Ambrane has also started skill-development programmes focused on automated manufacturing, quality checks, and process controls.

As Ambrane expands its international footprint across 17 countries, the company aims to reinforce its position as a global ambassador of Made-in-India electronics.

## US PC shipments fall again in Q3 2025 — Consumer demand tells a different story



The US PC market recorded its second consecutive quarterly decline in Q3 2025, with shipments (excluding tablets) falling 1% year-on-year to 17.7 million units, according to research from Omdia. The drop reflects mounting macroeconomic pressures and weaker public-sector spending, even as consumer demand remained resilient.

Consumer PC shipments rose 8% to 7.6 million units, marking the third straight quarter of growth in 2025. Omdia analyst Greg Davis described the consumer segment as a bright spot but noted that weakening US consumer sentiment, persistent inflation, elevated interest rates, rising unemployment, and growing household debt could dampen demand in the holiday quarter.

The commercial segment was broadly stable, with shipments dipping under 1%, while the education and government sectors saw a 23% decline. Reduced government funding and inventory corrections contributed to the downturn.

Omdia expects inventory corrections to ease, potentially supporting commercial shipment growth in Q4 as enterprises transition from Windows 10 to Windows 11. The research firm maintains a positive full-year outlook, projecting 2025 to finish stronger than the prior two quarters.

## Consistent Infosystems showcases security portfolio at IFSEC India 2025



Consistent Infosystems strengthened its market presence at IFSEC India 2025 in New Delhi, showcasing its latest security, networking, power, and IT solutions.

Consistent marked its presence at IFSEC India 2025, South Asia's largest security and surveillance exhibition, held at Bharat Mandapam, New Delhi. The company showcased its expanding portfolio of security, networking, power, and IT solutions, highlighting its focus on delivering scalable and integrated technologies for modern infrastructure.

The three-day event saw strong engagement at Consistent's booth, with more than 6,780 visitors and over 638 business partners, including system integrators, channel partners, and industry stakeholders.

Key highlights included newly launched surveillance and power-backup products such as Mini UPS, CCTV UPS, Moonlight Cameras, PoE UPS, and CCTV Camera Speakers. Live demonstrations allowed visitors to experience the solutions' functionality firsthand.

Consistent also used the platform for discussions with partners and stakeholders on emerging security challenges, infrastructure modernisation, and technology-led approaches.

Executives emphasised ongoing focus on new product introductions, quality, compliance (including HTQC applications for IP cameras), and expanding market reach.

Consistent's participation reaffirmed its position as a trusted technology partner in India's security and IT hardware market.

## iLink Digital doubles down on Microsoft Fabric to anchor enterprise data and AI strategy



iLink Digital is expanding its investments in Microsoft Fabric to help enterprises unify data, modernise analytics, and operationalise AI, marking a shift toward scalable data platforms. India is set to host the Microsoft Fabric Tour in 2026, reinforcing the company's focus on ecosystem development.

The company said its deeper focus on Microsoft Fabric will support analytics modernisation, data governance at scale, and real-time intelligence through closer collaboration with Microsoft. Bengaluru has been selected to host the India edition of the Fabric Tour.

iLink Digital has built production-grade solutions and accelerators on Microsoft Fabric across unified data estates, governance frameworks, business intelligence, real-time intelligence, and emerging agentic AI use cases. These implementations are live in sectors including healthcare, retail, manufacturing, logistics, and sports.

The multi-city Fabric Tour focuses on learning, collaboration, and hands-on exposure to Microsoft Fabric for developers, architects, students, and enterprise leaders.

## ASSOCHAM AI leadership meet highlights India's AI push

ASSOCHAM organised an AI Leadership Meet in New Delhi, bringing together policymakers, industry leaders, and technology experts to discuss India's artificial intelligence roadmap and its role in economic growth. The event focused on strengthening India's AI ecosystem through collaboration between government, industry, and academia.

Speakers highlighted AI's growing impact across sectors such as healthcare, manufacturing, finance, agriculture, and governance. Discussions centred on responsible AI adoption, data security, and the need for robust regulatory frameworks to ensure ethical use of emerging technologies.

Industry leaders stressed the importance of skilling and reskilling the workforce to meet rising AI demand. Emphasis was placed on developing domestic AI capabilities, encouraging innovation, and supporting startups to build scalable solutions aligned with national priorities.

The meet also underscored the role of public-private partnerships in accelerating AI deployment and building digital infrastructure. Participants noted that India's large talent pool, expanding data ecosystem, and government initiatives position the country as a strong contender in the global AI landscape.

The ASSOCHAM AI Leadership Meet concluded with a call for coordinated action to drive sustainable and inclusive AI-led growth in India.



## Makop ransomware attacks in India intensify



Makop ransomware attacks in India have increased sharply, according to a new study that shows both a change in tactics and a concentrated geographic focus. About 55 percent of identified victims are based in India, reflecting a deliberate strategy targeting organisations with weak security controls and exposed remote access systems.

The ransomware campaign highlights how attackers exploit basic security gaps rather than rely solely on advanced techniques. Makop, linked to the Phobos family and first observed around 2020, is now being delivered using Guloader, marking a shift from traditional manual deployment through compromised Remote Desktop Protocol (RDP) systems.

Researchers found that most attacks begin with unauthorised access to unsecured RDP services, where weak passwords are guessed with automated tools. Once inside, attackers scan networks, steal credentials, disable security software, and encrypt data using tools such as Mimikatz.

The study shows attackers are also using custom uninstallers to remove Indian antivirus products and exploiting known Windows vulnerabilities to escalate privileges.

To reduce exposure, organisations are advised to secure remote access with multi-factor authentication, apply regular patches, limit public RDP exposure, deploy endpoint protection against loader-based threats, improve password practices, and conduct regular security audits.

## CloudKeeper appoints Gaurav Barman as CRO



CloudKeeper has appointed Gaurav Barman as its Chief Revenue Officer (CRO) as part of the company's ongoing focus on strengthening its global revenue strategy and expanding enterprise adoption of its cloud cost optimisation platform.

In his new role, Barman will be responsible for driving revenue growth across markets, scaling go-to-market initiatives, and deepening customer and partner engagement. He will work closely with leadership teams to align sales, customer success, and partnerships with CloudKeeper's long-term business objectives.

Barman brings extensive experience across enterprise sales, revenue operations, and customer growth, having worked with global technology organisations. His appointment is expected to support CloudKeeper's efforts to accelerate customer acquisition and enhance value delivery for enterprises managing complex Cloud environments.

CloudKeeper's leadership said the appointment reflects the company's emphasis on building a strong revenue engine to support its next phase of growth. The company continues to focus on helping enterprises optimise Cloud spend through automation, insights, and governance, while expanding its footprint across global markets.

## SAP Concur Joule AI transforms travel and expense management



SAP Concur has introduced Joule AI to enhance travel and expense management by improving automation, accuracy, and user experience across enterprise workflows. The AI-powered capability is designed to simplify expense reporting, policy compliance, and decision-making for employees and finance teams.

Joule AI enables users to interact with travel and expense data using natural language prompts, helping them quickly understand spend patterns, policy requirements, and approval status. The integration aims to reduce manual effort, minimise errors, and speed up expense processing.

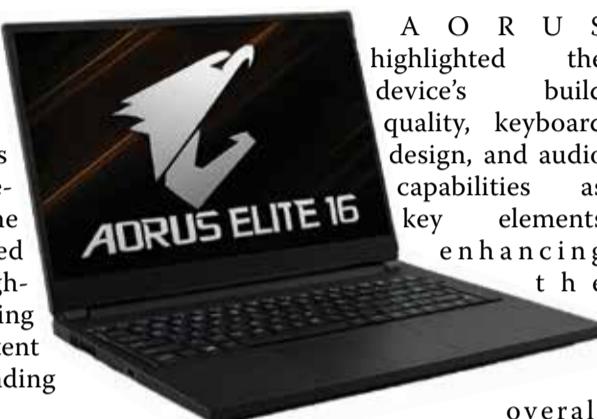
The solution also supports managers and finance leaders by providing contextual insights into spending behaviour and compliance trends, enabling faster and more informed decisions. By embedding AI directly into SAP Concur workflows, organisations can improve productivity while maintaining governance and control.

SAP Concur said Joule AI aligns with its focus on responsible AI adoption, ensuring transparency, security, and data privacy. The enhancement reflects SAP's broader strategy to embed AI across enterprise applications to deliver practical value, improve efficiency, and support smarter financial operations for businesses globally.

## AORUS Elite 16 gaming laptop launched

AORUS has launched the Elite 16 gaming laptop in India, expanding its portfolio for gamers and performance-focused users. The laptop is designed to deliver high-performance computing for gaming, content creation, and demanding workloads.

The AORUS Elite 16 features a large display with a high refresh rate to support smooth gameplay and immersive visuals. It is powered by the latest generation processors and discrete graphics, aimed at handling modern games and intensive applications. The laptop includes an advanced thermal design to manage heat during extended gaming sessions and maintain stable performance.



AORUS highlighted the device's build quality, keyboard design, and audio capabilities as key elements enhancing the overall gaming experience.

The laptop also offers multiple connectivity options to support peripherals, external displays, and fast data transfer.

The launch of the AORUS Elite 16 reflects the company's focus on the growing gaming and creator market in India, addressing demand for powerful, feature-rich laptops through its channel partner network.

## Brother printer discounts roll out in India



Brother has rolled out discounts on a range of its printers across India, aiming to drive demand among home users, small businesses, and enterprises. The offers are available for a limited period and cover select inkjet and laser printer models.

The discounted portfolio includes mono and colour printers designed for everyday printing needs, with a focus on efficiency, reliability, and low total cost of ownership. Brother said the initiative is intended to support customers looking to upgrade or expand their printing infrastructure amid growing demand for home offices and small workspaces.

The company highlighted features such as compact design, energy efficiency, and consistent output quality as key value propositions for the promoted models. The printers are suitable for a variety of use cases, including personal use, small offices, and professional environments.

The offers are available through Brother's authorised channel partners and retail network across India. Brother reaffirmed its commitment to working closely with channel partners to improve accessibility and deliver cost-effective printing solutions to customers nationwide.

## ViewSonic expands lamp-free projector portfolio in India



ViewSonic has expanded its lamp-free projector portfolio in India, strengthening its presence across education, enterprise, and home entertainment segments. The company introduced new models based on LED and laser technology, aimed at delivering longer lifespan, lower maintenance, and improved energy efficiency.

The expanded portfolio includes projectors designed for classrooms, meeting rooms, and large venues, offering high brightness, sharp image quality, and flexible installation options. ViewSonic highlighted that lamp-free technology reduces total cost of ownership while supporting consistent performance over extended usage periods.

The company said the new models address growing demand for sustainable and reliable display solutions, driven by increased adoption of digital learning and collaborative workspaces. Features such as instant on and off, reduced heat output, and compact design were positioned as key advantages.

ViewSonic will distribute the expanded range through its channel partner network across India. The company reaffirmed its focus on working closely with partners to improve availability, provide technical support, and cater to evolving customer requirements in the Indian projector market.

## HMD Touch 4G hybrid phone returns

HMD has reintroduced the Touch 4G hybrid phone in India, bringing back a device designed to bridge the gap between feature phones and smartphones. The handset combines physical keypad functionality with touchscreen support, targeting users seeking simplicity with essential smart features.



The HMD Touch 4G supports 4G connectivity and is positioned for users who prioritise calling, messaging, and basic internet access. The device includes support for popular applications, voice calling features, and long battery life, aimed at delivering reliable everyday usage. Its compact form factor and tactile keys are intended to improve ease of use, particularly for first-time mobile users and those upgrading from basic feature phones.

HMD highlighted that the device addresses continued demand for hybrid phones in the Indian market, where affordability, durability, and ease of operation remain key considerations. The phone is expected to appeal to users looking for dependable connectivity without the complexity of full smartphones.

The return of the HMD Touch 4G reflects the company's focus on diverse user needs and its ongoing presence in India's feature-centric mobile segment.

## Logitech MX Master 4 mouse targets professional workflows



Logitech has introduced the MX Master 4 mouse, aimed at professionals who require precision, comfort, and productivity for advanced workflows. The device is positioned for users in creative, technical, and enterprise environments where extended usage and multi-device control are essential.

The MX Master 4 features an ergonomic design intended to reduce hand fatigue during long working hours. It supports high-precision tracking and customisable controls to improve efficiency across applications. Logitech highlighted enhancements focused on smoother navigation, accurate scrolling, and improved responsiveness.

The mouse is designed to work across multiple devices and operating systems, enabling users to switch seamlessly between systems. It supports wireless connectivity and is compatible with Logitech's software for button customisation and workflow optimisation.

Logitech said the MX Master 4 builds on the MX series' focus on performance and reliability for professional users. The product is targeted at developers, designers, analysts, and other professionals who depend on consistent input accuracy and flexible control in demanding work environments.

The launch reinforces Logitech's commitment to delivering productivity-focused peripherals for modern hybrid and professional workplaces.

## Sennheiser ACCENTUM Open true wireless earbuds refresh



Sennheiser has refreshed its ACCENTUM Open true wireless earbuds in India, expanding its consumer audio portfolio with a focus on comfort, sound quality, and everyday usability. The open-ear design is aimed at users who prefer situational awareness while listening to music or taking calls.

The ACCENTUM Open earbuds feature an ergonomic fit designed for extended wear and are positioned for daily activities such as commuting, work, and casual listening. Sennheiser highlighted balanced sound performance and clear voice pickup to support both entertainment and communication needs. The open design allows ambient sounds to remain audible, catering to users who prioritise awareness alongside audio playback.

The earbuds support wireless connectivity and are designed for ease of pairing with compatible devices. Sennheiser said the refreshed ACCENTUM Open reflects its focus on combining comfort, practicality, and signature sound tuning for a wider audience.

With this update, Sennheiser continues to strengthen its presence in the true wireless segment, addressing growing demand for versatile audio products suited to modern, on-the-go lifestyles.

## UltraProlink Snap-Z Two selfie stick with tripod launches in India

UltraProlink has launched the Snap-Z Two selfie stick with tripod in India, expanding its portfolio of mobile photography and content-creation accessories. The product is designed to address the growing demand for compact and multifunctional tools among smartphone users, vloggers, and social media creators.

The Snap-Z Two combines a selfie stick and tripod in a single device, offering adjustable height, foldable design, and enhanced portability. It features wireless remote functionality to enable hands-free photography and video recording, supporting a wide range of shooting scenarios including travel, live streaming, and group photos.

UltraProlink said the product is compatible with multiple smartphone models and is designed for ease of use, stability, and durability. The company highlighted the focus on convenience and versatility for everyday users as well as content creators.

The Snap-Z Two will be available through UltraProlink's retail and online channel network across India. The launch reinforces the company's focus on expanding its accessories range in line with evolving consumer usage patterns and content-driven mobile experiences.



## Konica Minolta unveils INNEX CM55 for hybrid workspaces



Konica Minolta has launched the INNEX CM55, a portable conferencing device designed for hybrid workplaces. The plug-and-play solution comes with an auto-framing 4K HD camera and built-in omnidirectional mics, offering a 360° audio and 120° wide-angle video coverage.

The device features AI-driven voice localisation, echo cancellation and noise reduction. It automatically tracks active speakers, offering a dynamic, focused video feed. The dual-position setup allows it to function as a front-facing webcam or a central table device for group meetings.

Speaking on the launch, Daisuke Mori, MD, Konica Minolta Business Solutions India, said, "INNEX CM55 is aligned with the growing need for seamless virtual collaboration tools. It blends high-quality video, intelligent audio and user-friendly design, ideal for today's remote work culture."

The device is compatible with leading video conferencing platforms like Zoom, Microsoft Teams and Google Meet. It is suited for SMEs, educational institutions and consulting firms seeking smart conferencing solutions.

The INNEX CM55 is now available through Konica Minolta's authorised partners and distributors across India.

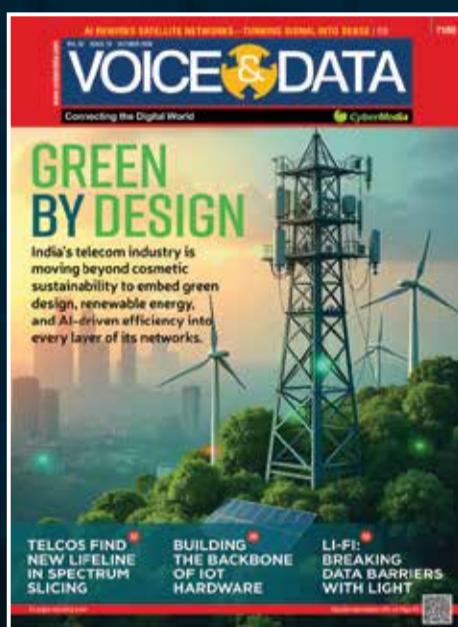
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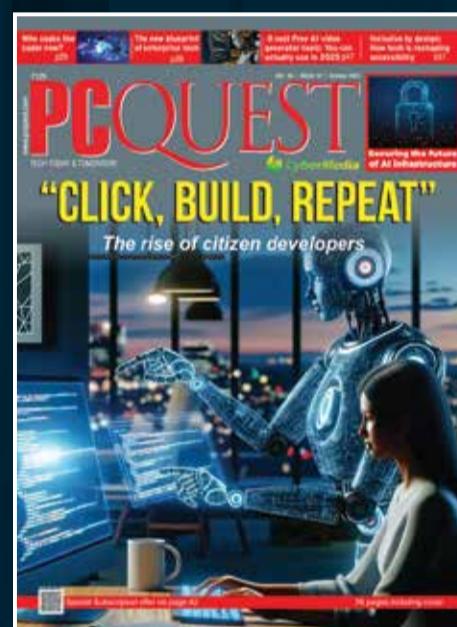
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