JUNE EDITION - 2026

PUBLISHED FROM BANGALORE

siliconindia

BUSINESS OF SERVICES

SILICONINDIA.COM

FIDO PHARMA

PARBHAT SINGH, CEO & MANAGING DIRECTOR

Setting Benchmarks for Excellence in Probiotics Innovation through Cutting-Edge Infrastructure and R&D

₹250

siliconindia

Vol 14 • Issue 03- 06 • JUNE, 2026

Publisher Alok Chaturvedi

Managing Editor Mandvi Singh

Editorial Team
Sejal Singh BG
Viswanathan A
Priyanka R

GM - Media & Graphic Designing Visualizer
Prabhu Dutta A.R.N Ray

Art Manager
Suanya Chakraborty

Designers
Madhusmita Sahoo
Rutika Mohanty

VP- Sales & Marketing
Rohit Kumar

Advertising Manager
Kiran Singh

advertise@siliconindia.com

Editorial Queries
editor@siliconindia.com

Circulation Manager Magendran Perumal

To subscribe
Visit: https://www.siliconindia.com/subscribe/
or send email to subscription@siliconindia.com

Magazine Price is Rs. 250 per issue

Printed and Published by Alok Chaturvedi on behalf of Silicon Media Technologies Pvt Ltd and Printed at Executive Prints - 113/7, Ground floor, Old madras road, Halasuru, Bangalore - 560008 and Published At No. 124, 2nd Floor, Surya Chambers, Old Airport Road, Murugeshpalya, Bangalore-560017.

Publisher Alok Chaturvedi

Editorial

The Drivers of Successful Tomorrow

At a time when consumer and client expectations are rising across industries, businesses must go beyond merely meeting objectives and focus on delivering meaningful value that aligns with evolving demands. Companies are effectively realizing this and expansively working towards it.

The future of careers also is stands at the crossroads of business, technology, and specialized services. As industries evolve at an unprecedented pace, organizations are no longer competing solely on products or technologies; they are competing on talent, skills, and the ability to continuously adapt to changing market realities.

Traditionally, technology and engineering dominated conversations around high-growth careers. Today, however, opportunities are emerging across a far broader spectrum. Sectors such as probiotics, enzymes, biotechnology, healthcare services, coaching and training, consulting, digital services, logistics, and customer experience management are creating new avenues for professionals equipped with both technical expertise and business acumen.

The rise of knowledge-driven industries has fundamentally changed workforce expectations. Employers increasingly seek professionals who can combine domain expertise with problem-solving, digital fluency, and adaptability. At the same time, employees are looking for workplaces that offer continuous learning, career mobility, and meaningful opportunities for growth.

This shift has elevated the importance of coaching and training services, which have become critical enablers of workforce transformation. As technologies evolve and business models become more dynamic, upskilling and reskilling are no longer optional, they are essential. Organizations are not only investing in learning cultures to building stronger, more resilient teams capable of navigating uncertainty and driving innovation, but curating curriculums in collaboration with universities to create industry-ready talents.

As **siliconindia** presents its June 2026 edition, recognizing a select group of organizations under the prestigious **'Company of the Year – 2026'** category for their exceptional performance, innovation, and value-driven deliverables, the message is clear: enduring success belongs to enterprises that continuously evolve with changing market dynamics and workforce expectations. These companies exemplify a forward-thinking approach, demonstrating that the future will be shaped not merely by those prepared for the next opportunity, but by those ready to lead the next evolution of work, business, and industry itself.

Do read to know more and share your valuable feedback!

Mandvi Singh
Managing Editor
editor@siliconindia.com

CONTENTS

SI COMPANY OF THE YEAR CORPORATE COACHING & TRAINING SERVICES 2026

24 CREEK LEARNING SOLUTIONS

SI COMPANY OF THE YEAR BEST TECH COMPANY TO WORK FOR 2026

28 PROGRESS SOFTWARE

COVER STORY - 16

SI COMPANY OF THE YEAR PROBIOTICS - 2026

FIDO PHARMA

PARBHAT SINGH, CEO & MANAGING DIRECTOR

Setting Benchmarks for Excellence in Probiotics Innovation through Cutting-Edge Infrastructure and R&D

HOW IS THE GCCs EVOLUTION IN INDIA POWERING ITS ENGINEERING POTENTIAL?

By Priyanka R, Copy Writer, siliconindia

India's technology potential sits at a unique intersection of scale, talent, digital infrastructure, and global demand. As India is expanding its base of AI, data, and cloud engineers going all out and experimenting, it is set to transform from a global IT services hub into a full-spectrum technology innovation engine. What is emerging today as a talent advantage will evolve into a strategic global capability; and GCCs are the propellers. India rooting its tech backbone will stand high, reshaping how and where the world builds technology.

Global Capability Centers (GCCs): Engineering at Scale is On

India's GCC story is not a straight line; it's a three-phase evolution (right from 1990's to the present) that mirrors the country's rise from a cost-efficient outsourcing base to a global engineering and innovation hub. Now, that it marks the fourth phase, India's GCCs are fundamentally different; they are core to global innovation strategy.

Evolution of GCCs in India- From Support to Strategy

Phase	Time Period	Focus	Key Work	Role
Phase 1: Cost & Support	1990s - Early 2000s	Back-office, low-cost operations	IT support, HR, finance, customer service	Captives / Offshore Development Centers
Phase 2: Process & Scale	Mid 2000s -2010s	Efficiency and quality	Analytics, complex IT, finance operations	Global In-house Centers (GICs)
Phase 3: Digital & Engineering	2015 - 2022	Innovation and digital transformation	AI, cloud, product engineering, cybersecurity	Centers of Excellence (CoEs)
Phase 4: AI & Strategy (GCC 4.0)	2023 - Present	Innovation, ownership, business impact	GenAI, product development, global strategy	Strategic Business Units / Value Hubs

Global Capability Centers (GCCs), once seen merely as offshore support units in India, are now a thing of the past as that paradigm rapidly shifts. Due to increasing demand from global and domestic tech ecosystems, India is deeply embedded in global product development and innovation pipelines. The rapid growth of GCCs in India reflects how India has become more than just an inexpensive delivery center, with more than 1,700 GCCs housing close to 1.9 million professionals. Engineering, AI, and innovation have now been relocated to India, making it a key center for these activities within the broader digital economy, i.e., India engineering ecosystem. Decision-making, product ownership, and advanced R&D are increasingly shifting to Global Capability Centers India, challenging the traditional 'hub-and-spoke' model-where, for years, strategy stayed at global HQs while execution was handled from India.

Global Investment and Expansion Strategy

India, today hosts 50% of the world's GCCs where companies like Google, Microsoft, JPMorgan Chase, including others run large engineering, AI, and R&D teams. GCC expansion in India is being driven by long-term internal capital allocation from global headquarters, especially U.S. and European multinational companies. These investments are not venture capital led but come from enterprise budgets aimed at building owned engineering and innovation centers in India.

A recent example is the partnership between Trigent and Codec, which is launching Global Capability Centres in Bengaluru and Hyderabad. The centers will act as core technology delivery and innovation hubs, covering AI, cloud, application modernization, and enterprise engineering, including cloud migration services India and DevOps engineering services India. The model is designed for long-term capability building rather than short-term outsourcing, showing why companies are setting up GCCs in India.

Ronan Stafford, Chief Executive Officer of Codec, said, "India has the talent density that our next phase of growth demands".

Similarly, The Standard, a U.S. insurance firm, has expanded its presence with a second GCC in Bengaluru, focusing on data analytics, cloud, and enterprise systems, reflecting growing investment in insurance tech and digital transformation in India.

Dan McMillan, president and CEO of Standard Insurance Company, said, "We still work with partners for back-office maintenance. The difference is between 'design' and 'run'. The GCC focuses on design higher-end engineering, data platforms and strategic work. "It's

more advanced than traditional outsourcing". He added, "The insurer has worked with third-party partners for over two decades, with those relationships evolving alongside the company".

In the technology and enterprise space, companies like Goldman Sachs and JPMorgan Chase continue to invest in India GCCs for mission-critical systems such as trading platforms, risk analytics, cybersecurity, and cloud infrastructure. These are core engineering functions tied directly to global operations.

Retail and tech leaders such as Walmart and Microsoft are also expanding their India engineering investments, with India teams contributing to global e-commerce systems, AI development, cloud platforms, and supply chain technology, further accelerating enterprise AI adoption in India.

Key GCC Events (2025-2026) Driving India's Engineering Shift

The transformation of Global Capability Centers (GCCs) in India is being actively shaped by a series of high-impact industry events between 2025 and 2026. These platforms are not just forums for discussion, they are defining how GCCs evolve from execution units into strategic engineering hubs.

NASSCOM GCC Summit 2026

One of the most influential platforms in the GCC ecosystem, the 16th edition of the summit is scheduled to take place on May 6-7, 2026, in Mumbai. The event is expected to bring together global enterprises and policymakers to outline the next phase of GCC evolution.

Themed 'Architecting the Strategic Leap', the summit will focus on AI-native enterprises, leadership, and the shift of GCCs from execution to ownership.

Rajesh Nambiar, President of Nasscom, said, "The real shift for GCCs will come when they move from a cost mindset to a revenue mindset. The moment they start influencing revenue, not just delivering execution, they stop being back offices and become true innovation and engineering hubs. The next five years will decide whether GCCs in India remain execution centers or evolve into leaders shaping business and engineering outcomes globally".

This reinforces the idea that GCCs are increasingly being evaluated not just on cost efficiency, but on their ability to drive engineering-led business outcomes.

NASSCOM GCC Conclave 2025

The 2025 conclave further strengthened the narrative that GCCs are now deeply embedded within global enterprise strategy. This shift is also reflected in broader industry views. As Debjani Ghosh, Distinguished Fellow at NITI Aayog and is the Chief Architect of the NITI Frontier Tech Hub noted: "Most of them are focused on cutting-edge R&D. a lot of companies have their largest R&D hubs right now in India". This highlights how India is moving beyond delivery into core engineering and research ownership.

Bengaluru Tech Summit 2025

At the Bengaluru Tech Summit 2025, themed 'FutuRise', the focus was on India's growing leadership in AI, deep tech, and global innovation. The event brought together global leaders, policymakers, and enterprises to drive collaboration across emerging technologies. In his address, Karnataka Deputy Chief Minister D. K. Shivakumar described Bengaluru's role in this transformation: "Bengaluru's strength lies not just in its infrastructure, it lies in its people".

Discussions highlighted India's ambition to strengthen its position in areas such as AI, digital infrastructure, and advanced engineering, while scaling innovation through global partnerships. This reflects a broader shift, India is not just adopting technology, but increasingly building and scaling it for global impact.

GCC Leaders' Conclave 2025

The GCC Leaders' Conclave 2025 focused on the theme of driving next-generation operating models and enterprise value creation, reflecting the evolving role of GCCs in global organizations. Discussions at the conclave centered on how GCCs are transitioning from execution-focused units to strategic, outcome-driven

hubs, with greater ownership across engineering, product development, and innovation.

A key takeaway from the event was the growing emphasis on building agile, high-impact capabilities, where success is defined not by scale of delivery, but by the ability to drive innovation, speed, and measurable business outcomes.

Ganesh Mahadevan, Chief Information & Digital Officer, Bosch Global Software Technologies, said, "We are a value multiplier. The essence of a GCC lies in the fact that it is a relatively new construct, and the return on value is the fundamental reason for our existence. We also function as a bridge of trust within the organization. Across all our work, whether in software, AI, or future-facing technologies, we consistently create value. In summary, we operate as a value multiplier for now, the next phase, and what comes next".

This reflects a clear shift toward engineering depth, innovation, and strategic contribution, moving beyond traditional volume-driven execution models.

India GCC Conclave 2026

At industry platforms and GCC-focused roundtables in 2026, the conversation has increasingly shifted toward long-term positioning, particularly India's role within global enterprise structures and innovation ecosystems. The broader theme across these discussions has been the evolution of GCCs into integrated, enterprise-aligned value hubs, with ownership across engineering, product, and transformation, often framed around 'Smart, Skilled and Scalable: India's Blueprint for the Next GCC Era'.

Reflecting this shift, Shalini Sankarshana, MD of Planview Inc. India, says, "Global Capability Centers today are no longer separate offshore units; they are an integral extension of the enterprise itself. In essence, a GCC is simply another multinational unit of the same organization, operating out of India with full ownership of outcomes. What has fundamentally changed is the nature of work, from low-complexity execution to building end-to-end capabilities across engineering, product, and transformation. This evolution is what is unlocking India's engineering potential at scale, combining global responsibility with local talent density, speed, and execution depth".

Talent: India's Biggest Strength

The country's biggest advantage is its structure, the talent pool that's backed by approximately 2.5 to 2.6 million STEM (Science, Technology, Engineering, Mathematics) graduates annually, maintaining one of the world's largest talent pipelines. Especially, when top institutes like Indian Institutes of Technology and Indian Institute of Science anchor advanced research, alongside private edtech and startups working on expanding skill access; this talent pool is rapidly increasing with specializations in AI, data, and cloud systems.

India's rise as a global GCC hub is strongly driven by one key advantage, its rapidly evolving engineering talent base. GCC evolution is significantly powering India's engineering potential by shifting from execution to ownership, depth, and scale. Today, engineers in India are no longer limited to maintenance or support roles; they are owning end-to-end product modules, building core platforms, and contributing to strategic decisions. GCCs are also moving into deep-tech and complex system engineering, going far beyond traditional IT services.

What makes this even more compelling is not just the scale, but the speed at which the quality and specialization of talent is improving, especially in areas such as AI, cloud, and advanced engineering. Our tech doyens are solving global challenges at scale by supporting large platforms and millions of users worldwide. Today, India has more than 126,000 professionals working in AI roles within GCCs, with talent concentration growing by over 250 percent in recent years, a pace that is faster than major economies like the US, UK, and Germany.

This shift is also visible in hiring trends. India recorded the fastest growth in AI engineering hiring globally, at nearly 60 percent year-on-year, showing how demand is rapidly moving toward high-skill, future-ready roles. At the same time, GCCs themselves are driving this demand, contributing to over 22 percent of India's total AI talent requirements, making them the biggest engine of advanced tech hiring.

Rishad Premji, Executive Chairman of Wipro Limited, said, "Skilling is important to be able to have talent that's AI-ready, to be able to deploy and leverage the technology. It is also important to reskill people whose jobs may be redundant or less relevant in an AI world".

Rishad Premji has focused heavily on building future ready talent. He has been vocal about the need to shift from traditional IT skills to AI, cloud, and advanced engineering capabilities. His emphasis on continuous upskilling has helped prepare India's workforce for high value GCC roles where engineers now work on global platforms and product systems.

What makes India's talent stand out?

A large and diverse engineering workforce across software, electronics, mechanical, and systems engineering

A strong pipeline from startups and digital companies, adding real-world product and platform experience

Rapid upskilling in AI, data science, cloud, and systems integration, aligning with global tech needs.

Manoj Marwah, GCC Markets Leader-India, (EY India), said, "While compensation is one aspect, GCCs stand out for their overall employee value proposition offering lower attrition, stronger benefits, and the opportunity to work in globally integrated roles with a clear sense of ownership as part of the core enterprise".

India vs US: A Shifting Talent Equation

Traditionally, the US led in high-end research and innovation, while India focused on execution. But this gap is narrowing. India is now becoming the execution + innovation hub, where engineers are not only building systems but also designing and improving them at scale. In fact, many global firms are choosing India not just for cost advantage, but for availability of skilled, deployable talent at scale, something harder to achieve in mature markets like the US. This reinforces the benefits of GCC in India for enterprises, especially access to scalable, skilled talent.

This growth reflects how rapidly India's talent ecosystem is evolving, positioning the country at the center for the future of global capability centers India. As demand for advanced AI and data skills rises, the workforce is continuously upgrading, positioning India as a future-ready engineering hub.

R&D Expansion Driving the Next Wave of GCC Growth in India

GCCs in India are gradually evolving into R&D and innovation hubs rather than mere execution centers. Global firms have started using India to design products, prototypes, develop artificial intelligence applications, and conduct engineering research and development. As per a survey, over 90 percent of GCCs that have matured are making investments in AI and digital technologies, most of which are related to R&D and innovation activities such as AI model building, cloud computing, cybersecurity systems, and digital product innovations, with India teams involved in everything from ideation to deployment.

More important, R&D efforts are no longer limited to metropolitan cities only. Even though Bengaluru, Hyderabad, Pune, and Chennai continue to remain popular R&D destinations owing to their abundant talent base and ecosystem, firms are setting up R&D-based GCCs in smaller Tier 2 cities like Kochi, Ahmedabad, and Coimbatore. The reason being these cities provide ready access to engineering talent and relatively low costs of operations.

Gujarat is a good example, where the GCC has investments in engineering R&D, semiconductor manufacturing, and high-tech manufacturing, all facilitated by government policies that seek to establish innovation infrastructure. In essence, companies are no longer spreading out physically; they are spreading their R&D capacities around India. The other emerging trend is that the increasing reliance on AI for the GCC's transition is affecting product development, design, and scaling.

Conclusion

This represents more than a mere transition; it means that GCCs in India are not only executing but creating a structure which serves as a valuable engine of engineering and innovation for companies worldwide. Thanks to persistent enterprise investments, rapid evolution of talent pool, and growing research capabilities, India can be seen not just as a source of savings but rather a place of design and manufacture of global products.

The real question is whether India is still supporting global enterprises or is it emerging as a central force shaping their engineering and innovation agendas?

IN FOCUS .....

RBI TIGHTENS CONSUMER PROTECTION NORMS TO CURB MIS-SELLING BY LENDERS

The Reserve Bank of India (RBI) has introduced stricter consumer protection rules to curb mis-selling by banks and lenders, effective January 1, 2027. The revised framework mandates explicit customer consent through verified methods such as signed declarations, OTP approvals, or recorded confirmations. Digital platforms must set 'No' or 'I do not agree' as the default option, ensuring customers make active choices.

Lenders are required to clearly disclose key product details, including interest rates, fees, risks, lock-in periods, and exit charges before onboarding customers. The RBI has also banned bundled consent, requiring separate approvals for each financial product. Consent records must be retained for at least one year after contract closure.

The framework expands oversight to agents, business correspondents, and loan service providers, whose details must be publicly disclosed. While necessary data access for compliance is permitted, deceptive digital practices or 'dark patterns' remain prohibited. Customers can also file mis-selling complaints within prescribed timelines for quicker grievance redressal.

Cognite Expands India Strategy to Accelerate AI-Led Manufacturing Innovation and Growth

ANDHRA PRADESH, GOOGLE TO SET UP JOINT TASK FORCE FOR AI AND CLOUD INNOVATION

The Andhra Pradesh government has partnered with Google to form a joint task force focused on artificial intelligence (AI), cloud computing, and digital governance. The collaboration aims to improve public service delivery and strengthen the state's digital ecosystem.

During his Singapore visit, Chief Minister N. Chandrababu Naidu met Google Asia-Pacific President Karan Bajwa to discuss deploying AI and cloud technologies for real-time governance and more efficient citizen services. Google will also support AI skilling and cloud certification programs to enhance youth employability and prepare a future-ready workforce.

The state plans to establish AI and cloud computing centers in universities and engineering colleges, providing students with industry-oriented training. Naidu also invited Google to collaborate on the 'Sanjeevani' healthcare initiative to improve healthcare delivery through digital solutions.

In parallel, Naidu held meetings with global leaders on logistics, semiconductors, urban development, and technology partnerships, highlighting Andhra Pradesh's ambition to emerge as a hub for innovation, advanced infrastructure, and AI-driven growth.

INDIA, US TO HOLD TRADE TALKS ON FINAL PHASE OF FIRST TRANCHE

India and the United States will resume trade negotiations on June 23-24 as both countries work to finalize the first tranche of their proposed trade agreement. A delegation from the U.S. Trade Representative (USTR) will meet Commerce Minister Piyush Goyal and senior Indian officials to advance discussions on the interim deal and the broader Bilateral Trade Agreement (BTA).

The talks follow detailed negotiations held in New Delhi earlier this month, covering goods trade, non-tariff barriers, customs procedures, trade facilitation, and economic security cooperation. Both sides aim to conclude the first phase of the agreement by mid-July.

Commerce Secretary Rajesh Agrawal said India expects the discussions to focus on finalizing key elements of the deal. He also noted that improved stability in the Gulf region and smoother movement through the Strait of Hormuz could boost India's exports. The upcoming talks are seen as an important step toward strengthening India-US economic and trade ties. si

PULSUS TO INVEST RS 500 CRORE IN TELANGANA AI HEALTHCARE HUB

PULSUS Group has announced a ₹500 crore investment to expand its AI Healthcare and Digital Innovation Hub in Ameenpur, Telangana, following a Supreme Court ruling that upheld the project's IT/ITeS park and Special Economic Zone (SEZ) status. The 35-acre campus near Miyapur is being developed as a major center for artificial intelligence, healthcare technology, and digital services.

The expansion is expected to create around 6,000 direct jobs and support nearly 30,000 indirect employment opportunities. PULSUS CEO Dr. Gedela Srinubabu said the project aims to become one of Telangana's leading AI healthcare and digital innovation hubs, bringing together researchers, healthcare professionals, engineers, and technology experts.

The company plans to collaborate with universities, research institutions, startups, and healthcare organizations to drive innovation in clinical research, bioinformatics, healthcare analytics, and data science. The investment is expected to strengthen Telangana's position as a key destination for AI-driven healthcare and technology development. si

Amazon Expands Automation and Inventory Technology to Enhance Operations across India

IN MY OPINION

CLOUD ECOSYSTEMS TRANSFORMING AI, BIG DATA, AND IoT INTO UNIFIED INTELLIGENCE

Rahul Dhar, President - Global Data Center Operations, Enterprise Delivery & Program Management, CtrlS Datacenters

Rahul Dhar is a seasoned technology and infrastructure leader with over 26 years of experience in data center operations, enterprise delivery, and program management. He specializes in building scalable, resilient infrastructure to support cloud ecosystems and AI-driven workloads. His expertise includes cloud infrastructure, risk management, and compliance, with a strong focus on driving large-scale digital transformation and operational excellence across global environments.

In a recent email interaction with Priyanka R, Copywriter at siliconindia, Rahul Dhar, President - Global Data Center Operations, Enterprise Delivery & Program, shared his insights on 'Cloud Ecosystems Transforming AI, Big Data, and IoT into Unified Intelligence'.

As enterprises accelerate their digital transformation journeys, the convergence of artificial intelligence, big data, and the Internet of Things is redefining how data is captured, processed, and transformed into value. However, integrating these technologies at scale requires more than just capability; it demands a unified, flexible, and resilient infrastructure. Cloud ecosystems are emerging as the critical enabler, breaking down silos, supporting real-time data flows, and enabling intelligent decision-making across distributed environments.

Cloud-Native Architectures Powering AI, Data, and IoT Convergence

Cloud ecosystems are becoming the unifying fabric that allows AI, big data, and IoT to operate as a single, intelligent system rather than siloed capabilities. At scale, this convergence is driven by cloud-native platforms that enable real-time data ingestion, distributed processing, and AI model deployment at the edge and core.

Architecturally, we're seeing a shift toward hybrid and multi-cloud frameworks, software-defined infrastructure, and edge-first designs. Data gravity and latency concerns demand localized processing, while interoperable APIs, containerization, and robust data pipelines ensure seamless integration, governance, and scalability across this increasingly interconnected digital ecosystem.

Additionally, enhanced observability, security models, and automated orchestration frameworks strengthen resilience, performance, and adaptive decision-making in dynamic workloads and evolving enterprise environments, while supporting innovation and optimization.

Cloud Data Lakes Enabling Scalable AI and Real-Time Predictive Intelligence

Cloud-native data lakes have become the backbone of modern AI- and IoT-driven enterprises. By decoupling storage from compute, they enable elastic scalability and cost efficiency while ingesting massive, real-time data streams from edge devices and distributed systems. Advanced architectures such as leveraging object storage, metadata layering, and unified governance allow structured and unstructured data to coexist seamlessly, improving accessibility and consistency. This accelerates model training, stream analytics,

and cross-domain insights, while also supporting diverse workloads such as batch processing and real-time querying.

Crucially, integrated AI pipelines, data orchestration, and automated lifecycle management are reducing latency between data capture and decision-making, empowering organizations to shift from retrospective reporting to proactive, real-time predictive intelligence at enterprise scale.

Edge–Cloud Convergence for Low-Latency AI Systems

From a datacenter operator's perspective, edge computing and integrated cloud ecosystems are no longer optional, they're foundational to modern digital infrastructure. By processing data closer to the source, edge deployments significantly reduce latency, which is critical for real-time AI, IoT, and mission-critical workloads. When tightly integrated with scalable cloud backends, they create a seamless continuum for data orchestration, storage, and advanced analytics.

In sectors like autonomous mobility, smart cities, and industrial automation, this low-latency architecture enables rapid decision-making, enhances safety, and boosts operational efficiency. As demand for real-time insights grows, we're witnessing a decisive shift toward distributed, latency-aware infrastructure, forming the backbone of next-generation digital services and accelerating India's broader digital transformation journey.

Cloud-Driven Data Unification and Intelligent Integration

Cloud ecosystems are dismantling traditional data silos by creating interoperable, API-driven platforms that unify ingestion, storage, and processing across heterogeneous sources. By abstracting underlying infrastructure complexity, they allow IoT streams, enterprise data lakes, and AI workloads to coexist seamlessly within a common architecture. Beyond mere consolidation, the real transformation lies in data fabric and data mesh strategies, which enable real-time visibility, robust governance, and secure portability of data across hybrid and multi-cloud environments.

For Indian enterprises, this shift is particularly critical: it accelerates decision-making, enhances operational scalability, strengthens regulatory compliance, and unlocks the full potential of distributed data. Integrated analytics and AI-driven insights allow organizations to derive actionable intelligence and innovate faster in a competitive market.

Cloud Security and Compliance in AI-Driven Ecosystems

As cloud ecosystems mature, we're embedding security, privacy, and compliance as foundational design principles rather than afterthoughts. This involves adopting zero-trust architecture, end-to-end encryption, and confidential computing to safeguard data throughout its entire lifecycle, from ingestion to archival. For highly regulated sectors such as healthcare and finance, we proactively align infrastructure with evolving regulatory frameworks, enforce data localization requirements, and implement robust auditability and traceability mechanisms.

Emerging AI and IoT workloads introduce new challenges, requiring real-time threat detection, automated governance, and adaptive security policies. Ultimately, trust is the true differentiator, so we are investing in resilient, compliant, and transparent cloud platforms that empower enterprises with full control, visibility, and confidence in how their data is managed and protected.

Cloud-native data lakes have become the backbone of modern AI- and IoT-driven enterprises. By decoupling storage from compute, they enable elastic scalability and cost efficiency while ingesting massive, real-time data streams from edge devices and distributed systems

AI-Driven Cloud Intelligence for Automated Insights and Operational Efficiency

AI-driven cloud ecosystems are fundamentally reshaping how enterprises extract value from IoT data at scale. By integrating edge computing with centralized cloud intelligence, businesses can absorb, process, and analyze high-velocity data streams in near real-time, transforming raw sensor inputs into actionable insights. The real breakthrough lies in embedding advanced AI models directly into these pipelines, enabling automated decision-making, predictive maintenance, anomaly detection, and dynamic resource optimization. This evolution shifts organizations from reactive analytics to proactive, self-optimizing operations.

In essence, for Indian enterprises, particularly in manufacturing, energy, and logistics, this convergence is unlocking measurable gains in operational efficiency, supply chain resilience, and innovation, while simultaneously reducing latency, lowering infrastructure complexity, and supporting smarter, data-driven business strategies.

SI COMPANY OF THE YEAR
PROBIOTICS - 2026

FIDO PHARMA

Setting Benchmarks for Excellence in Probiotics Innovation through Cutting-Edge Infrastructure and R&D

TEJAL ASHOK VISPUTE, DIRECTOR

Holding a Master's in Pharmacy, Tejal possesses close to a decade of experience across diverse functions of the pharmaceutical industry. Heading the technical aspects of Fido Pharma, she personally oversees each blends & combinations of nutraceuticals and has been pivotal in helping the company cater to evolving customer dynamics.

COVER STORY

By Ananth V

Despite the havoc that it cased worldwide, the COVID pandemic has brought about a transformational shift in the people's mindset towards their health. Keeping their overall health and well-being in mind, an increasing number of people are now prioritizing disease prevention over cure and opting for diet supplements to strengthen their immunity and keep diseases at bay. As a result, the demand for high-quality probiotics has been at an all-time high in recent times. According to a recent report by IMACR Group, the Indian probiotics market which stood at $2.6 billion in 2025 is expected to amount to $10.77 billion by 2034, exhibiting a 17.09 percent CAGR during the forecast period.

Among the plethora of probiotic companies who are currently operational in India, one that stands a notch higher than the rest is Fido Pharma. Based in Panchkula (Haryana), Fido was incepted in 2020 with a vision to leverage cutting-edge R&D to provide high-quality enzymes, probiotics and probiotic blends to global companies at affordable rates. Today, with three manufacturing

PARBHAT SINGH, CEO & MANAGING DIRECTOR

With a Bachelor's degree in Business Management & Marketing and Masters of Sciences in Chemistry, Prabhat is a distinguished sales & marketing professional with over 15 years of experience in the pharmaceutical sector. He has played a significant role in Fido Pharma's growth journey so far, especially in terms of new client acquisition and retention.

units in India (2 in Panchkula) and an office in the USA, the company has a strong market presence in 20+ countries across the world that include India, US, UK, China, Japan, Canada, Italy, Germany, Poland, Korea, Greece, Serbia, Korea, Egypt, Thailand, Singapore, New Zealand, and Taiwan, to name a few.

Exquisite Range of Products & Services

Fido Pharma offers products & solutions across a broad spectrum of categories that include APIs, Enzymes, Probiotics, Probiotics Blends, Nutraceuticals, Formulations and Dietary Supplements. However, probiotics has always been the company's primary forte and flagship vertical under which it offers over 30 varieties of strains. Some of the major species of probiotics that it manufactures include Bifidobacterium, LACTOBACILLUS, Bacillus, Saccharomyces Boulardii (Sb), Streptococcus Thermophilus, Pediococcus Acidilactici, Clostridium Butyricum, Apergillus Oryzae, Enterococci, and Saccharomyces Cerevisiae (S. Cerevisiae).

"Currently, we're also working on combination probiotics with nutraceutical agents to analyze the synergistic effect. For instance, we are combining our probiotics with Hyaluronic acid to overcome its absorption problem as well as enhance its effectiveness on skin and joint health. Similarly, we are also combining the probiotics used to treat iron deficiency with Lactoferrin to facilitate better absorption while also minimizing chances of constipation, a common side effect of iron supplements' intake", says Tejal Ashok Vispute, Director, Fido Pharma.

Standing a Class Apart

Playing a pivotal role in Fido Pharma's top-notch quality service delivery is its world-class infrastructure and industry collaborations. As an ISO 9001:2015, FSSAI and HACCP certified company, Fido's state-of-the-art

manufacturing units are WHO-GMP certified and adhere to highest levels of quality standards across the entire production cycle, right from inventory to final delivery of the products. Additionally, the company has also partnered with CSIR Chandigarh (Council for Scientific & Industrial Research), which undertakes thorough testing and sequencing of every probiotic that Fido develops. A one-of-its-kind in the industry even today, this collaboration with CSIR has helped Fido Pharma immensely in ensuring that its products remain error-free and precisely align with the customers' prescribed specifications.

> ***Be it companies using probiotics to manufacture their products or making probiotics for export, we are the go-to supplier partner for their every raw material requirement and are even exporting our probiotic blends to other countries***

"Be it companies using probiotics to manufacture their products or making probiotics for export, we are the go-to supplier partner for their every raw material requirement and are even exporting our probiotic blends to other countries as well. One of our customers recently bought probiotic blends from us and acquired their clinical approval in their country for gut health and vaginal health. Those two probiotic blends were specifically designed for that particular client on a contract basis and we don't share those compositions with other customers", adds Parbhat Singh, CEO & Managing Director, Fido Pharma.

Cutting-Edge R&D for Client-centric Service Delivery

Keeping client experience as paramount, Fido Pharma leaves no stone unturned to ensure that its customers get the best quality service. To do so, the company first gets a clear understanding of the client's requirement in terms of the capsule size, fill weight, the type & number of strains, the quantity they require, and many other critical aspects. Based on this information, Fido's team of R&D experts conduct a thorough research of all the probiotic strains that are literaturely proven to suit the customer's requirement, combine them at a specific ratio & concentration, and comes-up with a curated set of compositions. The composition that is approved by the client is then formulated into the final end product with utmost precision to ensure that every requirement of the customer is met with the highest standards of quality.

"We isolate the strains from numerous natural sources such as soil, milk and curd, conduct differentiation of the bacterial strains, and put them through stringent screening to assess the probiotic potential of each isolated strain. Our in-house team of microbiologists have over 10 years of experience in the isolation and justification of the strains for probiotic potential, and I personally look into combinations with nutraceuticals based on the current market needs. All the compositions are carefully blended based on pharmaceutical preformulation and formulation studies as well as significant literature references", Tejal further adds.

Speckless Business Journey

Given its exceptional track record and industry benchmark practices, Fido Pharma has successfully catered to a large variety of clients worldwide across biopharmaceutical, fine chemicals, food & feed, and cosmetics industries. Some of its prominent clients in India include Himalaya, Carbamide Forte, Mosaic Wellness, Man Matters, Minimalist and many others. Going forward, the company plans to further expand its probiotics and probiotic blends portfolio and add more strains for specific target areas. In light of this, it is also looking forward to enter commence the clinical trials for each of its strains of probiotics and probiotic blends with respect to different ailments. Additionally, Fido is currently working on targeting its Lactobacillus reuteri strain for improving the overall gut health and relieving constipation as well.

QUICK FACTS

- Year of Establishment: 2020
- Office Locations: India (Panchkula), and USA
- Manufacturing Plants: 2 plants in Panchkula
- Product Offerings: Enzymes (20+ types), Probiotics (30+ types), Probiotics Blends (30+ types), Nutraceuticals (20 types), Formulations, APIs, and Dietary Supplements

CXO INSIGHTS

ADVANCING CIRCULAR CHEMISTRY FOR SCALABLE AND SUSTAINABLE INDUSTRIAL MATERIALS

Dr Trissa Joseph, Vice President - R&D, Everest Industries

Dr Trissa Joseph, Ph.D., is an experienced R&D leader with a strong background in innovation, product development, and technology-driven growth in the building materials and construction sector. She focuses on developing sustainable, high-performance materials and building robust innovation pipelines aligned with business strategy. With deep technical expertise and strong academic grounding, she combines scientific insight with execution excellence to deliver scalable solutions, strengthen product portfolios, and drive market competitiveness. She is also known for leading agile, collaborative R&D teams focused on customer-centric and sustainable innovation.

In a recent email interaction with Priyanka R, Copywriter at siliconindia, Dr Trissa Joseph, Vice President - R&D, Everest Industries Limited, shared her insights on 'Advancing Circular Chemistry for Scalable and Sustainable Industrial Materials'.

Circular chemistry is transforming formulation-led industries like construction chemicals by enabling more sustainable, resource-efficient material design without compromising performance, cost, or compliance. Enabled by advances in molecular design, alternative raw materials, and process optimization, it supports reduced-carbon formulations, improved material efficiency, and circular lifecycle practices such as reuse and recycling. As industries scale these innovations from lab to commercial production, circular chemistry is emerging as a key driver of resilient, efficient, and sustainable industrial material systems.

Embedding Circular Chemistry in Construction Formulations

Circular chemistry construction industries are no longer a trend, but a necessity. The principles can be embedded in formulation-led industries with the help of proper molecular design principles. Companies are investing in circular chemistry to reduce environmental impact, improve cost efficiency, and advance a circular economy.

Here are a few ways you can address it.

Design to Replace - The easiest way to achieve this is utilizing alternate raw materials that are obtained from renewable sources or industrial waste (like byproducts of another industry). A few examples are replacement of main binders like cement (having the biggest carbon footprint) with pozzolanic materials like flyash and granulated blast furnace slag).

Reinforcement like fibers can be replaced by cost-effective fibers like agriculture waste, or synthetic fibers. The effective way is to balance replacement of primary raw materials with alternatives without compromising quality and cost. In the construction industry, such measures are found to reduce costs. However, in this process, it is important to ensure the recycled material or byproduct of industries have consistent quality and are procured from sources closer to the factory. The first stepping stone for circular chemistry is to strengthen the market for secondary materials.

Designing for Designing for Reusability - The construction industry is investing heavily in research to effectively use its own end-of-life materials as viable alternatives. Legislation is catching up and the construction industry has made its moves. The construction industry reuses its demolition debris in new construction, turning end of life materials back into new projects. Demolished concrete is crushed, screened and graded, steel reinforcement is removed and material is used as aggregates. This is the basis for base layers, non-structured concrete and pavements and pre casts. Some recycled concrete can be treated and used in structural concrete under strict quality control so that it does not impact the quality of the product and does not contain material that are not compliant.

Design to Reduce - Circular chemistry works commercially when we design formulations to reduce material usage. This is where innovation can make a real difference. It helps reduce the load on natural resources or use of higher carbon footprint materials along with reducing material consumption. This can be effectively done using high performance additives, optimizing particle packing and improving fiber or reinforcement efficiency. Over-engineering products for sustainability should be avoided, which can make the product so expensive that customers won't buy.

Along with formulation, process optimization plays an important role in sustainability. This can be achieved by reducing losses, higher retention of solids, optimizing flocculant usage or dispersant usage-controlled use of trimming waste, reusing process water and running the plant in a closed loop to attain water circularity. Along with the above, efficiency can be improved by controlling curing (temperature and humidity), recovering heat from autoclaves and dryers.

Scaling Circular Chemistry from Pilot to Global Commercialization

Scaling circular chemistry requires transformation at all levels across the organization. Scaling need value creation. It goes beyond cost efficiency and compliance. It is a driver for circular economy. It has been observed that many circular chemistry initiatives can never make it beyond R&D pilot. All circular initiatives must be moved out of R&D pilots, and a dedicated business stream needs to own it with P&L accountability. Commercialization will need investment, scale and reliability. Formulation based circularity will need a strong sustainability owner or a project manager who will be responsible for scale.

Any non-traditional raw material use will also need a strong supply chain to ensure consistent supply of quality waste stream. This is one of the main reasons scale up efforts fail.

It will need a strong material qualification infrastructure that can give quick performance testing, toxicity studies and durability of finished goods, feedback from market on performance.

Sometime manufacturing and equipment's need to be modified like flexible dosing systems to handle variable raw materials, mixing systems, and inline sensors to monitor real time materials.

Depending on complexity, circular chemistry scale up may also need a different go-to-to-market strategy, pricing, cost, design, etc. A traditional RM/KG cost model will not be used as a yard stick. Instead, material saving and savings on waste disposal, energy/water should be taken into consideration.

Managing Raw Material Variability in Circular Formulations

Balancing raw material variability is the biggest challenge in scaling circular chemistry in the construction industry. The entire supply chain and process control should be engineered to absorb or control variability. It will start with deriving a specification range for the particular raw material along with understanding of chemistry of the waste material. Sometimes different batches of raw material need to be mixed to get consistent product. In construction industry, flyash is the biggest variable. Mixing and forming a blend of multiple sources before use can help reduce batch to batch variation. This calls for investment and modification in process. Some sources may require grinding and screening before use.

Formulation should not be fixed, however, based on variability of the quality of raw material should be able to be tweaked for fineness, or moisture or ratio etc. Additional silos or tanks will be required for storing waste before or after treatment. All products cannot be recycled or re-used. Caution should be taken based on research before implementing.

Circular chemistry in construction is no longer a trend but a necessity. Its principles like resource efficiency, alternative raw materials, and design for reuse can be embedded in formulation-led industries through molecular design.

Working very closely with trusted suppliers to improve specs and consistency is topmost. There must be continuous feedback from the market on field performance and bases that refining of specs and ratios can be done.

The most important point whenever cement is used is the quality of the water. Any formulation can be subjected to failure if the water quality changes. This can be a challenge in industries where circulated water is used without processing.

Bridging the Lab-to-Plant Gap in Sustainable Formulation Scale-Up

Most circular chemistry efforts fail during commercialization not because the chemistry is wrong, but because lab and pilot conditions are controlled and closely monitored. People who developed the technology are directly involved, raw material is controlled and changes are made instantly. However, during commercialization, the scale is bigger, raw material varies and machines behave differently and operators follow SOP.

A few bottlenecks are

- Gap in technology transfer
- Variability in process and equipment
- Equipment mismatch for the new raw material
- Raw material variability
- Incomplete SOP
- Skill gap
- Lack of ownership

This can be overcome through:

- Effective knowledge transfer
- Involving process teams in technology transfer

Developing detailed SOPs based on process team observations and inputs, especially on what needs to be done when conditions change

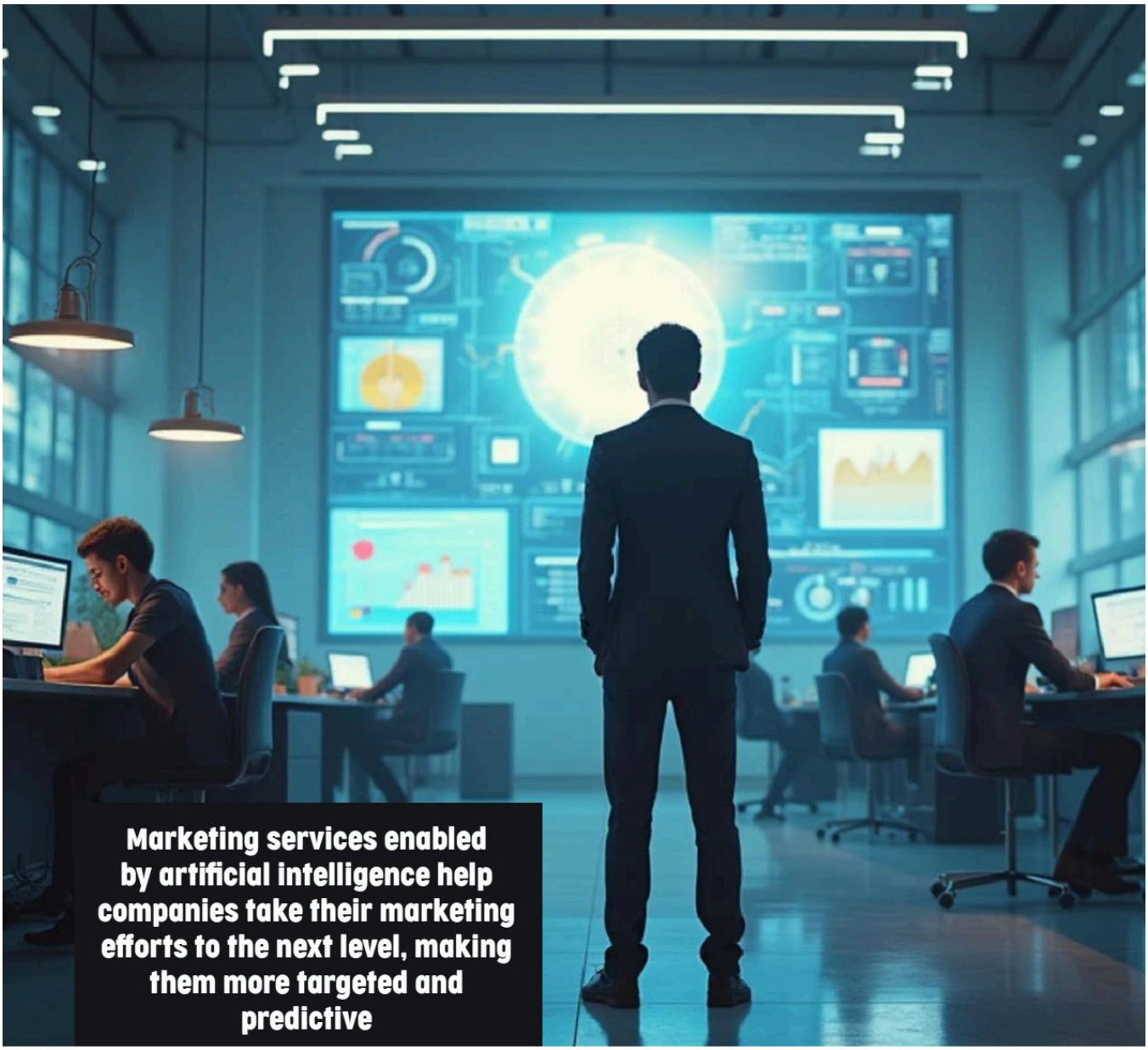
Designing a Circular Product Lifecycle for Industrial Materials

For taking the product life cycle from raw material sourcing to end of life recovery will need a basis defining sustainability around value creation. If products are recycled and reused then less waste will end up in landfill. There must be a mind shift from sales pitch to ways of working. There must be collaboration between manufacturers, architects, consumers and other companies to reuse and recycle the product past its life. It is the partnership that will transform the cycle.

Selection of raw materials should be such that it will help save the environment. Localize the procurement process to reduce carbon emissions due to logistics. Reduce the use of material by using efficient material and use alternate materials that are byproducts of industry.

It starts with designing the product that can be dismantled easily, repaired if required and reused for the same application. Demolition sites to become resource banks.

In essence, investing in digitalization to create a footprint of a product so that it can be traced back to the producer or consumer. A system needs to be developed to return the product to manufacturers. It will require investment in high value recycling plants.



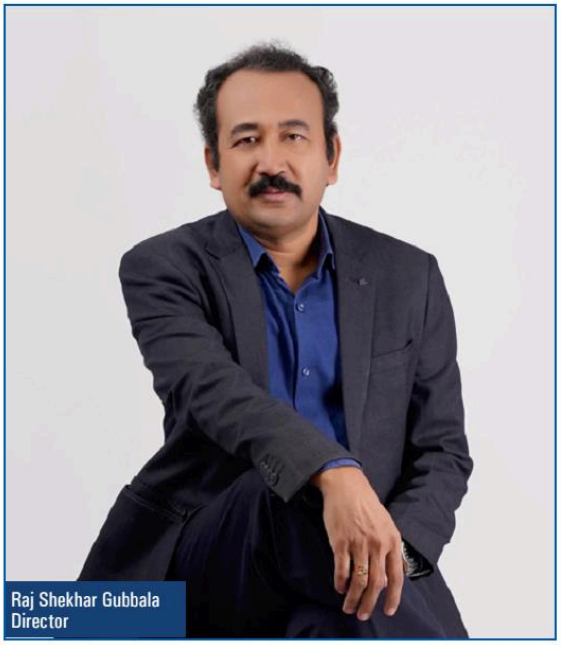
JUNE EDITION - 2026

The rules of corporate growth are being rewritten as artificial intelligence reshapes how businesses discover opportunities, engage customers, and create value. With artificial intelligence advancing from a test stage to real use, firms are reconsidering their approaches to marketing and engaging with customers to spur growth. Marketing services enabled by artificial intelligence help companies take their marketing efforts to the next level, making them more targeted and predictive. In parallel, the advent of technology allows companies to streamline their processes, analyze data better, and increase profitability in an environment that becomes increasingly competitive. However, success does not depend on technology alone but rather on how businesses combine technology and other factors such as creativity and strategy.

In this, **'June Edition- 2026'**, **siliconindia** features pioneering leaders from across industries recognizing them for their dedicated services and expertise in shaping the future of Indian business and economy through innovative business models and critical knowledge sharing.

CREEK LEARNING SOLUTIONS

Driving Transformational Corporate Learning through Practical Excellence



Raj Shekhar Gubbala
Director

In today's dynamic business environment, corporate training and coaching services have become critical for organizations aiming to remain competitive and future-ready. Companies are increasingly shifting their focus from traditional knowledge-based training to skill development that emphasizes behavioral change, leadership effectiveness, and real-world application. The modern workforce demands learning that is engaging, relevant, and impactful, where employees not only acquire knowledge but also translate it into measurable performance. As industries evolve rapidly, organizations require training partners who can bridge the gap between theory and practice, enabling teams to adapt, perform, and lead with confidence.

In this evolving landscape, Creek Learning Solutions has carved a niche for itself by delivering practical, customized, and outcome-driven training programs. With a strong foundation built on extensive industry experience, the company focuses on addressing real organizational challenges through experiential learning. By emphasizing behavioral transformation and application-based training, Creek Learning Solutions contributes significantly to enhancing workforce capabilities across industries. Its ability to align training interventions with business objectives ensures that organizations achieve tangible improvements in performance, engagement, and overall growth.

A Vision Shaped by Experience and Industry Gaps

Creek Learning Solutions was established with a clear vision to transform corporate training into a more practical and results-oriented process. With over two decades of experience in corporate training and consulting, the leadership recognized a persistent gap in the industry. While knowledge was widely available, its practical application within organizations remained limited.

This insight became the driving force behind the company's approach. Instead of focusing on theoretical learning, Creek Learning Solutions emphasizes experiential and application-based training with a wide variety of strategic and management tools. The goal is to ensure that participants can directly relate, what they learn to their professional roles, and bring productivity by enabling them to make meaningful contributions to their organizations. This philosophy has become a defining aspect of the company's identity and success.

A Strong Network Powering Nationwide Impact

One of the standout strengths of Creek Learning Solutions is its expansive Pan-India network of over 900+ trainers. These professionals come from diverse industries and bring with them a wide range of experience, from early-stage trainers to seasoned experts with decades of expertise. This diversity allows the company to cater to varied client needs across multiple sectors.

The network-driven model enables scalability while maintaining high standards of quality and consistency. Each trainer contributes unique industry insights, making every session rich in practical knowledge and real-life examples. This collaborative ecosystem ensures that training programs are not only informative but also highly relevant

to the participants' work environments, thereby enhancing their effectiveness, bringing behavioural changes, and improving the productivity of the organizations.

A Structured Approach to Delivering Lasting Impact

Creek Learning Solutions follows a well-defined and structured methodology to ensure meaningful learning outcomes. The process begins with a comprehensive Training Needs Analysis (TNA), where the organization closely works with clients to identify key challenges, objectives, and performance gaps. This step ensures that every program is customized and aligned with the client's business goals.

The training delivery phase focuses on interactive and experiential learning, particularly in areas such as behavioral skills, leadership development, and performance improvement. Participants are encouraged to engage actively, enabling them to internalize concepts and apply them effectively.

What sets the company apart is its focus on post-training reinforcement. Through coaching and mentoring sessions, both at individual and group levels, Creek Learning Solutions ensures that learning is sustained over time. The use of psychometric assessments further enhances this process by providing deep rooted insights into individual strengths and areas for development, enabling more personalized interventions.

Driving Measurable Results through Behavioral Transformation

A key differentiator for Creek Learning Solutions is its emphasis on measurable outcomes. The company employs multiple evaluation methods, including pre- and post-training assessments, performance tracking, and continuous feedback from managers and participants. This ensures that the impact of training is not just perceived but quantifiable.

A compelling example of its success is a large-scale leadership development program conducted across industries and organizations. The program addressed critical challenges such as lack of teamwork, low ownership, and poor alignment among employees. Over the course of a year, participants underwent structured modules supported by continuous coaching.

The results were significant. Employees demonstrated improved accountability, stronger collaboration, and enhanced productivity. The organization also experienced a notable reduction in attrition, highlighting the long-term impact of behavioral transformation. This case exemplifies how Creek Learning Solutions translates training into tangible business outcomes.

Balancing Human-Centric Learning with Modern Tools

While technology continues to reshape the learning landscape, Creek Learning Solutions maintains a balanced approach. The company recognizes the value of digital tools and selectively integrates them into its training processes. However, it strongly believes that in-person training remains unmatched, particularly when it comes to behavioral and leadership development.

By combining traditional methods with modern enhancements, the company ensures that training remains engaging, effective, and impactful. This hybrid approach allows Creek Learning Solutions to stay relevant in a rapidly changing VUCA world environment, while preserving the essence of human interaction in learning.

Looking Ahead

As the demand for impactful corporate training continues to grow, Creek Learning Solutions is poised for further expansion. The company aims to integrate advanced technologies into its offerings while also exploring large-scale initiatives that extend beyond corporate boundaries.

With a strong vision, a proven methodology, and a commitment to excellence, Creek Learning Solutions is set to play a pivotal role in shaping the future of corporate learning. By focusing on practical application and behavioral transformation, the company continues to empower organizations to unlock their full potential and achieve sustainable success. SI

CXO INSIGHTS

TOURISM & ITS IMPACT ON LOCAL ECONOMIES, JOB CREATION & DEVELOPMENT

Rikant Pittie, Co-Founder, EaseMyTrip

Rikant, a B.Tech in Electronics, has been working in the travel industry for over 15 years. With a dedicated and talented team, he has been instrumental in leading EaseMyTrip.com from a bootstrapped startup to a profitable company with over 1,000 employees, 60,000 travel agents, and over 20 million users. His passion for travel and his technical and domain knowledge have played a major role in the company's success and consequently travel industry's growth.

In an interactive CXO discussion with siliconindia magazine, Rikant Pittie, Co-Founder, EaseMyTrip abreasts the readers on the highlights of travel & tourism with respect to growth and job stability. Let's delve deeper!

The Expansive Travel & Tourism

The tourism industry is experiencing significant growth driven by a rising demand for travel. This expansion presents a range of opportunities for enhanced connectivity, infrastructure development, job creation, and innovations aimed at improving customer service. In the previous year, the travel and tourism sector provided employment to 42 million individuals. It is anticipated that this number will increase to 45 million by the conclusion of the current year, underscoring the rapid growth of the industry and its capacity to generate both direct and indirect employment.

There is also an observable surge in the demand for positions in sales, business development, marketing, tour guiding, travel agency services, and related roles. As the sector evolves and trends such as religious tourism, eco-travel, adventure tourism, cultural and rural tourism continue to shape the industry, new employment opportunities are expected to emerge, including roles such as tour consultants, tourism managers, travel planners, and reservation executives.

The industry's increasing embrace of digital technologies is fostering a demand for tech-savvy skills and expertise to ensure that companies can maintain a competitive edge with robust infrastructure. Additionally, there is a projected increase in gig economy roles, such as translators, photographers, and tour guides.

Seasonal Employment & Year-round Job Stability Challenges in Travel

If someone were to ask what the Achilles heel is for a region that relies on seasonal employment, it would no doubt be figuring out what to do during the off-season. There are a multitude of options that can be used to ensure year-round job stability. One effective approach involves diversifying attractions by organizing festivals or cultural events during off-peak seasons to attract visitors throughout the year. Providing skill development programs can help workers transition between different roles as tourism slows down. Furthermore, regions can explore alternative employment opportunities in industries such as agriculture or local crafts. Government support, promotional campaigns, and regional collaborations are also crucial in maintaining steady employment and supporting the local economy year-round.

Tourism Investment Stimulating & Growth in Local Infrastructure, Community, & SMEs

In regions endowed with natural beauty or revered for their spiritual significance, there is often a notable upsurge in tourism. This influx of visitors stimulates investment in local infrastructure, including transportation, healthcare, and public services. As tourists gravitate toward these locales, the demand for improved roads, public transportation, and medical facilities escalates, prompting

local authorities and businesses to channel resources into enhancements. These developments not only benefit tourists but also elevate the quality of life for local residents. Over the long term, these upgrades result in job creation, economic expansion, and the establishment of sustainable community services, contributing to a robust and diversified local economy.

Small enterprises form the cornerstone of the nation's economic advancement. By 2025, the Ministry of Micro, Small & Medium Enterprises (MoMSME) aims to augment the sector's contribution to the country's GDP by up to 50 percent. The travel and tourism industry stands as a pivotal market, holding the potential to invigorate the growth of local small and medium-sized enterprises (SMEs) in a multitude of ways. The rise in tourist influx, both international and domestic, engenders heightened demand for goods and services, thereby propelling the growth of SMEs. The sector's evolving dynamics present an opportunity for the emergence of new businesses or services that can effectively cater to the diverse needs of travelers. As tourist demands evolve, industry participants will need to innovate to proficiently address these requisites. Given their diversified services across various categories and markets, small businesses can play a critical role in meeting the needs of travelers.

The burgeoning tourism sector significantly and positively impacts businesses within the hospitality (hotels, homestays, and guesthouses), F&B (restaurants and cafes), transportation (taxi services, car rentals, and tour operators), retail (souvenir shops, local markets, and artisanal crafts), entertainment (cultural shows, museums, and adventure sports providers), and recreational services (spas, wellness centers, and beauty salons) sectors. Furthermore, from a macroeconomic standpoint, the agriculture sector (supply of fresh produce) and the construction industry (development and renovation of tourism-related infrastructure) are experiencing favorable growth trends.

> Providing skill development programs can help workers transition between different roles as tourism slows down

Initiatives & Policies Ensuring Economic Benefits

When tourism revenues are reinvested into local communities, they often fuel various initiatives that enhance the overall quality of life for residents. Infrastructure projects, such as building or improving roads, schools, and healthcare facilities, are common beneficiaries of this reinvestment. Additionally, funds may support local businesses through grants and training programs, fostering economic growth and job creation. Policies ensuring equitable distribution of these benefits often include community engagement in decision-making processes, transparent financial practices, and targeted investments in underserved areas, thereby promoting inclusivity and long-term community well-being.

Impactful Sustainable Tourism Practices

Tourism serves as an igniter, spreading economic vibrancy across various sectors such as hospitality, local crafts, and services. Sustainable tourism practices play a pivotal role in fostering long-term economic development, ensuring equitable distribution of tourism benefits over time while preserving resources for future generations. Activities geared towards promoting eco-friendly accommodations, advocating responsible tourist conduct, and engaging local communities in tourism planning functions are instrumental in harmonizing economic expansion with environmental and cultural conservation. This harmony facilitates the enduring allure and sustainability of tourist destinations.

PROGRESS SOFTWARE

Building an AI-Driven Workplace where Innovation and People Thrive

Girija Kolagada,
Country Manager & VP - HR
Business Partnering (APAC)

In today's technology landscape, a truly great workplace is defined not just by compensation or scale, but by its ability to foster growth, innovation, and purpose. As industries accelerate investments in AI, cloud transformation, cybersecurity, and digital infrastructure, employees increasingly seek organizations that offer continuous learning, inclusive cultures, and meaningful career progression. The modern workforce values environments where collaboration, transparency, and well-being are prioritized alongside performance. This shift has transformed workplace culture into a strategic differentiator for leading technology companies. Organizations that successfully combine innovation with employee empowerment are emerging as the most sought-after workplaces in the global tech industry.

Within this evolving landscape, Progress Software has positioned itself as a company that combines technological innovation with a people-centric philosophy. Founded in 1981 with the goal to create a better way to build applications, the company has evolved into a global enterprise software and AI leader supporting organizations across AI-powered data platforms, digital experiences, and infrastructure management. With a growing presence in India through its Bengaluru, Hyderabad, and New Delhi operations, Progress continues to strengthen its role as both a technology innovator and an employer focused on building a collaborative, future-ready workforce.

Creating a Culture Focused on Learning and Innovation

One of the defining characteristics of Progress' workplace culture is its strong emphasis on continuous learning. In an industry where technologies evolve rapidly, the company has embedded upskilling into everyday work life rather than treating it as a separate initiative. Employees have access to the company's Learning Hub, which offers hundreds of curated courses covering AI, cybersecurity, secure software design, leadership, career development, and personal effectiveness.

Beyond formal training, Progress actively promotes peer-to-peer learning through initiatives such as Learning Hour sessions, enabling employees to exchange expertise across teams and functions. This culture of shared learning becomes especially valuable within a company operating across diverse technology domains, where collaboration between engineering, customer success, sales, and product teams is essential to delivering enterprise-scale solutions.

The company's investment in leadership development further strengthens this ecosystem. Programs such as the nine-month LEAD initiative, developed in collaboration with Harvard Business School, help managers build strategic leadership capabilities, while Exploring Leadership supports individual contributors looking to expand their career trajectories. These initiatives demonstrate how Progress views leadership not as a fixed position, but as a skillset that can be cultivated at every level of the organization.

Enabling Career Growth and Mobility through Continuous Dialogue

As workplace expectations evolve, professionals increasingly value organizations that support flexible and person-

alized career growth. Progress approaches this through a philosophy that careers are not linear ladders but multidirectional journeys shaped by evolving interests, strengths, and ambitions.

"The company encourages employees to explore new opportunities internally through regular manager conversations, career development frameworks, and internal mobility programs. This creates an environment where career planning becomes collaborative, transparent, and adaptable to individual aspirations", shares Girija Kolagada, Country Manager and VP of HR Business Partnering (APAC), Progress Software.

The emphasis on mentorship also plays a significant role in shaping employee experiences. Through its Progress Mentorship Program, employees can connect across teams, functions, and levels, enabling broader exposure to the organization and creating stronger professional networks. Such initiatives not only help employees build new skills but also foster a culture of inclusion and shared growth across global teams.

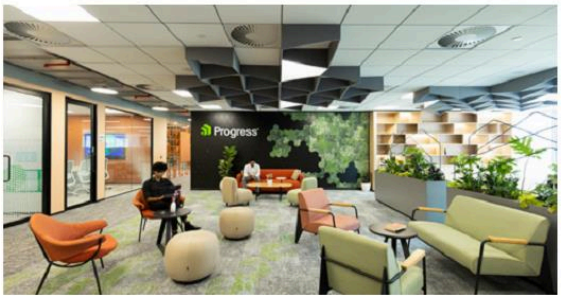
> **Progress' India operations have evolved into a major contributor to the company's global business functions**

Importantly, Progress' India operations have evolved into a major contributor to the company's global business functions. Alongside engineering and product innovation, nearly a quarter of its India workforce now supports customer success, marketing, sales, and customer support functions worldwide, reflecting the organization's trust in the region's talent and strategic importance.

Prioritizing Well-Being

In high-growth technology environments, maintaining performance while supporting employee well-being has become a critical challenge for organizations globally. Progress addresses this by adopting a holistic approach that recognizes the connection between physical health, mental wellness, family responsibilities, and financial security.

The company provides comprehensive healthcare benefits and telemedicine access while also organizing regular sessions focused on mental, physical, and financial wellness for employees in India. Equally important is the emphasis on creating an inclusive and supportive workplace culture where employees feel heard and connected.



Employee Resource Groups and open communication channels contribute to building a sense of belonging within the organization. Leadership accessibility further reinforces this culture. Through CEO-led town halls, business updates, and ongoing two-way communication, employees gain transparency into organizational priorities while also having opportunities to share feedback and ideas.

This combination of accessible leadership, collaborative innovation, and employee support reflects why Progress stands out as a workplace that successfully balances enterprise-scale performance with human-centered values.

Driving the Future of AI-Powered Enterprise Technology

Looking ahead, Progress continues to deepen its focus on AI-powered enterprise technology while expanding its product ecosystem. The company's roadmap emphasizes responsible and scalable AI integration, with a strong focus on governance, trust, observability, and enterprise-grade performance. Its ongoing investments in innovation and talent development position the company strongly within the next phase of enterprise transformation. At the same time, its commitment to empowering employees through learning, mobility, and inclusive leadership ensures that organizational growth remains closely tied to workforce growth.

As businesses worldwide navigate the realities of AI disruption and digital acceleration, Progress demonstrates that the best technology companies are not defined solely by the products they build, but by the cultures they create. SI

CXO INSIGHTS

HOW DATA, AI, AND SAFETY ENGINEERING ARE SHAPING THE FUTURE OF DRIVING

Parthiv Shah, Sr. VP, Automated Driving, Base Software, Zone Controller & Wiring Harness at Mercedes-Benz Research and Development India

Parthiv Shah is a senior automotive technology leader with over 25 years of experience in the mobility and engineering sector. At Mercedes-Benz Research and Development India, he leads the development of next-generation autonomous and intelligent vehicle technologies. Since joining MBRDI in 2007, he has driven key initiatives in safety engineering, simulations, and innovation platforms while helping build a data- and AI-driven engineering culture. He holds a Master's degree from Indian Institute of Technology Madras and conducted research at University of Stuttgart as a DAAD scholar.

In a recent email interaction with Priyanka R, Copywriter at siliconindia, Parthiv Shah, Senior Vice President, Automated Driving, Base Software, Zone Controller & Wiring Harness at Mercedes-Benz Research and Development India, shared his insights on 'How Data, AI, and Safety Engineering Are Shaping the Future of Driving'.

With inputs from Vikram Balisavira, Deputy General Manager for Perception, Fusion, Maps & Localization Software for Automated Driving at Mercedes-Benz Research and Development India.

AI Models Transforming Driving Intelligence

The autonomous driving landscape has witnessed a fundamental technological shift. A few years ago, Advanced Driver Assistance Systems (ADAS) were largely built using traditional, algorithm-driven approaches. Radar point clouds were converted into clusters, objects were identified, and features such as Adaptive Cruise Control were developed through a sequence of predefined algorithms.

The next phase introduced camera perception-based systems, where machine learning enabled vehicles to recognize pedestrians, cyclists, lane markings, trees, and traffic signs through images and video. While this represented an important step forward, the decision-making layers continued to follow predefined algorithms. This approach continues to be used in several vehicles in development across the industry.

This has matured with the emergence of AI driving models. These large models directly receive raw inputs from multiple sensors and learn driving behavior as a whole, rather than as a series of isolated steps. This reduces the need for manual data labelling and complex multi-layered machine learning architectures, replacing them with a large model that manages perception, fusion, planning and control together.

An end-to-end AI-driven approach is already influencing autonomous driving development globally. As these models continue to develop and become more explainable, they are expected to play an increasingly central role in bringing advanced autonomous capabilities onto roads. In addition, these large AI models learn from the way humans drive rather than relying only on rules, which enable them to handle unpredictable and feel driven scenarios such as merging in dense traffic or navigating roads with unclear lane markings like those commonly experienced on Indian roads. This learning-based approach helps it manage complex, unstructured scenarios and strengthens their ability to adapt to dynamic conditions, although the system still requires driver supervision.

Harnessing Large-Scale Data and Virtual Validation to Enhance ADAS Safety and Performance

End-to-end AI models of today are significantly larger than earlier systems, with parameter counts often 10 to 50 times greater than traditional architectures. As the model size increases, the system becomes more capable of

processing complex driving situations, which improves overall performance. These models are now performing several additional tasks, which in turn increases the need for additional data and computing power.

Large AI models improve as they get exposed to more diverse driving data, allowing them to adapt to different traffic behaviors and road contexts. However, scale alone is not sufficient. The data needs to context-aware. Once a model reaches a certain level of maturity, data focused on specific scenarios can dramatically improve performance. By deliberately amplifying complex situations, such as challenging intersections or unusual crossing behavior, and training models on these scenarios through synthetic and simulated data, systems can be prepared more effectively for real-world deployment. Virtual validation and simulation make this approach scalable and safe. These systems are not deterministic, and every day presents different, dynamic scenarios on the road. As a result, safety levels should be validated statistically rather than deterministically, which is why virtual validation and simulation enable scalable and safe preparation of such models.

Virtual validation also allows development teams to achieve high testing speed without physically testing every scenario on the road. The same principle applies to confidence, as a large number of simulated situations helps establish trust in system behavior by covering rare and high-risk events efficiently. Continued advances in simulation fidelity, scenario generation, and data strategy will be critical to fully realizing their impact, making this an active and important area of ongoing development across the industry.

Shaping Vehicle Architecture and Safety through AI-Driven System Integration

Vehicle architecture for higher levels of automated driving is increasingly being defined by safety requirements across sensors, compute, and software. It should be designed with safety as the primary driver, ensuring that all these systems are conceived as one integrated system rather than as independent components.

This approach starts at the sensor level, where redundancy is built in by design. Multiple sensing modalities such as cameras, radars and lidar ensure that safe operation can be maintained even when individual sensors are degraded by lighting or weather conditions. The same philosophy extends into compute and software, where fail-safe mechanisms, real-time monitoring and defined handover strategies are embedded to ensure predictable behavior under all conditions.

System-level thinking also extends to the physical electronic components and wiring harness. Real-time certified hardware, high-speed communication channels and robust wiring systems are required to ensure reliable performance without latency. These systems are validated through extensive testing, from component-level stress tests to full integration under extreme environmental conditions, including misuse scenarios, complex and unpredictable cases, tampering with hardware and even issues such as rats damaging wiring, ensuring that safety is engineered into every layer of the vehicle.

Building on these layers of system-level safety, passive safety features also play a crucial role during unavoidable events. For example, during a crash, seat belt pretensioners tighten to minimize injuries, and a specialized sound is emitted to reduce impact on the ears. In such moments, every millisecond matters. AI-based decision-making enables newer ADAS systems to identify critical cues earlier, allowing these safety mechanisms to activate ahead of time. This early response gives occupants added protection and helps the vehicle react precisely when it is needed most. Across the industry, regulatory expectations are increasingly aligning with this approach. As higher levels of automated driving are introduced, software-driven architectures, explainable AI, and system functional safety concepts are becoming baseline requirements rather than differentiators.

> In contrast to traditional vehicle functions, AI-based systems learn from data and operate in ways that are closer to human decision-making, which calls for new approaches to verification, testing and approval

Scaling Autonomous Systems from Prototype to Production with Best Practices

Moving from pilots to production requires a set of disciplined engineering practices that address the

complexity of autonomous systems at scale. One of the most critical practices is co-creation across the ecosystem. Autonomous driving systems bring together multiple technologies: sensing, computing, software, actuation and validation, and these cannot be developed in isolation. Several teams across camera, radar, lidar and ultrasonic suppliers, chip manufacturers, software and AI providers, ECU partners, and OEMs must work together from early stages to ensure that systems are integrated, optimized and validated as a whole. This extends beyond suppliers to include testing partners and internal vehicle domains such as powertrain, braking and drive units, where tight coordination is essential for safe and reliable operation.

Next, build in flexibility by design. To remain market-relevant, vehicle hardware and software platforms must be designed to adapt to evolving AI technologies. This requires modular architecture, upgrade-ready compute, and software that can evolve without requiring full vehicle redesigns. The ability to integrate new capabilities quickly is becoming essential to sustaining progress from development to deployment.

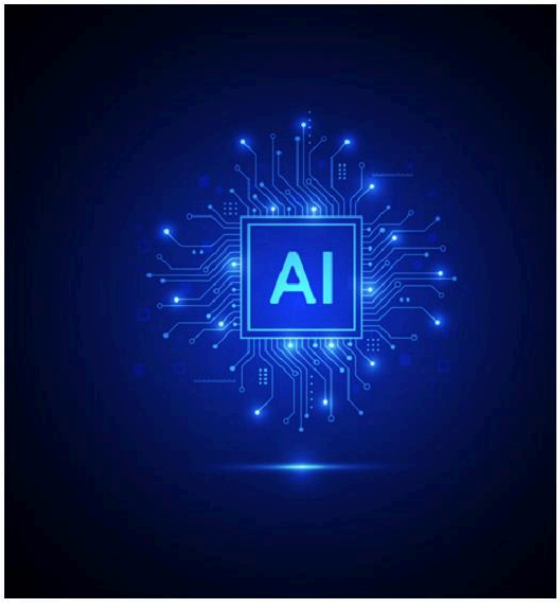
Bringing all this together is strong customer focus. Developing autonomous systems is resource-intensive, and long-term viability depends on ensuring that features deliver clear value and are actively used. Introducing features early, learning from real-world usage, and refining them based on customer pull helps ensure that engineering investment translates into meaningful adoption.

Together, these practices enable advanced prototypes to transition into production systems, forming the foundation for deploying autonomous technologies responsibly and at scale.

Maintaining Innovation and Public Confidence in Autonomous Mobility

Balancing innovation with safety is one of the most important challenges the automotive industry faces. Regulatory authorities are cautious, particularly when approving AI-driven systems that operate in real-world traffic, because they are ultimately responsible for protecting people's lives on the road. For engineers, this shift fundamentally changes how systems are validated. In contrast to traditional vehicle functions, AI-based systems learn from data and operate in ways that are closer to human decision-making, which calls for new approaches to verification, testing and approval. Regulatory frameworks for ADAS and automated driving are therefore evolving alongside the technology, enabling safety and capability to progress in parallel. This is increasingly reflected in the expansion of conditional approvals for higher levels of automation across regions, supported by shared learning between regulators and manufacturers.

Within this framework, innovation continues through a deeper engineering discipline rather than faster deployment. Extensive testing, clear safety concepts and close engagement with authorities ensure that new capabilities are introduced only when confidence is established. This has placed increased emphasis on explainable AI, where systems provide clear insight into the factors and conditions behind specific decisions, supporting verification, investigation and continuous improvement.



In essence, alongside end-to-end driving models, visual language models are emerging as a key development in building explainability into AI-driven systems. These models run in parallel with driving AI, interpreting the surrounding environment and describing how situations are being assessed, such as recognizing a pedestrian entering the road or identifying a red signal before braking. It is equally important that people using these systems understand how they operate in real time. Infotainment systems help build this trust by displaying clear explanations of what the vehicle is doing and why. When drivers can see how the system interprets the environment and the basis for its decisions, it strengthens confidence inside the cabin and complements the trust developed between manufacturers and regulators. Over time, this transparency supports the responsible advancement of automated driving capabilities.

LAST WORD

WHY AVAILABILITY, NOT EFFICIENCY, WILL DEFINE ENTERPRISE AI SUCCESS IN 2026

Mohan Veloo, Field Chief Technology Officer - APCJ, F5

Mohan Veloo is a technology leader with deep expertise in Applications, Networking, and Security. He drives digital transformation, presales excellence, and innovative solutions across large enterprises, bridging technical leadership with strategic business outcomes. A change agent and visionary, Mohan has led global teams, architected AI- and cybersecurity-driven initiatives, and consistently champions resilience, innovation, and scalable technology adoption across the APAC region.

In this authored article, Mohan Veloo shares insights on shifting enterprise AI in India from efficiency to trust, reliability, and operational availability.

For the past two years, enterprise AI has been framed as a race.

The race to deploy faster, to reduce inference costs, and to maximise GPU utilisation; efficiency became the headline metric. It was measurable, reportable, and easy to celebrate. But across boardrooms in India, a different question is now being asked. Not 'How fast can we deploy AI?' but 'Can we trust it when it matters most?'

As we move into 2026, enterprise AI will no longer be judged purely by how efficiently it runs. It will be judged by how reliably it remains available, delivering correct and secure outcomes under real-world conditions. And that is a far more demanding standard.

> **Enterprise AI will no longer be judged purely by how efficiently it runs. It will be judged by how reliably it remains available, delivering correct and secure outcomes under real-world conditions**

The Efficiency Illusion

At a recent roundtable in India, senior technology leaders shared a common reality. Many had successfully moved beyond pilots. AI was already embedded into customer journeys, internal copilots, fraud detection systems, and decision engines. 'Deployment was no longer the challenge. Operational confidence was!'.

Efficiency is tangible. Latency improves. Cost per interaction falls. Infrastructure metrics look healthy. These signals create the impression of progress.

Yet, F5's Architecting the AI-Enabled Infrastructure. Research shows that only a small fraction of organizations are truly prepared to scale AI securely and reliably across their enterprise environments. Most are accelerating model deployment faster than they are building the governance, observability, and resilience required to sustain it. This is the efficiency illusion.

AI systems rarely fail in dramatic ways. They do not simply crash. They degrade. Outputs become inconsistent. Models drift. Responses remain fast but subtly incorrect. Hallucinations slip into workflows unnoticed.

"Enterprise AI will no longer be judged purely by how efficiently it runs. It will be judged by how reliably it remains available, delivering correct and secure outcomes under real-world conditions".

India's Acceleration and the Complexity Curve

India has emerged as one of the fastest-moving AI markets globally. Enterprises across banking, telecom, manufacturing, and digital services are running multiple generative AI use cases in production. AI is no longer experimental. It is operational. But rapid adoption has introduced complexity.

Hybrid environments span data centres and multiple clouds. Different models are integrated across business functions. GPU investments have surged, often ahead of mature operating frameworks.

The first wave focused on acquiring compute. The next wave must focus on controlling and operationalising it. One executive at an India CXO roundtable summarised it succinctly: 'We are not struggling to build models. We are struggling to industrialise them'.

Industrialisation demands more than efficiency. It demands availability.

The Reckoning Ahead

We are entering a new phase of enterprise AI. The first phase was experimentation, second was acceleration and third will be operational accountability. In this phase, efficiency still matters. But resilience, correctness and control will matter more.

The conversation is shifting from 'How fast can we deploy?' to 'Can we depend on it when it counts?'

Efficiency drives headlines. Availability builds enterprises. In 2026, that distinction will define who truly succeeds in AI.

rare
CHEMISTRY

Rare Chemistry is a modern Indian beauty brand founded by mother–daughter duo Dr. Neeta and Rhea Kapadia, created to empower women to practice self-love through quick, effective 5-minute skincare rituals. Blending medical expertise with contemporary branding, the founders developed products that combine advanced actives with potent botanicals, tailored for Indian all skin types

we are
rare

Toxin - Free
Multi-Functional
Dermatologically Certified

KARENG/2012/65438