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THE GREAT INTEGRATION

Technology, Talent, and Transformation in Asia

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Executive Summary

The Bengaluru edition of the SpeakIn Asia Dialogues Forum '26 convened over 60 industry leaders, policymakers, and academia representatives to examine Karnataka's position as India's innovation powerhouse and chart its path toward becoming a $1 trillion economy by 2032.

The forum revealed a distinctive three-pillar integration model that has sustained Karnataka's 110-year technology leadership: proactive government policy (India's first IT policy in 1998), private industry partnership (400 Fortune 500 companies with R&D centers), and academic excellence (from IISc's 1909 foundation to today's Nvidia partnerships). However, participants identified a critical gap — while 100% of organizations discuss AI, only 3% achieve value realization.

9%	$360B	2M+	3%
Karnataka GDP Share	**Current State Economy**	**IT Professionals**	**AI Value Realization**
With only 5% of India's population	Targeting $1 trillion by 2032	Double Silicon Valley's workforce	Of organizations that talk about AI

KEY FINDINGS

- **40-40-40 Rule:** Karnataka accounts for 40% of India's software exports, GCCs, unicorns, and chip design work
- **Talent depth:** Bengaluru hosts 2 million IT professionals and 100,000 PhDs, yet faces acute skills transformation challenge
- **Skills lifecycle collapse:** Relevance compressed from 20 years to 2 years, demanding shift from degrees to continuous competency building
- **AI adoption gap:** 100% of organisations talk about AI, 63% use it only as search, 11% have it in production, only 3% realise value
- **Inclusion risk:** India risks splitting into AI-enabled elites and an AI-excluded majority without deliberate domestic value creation focus

"We describe the Asia Dialogues Forum as a network of the top one percent — leaders who will not only shape the conversation in this room, but influence what happens after we leave it. Technology alone will not define Asia's future. Our real strength lies in our people — and in how we integrate talent, technology, and leadership to build the next chapter of growth."

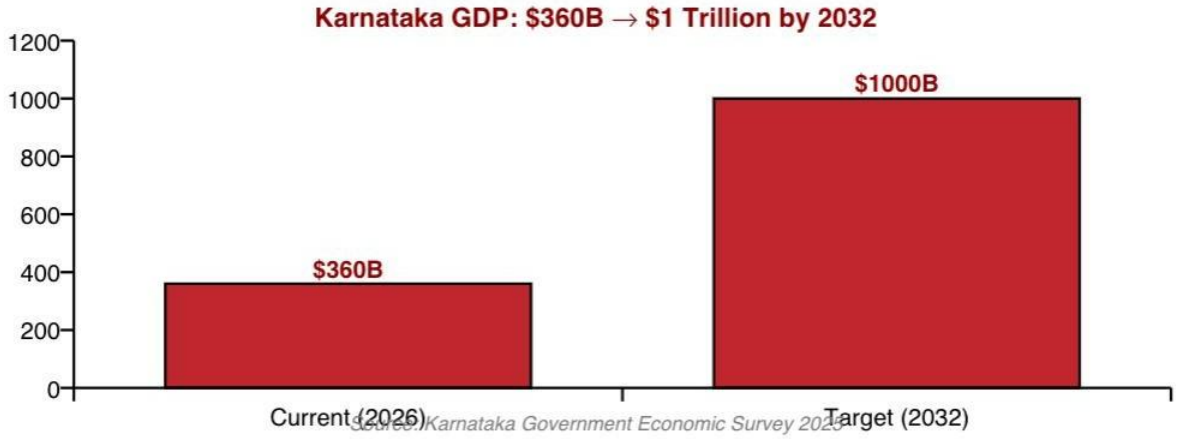
Deepshikha Kumar Anand — Founder & CEO, SpeakIn

Section 1 **Karnataka's Innovation Ecosystem: The Numbers Behind India's Silicon Valley**

Karnataka's journey from princely state to global technology hub spans 110 years of deliberate technology adoption and talent cultivation. The state's current economic profile reveals an ecosystem optimized for innovation — one that no other Indian state has yet replicated at scale.

Path to a $1 Trillion Economy

Karnataka currently contributes 9% of India's GDP while accounting for just 5% of the population. The state is targeting a $1 trillion economy by 2032, requiring 178% growth from the current $360 billion base.



"In less than two decades, Flipkart reached $35-37 billion valuation. In under a decade, Flipkart created 250+ startups and produced 400+ entrepreneurs for India. To become the 2nd or 3rd largest global economy, India must go beyond making employees skill-ready—we must focus on producing entrepreneurs who can create jobs."

Dr. Varadharaju Janardhanan, Chief Human Resources Officer @ Super.Money, A Flipkart Group Company,Super.Money, - Flipkart

14th	4th	400	17%
Global Startup Ranking	**Global Tech Cluster**	**Fortune 500 Companies**	**Global GCC Leaders**
Only Indian city in top 20 (2023)	After Silicon Valley, Boston/Seattle, London	All with R&D centres in Bengaluru	Targeting expansion to 30%

The 110-Year Technology Journey

Karnataka's technology leadership did not emerge overnight. It is the product of a century-long sequence of deliberate choices — by royalty, by policy makers, by industrialists, and by academics — each building on the foundation laid by the previous generation.

- **1909:** Tata family gifted 500 acres for Indian Institute of Science (IISc) — laying the foundation for research excellence
- **1930s:** Maharaja of Mysore invited GE, built India's first hydroelectric power plant, traffic light, and aircraft

- **1970s–80s:** PSU research centres (DRDO, ISRO, BHEL, BEL) established, creating scientific temperament and talent density
- **1990s:** IT boom (Infosys, Wipro) transforms Bengaluru into India's technology capital
- **1998:** Karnataka launches India's first state IT policy — pioneering state-level technology governance
- **2024:** Karnataka leads India in unicorns (first, 100th, and fastest), GCCs, and AI/ML talent concentration

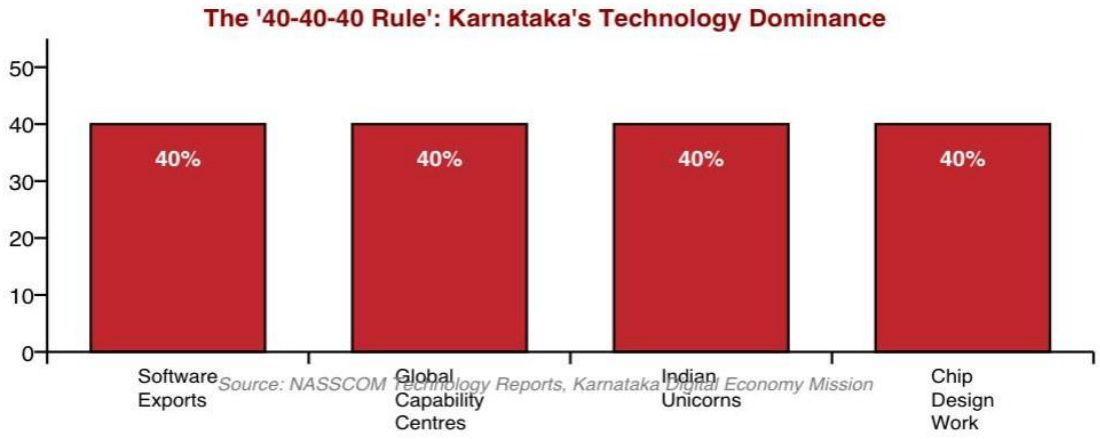
The 40-40-40 Rule: Karnataka's Technology Dominance

Forum participants repeatedly invoked the '40-40-40 Rule' as a shorthand for Karnataka's outsized contribution to India's technology economy. The state accounts for 40% of India's software exports, 40% of Global Capability Centres, 40% of unicorns, and 40% of chip design work — from 5% of the national population.

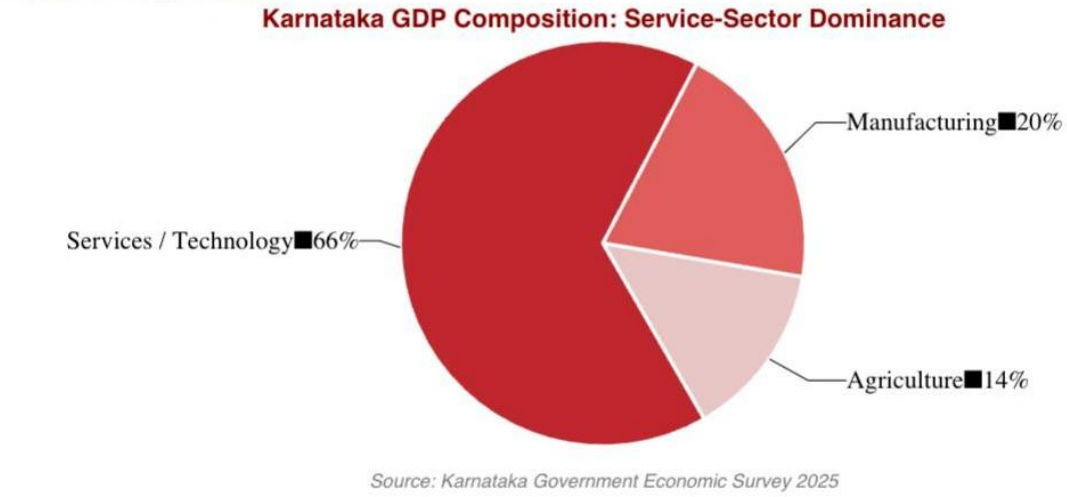
The talent concentration in Bengaluru's Outer Ring Road alone rivals Silicon Valley's entire workforce. This density creates network effects that accelerate innovation, knowledge transfer, and entrepreneurship. However, forum participants warned that geographic concentration creates infrastructure strain, necessitating expansion into emerging cities like Hubli, Mysuru, and Mangaluru.

The '40-40-40 Rule' — Karnataka's Technology Dominance

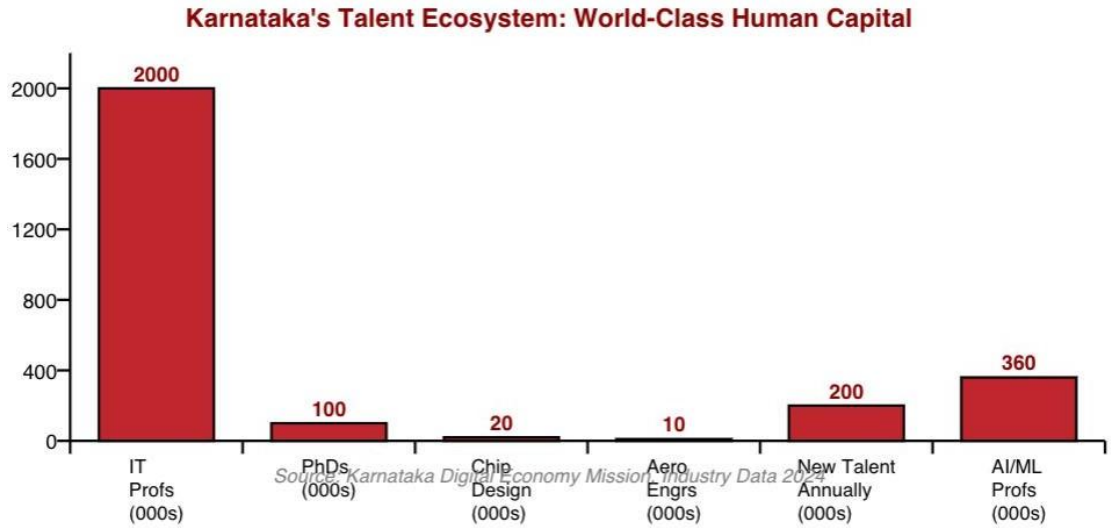
Karnataka commands a remarkable 40% share across four critical technology dimensions of the Indian economy — software exports, Global Capability Centres, unicorn startups, and chip design work. This disproportionate concentration reflects 110 years of deliberate policy choices.



GDP Composition



Source: Karnataka Government Economic Survey 2025



Global Recognition and Corporate Presence

- Bangalore ranks 14th in Global Startup Ecosystem Ranking 2023—the only Indian city in the top 20
- 4th largest technology cluster globally, after Silicon Valley, Boston/Seattle, and London
- 400 Fortune 500 companies operate from Bangalore—all 400 with R&D centers, totaling 300+ research facilities
- 17% of global GCC (Global Capability Center) leaders operate from Bangalore, with target expansion to 30%
- Home to India's first unicorn (InMobi), 100th unicorn (fintech), and fastest unicorn (Mensa)—demonstrating sustained entrepreneurial momentum.

Data Context: *The talent concentration in Bangalore's Outer Ring Road alone rivals Silicon Valley's entire workforce. This density creates network effects that accelerate innovation, knowledge transfer, and entrepreneurship. However, forum participants warned that geographic concentration creates infrastructure strain, necessitating expansion into emerging cities like Hubli, Mysuru, and Mangaluru.*

"Karnataka has 5% of India's population but contributes 9% of the GDP. We're targeting $1 trillion by 2032. The integration of talent and technology has made Karnataka vibrant and progressive—this happened because we were the first state to privatize higher education and invite private participation"

Dr. E.V. Ramana Reddy, IAS, Chairman, Karnataka Skill Development Authority

Section 2 The Three-Pillar Model: Government–Industry–Academia Convergence

Karnataka's sustained 110-year technology leadership stems from deliberate integration of three pillars. Forum participants emphasised that this model — where policy acts as catalyst between technology and talent — represents Karnataka's core competitive advantage that other states and nations struggle to replicate.

Pillar 1: Government as Enabler

- **India's first IT policy (1998):** Karnataka pioneered state-level technology governance when most states hadn't considered the digital economy
- **First state to privatise higher education:** 13 of 14 engineering colleges were private — unique in India and critical for scaling talent production
- **Karnataka Digital Economy Mission (KDEM):** driving AI and quantum transformation with industry co-created mandates
- **₹80 crore investment:** in AI and quantum centres of excellence, including ART Park — the largest in India
- **Karnataka Skill Development Authority:** rethinking workforce transformation from skilling to reskilling, upskilling, and lifelong learning.

Pillar 2: Industry Partnership

- 400 Fortune 500 companies with R&D centres in Bengaluru — not just operational centres but innovation hubs driving global product development
- 17% of global GCC leaders operate from Bengaluru, running global procurement, finance, and technology — with target expansion to 30%
- Industry-driven curriculum development — companies co-create education content, provide faculty, and offer real-world projects from semester one
- Largest AI centre of excellence (ART Park) — collaboration between government, industry, and Department of Science & Technology

Pillar 3: Academic Excellence

- **Indian Institute of Science (IISc):** 115+ years of research excellence, established 1909 on 500 acres gifted by the Tata family
- **Thapar University partnership:** only Indian university with an Nvidia data centre on campus (third globally after two US universities)
- **Quick curriculum adaptation:** deemed university status enables curriculum changes every 3 months based on industry feedback
- **Centres of Excellence:** in cybersecurity, quantum computing (Trinity College Dublin partnership), space technology (ISRO student satellite programme)
- **Multi-disciplinary education:** 15,000 students across AI, data science, management, liberal arts, chemical, and biotechnology

"The combination of talent, policy, and technology over 110+ years has made Bangalore what it is. Policy is not just what I think is right—it's a collective decision. It should be for the industry and by the industry, not the government alone."

Sanjiv Gupta ISS— Karnataka Digital Economy Mission (KDEM)

Section 3 Skills Transformation: From 20-Year Cycles to 2-Year Relevance

Forum participants identified the collapse of traditional skill lifecycles as the most urgent transformation challenge facing Karnataka's workforce. The pace of technological change has rendered the 20th-century education model obsolete.

"There's been a paradigm shift in education—from self-directed learning to emphasizing experiential learning. Our curriculum is now integrated for project-based learning, research-led learning, and skills like innovation and entrepreneurship. Students engage in non-credited experiential activities for the first five semesters."

Dr. Shruti Sharma, Dean of Academics and Professor, Thapar Institute of Engineering & Technology

20 Yrs	2 Yrs	100K+
Old Skills Lifecycle	**New Relevance Window**	**PhDs in Bengaluru**
Now collapsed to 2 years	Demanding continuous reskilling	Yet faces acute mindset gap

The Paradigm Shift

Traditional Model	New Reality
Skills lasted 20 years	**Skills relevant for only 2 years**
Degree-focused hiring	**Competency-based assessment**
Static curriculum	**Continuous learning essential**
College education sufficient	**Lifelong reskilling required**

"The current AI revolution is replacing jobs that require abstracting simple rules from large datasets. What we really need is judgment, not just more technically trained people. Most technical roles can be quickly replaced by machines—what matters is heterogeneous interdisciplinarity."

Dr. Padmakumar Nair,Vice Chancellor, Thapar Institute of Engineering & Technology

The Mindset Gap: Skills Available, Attitude Missing

Forum participants identified that while India produces abundant technical skills, a critical mindset gap threatens to undermine Karnataka's competitive advantage. The contrast is stark and structural:

- 'Tell me what to do' vs. 'Here's the problem I've identified and the solution I propose'
- Focus on promotion and salary growth vs. focus on value creation and business impact
- Lack of problem ownership and initiative — waiting for instructions rather than identifying opportunities
- Manager-dependent career progression expectations — unclear about independent value contribution

"Skills are available in India, but there's a mindset gap. New hires focus on promotion and salary growth but struggle to answer 'what value am I bringing?' We see a 'tell me what to do' mindset instead of employees saying 'this is the problem I've identified, this is the solution I propose."

Swethnisha Panicker,CIO Enabling Functions, Merck Group

Section 4 **AI Adoption Gap: 100% Talk, Only 3% Realise Value**

Karnataka possesses world-class AI capability — 60% of India's AI/ML talent, major research centres, government support, and Nvidia partnerships. Yet a multi-city study across non-tech companies revealed a stark gap between AI capability and value realization.

100%	63%	11%	3%
Talk About AI	**Use AI as Search**	**AI in Production**	**Realise Value**
Every organisation in the study	No deeper integration	Meaningful workflow integration	The critical gap to close

"AI's evolution can be separated into three stages: assistance, human supervision, and independent work. We're currently in the second stage where humans need to supervise AI to get exact output. The third stage —AI working independently—is far off, requiring significant time and effort."

Ramakrishna Srinivasa, CTO, Global Digital Customer Experience Practice, Capgemini India

The Integration Challenge

Forum discussions revealed that the challenge isn't AI capability — it's integration. Building capability without integration creates systemic risk at a national scale.

- **Technology alone doesn't drive productivity:** must be embedded in core workflows, not parallel experiments
- **Talent disconnected from opportunity fails:** integration must be deliberate, inclusive, and at scale
- **Process redesign needed:** can't force new technology into old processes — workflow architecture must change
- **Focus on decision velocity, not just cost reduction:** AI should reduce decision nodes and increase speed

CRITICAL WARNING FROM THE FORUM

India is building AI capability mainly for external markets, creating value and prosperity elsewhere. This risks repeating a modern version of the North-South trade imbalance — developing regions producing capability while returns accrue elsewhere. Without deliberate focus on domestic value creation, India risks splitting into AI-enabled elites and an AI-excluded majority. This divide won't hurt immediately, but will have severe medium-term societal consequences.

Section 5 **Strategic Recommendations: Path to $1 Trillion by 2032**

Forum participants outlined strategic imperatives for Karnataka to achieve its $1 trillion economy goal while maintaining inclusive growth and social stability. Current trajectory reaches only $700 billion — a $300 billion gap requiring accelerated transformation across government, industry, and academia.

For Government

- **Accelerate AI Policy Formulation:** India's AI policy is 'not even in draft state' while other nations finalise regulatory frameworks. Karnataka must lead national policy development with clear governance, ethical guidelines, and innovation incentives
- **Support Inclusive Growth:** Expand emerging cities strategy (Hubli, Mysuru, Mangaluru) to prevent Bengaluru congestion and enable statewide prosperity. Success stories in Chamrajanagar prove viability of distributed development
- **Strengthen Three-Pillar Ecosystem:** Increase investment in centres of excellence, provide tax incentives for R&D, streamline compliance while maintaining essential oversight

For Industry

- **Invest in Mindset Development Beyond Skills:** Move beyond technical training to attitude building — focus on problem ownership culture, value creation orientation, and independent initiative
- **Move from AI Experimentation to Production:** Bridge the 3% value realisation gap — measure business impact systematically, focus on outcomes not pilots
- **Deepen Academia Partnerships:** Sponsor faculty development, co-create curriculum, build long-term talent pipelines starting from second year of studies

For Academia

- **Transform Curriculum with Industry Co-Creation:** Real client exposure from year one, project-based learning throughout, continuous industry input on content relevance
- **Focus on Competency Development:** Knowledge + Skills + Values + Attitude framework, emphasising continuous learning mindset and entrepreneurship integration
- **Invest in Infrastructure Excellence:** AI labs, data centres (following Nvidia partnership model), global collaborations — infrastructure investment creates long-term competitive advantage

$700B	$300B	$1T
Current Trajectory	**The Gap**	**The Goal**
By 2032 without acceleration	Requiring deliberate integration effort	Karnataka's 2032 economy target

Conclusion: Integration Over Isolation

Karnataka stands at an inflection point. With 110 years of technology leadership, 2 million IT professionals, 100,000 PhDs, and a proven three-pillar integration model, the foundation for a $1 trillion economy exists. However, success depends on closing the gap between AI capability and value realization.

The forum revealed that Karnataka's advantage isn't just talent availability — it's the ecosystem that enables talent-technology-policy convergence. As India's mean workforce age of 28.7 years meets rapid technological change, Karnataka must lead in demonstrating how to balance automation with human creativity, economic growth with social stability, and global competitiveness with local value creation.

The choice is clear: deliberately integrate technology with talent at scale, or risk creating a divided society of AI-enabled elites and AI-excluded majority. Karnataka's 110-year history of technology adoption — from hydroelectric power in the 1930s to AI centres today — suggests it will choose integration.

Additional Voices from the Forum

The Bengaluru forum drew 60+ leaders across two days. Below are additional insights from participants whose voices contributed to the richest themes of the conversation: Technology & AI Integration, Talent & The Future of Work, and Sector Transformation.

"The use cases for technology in financial services are endless. AI can do client onboarding, KYC, whole credit appraisal of an industry — even read a year's worth of emails and give you five talking points before a meeting. But technology provides the tools; talent is needed to wield those tools, validate output, and check for biases and hallucinations."

Anish Bansal, India Country Head — MNC Coverage, DBS Bank

"IT operations have transformed enormously. We've moved from traditional machine learning to Generative AI and now to agentic AI. The question now is how to give agency or autonomy to the agents — what value that actually brings — rather than forcing new technology into the current software development or operations lifecycle."

Divakar Mysore, CTO, IBM AIOps Services, IBM

"Every country is now focused on data sovereignty — the next war is on data. Countries are paranoid about where their data resides, who has access to it, and who controls it. The future challenge for talent is building people who can manage data in an iron-caged environment — sovereign AI that serves national interests."

Satishchandra Doreswamy, Global Head, TCS SovereignSecure Cloud, TCS

"If companies are not leveraging AI to protect themselves from cybersecurity threats, they are fighting a gunfight with a knife. The most vulnerable segment in India due to digitisation are MSMEs — they often don't know what they are vulnerable to. By going downstream to emerging cities like Dharwad and Bagalkot, we found people with the hunger, the intent, and the capability to achieve something remarkable."

Rohit Aradhya, Vice President & Managing Director, Barracuda

"An AI policy from India is not even in draft state, while all major nations are finalising regulatory directives. We also observe that major GCC expansions are increasingly going to Hyderabad, Pune, or Chennai rather than Bangalore. Something different must be done to maintain the constant change and growth that made this ecosystem."

Shobha Jagathpal, Managing Director, India CISO, Chief Controls Officer, Morgan Stanley

"Skilling alone is insufficient. What we need is competency — a combination of knowledge, skills, values, and attitude. For chip design, students today must tape out at least one chip before graduation, exposing them to the entire semiconductor ecosystem. For cybersecurity, the most effective medium for mass public education in India is movies and mass media."

Dr. Shivananda Koteshwar, Senior Vice President, Astera Labs

"I run a financial services marketplace, and our existence is because of all sorts of partnerships we do. India may be the unique country that has built the India Stack — a technology stack built by the government and given to the private sector to use. That model of public-private co-creation is what gives us the ability to serve 80% of the country."

Chandan Khaitan, Chief Executive Officer, Muthoot FinCorp ONE

"We received 17,000 applications in two weeks for a software engineering intern role. Using Enterprise GPT with well-crafted prompts, we shortlisted the top 10 candidates within six hours. Without AI, this would have required multiple HR team members, manual screening, and extensive training. AI is a strong enabler of better work — but it must remain human-led and ethical."

Ravikanth Eranki, Senior Talent Acquisition Consultant – Early Careers APAC, Cargill

"AI is best suited for structured, logical, repeatable work. It is not yet suited for unstructured, emotional, human-centric tasks. Empathy, judgment, and emotional intelligence must remain human-led. Our philosophy is automating operations, not relationships."

Sameer Nandan, Group Chief Human Resources Officer, CIELHR Group

"As a CHRO, I'm focused on three things: building people's trust in technology, change management as an essential skill, and leadership maturity to find the right balance between adopting technology and managing the redundancy of jobs. The challenge is how to gainfully keep people employed through reskilling and upskilling."

Avneet Hora, Chief Human Resources Officer, ANSR

"In India, sales enablement is largely English-centric. AI can break that language barrier — enable a frontline salesperson in Tamil Nadu to receive guidance in Telugu, understand their incentives clearly, and perform better. That's not just productivity; that's economic participation. AI must be applied across the entire value chain — from shop floor to front office."

Rejin Surendran, Global CIO, Wipro Enterprises

"Some traditional roles are already going away. Fewer risk analysts are required; greater demand for researchers. Risk analysis will increasingly be handled by AI-powered copilots. But overall, more roles will be created — they will just be different. We are hiring more product analysts and sales support, and fewer traditional technology and operations roles."

Lokesh Mrig, Managing Director, State Street Global Advisors

"Today's workforce spans Baby Boomers, Gen X, Gen Z, and Gen Alpha. Leaders must manage very diverse expectations and communicate differently with different generations. Effective leadership today requires a focus on holistic development of employees — because 'holistic development' means something very different to each generation."

Srini Vudayagiri, President, The Times of India & Head of Brand Capital

"We have a talent company and the AI calling capability is a big boon for us — but we struggle because AI is not yet expert in vernacular languages. The real focus should be on the meaningful engagement of humans. Talent is looking for skills for life, not a job for life."

Anjali Raghuvanshi , Head of HR, Randstad India

"The data encrypted today will be broken by quantum computing — and all existing cryptography will be broken when quantum becomes available, which is not far away. The present debate about AI is distracting from quickly taking action to save ourselves from the next barrage which is coming from quantum computing."

Amit Kaushik, Chief Information Officer, Zee Entertainment Enterprises

"Around 100 million people in India — about 10% of the population — live with disabilities. This is a huge, underutilised talent pool. We are working with NGOs to support computer literacy, talent acquisition, and inclusion for this group. While adopting technology and transformation, inclusion and reducing disparity must be central."

Uday Murthy Kandarpa, Managing Director, Kyndryl

"With technology, we now operate at one-third of the capital required 10 years ago while delivering 2× the business volume. Inventory has moved to the cloud, enabling shared models across multiple sellers. We've already started AI-based photo shoots — many images you see today don't use real human models. That scale was unimaginable even three years ago."

Ranganath Kuppur, CEO, Globus Fashion

"Historically, automation has expanded markets rather than shrinking them. When automation entered our Motorola support team, instead of shrinking to 30 people, we grew to 200 because we could handle more work. When technology enters an industry, the market itself expands. Jobs shift in skill requirements, but total demand rises."

Rakesh Tergundi, Group CTO, Pierian Services

"India has multiple pockets with very different needs. Some customers focus on safety, some want advanced machines at very low cost. A one-size-fits-all AI solution will not work. In Maharashtra, contractors are owed ₹1,00,000 crore in unpaid dues — how do we ensure technology adoption when the payment system itself is broken?"

Sandeep Singh, Managing Director, TATA Hitachi Construction Machinery

"We produce 350,000 meals every day, regardless of circumstances. Moving from tech to food, I realised food service is essentially a waste management business — perishability, pricing volatility, tight timelines, zero margin for unsold inventory. We use digital tools to detect ingredient rejection within an hour. Simultaneously, teams still physically visit GST offices for registrations. That contrast captures India's technology adoption reality."

Sanjay Kumar, MD & CEO, Rassense

"Real estate is approaching a $1 trillion economy by 2030, contributing 13% of India's GDP. With 64% of India's population under 35, the demand fundamentals are extraordinary. But there is an acute shortage of formally trained professionals in corporate real estate — a critical gap we must close through industry-academia partnerships."

Debasis Panigrahi, Chief Human Resources Officer, Shriram Properties

"India saw 84 million square feet of office absorption this year — 20% higher than last year. GCCs are the largest contributor at 34%. Bangalore leads with 28.5 million square feet. The sector is now a sunshine moment for technology adoption. AI-powered virtual agents will handle routine customer interactions — customers may even ask for these agents by name."

Sathish Rajendren, Executive Managing Director – India & APAC, Newmark

"AI will not take away jobs — AI will act as a productivity enhancer, a co-pilot, not a replacement. Routine customer interactions will be handled by AI-powered virtual agents. But human experts will still be critical for sitting with customers, understanding needs deeply, and closing complex real estate deals. We are building AI around that principle."

Shajai Jacob, MD & CEO, ANACITY

"In healthcare, humans cannot be removed from the equation even with AI. ROI in healthcare cannot always be measured in monetary terms — AI becomes priceless when critical situations arise. AI must be explainable, not opaque, to build trust with patients and caregivers. Leadership ownership is essential for large-scale AI penetration; adoption fails when AI is viewed purely as an IT initiative."

Dr. Vinod Nadig, Managing Director, Advanced Bionics

"India is not just a cost center anymore — it is a decision center and a design center. We manage around 30 countries while sitting here because everything is digital. AI has become a very big advantage, and we see a lot of opportunity, not a threat. The basic skill requirement now is handling systematic risk through technology knowledge, regulatory awareness, and core financial capability."

Govindraju Kulkarni, Treasury Director, Concentrix

"After moving to Gurugram and observing the disparity between white- and blue-collar workers, and what skilling means in that part of India — I am not sure I share the same enthusiasm I had about Bangalore any more. I look forward to being proven wrong. The question is whether we can bring the Bangalore model to the rest of India."

Satish Sundaresan, Chief Technology Officer & Senior Vice President, Lumax World

STRATEGIC IMPERATIVES — TIET PERSPECTIVE

- **Close the 3% gap:** AI value realisation must become an institutional KPI, not a technology metric — embed AI in core decision workflows
- **Rebuild the talent pipeline:** Thapar's industry-embedded capstone model must become the norm — real problems from year one, not final year alone
- **Lead the mindset shift:** Technical curriculum must integrate attitude, ownership, and problem-identification as core competencies
- **Scale the three-pillar model:** Government-industry-academia integration is Karnataka's exportable advantage — document, codify, and replicate
- **Prioritise domestic AI application:** Capability built for export without domestic value creation creates long-term societal risk — redirect focus to inclusive, India-first deployment.

Forum Participants — Bengaluru Edition 2026

Participant	Designation	Organisation
Amit Kaushik	Chief Information Officer (CIO)	Zee Entertainment Enterprises Limited
Dr. Anjum Hafeez	Deputy Director	Karnataka State Audit and Accounts Dept
Anjali Raghuvanshi	Head of HR	Randstad India
Avneet Hora	Chief Human Resources Officer	ANSR
Sanjay Kumar	MD & CEO	Rassense Private Limited
Vineet Jawa	Co-Founder and Director	IDfy
Ankit Rastogi	Chief Product Officer	Angel One
Debasis Panigrahi	Chief Human Resources Officer	Shriram Properties Ltd
Govindraju Kulkarni	Treasury Director	Concentrix
Divakar Mysore	CTO, IBM AIOps Services	IBM
Dr. Raman Reddy	IAS and Chairman	Karnataka Skill Development Authority
Dr. Shivananda Koteshwar	Senior Vice President	Astera Labs
Gayathri Mohan	Head of People Relations	SAP APAC
Sanjeev Kumar Gupta	CEO	Karnataka Digital Economy Mission
Vinod Nadig	Managing Director	Advanced Bionics
Lokesh Mrig	Managing Director	State Street Global Advisors
Rakesh Tergundi	Group CTO	Pierian Services
Ramakrishna Srinivasa	CTO of Global Digital Customer Experience Practice	Capgemini
Harish Bijoor	Former VP - Tata Coffee, Founder	Harish Bijoor Consults
Chandan Khaitan	Chief Executive Officer - Muthoot Fincorp ONE	Muthoot FinCorp ONE
Ashwin Sekar	Chief Product and Technology Officer	InCred Financial Services
Ranganath Kuppur	CEO	Globus
Rohit Aradhya	Vice President & Managing Director	Barracuda
Sandeep Singh	Managing Director	TATA Hitachi Construction Machinery
Anish Bansal	India Country Head - MNC	DBS Bank

Participant	Designation	Organisation
Rency Mathew	Managing Director India & APAC ANZ People Leader	Sabre Corporation
Sameer Nandan	Group Chief Human Resources Officer	CIELHR Group
Kaustubh Deshpande	Managing Director, India Centre	SAP Fioneer
Vikram Balakrishna	CTO and Head of Transformation	Atos
Rejin Surendran	Global CIO	Wipro Enterprises Pvt Ltd
Ravikanth Eranki	Senior Talent Acquisition Consultant - APAC	Cargill
Gopi Hanumanthappa	Managing Director	thyssenkrupp
Sathish Rajendren	Executive Managing Director - India & APAC	Newmark
Satish Sundaresan	Chief Technology Officer & Senior Vice President	Lumax World
Satishchandra Doreswamy	Global Head - TCS SovereignSecure Cloud	Tata Consultancy Services
Shajai Jacob	MD & CEO	ANACITY
Shobha Jagathpal	Managing Director - India CISO, Chief Controls Officer	Morgan Stanley
Srini Vudayagiri	President	The Times of India & Head of Brand Capital
Swethnisha Panicker	CIO - Enabling Functions	Merck Group
Uday Murthy Kandarpa	Managing Director	Kyndryl
Varadharaju Janardhanan	Chief Human Resources Officer	Super.Money (A Flipkart Group Company)

About SpeakIn & Asia Dialogues Forum

Asia Dialogues Forum

Asia Dialogues Forum is a curated platform bringing together Asia's top 1% of leaders from business, bureaucracy, academia, and media to shape conversations on the continent's future. Through invitation-only roundtables across major Asian cities, the forum creates high-trust environments for substantive dialogue on technology, talent, policy, and transformation.

Forum Partners

- Thapar University — Asia's Talent Partner
- TCS
- DBS Bank
- Gulf Oil

Media Partner: CNBC-TV18

SpeakIn

SpeakIn is Asia's largest network of experts and thought leaders, connecting organisations with the right expertise for conferences, corporate learning, content creation, and advisory engagements. With a network spanning thousands of domain experts across 30+ countries, SpeakIn powers the knowledge economy.

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