

zinno
awards

2018



2018

CELEBRATING
THE TITANS IN TECHNOLOGY

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From the CEO's Desk

The technology ecosystem has been in a state of flux, owing to the many uncertainties in the global political scenario, the accelerated adoption of digital technologies, and the changing competitor landscape. Despite these factors, global centers in India have evolved and matured. This remarkable growth was never more pronounced than in 2018. We were awed by the achievements of individuals and global technology centers, and the quality of nominations we received for our annual Zinnov Awards.

Over the past nine years, Zinnov has tracked the incredible evolution of the technology ecosystem in India. Although Zinnov Awards began as an attempt to encourage a nascent, evolving ecosystem, today it has become a benchmark for the best in technology. Zinnov Awards, with its eminent panel of jury members, curation of new categories every year in line with changing trends, and rigorous awards process, has become an institution worthy of celebrating remarkable individuals and companies that have taken the Indian technology ecosystem to greater heights.

In the New Year, I hope we can look forward to exceptional growth, extraordinary individuals and companies, and a whole lot more to celebrate.

Pari Natarajan
CEO & Co-Founder


INDIA

THE EPICENTER OF INNOVATION

The convergence of factors such as the widespread adoption of digital technologies, a vibrant start-up ecosystem, and a skilled digital talent pool has made it possible for the Indian technology ecosystem to become a hub of innovation. The last five years of R&D spend successfully pushed mobility, cloud, sharing economy, electric vehicles, etc., to the mainstream. Additionally, organizations are betting big on AI/ML, IoT, AR/VR, etc., by investing heavily in these areas to drive growth.

India is at a critical juncture of its innovation journey. Its latent X factors such as an adaptive and diverse culture, access to Asia, a data-rich economy, an unprecedented demographic dividend, a collaborative ecosystem, India Stack, nano markets, etc., are further fueling its growth story to emerge as a true innovation hub. To spearhead this next wave of growth in the technology ecosystem, India GCoEs need intrapreneurial leaders who are not just visionaries and pioneers, but are global influencers and possess the ability to identify new areas of value.

These aspects, coupled with a slew of forward-looking government policies and regulations and a vibrant and dynamic start-up ecosystem, will further provide a shot in the arm for propelling India towards becoming a true global innovation hub. This book is an attempt to acknowledge the individuals and the GCoEs that have made significant contributions in driving India towards becoming the epicenter of global innovation.



**Most of the
important things
in the world
have been accomplished
by people
who have kept on trying
when there seemed
to be no help at all.**

Dale Carnegie

The Journey So Far...

Nine years ago, we instituted Zinnov Awards with the intent of acknowledging exceptional technologists and centers that were catalysts for change and value drivers for their global headquarters. The entire Awards process plays out over the course of 3 months, and culminates in a glittering black-tie event that toasts the success of the winners. Industry stalwarts and eminent leaders from the ecosystem come together to acknowledge the winners.

During the course of the Awards process, the eminent panel of our jurors plays a crucial role. The jury members spend a significant portion of their time analyzing and evaluating nominations, and have the unenviable task of selecting the winners.

The jury is comprised of the crème de la crème of the Indian technology ecosystem – a group of distinguished leaders and influencers. India CEOs, CTOs, CHROs, CInOs, and winners from previous years were part of the distinguished jury panel in 2018, who were gracious and generous with their time and effort to identify and acknowledge the titans in tech.

a big
thank you
to our
jurors

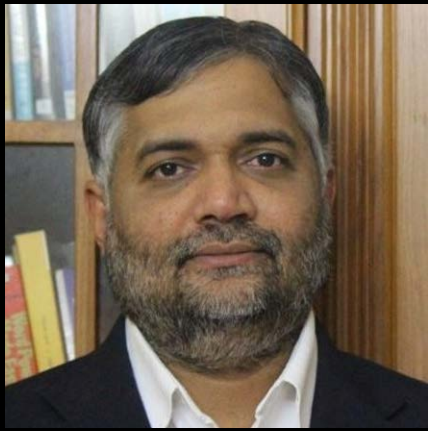




ARUN PADMANABHAN
Shell



AKSHAY BELLARE
Honeywell



SANTOSH KUMAR
Texas Instruments



SUBRAMANIAM GANESHAN
Amadeus



GITIKA JAIN
Pitney Bowes



JITENDRA CHADDAH
Intel



MR SRINIVAS SATYA
Applied Materials



SAMIR GULVE
EFI



CHETAN GARGA
Allstate



RAMASWAMY NARAYANAN
Medtronic



GAYATRI KUNJITHAYA
Citrix R&D



ANIL GOPINATHAN
Ingersoll Rand



CHANDRAMOULI SARGOR
Ericsson



SHASHANK BHUSHAN
BMC



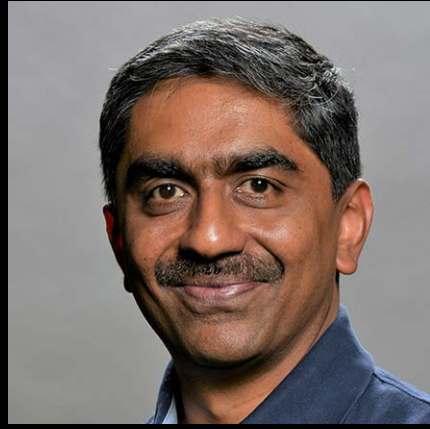
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Intuit



RENCY MATHEWS
Scientific Games



SUBI KRISHNAN
Finastra



KS PRASHANT
IDeaS



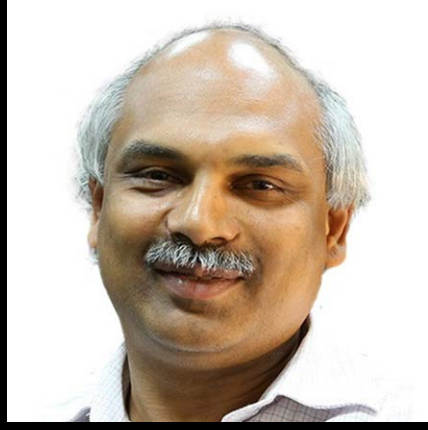
TRIDIB ROY CHOWDHURY
Adobe



SHARAD LAL
Oracle



SHALINI SANKARSHANA
Broadridge



DR ANIL RAMESH KUMAR
Dovercorp



C PRAMOD
Philips



SIDHANT RASTOGI
Zinnov



ANANDA LADI
Edureka



TULIKA AGRAWAL
Google

The Trophy

With the evolving Indian technology ecosystem, the Zinnov Awards is evolving as well. This year, we redesigned our trophy to better emphasize Zinnov's core values, which form the DNA of the company. These fundamental values are reflected in the six sides of the trophy, with the seventh value being embodied by a unified collective, the trophy as a whole. The DNA helix runs through the trophy symbolizing the ethos of a person or a company that makes them a true inspiration for generations to come.

At the heart of the trophy lies – Integrity; Customer Experience; Inspire Imagination and Creativity; Trust and Empowerment; Courage and Passion; Continuous Learning; and the Building of a demanding and caring organization - each distinct yet integral in creating a cohesive value system that stands the test of time.





24
WINNERS

winners'
circle



TECHNICAL

ROLE MODEL

A Technical Role Model leads by example to inspire fellow technologists – both within and outside the organization – to tread the ‘technical career path’. This award is a celebration of individual trailblazers who have shaped their technical careers, while being the beacons of inspiration for other technologists.

Dattatraya Kulkarni

McAfee Software (India) Pvt Ltd

With more than 25 years of experience in AI, compilers, web security, and consumer-facing applications, Dr. Dattatraya 'Kulki' Kulkarni is the embodiment of innovation-led decisions and creative thinking. He played an instrumental role in steering McAfee towards a unique approach to innovation and new product development. With organic innovation at the forefront, he led McAfee through unfamiliar areas and shifted the company's focus to expanding into product areas beyond core anti-virus (Non-AV), which is strategic to McAfee's growth.

Kulki founded a 'commando' team that drives customer-focused innovation and rapid development of new products for McAfee's consumer business. He has also brought credibility to the India site by building a capability that is driven by user research. Under his guidance, the site now has 4 PEs (PE is a coveted title reserved for top engineers in the company) out of a global team of 38 PEs, which is a major accomplishment for a site that wants to focus on 'Design in India' for global business. Through sustained creativity, training initiatives, and mentoring, Kulki has turned the corner for the McAfee India site. The new generation of technical leaders and architects, who have been groomed over the last several years, are in turn driving the spirit of not just 'designed in India,' but 'invented in India.'- This possibility and promise excite Kulki to do more.

Kulki's leadership style brings people together to work creatively and constructively as he inspires them to excel as technologists. He believes that user empathy, academic rigor, and velocity are key to realizing innovations that really matter to end users. When combined well, it forms the perfect recipe for highly performing cradle-to-product innovation teams that rapidly deliver novel applications and use cases to end users.



The X Factors

Shifted McAfee's focus to expanding into product areas beyond core anti-virus (Non-AV).

Brought credibility to the India site by building a capability that is driven by innovation.

Invented a cradle-to-product customer-focused innovation process.

Who inspires you?

Mark Weiser, chief technologist of the erstwhile Xerox Palo Alto Research Center. He coined the term Ubiquitous Computing – anytime, anywhere computing and communication, way back in 1988!

Stephen Cook, known as one of the forefathers of computational complexity. He is also a role model because of his genuine modesty and friendliness while being one of the brightest minds in computing.

Hector Levesque and several pioneers of AI, who had the audacity to think through fundamental concepts in AI and had the tenacity to pursue this difficult subject for decades.

What are some of the associations that you are a part of?

MEITY on Digital Payment Security
FKCCI Mentor and Jury for Manthan initiative
AP Govt advisory
IIT Dharwad, Honorary Professor and research mentorship
IETF standards committee (through a member on the team)

Who are the top three people you follow on social media?

Chris Young, Steve Grobman, Raj Samani – CEO, CTO and Fellow of McAfee respectively

A quote/philosophy that you live by:

Strive to be 'collinear' – alignment of what I think, what I say, and what I do.

Jayanta Basak

NetApp India Pvt. Limited

Jayanta Basak is a Principal Engineer in the advanced technology group at NetApp. With more than 18 years of industry experience, Jayanta is known for integrating Machine Learning (ML) principles and data science in his work to make data-driven decisions. His work spans storage manageability, system performance modeling, and data services where he leverages ML principles. He also automated the discovery of SLO (Service Level Objective) in the brown field using ML principles. Recently, he leveraged data science to perform storage system performance modeling from telemetric data.

Jayanta also collaborates with universities including University of California, Berkeley, and Indian Institute of Technology, Kharagpur. He contributes to the ecosystem through his participation in the NetApp Excellerator program, where he mentored a start-up called LightMetrics in the domain of automated driving assistant solution. For his contributions, Jayanta has won the NetApp CTO award, more than once.

Prior to joining NetApp, he spent 10 years in IBM research, where he applied ML principles in B2C commerce, time-series prediction, fMRI (functional Magnetic Resonance Imaging) studies and other domains. Prior to joining IBM, Jayanta also served as the faculty member in the Indian Statistical Institute in the Computer and Communication Sciences division. His area of research is mostly data science involving AI and ML and their applications in different domains.

Jayanta is also a member of the program advisory committee of the Government's Department of Science and Technology funded-Science and Engineering Research Board (SERB), in the area of information and communication technologies. He is a fellow of the Indian National Academy of Engineering and an ACM (Association of Computing Machinery) Distinguished Engineer. Jayanta has around 100 publications in journals, conferences, book chapters, and research reports.



The X Factors

Employed Machine Learning and Data Science in his work to make data-driven decisions.

Collaborated with multiple universities and also mentored start-ups by being a part of NetApp's accelerator program.

Who inspires you?

My school teachers, one of them is Late Sanjit Kumar Basu. Also, my late mother and my family to a great extent.

What are some of the associations that you are a part of?

Indian National Academy of Engineering Sectional Committee

Science and Engineering Board (SERB instituted by Ministry of HRD of the Govt. of India) initiative named as IMPRINT2 (jointly funded by Dept. of Science and Technology of the Govt. of India)

IEEE Trans Cybernetics Editorial Board

National and International Conferences

Who are the top three people you follow on social media?

I follow updates from some organizations such as - my previous company IBM, alma mater Jadavpur University, and IISc Bangalore.

A quote/philosophy that you live by:

"Never Give up" by Winston Churchill.

Karthik Krishnan

Samsung R&D India

Karthik Krishnan has been working with Samsung R&D, India, since 2013. He is currently a Principal Engineer in the Medical Imaging group. His extensive experience in working with Medical Image Analysis and Visualization applied to diagnostic imaging (Computed Tomography (CT), Magnetic Resonance (MR), Ultrasound) is commendable and inspiring. He has showcased his technical prowess by leading the development of clinical applications and algorithms such as CT Colonography and CT Liver Segmentation. He has also collaborated with other teams and contributed to clinical applications and algorithms for projects such as musculoskeletal MRI.

The other projects led by Karthik include, the development of image analysis algorithms for segmentation and multi-modal fusion of MR onto TRUS (Transrectal Ultrasound) for prostate biopsy. He was also responsible for developing high-quality GPU (Graphical Processing Unit) accelerated real-time visualization techniques for endo-luminal navigation in Virtual Colonoscopy, 4D rendering for perfusion, and Monte Carlo cinematic rendering. Some of this work has been incorporated into FDA (Food and Drug Administration) approved products. Karthik's work at Samsung has been presented in 9 international conference papers. His extraordinary contributions to the technology space have earned him multiple technology/innovation awards within Samsung, Bangalore, such as – NIPUN Best Mega Solution Demo for "Extremity MR software ecosystem," Samsung Best Paper award for "Targeted prostate biopsy using MR and Trans-rectal Ultrasound," and Outstanding Technology Innovator Award, to name a few.



The X Factors

Led the development of clinical applications and algorithms such as CT Colonography and CT Liver Segmentation.

Incessantly disrupted technology that has now been incorporated into FDA approved products.

Who inspires you?

It is not a single person, but a set of people. My co-workers inspire me, because they try and get the best out of me. I have been fortunate to have enthusiastic colleagues who, with their energy, inspire me to push harder and deliver.

What are some of the associations that you are a part of?

Visualization Toolkit (VTK)
Insight Segmentation and Registration Toolkit (ITK)

Both are open source libraries used by several thousand researchers in the Medical Imaging and Visualization communities for translational research

Who are the top three people you follow on social media?

Elon Musk, Jeff Bezos, and Ratan Tata

A quote/philosophy that you live by:

Ekam Jeevanam, Ekaha Avasarah (We have just "One life, One chance")



CENTER

TRANSFORMATION

‘Transformation is often more about unlearning than learning,’ and these GCoEs have had to unlearn being pure play cost centers to transform themselves into value drivers for their HQ. This award is the celebration of GCoEs that have shown a remarkable ability to drive higher value through key milestones and metrics to drive meaningful business outcomes across technology, business, top-line and bottom-line impact.



DBS Asia Hub 2

DBS established DBS Asia Hub 2 (DAH2), its largest technology hub outside Singapore, in Hyderabad. Set up in 2016, DAH2 supports the bank in strengthening its technological capabilities across the region as well as its digital banking strategy.

With a team of 1130 employees (including Engineers, Business Analysts, and Data Scientists), DAH2 is disrupting the banking space by the application of latest tools and technologies, and automating majority of the banking tasks. The innovation, transformation, and the cultural shift DAH2 pioneered, has fetched them remarkable accolades in a short span of two years since its inception.

In the 9th edition of Zinnov Awards in 2018, DAH2 won an award for its rapid transformation from a cost center to a value center. DAH2 has built a strong ecosystem, combining over 200 live Application Program Interfaces (APIs) leading to about 50 live partners, creating the World's Largest API Platform in banking.

In 2018, DAH2 was recognized as a Transformation Catalyst by NASSCOM. It was recognized for inculcating a start-up culture, creating a work environment that fosters experimentation, and building revolutionary products like digiBank (India's first paperless, signatureless bank only account).

- DBS also received the prestigious 'Aon Best Employer – India 2018' award. DBS was the only bank amongst the 16 companies in India that were recognized across 10 industries.

Based on the actions of LinkedIn's more than 546 million professionals (over 47 million in India alone), DBS was recognized amongst the top 15 companies to work for in India in 2018.

What are the two most important aspects of a successful center transformation strategy?

Talent – Hiring the right workforce is key to center transformation. Getting the right talent that is abreast in future skills and can adapt to the start-up culture of innovation and agile methodology is critical.

Learning – Providing constant opportunities for the workforce to upskill and getting insights from the industry experts are critical. Being exposed to external speakers and new technologies help inspire and motivate the workforce to implement digital and develop an open mindset.





NetApp India Pvt. Limited

NetApp India transformed itself from being an engineering-focused center to a global center of excellence (GCoE) in 2017 with an investment of INR 1000 Cr to build a fully-owned 15-acre multi-business unit/functional campus in Bangalore. The center is strategic to the success of NetApp globally, and is a microcosm of NetApp headquarters, housing R&D, customer support, HR, and finance operations. The key focus of NetApp India is to develop internationally competitive technological expertise by building world-class products leveraging the best talent with continuous efforts of the teams in India and globally. Today, NetApp GCoE is at the heart of the company strategy to help customers succeed in their digital transformation journey with the power of data.

The underlying driver that led to this transformation was the availability of a highly skilled talent pool to serve fast-growing global and regional markets, drive product innovation, improve speed to market, and help capture the latent value in host markets. The Global Center of Excellence being a strategic investment for NetApp corporate, is of critical importance to NetApp's overall success. As the largest NetApp campus outside the US, the GCoE hosts teams that work on core products and support global customers. NetApp also has sales analytics teams that drive the productivity of its global sales organization, IT teams, a global R&D lab, HR, and finance shared services teams.



The India Center's charter entails:

Delivering innovations that help NetApp's customers succeed in their digital transformation and on their journey to Hybrid Cloud, Hybrid Cloud Infrastructure, Artificial Intelligence, IoT, and Data Lakes

Accelerating NetApp's advancement and leadership with highly skilled local talent and seasoned partners

Inspiring future growth through innovation

Charter ownership for strategic focus areas for the company, including Data Fabric and Manageability

University partnerships and advanced technology investigations targeted at emerging and nascent technology innovation

NetApp India is also contributing to the external ecosystem through programs such as the NetApp Excellerator, partnerships with shared market for software and services, universities in India and abroad, the Government of India, and other developer ecosystems.

NetApp's first start-up accelerator program was launched in June 2017 to help data-driven start-ups develop innovative solutions through global mentorship from technology and business experts, a go-to-market springboard, technology infrastructure and grants, in addition to other offerings. NetApp India has moved up to #7 in the 'Great Place to Work' ranking of India's Best Companies to Work For. The transformation has also reinvigorated the Women in Technology initiatives for diversity and inclusion. These achievements are a testament to NetApp's success as an organization. NetApp's vision for future transformation is to focus on delivering cutting-edge products, expand leadership in technical space, and be an innovation hub for the start-up ecosystem in the data-driven space.

What are the two most important aspects of a successful center transformation strategy?

Employee-focused strategies: Keeping employees at the heart of everything forms the ethos of our center transformation strategy. We have built a world-class campus that has future-ready infrastructure and a culture that inspires the workforce to innovate, collaborate, and commit to NetApp's vision to help our customers achieve the outcomes that matter most to them.

Leveraging external ecosystem: To drive transformation, we have formed meaningful partnerships and leveraged the external ecosystem by collaborating with start-ups, universities, Service Providers, Government bodies, etc. Through our start-up accelerator program – NetApp Excellerator, we have benefitted from several innovative start-ups that add to our robust data management ecosystem that our customers need in the new era of IT. We also partner and interact with a shared market for software and services, thereby getting looped into a software ecosystem. We have also leveraged several universities and research programs to drive innovation and learn new technology trends.



BEST CORPORATE

START-UP PROGRAM

Personifying the mantra of ‘innovate or perish,’ these GCoEs have distinguished themselves through their successful innovation engagements with a large cohort of start-ups. This award celebrates those GCoEs that have successfully evangelized, mentored, and partnered with start-ups to foster new technology innovation.

NetApp Excellerator

NetApp Excellerator program helps start-ups create innovative, world-class products and solutions that are market-ready. This program enables start-ups to use NetApp's expertise and its ecosystem of partners, subject matter experts, and customers to realize the maximum potential of their innovative ideas. The main objective of the program is to foster innovation in the ecosystem. NetApp's vision is to change the world with data; hence, it is important to create an innovative and thriving data ecosystem. The program focuses on working with B2B/enterprise-focused start-ups operating in the technology areas of data management, security, analytics, artificial intelligence/machine learning, blockchain, cloud, infrastructure monitoring, and IoT.

The program provides a highly customized curriculum, based on the needs of the start-ups in technology, business, and investment areas. The differentiating factor of the program is the technical mentorship that is provided to the start-ups. Apart from the technical mentorship, the program also provides business mentorship by internationally acclaimed start-up coaches, successful entrepreneurs, senior industry leaders, and investors.

NetApp Excellerator helps start-ups by providing the right investor connects, access to NetApp tools and technology, co-working space with state-of-the-art facilities ranging from video conferencing to breakout rooms and access to all the amenities within the NetApp campus like gym, mall, cafeteria. Additionally, the program also provides advice on business functions such as legal, tax, compliance, finance, marketing, go-to-market strategy, investments, and human resources. All these offerings help the start-ups get access to new ideas, explore technology and market adjacencies, and help them accelerate growth. Some of the start-ups become NetApp's global alliance partners and/or NetApp alliance partners for go-to-market strategy. Start-ups also get an opportunity to sign PoC with NetApp, get new enterprise customers, and go-to-market with other enterprise corporates.



What are the three best outcomes that you have achieved from your accelerator program?

NetApp Excellerator program has facilitated over 100 GTM opportunities for start-ups

The accelerator program has enabled 6 strategic partnerships with NetApp

NetApp Excellerator start-ups have secured over \$25 million in follow-on funding

What is your vision for 2020?

To make NetApp Excellerator a truly global start-up accelerator program

To expand the scope of partnership opportunities with start-ups and build world-class technology products and services

To foster innovation in the B2B start-up ecosystem



Robert Bosch Engineering & Business Solutions Pvt. Ltd.

Bosch India is leveraging its technical and business capabilities to support and encourage the start-up ecosystem. It aims to help India become a start-up and innovation hub on the global map. Bosch, with its start-up incubation program, DNA, helps start-ups grow by expanding their capabilities. DNA stands for Discover, Nurture & Align, and is Bosch's agile innovation approach to engage with start-ups. It is a platform which offers start-ups an opportunity to work on business-defined problem statements with guidance from mentors, access to Bosch Lab facilities, thereby also enabling access to customers. Bosch's DNA journey enables the organization to work with start-ups to build mutually beneficial relationships and business models. Bosch is working towards scaling the engagement with start-ups and in the process create many more successful partnerships.

DNA start-up accelerator is designed to build on partnerships that can result in Co-creation, Go-To-Market (GTM), and Strategic Alliances. As part of DNA's 1st cohort, Bosch worked with 14 start-ups and achieved very good commercial traction with the start-ups. For the 2nd cohort, Bosch worked with 20 start-ups and secured excellent engagements. It has 4 GTMs, 3 Co-Creations, and 2 Strategic Alliances in progress.



What are the three best outcomes that you have achieved from your accelerator program?

Three of the best outcomes that we have received from our DNA start-up accelerator program are:

Cosine Labs: We have a GTM agreement with Cosine Labs and they are the key partners for our Smart Living business under the Digital Business Unit. The start-up has a suite of solutions targeted at Smart Homes and Campuses. Multiple commercial deals have been closed with them. The solutions are well-integrated and we are approaching customers jointly. The customer opportunities in progress are in India and beyond. This is a truly big commercial success and has created business impact for Bosch India. For Cosine Labs, the engagement opened a bigger market opportunity and the ability to be part of bigger commercial proposals along with us.

Sastra Robotics: The engagement with Sastra Robotics is a very good co-creation engagement wherein they have enhanced our verification and validation capabilities. Sastra Robotics is a robotics HMI (Human Machine Interface) testing platform. As part of our engagement, we have worked towards using Sastra's offering as part of our HMI testing labs, which has yielded in enhanced revenue opportunity. The products have been deployed across multiple locations in India and also targeted for use outside India. There has been thorough integration and deployment together on the specific use cases defined to ensure the output as anticipated. For Sastra Robotics, the engagement has helped in improving their product roadmap, business model and pricing approach. We are also supporting them on various certification processes.

Autovrse: The engagement between Autovrse and Bosch Appliances Group (BSH) has achieved global scale. Autovrse creates immersive AR/VR experiences for BSH customers. The experiences have enhanced customer conversion in deployed locations across India, Germany, and APAC. The solution has been developed specifically for our BSH group, based on a shared use case. The start-up has benefitted by the support in opening a big market opportunity within Bosch and outside. The volume of business with Bosch is on the rise and is anticipated to scale significantly. This is a very good example of how an open innovation engagement has scaled both in terms of deployment and commercial success.

What is your vision for 2020?

At Bosch DNA, our vision is to be the best in class start-up accelerator program globally. We measure ourselves in terms of business impact – new innovations and net revenue addition.

Our vision for 2020 is to contribute towards 5% of all incremental new product/solution revenue as part of Bosch India's Lakshya (Vision 2020) initiative. The defining parameters for our success include:

- Revenue Impact
- New Business Models – defined & executed
- Start-up Impact – Technology Roadmap, Business Planning, New Use Cases



GREAT PLACE TO INNOVATE

The ethos, 'Innovation is not a process but a state of mind,' has been embodied by these GCoEs that have made exceptional progress in seeding and fostering an environment conducive for innovation. This award is to celebrate those organizations that have taken dedicated steps across five key areas – Charter, Culture, Internal Programs, External Linkages, and Metrics – and been successful in creating value from India centers.

Robert Bosch Engineering & Business Solutions Pvt. Ltd.

Bosch is constantly looking at solutions that can improve its customers' quality of life. Bosch believes in harnessing the creativity of its engineers to build sustainable ecosystems for the future and to keep up with the rapid technology changes. Bosch is enabling enterprises with new-age digital technologies that help amplify consumer experiences, increase revenue generating opportunities, and streamline operational processes across industries.

Innovation is ingrained in Bosch's culture, and this has enabled them to create horizontal technology disrupters and new verticals. Bosch is unique in the GIC (Global In-house Center) community and is empowered to define and invest in innovation initiatives and develop businesses. Multiple well-equipped labs like User Experience Lab, Automotive System Lab, Electromagnetic Compatibility Lab, and Reliability Testing Lab facilitate Bosch's innovation endeavors. Their solutions are driving accessible and affordable healthcare, enabling sustainable livelihood for farmers based on technology-aided farming practices, making vehicles connected and intelligent, and many more solutions such as Smart City, Smart Energy and Smart Manufacturing. They are also a market leader in providing hyperlocal solutions in emerging economies. Bosch's commitment to innovation and their future-focused solutions make them a 'Great Place to Innovate'.



What are the three factors that helped create an innovation DNA in your organization?

Bosch has a dedicated BU with a singular purpose of innovation and new business development.

Open innovation, together with the ecosystem of academia, start-ups, and partners help leverage the wider talent pool and accelerate time to market.

Multiple well-equipped labs like User Experience Lab, Automotive System Lab, Electromagnetic Compatibility Lab, etc., facilitate Bosch's innovation endeavors.

United Technologies, Hyderabad Research & Design Center

The Hyderabad Research & Design Center (HRDC) is the largest R&D center for Carrier business, a \$18B unit of United Technologies (UTC). Innovation is a 100+ year-old legacy and is part of their core values. With a dedicated team managing innovation, HRDC has transformed into a hub of innovation at UTC.

The fundamental approach that UTC took was to establish the innovation culture at the grassroots level. A few unconventional initiatives which UTC has taken include:

Encouraging every engineer in the organization to innovate

UTC has a meticulous practice of taking every engineer (primarily the first-time inventors) through the innovation process, irrespective of how good or bad their idea is. Once the engineer goes through the process, the individual never stops innovating and keeps experimenting with newer ideas.

Driving a start-up mindset and culture

UTC leverages its excellent connects with the start-up ecosystem and exposes the majority of their engineers to start-ups and open innovation platforms. They also encourage the engineers to develop proof of concept of their idea while they work as part of the start-up ecosystem. These initiatives have helped them build the right culture and inculcate an innovation mindset in the organization.



What are the three factors that helped create an innovation DNA in your organization?

HRDC fosters a culture of innovation through multiple avenues such as regular communication, training, hackathons, collaboration with leading academies and start-ups, developer ecosystems, and more importantly, by creating an environment for the engineers to take the risk, test their hypotheses, and pursue innovation.

VMware

VMware's mission is, "to look over the horizon – to explore, inspire, and innovate to impact the future". VMWare lives by the innovation mantra and drives persistent collaborative efforts across all functions of the company to boost innovation. Their focus is to continually mature the innovation platforms and programs to core competency and foster emerging market innovation opportunities.

Some companies have a discrete collection of innovation programs, while VMware has a more structured approach to driving systematic innovation. Their platform has been designed to cover 360-degree of systematic innovation to scale and sustain. Such efforts, backed by a very participative and collaborative organization, has led to the creation of a pipeline of innovative ideas at VMware. They have been building and improving multiple innovation platforms to source, hack, and shape ideas of all types. The ideas could be pragmatic, incremental, adjacent, or breakthrough – they have them covered as long as they are aligned with the strategic themes and priorities.

VMware's focused strategy led to several positive impacts and outcomes.

- The rise in patent grants from India in the last 2 years increased two-fold;
- Contributions to incremental and adjacent innovation and product roadmaps are rising steadily;
- Conversion rate from ideas and prototypes to tangible outcomes like patents, product features, quality research papers increased by 15% - 20% in the last 2 years.

VMware has also been successful in establishing meaningful connects with external ecosystem players like start-ups, academia, government, and industry bodies. These endeavors have also helped them come up with relevant and impactful innovation for concerned stakeholders. Innovation at VMware India is the result of unwavering focus and conscious efforts to innovate in everything that is done at VMware. Engineers across teams and functions strive continuously to develop world-class products and improve the overall customer experience – innovation serves as a valuable tool towards achieving this objective.



What are the three factors that helped create an innovation DNA in your organization?

Structured approach to driving systematic innovation and building multiple innovation platforms to source, hack, and shape all types of ideas.

Meaningful connects with external ecosystem players like start-ups, academia, government, and industry bodies.

Pipeline of innovative ideas that are aligned with the strategic themes and priorities.



BEST IN

CLASS COEs

Exemplifying the quote, 'Coming together is a beginning, staying together is progress, and working together is success,' these India GCoEs are leading the way in innovation and research in disruptive technology areas, while enabling collaboration across business units. These CoEs have become indispensable to HQ, driving value through cutting-edge research and innovation in relevant areas.

Ericsson - SDN & Cloud Networking

Established four years ago, this CoE in Bangalore has enabled Ericsson to become the Best-in-Class NFV Infrastructure provider and a leading contributor in OpenDaylight open source community. The CoE mainly contributes to Software Defined Networking (SDN) and networking technology of Ericsson's Cloud NFVI solution. The team is engaged with mobile operators worldwide in their journey to transform their networks to cloud-based and 5G-ready networks; to support IoT, network slicing, and other future applications.

The CoE was initially built for IP routing and switching competence to contribute to the first SDN product offering where R&D was spread across multiple countries. The CoE fast became the headquarters for this product unit, and over a period, took full responsibility for the product lifecycle management. The team has contributed to Ericsson's innovation through development of product and solution offerings as well as building patents portfolio in the area of SDN and networking. The team engages with other Ericsson product units and customer units to develop end-to-end solutions, which meet the needs for cloud infrastructure to enable the next generation of networks and applications.

The key for the CoE's success is the talented and motivated team with IP networking competence, who continuously meet or exceed product and innovation goals. Establishing this team with global Ericsson R&D experience has also gone a long way in accelerating the CoE development and charter. The CoE is ramping up to take additional responsibilities in the domain of cloud-based solutions and offerings. The technology focus areas for the CoE are Open Source, Network Virtualization, Cloud Infrastructure, Technology Innovation, Carrier-Grade Products, to name a few.

How has the CoE propelled your company's innovation agenda?

With a highly competent and motivated workforce, the Ericsson – SDN & Cloud Networking CoE helps global mobile operators transform their networks to be ready for advanced technologies such as 5G, IoT, and other future applications. The CoE has also propelled Ericsson's innovation agenda through the development of product and solution offerings and building patents portfolio in the area of SDN and networking. It also collaborates with other teams and units in Ericsson to help them develop next-gen solutions around cloud infrastructure and networks.



Walmart Labs

A line of code can change the way the world shops. It can change the future of retail technology. And that's what makes Walmart Labs Bengaluru the game changer! From exploration to capacity building and now to enhanced ownership, Walmart Labs Bangalore is creating a significant impact for its customers across the globe.

Over the years, Walmart has built teams to deliver key products for all the global markets. Teams that are engaged in cutting-edge engineering and product development to support Walmart's strategy of offering customers an anywhere, anytime shopping experience. These teams are constantly creating deeper, more intuitive ways in which technology can redefine what customers expect from their shopping experience. They drive digital transformation where data and analytics are enabling them to serve their customers better and creating a digital relationship with them.

With a large pool of technology talent, Walmart has built cross-disciplinary teams engaged in product development, data analytics, and engineering operations. This team of product managers, developers, architects, and data scientists build technology that delivers significant benefits to their customers and associates around the globe. Here's how the teams are transforming the future of shopping across the world, by merging online and offline stores.

The Customer Technology team uses data intelligently to predict consumer behavior and personalize services, in stores, on a mobile app, online, or even through voice.

The Merchant Technology team helps redefine how merchants do their everyday jobs by managing the prices, assortment, enterprise inventory, and getting competitive intelligence on prices, products, and cataloguing them.



The Supply Chain team modernizes applications that power distribution and fulfillment centers for Walmart globally. Customers receive their orders as fast as they want and where they want in a frictionless, predictable way – on time, all the time!

Walmart International powers the product and technology for global e-Commerce sites. They work on technologies that intersect a wide variety of business models for grocery, general merchandise, and the warehouse format.

Sam's Club provides solutions from next-gen inventory management, order management, cart, checkout, and fraud systems to revolutionary applications. This team drives innovative technologies such as AR/VR, IoT, and AI.

From algorithmic products to machine learning technology to data foundations, the Global Data & Analytics Platform team provides data solutions to make a difference for the customers, merchants, business, and teams. They use data to help save costs, increase revenues, and provide a world-class shopping experience.

The Walmart Cloud team automates the workloads and delivers an array of tools and services in a multi-cloud, private, public, and hybrid environment for developers to help them deliver their solutions at scale.

Enterprise CIO provides solutions for process areas such as Finance, Spend Management, People, Chat Bots, Retail, Manufacturing, and Real Estate. The Global Business Services is a part of Enterprise CIO, and the GBS team is invested in providing world class core infrastructure services and operations.

Another part of Enterprise CIO is the Global Infrastructure Engineering Operations team that provides world-class core infrastructure services and operations that are highly scalable, cost-effective, secure, and timely for our customers' successful retail experience across online, stores, clubs, distribution centers, and data centers.

Life at Walmart Labs India is a confluence of high energy problem-solving, intellectual madness, and doses of creative thinking. With a diverse and inclusive culture, it believes in investing in the continuous overall development and well-being of its associates.



How has the CoE propelled your company's innovation agenda?

Walmart is constantly exploring unique and innovative ways to redefine technology that can enhance customer experience. We drive digital transformation where data and analytics are enabling us to serve our customers better by creating a digital relationship with them. Walmart's large pool of technology talent and cross-disciplinary teams build technology that delivers significant benefits to our customers and associates around the globe, thus driving the company's innovation agenda.



CHAMPIONS FOR LOCAL MARKETS

Go local, to go global – is the refrain that organizations seem to have embraced in the age of blurring geographical boundaries. This award is a celebration of GCoEs that have been able to innovate and develop products and solutions focused towards local and near-shore markets.

Dell EMC

Dell EMC India plays a critical role in advancing emerging technologies to drive digital transformation so that businesses can adopt technology at the core. It helps organizations reinvent themselves and realize their digital future by enabling transformation in three areas – IT Transformation, Workforce Transformation, and Security Transformation. Customer-centricity is at the heart of what Dell EMC does. It has proactively built a strategy based on the local market and has the right ecosystem for talent and innovation to help its customers and partners succeed in their respective digital transformation journeys.

The Go-To-Market team at Dell EMC utilizes the large technology investments made by the organization to make their products more fungible. As a market leader, the company strives to understand its customers' requirements to deliver technologies that will underpin the upcoming wave of innovation and progress. This differentiates Dell EMC from its peers and enables it to become a champion of the local market, thereby empowering its customers to advance in their digital transformation journey.

How do you ensure customer-centricity in a diverse emerging market?

Dell EMC focuses immensely on the local markets. Additionally, we have made considerable investments in building capabilities that drive customer-centricity. With years of experience, we have gained deep insights into India's emerging and diverse market, which helps us provide bespoke solutions, keeping the requirements of our customers at heart.



Samsung Research India - Bangalore

Since its inception, Samsung Research & Development Institute – Bangalore (SRI-B) has played a key role in developing major innovations for Samsung's global products and services. In 2015, on the 20th anniversary of Samsung's entry into India, it decided to fortify its relationship with India and expand its focus to address the requirements of Indian consumers. This was the beginning of Samsung's "Make For India" initiative, which SRI-B adopted as one of its primary objectives as well.

At Samsung, every innovation is led by the passion to create products that enhances its consumers' experience by understanding their evolving lifestyle and requirements. As part of Samsung's "Make For India Task Force" comprising employees from Samsung's R&D, innovation, product, and marketing teams across the country, SRI-B strives to develop innovations that help solve very specific problems of the Indian consumer.



Some of the key features that have been developed for Indian consumers include:

Social Camera, which allows the user to share their pictures on social media from the camera app of their Samsung phone

Programming Samsung's Voice Assistant Bixby to understand Indian accents

Enabling transliteration of text written in Hindi to Devanagari font in Samsung Note 8, using S-Pen

Localizing Samsung's payments service – Samsung Pay for India

SRI-B's innovations for India go beyond B2C products and services and encompasses B2B customers as well. Its contributions, from building demo solutions in the past to winning B2B business opportunities by collaborating with its local partners, have given a huge impetus to Samsung's business. It has also onboarded Samsung Enterprise Partners community – to add tremendous value to its global mobile B2B business. Some interesting innovations for enterprises that have been developed at SRI-B include Secure Knox Solutions for Iris Tab and Enterprise Applications.

Staying true to Samsung's value of co-prosperity, SRI-B's success in India has been powered by its focus on keeping Indian consumers and enterprise partners at the core of their innovation and growth strategy.

How do you ensure customer-centricity in a diverse emerging market?

Samsung has always kept the consumer at the heart of all its innovations. By understanding their needs, we can make their anticipated technologies a reality. We bank upon our consumer insights to deliver the best hardware and software solutions that create value for people and enhance their lifestyle.

In a rapidly evolving market such as India, identifying users' requirements and pain points become even more crucial as we develop several India-specific innovations under our "Make for India" initiative. For this, we derive an understanding of consumer experiences from many sources including marketing, sales teams as well as internal teams. Samsung Members, our community of Samsung users, also give us a good idea of their requirements. Additionally, we work with many local start-ups in India to create solutions for our Indian consumers and we refer to their reports on customer behavior as well.

Overall, our success comes from knowing our consumers, both electronics as well as enterprise, and applying that knowledge to all our products – from smartphones to connected devices.



NEXT-GEN EMPLOYEE EXPERIENCE

The mantra – ‘You don’t build a business; you build people. And then people build the business,’ has never been more relevant than it is today. This award is to celebrate those organizations that have successfully enabled and empowered their employees by providing a seamless and engaging experience through access to platforms and practices. Not only has this given a boost to employee productivity and morale, it has helped these organizations distinguish themselves as forward-looking and digital-ready employers.

PayPal India Private Limited

At PayPal, it is crucial to drive a memorable employee experience, by personalizing efforts throughout the employee lifecycle with specific focus on employee care, support, recognition, wellness, and development. The employee experience enhancement initiatives across PayPal's Bangalore and Chennai centers, focus on building a "One Team" spirit. All efforts closely resonate with PayPal's core values of Collaboration, Innovation, Wellness, and Inclusion.

PayPal takes pride in having a digital workplace. To solve business problems and operate productively, PayPal leverages digital tools that provide flexibility and personalization. PayPal offices are designed with state-of-the-art infrastructure. Elements like agile furniture, ergonomic sit-stand desks, technology collaboration, WiFi-enabled transport, cab facility for expectant mothers, fitness amenities, wellness mentors, and diet kitchens are just some of the amenities provided.

PayPal believes in listening to its employees via periodic feedback sessions with leaders, skip level meetings, and surveys like the Great Place to Work Survey, Quick Surveys, 24/7 HR Hotline, and ethics survey. PayPal has been recognized as a Great Place to Work for 10 consecutive years. Diversity is a key focus area for the company, and they run a number of programs that are focused on increasing diversity in the technology sector like Recharge, Girls in Tech, and Unity Meet-ups.





PayPal also focuses on attracting a diverse set of candidates and has a dedicated team of more than 10 people who focus on onboarding and coaching new hires. New employees are welcomed with a dedicated onboarding ambassador celebration kit and an employee's overall well-being is taken care of with policies relating to Work-Life Balance, Time-Off, Sabbaticals, Flexi-work options, Fitness, Medical Cover, and so on. The PayPal Total Rewards philosophy is founded on recognizing and rewarding performance through practices spanning across fixed pay, performance-linked incentives, continual equity grants and benefits without regard to gender, grade, and ethnicity.

PayPal's approach to learning has evolved from a programmatic mandated approach to a self-paced, experiential learning approach. It has technical stand-alone programs, behavioral programs, product development, new hire and managerial trainings that are designed to make a real difference to the lives of employees. Some of the tools include Udemy, Coursera, Harvard Manage Mentor, etc.

PayPal supports individuals with different work-life requirements such as child care support, elderly care, crises in family, work-life balance, etc. Success is celebrated with tools like Bravo, Service Recognition, Spot Awards, Badges, Wall of Fame, Star of the Month, and so on.

How do you create a sense of purpose in your next-gen employees?

In all of PayPal's employee-centric initiatives, we focus on enabling a "One Team" spirit. PayPal's compelling vision and core values – Collaboration, Innovation, Wellness, and Inclusion – tie the teams together with a stronger sense of purpose. It creates a sense of belongingness and makes PayPal a Great Place to Work at.

Schneider Electric India

“GROW People & Competency” is one of Schneider’s integral focus areas and it strives hard to provide its employees the Next-Gen Employee Experience. Schneider Electric (SE) has been focusing on enhancing employee experience through 5 dedicated task forces in the following areas:

Branding: Designed and deployed a Schneider Electric India R&D brand architecture that is in line with the Employee Value Proposition (EVP) of Schneider globally, as well as its long-term sustainability vision.

Hiring: To enhance hiring effectiveness and hiring experience for the prospective employees, the team works on a comprehensive multi-pronged approach that includes upskilling of managerial hiring capability, integration of next-gen AI-enabled sourcing platforms, and automation of recruitment processes.

Retention: To help employees achieve their career aspirations within Schneider and promote internal talent mobility, Schneider facilitates visibility and exposure of talent across various levels of the organization. It also helps initiate an internal marketplace for talent and establishes forums to better leverage the wider SE global organization.

Manager Development: To empower managers to drive a culture of high performance and keep the teams engaged, SE India R&D invests in structured development programs for its managers. Managers are encouraged to build excellence across 3 dimensions – People, Business, and Execution. Senior business leaders also mentor the managers on business cases.





Technology Leadership: To boost leadership in critical technologies and competencies, Schneider leverages employees' passion around different technologies, functions, and domains, and creates a platform for them to come together. These communities that are sponsored by business are mandated to demonstrate thought leadership – in the areas of open innovation, patents, white papers, etc.

The 'digital' way of doing things is a recurring theme across all 5 pillars mentioned above. The deployment of the tasks above is tracked effectively through metrics that are published on the leadership site periodically. All these initiatives and programs make Schneider Electric India a champion in providing the next-gen employee experience.

How do you create a sense of purpose in your next-gen employees?

We have put in place a mechanism that constantly understands the needs of our next-gen employees and addresses them by creating a conducive ecosystem for the employees. This is done by focusing on each step of the employee lifecycle. We have specific interventions addressing talent attraction, acquisition, development, engagement, and retention. We provide opportunities for meaningful work, where our Planet & Sustainability Barometer measure tells the next-gen employees the social and environmental impact of their work. Further, we have established a culture where our employees are encouraged to challenge the status quo and truly dare to disrupt the generally accepted norms.

We believe in empowering all our team members, and place trust in them to make positive changes in the way we work and on the society. There is a plethora of opportunities for our employees to work on engaging projects across the globe. We have created a dedicated program to identify, hire, and fast-track early career high potential talent. While doing all this, we ensure that our workplace provides psychological safety to everyone to bring their whole self to work without any inhibitions and feel valued for their contributions.



MOST EFFECTIVE

LEARNING ORGANIZATION

Channeling the ethos that ‘once you stop learning, you start dying,’ these pioneering GCoEs have built a culture that fosters learning and talent transformation. This award celebrates those GCoEs that have made a successful and long-lasting impact through their innovative L&D programs.

Allstate Solutions Private Limited

Right from vision to execution, Allstate, India in just under five years, has built a robust, Learner-centric and Business-aligned L&D function from ground zero. With insightful diagnostics, clear strategy, and a thorough roadmap – the L&D function quickly gained acceptance and stakeholder respect. The function, by the end of first year, was ranked 'Exceeded Expectations' by employees in the Annual Employee Satisfaction Survey. The evolution of L&D, over the next three years, was rapid with strategic learning plans aligned to business priorities, Individual Development Plans (IDP)-based L&D, and millennial-centric immersive learning initiatives to cater to a new-age workforce. Allstate's L&D has also formed robust industry partnerships to enhance its program and has a strong focus on future-proofing of talent. L&D at Allstate India, in under four years, has become the most recognized function providing measurable business value and reverse mentoring for parent L&D teams. It has also earned five Industry recognitions for excellence in learning and leadership development.

The eXtra to the ordinary

Millennial-centric immersive learning initiatives to cater to the new-age workforce

IDPs derived from business-aligned strategic learning plans

Journey-based L&D with immersive learning initiatives employing theater, gamification, action learning projects, communities of practice, and mobile learning.



What is your employee learning mantra?

More than three-fourth of our employees are millennials, and hence we focus on new-age learning methodologies, and have shifted from stand-alone training programs to Employee Learning Journeys. While IDP-based L&D provides a structured framework for employee development and alignment to organizational priorities, development mediums such as Theater, Gamification, Action Learning Projects, Simulations, Informal Learning, and managers' ownership of employee development bring in the aspect of 'Learner Centricity' and 'Business Impact'.

What are the top future skills that you are focusing on?

Cloud Computing, Cyber Security, Product Management, and Full Stack Development are the top four future technology skill priorities at Allstate. Digital Leadership Skills and Change Agility are the top focus areas in the professional and leadership skill area.



Amadeus Software Labs India Pvt. Ltd.

Amadeus Labs, Bangalore, established in 2012, has seen rapid growth in the past 6 years and with growth, the need to focus on building a continuous learning and high-performance culture ecosystem became critical. Amadeus' primary focus is to facilitate product ownership and leverage innovation by equipping employees with varied platforms that enable their 70:20:10 principle. As per the principle, 70% of an employee's experiences are designed to help them grow beyond their scope of work, and 20% of an employee's bandwidth is dedicated to working closely with relevant mentors, coaches, and members of leadership to learn and benefit from this valuable tutelage. The remaining 10% is dedicated to practical exposure through workshops, conferences (domestic and international), etc.



Amadeus has a robust learning need identification structure in place, which involves evaluation and inputs from 5 sources: Amadeus Global strategy, Amadeus Labs Bangalore strategy, Business Unit need, Performance & Optimization, and Individual needs. The L&D Team analyzes and publishes the same for management review, with learning metrics reviewed quarterly.

There are myriad avenues for employees to learn and grow:

Higher Education Assistance policy: Provides enhanced opportunities for Amadeus Labs employees to further their academic and professional interests and meet individual career development goals.

CLAP (Certification and Learning Assistance policy): Gives employees opportunities to further their knowledge and upskill themselves by undertaking a course or certification and get access to subscriptions to eLearning platforms.

Conferences: Conference budget allocated to teams for both national and international conferences.

Library: Tie-up with a leading online provider for a library subscription and an offline library with 120+ books.

aGeek: A forum run by a group of employees, where leading industry speakers are invited to speak at Amadeus Labs on varied topics.

Bangalore Technical Forum: Forum run by a group of employees, focusing on new technologies. Industry experts are invited to talk on specific topics.

ZOOMOUT Corner: The objective of this initiative is to provide a knowledge sharing platform designed for teams to present the big picture on any topic of their interest – about a product, project, division, business, customer, competition, etc.

Innovation: As an R&D Center, innovation has been one of its focus areas. For this, it has teams and events like Futurize (an initiative that encourages new ideas), Internal and External Hackathon, Ideathon, Research paper publication, Patent Mining Workshops, and Innovation Board and buddies (a dedicated innovation board that formulates the innovation framework).

The eXtra to the ordinary

Amadeus is using learning as a tool for building an organization for the future, by tightly aligning the vision and business strategy to bring in more product ownership and leading innovation from the Bangalore center. The focus, therefore, is to deepen domain expertise, sharpen key areas of technology, which impact customers and build leaders within. This, coupled with the flexibility for employees to explore new and different avenues for learning, makes it special.

What is your employee learning mantra?

To enable, empower, and enlighten a continuous learning philosophy.

What are the top future skills that you are focusing on?

Artificial Intelligence
Travel Technology Architects
Transformation from managers to leaders

Citrix

Citrix, with its big thinking, hard work, and passion, has strategized and executed new-age learning solutions for its employees. While it built its learning solutions, it had laser-sharp focus on the key outcomes and impact. The dedication of both technical and non-technical learning and development teams has helped Citrix scale the program significantly over the last 2-3 years.

At Citrix, curiosity is one of the core values. Curiosity continuously pushes the employees to learn, innovate, and improve. The Learning and Development function has contributed significantly to fostering the organization's culture of curiosity. The dynamic L&D team at Bangalore has pioneered newer approaches, learning modes, and driven initiatives that have had a lasting impact at a global scale. Citrix India has led the technical learning for all of Citrix's sites (including 5 US sites, UK, Nanjing, and Greece). This showcases the massive strides the team has taken and the resultant global impact it left in a short time. The path to these high impact global successes was anything but linear, and required surmounting a fair share of challenges. The team showed tremendous resolve, tenacity, and leadership to make a telling impact.





The eXtra to the ordinary

Made a global impact by leading the technical learning for all of Citrix's sites (including 5 US sites, UK, Nanjing, and Greece)

Curiosity is a core value that is encouraged across the organization

What is your employee learning mantra?

At Citrix, the employee learning mantra is to instil and promote an "always learning" culture that nurtures curiosity and an innovation aptitude. Employees are provided with multiple modes of learning in the form of exposure, education, experience, and environment, which motivates them to take their growth and development into their own hands. As the learning curator, we are constantly upgrading our learning offerings with a design thinking mindset, preparing employees for today's challenges and tomorrow's skills. We aim to transform our learning solutions from "have to" to "need to".

What are the top future skills that you are focusing on?

Leadership skills
SaaS and Cloud technology
Applied Machine Learning
Security/Behavior Analytics

Hewlett Packard Enterprise, India R&D

Over the course of the last 28 years, Hewlett Packard Enterprise (HPE) India R&D's Learning and Development (L&D) group has phenomenally contributed to the organization's growth & maturity. The L&D team has fostered a culture of continuous learning with a focus on developing next-generation skills that are aligned with the future product roadmaps and career growth. They have also partnered with a Global L&D organization to introduce cutting-edge technology-enabled learning platforms and world-class learning content to fuel innovation within the GIC.

New-generation learning platforms have enabled the center to take complete responsibility of products, conceptualize and contribute to new innovative products, and keep the workforce engaged.

For management capability development, a world-class manager skillset development program has been developed. This program has won global recognitions like Brandon Hall and ATD Excellence in Practice Awards.

The TechFluence program, designed to develop middle-level technologists, enable the participants to become influencers and innovators. To drive experiential learning, participants identify a techno-business problem and work on it as a project over 4 to 6 months, where they apply the skills learned.

To develop future people managers, the Future Leaders program helps enable people skills and provides participants an opportunity to perform the next level roles within their project.

The Graduate Onboarding program helps fresh hires bootstrap their career by exposing them to a blend of technical and leadership topics when they join HPE. All the programs are augmented with mentoring, peer sharing, and group learning sessions.





To provide experiential learning in technology area, the R&D labs identify future technology and business-linked projects, and employees are encouraged to work on them on an internal open source model, which gives engineers an opportunity to learn and apply future skills at work. For various core technology areas, there are group discussions within professionals to solve problems. These groups also have monthly seminars on cutting-edge technologies.

HPE is a big champion of Participant Centred Learning (PCL) approach. For all training programs, the learning partners work with vendors to customize the content as per the needs of the participants. For most of the learning programs, a bunch of courses are available, starting from self-paced to customized, instructor-led training. Most learning programs use learning groups as a collaboration platform where learning cohorts share experiences and help each other. All these initiatives, along with large investments made by the company in developing the talent, has helped it become one of the most effective learning organizations.

The eXtra to the ordinary

Targeted learning and training programs for middle-level technologists for them to sculpt them into innovators and influencers of tomorrow

Focus on developing next-generation skills that are aligned with the future product roadmaps and career growth


Leverage different forms of training – classroom, coaching, and experiential learnings for employees at varied levels

What is your employee learning mantra?

Ignite a culture of learning through real impact, real-time learning experiences, that advance HPE's leadership capabilities and build the technical and professional skills of the future.

What are the top future skills that you are focusing on?

Design Thinking
AI and Data Science
Cyber Security



WOMEN IN TECHNOLOGY

Embodying the mantra ‘empowered women empower women,’ these exceptional women leaders in technology GCoEs have created long term impact through their business and/or technology expertise. This award celebrates remarkable women technology leaders who have created long-lasting impact by empowering other women and been an inspiration to the ecosystem.

Dayavanti Kamath

Ericsson India Global Services Pvt. Ltd.

With more than 21 years of experience in the networking industry, Dayavanti (Daya) Kamath is a Senior Principal Engineer in the SDN (Software Defined Networking) Systems & Technology Group at Ericsson India Global Services Pvt. Ltd., R&D division. She is a senior member of the team, driving SDN-driven solutions, architecture, design, and product development. Her team has end-to-end ownership of the Ericsson Cloud SDN Controller, based on the open source OpenDaylight platform. Her responsibilities include defining new features, and how they work with the Ericsson NFVi (Network Functions Virtualization infrastructure) solution.

Daya works closely with the development and test teams to build best in class, carrier grade solutions that can meet the stringent resiliency, scale, and performance demands of a solution in this space. She interfaces regularly on behalf of the product development organization with solution architects from key customer accounts to ensure success for their deployments. The Cloud SDN product group is an active and key member of the OpenDaylight community within the Linux Foundation Networking projects, and as the primary liaison for the community, Daya helps with the feature roadmap, as well as engages in talks, roadshows, demos, and other activities for the community.

Prior to Ericsson, she was a Senior Technical Staff Member at the Cloud Networking group, IBM, and a member of IBM Academy of Technology. Here, she focused on SDN technology and was the lead architect for the IBM SDNVE controller based on OpenDaylight. She has also held various roles in defining and designing data center network architectures, implementing IPv6, L2, and other embedded switch functions at IBM.

Daya has deep expertise and more than two decades of experience in the networking industry, building cutting-edge technology solutions, including 17 years in the San Francisco Bay Area, with positions at IBM, Riverstone Networks, Cabletron Systems, and Fore Systems. She holds an M.S. (Computer Science) degree from Iowa State University, Ames, IA.



dayavanti kamath

Women who inspire you

Nirmala Sitharaman, Hillary Clinton, Sushma Swaraj

What are some of the associations that you are a part of?

Institute of Electrical and Electronics Engineers (IEEE)
802.1 DCB (Data Center Bridging) task group for EVB
(Edge Virtual Bridging)

Open Platform for NFV (OPNFV), OpenDaylight
communities

Who are the top three people you follow on social media?

Avoid social media.

A quote/philosophy that you live by

Head down and execute!

A book that everyone should read

‘How We Got to Now: Six Innovations That Made the
Modern World’ by Steven Johnson

Divya Sharma

ADP Private Limited

Divya Sharma is a Senior Product Manager for ADP's flagship human capital management product. She has a proven track record in building enterprise products. Divya started her career in product development, wherein she built and demonstrated a strong combination of leadership skills and technical expertise. As she matured in her technical leadership role, she began researching user needs and market problems to solve. A passion to learn and develop her competencies, and a timely maternity break made her reflect on her career options. She took the tough call to realign her efforts from technical leadership to her newfound passion in product and user experience. Steering a career transition with a baby and a toddler in tow, is obviously not for the faint hearted!

Divya has taken multiple ideas from concept to market by applying the principles of pragmatic product leadership. She is very passionate about putting the user at the center of innovation and applying design thinking to solve unmet needs of the users. She actively partners with sales, marketing, and service organization for go-to-market and makes tangible business impact by driving sales/revenue growth and NPS (Net Promoter Score). She articulates the vision, drives the roadmap, and prioritization for her product in the employee benefits domain.

When Divya joined this team, she was new to USA employee benefits domain, which is vast and complex. She quickly learnt the domain and product to gain expertise and established herself as the global product SME for ADP, clients, and prospects. She applies her knowledge of market trends and emerging technologies to drive innovation and market leadership for the product. One of her recent successes was applying Data Analytics to enable decision support in the product, which led to improved NPS and client experience. She also won the ADP India Transformation award for this innovation.



Women who inspire you

There are 2 women who inspire me a lot – my mom and Snigdha Ray. My mom demonstrated tremendous willpower, self-confidence, and grit to take up her passion of pursuing master's degree and see it through to completion, while balancing 2 kids and a workaholic husband on the home front.

I am also very inspired by Snigdha Ray. She was the Head of Global Technology & Product at ADP India, where I was fortunate to be mentored by her. She is a visionary who can create a strategy for a successful future and take tactical steps to implement that strategy.

What are some of the associations that you are a part of?

Product Leaders Forum

IdeaLabs to mentor students and start-ups as part of hackathons or product clinics

Who are the top three people you follow on social media?

Simon Sinek

Bill Gates

Dan Olsen

A quote/philosophy that you live by

Life is 10% what happens to you and 90% how you react to it. – Charles R Swindoll

A book that everyone should read

'Power of Habit' by Charles Duhigg

Shefali Bansal

IBM India Software Labs

Shefali Bansal brings a rare combination of technical depth in cutting-edge technology areas such as IoT and Machine Learning (ML), along with business acumen and industry domain expertise. Over the last few years, Shefali has played a critical role in infusing the right ML and IoT capabilities for clients in the manufacturing domain. She has brought industry standards-based information model capabilities in client solutions, along with training and deployment of predictive models on the edge devices. She is working closely with IBM research on the inclusion of data-driven analytics and energy information models, based on client inputs.

In her current intrapreneurial role as Global Practice leader for IBM's IoT Manufacturing Solutions, Shefali is responsible for growing IBM's IoT business for its manufacturing solutions, working with Customers, System Integrators, Business Partners, and cross brand IBM teams. She is a firm believer of continuous learning and upskilling. She loves to coach and mentor budding IT professionals and spends considerable time in initiatives such as job shadowing, speed mentoring, and one-on-one mentoring for professional/business growth. She has also been an active participant in leading initiatives for Diversity and Inclusion programs at IBM.

As an offering manager, Shefali was instrumental in the launch of Advanced Analytics-based software offering that serves the Electronics and Mining industries. Shefali has led the build-up of 25+ assets and is passionate about creating repeatable Industry Assets, based on field engagements in the areas of IoT, AI and ML.

Shefali is a speaker at industry conferences on Manufacturing, IoT, AI and ML, and shares her thought leadership through blogs, academic institutions, and internal forums. Shefali also spends considerable time with start-ups and industry bodies such as NASSCOM. She has patents and external publications in areas of Reliability Analytics, and has won several internal and industry awards like NASSCOM AI Game Changer Award (External), Multiple IBM Client Success Awards, IBM Cross Brand Outstanding Technical Achievement Award (OTAA), IBM's Best of Business Analytics Award, University Relations Award for contributions to Academia & Career Education, IBM's "Next Gen" recognition, Best People Management Award, Bravo Awards for excellence in Project Management and Transition Management



Women who inspire you

Inspiration is an important tool to evolve as a better person. There are many personalities from all walks of life who inspire me - Lisa Seacat DeLuca (holds 600+ Patents), Chethana Gala Sinha (created India's First Bank for Rural Women), Radha Srinivasan (my fitness trainer), and sports personalities like Milkha Singh and Mary Kom.

What are some of the associations that you are a part of?

NASSCOM – IoT CoE

NASSCOM Cross Industry Future Skills Workgroup defining Skills Qualification packs for GOI

Industry Consultation Committee (ICC) Member for Rajiv Gandhi University, Bhopal under TEQIP-III initiative

Industrial Internet Consortium's (IIC) India Regional Chapter

Who are the top three people you follow on social media?

Simon Sinek ("Start with a Why" proponent)
Ginny Rometty (IBM Chairman),
Elon Musk (Visionary)

A quote/philosophy that you live by

Universe has so much to offer

A book that everyone should read

‘Outliers’ by Malcolm Gladwell and a book authored by me ‘Rediscovery Journey of a Corporate Persona’

**“We cannot
solve a problem
by using
the same kind of thinking
we used
when we created them.**

Albert Einstein

zinnov awards night











