

# IT NEXT

FOR THE NEXT GENERATION OF CIOs

## #IndiasMostSocialCIOs



**Indian CIOs are yet to tap the  
opportunity of knowledge sharing and  
collaboration that an open platform  
like Twitter provides**

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# Be open!



Once CIOs know what is happening around, they will not get lost without clear instructions; they can call out what is possible and what is not. Why, they can even show where the value could lie

**Shyamanuja Das**

In the past two years, I must have pointed this out several times in my stories, editorials and columns – the CIO's job is changing from an inside-out profile to outside-in profile.

As organizations proactively embrace digital, the expectations are very high. But as you have probably read in many research reports of late, a lot of digital journeys fail completely. While some reports try to sugarcoat the finding saying they 'do not achieve the desired results', a failure is a failure.

And there is a reason I am harsh on these euphemisms like 'failure to achieve desired results'. I would argue that in many cases, they did not have a very well-defined outcome in the first place. Yes, sustainable, profitable growth is everybody's business, but different paths lead you there based on where you are, what you can do well, and how you want to prioritize.

In many cases, the expectations are sky-high but the exact goals are hazy. An outside-in CIO can actually help the business leaders, thereby helping them define what to expect from digital in the short run, medium run, and well, there is no long run today. Kidding!

That is why keeping your eyes and ears open are important. That is why an open medium like Twitter is important to be in. LinkedIn is too focused. Facebook is built for a different purpose. Twitter is the outlet for 'the world out there'—beyond the CIOs, beyond your friends, and beyond your industry and regulations.

Once CIOs know what is happening around, they will not get lost without clear instructions; they can call out what is possible and what is not. Why, they can even show where the value could lie. They would not wait for the problem to be defined, and once defined, they would not try to follow it blindly—something that they are used to today. What is worse, many a times, they can call out an impractical goal leveraging technology, but still do not. That is because they lack the confidence, not about their own job but about the big picture.

And a big picture is what a medium like Twitter can give you, provided you use it well. Else, it would be a blind-men-and-elephant story.

Do tweet your comments to me at @shyamanuja■

# Content

## #IndiasMostSocialCIOs



Indian CIOs are yet to tap the  
opportunity of knowledge sharing and  
collaboration that an open platform  
like Twitter provides

■ COVER STORY | PAGE 08

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■ OPINION | PAGE 26-27  
Data Localization:  
Is Creating Fences  
For Data The Right  
Policy Stance?



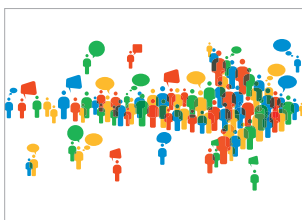
■ INSIGHT | PAGE 35  
Traditional Consumer  
Facing Companies  
Continue To Struggle  
With Customer  
Experience: Study



■ INSIGHT | PAGE 36  
DDoS Attacks  
Increase In Q2,  
2018: Study



■ EVENT | PAGE 16-19  
ITNEXT The  
Pocket CIO  
Programme



■ EVENT | PAGE 20-21  
NEXT100 CLUB  
REUNION  
Meet. Network.  
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#### ADVERTISER INDEX

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Schneider	3, 5
Vodafone	BC



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*Multi-talented Anand finds succour in his hobbies*

## Cure Your Worries With Your Passion

NEXT100 Winner 2018, **Anand P. Gaikwad**, Senior Manager - IT | ITSP2 Global Program Management, Volkswagen IT Services India is a man who wears many hats. He calls them his passions



I dance and I act. Though these passions did not become career options, they have been and are the best cure to all my worries. When I was in school, one of my teachers spotted my acting skills and asked me to participate in an inter-school drama competition. That was the first time I hit the stage with my raw acting skills. I never imagined that I could act but that opportunity gave me the confidence that I carry till date. After that first play, I began participating in other school plays, oratory competitions, and dramaturgy became a passion. I also joined a small acting school to get to the

next level. However, I couldn't continue in it for long due to my studies. This was not the end of my dramatics days though and I jumped into theatre direction, and directed a few plays in college. One of the plays I directed, titled "Hum sab ek hai", won the first prize in an inter-college competition. During my college days, I met a few important theatre personalities like Major Ali Shah, former Indian army Major turned Bollywood actor. He would take





## Anand P. Gaikwad

*Snapshot*

**Anand P. Gaikwad** is currently working as Senior Manager - IT | ITSP2 Global Program Management at Volkswagen IT Services India.

He is a NEXT100 Winner of 2017. He has previously held managerial positions in BMC Software and Euronet Worldwide

me to Film and Television Institute of India (FTII), Pune, to act in the project films of the institute. This helped me keep my interest alive.

Along with acting, I also have a keen interest in dancing. I did not take any professional training in dancing, but as a hobby I started imitating the dance moves of professional dancers and perfected my own.

I kept my passions alive even after I began my professional journey. I got the opportunity to exhibit these talents to my colleagues when I participated in the annual day of the company I worked with. Piyush Malhotra Dance Studio gave professional shape to my steps and I delivered a steller performance. I performed on the big stage on many foot-tapping numbers and showcased contemporary dance moves on Bollywood songs. Today, I am a confident dancer and can perform on any big stage. I make sure I get such opportunities to perform and rejuvenate myself. My passion for dancing also has its roots in my youth. I remember my first dance performance in the college on a Bollywood number "Oh Oh Jane Jana, Dhunde Tuze Diwana" on which Salman Khan had performed in the film "Pyaar Kiya to Darna Kya". It was the first time I saw my friends, family and crowd clapping and dancing on the song.

Photography is another hobby which I believe I can continue. I see normal everyday things in a



*Honing hobbies to a fine art*



different perspective. I click whenever I find such a moment. I have clicked around 1000 photos of moments that I may not see again in my life, and have locked them in the lenses of my DSLR camera for posterity. The best shot I have is of the North Pole when I was airborne 35,000 ft above the ground. I saw a lonely island full of ice with a blue ocean around it and I captured that moment. I am not a professional photographer but I click whatever I see in a different light from what it is.

Acting, dancing and photography need time and dedication, which I am unable to give because of my professional commitments. But I make sure that I nurture these interests. As I can't give much time to acting, I make sure I watch plays, dance and shoot photos to perfect the moments. I try to be a perfectionist in whatever I do. ■

*As told to Dipanjan Mitra, Team ITNEXT*

# #IndiasMostSocialCIOs On Twitter



**IN** Bhagvadgita, Lord Krishna shows Arjuna three paths of yoga, or connecting with the Supreme Being. They are karma yoga, the path of action; jnana yoga, the path of knowledge; and bhakti yoga, the path of unadulterated devotion.

The modern management too recognizes these as the three elements of human traits that have to be relied upon to achieve a goal—action, knowledge, and emotion. Every task requires a different mix of all these; every human being has these three traits in different ratios.

Arguably, the top three social media channels for a professional correspond to these three traits.

Facebook is for sharing personal moments, pure socializing and that occasional show-off of even personal achievements. A CIO posting pictures of numerous awards that he or she gets is perfectly normal as far as Facebook goes. Facebook is the medium that appeals to the emotion.

LinkedIn is for immediate task at hand—looking for a job, hiring a resource, pursue clients, or simply create focus groups to carry forward some

agenda. It is all about action. Though LinkedIn has started posts, many of them too are about tips on management and technology. While it is absolutely normal to keep sharing award pictures or holiday pictures in Facebook, someone who does that consistently in LinkedIn is considered a misfit for the medium. LinkedIn corresponds to action.

Twitter is about sharing knowledge for the sake of knowledge. Yes, it may help you do your job better; it may even do a bit of a show-off but it is essentially about curating knowledge. Knowledge may be a new research or just a new implementation of blockchain somewhere. The long-term agenda may be anything. The immediate agenda is imparting knowledge.

So, how much and how do Indian CIOs use these channels?

Most of them are fairly active on LinkedIn; many have active Facebook accounts too where they share a liberal amount of their professional achievements, especially with pictures.

But what about Twitter – the medium of knowledge? We first set out to measure and understand how CIOs were using Twitter three years back in October 2015.

# Indian CIOs are yet to tap the opportunity of knowledge sharing and collaboration that an open platform like Twitter provides

Follow

It was surely not a frequented medium. Not too many were actively using Twitter. The knowledge channel for Indian CIOs was their weakest link!

After three years, has it improved significantly?

This story explores just that and gives you a list of those CIOs who are using it better than others.

But before that, a look at what has changed since then on ground...

## The Shift to the Use Case Regime

In October 2015, creating a list of top social CIOs on Twitter was more of a fun exercise, for CIOs

Rank	Name	Designation	Company	Handle	Total score
1	Avinash Velhal	CIO, India Middle East & APAC	Atos	@avelhal	16
2	Anjani Kumar	Regional CIO, Africa Middle East & India	Nissan Motors	@anjaniglobal	13
3	Ashok Jade	CIO	Shalimar Paints	@ashokjade	12
4	Aneesh Nair	CIO	NDTV E-commerce	@aneeshNDTV	11
5	Kamal Karnatak	Global CIO	RJ Corp	@kamalkarnatak	11
6	Harmeen Mehta	Global CIO	Airtel	@HarmeenM	10
7	Jagdish Belwal	CIO	GE Transport	@JeyCeeBee	9
8	Chandresh Dedhia	CIO	Fermenta Biotech	@chandreshd	9
9	Jayantha Prabhu	Group CIO	Essar Group	@Njayantha	8
10	Veneeth Purushotaman	Group CIO	Aster DM Healthcare	@veneethp	8



were still expected to do their well-defined task most efficiently, while helping the organization do the same. They did not have to figure out a lot of things. They had to do their job well. The culture of knowledge—active exploration of knowledge, and not just knowing a lot of things about one

thing—was not as critical as it is today.

In these three years, one thing has surely changed. Organizations are looking at embracing new emerging technologies proactively to see if and how they can create business value. How can blockchain be applied to my business so that it can make a positive business impact? Finding use cases for new technologies has become a significant imperative for the organizations. A lot of the CDO/Transformation leader roles have come in in organizations because CIOs have not been able to take up this responsibility—and that is despite having most of the hard skills. The challenge is in mindset—changing it from an inside-out (finding solutions to well-defined problems) to outside-in (scan, discover and apply new technologies to create positive business impact). It translates to a constant hunger for information on new developments, new use cases of tech, new application ideas, new ways of looking at the potential of a technology...

Nothing can give that better than Twitter. It covers the broadest spectrum of topics. There's a cross section of people and hence cross fertilization of ideas (well, some absurd for sure; but that's a pitfall of any pure knowledge exploration exercise). It updates by the second. You know what is trending. Above all, it is open. It is not just your professional contacts; neither your friends and family. It could be the top academicians to fellow CIOs across the world; an innovative government official using tech effectively to developers working on solutions just for you. You do not have to know them—or even their name—prior hand to know what they are thinking, what they are doing.

Twitter is the medium that can support that culture of knowledge, which is steadily becoming an imperative for the new CIOs.

Does that mean the Twitter usage has increased significantly? Far from that. While there have been more accounts and some enhanced activities by those who are ahead of the curve, the overall situation is far from encouraging.

We could barely get twenty CIOs with more than 500 followers—our cut-off for considering for the list of top social CIOs on Twitter. Quite a few of them have not been active recently. We have considered a three month-period. For a medium that gets updated by the second, three months is a very, very long time to account for the occasional ups and downs in usage..

The overall news is not too great. Twitter—which is now the go-to medium for all open



## Follow

### Top 5 by Followers

1. **Aneesh Nair**, CIO, NDTV Worldwide
2. **Anjani Kumar**, Regional CIO, AMI, Nissan Motors
3. **Avinash Velhal**, CIO Atos India
4. **Jagdish Belwal**, CIO, GE Transport
5. **Jayantha Prabhu**, Group CIO, Essar

### Top 5 by Follower to Following Ratio

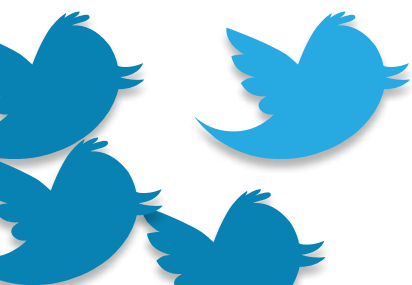
1. **Harmeen Mehta**, Global CIO, Airtel
2. **Veneeth Purushotaman**, Group CIO, Aster DM Healthcare
3. **Ashok Jade**, CIO, Shalimar Paints
4. **Jagdish Belwal**, CIO, GE Transport
5. **Keyur Desai**, CIO, Essar Shipping & Ports

### Top 5 Most Active

1. **Ashok Jade**, CIO, Shalimar Paints
2. **Avinash Velhal**, Group CIO, Atos
3. **Kamal Karnatak**, Global CIO, RJ Corp
4. **Anjani Kumar**, Regional CIO - AMI, Nissan Motors
5. **Keyur Desai**, CIO, Essar Ports & Shipping

### Top 5 by Original Tweets

1. **Ashok Jade**, CIO, Shalimar Paints
2. **Avinash Velhal**, Group CIO, Atos
3. **Kamal Karnatak**, Global CIO, RJ Corp
4. **Harmeen Mehta**, Global CIO, Airtel
5. **Anjani Kumar**, Regional CIO - AMI, Nissan Motors





# Methodology

**FOR THE RANKING** purpose, we considered only those CIOs who have a minimum follower base of 500 in Twitter.

For those who have multiple accounts—both sharing content on technology and business—we considered the account with larger base of followers.

Similarly, those that are not yet CIOs have not been considered.

Once the shortlist was done, we used four parameters to rank them: absolute number of followers, follower-following ratio, actual activity and number of original tweets. The way they have been applied and the rationale for these parameters are explained below.

## SCORING KEY: FOLLOWERS

NO OF FOLLOWERS	POINTS
500-1000	1
1000-2000	2
2000-3000	3
3000-5000	4
5000 plus	5

## ABSOLUTE NUMBER OF FOLLOWERS

This is the most important and most visible criteria and is an outcome-oriented parameter than an effort-oriented one. You may keep tweeting but still people do not follow you, implying your tweets are not making an impact. This has been given a weight that is two times the weight assigned to other parameters, which have been given an equal weight. It carries a total score of ten points (after being weighed).

## FOLLOWERS-FOLLOWING RATIO

Follower-following ratio indicates if a handle's followers are there because they want to listen to something interesting or they are following because the handle has also been following them. This is a known characteristic of Twitter and that has to be accounted for in any exercise like ours. On the flip side, those with higher profiles offline, also benefit as people start following them once the account is opened, even if they may not be so active. Typically, this is the case with celebrities.

## SCORING KEY: FOLLOWER TO FOLLOWING RATIO

RATIO VALUE	POINTS
0-1	0
Between 1 & 2	1
Between 2 & 5	2
Between 6 & 10	3
Between 11 & 30	4

## SCORING KEY: ACTIVITY

NO OF TWEETS IN LAST 3 MONTHS	POINTS
0-5	0
6 to 20	1
21 - 50	2
51-100	3
100 - 200	4
201 - 500	5

## ACTIVITY

Activity is measured by the number of tweets (does not distinguish between replies and tweets) in the three months period – 8th July to 8th October 2018. It, does not, however, takes automated ("xxx no of people followed me/unfollowed me kind) tweets into account while determining the number of tweets. With so little tweets, we have not provided for consistency (whether the tweets are well spaced over a period or has occasional spikes. Going forward, if the Twitter activity goes up significantly, we may look at measuring this too.

## ORIGINAL TWEETS

No of original tweets measures tweets by a handle that are not pure RTs. Value-added (Quoted) RTs and replies are counted as original tweets. This parameter measures if the handle just retweets or tries to engage.

Of course, we would have liked to measure qualitative parameters too – like the relevance of tweets, quality of tweets etc., but that that requires taking subjective calls or expert help. We may do that once CIOs become a little more active on Twitter and we have a significant number of tweets coming out of the keyboards of CIOs.

## SCORING KEY: ORIGINAL TWEETS

NO OF TWEETS IN LAST 3 MONTHS	POINTS
0	0
1 to 10	1
11 to 20	2
21 to 30	3
31 to 50	4
50 plus	5



# The CIO Tweeples

1



## Reaction on learning about the ranking

I am pleasantly surprised by this honour as have been using twitter just as a social learning tool

## Top things that he uses Twitter for

1. To learn and update about latest trends and personal interests
2. Connect with influencers and interest groups.

## Positives & negatives of an open platform like Twitter

- (+) It is a real time and focused.
- (-) It requires constant vigilance to maintain your brand equity. Accuracy and reliability needs to be authenticated.

## Advices/tips

Follow the tags of interest. Participate in relevant chats. Follow the relevant influencers. Regularly tweet



**Avinash Velhal**  
Group CIO, India,  
Middle East & APAC,  
Atos International  
**@avelhal**

2



## Reaction on learning about the ranking

I have been active on selected social media for years and It's good to be recognized as one of the top Social CIOs year after year by media house as credible as 9.9 Group. I get inspired by my boss @anthonyAThomas who tweets regularly even with global responsibility

## Top things that he uses Twitter for

Top would be technology, political or traffic jam information.

## Positives & negatives of an open platform like Twitter

- (+) Twitter is definitely faster. Since it is an open platform, you get diverse views even though number of users are limited. Also, you know instantly what people are interested in.
- (-) Many people use the response for vested interest and also too biased sometimes even unintentionally. Trolling is another negative of Twitter.

## Must follow accounts

@technology, @bbctech, @fttechnews, @cnet, #digitaltransformation, #AI, #Analytics, #Datascience, city traffic police handle in your city.

**Anjani Kumar**  
Regional CIO, Africa,  
Middle East, India,  
Nissan Motors  
**@anjaniglobal**





3



### Reaction on learning about the ranking

It is a pleasant surprise. I find Twitter very useful

### Top things that he uses Twitter for

1. My own opinion sharing
2. Learning others' opinion
3. Learn new developments/new books/research
4. Recognize/appreciate others

### Positives & negatives of an open platform like Twitter

(+) Teaches you different ways of thinking

Reach beyond your own circle

Can influence and get things done

(-) People may misinterpret you based on words as they do not know you

### Ashok Jade

CIO, Shalimar Paints  
@ashokjade

### Must follow accounts

@BillGates

@cioandleader



4

### Aneesh Nair

CIO, NDTV E-commerce  
@aneeshNDTV

5

### Kamal Karnata

Global CIO, RJ Corp  
@kamalkarnatak



6

### Harmeen Mehta

Global CIO, Airtel  
@HarmeenM



7

### Jagdish Belwal

CIO, GE Transport  
@JeyCeeBee



8

### Chandresh Dedhia

CIO, Fermenta Biotech  
@chandreshd



9

### Jayantha Prabhu

Group CIO, Essar Group  
@Njayantha



10

### Veneeth Purushotaman

Group CIO, Aster DM  
Healthcare  
@veneethp





debates and campaigns—is still a rarely-used channel for CIOs.

However, what is encouraging is that some of the newer CIOs are taking it up seriously. A couple of them make their debut in the list while a few others have not been able to make the cut because they are still to garner 500 followers. Expect to see them next time when we do the exercise.

### The Social CIOs

For creating the list of India's top CIOs on Twitter, we did not just go by number of followers. We considered four parameters: number of followers, that shows the achievement; followers

For creating the list of India's top CIOs on Twitter, we did not just go by number of followers. We considered four parameters: number of followers; followers to following ratio; activity, measured by number of tweets in last three months; and number of original tweets in the same period



to following ratio, that measures that you are an influencer and have not just garnered followers by you-follow-me-I-follow-you approach; activity, measured by number of tweets in last three months and finally the number of original tweets, in the same period that gauges how much you actually think before tweeting rather than just pressing a key to retweet. More details are given in the methodology box.

First, we created a super list of all the CIOs who are on Twitter. Since there is no such reliable list, we had to create the list ourselves. In fact, we had started doing that three years back when we first did a similar exercise. We updated that list.

Since our objective was to rank only serving Indian CIOs—either CIOs who are based in India,

working for an Indian or non-Indian company or global CIOs of Indian companies, irrespective of where they are based.

While updating, we had to exclude a few who featured in the list last time because they no more satisfy our criteria. For example, Anwar Bagdadi, who is no more a CIO or Tony Thomas, who is now a Global CIO and is not based in India were not considered. Similarly, we had to exclude Mrutyunjay Mahapatra, ex CIO of State Bank of India who has taken over as the CEO of Syndicate Bank. There are a few CISOs who could have been in the list but we exclude them too; maybe, we will do a similar list for them. One notable name that got omitted is that of Sunil Varkey, CISO of Wipro. There are more, but we mention these names because they would probably have featured in the list, going purely by our scoring methodology.

We also did not consider IT leaders who are not yet CIOs. At least a couple of names got excluded because of this.

For scoring, we considered only those CIOs who have a follower base of 500 or more. The number got reduced drastically to less than 20. Then, we applied the scoring methodology (see methodology) to arrive at the list.

And here are the Top Indian CIOs on Twitter. Avinash Velhal, CIO of Atos India; Anjani Kumar, Regional CIO, AMI at Nissan Motors and Ashok Jade, CIO, Shalimar Paints took the pole positions. In case of a tie in total score, number of followers has been used to arrive at the final ranking.

While Avinash and Anjani featured in our last ranking too, Ashok is a new entrant but clearly pulled through because of his consistency of usage, and despite having a much lower base of users. Aneesh Nair, CIO of NDTV Worldwide, who leads the list in terms of number of followers, and who was the No 1 in our first ranking, fell significantly in the ranking because of lack of activity. Airtel CIO Harmeen Mehta clearly is way ahead of others when it comes to followers-following ratio.

Three CIOs missed the list by a whisker—veteran CIO Umesh Mehta of Jubilant Life Sciences; Keyur Desai of Essar Shipping & Ports and Mehriar Patel, CIO of Jeena & Co.

The list is not an end by itself. It is just a small effort to sensitize the CIOs about the value of open sharing, cross-fertilization of ideas and looking beyond the immediate business and immediate community for ideas and opinions. In short, a catalyst for bringing in the Outside-in thinking■



# डिजिट अब हिंदी में

देश का सबसे लोकप्रिय और विश्वसनीय टेक्नोलॉजी वेबसाइट डिजिट अब हिंदी में उपलब्ध हैं। नयी हिंदी वेबसाइट आपको टेक्नोलॉजी से जुड़े हर छोटी बड़ी घटनाओं से अवगत रखेगी। साथ में नए हिंदी वेबसाइट पर आपको डिजिट टेस्ट लैब से विस्तृत गैजेट रिव्यू से लेकर टेक सुझाव मिलेंगे। डिजिट जल्द ही और भी अन्य भारतीय भाषाओं में उपलब्ध होगा।



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डिजिट



PRESENTS

# IT NEXT THE POCKET CIO PROGRAMME

The three-city Pocket CIO program held in Delhi, Bengaluru and Mumbai provided some critical expert inputs to the next in line managers on technology, strategy and soft skills

By CIO&LEADER

**T**he Pocket CIO, held in Mumbai, Bengaluru and Delhi, lived up to its promise. Once again, it brought to fore the ideas propelling the NEXT100 program – that it is not just any awards ceremony but a composite effort to advance the mission critical knowledge of the next in line managers in IT.

It is not just qualification but the quality of an individual that can make or break a career. Recognising this, the NEXT100 program organises a three-city Pocket CIO program in the run-up to the awards finale. This is a one-day leadership training programme where veterans from the fields share tips for success with the next-gen leaders. The idea behind The Pocket CIO is to help the young

professionals pick up a few tips on strategic, professional and soft skills to enable them develop a holistic perspective and personality. However, this is not just a lecture program and the effort is to create an environment for interactive sessions where the gen-next managers feel free to raise queries, counter ideas and in general be proactive demonstrating the spirit of enquiry and the courage to challenge the status quo.

The Delhi edition of Pocket CIO program kicked off on September 28 at Holiday Inn, Aerocity. Post the welcome address by R Giridhar, Group editor, 9.9 Group, the stage was taken up by Sushant Rabra, Partner, Digital Consulting Services KPMG, who enlightened the young managers about what they need to brush up on for preparation to welcome 2019. He spoke on a thought-provoking topic – IT Strategies and Technologies: Imperatives for 2019.

The next session speakers were Sumanjit Mondal, Manager Presales and Manoj Singh, Senior Vice President, sales Progility Technologies, who shared some practical tips on collaboration in an engaging session titled Powering Human Collaboration Experiences.

Digital Transformation for the Practical CIO was an informative session addressed by Shatanik Goswami, Director, Deloitte Digital, which was followed by a session on Four Keys to the Digital Datacenter by Pradip

**The idea behind The Pocket CIO is to help the young professionals pick up a few tips on strategic, professional and soft skills to enable them develop a holistic perspective**

## DELHI



**R Giridhar**, Group Editor, 9.9 Group



**Sushant Rabra**, Partner - Digital Consulting Services, KPMG



**Sumanjit Mondal**,  
Manager  
Presales,  
Polycom &  
**Manoj Singh**,  
Senior Vice  
President –  
Sales, Progility  
Technologies



**Shatanik Goswami**,  
Director, Deloitte Digital



**Pradeep Seshadri**,  
Enterprise Architect - India  
& SAARC, Commvault



**Kunal Bhatia**, Director -  
Cyber security | EY



**Vivek Kharpude**, Solutions Lead, ESDS  
Software Solutions



**Sanjay Gharde**, Head IT, JK Paper



BANGALORE



**Sushant Rabra**, Partner - Management Consulting, KPMG



**Ranjit Metrani**, Vice President (Sales) & Chief Revenue Office, ESDS



**Avinash Sabhnani**, Director - Digital Advisory, Deloitte Digital



**Chaitanya Vedanabhatla**, Pre-Sales Manager, Polycom



**K Kannan**, Senior Vice President – Sales, Proglity Technologies



**Sudipto Soo**, Solution Architect - Cloud Solutions, Commvault



**Certificate Distribution**

Seshadri, Enterprise Architect, India & SAARC, Commvault. The two other sessions – New Age Datacenters and Industry 4.0, Smart Factories and Robotics were futuristic. The first was presented by Jaspreet Singh, Partner,

The Begaluru edition held on October 4 at Taj, had experts like Ranjit Metrani, Vice President (Sales) & Chief Revenue Officer, ESDS deliver the insights to the managers



## MUMBAI



**Devendra Dhawale,**  
Director - Digital  
Consulting, KPMG



**Truptendu Mohapatra,**  
Pre-Sales Consultant,  
Commvault



**Jay Bhuva,** Senior  
Manager, Deloitte Digital



**Session Q&A**



**Raghavendra Jeevannavar,** Regional Head- Commercial & Govt Accounts – West, Polycom & **Suhas Patil** Vice President – Sales, Proglity Technologies



**Kunal Barot,** Senior Manager at EY



**Rajeev Papneja,** Executive Vice President  
& Chief Operating Office, ESDS

The final session held in Mumbai on October 5 at Sofitel – BKC was houseful once again after Delhi and Bengaluru. The energising sessions held the young audience captive

Advisory Services, Ernst & Young and the second by Sanjay Gharde, Head IT, JK Paper.

The Bengaluru edition held on October 4 at Taj, had experts like Ranjit Metrani, Vice President (Sales) & Chief Revenue Officer, ESDS, Abhinash Sabhnani, Director – Digital Advisory, Deloitte Digital and Sudipto Soo, Solution Architect – Cloud Solutions, Commvault joining Sushant Rabra to deliver the insights to the young managers.

The final session held in Mumbai on October 5 at Sofitel – BKC was houseful once again after Delhi and Bengaluru. Devendra Dhawale, Director, Digital Consulting, KPMG, Truptendu Mohapatra, Pre-sales Consultant, Commvault, Jay Bhuva, Senior Manager, Deloitte Digital, Raghvendra Jeevannavar, Regional Head – Commercial & Government Accounts – West, Polycom, Suhas Patil, Vice President – Sales, Proglity Technologies and Rajiv Papneja, Executive Vice President & Chief Operating Officer, ESDS presented energising sessions and held the young audience captive with their ideas.

Each city program offered ample opportunities to the next-gen managers to bounce off their ideas against the veterans and top up their arsenal to be prepared for the jump to the CIO hot seat. The Pocket CIO once again proved to be a mini compendium on critical knowledge■



## NEXT100 CLUB REUNION

# Meet. Network. Grow.

NEXT100 awards, a marquee event that recognizes and felicitates India's most promising next in line IT managers, added another feature to its exclusive portfolio – Alumni Meet

**By CIO&LEADER**

It was a night to remember. One had heard of reunions and meets of schools and colleges and also been part of many over the years. But this was one reunion with perhaps not many precedents. The three-city meeting of winners of the past 8 editions of NEXT100, as expected, demolished many of

the preconceived notions of what a reunion should be like. NEXT100 alumni in Mumbai, Delhi and Bengaluru had a lot to share, from professional victories to personal landmarks. Many took to the dais to regale the gathering with anecdotes, stories and performances. The only complaint – it ended too soon! ■



Fun get together of NEXT100 winners at the NEXT100 Club meeting



Felicitations of NEXT100 Winners, by Vikas Gupta, Director, 9.9 Group

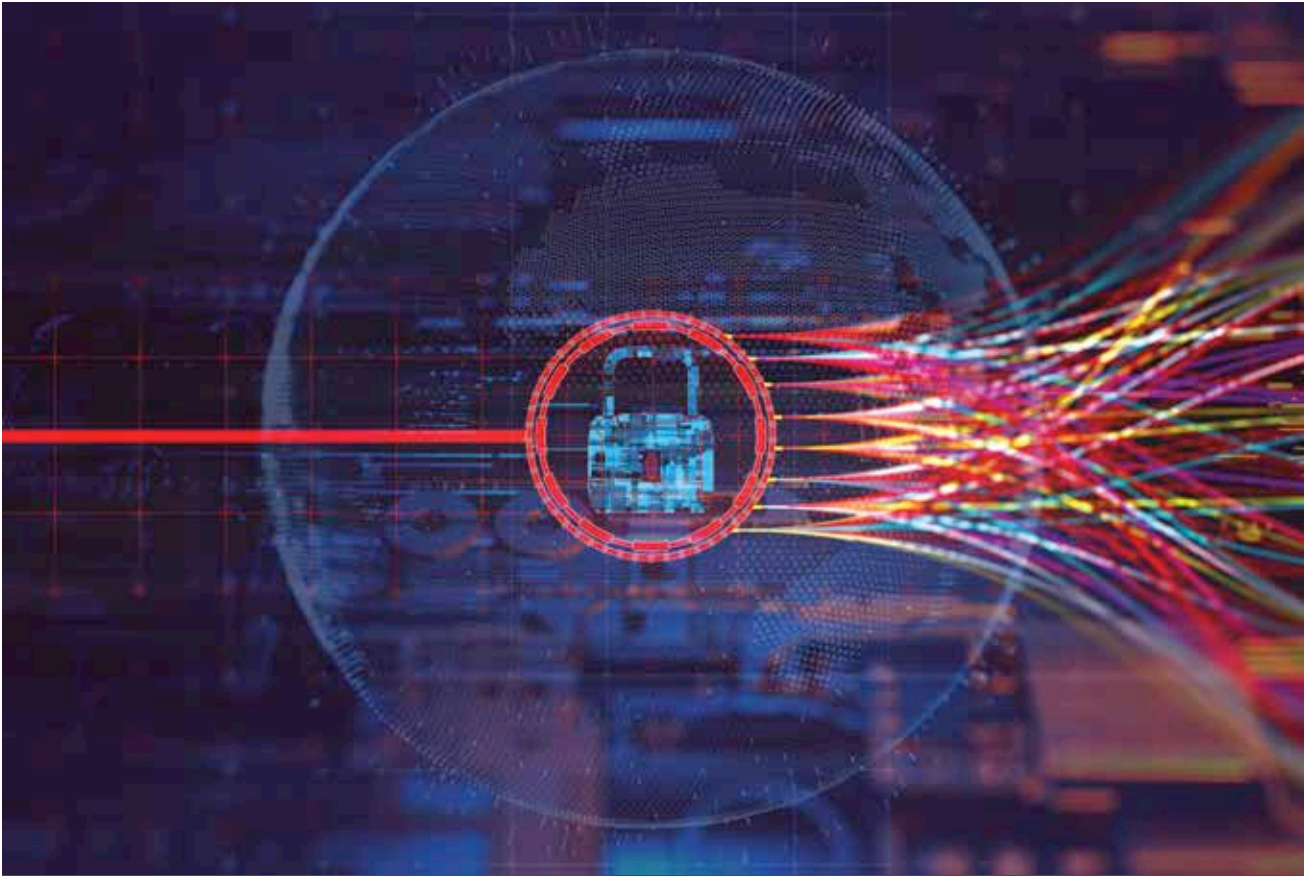
Great idea!  
Can we make it  
a regular feature  
and meet more  
often?

It reminds  
me of our school  
reunions - the  
difference is this  
is more fun!

Beautiful Presentation  
of harmonica skills by,  
Keyur Desai, NEXT100  
Winner







# Are we really ready for a stringent privacy regime?

The privacy legislation is based on not just ideas and principles but even specific provisions borrowed from developed markets. How implementable are these?

By Shyamanuja Das

**A**n ex-research professional, Ajit (name changed) runs a hyperlocal direct sales business in Odisha. He helps brands reach out to customers based on their needs and preferences, as well as from their preferences. Some of the biggest consumer durable (and a couple of FMCG) brands are among his customers – directly or through agencies. At present, it is available in 4-5 districts and he plans to scale up. His attempt to scale that through franchisees failed and now he wants to do it organically. There are other challenges for scaling up, but those are beyond the scope of this analysis.



How does Ajit's small outfit collect information on the needs, purchase plans, preferences of consumers? By using a simple survey form that it gets filled through small shop-owners with whom it has tied up. They get incentives to do this. There are some direct agents too, who do this.

But how do these channels manage to get people share their information? By offering free mobile prepaid recharge vouchers – valued between INR 5 and INR 30 (this is 2015 info; not sure if the values have changed now).

The form asks for personal details, address, family info, income, durable ownership, monthly expenses, education and health services availed and many such things. Some share all info; some others do not share all info. But he gets enough info to run a business successfully. Why, some even share contact details and recommendations of friends and relatives, who would also like to 'avail the offer'.

The offer in question, is, of course, the free recharge.

For a recharge of INR 20, they are not just willing but keen to trade all their personal and family details.

And this is the country where we are trying to enact a stringent privacy legislation, with provisions for penalty of up to four percent of a company's global revenue—not less than INR 15 crore—if it does not handle personal data collected from consumers in the exact ways defined by the legislation. Those ways, in turn, are, by and large, taken from the legislations in regions where people are obsessed about protecting their privacy.

It is often said India is good at making legislations but is poor at enforcing them, putting the blame on infrastructure, people's attitude etc. Such simplistic conclusions ignore the fact that the legislations—often hailed by activists and international community—are not based on the ground reality that we have here.

## The Indian Reality

One may choose to see the 'ground reality' question as yet another Swadeshi rhetoric and dismiss the Odisha example as an anecdotal one-off.

But this is what serious research data says. A recently published study commissioned by security technology provider F5 Networks reveals that "Indian consumers are more likely to prioritize convenience over security in their app experience."

The research revealed that the share of respondents who prioritized security over the functionality and convenience of an app is the lowest in India among all Asia Pacific markets. In other words, across Asia Pacific, Indians were the most likely to look for convenience in their app experience. Further, those that are more likely to prioritize convenience despite potentially high vulnerabilities in personal data leakage and cyber-threats are the maximum in India among all Asia Pacific countries.

Though India is leading, other emerging markets show similar trends. Consumers from emerging markets such as Indonesia, India and Philippines, prioritize convenience, while consumers from developed markets, such as Australia and Singapore, prioritize security. In fact, users in Indonesia, India and Philippines are 14% more likely to prioritize convenience over security, as compared to the countries with a more established digital presence such as Australia and Singapore, where 63% and 67%, respectively, emphasize security over convenience, the research reveals.

While the F5 Networks study broadly shows what matters to Indians, it may not have captured the full picture.

It just used the two terms, security and convenience, while addressing some of the privacy questions within the definition of security.

When you talk of security, people think of losing money, a physical threat to them, or even stealing of some important information.



**Consumers from emerging markets such as Indonesia, India and Philippines, prioritize convenience, while consumers from developed markets, such as Australia and Singapore, prioritize security**

That is something threatening or worrying. Privacy, on the other hand, is a cultural attitude; about sharing personal information. Anyone who is worried about security does not necessarily have to get concerned about privacy.

Security of personal data is about being sure that your personal data will not be "misused" or end up "causing any harm to you or others". Privacy, on the other hand, is about ensuring that your personal data is "not accessible to anyone, notwithstanding if he/she wants to misuse it or not".

In India, as a culture, people have not been so concerned about privacy.

But that overwhelming preference for convenience in India—as shown from the F5 survey—comes because of another reason too; it is a young country.

According to the study, millennials are more likely to sacrifice security for convenience.

While Millennials generally showed more awareness toward potential data security risks, they are less likely to be concerned about them, concluded the F5 study. About 44% Indian Millennials and 49% of Gen X (aged 35–54) surveyed showed similar attitudes towards security while only the those above 55 showed more concern about security as compared to convenience.

A study published by IBM earlier this year called “The Future of Identity” derived similar conclusions about younger population being less concerned about security as compared to the older people.

India has more younger population than any other country in the world and their attitude towards security, privacy, and convenience would finally determine how the Indian market evolves.

While the younger population may be less concerned about security as compared to the older segment, they may be more sensitized about protecting their privacy than their older counterpart. Privacy, as a concept is catching up, thanks to globalization.

### India's Privacy Stance

After the Supreme Court judgment that privacy is a fundamental right and explicitly asked for a privacy legislation, the efforts to draft a legislation accelerated. By that time, the government had already appointed a committee for the purpose, under the chairmanship of Justice B N Srikrishna, former supreme court judge.

The committee published a whitepaper articulating all the issues in November last year and based on the feedback released a draft bill in the end of July this year. At the time of writing, the draft bill is still open to public for comments.

There is no denying that the broad direction of the bill is correct and the issues that it has decided to deal with very relevant. It is also a carefully

A recently published study commissioned by security technology provider F5 Networks reveals that  
**“Indian consumers are more likely to prioritize convenience over security in their app experience”**

**While Millennials generally showed more awareness toward potential data security risks, they are less likely to be concerned about them, concluded multiple studies**

**Two factors are distinctly different in India from the West from which we have borrowed most of the ideas in the draft data protection bill: Indians' lack of sensitivity about privacy and dependence on paper-based processes**


crafted bill.

However, the question of implementability remains.

Cultural stances apart, there are practical issues involved. The provisions in rules such as GDPR or UK Data Protection Act, are made assuming that majority of the data there are collected, processed and stored using electronic means. Apart

from a few sectors like banking, that is not the case in India, especially when it comes to collection of data.

A data fiduciary—typically the organization that determines the purpose and means of processing of personal data—who is made responsible for protection of personal data, has to ensure that there is no leakage in the paper-based data



For a recharge of INR 20, many are not just willing but are keen to trade all their personal and family details

The provisions in rules such as GDPR or UK Data Protection Act, are made assuming that majority of the data there are collected, processed and stored using electronic means. Apart from a few sectors like banking, that is not the case in India, especially when it comes to collection of data

processing part too, which is a tall expectation.

It may result in something unintended—the organizations dealing with such data deliberately ignoring areas where electronic data capture is not possible.

Secondly, it is not just the large companies that are needed to conform to the regulations. Every

business must comply with the provisions of the proposed Act.

Take example of a simple housing loan. It asks for all the information. There are often three tiers of agencies involved. Much of the initial information is captured on paper. If there is some mistake or change, often the entire paper form is discarded and thrown. The main data fiduciary—the

bank—does not even know who is involved and how many times the forms are filled.

While that is no excuse for being reckless about the personal data of consumers, the penalties are not just for data fiduciaries compromise of that information.

A tougher requirement is that data principal (the consumer) must be provided with the trail of all the transactions involving that data, as and when he asks for it. According to Sec 24, clause 1(c) of the Bill, the data principal shall have the right to obtain from the data fiduciary a brief summary of processing activities undertaken by the data fiduciary with respect to the personal data of the data principal, including any information provided in the notice under section 8 (the types of information) in relation to such processing activities.

How, on earth, are you going to say if the data was leaked from one of the associates or by the data principal himself for a mobile recharge of 10 rupees? Or maybe 20?

There are many other issues about the vagueness of definition and conflicting stances. But they are either issues that would be effectively tackled when a regulator is in place or issues that the world is figuring out how to tackle.

The only big difference between GDPR countries and India that cannot be changed overnight are ground realities (read paper-based processes). For the time being, those remain the weakest link.

With very little concern for privacy by the individuals themselves and the ecosystem not yet being ready to translate some of the requirements into real activities, is it justifiable to enter such a stringent policy regime?

Unless the implementability part is specifically and unambiguously addressed, penalizing four percent of a company's global revenue for an information that can be obtained by a twenty rupees recharge voucher could be a policy misadventure, to say the least! ■





# Data Localization: Is Creating Fences For Data The Right Policy Stance?

The draft Personal Data Protection Bill is comprehensive and progressive, but for a few requirements like data localization

By Rajat Prakash

India has unveiled for discussion its privacy legislation titled Personal Data Protection Bill, 2018. The proposed legislation borrows heavily from Europe's General Data Protection Regulation (GDPR) and provides a comprehensive framework for collection, processing and sharing of personal data by individuals, entities and state. The proposed legislation provides clear definitions, horizontal application, extra-territorial jurisdiction, steep penalties for violations, data localization require-

ments and various exceptions mostly to the state in relation to processing of the personal data. One of most significant proposals in the proposed law relates to data localization.

Sections 40 and 41 of the proposed law provide that every data fiduciary—the bill's term for entities collecting & processing personal data—in India shall ensure the storage of at least one serving copy of personal data on a server or datacenter located in India. However, government can provide exceptions to



the above condition. The government can notify certain categories of personal data as critical personal data that would have to be stored in a datacenter located within India and no exception would be applicable to such data. The definition of 'critical data' is not provided in the proposed law and is left to the discretion of the government. The law further provides the terms under which the non-critical data can be transferred after keeping a 'serving copy' in India. Similar policy framework for data localisation has been proposed by the Reserve Bank of India (RBI) in relation to the companies engaged in payments business wherein all system providers have to ensure that the entire data relating to payment systems operated by them is stored in the systems located in India. This data should include the full end-to-end transaction details/information collected/carried/processed as part of the message/payment instruction. As per the RBI notification the above has to be implemented by October 15, 2018 by all payments companies in India.

The European GDPR from which the proposed Indian data protection law heavily borrows, allows sharing and transfer of data subject to certain conditions like the jurisdiction to which the data is being transferred should have a strong data protection law. However, it does not mandate that data or any part of it should be kept within EU or should not be transferred. Globally such stringent data localisation requirement is prevalent only in countries like China and Russia. It should be noted that the political and economic systems of these countries are different from India which is a vibrant democracy with strong rule of law.

One of the primary reasons given by the governments for enacting a data localization provisions is belief that having data on foreign servers located outside the country allows foreign governments access to personal data of domestic nationals which imposes a security risk; second most

cited reason is better monitoring of data by domestic law enforcement agencies for law enforcement and lastly an economic rationale that such a requirement could spur growth of cloud based industries for domestic storing of data.

The concept of data localization is against the basic premise of open internet and free access to information. The growth of internet has resulted in dramatic reduction in cost of storing data which has benefitted Indian start-ups and other information technology based businesses. Most Indian start-ups use global cloud based data storing services with little or no consideration as to where data is stored except that it should be securely stored. This situation has largely been beneficial to Indian start-up and ITES ecosystem and their clients. The proposed data localization norms will add significant costs of doing business in terms of creating infrastructure to store and secure data locally. It is also possible that foreign companies and start-ups do not launch their new products or services in India in absence of compliance with local data localization norms. Already various US based technology companies have voiced their concerns on the proposed data localization norms and also said that said norms would impose additional costs and they may be forced to relook at their investment plans in India.

The proposed data protection legislation does many things right by



## The growth of internet has resulted in dramatic reduction in cost of storing data which has benefitted Indian start-ups and other IT-based businesses

ensuring that entities handling personal data are accountable in handling of personal data and follow robust security and legal polices. The law also tries to give control of personal data to the data subject where his/her consent has to be unambiguous and can be revoked at his/her discretion. However, the data localization norms seem protectionist in nature which are unlikely to do any good to Indian business and start-up ecosystem and would not improve the safety of data or privacy in any significant manner.

The proposed data protection is still in discussion stage and the government is seeking comments on various issues from stakeholders. However, the RBI guidelines on payments companies will be effective on October 15, 2018 unless extended or some clarification is issued by RBI to the relief of various global payment companies providing services in India. ■

*The author is Managing Partner, Athena Legal, a New Delhi-based law firm*

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## Businesses And Consumers Differ Over Definition Of 'Good' Customer Experience: Study

83% of consumers cited that they had at least one issue while interacting with a brand while 80% of businesses believed their customers would give them a favorable review

By CIO&Leader

Over one-third of consumers were not impressed with their customer journey citing an average or poor experience, with 83% of consumers citing that they had at least one issue while interacting with a brand, according to LogMeIn AI Customer Experience Study. Businesses, on the other hand, are reporting far different numbers. 80% of businesses believe their customers would give them a favorable review, despite also reporting that less than half of customer queries are resolved during the first



interaction. This disconnect shows that companies are setting the bar for “good” service too low which could have significant business impact as customer experience becomes even more vital in the buying decision of consumers.

### Consumers Rely on Classic Channels despite Providing Slower Resolution

Both business and consumer respondents agree that telephone and email are among the most common channels used to conduct business, however, they also tend to produce the slowest time to resolution.

Consumers across the region reported that the average time to resolution was 11 hours – which is nearly 3 times higher than the wait time they cited as being acceptable. For those using email interactions the average time globally to respond was reported at 39 minutes while email was reported at 2 hours 17 minutes in India. In addition, global data shows only 49% of problems are solved on the first interaction. These wait times and issues with first contact resolution are likely due to the fact that 46% of businesses believe their agents struggle with the volume of customer requests.

### Businesses Are Investing in Customer Experience

Feeling that traditional customer engagement solutions aren't meeting expectations, 82% of business respondents in India said they will allocate more budget to new solutions specifically designed for customer engagement over the next 12 months. In addition, 40% of businesses reported that they are already investing in emerging technologies like AI, while another 40%, are planning to invest in the same over the next six months. Companies anticipate these investments will increase customer satisfaction, resolve customer inquiries more quickly, be able to provide a more personalized experience, and increase agent satisfaction levels.

Over 70% of consumers globally want brands to leverage technology to reduce time to resolution.

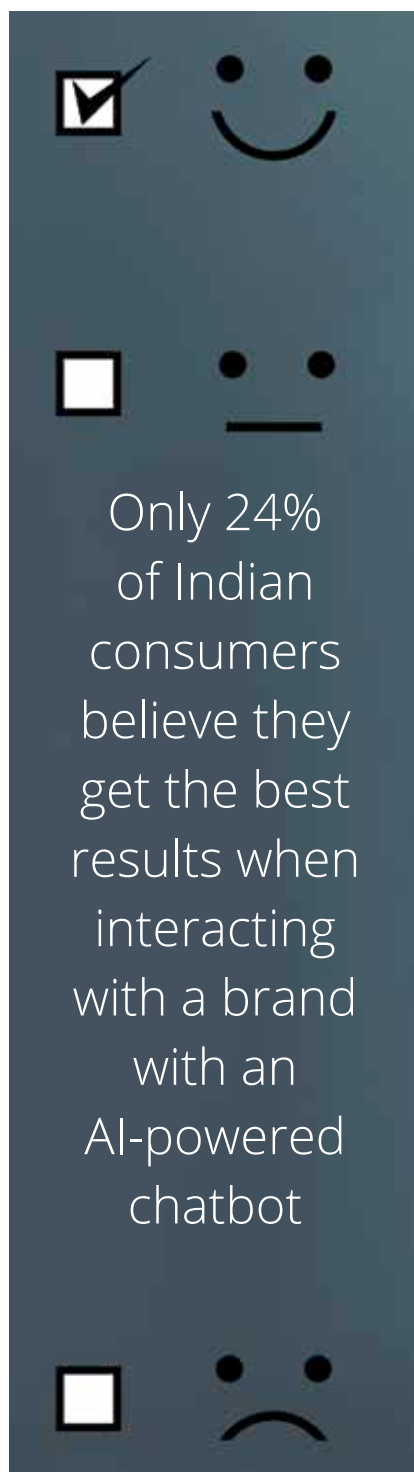
### Chatbots: A Realistic View

Today, only 24% of Indian consumers

believe they get the best results when interacting with a brand when an AI-powered chatbot is involved in some capacity – either as a self-service tool or to assist a human agent. And while there is a portion of Indian consumers who are skeptical about chatbots, a majority (61%) see the benefits for customer service.

Businesses agree that chatbots can help deliver the faster resolutions for customers while also helping agents be more productive and effective. To date, customer service agents use an average of 3 different systems to service a customer, and spend over half their time understanding basic facts like customer profile information and the nature of the inquiry. Operating behind the scenes, chatbots can gather this information in real-time – informing the agent of who they are talking to, their history with the brand, the potential problem the customer is having, and how to solve it. Having this information at the outset leaves agents with more time to spend on resolving the issue. And answering the hot button question of whether chatbots will replace human jobs, the answer was no. In fact, 80% of Indian organizations reported that if chatbots could reduce inquiries into call centers, they would train agents to handle different or additional tasks.

“What we learned from doing this study is that despite hesitations around using AI, both consumers and businesses do think it's changing customer service for the better,” said Ryan Lester, Director of Customer Engagement Technologies at LogMeIn. “While customers, for the most part, have come to accept that their interactions with brands will be involved and time consuming, their expectations are increasing as new technologies become more commonplace. Companies have a unique opportunity to leverage these new advancements – like chatbots – to provide a leg-up on the competition and set the bar for all others in their industry and beyond” ■





# Web Application And DoS Attacks Cost APAC Cos Dearly: Study

Companies spent an estimated USD 903,830 and USD 294,627 on web application attacks and DoS attacks

By CIO&Leader

Akamai, the intelligent edge platform for securing and delivering digital experiences, and Ponemon Institute, revealed the findings from an APAC-wide study that identifies and understands the changes in the cost and consequences of web application and DoS attacks. Businesses surveyed in the study estimated that the total average cost of web application attacks in APAC over the past 12 months was USD 2.4 million per company, while the total average cost of DoS attacks was USD 1.1 million.

The study, titled 'Trends in the Cost of Web Application and Denial of Service Attacks: Asia Pacific', conducted by Ponemon Institute and sponsored by Akamai Technologies, surveyed 501 IT practitioners across operations, security, compliance and data centre

administration from industries, such as Financial Services, Manufacturing, Public Sector, Transportation, Hospitality and many more. The study found that companies spent an estimated USD 903,830 and USD 294,627 on web application attacks and DoS attacks respectively.

According to the study, revenue losses stemming from customer-facing services being unavailable averaged USD 435,222 over the past year. The study also revealed that companies experienced an average of approximately four DoS attacks, over the same period of time. Following an attack, the average amount of downtime was 7.45 hours, and the time taken to mitigate just one DoS attack was more than one hour (60.32 minutes).

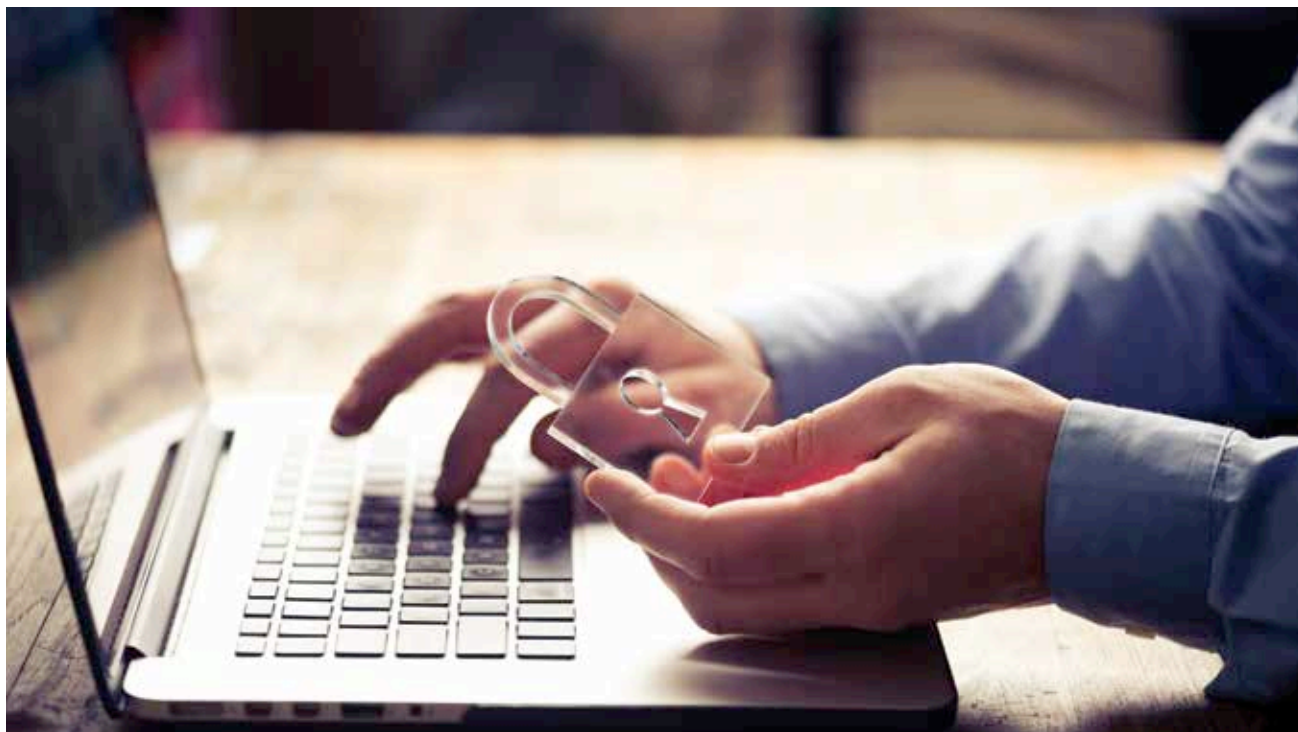
**Key findings from the study include:**

## Web Application Attacks

- The importance of safeguarding web applications
- Web application security is considered critical for organizations: Web application attacks are a constant threat for companies. 43% of respondents said that web application security is more critical than other security issues faced by their organizations.
- Effectiveness of Web Application Firewalls (WAF)
- A WAF should support both security and performance: While performance is an attribute often overlooked for security solutions, a majority of respondents placed a high value on performance for a WAF solution. 69% of respondents said that a fully functional WAF is one that optimizes both performance and security.
- The cost of web application attacks
- Companies face growing revenue losses from web application attacks because potential customers are not only unable to purchase goods and services, but also tie-up support staff complaining about this and seeking help: 37% of respondents said that the largest cost related to web application attacks is technical support.

## Denial of Service Attacks

- The growing threat of DoS attacks
- A lack of qualified security personnel is more of a barrier than a lack of resources: 54% of respondents believe that the most critical barrier to preventing DoS threats is the lack of qualified security personnel. 43% said that is because of inadequate or insufficient technologies, while 37% of respondents believe not having sufficient budget resources is a barrier.
- The financial consequences of a DoS attack
- Revenue losses and the need to allocate resources to technical support are the most significant financial consequences of DoS attacks: 30% of respondents said that the largest cost is the loss of revenue because customer facing services were unavailable■



# Asia-Pacific Organizations Experience Threat-Alert Fatigue Due To Increased Cloud Adoption: Study

The study reveals a lack of centralized security management platforms and an over-reliance on cloud service providers to secure workloads

By CIO&Leader

**M**any network security threats today go uninvestigated, with IT professionals struggling to accurately prioritize alerts due to the overwhelming volume generated in an increasingly cloud-reliant work landscape, according to Juniper Networks and Ovum Research's new report, titled 'Too Much of a Good Thing? Enterprise Cybersecurity Adoption Trends Across Asia-Pacific'.

The report polled 350 companies and public-sector organizations across 11 countries including China, India, Japan, Korea, Australia and Singapore. Across the region, more than 42% of respondents shared that they were dealing

with approximately 50 alerts a day, although only a small fraction of them required further investigation. In India, eight percent of respondents said they were receiving more than 1,000 alerts a day and almost half reported more than 50 threats a day, making India the second-highest cybersecurity prone market after China.

In addition to threat-alert fatigue, the report also highlighted several other key findings, including an over-reliance on cloud service providers to secure data and a proliferation of security tools. Respondents were also surveyed on how they have protected their existing infrastructure, as well as how far they have moved and secured their corporate workloads in the cloud.

The findings all indicate a need for enterprises to consider adopting a centralized security management platform and the importance of implementing automation to better prioritize the growing number of threat alerts.

## Key Findings from the Report

### Improved Alert Prioritization Combats Threat Fatigue

With the increasing number and variety of threat alerts emerging, it is becoming increasingly difficult for security teams to respond to the ones that matter. For instance, the report shows that financial services institutions are dealing with hundreds of thousands of alerts daily. Additionally, the majority of these alerts were ultimately not important enough to merit further action. Nearly two-thirds of all respondents indicated that less than 10% of all alerts are legitimate and require further attention.

In India, 8% of respondents say they receive over 1,000 threat alerts a day, the highest reported in APAC. More significantly, only 30% of respondents from India reported that 10% or less of those threats are legitimate, while only 12% say that over half of the threats they receive warrant further investigation.

### Improved Centralized Security Management is a Must

As cyber criminals discover new ways to mount attacks and respond in real-time to emerging revenue opportunities, the report revealed that enterprise decision makers have responded to this by deploying patchworks of new security solutions. This, over time, creates siloed security tools, each reporting to their own dashboard.

More than half of the companies surveyed with over 1,000 branches in operation around APAC said they were managing over 100 tools – a clear indicator of the growing need for centralized management, particularly as organizations scale up.

- In India, while almost 30% of respondents shared that they were managing more than 50 tools for this purpose, 45% reported higher levels of using a centralized security platform or have implemented a Security Incident and Event Management (SIEM) center – the highest in the APAC region.
- Overall, the findings across the region further reinforced the need for a centralized security management platform and for improved threat alert prioritization based on the total amount of alerts received

each day, with 50% indicating having to deal with over 50 alerts daily. The challenge is exacerbated in larger organizations with larger branch networks, with 8 percent of these companies receiving more than 1,000 alerts daily.

In addition, automation of key security operation tasks are being widely adopted to more effectively prioritize and analyze alerts, enabling security teams to respond faster to the most crucial threats.

### Reducing Reliance on Communication Service Providers (CSPs) to Manage Data Security is a Rising Priority

The report showed that, while APAC organizations have widely embraced SaaS applications, a more meaningful way to gauge longer-term cloud adoption trends would be the degree to which corporate applications have migrated to either IaaS or PaaS environments. Across the APAC region, nearly half of organizations surveyed (47% for smaller; 42% for larger) admitted they rely entirely on their CSP.

- In India, the findings highlight a healthy uptake of this migration, with almost 70% of respondents sharing that between 11 and 50% of all their corporate workloads have already been migrated to either an IaaS or PaaS platform. Additionally, almost 20% of respondents from larger companies (with over 1,000 branches), also shared that more than 50% of their corporate workloads have been migrated to IaaS or PaaS platforms.
- When it comes to securing these workloads, the report indicated that over 30% of respondents from India have opted for on-premise security tools to protect their workloads in the cloud, almost the same amount as those that depend on their CSPs.
- The findings indicate that India is fast outperforming other APAC markets with its high levels of workload being moved to the cloud and their adoption of cloud-based security tools■







# Traditional Consumer Facing Companies Continue To Struggle With Customer Experience: Study

Plenty of younger companies are still working to modernize their support operations

By CIO&Leader

**Z**endesk recently released the 'Zendesk Benchmark Guide for Enterprise', which outlines best practices for two different types of large companies: Digital Natives that have been considered digital since their founding, and Digital Transformers, more traditional companies that are in the process of modernizing their approach to customer support.

The report details what sets companies with the most sophisticated customer support operations apart from their industry peers. For both Digital Natives and Digital Transformers, the companies with the best-performing support teams share a commitment to scalability, consistency, innovation and proactive customer service.

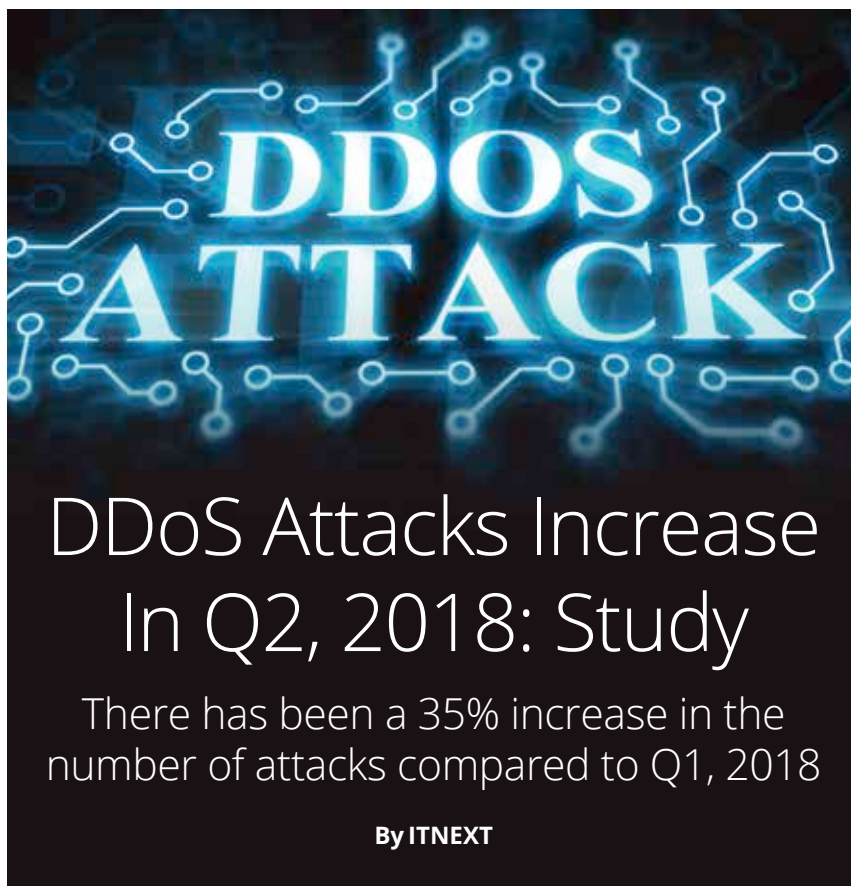
One surprising finding: A company's age isn't the primary factor linked to its approach to customer support. In fact, plenty of younger companies are still working to modernize their support operations, while several established companies have already mastered the digital landscape.

The high performers in both groups also view their support software as a platform, using apps, integrations and APIs to give agents the information they need to move quickly, maintaining consistency and context across channels.

For both Digital Natives and Digital Transformers, Zendesk Benchmark data shows the companies that face the most challenges are those that directly serve consumers. Traditional enterprise companies that are B2C have a higher volume of requests, lower customer satisfaction scores and the slowest reply times of all company types, implying a digital transformation is most urgently necessary for this group.

At the same time, Digital Native companies in the B2C category still face high customer expectations while handling a massive volume of requests. They see nearly eight times the volume of customer requests and have an average customer satisfaction score that is nearly 10 percentage points lower than companies serving other businesses or operating internally. While these large companies tend to take full advantage of their support software, they see a constant need to innovate and scale to keep up with changing customer expectations.

Digital Natives and Digital Transformers also differ in their self-service capabilities. Digital Native help centers have twice as many articles and a ratio of self-service content views to total ticket volume that is five times higher than that of more traditional enterprise companies. The takeaway for Digital Transformers is that investing more in self-service can lower costs, drive better customer satisfaction scores and improve agent efficiency■



Verisign Distributed Denial of Service Trends, observed attack trends of July–September, Q2 2018. This report provides a unique view into the attack trends that include attack statistics, behavioral trends and future outlook. Compiled on the basis of observations and insights about attack frequency and size obtained from mitigations enacted on behalf of customers from Verisign DDoS Protection Services.

#### Verisign observed the following key trends in Q2 2018:

- Number of attacks - 35% increase as compared to Q1 2018 (April 1, 2018–June 30, 2018)
- Peak attack size - (Volume) 42 Giga-bits per second (Gbps), (Speed) 4.7 Million packets per second (Mpps)
- Average peak attack size - 5.7 Gbps which is 111% increase compared to Q2 2017, but a 49% decrease in the

average of attack peak sizes, 26% of attacks over 5 Gbps

- Most common attack mitigated - 56% of attacks were User Datagram Protocol (UDP) floods; 20% of attacks employed multiple attack types with 52% of attacks employed at least two different attack types

#### Mitigations on Behalf of Verisign Customers by Industry for Q2, 2018

##### ■ Financial

- 43% of mitigations
- 5.0 Gbps remains the average attack size

##### ■ IT Services/Cloud/SaaS

- 37% of mitigations
- 5.7 Gbps remains the average attack size

##### ■ Media & Entertainment

- 20% of mitigations
- 7.5 Gbps remains the average attack size

#### DDoS Attacks Increase in Size and Number

Verisign observed that 58% of DDoS attacks were over 1 Gbps. When comparing Q2 2018 to Q1 2018, Verisign saw a 35% increase in the number of attacks, and a 49% decrease in the average of attack peak sizes. Year-over-year the average of attack peak sizes increased 111%. Verisign additionally observed that 62% of its customers who experienced DDoS attacks in Q2 2018 were targeted multiple times during the quarter. Overall, DDoS attacks remain unpredictable and vary widely in terms of speed and complexity.

#### Multi-Vector DDoS Attacks Remain Constant

52% of DDoS attacks mitigated by Verisign in Q2 2018 employed multiple attack types. Verisign observed attacks targeting networks at multiple layers and attack types that changed over the course of a DDoS event. Today's DDoS attacks require continuous monitoring to optimize mitigation strategies.

#### Types of DDoS Attacks

UDP flood attacks were the most common attack vector in Q2 2018, accounting for 56% of total attacks in the quarter. The most common UDP floods included Domain Name System (DNS), Lightweight Directory Access Protocol (LDAP), Network Time Protocol (NTP) and Simple Network Management Protocol (SNMP) amplification attacks.

#### Largest Volumetric Attack and Highest Intensity Flood Attack

The largest volumetric DDoS attack observed by Verisign in Q2 2018 was a UDP fragment flood that peaked at approximately 42 Gbps and 3.5 Mpps and lasted approximately 3 hours. The highest intensity DDoS attack observed by Verisign in Q2 2018 was a multi-vector attack that peaked at approximately 38 Gbps and 4.7 Mpps and lasted for approximately 2 hours. The attack consisted of a wide range of attack vectors including DNS, NTP and SNMP Amplification attacks and TCP SYN and TCP RST floods. ■



# Containers And Serverless Architecture Gain API Developer Interest: Study

API developers also weigh in on Star Wars vs. Star Trek, and how to pronounce "API"

By ITNEXT

**P**ostman, the only complete API development environment, recently released its 2018 State of the API Survey. This year's survey was sent to the nearly 5 million worldwide members of the Postman community, to better understand the API developers' workflow, pain points, and perspective for where the API space is headed.

Already an essential part of software development for web, IoT, mobile and AI applications, API use continues to grow among developers, and their confidence in both API security and documentation has increased year over year. And most notably, while microservices remain the most exciting technology for API developers, the rise of containers and serverless architecture have emerged as the new favorites for this group.

"This year's survey data reveals a diverse area of focus for the API development workforce," said Abhinav Asthana, Postman's co-founder and CEO. "The data will help technical leads analyze and identify current norms within their technologies and where development teams need to focus their time and energy, and guide executives with their evaluation of the talent and tools needed to support upcoming deliverables."

## Key highlights include:

- Nearly 2 in 3 API developers spend a quarter of their week working with APIs, and 30% of those spend more than half of their time with APIs.
  - Usage of Public and Private APIs is nearly 50%, and has grown since last year, while internal APIs still make up slightly more than half of all usage.
  - Most users have fewer than five years of experience, less than 20% work in teams and nearly half are back-end developers.
  - The majority of API knowledge is gained on the job or from online resources, while published API documentation and online communities also contribute heavily.
- Additionally, the Postman community was asked how they pronounce API, with an overwhelming 82% said they use "Aye-Pee-Eye" and another 12% said "Appie" rhymes with happy. Nearly 2 in 3 API developers admitted that their friends and family don't know how to pronounce the word, as they have no idea what an API is, or what they actually do for a living.
- And finally, developers shared a clear preference in the Star Wars vs. Star Trek debate. A whopping 76% of API developers identified as "All Star Wars" or "More Star Wars than Star Trek". As well, the current TV shows API developers most relate to are The Big Bang Theory (32%) and Silicon Valley (30%), while 24% said they don't watch TV shows.



# Adopting Advanced Technologies, Workplace Trainings Vital To Growth Of Indian Businesses: Study

The study reveals only 20% of Indian business leaders believe their workforce has the skills needed to work with advanced technologies, such as AI

By CIO&Leader

**A**lthough the vast majority of Indian organizations believe that advanced technologies will be crucial for future growth, few plan to increase their training investment significantly in the next few years, thereby limiting their ability to harness the potential of advanced technologies such as artificial intelligence (AI), according to new research from Accenture.

Accenture's 'Future Workforce Study', based on a survey of 1,100



workers across skill levels in India and a survey of 100 senior executives in India, found that while 69% of the senior executives agreed that adopting intelligent technologies will be critical to their organization's ability to differentiate in the market, none said their organizations plan to increase their training investments over the next three years significantly. This, despite 59% of the executives identifying skills shortages as a critical hindrance to future growth.

At the same time, the vast majority of workers expressed the need for training, with 93% saying it will be important to learn new skills if they are to work with intelligent technologies in the next three to five years, and even more (95%) saying they believe that AI will help them do their job more efficiently.

Five in six executives surveyed (84%) expect that over the next three years, collaboration between their workers and AI systems will create new sources of value and improve efficiency. The executives also intend to use AI to enhance worker capabilities, with more than half (59%) planning to use AI to automate tasks to a large extent and 62% acknowledging that the proportion of roles requiring people to collaborate with AI will rise. Four in five (80%) also recognize that their workforce is underprepared to adopt advanced technologies.

"We are entering the age of

## Workforce skilling is key to harnessing the potential of intelligent technologies



Executives believe their workforce has the skills needed to work with advanced technologies, such as AI



Executives identified skills shortages as a critical hindrance to future growth



Workers said it will be important to learn new skills if they are to work with intelligent technologies

man-machine collaboration, where machines will augment human capabilities, allowing people to focus on what they do best while doing the things that humans would rather not," said Sunit Sinha, a managing

director at Accenture who leads the company's Talent and Organization practice in India. "It's clear that the future workforce needs to be skilled to work alongside machines, with a focus on improving the intrinsically human abilities that will determine their success. The commitment to using advanced technologies for growth needs to be supported by an equal commitment to transforming the organization for the future."

The research suggests three strategies to help leaders shape the future workforce in the age of AI:

Reimagine work to better understand how machines and people collaborate. More than half (56%) of the Indian executives surveyed believe that traditional job descriptions will become obsolete, and 22% report that they've already redesigned jobs to a large extent in their organizations.

Teach people to work with intelligent machines. To fill the new and reconfigured jobs of the intelligent enterprise, companies will need new approaches to training. "New skilling" programs must be rapid, flexible, tailored and scalable to maximize the value that can be achieved when humans and machines work together. Also, companies will need to invest more in training.

Prepare the organization for human-machine collaboration. To foster the human-machine collaboration that will lead to the best results, companies must not only address the skills challenge, but also make organizational changes — including redeploying talent, organizing for agility, and adapting leadership to the needs of the intelligent enterprise.

"Transforming the organization for a future enabled by advanced technologies will require not just technology skilling, but also broader organizational changes, including redeploying talent, organizing for agility, and adapting leadership to the needs of the intelligent enterprise," Sinha said. ■

## Future values lie at the intersection of humans and intelligent machines



Executives agreed that adopting intelligent technologies will be critical to their organization's ability to differentiate in the market



Executives believe collaboration between their workers and AI systems will create new sources of value and improve efficiency



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