

ARE ESG FUNDS LOSING LUSTRE?

THE GREEN HYDROGEN GAMBIT

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THE CLIMATE ISSUE

GREEN-TECH WARRIORS

How a clutch of entrepreneurs is bringing innovation, climate-consciousness and funding together to give shape to viable and scalable technology-enabled ventures

PLUS

**Family Members
Bring in an X Factor:**
David Kohler

(From left) Shrikumar
Suryanarayan
of Sea6 Energy,
Mainak Chakraborty
of GPS Renewables, and
Kushagra Srivastava
of Chakr Innovation

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CURIOUS MINDS

Harnessing the power of tech and data, CTOs and CIOs are fostering innovation and improving efficiency at their workplaces

An Eye For Emerging Tech

Abhijit Mazumder
CIO, TCS

Abhijit Mazumder has various accolades and patents to his credit. He joined TCS as a consultant and has been with the company for 28 years.

While growing up, the allure of science fiction captivated Mazumder, fuelling his imagination and curiosity about the potential of technology and how it could shape and influence society. This encouraged him to pursue a career in technology.

Mazumder—who admires TCS Chairman N Chandrasekaran—believes as CIO, it is his responsibility to ensure the company remains agile and prepared for future needs with a focus on building trust among customers and fostering a positive work environment. He emphasises the need to align technology strategies with evolving business needs for the organisation's growth and success.

He has two patents (jurisdiction India) to his credit—one granted for an invention that provides a system for mining results more efficiently while the other for an invention that provides a system to enable a secured collaborative pricing framework for IT & ITeS outsourcing deals.

Mazumdar acknowledges the transformative impact of emerging technologies like 5G and artificial intelligence which present new opportunities to solve problems and drive change. A fine technology-driven initiative managed by Mazumdar is the digitisation of the period-end accounting processes and financial book closures, Business 4.0 practices, and Machine First Delivery model, which



have led to the early publishing of results. Leveraging technologies such as in-memory computing, real-time reporting and visual analytics tools have significantly reduced the time required for financial closure.

The company, says Mazumdar, has a well-defined and clearly articulated IT strategy that prioritises best-in-class experiences and efficient processes. Regular evaluation of emerging technologies, guided by a Tech-Radar, enables them to explore, adapt, sustain and retire technologies effectively. They ensure that their technology teams are equipped with the necessary skills in the face of emerging technologies.

A Continuous Learner



Neeraj Chauhan

CIO, PayU India

An award-winning people-centric transformational leader, Neeraj Chauhan is respected for gamechanging contributions and his passion for talent development and customer satisfaction.

Since his early years, Chauhan, who is CIO of PayU India, a global payments platform, was fascinated with the potential of technology to transform the world around us. He was driven by the opportunity to create a meaningful impact and contribute to the digital transformation of businesses and society at large. This passion led him to pursue a degree in computer science which laid the foundation of his career in technology.

As CIO, Chauhan aims to deliver business value through technology and leverage his expertise to achieve objectives. He participates in strategic discussions and engages in cross-functional collaborations to gain insights into key priorities that help him shape the technology roadmap and initiatives. He has developed frameworks for risk mitigation, enhancing data privacy capabilities, and accommodating evolving

consumer needs while maintaining strong security measures.

“Fostering innovation and cultivating a culture of continuous learning and improvement are integral to the success of technology-driven organisations like PayU,” says Chauhan, who has a working experience of 19 years. He encourages his team to innovate, experiment and learn by providing opportunities for cross-functional collaboration, hackathons, and challenges to spark creativity and out-of-the-box thinking.

Chauhan has been instrumental in managing various technology-driven initiatives. Under his guidance, his team spearheaded the adoption of cloud technology in PayU, swiftly migrating from legacy systems to a modern, reliable and scalable cloud architecture in under two quarters. He has led the implementation of Tmura cloud threat intelligence system, providing monitoring, alerting and governance for cloud operations, enhancing security and compliance, and the cloud finops framework, including the Cloud Cost Explorer, to analyse and optimise application costs across multiple cloud accounts.

To be successful, Chauhan believes, one needs to embrace continuous learning, and foster a collaborative and inclusive culture. “Success is achieved by leveraging the collective intelligence and diverse expertise of our teams,” he says.



Driven By Data



Maheshwaran Calavai

Chief digital & AI officer, TVS Motor

With over 25 years of experience, Maheshwaran Calavai has been instrumental in harnessing the power of data and emerging technologies to enhance operational efficiency and develop innovation in his organisation.

Calavai is chief digital & AI officer at TVS Motor, and his interest in technology stems from his curiosity

about how it can propel businesses forward. He recognised the exponential growth and impact of technology on businesses, and has dedicated his career to understanding and utilising its potential.

At TVS Motor, he oversees various initiatives ranging from consumer engagement platforms and extended enterprise systems to industrial IoT [Internet of Things] and new product development. By working at the intersection of digital and AI [artificial intelligence], Calavai's team brings new experiences and transformations to the forefront.

With TQM [Total Quality Management] orientation in the company's DNA, he leverages predictive and prescriptive algorithms in its AI systems. These algorithms enable production-scale analytics and help improve decisions for growth. By harnessing real-time data, the company makes rapid and robust decisions that drive operational efficiency and business success.

Calavai fosters innovation by looking at business drivers and KPIs that matter, and focusing energies on driving improvements to these through design of experiments, agile culture and outside-in open innovations. Effective communication is promoted through a combination of formal strategy discussions and all-hands meetings, as well as continual informal discussions such

as sprint reviews and water cooler conversations.

One of Calavai's notable technology-driven initiatives involved modernising customer-facing systems to be modular and cloud-first. This transformation strengthened the organisation's data maturity and engineering capabilities, enabling rapid and informed decision-making based on real-time data, resulting in both business growth and operational efficiency.

Calavai's success mantra is to understand and focus on the business levers that matter most. He believes in staying curious about technological advancements and their potential to reshape these levers.

Shaping The Tech Trajectory

Murali Brahmadesam

CTO, Razorpay

Murali Brahmadesam holds a master's in computer science from the University of Florida, has made significant contributions to the technology industry and received numerous accolades in his 20-year career.

As founding member of the Aurora database service, he was awarded the prestigious SIGMOD systems award in 2019 for his groundbreaking work in redesigning relational database storage for cloud environments. He was also awarded the Certificate of Merit by the University of Florida in 2001 and 2002. Additionally, he was an honorary member of the Tau Beta Pi association, a national engineering honour society.

He holds several patents, including Scalable Lookup Service for Distributed Databases, Backup and Restore Techniques using Bounded Checkpoint and Log Buffers, and Adaptive Database Replication for Database Copies.

As chief technology officer at Razorpay, Brahmadesam is responsible for shaping the company's technological trajectory and overseeing day-to-day operations. He aims to establish an exceptional engineering team that drives innovation and positions Razorpay as a global leader in the payments industry.

By leveraging the OKR [Objectives and Key Results] methodology, organising hackathons, and encouraging open-source contributions, he ensures that his technology team remains at the forefront of industry trends and advancements. Through monthly planning meetings and leadership gatherings, he ensures that everyone is aligned with the company's objectives.

He has established a GRC (Governance, Risk, and Compliance) framework, providing regular employee training sessions on security awareness and ensuring the safety and integrity of the organisation's technology infrastructure and sensitive data.

Brahmadesam believes in the democratisation of artificial intelligence (AI). In evaluating emerging



technologies like generative AI, machine learning and blockchain, he takes a customer-centric approach and aligns technology initiatives with customer requirements.

With renowned software engineer David Cutler as inspiration, Brahmadesam is driving Razorpay's growth, making significant strides in the fintech industry, and empowering his team to achieve their full potential.

A Fighter's Vision



Sanjeev Barnwal Co-founder & CTO, Meesho

Sanjeev Barnwal is co-founder and chief technology officer (CTO) of Meesho, an ecommerce platform catering to fashion that was launched in 2015. An admirer of Sam Altman, Barnwal believes: “To attain success, unwavering commitment to a problem, adopting a fighter’s attitude while building the right team and culture are of paramount importance.”

He realised early in life that technology holds tremendous potential to create a massive impact in this world. Raised in a modest household in Jharkhand, he was drawn towards engineering due to its emphasis on innovation and creativity; he completed his BTech from IIT-Delhi.

As CTO, Barnwal says his primary responsibility is steering the company’s technology vision and leveraging cutting-edge technology to generate the highest possible value for the customers. He believes in staying abreast with the latest advancements and innovations, such as generative AI (artificial intelligence) that have the

potential to transform the ecommerce experience.

Barnwal states that CTI [company>team>individual] serves as a fundamental principle at Meesho, guiding employees to collaborate more efficiently and work towards shared objectives. He acknowledges that fostering true innovation requires empowering individuals with a sense of ownership, clearly defined objectives, and a culture that encourages freedom to experiment and innovate. “Bold experimentation stands as one of our core values and guiding principles,” he says.

At Meesho, they have a dedicated team of data scientists and machine learning engineers who focus on challenging problems—such as developing robust recommendation engines. As a leading ecommerce company, they have effectively spearheaded a focus on personalisation, using data science to customise each user’s experience, resulting in a substantial surge in order conversions, with improvements going as high as up to 50 percent, they claim.

“Through careful evaluation and prioritisation, we continue to embrace technologies that offer significant potential and align closely with our goals while acknowledging the current limitations of others in meeting our unique requirements,” says Barnwal. 