TECHCIRCLE kyndryl

India's Manufacturing Boom

Winning the Next Decade

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Research Methodology

This whitepaper is based on a **structured, multi-method research approach** designed to combine strategic perspective with practical, execution-level insights from India's manufacturing ecosystem. The methodology emphasises triangulation across primary inputs, leadership interactions, and secondary validation to ensure analytical rigour and real-world relevance.

The research is anchored in primary interactions with senior business and technology leaders from large and mid-sized manufacturing enterprises, focusing on digital priorities, investment decisions, execution maturity, and outcome tracking.

These insights were deepened through **1:1 engagements, both virtual and in person**, with CIOs, CTOs, CDOs, plant and transformation heads. These discussions covered legacy modernization, IT-OT convergence, AI adoption, cybersecurity, and value realization.

In parallel, we leveraged publicly available sources, including annual reports, investor communications, regulatory and industry datasets, and prior research, to validate findings and align them with broader market and technology trends.

A **core differentiator** of this study was insight generation through in-person workshops across key manufacturing hubs, including Pune, Kolkata, Chennai, Delhi, Mumbai, Hyderabad, and Ahmedabad. These workshops **engaged 130 to 140 senior manufacturing leaders** and surfaced recurring patterns, sectoral nuances, and emerging priorities through moderated peer discussions.

All inputs were **triangulated and synthesised** to ensure analytical rigour and minimize bias. The resulting insights represent a practitioner-led perspective grounded in data, shaped by experience, and aligned with the operational and strategic realities of Indian manufacturing.

Foreword

The $1 Trillion Inflection Point

India stands at a generational crossroads.

- The macroeconomic indicators are aligning perfectly: a global 'China+1' supply chain realignment, aggressive PLI schemes driving **a 69% surge in manufacturing FDI**, and a domestic market hungry for consumption.
- Policymakers have set an ambitious direction: raise manufacturing's share of GDP from **~17%** to **25%** and unlock over **$1 trillion in manufacturing output** and exports by 2035.

Source: IBEF 2026, NITI Aayog

Yet, the playbook that powered India's rise over the last two decades - labour arbitrage, low-cost engineering, and incremental efficiency, will not be sufficient for the next decade. Competing with Vietnam, Mexico, Eastern Europe, and a rapidly automating China demands a step change: from cost competitiveness to competitiveness through intelligence.

25% Manufacturing contribution to GDP by 2035

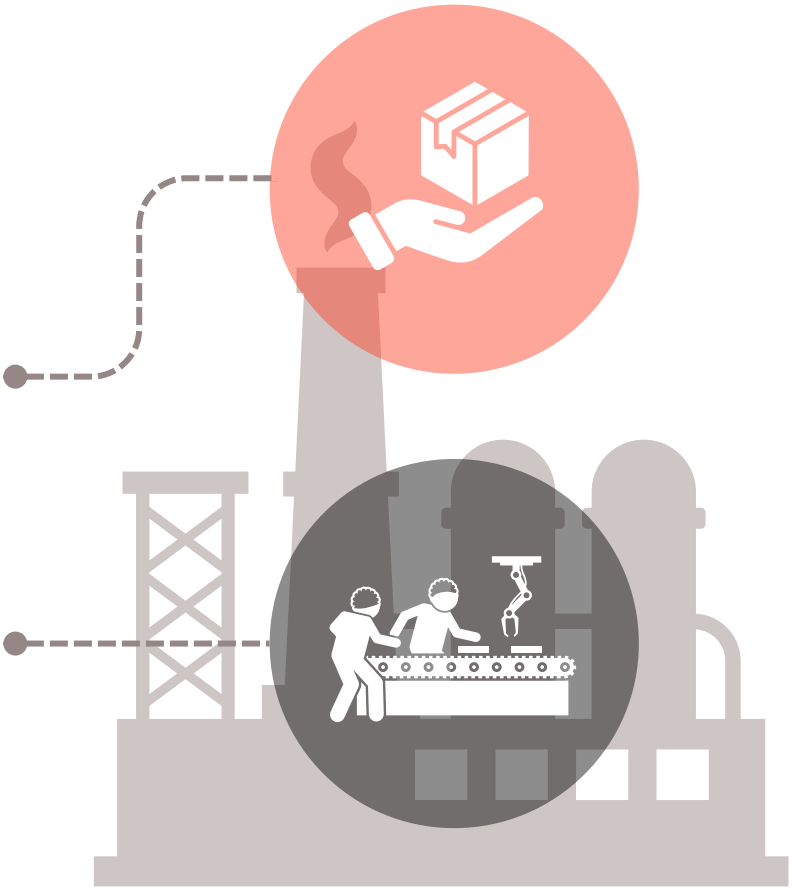
$1 Tn Estimated manufacturing output by 2035

Source: IREF 2026

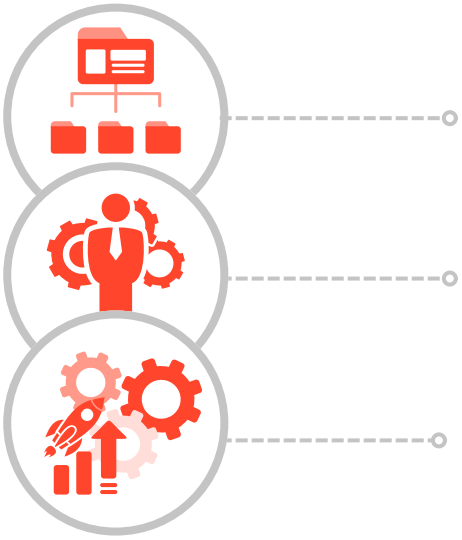
This is the twin reality every Indian manufacturing leader recognises:

Outside the factory:
Customers and regulators expect zero-defect quality, transparent ESG reporting, shorter lead times, and the ability to trace every batch back to the source.

Inside the factory:
Legacy brownfield plants, heterogeneous machines, paper-based processes, and tribal knowledge make transformation messy and non-linear.



This is not a theoretical exploration of Industry 4.0. It is a field guide derived from the trenches-from Pune's auto belts to Gujarat's chemical hubs. It is **for the leader who knows why they need to transform** but needs the blueprint for how to convert digital pilots into enterprise-wide profit. It weaves together three key threads:



What Works in Practice

Concrete use cases that have moved OEE, yield, quality, safety, and working capital.

How Leaders Orchestrate Change

Governance, squads, budgeting, and culture-not just tools.

How to Scale Beyond PoCs

Moving from pilots that impress visitors to **systems that improve EBITDA**. A strategic partner manages the complex lifecycle and security challenges required for a secure, enterprise-wide rollout

> *New-age AI is presenting unprecedented opportunities for extreme transformations, and this is happening at a velocity never seen before. For us to navigate through this tsunami of opportunities, CXOs will need to take up the AI agenda as their own and commit themselves to it. AI leadership democratization will help organizations extract extraordinary value from new-age AI*

Deepak Bhosale
AVP - IT, Asian Paints

The purpose of this guide is simple: To **help Indian manufacturing leaders convert digital ambition into P&L reality-**with a practical roadmap for the next 24 months.

CHAPTER 1

Digital Disruption
From Hype to Operating Discipline

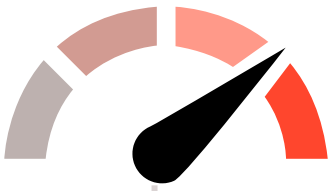
For years, "**Digital Transformation**" was a buzzword owned by marketing. Today, it is an operating discipline owned by the P&L.

The Global Lighthouse Network (GLN) - a community of world-leading manufacturers has proven that the convergence of IT (Information Technology) and OT (Operational Technology) isn't just about 'cool tech'. It is about survival metrics. These factories have demonstrated, on average, a 40% labour productivity increase and a 48% reduction in lead time.

Source: WEF 2025

The Four "Needle-Movers" for India

In the Indian context, where capital is expensive and margins are thin, we cannot afford science experiments. Successful leaders are focusing strictly on four high-impact levers.



- **AI-Driven Quality Assurance** (The Zero-Defect Push)
- **Predictive Maintenance** (The Uptime Engine)
- **Real-Time Production Visibility** (The Agility Layer)
- **Agentic Process Control** (The Yield Maximizer)

*Nearly two-thirds **(64%)** of manufacturing CIOs prioritise P&L impact through **procurement efficiency (35%)** and **supply chain optimisation (29%)**.*

-TechCircle CIO Pulse Survey 2026

AI-Driven Quality Assurance
(The Zero-Defect Push)

Manual inspection is prone to fatigue. In sectors like textiles and auto-ancillaries, slip-ups cost contracts. The shift is toward Computer Vision systems.

The Shift: Computer Vision systems that inspect 100% of output in real-time.

Impact: Using AI vision, Robro Systems (Indian textile tech) reduced rejection rates by 40%, and increased production speed by 15%.

Source: Robro Systems 2024

Camera vision is one of the technologies by which we have improved quality of our finished goods and increased production capacity. Adoption will be the key to the success of any digital transformation.

Gaurav Bansal
Cluster Head, Hindalco

Our focus was simple: help teams make better decisions, earlier. We applied AI to remove manual effort and reduce delays in critical workflows. The result was a visible shift, from reactive firefighting to proactive planning.

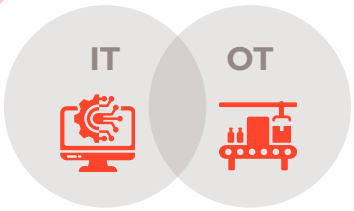
Mukul Sinha
Head - AI & Analytics,
Uno Minda

Predictive Maintenance
(The Uptime Engine)

Context: Indian plants often run on a "Fail & Fix" model, leading to costly unplanned downtime that includes missed SLAs, and overtime costs.

The Shift: IoT sensors and analytics on vibration, temperature, and pressure predicting failure weeks in advance, with insights embedded into maintenance planning.

Impact: Tata Steel utilized analytics on critical assets (blast furnaces) to avert major breakdowns, preserving crores in production value.



*Strengthening **IT–OT alignment** in an automotive manufacturing setup through joint governance and shared KPIs improved shop-floor execution. Integrated MES–ERP data reduces downtime by 15%, improves OEE by 8–10%, and cuts changeover time by 12%.*

Parna Ghosh
Group CIO, Uno Minda

Real-Time Production Visibility
(The Agility Layer)

Decisions made on "yesterday's data" pulled from Excel sheets are dangerous in a high-speed market. You need a "Single Source of Truth" connecting the shop floor PLC to the top floor ERP.

Impact: Bharat Forge and other Indian manufacturers that integrated IoT data with MES/ERP have reported OEE improvements of ~15%, faster response to disruptions, and tighter control on WIP and rework.

Source: Bharat Forge 2025

Agentic Process Control
(The Yield Maximizer)

- **Context**: Process variability depends heavily on the skill of the individual operator.
- **The Shift**: AI that autonomously adjusts parameters (temperature, pressure) to keep the process in the "Golden Batch" zone.
- **Impact**: Jubilant Ingrevia reduced process variability by 60%, nearly doubling output without adding new machinery.

Source: WEF 2024

The lesson is simple:

Indian manufacturing does not need more use cases. It needs a sharper focus on **fewer, financially material use cases**, executed with discipline.

Focusing Only on High-Yield Cases = 2x ROI

CHAPTER 2

Practitioner Wisdom
The "Orchestration" Challenge

We interviewed seasoned CIOs and Plant Heads who have successfully scaled digital programs. A surprising consensus emerged: ***"The technology is the easy part. The orchestration is the nightmare."***

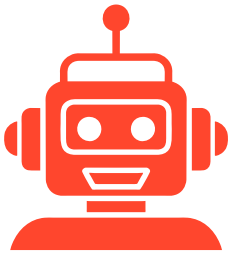
“How do I get five plants, IT, OT, vendors, finance, and line supervisors to move together, at speed, in the same direction?”.

Technology proofs are easy to demonstrate in a controlled cell. What is difficult is turning those proofs into a **new way of working** across multiple plants, SKUs, and shifts-without derailing the P&L in the process. Three recurring lessons emerged:

INSIGHT 1

Avoid the "Shiny Toy" Trap

Many Indian manufacturers fall into the trap of "collecting" technologies-a robot here, a dashboard there, an AI PoC somewhere else. Successful practitioners flip the model. They don't shop for tools; they define the business loss.



- They ask: “Where are we losing the most money-scrap, energy, downtime, claims, working capital?”
- Only then do they ask: “Which digital levers can plug this?”

> *A major bottleneck in our operations was the lack of process transparency across plants. With a unified digital platform and automated data capture, we eliminated manual dependencies and reduced delays significantly. What earlier required days of coordination now happens in minutes with clear accountability.*

Sukanta Nayak
CDO, Triveni Engineering

INSIGHT 2

Use “Squads”, Not Silos

A classic failure mode is IT building a solution in a silo and "handing it over" to Operations only to hear: “This doesn’t work for us.”
Leaders that break this pattern use cross-functional squads or “tiger teams”:

- A Process/Production Engineer who understands the line.
- A Data/IT Lead who understands systems and models.
- A Shift Supervisor/Line Leader who speaks for the operators.
- Often a Finance partner to validate the savings.

INSIGHT 3

Peer Networks as Force Multipliers

There is no glory in reinventing the wheel. Not every plant needs to rediscover the same pattern from scratch. If a peer in the industry has solved boiler efficiency using a specific architecture, smart leaders adapt that pattern.

- Leverage forums like CII, NASSCOM, and the WEF Lighthouse network to accelerate your learning curve

The strategy many articulate is blunt but effective:
“Copy and paste, don’t copy and waste.”

If a peer has cracked boiler efficiency or batch-yield using a particular architecture, the smart move is to adapt-not reinvent.

> *The real value of digital investments is unlocked by mindset. When domain expertise, industry context, and organizational realities are aligned, and built on a strong foundation of data and process, transformation becomes sustainable and measurable.*

Janardhan GJR
CIO
JSW Cement

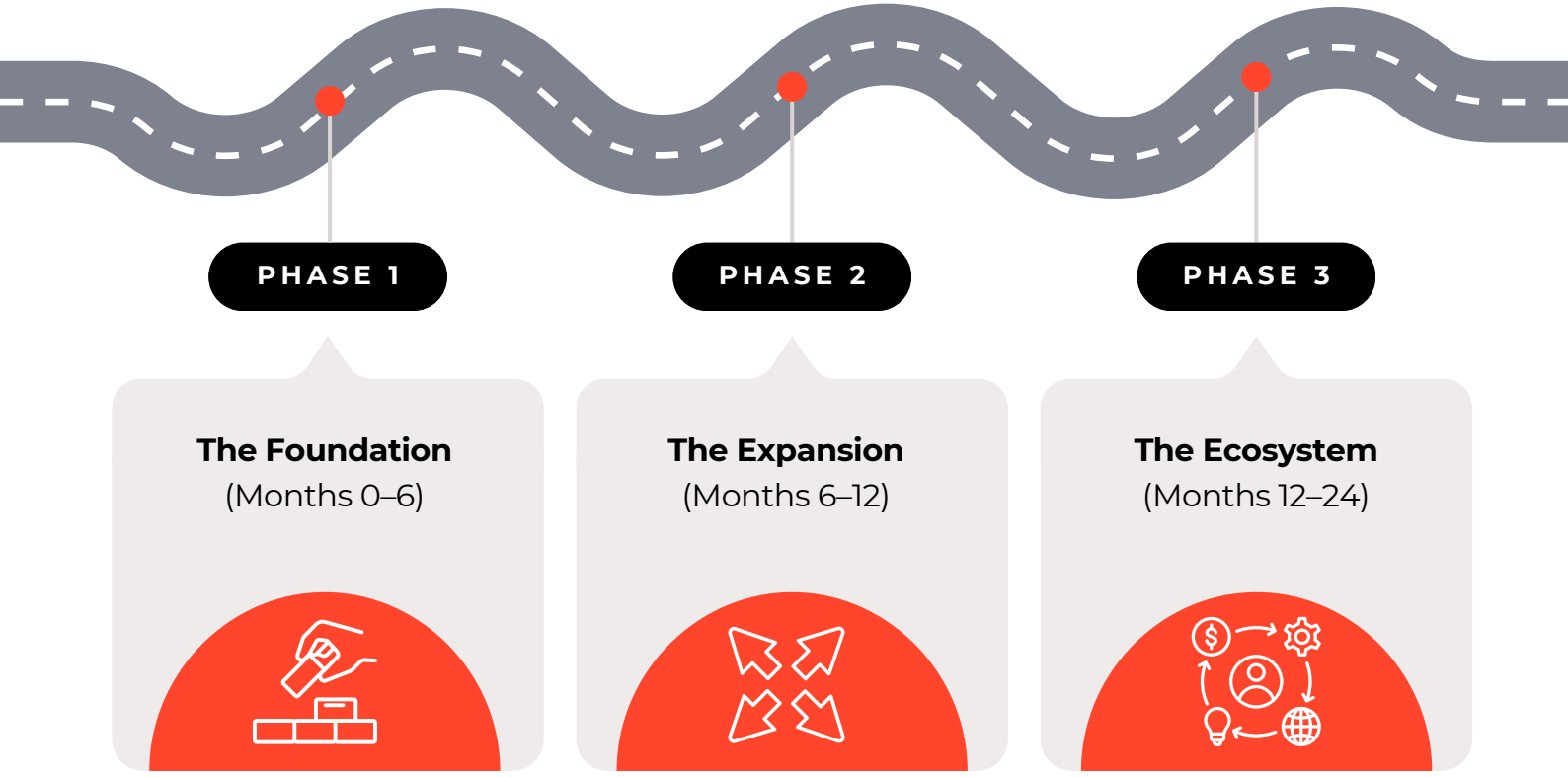
CHAPTER 3

The Blueprint
From Strategy to Scale (24-Month Roadmap)

Digital programmes rarely fail because leaders lack ambition. They fail because organisations try to do **everything, everywhere, all at once**: twenty pilots, five vendors, no common foundation.

Plants that are quietly compounding value approach digital like they approach engineering: **define a clear horizon, pick a few high-leverage use cases, wire the data once, and scale relentlessly.**

You cannot do everything at once. **We recommend a phased "Horizon" approach.**



PHASE 1

The Foundation (Months 0–6)

Objective: Prove value and fix the data plumbing.

The Action:

- Select one or two Golden Use Cases that are painful enough to matter, but contained enough to win-e.g., energy monitoring on a critical line, AI-based visual inspection on one cell, or predictive maintenance on a bottleneck machine.
- Implement a **Unified Data Namespace (UNS),** or equivalent architecture done via execution partners such as Kyndryl to stop "**spaghetti integrations**" between machines, historians, MES, and ERP.
- Standardise basic data definitions (assets, lines, shifts, product codes) so analytics are comparable.

Set a **Hard Gate**: If the pilot does not demonstrate tangible ROI or operational improvement in 12–16 weeks, shut it down and redeploy resources.

PHASE 2

The Expansion (Months 6–12)

Objective: Replicate and standardise success across lines and sites.

The Action:

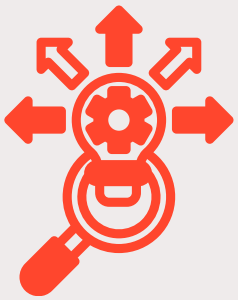
- Once one plant/line has proven a use case, template the solution-both technically and operationally-and roll it to sister lines and plants.
- Stop custom-building one-off integrations for every machine; move towards a standard stack for connectivity, storage, and analytics.
- Launch a Digital Academy focused on supervisors, planners, and engineers-training them to read dashboards, interpret alerts, and act on recommendations.

PHASE 3

The Ecosystem (Months 12–24)

Objective: Build systemic intelligence across the value chain.

Action: Once the internal foundation is stable:



- Move towards agentic AI-systems typically requires execution partners like Kyndryl, that can recommend or autonomously adjust parameters within guardrails.
- Extend visibility to suppliers and logistics partners via control towers and shared data interfaces.
- Integrate digital with sustainability and ESG goals: energy intelligence, emissions monitoring, waste tracking.
- Optimize using **real-world feedback loops**: adoption metrics, customer feedback, and human validation into continuous model improvement

Impact:
By this stage, digital initiatives should not be “nice to have.” They should be contributing materially (>5%) to EBITDA through yield, throughput, cost, and working capital improvements.

***85%** of CIOs point to **autonomous control systems** and **supply chain control towers** as 2026’s fastest EBIT levers.*

-TechCircle CIO Pulse Survey 2026

The next leap in manufacturing competitiveness will not come from automation alone. It will come from bridging the IT-OT divide and converting shop floor data into real-time enterprise intelligence. When operational signals seamlessly integrate with core systems, organizations unlock resilient, data-driven decision-making at scale.

Sachin Kulkarni
Consult Partner, Kyndryl

CHAPTER 4

Breaking the "PoC Paradox"

Digital Pilot Failure

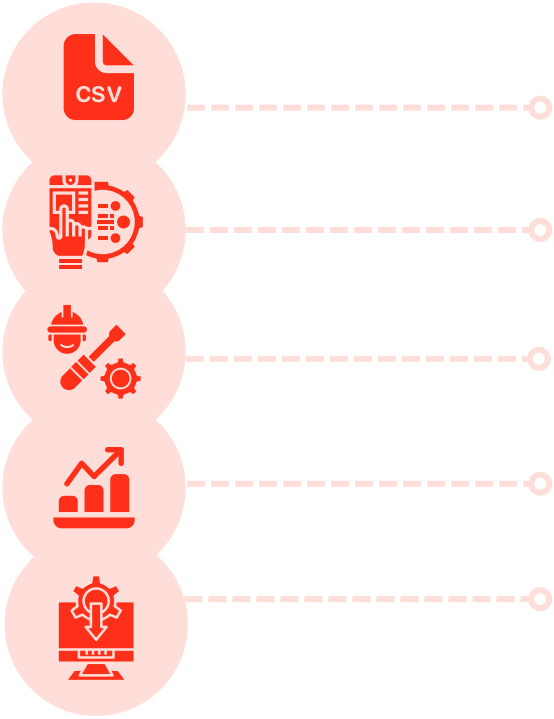
70% of digital pilots in India stall. They work in the lab but fail in the factory. This is the 'PoC (Proof of Concept) Paradox'.

Across India, the statistic is depressingly familiar: most digital pilots "work" in the lab but never change how the factory runs.

Source: TechCircle 2026

Why Pilots Fail?

Pilots are usually designed for **Accuracy** (e.g., "The model is 95% correct").
Enterprises require **Reliability** and **Integration**.



Models trained on **offline CSV dumps**, not live, noisy data streams.

Interfaces designed for data scientists, not for a shift supervisor running three lines simultaneously.

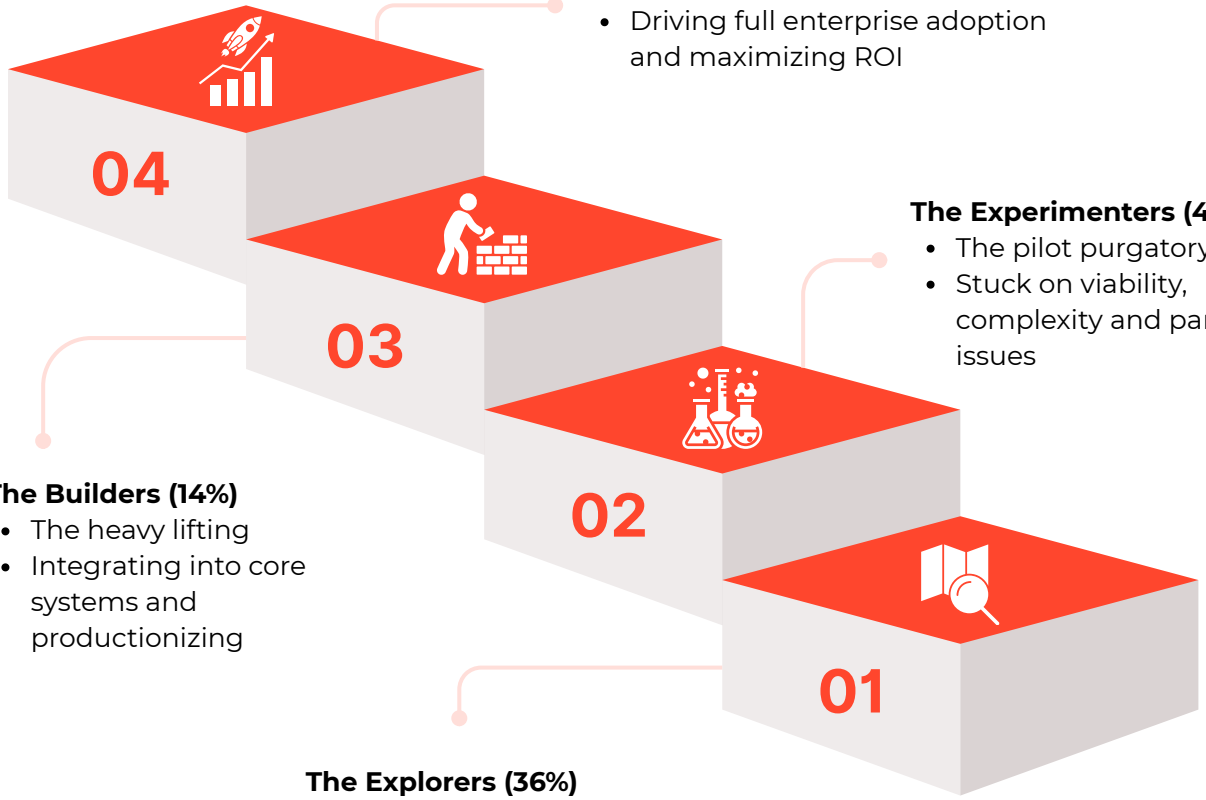
Ownership sitting with a vendor or a single developer, not with IT and maintenance teams.

Success measured in model accuracy ("95% correct") instead of **scrap saved, downtime avoided, or energy reduced**.

Legacy systems are the **single biggest blocker** to AI adoption – nearly 60% of AI leaders cite them as the primary barrier.

The Scalers (6%)

- The real payoff
- Driving full enterprise adoption and maximizing ROI



The Experimenters (44%)

- The pilot purgatory
- Stuck on viability, complexity and partner issues

The Builders (14%)

- The heavy lifting
- Integrating into core systems and productionizing

The Explorers (36%)

- Scouting new territory
- Trying the cool, 'next big thing'

As per TechCircle Analysis 2026, ***80%*** *of Manufacturing CIOs are in the Exploring and Experimenting Stage, and only* ***6%**** *are* ***scaling****.*

Real transformation began when we stopped running digital as pilots and started designing for scale. By standardising data, automating core workflows, and embedding analytics into daily operations, we cut cycle times, improved plant visibility, and enabled faster, more confident decisions across the enterprise.

R. Badri Narayan
VP-Digital Tech,
Bajaj Auto

Case in Point

Joining the 6% – A Ferro Chrome Giant's Leap from Pilot to Profit

While 80% of manufacturers are stuck in "pilot purgatory," this leading Indian Ferro Chrome producer broke the cycle.
Partnering with Kyndryl, they bypassed costly machinery upgrades and instead wired intelligence into existing brownfield assets - proving that digital at scale is a mindset, not a machinery budget.

The Problem

The Brownfield Barrier

- **Aged Infrastructure**: Legacy furnaces, boilers, and turbines were underperforming.
- **CAPEX Trap**: Upgrades required capital that slowed transformation.
- **Knowledge Drain**: Retiring workforce took tribal knowledge with them.

The Solution

Intelligence, Not New Infrastructure
Kyndryl's architecture enabled full-stack optimization without new machines:

- **Unified Data Pipeline**: Real-time OT data streamed to Oracle Cloud (ADW).
- **AI Write-back Loop**: Closed-loop ML models sent real-time commands to OT.
- **ERP Integration**: Oracle Fusion ERP was linked to plant data for real-time cost-to-output insights.
- **Knowledge Digitization**: Manual parameters and technician knowledge digitized via LCNC e-logbooks (Oracle Apex).

The Impact

Becoming a True Scaler

40%+ **Process Efficiency** across legacy furnaces, turbines, and boilers.

Real-Time Operational Discipline via BI dashboards tracking AI decisions.

Global Edge: Improved cost competitiveness for global clients like POSCO and Marubeni.

The Bottom Line:
You don't need new machines to scale. Wire the old ones for intelligence - and unlock EBITDA.

The Scale-Up Framework

To break the paradox, leaders must change the definition of ***"Done."***

Data Source	User Interface	Maintenance	ROI Metric
The "Pilot" Mindset (Failure Mode)			
Offline CSV dumps / Static History	Complex charts for data scientists	Managed by the developer	Technical Accuracy
The "Enterprise" Mindset (Success Mode)			
Live streaming data / Historian Integration	Simple Red/Green/Yellow indicators for operators	Managed by the IT/Maintenance team	Financial Savings (Scrap/Energy/Time)

Strategic Directive

Never approve funding for a pilot unless it includes a "**Scale-up Architecture**" plan.

CHAPTER 5

The Budget Maze
Speaking "CFO"

Digital leaders often struggle to unlock budget because they pitch technology features rather than balance sheet outcomes. " Simply put CIOs speak in technology language while the CFO speaks in balance sheet language.

The CFO does not care about “cloud latency” or “edge compute”. The **CFO cares about**: **EBITDA, Working capital, ROCE,** and **Cash conversion cycles.**

The Translation Layer

Instead of saying:
“We need ₹4 crore for a cloud data lake.”

Reframe as:
“We are asking for an investment that can reduce inventory holding by 12%, unlocking ₹15–20 crore of working capital and improving our cash cycle by 10 days.”

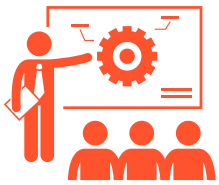
Instead of:
“We want to deploy AI-based predictive maintenance.”

Say:
“Unplanned downtime on Line 4 costs us ₹X lakh per hour. A ₹Y lakh investment in sensors and analytics can cut downtime by Z%, with a payback period of 9 months and an IRR of 22%.”

By automating order-to-cash, integrating plant dispatch data, and enabling real-time dashboards... we reduced order processing cycle time by over 30% and significantly tightened working capital control. The key shift was treating digital not as an IT project, but as an operational backbone.

Pramod Sao
CDIO, Saint Gobain

The One-Slide Business Case



Every digital proposal must fit on a single slide:

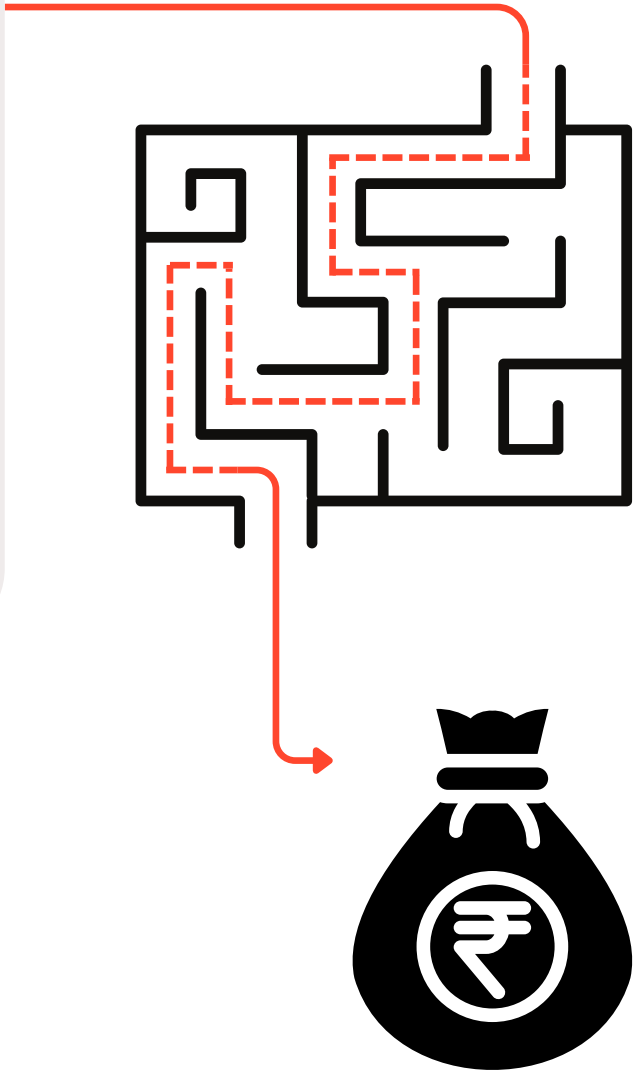
The Problem:
e.g., “Unplanned downtime on Press Line 4 costs us ₹18 lakh per hour; we lose 100+ hours annually.”

The Solution:
“Deploy predictive maintenance on the top 10 critical assets.”

The Ask:
“₹1.5 crore in sensors, connectivity, and analytics.”

The Return:
“Target: 40% downtime reduction; payback in 9–12 months; IRR ~22–25%.”

Once digital is consistently framed in hard financial language, budget becomes less about persuasion and more about prioritisation.



CHAPTER 6

Designing the Digital-Ready Organization

You **cannot run a 21st-century smart factory with a 20th-century org chart**. Most Indian manufacturers already own some of the right technologies; what they lack is the operating model and talent mix to use them at scale. The role of IT itself must evolve from a support function to a strategic driver.

Structure for Speed: The DTO

Establish a **Digital Transformation Office (DTO)**. This should not sit solely within IT. It must be a hybrid unit reporting to the COO or CEO, holding its own budget and mandate. This prevents the 'IT vs. Production' turf war.

Culture: The "Bilingual" Workforce

The biggest gap in India is not software; it is skills. IT engineers don't understand Pressure/Temperature and Plant Operators don't understand "APIs/Cloud."

- **The Fix**: Implement a "**Buddy System**." Pair young digital natives with veteran plant supervisors. The veteran teaches the process; the youth teaches the tool. This cross-pollination builds a bilingual workforce that secures the future.
- **Joint KPIs**: Shared metrics for IT, OT, and business (e.g., OEE, scrap, on-time delivery) instead of siloed "IT project completion" metrics.
- **Embedded Roles**: Placing data/analytics experts on the plant floor, not only at HQ.

> *IT's role has shifted from 'keeping the lights on' to shaping how work gets done. Digital for us is about outcomes - no longer a cost center but a profit lever.*
>
> *By digitising workflows, we have lifted productivity, sharpened decision-making, and created a culture where every conversation starts with facts, not opinions.*

Mehjabeen Taj
CDIO,
RPG (Raychem)

Indian manufacturing is moving from isolated automation to connected, end-to-end digitization. Cloud, edge, and industrial data platforms now form the backbone of resilience, cost competitiveness, and sustainability.

At Kyndryl, we focus on modernizing mission-critical environments, operationalizing AI at scale, and building hybrid IT–OT capabilities. By connecting engineering intent to plant execution through digital threads and AI insights, manufacturers unlock higher uptime, better quality, lower costs, and measurable sustainability gains.

Hitesh Shah
VP and Senior Partner,
Kyndryl India

CHAPTER 7

Sector Spotlights
What "Great" Looks Like

Frameworks are useful; examples change minds. Indian manufacturing is not short of lighthouse stories; many simply remain internal. This chapter highlights recognisable patterns rather than exhaustive case studies.

Benchmarks for Indian leaders to measure against:

Automotive

- Digital Twins are enabling rapid model changeovers to handle high-mix, low-volume variants.
- **Primary Value Lever:** Reducing downtime, stabilising quality and protecting OEE at scale.

Textiles
Waste and Energy as Profit Levers

- IoT on looms tracks yarn breaks, vibration and energy consumption.
- Plants see direct impact on material yield, and energy cost per meter.
- **Primary Value Lever:** Reduces waste and energy cost per unit

We didn't merely adopt technology - we embedded it at the heart of our growth strategy. From predictive fleet health to hyper-automation, we are shaping a future where uptime is relentlessly prioritized, sustainability is non-negotiable, and innovation never stands still.

Vinod G
CIO, Ashok Leyland

Pharmaceuticals

Compliance as a Competitive Advantage

- Electronic Batch Records (EBR) reduce documentation errors by up to 90%. Source: GMP Pros 2025
- Digital QA workflows shorten batch release times, improving **cash flow and capacity**.
- **Primary Value Lever:** Regulatory compliance as a competitive and cash-flow lever.

Process/Chemicals

Safety, Yield, and ESG

- AI video analytics monitor hazardous zones and PPE compliance.
- Advanced Process Control and AI setpoint optimisation improve yield and reduce off-spec batches.
- **Primary Value Lever:** Yield stability and safety in high-risk continuous operations.

Mining & Heavy Infra

Operational Control as a Business Imperative

- Real-time fleet and fuel telemetry **improves asset utilisation**.
- Digitised regulatory and GPS-enabled workflows eliminate manual errors and reduce compliance risk.
- **Primary Value Lever:** Operational control and compliance across distributed assets.

> *At the Siarmal coal mines, Dilip Buildcon has set a new benchmark in industrial digitalisation. By integrating Dassault Systèmes' platforms with Birlasoft's delivery expertise, we have built a seamless digital ecosystem anchored on SAP and supported by Kyndryl. From real-time fuel management to GPS-enabled RTO processes, this transformation has replaced manual inefficiencies with digital precision-optimising vehicle utilisation and coal output while strengthening operational safety and sustainable growth.*

Satyanarayana Kasturi
CIO, Dilip Buildcon

Each of these sectors demonstrates the same pattern: **Clarity of business problem, disciplined data foundation, cross-functional teams, and relentless scaling**.

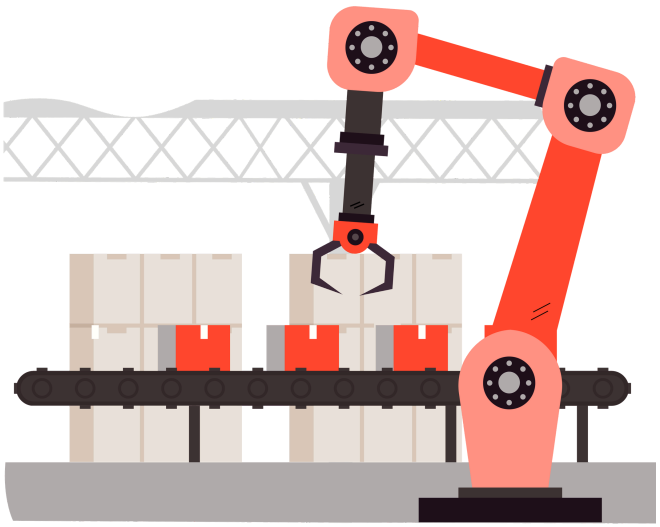
CHAPTER 8

The 180-Day Mandate: Architecting the Self-Correcting Factory

Over the next decade, India will either emerge as the world's most reliable manufacturing partner or quietly watch others take that position.

The differentiator will not be cheaper labour, larger land banks, or policy incentives alone. It will be the ability of Indian manufacturers to convert operational complexity into disciplined, repeatable execution. Agentic AI does not begin with autonomy or scale.

It begins with a far simpler, more uncomfortable question - one that every CIO, CTO, and CDO must answer clearly:



What Do You Do on Monday Morning?

The intent of this agenda is not to prescribe a program. It is to **anchor a focused 180-day transformation arc-long enough to move beyond pilots, short enough to preserve urgency**. One that builds credibility, aligns the business, and creates the conditions for scale.

Days 0–60: Establish Direction and Intent

PHASE 1

The first phase is about choice, not speed.
Leadership must deliberately select a starting point that is:

- Financially Material
- Operationally Bounded
- Real Wins, No Drama

This is where intent is set. If the problem is not board-relevant, the initiative will never survive competing priorities. If success is framed technically rather than economically, it will remain discretionary.
By the end of this phase, the organisation should have clarity on what truly matters-and what does not deserve attention yet.

Days 61–120: Build Credibility Through Execution

PHASE 2

The second phase tests execution discipline.
This is where many transformations falter-not because technology fails, but because accountability diffuses and outcomes are defined narrowly. Early wins must be measured in business terms, not activity milestones.

The shift here is subtle but decisive: digital stops being discussed as an IT initiative and starts being evaluated as an operational lever.

When this happens, sponsorship strengthens-not through persuasion, but through evidence.

Days 121–180: Design for Repeatability

PHASE 3

The final phase is not about expansion,
It is about institutionalisation.
As the first use case stabilises, the organisation must absorb its learnings into how decisions are made, governed, and repeated. The objective is not heroics or bespoke brilliance-it is the ability to reproduce outcomes without friction.

Agentic AI will not scale through individual excellence. It scales only when the organisation itself is designed to carry intelligence forward.

The Subtle but Critical Shift

By the end of 180 days, the objective is not autonomy or enterprise-wide rollout.

The **objective is confidence**.
Confidence that the organisation can:

- Pick the right problems,
- Govern intelligence responsibly
- Translate digital action into financial outcomes,
- Repeat success without chaos.

This is the moment when digital stops being an experiment and becomes an operating muscle.

> *Digital success isn't about technology alone-it's about aligning people, processes, purpose, and performance to create measurable business outcomes.*

Subhash Punjabi
CISO, Deepak Fertilisers

> *We are enabling seamless machine-to-man connectivity through digital platforms to reduce manual touchpoints, prevent repetitive errors, and strengthen shop floor-to-enterprise visibility.*

Raaghavendra TR
IT Project Manager, Honda Motorcycle

The Final Word

The final word is not about technology. It is about **leadership**.

India has the market, the policy tailwinds, and the engineering talent. The missing piece is the will to move from experimentation to execution at scale.

The factories that win the next decade will be those whose leaders make one clear decision

Digital is no longer a side project.
It is how the business runs and scales.

TECHCIRCLE

About TechCircle

TechCircle is a trusted Go-to-Market consulting and intelligence platform for technology providers. We enable global and Indian tech suppliers to accelerate growth by combining account-level research, market insights, and exclusive executive engagement platforms.

Through in-depth industry intelligence, account profiling, and tailored engagement formats, we connect technology providers with the right decision-makers across BFSI, manufacturing, healthcare, and other industries.

By bridging enterprise intent with supplier opportunity, TechCircle acts as a growth partner, helping tech providers build meaningful client relationships and convert them into measurable business outcomes.

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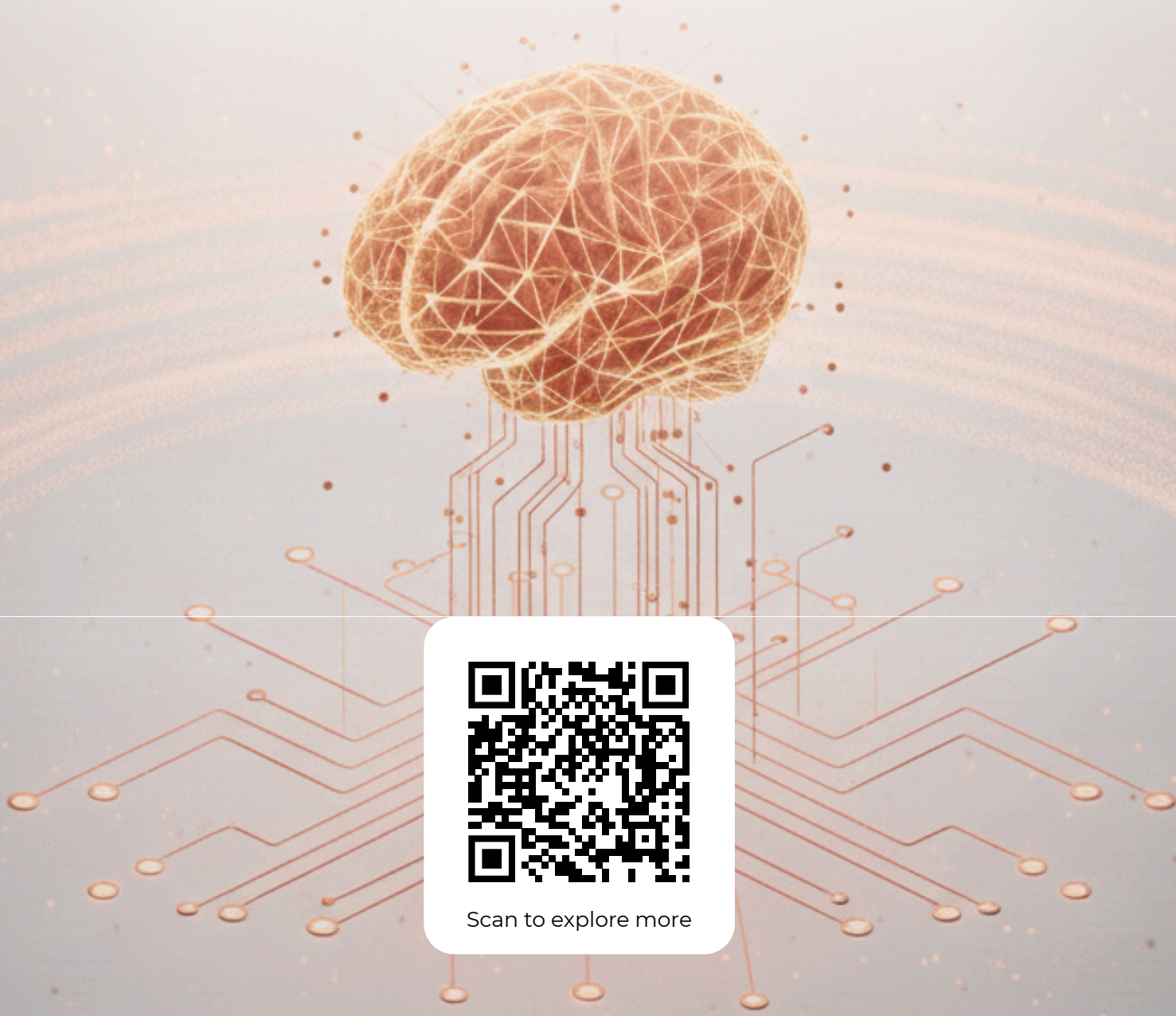
India's Manufacturing Boom

Winning the Next Decade

Executive Playbook



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