Ahead of What's Ahead: The Enduring Power of Preparedness

Marketing has never had more data, technology, and AI at its disposal. Has it become easier or harder to build enduring brands?

I would say it's become significantly harder but also far more strategic.

Today, every company has access to similar technologies, comparable data, and increasingly, the same AI tools. The real differentiator is no longer what you say, but what your brand consistently stands for.

We're also operating in what many call the attention economy. Consumers and enterprise buyers are exposed to thousands of messages every day, making attention one of the scarcest business resources. In that environment, visibility alone doesn't create value, credibility does.

That's why the role of marketing has fundamentally changed. The CMO today isn't just responsible for campaigns or communications. Marketing has become a strategic growth function, influencing market perception, customer experience, innovation, reputation, and ultimately, business outcomes. In many organisations, it is marketing that brings together customer insight, competitive intelligence, and emerging trends to help shape strategic decisions.

The strongest brands aren't built by saying more, they're built by standing for something meaningful and delivering it consistently over time.

To me, that's the real role of modern marketing: creating relevance before demand exists, building trust before the first conversation, and ensuring the brand becomes a long-term business asset rather than a short-term communication exercise.

Many brands are talking about AI. Why did Newgen choose to talk about preparedness through 'Ahead of What's Ahead' instead?

Because AI is only one chapter of a much bigger story.



We're living in an era where more than 90% of the world's data has been created in just the last few years, customer expectations continue to rise, and business cycles are shrinking. Leaders aren't simply trying to adopt new technologies; they're trying to build organisations that can thrive amid continuous change.

That insight inspired Ahead of What's Ahead.

It wasn't conceived as a campaign; it emerged as a philosophy. We wanted to move the conversation beyond digital transformation and ask a more fundamental question: Is your organisation prepared for what's next, even if you don't yet know what that is?

Preparedness today isn't just about technology. It's about leadership, agility, decision-making, and building enterprises that can continuously evolve. Technology enables that journey, but mindset defines it.

That's why Ahead of What's Ahead resonates. It's not about predicting the future, it's about preparing for it.

Every technology company claims to be AI-first. Why is Newgen talking about orchestrating intelligent enterprises instead?

Because AI, by itself, doesn't solve enterprise complexity. The average enterprise today operates hundreds of applications, generates enormous volumes of structured and unstructured information, and manages thousands of business decisions every day. Adding another AI model into that environment doesn't automatically create business value.

The real opportunity lies in orchestration. At Newgen, we've spent over three decades helping organisations digitise mission-critical operations across banking, insurance, government, healthcare, and shared services. Today, we believe the next phase of enterprise transformation is about intelligently connecting every moving part, people, processes, content, communications, data, and AI.

That's what we mean by Orchestrating Intelligent Enterprises.

Think about a bank approving a commercial loan or an insurer settling a claim. Success isn't determined by AI alone; it's determined by how seamlessly information flows, decisions are made, compliance is maintained, and customers are served. When intelligence is orchestrated across the enterprise, organisations become faster, more resilient, and significantly more responsive.

The future won't belong to organisations with the most AI. It will belong to those that orchestrate intelligence most effectively.

AI is dominating every boardroom conversation today. What's the biggest misconception business leaders still have?

The biggest misconception is that AI itself is the transformation.

It isn't.

Over 70% of enterprise information exists in unstructured formats, documents, emails, contracts, reports, conversations, and images. If organisations can't access, govern, and contextualise that information, even the most sophisticated AI models struggle to deliver meaningful outcomes.

AI should be viewed as an enterprise capability, not an isolated technology initiative.

The organisations creating real value are embedding intelligence into everyday work—helping relationship managers make better decisions, enabling underwriters to assess risk faster, assisting healthcare professionals with documentation, or automating customer service while maintaining human oversight.

The conversation is gradually shifting from 'How do we deploy AI?' to 'How do we redesign the enterprise around intelligence?' That's a far more strategic discussion.

Enterprise buying has changed dramatically. How should technology companies rethink marketing?

Enterprise buying today is fundamentally different from what it was five years ago.

> ***At Newgen, that philosophy influences how we innovate, how we engage customers, and how we think about enterprise transformation. We believe the next era of competitive advantage will not come from isolated AI initiatives or standalone digital projects.***

Technology decisions are no longer made by one function. A single transformation programme often involves business leaders, operations, technology, risk, compliance, finance, and customer experience teams. At the same time, customers are looking for measurable business outcomes rather than technical specifications.

That changes the role of marketing.

Our responsibility is no longer to explain products. It's to simplify complexity. We have to demonstrate how technology accelerates growth, improves customer experience, strengthens resilience, and delivers operational efficiency.

Marketing therefore becomes an exercise in building confidence. The companies that succeed will be those that educate the market, shape industry conversations, and help customers navigate uncertainty, not simply sell software.

As a global CMO, what leadership qualities do you believe will define successful organisations over the next decade?

Three qualities stand out.

The first is adaptability. The pace of change means organisations can no longer reinvent themselves every few years, they have to evolve continuously.

The second is curiosity. By 2030, nearly one-third of work activities are expected to be automated or augmented by AI, making continuous learning one of the most important leadership capabilities.

The third is trust.

As technology becomes increasingly autonomous, trust will become the defining differentiator. Customers will choose organisations that are transparent, responsible, and accountable in how they use AI and data.

Leadership today isn't about having every answer. It's about building organisations that are prepared for questions the future hasn't asked yet.

What does being 'Ahead of What's Ahead' mean to you personally?

To me, it's a way of leading.

The best organisations don't wait for certainty before they act. They invest in capabilities before they're urgently needed, challenge assumptions before markets force them to, and build cultures that embrace change rather than resist it.

That's also how I think about marketing. A strong brand shouldn't simply reflect where a business is today, it should signal where it's going next.

At Newgen, that philosophy influences how we innovate, how we engage customers, and how we think about enterprise transformation. We believe the next era of competitive advantage will not come from isolated AI initiatives or standalone digital projects. It will come from enterprises that can intelligently orchestrate technology, people, and processes to create meaningful business outcomes.

Because in a world where change is constant, preparedness isn't just an advantage anymore, it's the foundation of sustainable growth.