



Carving India's Digital Transformation Journeys



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With AI becoming an indispensable tool for creating diverse and integrated tech platforms, how do you envisage Newgen driving innovation and business conversions that are experiential for both the company and its customers?

At Newgen, innovation is institutionalized. We reinvest close to 10% of our revenues into R&D every year, which allows us to stay ahead of technology shifts, especially in AI. But for us, innovation is not about chasing trends. It is about translating intelligence into real business outcomes.

We are embedding AI across our unified platform to move from simple automation to intelligent orchestration of end-to-end journeys. This is transforming how our customers serve citizens, policyholders, and enterprises through faster decisions, predictive insights, and highly personalized experiences.

From a business standpoint, this AI-first approach shortens value realization and accelerates conversions. Customers can now see tangible impact in weeks, not months. That is how Newgen is driving innovation that is experiential, outcome-driven, and scalable for both our customers and for us.

How are you leading Newgen in harnessing India's young tech talent and positioning them for global impact?

At Newgen, young talent is not at the edge of our organization, it is at the core of our growth engine. Every year, over 35–40% of our new hires come in through our Management Trainee program across engineering, product, and business roles. These young professionals are deployed directly on live global platforms and customer transformations from the very start of their careers. In parallel, we run the Newgen Young Leaders Program, a highly selective initiative that brings in top talent from leading management institutes to build our next generation of business leaders. NYLP participants work directly with senior leadership, lead cross-geo strategic initiatives, and take early ownership of high-impact growth programs. In many ways, Newgen's global footprint is being shaped by young Indian talent—engineers and leaders who are building mission-critical digital platforms for banks, governments, and enterprises worldwide.

What are the various tech platforms of Newgen, the industries they serve, and the strategies planned for upgradation and expansion?

Newgen is an AI-first unified digital transformation platform provider, with our core platforms spanning content services, business process automation, communication management. Nearly 100% of our new customer deployments now happen on this unified platform, across over 70 countries. More than 60% of our customers are already on cloud or hybrid environments, and we continue to accelerate that shift. We reinvest close to 10% of our revenues into R&D, with AI, generative intelligence, and intelligent orchestration being our biggest upgrade focus.

Our strategy for upgradation and expansion is both deliberate and transformative. We are embedding AI as a default layer across the platform, strengthening it with low-code accelerators, advanced content intelligence, and unified customer data hubs that remove silos. In essence, we are not just building platforms; we are creating intelligent ecosystems that can orchestrate experiences seamlessly from end to end.

What is the growth curve that Newgen has embarked upon in terms of investment and

revenue?

Newgen is on a steady, well-calibrated growth curve, balancing consistent revenue expansion with focused long-term investments. The company continues to record double-digit growth while increasing investments in AI led platforms, cloud-native solutions, and global market expansion. The emphasis is clearly on building annuity-led, predictable revenue while strengthening product depth and enterprise-scale deals ensuring both near-term performance and long-term scalability.

As a woman in a corporate leadership role, what shift do you observe as more women rise through the professional hierarchy?

What's shifting is not just representation, but the architecture of leadership itself. As more women rise through the hierarchy, decision-making is becoming less linear and more multidimensional. There is greater comfort with complexity, fewer performative power games, and more focus on long-term value than short-term dominance. Equally important is what's happening one layer below the top. Mid-career women today are no longer calibrating themselves against a single idea of authority. They are building distinct leadership signatures, commercial, technical, creative, and strategic. That diversity of leadership styles is quietly changing how organisations take risk, resolve conflict, and define success. The real shift, therefore, is not symbolic. It is structural.

Your guiding principles as a professional—and your message to young women aspiring for corporate careers?

I operate on three simple rules: clarity, accountability, and outcomes. I believe in saying things as they are, taking full ownership of what I commit to, and being judged by results, not intent. I respect speed, but never at the cost of substance. And I value people who disagree intelligently more than those who agree easily. Be unmistakably good at what you do. Talent is still the strongest currency in the room. Don't over-invest in being liked; over-invest in building mastery. Take risks before you feel fully ready. Learn the business, not just the role. And remember, confidence is not a personality trait, it's a byproduct of preparation.