

TrendSetters

LEADERSHIP **talk**

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Building The Digital Backbone For Viksit Bharat

Virender Jeet, CEO of Newgen Software, on why governance at scale demands AI-first platforms and how India's homegrown tech can lead the next wave of transformation.

OB India is experiencing a massive digital shift. How do you see this moment?

Over the last several years, India has demonstrated strong leadership across multiple domains, from the India Digital Stack in financial services to the transformation of payments, quick commerce, and a wide range of government digital platforms. Several of these initiatives have set global benchmarks, and the pace of innovation continues to accelerate. With the government's commitment to the vision of Viksit Bharat 2047, we can expect sharper momentum across key sectors of the economy. Digital infrastructure today forms the backbone of most industries and is central to nation-building. At the same time, there is a strong need for deeper investments that reduce dependence on critical technologies. Digital software is one such priority area where India still has significant ground to cover, especially in IP creation and research-led product innovation.

OB Newgen often says it is Born in India, Proven Globally. What does that mean for the company?

Our identity is rooted in R&D based Product DNA. We build platforms that solve some of the most complex and mission critical problems. India as a market provides you some of the world's largest transaction volumes and user loads. Being born in India simply gave us early opportunity and exposure to such large and complex problems. With our Product-First mind set we have

been able to create Enterprise grade products which not only solve such use case in India but across the globe.

What makes us proven globally is our ability to run mission-critical systems in more than 70 countries and to meet global standards for security, governance, and performance. When the same platform can support an insurer with 15 billion documents, a ministry with 190 terabytes of content, and a global bank with millions of credit decisions annually, it shows the maturity of the technology.

Born in India signals heritage. Proven globally signals capability.

OB Why are more large enterprises and government institutions choosing Newgen today?

More large enterprises and government institutions are choosing Newgen because they want a single, unified platform that can digitize complex, content-heavy processes with speed, governance, and strong ROI, rather than stitching together point solutions. Newgen's AI-first low code platform, deep domain expertise in regulated industries, and cost-effective delivery model have made it a strategic backbone for banks, insurers, governments, and large enterprises across emerging and mature markets.

Enterprises are consolidating. They want one platform for content, workflows, communication, and intelligence rather than ten separate systems. But beyond consolidation,

they choose us for our ability to deliver in the most complex environments.

OB Newgen is one of India's few homegrown product companies. How has that identity shaped you?

Being one of India's few truly homegrown product companies has shaped Newgen with a builder's mindset, long-term investment in IP, deep R&D, and focus on platform engineering. This origin in products, not services, means the leadership talks more about architecture, use cases, and outcomes than about headcount or billing rates. This has been the vision set by our founder Mr Diwakar Nigam and continues to be the driving force for whatever we do.

Growing out of India has also made Newgen very cost-conscious and value-driven, which resonates with emerging markets and price-sensitive public sector buyers. At the same time, competing in mature markets like the US has pushed the company to meet global benchmarks in security, scalability, and analyst recognition, while still emphasizing its Born in India, Built for Global Enterprise.

OB How different is selling to Indian enterprises and PSUs compared to global markets?

Selling to Indian enterprises and PSUs typically involves more elaborate procurement cycles, detailed RFPs, strong price sensitivity, and an emphasis on compliance with Indian regulations and government guidelines. These

customers often look for proven deployments in Indian contexts and expect vendors to handle scale, leverage India Digital Stack and understanding of complexity of their business processes.

In mature global markets like the US, the focus is more on specific business outcomes, clear use cases, and rapid value realization, with buyers expecting cloud-first architectures and tight integration with existing core systems. There, Newgen leans more on partners, GSIs, and a 'use-case first' approach, positioning its platform as a specialist in key verticals. Recognition from global analyst help in introducing Newgen to new entities and enterprises.

OB BFSI is your strongest vertical. What makes Newgen a preferred platform for banks and insurers?

Banks and insurers prefer Newgen because it acts as a single AI lead platform orchestrating end-to-end journeys across front, middle, and back office while integrating tightly with existing cores. Its strengths in lending, trade finance, onboarding, and service requests combine process automation with content and communication management, which are central to BFSI operations.

The platform also helps BFSI institutions balance innovation with governance, embedding rules, checks, and audit trails into workflows, which is critical for regulators. Cost-effective delivery, prebuilt accelerators for banking and insurance, and the ability to scale across millions of customers make it attractive in both emerging and mature financial markets.

OB Are enterprise deal sizes in India increasing? What is driving this?

Yes. India has moved from isolated automation to platform

transformation. Consolidation, DPDP Act readiness, and enterprise AI adoption are driving larger, multi-year engagements. Institutions want a unified system that governs content, workflows, communication, and intelligence with full auditability. This shift is increasing deal sizes across PSUs and BFSI.

OB How is Newgen embedding AI across the platform?

Newgen positions itself as an 'AI-first unified digital transformation platform,' embedding AI into core modules rather than treating it as an add-on. Use cases span document understanding, automated classification, data extraction, decision support, and conversational experiences in banking, insurance, and other regulated industries.

The company uses large language models and traditional ML to improve backoffice efficiency, frontoffice engagement, and midoffice decisioning, while emphasizing transparency, governance, and control to address concerns like hallucination and data integrity. Named AI components such as Marvin for task automation and Harper for client conversations illustrate a strategy of packaging AI into reusable, domain-tuned building blocks.

OB Records management is becoming critical for governance. What role does Newgen play?

Newgen plays a central role in records management by providing enterprise-class ECM/EDRMS platforms that handle capture, storage, retention, and disposal of physical and electronic records. In government archives and national record authorities, its solutions support large-scale digitization, classification, and retrieval, improving transparency

and citizen service.

For regulated sectors, robust records management underpins compliance, audit readiness, and legal defensibility, which is why Newgen stresses governance features such as lifecycle rules, access controls, and tamper-evident repositories. As data volumes grow, these capabilities also become a foundation for AI/GENAI and analytics, enabling organizations to safely unlock value from historical content.

OB What is the culture of innovation like at Newgen?

We consistently emphasize sustained R&D investment, more than 10% of annual revenue as proof that innovation is central to Newgen's culture, not a side project. The company's history of building and evolving its own platform over decades, rather than relying on third-party products, reinforces a strong engineering and product culture.

Innovation is framed around customer problems in regulated industries: teams cocreate with banks, insurers, and governments to translate domain insights into repeatable accelerators and product capabilities. At the same time, partnerships with hyperscalers, GSIs, and ecosystem players extend innovation beyond the lab, ensuring that new features can scale across geographies and sectors.

OB What is Newgen's long-term vision?

Our vision is to be the global platform of choice for AI-enriched content, workflows, and enterprise decisioning. We want to continue proving that India can build world-class enterprise platforms while supporting the country's most important digital transformation programs.