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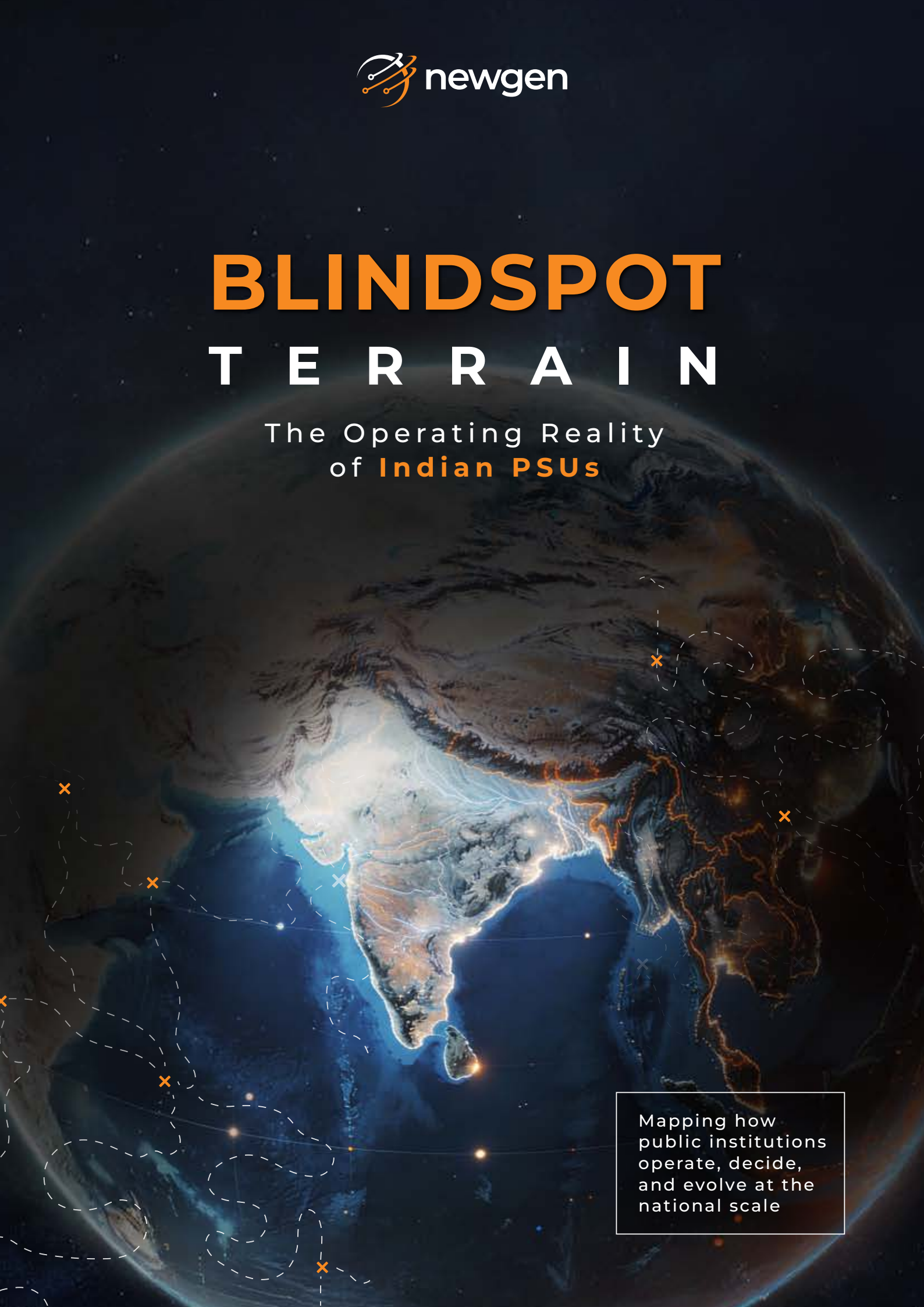
BLINDSPOT TERRAIN

The Operating Reality of Indian PSUs



Mapping how public institutions operate, decide, and evolve at the national scale

Mapping the **Blind Spots** in India's Public Sector

Indian PSUs sit at the heart of the nation's economic and institutional engine. From moving millions of citizens every day to powering cities, financing growth, managing national infrastructure, and safeguarding public trust, PSUs operate at a scale and complexity few organisations in the world experience. As India advances towards the vision of Viksit Bharat 2047, they are expected to lead the charge as the **first mile of delivery**. Speed, transparency, accountability, and resilience are now operational mandates.

Recently, at a national PSU Summit, Newgen had the opportunity to engage closely with senior PSU leaders. Over three days of deep dialogues, panel discussions, closed-door conversations, and a structured survey, leaders from transport and infrastructure, energy and utilities, financial services, manufacturing, and government digital agencies shared candid perspectives on their priorities, constraints, and ambitions. The conversations went beyond surface-level digitization. PSUs face challenges of **scale, compliance, legacy systems, and rising expectations**. While ERP systems are embedded, workflows and content around them remain fragmented: procurement, contracts, billing, and grievances run across disconnected platforms, creating blind spots. **Documents exist, but they are difficult to locate;** processes lack transparency; and data isn't timely for informed decisions. Leaders see AI's potential in contract analysis, anomaly detection, and citizen services, but most are in early stages. AI alone won't solve fragmentation. **Without unified platforms, governed content, reliable outputs, and auditable workflows, AI risks becoming just another layer in an already complex stack.**

These terrains are a reflection of those conversations. It is not an abstract framework, nor a generic view of public sector challenges. It is a symbolic map of the **operational and governance blind spots** observed across PSU environments, drawn from real priorities shared by PSU leaders themselves. Each blind spot represents a gap between intent and execution, between systems and outcomes, between data and decisions. Alongside each blind spot, these terrains also highlights how these gaps can be addressed. Based on Newgen's experience working with large PSUs and public institutions, it outlines how unified platforms for **content, process, and decision automation** can bring visibility where there is opacity, control where there is fragmentation, and confidence where there is risk. The focus is on strengthening the digital spine around them, ensuring that operations remain scalable, compliant, and future-ready.

As you navigate these terrain, view it as both a mirror and a compass. A mirror that reflects the shared challenges facing India's public sector today. And a compass that points towards a more **integrated, accountable, and intelligent operating model** for the years ahead. The journey to Viksit Bharat will be defined by how effectively institutions can see, decide, and act without blind spots.

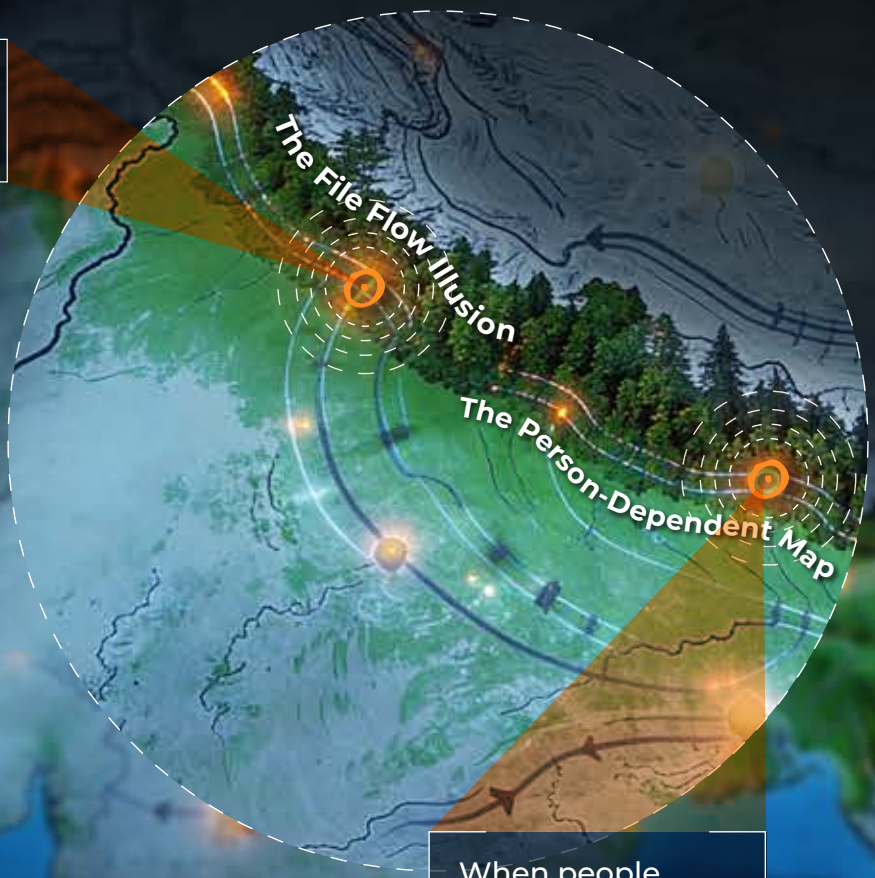
THE LEGACY PLATEAU

Where India's PSUs were built to succeed.

Stability, control, institutional memory.

Current Gap

Files move.
Decisions do not.



Built for stability.
Challenged by velocity.

Stability without visibility creates blind spots at scale. Velocity exposes integration gaps.

When people move, knowledge fragments.

Current Gap

Scaling the Plateau

Make institutional memory inheritable by systems.

India's PSUs were built on stability and control, with file-based workflows and hierarchical approvals ensuring continuity. These systems safeguard public interest, but they slow down decision-making. As speed rivals integrity, knowledge tied to tenure, not systems, creates blind spots, making transparency elusive and progress harder to measure. Movement often masquerades as momentum.

THE INTEGRATION BELT

Where systems begin to connect, imperfectly.

ERP at the centre.
Workflows at the edges.

Current Gap

Strong systems.
Weak connections.

Current Gap

Coordination depends on relationships, not platforms.

Systems connect.
Coordination strains.

When integration is episodic, institutions cannot move as one. Disconnected systems create blind spots in decisions.

The Island System Syndrome

The Multi-agency Fog

Unifying the Integration Belt

Orchestrate workflows around systems, not between them.

Most PSUs operate in the Integration Belt, anchored by ERP for finance and operations, with adjacent systems for documents and citizen services. These systems operate in silos, connected by manual reconciliations and data uploads. Multi-agency programs still rely on relationships, rather than shared visibility, leaving institutions as fragmented systems rather than unified organisms.

THE DECISION RIDGE

Where accountability meets hesitation.

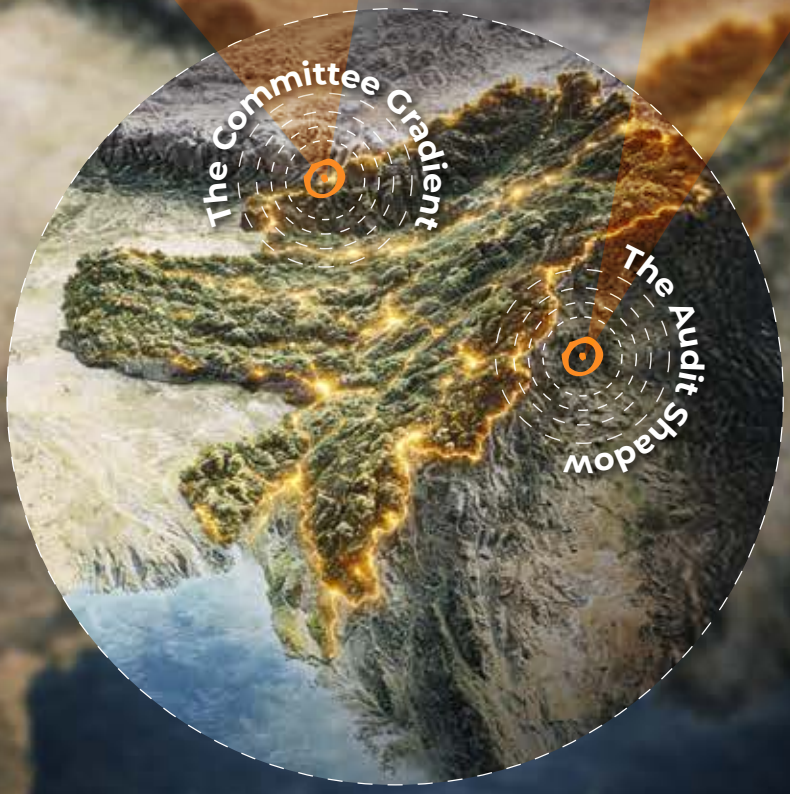
High stakes. Limited margin for error.

Current Gap

As stakes rise, speed declines.

Current Gap

Approvals are recorded. Confidence is not.



Every decision is visible. Few feel safe.

When decisions slow, risk shifts from action to inaction. What slows decisions here multiplies at scale.

Securing the Ridge

Make decisions explainable, not defensive.

The Decision Ridge reflects PSU leadership's reality; every approval carries public and regulatory weight. Committees diffuse risk, but rising stakes lengthen cycles. Audits aren't feared for intent, but for missing context: systems record approvals, not confidence, making hesitation a structural issue. Leaders often prioritize safety over outcomes, which slows progress.

THE SCALE PLAINS

Where pilots meet population reality.

Volume reveals the truth.

What works at 100 fails at 10 million.

Current Gap

Current Gap

Information exists. Decisions stall.

Growth multiplies complexity faster than intent.

At national scale, inconsistency becomes inefficiency. Scale without control puts AI at risk.

The Pilot Paradox

The Data Gravity Well

Advancing Across the Plains

Design platforms for volume, not pilots.

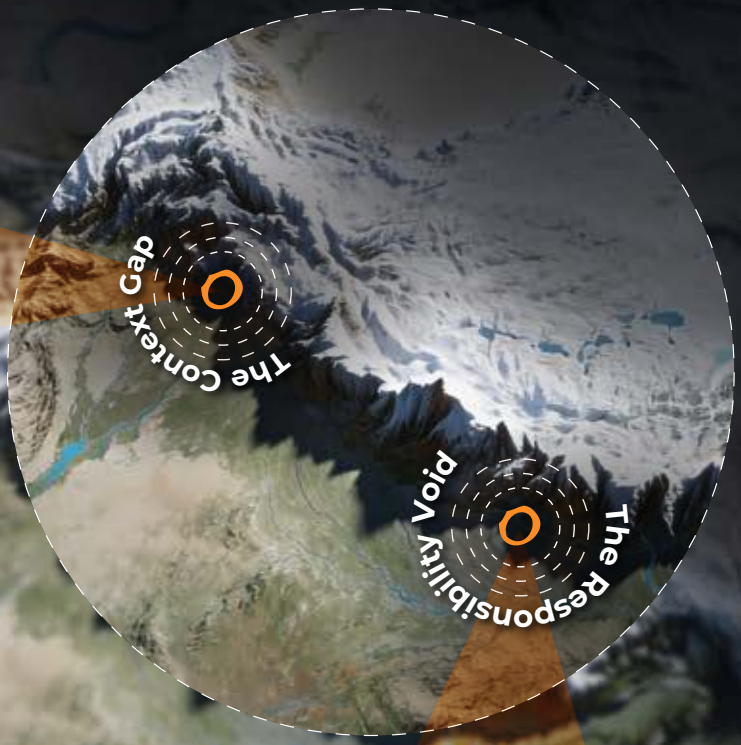
PSUs run successful digital pilots in lending, billing, and grievance management, but scaling to national volumes exposes cracks. Exceptions overwhelm systems, manual fixes return, and consistency breaks across regions. Decades of accumulated documents create inertia, slowing down decision-making. At scale, fragmentation gives rise to inefficiency, affecting citizens, vendors, and service delivery.

THE AI FRONTIER

New tools. Old terrain.

Augment judgment.
Do not replace it.

Intelligence without context creates faster uncertainty.



AI advances faster than institutional readiness.

Without governed data and traceable decisions, AI scales blind spots, not outcomes. AI scales safely only when foundations are ready.

When outcomes are automated, ownership becomes unclear.

Shaping the AI Frontier

Augment judgment.
Do not replace it.

AI interest is strong across PSUs, from contract analysis to citizen services. Yet adoption outpaces readiness. Applied without process context, explainability fades and accountability blurs. Leaders worry less about models than ownership. Who answers for automated outcomes? Without governed data and traceable decisions, AI risks amplifying blind spots.

Seeing the System as ONE

Blind spots do not operate alone. Failures across transport, energy, finance, and governance cascade system-wide. Caution breeds delay. Delay invites oversight. Oversight deepens hesitation. Institutions slow not from incapability, but from fragmented visibility across decisions.

The Deeper Pattern

Across PSUs, systems are strong but siloed. Decisions occur without end-to-end context. Scale exists without consistency. AI advances without accountability. These are not leadership failures. They are system design failures that constrain institutional performance.

The Way Forward

The future PSU is not faster by pushing harder, but by seeing clearly. That clarity comes from three system properties: visibility into work status, context behind decisions, and trust in systems to endure scale and scrutiny. These are not individual traits. They must be engineered into the institution itself.

The Newgen Perspective

Our work with large PSUs shows progress comes from strengthening, not replacing, existing systems. Institutional memory becomes inheritable. Workflows orbit core platforms. Decisions are traceable by design. Scale is achieved without governance loss. AI augments judgment without eroding accountability. This is how blind spots are reduced without increasing risk.

About Newgen

Newgen is the leading provider of an AI-first unified digital transformation platform with native **process automation, content services, customer** engagement, and **AI/ML** capabilities. Globally, successful enterprises rely on Newgen's industry-recognized low-code application platform to develop and deploy complex, content-driven, and customer-engaging business applications on the cloud. From onboarding to service requests, lending to underwriting, and for many more use cases across industries, Newgen unlocks simple with speed and agility.

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