

the highest levels of reliability and scalability. He believes in prioritising the company's core values of putting the customer first, creating a sense of urgency, while ensuring fun at work. According to him, "These values drive the company's dedication to providing dependable, efficient, and customer-centric solutions, allowing them to stay ahead in a rapidly changing market."

Regarding future business prospects, he says that the company has plans to go beyond meeting the current needs by anticipating future requirements and further positioning itself at the forefront of India's digital transformation.

Velayuthan believes that factors such as increased data consumption, growing 5G adoption, and integration of cloud computing and artificial intelligence, will drive India's digital economy. "While the past decade has witnessed the telecom revolution, this one will be defined by digital transformation. This shift is transforming all businesses, with early adopters driving innovation and efficiency, promising remarkable progress in India's 'decade of data' journey", he adds.

Velayuthan describes his management style as collaborative and result-oriented, with an emphasis on open communication, empowerment and accountability. He holds master of business administration (MBA) in global business from the Helsinki School of Economics and an undergraduate degree from Bharathiyar University, giving him a global perspective as well as technical expertise. In his spare time, he enjoys reading, playing golf and long-distance running. He also serves as the president of the First Robotics team in California, to support youth in learning and designing robots. ▲

Meher believes that the development of innovative offerings and associated business models is crucial for the success of the telecom industry. "This necessitates creating unique and tailored solutions specifically for our telecom customers. However, with the global telecommunication landscape undergoing significant reorganisation, restructuring and realignment of services, this adds a layer of complexity to our efforts", he notes.

His most memorable assignment, as Meher recalls, has been his involvement in developing a new solution to build value-added services for global telecom customers. "Although this solution was entirely new to Tata Elxsi, we recognised its potential and built around it, transforming it into one of Tata Elxsi's key offerings", he adds.

Meher follows a task-oriented approach of team management and focuses on collaborative achievement of objectives. "My mantra is to take people along on the journey, while keeping a sharp focus on the final objective or goal". He further says, "I believe in integrating business with technology, simplifying complex technological concepts to align them with the overall business objectives. I occasionally tend to make decisions from my heart. However, I view this trait as an asset, as it helps me engage deeply with stakeholders."

Meher holds a bachelor's degree in computer science engineering from Bangalore University and also an MBA degree. In his spare time, he enjoys spending time with his wife and daughter, reading books, listening to podcasts and engaging in physical activities. ▲

Rajesh C. Subramaniam

Founder and CEO, embedUR Systems

Rajesh C. Subramaniam founded embedUR Systems in 2004, which has become a prominent player in the telecom sector, specialising in EdgeAI, wireless networking, embedded engineering services and telecom product development. As the founder, he is responsible for devising the company's strategy, closely monitoring sales and cultivating a strong organisational culture.

By channelling energy towards specific opportunities and building relationships with the right customers, embedUR aims to achieve significant growth in the next five years. The company has built a stellar reputation for on-time, budget-friendly deliveries, with several Fortune 500 companies among its customers.

Subramaniam began his career at prestigious organisations such as Schlumberger, Bay Networks, Atoga Systems and AR-RIS, gaining valuable experience in engineering leadership and tech strategy. Today, under his leadership, embedUR has established itself as a hub for EdgeAI, wireless networking, embedded engineering services and telecom product development.

Reflecting on his career, he says, "For a company our size, being able to say that some of the

largest service providers are our customers is a big accomplishment. Building relationships with them, making them believe in what we built and bringing them aboard as customers are some of the most memorable experiences I have had so far."

He acknowledges that challenges faced by entrepreneurs are often universal. These involve forming a clear vision of the future, adapting to changes and maintaining fiscal responsibility. He believes that edge intelligence, computation and security have immense opportunities and will drive transformative changes in the industry.

He foresees fierce competition and limited opportunities for monetisation as key trends in the telecom sector. Operators have consistently faced challenges in maintaining ARPU growth. He predicts that a clear monetisation strategy centred around 5G, internet of things and low-cost connectivity devices across enterprise, industrial and residential sectors will soon emerge, disrupting the market.

As for management style, Subramaniam believes in coaching the people who work with him, instilling the learnings from his journey while also learning from everyone.

Subramaniam is an electrical engineer, with a bachelor's degree from Annamalai University and a master's degree from the University of Arkansas, Fayetteville. In his free time, he enjoys exercising, running, reading books, listening to audiobooks and catching up on NBA and American football. He lives with his wife, son, daughter and their dog. ▲

