

AV TODAY

TECHNOLOGY · PEOPLE · EXPERIENCES

Spaces of Solace

Purposeful AV supports dignified palliative care at Bagchi Karunashraya

Insightful Conversations



Manish Garg
President - SBS & DBS Business, Sharp Business Systems (India)



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Director, VILSI Global

INTERVIEWS

- Sharp Business Systems (India)
- Granteq, Dubai
- OSTRACA

CASE STUDY

- Bagchi Karunashraya

STARTUP STORY

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Founder's Note

Dear Readers,

As we begin with our first edition of 2026, this issue is focused on the power of people and technology, and the remarkable stories that emerge at their intersection.

We open with an insightful conversation with Manish Garg of SHARP, who shares how the organisation is leveraging AV technology to meaningfully elevate the quality of education in schools through thoughtfully structured CSR initiatives.

We then turn to the corporate narrative of Granteq Dubai, a company whose journey spans over two decades of excellence. Our coverage coincides with a significant milestone, their receipt of a prestigious global award for their outstanding work at GEMS School, a recognition that is thoroughly deserved and a tribute to their sustained commitment to quality.

On the entrepreneurial front, we profile VILSI Global, an AV distribution company that was founded on a distinctly different vision, one they have steadfastly upheld despite the many pressures that accompany growth in a competitive market. Their story is one of conviction and clarity of purpose.

This edition also features a candid dialogue with the founders of OSTRACA, one of Bengaluru's leading architecture firms, founded by Vijaya Bhargav and Arnab Ghosh. Their candid views on the friction that often arises between architects and AV consultants during corporate project delivery offer an eye-opening perspective, one that every professional in this industry would benefit from reading.

Our case study on Bagchi Karunashray, Bhubaneswar, Odisha, a palliative care center is perhaps the most emotionally resonant we have published. While the brief centred on an auditorium AV installation, the larger story behind it is one that will move you. Delivered by ihD Consultants and Sigma AVIT, this project exceeded every expectation.

We are also proud to spotlight a remarkable innovation from a Bengaluru based firm that is quietly reshaping the boundaries of display technology. Leroc CX Tech has introduced what they call "Invisible Displays", a proprietary system capable of projecting vivid text and animation onto virtually any surface, without the need for conventional LED frames or wall-mounted infrastructure. The effect is as astonishing as it sounds, and we suspect it will redefine what audiences come to expect from visual experiences.

Rounding out the edition are two substantive technology articles, the often-overlooked science of boardroom acoustics by the leading AV Consultant, Sachin Jain, and another, authored by a professional audio expert Keith Lobo, offering clear, practical guidance on what to look for when specifying a professional audio setup. We also present a focused editorial on the strategic responsibilities of marketing professionals within AV manufacturing companies, offering valuable guidance for those hiring for such roles.

We close with a curated selection of noteworthy installations from around the industry.

This edition has been crafted with care, and we are confident it will inform and inspire you. We look forward to bringing you more compelling stories in our next issue.

Warm regards,

K. David Paul Sudhakar



K. David Paul Sudhakar

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Contents

Interview

- 06 **Sharp Business Systems (India)**
Building a technology business on trust, not transactions
- 10 **Granteq, Dubai**
Innovating human interactions
- 22 **Ostraca - Architech**
Beyond the blueprint

Case Study

- 14 **Bagchi Karunashraya Bhubaneswar**
Spaces of solace

Startup Story

- 18 **VILSI Global**
From conviction to company

Corporate Story

- 26 **LEROC CX Tech Ltd**
The art of making technology disappear

Technology

- 30 **Sound vs Signal**
Why your premium AV setup still sounds off
- 32 **Pro Audio**
What do we really look for in professional audio

Special Focus

- 36 **AV Marketing**
The strategic art of marketing in AV manufacturing
- 40 **Installations**



06



10



22



14



26



30



32



36

50
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Sharpening Young Minds

How Sharp Business Systems (India) is giving back to the community through CSR activities

By Kiran Mehta

Sharp Business Systems (India) gives back to the community with innovative, tangible education focused solutions, that are slowly but surely shaping classrooms in urban and remote rural parts of the country



Manish Garg
President - SBS & DBS Business

In a small government school on the outskirts of Panipat, Haryana, teachers once relied solely on black-board, chalk and worn-out textbooks. Today, the same classroom begins its day with animated science lessons, interactive maps and storytelling videos displayed on a large digital screen. Attendance has improved, students ask more questions, and teachers say the classroom has come 'alive with curiosity'. This transformation is part of Sharp Business Systems India's effort to bring interactive learning to underserved schools across the country.

Sharp Business Systems (India) Pvt Ltd is wholly owned Indian subsidiary of Sharp Corporation, Japan, which is a 112-year-old company with many technological innovations. Supported by a well-trained sales and service force, our business provides a host of market leading B2B and B2C products that includes a comprehensive range of the latest office Solutions, Visual Solutions and Home Solutions across India for over 25 year. The Indian arm has been operating for more than two decades, serving enterprise, education, government and commercial customers. The company has branch offices in 9 cities across India and caters to various other areas by means of 200 plus channel partners on the ground. Sharp India's technology focused solutions for

the education sector include digital photocopiers, multi-functional printers, dynamic information display panels, interactive whiteboard in the visual solutions category, Dynabook laptops, as also home and kitchen appliances, and air purifiers.

With technology that serves the education sector, Sharp India expanded their presence in this booming sector by concentrating on Corporate Social Responsibility (CSR) initiatives. As per the India CSR Outlook Report 2025, the average CSR spend in India, in FY 2024 - 2025, was over a whopping Rs. 34,909 crores. Further the education sector accounted for over 25 per cent of the total spending. The market spend in the education sector is slated to increase in the coming year. "Education remains the primary focus on CSR spends across India," says Mr. Garg. That's where Sharp India found a great business opportunity by developing education focused technological solutions. There was a demand and Sharp India capitalised upon it. "But the goal wasn't purely profit-driven. We also wanted to ensure that we filled a gap in the market," says Mr. Garg.

Today, India stands at a unique intersection of demographic opportunity and digital transformation. India has over 260 million school-going students and one of the World's largest youth populations. Therefore, the demand for quality,

scalable and technology-enabled education has never been higher. However, there is still a significant digital divide between urban and rural regions. Many government schools and NGOs face challenges such as limited access to quality teaching resources, infrastructure constraints and little or no exposure to digital and STEM-based learning. Education-focused AV solutions help bridge this gap by enabling:

Visual and interactive learning, which in turn greatly improves retention; remote and hybrid education models, especially in underserved regions; teacher empowerment, through digital content and tools; scalable deployment of such digital content, where one solution can benefit thousands of learners

"At Sharp India, we see education not just as a market opportunity, but as a nation-building responsibility," says Mr. Garg. And that is exactly what gave Sharp India an edge over other players in this sector. After years of extensive on-the-ground research, partnering with a host of different NGOs, and studying the education sector in rural and urban areas, Sharp India found that while companies may spend on CSR, the benefit may be lost in transit. "Most often the mandatory CSR budget is spent without understanding the needs of the sector. For instance, you may invest

in technology to make classrooms interactive, but unless you spend on training personnel to use this equipment, there is no social benefit," says Mr. Garg. It is such nuanced details that Sharp India focuses on, both in terms of developing education focused technological solutions and their implementation. This sets the multinational apart from the rest in an overcrowded market. "We went beyond developing and offering products, to designing complete end-to-end CSR solutions," elaborates Mr. Garg.

Just a handful of the products by Sharp India that focus on education are: Sharp's Pixeledge interactive displays which form the core of their education offering. These sleek displays enable digital classrooms with touch-based learning. Further, Pixeledge smart displays can be adapted to support multiple state education boards. The Pixeledge also contains in-built software that allows switching to a host of regional languages. "This makes it perfect for schools across the country. From English-speaking schools to those teaching in a host of regional languages," says Mr. Garg. The Pixeledge displays are complemented by Dynabook laptops, multi-function printers, and air purifiers to create a complete learning and working environment. The AV technology is designed to be reliable, easy to use for teachers, and scalable across multiple locations.

"But none of this is possible without strong partnerships with NGO's on-the-ground," says Mr. Garg. Partnering with an NGO with a shared vision, and continuous grassroots presence is

essential to ensure that the CSR spends give real-world tangible results. "We value the expertise that NGO partners bring and we work closely with them to understand how our solutions can be tailored for specific markets," says Mr. Garg.

The NGO's start the process by assisting Sharp India identify beneficiary schools. "This ensures that we manage to make an impact even in remote rural areas," says Mr. Garg. The next step is to understand the peculiar needs of that school, geographical location and then translate their peculiar needs to Sharp. Sharp India in turn fine tunes the technology to serve the school better. NGO's also play a key role in assisting Sharp India with on-the-ground coordination and long term compliance reporting. Thereafter, Sharp India single-handedly manages the installation, training, warranty, and pan-India service support.

This integrated model, offered by Sharp India, to corporates across the country, ensures that their CSR projects are not only deployed successfully but are also sustained over the long term. "By offering a structured, transparent, and impact-focused solution, Sharp is helping organizations move beyond basic CSR compliance and toward long-term, purpose-driven social investment," says Mr. Garg. This collaborative model allows projects to be executed efficiently across multiple geographies while maintaining quality, transparency, and accountability. It also enables scalability, making it possible to replicate successful education models across regions.

With CSR funds seeing a dramatic rise in recent

years, transparency and accountability are the need of the hour. "These are built into Sharp's CSR execution framework," says Mr. Garg. Every CSR project is structured with clear, cogent and timely documentation processes, the milestones are defined and impact is tracked over intervals, based on a host of parameters, and by using various mechanisms. NGO partners support compliance reporting and beneficiary documentation, while Sharp ensures deployment verification, training completion, and service-level commitments. This structured approach ensures that CSR donors receive clear visibility in terms of how the funds are utilized and most importantly what impact is being created. The ability to track the entire process not just fosters accountability but further strengthens trust. Seeing a successful initiative play out from start to end also ensures long-term engagement.

In terms of the response from beneficiaries, i.e schools, the response has been highly encouraging. Mr. Garg says, "Schools and educators have welcomed the shift toward interactive and digital learning tools, especially in regions where access to modern classroom technology was highly limited." Teachers have shown strong adoption of technology and these resources when supported with structured training and easy-to-use platforms. Meanwhile, CSR donors appreciate the simplified execution model and the ability to participate in meaningful, well-managed education projects. The integrated approach has helped build confidence in technology-led CSR investments and in this Sharp India continues to lead the way.



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Innovating Human Interactions

The Granteq Story: How Girish Narayanan Shaped an Experience-First Model



Girish Narayanan

Founder and Managing Director, Granteq

Three decades in Dubai, from early presentation systems to enterprise collaboration and telehealth connectivity, shaped by a belief that the best technology is the kind people barely notice. In an industry often dazzled by the latest innovations, Girish Narayanan has built a company that measures success not by the sophistication of systems deployed, but by the simplicity of interaction they enable. From one-man startup to regional powerhouse, from basic meeting rooms to life-saving telehealth platforms, his journey reflects a singular commitment: making technology disappear so that human connection can flourish. This is a conversation about building, adapting, and finding meaning in the space where technology meets empathy.

When Girish founded Granteq in 2004, audiovisual technology was largely about projectors on conference room tech, basic sound reinforcement, and overhead presentation systems. The industry was transactional, hardware-focused, and rarely thought of as strategic. Fast forward two decades, and Granteq deploys immersive experience centers where organizational stories unfold across interactive LED screens, telehealth platforms that enable doctors in Abu Dhabi to diagnose patients in remote Jordanian villages, and AI-integrated collaboration environments that allow global enterprises to maintain seamless communication across continents.

Today, granteq has a strong and professional team based across Dubai, Saudi Arabia, and a dozen at Global Capability Centre in Trivandrum, India, Granteq has evolved into a regional player with

projects spanning the Middle East, North Africa, and increasingly, South Asia. Along the way, the company has won international recognition through an award-winning education project, and built a reputation for reliability, clarity, and delivery that clients can count on.

Nearly 34 years after arriving in the UAE, Girish Narayanan's story is closely tied to Dubai's pace and expectations, a place where relationships matter, delivery matters, and technology only counts when it works for people. He didn't come with a grand plan. A simple nudge from family, a willingness to take a chance, and the instinct to move forward without overthinking risk brought him here. "When you're young, you don't over-analyse," he says. "You believe there's space, and you take the leap."

What became clear over time was Dubai's unique advantage: reach. "Dubai becomes the hub," he explains — close to Saudi, Jordan, and North Africa, within easy reach of Indian sub-continent. That positioning helped Granteq grow across markets, but the mindset stayed constant: human experience first, technology second.

The Experience Model

By the early 2010s, Girish had spent years working across technology-driven environments, the audiovisual industry was still largely transactional,

projects revolved around projectors, basic audio systems, and presentation hardware. But Girish saw something different from the beginning.

But there was a moment early in his career that crystallized the opportunity. "I remember quoting for 150 OHPs for an institution," Girish recalls, referring to overhead projectors. "One hundred and fifty overhead projectors for a single project. That's when I realized, this is serious. This is a real business." The scale of that order, the institutional need it represented, and the recurring revenue potential it suggested helped convince him that AV integration could be more than just a job, it could be an industry worth building a company around.

"My ambition was never to sell equipment," he explains. "It was to design experiences, systems that made communication and collaboration intuitive, reduced friction for users, and consistency across locations." This philosophy would become Granteq's defining trait, distinguishing it in an increasingly crowded market.

Over the years, the company steadily moved into enterprise environments, working with clients who demanded scale, standardization, and

long-term reliability. Today, enterprise customers form the backbone of Granteq's business. Each project reinforced the importance of disciplined execution, profitability, and adherence to global standards.

Girish's background in software and systems thinking helped Granteq adapt early to the shift

Technology with Purpose

Those early innovations in video collaboration opened doors beyond traditional AV. Healthcare institutions began approaching Granteq to help build secure doctor-patient connectivity platforms using API-driven systems. What started as video

encompasses remote diagnostic tools, ICU monitoring systems, and telemedicine platforms. Currently, the company is deploying a major government project in Jordan for ICU monitoring, phase 2 of this project is at commissioning stage and eventually will cover the full country over various phases



toward seamless connectivity. His technical curiosity led the company to deploy some of the earliest soft-codec video solutions in the region, long before video collaboration became mainstream.

communication evolved into full-scale telehealth solutions that would become one of the company's most meaningful ventures.

Today, Granteq's healthcare solutions

"This is where technology becomes human," Girish reflects. "We are dealing with life-saving situations. We are not just deploying systems, We are enabling care."

The India Advantage

India is set to become Granteq's strongest growth market for healthcare. With proof-of-concept deployments already underway in hospitals, the company is focused on scaling telehealth and remote-care models that can extend specialist access across distance, a natural fit for a country that combines world-class clinical expertise with enormous geographic spread.

While global project execution has always been Dubai-centric, India has played an increasingly strategic role in Granteq's operations.

Back in 2008 sensing that India as a market will grow exponentially in the years to come, a strategic decision was made to expand to India through full capital investment in Resurgent Integrators (P) Ltd. providing business management insights, leveraging strong global supplier & credit network - Girish, along with his brother Rajesh and colleague Neeraj, joined Resurgent's board of directors, creating a partnership that would route international business between the Middle East and India.

"We kept Resurgent as its own entity," Girish explains. "The idea was that I would sit as a conduit in Dubai, becoming a point of contact to route businesses coming to the Middle East or to India. If it was Indian business flowing internationally, we routed it. We had a tremendous team there who understood the entire ecosystem." The partnership proved valuable for nearly a decade, with Resurgent handling India-focused projects while Granteq managed Middle East operations.

Over the years with the global support provided, Resurgent grew to good levels, and by 2019, both organizations were ready to expand independently, allowing Resurgent to focus on its domestic Indian market while Granteq pursued its international vision.

But Girish's vision for India had evolved beyond partnerships. In the early 2020s, Granteq created its own Global Capability Centre in Trivandrum, Girish's hometown, the GCC was designed purely for backend support, engineering services, system design, programming, AutoCAD drawings, and pre-sales support.

The GCC model proved both cost-effective and sustainable, enabling Granteq to scale without compromising quality. Currently, the team in Trivandrum supports the middle east operations

for Granteq in UAE & Saudi. "It's more cost-effective for us, which means the benefits are passed on to the end customer," Girish notes. "And the services are consistently better."

The decision to build the GCC in tier-2 and tier-3 cities proved prescient. "People in these cities are happy, loyal, and committed," Girish explains. "They're not constantly jumping for a small increment and by associating with Granteq they are constantly receiving global exposure, amazing personal learning & development opportunities right at their place - yet living with their own near & dear ones and gaining exposure adds immense value to them.

They value stability and the opportunity to work on international projects while staying close to home." His brother Rajesh, who joined Granteq in 2008 after being "forced" to come aboard when bandwidth was desperately needed, now is COO, manages revenue and GCC and remains a strong advocate for this India-centric approach.

Bridging the Talent Gap

Attracting young talent to the AV industry has become one of Girish's personal missions. In an era dominated by AI, and cybersecurity, audiovisual can seem like yesterday's technology to fresh graduates. Over the last eight years, Granteq has addressed this by hosting several internship programs. Students in their final year spend their summer with the company, getting hands-on exposure to projects, technologies, and client interactions.

Award-Winning Innovation

Ask Girish about the future of AV, and the conversation quickly moves beyond technology to something more fundamental, experience design. "Enterprises no longer want isolated screens or touch panels," he explains. "They want environments that communicate their journey, values, and evolution. It's about storytelling through space."

This shift is evident in Granteq's recent projects. The GEMS School of Research and Innovation encompasses distinct spaces, auditoriums, interactive LEDs, floor-based displays, pillar LEDs, studios, and a completely immersive library. The project is the winner for a Global Inavation Award 2025-2026.

Similarly, the DHL Innovation Center showcased Granteq's ability to think beyond immediate

needs. "Granteq's design team really excelled there," Girish says with genuine admiration. "They didn't just implement what was requested, they provided insights about technology lifecycles, ensuring what we deployed wouldn't become redundant in two years.

Leading Ahead

While immersive experiences capture imagination, Girish is equally passionate about something less glamorous but potentially more impactful, managed services. "This is common in IT but underdeveloped in AV, especially in the Middle East and Asia-Pacific," he observes.

Granteq's vision for managed services centers on proactive diagnostics rather than reactive support. The business case is compelling. Remote monitoring can dramatically improve uptime, reduce emergency service calls, and provide clients with actionable data about their AV infrastructure. "We're investing heavily in this space," Girish confirms. "It's about shifting the conversation from 'Can you fix this?' to 'Here's what we fixed before you even noticed there was a problem'".

Closing Thoughts

Girish Narayanan's journey is not merely a story of building a successful company; it is a lesson in evolving with purpose. In an industry often defined by rapid technological shifts, Granteq has distinguished itself by remaining anchored to a simple but powerful idea, technology must serve human experience, not overshadow it. From early AV integrations to immersive environments, telehealth platforms, and proactive managed services, the company's evolution mirrors the changing expectations of organizations seeking meaning, efficiency, and connection through technology.

What stands out most is not the scale Granteq has achieved, but the intent behind it. Whether nurturing young talent, designing future-ready spaces, or enabling healthcare access across borders, the company consistently demonstrates foresight rather than reaction. Three decades after Girish first arrived in Dubai, Granteq stands as proof that sustainable growth comes from combining technical excellence with empathy, discipline, and long-term vision. In making technology quietly disappear into seamless experiences, Granteq has built something far more enduring: trust, relevance, and impact.

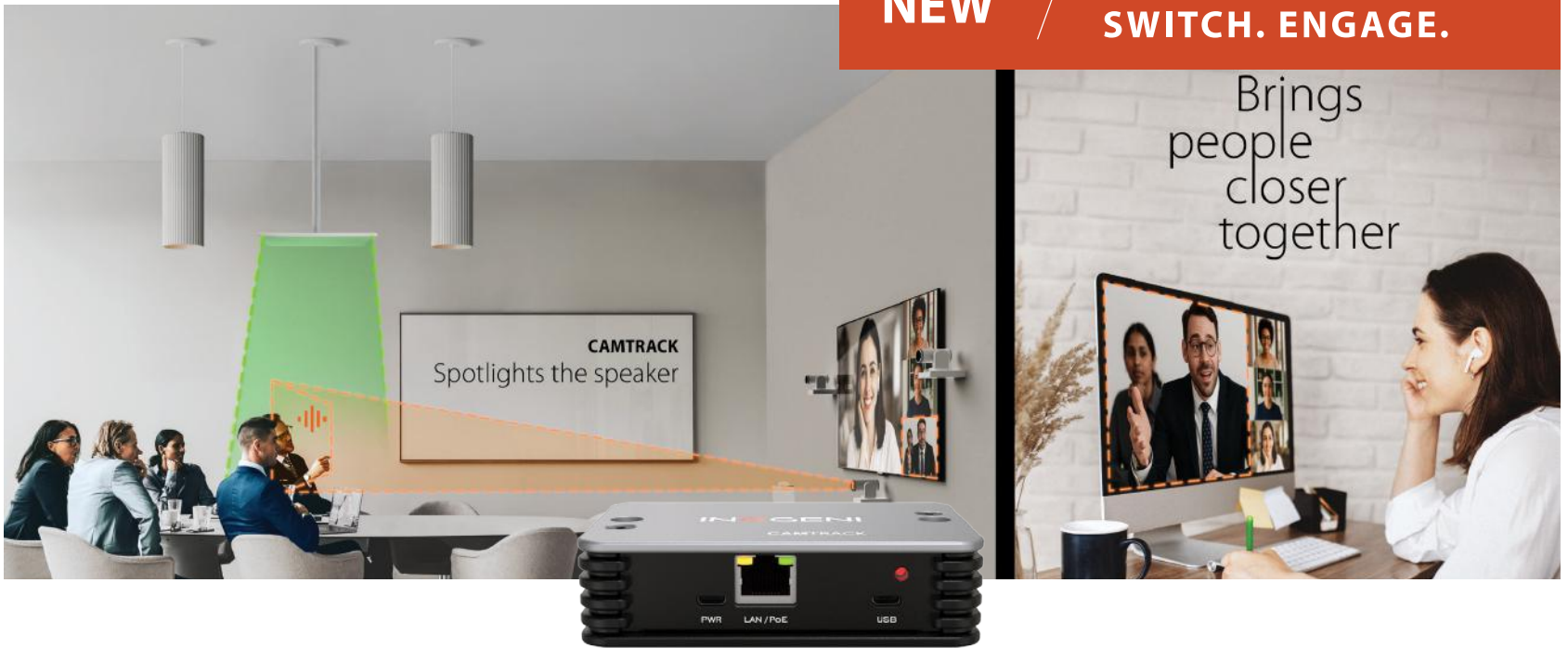
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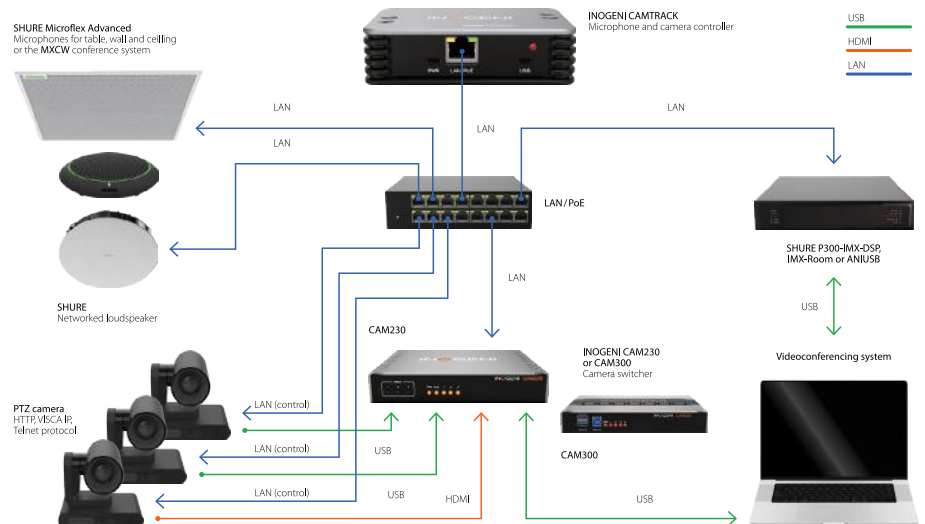


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Spaces of Solace

Harmonious integration of architecture, technology, and nature shapes compassionate care at Bagchi Karunashraya



As life approaches its final chapter, what people want is to live their remaining days with dignity - free from pain, in comfort, and surrounded by care. Located in Info Valley-II, Bhubaneswar, Odisha, the Bagchi Karunashraya Palliative Care Centre (Bagchi Karunashraya) is one such institution that was created to meet this deeply human need.

The second hospice of the Karunashraya Group, the Bangalore Hospice Trust, Bagchi Karunashraya, is a 110-bed palliative care facility that offers free, specialised palliative care for terminally ill cancer patients while supporting their families.

True to its name, Bagchi Karunashraya is an abode of compassion. What sets it apart is not just its noble mission, but also how its human-centered design shapes every element around the people it serves. Designed by Mindspace Architects, the centre was built in close collaboration with ihD Ltd., the AV design consultant, who also managed the IT infrastructure, security systems, and

campus-wide connectivity, and Sigma AVIT, the AV integrator for the auditorium.

A vision rooted in compassion

Raja S. Prabhu, Director of Operations at ihD Ltd., describes Bagchi Karunashraya as a 'one-of-a-kind' project, where compassion and purpose sit at the heart of the design philosophy. "It's a place where patients are cared for through their final days with dignity and comfort and at zero charge," he notes, emphasizing how the spaces were carefully designed to support palliative care. With Mindspace Architects engaging ihD Ltd. as technology consultants early in the process, Raja stresses the value of early collaboration. "When technology planning starts at the architectural stage, it's far more effective because then spaces are designed with the technology in mind."

P N Medappa, Lead Architect and Partner at

Mindspace Architects, highlights their approach to the project as a sanctuary of healing. "The patients here need an environment where they can cope with what they are going through and be at peace, he explains. "As architects, what we can do is create a setting where nature becomes part of the environment, because nature is often the greatest healer."

Medappa also reflects on their longstanding association with the client, spanning over three decades. "Because of our earlier collaborations in Bengaluru, we knew exactly what they wanted here," he says. The vision was to build a hospice campus on 20 acres with facilities for over 100 patients, supported by nearly equal nursing support, alongside an outpatient department, counselling spaces, staff housing, cafeterias, a learning centre, and an auditorium. Built on what was once a laterite quarry, the campus carries an earthy character that flows into all the spaces through laterite finishes, calm, flowing water

ponds, and locally inspired artwork.

Raymond V. Soans, Director of Sales and Marketing at Sigma AVIT, recalls how it all began. "When I first walked in, I thought it was a resort - it was so beautiful; it didn't feel like a hospital at all. But once they explained how they care for patients in their final days, giving them as much happiness as possible, it really stayed with me." When it was time for Raymond to present his proposal, he was clear. "We're not here just to do business. We'll show you our technical capabilities, and if you feel we're the right company, choose us. But, we want to be part of what you are doing."

Technology by design

For Gurmeet Randhawa, Managing Trustee at Bangalore Hospice Trust, the project's success lay in seamless collaboration and meticulous execution. Recalling how Raja worked closely with Medappa and his team, he says, "It became a seamless interaction in terms of design." As a campus dedicated to palliative care and palliative medicine, the intent was to create an atmosphere where patients could spend their last days with dignity.

"We have a strong research and education department, and we do a lot of training for doctors, nurses, and counsellors," he adds, noting that the auditorium, which integrates naturally with the wards and surrounding buildings, plays a central role here.

A fully integrated AV environment, the 500-seater auditorium is a versatile space that hosts seminars, internal cultural programs, and also performances by artists such as Odissi dancer Ileana Sitalisti. "It has been well appreciated for its sound, lighting, and overall production quality," says Gurmeet. "We were looking at perfection and wanted the best of AV for the auditorium," he adds, expressing satisfaction with the outcome and acknowledging iHD Ltd.'s support from AV design and vendor selection to final installation and testing.

Medappa adds that since the institution runs entirely on donations, it could also function as a revenue-generating space when rented out. "It had to be a state-of-the-art auditorium, which Raja and the team went beyond to support with strong technical expertise, approaching it as more than just a commercial project," he adds.

"It's a very special space for them," emphasizes Raja, explaining that the design prioritises a stereo stage configuration over surround sound, to ensure audio is neither too loud nor too subdued, just aptly designed for the space. From the outset, the client was clear about their technology requirements, he notes. "They identified where data connectivity and Wi-Fi were required, marked high-security zones, and trusted us to translate these needs into an integrated technology framework that supports both operations and everyday campus life."



"When it came to the auditorium, they gave us a free hand. They said: 'We want one of the finest auditorium experiences in this region - you decide what's best for the space,'" he recalls, as he underscores the seamless integration of technology into the architecture. "Nothing feels like it was added later. From lighting to acoustics, everything is integral to the original design language. Even the decorative wall prints are produced on acoustic material by Anutone, balancing aesthetics with performance."

Acoustics first

When the team first evaluated the empty auditorium shell, the reverberation time (RT60) exceeded 7.5 seconds, and the target was to bring it down to 1–1.2 seconds. "It's always the space first, then the technology. If the room doesn't

support the sound, even the best speakers won't perform." Raja explains.

Nearly 80 per cent of the side walls are acoustically treated, with additional absorption on the rear wall and a non-reflective surface behind the screen. The designer ceiling integrates acoustic materials, including NRC 0.65-rated boards, while the floor is fully carpeted, and wall contours and wedges are engineered as per acoustic requirements.

Medappa adds that every element from the

carpet to the wall panels was carefully detailed to reflect a regional influence. "We involved local art forms and adapted them into a digital format, which was then printed onto the acoustic panels."

Sound Clarity without clutter

"The client was clear: they wanted crisp sound with exceptional clarity, without too many speakers, and no delay stacks," Raja points out.

The system features two left and right line-array stacks, each featuring Tannoy VX12Q FOH loudspeakers paired with a Tannoy VSX12.2BP subwoofer. Supporting the main system are four Tannoy VX6 front-fill speakers placed along the front of the stage, and two portable Turbosound TFX152M-AN stage monitors, which can be

repositioned to suit different event formats.

Powering this set-up is a Lab Gruppen D40:4L Dante-based amplifier platform. Audio inputs, including Audio Technica microphones, are routed through a Behringer S32 stage box into a Behringer X32 mixing console, with signal processing via a Klark Teknik DM8500 DSP. A Netgear GSM4328PA switch forms the Dante network backbone.

“We achieved high intelligibility with fewer speakers, which was important for the client,” Raja notes. “At the same time, the system is future-ready, with provisions for expansion, including potential surround sound integration.”

Explaining the selection process, he remarks, “After extensive evaluation and comparative modelling, Tannoy proved to be the best fit, balancing performance with budget. It delivers exceptional clarity and intelligibility with fewer speakers, which was a critical requirement.”

Visuals and collaboration

The main stage display is a Unilumin Kslim LED wall with a resolution slightly above the standard 1080p and 1280 pixels vertically, delivering an exceptionally crisp, high-resolution visual experience, Raja explains. Backend switching runs over AVoIP using Lindy solutions, integrated with a Kramer VIA Connect² presentation system for seamless content sharing. The

setup also includes three Lumens VC-A61P PTZ cameras with 30× optical zoom, connected to a Lumens LC200 recorder for reliable capture and content management.

For video conferencing (VC), the output is routed through an Inogeni Share 2 system, enabling smooth integration with UC-based platforms like Microsoft Teams and Zoom via a PC. Additionally, two 15-inch Turbosound TFX152M-AN stage monitors provide flexible on-stage audio support. Outside the auditorium, two 55-inch and one 75-inch LG displays broadcast live events in the lobby area.

“The stage lighting design was developed by us in-house to support diverse event formats,” says Raja. Controlled through a Canara lighting console, the setup includes moving heads, RGB PAR cans, wash lights, flashers, and a motorized drape system with three adjustable light bars, allowing the stage to be reconfigured for different formats.

Controls

The system is built on a Kramer Electronics-based control architecture, powered by a Brainware processor integrated with the SL280 backend and operated via an iPad. “This configuration was selected based on cost considerations while still meeting all operational requirements effectively,” says Raja.

AV is controlled via a single panel, architectural

lighting through wall controls, and stage lighting from a console with presets for non-technical users. The system can be operated from the control room or from the stage pit, where the Behringer X32 mixer can be positioned for full live-show control. “It’s been designed as a fully indoor solution, with input provisions at the floor, podium, and control room, along with integrated VC and wireless presentation capabilities,” he elaborates.

Accessibility is central to the design. In standard mode, touch screen presets automatically configure audio and visual settings, and the advanced mode gives experienced audio professionals complete flexibility during live events.

Raja adds that the auditorium integrates seamlessly with the wider campus. “Since we handled the IT backbone as well, we enabled full connectivity between the auditorium and other spaces. Any video played here can be transmitted as an AV-over-IP signal to areas such as the training centre, in real time.”

Dedicated transmitters and receivers support live streaming across the facility, allowing knowledge-sharing sessions, training programs, and events to extend beyond the hall itself. “This was an additional requirement from the client, and we ensured the necessary infrastructure was embedded into the design from the beginning,” he explains.

A commitment that continues

Originally planned for completion within 18 months, the project finally took 36 months due to factors like heavy rains, soil conditions, and the site’s remote location, but as Raymond aptly reflects, “We all went the extra mile to ensure the success of this project. More than the project, it is the relationship that matters; that’s what we built, and that’s what continues.”

Today, the Bagchi Karunashraya Palliative Care Centre is a powerful example of how architectural design in harmony with nature and thoughtfully integrated technology can radiate healing, hope, and positivity. In a hospice committed to dignity and compassion, technology is playing a larger role by enabling connection, learning, and community at a time when people need it the most.





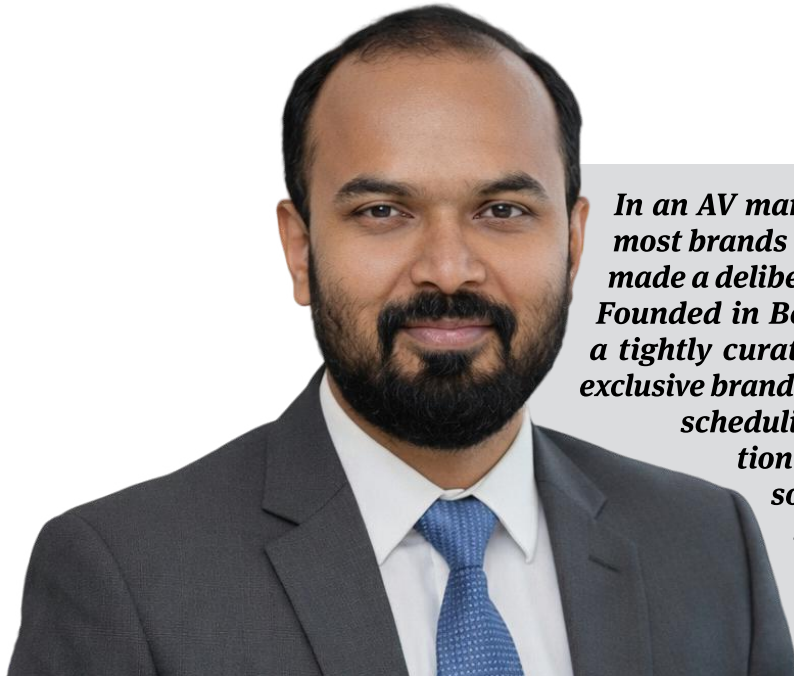
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DNA - SERIES

From Conviction to Company

Why value, not volume, defines VILSI Global's journey in AV distribution



In an AV market that often rewards whoever carries the most brands at the lowest price, VILSI Global Pvt Ltd has made a deliberate choice to move in the opposite direction. Founded in Bengaluru in 2023, the company distributes a tightly curated portfolio of globally recognised, India-exclusive brands, active LED walls, signal distribution, room scheduling, sound masking, and wireless presentation systems, all chosen to work as an integrated solution rather than a collection of competing SKUs. Lokesh Ganapathrao and Santosh V, its Directors, speak about the philosophy that shaped the company and where they are headed next.

Lokesh Ganapathrao
Director, VILSI Global

Lokesh Ganapathrao's path into AV distribution was anything but conventional. He came from project management and enterprise consulting, fields where companies consistently prioritised revenue over people and treated technology as an external dependency. That pattern left a lasting impression. When the opportunity to build something different presented itself, the AV industry, growing fast yet largely driven by a price-first, box-moving logic, offered the clearest answer.

"I didn't want to build one more copy-paste distribution company," he says. "If I take the same brands already available in India and compete on price, I'm not creating any value. I'm just adding noise." The first year was spent almost entirely on finding the right brands rather than selling anything.

What set VILSI apart from the day one was the founders' clarity of intent. While most new distributors enter the market as product movers, chasing exclusive brands and scaling through volume, Santosh and Lokesh chose a fundamentally

different path: a solution-based model where every product forms part of a larger, integrated answer to a customer's problem. The startup pressure to grow quickly is immense; they were not swayed by it. That patience, rooted in genuine conviction, is what makes their story worth telling.

Santosh V joined in 2024, bringing a different kind of experience to the partnership. He had spent twelve years at Sigma AVIT across service engineering, project management, and ultimately sales leadership. "When you've been through the full lifecycle, fixing a screen on-site at two in the

points in a way you simply can't from the outside." When Lokesh reached out, the decision was quick. "The wires went into the block," Lokesh says with a smile. "The current started flowing."

Building the Solution

The logic behind VILSI Global's product selection is almost architectural. Santosh describes starting with a single thought experiment, walk into a conference room. What does it actually need? "First, you need to be able to schedule and manage that room. We brought in IADea, a Taiwan-based room scheduling platform, for that layer. Then you need a display. Instead of conventional flat panels, we advocate for active LED, so we partnered with QS Tech and SANSI, both active LED specialists designed

specifically for meeting room environments." For wired connectivity, AV Pro, a US brand, handles matrix switchers, transmitter-receiver systems,

"I didn't want to build one more copy-paste distribution company. If I take the same brands already available in India and compete only on price, I'm not creating any value at all, I'm just adding noise to an already crowded market."

morning, managing a multi-crore rollout, sitting across from a client holding payment over a single faulty component, you understand the pressure



Santosh V
Director, VILSI Global

and AV control. AirServer was added to manage wireless presentation in those spaces where wires are a hindrance.

Sound masking, handled through SoftDB, is one category in the portfolio that isn't visual. "It addresses speech privacy and acoustic comfort, and for architects and customers focused on sustainability, it also contributes LEED credits for green building certification," Santosh explains. RoomReady, a US brand producing ADA-compliant equipment cabinets that mount behind displays, rounds out the offering, a product that appears niche until one is working with global MNC clients for whom installation compliance is non-negotiable.

The Distributor's Advantage

Distribution, approached with discipline, offers a fundamentally different risk profile. VILSI Global's model is built on trust, bringing quality products from leading global OEMs to partners, consultants, and end customers at the right price point, backed by dependable support across the product lifecycle. "We back the SI completely on the

"A consultant who specifies our product needs to feel completely confident that we will back them, technically, commercially, and during design, because that confidence ultimately reflects in the project."

technical side, support the design process, and work with consultants to get products specified correctly. The commercial exposure is clean and predictable," Santosh says.

Stock is held conservatively, building only as product traction is established. "In the beginning, you don't stock what you can't move," Lokesh explains. "You introduce the product, build market visibility, establish reference projects. We've started holding 50 to 100 units as running stock, because the market pulled it, not because we pushed inventory."

A Nation to Cover

The geographic ambition is clear, VILSI needs to be

physically present across India's major markets. After six months on the road, by April the plan is to have a dedicated person on the ground in each major metro, Mumbai, Delhi, Chennai, Hyderabad, and Gujarat. "In AV, you cannot build a relationship from twelve hundred kilometres away," Lokesh says. "Having a local person means partners and customers always have someone to reach for support and coordination. We believe that trust, confidence, and long-term backing builds business, more than the product itself."

An experience centre is also on the agenda. "When a customer is looking at a large-value deployment, they want to see and test before they sign," Santosh says. "It converts hesitation into confidence. It is next on our list." On the product side the roadmap is always driven on market demands. We will be adding right products after due deliberation, which once launched will be of great interest to our AVSI community. "We have always said no to brands already available in India. We are not adding value that way – we are just reducing price and entering a competition we chose to stay out of."

The Long Game

In a business where the distributor is only as strong as the partners who carry its products to market, VILSI

Global has been deliberate about the kind of channel it wants to build. "This is not one person's company; it is a team-driven organisation built on integrity, alignment, and long-term partnerships. We never bill directly to the customer. That is a line we will not cross," Lokesh says. "The SI is not just a channel for us. They turn what we bring to the table into something the customer actually experiences. We are here to build business together on a sustainable model where everyone wins."

Santosh describes VILSI's role as going well beyond product supply, design support, technical input at the specification stage, and on-site assistance when a project demands it. "A consultant who specifies our product needs to feel confident that we will back them completely. If something is unclear technically, we are there. If a project needs us to step in and demonstrate the solution to the end client, we do that. We are here to back the SI on their choice and actions, whether technical, commercial, or on design. That partnership works because both sides honour it."

"VILSI Global isn't built around an individual – it's powered by a management team that stands united in integrity, clarity of purpose, and long-term commitment."

Both directors are acutely aware that trust takes time to build, particularly for a young company bringing unfamiliar brands into a market that tends to favour established names. The early resistance was real. But as reference projects accumulate and consultants begin to specify VILSI brands by name, the dynamic shifts. "When a consultant calls you before a project brief is even finalised, asking what you would recommend for a particular kind of space, that is when you know the relationship is real."

The broader context makes this work feel timely. India's enterprise AV market is at an inflection point, adoption is accelerating, expectations are rising, and multinational clients are insisting on parity with their offices elsewhere. Domestic enterprises are increasingly willing to invest in workplace technology that genuinely performs. For a distributor that has spent two years building a portfolio of globally proven, India-exclusive brands with patience and purpose, the timing could not be better.

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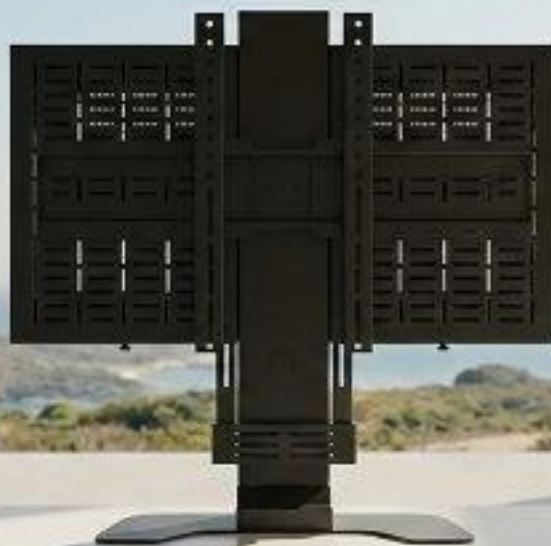
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Beyond the Blueprint

An Architect's Perspective on AV in Corporate India



Vijaya Bhargav
Partner and Co-Founder - OSTRACA

Eighteen years is a long time to observe an industry. For Vijaya Bhargav and Arnab Ghosh, the co-founders of Ostraca, one of Bengaluru's most established corporate interiors practices, those years have yielded not just a body of work, but a clear-eyed perspective on how design, technology, and the structures of large organisations interact. In this conversation, Vijaya opens with the story of the firm they have built together, before Arnab turns his attention to a candid and considered assessment of the relationship between architecture and AV.

Ostraca is, first and foremost, a corporate interiors firm, that work accounts for roughly eighty percent of the practice. The rest spans commercial architecture, campus projects for technology companies, premium residences, Industrial facilities and a strand of social design that both founders speak about with particular warmth.

The name itself carries a sense of history. Derived from the word "ostrakon," referring to the pottery shards on which ancient Egyptians engraved plans and sketches, durable surfaces that could withstand the long construction periods of their monuments, unlike papyrus, which was too fragile to last. It speaks to the firm's founding philosophy. "Our tagline was 'design that transcends time'," Vijaya Bhargav recalls. "Things like the Egyptian pyramids, plans that survived centuries because of the medium they were recorded on. That is the spirit behind the name."

The practice began in 2008 with a small team of six to ten people. Growth was measured and deliberate, with the firm settling into a steady rhythm of around twenty to twenty-two people for much of its first decade. The last two years, however, have seen a significant shift. "We went from around forty-five to close to sixty," Vijaya notes. "The projects have scaled up, and the team has had to keep pace."

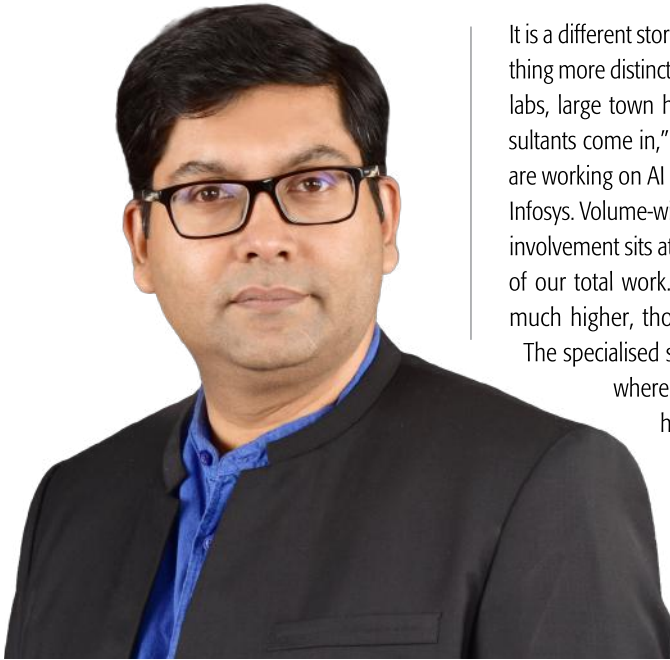
Both founders bring nearly twenty-eight years of experience each, with the first decade spanning

residences, institutional buildings, and large-scale architectural projects. The pivot to corporate interiors was not planned so much as it was earned. An early collaboration with L&T on a fitout for Mindtek led to a project in Kochi for TCS, which in turn opened the door to Infosys, Wipro, and a growing roster of India's largest technology companies.

Corporate interiors may be the core, but the school redesign projects carry a different kind of weight. Working across seventeen government

schools in Karnataka, in partnership with the Azim Premji Foundation and Wipro Cares, the firm has been quietly transforming spaces that positively impacts the underprivileged youth. "The idea is that

"Experience centres, AI labs, and large town halls are where AV consultants really come into the picture. These spaces are fewer in number, but they're where the most meaningful design and technology conversations actually happen."



Arnab Ghosh
Partner - Ostraca

even children from less privileged backgrounds deserve an equally well-designed learning environment," Vijaya says. "Not just a new room, but a whole spatial experience. When you see the before and after, it is genuinely a sea change."

The Confluence

Arnab Ghosh brings to this conversation nearly two decades of experience working across some of India's most complex corporate environments. His perspective covers a wide canvas, from the way large organisations structure their technology decisions, to the procurement journeys that shape how AV gets specified and delivered, to the moments when design and technology finally come together to create spaces that genuinely resonate. Underlying it all is a consistent thread, the belief that better outcomes are possible when the right conversations happen early enough, and between the right people.

Vijaya offers useful context on how AV typically figures into Ostraca's project mix. For the large technology clients, TCS, Infosys, Wipro most fitout work follows well-established standards. "A lot of large companies have their own in-house AV teams," she explains. "They know exactly what their standards are. For an eight-seater room, they know the screen size, the number of data ports, the cable routes, all of it is clearly listed. We simply follow that playbook." On these projects, a separate AV consultant is rarely required.

It is a different story when the brief calls for something more distinctive. "For experience centres, AI labs, large town halls, those are where AV consultants come in," Vijaya says. "As we speak, we are working on AI labs for CTS, LTIMindtree, and Infosys. Volume-wise, I would say AV consultancy involvement sits at around ten to twenty percent of our total work. The churn on work areas is much higher, those are the bread and butter.

The specialised spaces are fewer, but they are where the real design conversations happen."

Parallel Tracks

When the conversation turns to the relationship between architecture and AV in the corporate sector, Arnab reflects on a

dynamic that he believes is worth understanding, not as a critique of any individual or firm, but as an industry-wide pattern that has evolved naturally out of how large organisations are structured.

In most corporate projects, the architect and the AV consultant are each appointed through different channels within the client organisation, often at different stages of the project. Both bring their own expertise and their own reporting lines, and the expectation is that they will collaborate effectively once the project is underway. "The intent is always there," Arnab notes. "In many cases both teams are genuinely trying to do right by the project. The challenge is that the architect's brief comes from the infrastructure group, while the AV consultant works closely with the client's technology vertical. When those two teams have different priorities or timelines, it can be difficult for design and AV to evolve together as seamlessly as one would hope."

He draws a gentle comparison with how projects tend to be organised in other sectors. In hospitality design, a single creative brief typically pulls all specialist consultants, lighting, acoustics, HVAC, electrical, into one coordinated process led by the architect. "In the corporate world, AV has its own ecosystem, its own procurement path, and its own decision-makers," Arnab observes. "That is entirely understandable given the scale and the investment involved. It is simply a different way of working, and one that the design community is still learning to navigate alongside."

Timing is everything

If the structural issue is the underlying cause, the most visible symptom is timing. Arnab describes this as the single biggest operational challenge in the industry, not dramatic, but consistently damaging.

The AV scope and the design scope are developed independently, and the integrator typically arrives long after the design process is underway. "The ideal situation is that the AV consultant is appointed almost simultaneously with the architect, so that the very first design render already reflects accurate AV specifications," Arnab says. "Instead, we show the client a 3D visual that the AV team will later tell us is incorrect. Screens move, rooms get reconfigured, approvals get reopened. That sometimes erodes the original design intent and creates entirely avoidable confusion."

Vijaya is equally direct on this point, and the firm has developed a clear process in response. "By the time we are closing out on look and feel, the AV consultant should already be on board," she says. "When we are about to move into working drawings, and that is when we need to know exactly where every cable route goes, what size screen is being used, how a recessed TV panel needs to be dimensioned. If that information is not available, the design cannot be finalised properly."

The firm has formalised this expectation. "We write a disclaimer into our process," Vijaya explains, "stating that any rework required at site due to AV requirements not being communicated in time is not the responsibility of the design consultants. It throws the accountability back to where it belongs, and it focuses everyone's minds on getting the coordination right from the start."

Spaces that Inspire

Despite the structural complexities, there are projects where everything comes together. They tend to share one common factor, a client who recognises that experience is the point.

Experience centres, customer engagement zones, showcase spaces, wherever a client is presenting their brand to their own clients, both the architect and the AV team are given real latitude. "We have had projects where the client has explicitly said, the architect gives the brief, and the AV consultant follows it," Arnab recalls. "That is the right model. And the results, when it works, are genuinely impressive."

“In corporate projects, architects and AV consultants are appointed by different teams within the client organisation. Both have the right intent, but when priorities and timelines don’t align, design and technology struggle to evolve together.”

Vijaya echoes this, and points to the granular detail of those conversations as what makes them productive. “We may not know the code number of a specific component, but we know exactly the function we want,” she says. “I want a large screen throwing content in a particular shape. I do not want AC grilles or speakers visible in this wall. The AV consultant then educates us on what model or specification makes that possible within our design intent. Those are genuinely good conversations, very collaborative, very seamless.”

The relationship works best, she suggests, when both sides bring genuine curiosity to the table. Arnab’s deep interest in technology, and his habit of staying closely engaged with the latest developments in AV, has made him a particularly informed and enthusiastic collaborator on every project. That shared curiosity between architect and consultant, Vijaya observes, is what elevates

delivery from competent to truly seamless.

Better Together

As the conversation draws to a close, Vijaya offers a message directed

specifically at the AV consultants and integrators who will read these pages, and it is one rooted in the collaborative spirit that has defined Ostraca’s best work.

“Project coordination is only as good as the information that flows through it,” she says. “Do not assume that a small change, moving a speaker from one position to another, has no impact on the design. For us, that shift can change everything, the panelling, the ceiling treatment, the visual rhythm of an entire wall. Share every update, however minor it seems.”

She describes the kind of working relationship she considers ideal, one where the AV consultant joins the same design workshops that the electrical, HVAC, acoustic, and other consultants attend. “When everyone is in the same room,

the details integrate naturally,” she explains. “The acoustic consultant has a view on how the room should behave. The AV consultant knows where the speakers need to go and how sound should travel. I need to take all of that and make it work aesthetically, so that nothing is compromised, whether it is function, finish or feel.”

Even the smallest details, she notes, are worth discussing. “If I am using a particular wood tone for a panel, it would be wonderful to know what speaker colours or equipment finishes are available, so that the colour combinations are considered together, not resolved as an afterthought,” Vijaya says. “We do this with our AC consultants already. The diffusers are custom-coloured to blend with the ceiling. The same level of integration is entirely possible with AV. It just needs the conversation to start early enough.”

That, perhaps, is the clearest takeaway from this conversation. Not a critique, not a complaint, but an invitation. Ostraca’s eighteen years have shown that the most memorable spaces are built not by any single discipline working in isolation, but by every contributor arriving at the table with openness, information, and enough trust to do their best work

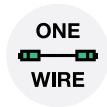


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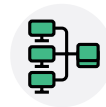
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The Art of Making Technology Disappear

A Quiet Revolution in Experiential AV



There is a moment, inside an experience centre in Bengaluru, where the visitors are waiting for the elevator and suddenly, they are greeted with a display message that appears on the wooden panel, taking them with surprise. No frames, no bezel, no edges, the messages appear from nowhere and the wall comes alive. A display blooms from within the wood grain, content flowing across a surface that gave no indication it was anything other than architecture. This is Bose George's benchmark. For the Managing Director of Leroc CX Tech Limited, the most powerful technology is the kind you do not notice until it is already telling a story. "If someone asks where the display is," he says simply, "we have done our job." That invisibility, it turns out, is very much by design

Bose George

Managing Director, Leroc CX Tech Limited

Bose started Leroc in 1997 with marketing collateral, print communication and exhibition graphics for India's nascent IT industry. Those early years gave him something most AV professionals never develop, a material-level understanding of how physical objects communicate meaning.

"We were designing ads for companies like Mercury and Dataquest," he recalls. "Then we got our first booth, for Interface at IT.com. We worked through the night, handed it over, went home. I woke up to a call saying we'd won the best stall award and made a quarter page in the Economic Times. That was our beginning." From that first booth, Bose identified a structural problem, designers could imagine, but vendors could not build. Innovation was consistently surrendered at the supplier's door.

So, he chose the harder path, building capability instead of outsourcing it. One large-format printing machine became a CNC router, then a laser cutter, then a metal fabrication unit. The production arm, now called Printree, grew for years at a loss before becoming the production hub of everything Leroc does today. "For five to six years, Printree was a

major loss," he says without flinching. "But we kept going because we knew control was everything. Control of quality, control of timelines, control of

what we could promise a client." "Give us the problem statement and we will give you the solution. That is our commitment."





an ordinary-looking surface from which content will emerge mid-meeting. Bose is also developing interactive versions with touch response.

Storytelling at Scale

The Belden experience centre in Bengaluru, completed two years ago and still operating without significant maintenance, is the most comprehensive illustration of Leroc's design philosophy in action. Flexible displays were embedded into moss walls with such precision that they appear, at first glance, to be film draped over organic material. A transparent LED wall, one of the largest of its kind, curves across glass manufactured specifically for the radius of that room. A central Display installation

rotates 360 degrees, its audio concealed behind a fabric ring that camouflages speaker cut-outs within the structure's design language. Tables carry wireless charging built into the surface. Lighting is occupancy aware. Even acoustic panels double as brand elements, the Belden logo itself constructed from sound-dampening material.

He is frank about conventional approaches: "If it is told on a PowerPoint, it is absolutely not effective. You need to show it in real life, larger than life. Then the client takes you that much more seriously."

How do you explain quantum computing to a non-technical audience? Leroc built the machine. Working from reference imagery alone, no blueprints, no schematics, the team fabricated a full-scale replica with nearly 3,000 individually developed components. Liquid cooling tubes, structural geometries and proportions were reconstructed with dimensional accuracy from photographs.

"We did it in about six to seven days," Bose says. "The client gave us an image. We recreated everything from that to the measurements, to everything." Non-functional, but profoundly convincing, the replica transforms an abstract concept into something visitors can walk around and emotionally register. Physical presence creates memory in ways that screens rarely do. The installation subsequently drew sustained attention at a major technology summit, from audiences who might otherwise have skimmed past an animated explainer.

India AI Summit

The India AI Summit showcased Leroc operating at national scale under brutal timelines. For AMD, the team designed and fabricated an entirely

A Patent in the Making.

If there is one innovation that defines Leroc's market position, it is the invisible display, a technology the company spent nearly ten months perfecting and is currently patenting.

The origin was a radical client brief, a display that does not look like a display. No rectangular black screen. No visible edges. The surface had to remain visually intact, until content appeared. What followed was months of experimentation, materials tested and discarded, prototypes failed, optical treatments refined. "We did it, then there were glitches, we went back to the drawing board," Bose explains. "Each time there were problems to address. Finally, we refined it to something commercially viable."

The result, powered display technology embedded directly into architectural surfaces. Wood, cement, marble, the cosmetic treatment mirrors the existing finish so precisely the display is undetectable until it activates. Every installation is bespoke, engineered to the specific conditions of each site. "In Wipro's case, they already had a panel. We treated their existing material, figured out the finishes, and gave it that exact finish as a final product."

Applications are expanding. Leroc is currently building conference table with an invisible display,



"The experience centre is not about displays," Bose says. "It is about how effectively you tell your story to your customer. Everything else, the transparent screen, the rotating structure, the moss wall, those are tools. The story is what matters."

cantilevered booth, structurally large enough for people to sit and work inside. Lighting responded dynamically to presentations, changing colour based on the client being addressed. The entire booth, from brief to installation in Delhi, was

completed in fifteen days, with roughly seven allocated to manufacturing. "The client came to us at the last moment," Bose says. "Nobody slept much, but nobody complained". For another client at the same summit, Leroc built a Kalpavriksha, a wishing tree representing AI as a modern fulfilment of ancient aspiration.

The gaming rigs, Leroc has developed, transparent, fully functional computers designed as tables, with integrated thermal management and acoustic dampening, represent another expression of this philosophy. Over 200 units have been deployed across gaming zones and experience centres nationwide. "Innovation is not about inventing new technologies. It is about finding creative ways to use what already exists."

The Build Advantage

Leroc's manufacturing muscle runs deep. From CNC machining and laser cutting to flexible display integration and custom electronics, everything is built under one roof in Bengaluru, and that self-sufficiency is the quiet engine behind every commitment the company makes to a client. "Most competitors promise the earth, the sun, the moon," Bose says. "Then the vendor says the stock isn't available. We have dependencies too, LED modules still come from China. But



control is in our hands. And that's everything." That control extends to people and partnerships. A 120-strong team spans design, engineering, production, events and digital. Client relationships are long and deliberately few, some stretching two decades or more. Not a single outstanding receivable on the books

Going Global

Leroc's current financial year is expected to close at 100 crore, up from 83 crore the previous year, when the company transitioned to limited status.

An IPO is on the horizon, with a clear global mandate, Europe, the Middle East and Singapore.

Before the global chapter can fully open, Bose must solve a more grounded problem: the company has outgrown its space. "There is a limit to how much we can deliver right now," he says. "The biggest limitation we have is space." A larger facility and a dedicated factory are both in the pipeline, investments that will give Leroc the capacity to pursue

international projects at the scale they demand. Europe, the Middle East and Singapore are already in the crosshairs for post-IPO expansion, with the region holding promise as a market where innovation-led design finds its most receptive audience.

Meanwhile, Bose keeps one eye firmly on the horizon. Leroc is actively researching holographic display platforms and exploring what interactive invisible displays might look like across an entire wall or ceiling, touch-responsive, immersive, seamless. These are not distant ambitions. They are active research threads. "We are doing our own research," he says. "We will get there."

Built on Belief

Ask Bose what business Leroc is in, and the answer shifts depending on the project experience design, fabrication, AV integration, spatial storytelling. But the thread that runs beneath all of it is simpler, belief. Belief that a surface can hold more than it shows. Belief that technology serves best when it is least visible. Belief that India has a creative voice worth hearing on the world stage.

"We are at least finding creative ways of using whatever is already there," he says. "Things like the invisible display are taking us a long way." It is a characteristically modest way of describing what is, in fact, a significant act of original thinking.

He wishes the environment around innovation were more forgiving. Institutional support, he feels, remains thin for those willing to take creative risks. But Leroc has never waited for permission. It has grown quietly, selectively, on its own terms – and the world, slowly, is noticing.

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Sounds vs Signal

Why Your Premium AV Setup Still Sounds Off

By Sachin K Jain

A few years ago, I was called in to assess the boardroom of a large global multinational headquartered in Dubai. This was no ordinary room, it was the space where the

Hardware was rechecked. Nothing changed.

When we stepped in to conduct a proper technical analysis, the culprit was not the signal. It was

The reality is that a microphone does not capture just speech. It captures speech plus the acoustic signature of the room it occupies. In a highly reverberant space, sound bounces off the ceiling, reflects from glass walls, ricochets off hard table-tops, and rebounds from polished floors, each of these reflections arriving at the microphone at slightly different times. The result is overlapping versions of the original speech, smeared across time in a way that no amount of digital processing can fully untangle.

The microphone faithfully reproduces all of it. Remote participants receive not a clean signal but a muddy, echoing version of the conversation, forcing their brains to work overtime to extract meaning from the acoustic fog. Intelligibility drops. Even at adequate volume levels, clarity suffers. And increasing gain does not help, it simply amplifies both the direct sound and its many reflections, making everything messier. This is where many organisations find themselves trapped in a frustrating and expensive cycle: poor clarity leads to calls for better microphones; better microphones pick up even more of the room's problems; complaints about echo prompt suggestions of better speakers or additional processing. Each "solution" addresses the symptoms while the underlying cause goes untreated.

When Electronics Cannot Save You

The AV industry has produced genuinely impressive digital signal processing technologies. Echo cancellation algorithms, beamforming microphone arrays, noise reduction filters, automatic gain control, these represent real engineering achievements, and they absolutely have their place in a well-designed system.

But they work best when refining minor acoustic imperfections, not compensating for fundamental



global CEO and leadership team convened, and it had been outfitted accordingly. High-end ceiling microphones. Enterprise-grade DSP. Quality loudspeakers. A UC platform from well-known brands in the industry. The system was premium.

And yet every time the CEO connected with his global leadership team, the meeting stalled. Remote participants constantly asked him to repeat himself. The team in Dubai, in turn, struggled to make out words from the far end. For a boardroom commanding that level of investment, it was a frustrating and embarrassing situation for the participants.

The organisation did what most do in such circumstances, they called their UC integrator. Microphones were recalibrated. DSP parameters were adjusted. Configurations were reviewed.

the space. The room was highly reverberant, lined with glass and finished in hard stone, beautiful materials, acoustically catastrophic. By treating the room's acoustics rather than continuing to fidget with boxes on the wall, we finally resolved the issue. Today, that CEO communicates effortlessly with his global teams. Same equipment. Completely different experience.

This story is not unique. It plays out in conference rooms across the world, every single day.

The Equipment Trap

This assumption is wrong and it is costing organisations enormous sums while leaving their people with meeting experiences that are exhausting, unproductive, and demoralising. If the acoustic environment is flawed, electronics can only do so much.

room problems. Asking DSP to overcome severe reverberation is like asking photo editing software to correct a blurry photograph, you can improve it somewhat, but you cannot recover information that was never cleanly captured in the first place.

When sound bounces around a room for several hundred milliseconds, creating dense overlapping reflections, no algorithm can perfectly separate the direct signal from its many delayed copies. The processing can reduce the problem's severity, but it cannot eliminate it. What you are left with is audio that sounds artificial and processed, still lacking the naturalness and clarity that proper acoustic treatment would deliver effortlessly.

The principle deserves to be stated plainly: electronics refine the signal; acoustics define the experience.

The Design Disconnect

Part of the problem lies in how modern workspaces are conceived and evaluated. Contemporary office design has increasingly favoured aesthetics that emphasise openness, natural light, and industrial materials. Floor-to-ceiling windows, polished concrete, exposed ceilings, minimal soft furnishings, and large hard-surface tables create environments that are visually striking and photograph beautifully for marketing materials.

From an acoustic standpoint, however, these design choices produce nearly the worst possible conditions for speech intelligibility. Hard, reflective surfaces do not absorb sound, they bounce it around the space, repeatedly. Large glass expanses function as near-perfect acoustic mirrors. Open ceilings eliminate one of the most effective locations for sound absorption. The result is a space that looks world-class but struggles fundamentally with the one task it is most frequently asked to perform: facilitating clear communication.

The consequences extend beyond frustration. Continuous mental filtering, separating speech from reverberation, distinguishing words from their own echoes, leads to genuine listener fatigue. Studies in psychoacoustics have demonstrated that this kind of cognitive load results in reduced comprehension, lower engagement, and shorter effective attention spans during meetings. People leave these calls feeling drained, often without understanding why. Collaboration quality suffers. Meetings run longer and achieve less. The human cost of poor acoustics is real, even if it rarely appears on a balance sheet.

Treating the Room, Not the Signal

The solution requires a fundamental shift in perspective. Acoustics must be treated not as an afterthought to be addressed if problems arise, but as an integral part of room design from the outset.

In practice, this means incorporating sound-absorptive materials in strategic locations. Acoustic ceiling tiles or suspended clouds can control overhead reflections. Fabric-wrapped panels on walls reduce lateral echoes. Thoughtful furniture selection, upholstered seating, soft goods, carpeting, contributes meaningfully to a more controlled acoustic environment. The goal is not to create an anechoic chamber where all reflections are eliminated; some acoustic liveliness is desirable for natural-sounding communication. The objective is to achieve appropriate reverberation time for the room's size and intended use.

For existing spaces with persistent problems, acoustic treatment retrofits frequently deliver far better results than equipment upgrades. A modest investment in properly specified and positioned acoustic panels can outperform tens of thousands of dollars' worth of premium microphones and speakers installed in an untreated room. We demonstrated exactly this in that Dubai boardroom. The equipment was never the problem. The room was.

Before selecting microphones, speakers, or processing hardware for any space, evaluate the acoustic environment those components will operate within. A modest AV system in a properly treated room will consistently outperform a premium system in an acoustically problematic one. The room is not simply a container for equipment, it is an integral component of the audio system itself, and arguably the most important one.

A Different Way of Thinking

What the AV industry needs is not more



sophisticated signal processing – though that will certainly continue to improve, but it needs a cultural shift, a willingness to see the room as part of the system, not separate from it.

The most forward-thinking integrators and consultants in this space are already making that shift. Rather than arriving on a job with a catalogue of hardware and a configuration checklist, they begin with the room – its dimensions, its materials, its reverberation characteristics, its purpose. They treat acoustics as the foundation on which everything else is built, because that is precisely what it is.

The next time you are planning a conference room installation or troubleshooting an audio quality complaint, resist the reflex to reach for the spec sheet. Walk into the room. Clap your hands.



Sachin K Jain

Technology Design Architect: Experienced Technology Architect with a demonstrated history of working in the ELV industry. Skilled in Audio-Video, Electronic Security Surveillance, Smart Automation, IoT, Lighting, Data-Voice, IBMS and Life Safety (PA & Fire Alarms).

What Do We Really Look for in Professional Audio

By Keith Lobo

In the world of professional audio, technology evolves at an incredible pace. New formats, smarter amplification, networked control, and increasingly sophisticated loudspeaker designs enter the market every year. Yet despite all this innovation, the core expectations of professional audio have remained remarkably consistent.

Whether you're designing a live music venue, upgrading a hospitality space, integrating sound into a corporate environment, or building a system for worship, retail, or entertainment, one fundamental question drives every decision, Professional audio is not defined by products alone. It is defined by outcomes. It's about how sound behaves in a space, how reliably it performs over time, and how seamlessly it supports the purpose of the environment. Ultimately, professional audio exists to create experiences, experiences that are heard, felt, and remembered.

So what truly matters when choosing professional audio solutions today?

Sound Quality That Speaks for Itself

At the heart of professional audio is clarity.

The best systems don't draw attention to themselves. They allow the content to shine. Whether it's a live band, a keynote speaker, background music, or an immersive soundtrack, sound should feel natural, balanced, and effortless. Every frequency should be represented accurately,

without harshness, muddiness, or distortion.

Professional sound quality is about faithful reproduction. What comes out of the loudspeakers should match what went in, preserving tonal balance, dynamics, and detail. This matters just as much in a small cafe as it does in a large arena. In fact, in intimate spaces, poor sound quality is often more noticeable.

Good sound enhances emotion. It supports storytelling. It keeps listeners engaged rather than fatigued. When audio quality is right, people don't talk about the system. They talk about the experience.

Consistency Across Every Seat

One of the most important markers of a truly professional system is consistency.

In real-world spaces, listeners are rarely positioned in the "perfect" spot. They move, they sit at different distances, and they experience sound from various angles. A professional audio system ensures that a listener in the front row has a similar experience to someone at the back or off to the side.

Achieving this requires more than powerful



equipment. It demands controlled dispersion, predictable coverage patterns, thoughtful system design, and accurate modelling and tuning. These elements work together to create uniform sound coverage that ensures intelligibility, musical balance, and comfort throughout the venue.

When every seat becomes a “sweet spot,” the space feels intentional and well designed. This consistency is what separates consumer-grade solutions from professional ones.

Reliability You Can Trust

In professional environments, failure is not an option.

A system that sounds great but fails during an event, service, or business operation quickly loses its value. Downtime is costly, not just financially, but reputationally. This is why reliability is a non-negotiable requirement in professional audio.

Top-tier pro audio equipment is engineered to perform under demanding conditions, long operating hours, high output levels, challenging environmental factors, and continuous daily use. Stable amplifiers, robust transducers, thermal protection, and intelligent monitoring are all part of this reliability equation.

Equally important is the brand behind the product, its track record, global support network, and commitment to long-term service. Professionals don’t just buy equipment; they invest in confidence.

Ease of Integration & Control

Modern spaces demand flexibility, and professional audio systems must adapt accordingly.

Today’s environments, restaurants, hotels, stadiums, houses of worship, corporate offices, and mixed-use venues, require systems that are easy to deploy, intuitive to operate, and scalable for future needs. Audio should integrate seamlessly with lighting, video, automation, and IT infrastructure.

This is where modern pro audio truly shines. IP-based control and audio networking, remote monitoring and diagnostics, centralized system management, and user-friendly control interfaces all combine to create solutions that adapt to the unique needs of each space.

For integrators and end users alike, ease of

control reduces complexity, minimizes errors, and ensures consistent performance. A well-designed system empowers operators rather than overwhelming them, allowing technology to stay in the background where it belongs.

System Design That Fits the Purpose

The “best” audio system is not the one with the biggest specifications. It’s the one that is right for the application.

Professional audio is as much about design as it is about equipment. Room acoustics, ceiling height, audience layout, ambient noise, and architectural constraints all play a role in determining the optimal solution.

Intelligent system design considers loudspeaker placement and orientation, acoustic treatment and reflections, power requirements and headroom, as well as content type and usage patterns. Each of these factors contributes to a solution that feels natural in its environment.

A well-designed system supports the purpose of the space rather than fighting against it. This application-first mindset is what defines professional audio engineering and separates thoughtful solutions from generic installations.

Value Beyond the Purchase Price

Professional audio is an investment, not an expense.

Decision makers today are increasingly focused on long-term value rather than upfront cost. A cheaper system that requires frequent maintenance, replacement, or compromises performance quickly becomes more expensive over time.

True value comes from energy-efficient amplification, low maintenance requirements, long product lifecycles, and consistent performance year after year. Systems that are designed well, installed properly, and built with quality components deliver a stronger return on investment.

They reduce operational headaches, extend usability, and maintain sound quality long after installation. In professional audio, value is measured over years, not invoices.

And Ultimately, the Experience

At its core, professional audio is not about technology, it’s about emotion. It’s the moment when the bass hits with impact but control. When a speaker’s voice cuts through clearly in a crowded room. When a venue feels alive, immersive, and engaging.

Sound shapes how people feel in a space. It influences mood, attention, and memory. This emotional connection is what transforms “sound” into professional audio. When everything comes together, clarity, consistency, reliability, control, and intelligent design, the result is an experience that feels effortless and powerful.

Whether you’re a system integrator, sound engineer, consultant, architect, or venue owner, what we really look for in professional audio is surprisingly simple. Clarity. Consistency. Reliability. Control. Long-term value. And above all, an experience that resonates with every listener. If your audio system can deliver these elements, day after day, seat after seat, then it is not just sound. It is truly professional audio.



Keith Lobo

A marketing and branding professional with over 20+ years of experience, backed by a diverse background spanning IT, professional DJ’ing, and audio technology.

Over the past five years, he has worked as an audio consultant, combining technical expertise with strategic marketing insight. Most recently, he co-founded AuralEdge Technologies Pvt. Ltd., further strengthening his footprint in the professional audio industry.

AuralEdge Technologies Pvt. Ltd. is a professional audio-video solutions company that delivers end-to-end consultancy, advisory, and system integration services

TECH AHEAD 2026

An Evening with Architects, PMCs and AV Consultants

As the boundaries between architecture, technology, and workplace experience continue to blur, Tech Ahead 2026, organised by AV Today, emerged as a timely and thought-provoking industry gathering that dared to ask a simple but loaded question, what does a truly intelligent meeting room look like, and who is responsible for making it happen? Sponsored by Barco and Logitech, the exclusive evening event brought together architects, project management consultants and AV consultants under one roof to collectively reimagine the future of meeting room environments.

The choice of audience was deliberate. Unlike broad industry expos that cast a wide net, Tech Ahead 2026 was curated specifically for the decision-makers and influencers who shape built environments from the ground up. These are the professionals who determine not just how a room looks, but how it functions, how it breathes, and ultimately, how it serves the people who walk into it every day. Far from being a conventional product showcase, the event positioned itself as a collaborative knowledge forum, focused squarely on better meeting room solutions, cleaner installations, and technology that quietly enables productivity without overpowering design.

The evening was kicked off by the project team of QUBIX Technologies, who addressed one of the most persistent challenges in modern collaboration spaces, visual and technical clutter. Their presentation highlighted best-in-class installation practices that prioritise concealment, integration, and long-term serviceability. In a world where meeting rooms are expected to perform seamlessly from the moment someone walks in, the conversation around how equipment is installed, not merely what equipment is chosen, has never been more relevant. By focusing on cable management, equipment placement, and alignment with architectural intent, the session set a practical and grounded foundation for the conversations that followed, reinforcing the idea that great AV design should be felt, not seen.

The intellectual core of the evening was the panel discussion titled "Insights on Designing Future

Meeting Spaces", moderated by Rhythm Arora of QUBIX Technologies. The panel brought together voices from every critical stakeholder group, the Architects, Project management consultants, AV system Integrator and AV consultants, creating a rare 360-degree perspective on what tomorrow's collaboration spaces must deliver. What set this discussion apart was its candour, each panellist spoke not from a script but from lived experience on complex, real-world projects where the gap between design intent and final execution is often where the most valuable lessons are learned.

Abhik Roy of ACorp from Architect emphasised that meeting spaces are no longer static rooms but adaptive environments that must respond to collaboration styles, acoustics, and spatial psychology, noting that the best rooms are those that disappear into the background, allowing the people within them to remain the focus. Sachin Krishnan of Cushman & Wakefield highlighted the growing importance of early-stage coordination between consultants, integrators, and design teams, arguing that last-minute AV decisions are one of the most common and costliest mistakes in large-scale fit-outs. Manmohan Ganesh, Managing Director of ProFX Tech Ltd, represented the System Integrator, spoke candidly to the realities of on-ground execution, where even the most forward-thinking technologies must still align with budgets, timelines, and long-term maintainability. Completing the discussion, Raja S Prabhu of iHD Consultants underlined the consultant's role as a bridge between vision and viability, ensuring that future-ready designs remain technically robust,

scalable, and above all, practical for the end user.

The latter part of the evening shifted focus from strategy to solutions. Abhishek Banerjee from Logitech presented collaboration technologies designed to simplify video conferencing across room sizes, from huddle spaces to large boardrooms, built around intuitive, scalable solutions that eliminate the need for complex user training. Gopal Krishna from Barco followed with a showcase of visual collaboration and presentation technologies enabling effortless content sharing and multi-source engagement, with emphasis on reliability, interoperability, and a consistent user experience across in-room, hybrid, and remote settings, critical for organisations investing in long-term workplace infrastructure

Tech Ahead 2026 successfully demonstrated that the future of meeting rooms will not be shaped by technology alone, but by the quality of collaboration between architects, consultants, PMCs, and integrators, supported by manufacturers who listen as much as they innovate. The evening made clear that the industry is moving beyond feature-led selling and into outcome-led thinking, where the measure of success is not the specification sheet but the experience of the person in the room. By combining installation insights, candid panel discussions, and technology showcases, the event offered attendees not just inspiration, but actionable clarity, reaffirming the industry's collective responsibility to design meeting spaces that are clean, intelligent, flexible, and truly human-centric.

TECH AHEAD

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The Strategic Art of Marketing in AV Manufacturing

Balancing Multiple Stakeholders and Competing Priorities

In the high-stakes world of audiovisual manufacturing, marketing professionals operate at the epicenter of competing demands, technical complexity, and relationship-intensive business environments. Unlike their counterparts in consumer goods or software, AV marketers must navigate lengthy B2B sales cycles, educate technically sophisticated buyers, and serve as the crucial link between engineering innovation and market success. They are simultaneously strategists, educators, event producers, budget guardians, and relationship managers—roles that require equal parts analytical rigor and creative finesse.

The challenge is formidable: satisfy a sales team hungry for qualified leads while maintaining brand integrity that global marketing demands; create spectacular trade show experiences within tight budgets; manage vendors who promise the moon while delivering inconsistent results; and somehow find time to ensure the internal team actually understands what they're selling. Success requires mastering the delicate balance between competing stakeholder expectations while keeping one eye on the budget and the other on brand consistency.

Managing the Expectations of the Sales Team

The relationship between marketing and sales in AV manufacturing can resemble a marriage—sometimes harmonious, occasionally contentious, but always interdependent. Sales teams operate in the trenches daily, facing aggressive competitors, skeptical consultants, and price-conscious customers. They need marketing to arm them with tools that close deals, not just pretty brochures that win design awards.

The first expectation is simple but demanding: generate qualified leads. Not just names and email addresses harvested from trade shows, but genuine prospects with projects, budgets,



and timelines. Marketing must implement lead scoring systems that distinguish between a curious student downloading a product sheet and a consultant specifying a million-dollar auditorium project. This requires sophisticated marketing automation, clear qualification criteria developed jointly with sales, and honest conversations about what constitutes a “sales-ready” opportunity.

The key to managing sales expectations lies in consistent communication, shared metrics, and mutual accountability. Regular pipeline reviews that examine marketing’s contribution to opportunities, honest discussions about lead quality versus quantity trade-offs, and collaborative planning for campaigns create partnership rather than adversarial finger-pointing when revenue targets slip.

Managing the Expectations of the Global Marketing Team

For AV manufacturers with international operations, regional marketing teams must balance local market needs with global brand consistency—a tension generating daily conflict. Global marketing establishes brand guidelines, messaging frameworks, and visual standards to create

unified worldwide presence. Regional marketers face customers indifferent to global brand architecture when local competitors offer better terms and faster delivery.

Managing expectations requires clear frameworks defining non-negotiable brand elements versus areas permitting regional adaptation. Brand books should specify color values, logo rules, and typography while allowing flexibility in messaging emphasis and tactical execution. Global marketing must resist micromanaging regional activities while regional teams accept brand identity cannot be redesigned for each market’s preferences.

Budget discussions create particular friction. Regional teams feel under-resourced while global teams see funding requests misaligned with strategic priorities. Implementing transparent allocation formulas based on revenue contribution, market potential, and strategic importance reduces favoritism perceptions while encouraging results-driven investment.

Relationships succeed when global marketing views regional teams as partners rather than subordinates. Successful leaders visit regional markets regularly, attend local events, and genuinely solicit input rather than broadcasting directives. Monthly global calls sharing best practices, reviewing performance, and

addressing challenges create alignment while respecting local expertise.

Managing Brand Visibility

In fragmented AV markets where thousands of integrators, consultants, and end-users influence purchase decisions, maintaining brand visibility requires sustained, multi-channel effort across diverse audiences—from technical engineers evaluating specifications to C-suite executives approving capital expenditures.

Digital presence forms the foundation. A well-structured, SEO-optimized website with regular content updates, mobile responsiveness, and fast loading ensures prospects discover your capabilities. Product pages must balance comprehensive technical specifications with accessible explanations while case studies showcase recognizable brands demonstrating expertise across vertical markets.

Content marketing builds visibility through valuable educational resources. White papers examining emerging technologies, webinars exploring best practices, blog posts addressing installation issues, and video tutorials position the brand as a knowledgeable partner rather than merely a product vendor. Create genuinely useful content audiences want to consume and share, not thinly disguised advertisements.

Social media requires platform-specific strategies. LinkedIn facilitates professional networking and thought leadership with targeted audiences. YouTube hosts product demonstrations and installation guides.

Public relations generates third-party credibility advertising cannot purchase. Securing editorial coverage in trade publications, contributing expert commentary, and participating in analyst briefings shape market perceptions through trusted sources.

Strategic partnerships and industry association participation extend visibility. Sponsoring education sessions, contributing to standards development, and collaborating with complementary providers demonstrate commitment beyond commercial interests.

Managing Events, Trade Shows, and Roadshows

Trade shows like InfoComm and ISE can consume

twenty to thirty percent of annual marketing budgets while demanding months of planning. The stakes are high—successful shows generate millions in pipeline opportunities while poor execution damages brand perception and wastes resources.

Strategic show selection is critical. Attending every event disperses resources thinly and exhausts teams. Evaluation criteria should include audience composition, geographic importance, product launch timing, competitive presence, and anticipated ROI. Major international shows justify significant investment while smaller regional events might warrant scaled participation or be skipped.

Booth design separates memorable presences from forgettable ones. Open layouts with interactive experiences, working product demonstrations, and comfortable meeting spaces create meaningful conversations. Static displays generate minimal engagement.

Pre-show marketing drives booth traffic through email campaigns, social media teasers, and personalized invitations to key accounts. Scheduling customer meetings and press briefings in advance maximizes executive time.

Post-show follow-up demonstrates ROI. Prompt lead distribution with conversation context, personalized follow-up emails, and opportunity tracking separate organizations generating lasting value from those simply occupying space.

Regional roadshows extend reach cost-effectively. Partnering with local dealers for demonstrations and networking builds relationships in secondary markets, often generating higher-quality engagement than massive trade shows.

Managing the Vendors

Most AV manufacturers partner with specialized vendors for creative development, digital marketing, public relations, event production, and content creation rather than maintaining comprehensive in-house teams. These relationships provide expertise and capacity that would be prohibitively expensive internally, but require active management to ensure quality and brand

consistency.

Vendor selection demands thorough evaluation through work samples, client references, and assessment of AV industry experience. This reveals creative capabilities, responsiveness issues, and whether they'll contribute valuable insights or require extensive education. Clear scope definition prevents misunderstandings. Detailed briefs must articulate objectives, audiences, deliverables, timelines, and success metrics. While comprehensive direction ensures consistency, allowing creative latitude generates innovative solutions.

Contract negotiations should address pricing structures, revision allowances, deliverable ownership, and termination clauses. Building long-term relationships with preferred vendors often proves more effective than constantly changing agencies for lower costs. Regular communication through status calls, business reviews, and performance assessments maintains alignment. Vendors



appreciate clear direction, timely decisions, and constructive feedback.

Performance evaluation using objective criteria—campaign results, budget adherence, and deliverable quality—informs relationship decisions. While cost management matters, lowest-bid approaches often require excessive oversight or produce substandard results.

Managing Media Relations

In markets where credible third-party validation influences purchase decisions, effective media relations generate visibility and credibility that advertising cannot purchase. Trade publications, industry websites, and analyst firms shape market perceptions through product reviews, feature articles, and competitive assessments.

Building relationships with editors and journalists creates the foundation for success. Understanding

their editorial calendars, content needs, and audience interests enables relevant pitch development. Editors appreciate genuinely newsworthy stories rather than thinly disguised product advertisements. Exclusive interviews, early product access, and expert commentary on industry trends provide value that builds goodwill.

Press releases remain relevant for genuinely newsworthy developments—major product launches, significant partnerships, industry awards, or technological breakthroughs. Effective releases lead with news rather than corporate boilerplate, include relevant quotes, and provide high-resolution images. Distribution through wire services expands reach while targeted outreach ensures priority outlet coverage.

Thought leadership opportunities position executives as industry experts through bylined articles, panel discussions, and expert commentary, building personal and corporate reputation.

Crisis communication preparedness protects brand reputation. Establishing protocols, designating spokespersons, and maintaining media contact lists enables rapid, transparent response when issues emerge.

Managing the Budgets for Different Campaigns

Marketing budget management demands balancing strategic investment in brand-building activities with tactical campaigns that generate near-term sales impact. Finance teams scrutinize marketing spend skeptically, viewing it as discretionary expense rather than strategic investment, making disciplined planning and performance measurement essential for maintaining funding levels.

Annual budget development begins with establishing clear objectives tied to business goals. Whether priorities include increasing brand awareness in new markets, generating qualified leads for new product categories, or defending market share against competitive threats, budget allocation should align with strategic priorities. Historical spending patterns provide starting points but shouldn't constrain thinking about optimal resource deployment.

Category allocation typically divides budgets across digital marketing, trade shows and events, content creation, public relations, partner programs, sales enablement, market research, and

agency services. The appropriate mix varies based on company maturity, competitive positioning, and growth objectives. Emerging companies might invest heavily in awareness-building while market leaders prioritize thought leadership and vertical market penetration.

Campaign-level budgeting requires estimating costs across all elements. A product launch campaign might include website development, video production, advertising placements, trade show presence, press outreach, sales training materials, and customer events. Building detailed budget estimates prevents mid-campaign surprises while creating contingency reserves provides flexibility for opportunistic initiatives or market response needs.

Tracking and reporting maintain visibility and accountability. Monthly reviews comparing actual spending against budget, analyzing campaign performance against objectives, and calculating return on investment demonstrate marketing's stewardship of company resources. Implementing cost controls, negotiating favorable vendor terms, and pausing underperforming programs allows reallocation toward higher-impact initiatives.

Performance measurement evolves from simple activity metrics toward business impact indicators. While tracking website traffic, email open rates, and event attendance provides tactical feedback, demonstrating marketing's contribution to sales pipeline, revenue influence, and customer acquisition cost builds executive confidence in marketing's strategic value.

Managing Internal Training Programs

The most brilliant marketing strategies fail if internal teams cannot articulate value propositions, demonstrate products effectively, or represent the brand professionally. Internal training programs transform employees into knowledgeable brand ambassadors who build customer confidence through every interaction.

Sales training represents the highest-priority audience. Comprehensive product training goes beyond technical specifications to address business applications, competitive positioning, objection handling, and demonstration techniques. New product launches require formal training sessions while ongoing reinforcement through webinars, quick-reference guides, and certification programs maintains proficiency as portfolios expand.

Technical support teams need deep product knowledge to troubleshoot customer issues and provide installation guidance. Creating technical documentation, configuration guides, and troubleshooting frameworks enables effective customer support while reducing escalations to engineering teams.

Partner and dealer training extends knowledge to external sales channels. Certification programs combining online learning with hands-on demonstrations ensure partners can effectively represent products. Tiered certification levels recognize expertise while encouraging ongoing education.

Internal communications teams require messaging frameworks, approved language, and visual assets to maintain brand consistency across employee communications and corporate presentations. Training on brand guidelines prevents off-brand communications that confuse markets.


Conclusion

Marketing in the AV manufacturing industry is not for the faint of heart. It demands technical acumen, creative vision, financial discipline, diplomatic skill, and relentless organizational ability. Success requires satisfying demanding sales teams while maintaining global brand standards, creating memorable events within tight budgets, extracting value from vendor relationships, and ensuring everyone from executives to support staff can represent the brand credibly.

The most effective AV marketing professionals recognize that their role transcends promotional activities to encompass strategic business partnership. They contribute market intelligence that shapes product development, competitive insights that inform pricing strategies, and customer perspectives that influence service delivery. They balance competing stakeholder expectations not by trying to please everyone equally, but by maintaining clear priorities aligned with business objectives while communicating transparently about trade-offs and constraints.

In an industry characterized by rapid technological change, intensifying competition, and evolving customer expectations, marketing's importance will only grow. Organizations that invest in developing sophisticated marketing capabilities—and the multi-talented professionals who lead them—position themselves for sustained success in increasingly complex markets.

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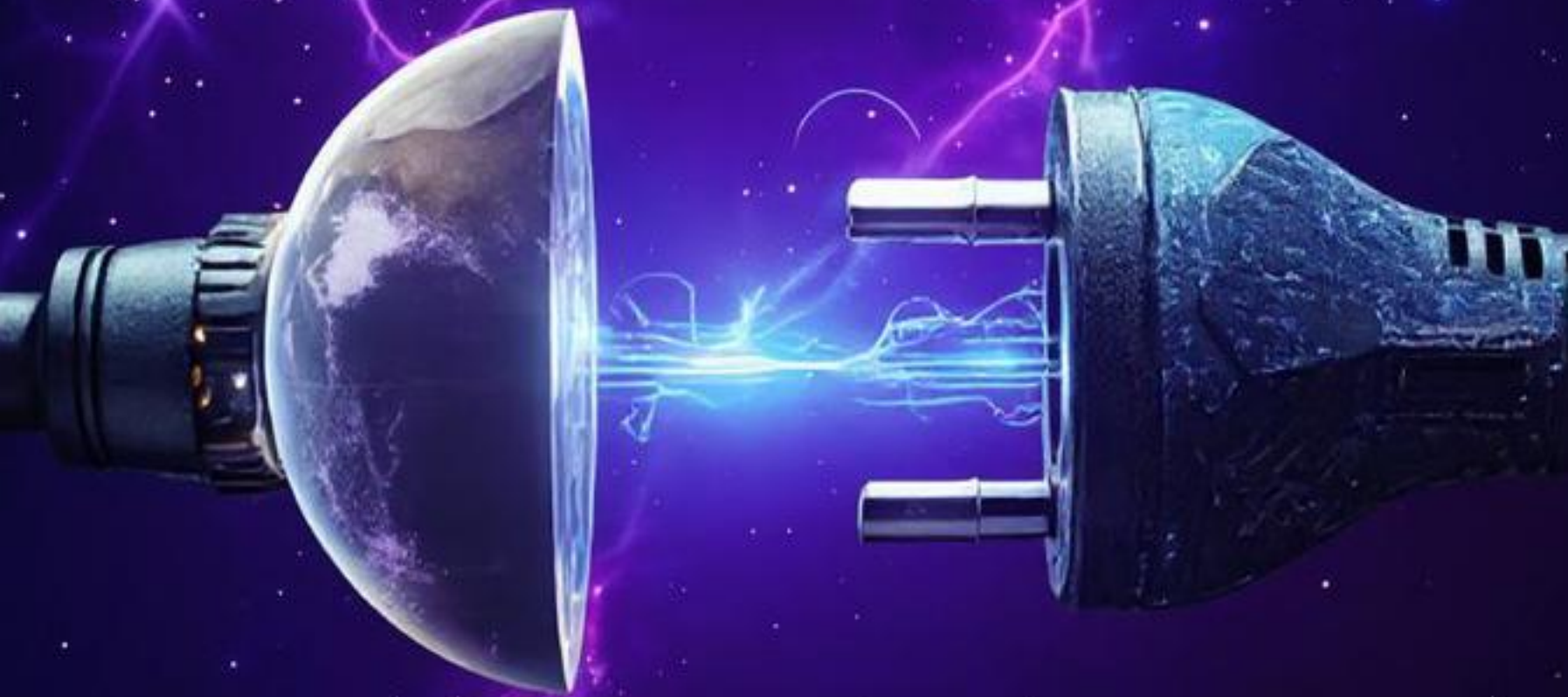
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Pune

Hospitality

Revolution Bar, Crafting Nights with Sound

Where High-Energy Nights Meet Precision Sound



Integrator: Astys Audio Video Pvt. Ltd.
 Category: Club
 Client: The Revolution Bar, Baner, Pune
 Contact: contactastys@gmail.com

Located in Baner, Pune, The Revolution Bar has established itself as a versatile hospitality destination, offering a relaxed dining experience by day and transforming into a vibrant nightlife hub after dark. To support this transition, the venue required an audio system capable of delivering clarity, power, and consistency across multiple use cases, including background music, DJ performances, live acts, and sports screenings.

Astys Audio Video Pvt. Ltd. approached the project with a focus on even sound coverage and controlled audio levels, ensuring an engaging experience without compromising comfort during quieter hours. A detailed site assessment enabled a solution tailored to the venue's layout and programming needs.

The installation features a d&b audiotechnik sound system chosen for its sonic precision and reliability. 24S loudspeakers were

strategically positioned to ensure uniform coverage across dining and performance zones, while 21S subwoofers provide controlled low-frequency reinforcement essential for a club environment. The system is powered by 40D amplifiers, delivering intelligent control and consistent performance across varying sound levels.

Post-installation, the venue has achieved a balanced and immersive soundscape that adapts seamlessly throughout the day. The enhanced audio has strengthened The Revolution Bar's position as one of Pune's leading nightlife destinations.

Bengaluru

House of Worship

Controlled Dispersion, Sacred Precision

Where Faith Meets Precision Acoustics



Integrator: Zacs and Phils
 Category: House of Worship
 Client: Mount Carmel Forane Church, Carmelaram, Bengaluru
 Contact: www.zacsandphils.com

Located in Carmelaram, Bengaluru, Mount Carmel Forane Church serves a devoted congregation within a highly reverberant worship environment. With an RT60 exceeding four seconds, the space presented significant acoustic challenges, requiring a system capable of delivering exceptional speech intelligibility and controlled musical reinforcement without raising overall sound pressure levels.

Zacs and Phils approached the project with detailed acoustic evaluation and on-site analysis, focusing on controlled dispersion and tonal balance. The objective was clear: preserve the sanctity of worship while ensuring every word, hymn, and prayer reached the congregation with clarity and definition.

The installation features HH Audio CLS column arrays selected for their controlled vertical dispersion and ability to minimize reflections. Low-frequency reinforcement is

provided by TNA 1800SA subwoofers, while TRM1201 stage monitors support altar and choir requirements. System processing is managed through the HH Audio SP48 DSP for precise EQ, delay alignment, and protection.

Vocal capture is handled using AKG D5S and D7S microphones, complemented by Electro-Voice R300 HD wireless systems for stable RF performance. Post-installation, the church now benefits from a balanced and intelligible sound environment, transforming a challenging acoustic space into a refined and immersive worship experience.

Kerala

House of Worship

Sacred Spaces, Intelligent Systems

Where Clarity Meets Reverence



Integrator: Zacs and Phils
Category: House of Worship
Client: St. Paul's Mar Thoma Church, Kozhikode
Contact: www.zacsandphils.com

Rebuilt after more than six decades, St. Paul's Mar Thoma Church, Kozhikode, now serves a growing congregation of nearly 250. The renewed structure represents not only architectural transformation, but a carefully engineered acoustic environment designed for clarity, warmth, and reverence.

The project demanded exceptional speech intelligibility and natural musical reproduction without excessive sound pressure levels. Architectural and HVAC constraints required loudspeakers to be mounted at higher elevations, making controlled directivity and distributed, time-aligned design essential.

The system centers on the Tannoy VLS 30 asymmetrical vertical line source, selected to deliver uniform coverage from the first pew to the rear seating while minimizing unwanted reflections. Lab.gruppen PDX 3000 amplification ensures reliable headroom and

consistent performance.

Under-balcony and overflow areas are reinforced using Turbosound NUQ series loudspeakers powered by Lab.gruppen IPX amplifiers, all precisely time-aligned for a cohesive acoustic image. Low-frequency support is provided by Turbosound NUQ118B-AN subwoofers, tuned to add warmth without overpowering vocals.

System optimization and protection are managed via DBX Venue 360 processing, while a Behringer X32 with S32 stage box offers flexible digital mixing and scene recall. The completed installation delivers a balanced, intelligible, and immersive worship environment that seamlessly supports the sacred experience.

Bengaluru

Education

Precision in Every Word

Where Academic Dialogue Meets Acoustic Precision



Integrator: Prabhath Enterprises
Category: Auditorium
Client: Shashwathi Auditorium, NMKRV Institute of Legal Studies, Bengaluru
Contact: www.ansata.net

Located within NMKRV Institute of Legal Studies, Bengaluru, Shashwathi Auditorium is a 250-seater academic space designed to host lectures, seminars, institutional gatherings, and cultural programs throughout the year. Given its multifunctional nature, the institute required an audio solution capable of delivering high speech intelligibility, balanced musical reinforcement, and uniform coverage, while integrating discreetly within the auditorium's contemporary architecture.

In collaboration with Ansata, Prabhath Enterprises implemented a d&b audiotechnik sound system centred on column loudspeaker technology. The deployment includes 24C and 16C cardioid column loudspeakers in white, selected for their controlled dispersion characteristics and ability to reduce unwanted reflections from room surfaces. This ensures lectures and presentations remain articulate, direct, and effortless to follow across the seating area.

For cultural performances, 12S subwoofers provide controlled low-frequency support, adding warmth and depth without overwhelming speech-focused sessions. The system is powered by 5D amplifiers, delivering reliable performance and simplified operational control suitable for institutional use.

The completed installation now provides consistent coverage and an acoustically balanced environment, enhancing both academic engagement and cultural experiences within the auditorium space.

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