

AV TODAY

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Talent Shortage

The next big pandemic affecting the AV Industry

Insightful Conversations



Jatan Shah
President - QSC



Mala Prasad
Managing Director
AVI SPL India



Kuldip Kamat
Managing Director
All Wave AV



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- The Talent Crisis

CASE STUDIES:

- Shneider Electric - Dubai UAE
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Founder's Note

Dear Readers,

As we gear up for **InfoComm India**, the most anticipated event of our industry, it is important to pause and reflect on the challenges shaping our collective future. One issue that looms large—and yet remains insufficiently addressed—is the **talent shortage in the AV industry**. Though widely discussed, real solutions have been few and far between.

In this edition, we bring you perspectives from thought leaders who candidly share their views on what is fueling this shortage and the possible steps to bridge the gap. A striking revelation is how the AV industry continues to remain an invisible career pathway for thousands of young graduates across disciplines. Industry veteran **Prashant Govindan** offers a candid take on this critical concern in his exclusive conversation with the **AV Today** team.

We also turn the spotlight on the **next generation of leaders**—young, dynamic, and visionary professionals stepping into family businesses with bold ideas and unstoppable energy. Their passion for driving change through creativity and innovation promises a bright future for the industry, and we are delighted to bring you their voices.

This edition also celebrates the inspiring **25-year journey of All Wave**, a company that has consistently demonstrated resilience and excellence. We feature an in-depth interview with **Jatan Shah, President of QSC**, during the launch of their landmark Experience Center in Bengaluru—a significant milestone for the brand. Our **Women of AV** series continues with a thought-provoking conversation with **Mala of AVI-SPL**, underlining the power of diverse leadership in shaping the industry's future.

Adding to the richness of content are **two case studies**—one from Dubai and another from India—each offering unique lessons in design and execution. Our installation features provide a comprehensive look at projects across India, showcasing the creativity and technical depth of AV solutions at work.

Finally, as we count down to **InfoComm India**, we bring you a curated preview of **cutting-edge products** that will be on display at the show, offering a glimpse into the innovations set to redefine our industry.

This issue is a blend of reflection, celebration, and forward-looking insights—crafted to inspire, inform, and ignite meaningful dialogue within the AV community.

Warm regards,

K. David Paul Sudhakar



K. David Paul Sudhakar

Founder, AV Today

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Making Waves

Celebrating 25 years of building India's most trusted name in corporate AV experiences



From tech-savvy boardrooms with technicolour screens to notes that reverberate across a sonic auditorium, Kuldeep Kamat believes that AV technology should make you feel every beat and capture your imagination with every visual frame. Helming Allwave AV, Kuldeep understands that AV isn't just two terms - audio and visual - but that the two words hold the promise of a multisensory experience.

"I'm a big music buff, an amateur rhythm guitarist, and that's why I wanted the AV experience to be tactile, much like music is for me," says Kuldeep, who has merged his scientific know-how as a mechanical and industrial engineer with his love for music. "Whether you're using AV to make corporate presentations in a boardroom, in an online meeting space, or in a training room, what I want you to take away is the experience," explains Kuldeep. And it is this unrivalled end-user experience that has led to a loyal, yet ever-expanding customer base, while also driving innovation and change.

The Backstory

Established by Kuldeep's father, the late Uday Kamat, Allwave began as a radio agency at a time when radio sales were booming. Soon they entered the television market. But in the late 90s, the company felt the need to pivot and ventured into paging systems, nurse call systems, noise cancellation technology, pipe music systems in restaurants, and even voltage stabilisers. "This was the first time the company went beyond radio," explains Kamat. Soon there was no looking back.

Around the year 2000, the late Uday Kamat found a niche, decided to focus heavily on the corporate sector, and more specifically narrowed in on projectors, video collaboration and conferencing systems. That's when Allwave AV was born. The catchy name 'Allwave' had already created brand value, and it fit in perfectly with the new offerings.

In the early years of Allwave AV, the late Uday Kamat managed entire projects almost single-handedly. At that time, the company was finding its footing, which meant taking on smaller projects. That's where the learning really was; from managing finances, keeping accounts, quality control and assurance, sales support, servicing clients, to managing people—every aspect of the project was done by a small team, helmed by the late Uday Kamat. It was this hands-on approach that gave a deeper, more nuanced understanding of the industry. Eventually, it was this invaluable know-how that was passed on to Kuldeep by his father.

Kuldeep says, "At the time I was an undergraduate engineering student, and I would occasionally contribute by writing code for the company. But I had no real intention of joining the family business. In fact, I got a scholarship to study in

the USA, and I took it." The scholarship at Ohio University was followed by a job in consulting in Washington, D.C., and after a few years of work experience, Kuldeep found himself deciding whether to return home or set up roots in the USA. In 2007, he came back home to Mumbai. "India was definitely growing as a market. I saw potential in the AV industry, and I also felt that I was now ready for entrepreneurship under the mentorship of my father," says Kuldeep.

Behind the Scenes

Over the years, Allwave AV grew stronger, and their client profile changed from small companies to large and mid-size corporations. As the internet made the world smaller, the sector saw greater demands. The focus slowly but steadily shifted from projectors in training units and boardrooms to meeting rooms across borders. It was now about creating hardware and software solutions that allowed for presentations and communications in virtual meeting rooms. That's when Kuldeep really found his niche. "When I go to a music concert, I don't just want to listen to music, I want to experience it." And it was this focus on creating an immersive atmosphere at what may otherwise be a mundane office setting that set Allwave AV apart from the competition.

Their secret lies in the details: spatial audio systems, high-performance LED displays, intuitive interface programs, competitive and up-to-date hardware, the willingness and resources to customize solutions, and attentive client servicing.

The pandemic pushed the company upward on the growth curve. "It forced us to conceptualise for a different world, the modern corporate world," says Kuldeep. "Prior to the pandemic, if you worked from home, it was frowned upon and you were considered a slacker. That definition completely



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changed after 2020," elaborates Kuldip. With WFH becoming the norm, the AV industry grew in leaps and bounds. It was during this time that Allwave AV joined the PSNI (Professional Systems Network International) Global Alliance.

PSNI is an alliance of carefully vetted, trusted AV experts around the globe. The alliance primarily serves as a platform for AV companies to grow their global presence while also sharing knowledge and learning from the experience of industry veterans. "Being part of PSNI helped us understand what global customers and multinationals need. It gave us deeper insight into the work of UK, German, Singapore, and US integrators," says Kuldip. "It also made me think of how we can bring some of their tried and tested processes to India," explains Kuldip. He believes that the AV world is moving toward global design and deployment, and the next few years promise to be exciting, marking a dynamic shift in the industry.

Being chosen to be part of PSNI was a privilege. "We were interviewed, and I think they realised that we are among the few companies in India that obsess over design, get into the little details of supplying, installing, and maintaining. We have a streamlined, efficient process to gain new clients and serve them. We maintain high quality

standards. And it wasn't just us that PSNI spoke to; they also interviewed our customers to ensure genuine customer satisfaction."

Other happy customers who have been served tailor-made solutions include the Azim Premji Foundation. The Foundation has a presence spread across India, including rural India. They operate public health programmes and deliver education across remote locations. Their sister organisation, Azim Premji University, based in Bangalore, is a hub for academic research, policy work, and faculty development. "Across these diverse environments, we provided customised AV solutions. It required meeting the AV needs of remote field offices, digital classrooms, training labs, and university auditoriums. We were able to create reliable remote monitoring systems. Essentially, we created scripts that were available remotely on online dashboards. This in turn required less skilled manpower in remote locations," explains Kuldip. That said, manpower, though in lower numbers, was required and played an important role. Therefore, Kuldip invested in skilling and training personnel in remote locations so as to cater to clients in far-off locations. Instead of parachuting skilled personnel to far-away spots, Allwave decided to

give back to local communities, training locals (with appropriate educational backgrounds) to work with AV technology as well as helping them develop communication and people skills to cater to clients.

Catering remotely also comes with its own peculiarities, such as concerns of privacy and cybersecurity. This is something that Allwave AV had faced even prior to the pandemic. "That's when we came up with a networking operating center, which is a subset of security but not a whole cybersecurity system, as the latter doesn't fall in the purview of an AV systems provider. But to ensure greater security, we follow the ITIL (Information Technology Infrastructure Library), which provides best practices for managing IT, including cybersecurity."

Stumbling Blocks

According to Kuldip, one of the biggest challenges in the industry lies in educating consumers. "We get people who are impressed by our services but are looking for us to match the cheapest integrator in terms of price. We try to educate them on our niche offerings, high quality, and services, while respectfully letting them know that we cannot match those rates

given our quality," explains Kuldip.

The industry may see players who come in for a short time, create a few ripples, but don't survive too long. "We have always focused on quality over quantity, which is one of the major reasons that we have continued to grow steadily yet surely over the decades," says Kuldip.

Future Forward

Kuldip credits the success of Allwave to a sound scientific background. "My father had a background in physics. I have a background in mechanical and industrial engineering. I think that gave us an advantage in this tech-driven field," says Kuldip. Yet he is acutely aware that the future involves leveraging the principles of science into technology that caters specifically to the informal office setups of Gen Z. "As compared to expensive, equipped studios, Gen Z wants to take their office around with them. So now the AV offerings include shotgun microphones and cameras, editing and post-production software on phones that

don't compromise on quality." Kuldip continues, "Even when it comes to capturing their attention, instead of hoardings and billboards, we're looking at digital signage or digital standees." He believes that the method of communication has changed, and that's exactly what AV technology needs to focus on. "At the end of the day, it's all about the end-user experience," he says.

A major point of focus and one that has always taken priority at Allwave, right from inception, is that of sustainability. "My father and I always looked at not just building a new customer base, but ensuring we maintained our customers for the long haul." This decision was intimately tied into ensuring that corporate decisions and investments were made not just from one quarter to the next, but were profitable in the long run. "We've been in the industry for several decades and continue to focus on growing with every passing year," says Kuldip.

This focus on the long-term wasn't restricted to customers. "It was something that we also

consciously worked on in terms of our team. We wanted to create a team where people joined and wanted to stay on, and eventually became a part of the Allwave family," says Kuldip. The company's leadership personnel, such as Tanaji Dange and Krishnan Panicker, have been with Allwave since inception. In fact, even Allwave customers have been known to join the company as tech personnel over the years. "We continue to invest in our people, creating an atmosphere that's encouraging, and that's probably why our rate of attrition is very low. We have a team that's dedicated and knows the ropes," says Kuldip.

Kuldip reveals that he has exciting plans in the making but remains tight-lipped. Suffice to say that Allwave is investing in novel technologies, particularly in the area of acoustics. Investments will touch upon both software and hardware, and Allwave will likely be aiming for greater virtualisation.



QSC's Vision for the Full Stack AV Platform

A Conversation with President Jatan Shah



From Bangalore's new experience center, industry leader discusses platform integration, AI innovation, and the future of professional AV.

The professional AV industry is undergoing a paradigm shift, transitioning from traditional product-based approaches to comprehensive platform solutions. At the forefront of this transformation stands QSC, the renowned audio, video and control systems manufacturer, which recently opened a world-class Experience Center in Bangalore, India. In an exclusive interview, QSC President Jatan Shah shared insights into the company's Q-SYS Full Stack AV Platform strategy, the role of artificial intelligence in modern AV solutions, and the company's growing commitment to the Indian market.

Jatan, who has been with QSC for 15 years and serves as Chairman of AVIXA's Board of Directors, outlines a clear vision for the future of professional AV. "Full stack AV platform and the way we think about AV solutions is that full-stack AV includes all from the edge to cloud, all the platform and the ecosystem that makes an AV solution come to life," he explains. This approach

marks a fundamental shift from traditional product-centric thinking.

The Q-SYS platform, now 18 years in development, has evolved from its original focus on integrated audio, video, and control systems to now include cloud features and AI-driven innovations. "We started with integrated audio, video, and control, and then we added the cloud on top of it, and now with the AI-led innovations that are just taking the platform to a whole other level," Jatan notes.

This evolution shows that QSC understands modern AV solutions and now need to go beyond traditional limits. The full-stack platform allows AV systems to connect with other building subsystems using sensor technologies and various integration points, opening up opportunities for insights that wouldn't be possible with standalone products.

Central to the QSC vision is the integration of artificial intelligence across multiple layers of the AV experience. Jatan describes a dual approach to AI implementation: "It could be AI in the room like a Q-SYS VisionSuite or some kind of a computer vision type approach to actually bring the experiences to the next level, but then also applying AI to different data that we generate."

This strategy recognizes that modern AV systems serve as both the "eyes and ears" and the "brains" of intelligent spaces. By collecting and analysing data from various touchpoints, AI-enhanced AV platforms can generate actionable insights that benefit end users in ways that traditional systems cannot match.

The computer vision applications Jatan mentions represent just one facet of this approach. By leveraging AI for real-time analysis of room occupancy, user behaviour, and environmental conditions, AV systems can automatically optimize experiences, predict maintenance needs, and provide facility managers with valuable analytics about space utilization.

What sets the full-stack approach apart is its ability to integrate AV platforms with broader building ecosystems. "You're able to use AV platforms that can actually go through the cloud and other ways to talk to things beyond AV," Jatan explains. "Whether it's in the buildings, different subsystems through sensor technologies, what insights can you generate by having the integration of AV with other areas of a space?"

This integration capability transforms AV systems from isolated solutions into central nervous systems for intelligent buildings. Meeting rooms can automatically adjust lighting, temperature, and acoustics based on occupancy and usage patterns. Lecture halls can change their configurations depending on the type of presentation being delivered. Corporate spaces can provide real-time analytics about collaboration effectiveness and space utilization.

The industry has responded enthusiastically to the Q-SYS full-stack approach, "The response has been tremendous," Jatan reports, particularly highlighting the impact of hands-on demonstrations at experience centers like the new Bangalore facility. "When we talk about some of these experiences that are coming to life at an experience center like what we have here, you can actually experience what a full-stack can do."

The experiential aspect proves crucial for helping customers understand the platform's capabilities beyond traditional AV functions. Rather than simply demonstrating audio and video quality, these centers showcase how integrated platforms can transform entire spaces and workflows.

While Jatan didn't specify particular vertical markets showing stronger adoption, he emphasized that the platform addresses diverse space types, including meeting rooms, divisible spaces, and lecture halls, suggesting broad applicability across corporate, education, and government sectors.

QSC's investment in the Bangalore Experience Center reflects a broader strategic commitment



to emerging markets, particularly India and the Middle East. "India is a strategic market for us," Jatan states. "We started our journey a long time ago, and then we've continued to evolve in a market like this."

The company's approach to these markets recognizes their unique characteristics and growth trajectories. Jatan notes the "maturity of this market" in India, where both multinational companies and local organizations are increasingly understanding "the power of technology and what's possible within the AV."

This maturity creates opportunities across multiple vertical markets. "There's tremendous growth in corporate, higher education, government," Jatan observes, attributing this growth to organizations recognizing "the value coming out of these investments for people."

The regional strategy also demonstrates QSC's understanding that successful platform deployment depends on local support and expertise. The company has established a significant local presence, with over 120 employees in India and support teams across key geographic centres within the country.

Recognizing that the shift from product-based to platform-based approaches represents a



significant change for system integrators and partners, QSC has developed comprehensive support strategies. "When you have a full-stack AV approach, you're thinking about a solution and not product," Jatan explains. "You're really thinking about what is possible, you have an outcome you're trying to achieve for an end user."

This outcome-focused approach requires different skills and perspectives from traditional AV installation practices. To address this need, QSC provides multiple support layers, including comprehensive training programs, hands-on experience opportunities at centers like Bangalore, and robust local technical support.

The experience center model proves particularly valuable for this transition. Rather than attempting to explain complex platform capabilities through documentation or presentations, partners can experience integrated solutions firsthand. "It's hands-on experiences that you can actually come here, visit, and spend time with our teams and see it," Jatan emphasizes.

The Bangalore Experience Center represents the commitment QSC has to demonstrating full-stack capabilities in real-world environments. Jatan describes it confidently as "one of the best AV experience centers in the world," noting that visitors can "see everything in one place and just experience it."

The facility goes beyond traditional demonstration spaces by showcasing not just QSC technology but also ecosystem integrations with technology partners. "It's a platform that uses both the platform and ecosystem concepts; we have our technology and alliance partners, and you'll see how the platform works with these alliance

partners, then those solutions come to life," Jatan explains.

This comprehensive approach tackles a common challenge in AV demonstrations where potential customers see isolated proof-of-concept implementations instead of integrated solutions. The center offers a complete view of what's possible when full-stack platforms work together with complementary technologies.

For Jatan, who describes himself as both biased and passionate about technology, the message to AV professionals is clear: experience the platform firsthand. "If you are a technologist and a technology enthusiast, at least come take a look at it," he urges. "Experiencing and seeing is believing."

As the professional AV industry continues to evolve toward platform-based solutions, QSC's full-stack approach and global experience center network position the company at the forefront of this shift. With AI integration, cloud connectivity, and comprehensive ecosystem support, their vision represents not just technological progress but a fundamental rethinking of how AV solutions create value in modern intelligent spaces.

For Jatan, standing in the new QSC Bangalore facility, the moment signifies both achievement and a new beginning. "It's a pivotal moment and we're just getting started," he reflects, indicating that the full-stack AV revolution has only started to show its potential.

To access the full podcast, scan the QR code.



The Talent Crisis

India's AV Industry at a Crossroads

India's AV industry stands at an unprecedented juncture. Global players are entering the market, domestic clients are expanding their AV footprints, and technology adoption is accelerating across sectors from corporate boardrooms to educational institutions. The market opportunity has never been more promising. Yet beneath this veneer of growth lies a crisis that threatens to undermine the industry's potential: a severe and widening talent shortage.



Without a coordinated industry effort—one that unites corporate players, educational institutions, and policymakers—India's AV sector will keep struggling to fill its ranks.

Prashant Govindan
Director, Generation AV

Unlike many sectors grappling with skills gaps, the AV industry faces a unique challenge. This isn't simply about finding experienced professionals—it's about an industry that remains largely invisible to the very talent pool it desperately needs. From engineering colleges to vocational institutes, AV technology barely registers as a career option. The result is a perfect storm of challenges: limited awareness,

fragmented training efforts, and an overreliance on accidental entry into the field.

The numbers reveal a concerning reality. Industry estimates suggest a need for at least 600–1,000 new entrants to the workforce annually just to meet current demand, yet the supply chain for skilled talent remains fundamentally broken. While other technology sectors have established clear pathways from education to employment, the AV industry continues to operate without formal academic recognition, structured career frameworks, or coordinated industry-wide initiatives.

This talent drought manifests across the entire value chain—from technical specialists and system designers to project managers and client-facing professionals who can bridge the gap between complex technology and business needs. As the industry matures and projects become more sophisticated, the shortage of skilled personnel is no longer just an inconvenience; it's becoming a bottleneck to growth and innovation.

The following insights from industry specialists reveal both the depth of this challenge and possible solutions that could reshape how India's AV sector builds and nurtures its future workforce.

The invisible industry challenge

"For an industry that thrives on visibility, India's AV sector suffers from a surprising irony—almost no one knows it exists," observes Prashant Govindan, highlighting what may be the root cause of the talent crisis. Walk into any university campus and mention "AV or Audio Visual" and you're more likely to encounter puzzled looks or assumptions about DJ equipment than curiosity about a sophisticated, multi-technology industry.

Prashant points to a fundamental storytelling failure: "The AV world is a creative and technical playground, but we've failed to

market it as a career destination." This visibility problem is compounded by the complete absence of formal academic pathways. There are no undergraduate degrees, no dedicated diplomas, not even electives for engineering students interested in AV technology.

The disconnect extends beyond education to policymaking. Without recognition from government bodies, AV remains categorized as a "luxury" sector, overlooking its critical applications in education, healthcare, and national infrastructure development. This misclassification means no inclusion in government-led vocational programs, no curriculum integration, and no push for essential infrastructure like AV laboratories in technical institutes.

"The challenge is one of visibility, structure, and scale," Prashant emphasizes. "Without a coordinated industry effort—one that unites corporate players, educational institutions, and policymakers—India's AV sector will keep struggling to fill its ranks."

Fragmentation and Underutilization

Manmohan Ganesh offers a different perspective on the talent shortage: "It's not that good people don't exist—it's that they're spread too thin across too many integrators." In a landscape populated by over 1,400–1,500 residential retailers and many corporate integrators, the available talent pool has become severely fragmented.

In a landscape populated by over 1,400-1,500 residential retailers and many corporate integrators, the available talent pool has become severely fragmented

Manmohan Ganesh
Managing Director, PRO FX Tech Ltd.





Many capable professionals find themselves working in small setups, handling limited-scale projects, and often being compensated below their potential. Some employers, fearing talent flight, actively discourage skill development initiatives like international certifications, effectively “suppressing their growth,” according to Manmohan.

The situation worsens when experienced staff venture into entrepreneurship without adequate operational depth or financial resilience. “Everybody thinks starting a company is easy,” Manmohan notes, citing numerous examples of rapid expansion ending in collapse, leaving both owners and employees stranded.

Despite these challenges, Manmohan sees hope in structured training initiatives. He points to potential collaborations with educational institutions like engineering colleges to create AV-specific curricula. “The right people are out there,” he asserts. “We just need to nurture them and put them where they can make the best impact.”

His own company exemplifies this philosophy—a service technician who joined PRO FX at 3,000 per month more than a decade ago now earns more than a lakh through proactive problem-solving and exceptional client care.

Building the pipeline

Sachin K Jain, one of India’s leading AV consultants, delivers a stark assessment: “The talent shortage is no longer a looming threat—it’s already here.” His estimate that the industry needs at least 500 freshers annually underscores the urgency of the situation.

The fundamental issue, according to Jain, is

that “colleges still don’t recognize AV as an industry.” Top-tier students gravitate toward IT careers that offer better pay scales, clearer growth opportunities, and established career roadmaps. For many, AV becomes an accidental choice—musicians seeking technical roles, second-generation entrepreneurs, or IT job seekers who didn’t land their preferred positions.

Sachin’s proposed solution is ambitious: a formal, accredited training program in partnership with universities, featuring a one-year course with guaranteed placements. Such an initiative would be funded by student fees and designed to produce industry-ready professionals, relieving system integrators of the full training burden only to lose staff to better offers within a year or two.

Looking ahead, Sachin envisions two possible paths: either a visionary individual or company takes the lead in launching such a training institute, or the industry unites with 20-40 integrators pooling resources to establish a joint training entity.

He also advocates for a dedicated Indian association of AV consultants and system integrators, independent of OEM-led agendas. “Every major industry has its own body,” he notes. “We need one focused on our unique challenges—and we need to put politics aside to make it happen.”



Every major industry has its own body. We need one focused on our unique challenges—and we need to put politics aside to make it happen.

Sachin K Jain
Founder, Play Technologies

In-house innovation

Rather than waiting for solutions to emerge, Prabha Lakshmi has taken direct action. Office 2000 Solutions (O2K) has been operating an in-house AV training program—a structured 12-week curriculum designed to transform fresh engineering graduates into industry-ready professionals.

The program is remarkable in its approach: students receive stipends during training rather than paying fees, and the curriculum covers not only core AV concepts but also workplace English and fundamental mathematics—areas



You can have orders worth hundreds of crores, but without the right people to deliver with quality, there’s no long-term growth.

Prabha Lakshmi
CEO, Office 2000 Solutions

where even engineering graduates often need reinforcement.

"It costs us around 20-23k per person per month to train them, but the return is a ready, capable talent pool," Prabha explains. The investment has paid off—O2K has successfully absorbed all 35 trainees into its operations, ensuring consistent project execution quality and speed.

For Prabha, scaling any AV business depends on three essentials: market opportunities, sufficient working capital, and above all, a robust talent pool. "You can have orders worth hundreds of crores, but without the right people to deliver with quality, there's no long-term growth," she emphasizes.

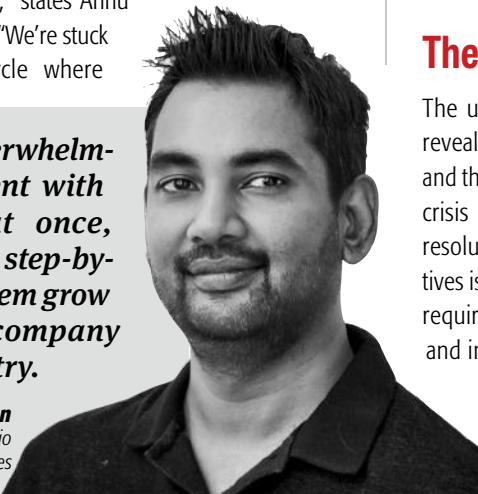
Collaborative solutions

The team at Luminadio Technologies has responded to the talent crisis with the launch of Techversity, a dedicated training division designed as a brand-agnostic, fundamentals-first learning platform for AV and Pro Audio professionals.

"The pipeline has essentially dried up," states Annu Jamloki. "We're stuck in a cycle where

Instead of overwhelming fresh talent with everything at once, we train them step-by-step, letting them grow within the company and the industry.

Sudarshan Srinivasan
Co-Founder, Luminadio
Technologies



companies poach from each other instead of growing the overall talent base." This scarcity creates a ripple effect: project timelines extend as teams juggle multiple responsibilities, experienced professionals face burnout from overwork, and the industry's growth potential remains constrained by its human resource limitations.

Sudarshan Srinivasan advocates for structured, modular training that builds both confidence and loyalty. "Instead of overwhelming fresh talent with everything at once, we train them step-by-step, letting them grow within the company and the

We're stuck in a cycle where companies poach from each other instead of growing the overall talent base. This scarcity creates a ripple effect.

Annu Jamloki
Co-Founder, Luminadio
Technologies



industry," he explains. The program deliberately recruits from ITI institutes, polytechnic colleges, and traditional trades like electrical work, and delivers training in regional languages when necessary.

Both founders emphasize that the solution requires industry-wide collaboration to elevate AV's profile as a career choice. This means engaging with students, parents, and educators to communicate the sector's stability, earning potential, and growth trajectory. "If we act together now, we can make AV a sought-after career," warns Annu. "If we wait, the gap will only widen."

The path forward

The unanimous voice from industry leaders reveals both the severity of the talent shortage and the emergence of promising solutions. The crisis is real and immediate, yet not beyond resolution. What emerges from these perspectives is a roadmap for transformation—one that requires coordinated effort, strategic thinking, and immediate action.

The fundamental challenge lies not in the absence of capable individuals, but in the industry's failure to position itself as an attractive career destination. This visibility problem manifests at multiple levels: from university campuses where AV technology remains unknown, to government policies that fail to recognize the sector's strategic importance, to fragmented training efforts that lack scale and coordination.

The path ahead calls for action on multiple fronts. First, the industry must unite behind a common narrative that positions AV technology as a critical, sophisticated field with strong career prospects. This means engaging with educational institutions, developing formal curricula, and creating clear progression pathways from entry-level

positions to senior roles. Second, the fragmentation that currently characterizes the talent landscape must give way to coordination. Whether through Sachin Jain's proposed industry association or collaborative training initiatives involving multiple integrators, the sector needs structures that pool resources and standardize quality. Third, the industry must embrace its responsibility for talent development. The most successful companies are already investing in comprehensive training programs rather than competing for existing professionals. This investment approach, while initially costly, creates loyal, skilled teams capable of driving growth and innovation. While the present certification programmes provide valuable upskilling opportunities for the existing professionals, they primarily address talent development rather than talent acquisition. The industry needs complementary strategies that focus on attracting new entrants. India's AV industry is positioned for explosive growth. But this growth can only be sustained if the talent pipeline expands to match market demand. The choice facing the industry is evident: continue struggling with talent shortages while opportunities slip away, or unite behind comprehensive solutions that build the workforce needed for the next phase of growth. The consensus among industry leaders is clear: talent exists, but visibility remains the barrier. The time for operating in obscurity has passed. India's AV industry must emerge from the shadows, articulate its value proposition clearly, and build the workforce that will drive its future success. The talent crisis represents both the industry's greatest challenge and its most significant opportunity. Those who act decisively now will not only solve their immediate staffing needs but position themselves as leaders in a transformed, professionalized sector. The foundation for change is already being laid. The question is who will help build the structure that rises from it.



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Building an AV Empire

Mala's journey from startup to 250-strong workforce

When Mala accepted the challenge to establish AVI-SPL's Indian operations in September 2021, the AV industry was still reeling from pandemic disruptions. Yet within four years, she has built something remarkable: a 250-person organisation across six cities, demonstrating that visionary leadership can turn ambitious dreams into an extraordinary reality.

Mala M Prasad, Managing Director at AVI-SPL INDIA, brings 22 years of broadcast media and audio-visual expertise to AVI-SPL. With strong skills in business strategy, operations, and international trade, she has extensive experience establishing system integration operations across the Indian subcontinent. As a team-focused leader, Mala is

skeptics. Industry watchers believed the only way to build a large-scale workforce quickly was through acquisition. But Mala had a different vision—one that prioritized AVI-SPL's global culture of accessibility, open-door policies, and core values over rapid growth.

Building a team of 250 professionals in a specialized industry required creativity and persistence. "I became something of a detective in talent search," Mala laughs, reflecting on her recruitment strategy. The results soon spoke for themselves, as top performers began joining and the industry took notice. For Mala, it was a powerful validation of their mission to create a company where ambitious professionals don't just find jobs, but

discover a platform for meaningful career growth

The secret wasn't just in finding people, but in attracting those who wanted to be part of something bigger. "People came to us looking for a career, not a job," she emphasises. AVI-SPL's reputation as a global leader, combined with its commitment to learning and devel-

opment, investing nearly \$2 million annually in training, makes it an attractive destination for top talent.

What makes AVI-SPL unique isn't just its size or global reach, but its distinctive culture. "It's a very different organization," she notes, describing leaders who drive autos with team members and create environments where employees can prioritize family needs without apology.

As one of the few women leading major AV operations in India, Mala provides a unique perspective on gender dynamics in the industry. She argues

that leadership barriers often begin in childhood: "When buying birthday gifts, we give girls kitchen sets and boys cars, unconsciously creating gender discrimination." Her solution is refreshingly practical—judge leaders by qualifications, experience, and personality, not gender.

"Women are natural business leaders," she observes, drawing parallels between managing households and running companies. "They start with budgets, manage stakeholders, coordinate vendors, and generate savings - that's business." The key is helping women recognize these transferable skills and encouraging them to take bold career leaps.

Mala credits her success to an exceptional support network, particularly highlighting her mother-in-law's four-decade HR career, her husband's strategic insights, and her 13-year-old daughter, who "did a crash MBA watching me work from home." This family foundation enabled her to navigate the demanding schedule of building a multi-city operation.

Looking ahead, Mala's ambitions go beyond just increasing numbers to making transformational change. She imagines changing how the industry views system integrators from simple vendors to strategic partners who design, deliver, and support complete technology solutions. This involves growing AVI-SPL's managed workspace practice, UC and voice services, and experiential technology offerings in more Indian cities.

Her advice to women aiming for leadership roles is clear: "Nothing's stopping them. The AV industry touches every sector, like retail, IT, hospitality, and banking. There's a lot of room to grow, and the glass ceiling only exists in our minds."

Mala's journey from startup founder to industry leader demonstrates that with the right vision, culture, and support, extraordinary growth isn't just possible—it's inevitable.

To access the full podcast, scan the QR code.



dedicated to expanding AVI-SPL's presence in the South Asian market while delivering exceptional customer service.

The idea was not to create yet another system integration firm," Mala explains, reflecting on her decision to grow organically rather than acquire an existing company. "We aimed to attract talented individuals from across the industry; energy from various diverse organizations and backgrounds." This philosophy of selecting the best talent from the entire ecosystem, rather than inheriting a pre-existing culture, laid the foundation for AVI-SPL India's success. The journey wasn't without



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Breaking the Silence

AV's identity crisis - making India's AV industry heard

Prashant Govindan speaks candidly with AV Today about solving India's AV talent crisis

As India's AV industry continues its remarkable growth trajectory, we face an uncomfortable truth: our success is being constrained by an acute talent shortage that threatens our long-term sustainability. After spending over two decades in this industry, witnessing its evolution from fragmented analog systems to today's connected, sophisticated digital ecosystems, I believe we stand at a critical juncture that demands immediate and strategic action.



Prashant Govindan is India Director of Generation AV and an industry transformation leader with over two decades of experience in India's AV sector. He has been instrumental in driving awareness and policy advocacy for the Indian AV industry.

The numbers tell only part of the story. While we speak of requiring hundreds of qualified professionals in business roles and thousands in technical positions annually, the real challenge runs deeper. We're not just short of people—we're invisible to the very talent pool we desperately need. As we witness at almost every campus we visit, the AV industry remains invisible, with candidates blissfully unaware of the exciting frontiers that AV presents, both career-wise and from a creative fulfillment perspective.

The visibility problem

The fundamental issue plaguing our industry is awareness—or rather, the lack of it. When I visit university campuses and mention working in AV, I'm met with blank stares. Students have no idea that behind every corporate boardroom

presentation, every concert they attend, every digital classroom experience, lies a sophisticated technology ecosystem that offers exciting, multidisciplinary career opportunities.

This invisibility is self-inflicted. While other industries like IT successfully positioned themselves through bodies like NASSCOM—securing government support, favorable policies, and talent pipelines—we've remained fragmented. The IT industry's transformation from a nascent sector to India's crown jewel didn't happen by accident. It was the result of

strategic lobbying, government partnership, and systematic talent development. Even as we have become an IT superpower, AV is nowhere in the landscape, as is amply seen from its absence from key government initiatives such as the Ministry of Electronics and Information Technology's internship program that calls for engineering graduates to develop key software technologies with a guaranteed Rs. 20,000 per month stipend plus mentorship for six months.

The NASSCOM blueprint

The parallels between IT's journey in the 1970s-80s and our current situation are striking. IT was once considered a "sunrise industry" with limited awareness among graduates. Through relentless advocacy, NASSCOM secured crucial government concessions—duty-free imports, tax

holidays, and policy support. Export-oriented units and programs such as Software Technology Parks of India (STPI) and dedicated software SEZs enabled entrepreneurs to access technology at lower costs and build the foundation for India's IT superpower status.

Today, any engineering graduate aspires to work for Accenture, TCS, or Wipro. Meanwhile, large AV companies remain unknown entities. This disparity isn't due to lack of opportunities in AV—it's due to our failure to communicate our industry's potential effectively.

The multidisciplinary advantage

What makes AV particularly exciting is its multidisciplinary nature. Unlike traditional career paths that lock professionals into single domains, AV offers exposure to IT, audio engineering, video technology, lighting design, control systems, and project management—all within unified solutions. When students discover they can work with cutting-edge technology while exercising creativity across multiple technical domains, their enthusiasm is palpable. Our industry's roots trace back to diverse streams: broadcast engineering from All India Radio and Doordarshan, film production, cinema, stage lighting, industrial automation for control systems, and audio engineering from recording and broadcast. This convergence into modern AV represents a unique career ecosystem that few other industries can match.

Building educational foundations

Currently, there isn't a single graduate-level degree program in AV technology in India. Some half-hearted attempts exist in the form of

diplomas through film production, sound recording, and acoustics courses, but these do not offer a cohesive, integrated curriculum targeted toward opportunities in the professional or residential AV industries. Students find their way to our industry by accident, either through music production, by working in sound rental or lighting rental companies, or through IT systems integration. This must change through systematic collaboration with educational institutions taking an active role.

We need to co-create curriculum with universities, establishing AV as a recognized specialization within engineering and management programs. This requires more than theoretical knowledge—universities must invest in AV laboratories where students can physically connect amplifiers to speakers, experiment with mixing consoles, configure control systems, understand video through analog and networked distribution, and understand the practical aspects of our technology.

The certification challenge

Professional certification remains a critical gap. While training programs like CAVS (conducted by AV ICN) provide valuable knowledge, they lack the institutional credibility that carries weight in hiring decisions. These programs must collaborate with recognized universities and institutes to issue certificates that employers and students value.

AVIXA's CTS certification, while globally recognized, remains largely inaccessible to Indian students due to currency barriers and payment gateway limitations. A localized, rupee-based certification program could certify thousands of Indian professionals within two years, creating the qualified talent pool our industry desperately needs.

Five strategic pathways to talent success

1. Government Partnership and Policy Advocacy

We must collectively lobby for industry recognition at the government level. AV technology isn't luxury—it's infrastructure critical for telemedicine, remote education, and digital governance. We need tariff concessions, favorable duty structures, and inclusion in skill development programs.

The government should be made an active partner in this initiative. The Make in India

initiative can also be extended to AV for entrepreneurs and multinational manufacturers to invest in local manufacturing.

AVIXA, despite its profitability in India, must invest more substantially in local ecosystem development. We need autonomy to run India-specific programs with campus outreach on a large scale while leveraging AVIXA's global knowledge base.

2. Campus Engagement at Scale

Every trade show should dedicate days for student engagement. Instead of bringing a few sponsored candidates, we should organize transportation for hundreds of students from engineering and management colleges across multiple cities. Let them experience our technology firsthand, write synopses of their learnings, and return to campuses as AV ambassadors. Pre-placement talks, industry tech talks, and insights into the AV world will ignite young minds to make AV their career of choice. This applies not only to engineering and technology institutions but also to MBA colleges.

3. Industry Leadership Engagement

We must engage with captains of industry and political leaders. Technology-passionate business leaders should be delivering keynotes at our conferences. Pro-technology Chief Ministers, HRD ministers, bureaucrats, and senior policymakers should be chairing our industry forums. These leaders want to engage with innovative technology—we're simply not exposing them to our capabilities.

4. Mentorship and Knowledge Accessibility

Experienced professionals must actively mentor newcomers. We should each take responsibility for guiding 10-15 mentees, providing career direction that we received from our mentors. Additionally, we need free, accessible online content—video-based courses, quick-start guides, and certification paths that enable self-learning.

5. Multidisciplinary Skill Development

Our talent requirements span multiple skill sets: AutoCAD designers, field implementation specialists, pre-sales consultants, project managers, and technical sales professionals. Our approach must be equally diverse, recognizing that hiring technical professionals and training them in sales often works better than the reverse.

Building for the Future

Sustainability in our context means building an industry that can perpetually regenerate its talent base. This requires shifting from reactive hiring to proactive talent development. We must create pathways where students consciously choose AV careers rather than stumble into them. The convergence that created modern AV from broadcast, cinema, lighting, and control systems represents our industry's strength. Now we must leverage this multidisciplinary heritage to attract diverse talent pools and build sustainable growth foundations.

Success in addressing this talent shortage requires collective action. Individual companies can hire and train employees, but industry transformation demands systematic change. We need trade bodies that function like IEEE, ACM, or AES chapters—providing grants, organizing technical competitions, creating publication platforms, and building professional pride among members.

Every interaction with universities, every trade show, every industry forum is an opportunity to build awareness. We must approach this with the urgency of a "war effort"—coordinated, sustained, and strategic.

Conclusion

India's AV industry has achieved remarkable growth despite limited government support and institutional recognition. Imagine our potential with proper policy backing, educational infrastructure, and systematic talent development.

We stand at a crucial juncture. The digital convergence that transformed our industry from analog systems to IT-based solutions created unprecedented opportunities. Now we must ensure we have the human capital to seize them.

The solutions aren't complex—they require commitment, coordination, and consistent execution. From government lobbying to curriculum development, from mentorship programs to accessible online learning, from trade show student engagement to industry leader involvement—every element contributes to building India's AV talent ecosystem.

The question isn't whether we can become an AV superpower—it's whether we have the collective will to make the necessary investments in our most critical resource: our people.

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Passing the Torch, The Next AV Vanguard

Young leaders shaping the future of India's audiovisual industry



Over three decades ago, when audiovisual technology was still finding its ground in India, a handful of pioneering companies laid the foundation of what we now recognize as a thriving, multifaceted AV industry. Names like Genesis IT, ACTIS, and ESCO were not just early entrants—they were the breeding grounds for a generation of professionals who would later branch out, establish their own consultancies, and create system integration companies that have since become powerhouses. These organizations seeded the talent, expertise, and drive that allowed the Indian AV market to mature from a niche service into an indispensable part of corporate, educational, entertainment, and infrastructural ecosystems.

Three decades later, the torch is changing hands. Today, the Indian AV sector witnesses a remarkable generational shift as the visionaries who built the industry begin passing leadership to a new cohort of professionals. These successors are not merely heirs; they are entrepreneurs in their own right—young, dynamic, and armed with both technical fluency and strategic vision. They come with a different outlook, one shaped by a globalized market, digital transformation, and the demand for immersive, technology-first experiences across sectors.

This leadership transition is significant not only because of the age shift but also because it reflects the changing DNA of the industry. Where the earlier generation relied on deep relationships, experiential learning, and painstaking groundwork in an industry that barely existed, today's leaders navigate a world where AV intersects with IT, AI, cloud, and collaboration tools. Their challenges are new: rapid technological churn, customer expectations of seamless integration, and the

need to balance sustainability with scalability. Yet, their opportunities are vast—India is one of the fastest-growing AV markets in the world, driven by digital transformation in education, hybrid work environments, public infrastructure, and entertainment.

In this issue, we set out to explore this very shift. We spoke with five remarkable second-generation leaders across diverse companies—Gokul Prakash from Sigma AVIT Technology Solutions, Harshan Naidu of Rhino Engineers, Mohak Gupta leading ASK Consultants, Suhas Mahashetti driving Online Instruments' global expansion, and the Gupta brothers, Yash and Shaurya, transforming Hi-Tech Audio & Image LLP. These leaders have either taken the baton from their founders or carved their own path after being inspired by the pioneers. What unites them is a shared sense of responsibility: to honor the legacy of those who came before while steering the industry into uncharted territory.

What stood out most, however, was not just the

reasons they entered the field but their bold vision for transformation. Unlike the early days, where survival and credibility were the goals, today's leaders talk about diversification, sustainability, and global expansion.

This new generation is candid about the challenges too. The talent shortage looms large, technology cycles are shortening, and global players are entering the Indian market with aggressive strategies. Yet, they are unafraid. If anything, they see these obstacles as opportunities to differentiate themselves—by bringing sharper focus, agility, and a more global mindset.

In the pages ahead, we present these voices—young leaders who are not only inheriting an industry but also reshaping it. Their journeys, perspectives, and ambitions give us a glimpse into the future of India's AV sector, one that promises to be more dynamic, innovative, and impactful than ever before. Because while the pioneers may have built the stage, it is now the turn of this new generation to set it alight.

Building a Billion-Dollar Vision

Suhas Mahashetti,
Online Instruments Pvt Ltd.



Next-generation leader transforms family enterprise into billion-dollar vision through strategic international expansion

Suhas represents the ambitious evolution of Online Instruments, building upon three decades of entrepreneurial foundation established by his father, Shivanand Mahashetti. What began as an Indian system integrator has transformed under his influence into a globally-minded enterprise that seamlessly bridges traditional AV expertise with international market strategies across Asia-Pacific and beyond.

Holding a Master's degree in Business and Management from the University of Strathclyde, Glasgow (2022), Suhas's entry into leading the company's international expansion wasn't predetermined by family legacy alone. His genuine passion for global business dynamics drove his decision to spearhead the enterprise's next chapter, earning recognition through proven capability in challenging markets.

"When I returned from Glasgow, my first major test was the expansion into the Singapore market," explains Suhas. "Acceptance was very low—they've seen system integrators from the U.S and Hong Kong, but suddenly an Indian SI is operating in Singapore. Even though we might be a relatively bigger operation in India, there in Singapore we function with an entrepreneurial mindset—like we are a startup."

Strategic Vision

"In the five-year plan, we want to become a billion-dollar company," states Suhas matter-of-factly. His vision fundamentally shifts Online Instruments' strategic focus from regional Indian operations to global market leadership. "Most of our clients are based out of the U.S. and are headquartered out of there. The second you're operating out of there and closing global projects—that's how billion-dollar companies are built."

His approach extends beyond geographic expansion to service diversification within AV foundations. "We are keeping AV as a base and how we can create beautiful experiences out of AV—be it merging with AI or IoT," he explains. "We are getting into managed services now, sending our manpower to places like Taiwan, Singapore, Malaysia to do commissioning for other clients."

Looking ahead, Online Instruments is pursuing strategic acquisitions, particularly in IT networking. "Every client who is investing into AV and UC solutions definitely has a much larger networking infrastructure. We want to see how better we can serve the same existing clients under the whole umbrella of IT services," Suhas explains.

Knowledge and Legacy

Growing up immersed in entrepreneurial conversations provided Suhas unique insights into international business dynamics. "Dinner conversations revolved around international projects, client relationships, and industry dynamics," he

reflects. "I witnessed my father build this company from the ground up. This entrepreneurial thinking became second nature to me."

However, Suhas maintains realistic perspective about industry challenges ahead. "Hiring would be the biggest challenge. Even when I came as a graduate, I didn't know much about AV industry. This challenge persists not only in India—it's there globally as well." To address this, Online Instruments has partnered with universities for industrial readiness programs.

Looking Forward

"The industry still lacks mainstream recognition," Suhas acknowledges. "If I tell my friends about the AV industry who are working in IT companies, I have to start with the basics: explaining how every corporate meeting room they use daily represents our work behind the scenes."

His advice to young professionals is direct: "I would insist them to become aware of this industry. Once you step in, you realize how vast and exciting it is. It has the potential to build global careers."

Suhas embodies the AV integration industry's future—globally educated and strategically focused while maintaining Online Instruments' customer-first values that have defined the company for three decades. His approach combines international strategic thinking with proven technical expertise, representing India's AV integration evolution through global expansion, managed service innovation, and billion-dollar ambitions on the global stage.

Driving Diversification in AV Technology

Gokul Prakash, Sigma AVIT Technology Solutions Pvt. Ltd.



Special Projects Lead at Sigma AVIT Technology Solutions brings fresh perspective to family legacy

“From the day Steve Jobs released his first Mac, electronics has always been my passion,” reflects Gokul, whose journey into the AV industry was driven by genuine fascination rather than familial obligation. After completing his electronics and communications engineering from Amrita University, Coimbatore, he pursued a Master’s in Management at Singapore Management University, where he gained valuable experience as a business development intern at Siemens, specializing in EV charger sales.

Returning to Bangalore in August 2023, Gokul joined Sigma AVIT with clear strategic insights about the industry’s evolution. “Standard AV has become a blood bath,” he observes candidly. “We need to think differently, position ourselves in new spaces, and build margins that can sustain the company.”

His approach centers on diversification as growth strategy. Under his leadership, Sigma AVIT is expanding into experience centers, museums, and building management systems. “One thing which we are 100% clear on is diversification is growth,” he emphasizes. “We have stepped into manufacturing, we stepped into different verticals like Internet of Things, BMS. Also parallelly we have done a lot of special projects in museums.”

The vision extends beyond traditional boundaries. “Software is the go-to thing. So a lot of software, minimum hardware is where I see Sigma going forward,” Gokul predicts. “If we continuously sell

standard AV products then I don’t think anybody in the market is going to sustain.”

Beyond business strategy, Gokul’s leadership style reflects his adventurous spirit. A certified motorbike racer and avid traveler, he brings high-energy enthusiasm to his professional role. “Personally I love adventure a lot. I am not a person who can sit on a desk for more than 2-3 hours straight. I always wanted to get out and meet new people. I love talking.”

This restless energy translates into his sales approach and vision for team building. Having learned from “a 75-year-old professor from Harvard” during his Singapore studies, Gokul maintains that foundational marketing knowledge while adapting it to contemporary challenges.

Balancing Legacy and Innovation

When asked about future leadership aspirations, Gokul demonstrates both ambition and pragmatism. “With the strong base already built, it makes more sense to diversify and grow from within,” he reflects, while acknowledging the entrepreneurial appeal of building something new. “Both of these people (referring to both the directors of Sigma AVIT) have already climbed the Everest; I am still at base camp. It’s going to take time, but I’m preparing myself step by step.”

His relationship with the organization runs deep – Sigma AVIT has been his “second home” since childhood, providing him intimate knowledge of industry relationships and market dynamics. This

foundation, combined with fresh perspectives gained through international education and exposure, positions him uniquely to lead transformation.

“I’m not a person who can sit at a desk for more than 2-3 hours straight. I love getting out and meeting new people,” he explains, highlighting how his restless energy and genuine curiosity about people naturally translates to his sales-focused role.

Looking Forward

As Gokul continues expanding his responsibilities within Sigma AVIT, he represents a new generation of industry leaders who understand both technological evolution and market dynamics. His focus on diversification, collaboration, and talent development suggests a maturity beyond his years in the industry.

“We are concentrating more on campus projects. Gone are the days where we were going in and setting in one room, two rooms,” he notes, describing the shift toward larger, more complex implementations that will define the industry’s future.

Gokul Prakash represents a new generation of leaders who respect tradition while driving innovation. His journey shows how second-generation professionals can build on family foundations while creating new paths for growth

Redefining Consultancy Excellence

Mohak Gupta, ASK Consultants



How childhood exposure to entrepreneurial grit drives Mohak Gupta's consultancy vision.

At just nine years old, Mohak Gupta would sit quietly observing his parents – Sangya and Neeraj Gupta – juggling meetings, calls, and paperwork from their modest home office in 2008. “I used to see them working late nights, attending meetings in the morning, coming back home in the evening, and then working through the night again,” he recalls. “At that age, I always wondered what kind of work requires 24 or 48 hours of continuous effort.”

That curiosity would eventually evolve into clarity – and then into leadership. Today, Mohak is the Director of ASK Consultants, a fast-growing technology consultancy that has expanded far beyond its humble beginnings to become a trusted partner on some of India's largest development projects.

His approach to growth reflects both inherited wisdom and fresh strategic thinking. The firm is now handling what Mohak describes as “possibly the largest mixed-use development project in India” – a staggering 10 million square foot masterplan in Gurgaon. “It includes commercial and residential towers, hotels, clubhouses, medical and community facilities.

This leap from small-scale consulting to mega developments didn't happen by chance. It's the result of balancing inherited entrepreneurial values with a modern approach to leadership, scale, and complexity.

The transformation hasn't been merely about size. Under Mohak's leadership, ASK Consultants has expanded both its team – growing from 3-4 members to 25+ – and its physical footprint with enlarged office spaces. But more significantly, the company has positioned itself to handle increasingly complex, large-scale projects that require

sophisticated project management and diverse expertise.

“There were a lot of revamps happening in the team. We are still expanding right now, as we speak,” Mohak notes, indicating the ongoing evolution. His hands-on approach is evident in his travel schedule – moving between Mumbai's Infocom for production work, client meetings PAN India and internationally and strategic planning sessions in Delhi.

Building on Strong Foundations

Unlike many second-generation leaders, Mohak didn't just step into a role – he grew into it. Watching his parents build ASK Consultants from scratch gave him a real-world education in discipline, ownership, and resilience. But it also sparked a desire to take things to the next level. Having grown up watching the demanding nature of entrepreneurial life, he brings both appreciation for the foundation and ambition for expansion.

The home office where everything began may seem distant now, but those early lessons in dedication and client service continue to drive the company's approach. “As I grew up, I started to understand that this is actually something that they have been working on,” Mohak reflects on gradually comprehending his parent's commitment to building something meaningful.

Second-Generation, First Principles

When Mohak describes the company's current projects and expansion plans, there's evident pride in how far ASK Consultants has travelled from its origins. Yet he maintains the hands-on, client-focused approach that built the company's

reputation. Mohak brought in structure, process, and a renewed strategic focus. Whether it's expanding office infrastructure, investing in people, or embracing integrated delivery models, his leadership style reflects both long-term thinking and tactical agility. His regular travel between cities, direct client meetings, and involvement in production activities show a leader who understands that consultancy success depends on personal relationships and delivery excellence.

Looking Forward

His focus remains firmly forward. Various industry verticals including present trend of mixed-use development projects, team expansion and geographic reach, all point to a leader building systematically on proven foundations while pursuing ambitious new opportunities.

Mohak's story demonstrates how family business successors can build meaningfully on inherited strengths while creating new pathways for growth. The evolution from home office operations to managing India's largest mixed-use developments showcases the power of combining foundational values with contemporary business strategy.

From a nine-year-old watching his parents work through the night to a director managing multi crore-scale projects across the globe, Mohak Gupta's journey shows how early exposure to entrepreneurial dedication can translate into strategic leadership and sustainable business expansion. His approach proves that second-generation leaders can successfully bridge generational wisdom with modern market demands.

Fresh Perspectives, Proven Foundation

Harshen Naidu, Rhino Engineers Private Limited



Young director transforms traditional consultancy with innovative green technology solutions

Harshen represents the thoughtful evolution of Rhino Engineers, incorporated in 1998 by his father Narendra Naidu. What began as a specialized government consultancy has transformed under his influence into an innovative practice that seamlessly blends traditional expertise with cutting-edge sustainable solutions across India's expanding infrastructure landscape.

Armed with a Bachelor's degree in Computer Science from Indus University, Ahmedabad, Harshen's entry into the business five years ago wasn't predetermined. His genuine passion for technology and the limitless possibilities within AV drove his decision to join the family enterprise, but not without earning recognition through proven capability.

"When I joined, my first project was IIM Ahmedabad," explains Harshen. "We handled a complete turnkey consultancy covering AV, acoustics, HVAC, and fire systems for their auditorium. That's where I learned that the most necessary part of any project is understanding client requirements—if you can't understand what they need, you can't deliver according to their wishes."

The transition from being "Mr. Naidu's son" to becoming a trusted consultant required overcoming initial skepticism. "For the first couple of meetings, clients were doubtful because everyone expected Mr. Naidu to appear for Rhino Engineers work," admits Harshen. "But once they started working with me, a few meetings later they were

so impressed they said 'we have a copy of Mr. Naidu' and were totally fine with it."

Harshen's most significant achievement demonstrates his forward-thinking approach to traditional AV challenges. At Shyamalaji temple, he pioneered a sustainable projection mapping solution that has become his signature innovation.

Strategic Vision

He has been instrumental in fundamentally shifting Rhino Engineers' strategic focus from purely government-based operations to broader market engagement. "Right now we're based only in Ahmedabad, but with our growth and expansion across India, we will need regional offices in cities like Mumbai and Delhi," states Harshen.

His vision extends beyond geographic expansion to market diversification. "We've worked exclusively with government for more than two and a half decades, but there are good players in private and commercial spaces ready to invest significantly because of their international relations—they want to showcase the best of the best."

This evolution reflects understanding of market dynamics where major corporates like Adani and Reliance groups, along with prestigious educational institutes, represent substantial growth opportunities for specialized consultancy services.

Knowledge and Legacy

Growing up observing his father's work ethic provided Harshen unique insights into industry demands and relationship management. "I love

that he is a workaholic, how he treats his employees, colleagues, and everyone in the industry," he reflects. "The big reason everyone respects him is because of this approach."

However, Harshen maintains realistic perspective about following such established leadership. "It's very hard to fill in his shoes—he's been in this business for almost 40 years. But slowly and steadily, I'm trying to get there."

His technology background naturally aligns with AV industry evolution. "I have always been very attracted to new technology, and AV is a branch where ideas are limitless." he says enthusiastically. "New technologies emerge every day, and creating solutions using audio-visual means gives me great pleasure."

Looking Forward

Harshen embodies the AV consultancy industry's future—technically educated and sustainability-focused while maintaining Rhino Engineers' relationship-based values that have defined the company for over two decades. "It's been a great learning experience," he reflects candidly. "What I'm doing provides big relief to him and invaluable growth for me as we expand our reach."

Their approach combines innovative thinking with proven expertise and deep client understanding, representing India's AV consultancy evolution through sustainable practices, strategic market expansion, and commitment to excellence that bridges traditional values with forward-thinking solutions.

New Vision Shapes Hi-Tech Audio's Tomorrow

Yash and Shaurya Gupta, Hi-Tech Audio and Image LLP

Brothers bring fresh perspective and innovative approaches to their father's three-decade-old AV distribution legacy

We were never really pushed into this industry," reflects Shaurya Gupta, Business Head and Audio Integration at Hi-Tech Audio & Image LLP, explaining how their childhood fascination with behind-the-scenes technical work sparked genuine interest in the AV world. "Once we understood the line of work, both Yash and I were intrigued by the technical aspects and professional challenges involved."

The brothers represent the evolution of Hi-Tech Audio & Image LLP, founded in 1990 by their father Rajan Gupta. What began as a Philips partnership has transformed under their guidance into a comprehensive solution provider spanning audio, lighting, and specialized installations across India's growing AV landscape.

Yash, the elder brother and Vice President Sales & Marketing, brings certified electronics and communications engineering credentials from his studies, complemented by a master's degree from Swinburne University. His entry into the business in 2019 marked a pivotal expansion as Hi-Tech Audio ventured into lighting distribution, introducing brands like MA Lighting, Matrix, and BeamZ to their portfolio.

"When I got into the business, we opened up a new vertical of lighting," explains Yash. "We've built a comprehensive support system with technicians, sales people, and service stations across the country, along with new offices to serve our expanding client base." Shaurya, who completed his audio engineering education at Full Sail University in Orlando, brings international perspective to the company's technical approach. His training emphasizes brand-agnostic expertise—a philosophy that has become central to Hi-Tech Audio's service methodology.

Beyond Traditional Distribution

The brothers have fundamentally shifted Hi-Tech Audio's business model from conventional product distribution to comprehensive solution provision. "When a customer comes to you today, they don't come for just one product—they come for a solution," emphasizes Yash. "We help customers design their spaces, guide them through product selection, provide training, and offer ongoing service support."

This evolution reflects their understanding of market dynamics where clients seek integrated expertise rather than simple product transactions. Hi-Tech Audio is primarily a distribution company, but for turnkey projects, they maintain close relationships with top AV consultants across India, collaborating to provide optimal solutions for end customers.

"We're not just pushing boxes here," Yash continues. "We're helping clients as much as possible, from initial design through training and ongoing service support."

Knowledge as Competitive Advantage

Growing up watching their father navigate industry challenges provided the brothers unique insights into business demands. They identified knowledge gaps as the industry's most critical challenge, leading to substantial investment in education initiatives.

"We believe in training, training, and more training," states Shaurya. "Knowledge is what helps you sell, and if you don't sell the product, you won't get to use it."

The brothers have identified manufacturing as their long-term strategic objective. "Manufacturing would be the next necessary step," explains Shaurya. "With Make in India initiatives, the



Yash Gupta



Shaurya Gupta

channel partners we have, and our 30-year legacy, it's a logical evolution."

However, distribution remains their core focus. "We have enough on our plates with new product additions and expanding into different technology verticals," Shaurya notes.

Looking Forward

The Gupta brothers embody the AV industry's evolution—technically educated and solution-oriented while maintaining Hi-Tech Audio's relationship-based values that have defined the company for three decades. "We've been honored and privileged because of Hi-Tech's legacy," reflects Shaurya. "Wherever we go in the industry, people recognize our heritage. Now it's our responsibility to build on that foundation and take it forward."

Their approach seamlessly combines technical expertise with business acumen, representing India's AV industry future through comprehensive training excellence and strategic diversification across multiple technology verticals.

Schneider Electric's Global Innovation Hub in Dubai

Step into the future of sustainability and smart technology



The NEST, Schneider Electric's new office in Dubai, UAE, and its first Impact Building globally, is home to Dubai's first Schneider Electric Global Innovation Hub. An immersive and interactive showcase of the company's latest technologies, this center is a platform for customers, partners, and stakeholders to engage with Schneider Electric's solutions for industries, infrastructure, data centres, buildings, and homes. Visitors can also experience hands-on live demonstrations of technologies like building digital twin technology, building and data centre solutions, and the AVEVA Unified Operations Center in action.

Online Instruments was chosen for this design and build project at the Schneider Electric Global Innovation Hub, which was completed in just eight weeks, well in time for the grand opening.

Sachin Hallikeri, Vice President of Technology Solutions Engineering at Online Instruments, shares: "We met with the client to fully understand their requirements, and we built the entire solution to cater to these specific requirements." Reflecting on the project, he adds, "The entire AV opportunity relies on one powerful word:

'requirements,' and understanding the requirements is everything."

An immersive welcome experience

Sachin first discusses the welcome zone of the Innovation Hub. According to him, this zone is designed to showcase what the experience center is about, while sparking curiosity among visitors to explore what's inside and engage with the experiences on offer. "Keeping in mind Dubai's hot and arid climate, we created a cozy and soothing environment reminiscent of a lush forest, or a snow-covered landscape to make visitors feel welcome and relaxed as they enter the center," he explains.

The infinity wall in this zone features an L-shaped Christie VIH Series 1.9 mm LED video wall with a Christie E530 Scalable Controller. Measuring 8.25m by 2.5m and 2m by 0.5m, this video wall displays content in a continuous loop, with resolution optimized for the L-shaped format. The content is played from a dedicated PC using Christie's Pandora's Box Software License V8 and Christie's control

license for content playback and management.

Sachin highlights that this L-shaped wall was not part of the initial requirement but was proposed and created by the team. "When you stand in front of this video wall, you feel as though you are walking right into it," he says, sharing that the immersive effect is created by the dynamic content displayed on the screen.

Speaking of challenges, Sachin discusses how the cooling strategy was an important factor to consider. "With such a large LED screen, you need a proper cooling system; otherwise, it's like a hot oven. We can showcase 'cool' content, but if people walking by feel the heat, it can ruin the entire experience," he explains, elaborating how they selected the right LED technology, which generates about 60% less heat compared to traditional LED options. "When you walk in, you don't see any AC vents, and you can literally go and touch the LED screen. This is how we took care of the smallest of details."

He also emphasizes that it's not just about the brand; choosing the right technology at the right moment is crucial. "We used COB (Chip on Board) LED technology with a resolution that



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generates less heat. Additionally, the edges at the joins are cut in a triangular shape, creating a seamless finish. The blind lines and dead pixels are not visible, and you can only see the active pixels. We worked closely with the factory teams to ensure this level of care,” Sachin notes.

3D and anamorphic content

As clients walk through the Hub, they are greeted by a custom, flexible 1.56mm Christie LED video wall designed to showcase video content in an anamorphic 3D format. A designated viewing area, located at a specific distance from the screen, offers visitors the best viewing experience.

Sachin recounts the initial skepticism around the concept of achieving a 3D effect visible to the

naked eye without any special gear when they first presented the idea to the client. He explains, “Using VR gear is the easiest; anyone can do that, but it doesn’t add value, and look at the effect we have created.” To demonstrate the proposed concept, the team built an entire live wall demo at their office in Dubai in just three days, complete with the entire content experience. “After seeing the results, the client was convinced that achieving this effect was indeed possible,” he explains, while highlighting how the shape of the LED was crucial in this setup. Although a curved LED was initially proposed, the team achieved a similar effect with a flat design, given the cost factor.

Compelling content is vital to the overall experience. While the team developed the

initial content, the client was trained on the process. “They hired a content developer who was trained by our team. So, it is not only about the product; it’s also about the working principles of the project,” Sachin adds.

Tailored sound experience

The anamorphic wall experience also features a sensor-based speaker system that automatically activates and plays audio when someone is within the designated viewing area below the speaker. An FP6030 SoundTube 30” Stereo Dual-Parabolic SoundDome Speaker in Clear paired with a SoundTube SA202 Amplifier delivers a targeted audio footprint in the specific viewing space.

Discussing the unique role audio plays in the experience, Sachin highlights that the audio element is essential in helping potential buyers understand a product or where it fits in. “Using a regular speaker would have caused disturbance, especially in this setting where there may be other people observing different spaces within the Hub. So, we opted for the SoundTube shower speakers with sensors that activate audio only when someone stands directly underneath them.”

Sachin explains, “We programmed the speaker in a way that even the SoundTube team was surprised. They informed us that this speaker has a narrow-angle throat and a sensor that only plays audio when someone is directly facing it. Otherwise, the audio continues to play through the amplifier, which powers the speaker. “We programmed it to avoid reflections, so that the audio gets diminished when it hits the floor.

Second, to avoid potential reflections, we also set up boundaries to ensure there is no audio spill. Sound is audible within a one-meter radius, and even at a 90 decibel volume, there is no spillover of sound.” The SoundTube speaker features an acoustic umbrella on top, which can be fine-tuned for optimal sound quality. “You can adjust its shape to avoid the reflections,” he adds.

Immersive theatre

The immersive theatre space features a Christie CVIH Series 1.5mm curved video wall, paired with a QSC TSC-70-G3 Touch Screen Controller, a 55-inch interactive touch display, and T1V ThinkHub Collaboration Software.



Sachin shares the vision behind this space: “The intent here was to create an immersive theatre-like experience where content could be easily designed and displayed. The video wall has an aspect ratio of 48:9 across three curved screens, but I usually refer to it as 16:3:9 because most are familiar with the 16:9 ratio. Essentially, it’s a combination of three 16:9 screens. The interactive touch display enables users to select content through a dedicated application. While the touch input is not mirrored on the main display, when you select an application, you’ll see detailed information about it. If you want to annotate, those annotations will be highlighted on the main screen. This setup allows for passive mirroring and seamless control of everything via the touch display.”

Initially, there was skepticism about achieving a 16:3:9 aspect ratio with T1V, because the software supports a standard 16:9 aspect ratio for content, which was the biggest challenge. To solve this, we have used a small T1V box with one input and two outputs. The touch-screen connects through one input with a 16:9 aspect ratio. Although the aspect ratios of the screens differ, we can still manage multiple aspect ratios simultaneously, thanks to the small scaler we have used. This scaler at the

backend selects the highest possible resolution, thereby eliminating any compatibility issues. So, through this innovative setup, we were able to resolve this challenge.”

The command centre

The command and control center section of the Schneider Electric Innovation Hub comprises a large 7.19m by 2.7m curved Lumia COB 1.2mm screen, paired with an MTC hardware-based video wall controller. Sachin explains how the client was initially reluctant to transition from their legacy system. “They were considering another solution, which required a tedious process of manually entering a URL to display content each time. We proposed a simpler option using the MTC video processor, which enables a one-click operation. Originating from Dubai, the MTC is more cost-effective compared to the other solution, which would have cost seven times more,” he explains, adding that the client has since implemented this solution for a project in India as well.

The center features a QSC TSC-70-G3 touch-screen controller, and Sachin explains that the main reason for choosing QSC was to simplify

the setup. “I believe in selling fewer products. Because when you design a solution with a limited number of products, you reduce the points of failure. With fewer points of failure, you can be more at ease after handing over the project,” he says. “Traditional designs are complex and require multiple components like speakers, a digital signal processor (DSP), a control system, a touch panel, and various other components, but QSC has the advantage of having a built-in control system integrated with the DSP. This means that clients are only paying for the DSP, while receiving a control system at no extra cost.”

In conclusion, Sachin emphasizes that Schneider Electric’s new world-class Global Innovation Hub in Dubai is not just another experience center. “It’s a dynamic showcase of how AV technologies can be creatively and innovatively applied to create immersive, sustainability-focused user experiences that truly elevate the visitor experience.” Reflecting on the project journey, he notes how the team put great thought into every detail and considered every aspect meticulously before recommending and implementing the solution, which the client greatly appreciated.



The Genesis of a Modern Workplace

How AV and data technologies are reshaping retail performance and customer experiences.

When Nielsen Media embarked on creating their new Bengaluru office, they had a clear vision, a modern workspace that would seamlessly integrate their Google Meet-centric culture while making a bold architectural statement. The challenge was to move beyond traditional AV installations to create something that would truly reflect how their employees worked in the digital age.

Nielsen Media's requirements were refreshingly specific and challenging in equal measure. As AV Consultant Nikhil Shenoy from Digital Futurist explains "They are primarily into Google Meet. So they wanted a solution which will help them to have a Google room kind of solution wherein they can directly join a meeting through a touch panel. They have very certain requirements - they do not use any HDMI cable, they do not use any wireless presentation."

This wasn't simply about eliminating cables for aesthetic reasons. Nielsen employees had embraced a fully digital workflow and expected their physical spaces to mirror this approach. They envisioned walking into any meeting room, clicking a Google Meet link, and immediately presenting without any physical connections or technical setup procedures.

The project brief extended beyond meeting rooms. Working with Project Architect Concept Consilio India Pvt Limited, the team needed to create spaces that supported Nielsen's data-driven culture while incorporating striking visual elements that would communicate the company's commitment to innovation.

The Nielsen project presented several unique challenges that required creative problem-solving. The primary challenge was creating a consistent, cable-free meeting experience across rooms of varying sizes while maintaining the reliability that corporate users demand.

"We wanted to give Nielsen an environment where technology isn't a hurdle but an enabler," notes Nikhil. "Whether it's a four-person huddle or a large boardroom, the experience had to be



consistent and intuitive."

Additional challenges included integrating a video wall installation in their reception area in front of the main staircase without compromising architectural flow, creating a training space that could transform from unified to divided configurations, implementing centralized digital signage distribution across the entire office, and ensuring seamless IT/AV convergence for long-term scalability.

The project timeline was compressed into six months, requiring careful coordination between the design team, system integrator VTECH Technologies, and Nielsen's IT department.

The Solution Architecture

Meeting Room Ecosystem

The solution strategy focused on platform-first design anchored around Google Meet compatibility. Nielsen's meeting rooms feature a scalable approach across different capacities, utilizing Lenovo Series One Google Room Kits for smaller spaces and Crestron's Automate VX system with intelligent three-camera switching for larger rooms.

All meeting spaces are equipped with LG UHD displays scaled to room capacity, mounted on Btech wall mounting systems, ensuring consistent visual quality across the office. The display

sizing follows a strategic approach: 4 & 6 PAX rooms feature 50-inch LG UHD displays, 8 PAX rooms utilize 65-inch LG UHD displays, 10 & 12 PAX rooms are equipped with 75-inch LG UHD displays, and the 14 PAX room showcases an 85-inch LG UHD display.

The audio architecture follows a tiered approach based on room capacity. Smaller rooms (4 & 6 PAX) utilize the display's built-in audio systems, while medium rooms (8 PAX) incorporate Alpha Acoustics Ambience C265 ceiling speakers for enhanced sound coverage. Larger meeting spaces (10, 12, and 14 PAX) feature comprehensive audio solutions including Q-SYS Core 8 Flex and Crestron DSP processors for advanced signal processing, Shure MXA920 ceiling microphones with beamforming technology for superior voice capture, and Alpha Acoustics Ambience ceiling speakers strategically positioned for optimal sound distribution and speech intelligibility.

The 10 PAX, 12 PAX, and 14 PAX rooms are fitted with Crestron 1 Beyond Intelligent PTZ Cameras (IV-CAM-i12-B), offering 12x optical zoom for clear, high-quality video capture. Each larger room is provisioned with 3 PTZ cameras for multi-angle coverage, supported by Crestron Pro Voice-Activated Multi-Camera Autoswitchers (IV-SAM-VX2-S), enabling automatic switching based on active speaker voice direction.

Crestron HDMI/USB cabling and structured wiring provide reliable connectivity infrastructure across all rooms, with Crestron FlipTop (FT2 series) units standard across the rooms, offering tabletop access to HDMI, USB, and power connections.

This connectivity solution supports presentations, BYOD devices, and conferencing systems without compatibility issues. The three-camera concept in larger rooms creates dynamic views, automatically switching between speakers to enhance remote participant engagement, making virtual attendees feel genuinely included rather than observing static wide shots.

Every room includes comprehensive installation, calibration, and commissioning services. This standardized approach delivers consistent user experiences across all room sizes, supporting Nielsen's cable-free philosophy with enterprise-grade reliability and seamless Google Meet integration.

Flexible Training Space

Nielsen required a specialized training room representing one of the project's most innovative challenges: a collapsible 40-seater space transforming from a unified learning environment into two separate training areas as needed.

The flexible solution centers on display technology. Two 85-inch UHD displays from LG mount on heavy-duty mobile Logic Pod systems, enabling room transformation while maintaining Nielsen's demanded presentation quality.

The Logic Pod mounting system represents a significant departure from traditional fixed installations. Operating as a single 40-person space, both displays support large-group presentations. When divided, the mobile system repositions displays, creating two independent environments without compromising visual quality or requiring complex

reconfiguration.

Two Shure MXA920 ceiling microphones with advanced beamforming provide exceptional voice capture regardless of configuration. These microphones adapt intelligently to changing acoustics, ensuring pristine voice clarity whether hosting 40 participants or operating as two 20-person spaces. Supporting this array is a QSC Core 110F DSP, seamlessly integrating with Nielsen's conferencing ecosystem.

Sound reinforcement comes from twelve Alpha Acoustics Ambience C265 ceiling speakers, strategically distributed for even coverage across both configurations. These compact speakers are driven by two Alpha Acoustics DAMP4.300CM amplifiers, delivering balanced reinforcement for speech-focused training or multimedia presentations.

Executive Boardroom

The boardroom represents Nielsen's premium collaboration space, supporting high-level meetings and client presentations with uncompromising quality. At its center stands a large-format 98-inch UHD display from LG, delivering crystal-clear visuals visible from any seating position. The display uses heavy-duty wall mounting from B-Tech for stable installation.

Audio excellence defines the experience through dual Shure MXA920 ceiling microphones ensuring high-quality voice pickup across the entire room. These advanced microphones work with a Q-SYS Core 8 Flex DSP, which manages audio processing while seamlessly bridging conferencing systems into Nielsen's Google Meet ecosystem.





Sound reinforcement comes through eight Alpha Acoustics Ambience ceiling speakers, strategically positioned for balanced coverage throughout the space. This audio architecture ensures that whether conducting executive meetings or hosting client presentations, every participant experiences clear, professional-grade sound matching the room's premium status.

Beyond Traditional Video Walls

The most striking element of the installation is the 2-meter by 3-meter transparent LED display positioned in the main reception area in front of the main staircase. Using Unilumin's modular mesh-based cabinets in 1-meter by 1-meter panels arranged in a 2x3 configuration, this DVLED videowall features indoor transparent display with front-glow SMD technology, designed for high visual impact in the reception zone. The screen functions as both a see-through digital canvas and an architectural element.

"The intent behind this transparent display is maintaining visual flow," Nikhil explains, "so that light can pass through and it does not block the background staircase and it just blends in with the environment."

Centralized Signage Infrastructure

While the transparent LED creates immediate visual impact, the true technical sophistication lies in Nielsen's approach to digital signage distribution. Every display in the office operates on a unified AV-over-IP infrastructure powered by Crestron's NVX platform.

"All the signage is completely on AV over IP," Nikhil notes. "We used BrightSign as a signage

player, but the entire transmission is happening over NVX with centralized data management." This approach provides Nielsen with unprecedented control and flexibility, treating digital signage as an extension of their IT infrastructure rather than standalone systems.

The first-floor cafeteria doubled as a townhall space, capable of hosting all-hands meetings, social gatherings, and informal presentations. Integrated displays, reinforcement systems, and ceiling-mounted microphones enabled the room to shift from casual dining to corporate presentation mode effortlessly.

Implementation Journey

The six-month implementation timeline required precise coordination between multiple stakeholders. VTECH Technologies was selected as the system integrator based on their proven expertise in complex corporate installations and ability to collaborate seamlessly with both the design team and Nielsen's IT department.

Perhaps most significantly, the AV-over-IP approach demanded extensive collaboration between the AV team and Nielsen's IT department. The success of the signage system depended on this IT/AV convergence working flawlessly from day one.

User adoption presented the primary challenge. Nielsen employees, accustomed to traditional presentation methods, required convincing that a cable-free approach would maintain reliability. Comprehensive training and consistent system performance transformed initial skepticism into enthusiastic adoption.

The technical architecture enables future growth through AV-over-IP infrastructure accommodating



additional spaces and platforms. Centralized signage management scales with organizational expansion, while standardized experiences reduce new employee training requirements.

The transparent LED installation exemplifies how AV technology enhances rather than competes with architectural spaces, proving thoughtful technology selection amplifies architectural vision. The multi-camera Automate VX implementation shows automation humanizing collaboration through intelligent speaker switching, creating engaging remote participant experiences that strengthen human connection.

Conclusion

The Nielsen project provides a blueprint for corporate spaces supporting modern work patterns. As hybrid work becomes permanent, spaces must seamlessly blend physical and virtual collaboration. Through the collaboration of Digital Futurist and VTECH Technologies, Nielsen Media's Bengaluru office demonstrates the transformative potential of AV technology when deployed with deep understanding of organizational culture, architectural sensitivity, and unwavering focus on human experience.

The success of this installation extends beyond immediate functional benefits to establish new benchmarks for corporate AV integration in India's rapidly evolving commercial landscape. The project's emphasis on platform-specific optimization challenges the industry's traditional one-size-fits-all approach, proving that tailored solutions deliver superior user experiences rather than imposed ones.

For the AV industry, Nielsen represents both achievement and challenge. The project shows what's possible when consultants and integrators create holistic solutions beyond equipment installation, demonstrating the value of understanding clients' culture and designing around actual user behavior. The six-month timeline from conception to completion illustrates that sophisticated installations can be delivered efficiently when all stakeholders align around clear objectives and collaborative processes. As workplace expectations continue to rise, particularly among technology-forward organizations like Nielsen, the project offers a compelling vision for the future of thoughtfully integrated AV technology that prioritizes human connection over technical complexity.

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Integrator: AllWave AV Systems Pvt. Ltd.
 Category: Hybrid Collaboration Spaces
 Client: SS&C Technologies
 Contact: www.allwaveavsystems.com

AllWave AV Systems' expertise in enterprise AV solutions made them the natural choice for SS&C Technologies' ambitious workspace transformation at their Mumbai office. With over 20 years of experience and global best practices through PSNI Global Alliance, AllWave brought proven enterprise integration capabilities to this flagship project.

When SS&C Technologies envisioned a complete AV transformation for their Mumbai facility, they turned to AllWave AV Systems for a comprehensive solution. The goal was to create modern, fully connected hybrid collaboration spaces with intelligent AV systems that would empower employees, connect global teams, and deliver a world-class client experience.

To meet these diverse requirements, AllWave deployed a sophisticated multi-zone system spanning various collaboration environments. The setup includes Poly Studio X and Logitech Rally Bar systems for boardrooms with dual displays and Shure MXA920 ceiling microphones, compact VC solutions like Poly X30 and Logitech MeetUp for huddle rooms with BYOD support, and AVer auto-tracking PTZ cameras with Kramer wireless presentation systems for training spaces. The result is a seamlessly integrated, scalable workspace that transforms how SS&C collaborates internally and with clients.

Varanasi

Banking

Comprehensive AV Integration Excellence

Scalable AV Infrastructure for Modern Banking



Integrator: Vallect
 Category: Corporate AV Solution
 Client: Utkarsh Small Finance Bank
 Contact: www.vallect.com

Vallect's comprehensive approach to enterprise AV integration positioned them as the ideal partner for Utkarsh Small Finance Bank's extensive workspace transformation at their Varanasi facility. With proven expertise in large-scale deployments and integrated technology solutions, Vallect delivered a sophisticated AV ecosystem.

When Utkarsh Small Finance Bank embarked on creating a state-of-the-art corporate facility, they partnered with Vallect for a complete AV transformation spanning 8 floors. The objective was to establish modern, fully integrated collaboration spaces with intelligent AV systems, lighting management, and background music that would enhance employee productivity, facilitate seamless communication, and create an exceptional workplace experience.

Vallect implemented a sophisticated multi-zone system across varied environments. The deployment features high-performance projectors and a 2.4m x 1.35m LED videowall for conference rooms with wireless presentation and fully CISCO-enabled video conferencing systems, compact display solutions with wireless connectivity for huddle spaces supporting agile teamwork, and a flagship Multi Purpose Room accommodating 90 participants with a 3.0m x 1.69m videowall and centralized AMX control for townhalls and training sessions. The result is a seamlessly integrated, scalable workspace that transforms how Utkarsh Small Finance Bank operates across all collaboration scenarios.

Gurugram

Hospitality

Smart Hospitality Integration

Showcasing innovative solutions and architectural adaptability



Consultant: ASK Consultants
 Integrator: Howell Protection Systems India Pvt. Ltd.
 Category: Hospitality
 Client: Hilton Hotel by Bani
 Contact: www.askconsultantsindia.com

Howell Protection Systems India's specialized hospitality technology expertise, working alongside ASK Consultants, positioned them as the ideal strategic partner for Hilton by Bani's comprehensive AV transformation. With proven experience in budget-optimized installations and design-sensitive deployments, the team delivered innovative technology solutions enhancing guest experience while respecting strict architectural constraints.

When Hilton by Bani embarked on creating their contemporary 223-room digital-key property in Gurugram's business district, they partnered with Howell Protection Systems for comprehensive AV solutions within carefully managed budget parameters. The objective was seamless technology integration supporting diverse operational spaces while

maintaining the hotel's aesthetic integrity and operational efficiency standards.

To address challenging metal ceiling restrictions and complex divisible banquet requirements, the team deployed highly innovative solutions. The installation features discreet ground and landscape speakers preserving natural lawn ambiance with quality background music coverage, advanced AV-over-IP technology for flexible banquet division via simple LAN connectivity avoiding traditional switching complexities, and strategically placed 4K displays at dining areas with touchless wayfinding systems plus all-in-one collaboration soundbars for modern huddle spaces. The result is a cost-efficient, high-impact ecosystem successfully supporting hospitality operations with elegant design integration.

Guwahati

Government

State-of-the-Art Audio Excellence

Highlighting precision conferencing and strategic collaboration



Integrator: Cineworth Sales and Service
 Category: Conference Solutions
 Client: Meghalaya Industrial Development Corporation
 Contact: www.cineworth.com

Cineworth Sales and Service's expertise in government sector AV solutions, combined with Alphatec AV's specialized audio integration capabilities, positioned them as the strategic choice for MEIDC's boardroom transformation. With proven experience in high-profile installations and understanding of government requirements, this partnership delivered cutting-edge audio technology that meets the exacting standards of corporate governance.

When Meghalaya Industrial Development Corporation sought to modernize their boardroom capabilities, they partnered with Cineworth Sales and Service for a comprehensive audio transformation. The objective was to establish state-of-the-art conferencing technology with exceptional sound quality and

professional aesthetics that would enhance high-profile meetings and facilitate seamless collaboration with remote stakeholders.

To meet these demanding requirements, the team deployed Audio Technica's AT U891RCB wide-range condenser microphones throughout the boardroom. The solution features high-quality sound reinforcement with crystal-clear speech reproduction, intuitive touch-to-talk and touch-to-mute functionality with visual color indication for enhanced user control, and sleek Japanese design aesthetics that complement the professional boardroom environment. The result is a sophisticated audio ecosystem that transforms how MEIDC conducts internal deliberations and remote collaborations, ensuring every stakeholder's voice is heard with exceptional clarity.

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