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July 28 - 29, 2026



Bengaluru, India

INDIA IT & GCC PPM SUMMIT 2026

Driving Enterprise Technology Execution at Scale

Platinum
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WHY THIS CONFERENCE?



Bengaluru is one of the most important centres for enterprise technology leadership and Global Capability Centers, making it the right place to bring together the people shaping large-scale transformation across India and beyond. As enterprises and GCCs expand AI, cloud, cybersecurity, and data programmes, the challenge is no longer only innovation - it is how to prioritize the right initiatives, align them with business goals, govern them effectively, and deliver measurable value at scale. The India IT & GCC PPM Summit is built to address exactly that challenge by convening CIOs, CTOs, CDOs, Heads of GCC, PMO leaders, transformation executives, data and AI leaders, and IT finance decision-makers for practical discussion on strategy, investment, and execution.

OVERVIEW







The **India IT & GCC PPM Summit**, taking place in **Bengaluru on July 28-29, 2026**, is part of the **India Enterprise Tech & AI Leaders Summit 2026**, a multi-track platform focused on digital transformation, AI, and growth. This conference is designed as a senior-level forum for enterprise and GCC leaders who are under increasing pressure to fund, prioritize, and deliver technology programmes with clearer business outcomes and faster execution.

Across two days, the summit will explore how modern PPM, AI-driven decision-making, agile governance, and stronger operating models can help organizations move from fragmented initiatives to coordinated enterprise transformation. The agenda is built around six priority areas: AI-driven prioritization and forecasting, strategic alignment of technology portfolios, agile governance for multi-program delivery, optimization of investments and FinOps, cloud and cybersecurity at enterprise scale, and change leadership with workforce readiness across IT and GCC environments.








WHO SHOULD ATTEND?



The India IT & GCC PPM Summit is designed for senior leaders who are shaping enterprise technology portfolios, GCC operating models, and large-scale transformation programs. It is particularly relevant for:

-  **Enterprise technology leaders** - CIOs, CTOs, CDOs, and Heads of GCC driving technology strategy and execution
-  **Program and delivery executives** - PMO leaders, transformation heads, and portfolio leaders responsible for prioritization, governance, and delivery performance
-  **Data, AI, and analytics executives** - leaders using intelligence, automation, and forecasting to improve decision-making and program outcomes
-  **IT finance and strategy leaders** - executives managing investment choices, resource allocation, business cases, and FinOps
-  **Cloud, cybersecurity, and platform leaders** - decision-makers responsible for scalable, secure, enterprise-wide technology environments
-  **Consulting and systems integration leaders** - firms advising on transformation strategy, operating models, delivery frameworks, and implementation

KEY TAKEAWAYS

-  A clearer understanding of how to use **AI-driven decision-making** for prioritization, forecasting, and delivery improvement across complex technology programs.
-  Practical approaches for aligning **technology portfolios with enterprise objectives**, so funding and execution are tied more directly to measurable business value.
-  Better models for **agile governance and multi-program delivery**, including how PMOs and GCC leaders can balance control, speed, and adaptability.
-  Stronger insight into how to optimize **technology investments, resources, vendors, and FinOps**, helping leaders improve ROI while maintaining delivery momentum.
-  Real-world lessons on scaling **cloud, cybersecurity, and compliance** in a way that supports enterprise growth without losing resilience or governance.
-  New ideas for **change leadership and workforce readiness**, especially how to build teams, adoption, and operating discipline across IT functions and GCCs.
-  Valuable peer learning and commercial connections with **CIOs, CTOs, CDOs, Heads of GCC, PMO and transformation leaders, data and AI executives, cloud and cyber providers, and systems integrators.**



Yatish Shivaprasad

MD & Head of Corporate Functions Technology, India & Romania

Societe Generale Global Solutions Centre

OUR SPEAKERS AND PANELISTS



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Senior Director
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Yatish Shivaprasad
MD & Head of Corporate Functions Technology, India & Romania
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AI-LED PRIORITIZATION, FORECASTING & PORTFOLIO INTELLIGENCE



9:00

OPENING KEYNOTE: From Portfolio Overload to AI-Led Prioritization: How Enterprise and GCC Leaders Decide What Really Matters

- Using AI and predictive analytics to support portfolio prioritization
- Moving from static annual planning to continuous portfolio management
- Distinguishing strategic initiatives from operational projects
- Improving forecasting accuracy across large technology programs

9:30

CASE STUDY / RESERVED PRESENTATION: Connecting Strategy to Execution: Building Real-Time Portfolio Visibility Across Enterprise and GCC Delivery

- Connecting strategy, execution workflows, and reporting
- Reducing blind spots across teams and programs
- Improving decision-making with real-time portfolio visibility
- Leveraging automation and AI for delivery insights

10:00

PANEL DISCUSSION: How Are Enterprise Priorities Changing Across Industries — And What Role Does AI Really Play?

- How BFSI, retail, pharma, and tech define “priority” differently
- Where AI is genuinely improving decision-making vs adding complexity
- Balancing growth, cost, risk, and operational stability
- What strong vs weak prioritization looks like across industries
- When executive judgment should override AI-driven insights



10:30 NETWORKING COFFEE BREAK

ALIGNING TECHNOLOGY PORTFOLIOS WITH BUSINESS STRATEGY & VALUE

11:00

KEYNOTE: Turning Strategy into Execution: How CIOs Align Technology Portfolios with Enterprise Value

- Ensuring technology investments support enterprise priorities
- Moving from project lists to value-driven portfolios
- Defining meaningful prioritization criteria
- Connecting portfolio decisions to business outcomes

11:30

CASE STUDY / RESERVED PRESENTATION: From Strategy Slides to Execution Reality: Structuring Portfolios, Programs and Teams

- Translating strategic priorities into executable initiatives
- Tracking alignment across portfolios and delivery teams
- Simplifying executive reporting and decision frameworks
- Cascading strategy into operational execution

12:00

PANEL DISCUSSION: Why Enterprise Portfolios Fail — And Who Is Really Accountable: Business, Technology, or PMO?

- Where accountability breaks down across business, IT, and PMO
- Why organizations struggle to stop or reprioritize initiatives
- Balancing innovation vs core operations across industries
- How different sectors define and measure “value”
- What leading organizations do differently to stay focused



12:30 NETWORKING LUNCH

AGILE GOVERNANCE AND OPERATING MODELS FOR MULTI-PROGRAM DELIVERY

13:30

KEYNOTE: The Next-Generation PMO: Governing AI, Cloud, and Digital Transformation at Scale

- Evolving the role of the enterprise PMO
- Supporting complex digital transformation programs
- Governance models for multi-program delivery
- Balancing flexibility, oversight, and accountability

14:00

CASE STUDY / RESERVED PRESENTATION: Standardizing Delivery Without Killing Speed: Building Agile Governance at Enterprise Scale

- Standardizing workflows and reporting across teams
- Maintaining governance without slowing execution
- Coordinating large transformation programs across functions
- Increasing leadership visibility into delivery progress

14:30

PANEL DISCUSSION: Governance vs Speed: How Do Different Industries Balance Control, Risk, and Execution?

- How governance differs across BFSI, retail, pharma, and tech
- Where governance adds value vs creates friction
- Global standards vs local GCC autonomy
- Managing risk in AI, cloud, and data programs
- What “good governance” looks like in fast-moving enterprises



15:00 NETWORKING BREAK



15:30 5 PARALLEL EXECUTIVE LEADERSHIP LABS

LEADERSHIP LAB 1: Designing an AI-Enabled Prioritization Model for Enterprise Portfolios

Format: Participants work in small groups to design a prioritization framework for a sample portfolio of 20-25 initiatives across AI, cloud, cyber, and data.

- Define prioritization criteria
- Score initiatives by business value, urgency, risk, dependency, and capacity fit
- Test how AI or analytics could improve decision support
- Discuss where executive judgment must overrule automated scoring

Practical takeaway: A draft prioritization model that delegates can adapt in their own PMO, GCC, or technology portfolio reviews.

LEADERSHIP LAB 2: Translating Enterprise Strategy into Executable Portfolios and Programs

Format: Delegates work through a strategy-to-execution mapping exercise using a sample enterprise transformation agenda.

- Break down 4-5 enterprise priorities into executable workstreams
- Identify ownership layers across CIO, PMO, GCC, and business functions
- Define decision checkpoints and reporting logic
- Map what should be visible at leadership, PMO, and team level

Practical takeaway: A usable model for translating strategic priorities into a manageable execution architecture.

LEADERSHIP LAB 3: Designing the Next-Generation Enterprise PMO

Format: Participants redesign a traditional PMO governance model for a faster-moving enterprise/GCC environment.

- Identify which governance layers add value and which create drag
- Redesign stage gates for AI, cloud, cyber, and data programs
- Define escalation routes and decision rights
- Discuss how to maintain control without killing speed

Practical takeaway: A practical checklist for building leaner governance with stronger visibility and accountability.

LEADERSHIP LAB 4: Designing Executive Dashboards CIOs Actually Use

Format: Small groups define what a high-value executive dashboard should actually contain.

- Decide which metrics belong at executive level
- Separate delivery metrics from value metrics
- Identify risk and dependency indicators
- Define how often data should be refreshed and by whom

Practical takeaway: A dashboard blueprint for CIO, PMO, and Head of GCC reporting.

LEADERSHIP LAB 5: Inside India's Largest GCC Transformation Portfolios

Format: Small-group discussion with GCC leaders examining real transformation portfolios.

Participants explore:

- How GCCs own enterprise transformation programs
- Scaling engineering teams to 5,000+ employees
- Managing global portfolios from India
- Coordination with HQ leadership

Why this is powerful:

- GCC strategy is the biggest theme in India tech leadership right now
- Attracts Head of GCC / India CIO speakers



16:15 5 EXECUTIVE ROUNDTABLES

ROUNDTABLE 1: Is AI Really Improving Prioritization - Or Are Most Enterprises Just Automating Weak Decisions?

- What quality of data is needed before AI helps
- Where AI adds value now vs where it is still hype
- Which decisions should remain fully human
- How to avoid false confidence from predictive tools

ROUNDTABLE 2: How Many Strategic Priorities Can an Enterprise Portfolio Realistically Carry?

- What counts as a true strategic priority
- How many top priorities is too many
- How to kill or pause work politically
- How to handle business-unit pushback

ROUNDTABLE 3: Do PMOs Need to Become Smaller, Stronger, and More Strategic - Or More Embedded in Delivery?

- Where PMOs should own control vs enablement
- Whether PMOs should sit closer to finance, strategy, or delivery
- What modern PMO capability gaps look like
- Whether GCC PMOs should be centralized or federated

ROUNDTABLE 4: Who Really Owns Strategy-to-Execution Alignment - CIO, PMO, Finance, or the Business?

- Who should own prioritization logic
- How finance should influence portfolio decisions
- How to share accountability without creating confusion
- What happens when business and IT incentives diverge

ROUNDTABLE 5: Can One Platform Truly Connect Work Across an Enterprise - Or Is the Real Problem Operating Model Discipline?

- Where platforms genuinely reduce complexity
- Where tools fail because the operating model is weak
- How much standardization is realistic
- Whether platform consolidation is worth it



17:00 END OF DAY 1

OPTIMIZING TECHNOLOGY INVESTMENTS, VENDOR ECOSYSTEMS, AND FINOPS DISCIPLINE



9:00

KEYNOTE: Technology Investment Discipline: How CIOs Prioritize, Fund and Track Value

- Prioritizing investments across AI, cloud, cybersecurity, and data programs
- Aligning technology funding with enterprise priorities
- Connecting portfolio management with financial planning
- Improving transparency across resources and investments

9:30

CASE STUDY / SPONSORED PRESENTATION: From Fragmented Spend to Portfolio Transparency: Better Resource, Vendor & FinOps Decisions

- Connecting budgets, capacity, and project execution
- Improving vendor oversight and program accountability
- Reducing redundant initiatives and cost leakage
- Driving smarter investment decisions with portfolio visibility

10:00

PANEL DISCUSSION: How Do Different Industries Define and Measure Technology Value?

- How BFSI vs retail vs pharma vs tech define ROI
- Cost efficiency vs growth vs customer impact trade-offs
- Role of finance, business, and IT in value realization
- Moving beyond delivery metrics to business outcomes
- How often portfolios are reviewed for value vs progress



10:30 NETWORKING COFFEE BREAK

SECURE & SCALABLE CLOUD, CYBERSECURITY & COMPLIANCE EXECUTION

11:00

KEYNOTE: Delivering Cloud, Cybersecurity & Data Programs at Enterprise Scale

- Coordinating large transformation programs across teams and vendors
- Governance models for security-critical initiatives
- Managing risk while accelerating cloud and data transformation
- Ensuring resilience across enterprise infrastructure programs

11:30

CASE STUDY / PRESENTATION: Coordinating Secure Transformation Across Teams, Vendors & Regions

- Managing complex multi-vendor technology programs
- Aligning security, compliance, and delivery teams
- Improving risk visibility across transformation initiatives
- Building governance frameworks for global programs

12:00

PANEL DISCUSSION: Managing the Modern Transformation Ecosystem — Vendors, SIs, Platforms and Internal Teams

Discussion areas:

- Managing multiple systems integrators
- Avoiding vendor accountability gaps
- Aligning internal teams with external partners
- Cost control across partner ecosystems

Why this improves agenda:

- Extremely relevant for large enterprise programs
- Attractive for consulting / SI sponsors



12:30 NETWORKING LUNCH

THE NEXT PHASE OF GCC LEADERSHIP: Transformation, Talent, and Enterprise Impact

13:30

KEYNOTE: The Next GCC Advantage: From Delivery Engine to Strategic Transformation Hub

- Evolving role of GCCs in enterprise transformation
- Building capabilities across AI, cloud, cybersecurity, and digital delivery
- Aligning GCC strategy with enterprise technology priorities
- Developing leadership and execution capabilities

14:00

CASE STUDY / PRESENTATION: Driving Adoption Across Functions: Turning Platforms and Process Change into Productivity

- Driving adoption beyond technical implementation
- Aligning teams and processes across business units
- Training and governance models for transformation programs
- Improving collaboration across enterprise functions

14:30

PANEL DISCUSSION: Why Transformation Fails Across Industries — And What Leaders Must Do Differently

- Common failure patterns across industries
- Leadership vs culture vs operating model challenges
- Why adoption fails post go-live
- Aligning incentives and organizational goals
- What successful transformations look like in practice



15:00 AFTERNOON NETWORKING BREAK



15:30 5 PARALLEL EXECUTIVE LEADERSHIP LABS

LEADERSHIP LAB 1: How Technology Leaders Make Investment Trade-Offs: Balancing Innovation, Risk, and FinOps Discipline

Format: Participants work through a technology portfolio spending scenario with limited budget and competing priorities.

What they do in the room:

- allocate budget across AI, cloud, cyber, modernization, and data programs
- decide where to cut, delay, or protect spend
- discuss how capacity constraints should affect funding
- map the relationship between portfolio visibility and value realization

Practical takeaway: A finance-informed portfolio decision model for tech investment governance.

LEADERSHIP LAB 2: Leading Multi-Partner Transformation Programs: Aligning Vendors, Integrators and Internal Teams

Format: Groups build a governance and reporting model for a transformation program involving internal teams, one GCC, and multiple vendors.

What they do in the room:

- define accountability across internal and external stakeholders
- identify where delivery risk usually hides
- design escalation and reporting mechanisms
- determine how to avoid finger-pointing across vendors and teams

Practical takeaway: A clearer operating approach for multi-party delivery.

LEADERSHIP LAB 3: Executing High-Stakes Cloud and Cyber Programs: Balancing Risk Visibility with Delivery Speed

Format: Participants work through a cloud/cyber transformation case that is at risk due to dependencies, unclear ownership, and governance overload.

What they do in the room:

- map key risks and dependencies
- define what needs weekly vs monthly executive visibility
- separate technical risk from delivery risk

- redesign the governance cadence for better decision speed

Practical takeaway: A practical model for managing high-stakes cloud and cyber programs with less chaos.

LEADERSHIP LAB 4: Why Digital Transformations Fail After Go-Live — And How Leaders Drive Real Adoption

Format: Participants diagnose why adoption often fails even when implementation is technically successful.

What they do in the room:

- identify adoption blockers by role and function
- design a 90-day post-go-live adoption plan
- define what leaders, managers, and champions must do
- discuss which adoption metrics actually matter

Practical takeaway: A realistic adoption framework that goes beyond training alone.

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LEADERSHIP LAB 5: The Next GCC Capability Model: Building Leadership, Skills, and Ownership for Enterprise Transformation

Format: Delegates build a capability roadmap for a GCC expected to support enterprise-scale digital transformation.

What they do in the room:

- identify critical role clusters and skill gaps
 - decide what should be hired, developed, automated, or outsourced
 - define leadership and operating-model needs
 - discuss how GCCs move from delivery center to strategic partner
- Practical takeaway:** A capability planning template for GCC transformation.



16:15 5 EXECUTIVE ROUNDTABLES

PEER-TO-PEER STRATEGY DISCUSSIONS

ROUNDTABLE 1: Who Should Own Technology Value Realization - IT, Finance, PMO, or the Business?

Suggested discussion prompts:

- how organizations currently define value realization
- where accountability breaks down
- how portfolio reviews should include value, not only delivery
- whether GCC leaders should have a formal voice in investment decisions

ROUNDTABLE 2: FinOps Reality Check: Are Organizations Actually Changing Spending Behavior?

Suggested discussion prompts:

- what real FinOps maturity looks like
- whether application teams respond to cost visibility
- how to link FinOps to PMO and portfolio governance
- what trade-offs exist between efficiency and innovation speed

ROUNDTABLE 3: Why Do So Many Cloud and Cyber Programs Still Underperform - Technology Complexity or Weak Execution?

Suggested discussion prompts:

- what causes more failure: architecture or governance
- how to improve decision speed in security-heavy environments
- whether cloud and cyber should have separate or combined governance models
- how much standardization enterprises can realistically enforce

ROUNDTABLE 4: What Makes a GCC Strategic Rather Than Transactional?

Suggested discussion prompts:

- how GCCs earn trust beyond cost arbitrage
- what leadership capabilities change perception
- what work should stay with headquarters vs move into the GCC
- which metrics signal true GCC maturity

ROUNDTABLE 5: Why Do Digital Transformations Fail After Go-Live — And What Must Leaders Do Differently?

Suggested discussion prompts:

- where adoption responsibility should sit
- whether change management is still too generic
- how to make frontline managers part of the solution
- what early warning signs show that adoption is failing



16:30 CLOSING NETWORKING SESSION

OUR VALUED PARTNERS, PAST AND PRESENT



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