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Together makes progress

19 NOVEMBER 2026

CoalesceTimes

Art of the possible

Coalesce™ 2026 | BUILD THE APEX ADVANTAGE

THE LEADERSHIP ADDRESS



Romal Shetty
CEO, Deloitte South Asia

Building the Apex Advantage

Competitive advantage is often won at the moments when leaders must make their most consequential decisions. In racing, a driver must judge the bend, find the right line and balance speed with control to exit with greater momentum. In business, this means understanding where value is being created or lost, anticipating what lies ahead and making deliberate choices about where to act. Coalesce™ 2026 brings leaders together to examine these decisions, challenge established thinking and translate ambition into business outcomes. Together, we will explore what it takes to build the Apex Advantage.

Advantage is created on the turn

Yesterday, we opened Coalesce™ 2026 with a shared ambition: to build the Apex Advantage. In racing, how you take a bend determines how well you accelerate out of it. Business demands similar judgement: recognising change, making clear choices and building the capabilities to act. Today's masterclasses take that idea into the decisions facing your organisations.

Over five editions, Coalesce™ has grown through the experience and candour of the leaders in the room. Bring a real business question to your masterclass, test your thinking with peers and consider what you could do differently. For me, the value of Coalesce™ lies in what you put into practice afterwards. I hope today gives you greater clarity and the confidence to take that next step.



Vinay Prabhakar
Partner and Sales Leader,
Deloitte Asia Pacific and South Asia

ON STAGE AT COALESCE™











SEVEN TRAILBLAZERS

More moments from Day 1












OUR GROWTH PARTNERS

The ecosystem supporting Coalesce™

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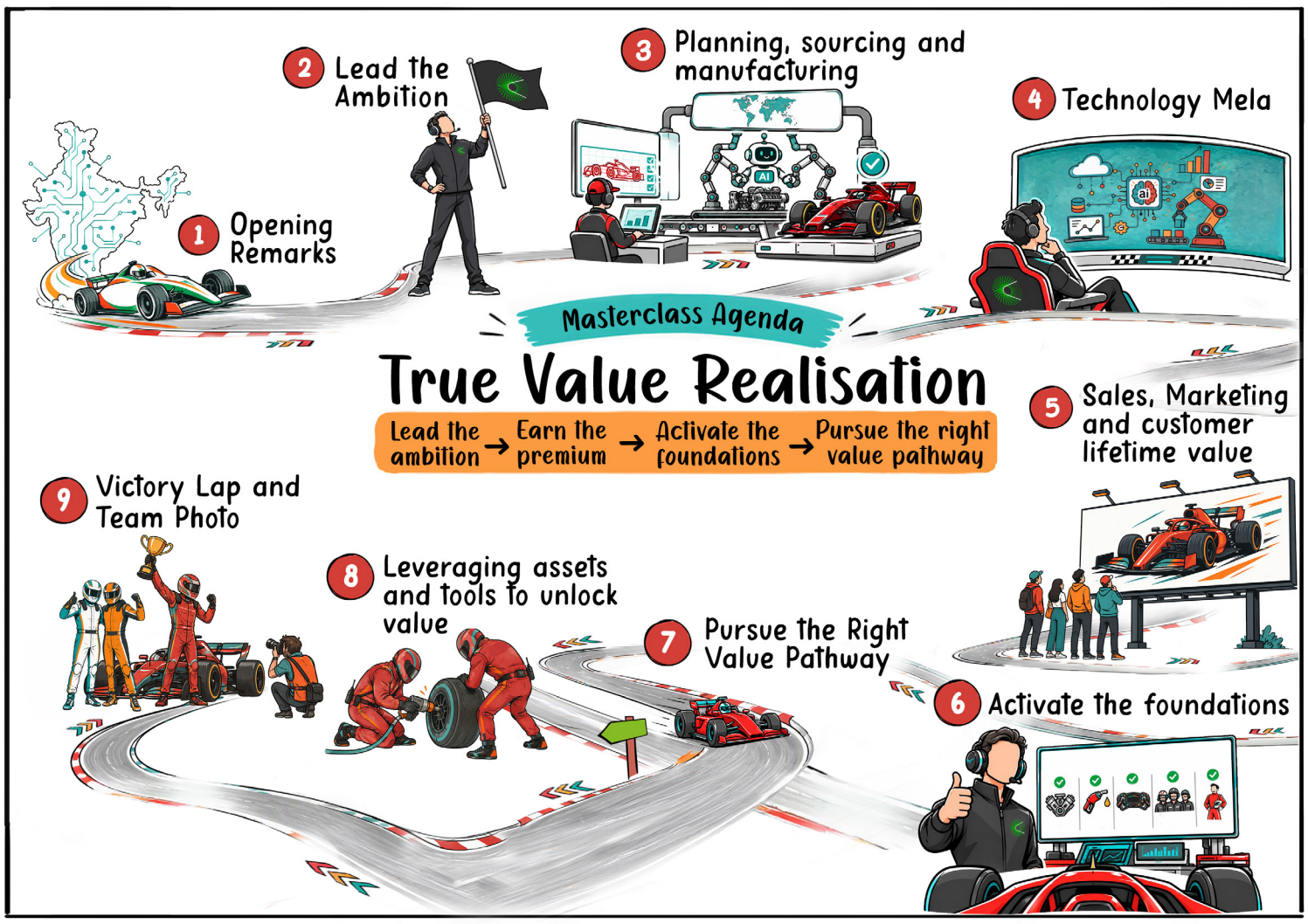
IBM kore.ai avolution GENESYS

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FIVE MASTERCLASSES

The conversations at the apex

A visual guide to the masterclasses

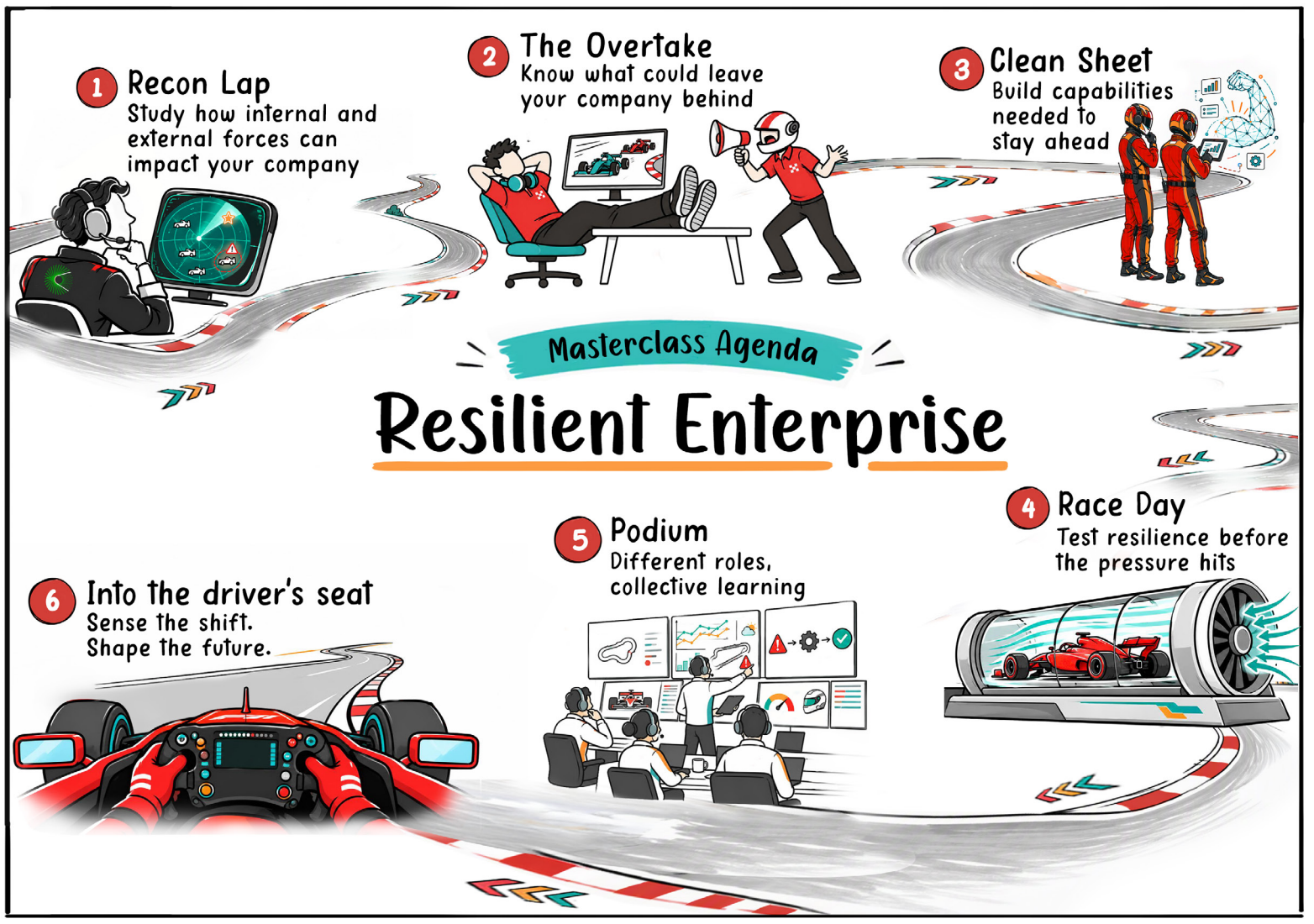


True Value Realisation

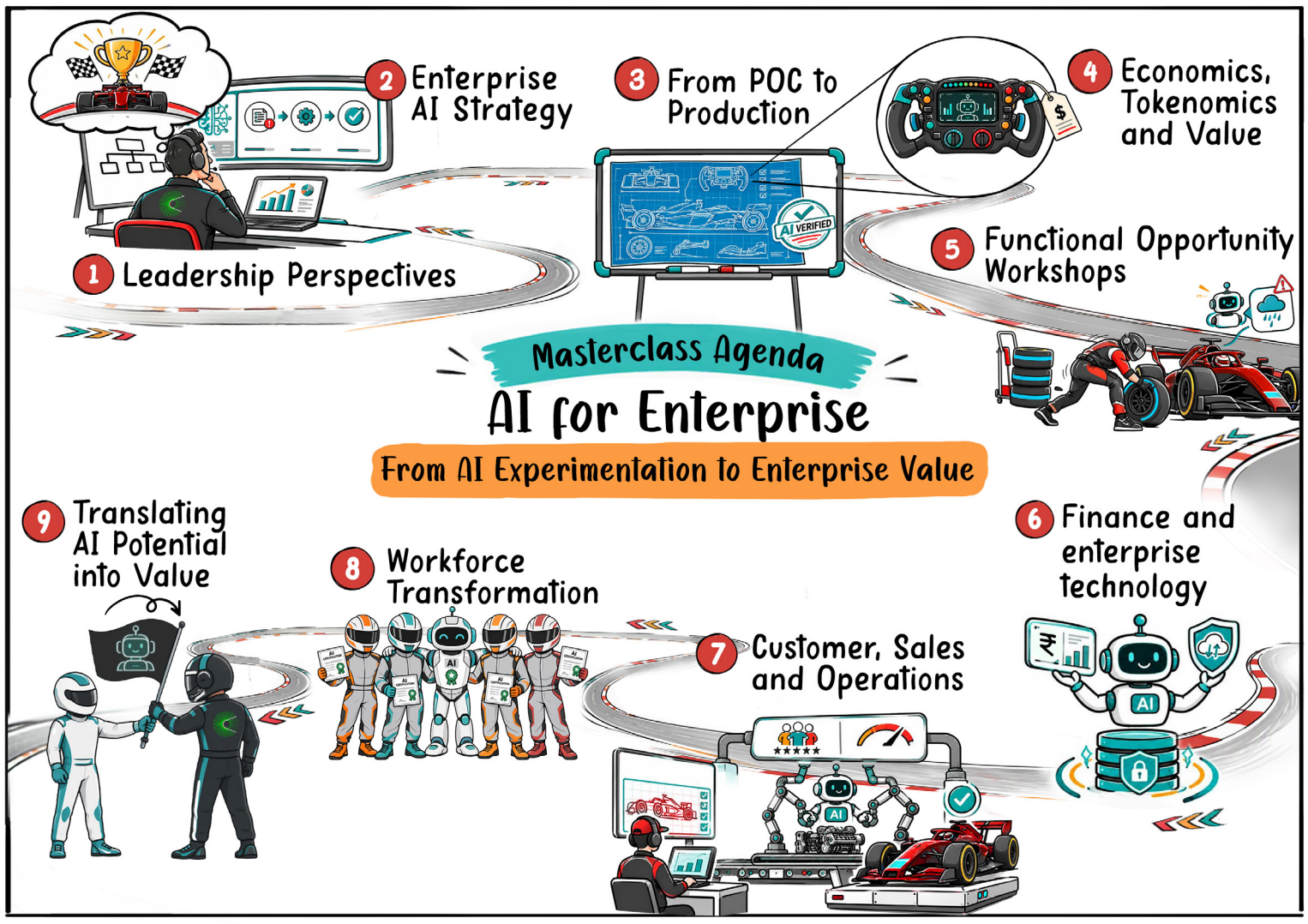
The masterclass examines what determines the value of a business, why different stakeholders may value the same business differently, and what owners can do to realise greater value. It covers financial and non-financial value drivers, strategic paths available to the business, succession and the actions required to create, protect, demonstrate and communicate value.

The Resilient Enterprise

The masterclass helps leaders understand how interconnected risks emerge, how to respond to disruption, and identify opportunities that emerge from change. It explores how cross-functional decisions can affect the wider enterprise, what capabilities build resilience, and how organisations must adapt to thrive in an uncertain business environment.



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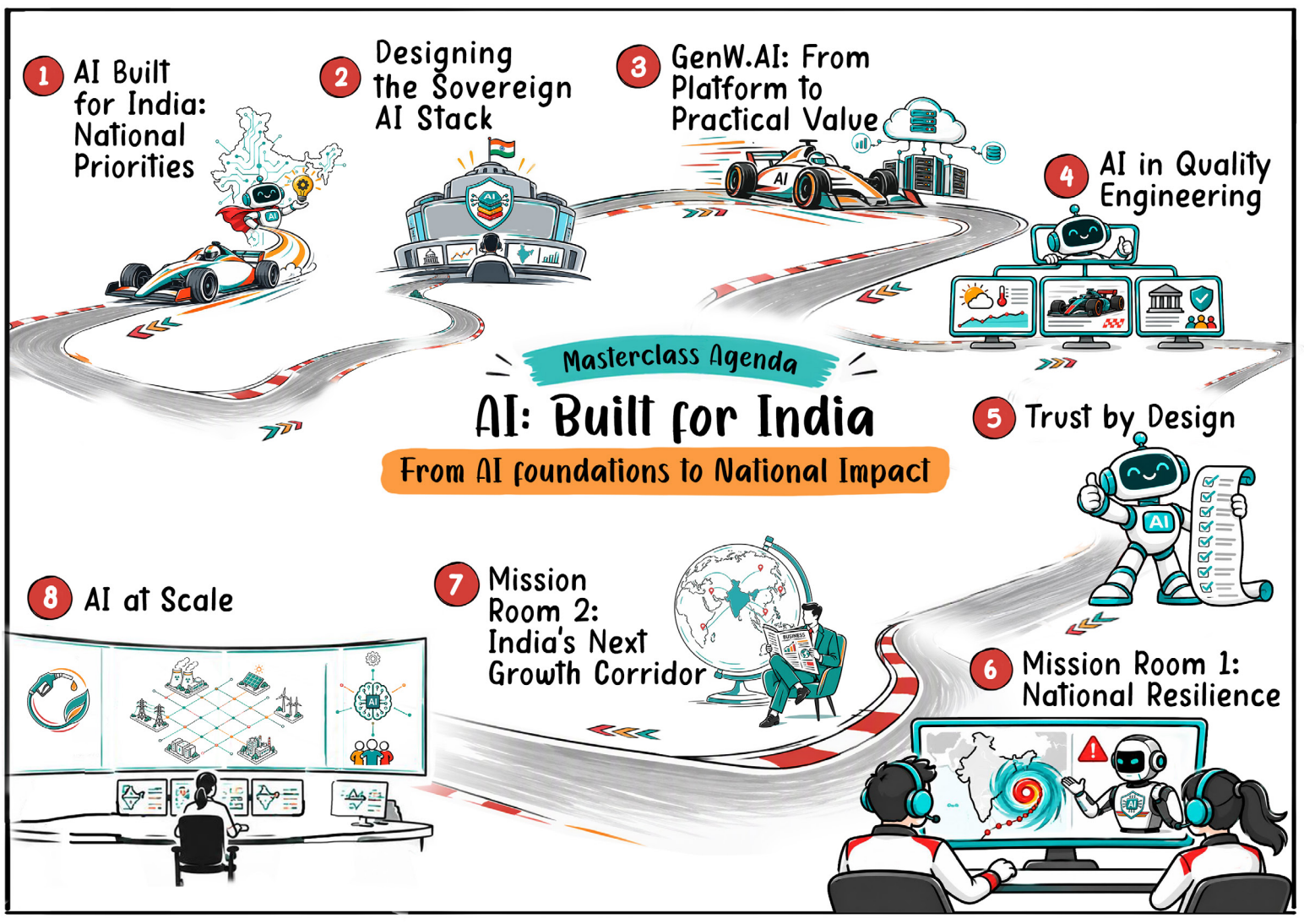


AI for Enterprise

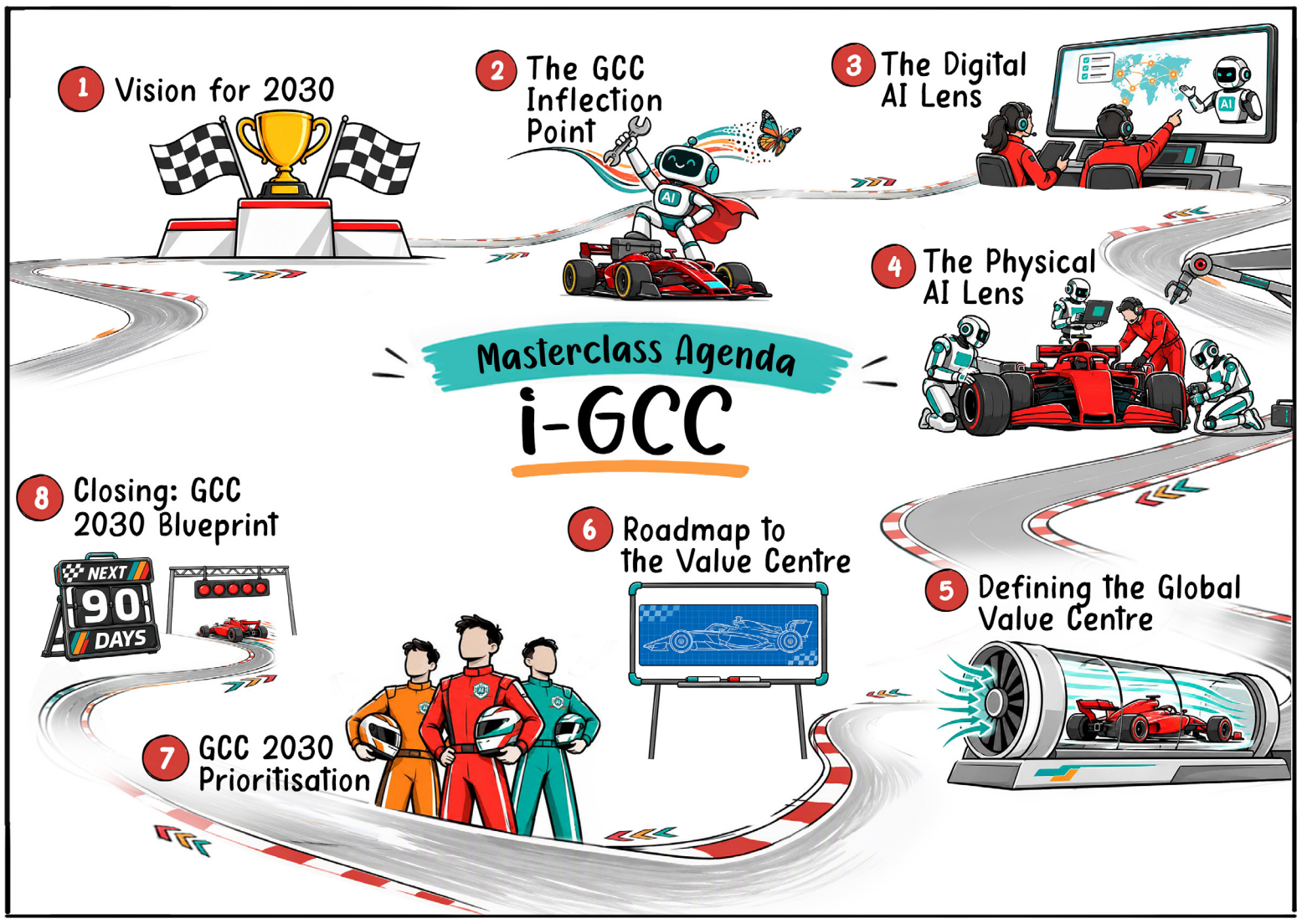
The masterclass focuses on moving AI from experimentation to enterprise-wide business impact. It examines where AI can create the greatest value, what an AI-enabled function could look like, the technology, data, governance and security choices required for scale, and how roles, capabilities and human judgement may need to evolve.

AI: Built for India

The masterclass considers what becomes possible when AI is designed for India's languages, users and public and financial systems. It explores India-native AI capabilities available today, opportunities for large-scale deployment, data sovereignty and assurance, and the economics of an India-native technology stack, with sector discussions covering government, financial services and defence.



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i-GCC 2030

The masterclass follows the GCC journey through three distinct stages: setting up the centre in India, finding its footing by building capability and leadership depth and running at scale by anticipating the global business's future needs. It covers entity structure, incorporation, tax and transfer pricing, location strategy, incentives, leadership, talent, operating models, and the use of procurement, technology and talent across geographies to create greater value.

THE CONVERSATION CONTINUES

India's Apex Advantage

Building the Apex Advantage for a Developed India

Romal Shetty and Vinay Prabhakar discuss what it will take for India to achieve developed-economy status by 2047. The conversation explores how bold ambition, cross-industry collaboration and sustained investment in innovation can help businesses prepare for the future. It also explores why resilience, agility and adaptability will be critical to building the Apex Advantage and helping businesses create a lasting competitive edge.

Scan to watch the conversation

FINANCIAL EXPRESS FUTECH

Rethinking India's AI talent strategy for the next decade

Vamsi Karavadi

A closer look at the research depth and specialist expertise India needs as demand for AI talent grows.

EXPRESS COMPUTER

Indian GCCs in the age of enterprise AI

Jaikumar Subramanian

How GCCs can connect technology investment with business priorities as AI moves into enterprise use.

FORTUNE INDIA

Voice AI: India's next digital leap must include every Indian's language

Aditya Sudhindranath

The opportunity to make digital services more accessible through the languages people use every day.

CISO FORUM

Securing the agentic enterprise, one permission at a time

Anand Venkatraman

Why agent identity, permissions and accountability matter as AI systems act across enterprise workflows.

INNOVATION SHOWCASE

THE ADVANTAGE CIRCUIT

Deloitte assets. Your next Apex Advantage.

Seven assets to explore at Coalesce™

1. ECC

Compress enterprise files without compromising quality

A lossless, in-place compression asset for images, video and PDFs. It compresses files by up to 80% inside the client environment, with no format change, migration or data egress.

2. CONTENUUM

Create campaigns at scale, with your judgement built in

An AI-powered marketing product that creates campaigns across channels, markets and languages from one brief. Built-in human approvals protect brand consistency, accountability and control at each stage.

3. QCoDE

Solve complex business challenges using quantum

A quantum ecosystem where Deloitte teams up with quantum start-ups, global tech leaders and researchers to solve the most complex business challenges. It uses current quantum capabilities to accelerate discovery, solve complex optimisation problems and develop smarter hybrid ML/QML algorithms.

4. DCIT

Experience the art of the possible and accelerate real business value

A phygital co-creation hub for C-suite leaders to experience and test technology in live sandboxes. Pre-integrated platforms help deliver production-ready MVPs in weeks, rather than months.

5. GEO-INTELLIGENCE

Turn geo-intelligence data into faster, smarter and sustainable business decisions

An AI-enabled platform that turns satellite, location, environmental and operational data into actionable business insights. It helps organisations gain a new layer of business visibility through a continuous process of sense, observe, measure and predict.

6. GENW.AI

Build enterprise AI solutions faster, using less code

A low-code AI platform for rapidly building applications, dashboards, GenAI chatbots and agentic workflows. It addresses slow and costly application development through drag-and-drop design, reusable components and ready integrations.

7. THE PURPLE ECONOMY

Unlock growth through disability inclusion

A Deloitte India and EnAble India perspective on a US$150 billion market in India. It positions persons with disabilities as customers, workers, entrepreneurs and innovators.



PRODUCTS+

Expertise, productised.

In a world full of ambition, will scale be your Apex Advantage?

India is setting the pace on AI. About 94% of Indian organisations expect AI spend to rise over the next year. Nearly 40% report significant or full AI usage, against a global average of about 28%. Agentic AI is the next wave: 74% of companies expect to use it at least moderately within two years, up from 23% today.

However, speed is not the same as scale. Only 21% have a mature governance model for autonomous agents. Among Indian leaders, regulatory and compliance demands are the top obstacle to AI integration, cited by 39%. Implementation, data and trust decide who scales and who stays stuck in pilots.

That is where experience counts. Deloitte works with CEOs and CXOs across industries and geographies. We see which problems keep recurring and what it takes to solve them at scale.

Three strengths set us apart

Domain: sector specialists who know the decisions, workflows and constraints of each industry.
Tech: engineering and AI teams who turn that knowledge into practical capabilities.
Transform: implementation experience and a global network to integrate, drive adoption and scale across teams and markets.

This is Products+. Consulting depth, packaged into products you can license, with the support you choose to put them to work. Each is co-created with customers and refined in real engagements.

Connect with our leaders to explore possibilities

Ashvin Vellody
Partner & Chief Strategy Officer, Consulting, DSA

Prashanth Kaddi
Partner and Engineering, AI & Data Leader, Deloitte India

Keerthi Prakash
Partner, Deloitte India

Sai Mukundan
Partner, Deloitte India

Anirban Roy
Partner, Deloitte India

Scan to know more

Why choose Products+?

Businesses that aspire to scale up must partner with Deloitte to witness how Consulting can be compounded with years of expertise helping an ‘AI native digital product’ work in your organisation.

Products+ gives organisations a defined capability for a specific challenge with product innovation built on the outcomes delivered across various service engagements.

Therefore, Deloitte helps Indian enterprises take the next leap with its legacy consulting advisory strength of domain experts and tech engineering capability learned through observations, consultations and reach across the ecosystem and markets.

How does it work?

Organisations can buy or license the product and choose the support they need. Deloitte’s specialists can help connect it to existing systems, fit it into the way people work and extend its use across teams or markets.

Two products. Two business challenges.

Product+ for Agri | Turn agribusiness intelligence into action. Crop and market intelligence, sales, distribution and customer engagement in one platform.

Product+ for Marketing | Bring AI into enterprise content operations. AI agents that create, manage and adapt content across channels, with consistent quality and governance.

Source: Deloitte, State of AI in the Enterprise 2026 (global report and India insights).

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THE PEOPLE. THE CONVERSATIONS.

Coalesce™ in the frame

