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# **interConnect**

**Volume 16 | Edition 01 | 2nd April, 2026**

Published by

**ISODA**

Infotech Software Dealers Association

# President's Address

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**Mr. Jitesh Chauhaan**  
President - ISODA

## **A Year of Momentum, A Year Ahead with Confidence.**

As we step into a new financial year, it is a good moment to pause and reflect on the journey behind us and the opportunities ahead.

The past year has been a strong one for the ISODA community. Across the ecosystem, members have navigated market shifts, evolving customer expectations and increasing competition with resilience and intent. What stands out is not just individual performance, but the collective progress we have made as a network. ISODA was built on the idea that collaboration creates advantage. Over the years, that belief has only strengthened. Today, we see more partnerships forming, more conversations translating into business outcomes and more members expanding their reach through the ecosystem. This momentum is encouraging and sets a solid foundation for the year ahead.

A special mention must be made of TechSummit XIV in Almaty. The summit was not just well attended, it was deeply engaging. The quality of conversations, the openness to collaborate and the energy in the room reflected what ISODA stands for today. It was heartening to see founders, VADs, ISVs and SaaS leaders come together with a shared intent to grow. I would like to thank all our members for their participation and contribution in making TSXIV a success. A sincere thank you also to our sponsors who showed strong belief in the ISODA platform. Their support enabled us to create an experience that went beyond sessions and into meaningful engagement. As we look ahead, the environment continues to evolve. Technology cycles are faster, customer expectations are sharper and competition is more intense. In such a landscape, the need for clarity, speed and collaboration becomes even more critical.

This is where ISODA will continue to play its role. Not just as a network, but as a platform that enables access, accelerates momentum and helps members unlock larger opportunities. The focus remains clear: to help every member grow stronger, faster and more confidently in their respective markets.

The new financial year brings with it fresh possibilities. With the strength of this community and the intent we have seen over the past year, there is every reason to look ahead with confidence.

**Let us continue to build together.**

**Warm regards,**

**Jitesh Chauhan**  
President - ISODA

### **IMPORTANT ISODA CONTACTS**

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**ISODA Grievance Cell** | [grievance@isoda.in](mailto:grievance@isoda.in)

### **BECOME AN ISODA MEMBER**

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Please sign up at <https://isoda.in/membership.aspx> & mail [rm@isoda.in](mailto:rm@isoda.in)

# TSXIV Recap - What the Ecosystem had to say



## Scalefusion

It was wonderful to reconnect at ISODA 2026 at Almaty, Kazakhstan. Met few of old connects to revive conversation as well as new to open up business conversation.

As Gold sponsor in the event, I feel it was great to showcase what are we offering in India market & making differentiation in the space of Device, Access & Security.

**Vivek Srivastava**

Associate Sales Director – India – Scalefusion

## **BDRShield**

by Vembu

It was a privilege to be part of the ISODA Tech Summit in Almaty, which was exceptionally well organized and highly impactful. The summit brought together a dynamic community of industry leaders, partners, and innovators, creating an ideal platform for meaningful conversations and business collaboration.

One of the key highlights for us was the opportunity to engage with partners and showcase BDRSHIELD by Vembu, our comprehensive data protection solution designed to address modern backup and ransomware challenges. The response from the ISODA community was extremely encouraging, with strong interest from partners looking to expand their backup portfolio with a reliable, scalable, and partner-friendly solution.

The summit enabled us to initiate promising discussions, identify new business opportunities, and strengthen our partner network. We truly appreciate ISODA's efforts in creating such a powerful ecosystem and look forward to driving mutual growth and expanding BDRSHIELD adoption together.

**Sakthi Prian**

Global Channel Manager – Strategic Partnerships - Vembu



Although I have been a member of ISODA for over five years, this was my first Tech Summit—and it truly exceeded expectations. Set against the beautiful backdrop of Almaty, the event offered a unique blend of meaningful business interactions and memorable shared experiences. What stood out most for me was the quality of engagement. Unlike larger conferences, the Summit created the space to connect deeply with fellow members. I particularly enjoyed meeting several of the new, next-generation channel partners—there was a refreshing energy, openness, and forward-thinking mindset that made the conversations both insightful and inspiring. The opportunity for dMACQ to present during the conference was valuable, but equally impactful were the informal interactions over the four days. Whether during sessions, sightseeing, or simply spending time together, the connections felt more personal and enduring. The thoughtfully curated mix of business and leisure—from the conference at Holiday Inn Almaty to exploring the city and nearby ski destination—made the experience truly special. Overall, the Tech Summit was not just an event, but a platform for genuine relationships and future collaborations. I'm glad I attended and look forward to many more.

**Srikant Krishnan**

Founder - Dmacq Software Private Limited

As someone who has recently joined ISODA, this Tech Summit was a meaningful introduction to the culture and strength of our association. I would sincerely appreciate the efforts of the MC and organizing team for choosing a destination that was refreshingly different. Hosting an international-scale event in a new setting requires vision, courage, and detailed planning. Stepping outside the usual comfort zone is never simple, but it often creates deeper learning and stronger bonds—and this summit reflected that spirit. Naturally, events of this scale come with logistical complexities. However, rather than focusing on minor challenges, I believe it is important to acknowledge the intent and commitment behind executing something distinctive.

What stood out most to me was the opportunity to engage closely with fellow members, their spouses, and the next generation of leaders. The informal conversations and extended interactions created connections that go far beyond structured conference sessions. On a personal note, I found every member I interacted with extremely welcoming and encouraging. As a new member, that warmth and openness made me feel instantly included and truly part of the ISODA family. Every event offers scope for refinement, and that continuous evolution is a sign of a progressive association. Overall, this Tech Summit delivered meaningful experiences and value in its own unique way. Grateful to be part of this vibrant community and looking forward to many more such gatherings together.

Looking forward to more such events and get togetherness.  
Hats off and Thanks again.

**Naveen Dham**

Managing Director & Cybersecurity Consultant - G INFO Technology Solutions Pvt Ltd

Firstly, great job by Vimesh ji and all the TSXIV organizers. Special congratulations to one and all. The trips and sightseeing arranged were amazing and well-coordinated. The event was good and would have been better if current technology trends were discussed more. Overall, great teamwork and efforts. Thanks to one and all for making TechSummit a great success.

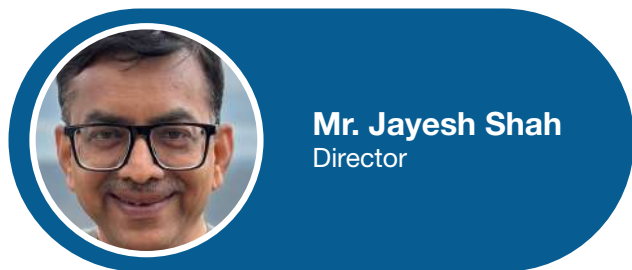
**Dr. Jagannath Kallakurchi**

Managing Director & CEO - Choice Solutions limited

# IPO - Insights from the Ground

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## Orient Technologies - Pre-IPO Focus



### Why IPO?

IPO is the vehicle, to raise capital by liquidating your equity in the company.

### Who should do IPO?

If you have business plan, that requires investment.

You or your investors in the company, are looking at unlocking valuation that you have created.

You have long term plan to stay with company and grow business.

### How do you prepare for an IPO?

IPO requires lot of preparation. First thing is that you need to have CFO, having some experience about IPO process, and to manage all documentation. You need to have clear books and ownership structure of the company. Next, you need to have objectives or reason defined for the IPO. There could be 3-4 business objectives that you want to achieve and for that you are looking at raising capital. One of the objectives of the IPO could be to pay off debt in the company.

When you raise capital through IPO, you need to provide how and where you will be using money, with timelines. If you want to keep things simple and easy to manage, try and raise debt for your objectives and in your IPO, you can square off the debt.

Once you have your project plan in place, one needs to appoint, Lead Manager for the IPO. Lead Manager is basically agency, which specializes in IPO and have in past executed successful IPOs. Lead Manager will be your guide through the entire IPO process.

### Timelines and Market Conditions

If you are looking at listing your company, one should consider 12-18 months timeframe. There could be delay as fair market conditions surely helps for better participation and valuation for your company.

### Closing Remarks

IPO should not be considered as exit strategy but as a beginning of new phase of the company. Let the journey begin..

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## Dev Information Technology - IPO Transition Phase



**Mr. Pranav Pandya**  
Co Founder & Chairman



**Mr. Jaimin Shah**  
Co Founder &  
Managing Director  
Dev IT

### From First Generation Entity to Governance driven entity: A Gujarati IT Entrepreneur's Journey to the Main Board

April 2018 marked a watershed moment not just for the company Dev Information Technology Limited, but for the SME IT landscape in Gujarat. As the first IT company from the state to get listed on a SME Exchange, we embarked on a journey filled with exhilarating highs and daunting challenges, culminating in our migration to the Main Board by November 2021. For Mr Pranav Pandya and Mr Jaimin Shah as a first-generation co-founders, this five-year trajectory from being SME listed to Main Board listed was the ultimate test of resilience, governance, and vision.

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#### The Beginning: Highs of the SME Listing (April 2018)

When company management, that included Mr Vishal Vadu and Mr Prerak Shah besides two Co Founders, launched IPO in April 2018, the SME landscape was still evolving. Being the first in Gujarat to take this route within the IT sector meant that were trailblazers. All four Directors categorically states below:

- **Validation of Vision:** The successful listing provided immediate credibility. It shifted the perception of DEV IT as a company from "just another SME" to a transparent, public-listed entity.
- **Access to Growth Capital:** The funds raised allowed the management to invest in infrastructure and technology that were previously out of reach, helping them scale their operations.
- **Talent Attraction:** As a listed entity, attracting top talent in a competitive Ahmedabad tech landscape became significantly easier.

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#### The Challenges: The "Goldfish Bowl" Experience

Listing on an exchange is not just about capital; it is about embracing transparency. The transition brought immediate, steep learning curves.

- **Regulatory Compliance Fatigue:** Mr Pranav Pandya specifically conveys "The rigor of statutory regulations, quarterly financial reporting, and strict disclosure norms was intense best practise adopted by the company to enhance its governance. Managing operations while ensuring 100% compliance required a massive mindset shift."
- **Quarterly Pressure:** Towards this key aspects both other Directors on the board Mr Vishal Vasu as CTO and Mr Prerak Shah as Jt CEO conveys "The pressure to deliver results every 90 days meant we had to balance \* long-term research and development with short-term profitability, a tightrope walk that challenged our strategic patience."
- **Liquidity Management:** Mr Jaimin Shah as the Co Founder and MD of the company mentions with clear emphasis that "While the SME exchange provided a listing platform, liquidity (trading volume) remained a challenge in the early days being listed on SME Exchange."

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## The Leap: Migrating to the Main Board (November 2021)

By 2021, having matured through five years of disciplined reporting and having demonstrated sustainable growth, both Co Founders reveals together that “Company management along with able guidance of extremely well versed and enlightened Independent Directors, were able to successfully migrate to the Main Board of the stock exchange.” That subsequently resulted into the following invaluable scenario for Dev Information Technology Limited.

- **Validation of Long-Term Value:** Moving to the Main Board signaled to the market that we were no longer just a small entity, but a sustainable, growing enterprise.
- **Broader Investor Base:** Migration opened doors for institutional investors and increased visibility among retail investors, vastly improving possibilities of liquidity.
- **Reputation Enhancement:** The transition strengthened trust with larger clients and partners, BFSI organisation, investment ecosystem. That enabled company to pitch for bigger contracts and strategic partnerships.

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## Key Learnings for First-Generation Entrepreneurs

Reflecting on this five-year journey from an SME listing to the main exchange, here are the key takeaways highlighted below by all four directors which is encapsulated as below:

1. **Governance is Non-Negotiable:** From day one, building a professional board and robust internal controls is more important than immediate profitability.
2. **Transparency Builds Brand:** Being open about failures as well as successes created trust with minority shareholders, which is crucial for long-term sustainability.
3. **Resilience is Key:** There were moments of high market volatility and regulatory hurdles where the easiest decision would have been to revert to being private. Persisting through those times built the company's character.

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## Conclusion

Listing in April 2018 as the first IT company in Gujarat was a proud, yet walking on uncharted path moment. Migrating to the Main Board in November 2021 was the ultimate, fulfilling validation of that choice. The journey from an SME to a main board

listed company is not just about capital; it is about maturing from a first generation entrepreneurs-driven firm to an institutionally driven organisation. Both Co Founders concludes by saying that “As a first-generation entrepreneur, seeing our company on the main board is a testament that with passion, compliance, and resilience, a Gujarati IT SME can hold its own on the national stage.”

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## Meta Infotech - Post-IPO Reality



**Mr. Venugopal Peruri**  
Founder & CEO

For 26 years, Meta Infotech Ltd. was built on decisions that were not always driven by profits, but by a clear focus on brand, trust, niche, and our people.

We chose long-term credibility over short-term gains—entering cybersecurity early, standing by our customers even at a cost, and consistently prioritizing relationships over revenue. We focused on building a niche rather than being everything to everyone, which helped us differentiate in a crowded market. Most importantly, we invested in our employees—believing that a strong, skilled, and committed team is the foundation of any lasting organization.

These choices did not always deliver immediate financial returns, but over time, they built something far more valuable: trust, reputation, and resilience—qualities that truly defined us when we decided to go public. Taking a company public is often seen as a defining milestone in an entrepreneur’s journey. For many IT company founders, it represents validation, scale, and a new level of credibility. Having recently gone public in July, I want to share a practical, experience-driven perspective—beyond the glamour—on what it truly means to transition from a privately held company to a publicly listed one.

This decision is not just financial; it fundamentally transforms how your company operates, grows, and is perceived.

### The advantages of Going Public

#### 1. Access to Capital for Accelerated Growth

One of the most compelling reasons to go public is the ability to raise significant capital. This funding can be deployed for expansion, acquisitions, R&D, or entering new geographies. For IT companies, especially in fast-evolving domains like cybersecurity, this capital can be a game changer.

#### 2. Enhanced Credibility and Brand Value

Listing on a stock exchange elevates your company’s reputation. Customers, partners, and even employees view a public company as more stable and trustworthy. In enterprise IT and cybersecurity, where trust is paramount, this added credibility opens doors that were previously difficult to access.

#### 3. Liquidity for Founders and Investors

An IPO provides liquidity to early investors and founders. It allows stakeholders to unlock value created over years of hard work. This also makes it easier to attract future investors, knowing there is a defined exit path.

#### 4. Stronger Talent Acquisition and Retention

Public companies can offer stock-based compensation like ESOPs, which are highly attractive to top talent. In a competitive IT landscape, this becomes a powerful tool to hire and retain skilled professionals.

#### 5. Currency for Acquisitions

Listed shares can be used as currency for mergers and acquisitions. This is particularly valuable in the IT sector, where inorganic growth through niche capability acquisition is often essential.

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## The Disadvantages of Going Public

### 1. Increased Regulatory and Compliance Burden

Post-listing, the level of compliance increases significantly. Quarterly reporting, disclosures, audits, and governance requirements demand time, focus, and dedicated resources. This can sometimes slow down decision-making.

### 2. Pressure of Quarterly Performance

Public markets demand consistent performance. The focus often shifts from long-term strategy to short-term results. Managing investor expectations becomes a continuous responsibility.

### 3. Loss of Operational Flexibility

As a private company, decisions can be made quickly. In a public setup, governance structures, board approvals, and shareholder interests add layers of complexity.

### 4. Increased Transparency

While transparency builds trust, it also means sharing sensitive business information—financials, strategies, risks—with competitors and the public. This can be uncomfortable, especially in highly competitive IT segments.

### 5. Cost of Being Public

The IPO process itself is expensive—investment bankers, legal advisors, compliance costs—and the expenses don't stop after listing. Maintaining a public company status requires ongoing financial commitment.

## Final Thoughts

Going public is not the destination—it is the beginning of a new phase. It brings immense opportunities but equally significant responsibilities. For IT entrepreneurs, especially those in high-growth and innovation-driven sectors, an IPO can accelerate the journey—but only if approached with clarity, preparation, and the right mindset.

If you are considering this path, evaluate not just whether you can go public, but whether you are truly ready to operate as a public company.

Because once you take that step, there is no turning back—only scaling forward.



**Mr. A R Pradeep**  
Legal Advisor - ISODA

The Code on Wages, 2019 introduces a uniform and comprehensive framework for determining “wages” across labour laws in India. The definition under Section 2(y) is particularly significant as it directly impacts the computation of statutory dues such as provident fund, gratuity, bonus, and minimum wages. Wages are defined as all remuneration payable to an employee in respect of employment, whether express or implied, and are determined through a structured inclusion–exclusion mechanism.

At the core of this framework lies the classification of salary components into included and excluded elements. The included components consist of basic pay, dearness allowance, and retaining allowance, which collectively form the statutory wage base. These elements are mandatory and represent the fixed and foundational portion of compensation. In contrast, excluded components include house rent allowance, bonuses, employer contributions to provident fund and pension, conveyance allowance, overtime, commissions, gratuity payable upon termination, retrenchment compensation, and the value of certain amenities. While these exclusions allow employers flexibility in structuring compensation, they are subject to a statutory cap.

A key reform introduced by the Code is the imposition of a 50% threshold on excluded components. The law provides that where the aggregate of excluded components exceeds 50% of the total remuneration, the excess amount must be added back to wages and treated as part of the included components. This provision effectively ensures that at least half of the employee’s total remuneration qualifies as wages, thereby preventing the dilution of the statutory base through excessive allocation to allowances.

**The application of this rule can be better understood through the following illustrations:**

### Salary Computations under the 50% Rule:

#### Example 1: Excluded components exceed 50%

- \* Total Monthly Remuneration: ₹1,00,000
- \* Included Components (Basic + DA + RA): ₹40,000
- \* Excluded Components: ₹60,000

Excess over 50% threshold: ₹10,000

#### Revised Structure:

- \* Wages (Included): ₹50,000
- \* Exclusions: ₹50,000

#### Example 2: Excluded components equal 50%

- \* Total Monthly Remuneration: ₹1,00,000
- \* Included Components: ₹50,000
- \* Excluded Components: ₹50,000

**Result: No adjustment required**

#### Example 3: Excluded components less than 50%

- \* Total Monthly Remuneration: ₹1,00,000
- \* Included Components: ₹60,000
- \* Excluded Components: ₹40,000

**Result: No adjustment required**

The Code also addresses the treatment of remuneration in kind, such as employer-provided food, accommodation, or other facilities. Such non-cash benefits are permitted to be included in wages only up to 15% of the total remuneration, with any excess being excluded. This ensures that the wage base remains predominantly monetary and prevents structuring compensation through non-cash substitutes.

The following examples illustrate the application of the 15% rule:

#### Illustrative Computation – Remuneration in Kind

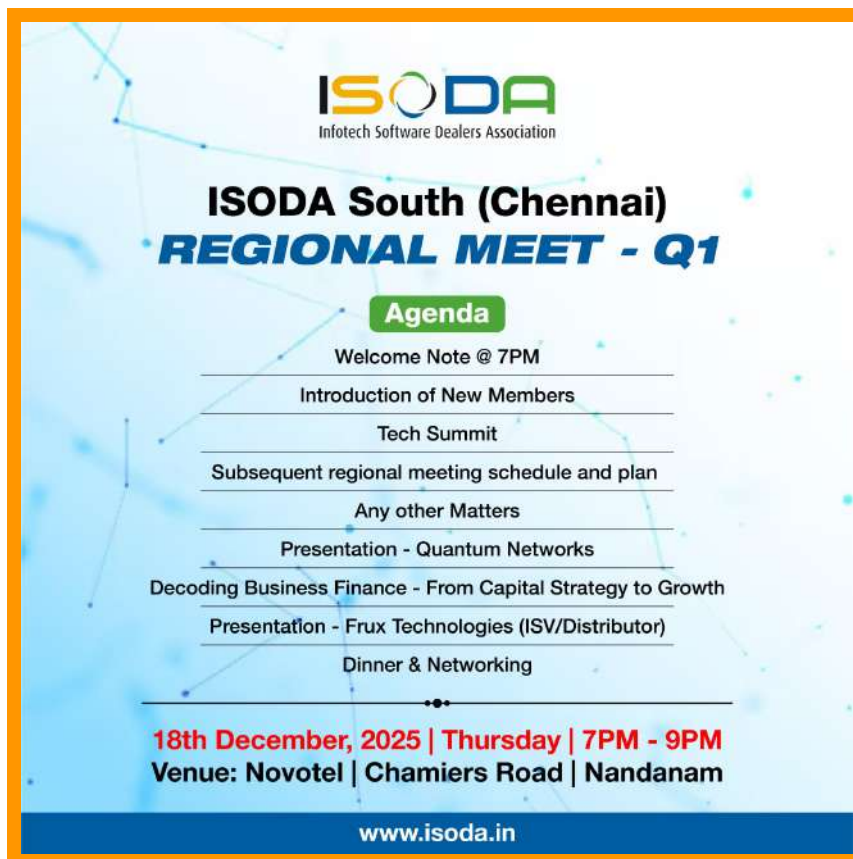
Example 1: Within 15% limit	Example 2: Exceeds 15% limit	Example 3: Below 15%
<ul style="list-style-type: none"> <li>* Total Remuneration: ₹10,000</li> <li>* Cash Component: ₹8,500</li> <li>* In-kind Benefit (Food): ₹1,500 (15%)</li> </ul>	<ul style="list-style-type: none"> <li>* Total Remuneration: ₹10,000</li> <li>* Cash Component: ₹8,500</li> <li>* In-kind Benefit: ₹2,000 (20%)</li> </ul>	<ul style="list-style-type: none"> <li>* Total Remuneration: ₹10,000</li> <li>* Cash Component: ₹8,500</li> <li>* In-kind Benefit: ₹1,200 (12%)</li> </ul>
<p><b>Result:</b> Entire ₹1,500 included in wages</p>	<p>Permissible inclusion: ₹1,500</p> <p><b>Result:</b> ₹500 excluded from wages</p>	<p>Shortfall: ₹300</p> <p><b>Result:</b> ₹300 added to cash wages</p>

The implications of these provisions are substantial for employers. Organisations that have historically adopted allowance-heavy salary structures, particularly in sectors such as information technology and IT-enabled services, will be required to reassess and restructure their compensation models. The traditional approach of maintaining a low basic salary with a high proportion of allowances to optimise tax efficiency and reduce statutory contributions is no longer viable under the new regime.

This restructuring is likely to result in increased employer liabilities, including higher provident fund contributions, enhanced gratuity outflows, and potential adjustments to bonus calculations. Additionally, employers will need to revisit employment contracts, offer letters, and payroll systems to ensure alignment with the statutory requirements. Variable pay components, including performance incentives and commissions, must also be carefully evaluated to ensure that the overall compensation structure does not breach the 50% threshold.

In light of the above, employers are advised to undertake a comprehensive review of their salary structures and assess the financial and compliance implications of the revised wage definition. This includes recalibrating the proportion of fixed and variable pay, ensuring that excluded components remain within permissible limits, and updating internal documentation to reflect the new framework.

In conclusion, the revised definition of wages under the Code on Wages, 2019 marks a significant shift towards transparency and standardisation in compensation practices. While it strengthens employee welfare by expanding the base for statutory benefits, it also imposes increased compliance obligations and cost implications for employers. A proactive and well-planned restructuring strategy will be essential to ensure compliance while maintaining operational and financial efficiency.



The poster features the ISODA logo at the top, followed by the event title 'ISODA South (Chennai) REGIONAL MEET - Q1'. Below this is a green 'Agenda' button. The agenda items are listed in a vertical sequence, each separated by a horizontal line. The event details, including the date, time, and venue, are highlighted in red text. The website URL 'www.isoda.in' is displayed in a blue bar at the bottom.

**ISODA**  
Infotech Software Dealers Association

**ISODA South (Chennai)**  
**REGIONAL MEET - Q1**

**Agenda**

- Welcome Note @ 7PM
- Introduction of New Members
- Tech Summit
- Subsequent regional meeting schedule and plan
- Any other Matters
- Presentation - Quantum Networks
- Decoding Business Finance - From Capital Strategy to Growth
- Presentation - Frux Technologies (ISV/Distributor)
- Dinner & Networking

**18th December, 2025 | Thursday | 7PM - 9PM**  
**Venue: Novotel | Chamiers Road | Nandanam**

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**South (Chennai) RM - 18th December, 2025**

# Friday Connect Series

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**ISODA**  
Infotech Software Dealers Association

## FRIDAY CONNECT SERIES

Episode 35  
A brief outlook on the new Labour Codes.

*Speaker*  
**Mr A R Pradeep**  
Isoda Legal Advisor

19th Dec 2025    Platform: Zoom    4 PM to 5 PM

[www.isoda.in](http://www.isoda.in)

**Friday connect Episode 35**  
A brief outlook on the new Labour Codes.  
**Speaker: Mr. A R Pradeep - ISODA Legal Advisor**  
Date: 19th Dec 2025, 4 to 5 pm

**THANK  
YOU!**