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model enables us to deliver unique value and choice to businesses of all sizes.

How is Zoho leveraging digital disruption to offer solutions that set it apart in the SaaS industry?

We've built a comprehensive technological stack that sets us apart. We own every layer of our tech stack, from apps to data centres, creating a unified experience with our solutions. We also take the privacy of our users seriously. We don't sell customer data or show ads in our products. We additionally do not run any third-party trackers on our websites. We recently launched Ulaa, a privacy-first browser to further protect users' online journeys.

Our AI strategy, developed in-house over a decade, focuses on consumer experience, privacy, and value. We offer a unique mix of AI models—from large to narrow—that deliver contextual insights using first-party data. Our AI capabilities include natural language processing, computer vision, security analytics, and intelligent solutions tailored to specific business needs.

What are the core leadership principles at Zoho Corp. that guide its response to emerging industry challenges?

Our leadership principles center on R&D-backed innovation, perseverance and people-centricity, and long-term value creation. Having been in the market for more than

25 years, our market understanding has allowed us to diversify and create growth-driving solutions. By foreseeing digital transformation trends, we developed unified platform solutions that offer better value and deep system integrations. Our unconventional approach also extends to talent development through Zoho Schools of Learning, which we established in 2005 to bridge industry skill gaps. We provide a 24-month training program for class 12 or diploma graduates, after which the students eventually become full-time employees at the company. Today, our products serve over 100 million users across 700,000 businesses worldwide. To serve these customers better, we follow "transnational localism", a strategy through which we remain locally rooted through regional offices, locally hired teams, and partnerships that address unique market needs.

What role does strategic innovation play in Zoho's mission to create affordable, home-grown software solutions for Indian and global markets?

At Zoho, we've distinguished ourselves by remaining bootstrapped and privately-held for over 25 years, focusing on in-house product development. By prioritizing R&D and customer support over traditional marketing, we have created over 55 products across business functions, including an AI platform called Zia. Our strategic approach includes product localization to make enterprise-grade technology accessible to businesses of all sizes worldwide by addressing regional business needs. Secondly, our integrated product suites offer comprehensive, seamless software solutions that help digital-native businesses scale efficiently. Moreover, with state-of-the-art data centres strategically located globally—spanning India, United States, Canada, Europe, China, Japan, and Australia—we ensure data sovereignty, high availability, and regional compliance. This innovative