



# 11Q

## with Javed Khan

*CEO, Neat*

*AV-ICN Expo Magazine features **Javed Khan**, CEO of Neat in this edition's 11 Questions where the industry expert elucidates the vision and strategic innovations of Neat, one of the leading providers of intelligent video devices and UCC solutions. Khan further provides valuable insights into market challenges, emerging opportunities, and India's expanding role in the global pro AV ecosystem.*

- 1. What have been some of the defining milestones in Neat's journey that have helped shape its identity in the AV industry? How have these achievements influenced your current product philosophy and innovation roadmap?**

Neat was founded by a team that had already built the previous generation of video conferencing, people who didn't just understand the space, but actually helped create it. When Neat launched in 2019, the founding principle was clear: you can't build for the AI era by layering intelligence on top of a decade-old operating system. Starting fresh was itself a defining milestone, and that decision has proven to be a visionary one as AI and edge computing have advanced at such a rapid pace.

From there, the launch of Neat Symmetry solved the long table problem by individualising participants in a meeting room. This established our identity as a product-first company. Neat Boundary followed, giving IT teams virtual control over what the camera sees, and Neat Center brought 360-degree intelligence to rooms. Each of these cemented our core philosophy that technology should be invisible. The rooms should understand and empower the humans in them, not the other way around. That principle drives everything on our roadmap today.

- 2. Could you elaborate on the R&D behind Neat's cutting-edge products and innovations? How are these solutions designed to address the evolving needs of the global pro AV and UCC markets?**

Our R&D is centred on Intelligent Edge Computing. Unlike traditional systems that rely heavily on cloud processing, Neat devices process massive amounts of data locally, enabling near-zero latency in features like human tracking and noise suppression. This was a deliberate architectural choice made when the company was founded, because the team knew that the future of AI in collaboration would live at the edge.

My own background spans both software and hardware, and I've seen firsthand how the most powerful innovation happens at that intersection. That's exactly where Neat operates. As the UCC market moves towards meeting equity, our R&D focuses on solving the physics of the room, ensuring that audio and video remain crystal clear regardless of where a person is standing or how they are moving. Our solutions are also designed to be open, working seamlessly with Zoom, Microsoft Teams, and Google Meet to give global enterprises the flexibility that they now demand.

**3. As one of the leading UCC manufacturers around the globe, what are some of Neat's breakthrough innovations that you believe have redefined collaboration experiences?**

Three innovations stand out. **Neat Symmetry** uses AI to frame people individually ensuring every participant has equal presence in a meeting regardless of where they sit. **Neat Boundary** allows IT teams to set virtual walls, so the camera ignores distractions in glass-walled offices, a deceptively simple feature that solves a very real enterprise problem. **Neat Center** is a particular breakthrough: Its 360-degree perspective means that even if someone turns away from the front-of-room camera to speak with a colleague in the room, remote participants still see their face clearly.

Then there is **Neat Open**, our new BYOD solution, and so much more. BYOD has been a persistent headache for enterprise IT for years, and Neat Open is the first approach that genuinely solves it rather than works around it. Key capabilities include AI-powered notes for in and outside video meetings, multi-user wireless screen sharing for local collaboration, in-room app access via Neat App Hub, and centralised device management through **Neat Pulse**. Combined with our distributed architecture, which brings AI into large, complex spaces that have historically been too expensive or complicated to equip well, this is the foundation we're building on fast.

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**4. How do you assess the current state of the global pro AV market? Where does India stand within this ecosystem, and how do you see its role evolving over the next few years?**

The global market is shifting towards intelligent platforms and away from disposable hardware. India is at the heart of this evolution. With the massive growth of GCCs and a booming tech workforce, India isn't merely a consumer of AV; it's actually setting the trends. India is now the place where multinational companies are increasingly making decisions on their technology stack, including Pro AV. We see India as one of the fastest growing hubs for

sophisticated office deployments. Over the next few years, it will lead the shift towards smart offices where AV is woven into the building's broader IoT ecosystem.

**5. What do you see as the key opportunities in the Indian market for Neat, particularly in enterprise, education, and hybrid work environments?**

The opportunity spans every vertical we serve. In enterprise, the focus is on human-centric offices that entice employees back to work. The adoption of cloud video platforms by the government, public sector enterprises, and BFSI companies offer immense opportunity for growth. In education, there is a strong momentum towards hybrid learning, where students in rural areas can join premier institutions in Bangalore or Delhi with full immersion. When it comes to hybrid work more broadly, Neat's consumer-like ease and unmatched far-end experience are significant advantages. Neat Open unites BYOD apps, and AI in one seamless, cloud-managed experience, turning spaces into flexible and secure collaboration hubs. Rather than a limited single-user experience where collaboration devolves into a frustrating game of plugging and unplugging cables, Neat Open ensures the room never goes to waste with AI-powered notes, multi-user wireless screen sharing and access to over 40 apps directly on Neat devices. Indian IT teams want solutions that are plug-and-play but don't compromise on enterprise-grade security and management.

**6. What are some of the major challenges that the pro AV market faces when adopting new technologies? Are there specific barriers that need to be addressed for faster growth?**

Historically, the biggest barrier has been complexity. Setting up a high-end boardroom once required weeks of programming and multiple points of failure. Neat has broken that barrier by making sophisticated AI accessible across our distributed architecture. The other major challenge is vendor lock-in. Too many organisations have found themselves trapped by proprietary ecosystems that don't play well with the platforms their people actually use. Accelerating adoption requires embracing open architectures, which is why Neat's ability to run multiple platforms and our BYOD capabilities are so critical to removing adoption friction.

**7. How is Neat strengthening its presence across India and the broader APAC region? Could you share insights into your go-to-market strategy, partnerships, and channel ecosystem?**

Our strategy in India has been channel-first from the beginning. We are expanding our presence across APAC and deepening relationships with world-class system integrators and distributors. We empower our partners with Neat Pulse, which is our device management platform. It allows them to offer as-a-service models to their customers rather than one-off deployments. That shift from transactional to ongoing is better for the partner, better for the customer, and better for ensuring every Neat room stays up and running around the clock.

**8. Collaboration is key in the AV industry. How can manufacturers, system integrators, and technology partners work together more effectively to accelerate the adoption of advanced AV solutions?**

The siloed approach is over. Manufacturers need to provide open, well-documented APIs so system integrators can build custom experiences for rather than working around limitations. At Neat, we view our partners as an extension of our R&D. By sharing data and insights through platforms like Neat Pulse, we can move towards proactive room optimisation, where the system flags an issue before the customer even notices it. That's the kind of partnership model that accelerates adoption because it makes the integrator look good, and the customer experience seamless.

**9. In one of your recent blog posts of Neat, you stated about the two major technological shifts in AI and language models. Could you elaborate on how Neat is leveraging this convergence of edge AI and advanced language models to redefine meeting experiences, and what this means for the future of collaboration?**

This is an exciting frontier. The devices in your conference room are now powerful enough to run AI locally at the edge, while LLMs have advanced to the point where AI can understand context, not just commands. Together, these two shifts allow

us to embed intelligence directly into the devices powering your meetings, unlocking a whole new class of experiences that simply weren't possible before.

Edge AI allows Neat devices to see and hear the physical environment with precision. LLMs allow the system to understand the context of what's happening. When those two capabilities meet, the meeting room becomes an active participant. Imagine a room that generates action items based on what was discussed or provides real-time translation that feels natural because AI understands who is speaking and from where. We are moving towards a frictionless future where technology handles the logistics, allowing us to focus entirely on the ideas.

**10. With Neat's presence spanning over 75 countries, how do you plan to scale further globally? Are there specific markets, verticals, or customer segments that will be a focus for future expansion, including in India?**

Our focus is on becoming a dominant enterprise force. Neat is already growing fast, and we're continuing to scale, taking a company with strong products and real momentum to a much larger level. In India, we're targeting high-growth verticals like finance and education. Global expansion means deepening our presence in every region and ensuring customers in Bangalore have the same level of support and experience as customers in New York.

**11. Looking ahead, can we expect any new product innovations or techno-**

**logical advancements from Neat this year? Could you give us a preview of what's on the horizon?**

Expect us to lean even further into AI as the engine of our next wave of innovation, building upon the modular architecture the team has developed over the past several years. We're committed to bringing the Neat experience to more diverse spaces, including environments that have historically been too complex or costly to outfit well.

We're focused on blurring the lines between physical and digital presence in ways that feel natural rather than engineered. At the intersection of hardware and software, which is where I believe the next wave of collaboration innovation will be, you're going to see Neat do things that haven't been done before. 2026 is the year AI becomes the engine of the modern workspace, and Neat intends to be at the center of that.