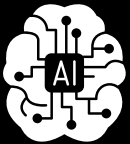


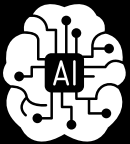
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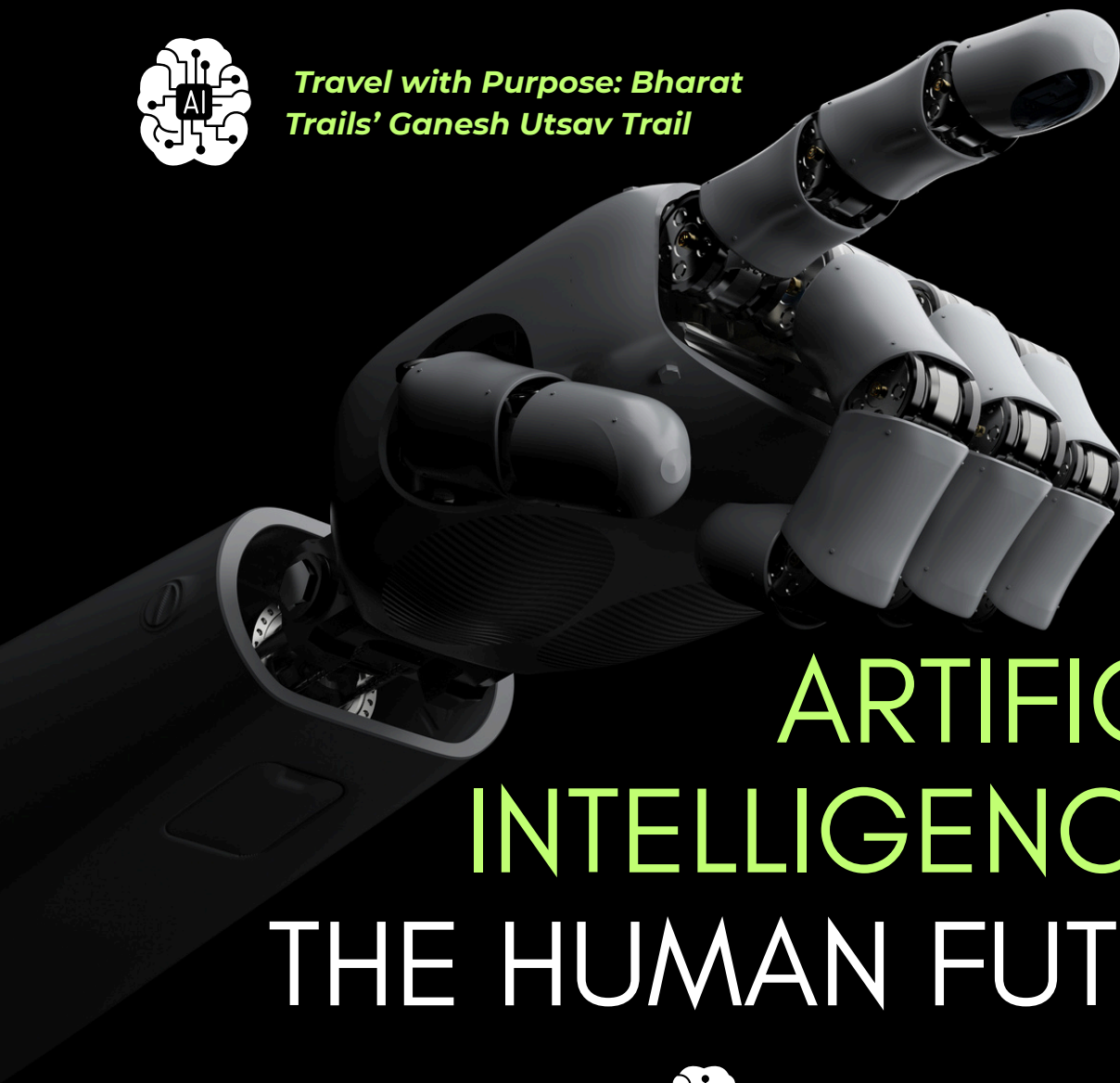


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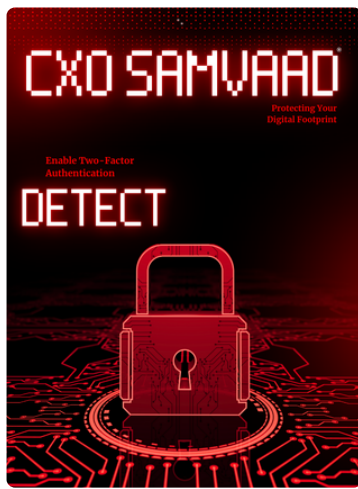
ARTIFICIAL INTELLIGENCE & THE HUMAN FUTURE



*Summit Spotlight: 3rd India Credit
& Collections Meet*

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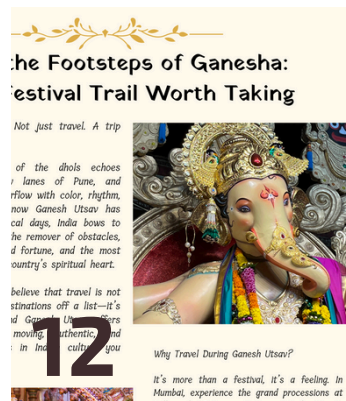
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3rd India Credit & Collections Summit & Awards 2025 Sets New Benchmarks for Innovation, Collaboration, and Compliance



IN THE FOOTSTEPS OF GANESHA: A FESTIVAL TRAIL WORTH TAKING

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FROM THE EDITOR



Kaumudi Vaidya

I'm delighted to welcome you to the July issue of CXO Samvaad — the flagship publication of BharatCXO, a platform dedicated to spotlighting the trailblazers shaping the future of Indian business, both on the frontlines and behind the scenes.

As technology continues to accelerate change across industries, CXO Samvaad remains a trusted space for insight, collaboration, and meaningful leadership dialogue. More than just a magazine, it is a dynamic and growing community of CXOs united by a shared vision: to exchange bold ideas, challenge conventional thinking, and drive real transformation.

This month, we continue to build on the momentum of our launch with a strong emphasis on collaboration and innovation. One of the highlights is our podcast series Hum Tum aur AI, where we delve into how artificial intelligence is reshaping leadership, strategy, and the future of work.

We hope this edition sparks fresh ideas, inspires purposeful conversations, and strengthens the vibrant network we're building together.

Thank you for being part of this journey!

Escape the Scroll. Live the Moment.



Rejuvenation Picnic at Mauli Agro Tourism

2 Days/1 Night of Nature, Wellness & Connection

Escape the ordinary with Umesh Churi's thoughtfully curated rural experience! Enjoy orchard walks, traditional meals, fun bonding games, bonfire nights and a slice of authentic village life, all in the serene surroundings of Dahanu.

BOOK YOUR SPOT NOW!





THE DIGITAL AGE: HOW TECHNOLOGY SHAPES OUR LIVES & AI'S ROLE IN SHAPING THE FUTURE

Kunal Chakraborty, IT Head at GKB Optical

The digital age has revolutionized the way we live, work, and interact with one another. Technology has become an integral part of our daily lives, transforming the way we communicate, access information, and navigate the world around us. At the forefront of this transformation is Artificial Intelligence (AI), which is playing a crucial role in shaping the future of technology.

The Impact of Technology on Our Lives

Technology has had a profound impact on various aspects of our lives, including:

- **Communication:** Social media, messaging apps, and video conferencing have made it possible to stay connected with people across the globe.
- **Information Access:** The internet has democratized access to information, allowing us to learn and discover new things at an unprecedented scale.
- **Work and Productivity:** Technology has transformed the way we work, enabling remote collaboration, automation, and increased productivity.
- **Entertainment and Leisure:** Digital platforms have revolutionized the way we consume entertainment, with streaming services, social media, and online gaming.

The Role of AI in Technology

AI is driving technological innovation by enabling machines to learn, reason, and interact with humans more intelligently. Key contributions include:

- **Automation:** Streamlining processes, boosting efficiency, and cutting costs.
- **Personalization:** Delivering tailored experiences, from product suggestions to learning platforms.
- **Predictive Analytics:** Helping businesses make data-driven decisions and anticipate customer behavior.
- **Natural Language Processing:** Enabling machines to understand and respond to human language, transforming user interactions.

The Benefits and Challenges of AI

While AI has the potential to bring about numerous benefits, including increased efficiency, improved decision-making, and enhanced customer experiences, it also poses significant challenges. Some of the benefits of AI include:

- **Increased efficiency:** AI-powered automation can enable businesses to streamline processes and improve efficiency.
- **Improved decision-making:** AI-powered predictive analytics can enable businesses to make data-driven decisions. However, there are also some challenges associated with AI, including:
- **Bias and fairness:** AI-powered algorithms can perpetuate biases and unfairness if they are trained on biased data or designed with a particular worldview.

The Future of Technology and AI

As we move forward in this rapidly evolving digital landscape, it's essential to stay informed, adaptable, and mindful of the role technology and AI play in our lives. Some potential future developments in AI include:

- **Increased adoption:** AI is likely to become increasingly ubiquitous, with more businesses and industries adopting AI-powered solutions.
- **Advances in natural language processing:** AI-powered natural language processing is likely to continue to improve, enabling machines to understand and respond to human language in more sophisticated ways.
- **Increased focus on ethics:** As AI becomes more pervasive, there will be an increased focus on ensuring that AI is developed and deployed in ways that are fair, transparent, and accountable.

The digital age has brought about tremendous changes and opportunities. By understanding the impact of technology and AI on our lives, we can harness their potential to create a better future. As we move forward, it's essential to prioritize responsible AI development and deployment, ensuring that AI is used to augment human capabilities, rather than replace them. By doing so, we can create a future where technology and AI work together to improve our lives and create a better world for all.

Navigating the Tides

By Adv. Aditya Goenka, President - Chief Legal & Compliance Officer - YES Securities (India) Limited

The Banking, Financial Services, and Insurance (BFSI) sector is defined by continuous motion where regulatory frameworks shift like tectonic plates and technology serves both as compass and catalyst. At the intersection of high finance and human lives, this sector pulses with stories of resilience, reinvention, and relentless adaptation.

To truly grasp where the BFSI industry stands and where it's headed we must look beyond data points and regulations. We must listen to the stories behind the systems: the veteran banker in Mumbai whose mornings begin before dawn due to anxiety over new compliance rules; the young compliance officer in Lagos caught between crypto innovation and suffocating regulation; the cooperative CEO in rural Slovenia whose courage helped digitize an aging banking model for a community of beekeepers.

This is not just an industry, it is a living ecosystem. Every regulation, every innovation, every change reverberates through communities, businesses, and lives. It is a human story, one shaped by shifting tides and guided by vision, empathy, and resilience.

The Regulatory Framework: From Static to Seismic

Regulation in BFSI has transformed dramatically over the past two decades. What was once a slow, methodical process has become a high-velocity, high-stakes terrain responding to crises, innovation, and global volatility.

The aftermath of the 2008 financial crisis sparked global reform ushering in landmark regulations like the Dodd-Frank Act in the US, EMIR in the EU, and similar frameworks worldwide. Today, regulatory demands go far beyond capital ratios and compliance checklists they now encompass customer protection, cybersecurity, ESG mandates, digital lending oversight, and data privacy.

The Beekeeper's Bank: Innovation from the Margins

In 2017, a small Slovenian cooperative bank serving rural beekeepers was nearly shut down by new AML rules. The CEO, a former teller, responded not with retreat but innovation. She partnered with a tech startup to digitize the bank's operations using AI-powered anomaly detection transforming compliance into opportunity. What began as a survival tactic became a benchmark for rural digital transformation.



The Global Patchwork: Regulation at the Fringes

Modern regulation resembles a patchwork quilt stitched together by different nations, yet fraying at the seams. Cross-border payments, crypto, and fintech are testing its limits.

BitBridge and the Crypto Conundrum

In 2021, Nigeria's Central Bank banned crypto transactions. Innovation didn't stop—it went underground. "BitBridge," a Lagos fintech, developed an AI-powered compliance platform agile enough to respond to shifting policies. Their tech was soon adopted by traditional banks, showing how adaptability can lead regulation rather than follow it.

From GDPR to PSD2, open banking to ESG mandates, regulation is now a rolling tide. For CXOs, it's not just about keeping up it's about using regulation as a springboard for smarter, stronger operations.

Agility and AI: The New Operating Model

In the past, financial institutions resembled steamships—large, powerful, and hard to steer. Today, agility is no longer optional; it's the currency of survival and growth. Agile workflows, borrowed from the tech world, are transforming how financial institutions operate.



Collections Summit 2025 Raises the Bar

3rd India Credit & Collections Summit & Awards 2025 Sets New Benchmarks for Innovation, Collaboration, and Compliance

Mumbai, India – The 3rd Edition of the India Credit & Collections Summit & Awards 2025, held on June 17-18 at ITC Maratha, Mumbai, witnessed a record-breaking turnout with 500+ senior professionals, 45+ speakers, and 40+ solution providers. Organized by The Future Event Media & Production and Presented by Credgenics, the summit became a key platform for India's financial, fintech, and legal ecosystems.

Credgenics, India's leading AI-powered full stack collections platform, enabled the summit's vision of smarter, faster, and ethical debt recovery across 150+ financial institutions. Platinum Partner Vymo, a Gartner-recognized sales productivity platform, further added value with its AI-powered field force solutions.

Under the theme "Digital-First Strategy in a Fast-Changing Landscape," the summit addressed innovations in AI-led collections, LegalTech, Aadhaar-based authentication, regulatory compliance, and the synergy of human-tech collaboration.

Key government bodies like the Ministry of Finance, Ministry of Communications (UIDAI), and Income Tax Department actively participated—making it a rare public-private platform shaping India's credit ecosystem.

Highlights Included:

- 500+ 1:1 Meetings driving partnerships
- Live Exhibitions showcasing AI and LegalTech solutions
- Power-packed Panels with leaders from SBI, BoB, IIFL, TVS Credit, Hero Housing Finance, and more

Notable speakers included:

- Dr. Megha Bhargava (Income Tax)
- Sumnesh Joshi (UIDAI)
- Sukhvinder Kaur (SBI)
- Rishabh Goel (Credgenics)
- Pankaj Gupta (Godrej Finance)
- Ashok Ojha (TVS Credit)
- Anukriti Sharma (IPS), among others

Award Night & Recognition:

The summit concluded with a grand Awards Gala, celebrating excellence in digital collections, compliance, LegalTech, and innovation across 11+ categories.



Partners Who Powered the Event:

- Presenting Partner: Credgenics
- Platinum Partners: Vymo, Presolv360
- AI & Tech Partners: Gnani.ai, Sarvam, Rezolv, ClearTouch, CredResolve
- Gold & Silver Partners: Resollect, Dista, Provakil, Altruist, DSA Legal, and more
- Associate & Supporting: Bharat CXO, FACE, Risk Management Association of India

Industry voices praised the summit for its flawless execution, valuable networking, and timely themes. Leaders from John Deere Financial, Jio Credit, and BoB lauded its professionalism and high impact.

The 2025 edition firmly positions the Summit as the definitive platform for credit and collections leadership in India—where technology meets trust to build a resilient, AI-powered financial future.



Pair that with AI, and the result is a more responsive, future-proof organization.

The Midnight Turnaround

Facing a three-month regulatory deadline, a mid-sized Indian insurer—led by a former yoga instructor turned COO—ditched traditional workflows for agile, AI-driven processes. With nightly virtual meetings across time zones, they met the deadline, cut fraud by 37%, and embedded a culture of agile innovation.

AI: From Buzzword to Backbone

AI now powers BFSI—from chatbots giving real-time regulatory updates to models predicting loan risks and bots automating compliance. It's not just support—it's the new core.



The Digital Twin CXO

To manage regulatory overload, a European bank built an AI “digital twin” of its CCO—analyzing new rules and drafting memos overnight. Each Monday, the real CCO reviews the insights—saving hours and setting a benchmark for augmented leadership.

Leadership Under Pressure: Stress & Mastery for CXOs

BFSI leaders carry immense responsibility—every decision affects millions of lives and vast financial systems.

The Hiking CFO

Amid a 2019 rogue trading crisis, a Singaporean bank's CFO took his team on a no-tech weekend hike. In nature, they realigned on values and returned with a recovery plan. The retreat became a yearly ritual.

Stress Management Strategies for CXOs

Great leaders today embrace radical transparency, openly sharing challenges to build trust and resilience within their teams. They practice intentional delegation, empowering others to manage their schedule

recovery sprints planned downtime to reset and avoid burnout. Peer networks offer vital, judgment-free spaces where CXOs can exchange advice and support. Some organizations now use AI tools to spot early signs of burnout, helping leaders take action before stress turns into crisis.

The “Silent Monday” Policy

A Scandinavian investment firm introduced “Silent Mondays” no meetings, no internal emails. Within six months, absenteeism dropped by 28%. Now, it's twice a month and widely embraced.

Redefining Work-Life Balance: Mastering the Art of ‘Everything’

For today's BFSI leaders, work-life balance isn't about choosing between work and life—it's about integrating both without compromising either.

The CXO Cellist

A Swiss CXO who also performs internationally as a cellist manages both roles through strict calendar discipline, clear priorities, and team support. Her creativity thrives because she nurtures passions outside work.

Winning Strategies

- Time-blocking for focused, undistracted work
- Prioritizing quality over quantity in both work and life
- Setting clear boundaries and taking regular reflection breaks
- Using automation and productivity tools
- Holding weekly “Family Board Meetings” to align priorities at home and reduce stress

Culture as a Catalyst

Companies that reward burnout will lose talent. Those that support purpose and flexibility will attract and retain top performers.

Unlimited Leave with Purpose

A U.S. insurance firm offers unlimited paid leave, asking employees to declare a personal goal each year—like learning a language or climbing a mountain. Progress is shared at town halls, creating a culture of inspiration and engagement.

The Symbiotic Future

The future of BFSI is interconnected—where regulation, AI, leadership, and well-being move in sync. From Slovenia to Lagos, Singapore to Zurich, modern leaders don't choose between ambition and balance—they embrace both. The new mantra: not either/or, but both/and. Lead with foresight. Act with agility. Live with integrity.

That's the call to action for every BFSI leader navigating the tides ahead.



Telecom operators rely heavily on APIs to interconnect BSS (Business Support Systems) and OSS (Operational Support Systems). Managing these APIs in dynamic, complex environments presents serious operational challenges. AI, especially Generative AI, offers transformative solutions across multiple areas of API management.

AI-Driven API System Orchestration Key Use Cases

1. Dynamic API Generation and Adaptation

AI can auto-generate or modify API endpoints by analyzing system interactions and data structures.

Benefits: Reduced manual effort, greater flexibility, minimized downtime.

2. Optimized API Communication Patterns

AI analyzes traffic to optimize API call frequency and data transfers.

Benefits: Lower latency, better scalability, improved system performance.

3. Intelligent API Error Handling & Recovery

AI detects failures, retries requests, and offers automated recovery actions.

Benefits: Increased uptime, proactive resolution, better resilience.

4. API Usage Monitoring and Analytics

AI tracks real-time usage to optimize consumption and forecast demand.

Benefits: Cost savings, operational efficiency, predictive scalability.



AI can transform how telecom operators manage and optimize API systems in BSS, driving efficiency, enhancing customer experience, and reducing operational complexity through smart orchestration and user modeling.

Using AI in API System Orchestration in Telecom BSS

By Himanshu Jessie Wadia

5. API-Oriented Business Process Automation (BPA)

AI automates workflows across BSS/OSS for tasks like onboarding and provisioning.

Benefits: Faster execution, reduced errors, customized service delivery.

6. AI-Powered API Governance

AI enforces API standards, tracks versions, and automates updates.

Benefits: Better compliance, reduced risk, streamlined lifecycle management.

7. Orchestration Across Multiple Systems

AI automates complex multi-API workflows (e.g., order fulfillment, troubleshooting).

Benefits: Scalable and error-free execution, efficient coordination.

8. Real-Time Orchestration for Customer Service

AI orchestrates instant API actions during support incidents.

Benefits: Enhanced customer experience, faster resolution, lower costs.

User Behavior Modeling for Enhanced BSS Operations

AI helps telecom operators segment users, predict churn, detect fraud, and personalize offers. It enables dynamic pricing, credit risk scoring, and network optimization. AI also improves customer support, recommends content, predicts upgrades and roaming, and estimates lifetime value. It tracks data usage, app behavior, payments, and boosts engagement through gamification, QoE analysis, and virtual assistant optimization.

In the Footsteps of Ganesha: A Festival Trail Worth Taking

By Bharat Trails – Not just travel. A trip worth taking.

When the beating of the dhols echoes through the narrow lanes of Pune, and Mumbai's streets overflow with color, rhythm, and devotion, you know Ganesh Utsav has arrived. For 10 magical days, India bows to the Elephant God – the remover of obstacles, the harbinger of good fortune, and the most beloved deity in the country's spiritual heart.

At Bharat Trails, we believe that travel is not just about ticking destinations off a list—it's about immersion. And Ganesh Utsav offers one of the most moving, authentic, and energetic immersions in Indian culture you can experience.



Why Travel During Ganesh Utsav?

It's more than a festival, it's a feeling. In Mumbai, experience the grand processions at Lalbaugcha Raja or witness quiet devotion in local neighborhoods where homes become temples. In Pune, where the modern celebration was born under Lokmanya Tilak, explore heritage pandals, traditional music performances, and the community aartis that echo stories of unity and freedom.

Venture off the beaten path to Pen, the town where thousands of Ganesha idols are sculpted by hand. Some for homes, some towering 30 feet tall. Further south, in Ganpatipule, merge spiritual serenity with natural beauty as you visit the ancient Ganpati temple by the sea.





The Eleven Days That Changed Mumbai

— A Story of Belonging, Inspired by Truth



Aarav moved to Mumbai last year. Lonely. Lost. Just another name in a crowd of millions.

Then came Ganesh Chaturthi and something shifted. For 11 days, the city transformed. Strangers danced together in the streets. Traffic made way for devotion. From towering skyscrapers to narrow chawls, the sound of aarti echoed like a heartbeat. Aarav asked someone, "Why so much for just one God?"

The man smiled and said, "Because for 11 days, Mumbai forgets its pain... and remembers its heart."

From that day on, Mumbai wasn't just a city. It became home.



Did You Know?

Over 150,000 Ganesh idols, public and private, are installed across Mumbai each year, uniting millions in celebration, faith, and community.



RELEVANCE OF SHADOW IT IN IT ECOSYSTEM

By Gaurav Rai

Associate VP - IT (BCCL)

Historically Shadow IT was omnipresent in the monolithic IT deployment domain. Has the Term Shadow IT lost relevance?

If we look back to the traditional way of managing the IT infrastructure, there is always the Central IT Teams that will be responsible for the KTLO activities for the Core Infra/Services. Further, there exists the Shadow IT team which was essentially the staff that will be supporting the IT Operations for Non- Central/Core Infrastructure (e.g.: LAB Teams supporting Lab IT Infra). These Shadow IT Teams were undertaking the same tasks as that done by the Core IT Team from an IT Service Management perspective.

The synergy from co-existence of Core IT & Shadow IT was greatly demonstrated as there used to be an extensive level of collaboration between the 2 Teams to manage their respective support demark zones while trying to achieve a common objective of higher Availability, Performance and Uptime for the underlying Infra providing dedicated services with least of the disruptions.

With the advent of Cloud Computing, there has been an increasing reliance on Hybrid & Public Cloud services usage and this applies to both the Core IT as well as Shadow IT Teams. The term Shadow IT loses its essence as the team now works in the forefront for enabling Business outcomes with a great deal of Technology adoptions leveraging from SaaS, PaaS & IaaS services. To term the Teams as Shadow IT then becomes a misnomer and hence the proverbial concept of Shadow IT is now an amalgamation of Teams that not only handles the On-Prem/Captive Infrastructure but also the Cloud Deployments. They are no longer confined to the boundaries of their Labs where IT Compute Infra provides all the services for various Research & Development activities. The Shadow IT Team has thus seen a transformation from the time only monolithic architecture was in relevance to the current microservices architecture enabled for modern Apps that can leverage from container services or even serverless deployments.

Having been a part of Core IT Team in the R&D Centre & to have collaborated/worked extensively with Shadow IT Teams (Lab IT), it has increasingly become clear that the Shadow IT terminology itself has become obsolete as the LAB Management moves away from not just being an

On-Prem affair but also embracing Cloud & PaaS/IaaS deployments.

The Transformation over the period of last decade has been significant for the Shadow IT Team not just from Infra/Compute but also from Network deployments with the advent of SDWAN functionality that allows catering to their Lab specific demands. Back then in the mid-2000, the Hyper-Converged Infrastructure was considered a great enabler for the optimization of on-prem resources with the virtualization benefits allowing for on-demand scalable deployments of computing resources. This allowed Shadow IT Team to leverage extensively on the on- prem capacity demands and availability judiciously while also helping to reduce the footprint of physical servers and managing the landscape better with prolific usage of Hyper-V deployments.

Essentially, this team is no longer contributing under the Shadow IT roles but has emerged as a key transformation agent for the Non-Core IT Setup being handled, exploiting the full potential of technology advancements and capability enhancements in the Cloud/Hybrid setup front.

Central/Core IT would often collaborate with the Shadow IT Team when it comes to Opex Planning as the overall inventory helped to achieve economies of scale & volume to negotiate on the AMC/Support cost for the varied platform with the OEM/Principals (as opposed to being taken up in isolation thereby relinquishing the cost savings advantage derived from volumes).

As the gradual ramp-up towards Cloud Service Provider offering IaaS, PaaS & SaaS services continues leading to reduction of on-prem inventory (albeit with an exception to Private Cloud), the major chunk of Opex strategy for Shadow IT Teams has moved to essentially Pay as You Go/Pay Per Use model giving credence to Capacity Usage and Capacity Augmentation on demand. This is no longer fraught with On-Prem Captive capacity limitations which are Capex Intensive for augmentations.

To sum it all, the erstwhile not so glorified Shadow IT Teams have gained enough limelight with the advent of the Technology advancements in the IT Domain and thus are construed as being an important enabling Teams working at par with Core/Central IT Teams.

The mantra for these Teams is to Stabilize, Sustain, Standardize with Scalability and Security which helps them to achieve the highest levels of Availability, Performance & Uptimes in their managed Infrastructure supporting R&D functions.

(The views provided by the Author - Gaurav Rai are his own and in his personal capacity)

Identity Access Management (IAM) is the vital part of any robust security architecture - especially as traditional perimeters dissolve in today's distributed environments. For technical leaders and practitioners, effective IAM isn't just about authentication. It's about implementing continuous, granular controls that adapt to organizational change and emerging risk.

Key pillars include:

User Access Reconciliation: Regular alignment of granted permissions with actual entitlements in critical systems is non-negotiable. Automated and periodic reconciliation detects orphaned accounts and excessive privileges, reducing attack surfaces.

“

IAM is the new perimeter—built on continuous control, least privilege, and real-time response to secure the modern enterprise - Hemang Doshi

Privileged Access Management (PAM):

High-risk accounts with broad capabilities must be tightly governed. PAM enforces strict controls such as just-in-time elevation, session monitoring, and audit trails to protect sensitive assets from exploitation.

Timely Access Revocation:

When users change roles or exit, immediate deprovisioning is crucial.

Delays can leave dormant accounts vulnerable to misuse or compromise. Automated workflows ensure access rights are always in sync with current employment status and responsibilities.

Principle of Least Privilege:

Users should have the minimal access needed to perform their functions - nothing more. This foundational control limits exposure and contains lateral movement in case of breaches.

WHY IDENTITY ACCESS MANAGEMENT IS CRITICAL FOR MODERN ENTERPRISES

Periodic Role Transition Audits:

Role transitions are inevitable. Regular reviews of access entitlements ensure that evolving responsibilities are matched by appropriate authorizations, preventing privilege creep and segregation-of-duty violations.

In a zero-trust era, identity is the new perimeter. Mature IAM programs employ multifactor authentication, continuous role audits, and real-time response to changes, providing both agility and security at enterprise scale.



Ethics in IT: The Responsibility of Innovation

In the digital age, information technology (IT) fuels innovation across every sector—healthcare, education, business, entertainment, and government. With the rise of artificial intelligence (AI), big data, IoT, and blockchain, IT's impact is unprecedented. However, this power comes with ethical risks: data breaches, algorithmic bias, surveillance, and misinformation. As a result, innovation must be anchored in a strong ethical framework.

Ethics in IT is not just theoretical, it's a practical necessity. The question today isn't only "Can we build it?" but also "Should we build it, and how?"

The Dual-Edged Sword of Innovation

Technology itself is neutral; its impact depends on design and use. Social media, for example, fosters global activism yet spreads misinformation and enables cyberbullying. Similarly, AI can diagnose diseases but may amplify societal biases.

Every advancement carries risk and opportunity. Developers must embed ethics into each stage—from design to deployment—to maximize benefits and minimize harm.

Core Ethical Principles in IT

- 1. Privacy and Data Protection**
Data must be collected and used with transparency, consent, and security. Regulations like GDPR reflect the growing emphasis on data ethics.
- 2. Transparency and Accountability**
Algorithms that affect real lives—hiring, lending, policing—must be explainable and auditable. Black-box systems threaten fairness and trust.
- 3. Fairness and Non-Discrimination**
AI should not reinforce bias. Diverse teams and rigorous bias testing are essential to build equitable systems.
- 4. Security and Safety**
In an interconnected world, cybersecurity is a moral duty. Weak systems can cause real harm—from identity theft to attacks on critical infrastructure.
- 5. Environmental Responsibility**
The tech industry's carbon footprint must be reduced through sustainable practices, energy efficiency, and e-waste reduction.

Real-World Ethical Dilemmas in IT

- 1. Social Media and Misinformation**
Platforms must balance free speech with the responsibility to limit harm. Ethical moderation policies are vital.
- 2. AI and Job Displacement**
As automation disrupts jobs, companies must invest in reskilling and support affected workers.



3. Surveillance Technologies

Tools like facial recognition can enhance security but threaten privacy. Transparency and legal safeguards are essential.

4. Autonomous Systems and Responsibility

When AI-driven tools cause harm, assigning accountability becomes complex. Clear frameworks are needed to address this.

The Role of IT Professionals and Organizations

- 1. Individual Responsibility:**
Developers must understand the broader impact of their work and speak out against unethical practices. Ethics education should be integral to tech training.
- 2. Organizational Ethics:**
Companies must foster cultures of integrity with codes of conduct, ethics boards, and clear accountability.
- 3. Collaboration and Regulation:**
Ethical innovation requires cross-sector collaboration. While regulation is crucial, self-regulation and global cooperation help address borderless challenges.

Technology has the power to uplift or harm. Ethical innovation ensures that progress benefits all, not just a few. In a world shaped by IT, ethics cannot be an afterthought—it must guide every decision.

The true test of innovation isn't what we can build, but whether we build it wisely, fairly, and humanely. Let me know if you'd like it shortened further, or tailored for a specific audience (e.g. academic, business, general public).



THE BITTER TRUTH: PLATFORMS PRIORITIZE EASY MONEY OVER ETHICS AND IT'S DESTROYING INTELLIGENCE, TRUST & SOCIETY

By Umang Mehta

Founder - World AI Governance (WAIG)

In the age of social media dominance, content creation has turned into a gold rush. But instead of building platforms that empower knowledge, truth, and authenticity, the modern internet is breeding a dangerous culture: easy money without accountability.

Welcome to the Fakeconomy where deepfake videos, spam ads, misleading promotions, and AI-generated lies are more profitable than facts, and where no one takes responsibility for the damage caused.

Most of today's popular content-sharing and social networking platforms have silently turned into digital flea markets, where:

- 45% of ads are spam or fake
- Over 37% of "promoted" ads are either misleading, too-good-to-be-true, or outright scams
- Deepfake videos, AI-manipulated content, and fake endorsements go viral faster than real news
- Platforms allow this because it drives traffic, engagement, and revenue – not because it serves truth or the public good
- The total cost of ad fraud: 2022 – \$81 billion 2023 – \$130 billion 2024 – \$173 billion Projected to hit \$200 billion by end of 2025
- The APAC region is the hardest hit – \$105 billion in 2024 alone
- According to Interceptd, 39% of iOS and 35% of Android app installs are fraudulent
- A reported 47% of all internet traffic is bots (39% of which are bad bots)
- Fraud attempts are 45% lower for in-app advertising compared to web-based ads
- In 2024, App Install Farms contributed 42% of total ad fraud, Click Spam & Ad Stacking – 27%, and Click Injection – 30%

Even worse, users are constantly enticed with impossible offers – "iPhone for ₹1," "Luxury Watch for ₹5," "Gold Coin for ₹10" – deals designed purely to trigger dopamine, clicks, and eventual fraud.

No Accountability for Customer Losses

Let's say a victim clicks an ad, pays, and is scammed. What happens next?

- They report it to the platform
- The content may get blocked (eventually)
- But the platform washes its hands: "We are not responsible for third-party content."

Digital platforms today are no longer neutral hosts – they are the primary distributors of content, responsible for what they amplify and recommend. When they enable fraud and misinformation for profit, refusing accountability is not just careless it's willful negligence.

The consequences are deeper than lost money. Critical thinking is fading as people blindly accept whatever goes viral. Quality content is drowned out by spam, AI-generated junk, and fake engagement. Young users are hooked on dopamine hits from reels and fake followers, mistaking them for real progress. Meanwhile, consumer trust has eroded to the point where scams no longer shock – they're expected. In this rush for clicks, we're trading long-term intelligence for momentary gratification.

To restore digital integrity, platforms must step up. They need to verify ads and sellers, use real-time AI to detect deepfakes and scams, and implement escrow-based systems for high-risk purchases. Most importantly, they must be held accountable for losses that result from their own systems and loopholes. And they must stop promoting content that lacks basic authenticity or fact-checking.

This isn't clever marketing – it's exploitation. Users are lured in by too-good-to-be-true offers like a ₹1 iPhone, redirected to phishing sites, have their payment data captured, and then the seller disappears. This targets the vulnerable – the young, the elderly, the digitally unaware – and it happens millions of times a day because it's profitable.

Just as we regulate food and medicine for public safety, it's time to hold digital platforms accountable. If they act as marketplaces, they must also take responsibility for what's promoted and sold. We must realign incentives – uplifting educators, truth-tellers, and ethical creators over clickbait and misinformation. Without this shift, we risk a future where fake videos dominate, lies go viral, and bots become our most trusted voices.

The Bitter Truth?

The pursuit of easy online money is no longer just a threat to wallets – it's a threat to wisdom.

Narendra Dhairyawan's career is a testament to his deep expertise in construction, leadership, and strategic planning, honed over nearly 25 years. As a self-made leader in the construction industry, Narendra has navigated the challenges and demands of the sector with remarkable resilience and ingenuity. His experience, notably as the Managing Director at AV Constructions - India, highlights his ability to lead large-scale projects (repairs and restoration) and ensure seamless operations in planning and sourcing.

His journey began in January 2000 when he embarked on his entrepreneurial venture with AV Constructions - India. Over the course of 25 years, he not only helmed the company as Managing Director but also played a key role as lead - Planning and Sourcing. His role as MD wasn't just about managing operations; it was about envisioning future trends, fostering innovation, and continuously pushing the envelope to provide clients with unparalleled services.

A JOURNEY OF VISION, LEADERSHIP AND EXPERTISE IN CONSTRUCTION PLANNING AND SOURCING

By Narendra Dhairyawan

His approach to leadership was hands-on, leading by example and nurturing teams that shared his vision of quality and efficiency in constructions.

One of Narendra's key responsibilities was in planning and sourcing, a field that requires both precision and foresight. For over seven years, from January 2015 to October 2022, he honed his expertise in ensuring that projects were executed smoothly, resources were managed efficiently, and materials were sourced in a timely and cost-effective manner. His strategic approach to sourcing enabled AV Constructions to deliver projects on time and within budget, a crucial factor in an industry where delays and cost overruns can derail even the best-laid plans.

His technical foundation was built at St. Xavier's High School, Vile Parle (W), where he completed his SSC, followed by a Diploma in Civil Engineering from Bhausaheb Vartak Polytechnic, Vasai. His commitment to continuous learning and development is reflected in his extensive academic journey, which spanned nearly two decades from 2000 to 2018. This dedication to mastering the craft of construction technology is evident in his ability to blend practical experience with academic knowledge, setting him apart in the industry.

His ability to wear multiple hats sets him apart in the construction industry. From 2000 to 2022, he not only led AV Constructions as Managing Director but also actively generated business opportunities, showcasing his adaptability and entrepreneurial drive. A visionary leader with strong work ethics and deep industry knowledge, he has guided the company through challenges, driven growth, and inspired teams to achieve excellence.

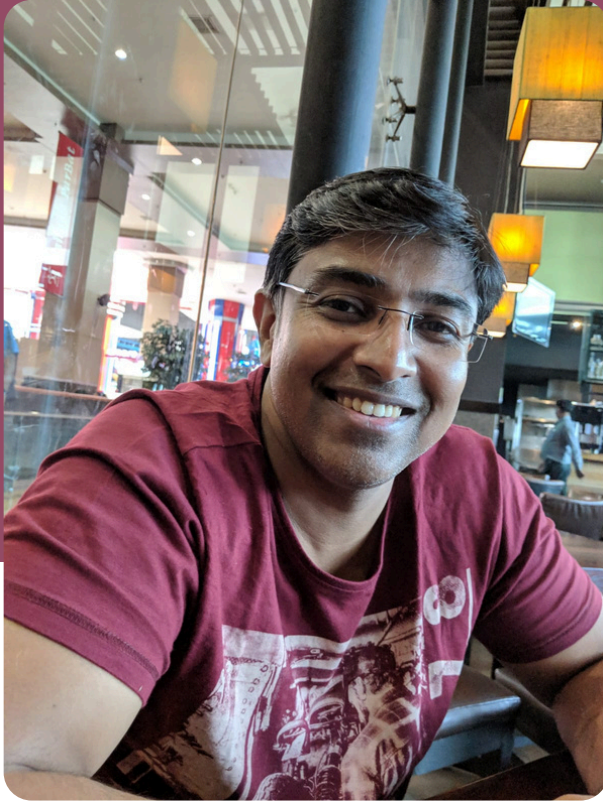


He is a Certified Personal Trainer associated with Tyche MMA Matrix LLP, an organization founded by Tiger Shroff, Ayesha Shroff, and Krishna Shroff, affiliated to Skill India. In a world where health and well-being are becoming increasingly important, Narendra's workshops and presentations are designed to raise awareness and provide practical tools to help individuals lead healthier, more balanced lives. Also his association with a Yoga firm called Sense22Yoga, integrated yoga company, offering a comprehensive range of services. From yoga instruction and eco-friendly, locally made yoga accessories to transformative yoga retreats and impactful corporate workshops, Sense22Yoga encompasses a 360-degree approach to the world of yoga, the visionary Founder CEO being Mr. Shailesh Patil, whose deep-rooted passion for yoga and unwavering commitment to excellence has shaped this integrated yoga company. With close to two decades of experience in the pharmaceutical and healthcare industry, he honed his leadership skills and gained valuable insights into building successful brands.

His services encompass a range of areas, such as:

1. **Physical Fitness Sessions & Exercise Physiology:** Providing expert guidance on fitness routines, tailored to individuals' needs, while understanding the science behind exercise and its effect on the body.
 2. **Healthy Lifestyle & Nutrition Guidance:** Offering practical advice on making healthier food choices and adopting sustainable lifestyle habits.
 3. **Mental Well-Being Strategies:** Teaching techniques and strategies to manage stress, enhance mental clarity, and improve overall emotional health.
 4. **Work-Life Balance Support:** Helping individuals find ways to balance the demands of their professional and personal lives, promoting overall well-being.
 5. **Kinesiology & Biomechanics:** Offering insights into body movement, posture, and efficiency to prevent injuries and improve physical performance.
- Narendra's approach integrates a holistic understanding of both the physical and mental aspects of health, providing individuals with the knowledge they need to improve their quality of life.

The Adaptation Of AI In Cyber Security by Renney Alex Varghese



In today's fast-paced digital landscape, transformation isn't just about adopting the latest tech—it's about shifting how businesses think, operate, and connect with their customers. After nearly three decades in IT, I've seen firsthand how technology can become a true catalyst for business growth, but only when it's grounded in purpose and people.

One of the most significant changes digital transformation has brought is how we make decisions. With access to enormous volumes of data on customers, operations, and market trends, businesses now have an opportunity to turn raw numbers into real, actionable insights.

In manufacturing, for example, predictive analytics allow companies to forecast demand more accurately, manage inventory more efficiently, and reduce waste. In healthcare, the power of data is helping improve diagnoses and allocate resources where they're needed most. When organizations harness data effectively, they can move faster, think smarter, and gain a competitive edge—often before others even see the opportunity. Being data-driven isn't just about having dashboards. It's about building a culture that trusts insights and uses them to drive every decision, from the boardroom to the shop floor.

No matter the industry, customers are the heart of every transformation story. Whether it's a patient using telemedicine to speak to their doctor from home or a shopper receiving personalized recommendations online, digital tools are reshaping how businesses serve and engage with people.

But technology isn't the hero here, it's simply the bridge. What really matters is how well that bridge connects to what the customer truly needs. When organizations focus on enhancing the customer experience, they don't just win more business, they earn trust, loyalty, and long-term growth.

For all the talk of automation, AI, and big data, one truth remains: transformation starts with people. The most brilliant tools will fall flat if the people using them aren't aligned, motivated, or supported. Cultural resistance is often the biggest roadblock. That's why leadership must champion the shift, not just with strategy, but with empathy.

I've seen successful transformations where cross-functional teams worked together, broke silos, and embraced a shared vision. Training, communication, and a willingness to adapt, these human elements are what truly power digital success.

At its core, digital transformation is not a one-time project or a shiny system upgrade. It's an ongoing journey that blends technology, people, and strategy. It's about asking: how can we serve our customers better, work smarter, and grow stronger?

For technologists, that means building systems that scale and support business goals. For leaders, it means viewing technology not as an expense but as an enabler of innovation, resilience, and growth.

The organizations that thrive in this digital era will be the ones that combine smart tools with a clear purpose and a human touch. When done right, digital transformation doesn't just change systems—it changes outcomes, experiences, and futures.

Generative AI in Banking: Reshaping Finance with Intelligence, Innovation, and Trust

Imagine walking into a bank not physically, but through an AI-powered virtual assistant that understands your financial needs better than any human advisor ever could. Your loan approval happens within minutes, fraud protection works in real time, and personalized financial insights appear at your fingertips.

This is no longer a futuristic dream. **Generative AI is revolutionizing banking**, making it more intuitive, secure, and efficient. But as with every technological leap, challenges arise. Can AI truly make finance smarter without compromising trust? Let's explore how this transformative technology is shaping the future of banking.



GENERATIVE AI IN BANKING: SMARTER, FASTER, MORE HUMAN CENTRIC FINANCE

By Radheyshyam Joshi

The Benefits: Why Banks Are Betting Big on AI

1. Personalized Banking Like Never Before

Gone are the days of generic financial advice. With Generative AI, banks now **customize insights** based on individual spending patterns, helping customers save better and plan smarter. Imagine an AI-powered assistant that not only answers queries but predicts your financial needs—helping you avoid overdrafts or suggesting ideal investment opportunities.

2. Fraud Detection in the Blink of an Eye

Financial crime is evolving, but so are the defenses. Generative AI sifts through vast amounts of transaction data in milliseconds, detecting anomalies before fraudsters strike. Banks that once relied on traditional security measures now benefit from **proactive risk prevention**, strengthening consumer trust.

3. Faster, Smarter Operations

Nobody enjoys waiting weeks for loan approvals or drowning in paperwork for compliance checks. AI-powered automation accelerates these processes, ensuring **accurate, fast, and seamless banking experiences**. Institutions benefit from reduced costs and increased efficiency—all while enhancing customer satisfaction.

The Challenges: What Could Hold AI Back?

1. The Privacy Puzzle

Banking thrives on trust. With AI handling sensitive financial data, privacy concerns are at an all-time high. Regulations like **GDPR and India's DPDP Act** are ensuring compliance, but financial institutions must tread carefully balancing innovation with **ironclad data protection**.



2. Fighting Bias in AI Decisions

AI isn't infallible. Bias in training data can lead to *unfair credit scoring or discriminatory lending practices, raising ethical questions. Banks need **transparent AI governance* to ensure fair decision-making and reinforce public confidence in AI-driven financial solutions.

3. Legacy Systems vs. AI Innovation

The financial sector, especially traditional banks, still grapples with outdated infrastructure. Transitioning to **cloud-based AI solutions** requires significant investment and operational adjustments. The challenge isn't just adopting AI—it's integrating it **without disrupting existing systems**.

The Future: Where is AI Taking Banking Next?

1. AI-Powered Financial Advisors

Soon, AI-driven advisors will offer *fully customized investment strategies, analyzing market trends and personal financial behavior to optimize returns. Human advisors won't be replaced but **will collaborate with AI for smarter financial planning*.

2. Quantum AI: The Next Frontier

If today's AI can analyze financial data in seconds, *Quantum AI could do it in microseconds. The future may bring ultra-advanced risk assessments, market predictions, and fraud prevention tools that **redefine financial security altogether*.

3. AI for Smarter Regulation

Even regulators will embrace AI, using it for *automated compliance checks and fraud detection. Imagine a system where banks preemptively correct compliance risks through AI-powered audits—making financial governance smoother and more reliable*.

Generative AI is set to *reshape banking in ways once thought impossible, merging intelligence, innovation, and trust. While challenges persist, **responsible AI deployment and transparent governance* will ensure finance remains not just efficient, but ethical.

The industry is standing at the crossroads of evolution, and one thing is clear: *AI isn't replacing human expertise—it's empowering it. As we navigate this journey, one question remains: **Are banks ready to harness AI's full potential while maintaining consumer trust? The future will tell—but it's closer than we think.

The Double-Edged Blade of Speed: Rethinking India's Digital Sprint By Prince Joseph

India's digital transformation is, without question, a marvel. The scale, the speed, the audacity few countries have dared, let alone succeeded, in bringing such large swathes of their population into a digital-first ecosystem in such a short time. From Aadhaar and UPI to e-Governance, digital health IDs, and direct benefit transfers, this is not just infrastructure. It's a new nervous system for a billion people.

But I believe we must now pause, reflect, and recalibrate.

Because speed, while seductive, is also dangerous when

inclusivity and safety don't keep pace.

In my work across technology modernization, infrastructure, and cybersecurity, I've witnessed both the brilliance and the blind spots. We've brought millions online, but we haven't necessarily brought them safely online.

We introduced citizens to digital wallets and biometric IDs, but didn't equip them with basic digital hygiene. Today, a rural farmer might unlock a bank account with a thumbprint without ever knowing what phishing, OTP fraud, or AI voice

cloning is. This isn't a failure of intent. It's a mismatch of momentum and maturity.

Consider the growing reports of "digital arrests", scam calls from fake law enforcement officers, AI-generated impersonations, and fraudsters leveraging official-looking SMSes and caller IDs. The systems are working, but the citizens are not always ready. They've been given a fast car, but no driving lessons, no seatbelt, and no idea of the traffic rules.

The consequences are not just individual. They erode trust in the system itself.

So what do we do?

As digital leaders, we must now look beyond enablement and move towards empowerment. This means:

- **Building in Digital Safety by Design :**

Security shouldn't be a layer added later. It must be embedded into every interface, every transaction, every government or enterprise touchpoint.

- **Launching Hyperlocal Cyber Literacy Programs :** Not just national awareness campaigns, but community-driven digital coaching—leveraging local languages, trusted faces, and grassroots channels.

- **Designing with Empathy :**

Recognizing that the next 100 million digital users may not be English-speaking, may not be literate, and may not have grown up with smartphones. Our UI/UX, voice-driven apps, and grievance redressal systems must reflect this reality.

- **Acknowledging Risk as a National Mandate :** Scams, deepfakes, and exploitative apps must be treated as public health threats, not just individual misfortunes.

This isn't an anti-tech argument. Far from it. I remain one of the strongest proponents of India's digital ambition.



But I also believe ambition must walk hand-in-hand with caution, and speed must be matched by support.

We cannot afford to leave our most vulnerable behind or worse, expose them to exploitation in the name of progress.

It's time to ask harder questions, design for reality not just vision and ensure that our digital revolution is not just fast, but fair, safe, and enduring.

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