

indian management

The Journal of
AIMA
ALL INDIA MANAGEMENT ASSOCIATION

DECEMBER 2025

VOLUME 64 ISSUE 12 PAGES 42

₹60

A SPENTA MULTIMEDIA PUBLICATION

COMMUNICATION RESILIENCE

FROM PUSHBACK
TO PROGRESS
ISOBEL RIMMER



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**DECODING BLACK BOXES: STRATEGIC AND LEADERSHIP
AGILITY IN AN UNSTABLE WORLD**

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Staying Connected When It Matters Most: Why Communication Resilience Defines Modern Organisations

T V Narendran is CEO & Managing Director, Tata Steel.

In a world continually reshaped by geopolitical volatility, technological progress, and rapid disruption, resilient communication is a foundational capability, one of the most crucial that an organisation can develop. Organisations stumble when information travels slowly, when teams operate with different versions

of the truth, or when uncertainty creeps in.

In a crisis, clarity and speed of communication is an imperative for stability. Without it, rumours gain credibility, and sometimes minor operational issues escalate into organisational risks. However, communication resilience goes

beyond crisis response – it is essential for cohesiveness, collaboration and building the right culture and mindset.

Communication resilience is as much about infrastructure as it is about intent. An organisation can have the right intent and authenticity, but without strong

channels of communication, this may not reach the people at the frontlines. This reality struck businesses worldwide during the pandemic. At Tata Steel, we had employees spread across mines, plants, offices, contractor networks, and remote locations. Our early investments in digital infrastructure ensured business continuity in an unprecedented situation. In moments of ambiguity, people trusted the information because it came through dependable systems. This experience also underscored how consistent communication can unite people around a shared purpose, even when they are physically apart.

For geographically diverse companies like Tata Steel, communication in local languages and cultural contextualisation ensure that messages are understood uniformly. More importantly, such systems empower employees by giving them a voice - a space to express, question, and contribute. This is crucial, especially during significant transitions or when driving cultural transformation across the entire enterprise.

The culture of an organisation is also reflected in the speed at which bad news travels in the organisation. In resilient organisations, bad news moves quickly because people feel safe to speak up

Teams that debate, challenge, and learn from disagreement grow stronger and more adaptable and what matters is the intent—to learn, not to win the argument; to build understanding, not to prove a point.

Communication resilience is an essential element of sustained organisational health and success. It ensures that organisations stay connected, especially when it matters most.

and leaders value candour. This openness reflects psychological safety and prioritises clarity over comfort. For the emerging generation authenticity, speed, and accessibility are non-negotiable. Communication must therefore adapt to their expectations, thus enhancing alignment and unlocking creativity.

Resilient communication also strengthens organisational memory. When ideas,

concerns, and learnings move freely and consistently, it helps spotlight problems early and surfaces innovations. At Tata Steel, this approach is invaluable. This extends to our engagement with communities, where clear, consistent communication helps connect, engage, and collaborate with local stakeholders and drive commitment to a shared vision.

Communication resilience is an essential element of sustained organisational health and success. It ensures that organisations stay connected, especially when it matters most. In that connection lies the true strength of modern organisations. 

The opinion expressed is personal.

EDITOR'S NOTE

Dear Readers,

Communication resilience—the ability to use thoughtful, intentional communication to adapt to challenges, recover from setbacks, and safeguard personal wellbeing—is not merely about exchanging information; it is about creating meaning, maintaining stability, and fostering connection when circumstances feel unsettled.

A core element of communication resilience is restoring a sense of normalcy. Simple, consistent communication routines—regular check-ins, shared updates, or familiar conversations—help anchor individuals during periods of change. Equally important is strengthening personal identity. By articulating values, experiences, and strengths, people reaffirm who they really are.

Staying connected with supportive individuals is another critical pillar. Open, empathetic communication builds emotional support networks that reduce isolation and stress. At the same time, resilient communicators learn to reinterpret situations by reframing difficulties as opportunities for learning or growth. This shift in perspective can transform adversity into a source of insight and motivation.

Finally, communication resilience involves taking proactive, solution-focused action. Asking constructive questions, sharing ideas, and seeking clarity empower individuals to move from reaction to response.

Do write in with your views to imeditorial@spentamultimedia.com

Maneck Davar
Maneck Davar

**indian
management**
THE JOURNAL OF THE
ALL INDIA MANAGEMENT ASSOCIATION

A SPENTA MULTIMEDIA PVT LTD PUBLICATION

DECEMBER 2025 VOLUME 64 ISSUE 12

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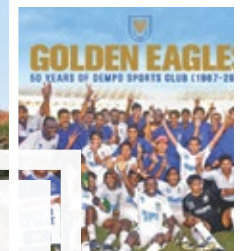
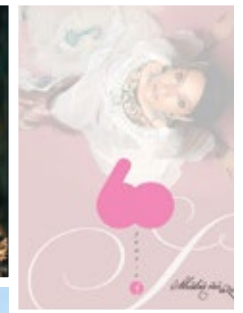
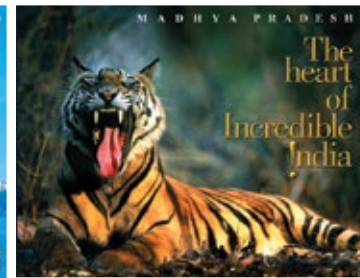
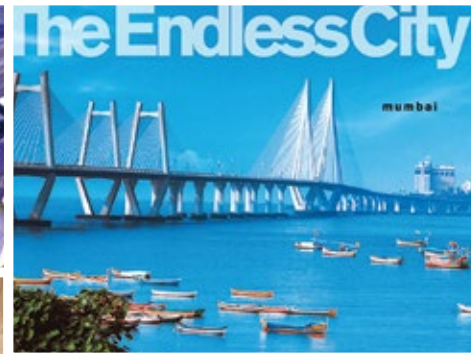
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Indian Management, the monthly magazine of Spenta Multimedia Private Limited, is published and printed by Mr Maneck E. Davar on behalf of Spenta Multimedia Private Limited. Printed at Spenta Multimedia Private Limited, Plot 15, 16 & 21/1, Village – Chikoli, Morivali, MIDC, Ambarnath (West), District-Thane. Published from 1102, Akashdeep Building, Barakhamba Road, New Delhi – 110001. Editor – Maneck E. Davar

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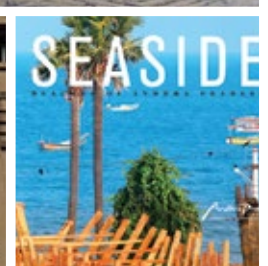
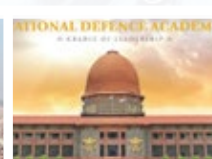
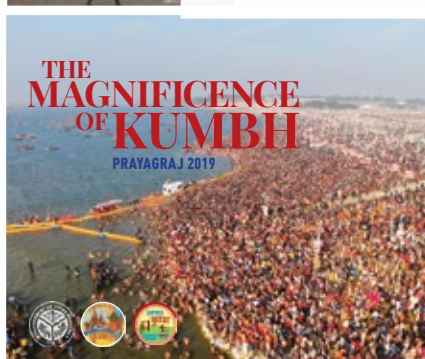
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STRENGTH IN
CONVERSATION



Armaan Hoyoy

From pushback to progress

Influence happens not when you push your idea, but when you open the space for others’.

♦ ISOBEL RIMMER, AUTHOR, *PRESENT WITH PRESENCE*

How do you feel? Frustrated, annoyed, disappointed? Probably all of these, and most certainly not satisfied or joyful.

The more effort we put into something, the more emotionally we are attached to it. We can't control our initial reactions when confronted with resistance or objections, but we can choose how we respond and communicate. To stay calm and persuasive under pressure, we need the right strategies. Yet, our natural, knee jerk reaction is often to persist, push back, and justify why our idea is good, which usually falls on deaf ears.

The good news? There is a better approach, and it is easy to adopt.

Remember, you can't stop your initial reaction but you can choose your response. To do so, you need to be in the right mindset: calm, emotionally aware and rational. To relieve your frustration, breathe from your diaphragm. Inhale through your nose for a count of 4 and exhale through your mouth for a count of seven. Exhaling longer than inhaling reduces stress and cortisol, helping you regain composure.

Once we recognise resistance for what it is — a gap in understanding — we can begin to overcome it. We persuade not by 'pushing' or telling the other person what to do, but by 'pulling,' being curious and asking questions. Being right (in your view) and justifying your position rarely work.

Show that you have heard and understood their concerns and demonstrate empathy. Summarising what they said, or simply saying OK and pausing can be powerful. Another effective strategy, which may seem strange at first, is to agree with them. If they say, 'We don't have the resources to deliver this project,' your response might be, 'Yes, that's true. We don't have sufficient resources, right now.' Acknowledging their concern reduces conflict and demonstrates empathy. You can also neutralise the situation by framing it positively, for example, "Certainly, we have to be careful with resources this quarter." The key is showing you're listening and taking their perspective seriously.

Our goal is not to prove they are wrong, it is to understand why they see it differently and then close the gap between you. This requires curiosity in our communication, in a positive and healthy way. By asking thoughtful, open questions, you uncover the reasons behind their resistance,

Imagine the scene: You have just presented an idea to your boss, but they are resisting.
 "Now's not the best time," they say, but you know it is.
 "It's not a high priority this quarter."
 Yet, you can see it should be.

"Resources and budget are tight right now." But you can show it can be done, efficiently and cost effectively.

putting you in a stronger position to persuade.

- What do you see as the main barrier?
- What would you need to see or have in place to be confident we cover this cost?
- What would you need to see/know or have to consider this idea?

Notice how these questions encourage reflection and thoughtful responses. To truly explore and close the gap, ask multiple questions, one is not enough. Be genuinely curious about

why they see things differently. Often, your questions help them close the gap themselves.

Good questions give insight into their perspective, demonstrate you care, and allow you to address their real concerns. In doing so, you build rapport and move away from conflict, creating space for constructive dialogue.

Let us explore this further. In response to your questions, your boss suggests that if you prepare a paper outlining the project's cost, timeline and expected return, it might be considered. They haven't said yes yet, but persuasion is a series of steps and we're making progress.

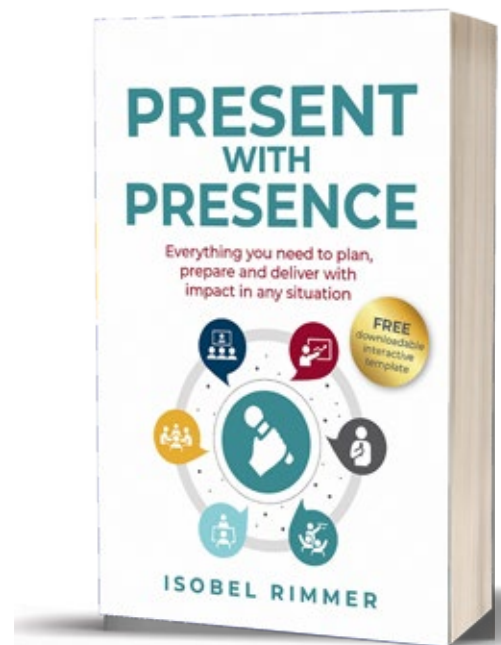
A confirmation question can take you one step further: If I can demonstrate the business case, will you consider supporting the project at the Board?

The APAC Framework: Acknowledge, Probe, Address, Confirm

To make this easy to remember, I call it the four-step process 'APAC' – Acknowledge, Probe, Address, Confirm. It allows you to stay calm and persuasive, build rapport rather than conflict, and remain resilient in the face of resistance.

We first show we're listening by acknowledging what they said. We then probe and ask questions

We first show we're listening by acknowledging what they said. We then probe and ask questions to establish what lies behind their resistance and in doing so build greater rapport. We can then better address their concern and finally check in to confirm a way forward.



to establish what lies behind their resistance and in doing so build greater rapport. We can then better address their concern (if they haven't already done so themselves) and finally check in to confirm a way forward.

Floating an idea under time pressure

How can you remain resilient when time is limited? Imagine you want to share an idea you know has potential: a business opportunity, a new process, a marketing campaign or an acquisition. But you only have a few minutes with the key sponsor or influencer. Timing is crucial, but so is relevance. Ask yourself: Is this important to them, right now? Can I connect with what's currently 'on their radar'? The more you align your idea to issues that matter to them in that moment, the more influence and persuasion you'll have.

Grab attention first

You need to capture their interest quickly. This isn't about you, it's about them. If we know they are measured on growing sales, reducing costs, making acquisitions or improving NPS (Net Promoter Scores), you can start with a simple



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phrase such as “What if...?”:

“What if ... I could show you how we could potentially grow sales and reduce costs before year end?”

“What if ... we could improve our net promoter scores by 20 per cent in less than three months?”

Highlight the benefit to them

Next, highlight the potential benefit to them. Again, this is not about you, it is about what they will gain: “You said you’re looking to grow revenue by 15 per cent over the next quarter — this approach could help you do just that.” “This idea could bring significantly more proposals, grow revenue and will require no extra advertising spend.”

Establish credibility

Demonstrate that you know what you are talking about. Share how you have been working behind the scenes and why your qualified to talk about this idea:

“I’ve been looking into this for the past month. I’ve researched three organisations where this has been done, successfully, and I’ve tested it in a pilot at location ‘x’. We saw an immediate uplift and the team are really motivated to do it again.”

Suggest a next step

Finally, propose a gentle, low-pressure way to move forward, making it easy for them to follow: “Can I suggest I take five minutes at the end of this meeting to walk you through the idea so that you can see how it could work for you? I can answer any questions you may have and then, if you think it has potential, agree how we take it forward.”

Notice the tentative approach, use of the word ‘you’ and ‘yours’ and the phrase ‘so that’ linking to what’s important for them. Speak with confidence and belief, but never assume you know exactly what they want. By doing this, you’re persuading through a pull process, gently guiding them towards your idea whilst giving them space to consider and feel in control.

Preparation is key

Success comes from your preparation making it possible to float your idea quickly and naturally. Capture their attention; show how they will benefit; establish your credibility and then signpost the way ahead.

Resilience in communication comes from being prepared. Whether you are introducing a new idea or facing resistance, using these approaches will help you stay ready, confident and resilient. **IM**



ABOUT THE AUTHOR

Isobel Rimmer is founder, Masterclass Training. Isobel is also author, *Presence: Everything you need to plan, prepare and deliver with impact in any situation*.



♦ DR MANIK CHAKRABORTY, ST. XAVIER’S UNIVERSITY, KOLKATA
AND PALLAVI BANERJEE, ST. XAVIER’S UNIVERSITY, KOLKATA.

FINANCE

Financial metamorphosis

The financial services sector is undergoing a profound metamorphosis, spurred by technological advancements, evolving customer expectations, and the emergence of innovative business models (Bueno et al., 2024). Traditional banking systems, characterized by brick-and-mortar branches and conventional service delivery, are increasingly challenged by the agility and customer-centricity of FinTech companies (Chen, 2024). The forces of liberalized capital markets, cross-border trade expansion, technological innovation, and evolving customer expectations have rendered traditional banking practices insufficient to meet modern demands. In response to these dynamics, International Financial Services Centres (IFSCs) have emerged worldwide as hubs designed to deliver a full suite of international financial services in a single jurisdiction, often with regulatory incentives and advanced infrastructure. These centres aim to attract global capital, foster innovation, and position their host countries as competitive players in international finance. This approach is best demonstrated by Gujarat International Finance Tec-City (GIFT infrastructure, a forward-thinking regulatory framework, and

services catered to international clientele. By looking at the theoretical framework behind IFSCs, analysing the main drivers, evaluating the opportunities and challenges presented by IFSCs, and talking about its effects on India’s financial sector, this paper investigates the shift from brick-and-mortar banking to globally integrated Click-and-Conquer banking. Policymakers, business executives, and academics can recognise the strategic imperatives for guaranteeing India’s continued competitiveness in the global financial arena by comprehending this change

International Financial Services Centres – A theoretical framework

International Financial Services Centres (IFSCs) are specialized jurisdictions that provide financial services to both residents and non-residents, primarily in foreign currencies. These centres are designed to serve as one-stop destinations for a broad range of financial activities, including banking, insurance, capital markets, asset management, and fintech services. These are specialized economic zones designed to attract foreign investment, promote financial innovation, and facilitate cross-border financial transactions. Theoretically, IFSCs are based on well-established economic ideas, including comparative advantage, regulatory arbitrage, and financial agglomeration

(Joudar & Ghmari, 2025). An IFSC's main objective is to act as a conduit for financial movements, enabling commerce and investment between domestic and foreign markets. The efficiency and depth of the financial system can be improved by IFSCs' ability to foster financial innovation and aid in the creation of new financial services and products.

GIFT IFSC- India's first integrated financial ecosystem

An excellent illustration of a new IFSC created to give financial services and technology firms a competitive edge is GIFT City, which was founded in Gujarat, India. With its world-class infrastructure, tax breaks, and favourable regulatory environment, GIFT City is ideally positioned to draw in enterprises. India's larger economic goals of encouraging financial inclusion, drawing in foreign investment, and stimulating innovation are all in line with the growth of GIFT City as a worldwide financial centre. GIFT City hopes to provide a platform for businesses to reach worldwide markets, draw in talent from around the world, and create innovative financial solutions. The expansion of IFSCs such as GIFT City is a reflection of the growing interdependence of international financial markets and nations' aspirations to become more competitive in the financial services industry. The International Financial Services Centres Authority (IFSCA), which oversees the regulatory environment, offers a single-window clearing system, standardised regulations, and business-friendly policies designed for global markets. Tax breaks, loosened foreign exchange controls, and sophisticated infrastructure with cutting-edge data centres, communication networks, and urban amenities are some of the main inducements. GIFT IFSC has the following distinguished features:

- GIFT IFSC is the home to the India International Bullion Exchange (IIBX), India's first International Bullion Exchange,

the NSE IFSC-SGX (Singapore Exchange Limited) Connect.

- It consists of a multi-service Special Economic Zone (SEZ), which houses an exclusive Domestic Tariff Area (DTA).
- IFSCA is entrusted with notifying the eligible qualified jewellers in India for directly importing gold through IIBX.
- A school, medical facilities, a planned hospital, and the GIFT City business club with indoor and outdoor sports facilities are all part of the city's social infrastructure. In order to make GIFT City a true 'Walk to Work' city, it also consists of interconnected, well planned residential housing buildings.

Diagram: Services Offered under the Umbrella of GIFT IFSC



Source: GIFT IFSC Booklet

Conventional banking to convenient banking-A paradigm shift

A significant paradigm shift has occurred with the shift from traditional banking to convenient, internationally interconnected banking, which has been fueled by both technological upgradation and structural shifts in the global economy. The spread of mobile devices, the emergence of FinTech businesses, and the

growing use of digital payment methods have all contributed to this change.

With its manual procedures and physical locations, the old banking business is finding it difficult to meet these changing needs. The demands of a worldwide, digital economy with rapid information flows and cross-border financial needs made this approach more and more inappropriate.

FinTech's rise has also upended conventional banking models and compelled long-standing firms to change with the times. This has democratized electronic payments and increased accessibility to internet banking. The realisation that long-term profitability depends on client loyalty and happiness is what is driving the growth of customer-centric banking.

User-friendly interfaces, individualised services, and smooth cross-channel integration are the main features of convenient banking. By enabling transparency, reducing expenses and middlemen, and—above all—making information easily accessible, technology-driven financial services are significantly improving society and giving consumers more power.

This paradigm shift can be clearly contrasted through the following table:

Conventional Banking	Conventional Banking
Domestic focus	Global reach
Legacy IT systems, limited innovation	Fintech integration for innovative financial services
Physical branches	Digital platforms
Heavily regulated, fragmented rules	Unified, adaptive regulatory framework
Limited forex operations	Seamless foreign currency transactions
Slower transaction settlement	T+0/T+1 settlements, instant payments

In the financial services industry, where consumers are at the center of decisions and data may aid in the development of customer knowledge, the combination of data and digital innovation creates opportunities for new businesses. FinTech is enhancing customer convenience and experience, and consumers are quickly embracing these innovations. Due to the growing popularity of FinTech finance technology and the expanding range of services it makes possible, including internet banking, mobile banking, and mobile payments, banks and other financial institutions have embraced it quickly.

By providing a thorough, integrated, and technologically advanced solution that cuts across national borders, IFSCs perfectly capture this shift. They are positioned as the next evolutionary step of banking, revolutionizing the delivery and consumption of financial services worldwide thanks to their unified regulatory frameworks, sophisticated infrastructure, and incentives for innovation.

However, it is important to note that the banking industry has made notable developments in recent years, from the rise of digital banking to improved asset quality, financial inclusion drives, green finance incentives, etc. These advancements complement rather than compete with IFSCs like the GIFT City. Indian banks can leverage IFSCs to expand their global reach, raise offshore funds, and participate in international financial activities.

IFSCs: Heralding new era of banking

With the potential to revolutionize both the supply of financial services and the paths of national economic development, IFSCs mark the beginning of a new age in banking.



From greater foreign investment and job development to improved financial innovation and global integration, IFSCs provide a plethora of prospects.

By acting as global capital magnets, IFSCs help nations draw in foreign direct investment, diversify their sources of finance, and improve the soundness of their financial systems. They promote the establishment of operations by multinational banks, insurers, asset managers, and fintech companies by providing a competitive, liberalised, and well-regulated environment, resulting in a thriving ecosystem of high-value services.

However, these chances must be weighed against formidable obstacles. To guarantee strong anti-money laundering (AML), countering the financing of terrorism (CFT), and know your customer (KYC) procedures that meet international norms, regulatory harmonization is crucial. While cybersecurity threats necessitate ongoing attention,

infrastructure and skill development are essential for maintaining competitiveness.

The following table sums up these opportunities and challenges:

Opportunities	Challenges
Attracting international capital and FDI	Need for regulatory orchestration with global norms
Generating high-skilled employment in financial services	Intense competition from well-known IFSCs (e.g., Singapore, Dubai)
Fostering fintech innovation and integration	Requirements for infrastructure and ecosystem development
Strengthening India's stand in global financial markets	Talent acquisition and training
Improving access to international capital for domestic firms	Controlling cybersecurity risks and operational resilience
Slower transaction settlement	T+0/T+1 settlements, instant payments



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Therefore, IFSCs are both complex and promising. Their success hinges on how well they handle these obstacles, even if they present an unmatched chance to update India's financial system and integrate it with the rest of the world economy. India can guarantee that its IFSCs become long-term catalysts for innovation and growth by making investments in talent development, regulatory excellence, and infrastructure.

Diagram shows the growing significance of GIFT City as a global financial hub



Way forward

India's global financial integration has seen a significant change with the move from traditional banking to financial services led by the IFSC. In order to embrace digital transformation, collaborate with fintech companies, and increase cross-border services, banks must re-evaluate their business models. To compete in the IFSC framework, investments in personnel, technology, and risk management will be crucial. Strategies for financial inclusion must also change, utilizing IFSC efficiencies to increase advantages for a wider audience.

Developing strategies that position IFSCs as catalysts for innovation, inclusivity, and sustainable growth requires an understanding

of the forces behind this change, as well as its potential and difficulties. Strong policy backing, talent and infrastructure investments, and regulatory competence will enable India to create robust, competitive financial centers that complement its aspirations for a global economy.

Economically speaking, prosperous IFSCs can increase GDP by increasing foreign exchange profits, creating jobs in high-value industries, and facilitating better access to global finance.

In the future, GIFT IFSC is envisioned as the gateway for India's financial and investment activities, establishing itself as a global financial hub in response to the Prime Minister's call for Viksit Bharat by 2047. The strategic focus areas include attracting significant foreign investments, IFSCA issuing streamlined regulations and tax incentives to boost ease of doing business, and most importantly, enhancing skill development and aligning education to support the growth of IFSC.

Finally, domestic financial institutions need to embrace global expansion and innovation and view IFSCs as facilitators rather than rivals. Building regulatory trust, streamlining processes, and aligning incentives will all contribute to the development of a cooperative ecosystem that fulfills the promise of financial transformation. 

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Wellbeing, as one of my six steps to workplace happiness, is core to creating happy employees.

◆ LORD MARK PRICE, AUTHOR, *WORK HAPPIER*

**ORGANISATIONAL
CULTURE**

The duty of care

Across much of the developed world, the twentieth century bore witness to one of the great regulatory transformations of modern life- the establishment of health and safety law at work. What began as patchwork legislation addressing the big dangers in factories, mines, and industrial workplaces, evolved into a comprehensive legal framework designed to protect employees, contractors and the public from harm. In doing so, we cemented a national consensus that at work, safety is not optional, it is a duty enshrined in law.

That transformation was overdue. In the early decades of industrialisation, workers laboured amid intolerable hazards; unguarded machinery, toxic fumes, structural collapses, inadequate sanitation, and a regime that often treated injury and death as regrettable but tolerable. Over time, public patience gave way to demand for action, and legislative progress followed; from the early Factory Acts in the 1800s, through consolidation in the Factories Act of 1961, to the landmark Health and Safety at Work etc. Act of 1974— which remains today the foundational statute in UK safety law.

The progress since has been remarkable. Thanks

to decades of regulation, enforcement, employer commitment and technological advance, workplace deaths and serious injuries have declined dramatically.

Yet, as we congratulate ourselves on having come so far, we must not mistake today's safety framework for the end of the story. Because we now face a rising imperative to regulate not just for physical safety, but for holistic wellbeing, the mental, emotional, social and environmental dimensions of work. In short, we regulated for safety, now we must regulate for wellbeing.

Work is no longer just a source of income. In the twenty-first century, for many, work is identity, community and purpose. To thrive, people need psychological safety, reasonable autonomy, opportunities for connection and development, and freedom from chronic stress, discrimination or exclusion. Yet surveys show many are struggling. Mental illness, burnout, stress-related sickness absence and low engagement are now pervasive in economies where physical workplace hazards have largely receded.

It is time to recognise that wellbeing is as much a duty of care as preventing a falling beam or machine accident. If we accept that work should not only be safe but also life-enhancing, then regulation must step in to set minimum expectations and guard against abuse, neglect or

exploitation.

We must also acknowledge that goodwill alone will not suffice. Without baseline standards, some employers may cut corners, others may avoid costly investments in wellbeing infrastructure. Regulation levels the playing field, protects the vulnerable, and gives meaning to the phrase “responsible employer.”

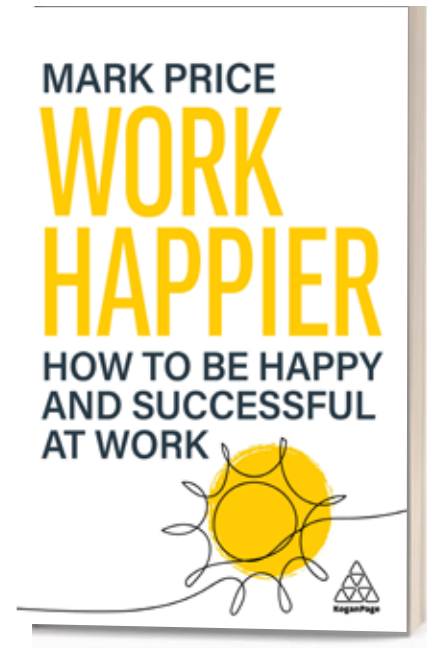
Later in this article, I’ll touch on how Wellbeing is fundamental to achieving happiness at work, which is how businesses and employees thrive, but first, what does a wellbeing regulatory framework should look like?

Transitioning from a safety-only regime to one that includes wellbeing does not mean discarding what we already have, rather, it means layering new obligations over existing foundations. I propose three core pillars for wellbeing regulation:

1. Mental risk assessment: Just as employers are required to assess and mitigate physical hazards, they should be obliged to identify, monitor and address risks; excessive workloads, conflicting demands, poor interpersonal dynamics, role ambiguity, discrimination, unfair pay or lack of support. Employers must develop mitigation plans, monitor their effectiveness, and consult employees in the process.

2. Minimum standards for working practices: Regulation should mandate certain floor standards- predictable rest breaks, right to disconnect, limits on excessive hours, access to mental health support, training in manager empathy and detection of distress, and protections for those who speak up. These norms should be legally enforceable in the same way as workplace ventilation or machinery guarding.

3. Reporting, enforcement, and metrics: Just as legislation requires reporting of injuries or near misses, workplaces should be required to report certain wellbeing metrics such as rates of stress-related absence, turnover, incidents of



harassment, wellbeing surveys data. Regulatory bodies should have powers to audit, inspect, and impose sanctions or improvement orders if wellbeing standards are breached.

Predictably, there will be pushback. Some argue that wellbeing is subjective, hard to regulate, or better handled through voluntary programmes. Others fear bureaucratic overreach or an explosion of litigation. Still others say employers already approximate some wellbeing practices voluntarily, so why legislate?

Safety regulation once faced the same objections. People said harms were too difficult to define, that business would be burdened, or that self-regulation would suffice. Yet law proved essential to ensure consistent standards and accountability. Today, safety regulation is accepted, even entrenched.

Several work trends make this the moment to act:

- Economic cost of poor wellbeing is becoming impossible to ignore. Absence, turnover, lost productivity, presenteeism, these now constitute a hidden drag on growth.



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- Cultural expectations are shifting. Many workers, especially younger generations, expect work to be humane, purposeful and balanced. Employers competing for talent must respond.
- Data and measurement are more sophisticated than ever. Platforms such as WorkL, the employee engagement platform I founded, gather sentiment data across millions of employees, showing clear correlations between wellbeing and performance.

In short: we have the will, the proof, the technology and the urgency.

I'd like to take wellbeing a step further and campaign for happiness at work to be a right, not just wellbeing. That is why at WorkL, we created the 'Workplace Happiness Charter', encouraging businesses and employees to sign up to. It is a practical, evidence-based framework that allows employers and employees to understand, measure, and improve the key drivers of employee happiness, and, crucially, it provides a roadmap for improving retention. It was created to help employers and employees put happiness, at the heart of their people strategy or career. It is not a vague manifesto or a box-ticking exercise.

Happiness at work is not about freebies and a pool table in the office. It's about fundamental human needs being met through the experience

of work. At WorkL, our research with millions of employees around the world has identified six steps to workplace happiness, the foundation for our Workplace Happiness Charter:

- 1. Reward and recognition** – Being fairly paid and appreciated for your contribution.
- 2. Information sharing** – Knowing what's happening, feeling trusted and informed.
- 3. Empowerment** – Having autonomy and a voice in decisions that affect your work.
- 4. Wellbeing** – Being supported physically and mentally, with balance respected.
- 5. Instilling pride** – Feeling proud of the organisation's purpose and impact.
- 6. Job satisfaction** – Being able to grow, use your skills, and find meaning in what you do.

When these six steps are in place, people thrive. When they are missing, no amount of perks or pay rises can compensate. By recognising these drivers as rights, not privileges, we create workplaces where happiness becomes embedded in the structure, not dependent on goodwill.

Wellbeing, as one of my six steps to workplace happiness, is core to creating happy employees, and that's why regulating wellbeing must be a priority for organisations, if they are ever going to create happy and profitable places to work. 



ABOUT THE AUTHOR

Lord Mark Price is founder, WorkL. He is also author, *Work Happier: How to be Happy & Successful at Work*.



Recommended reads

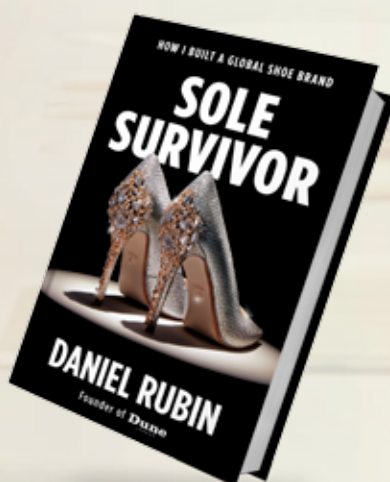


DECISIONS THAT MATTER: RETHINK, REIMAGINE, RESET YOUR LIFE

Author: Fay Niewiadomski
Publisher: Candy Jar Books

Business leaders make daily decisions that not only impact others, but also make up the legacy they leave behind. It can be a minefield, so in order to make better decisions it is important for leaders to really understand their values so they can act with courage and trust in themselves.

In this book, the author argues that leadership is less about having all the answers and more about questioning the path we are on. She has distilled five decades of experience working with CEOs, board members, and heads of state into a memoir-like guide that will help bring about positive change, in both business and life.



SOLE SURVIVOR: HOW I BUILT A GLOBAL SHOE BRAND

Author: Daniel Rubin
Publisher: Canbury Press

Dune London is well established as one of Britain's most-loved shoe brands, but the journey to get there was far from straight forward. This is the story of how lifelong shoe obsessive, Daniel Rubin, navigated the highs and lows of manufacturing disasters, fashion trends, tech upheavals and market crashes that shaped him into the entrepreneur he is today.

More than just a memoir, however, the book reveals the reasons behind the setbacks and success to provide practical lessons that can be applied in any business. Rubin speaks with such honesty that readers will absorb the hard lessons he learnt along the way as they are drawn into the story.



CUT THROUGH: THE PITCH AND PRESENTATION PLAYBOOK

Author: Dominic Colenso
Publisher: Practical Inspiration Publishing

When you talk about pitches and presentations our minds automatically go to tough pressure moments when the stakes are highest. However, the reality is that every conversation, email or meeting is a moment of communication, so the ability to present is an invaluable skill that leaders and managers should use every day.

In this book, the author—a former Hollywood actor—breaks down what it really takes to connect with an audience into six simple steps. It is a clear roadmap from blank page to standing ovation, showing how to turn your ideas into 'sticky' messages, shape them into a 'blockbuster' narrative, and deliver their words with confidence and presence.



BE MORE STRATEGIC: 12 ESSENTIAL PRACTICES TO BUILD THE LIFE AND CAREER YOU WANT

Author: Charlie Curson
Publisher: Rethink Press

For many years business strategy was something that done in the boardroom, but this new book argues that the ability to think and act strategically could have a profound impact everyone's personal and professional lives.

Authored by strategic leadership coach Charlie Curson, *Be More Strategic* breaks down how to become a world-class strategist through 12 clearly-defined practices, tools and areas of study, such as creativity, decisiveness and critical thinking. Curson provides an actionable roadmap that will enable readers to develop these skills, so if you want to get better and making bold decisions and seeing the big picture, this book could be for you.



THE NEXT BOARD: DELIVERING VALUE TODAY WHILE MAKING THE BOARD FIT FOR TOMORROW

Author: Thomas Keil and Marianna Zangrillo
Publisher: Routledge

Political uncertainty, social change and developing technology have changed the expectations placed on modern boards in recent years. It has created a level of complexity never seen before, but this new book offers a practical roadmap to help set up boards for a successful future.

Written by Thomas Keil and Marianna Zangrillo, internationally recognised authorities on leadership and governance, the book distils findings from their interviews with more than 100 global board leaders to create a clear and actionable framework for the future. Whether you are a board chair, a director, a CEO or just an aspiring board member, this is essential reading to understand what best-practice governance really looks like.



FUTURE-FIT INNOVATION: EMPOWERING INDIVIDUALS, TEAMS AND ORGANIZATIONS FOR SUSTAINABLE GROWTH

Author: Barbara Salopek
Publisher: Practical Inspiration Publishing

With disruptive technologies developing at a dizzying pace and continued geopolitical instability and social change, leaders and managers in all industries will face pressure to innovate in the coming years – but the big question is, how?

New book, *Future-Fit Innovation* lifts the lid on how exactly companies can instil the culture of innovation necessary to create change and growth that lasts. Leading innovation strategist Barbara Salopek draws upon decades of practical experience to show exactly how any organisation can embed innovation into their wider strategy. It goes beyond innovation as an intangible buzzword to equip readers with the tools to overcome the key obstacles that often get in the way of meaningful progress.



♦ J DEVAPRAKASH, NUCLEAR POWER CORPORATION OF INDIA LIMITED, MUMBAI

Rising above the noise

The days when criticism was the domain of a few peculiar individuals are long gone. It is an ever-present part of modern life, largely due to social media. With easy access to technology and widespread platforms for feedback, anyone can now become a critic—even on topics that have no direct bearing on their own lives.

While constructive criticism is a valuable tool that should be welcomed and acted upon, much of today's criticism has devolved into mere nitpicking—a tendency to look for faults.

Nitpicking can undermine mental focus. In the workplace, especially, leaders and high performers are often subjected to nitpicking remarks. These comments are frequently less about improving performance and more about a need for control or an inability to provide meaningful, strategic feedback. Such criticism becomes a tool to exert power, stifle creativity, and undermine talent.

While avoiding all criticism is impossible—and often undesirable, as it can serve as a valuable source of feedback—one can learn to manage and mitigate nitpicking. A simple approach is the 'parking lot technique': acknowledge and set aside minor or off-topic criticisms as well as petty

comments intended to hinder progress, for later review so they do not derail the main process. This preserves momentum, allows later review of any useful ideas, and avoids hurting the feelings of the person offering the critique.

Timeless wisdom offers guidance beyond contemporary management tactics. The rich narratives of Indian epics, for example, provide profound lessons on navigate dissent and conflict. Similarly, the histories of pioneering business leaders reveal how they successfully overcome small-minded criticism to achieve their visions. Here are some interesting references:

■ Intrepidity in leadership: Lesson from Mahabharata

A powerful example from the *Mahabharata* of a leader who managed incessant and nitpicking criticism is Lord Krishna.

Krishna's role, as described in the epic, was to guide the Pandavas to victory and restore righteousness to the world. Throughout the war, Bheesma and Duryodhana ridiculed him for acting as a mere charioteer for Arjuna, just as a servant to the Pandavas. Krishna also faced blasphemous and nitpicking insults from Shishupala, who mocked Krishna's past deeds and accused him a corrupt and unethical leader. It was a focused, personal attack designed to undermine Krishna's

authority in the eyes of the kings and assembly.

Even Krishna's closest confidant, Arjuna, engaged in a form of profound critique. While not malicious, Arjuna's doubts posed a challenge to Krishna's overreaching strategy and necessitated a comprehensive, philosophical response, which ultimately led to the composition of the Bhagavad Gita.

Krishna's response to criticism was not one of anger or defence. He allowed the critics to get bogged down in details and personal attacks while he kept his eyes on the prize.

■ Staying focused on the mission: How Homi Bhabha managed nitpicking

In the 1950s, when nuclear energy was unfamiliar in India, the emergence of such a transformative idea drew heavy criticism. Instead of debating his critics, Dr Homi J Bhabha—the architect of India's nuclear programme—let his achievements speak for themselves.

Realising that he could not advance nuclear technology in India by himself, Dr Bhabha entrusted a team of scientists and engineers with the crucial task of overcoming the technical challenges indigenously. Of all his initiatives that faced criticism, this particular decision drew the most intense scrutiny.

Dr Bhabha built India's first research reactor, Apsara, in 1956, using a domestically sourced design. This accomplishment proved that India had the scientific and engineering talent to achieve Dr. Bhabha's ambitious goals, silencing many of his detractors.

His steady navigation through criticism not only placed India in an unprecedented position but also led to the creation of a formidable department encompassing more than 30 institutions including India's premier nuclear organisations such as Bhabha Atomic Research Center and the Nuclear Power

Corporation of India Limited.

By focusing on a monumental mission and allowing the tangible results of his work to speak for themselves, Dr Homi J Bhabha transcended the noise of criticism and became one of India's most revered and intrepid leaders.

■ Letting results speak: The Tata way

Since 1991, when Ratan Tata inherited leadership of the sprawling Tata conglomerate, he faced significant skepticism and criticism—especially early in his tenure as Chairman of the Tata Group—for his unconventional and often audacious decisions. Instead of getting stalled in the details of every critique, Ratan Tata chose to employ strategies centred on long-term vision and ethical integrity, demonstrated through his unwavering commitment to ethics and corporate social responsibility.

Broadly, two of Ratan Tata's decisions drew significant criticism: first, the launch of India's first indigenously designed passenger car, the Tata Indica and second, his bold global acquisition strategy, exemplified by the purchase of Jaguar Land Rover (JLR). Rather than engaging in a public relations battle, he let his business decisions be judged by their outcomes. The Tata Indica, after a rocky start, became a bestseller. The JLR acquisition, once widely derided, emerged as the most profitable segment of the Tata Group, ultimately silencing Tata's critics.

Criticism is unavoidable, especially for leaders, but nitpicking often serves as a distraction, not as helpful feedback. The best response is to remain focused on the bigger goal and let outcomes demonstrate your purpose. By not dwelling on minor critiques, you preserve your energy, keep moving forward, and build resilience and eventual success in the face of challenges. **IM**



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Dr Lamell McMorris, founder & CEO, Phase 2 Consulting; founder, Greenlining Realty USA; and author, *The Power to Persist: 8 Simple Habits to Build Lifelong* busts myth that hold back people, communities, and industries.

Resilience is not optional

In a world defined by uncertainty—socially, economically, and politically—one truth has become clear: resilience is no longer optional; it is essential.

We live in a time when leaders, teams, and communities are being tested daily. From global crises to personal challenges, resilience has become the defining skill that separates those who merely survive from those who adapt, grow, and lead. Yet too often, resilience is misunderstood. It is treated as an individual trait, something we summon in hard times, rather than as a daily practice that shapes how we respond, rebuild, and rise together.

Let me make something clear: I did not set out to write a book. I simply wanted to answer the question I have been asked my entire career—how do you keep going?

I have been fired. I have had partnerships end. I have had moments where I had to rebuild from scratch—including starting a new company in just 24 hours after one door closed. Those experiences taught me that resilience is not abstract—it is practical.

Resilience is not mysterious or reserved for the naturally strong; it is a set of learnable habits that anyone, any team, and any industry can build. Still, myths about resilience continue to hold people and organisations back. Here are five I encounter most often, and why it's time to let them go.

MYTH 1: Resilience is a personal trait.

TRUTH: Resilience is a collective strength.

We often think of resilience as something possessed by a few extraordinary individuals. But resilience is not a solo act; it's a shared skill. It thrives in connected systems: in families, teams, organisations, and communities. When one part of the system bends, others help it bounce back.

I have seen this first-hand across industries and cities, especially in communities that have faced adversity for generations. Their strength isn't born from individual willpower but from shared purpose and collective belief. When people trust one another, communicate openly, and pull in the same direction, they create a foundation that can weather anything. Resilience

grows stronger when it is built together.

MYTH 2: Resilience is optional, something we build only when times get tough.

TRUTH: Resilience is the foundation for lasting success.

Too often, we think of resilience as something to develop in response to crisis. But by then, it is too late. Resilience is not reactive, it is proactive. It is not something we turn on when the storm hits; it is what allows us to navigate the storm in the first place.

Organisations that endure are those that build resilience into their culture. They hire and train for adaptability, cultivate leaders who stay calm under pressure, and nurture environments where people are encouraged to learn from setbacks. In individuals and industries alike, resilience begins with mindset, the quiet discipline of showing up, staying curious, and committing to growth every single day.

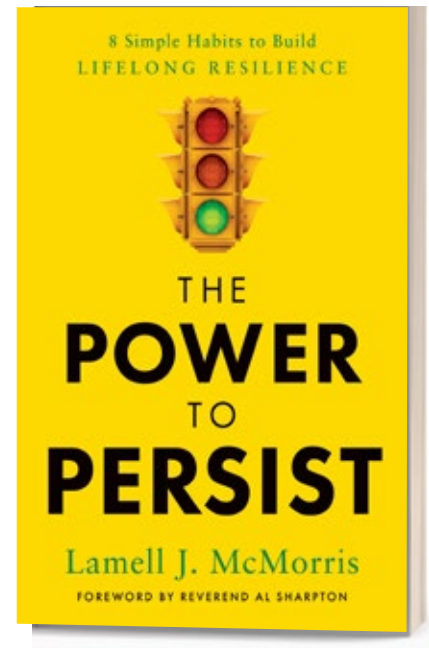
MYTH 3: Resilience means pushing through no matter what.

TRUTH: Real resilience requires pause, reflection, and recalibration.

Our culture often glorifies ‘the grind’. We equate constant motion with strength and slowing down with weakness. But resilience is not about endless endurance; it is about alignment. Without reflection, persistence becomes burnout.

True resilience allows for recalibration. It is knowing when to push forward and when to pause to regain clarity. Some of the most powerful moments of growth in my life didn’t come from sprinting ahead—they came from stopping long enough to ask, is this still the right direction?

Leaders who practice reflection are not less driven; they are more deliberate. They understand that resilience is not just the ability to keep going; it is the wisdom to know how to



go better.

MYTH 4: Resilience and vulnerability do not belong in the same conversation.

TRUTH: Vulnerability is a catalyst for resilience.

Vulnerability is often misunderstood as weakness. In reality, it is one of the greatest



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sources of strength—whether in leadership, families, or communities. The willingness to be open—to admit uncertainty, ask for help, and share real experiences—creates the trust and authenticity that resilience depends on.

I have seen it in boardrooms and in living rooms: when people allow themselves to be seen as human, they give others permission to do the same. That openness builds deeper relationships, fosters collaboration, and strengthens the bonds that help us weather life's storms together.

Vulnerability does not diminish authority—it deepens connection. It transforms teams, families, and communities into spaces where people can fail, learn, and grow side by side. Vulnerability and resilience are not opposites; they are inseparable. Both require courage. Both begin with truth.

MYTH 5: Resilience is about returning to normal.

TRUTH: True resilience transforms what comes next.

After every disruption, there is a natural

impulse to get back to normal. But real resilience isn't about returning, it is about reimagining. It is the ability to take what is been broken and build something better.

Resilience invites us to move forward with greater intention and to use what we have learned to improve how we lead, create, and serve. The strongest organisations and communities do not rebuild replicas of the past; they innovate toward the future. They use adversity as an accelerant for growth.

At its heart, resilience is not about bouncing back. It is about bouncing forward.

Resilience is more than a skill—it is a movement. It is what connects a small business rebuilding after loss, a student pursuing education against the odds, and a global company rethinking its culture. It is what unites people across borders, industries, and generations.

If we can build a shared understanding of resilience, not as a buzzword, but as a daily practice, we can equip people everywhere to face challenges with courage, creativity, and hope. 



♦ DR PARTHA BHAR, PRAFULLA CHANDRA SEN GOVERNMENT MEDICAL COLLEGE AND HOSPITAL, WEST BENGAL AND DR DEBASISH SUR, THE UNIVERSITY OF BURDWAN, WEST BENGAL

Smarter care, lower costs

Artificial Intelligence (AI) is ushering in a new era in healthcare—providing transformative improvements across diagnostics, patient care, drug development, and health system efficiency. More than just a technological upgrade, AI has begun reshaping the cost structures of medical services, enabling more personalised care at reduced expense.

Precision diagnostics and early detection

One of AI's most dramatic advances lies in clinical diagnostics. Tools like Columbia University's EchoNext analyse standard ECGs to identify patients at high risk of structural heart disease who should receive echocardiograms—a more expensive and burden-intensive test (Columbia University Irving Medical Center, 2022). In a study reviewing 85,000 ECGs, EchoNext detected cases with 77 per cent diagnostic accuracy versus 64 per cent by cardiologists (Nature Medicine, 2023). Meanwhile, India's Jaslok Hospital leverages AI algorithms for rapid cardiovascular risk assessment (Business Standard, 2023), enabling early detection before symptoms appear. With one in three deaths in

India due to heart disease (WHO, 2021), these tools have life-saving potential.

The rise of diagnostic orchestrators

Microsoft's AI Diagnostic Orchestrator (MAI DxO) evaluated 304 complex case studies from the New England Journal of Medicine and achieved 85.5 per cent diagnostic accuracy—outperforming human physicians who averaged only 20 per cent (Microsoft Research, 2023). The system also reduced unnecessary testing, suggesting improved efficiency and cost savings.

Drug discovery and precision medicine

AI is accelerating drug development cycles and enabling precision therapeutics. Companies like Insilico Medicine have used AI to identify new drug candidates, launching a human trial of an AI-designed compound within 46 days (Insilico Medicine, 2023). McKinsey estimates that personalised AI-powered treatment planning could save up to \$40 billion annually by reducing ineffective or unnecessary treatments (McKinsey & Company, 2020).

Remote monitoring and chronic care management

Remote patient monitoring (RPM) enables equivalent clinical outcomes at a fraction of the



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cost. For instance, RPM programs for infertility cost about \$800 per patient, compared to \$15,000 per IVF cycle, while achieving similar pregnancy rates (Fertility IQ, 2023). In post-surgical care, AI-supported RPM reduced pain levels by 10–14 per cent, medication errors by 30 per cent, and readmissions by 5 per cent (Journal of Medical Internet Research, 2022).

Automation, workflow efficiency, and cost savings

Artificial intelligence is playing a pivotal role in streamlining administrative operations within healthcare systems, leading to significant gains in both efficiency and cost reduction. In the United Kingdom, the integration of ambient AI scribe technology has yielded measurable improvements in clinical workflows. Approximately 80 per cent of general practitioners using these tools have reported not only meaningful time savings but also enhanced quality of patient interactions, according to data from NHS Digital (2023).

In the United States, AI-based claims processing systems have contributed to a 37 per cent reduction in denied insurance claims and a 69 per cent decrease in transcription costs. Institutions such as Universal Health Services have reported millions in annual savings as a result, as documented by Becker's Hospital Review (2023).

Furthermore, predictive staffing and resource allocation tools powered by AI are helping hospitals avoid both understaffing and overstaffing scenarios. By analysing real-time and historical data, these systems enable administrators to better align personnel with actual patient demand, thereby minimising labor inefficiencies and optimising operational performance (Harvard Business Review, 2021).

Reducing readmissions, medication errors, and fraud

AI-based risk stratification tools have helped U.S. hospitals lower 30-day readmission rates by up to 20 per cent, saving roughly \$800,000

Initial adoption costs remain high. Small clinics might spend \$100,000, while large hospital systems could spend millions on AI implementation, including infrastructure, software, and compliance

annually per hospital (Health Affairs, 2022). AI embedded in electronic health records can reduce medication errors by up to 50 per cent, saving an estimated \$21 billion each year in the U.S. alone (FDA/ Johns Hopkins Medicine, 2021). In fraud detection, AI can recover up to \$10 billion annually by identifying anomalies in billing more effectively

than manual reviews (CMS & GAO Reports, 2021).

System-level impact- Large-scale cost projections

According to a 2019 report by McKinsey & Company, if broadly implemented, AI could reduce U.S. healthcare spending by 5–10 per cent, or approximately \$200–360 billion annually. By 2030, PwC projects that AI could create a global healthcare value of \$868 billion—\$646 billion from cost savings and \$222 billion from new revenue streams (PwC Global AI Study, 2020). The addressable portion of healthcare spending influenced by AI may grow from 15 per cent today to over 30 per cent by 2030 (WEF, 2021).

Economic and operational hurdles

Initial adoption costs remain high. Small clinics might spend \$100,000, while large hospital systems could spend millions on AI implementation, including infrastructure, software, and compliance (Deloitte, 2022). Additional burdens include ongoing data storage, retraining of models, and regulatory navigation. Integration also requires significant investment in staff training and operational change (Brookings Institution, 2022). Moreover,

value-based reimbursement models—such as those required for AI-based interventions—are not yet widely adopted in fee-for-service frameworks (Health Affairs, 2021).

Ethical, equity, and regulatory considerations

Without equitable deployment, AI risks worsening healthcare disparities. Access tends to concentrate in well-funded urban hospitals (The Lancet Digital Health, 2022). To bridge the gap, initiatives such as open-source AI platforms, government funding, and public-private partnerships are needed. Regulation must also evolve—ensuring transparency, data consent, and oversight. The UK’s NHS has pioneered outcome-based models like “Commissioning for Quality and Innovation” (CQUIN) to align AI reimbursement with performance rather than volume (UK Department of Health and Social Care, 2020).

Real world case studies

The real-world application of AI in healthcare settings around the globe demonstrates its tangible impact on both outcomes and costs. In Australia, the Adelaide Score AI system has proven remarkably effective in optimising hospital discharge planning. By accurately predicting discharge times, it reduced average hospital stays by 6.5 per cent and cut readmission rates by 2.1 per cent. These operational efficiencies translated into significant financial savings—approximately AUD 1 million (around USD 750,000) in just four weeks—with projections estimating up to AUD 10 million in annual savings per facility (South Australian Health and Medical Research Institute, 2023).

In the United States, hospitals leveraging Nuance’s AI-powered clinical documentation tools have experienced similar success. These tools have improved the case mix index by 12



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per cent, indicating better documentation of patient complexity and acuity. Additionally, facilities reported a 69 per cent reduction in transcription costs and annual savings of up to \$3 million (Nuance Communications, 2023). AI has also shown transformative effects in remote patient monitoring (RPM), particularly in infertility treatment and post-surgical care. Early-stage RPM programs have delivered comparable clinical outcomes to traditional care models at a fraction of the cost—achieving up to 95 per cent savings in fertility-related cases.

Moreover, post-operative RPM has led to measurable improvements in patient outcomes, including reduced pain levels and lower readmission rates (American Journal of Obstetrics and Gynecology, 2023; JAMA Surgery, 2022).

Conclusion

Medicine transformed, costs contained. AI is undeniably shifting healthcare into a new paradigm. From smarter diagnostics and personalised treatments to streamlined operations and fraud prevention, the clinical and economic benefits are real and measurable.

Costs can be substantially reduced through improved diagnostic accuracy, fewer unnecessary interventions, smarter resource allocation, and better prevention and adherence strategies. Global models forecast multi-hundred-billion-dollar savings by 2030.

However, success hinges on overcoming challenges in implementation cost, equity, reimbursement, and regulation. Ensuring ethical deployment and broad access is essential to unlock AI's full potential. The journey ahead lies in combining human clinical expertise with intelligent systems—delivering care that is not only more precise, affordable, and scalable—but also equitable, trustworthy, and future ready. 



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RETREAT BACKGROUND

The AIMA LeadHERship Retreat is a three-day offsite programme offering a unique opportunity for learning, growth, and development. With just 20 to 25 delegates, the format allows for in-depth discussions with speakers and the chance to build meaningful connections throughout the Retreat. Designed to empower women professionals with the knowledge, skills, and insights needed to thrive in today's evolving business landscape, the programme includes interactive sessions, workshops, and talks by inspirational leaders.

SPEAKERS



Sundari Nanda
Former Special Secretary
Ministry of Home Affairs



TV Narendran
President, AIMA
CEO & MD, Tata Steel Ltd



Vikas Swarup
Retired Indian Diplomat
and writer



Rama Kirloskar
Joint MD, Kirloskar Brothers Ltd &
MD, Kirloskar Ebara Pumps Ltd



Rekha Sethi
Director General
AIMA



Rina Dhaka
Fashion Designer



Anusha Shetty
Chairperson & CEO
Grey & AutumnGrey



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Board Member, Author
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