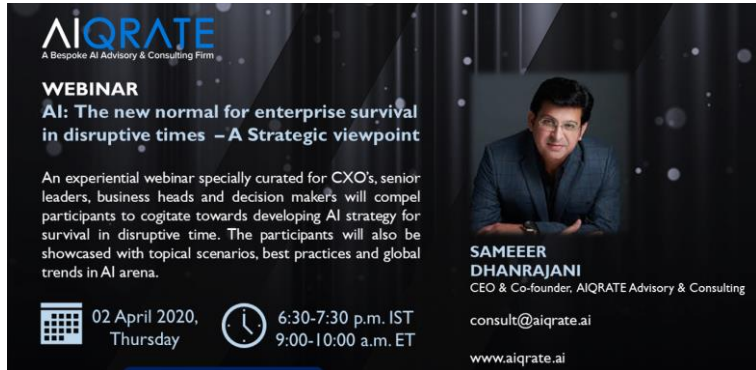


Received Overwhelming Response to our first Webinar in “AIQRATE WEBINAR SPECIALS – CXO SERIES”



Thanks for the overwhelming response to our first AIQRATE WEBINAR SPECIALS: CXO SERIES - "AI: The new normal for enterprise survival in disruptive times - A strategic viewpoint" webcasted live on 02 April 2020, Sunday. More than 250+ CXOs, senior leaders, business heads, AI experts, analysts from multiple geographies attended the webinar.

The webinar dwelled upon reworking on strategic facets in AI planning during this disruptive phase and focused on making enterprises keep relentless focus on reimagining the customer experience, innovating new products and services and transforming their business processes post recovery period. Based on tremendous participation in the first webinar, we are planning to host CXO series comprising of a stellar lineup of AI leaders.

These experiential webinars are specially curated for CXO's, senior leaders, business heads and decision makers which will compel participants to cogitate towards developing AI strategy for survival in disruptive times. The participants will also be showcased with topical scenarios, best practices and global trends in AI arena.

STAY TUNED!



An assimilation of AI strategy, transformation, consulting trends and topical themes

Volume #1, Issue #4, April 2020

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Future of Work 2020: Sameer Dhanrajani, Co-founder of AIQRATE, shares his take on the power of AI



PUBLISHED IN **YOURSTORY**

“Pervasiveness of AI is ubiquitous,” said Sameer Dhanrajani, Chief Executive Officer & Co-founder, AIQRATE advisory & consulting, offering his insights on ways artificial intelligence could transform the future.

Will artificial intelligence (AI) take over human intelligence? Is AI applicable across every industry? What is the cost of implementing AI, is it expensive? Is AI complex? AI is not for the masses?

There is hardly any industrial domain today which is not harnessing the benefits of artificial intelligence to accomplish efficiency, accuracy, and affordability, while cutting down on the time taken by manual processes. And yet, there are a million myths surrounding this re-merging tech tool that continues to question the utility and implementation of AI in day-to-day activities.

Sameer Dhanrajani, **Chief Executive Officer and Co-founder, AIQRATE Advisory & Consulting**, busted some of these myths on **Day 1 of Future of Work**, India’s largest product-tech-design conference hosted by **YourStory**.

Speaking about the utility and the impact of the tech tool, Sameer, who has secured his place among global names as a trusted AI advisor and thought leader, said, “Pervasiveness of AI is ubiquitous, it’s being applied, adopted, and implemented across several genres of industries.”

To explain his point further, he cited the example of Japan’s Makoto Koike. An engineer by education, Makoto went back to his parent’s cucumber farm and began developing a new approach with the help of technology. In the process, Makoto realized there was something in the making – the making of an algorithm, which could give him some understanding about the yield, crop, and the prices. And this is just one area of the application of AI.

According to Sameer, there are at least three strategic imperatives for growth through AI and it involves **re-imagining customer experiences, innovating new products and services, and transforming businesses**. The AI advisor also touched upon the algorithm economy, explaining how algorithms are impacting modern decision making.

From healthcare to education, sanitation, and marketing practices, artificial intelligence is making its presence felt across sectors today. While AI alone might not be able to address all issues and solve all the problems, Sameer notes that combined with data intelligence and design, it can surely revolutionize the future.

AIQRATE was at ARISE HR 2020 Summit – India’s largest HR Tech conference



AIQRATE was represented at ARISE HR 2020 summit, India’s largest HR Tech conference wherein Sameer Dhanrajani, CEO, AIQRATE Advisory & Consulting was part of inaugural fire side session and was moderator for a panel discussion.

The fire side chat focused on HR transformation in midst of AI and the ensuing impact on HR value chain. The panel discussion moderated by Sameer dwelled on future of work reimagined with AI wherein the key focus areas on future forward role of HR, decision making capabilities, CHRO’s role transformation were debated upon.

AIQRATE Alliance Advisory Forum – Extending our AI ecosystem



AIQRATE establishes partnerships with leading, niche, boutique, emerging AI companies and startups from around the globe to better serve our clients’ needs.

Through the Alliance Advisory Forum, AIQRATE offers advisory services on specialized AI capabilities, products, solutions that **complement your expertise and fill up your strategic and technology gaps to help achieve breakthrough results.**

The AIQRATE Alliance Advisory Forum enhances AI capabilities in five primary areas: **data partnerships, tools partnerships, deep technology solutions & products, client access and thought leadership.** With our extensive network and connects, AIQRATE invests deeply in cultivating these partnerships, to better serve our clients with the capabilities they need to address their most critical business challenges and opportunities.

AIQRATE clients and prospective clients who want to learn more about our Alliance Advisory Forum, or firms, startups interested in discussing a partnership with AIQRATE, please contact us at consult@aiqratae.ai.

[VISIT HERE FOR OUR ALLIANCE ADVISORY FORUM](#)

REPORT: Data Engineering 4.0: Evolution, Emergence and Possibilities in the next decade



Today, most technology aficionados think of data engineering as the capabilities associated with traditional data preparation and data integration including data cleansing, data normalization and standardization, data quality, data enrichment, metadata management and data governance. But that definition of data engineering is insufficient to derive and drive new sources of society, business and operational value.

The Field of Data Engineering brings together data management (data cleansing, quality, integration, enrichment, governance) and data science (machine learning, deep learning, data lakes, cloud) functions and includes standards, systems design and architectures.

There are two critical economic-based principles that will underpin the field of Data Engineering:

Principle #1: Curated data never depletes, never wears out and can be used an unlimited number of use cases at a near zero marginal cost.

Principle #2: Data assets appreciate, not depreciate, in value the more that they are used; that is, the more these data assets are used, the more accurate, more reliable, more efficient and safer they become.

There have been significant exponential technology advancements in the past few years; data engineering is the most topical of them. Burgeoning data velocity, data trajectory, data insertion, data mediation & wrangling, data lakes & cloud security & infrastructure have revolutionized the data engineering stream. Data engineering has reinvented itself from being passive data aggregation tools from BI/DW arena to critical to business function. As unprecedented advancements are slated to occur in the next few years, there is a need for additional focus on data engineering. The foundations of AI acceleration are underpinned by robust data engineering capabilities.

YourStory & AIQRATE curated and unveiled a seminal report on “Data Engineering 4.0: Evolution, Emergence & Possibilities in the next decade”. A first in the area, the report covers a broad spectrum on key drivers of growth for Data Engineering 4.0 and highlights the incremental impact of data engineering in the time to come due to emergence of 5G, Quantum Computing & Cloud Infrastructure.

The report also covers a comprehensive section on applications across industry segments of **smart cities, autonomous vehicles, smart factories** and the ensuing adoption of data engineering capabilities in these segments. Further, it dwells on the significance of incubating data engineering capabilities for deep tech startups for gaining competitive edge and enumerates salient examples of data driven companies in India that are leveraging data engineering prowess.

The report also touches upon the **data legislation and privacy aspects** by proposing certain regulations and suggesting revised ones to ensure end to end protection of individual rights, security & safety of the ecosystem. **Data Engineering 4.0 will be an overall trojan horse in the exponential technology landscape** and much of the adoption acceleration that AI needs to drive; will be dependent on the advancements in data engineering area.

[DOWNLOAD THE COMPLETE REPORT HERE.](#)

ARTICLE: The New Code of Leadership - In midst of ambiguous, uncertain & challenging times



For Sure, 2020 will test not only the leadership acumen of CXOs, but also the ability of enterprises to operate in the face of extreme ambiguity. Starting as a localized issue, the corona virus (COVID-19) has now reached almost all nations, impacting enterprises across the globe – with dire consequences.

Already, thousands of people have died, hundreds of thousands have become ill and health services have been stressed way beyond their capacity. For most, the pandemic – and response to it – will be the most significant, and most concerning event they have experienced. It has cost enterprises billions of dollars in lost revenue (**potentially up to \$2.1 trillion by the end of 2020**). It is clear it will result in a significant drop in economic growth around the world. At this stage of the COVID-19 outbreak, enterprises need to deal with two equally important factors – keeping employees and their families safe and ensuring business continuity as much as possible. **Leaders are scrambling to secure supplies, keep fearful employees motivated to work, and planning for the future while dealing with the here and now.** But eventually, like other Black Swan events, the virus will end. And when it does, enterprises need to be ready.

In today's turbulent world, some have become better at planning for and mitigating against risk in the face of a crisis. **They have resilience built into their structure.** But for many others, this could be a time of confusion, fear, and rash decision-making. Unfortunately, in our increasingly ambiguous, volatile and inter-connected world, unanticipated events like this are likely to happen more frequently – and leaders will need to be more agile, transparent, and forward thinking. A new set of attributes will be key to navigating 2020, which is likely to be having two strategic viewpoints. **The first viewpoint** will be spent dealing with safety, containment, continuity, and contingency planning – a time for prudent, agile leadership and **the second viewpoint** will be centered around taking advantage of the pent-up demand in the global economy through transformation and innovation.

For enterprises to respond now and plan for recovery, they must learn to operate in a state of constant disruption. In a time of unknowns, one thing is certain: **what has worked in the past is unlikely to keep working in the future.** New habits are forming quickly – people are working from home and consuming products and entertainment in very different ways out of necessity. Building a culture that not only tolerates this shift but thrives in it will separate the winners from the losers.

This may mean thinking differently about performance and target setting, to keep teams motivated and ensure everyone works collectively for a shared purpose – even when working remotely. It will certainly demand a proactive and empathetic communication response from leaders, who will need to consciously demonstrate the values and behaviors they wish to encourage across the organization. But it should not necessarily mean putting recruitment and retention plans on hold. **In challenging times, the quality of your talent can be the ultimate advantage.** Retaining your top people has never been more important, and future talent acquisition strategy will be done through the lens of recovering and resetting after the crisis.

Ultimately, leaders will need to adapt quickly to changing circumstances – shifting from a measured, inclusive approach today to setting the pace post recovery and making up for lost time.

In times of crisis, people depend on leaders to provide clarity and hope. Fear can be contagious, breeding irrational behavior and anxiety – and in business, this can lead to lower productivity and employee engagement. While no one can be certain how the impact of this virus will continue to unfold globally, one thing is known: we will experience another business crisis again in the future. Leaders who can use this disruptive period as a time for self-reflection and an opportunity to re-frame their mindset are likely to be better prepared when the next crisis comes along.

This is the time for agile leaders who can anticipate change – such as the necessity of working remotely – and turn it into a positive new way of working. They can also drive a sense of collective purpose and optimism, accelerate innovation and test new ideas, partner with others, and build trust. So how can you keep responding to such volatile market demands, find new ways to create and act on opportunities, and keep your teams aligned to a common purpose? Now is the time to be in thinking different and be in action mode, a global consumer product brand has ramped up its digital outreach while foot traffic to physical stores remains low. By doubling their digital efforts, they are taking this opportunity to get closer to the customer and build a strong sense of community around their product, which in turn anticipates a significant shift in the way their products will go to market in the future.

Adaptive leaders can anticipate opportunities like this, while also using strong communication to build trust and engagement within their teams. This will set their enterprises up to thrive through recovery. **Best of the leaders are known to use down cycles as opportunities to grow.** The following are the **five strategic interventions**, leaders need to follow in this phase:

Uncertainty demands over-communication: People need reassurance that there is a plan and a path forward, if townhalls and coffee chats are impossible while teams work remotely, build communication channels via WhatsApp groups or run video seminars. CEOs can share daily 90-second video updates to keep everyone aligned and build a sense of community around new tactics and plans. This gives everyone a common language to take to clients and partners. It's even more important to stay connected with your team at this time and create routine ways for people to work together so they feel like they're fully supported as part of a team.

Be realistic and build no exaggeration: Leaders are now living with uncertainty and ambiguity, and it's acceptable to say you don't know all the answers. Listen to employee concerns and acknowledge there are sometimes no easy solutions. If you don't have the answer, bring your team together to discuss and experiment with solutions – focus on testing new things quickly. Being transparent and open in this way may feel uncomfortable, but it can go a long way to building credibility and trust – with staff, customers, shareholders, and the wider community.

Plan swiftly and make bold decisions: Some leaders will need to make difficult decisions in the interest of long-term business continuity – such as reducing labor costs through staff lay-offs or forced leave. Being really clear and upfront about your plan, or it could be toxic to morale. If you know there will be headcount reduction, or you need to close down a loss-making project or pull back from a market, be compassionate and clear – don't mislead or give mixed messages, And if you have to do this, do it once and then move forward.

Engage more with your high performing teams: Leaders may need to prioritize where their energy goes – and your best talent and clients should top the list. For example, when Chinese firm provided face masks, which were already scarce, to clients very early in the outbreak, it sent a strong signal that it wanted to keep them safe.

Similarly, it's a common mistake to neglect development of high performers during economic tension – especially when you are relying on them more than ever. When the market recovers, they are likely to jump to new opportunities first. Give them the recognition they need to feel valued right now, in addition to opportunities for personal and professional development. This is one of the highest drivers of employee engagement.

Build a strong emotional intellect: Although it seems the weight of the world is on your shoulders, you still need to take time for yourself and spend time with family. Only then can you be available for your team – because working intensely under pressure for months on end is not sustainable. This includes taking time to build emotional intelligence. The four domains of Emotional Intelligence (EI) — self-awareness, self-management, social awareness, and relationship management — can help a leader face any crisis with lower levels of stress, less emotional reactivity and fewer unintended consequences. One impact of the virus is likely to be permanent change to the way organizations work. This is your opportunity to learn how to work in a more agile way, including virtual working and rapid prototyping.

This is a critical moment to develop the leadership capabilities you will need for a very different future. Are you ready for the challenge?

ARTICLE: Survival of the Fittest - AI will be the secret sauce to stay relevant



In the time of uncertainty and disruption....Soon, organizations will increasingly be competing on the AI prowess and their supremacy. AI promises to play a critical role; artificial intelligence can detect patterns in complex data sets at extreme speed and scale, enabling dynamic learning. This will allow organizations to constantly adapt to changing realities and surface new opportunities, which will be increasingly important in an uncertain and fast-changing environment.

But for companies to compete on AI, it is not enough to merely adopt AI, which alone can accelerate learning only in individual activities. As with previous transformative technologies, unlocking the full potential of AI and future of workforce will require fundamental organizational innovation, transformation and disruption. Leaders will need to re-invent the enterprise as an AI driven organization:

Velocity & Scale: The growing opportunity and need to perform at high velocity bringing scale driven by AI is well known—algorithmic trading, dynamic pricing, real-time customized product recommendations are already a reality in many businesses. But it is perhaps under-appreciated that slow moving forces are also becoming important. For example, trade institutions, political structures and social attitudes are slowly changing in ways that could have a profound impact on business.

Gone are the days when business leaders could focus only on business and treat these broader variables as constants or stable trends. But such shifts unfold over many years or even decades. In order to thrive sustainably, businesses must learn at high velocity.

Rebalancing Humans and Machines equation: Machines have been crucial components of businesses for centuries—but in the AI age, they will likely expand rapidly into what has traditionally been considered white-collar work. Instead of merely executing human-directed and designed processes, machines will be able to learn and adapt, and will therefore have a greatly expanded role in future organizations. Humans will still be indispensable, but their duties will be quite different when complemented or substituted by intelligent machines.

Integrating External ecosystems with corporate strategies: Businesses are increasingly acting in multi company ecosystems that incorporate a wide variety of players. Indeed, seven of the world's largest companies, and many of the most profitable ones, are now platform businesses. Ecosystems greatly expand learning potential: they provide access to exponentially more data, they enable rapid experimentation, and they connect with larger networks of suppliers of customers. Harnessing this potential requires redrawing the boundaries of the enterprise and effectively influencing economic activity beyond the orchestrating company.

Evolving the Organization: The need for dynamic learning does not apply just to customer-facing functions—it also extends to the inner workings of the enterprise. To take advantage of new information and to compete in dynamic, uncertain environments, the organizational context itself needs to evolve in the face of changing external conditions.

Today's organizations, which were designed for more stable business environments, are not well-suited to perform these functions. Reinventing the organization for the next decade will require embracing four imperatives:

1. Integrate AI into the core operating model for survival
2. Migrate human cognition to mature work spheres
3. Re-balance the relationship between machines and humans.
4. New age leadership & management approaches

1. Integrate AI into the core operating model for survival:

As powerful as today’s level of AI is, it will yield only incremental gains if it simply enhances individual steps of existing processes. The effective rate of an organization’s learning is gated by its ability to act on new insights. And classical organizations act slowly, owing to their reliance on human decision making and hierarchy. Organizations will need not only to automate but also to “embed AI into the operating model” of significant parts of their businesses.

In order to truly accelerate the speed of learning to algorithmic timescales, organizations will need not only to automate but also to “embed AI” into significant parts of their businesses. In traditional automation, machines execute a pre-designed process repeatedly and consistently. In AI led transformation, machines use continuous feedback to act, learn, and adapt on their own—without the bottleneck of human intervention.

AI driven systems are designed by combining multiple algorithms into integrated learning loops. Data from digital platforms automatically flows into AI algorithms, which mine the information in real time to facilitate new insights and decisions. These are wired directly into action systems, which continuously optimize outcomes under changing conditions. These actions produce yet more data that can be fed back through the cycle, closing the loop and allowing the organization to learn at the speed of algorithms.

In contrast, traditional organizational approaches—for example, unchanging rules or hierarchical decision processes—can impede companies’ ability to harness the rapid learning potential unlocked by AI; Actions that companies can take to harness AI include:

- Gather real-time data on all aspects of the business by leveraging algorithms
- Deploy AI at scale, integrated with data and decision-making systems.
- Take human hierarchy “out of the loop” of routine, data-based decision making.

2. Migrate Human Cognition to Mature Work Spheres:

The widespread adoption of AI naturally raises the question of what role human workers will play in the organization of the future. Today, there is already widespread concern about the speed at which AI will disrupt the future of work. To shape this future — and to maximize organizational learning capabilities — businesses need to focus human cognition on its unique strengths. Humans should increasingly focus their efforts on these higher-level activities. For example, while correlative analysis is generally sufficient for learning about repeated actions on fast timescales, it is less useful for learning about slow-moving forces, such as political, social, and economic trends. These shifts are unique and depend on the historical context and trajectory, which means there is no repeated data set in which to find patterns. Human abilities, such as understanding causal relationships and generalizing from limited data, are necessary to decode these forces and adapt the organization accordingly.

Counterfactual thinking is also critical, as businesses need increasingly to compete on Imagination. Existing business models are being exhausted faster, and long-term growth is declining, which means companies must continually generate new ideas to grow sustainable. But businesses today, which are often implicitly designed for efficiency and the maximization of short run financial outcomes, are not conducive to imagination. Organizations will need to better facilitate individual and collective imagination.

In addition to imagination and making sense of non-repeated events, there will be many other activities where humans are advantaged, including organizational design, algorithmic governance, ethics, and purpose, to name a few. In these domains of human activity, organizations will need to become more effective at dynamic collaboration to get the most out of their teams. This requires emphasizing self-organization and experimentation by creating an organizational context in which responsive decision making and learning can thrive, rather than by relying on direct instructions.

3. Rebalance the Relationship Between Humans and Machines:

The first two imperatives call for a hybrid organization, one that combines the comparative advantages of machines and humans: machines' ability to rapidly identify complex patterns in big data and humans' ability to decode complex causal relationships and imagine new possibilities. Together, these will enable the organization to learn on an expanded range of timescales—faster and slower.

But in hybrid organizations, humans and machines will increasingly have to collaborate in new and more effective ways. This includes tasks that require thinking on multiple levels or timescales simultaneously, as well as tasks that demand social interaction, another dimension in which humans are currently far more effective. Organizations will thus need to reimagine the relationship between humans and machines to bring the best out of both and maximize synergies.

Today's AI models tend to be "black boxes" that are not designed to be interoperable and may therefore impede trust. For these new types of human-machine relationships to succeed, organizations need to develop effective human-machine interfaces that allow for seamless collaboration. Organizations will need to overcome these hurdles by developing and implementing interfaces that provide transparency into how AI makes recommendations, allowing humans to understand and validate machines' actions.

Similarly, humans and algorithms are rarely matched for bandwidth and complexity. Choosing the right level of abstraction and compression for communication between humans and computers is critical: too much compression will suppress subtlety and prevent the tinkering through which human innovation proceeds, while too little will overwhelm human overseers.

4. New Age Leadership & Management Approaches:

Collectively, the above imperatives point to a very different way of designing and operating organizations with AI—which in turn will significantly change the role of leadership. In particular, leaders will need to focus on several new challenges. Developing governance principles for AI and autonomous machines. As machines play a greater part in learning and action, the role of leadership in setting guardrails and priorities will take on greater importance. In the last decade, tech companies could sidestep these topics, as the promise and potential of new technologies gave them a license to move fast. But as social scrutiny of technology increases, questions about governance, trust, and ethics are coming to the forefront. And as AI is adopted more widely, all businesses will have to deal with these difficult questions.

The organizations that will survive and become pioneer will look much different from today's: they will use different AI driven capabilities; they will operate at different speeds and scales of influence; they will contain different structures and responsibilities; and they will embody different leadership models to enable all of the above. AI will become a force multiplier and will define the DNA of tomorrow's organization. At the end of the day, it's a matter of survival....



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AIQRATE is a bespoke global AI advisory and consulting firm. A first in its genre...We provide strategic AI advisory services and consulting offerings across multiple business segments to enable clients on their AI powered transformation & innovation journey and accentuate their decision making and business performance. We have a proven AI advisory approach for enterprises and GCCs to enable CXOs and senior leaders to curate, design building blocks of AI strategy, embed AI@scale interventions and create AI powered organisations. Our path breaking bespoke AI consulting frameworks, artefacts, assessments, primers and playbooks help enterprises, GCCs, startups, SMBs, VC/PE firms, academic institutions, public institutions to enhance business performance and accelerate decision making.

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