

IMPACT

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AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



THE HIDDEN
BENEFITS OF

HUMANIZING AI

Greetings from IMPACT



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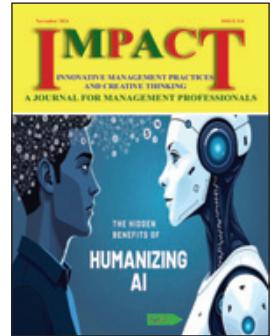
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Dear Readers,

As November 2024 unfolds, the world and India are witnessing significant events and observances across various sectors.

Global Events and Observances

Globally, several international observances are promoting important social themes. World Kindness Day on November 13 celebrates compassion and empathy, urging communities worldwide to foster a more inclusive and caring environment. Children's Day and World Diabetes Day are both commemorated on November 14, with the former focusing on the potential and rights of children, while the latter emphasizes diabetes prevention and management. Additionally, International Students' Day on November 17 honors students' historical struggles for education, a reminder of the continuous fight for educational equality. Rounding out the month, World Children's Day on November 20 raises awareness about children's welfare, aiming to secure better educational and healthcare access for all children globally.

National Events and Holidays in India

In India, Guru Nanak Jayanti on November 15 is a significant religious celebration, marking the birth anniversary of Guru Nanak, the founder of Sikhism. This event holds deep spiritual meaning for Sikhs, who participate in prayers, processions, and gatherings to honor Guru Nanak's teachings. National Journalism Day is observed on November 17, underscoring the critical role of journalists in preserving democratic integrity through informed reporting. Other significant observances include National Cancer Awareness Day on November 7, which aims to increase public awareness of cancer prevention and early detection, and National Education Day on November 11, honoring India's first education minister, Maulana Abul Kalam Azad.

Economic and Technological Developments

November 2024 is also marked by pivotal developments in economic and technological sectors worldwide. Financial markets continue to experience fluctuations, influenced by geopolitical tensions and ongoing adjustments in the global economy. Technology-driven events are spotlighting advancements in artificial intelligence, with growing debates over the implications of AI on employment and privacy. These discussions reflect the broader trend of digital transformation reshaping industries and job markets globally.

November 2024 brings a blend of cultural celebrations, awareness initiatives, and ongoing global developments that highlight humanity's resilience and adaptability amid both tradition and modernization. This month serves as a reminder of the interconnectedness of these events, all contributing to global progress and cultural unity.

Editorial Team

INSIDE



Brown Money Is - The Green Money —

Ms. Chinmayee

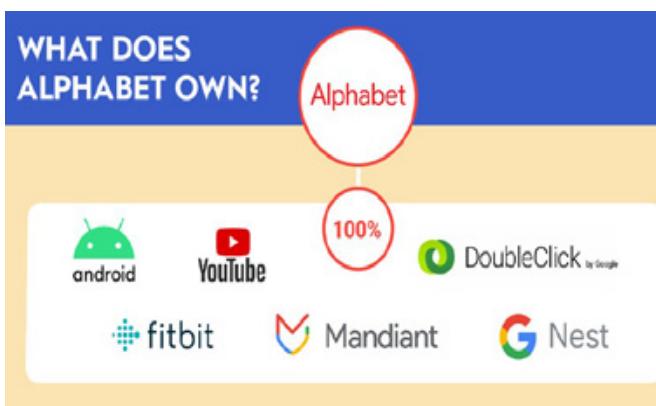
4



Financial Literacy Among Indian Women: Bridging the Knowledge Gap —

Ms. Priyanka Chowdry

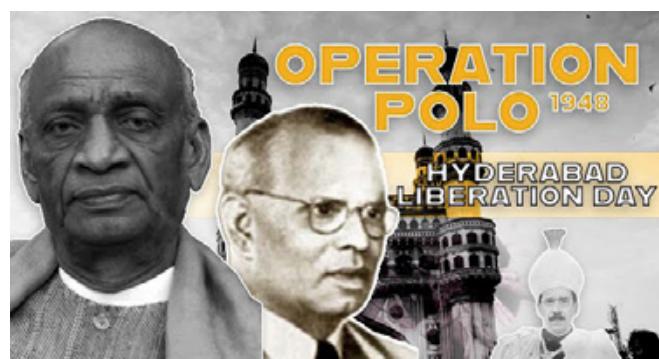
10



The Transformation of a Tech Giant —

Mr. M. Swaminathan

14



How Sardar Patel Clean Bowled Pandit Nehru And Saved Hyderabad —

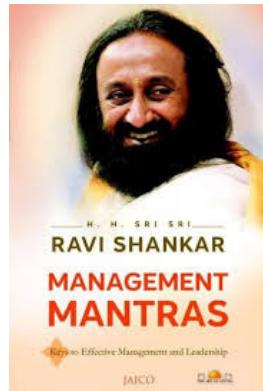
Dr. H.V. Hande

18



Humanize Artificial Intelligence —

Mr. Lakshmi Narasimhan 22



Management Mantras —

Mr. R. Venugopal



Automated Investing —

Ms. Aishwarya Balaji

30

Brown Money Is - The Green Money

Colours play an essential role in developing the psychological sense of the external world. It creates a heterogeneous world and each colour symbolises certain things. Various fields of study have attached themselves with various forms of analysis of colours.

While in chemistry we used to do the salt analysis and different colours of flames produced by different salts were indicating the presence of various metals or nonmetals in the salt, in biology, the test of starch through iodine solution was associated with colour. Why only fields of study, even our faith, food, festivals, fun activities, fireworks, fabric and furniture, we see colour everywhere and different colours convey different meanings be it in absolute terms or in relativity. And black and white are like the two opposite ends, one absorbs every colour within it and the other reflects out every colour. And we all remember the colour wheel experiment and the experiment of prism in our school and college days. And how to forget our astronomy and astrology, where different planets are associated with different colours and different colours of



precious and semi-precious stones make up to our fashion jewellery as well as jewellery meant for attaining peace of mind and prosperity.

Well, dear readers, it's my sixteenth consecutive article, having started my journey of writing on this platform from the very humble beginning of my first article, "Small investment with a huge Return". My first five articles were based on my personal experiences, personal persuasions and passions. Then gradually I attempted writing around several national and international issues, slowly cruising through the socio political issues of our society. This time, I chose to express my thoughts around some economic aspects taking up the topic of Brown Money, where it is new for me and I thought of learning some of its aspects and expressing my opinions on it. I was aware of black and white money, but what is this brown money!



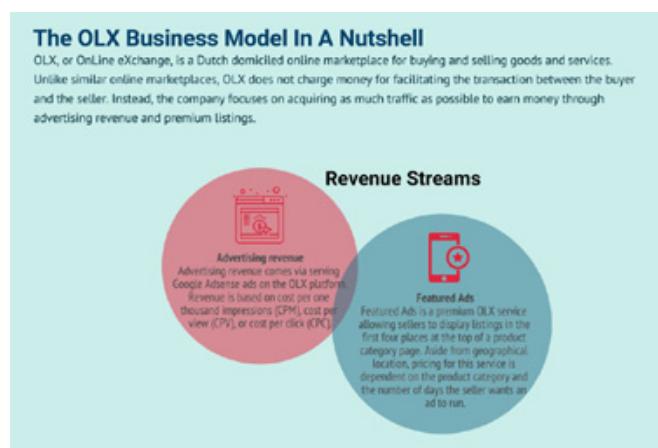
Well, here also the association of colours carry several subtle meanings that leave subtle impacts

on our psychology and ways of survival and as is said Jaan hai toh Jahan hai and without money, surviving is impossible to experience that external world, and earning and surviving with white money is extremely difficult. Though black money is easily converted into white money whose black past absorbs every colour of greed, and reflects only pure white in the form of eco-friendly development mostly carried out in association with the NGOs(not all NGOs). And now, this concept of Brown and Green money.

The colour brown has a very rich and complex history symbolising feelings of relaxation, warmth and comfort. It also represents stability and security just like earth and grounding. Furthermore it conveys strength and dependability. It also conveys simplicity, friendliness and steadfastness while providing a sense of orderliness and convention. This colour is warm, natural and neutral just like soil and wood. As a whole, it symbolises:- stability, honesty, strength and reliability, has effects like:- relaxation, protection, comfort and grounding and conveys the positive vibes like:- support, dependability, warmth and wisdom. Though at times, it is also associated with certain negative vibes like loneliness, sadness, emptiness and isolation.

So, is brown money something like the brown colour?

Well, this is my comparison from what I understood about some of its meanings.



Brown money can have multiple meanings including:

- i) Circulated money
- ii) Expenses paid to corporate divisions
- iii) Resalable goods
- iv) Cockney slang for a halfpenny
- v) Currency strap colour and
- vi) Company scrip

Brown money is that money we have got accustomed to such as tourism and international business that has been already circulated by those industries. Whereas green money is new money that circulates from a new commodity or industry as a foreign exchange that doesn't exist at present. Another way, brown money is money from the grey market or money made from activities that have an adverse effect on environment and green money has a positive effect.

But the most popular or recently in the market is the concept of resalable goods and the market potential it has in treasure trove. In a way, the other concepts of brown money comes under the definition of brown money and the concept of money from resalable goods is like the green money. So let's understand this brown money from the perspective of green money.

The online portal olx.com has come up with the term "brown money" to describe goods that are no longer used and can be easily resold, by assessing the size and potential of these used goods economies.

A survey conducted by IMRB, a leading international market research and consultancy

firm, and olx.com, the online marketplace portal to sell and buy used goods, has come out with insights on value of stored goods in Indian urban households that can be resold. The survey was conducted in 12 sample cities and the value of the goods stock was Rs 17 crore. When projected across urban India, the value is expected to be around Rs 22,000 crore.

The survey included fifteen different types of goods and the most stocked categories were kitchen and home appliances, mobile phones, clothing, watches and books. About 4,800 customers were chosen randomly across the age group of 19-60 years for the study. According to Amarjit Batra, CEO olx.com, the value of the locked goods is so huge that people need to start thinking of its monetary value.

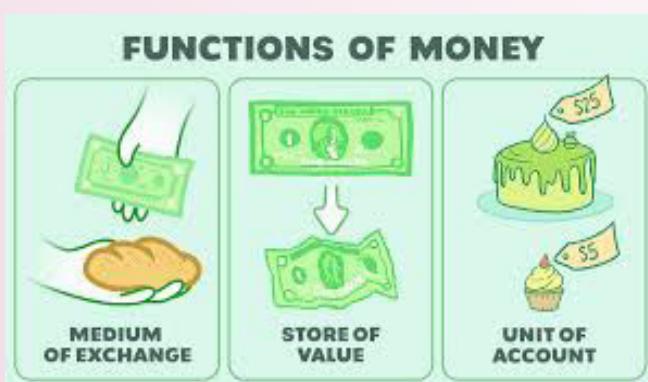
According to the survey, most Indians stock goods because they feel they will use it at a later date but that rarely happens. Second major reason was change of preferences and taste, even though the product was in good condition. Emotional attachment to the product was the third most popular reason. However, according to Dipankar Sen, Associate Vice President IMRB International, the younger generation showed a changed mindset where it is less sentimental and looks for faster product upgrade. He is also of the opinion that, with product life cycles getting shorter, customer to customer classified companies need to target the mobile generation and provide right platform for C2C trading. And C2C or consumer to consumer, is a business model where consumers sell and buy goods or services to each other online. This is different from other business



models like the Business to Consumer or B2C and Business to Business or B2B.

C2C trading takes place on online marketplaces, auction websites, and forums. The marketplace owner connects buyers and sellers, and may charge listing fees or a final value fee to the seller. The marketplace usually handles credit card transactions and in case of a dispute, the buyers and sellers can file an appeal during which the crypto involved in the trade is locked. This business model offers lower costs and higher prices for the buyers and sellers. Some examples are:- eBay, Etsy, Craigslist, Airbnb and Fiverr.

Now coming to my personal views, this process of brown money has a very rich and complex history just like the brown colour. I remember, during my childhood, a group of people from Rajasthan, who used to visit my birthplace Sunabeda with a portable furnace and used to collect old unused aluminium and brass articles to be melted and converted into beautiful artefacts like statues of Gods and Goddesses or household decoratives. And in return, they used to charge some money for transformation process. There, on the spot recycling was taking place in place of reselling. Same way, one old man used to come to convert the old tin cans into beautiful sieves to be used for sieving wheat or rice or black and brown grams. Then, those groups of people from western Odisha, who used to visit the place collecting old sarees, and other dress materials that, they used to convert into beautiful carpets by charging some making charges. And they used to collect the old



material, carry that to their place and after a gap of one or two months used to return to our place with those beautiful carpets, many of which are still in my house having the potential of getting resold as per the present day brown money concept. And, there was no marketplace charging any fees from them or is for getting connected to each other. It was mutual faith that was connecting us. And, in Odisha, the famous Odissi Pattachitra, the traditional intricate art form of Odisha are made on silks, palm leaves and pattas. And pattas are the fabric material prepared from old cotton sarees by applying glues from tamarind seed paste on which beautiful paintings are made using organic colours from natural things like rocks, leaves and other plant materials. And the entire village of Raghurajpur in Puri district of Odisha is a World Heritage Village where every household is engaged in this tedious process of Pattachitra making as its passion and profession. All these are examples of reuse and recycling process that is common in every nook and corner of India. Now in modern times, the middle men have come up to use such unused goods at a larger scale in factories by collecting the raw materials from the people through the kawadi walas and the latest trends of connecting the sellers and the buyers using the online marketplace where the products are reused in place of recycled.

While in Anna Nagar, Chennai, I used to sell my old newspaper, toys, and other unused kitchen



appliances and electronic goods to Dharmaraj, a regular kawadi wala, who used to tell me the stories of Chennai dockyard where, how old things being imported from other countries at a cheaper price had led the Indian unused products waiting for clearance and thereby the selling price of old newspaper had fallen down. Those five to ten minutes of investment of time of friendly conversation with those people, used to give me back huge returns of information of practical happenings of business cycles, be it the stories of flowers supplying old grandma, or the vegetable vendor who had worked in the Paradip port area of Odisha or the fruit seller who tells the story of banana business hampered by some big merchants of Andhra Pradesh who started using some closed chambers to ripen the bananas quickly which otherwise take more time and energy following the traditional organic methods, or the kozham podi seller who used to tell the story of stone quarries. Then those fruit sellers from the Madhavaram orchards or the Agarbatti sellers. I used to interact with every local vendor, buying products from them and getting information about their whereabouts and howabouts. And during the pandemic, while keeping one newspaper I had seen the advertisement for Write India Season 3 and my journey of writing had kindled that has brought me up to this stage where I am writing my sixteenth consecutive article and as a small investment of showing interest in this platform of IMPACT, I have earned huge opportunities to read several articles by several other eminent writers and of course the readers are like the compound interest earned whose feedbacks make me improve my articles. And maybe after I would have written several more articles making it to the sixtieth article, my entire stock of articles would turn out to be like the stocked goods to be reused elsewhere in some other publishing house.

Infact, very recently I participated in the India Writing Project-7, sharing my first article, with which I am connected very emotionally, yet decided to use that just like the goods to be resold, and

received a certificate of participation along with the feedback from the team IWP, which is like another huge return for me as an amateur writer. Moreover this participation connected me back with New Delhi, where my journey of becoming a civil servant changed its direction and I became a homemaker providing service to my family. But I am pretty sure, this small investment in the form of service to the family has huge returns for me stored as a treasure trove. That I will use elsewhere just like the brown money economy .

Change is the only constant and adopting and adapting to change is experiencing life. The brown money market is indeed a huge market and before those unused but still in good condition products make for recycling, if are reused fulfilling several people's needs, then indeed it's the green money reducing harmful effects of the environment caused in the process of fresh manufacturing. And given the amount of sentiments we Indians attach to the materials, it is a reliable and dependable source for the new concept just like earth and grounding and maybe being unused and stocked up in homes, those products are getting the negative vibes like loneliness, emptiness, sadness and isolation that can be removed by attaching those with a new and needy owner who will care for them till he or she feels like detaching oneself from the bondages of attachment by selling those products to the kawadi waalas to put them into the process of getting converted into new products .

In my home, it's like some antique collection of things, where my parents are using the HMT watches and Phillips radio that are fifty years old, the Usha table fan more than forty years old, the Atlas cycle more than thirty years old, the vernier calliper my father gave to my son is also more than thirty years old. The Japanese lighter, the Chinese fountain pen, the glass and brass utensils, when my parents had got married and many more things, all in good condition and still in use . But, in the present generation, where the government feel the necessity of projecting an active and

robust economy to be judged through its GDP of manufacturing sectors and thereby the life cycles of products are reduced and the young generation is exposed to newer products and also empowered with purchasing power, it is getting accustomed to the habit of replacing in place of repairing and reusing. But, even today those who try to survive through honest white money, get trapped by the red tapism process of the system and the gaps between the earnings of traditional skilled employees and modern IT and other service sector employees is huge. That is how, skilled labourers are trying to get engaged in regular source of income opportunities like real-estate projects and in their place new service providers like the Urban company are growing to provide services for our daily basis needs.

But in place of a single centralized service providing portal, if the innovation can be regional, engaging local talent for the local needs, that can help to reduce the gaps between haves and have nots. And at the same time it can be helpful to create a stable, honest and reliable restructuring of the economic activities giving a sense of relaxation, protection, comfort and grounding. Brown economy indeed resonates with the symbolic expression of brown colour. It can be simple and consumer friendly and can trap the potential of unused goods in the most steadfast way possible.

Ms. Chinmayee

Am a full-time homemaker and a self-taught passionate artist and an amateur writer looking forward to take my passions to a professional level. I have written certain situational stanzas in English and an amateur autobiography of my life experiences from 1999 to 2021 in Odia titled Baishi Pahache meaning on the 22nd step.



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Financial Literacy Among Indian Women: Bridging the Knowledge Gap

In recent years, financial literacy has emerged as a critical skill for personal empowerment and socioeconomic growth, especially in a rapidly developing country like India. Financial literacy, the understanding of financial concepts and the skills necessary to make informed decisions about money, is key to economic stability, reducing poverty, and empowering individuals. However, among Indian women, financial literacy levels remain notably low, a situation that presents both a challenge and an opportunity for the nation. In this article, we explore the current state of financial literacy among Indian women, factors contributing to the knowledge gap, and initiatives aimed at addressing this issue.

Understanding the Financial Literacy Gap

According to a 2019 National Centre for Financial Education (NCFE) survey, only about 27% of Indian adults were financially literate. While this number was low across both genders, it highlighted a significant gap: financial literacy among women was considerably lower than among men. This disparity in financial knowledge is even more pronounced in rural areas, where literacy levels and access to formal financial services are typically lower.

Key statistics:

1. The NCFE survey found that financial literacy rates for women were nearly 20% lower than for men.
2. According to a 2022 Deloitte report, fewer than 35% of Indian women actively manage their finances or make financial decisions in their households.
3. A large percentage of women in India remain unbanked, although initiatives like the Pradhan Mantri Jan Dhan Yojana (PMJDY) have increased access to banking facilities for millions of Indian women.

Why Financial Literacy is Vital for Indian Women

Financial literacy is more than just the ability to manage money. It has broad implications for





A STUDY ON SELF-HELP GROUPS IN INDIA

individual empowerment, family welfare, and even national economic growth. Some of the reasons financial literacy is particularly important for Indian women include:

1. Economic Empowerment: Financially literate women are more capable of managing their finances, saving, and investing, which can enable them to support themselves and their families independently.
2. Family Welfare: Women are often primary caregivers and decision-makers for family spending. A financially literate woman can contribute to better financial planning, savings, and investments, ultimately benefitting her family's long-term welfare.
3. Reducing Vulnerability: Financial literacy reduces dependency on others for financial decisions, which can be crucial in the face of life events such as marriage, divorce, or loss of a spouse.
4. Contribution to National Economy: Women make up nearly half of India's population. Empowering them financially could boost the country's GDP by up to \$700 billion by 2025, according to estimates from McKinsey Global Institute.

Factors Contributing to Low Financial Literacy Among Indian Women

There are various socio-cultural and structural factors that contribute to low financial literacy levels among Indian women:

1. Societal Norms and Gender Roles: Traditional gender roles have confined financial matters to the domain of men in many Indian households. Consequently, women are often excluded from financial decision-making, leading to a lack of exposure and familiarity with financial concepts.

2. Educational Barriers: Despite improvement, the literacy rate among Indian women remains lower than that of men. Basic literacy is often a foundation for financial literacy, as reading and understanding terms are essential in grasping financial concepts.

3. Limited Access to Financial Services: Although financial inclusion has improved with initiatives like PMJDY, many women, especially in rural areas, lack easy access to banks, financial advisors, or financial literacy programs.

4. Lack of Tailored Financial Education: Financial education programs are often generic and do not address the specific needs and circumstances of Indian women, particularly those with lower literacy levels or rural backgrounds.

5. Time Constraints: Due to household responsibilities and time constraints, many women do not have the opportunity to participate in financial education or literacy programs.

Initiatives to Improve Financial Literacy Among Indian Women

Addressing the financial literacy gap requires concerted efforts from the government, private



sector, and non-profit organizations. Over the past decade, numerous initiatives have been launched to empower women financially:

1. Government Schemes and Programs

Pradhan Mantri Jan Dhan Yojana (PMJDY): This national financial inclusion initiative has been instrumental in bringing women into the formal financial system. Through this program, millions of women now have bank accounts, enabling them to receive financial benefits directly.

RBI Financial Literacy Centres (FLCs): The Reserve Bank of India has set up Financial Literacy Centres across the country to educate individuals on financial concepts. Many of these centres have dedicated programs for women.

Self-Help Groups (SHGs): The government supports self-help groups, particularly in rural areas, that teach women to save, invest, and even engage in small-scale businesses. SHGs have been highly effective in improving financial literacy among women.

2. Non-Governmental Organizations (NGOs)

Numerous NGOs work on the ground to provide financial literacy training to women. Organizations like SEWA (Self-Employed Women's Association) offer financial education and help women access banking services, microcredit, and entrepreneurial training.



Microfinance Institutions: Microfinance organizations, such as Ujjivan and Bandhan, often integrate financial literacy into their lending processes, helping women borrowers understand debt management, savings, and investment.

3. Corporate and Private Sector Initiatives

Many private companies and financial institutions are increasingly involved in financial literacy programs as part of their Corporate Social Responsibility (CSR) initiatives. For example, HDFC Bank's 'Parivartan' program and ICICI Bank's financial literacy camps aim to educate women on managing finances, insurance, and digital banking.

Financial technology (FinTech) companies have also developed digital tools, apps, and programs to reach out to women, even in remote areas. These tools offer women easier access to learning resources and manage their finances digitally.

4. Digital Platforms and Mobile Applications

In the digital era, many women in India have gained access to smartphones and the internet. Several apps and digital learning platforms, such as Digital Green and GyanDhan, provide women with easy access to financial literacy courses, often in local languages.

Social media and platforms like WhatsApp are also being leveraged by NGOs and educational groups to disseminate financial literacy materials.

Key Areas of Financial Education for Women

For financial literacy programs to be effective, they need to address specific areas relevant to the daily lives and financial responsibilities of Indian women. Important topics include:

1. Basic Banking and Savings: Familiarizing women with bank accounts, types of savings accounts, and the importance of saving.
2. Budgeting and Expense Management: Teaching women how to budget household expenses, prioritize spending, and manage resources effectively.
3. Credit and Debt Management: Understanding loans, interest rates, and repayment responsibilities is crucial, especially for women who borrow from SHGs or microfinance institutions.
4. Investment: Educating women on investment options like fixed deposits, mutual funds, gold, and insurance policies to help them grow their savings and plan for the future.
5. Digital Banking and Cybersecurity: As digital banking becomes more prevalent, it is essential to educate women on how to safely conduct financial transactions online, including understanding the risks and precautions.



Challenges in Improving Financial Literacy

Despite these initiatives, challenges persist. Cultural resistance, particularly in conservative households, can prevent women from taking control of financial matters. Additionally, many financial literacy programs are underfunded, and there are still limited resources for tailoring educational content to meet the unique needs of women across diverse linguistic and cultural backgrounds.

Paving the Way Forward

Improving financial literacy among Indian women is a crucial step toward achieving greater gender equality and economic growth. To build upon existing efforts, it is essential to implement targeted, scalable, and culturally sensitive educational programs. Integrating financial literacy into school curriculums, incentivizing private-sector involvement, and leveraging digital technology are important ways forward.

WORKING OF SHGs

- GROUP FORMATION
- MEETINGS
- GROUP SAVINGS
- GROUP COMMON FUNDS
- ROTATION OF GROUP FUNDS
- BOOKS AND REGISTERS ARE MAINTAINED
- TRAINING
- ANNUAL AUDITING

An illustration showing a group of women in traditional Indian sarees working together, possibly at a bank or office. Above them is a stylized globe and a group of colorful, abstract human figures.

By equipping women with financial skills, India can empower a vast segment of its population, fostering a society where women are not only participants but leaders in economic decisions. Financial literacy can transform lives by empowering women, enhancing family welfare, and contributing to a more resilient economy for future generations.

Author: Ms. Priyanka Chowdry

The Transformation of a Tech Giant

In the tech world, few companies have achieved the level of ubiquity and cultural impact that Google has. Founded in 1998 by Larry Page and Sergey Brin while they were Ph.D. students at Stanford University, Google quickly transformed from a search engine into a powerhouse driving digital information access. However, as Google expanded into various ventures beyond its core search business—such as self-driving cars, health tech, and artificial intelligence—the need for a new structure became evident. In 2015, this need led to the birth of Alphabet Inc., a holding company meant to house Google and its ever-growing list of subsidiaries. Here's an in-depth look at the journey from Google to Alphabet, why this shift was necessary, and how it has shaped the tech landscape.



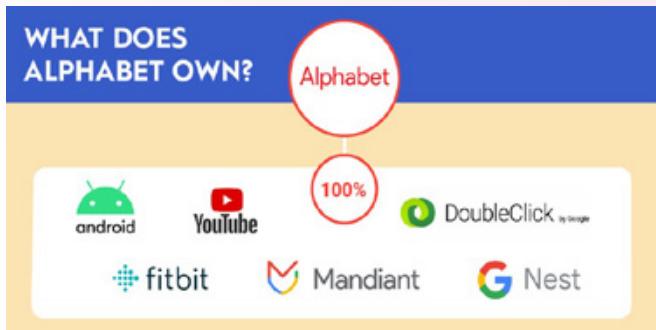
The Rise of Google: The Early Years

Google's humble beginnings trace back to a search algorithm called "PageRank," designed by Page and Brin to deliver more accurate search results by analyzing the relationships between websites. As its search engine became more popular, Google expanded rapidly into a variety of other services, including Gmail (2004), Google Maps (2005), and YouTube (acquired in 2006). By the late 2000s, Google had become synonymous with internet search and an essential part of online life for millions worldwide.

The early success of Google was largely attributed to its focus on innovation and user-centric design. Products were launched with the user's needs at the forefront, helping Google to dominate the search engine market and successfully branch into related sectors such as email, advertising (with the launch of AdWords), and eventually, mobile operating systems with Android.

Expansion into Diverse Sectors

By the early 2010s, Google's reach had extended well beyond search and advertising. Initiatives like Google Fiber, Google Glass, and the self-driving car project (now Waymo) reflected Google's ambition to shape the future in a broad array of sectors. However, this expansion also presented challenges. Operating a search engine, a video platform, a mobile OS, and experimental projects under a



single corporate umbrella became increasingly unwieldy.

Moreover, with Google as the face of all these projects, concerns grew over corporate governance and accountability. Investors worried that Google's experimental projects, many of which were still in developmental stages, might detract from the profitability of its core search and advertising business. Page and Brin recognized the need for a structure that could support their vision of pursuing "moonshots" while maintaining focus on Google's primary business.

The Formation of Alphabet Inc.

In August 2015, Google announced the creation of a new parent company, Alphabet Inc. This reorganization separated Google's core business (Search, YouTube, Android, and Ads) from its other experimental and growth-oriented projects. Larry Page took on the role of CEO of Alphabet, with Sergey Brin as President, while Sundar Pichai was appointed CEO of Google.

Alphabet's structure allowed Google's core business to be distinct and accountable, while other subsidiaries operated with greater autonomy. This included entities such as:

1. Waymo – focusing on self-driving technology.
2. Verily – dedicated to life sciences.
3. Calico – aiming to address aging and related diseases.
4. Google Fiber – providing high-speed internet access.

5. Nest – specializing in smart home technology (initially a separate division but later merged back with Google).
6. X (formerly Google X) – Alphabet's "moonshot factory," where it worked on projects like Loon (internet balloons) and Wing (drone delivery).

Alphabet provided an organizational structure that allowed each of these companies to operate with more independence, pursue their own goals, and measure their own success. This reduced the financial burden on Google's core business and appeased investors who were worried about the costs of these "bets."

Strategic and Financial Benefits of the Shift

The shift to Alphabet had several notable strategic and financial benefits:

1. Clearer Accountability and Financial Transparency: By separating revenue-generating entities from speculative projects, Alphabet allowed investors to better understand the financial performance of each business. This transparency made it clear how much the company was spending on experimental projects versus its core operations.
2. Focused Leadership: With Sundar Pichai as CEO of Google and Page and Brin overseeing Alphabet, the leadership could focus more sharply on distinct priorities. Google could continue enhancing its core





products, while Alphabet invested in ambitious and potentially transformative projects.

3. Innovation through Autonomy: Alphabet's structure provided autonomy to each subsidiary, which facilitated experimentation without impacting Google's primary operations. Projects like Waymo and Verily benefited from this independence, gaining room to operate with the agility needed for innovation.

4. Investor Confidence: The reorganization helped reassure investors, as it provided a clearer line between profitable units and more speculative projects. Alphabet's stock performed well post-restructuring, signaling confidence in the new approach.

Challenges and Criticisms

Despite the benefits, the Alphabet restructuring has not been without challenges. Some projects, like Google Fiber, faced significant hurdles and scaled back operations after hitting roadblocks in implementation. Others, like Loon and Wing,

have struggled to reach commercial viability. Furthermore, some critics argue that Alphabet's subsidiaries are too ambitious, lacking clear paths to profitability, which continues to raise concerns among some investors.

Additionally, the creation of Alphabet has not fully insulated Google from scrutiny. Regulatory bodies worldwide have continued to scrutinize Google's data privacy practices, market dominance, and advertising policies. The Alphabet structure has not alleviated concerns about data handling, antitrust, and competition, which remain pressing issues for Google.

Impact on the Tech Industry and Corporate Structure

Alphabet's creation has inspired other tech giants to reevaluate their structures, although few have opted for a similar reorganization. Alphabet's approach to segmenting and empowering various business lines has nonetheless demonstrated how tech companies can pursue both core and emerging business areas effectively.

Alphabet's restructuring was not just a business move but a reflection of an evolving tech industry where companies increasingly straddle multiple fields and push the boundaries of technology. Alphabet's model has allowed the company to maintain a leading role in areas as varied as digital advertising, artificial intelligence, healthcare, and transportation.

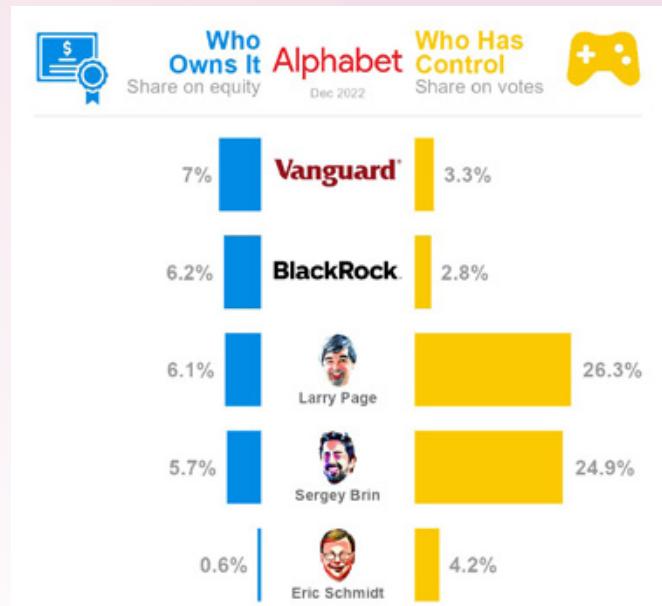


The Future of Alphabet

With the recent resignation of Larry Page and Sergey Brin from their day-to-day roles, Sundar Pichai has assumed the role of CEO for both Alphabet and Google, signaling a potential new phase for the company. Pichai's dual role may bring Alphabet closer to Google, potentially reshaping the balance between the company's experimental and core projects.

As technology continues to advance, Alphabet faces both opportunities and challenges in sectors that may define the future. From quantum computing and healthcare to AI and climate change, Alphabet's subsidiaries are working on ambitious projects that have the potential to redefine industries. Whether Alphabet's experimental bets can yield sustainable profits remains to be seen, but its structure enables the company to continue pursuing "moonshots" while retaining stability.

The transition from Google to Alphabet was a bold move that redefined the company's organizational strategy. By creating a parent company, Google's founders addressed the challenges of managing a



sprawling tech empire, allowing their core business to thrive while supporting innovative projects with far-reaching potential. Today, Alphabet stands as a testament to how reimaging corporate structures can unlock new possibilities for growth and innovation, setting a model for the future of large tech conglomerates.

Author: Mr. M. Swaminathan

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How Sardar Patel Clean Bowled Pandit Nehru And Saved Hyderabad

Even after Independence, the Nizam of Hyderabad refused to merge his State with India. Instead, he quietly started negotiating with Pakistan sending his Chief Minister Laik Ali to Karachi.

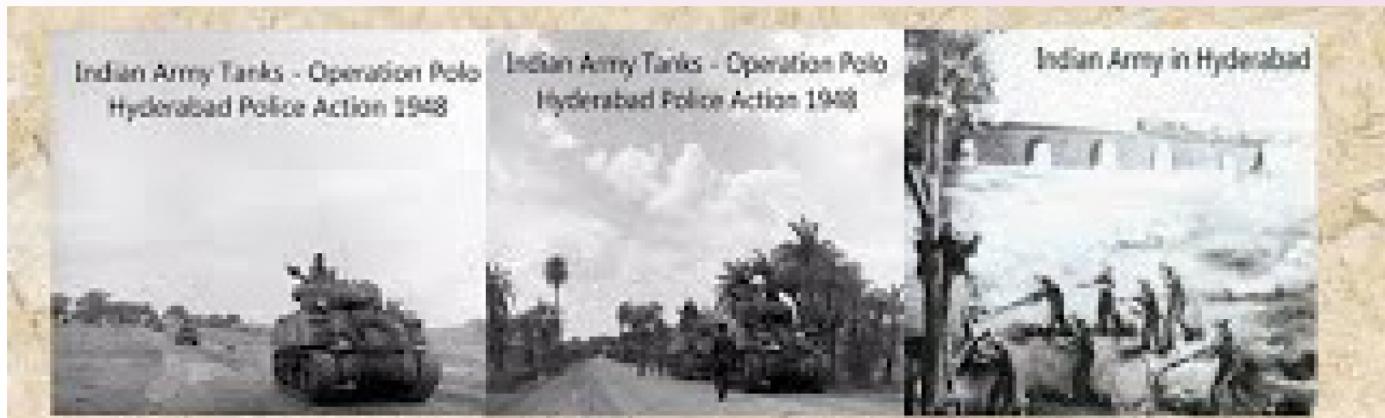
In the meantime, taking advantage of the vacillation of the Indian Prime Minister Pandit Nehru, a militant leader known as Kasim Razvi, propped up. He trained a huge army of his own, known as Razackars, holding the

whole State of Hyderabad including the Nizam into ransom, unleashing violence particularly against the Hindus, trying to chase them away from Hyderabad. The anarchy in the State of Hyderabad attained a peak, during August – September 1948.

Prime Minister Pandit Nehru, as usual was silent. However, the Deputy Prime Minister Sardar Patel, who was in charge of the Home Ministry was furious and was keen to send the Indian Army to

OPERATION POLO
(13 Sept - 18 Sept 1948)





Indian Army captured Hyderabad through Operation Polo

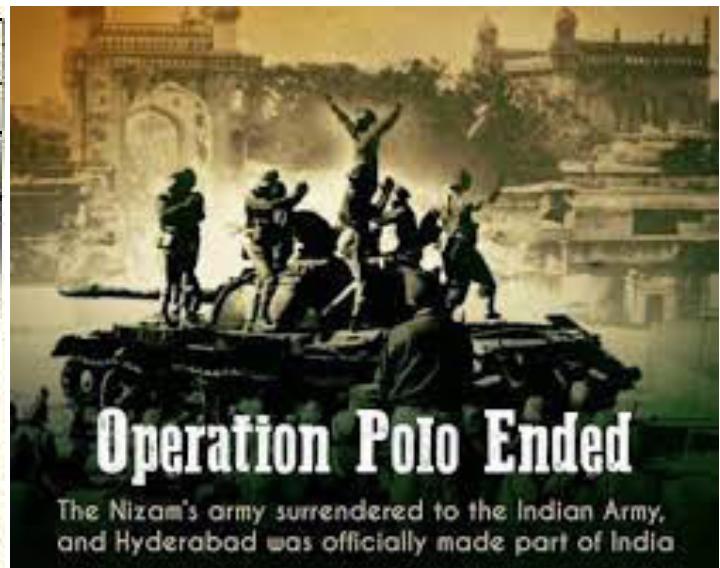
Hyderabad and put an end to the violence there. Pandit

Nehru objected to this line of action, because he was 'worried' about the possibility of an open war

between India and Pakistan and also about the International reaction.

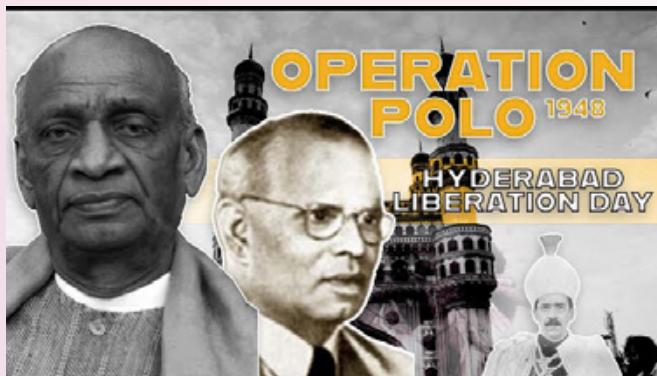
Fortunately for India, the British Governor General Lord Mountbatten who was responsible for Pandit





Nehru's wrong decision in the matter of Jammu and Kashmir, had left India for good and Rajaji had become the Governor General. Pandit Nehru and Sardar Patel, who had conflicting views on the action to be taken on Hyderabad, went and met Rajaji in the then Viceregal Palace. During the tripartite discussion, Rajaji also shared the concern of Pandit Nehru. However, Sardar Patel who had kept his 'Cards close to his chest' said, "Let us send the army under the name of 'Police Action' instead of 'Military Operation'". Immediately Rajaji pounced upon the idea and told Nehru "As per the suggestion of Sardar Patel let it be 'Police Action' and so the whole operation be handled by the Home Ministry headed by Sardar Patel". Finally, Pandit Nehru yielded. This happened on 9th September 1948.

After Sardar Patel took over the entire planning, which was called "OPERATION POLO",



he instructed Major General J.N. Chaudhari to march towards Hyderabad. On Monday morning the 13th of September, Major General J.N. Chaudhari embarked on a two pronged advance, the main force moving from Sholapur to Hyderabad and a smaller one from Bezwada (now Vijayawada) to Hyderabad by Road, and occupied Hyderabad on 15th September (within 2 ½ days). Major General J.N. Chaudhari took charge as the Military Governor on the morning of 18th September, putting a full stop to the Hyderabad carnage.

But for the diplomacy of Sardar Vallabhai Patel, we would have lost the entire State of Hyderabad, a part of which is to-day's Telangana State.

Dr. H.V. Hande

*Former Health Minister of
Government of Tamilnadu.
Founder & Director of
Hande Hospital.*



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Humanize Artificial Intelligence

Artificial intelligence (AI) is becoming increasingly integrated into various aspects of human life—from healthcare and education to entertainment and personal assistants. However, as AI systems grow more powerful and autonomous, there's an urgent need to "humanize" AI: to make it more sensitive to human values, emotions, and ethics. "Humanize AI" is not about making machines more human-like but about ensuring that AI technologies are designed and

operated in ways that prioritize human welfare, empathy, and moral integrity. In this article, we'll explore what it means to humanize AI, why it's important, and some key approaches and challenges in achieving this goal.

1. What Does It Mean to Humanize AI?

Humanizing AI refers to the effort of aligning AI systems with human-centric values and behaviors. This doesn't mean giving machines emotions or consciousness but rather designing them to consider and respect human needs, emotions, social norms, and ethical boundaries. At its core, humanized AI should:

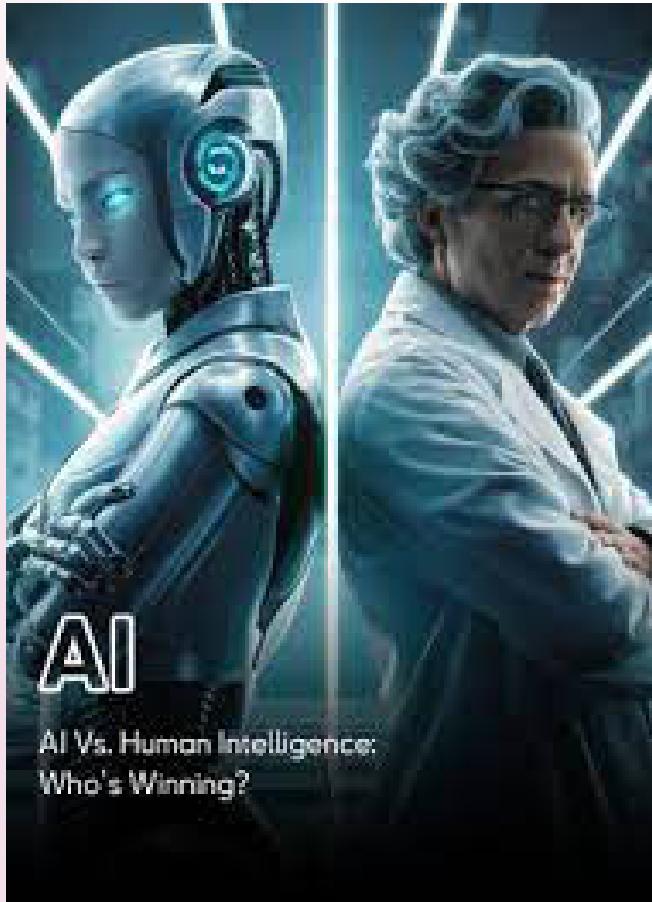
Enhance human well-being: Serve as a tool that improves quality of life, whether through personalized healthcare, adaptive education, or enriching social interactions.

Respect ethical values: Ensure fairness, transparency, accountability, and avoid biased decision-making.

Support empathy and understanding: Recognize and appropriately respond to human emotions, behaviors, and cultural contexts.

Prioritize human agency: Empower users by maintaining transparency in decision-making and giving people control over their interactions with AI.

In practice, humanizing AI can mean anything from creating a chatbot that responds with





AI Vs Human Intelligence 2024: A Comparative Study Of Powerful Impact

empathy during a counseling session to ensuring that autonomous driving systems respect ethical considerations on the road.

2. Why Is Humanizing AI Important?

a. Building Trust

Trust is fundamental in any human-technology relationship. If AI systems are to make decisions or influence important aspects of our lives, such as health or career options, users must trust that these systems act with their best interests in mind. Humanizing AI helps foster this trust by making AI more predictable, transparent, and sensitive to user needs.

b. Reducing Bias and Promoting Fairness

AI systems trained on biased data can reinforce social and cultural stereotypes, often resulting in discriminatory behavior. By embedding ethical and

empathetic frameworks, we can humanize AI to reduce biases and make decisions that are fairer and more inclusive, especially when it impacts diverse communities.

c. Ensuring Ethical Accountability

Autonomous systems like drones, self-driving cars, or medical diagnostic tools pose ethical risks if left unchecked. Humanizing AI can help ensure that these technologies operate within a set of moral and ethical guidelines, providing accountability for the decisions they make.

d. Improving User Experience

AI systems that can understand and adapt to human emotions and needs provide a more satisfying user experience. For example, a digital assistant that can detect frustration in a user's tone and respond appropriately can make interactions smoother and more natural.

3. Approaches to Humanizing AI

a. Incorporating Ethical AI Frameworks

Ethical AI frameworks help establish guidelines that AI systems can follow to ensure human welfare. For example, principles such as fairness, accountability, transparency, and respect for privacy are being adopted by many AI developers. These frameworks can guide the design and application of AI systems in ways that minimize harm and maximize societal benefit.

b. Integrating Emotion Recognition and Empathy

While AI can't "feel" emotions, it can be programmed to recognize and respond to human emotions. Emotion recognition technologies use facial expressions, vocal tone, and other cues to gauge a user's emotional state, allowing AI systems to tailor responses accordingly. For instance, an AI tutor could detect if a student is struggling or frustrated and offer encouragement or simplify explanations.

c. Fostering Cultural Sensitivity

AI systems deployed globally need to be sensitive to different cultural contexts, values, and languages. Humanizing AI involves ensuring that it respects local norms and customs. For instance, a healthcare chatbot in India should be able to handle region-specific medical concerns and respond in a culturally respectful manner, making users feel understood and respected.

d. Ensuring Explainability and Transparency

Explainability is crucial for building user trust, as it allows people to understand how an AI arrived at a specific decision. For example, in hiring AI, an explanation of why certain candidates were selected or rejected can make the process fairer. When AI



systems provide clear explanations, users are more likely to trust and engage with them.

e. Embedding Fairness and Diversity in Training Data

Humanizing AI means eliminating data bias as much as possible. Bias in training data can lead to skewed outcomes, so it's essential to ensure that datasets are representative of diverse populations. This involves careful selection of training data and regularly monitoring the system for unintended biases in its decisions.

f. Encouraging Human-AI Collaboration

Humanizing AI isn't about replacing humans but about complementing and enhancing human skills. Human-AI collaboration involves designing AI to work alongside people, leveraging human creativity, judgment, and empathy while relying on AI for pattern recognition, data processing, and other computational tasks.

4. Challenges in Humanizing AI

Despite the benefits, humanizing AI comes with its own set of challenges:



Technical Limitations: Emotion recognition and understanding of context remain technically challenging. Misinterpretation of emotions or cultural nuances can lead to inappropriate or counterproductive responses.

Ethical and Privacy Concerns: Emotion recognition and data collection for personalization raise concerns about privacy. Striking a balance between personalization and user privacy is essential to avoid intrusive or manipulative AI.

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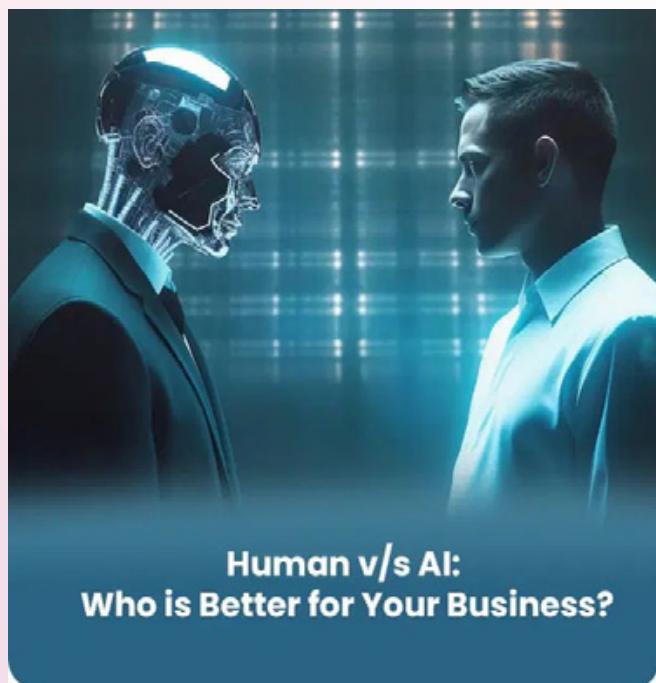
Bias in Data and Algorithms: Eliminating bias is an ongoing challenge. Even with the best intentions, biases can slip into AI systems, especially in areas like hiring, law enforcement, or lending.

Complexity of Human Emotions and Cultural Differences: Human emotions and cultural norms are complex and fluid, making it difficult to program AI to interpret them accurately. An AI that is too simplistic might appear insincere, while one that's too intrusive might be seen as invasive.

Ethics in Autonomous Decision-Making: As AI becomes more autonomous, it will face ethical dilemmas—such as deciding between the lesser of two harms in a self-driving car scenario. Designing ethical decision-making capabilities for autonomous AI remains a significant hurdle.

5. Future of Humanized AI

The future of humanized AI lies in creating systems that are not only technically proficient but also socially and ethically conscious. Here are a few trends that could shape the future:



Advances in Human-Centered AI Research: As more AI research focuses on human-centered design, we can expect new frameworks and techniques that make AI systems more responsive to human values and ethical standards.

Regulations and Standards for Ethical AI: Governments and international organizations are increasingly considering regulations that enforce transparency, accountability, and fairness in AI. This regulatory push will likely lead to the development of more humanized AI systems.

Cross-Disciplinary Collaboration: Developing humanized AI requires collaboration across fields like psychology, ethics, sociology, and computer science. This multidisciplinary approach can help create systems that better understand and align with human behavior.

Greater Focus on AI Literacy: Educating the public about AI will empower users to make informed decisions about AI interactions. Increased AI literacy can also reduce fear and resistance, allowing more seamless integration of humanized AI into society.

Humanizing AI is an essential step toward building a future where artificial intelligence enhances human life while respecting our ethical and emotional boundaries. By designing AI systems that prioritize empathy, fairness, and transparency, we can create tools that not only solve problems but do so in ways that honor human values. In a world where AI's role is ever-expanding, a humanized approach to AI development is key to ensuring that this technology serves as a positive and responsible force in society.

Make Artificial Intelligence More Aligned with Human Values and Needs.

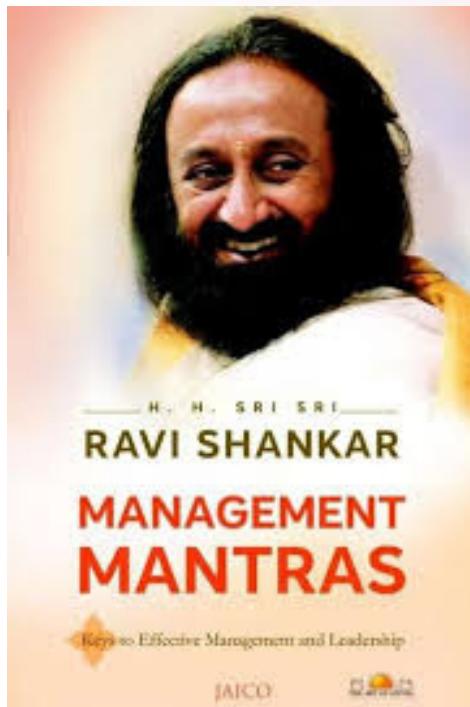
Author: Mr. Lakshmi Narasimhan

Book Review

MANAGEMENT MANTRAS

By

SRI SRI RAVI SHANKAR



Published by Sri Sri Publications Trust, 21st KM, Kanakapura Road, Bangalore.

First edition in October 2013.

Price Rs 249.

Organizations in the world over are interested in preventing their work force from getting burnt out due to work stress. Views differ on the practices to ensure the employees perform persistently.

In this book Sri Sri offers valuable tips to the managers to become more effective in their roles and also on how to develop a conducive work environment so that both the Employer and the Employees add value to each other.

About the Author

Sri Sri is a spiritual leader and humanitarian. Born in 1956 in Papanasam, Tamilnadu, he established the Art of Living, an international educational



Management Mantras Alok Kejriwal in conversation with Sri Sri

NGO with UNESCO consultative status in 1982. It aims to relieve individual stress, societal problems and violence. It has presence in 152 countries today. The Art of Living is one of the largest voluntary organizations in the world.

Good Leadership

A good leader creates leaders, not followers.

He accepts challenges which he sees them as opportunities.

He has long term vision but short term plans to work on it.

He does not exhibit that he is a leader. He becomes one among everybody.

Developing good human relationship qualities is a necessary quality for a successful leader.

He has the patience to listen to those working with him.

He creates a sense of belonging among his people and a sense of responsibility.

He is an effective communicator, communicates properly, clearly and freely with his people.

He defends his intentions, not his actions.

His golden rule is to be awake. When you are awake, you can't help but be dynamic.

Innovation

We need the following four factors for innovation in business-

Absorbing wisdom from our elders

Maintaining our creativity

Cope with uncertainty and

Free ourselves from stress by learning how to handle it.

We need to give people a vision. Those who have a vision or a dream can go ahead and develop business.

When we innovate, we succeed. This is measured by the smile we have on our faces. But unfortunately,

the higher we go, the grimmer we become. We should not allow this to happen.

Ethics in Business

People follow ethics out of fear- fear of losing the job, fear of starvation or fear of prosecution. People also behave ethically out of a natural sense of commitment to their work.

Stress and mistrust among colleagues within the organization is a big hindrance to ethics. For a business to run based on sound ethics, you need to create an atmosphere of trust and caring. You need to develop a more human face to the business.

But often people think that they can get away with a little bending of their ethics and make some quick and easy money and they believe that will be able to sustain such actions. But this has to be proved to be an illusion in many cases including Enron and some Dotcom companies. We need to instil faith in morality and faith in ethics at all levels in business.

The big 'C' of Corruption can be countered by 5 other 'Cs'. They are-

Connectedness

Courage

Care

Compassion and

Commitment.

The ABC of Life

Awareness, Belongingness and Commitment- the ABC of Life- can enhance human values among us today.

Awareness of sustainable development, environmental awareness, human values and ethics in business.



Sense of Belongingness to the organization brings success.

A and B bring Commitment which leads to progress.

The Last Thing- SMILE

We often forget to smile. A little bit of humour can keep us out of trouble.

When you are upset or angry, please look at your face in the mirror. Most of your negative emotions will disappear because your face will show so much ugliness when you are angry.

Sometimes you are afraid that if you smile, somebody will take advantage of you. There is no point in living like that.

Your success is measured by the smile you possess.

R. Venugopal

*Mr. Venugopal has served in
LIC of India from 1968 to 2006
for 38 years and retired as an
Executive Director.*

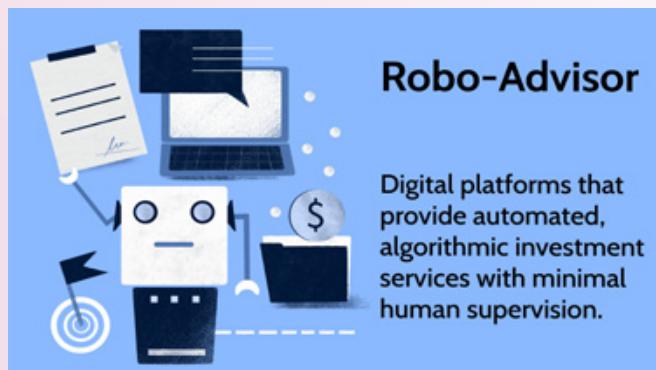


Automated Investing

The rapid rise of financial technology, or “fintech,” has dramatically transformed the way people interact with money, from online banking to investing. One of the most significant developments within fintech is automated investing, where digital platforms and algorithms make managing investments accessible and efficient for the average person. Automated investing has democratized finance, enabling individuals to grow their wealth without the complexities of traditional investment routes. In this article, we’ll explore the nature of fintech, the impact of automated investing, and the benefits and considerations of using such platforms.

Understanding Financial Technology (Fintech)

Fintech encompasses the use of technology to improve, automate, and simplify financial services. Fintech companies create digital solutions that make financial services more accessible, efficient, and secure. This includes everything from mobile banking apps and online payment platforms to more complex areas like cryptocurrency, crowdfunding, and, of course, automated investing.



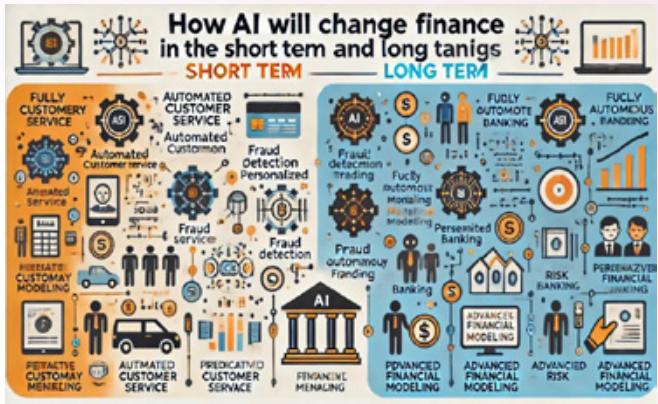
Fintech companies leverage big data, artificial intelligence (AI), and machine learning to understand user behavior, make data-driven decisions, and offer personalized financial services. By streamlining these services and eliminating traditional barriers, fintech has democratized access to banking, lending, and investing, enabling users to manage their finances conveniently through mobile apps and digital platforms.

What is Automated Investing?

Automated investing refers to investment strategies that use algorithms and machine learning to manage investment portfolios on behalf of the user. These platforms, often referred to as “robo-advisors,” provide a seamless way for individuals to invest based on predefined strategies, financial goals, and risk tolerance levels.

Automated investing typically involves these key components:

1. Algorithm-Driven Investment Decisions: Automated investing platforms use algorithms to make portfolio decisions that align with the user’s investment goals. The algorithms consider factors like asset allocation, market trends, and historical data to make informed investment choices.
2. Passive Investing Approach: Most robo-advisors follow a passive investing approach, building diversified portfolios using exchange-traded funds (ETFs) or index funds. This approach aims to mirror the performance of the market rather than actively trying to outperform it.



3. Customization and Personalization: Users can set specific goals, such as retirement savings, emergency funds, or wealth accumulation. The platform then tailors the investment strategy to help meet these goals within a given timeline.
4. Automatic Rebalancing: Over time, market fluctuations may alter the composition of an investment portfolio, making it necessary to rebalance to maintain the desired asset allocation. Robo-advisors automatically rebalance portfolios to ensure they remain aligned with the user's financial objectives and risk profile.
5. Low Costs: Since robo-advisors are largely automated and do not require constant human intervention, they often come with lower management fees compared to traditional financial advisors.

Evolution of Automated Investing

The concept of automated investing began to gain popularity in the aftermath of the 2008 financial crisis, as fintech startups emerged to offer affordable and accessible investment solutions. The first generation of robo-advisors focused on providing basic, low-cost portfolio management services. Companies like Betterment and Wealthfront in the United States pioneered this model, allowing users to create investment accounts with low minimum balances and manage them at a fraction of the cost of traditional advisors.

As technology advanced, so did the capabilities of robo-advisors. Today's platforms integrate artificial intelligence (AI) and machine learning to deliver highly personalized financial advice, optimize tax efficiency, and incorporate sustainable investment options, making automated investing an attractive option for a wide range of investors.

Advantages of Automated Investing

Automated investing has become popular due to the numerous advantages it offers. Here's a look at some key benefits:

1. Accessibility and Convenience: Automated investing platforms are typically available through mobile apps or online platforms, making it easy for users to open accounts, set investment goals, and monitor their portfolios from their smartphones or computers.
2. Lower Fees: Traditional financial advisors often charge 1-2% of assets under management, while robo-advisors generally charge much lower fees, typically around 0.25-0.50%. These cost savings allow investors to retain more of their returns.
3. Efficient Portfolio Management: With automatic rebalancing, tax-loss harvesting, and algorithm-based decision-making, robo-advisors can manage portfolios efficiently, reducing the need for constant manual oversight.
4. Diversification and Risk Management: Robo-advisors often build diversified portfolios by investing in a range of asset classes, such as stocks, bonds, and international assets, helping to mitigate risks associated with individual assets or markets.
5. Financial Goal Setting: Many platforms allow users to set financial goals like retirement, buying a home, or saving for a child's education. The platform then builds and manages a portfolio aimed at achieving those goals, providing regular progress updates.
6. Reduction of Human Bias: Automated investing reduces the impact of human

bias, which can often lead to poor financial decisions driven by emotions like fear or greed. Algorithms base their decisions on data and pre-established rules, minimizing errors that stem from cognitive biases.

Types of Automated Investing Solutions

The automated investing landscape offers different types of solutions, catering to a diverse range of investors:

1. Basic Robo-Advisors: These provide straightforward portfolio management services, typically using low-cost ETFs to create diversified portfolios that align with an investor's risk tolerance.
2. Hybrid Robo-Advisors: Hybrid robo-advisors combine automated investing with access to human advisors. This model allows investors to enjoy the benefits of automation while still having the option to consult with a financial professional when needed.
3. AI-Powered Robo-Advisors: AI-based robo-advisors use advanced algorithms and machine learning to analyze market trends, predict potential risks, and offer more personalized investment advice.
4. Thematic and Sustainable Investing Platforms: Some automated investing platforms allow users to invest in specific themes, such as clean energy, technology, or ethical companies. This has gained popularity among socially conscious investors looking to align their portfolios with their values.

Popular Automated Investing Platforms

Several automated investing platforms operate globally, each offering unique features and advantages:

1. Betterment: One of the earliest robo-advisors, Betterment offers personalized portfolios, automatic rebalancing, and tax-efficient



strategies. It provides both digital-only and hybrid advisory services.

2. Wealthfront: Known for its tax optimization and goal-based investing, Wealthfront has made it easy for users to set and monitor specific financial goals through a fully digital platform.
3. Acorns: Acorns rounds up users' purchases to the nearest dollar and invests the spare change. This "micro-investing" approach makes it particularly popular among younger investors.
4. Stash: Stash combines investing with banking, allowing users to invest small amounts into diversified portfolios. Stash also provides educational resources to help users learn more about investing.
5. Vanguard Digital Advisor: Vanguard's robo-advisor is known for its low fees and passive investment strategies, building portfolios with Vanguard's low-cost index funds.

Automated Investing in India

The automated investing trend has gained traction in India as well, with platforms like Groww, Paytm Money, Upstox, and Zerodha democratizing access to investment opportunities. While these platforms primarily focus on direct stock and mutual fund investments, they incorporate automated features such as risk-based recommendations, portfolio rebalancing, and financial goal-setting.

Regulations from the Securities and Exchange Board of India (SEBI) have also shaped the growth

of automated investing by introducing standards and requirements for investor protection. As India's fintech landscape continues to expand, more Indians are expected to adopt automated investing, contributing to broader financial inclusion and literacy.

Factors to Consider Before Using Automated Investing

While automated investing offers numerous benefits, there are several factors to consider before opting for a robo-advisor:

1. Investment Goals and Horizon: Automated investing is generally more suitable for long-term goals, such as retirement or education. Investors with short-term goals may require more flexibility than automated platforms typically offer.
2. Risk Tolerance: It's essential to select a robo-advisor that offers customization options to match your risk profile. Some platforms may be more aggressive, while others focus on capital preservation.
3. Fees and Costs: While robo-advisors are generally less expensive than traditional advisors, some charge additional fees for premium services. It's important to understand the fee structure and calculate its impact on potential returns.
4. Level of Personalization: Many basic robo-advisors use generalized algorithms that may not account for individual financial complexities. Investors with complex needs



may benefit from hybrid platforms that combine automation with access to a human advisor.

5. Tax Implications: Tax-loss harvesting is a feature on some platforms that can help reduce tax liabilities. It's important to choose a robo-advisor that offers tax-efficient strategies if minimizing taxes is a priority.
6. Customer Support: Some investors may prefer having access to customer support or advisory services. Platforms with dedicated customer service may be more appealing to investors who want the option of speaking with a representative.

The Future of Automated Investing

The future of automated investing is promising, with continued advancements in AI, machine learning, and big data analytics likely to shape its evolution. Personalized and adaptive investment solutions will become increasingly accessible, catering to individual needs and financial situations with higher precision.

As financial literacy and digital adoption continue to increase worldwide, automated investing is expected to play a significant role in enhancing financial inclusion and bridging the wealth gap. Furthermore, integration with new technologies such as blockchain and enhanced data privacy standards could make automated investing even more secure, transparent, and efficient.

Financial technology and automated investing have redefined how people invest and manage their wealth, offering accessible, affordable, and effective solutions to a broader population. By eliminating the barriers traditionally associated with investing and using data-driven insights to create personalized strategies, robo-advisors empower.

Author: Ms. Aishwarya Balaji

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