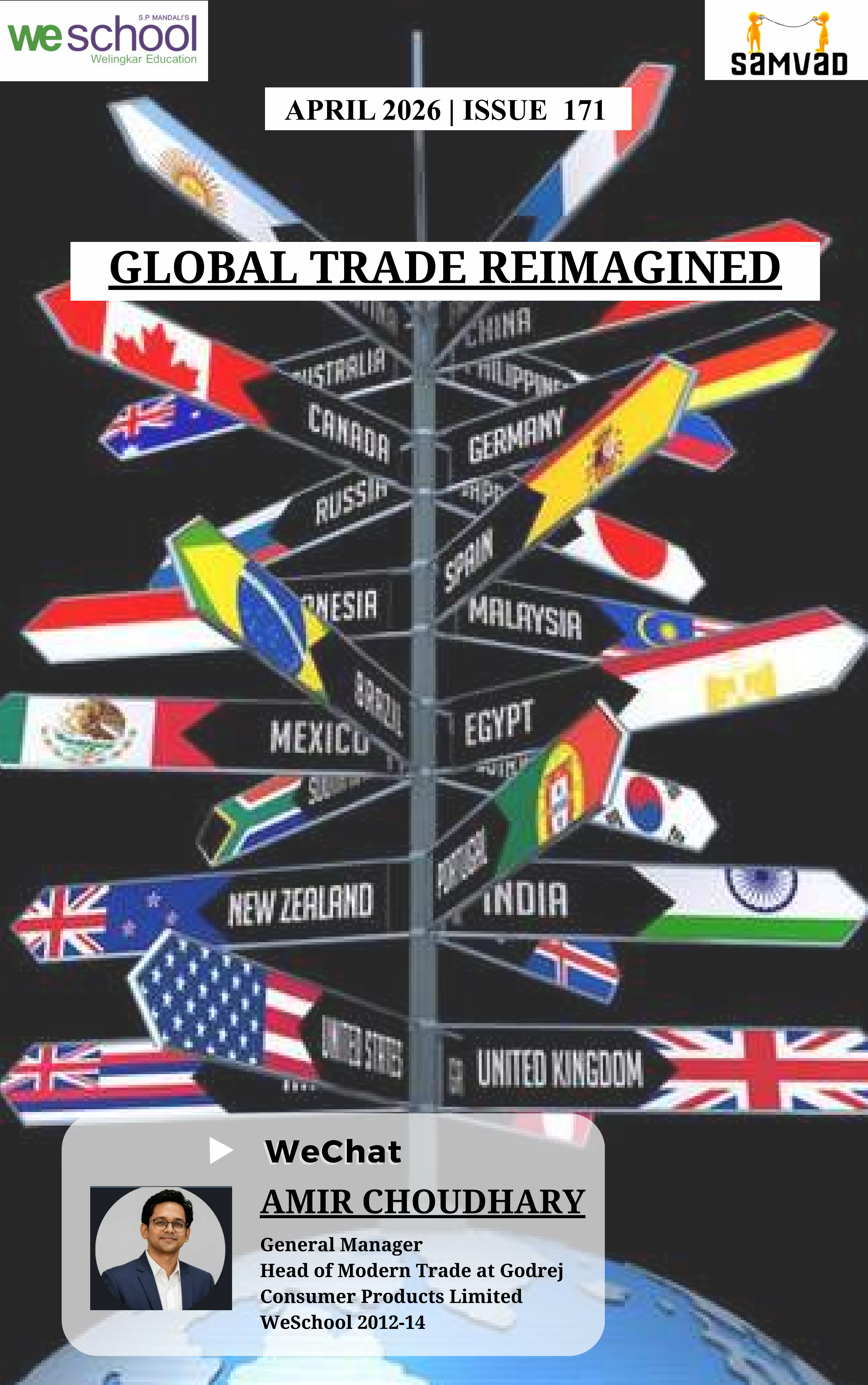


APRIL 2026 | ISSUE 171

GLOBAL TRADE REIMAGINED



WeChat



AMIR CHOUDHARY

General Manager
Head of Modern Trade at Godrej
Consumer Products Limited
WeSchool 2012-14

MESSAGE FROM THE DIRECTOR

Dear Readers,

It gives me great pride to introduce SAMVAD's edition every month. Our SAMVAD team's efforts seem to be paying off, and our readers seem to be hooked onto our magazine. At WeSchool, we try to acquire as much knowledge as possible and share it with everyone.



Prof. Dr. Uday Salunkhe
Group Director

As we begin a new journey with 2026, I sincerely hope that SAMVAD will reach new heights with the unmatched enthusiasm and talent of the entire team.

Here at WeSchool, we believe in the concept of AAA: Acquire Apply and Assimilate. The knowledge you have acquired over the last couple of months will be applied somewhere down the line. When you carry out a process repeatedly, it becomes ingrained in you and eventually tends to come out effortlessly. This is when you have assimilated all the knowledge that you have gathered.

At WeSchool, we aspire to be the best and unique, and we expect nothing but the extraordinary from all those who join our college. From the point of view of our magazine, we look forward to having more readers and having more contributions from our new readers.

SAMVAD is a platform to share and acquire knowledge and develop ourselves into integrative managers. Our earnest desire is to disseminate our knowledge and experience with not only WeSchool students but also the society at large.

Prof. Dr. Uday Salunkhe,
Group Director

ABOUT US



OUR VISION

“To nurture thought leaders and practitioners through inventive education.”

CORE VALUES

Breakthrough Thinking and Breakthrough Execution

Result Oriented, Process Driven Work Ethic

We Link and Care

Passion

“The illiterate of this century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.” -Alvin Toffler.

At WeSchool, we are deeply inspired by the words of this great American writer and futurist. Undoubtedly, being convinced of the need for a radical change in management education, we decided to tread the path that led to the corporate revolution.

Emerging unarticulated needs and realities require a new approach in both thought and action. Cross-disciplinary learning, discovering, scrutinizing, prototyping, learning to create and destroy the mind’s eye needs to be nurtured differently.

WeSchool has chosen the ‘design thinking’ approach towards management education. All our efforts and manifestations, as a result, stem from the integration of design thinking into management education. We dream of creating an environment conducive to experiential learning.

FROM THE EDITOR'S DESK

Dear Readers,

Welcome to the 171st Issue of Samvad!

SAMVAD is a platform for “Inspiring Futuristic Ideas”. We constantly strive to provide thought-provoking articles that add value to your management education.

We have an ambitious goal of becoming one of the most coveted business magazines for B-school students as well as industry experts across the country. To help this dream become a reality, we invite articles from all management domains, so as to impart a holistic view, and bridge the gap between industry veterans and students through our WeChat section.

In this special issue of SAMVAD, we focus on the theme of **Global Trade Reimagined**, featuring an exclusive WeChat interaction with **Amir Choudhary, General Manager-Head of Modern Trade at Godrej Consumer Products Limited**. Through his insights, we explore how the global trade is changing at a rapid speed to accommodate the disruptions amid changing times.

The current global trading system is experiencing a rapid shift, with resilience and regionalization emerging as the core concerns for the shift. Recent geopolitical tensions, systemic disruptions and trade disputes are changing the existing power structures, hence resulting in a sophisticated restructuring which is altering the way multinational corporations and business in general perform. Investments in regional trade and friend-shoring is the go to for now. Markets that never existed are emerging now with these shifts. At the same time, technological innovations with AI at the helm and concerns for the sustainability are raising the standards with which business world operate. Carbon credits, green logistics and carbon border adjustments are the new normal for global trade. These tactics are now a fundamental financial and operational necessity for responsible trading. The future for the global trade is one built on durability, with the right optimization of existing channels and building new ones that are capable of withstanding the VUCA world with all its uncertainties.

This edition intends to examine the fundamental shift in perspective regarding how global trading system has evolved and will keep doing so. This is also an attempt to see how the future will look with all the agile networks aimed at balancing cost and quality. Through insightful articles, interviews, and infographics, we aim to make this complex subject relatable and relevant to you.

A heartfelt thanks to the entire SAMVAD team, faculty members, and contributors who have shaped this issue with dedication and clarity.

We hope you have a great time reading SAMVAD!

Let's read, share and grow together!

Best Regards,

Team Samvad

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Amir Choudhary

General Manager
Head of Modern Trade at Godrej Consumer
Products Limited

WeSchool 2012-14

What is the most significant change shaping the future of global trade, and why should MBA students pay attention to it?

The biggest shift is the move from globalization to resilient globalization. Companies are no longer optimizing only for cost; they are optimizing for resilience, speed, sustainability, and consumer responsiveness.

In the FMCG industry, we've seen how disruptions in global supply chains, commodity price volatility, and geopolitical events can impact everything from sourcing raw materials to product availability on retail shelves. At GCPL, for example, business decisions increasingly balance efficiency with supply security, ensuring consumers continue to find trusted brands despite external disruptions.

MBA students should understand that future business leaders won't just manage growth—they'll manage uncertainty.

Which skills will give MBA graduates a competitive edge in the evolving global business landscape?

Three skills stand out:

- Data-driven decision making
- Digital and AI fluency
- Stakeholder management

Success isn't just about selling products. It requires aligning sales, supply chain, finance, marketing and customers around one common objective.

For example, managing a national retail account requires balancing retailer expectations, factory capacities, demand forecasts and profitability simultaneously. The ability to influence without direct authority is often more valuable than technical expertise.

How can MBA students prepare themselves for careers in international business despite having limited global exposure?

Global exposure starts with a global mindset. Students should follow international consumer trends, understand how multinational companies build brands across markets and study how global supply chains operate.

One interesting example is how consumer preferences differ dramatically across countries. Even within India, purchasing behaviour varies significantly across channels like Modern Trade, E-commerce and General Trade. Understanding these differences develops the adaptability required for international business.

In your opinion, how is AI transforming global trade, and what opportunities does it create for future managers?

AI is transforming business from reactive decision-making to predictive decision-making.

AI can improve demand forecasting, inventory optimization, assortment planning and pricing decisions.

For example, at GCPL, better forecasting directly improves product availability while reducing excess inventory. AI enables organizations to make faster and more accurate decisions, but the final judgment still rests with business leaders.

Future managers won't compete against AI—they'll compete against managers who know how to use AI effectively.

What role will India play in the future of global trade, and how can young professionals contribute to this growth?

India is uniquely positioned to become one of the world's strongest growth engines.

Our large consumer base, digital infrastructure, manufacturing capabilities and entrepreneurial ecosystem make India an attractive destination for global investments.

The FMCG sector demonstrates this well. Indian companies like GCPL are building brands that compete internationally while multinational companies continue expanding their investments in India because of the country's long-term growth potential.

Young professionals can contribute by thinking globally while solving uniquely Indian consumer problems through innovation and execution.

What are the biggest challenges young managers are likely to face in global business over the next decade?

The biggest challenge will be managing constant change.

Consumer preferences, technology, regulations and competitive dynamics are evolving faster than ever.

For instance, in Modern Trade we've witnessed rapid shifts towards omnichannel retailing, quicker replenishment cycles and increasing retailer expectations around service levels and availability. Leaders today need to make decisions with incomplete information while remaining agile enough to course-correct quickly.

Continuous learning will become a career advantage.

How important are cross-cultural communication and adaptability for professionals working in global organizations?

These are essential leadership skills. Cross-cultural communication isn't limited to working across countries. Even within India, professionals collaborate with diverse customers, regional teams and cross-functional stakeholders.

In a company like GCPL, aligning manufacturing teams, marketing, finance, sales and retail partners requires understanding different perspectives and finding common ground. Adaptability builds trust, and trust accelerates business outcomes.

If you were mentoring an MBA student interested in global trade, what three pieces of advice would you give?

First, master business fundamentals. Strategy is valuable only when backed by flawless execution.

Second, become comfortable with data and AI. Every business function is becoming more analytical.

Third, spend time in the market. Some of the biggest business insights don't come from PowerPoint presentations—they come from observing consumers and customers firsthand.

Throughout my FMCG career, many of the most impactful learnings have come from store visits, retailer interactions and conversations with frontline sales teams.

What common mistake do MBA graduates make while preparing for careers in multinational companies, and how can they avoid it?

Many graduates focus too much on prestigious job titles instead of building capabilities.

Multinational companies value people who solve problems, collaborate effectively and consistently deliver results.

Early in your career, choose roles that offer steep learning curves rather than impressive designations. Strong execution creates long-term career growth.

Looking ahead, what trends in global trade do you believe every MBA student should understand before entering the corporate world?

Five trends will define the next decade:

- AI-enabled decision making
- Supply chain resilience
- Sustainability becoming a core business priority
- Omnichannel commerce and digital retail
- India's growing role in global value chains

One trend particularly relevant to FMCG is the convergence of physical and digital retail. Today's consumers discover products online, compare prices digitally and purchase through multiple channels. Companies must therefore create seamless omnichannel experiences while maintaining efficient supply chains.

The managers who understand both technology and consumer behaviour will be best positioned to lead this transformation.

Closing Message

The future of global trade will be shaped not only by technology, but by leaders who can combine analytical thinking with empathy, execution and adaptability.

My own journey in the FMCG industry has reinforced one simple lesson: business is ultimately about creating value for consumers. Markets, technologies and business models will continue to evolve, but leaders who remain curious, customer-centric and committed to continuous learning will always stay relevant.



CHINA+1 STRATEGY & MANUFACTURING SHIFTS

WINNER



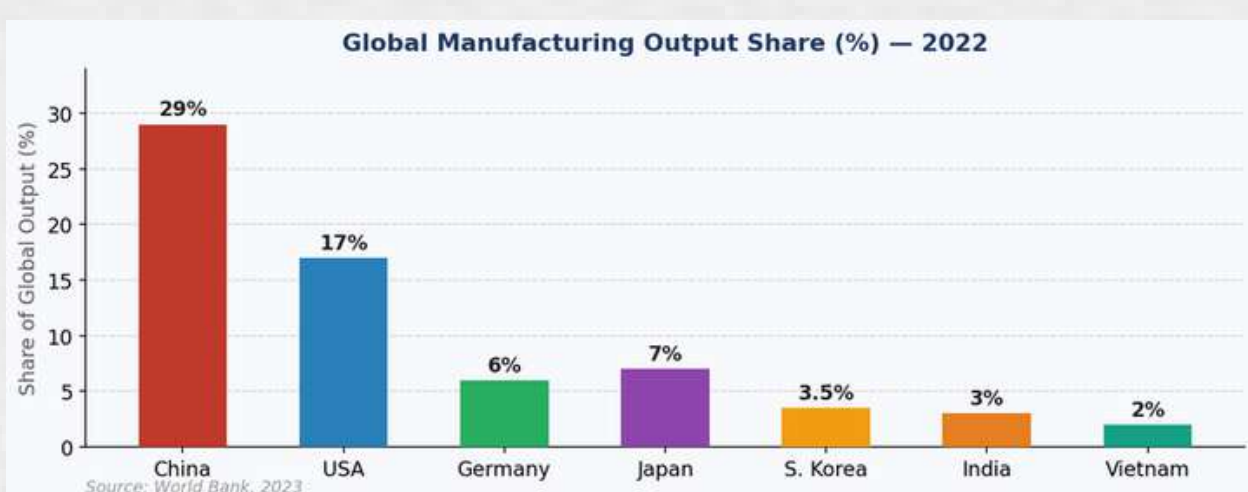
NITESH KUMAR RATHORE

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Think of a mid-sized electronics company that has depended on one supply chain for years. For fifteen years, everything worked smoothly — components came from Shenzhen, assembly happened in Guangzhou, and the finished products were shipped to warehouses abroad. Then came a series of shocks in 2018, 2020, and 2022. Tariffs started hurting margins, the pandemic froze ports, and rising geopolitical tensions made the entire system feel fragile. Many companies suddenly realized the same thing: depending too heavily on one country had become a serious risk. That is the idea behind China+1 — not just a business strategy, but a major shift in the way global manufacturing works.

The Weight of Over-Reliance



By 2022, China accounted for nearly 29% of global manufacturing output — more than the USA, Germany, and Japan combined (World Bank, 2023). For multinational companies, China had long been attractive because of competitive wages, strong logistics, and a deeply connected supplier network where almost any component could be sourced quickly. But when the US-China trade war introduced tariffs of up to 25% on Chinese goods, and later the pandemic disrupted ports and shipping routes, the risks of complete dependence became impossible to ignore.

What China+1 Actually Means

China+1 is simple in concept. Companies continue to keep their China presence because the market and ecosystem are still valuable, but they also build at least one additional manufacturing base in another country. The “+1” works as a backup, a safeguard, and a way to reduce risk. It is not about abandoning China completely. Instead, it reflects a portfolio approach to supply chains. Just as a smart investor avoids putting all money into one asset, a resilient company avoids

depending on only one geography.

China+1 Destination Comparison (2022-2023)

Destination	Avg. Wage/Mo.	FDI 2022	Key Strength	Readiness
Vietnam	~\$250--300	#1 ASEAN	Electronics ecosystem + Samsung	★★★★★
India	~\$150--220	#2 ASEAN	PLI scheme + 1.4B market scale	★★★★☆
Mexico	~\$400--500	Top Latam	Nearshoring + USMCA advantages	★★★★☆
Indonesia	~\$200--250	#3 ASEAN	Textiles, chemicals, resources	★★★☆☆
Thailand	~\$350--400	#4 ASEAN	Automotive + electronics legacy	★★★☆☆

Sources: UNCTAD (2023); Kearney Reshoring Index (2023); McKinsey Global Institute (2022)

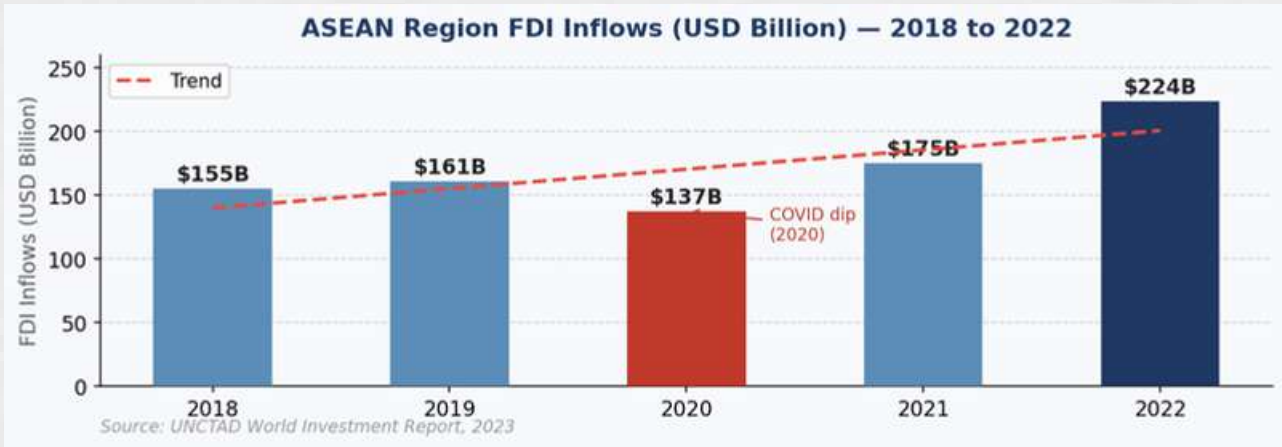
Who is Winning the +1 Race?

Vietnam has emerged as the clear front-runner. Samsung makes more than 50% of its global smartphones there, and Apple has also moved a significant part of its iPad and AirPods production to the country. As a result, Vietnam’s exports to the United States increased by more than 80% between 2018 and 2023 (Vietnam GSO, 2023). India, meanwhile, has responded strongly through its Production Linked Incentive (PLI) scheme, which has attracted over ₹2 lakh crore in committed investments across fourteen sectors. Apple suppliers such as Foxconn, Wistron, and Pegatron now manufacture iPhones in Tamil Nadu and Karnataka.

For North American companies, Mexico has become a preferred +1 destination. Its closeness to the US market, along with the tariff advantages under USMCA, makes nearshoring very appealing by cutting transit times from weeks to just days. Cities like Monterrey are now seeing FDI levels in automotive and electronics that would have seemed highly unlikely a decade ago.

India's PLI Scheme - Selected Sectors & Investments		
PLI Sector	Committed Investment	Key Companies
Mobile / Electronics	₹40,995 Cr	Apple (Foxconn, Wistron, Pegatron)
Pharmaceuticals	₹15,000 Cr	Sun Pharma, Cipla, Dr. Reddy's
Textiles & Apparel	₹10,683 Cr	Welspun, Trident, Vardhman
Solar PV Modules	₹24,000 Cr	Adani Solar, Waaree Energies
Food Processing	₹10,900 Cr	ITC, Nestlé India, Britannia

Source: Ministry of Commerce and Industry, Government of India, 2023



ASEAN FDI Inflows (USD Billion), 2018–2022 | Source: UNCTAD World Investment Report, 2023

ASEAN received a record \$224 billion in FDI in 2022, which was a 44% increase from the pandemic low of \$137 billion in 2020 (UNCTAD, 2023). This is not a temporary rise. It reflects a larger shift in global investment patterns, where resilience is becoming more important than pure cost efficiency. That shift is only speeding up as geopolitical uncertainty continues.

The Real Challenges

China+1 looks straightforward on paper, but in practice it is much harder. China’s manufacturing base has been built over four decades, and it cannot be recreated quickly. Companies usually face a few major challenges:

- **Supplier Ecosystem Depth:** Vietnam and India still depend on China for many critical inputs, which limits how much risk is actually reduced.
- **Skilled Labour Gaps:** Precision manufacturing needs a trained workforce, and many +1 countries

are still developing that capability.

- Infrastructure Deficits: Roads, ports, and power systems in many of these countries still lag behind China.
- Dual Cost Burden: Operating in two geographies increases overheads and requires long-term capital commitment.

Conclusion: The Map is Being Redrawn

China+1 signals a deeper shift in global business. The old obsession with low cost alone, which shaped hyperglobalisation, is now giving way to a broader idea: total cost of resilience. That means looking beyond just component prices and also considering flexibility, disruption risk, and speed. With digital supply chain tools and AI-based forecasting, managing operations across multiple countries is becoming easier than before.

For India, this is a major opportunity. If the country continues investing in infrastructure, skill development, and policy reform, it can become one of the leading manufacturing powers of the 21st century. The global manufacturing map is changing, and China+1 is a big part of that change.

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Connected Yet Distant: Leading a Borderless Workforce



RUNNER UP

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INTRODUCTION

In 2020, with the rise of the Coronavirus pandemic, the world experienced one of the largest workplace transformations in modern history. Suddenly, schools, colleges, and offices shifted online, and digital platforms such as Zoom, Microsoft Teams, and Slack became essential for communication and collaboration. Employees across industries began working remotely, and the concept of “Work From Home” quickly became normalized among multinational corporations and global organizations. According to workplace surveys conducted by McKinsey & Company, organizations across industries accelerated digital transformation and hybrid work adoption significantly after the pandemic.

Over time, many organizations realized that remote work was not merely a temporary response to COVID 19, but a structural shift toward globalization and digital integration. Companies such as Airbnb adopted flexible “work from anywhere” policies, while Spotify introduced its “Work From Anywhere”

program to provide employees greater flexibility and autonomy. This transition toward geographically dispersed and digitally connected teams is now commonly described as a borderless workforce.

A borderless workforce refers to a work environment where geographical, cultural, and increasingly organizational boundaries are becoming less rigid. However, while technology has made communication easier and global collaboration more accessible, it has also created new organizational challenges. Employees may remain constantly connected online while simultaneously experiencing isolation, communication fatigue, and emotional distance from their teams.

This creates a significant paradox within modern organizations. As workplaces become more digitally connected, effective leadership becomes increasingly dependent on human centered skills such as empathy, trust building, cultural intelligence (CQ), and emotional connection. In this evolving environment,

leading a borderless workforce is not simply about managing remote employees. It is about redefining leadership in an increasingly interconnected yet emotionally fragmented world.

THE RISE OF A BORDERLESS WORKFORCE

Rapid advancements in globalization and digital technology have transformed how organizations hire, collaborate, and operate. Companies are no longer restricted to recruiting talent from a single city or country. Through digital communication platforms and virtual collaboration tools organizations can build teams composed of individuals working from different parts of the world while contributing toward shared organizational goals.

What initially began as a temporary shift toward remote work gradually evolved into a long-term restructuring of workplace culture after the COVID 19 pandemic. Organizations increasingly began prioritizing flexibility, allowing employees greater autonomy over where and how they work. At the same time, organizational structures themselves became more fluid. Traditional workplace models were largely built around rigid hierarchies, clearly defined reporting system, and departmental boundaries. In contrast, modern organizations increasingly rely on cross functional collaboration,

project-based teams, and decentralized decision making.

As a result, leadership responsibilities have also evolved significantly. Leaders are no longer responsible only for supervising employees within a fixed physical environment. Instead, they must coordinate diverse teams, maintain alignment across geographical and cultural boundaries, and foster collaboration in workplaces where human interaction is increasingly mediated through technology. As observed in research on borderless teams, managers today must navigate interconnected challenges involving communication, trust, culture, and performance simultaneously, requiring a far more adaptive and holistic leadership approach.

THE PARADOX OF DIGITAL CONNECTIVITY

One of the most significant challenges of a borderless workforce is the paradox created by digital connectivity. Although technology has enabled organizations to communicate instantly across geographical boundaries, it has not necessarily strengthened human connection within the workplace. Employees today are more digitally connected than ever before while simultaneously feeling emotionally distant from their teams and organizations.

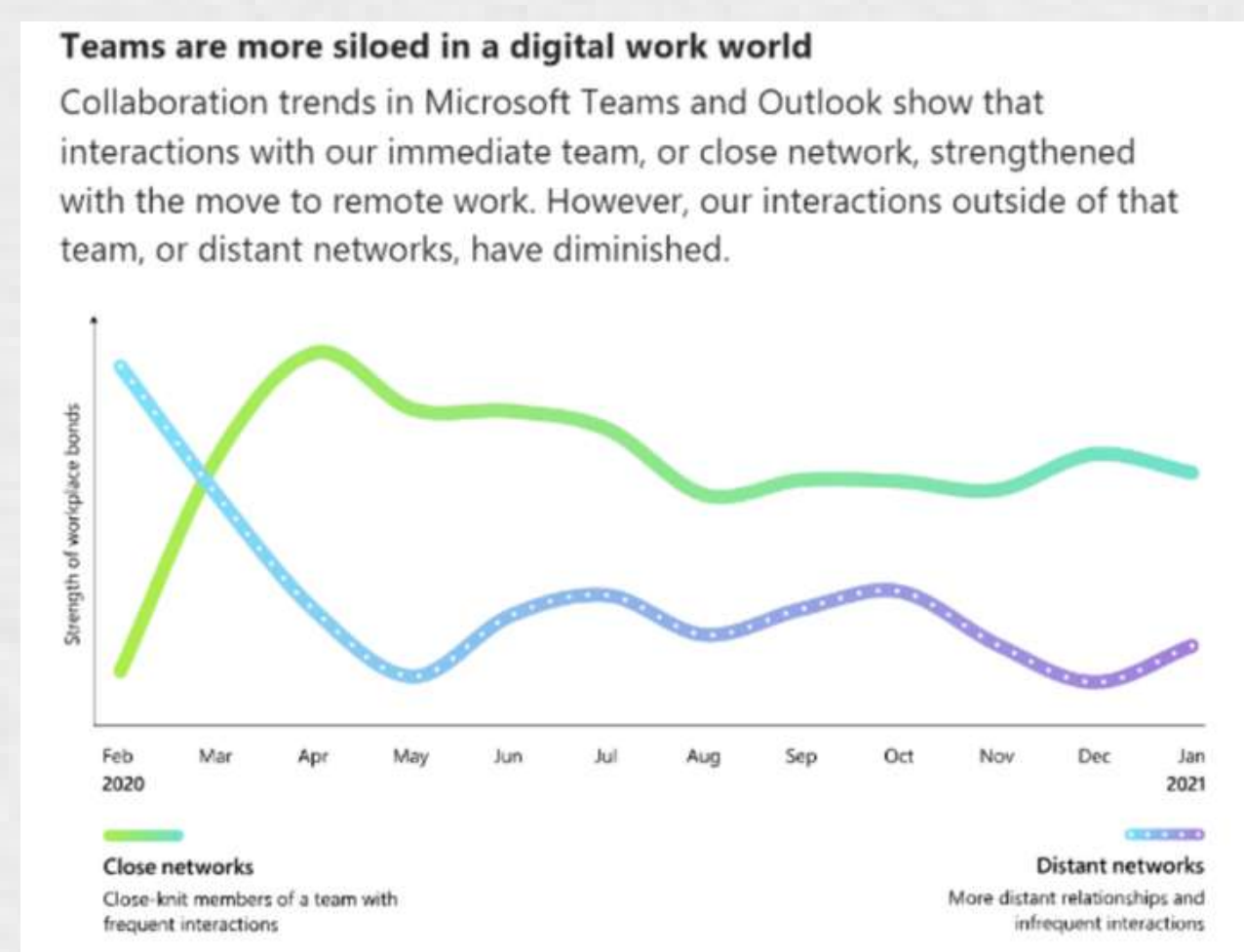
Virtual communication often lacks the social depth present in face-to-face interaction.

Conversations through emails, video meetings, and messaging platforms reduce opportunities for informal bonding and spontaneous collaboration. The absence of “watercooler” conversations can weaken organizational socialization and shared understanding within teams. Gibbs et al. (2021) describe this phenomenon as “contextual fragmentation”, where employees operate with inconsistent understandings of goals and expectations.

Cultural differences may further intensify communication gaps in globally distributed teams. Bell and Kozlowski (2002) argue that leadership within virtual teams involves not only managing operational tasks but also shaping communication and collaboration processes. However, digital communication can increase misunderstandings because emotional tone and intent are often difficult to convey online.

Traditional leadership models relied heavily on direct supervision and visible employee presence. In borderless work environments, however, leadership increasingly depends on trust and outcome-based accountability. GitLab operates with a fully remote workforce and relies on transparency and asynchronous communication rather than physical supervision. This reflects the concept of “swift trust” introduced by Jarvenpaa and Leidner (1999), where virtual teams rapidly establish trust through reliability and communication instead of interpersonal familiarity.

At the same time, constant digital connectivity has contributed to burnout and communication fatigue. Research conducted by Microsoft during the expansion of hybrid work highlighted concerns related to meeting overload and declining interpersonal connection despite increased online communication. The challenge is further intensified by “proximity bias”, described by Hinds (2021) as the tendency of leaders to favour employees who are physically closer to them.



Increased digital connectivity has also contributed to burnout, communication fatigue, and reduced interpersonal connection in hybrid workplaces.

EVOLUTION OF LEADERSHIP IN A BORDERLESS WORKFORCE

In a borderless workforce, leadership is increasingly shifting from authority to orchestration. Rather than controlling employees through rigid structures, leaders must coordinate diverse individuals, align teams across multiple boundaries, and foster collaboration within flexible work environments. This requires greater emotional intelligence, adaptability, and interpersonal

understanding.

One of the most important leadership qualities in this context is cultural intelligence (CQ). Since borderless teams often include individuals from different national and professional backgrounds, leaders must understand diverse perspectives and communication styles. Inclusive communication and sensitivity toward cultural differences have therefore become essential for maintaining collaboration and trust. Empathy and trust building have also become increasingly important. Employees working remotely may experience isolation, reduced engagement, and difficulty maintaining work life balance. In such situations, leaders must move beyond task management and create environments where employees feel psychologically safe and valued. Research by Hoch and Kozlowski (2014) and Eisenberg et al. (2019) suggests that leadership effectiveness may decline when communication becomes heavily dependent on digital interaction, as reduced face to face engagement can weaken perceptions of leadership authenticity.

Additionally, modern leadership requires digital fluency and flexibility. Decision making has become more decentralized, teams are increasingly cross functional, and employees expect greater autonomy in how they work.

As a result, leadership today is defined less by positional authority and more by the ability to create alignment and meaningful human connection across

distributed teams.

Traditional Workforce	Borderless Workforce
Hierarchy driven leadership	Network driven leadership
Physical supervision	Outcome based accountability
Fixed work locations	Flexible and remote work models
Departmental silos	Cross functional collaboration
Communication through formal channels	Digital and asynchronous communication
Culture fit	Culture add and inclusion
Authority based leadership	Trust centred leadership

Source: Developed by the author based on Bell & Kozlowski (2002), Jarvenpaa & Leidner (1999), and McKinsey Hybrid Work Reports.

CONCLUSION

The rise of a borderless workforce has transformed not only where people work, but also how leadership functions within organizations. While technology has enabled seamless global collaboration, it has also created challenges related to trust, communication, burnout, and emotional disconnect. This highlights a key paradox of the modern workplace: the more digitally connected organizations become, the more important human centred leadership becomes.

As geographical and organizational boundaries continue to fade, traditional leadership models based on supervision and hierarchy are becoming less effective. Instead, successful leaders must prioritize empathy, cultural intelligence, adaptability, and trust building to create meaningful connections within diverse and distributed teams. Ultimately, the future of leadership will depend not only on technological advancement, but on the ability to preserve the human side of work in an increasingly borderless world.

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AI, Automation & the Transformation of HR



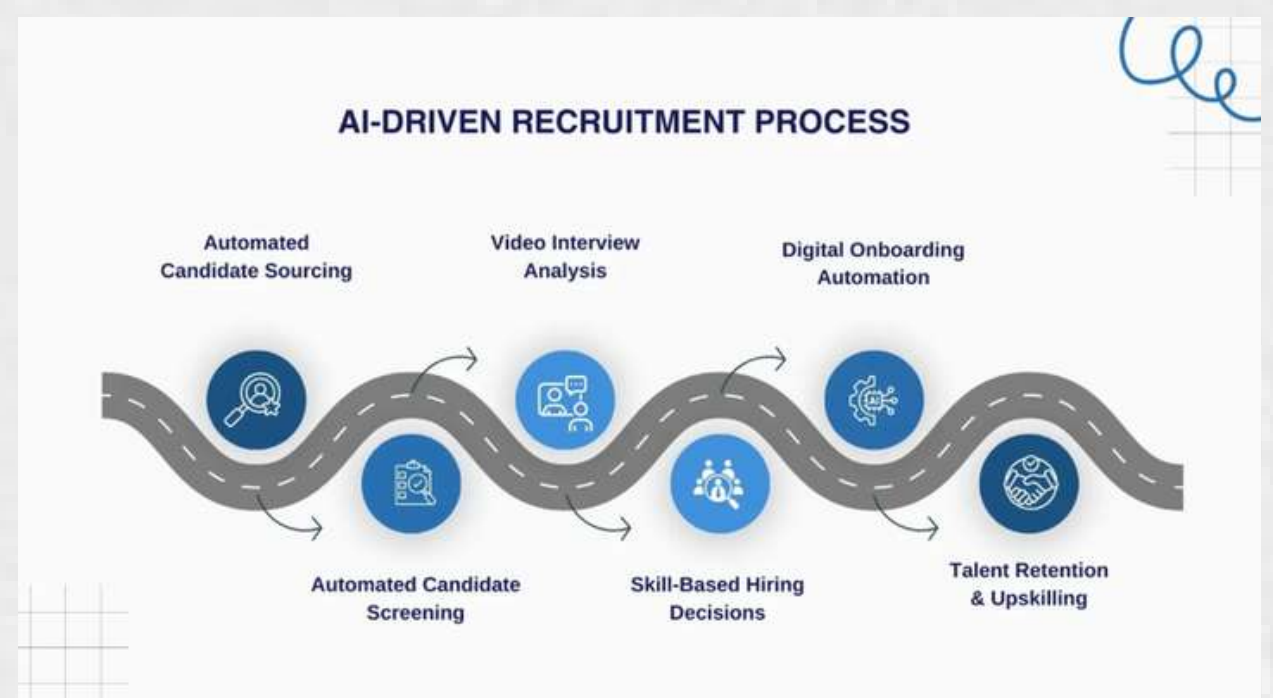
NATIONAL FINALIST

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AI & HR: A New Era of Recruitment

Alan Turing, arguably the father of theoretical computer science writes in his classic 1950 essay Computing Machinery and Intelligence that a time will come when the question “can machines think?” won’t invoke hostile reactions. The technology of AI brings about comparison to human intelligence. One contemporary definition of artificial intelligence is as follows: “...the use of computational machinery to emulate capabilities inherent in humans” (Harmann, 2022). These definitions emphasise the emulation by machines of human cognitive skills. Intelligence is associated with autonomy. AI is intelligent because it possesses the capability to receive external data, learn from the data/ML or pattern recognition and use the learning for problem solving/prediction function. Thus, it can be safely said that human judgement forms the base for AI capabilities.

Such machine learning is heavily used in the field of human resources to screen the most suitable of candidates for a particular job role due to its powerful and



algorithmic decision-making skills. The use of such automative practices were mainly driven by Covid-19 and the subsequent remote work culture. AI tools enhance the job of a recruiter by performing repetitive tasks. According to World Economic forum, McKinsey received 1 million applications, while Google received 3 million. With such massive numbers it is quite impossible for humans to screen the desired candidates effectively. It is not just a matter of efficiency but of cost savings a well. Most companies now proactively use artificial intelligence to hire.

The Problem of Biasness: Efficiency vs. Authenticity

The use of artificial intelligence as a substitution of human judgement has raised concerns. Initial structural mismatches are bound to happen,

especially with such advanced technology

Many AI hiring tools show failure in consistency and perpetuating discriminatory practices in insidious ways. Algorithms are supposed to be objective and yet those which decide who should get parole, for example, or who should be presented with employment opportunities or housing replicate and embed the biases that already exist in our society. Machine learning demonstrates the same racial, gender, ethnic, class biases that afflict humans.

In 2018, Amazon had to discard such a tool when it was found to be rejecting resumes which included the word “women’s”, upholding a historic bias against the fairer sex. Research also shows that similar resumes receive varied responses based on the social category they belonged to, often unfairly rejecting those that belong to under-represented groups. In AI interviews, facial recognition and scores on the basis of speech cadence, eye contact, and other such “black-box” metrics also leads to unfair penalisation of those from different linguistics and regional backgrounds, often justified as an assessment of cultural fit.

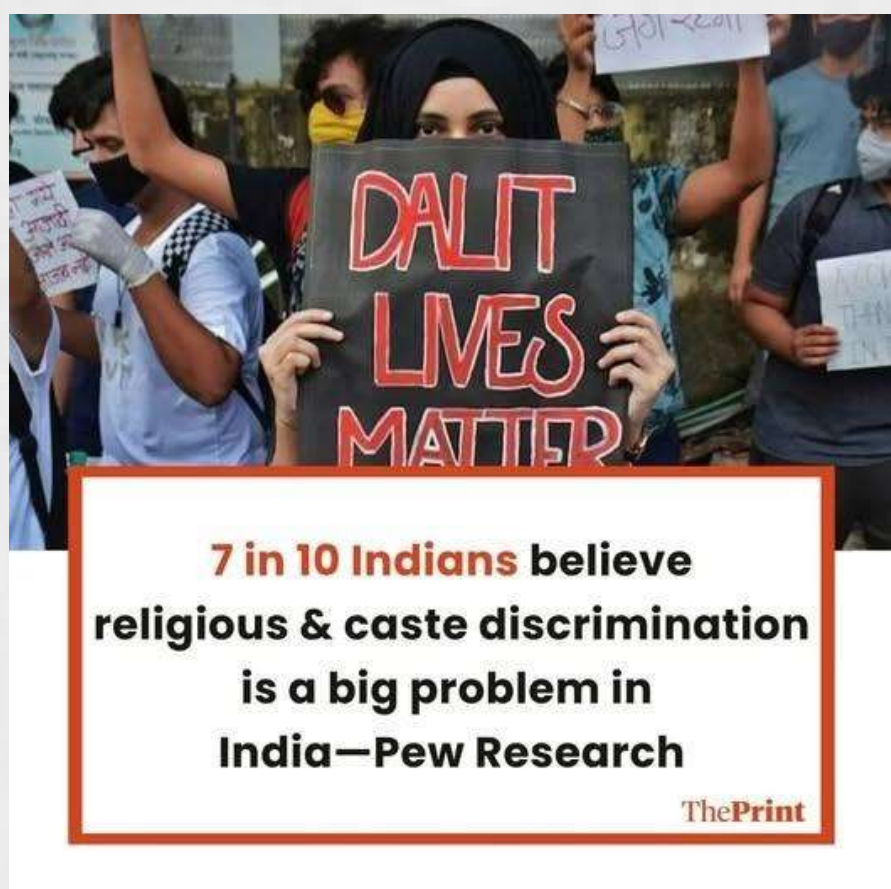
Due to the widespread adaptation of AI recruitment tools across industries, the situation proves to be quite difficult for companies who are resolute in increasing both efficiency as well as diversity and avoiding legal and regulatory risks. The problem is much more nuanced when we take into consideration the overlapping timing of both the Covid-19 pandemic and Black Lives Matter movement in 2020, when the use of AI was being actively developed.

This is precisely where zero-party data AI is now responsible for distribution of economic opportunities among social groups. AI seems to have a limited and narrow comprehension of what constitutionalizes a desired workforce. The faithful reproduction of such biases can be attributed to the way these models are developed themselves. Companies that use AI for hiring have a white-collar workforce that is predominantly upper-class and male, and when such historic data that lack diversity is fed into the algorithm, it leads to perpetual systemic inequities. The inherently monotonous workforce data that is used to train the algorithms seem to be the root cause of arbitrary hiring and a normative, heterogenous workforce.

In Light of the Indian Context

The concern of India is historically institutional. Policymakers in US and EU have started to view this as an act against those of diverse backgrounds. New York City’s Local Law 144, which mandates independent audits of automated hiring tools finds no equivalent in the Indian subcontinent, nor do the policymakers address the issue of algorithm-based hiring. Such concern is yet to reach the diverse nation. Ironically, the matter is of much higher relevance in India, as the social stakes are high. Caste-based discriminatory practices are well documented in our country, and historical data which is now fed to AI is based on that very archaic system.

Most large employers of the country, mainly from the tech and finance industries, have a record of hiring from the narrow band of upper class and the overlapping upper caste individuals with an English-medium educational background. Even in the 21st century, corporate workspaces and work culture in India are constrained and dictated by caste and religion-based accessibility.



Production of such discrepancy at scale makes it harder to launder due to its guise of objectivity and legitimacy. A linguistically rich country with a huge section of the population specialising in regional languages like Hindi and Tamil with non-English medium backgrounds should not be suffering from NLP based screening tools build primarily on Standard American or British English and deemed incompetent. AI doesn't have the ability to screen what actually makes a good employee; rather it uses the historical information of past hiring, dictated by an elitist idea of workplace sophistication. Such cultural markers become invisible proxies in the name of meritocracy, compounding to the opacity of social capital as a prerequisite to prestigious employment.

Are Reforms Possible?

AI hiring tools are not inherently discriminatory. Structural reforms are capable of bringing about a deeper fix. It is of urgency for India to focus towards the collation of diverse data and from various regions and social groups and their independent audits, not just as optional refinements but mandatory prerequisites. Indian policymakers need to advocate for laws similar to their Western counterparts. It is of urgency for companies to actively review their technology if it aspires to sustain authentic expressions and reduce adverse impacts. In order to continue with the momentum of efficiency, companies must advance their algorithms and forego traditional, standard models of automation.

Additionally, automated hiring must be seen through an ethical lens and monitored by human workforce itself to leave no space for potential discrimination. Product development needs an increasing review to incorporate human rights and have a diverse team to build algorithms, especially in the current times, which demands accountability and connection. In a country where social hierarchy shapes the narrative of "merit", digitising it further would be a huge missed opportunity, not just for human resources but every other field.

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Future of Work in a Digital Economy

NATIONAL FINALIST



PRAFULL DWIVEDI
MA IN HUMAN RESOURCE MANAGEMENT & LABOUR RELATIONS
Tata Institute of Social Sciences, Mumbai 2024–26

The nature of work is changing at a rapid rate. Earlier, most jobs were related to jobs in the office and factories, and fixed hours of work. In the 21st century, technology has transformed work to be digital, mobile and global. Individuals will go to meetings from home, businesses hire workers from across the globe, and businesses can do business virtually from the comfort of their own home or office. Artificial intelligence (AI), automation, digital platforms, and the cloud are just some of the new technologies affecting this new way of work, now referred to as the digital economy.

The pace of change has been accelerated by the pandemic COVID-19. A report from McKinsey estimates that almost 20-25% of people in advanced economies have remained on the job remotely after the pandemic. With the onset of lockdowns, millions of workers began taking on telework appointments and organizations found that productivity didn't need to be restricted to the traditional office environment.

Country	Share of Workforce That Could Work Remotely (3–5 Days a Week)	Main Reason
United States	22%	Large number of jobs in IT, finance, consulting, and digital services
United Kingdom	20–22%	Strong service-based and technology-driven economy
Germany	19–20%	Advanced digital infrastructure and skilled workforce

France	17–18%	High share of professional and office-based jobs
Japan	15–16%	Technology-driven economy but many traditional workplace practices
Spain	14–15%	Moderate digitalization with strong tourism and service sectors
China	11–13%	Large manufacturing workforce requiring physical presence
Mexico	8–10%	Greater dependence on labour-intensive industries
India	5–7%	Large workforce in agriculture, manufacturing, retail, and informal sectors

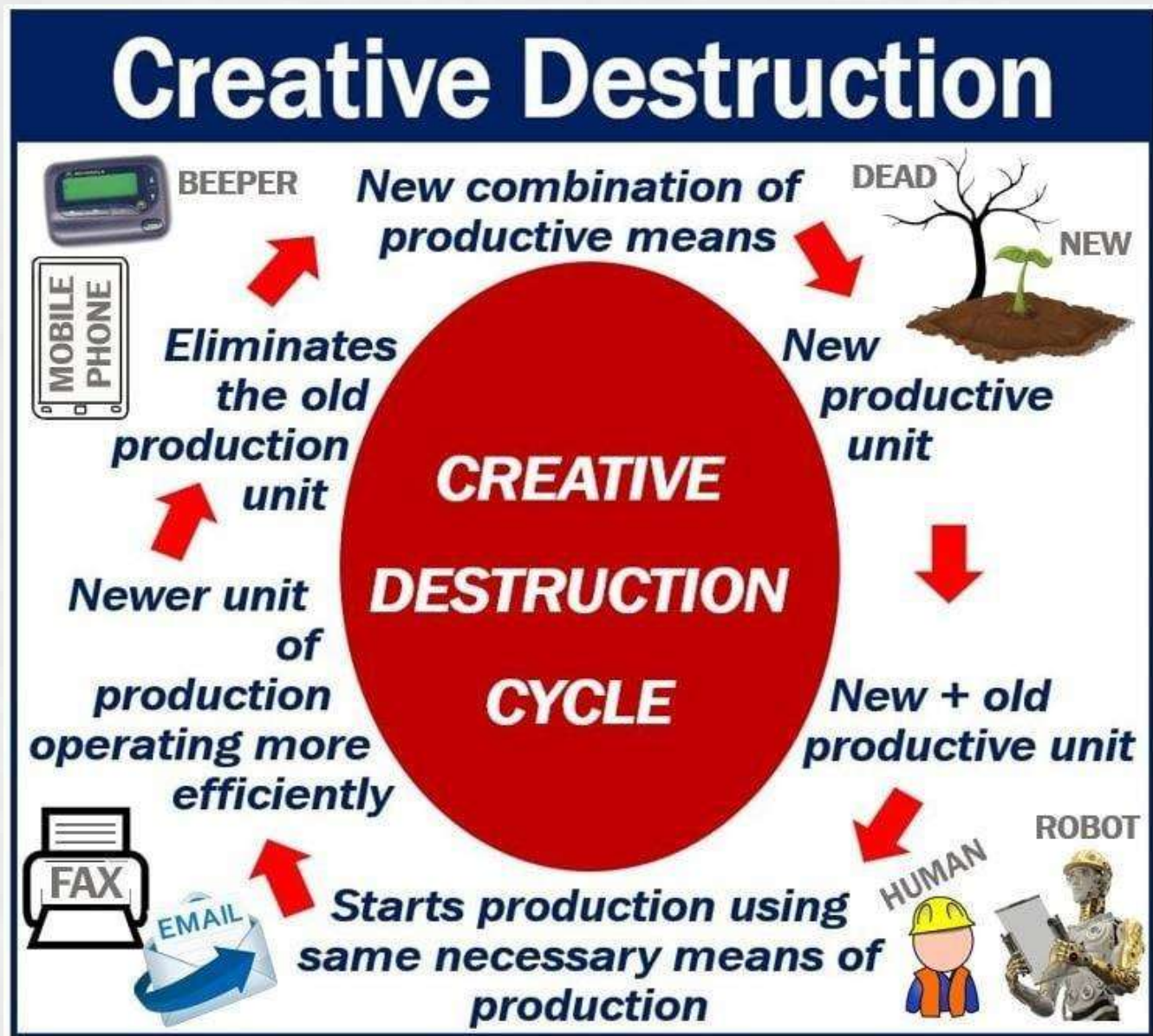
Work and its nature always change over time. In times of ‘agricultural revolution’, most laboured in agriculture. The Industrial Revolution later caused man to be moved toward the factories and machines in their production. Then came the Information Age, which took up a new method of communication and new ways of running businesses - computer and internet. In today's world the Fourth Industrial Revolution characterized by AI, robotics and digital technologies is underway.

Table 2 – Historical Evolution and Emergence of Digital Economy

Period/Year	Revolution or Development	Major Impact on Work
18th Century	Agricultural Revolution	Farming became the primary occupation
1760–1840	Industrial Revolution	Introduction of factories and machines
20th Century	Information Age	Computers and internet entered workplaces
1990s	Rise of Internet Economy	E-commerce and digital communication expanded
Present Era	Fourth Industrial Revolution	AI, robotics, and automation transforming jobs

Source – McKinsey Report - What is Next for Remote Work

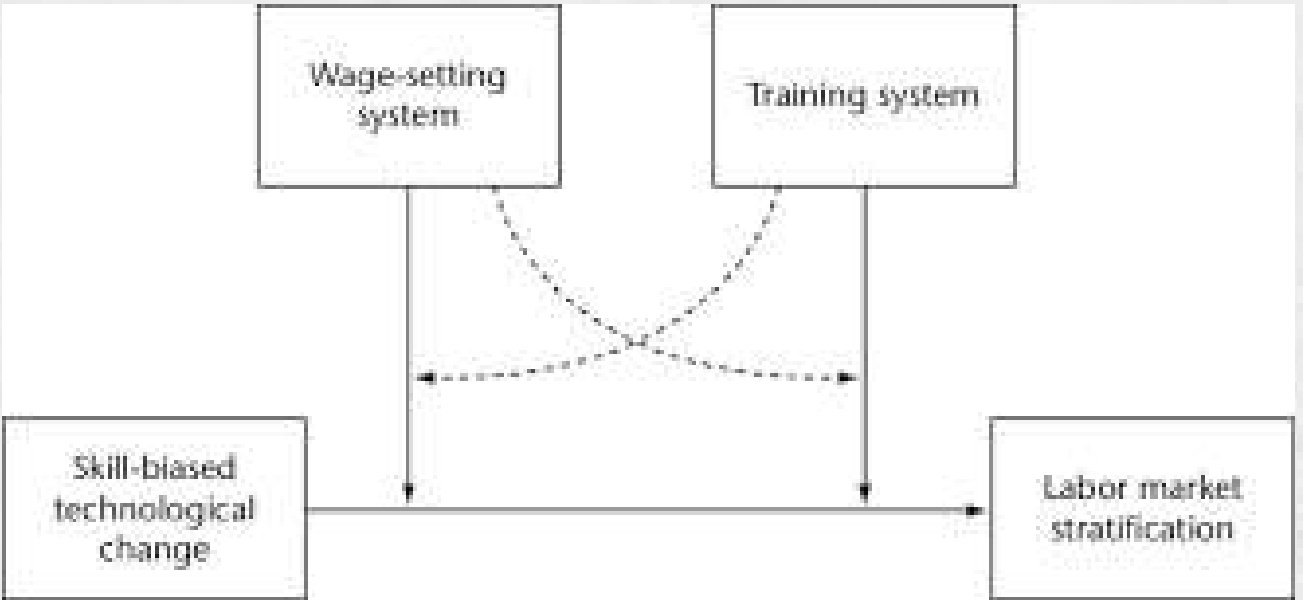
This is known as the 'creative destruction' cycle by economist Joseph Schumpeter and involves the replacement of old systems with new ones, yet with new opportunities emerging from the change. Amazon, for instance, has revolutionised retail markets with the advent of the Internet. There were many other shops that were competitive, however millions of job opportunities were created in the delivery service, digital marketing and online customer support.



In today's workplaces technology has become the main component. Artificial Intelligence can study data, reply to customers problems and automate repetitive job duties. Robots are now being increasingly adopted in sectors like automobiles for efficient and error free operations. One of the examples that machines are now doing jobs that used to be undertaken by people is in Tesla's highly automated factories. Along with this change in technology, comes a change in the kind of expertise businesses require.

The theory of skill-biased technological change (SBTC) is that the supply of new technologies to modern industries raises the demand for skilled workers and lowers the demand for repetitive manual work. By the end of this decade, around 50% of employees around the world could need to be reskilled due to the rapid pace of technological shifts, according to the World Economic Forum. Employers are looking for creative workforce, communication skills, adaptability, and digital literacy more these days than before.

Fig 2 – Effect of Skill Based Technological Change



Source – Research Gate

Another fundamental shift in the digital economy is the new work style of remote and hybrid. This Stanford study revealed that almost 13% higher productivity was observed amongst remote employees when compared to the same amount of productivity amongst office workers. Flexible work systems are employed by organisations like Google, Microsoft and Infosys as these benefit both employees' satisfaction and costs of operations. But the digital economy poses problems as well.

Loss of employment because of automation is a major concern. The “Future of Jobs Report” published by the World Economic Forum estimates that almost 85 million jobs could be lost in the world due to automation, and approximately 97 million new jobs driven by technology could be gained. In this way, workers have to continue to acquire new skills in order to stay employable.

Table 3- Technological Innovations & Workplace Transformation

Technology	Workplace Impact	Example
Artificial Intelligence	Automates decision-making and analysis	Chatbots, AI recruitment tools
Robotics	Reduces repetitive manual work	Tesla automated factories
Cloud Computing	Enables remote access to data and work	Google Workspace, Microsoft Azure
Automation	Increases speed and efficiency	Manufacturing industries
Video Communication Tools	Supports remote and hybrid work	Zoom, Microsoft Teams

The world of Human resource management has also been revolutionized in the digital age. The recruitment, training, and performance evaluation processes are increasingly carried out online or using technology powered by AI. Digital technologies are now being employed to keep an eye on employee productivity and boost engagement.

While these technological advancements will never go away, the role that human motivation plays is much more significant. In addition to salary, workers also desire to feel secure, recognized, accepted, and offered opportunities for growth. This is driving an increasing attention to the wellbeing and work-life-balance of employees by companies.

Table 4- Technological Innovations & Workplace Transformation

HR Function	Digital Transformation	Example
Recruitment	AI-based hiring systems	LinkedIn recruitment tools
Training	Online learning and reskilling	IBM digital training programs
Performance Evaluation	Data-driven employee analytics	HR dashboards

Leadership	Flexible and empathetic management	Hybrid work culture
Employee Engagement	Virtual communication and collaboration	Online team meetings

Along with the changes in the world, the flux of jobs involving reskilling and upskilling have become an essential part of these workplaces. A PwC survey found that virtually 74% of CEOs are concerned with the lack of digital skills of their employees. Faced with these circumstances, companies such as IBM have focused heavily on training to build relevant knowledge about AI and cloud computing rather than simply "replacing humans with machines".

Styles of leadership are also evolving. Traditional leadership, which is based upon command and control, is not working as well in digital workplaces. It is expected from a modern leader to champion innovation, flexibility, empathy and team working. Workplace environments comprised of collaborative work relationship cultures where communication and support are valued are preferred by employees today.

There are also ethical and social issues arising from the digital economy. The foremost concern is employee privacy. Many companies have online tracking software to monitor employees' activity.

This has brought up discussion regarding work surveillance and individual autonomy.

There are also key developments in the gig economy. Uber, Swiggy, Fiverr and other platforms offer flexible jobs to millions of people across the world. The government estimates that by 2030, India could have more than 23 million gig workers. But the gig workers are not normally granted job security, health insurance, pensions and so on.

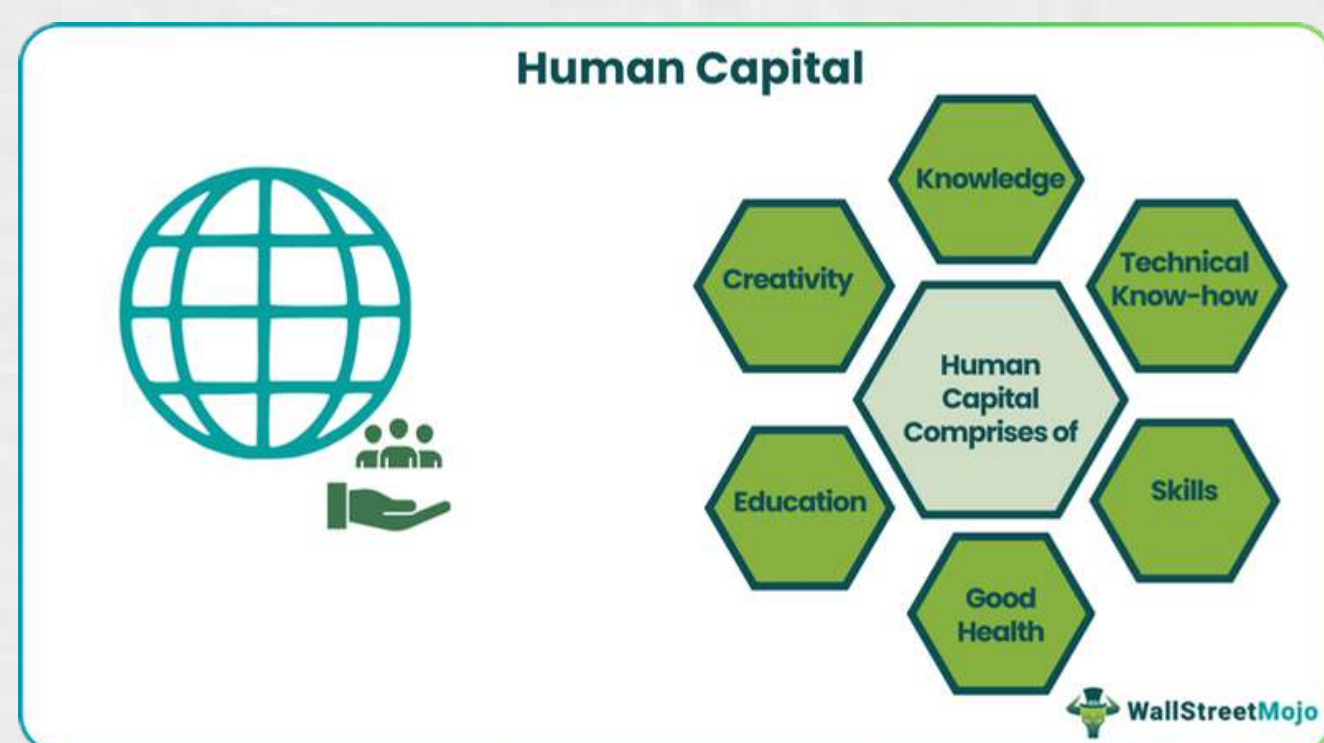
Table 5- Legal, Ethical and Social Dimensions

Issue	Challenge	Example
Data Privacy	Employee monitoring concerns	Workplace surveillance software
Gig Economy	Lack of job security and benefits	Uber, Fiverr
AI Bias	Discrimination in digital decision-making	Biased recruitment algorithms
Mental Health	Stress and digital fatigue	Burnout from remote work
Labour Rights	Need for updated digital labour laws	UK ruling on Uber drivers

In the digital workplace, mental health is also a critical issue. The high stress level and burnout rate among employees fuelled by continuous online work, long screen time and regular digital communication have heightened. Stress and burnout rate among employees have gone up, as they strained with continuous online work, long screen time, and regular digital communication. A Deloitte survey revealed that a significant proportion of younger staffers were stressed due to workload and balancing work and life.

The future workspace will be even more digital, flexible and global. The future of the workspace is more digital, flexible and global than ever. According to Human Capital theory, investment in education, technology and digital skills will enable countries to grow better in the future. Meanwhile, human skills like creativity, emotional intelligence, ethics thinking and communication, can still be applied and valued, even with machines.

Fig 3- Human Capital Theory



Estonia is a good example of one country that is implementing digital transformation to do so by developing its internet structure and e-governance services. But digital inequality is still a significant challenge as millions of

people around the world are still unreachable by the internet and digital education.

Finally, it can be said that the world of work now in an era of digitization has plenty of opportunities as well as uncertainties. Technology is creating jobs, new jobs, and better ways of doing things; but it's also leading to fear of job loss, ethical issues, issues of inequality, and mental health problems.

Technology will not be the only part of the future workplace. Human talents in creativity, adaptability, empathy and ethical values always persist. Digital Economy is envisioned to be a success if it impeccably intertwines innovation and the well-being of people and lands on the side of balance between both.

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BEYOND PERSONALIZATION: HOW AI IS REDEFINING GLOBAL CUSTOMER ENGAGEMENT

NATIONAL FINALIST



KANIKA
BIG DATA ANALYTICS
FORE SCHOOL OF MANAGEMENT
2025-2027

The New Era of Engagement

As we move through a highly interconnected world of the 2020s, consumers increasingly expect personalized experiences instead of traditional forms of advertising. This personalization must happen across all consumer touchpoints, such as mobile platforms, social media, and in-store interactions. AI has enabled this transformation through the analysis of massive amounts of data in real time, helping brands customize messages and offers according to individual consumer preferences.

The growing importance of personalization is supported by several statistics. According to a McKinsey research report, 71% of consumers now expect personalized treatment when shopping with companies, while 76% feel frustrated when businesses fail to personalize their services. This means brands that effectively utilize AI are more likely to build strong consumer loyalty. For example, Netflix uses its recommendation engine to generate over 80% of viewer engagement by providing

content based on individual subscriber preferences.

Retail leaders such as Amazon also utilize AI and machine learning to create predictive marketing strategies by recommending products based on previous purchases and browsing habits. Nearly 65% of consumers report that personalized promotions influence their purchasing decisions. As a result, AI-driven recommendations and personalized offers have become central to global e-commerce strategies.

AI is also transforming how marketers engage with consumers. Many businesses now use AI tools to automate repetitive operations such as emails, advertisements, and chatbots while using customer data to create personalized experiences. According to CMS Wire, AI can “build better relationships with customers by automating engagement processes and allowing for personalization of communications.” At the backend of businesses, AI systems analyze consumer behavior so brands can engage customers at the right moment and adjust social advertising based on

local trends.

AI-powered chatbots also provide 24/7 customer service. For example, Starbucks uses AI within its mobile application to instantly respond to customer inquiries and recommend products based on seasonal and regional preferences.

Global Trends and Statistics

Three major trends demonstrate how AI is reshaping customer engagement globally:

Hyper-Personalization at Scale

Brands now use machine learning to create micro-level audience segmentation and individualized marketing strategies. According to Medallia, 92% of high-performing organizations use AI to create personalized customer experiences, while 82% of consumers say personalization influences their purchasing decisions.

Social Media and Real-Time Marketing

Global platforms such as TikTok and Instagram use AI-powered social listening tools to track trends and measure audience responses across markets. Unilever's Knorr brand used AI to analyze user-generated TikTok content from 23 countries and adjusted its advertisements accordingly.

Predictive Customer Service

AI allows businesses to predict customer problems before they occur. Airlines and hotels now use AI to anticipate delays or overbookings and contact customers in advance, often offering rebookings or discounts. This predictive approach provides a strong competitive advantage in international markets.

Traditional campaigns once followed fixed schedules, but AI-driven strategies are dynamic and continuously adapt

based on customer interactions and real-time data.

Case Studies: Brands Going Global with AI

Unilever - Knorr "Green Flag" Campaign

Unilever launched a global recipe campaign through its Knorr brand, encouraging customers to share recipe ideas. AI technology monitored global social media trends across 23 countries during the campaign. The AI system identified local cooking trends and helped teams develop localized visuals, languages, and styles for each market. Knorr's use of AI-driven social listening resulted in millions of views worldwide and a significant increase in sales.

Nike - Personalized Fitness Experiences

Nike uses AI technology to strengthen digital interaction through its Nike Training Club and Nike Run Club apps. Consumers receive personalized workout suggestions and product recommendations based on their fitness goals. Nike also personalizes digital advertisements according to local sports culture. During international sporting events, the company creates region-specific campaigns featuring Olympic athletes in Japan and football stars in Europe.

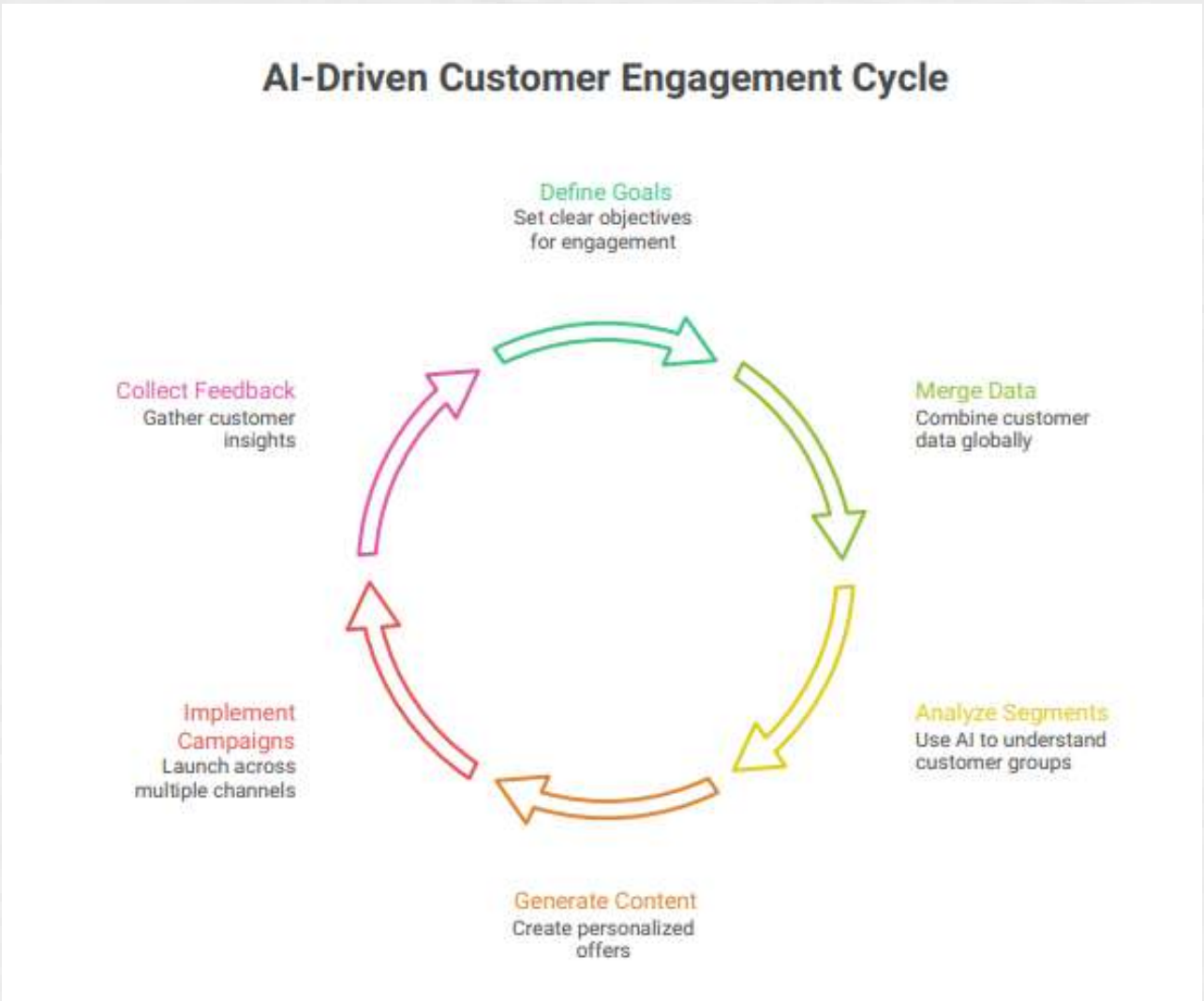
Samsung - Consistent Global Messaging

Samsung maintains a unified global brand message while using AI to tailor marketing to local markets. AI helps determine which products should be promoted first in specific countries based on local consumer technology trends.

As a result, Samsung’s advertising remains globally consistent while also being locally relevant.

Brand	Global Strategy	AI-Driven Approach
Unilever (Knorr)	Unified global campaigns with local flavor	Social-listening AI to localize content and adapt campaigns across 23 markets
Nike	“Just Do It” global sports positioning	Personalized apps, AI product recommendations, and localized sports advertising
Samsung	Consistent global branding	AI-driven region-specific promotions and multilingual customer support

The strategies above reflect changing customer expectations in the digital age. Modern marketing is no longer “one message for everyone” but personalized engagement tailored to everyone. AI-generated shoppable advertisements and fast delivery systems help ensure products remain accessible to consumers anytime and anywhere.



Companies implementing AI-driven customer engagement strategies generally follow a structured process. They begin by defining business goals, integrating customer data from global markets, and using AI analytics to understand customer preferences. Businesses then generate personalized content and deploy campaigns across multiple channels while continuously collecting customer feedback to improve future engagement. This continuous feedback loop allows brands to scale personalization globally and respond instantly to customer behavior.

Recommendations for Brands

To succeed in an AI-driven environment, companies should:

- Invest in Data Infrastructure: High-quality customer data is the foundation of personalization and predictive engagement.
- Use AI Alongside Human Creativity: AI should support human creativity rather than replace it. Marketing content must continue to reflect local culture and authentic brand storytelling.
- Build Customer Trust Through Ethical Data Usage: Brands must remain transparent about how they collect and use customer data. Ethical AI practices help build long-term trust.
- Remain Agile: Businesses should continuously use AI analytics to measure campaign performance and quickly adapt strategies according to market responses.

Emerging technologies such as conversational AI assistants, virtual reality shopping, and AI-managed loyalty programs will continue to transform customer engagement. Brands that proactively adopt these technologies will strengthen customer loyalty and create deeper consumer relationships.

AI is no longer simply a technological tool; it is fundamentally reshaping how businesses engage with customers globally.

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Winner We4tech Hackathon 4.0



**Parichay Garg, Kushal Parikh, Navya Choudhary,
Ojas Tambe, Trisha Pal.**

Could you give us a brief overview of this competition along with challenges faced by the team and how did you'll overcome them?

We were presented with a problem statement and tasked with identifying an effective solution. This involved analyzing the issue in depth, exploring possible approaches, and collaborating as a team to arrive at the best outcome. The process demanded clarity of thought, creativity, and teamwork to ensure our solution was both practical and innovative.

Challenges:

Our main challenges were understanding each other's strengths and deciding on the most suitable method to tackle the problem. Aligning our diverse perspectives and working styles required patience and open communication, which was crucial for building team synergy and moving forward effectively.

Overcome:

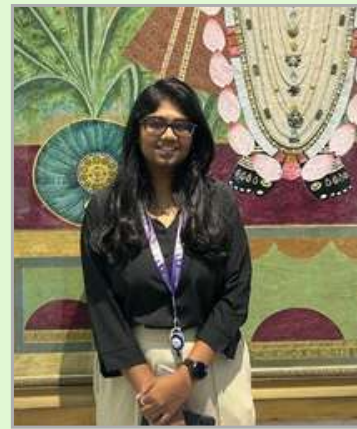
We overcame these challenges by conducting frequent meetings and emphasizing a deep understanding of the problem rather than rushing toward a solution. This approach helped us align our thoughts, respect each member's contribution, and create a stronger foundation for implementing the right method.

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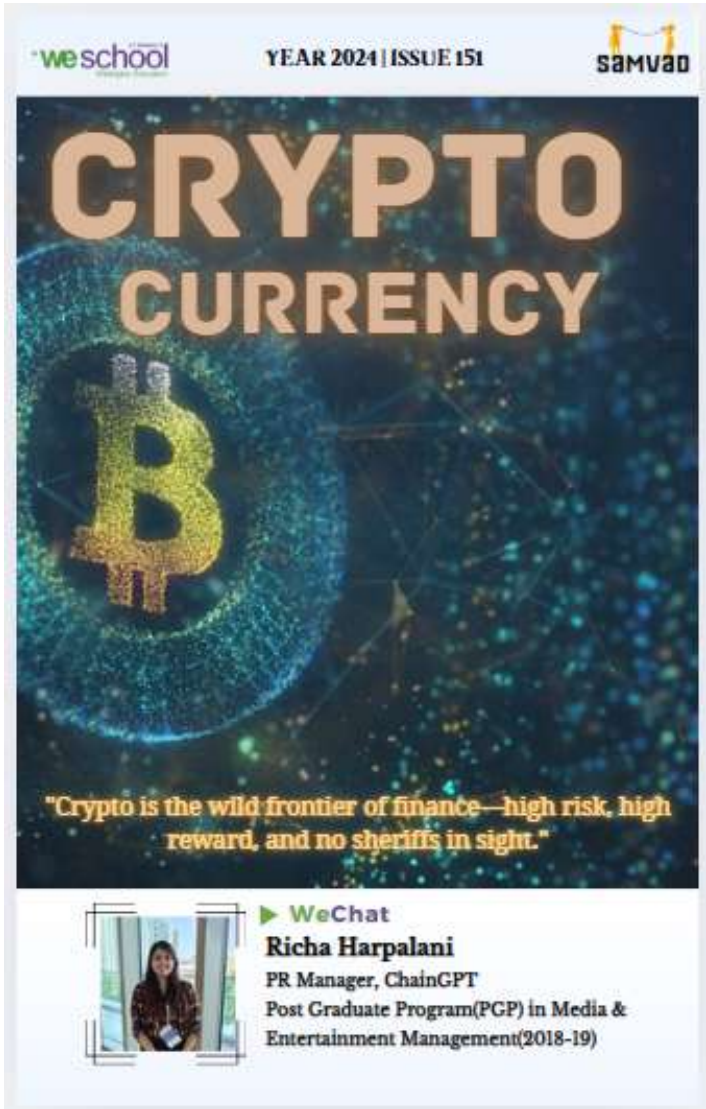
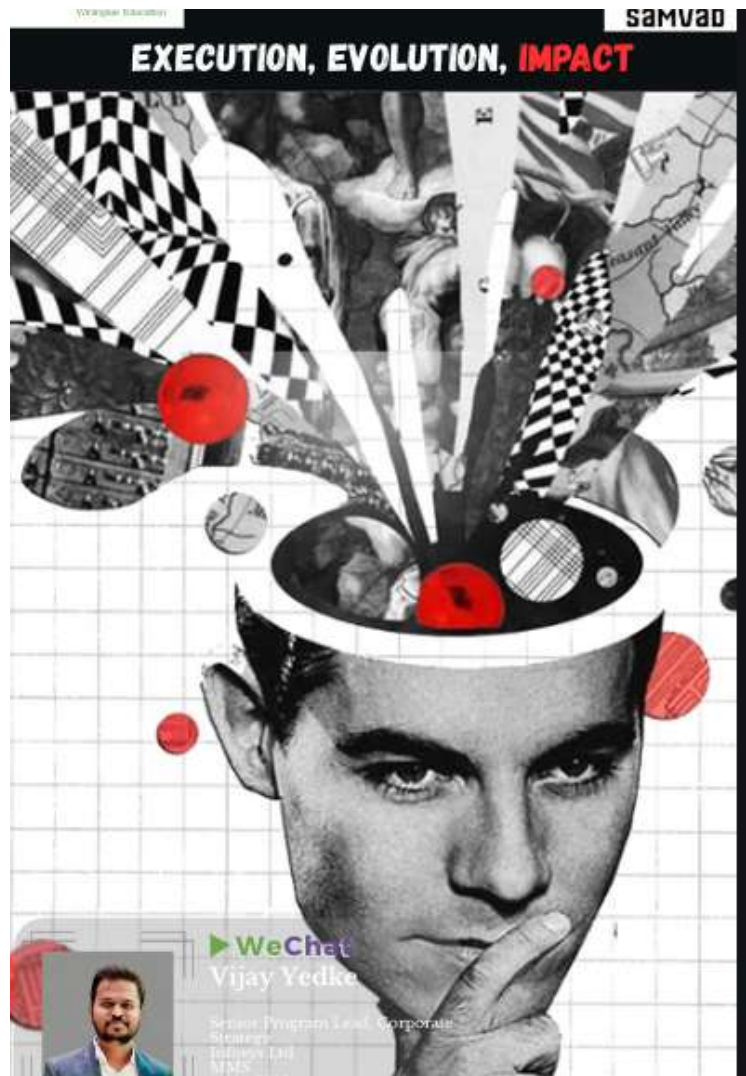
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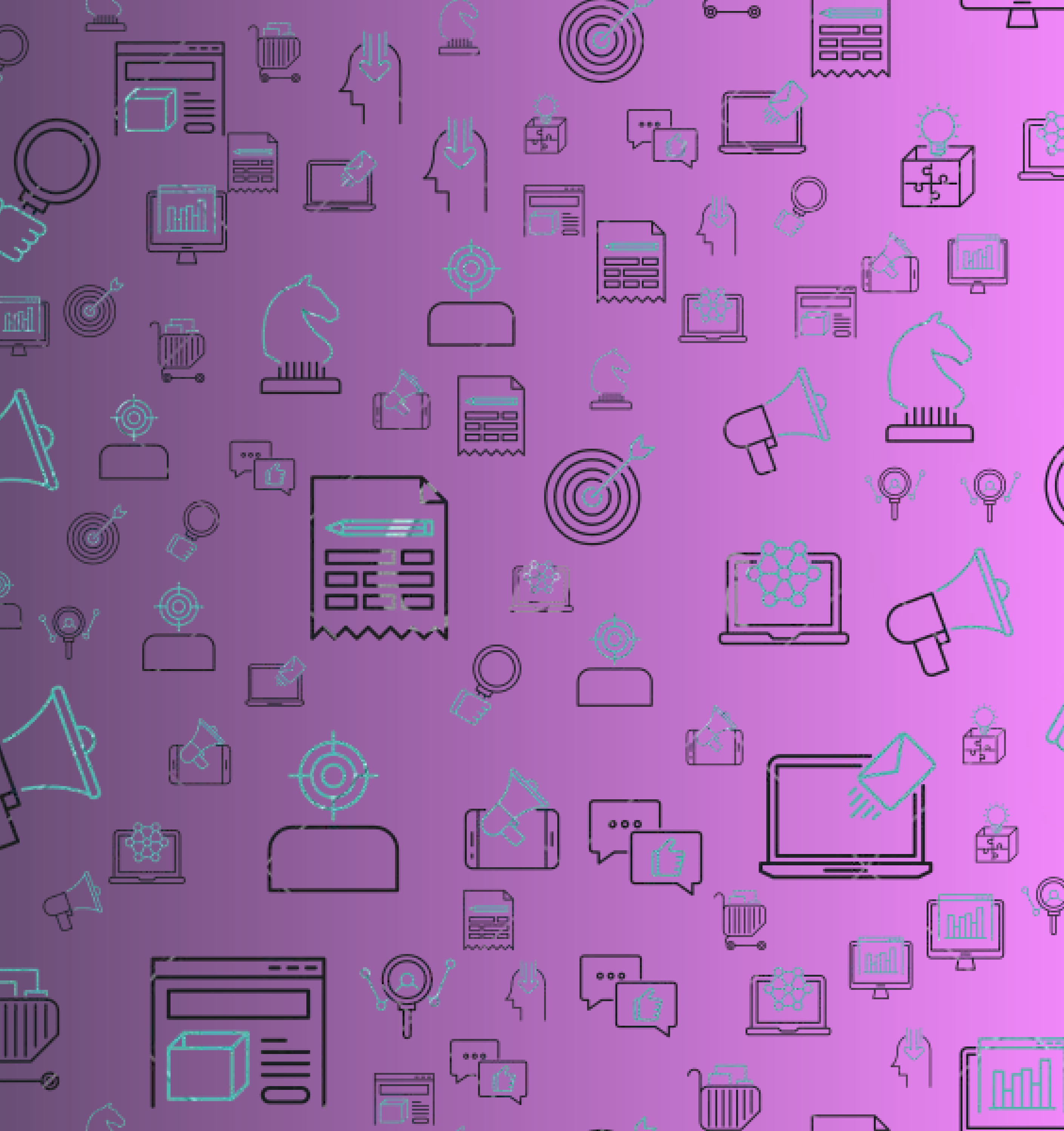


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