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Proceedings of the
5th International Conference on

SUSTAINABILITY, LEADERSHIP AND TECHNOLOGY:
TOWARDS A BETTER TOMORROW

18th-19th July 2024

Chief Editor
Prof. Dr. Uday Salunkhe

Editors
Dr. D.Y. Patil
Dr. Vaishali Patil
Prof. Bharath Rajan

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FOREWORD

Greetings from the Prin. L. N. Welingkar Institute of Management Development and Research (WeSchool).

WeSchool organized a two-day international research conference on the "Sustainability, Leadership, and Technology: Towards a Better Tomorrow" on 18th & 19th July 2024 to debate, analyze, and explore the future in terms of sustainability, leadership, and technology for all stakeholders, this research conference brought together speakers, researchers, corporates, and students from a variety of functions and disciplines on one platform.

In particular, the conference encourages informal presentations and discussions of new and current work between emerging scholars, students and the academic community which is more established. Their efforts enable the conference to remain as exceptional as it has been.

We are seeing the integration of technology, leadership, and sustainability. The presence of other elements greatly benefits each of the three components. Although the significance of innovation and technology has long been recognized, it is now imperative that sustainability concerns be considered as innovation and technological developments are discussed. However, the exact magnitude of the synergistic effect of Technology, Leadership, and Sustainability must be determined. There are several differences in what is now known about this interface between business practices, academic research, and teaching. We developed the theme of this conference around these three essential subjects because of their importance to the health of businesses and society.

I am sure that by exchanging fresh insights and viewpoints, the two-day research conference generated new ideas and concepts that will help society and business. I would like to express my gratitude to all the panelists, academicians, research scholars, industry personnel and students for their participation in the WeSchool annual international research conference. I greatly anticipate your ongoing assistance in ensuring that upcoming WeSchool conferences are fruitful and significant for all.

Overall, the conference inspired participants to develop strong ideas to address current issues while providing a genuinely comprehensive perspective. I would want to use this occasion to express my gratitude to the keynote speakers, presenters, and authors for their contributions. I also wish you all a very happy and fulfilling research journey.

Prof. (Dr.) Uday Salunkhe
Group Director

5th International Conference on Sustainability, Leadership, and Technology: Towards a Better Tomorrow
18th & 19th July 2024

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Sustainability, Leadership, and Technology:
Towards a Better Tomorrow
18th & 19th July 2024

Proceedings of the Conference

Conference Overview

Organizations have changed over the past several decades about the structuring of work methods and processes. Shaping the future of work is the biggest and most exciting challenge with drastic technological change and increased globalization. If sustainable development means the insurance of the future generations on progress and evolution. The relationship between leadership, sustainable development, and technology is very important. Recognizing the need for a mindset shift is critical, but the real challenge is embedding sustainability, and leadership along with technology. Technology encompasses not only advanced computing and IT solutions but also social media and the concept of social leadership. The relationship between leadership and sustainable development is also important because there is no development without leadership, especially in the social, human, and cultural dimensions.

Against this backdrop, WeSchool has decided to convene a research conference under the theme **"Sustainability, Leadership, and Technology: Towards a Better Tomorrow"** to review connections between ideas about leadership and sustainability and consider possible implications for businesses and societies. The convergence of leadership, sustainability, and technology is a tremendous force for creating a better future. Each ingredient has enormous power on its own, but when combined, it acts as a catalyst for positive change.

The research conference is scheduled for July 18-19, 2024. This conference will be a platform for industry practitioners, academicians, research scholars, and students to come together, to learn, share, and discuss with thought leaders, technologists, and learning experts. This would be a great knowledge-sharing event for a diverse audience embracing international and national speakers and participants.

The conference highlights include plenary sessions with renowned experts, panel discussions with academicians and practitioners, and dedicated tracks for student paper presentations. We invite original research papers for presentation from industry practitioners, doctoral scholars, academicians, and students on the theme of the conference.

Conference Objectives
The conference aims to engage in thought-provoking discussions and disseminate knowledge to make a positive impact in their respective fields. Bring together

leaders and experts from diverse fields to discuss and exchange best practices for harnessing technology to create a more sustainable future.

- Bring together leaders and experts from diverse fields to discuss and exchange best practices for harnessing technology to create a more sustainable future.
- Bridge the gap between tech minds, leaders, and sustainability experts to co-create practical and scalable solutions for businesses and societies.
- Push the boundaries of current thinking on leadership, sustainability, and technology by exploring cutting-edge ideas and emerging trends.
- Provide a key platform for academicians, research scholars, and practitioners to present their research, discuss their findings, and receive feedback from experts in their respective fields.

Conference Outcomes

This conference will provide a suitable medium for sharing, exchanging, and learning about the difficulties and opportunities that have arisen/will occur in the context of accelerated technological advancements, the pressing need for a heightened pace of innovation in the business and social sphere, and considerable disruption of corporate models and even social structures.

The scope of the conference will be expansive, encompassing the impact of all new-age technologies (e.g., AI, robotics, machine learning, VR, IoT, and cognitive computing), leadership approaches, leadership strategies, current and potential innovations in business, and economic considerations to create a greener or more eco-friendly living for all. Further, the conference would explore strategies that reshape our institutions to fit the new realities of globalization, address the pressing need for sustainable living, and harness the potential given by the current technological revolutions while navigating the perils of unpredictable growth and increased risk.

Inaugural Session

The inaugural session of the International Conference on Technological Advancements, hosted by WeSchool, Mumbai discussed a journey of exploration and collaboration, delving into the transformative potential of technology to shape our collective future.

The esteemed panel of speakers represents a convergence of academic rigor and industry leadership:

- **Prof. Dr. Uday Salunkhe**, Group Director of WeSchool, Mumbai, a visionary leader fostering excellence in management education and research.
- **Dr. V. Kumar**, The Goodman Academic Industry Partnership Professor at Brock
- University, Canada, renowned for his impactful research in marketing analytics.
- **Mr. Daisuke Tanji**, Founder & CEO of Indobox Inc. (Japan), an entrepreneurial force behind pioneering technological solutions.

- **Mr. Rohit Pandharkar**, Partner in Technology Consulting at EY India, a luminary in leveraging technology to drive business innovation.
- **Dr. D. Y. Patil**, Dean – Centre of Excellence for Research, WeSchool, Mumbai, whose scholarly pursuits have paved the way for innovative research outcomes.

This conference focused on sustainability, leadership, and technology as integral drivers toward a brighter future. Emphasizing sustainable practices, visionary leadership, and transformative technologies, this conference aims to catalyze positive change, foster resilience, and enhance global connectivity for generations to come.

Mr. Rohit Pandharkar, Partner in Technology Consulting at EY India, discussed how ChatGPT has decisively overtaken the market in just the past two months, setting new standards in AI capabilities. In a standout demonstration, he showcased the remarkable prowess of ChatGPT in processing 4K HD videos with seamless multilingual capabilities. For instance, using just two prompts in a mere 10 minutes, AI developed a video featuring Shah Rukh Khan delivering dialogues in Hindi, alongside an AI-generated version with lip movements so convincing, that appeared indistinguishable from reality.

In just four months since its inception, ChatGPT has achieved remarkable milestones in academic proficiency, surpassing the 90th percentile in various examinations with the introduction of ChatGPT 4. Mr. Pandharkar also highlighted the innovative tool Sora, where simple input such as "a Japanese girl holding an umbrella in the rain" seamlessly translates into a visually compelling AI-generated image, blurring the lines between imagination and reality.

All discussions in the Inaugural session underscored the imperative for industries to adapt and innovate, leveraging technologies like ChatGPT to enhance operational efficiencies and deliver enhanced customer experiences.

Plenary Sessions

This conference prominently featured 3 plenary sessions where experts from industry and academia shared their thoughts and perspectives on pre-identified themes. The broad overview of the plenary sessions is as follows:

Plenary Session 1

Session Title: **Technology** "Reimagining New-age Technology for Better Tomorrow"

Participants:
- **Moderator:** Mr. Robin Banerjee, Chairman, Nucleon Research
- **Panellist 1:** Mr. Sudip Mazumder, Global Chief Digital & Information Officer, PGP Glass Pvt. Ltd. (A Blackstone Portfolio Co.)
- **Panellist 2:** Mr. Surajit Deb, Chief Technology Officer, HDFC Securities
- **Panellist 3:** Mr. Amit Choudhary, Technical Director, KPMG India
- **Faculty Coordinator:** Dr. Vijay Raisanghani (Welingkar Institute of Management)

The plenary session titled " Reimagining New-age Technology for Better Tomorrow " convened a panel of distinguished experts who illuminated transformative visions and strategies shaping the future technological landscape. Moderated by Mr. Robin Banerjee, Chairman of Nucleon Research, the session delved into multifaceted dimensions of technological advancement.

Mr. Amit Choudhary, Technical Director at KPMG India, set the stage with a visionary perspective on harnessing advanced AI technologies, particularly Generative AI, to revolutionize industries and augment human capabilities. He underscored the disruptive potential of quantum computing and the emerging frontier of Neuromorphic Computing, highlighting their pivotal roles in advancing AI's cognitive abilities and computational efficiency.

Mr. Sudip Mazumder, Global Chief Digital & Information Officer at PGP Glass Pvt. Ltd., articulated a compelling vision for sustainable technology practices, advocating for responsible innovation that addresses global challenges while ensuring future generations inherit a thriving planet. He showcased initiatives in AI-driven sustainable energy solutions, illustrating how technology can play a pivotal role in mitigating environmental impact and promoting ecological resilience.

Mr. Surajit Deb, Chief Technology Officer of HDFC Securities, emphasized the evolving dynamics of customer experience in the digital age. He advocated for a holistic reimagination of the customer journey, integrating privacy-centric approaches, personalized engagements, and leveraging AI for seamless and empathetic interactions. Mr. Deb identified scalability and data complexity management as critical challenges, urging industries to embrace adaptive strategies to stay ahead in a competitive landscape reshaped by AI disruptions.

Throughout the session, panelists underscored the imperative for collaborative efforts between industry, academia, and policymakers to foster an ecosystem conducive to innovation and sustainable growth. The discussion concluded with a consensus on the transformative potential of technology in shaping a better tomorrow, where advancements are leveraged responsibly to address societal challenges, enhance human experiences, and ensure sustainable development globally.

There were several paper presentation tracks during the conference that covered various sub-themes related to conference and gave all the paper presenters a chance to share their findings.

Expert Talk
LEADERSHIP "Leadership in the new -age tech Era"

At the Expert Talk, Dr. Arvind Agrawal discussed how technology impacts leadership today. He highlighted that technology is present in all aspects of life and is significantly changing how leaders operate.

He identified three main domains of technology that influence leadership: Machine Learning (ML), Digital Transformation, and Artificial Intelligence (AI). He shared a specific example from a pharmaceutical company that used ML to analyze the demographic data of 3,000 employees to predict who might leave the company within the next year. This approach allowed the company to reduce turnover by reporting potential leavers monthly and taking proactive steps to retain them. In the area of Digital Transformation, he mentioned companies like Swiggy and various digital payments and manufacturing firms that have successfully integrated digital tools to improve their operations. He also talked about the Predictive Outcomes Engine (POE), an AI tool that helps in making better decisions and improving efficiency.

He explained how technology supports leaders in making data-driven decisions, being more agile and responsive, and improving transparency and accountability. Automation and efficiency were also key benefits, as technology helps in handling routine tasks, freeing up leaders to focus on strategic goals.

The discussion then moved to future leadership. Dr. Agrawal referred to insights from Jacob Morgan, who interviewed 140 CEOs and connected with 14,000 people on LinkedIn. Morgan found that future leaders should embrace new technology, which can free up time and resources to focus more on their teams. He also discussed the idea of the "Crucible of Leadership," where leaders are shaped by challenging experiences, emerging stronger and more capable. He outlined the competencies of effective leaders in five areas: Business, Functional, Personal, Professional, and Social Leadership.

Business leadership is shifting from intuition-driven to data-enabled, allowing for more experimentation and confidence. However, this brings challenges like frequent changes. Functional leadership is moving from hierarchical structures to more hybrid and collaborative environments, but maintaining informal interactions and internal reinforcement can be challenging. Personal leadership now involves building networks through social media and constant learning, which can lead to fatigue and blurred work-life boundaries. Professional leadership is driven by individual choice, and social leadership focuses on actions under public scrutiny. Dr. Agrawal introduced the concept of e-Leadership, which involves being aware of global trends, using social media effectively, being digitally fluent, and committing to lifelong learning. He also referred to an article from the Harvard Business Review about the importance of combining intuition with data-driven decision-making.

During the Q&A session, he addressed how intuition alone cannot drive leadership decisions; it must be balanced with data. He emphasized that there is no single strategy for how much technology to use, and leaders must assert their space and maintain a strong sense of self-worth. He noted that top leaders often have unique

practices and may draw inspiration from diverse sources like history instead of just management articles.

Key Takeaways

1. Technology enables leaders to make better decisions, be more efficient, and respond quickly to changes.
2. Embracing continuous learning and adaptability is crucial for effective leadership in the digital age.
3. Successful leaders balance intuition with data-driven insights.
4. Each leader's journey is unique, and inspiration can come from various sources.
5. Embracing new technologies can help leaders focus more on innovation and supporting their teams.

Plenary Session 2

Session Title: **Leadership** "Leadership in the new-age tech era"

Participants:

Moderator: Prof. Vijayan Pankajakshan

- **Panellist 1:** Ms. Delnaz Elavia, Head of HR at The Great Place to Work
- **Panellist 2:** Dr. Tirthankar Patnaik, Chief Economist at NSE
- **Panellist 3:** Ms. Gauri Pathak, Country Service Line Leader for Healthcare at Ipsos
- **Faculty Coordinator**: Dr. Vandana Panwar

This plenary session focused on how leadership is evolving in the tech era, with a particular focus on changes affecting both leaders and those they lead.

Prof. Vijayan P began by asking how leadership is changing in the tech era and what aspects remain the same. Ms. Delnaz Elavia highlighted that while many things change, some core elements of leadership stay consistent. Leaders still need to connect with their teams, communicate a compelling vision, and inspire people to understand and embrace their roles. The human element in the workplace remains crucial, as leaders strive to connect, develop, and inspire their teams.

Ms. Gauri Pathak discussed significant shifts in leadership due to technology. She noted that decision-making has moved from gut-based to data-driven, thanks to analytics. Leaders can no longer be tech-averse, as remote leadership is becoming more common, breaking down geographic boundaries. Evidence-based leadership and greater agility are also emerging trends. Despite these changes, the essence of leadership remains focused on people, vision, direction, and critical thinking.

The moderator then asked how leadership changes affect those being led. Ms. Elavia introduced the concept of the "Mood-o-Meter," a tool that gauges employee sentiment through AI-based face detection. She emphasized the importance of

integrating technology into the hiring process to enhance the human element. Ms. Pathak pointed out that the younger generation has a shorter attention span, requiring leaders to think beyond AI and manage remotely without micromanaging. Dr. Tirthankar Pathak highlighted the dramatic increase in computing power and the rise of AI, ML, and Gen AI. He emphasized that while the fundamentals like statistics, economics, mathematics—remain the same, their application has evolved.

The discussion then turned to women in leadership. Ms. Elavia acknowledged the progress still needed in female representation in leadership roles, citing initiatives by companies like HUL and HDFC Bank to increase female representation. She noted that women bring a greater sense of empathy to teams, and organizations that maintain gender balance tend to perform better. Ms. Pathak added that there has been a gradual increase in women pursuing STEM courses, and companies are becoming more inclusive, offering pregnancy leaves and mentoring sessions for leadership roles.

During the Q&A session, the panel addressed how leaders should handle criticism. They agreed that mentorship is valuable, particularly from mentors who are not direct supervisors. Leadership is seen as a privilege, and great leaders listen more, talk less, and reflect on criticism to improve. The panel also advised leaders to maintain friendships outside of work to keep a balanced perspective.

Another question concerned making decisions on tech-related issues when the leader lacks technical knowledge. The panel suggested that leaders consider how the company would operate without the technology and assess the worst-case scenario, emphasizing the importance of strategic thinking and adaptability.

Expert Talk

Sustainability "Are we on track to achieve SDG Goals? : A Status Check"

In the recent Plenary Discussion III on Sustainability, titled "Are We on Track to Achieve SDG Goals? A Status Check," Dr. Avinash Dhakne, Member Secretary of the Maharashtra Pollution Control Board (MPCB)

- He talks about CSR, ESG, and environmental protection, emphasizing the value of safeguarding our surrounds.

- He also mentions that despite having a well-maintained water drainage system, the rivers are drying up, and the entire city experiences severe dryness during the summer.

- Wealth is not measured by money or gold but by the amount of happiness one has.

- On average, a typical person breathes in nearly 12,500 litres of oxygen,provided insightful contributions to the discourse Dr. Dhakne highlighted the critical role of regulatory frameworks and collaborative efforts in advancing environmental

sustainability. The discussion underscored both the advancements made and the ongoing hurdles, emphasizing the need for continued commitment and innovative strategies to meet the SDGs effectively.

Some of the key takeaways from this session are:

Environmental sustainability is crucial, as highlighted by the emphasis on CSR, ESG, and the need to protect our surroundings. This includes addressing issues like drying rivers and maintaining proper water drainage systems to combat severe dryness in cities during summer.

True wealth is defined by happiness rather than material possessions, and the importance of clean air is underscored by the fact that an average person breathes in nearly 12,500 litres of oxygen.

Plenary Session 3

Session Title: Sustainability "Are we on track to achieve SDG Goals? : A Status Check"

Participants:

Moderator: Dr. Ravi Vaidee

- **Panellist 1:** Ms. Anuradha Suvarna, Head - Sustainability & Corporate Social Responsibility, L'Oréal India
- **Panellist 2:** Ms. Deeksha Vats, Group Chief Sustainability Officer, Aditya Birla Group
- **Panellist 3:** Ms. Astrid Dias, Head – Sustainability Voltas India

Faculty Coordinator: Prof. Indu Mehta

The session, moderated by Dr. Ravi Vaidee and featuring leading sustainability experts such as Ms. Anuradha Suvarna from L'Oréal India, Ms. Deeksha Vats from Aditya Birla Group, and Ms. Astrid Dias from Voltas India. The panel explored the progress and challenges in achieving the Sustainable Development Goals (SDGs), highlighting the critical role of regulatory frameworks and collaboration. Ms. Deeksha Vats discussed Aditya Birla Group's 17-year journey towards sustainability, which evolved from questioning whether sustainability was merely CSR or environmental risk management, to recognizing it as essential for business resilience. She emphasized the importance of sustainable practices across functions, from supply chain management to product innovation.

Ms. Anuradha Suvarna stressed that for L'Oréal India, sustainability is a "license to operate." Without respecting environmental boundaries, the company believes there will be no thriving world or market for its products. L'Oréal's 'Charter for the Future' integrates sustainability into employee bonuses, and the company is committed to transforming not just its processes, but the entire ecosystem, including suppliers, vendors, and consumers.

Ms. Astrid Dias shared Tata Group's transformation of sustainability from a peripheral concern to a core strategy over the past four years. Tata has focused on reducing carbon emissions, investing in renewable energy, and optimizing supply chains. With initiatives like zero-waste targets and eco-friendly products, Tata integrates sustainability across sectors, from sustainable mobility at Tata Motors to energy-efficient solutions at Voltas, turning sustainability into a practical, actionable business strategy.

The conference served as a significant platform for academic and industry collaboration, showcasing contributions from faculty, students, research scholars, and industry professionals. The research paper tracks gave a macroscopic view on leadership, sustainability and technology along with the allied areas.

The Valedictory function was also marked by an elaborate prize distribution ceremony for best papers in the presence of Dr. D. Y. Patil, Prof. Dr. Uday Salunkhe, Dr. Arjun Ghatule and Prof. Rajanish K Kamat, Hon'ble Vice-Chancellor, Dr. Homi Bhabha State University, Mumbai. The conference concluded with the vote of thanks by coordinator Dr. Vaishali Patil, Associate Dean - Research & Publications & Information Technology.

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