

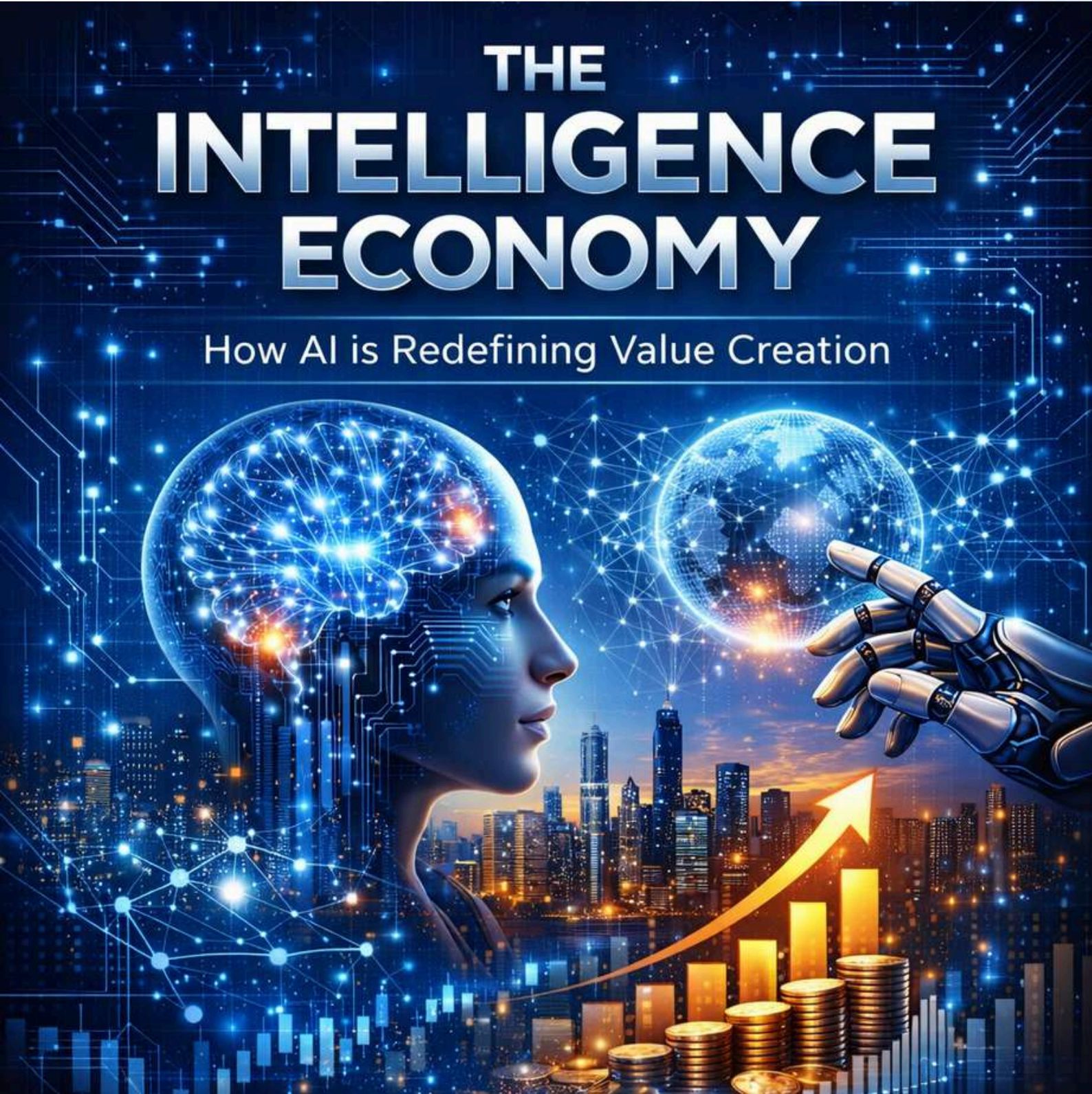


Quality Herald

The voice of excellence

THE INTELLIGENCE ECONOMY

How AI is Redefining Value Creation



ABOUT THE JOURNAL

The **March 2026** edition of **Quality Herald**, themed “**The Intelligence Economy: How AI Is Redefining Value Creation**,” explores how artificial intelligence is transforming the foundations of business value. No longer limited to automation, AI is becoming a strategic engine for innovation, enabling organizations to redesign value chains around data-driven, predictive, and adaptive models. From generative AI to intelligent analytics, companies are leveraging advanced technologies to enhance productivity, personalization, and competitive advantage.

This edition examines how AI-powered ecosystems are reshaping decision-making, customer experience, and operational excellence. It highlights the transition from traditional efficiency-focused strategies to intelligence-led growth models that prioritize agility, resilience, and continuous optimization. Alongside industry case studies and expert insights, the issue addresses critical considerations such as responsible AI governance, transparency, risk management, and regulatory alignment.

Additionally, the March issue explores the human dimension of the intelligence economy, emphasizing workforce transformation, digital fluency, and ethical leadership. It underscores the importance of integrating AI within quality and governance frameworks to ensure trust, accountability, and sustainable innovation. Ultimately, the edition equips leaders with strategic foresight to harness AI as a core driver of long-term value in an increasingly intelligent global economy.

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Aims	The magazine intends to be leading platform for sharing practical insights, innovative ideas and thought leadership in the field of Quality, Sustainability, Operations and Business Excellence. It seeks to inspire professionals, academicians and organisations to adopt and implement the quality driven approaches that lead continuous improvement and societal value.
Scope	A. Management System B. Sustainability and ESG practices C. Operational and Business Excellence D. Women empowerment E. Youth, Education and Future of Quality Leadership F. Industry 4.0 and Artificial Intelligence
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In today's business landscape, data is no longer a passive record of what has already happened. It has evolved into a strategic asset that actively shapes decisions, influences outcomes, and determines competitive advantage. Yet, data on its own has limited meaning. Its true power emerges only when intelligence is applied, when patterns are interpreted faster than human cognition, and when organizations learn to act on insight rather than instinct.

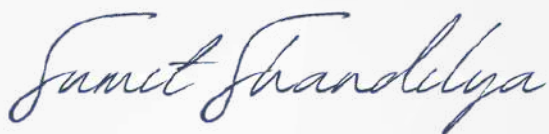
This edition of Quality Herald examines that transformation as it is unfolding right now. Across industries, artificial intelligence is redefining how value is created, measured, and sustained. Decisions that once relied on historical analysis are increasingly guided by predictive and prescriptive intelligence. Quality, productivity, risk, and customer experience are no longer managed reactively but are being steered proactively through intelligent systems.

The real differentiator, however, is not technology alone. It lies in how organizations prepare their data, frame the right questions, and embed intelligence into their processes and governance structures. Skills, ethics, transparency, and alignment with business objectives play a critical role. Without these foundations, advanced analytics and automation risk becoming isolated tools rather than drivers of excellence.

In this issue, Quality Herald brings together insights that connect analytics with quality management, operational excellence, and leadership thinking. The focus is practical and grounded, highlighting how intelligent, data-led approaches are quietly reshaping competitiveness and organizational maturity. From operational decision making to strategic foresight, the shift is clear. Those who can convert information into timely, confident action will define the next phase of sustainable success.

As you explore this edition, I invite you to reflect on one important question. Is your organization merely generating data, or is it truly extracting value and direction from it?

Happy reading, and more importantly, happy improving.



Chief Editor

Quality Herald – The Voice of Excellence

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From Data to Dominance: The AI-Driven Value Revolution



Article from the Editor's Desk - Surajit Mukhopadhyay

For over a century, value creation was driven by scale: bigger factories, larger workforces, broader distribution. In the digital age, it shifted to networks and platforms. Today, with the rise of artificial intelligence (AI), value creation is being redefined once again—not by scale alone, but by intelligence at scale.

AI is not just automating tasks. It is reshaping how companies compete, how products evolve, and how entirely new markets emerge.

From Automation to Augmentation

Early digital transformation focused on efficiency—reducing costs, speeding up processes, and minimizing errors. AI goes further. It augments human decision-making.

Organizations using AI systems such as ChatGPT or IBM Watson are not simply replacing labour; they are enhancing creativity, accelerating research, and expanding cognitive capacity.

Value is no longer just about “doing things cheaper.” It is about:

- Making better decisions faster
- Generating insights from massive data streams
- Unlocking innovation that would be impossible manually



This transition from automation to augmentation multiplies human potential.

Data as a Living Asset

Traditionally, assets were tangible: property, machinery, inventory. In the AI era, data becomes a dynamic asset that grows more valuable the more it is used.

Companies like Amazon and Netflix create value by continuously learning from user behaviour. Their AI models refine recommendations, predict demand, and optimize operations in real time.

The key shift is this:

Data is no longer archived for reporting. It fuels predictive systems that actively shape customer experience.

Value creation becomes cyclical:

1. Collect data
2. Learn from it
3. Improve service
4. Generate more data
5. Repeat

The more the loop runs, the stronger the competitive advantage.

Personalization at Scale

In the past, personalization was expensive and limited. AI enables hyper-personalization across millions of users simultaneously.

Streaming services tailor content suggestions. E-commerce platforms adjust pricing dynamically. Financial institutions assess credit risk with greater nuance. Healthcare systems predict patient needs before symptoms escalate.

What was once a luxury service is now embedded into everyday digital experiences.

The result?

- Higher engagement.
- Stronger loyalty.
- Greater lifetime value per customer.



The Rise of AI-Native Business Models

AI is not just improving existing companies—it is enabling entirely new ones.

Autonomous systems, AI-powered design tools, generative content platforms, and predictive analytics startups are building businesses where intelligence itself is the core product.

For example:

- Ride-sharing platforms use AI for route optimization and dynamic pricing.
- Fintech firms deploy machine learning for fraud detection.
- Biotech startups use AI to accelerate drug discovery.

In these models, value is embedded in algorithms rather than physical goods.



Speed as a Strategic Advantage

AI compresses time.

Product development cycles shrink. Market signals are interpreted instantly. Supply chains adjust dynamically.

Customer support operates 24/7.

Companies that integrate AI deeply into their operations respond to change faster than competitors. Speed becomes a decisive factor in value creation.

In volatile markets, the ability to adapt is often more valuable than scale itself.

Democratization of Capability

Perhaps the most profound shift is accessibility.

Tools once reserved for large enterprises are now available to startups, creators, and individuals. Cloud-based AI platforms lower barriers to entry, enabling small teams to compete with established players.

A single entrepreneur with AI tools can:

- Design products
- Write marketing campaigns
- Analyze customer data
- Automate workflows

The asymmetry between large and small organizations narrows. Innovation accelerates.



The Human Factor: Trust and Ethics

As AI systems gain influence, trust becomes central to value creation.

Organizations must ensure transparency, fairness, and responsible deployment. Bias, privacy concerns, and misinformation risks can quickly erode brand equity.

Long-term value will depend not just on technical capability, but on ethical stewardship.

Companies that balance innovation with responsibility will define sustainable success in the AI era.

The New Equation of Value

Historically:

Value = Labor × Capital × Scale

Today:

Value = Data × Intelligence × Speed × Trust

AI does not merely optimize business—it redefines what is possible. It turns data into foresight, automation into augmentation, and scale into intelligent adaptability.

The organizations that understand this shift will not simply compete more efficiently. They will shape entirely new ecosystems of value.

The question is no longer whether AI creates value.

It is: who will learn to harness it best?





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The Intelligence Economy: The Rise of the Information to the Insight Economy.



N Jithin Kumar - HR Business Partner, Rrayze business solutions

Since decades, the state of economic development was determined by the availability of resources, land, labor, and then, data. However, in the current times, there is one more aspect that is silently transforming the value creation in various industries, and that aspect is intelligence. Not that intelligence in the old human context of the word, but artificial intelligence, which are able to learn and adapt, predict and optimise in a scale that was once thought to be unimaginable.

We are moving into what most people define as the Intelligence Economy, an age where competitive advantage no longer resides with who is able to possess the largest amount of data, but with who can be able to derive the most meaningful insights out of it.

To Data Economy To Intelligence Economy:

The data revolution marked the beginning of the 2000s. Organizations had spent a lot of investment on accumulating and storing information. Data became the "new oil." Nonetheless, raw data that is not interpreted is only potential energy. This actual change in direction started when machine learning and AI made businesses transition to foresight rather than hindsight.

The value in the Intelligence Economy is not merely made through gathering of knowledge, but transforming it into real-time decisions, predictive models and autonomous actions. Firms are moving toward more prescriptive and predictive intelligence (What will happen) as opposed to descriptive analytics (What happened?). and "What should we do about it?").



Intelligence as Strategic Resource:

Traditionally, balance sheets were dominated with physical assets. Subsequently, intangible assets such as brand and intellectual property became popular. Algorithms capability is becoming a strategic asset on its own today. Companies, which incorporate AI into their systems, are experiencing gains in efficiency and innovation at exponential growth. Think about how supply chains are automating themselves, or how customer service chatbots work on customer inquiries in the thousands at once, or how predictive maintenance helps companies prevent expensive breakages in the industry before they happen.

Intelligence is ceasing to be a support function; it is taking the form of operating system of the contemporary enterprises.

The adoption of AI is not the only difference between leaders in this economy, but the integration of AI. The implementation of standalone AI solutions is incrementally enhanced. Intelligence within the various departments that should be embedded in finance, marketing, operations, HR produces systemic change.

Redefining Productivity:

The Intelligence Economy puts a question on mainstream definitions of productivity. The conventional way of measuring productivity used to be in terms of output per hour of labor. In a world where AI is utilized, the emphasis is on output per decision.

AI enhances human capacity through lessening of cognitive load. Routine analysis, repetitive decision-making, and processes that are heavy on data are being automated. This enables the professionals to concentrate on creativity, strategy and solving complicated problems.

To illustrate this point, in the case of financial services, AI systems can determine the risk of credit within a few seconds by examining a large amount of behavioral and transactional data. Overall, AI-driven diagnostic instruments, in healthcare, help physicians detect previously unseen trends. Personalization engines are used in marketing to scale customer experiences.

Productivity is now not only related to working faster, but working smarter through smart augmentation.

Personalization on Scale: New Value Paradigm.

Hyper-personalization is one of the most apparent effects of AI on the Intelligence Economy. The current generation of consumers requires customized products, services and experiences. AI allows companies to achieve customization on a large scale, which was not economically viable before.

Content recommendations are based on the viewing patterns in streaming platforms. Product recommendations on e-commerce sites are based on the history of browsing. The financial platforms provide risk-based investment advice based on risk profiles and market data.

This change changes the value of standardized products to personalised experiences. The economic benefit is gaining the knowledge of micro-behaviors and dynamical response.

Basically, AI makes scale more of a mass-production strength than a mass-customization strength.

Competitive Advantage Decision Velocity:

Quickness of decision-making is essential in a dynamic international setting. The concept of AI can improve what may be considered the speed of decisions or, more precisely, the capacity to process complex data and provide actionable information within seconds.

In logistics, DRO saves on fuel consumption and delivery time. AI-based demand forecasting reduces inventory wastage in the retail industry. There are algorithmic trading systems in capital markets that make decisions within milliseconds.

Companies that integrate human and machine accuracy are performing better than those that are only using the conventional decision hierarchies.

The Intelligence Economy rewards the individuals, who minimize friction between the input of data and strategic output.

Ethical Intelligence and Accountable Value Creation:

When one is more intelligent, there is increased responsibility. The presence of algorithmic bias, data privacy issues, cybersecurity threats, and transparency issues are life-threatening.

Companies that do not regard ethics face the risk of their bad reputations and legal questions. The Intelligence Economy must then require a corresponding increase in ethical intelligence.

The companies with embedded ethics in AI strategy will have a long-term legitimacy and trust by stakeholders.

Redefining Competitive Moats:

Competitive advantages of old such as economies of scale, capital intensity, geographic dominance are being shaken. Enterprises that have high AI will be able to grow fast without investing substantially in physical infrastructure.

Digital first-mover organizations are using AI to streamline customer acquisition, pricing, and product development processes. The already existing companies have to reinvent themselves or become obsolete.

Adaptive learning is the best moat in Intelligence Economy. The development of self-improving systems is achieved by organizations that keep on refining their algorithms and incorporating feedback loops. These systems generate compounding advantages with time.

The future does not lie with the largest competitors, but with the intelligent students.

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Beyond Efficiency: The way AI Is Rewiring the Architecture of Value Creation.

T Amith Pranav - Assistant manager, Anand rathi



When we talk of artificial intelligence, we imagine the discussion on automation, productivity, and the reduction of cost. Although they are legitimate results, they are but the tip of a very large iceberg. What we have to observe today is not merely technological promotion, it is a paradigm change in the very conception, generation and capture of value.

Intelligence Economy is not merely the utilization of smarter tools. It is concerned with redesigning the architecture of business around learning systems.

The Changing of Assets to Algorithms.

Most of the modern economic history has been associated with the value being tied to the real-life assets: factories, distribution channels, natural resources. In the digital age, data hoarding companies were concentrated on data as a competitive edge. Ownership of data is no longer sufficient to be differentiated.

It is now important how best organizations can transform data into intelligent action.



Smart systems are proactive as opposed to being reactive. The digital platforms promote services prior to searches by customers. Banking institutions evaluate the spending habits to provide counteractive financial guidance. The retailers study the browsing behavior so that they use it to send email promotions specific to individuals. This proactive model will alter the emphasis on product sales to the provision of relevance.

Personalization is becoming a key element in customer loyalty in the Intelligence Economy. Organizations establish emotional and economic value when they show a delicate appreciation of the personal preferences.

Velocity as the New Competitive Edge:

The classical models of growth focused on growth - additional markets, additional customers, additional infrastructure. In the Intelligence Economy, the growth is more and more reliant on the ability of an organization to learn quickly.

AI systems process large volumes of data in real time, making patterns out of it that human analysis would not have otherwise discovered. Those companies that build effective feedback loops, i.e. customer behavior constantly improves models, establish adaptive capabilities that can hardly be matched by competitors.

This gives an advantage of dynamism. Rather than quarterly or yearly planning of business strategies, businesses are run by dynamic intelligence, and their paths can be changed within seconds or minutes.

The end product is a more dynamic and agile business.

Rediscovering Customer Relationships.

Artificial intelligence is completely changing the way organizations treat customers. It is not a transactional relationship but a predictive and a contextual one.

Smart systems are proactive as opposed to being reactive. The digital platforms promote services prior to searches by customers. Banking institutions evaluate the spending habits to provide counteractive financial guidance. The retailers study the browsing behavior so that they use it to send email promotions specific to individuals. This proactive model will alter the emphasis on product sales to the provision of relevance.

Personalization is becoming a key element in customer loyalty in the Intelligence Economy. Organizations establish emotional and economic value when they show a delicate appreciation of the personal preferences.

AI in the Core Operations: Support to Strategy.

At first, AI was applied in the peripheral areas - chatbots to provide customer care, analytics dashboard to report. Intelligent systems are today taking over central decisions.

In production, AI-based quality assurance technologies can be used to identify tiny flaws during the production process. Machine learning models used in healthcare aid in the detection of early diseases. Predictive models are used in finance to manage a portfolio risk more precisely than ever before.

Technology and strategy are becoming blurred. The intelligence is being incorporated into the working genes. Companies that are incorporating AI as a part of strategic planning, and not as a technological experiment, are redefining the standards of the industry.

The Workforce Transformation.

Job displacement is a common issue that is raised in AI debates. Even though some of the repetitive jobs are being automated, the larger paradigm shift is a more complicated one.

The Intelligence Economy is requiring novel abilities, such as data analysis, critical reasoning, online teamwork and moral supervision. Since machines will do structured work, human beings will be supposed to concentrate on more advanced problem-solving.



Such a change necessitates lifelong learning. Training programs in schools and corporate trainings should be modified in such a way that they equip people with hybrid jobs where machines can only be used to enhance human judgment.

Notably, the human factor is even more important. Algorithms are not able to imitate creativity, empathy, negotiation, and leadership. Rather, AI enhances human instead of draining the professionals of routine intellectual tasks.

The human part of the future workplace will not be reduced it will be enhanced human.

Inclusion and Accessibility of the Economy:

The opportunity to democratize opportunity is another one of the undervalued facets of the Intelligence Economy. AI tools on the cloud enable startups and small businesses to perform functions that previously were available to big companies.

The advanced analytics enables entrepreneurs to study market trends without having to maintain huge infrastructure. Generative tools can be used to improve productivity by independent creators. Predictive maintenance systems can be implemented in small manufacturers at scaled costs.



Ethical Design as a Value Generator.

The strategic imperative is thrust onto the ethical design of intelligent systems as they increasingly have a role in decision making. Algorithms, the use of data, and non-transparent decision-making can destroy the trust of the population.

Transparency and accountability are becoming more and more associated with Value in the Intelligence Economy. Customers also desire to learn how their information is exploited.

Regulators insist on transparency on automated decision making processes. The employees need to be convinced that AI systems are equitable and impartial. Companies that are keen in addressing these issues build a better case to trust them. Being a responsible AI is not only a compliance necessity but also a value creator in the long run.



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The Coming of the Intelligence Economy: the Age of Information to Era of Insight.

Singam Mohit Reddy - Advisor, Factset



Access to resources, including land, labor, capital, and, subsequently, data has determined economic progress in decades. However, the current generation is witnessing an element that is silently redefining value creation in any industry, which is intelligence. Not intelligence in the classic human context, but artificial intelligence - systems with learning, adaptation, prediction, and optimisation capabilities that are otherwise in a scale that was not possible before.

We are moving into what some people call the Intelligence Economy - the age in which the winner takes the prize not to the best possessor of data, but to the best extractor of sensible information out of it.

Intelligence Economy: Past, present and future of Data Economy.

The data revolution was characterized by the early 2000s. Companies spent high in gathering and storing data. Data became the "new oil." Nevertheless, raw data that is not interpreted is just potential energy. The actual shift came with the use of machine learning and AI allowing the businesses to shift to foresight rather than hindsight.

The value in the Intelligence Economy is not generated by the mere amassing of information, but changing it into real-time decision-making, predictive modeling and automatic action taking. Corporations are no longer focused on descriptive analytics (What happened?), but prescriptive and predictive intelligence (What will happen?). and "What should we do about it?").

This change is slight though deep. It transforms the business model architecture.

The Intelligence of a Strategic Asset:

Traditionally, balance sheets were characterized by physical assets. Intangible resources such as brand and intellectual property became popular later. Nowadays, algorithmic capability is becoming a strategic resource by its own.

Companies that integrate AI into their main operations are experiencing efficiency and innovation by several folds. Take a look at the way that supply chains are getting self-optimizing, how chatbots in customer services can process thousands of requests at once, or how predictive maintenance can help avoid expensive industrial failure even before it happens.

Intelligence is not a support service anymore, it is becoming the operating system of the contemporary enterprises.

Adoption of AI is not the only thing that distinguishes leaders in this economy, but rather AI integration. The use of standalone AI tools has incremental value. Intelligence integration into departments, finance, marketing, operations, HR, etc. brings systematic change.



Redefining Productivity:

Intelligence Economy disputes traditional conceptions of productivity. In the traditional method, productivity was determined by the output per labor hour. The productivity of one decision in an AI enabled world centers on output.

AI enhances human abilities by decreasing human workload. Data intensive processes, repetitive decision-making and routine analysis are being increasingly automated. This enables professionals to emphasize on creativity, strategy, and solving of complex problems.

As an illustration, AI applications can help evaluate credit risk within seconds by evaluating extensive behavioral and transactional data in such a case as financial services. Artificial intelligence in diagnostic tools helps physicians in healthcare to recognize trends that cannot be detected by the human eye. Personalization engines help generate customer experiences at scale in marketing.

Productivity is no more about working faster, but smarter and intelligently augmented.

Personalization at Scale: A new Value Paradigm.

Hyper-personalization is one of the most apparent effects of the Intelligence Economy AI. Customers in the modern world demand products, services, and experiences that fit their tastes. AI also makes customization at scale a reality to businesses, which was not economical previously.

The streaming sites suggest the content according to the behavior. Browsing history is used to create product recommendations on e-commerce platforms. Fine-tuned investment recommendations based on risk profiles and market information are provided on financial platforms.

This change brings about value variation instead of standardized products and services to personalized ones. The economic benefit is to get familiar with the micro-behaviors and react in a dynamic manner.

Simply put, AI transforms the scale into a mass-production advantage to a mass-customization advantage.

Competitive Advantage of Decision Velocity.

The speed of making decisions is paramount in an unstable world. AI can be applied to increase what might be called decision velocity: the capacity to process complicated data and create practical information at a glance.

Dynamic route optimization has lowered fuel expenditure and delivery time in operations such as logistics. AI-based demand forecasting reduces inventory wastage in retail. In capital markets, the algorithmic trading systems make decisions at milliseconds.

Companies that utilize human intelligence and machine accuracy are doing better than those that use the traditional decision hierarchy only.

The Intelligence Economy rewards individuals who introduce less friction between strategic output and input of data.

Responsible Value Creation and Ethical Intelligence.

The smarter one is, the more responsibilities one gets. There are serious challenges of algorithmic bias, data privacy issues, cybersecurity threats, and transparency concerns.

Companies that do not pay attention to ethical concerns are likely to suffer reputational losses and legal investigation. An equal increase in the ethical intelligence is thus required in the Intelligence Economy.

The responsible AI governance, explainable algorithms, and well-developed data protection frameworks are becoming the key focus of the sustainable value creation. Trust, which was previously established based on the brand and reputation, should be now applied to the digital systems and automated decisions.

The ethical aspect of AI strategy will grant long-term legitimacy and confidence of the stakeholders to companies that implement it.

Competitive Moats Re-embarkation.

Adaptive learning offers the best moat in the Intelligence Economy. The self-improving systems are developed by organizations that constantly optimize their algorithms and include the elements of feedback loops. These systems develop compounding benefits with time.

It is not the largest players, but the most intelligent learners who are going to have a future.

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Aditya Parmar - Area Sales Manager, Bata



Economics of Thinking Machines: How AI is Remaking Markets, Margins and Meaning:

Each and every economic revolution has transformed the mode of production, consumption, and competition. Muscle was mechanized by steam engines. Industry was electrically powered. Information was digitized with the internet. However, Artificial intelligence is not. It does not merely increase physical strength or interrelationship, it strengthens thinking.

We are entering the age of thinking machines that are transforming the way markets operate, the way margins are made as well as the way organizations establish purpose. The Intelligence Economy is not a concept of the future, but a structural change that has already taken place.

The Intelligence as an Economic Multiplier:

Growth demanded proportional growth in the traditional business environment more employees, more capital, more infrastructure. This linear model is disputed by AI.

The cost to scale An intelligent system can be scaled at marginal cost. Millions of customers can use a predictive pricing engine at the same time. The system can be an AI-based fraud detector that needs no similar increase in staffing to handle large volumes of transactions.

This scale makes intelligence an economic multiplier. It increases the production without proportional growth in the input.

Consequently, organizations are redoing cost structures. The leverage of operations is coming less physically than algorithmically sophisticated.

Precision Creation of Margin:

Competitive markets have low margins. Minimal inefficiencies multiply. AI brings accuracy in places where profitability was already undermined by uncertainty.

Dynamic pricing models vary in real time depending on indications of demand. Inventory algorithms minimize the overstock and stockouts. Predictive analytics reduce credit default risk. The energy management systems optimize the consumption job-by-job.

This accuracy generates micro-efficiencies that add up to huge financial effects.

Within the Intelligence Economy, being profitable does not revolve around radical cost-cutting, but rather smart calibration.

Information Monetization and Emerging Revenues:

The other characteristic of this period is the development of data as a commercial resource. Nevertheless, the monetization is not achieved only by selling data but by extracting insights.

By integrating intelligence into its products, companies are establishing completely new sources of revenue. AI-based analytics are being implemented as a feature of software platforms. Predictive maintenance is introduced in automotive manufacturers. Investment banks offer advisory services that are algorithm-based.

Products are becoming smart based services:

The paradigm of transformation of one-time transactions to intelligence-enabled ecosystems changes the models of revenue. The use of subscription structure, outcome-based pricing, and usage-based billing is on the rise.

Global Implications:

Geopolitics and macroeconomic areas are also changing with the emergence of AI. Countries that have invested most in AI studies, semiconductor industry, and digital infrastructure are taking its place as an economic leader.

The Dynamics of the Markets in an AI Driven Landscape:

Competitive dynamics are also changed by the Intelligence Economy. Companies that have made substantial investments in AI and become first movers tend to have cumulative benefits. There are reinforcing loops between machine learning systems and exposure and feedback.

The greater the data processed the more sophisticated the model. The higher the level of refinement of the model, the greater the customer experience. The more the better the experience, the more it can be adopted.

Unregulated this feedback cycle may result in market concentration. Meanwhile, open-source systems and cloud systems reduce the barriers of entry and enable agile businesses to develop at an accelerated pace.

The outcome is a counter-intuitive market: very competitive, but more and more concentrated around smart ecosystems.

The Strategic significance of AI Infrastructure:

Similar to the railway and highways that characterized the previous economic periods, AI infrastructure is becoming fundamental.

The Intelligence Economy is based on cloud computing platforms, edge processing capabilities, high-performance chips and secure data architectures. Companies investing in an effective digital infrastructure are well placed to be flexible in the long-term.

Notably, AI cannot be a plug-and-play solution. Clean data pipelines, cross-functional alignment, and frameworks are needed to be effective in deployment.

Those businesses that view AI as a strategic change and not a tactical test are in a better position to achieve long-term values.

Human Capital and Organization Culture:

Algorithms might work but humans provide direction. Intelligence Economy demands a change in culture of organizations.

The process of decision-making is more evidence-based. Experimentation is made continuo. The hierarchies are flattened because there is more information flowing across the teams.

The employees are supposed to read dashboards, query outputs, and cooperate with smart systems. The competence level is not restricted to the domain knowledge but extends to the digital literacy and analytical thinking.

When an organization fosters a culture of learning (AI tools are implemented, not opposed), more room to be innovative becomes possible.

This leadership is not about the control of technology, but rather it is about an integration into the working processes, which holds meaning.

Purpose in an Automated Age:

With the acceleration in technology, organizations are being pressed to identify their expanded societal role. AI has the capability of fueling productivity, though it is also able to impact the level of employment and social organization.

Intelligent systems are being thought of by forward-looking companies on how they can generate inclusive growth. The concept of upskilling, responsible automation, and stakeholder engagement is becoming a part of the corporate strategy.

Creation of value during this period does not simply run along shareholder returns, but the capability of balancing innovation with societal impact.

The New Stage of Economic Development:

The Intelligence Economy will become even more enriched as the autonomous systems, generative AI and enhanced analytics evolve. Cycles of decision making will become even shorter. The business models will change to predictive ecosystems. The ability to be flexible will become a key element of competitive advantage.

The era is not marked by the existence of AI, but rather by the fact that intelligence is the core of all economic processes.



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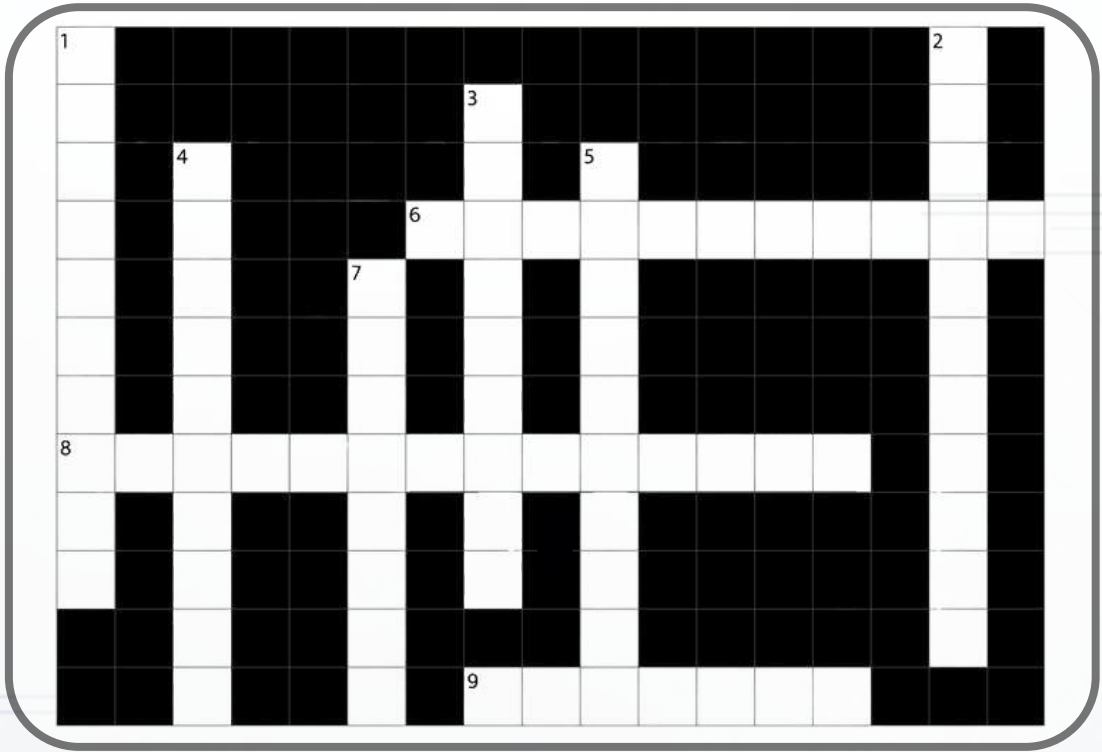
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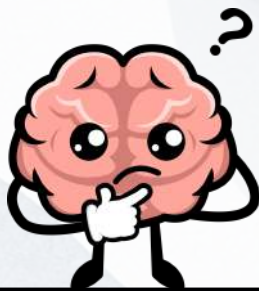


ACROSS

- 6. Distributed ledger tech often proposed for secure identity systems.
- 8. Process that verifies a user’s identity (passwords, tokens, biometrics).
- 9. Unique physical or behavioral traits used to identify a person.

DOWN

- 1. State of being unidentifiable within a set of users.
- 2. Permission given by an individual for collection or use of their data.
- 3. Principle that individuals (or nations) control identity data about themselves.
- 4. Laws and rules that govern how digital identity data is used.
- 5. The ability to move your identity data across services.
- 7. The right to control who accesses your personal information.
- 10. The set of attributes that uniquely represent a person in digital systems.



Answers of the Previous edition
 Across: 1. Resilience, 3. Ceo 7. Entrepreneurship 8. Strategy 9. Influence 10. Vision
 Down: 2. Empowerment, 4. Leadership, 5. Governance, 6. Innovation



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NEWS

MOODY'S ON AI: BIG PRODUCTIVITY GAINS, BUT BIG RISKS TOO

According to a recent report by Moody's Ratings, artificial intelligence could increase global productivity by up to 15% over the next decade. The analysis highlights that rapid AI adoption may significantly reshape productivity, labour markets and investment flows across industries, particularly benefiting sectors such as technology, finance and professional services.

However, the gains are expected to be uneven. Advanced economies with strong digital infrastructure and skilled workforces are likely to capture a disproportionate share of benefits, potentially widening global income gaps. Emerging markets may struggle due to weaker infrastructure and lower investment capacity.



THE ECONOMIC TIMES

The report also warns of labour disruption. AI is increasingly capable of automating cognitive and administrative tasks, putting several white-collar roles at risk. While new AI-related jobs may emerge, the transition could increase unemployment or wage inequality if reskilling efforts do not keep pace.

Additionally, Moody's flags infrastructure constraints such as rising energy demand from data centres and computing needs, which could strain power grids and increase operational costs. The agency stresses that proactive government policies, workforce retraining and corporate adaptation will be critical to ensuring AI's economic gains outweigh its social and financial risks, as reported by The Economic Times.

QUALITY CONTROL(LED) HUMOR

When Work Gets Too Serious

1. THE AI ADOPTION RUSH 🔄

CEO: "How fast can we become an AI-first company?"
 Consultant: "Depends... how fast can your people learn?"
 CEO: "People? I meant subscriptions."



2. THE DATA QUALITY TRAP 📊

AI Team: "We need clean, structured data."
 Management: "We have lots of data."
 AI Team: "Is it usable?"
 Management: "...It's in multiple Excel sheets."



3. THE AUTOMATION CONFUSION ⚙️

Manager: "AI will automate everything."
 Employee: "Including decision-making?"
 Manager: "No, just the easy parts."
 Employee: "So... emails?"



4. THE PRODUCTIVITY PARADOX 🚀

Company: "AI will save 40% of time."
 Team: "Great, what do we do with the saved time?"
 Company: "More work."
 Team: "...Should've stayed inefficient."



5. THE HUMAN VS AI MOMENT 🌐

Client: "Is this done by AI or humans?"
 Agency: "Both."
 Client: "Who's responsible if it fails?"
 Agency: "...Humans."

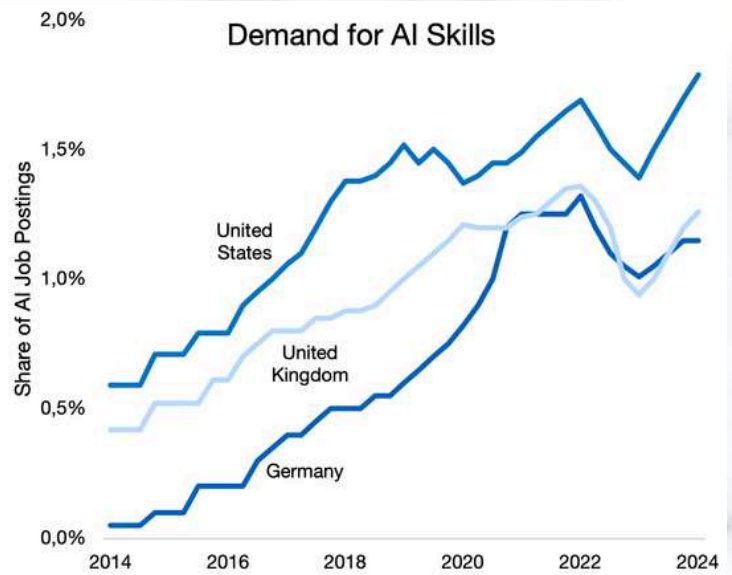
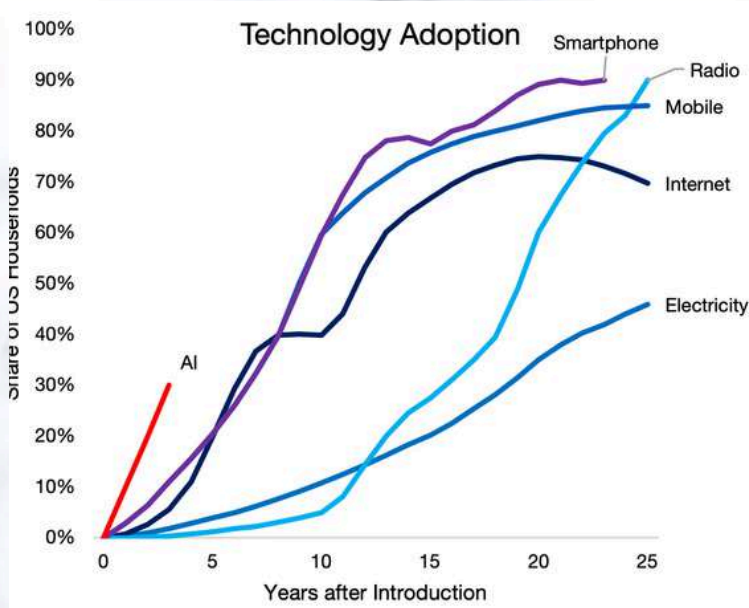


NEWS

AI IS IMPROVING WAGES AND JOB QUALITY, SAYS WORLD ECONOMIC FORUM

A recent article by the World Economic Forum highlights that artificial intelligence is not only reshaping work but also improving wages and job quality in many sectors. Research cited in the piece suggests that AI adoption is linked to higher productivity, better pay, and enhanced job roles, particularly where workers use AI tools to complement their skills.

The findings indicate that AI tends to augment rather than replace many jobs, helping employees focus on higher-value tasks instead of routine work. In several industries, workers using AI tools have reported improved efficiency and better outcomes, which can translate into wage growth and stronger career prospects.



THE ECONOMIC POTENTIAL OF GENERATIVE AI: MCKINSEY'S VIEW

A report by McKinsey & Company describes generative AI as the next major productivity frontier, with the potential to add \$2.6 trillion to \$4.4 trillion annually to the global economy. The largest impact is expected in functions such as customer operations, marketing and sales, software engineering, and R&D.

The study highlights that generative AI could significantly automate tasks involving natural language processing, content creation, and data analysis. Knowledge-intensive sectors like banking, high tech, and life sciences are projected to benefit the most.

Importantly, McKinsey notes that while AI can accelerate productivity growth, organizations must redesign workflows, invest in reskilling, and ensure responsible AI governance to fully capture its value. Without structural changes and workforce adaptation, the economic gains may not be fully realized.



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GLIMPSES



Certified Associate of TPM Workshop | EV Components Manufacturer

Delivered an in-depth workshop on Certified Associate of Total Productive Maintenance (TPM), covering the eight pillars of TPM, OEE improvement, autonomous maintenance, and loss elimination strategies. The program aimed at building a culture of operational excellence, zero breakdowns, and continuous improvement within EV component manufacturing processes.



GHG Accounting Program | Leading EV Component Manufacturer, Palwal

Facilitated a specialized training program on Greenhouse Gas (GHG) Accounting, focusing on Scope 1, Scope 2, and Scope 3 emissions measurement, carbon footprint calculation, reporting frameworks, and sustainability compliance requirements. The program enabled participants to align with global climate reporting standards and strengthen ESG initiatives within the EV manufacturing ecosystem.

EHS Internal Auditor Training | 5-6 Feb 2026 | Japanese Auto Part Manufacturer

Conducted a comprehensive two-day EHS (Environment, Health & Safety) Internal Auditor Training program focused on strengthening internal compliance systems, risk identification, legal requirements, and audit methodologies. The session emphasized practical case studies, ISO standards alignment, and developing effective corrective and preventive action plans within manufacturing operations.



Certified Associate of TPM Workshop | EV Components Manufacturer

Delivered an in-depth workshop on Certified Associate of Total Productive Maintenance (TPM), covering the eight pillars of TPM, OEE improvement, autonomous maintenance, and loss elimination strategies. The program aimed at building a culture of operational excellence, zero breakdowns, and continuous improvement within EV component manufacturing processes.



Important Dates in March 2026

March 3 – World Wildlife Day

Recognised by the United Nations, this day spreads awareness about protecting wild animals and plants. It encourages conservation and sustainable use of biodiversity.



March 3 – Holika Dahan

Celebrated a day before Holi, bonfires are lit to symbolise the victory of good over evil. It marks the burning of negativity and welcoming positivity in life.

March 19 – Gudi Padwa

Marks the Hindu New Year in many parts of India and the start of Navratri. It signifies new beginnings, prosperity, and spiritual renewal.



March 26–27 – Rama Navami

Celebrates the birth of Lord Rama, an important deity in Ramayana. Devotees observe fasts, prayers, and temple visits.



March 31 – Mahavir Jayanti

Marks the birth anniversary of Mahavira, the founder of Jainism. It is celebrated with processions, charity, and spiritual activities.





The DPDP Act, 2023 is Here. Is Your Business **Ready?**

Avoid penalties up to ₹250 Crores.

Turn Compliance into a **Competitive Advantage** with **QGS**.

Data Privacy is no longer optional—it's the law.

The Digital Personal Data Protection (DPDP) Act, 2023 dramatically shifts how Indian organizations must handle personal data. From 'Consent Managers' to 'Data Principal Rights,' the compliance landscape has changed.



Are you prepared to answer:

- Do you have verifiable consent for all legacy data?
- Is your Data Protection Board reporting mechanism ready?
- Have you identified if you are a **Significant Data Fiduciary (SDF)**?

Your DPDP Implementation Partner

At QGS, we don't just offer advice; we **Implement the framework**. We bridge the gap between Legal Requirements, IT Security, and Process Management.

4-Step DPDP Implementation Roadmap:

1. Data Discovery & Gap Assessment

- Data inventory & data flow mapping.
- Current maturity assessment vs DPDP 2023 requirements.
- Have you identified if you are a **Significant Data Fiduciary (SDF)**?

2. Framework Design & Documentation

- Drafting Privacy Notices (available in 22 languages).
- Vendor/Processor contract upgrades.

3. Operational Implementation

- Setting up the Consent Management Manager (CMM).
- Establishing the Grievance Redressal Mechanism.

4. Training & Sustainment

- ✓ **Role-based privacy training** for employees.
- ✓ **Mock Data Breach drills.**
- ✓ **Internal Privacy Audits.**

Why Choose QGS?

- ✓ **Holistic Approach:** We combine Legal interpretation with IT implementation.
- ✓ **Customized Solutions:** Tailored for MSMEs and Large Enterprises.
- ✓ **Proven Methodology:** Based on global best practices (GDPR/ISO 27701) adapted for India.



Upcoming Training Programmes

ISO 9001:2015

Lead Auditor
from April 06-10, 2026

ISO 45001:2018

Lead Auditor
from March 23-27, 2026

Six Sigma Green Belt

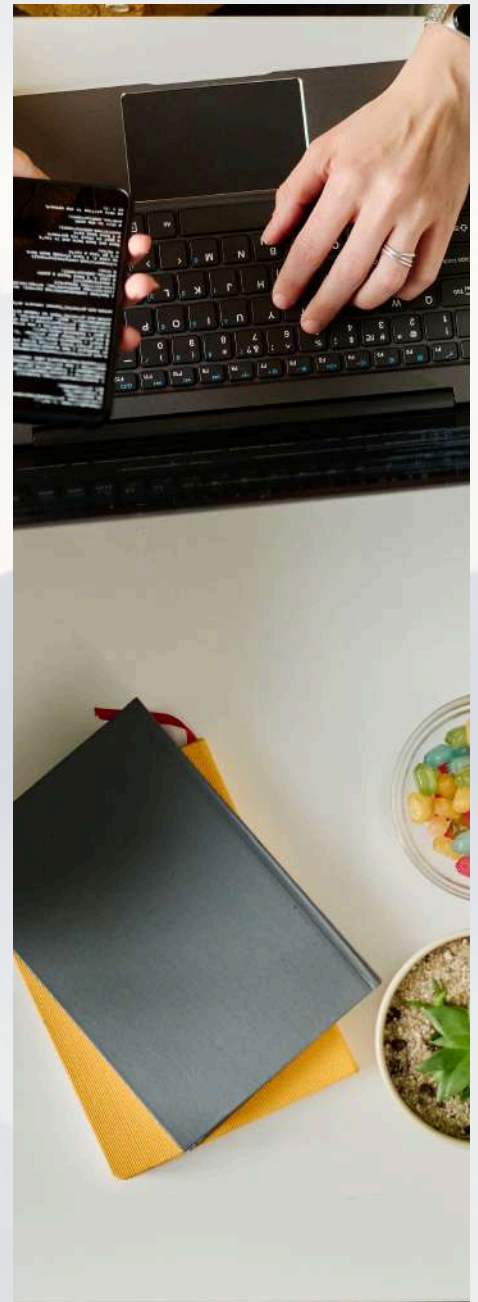
from March 16-20, 2026

Weekender Six Sigma Black Belt
start from March 20th 2026

ESG Awareness Session
on March 27-28, 2026

ISO 27001:2022

Lead Auditor
from April 13-17, 2026



Contact to Register or Inquire

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