



e-magazine
Inaugural Issue

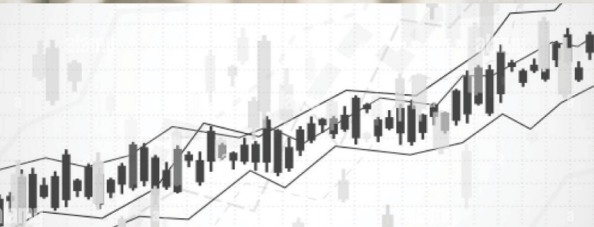
January 2025–June 2025

COMMERCE CANVAS

Department of Commerce
Rabindranath Tagore University
Hojai, Assam



Editors
Dr Garqi Sarma
Dr Dipu Sitola



COMMERCE CANVAS/INAUGURAL ISSUE

Commerce Canvas — The collective voice of the Department of Commerce. From insightful articles and entrepreneurial journeys to faculty highlights and student reflections, this platform captures the vibrant academic and creative spirit of the department. It celebrates ideas, achievements, and innovations that shape the world of commerce.

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MESSAGE

I am delighted to extend my heartfelt congratulations to the Department of Commerce on the launch of the inaugural edition of the departmental e-magazine *Commerce Canvas*. This initiative reflects the department's commitment to academic excellence, intellectual engagement, and creative expression.

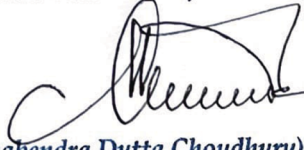
In today's dynamic and interconnected world, the discipline of commerce plays a pivotal role in shaping economies, informing policies, and fostering entrepreneurial spirit. By curating diverse perspectives on contemporary business and economic issues, this magazine stands as a testament to the vibrant academic culture nurtured within Rabindranath Tagore University.

I am particularly pleased to note the magazine's emphasis on interdisciplinary collaboration, societal relevance, and student-faculty synergy. The inclusion of guest columns, scholarly articles, and inter-departmental contributions not only enriches the content but also underscores the magazine's inclusive and forward-looking vision.

I commend the entire editorial team for their dedication and thoughtful effort in bringing this initiative to life. I am confident that *Commerce Canvas* will evolve into a platform that informs, inspires, and fosters a spirit of inquiry among students, scholars, and practitioners alike.

I wish this endeavour great success and look forward to its continued publication in the years ahead.

With Best Wishes,


(Prof. Manabendra Dutta Choudhury)
Vice Chancellor
Rabindranath Tagore University
Hojai (Assam)

यत्र विश्वम् भवत्येक नीडम्



**Editorial | Inaugural Issue | Commerce Canvas**

We are delighted to present the inaugural issue of Commerce Canvas, a vibrant platform designed to reflect the evolving world of commerce through a rich tapestry of ideas, insights, and innovation.

Commerce Canvas aspires to be more than just a magazine—it is a dynamic space where thoughts take shape, voices find expression, and knowledge flows freely across disciplines. This initiative brings together a diverse blend of perspectives: from candid conversations with entrepreneurs charting new paths, to thought-provoking articles by visionary thinkers, to engaging dialogues among faculty across departments. Each contribution adds depth and dimension to our collective understanding of commerce in today's fast-changing world.

This magazine is also a humble effort to foster curiosity, encourage scholarly dialogue, and celebrate the journey of learning. It welcomes the fresh perspectives of students, the insightful research of scholars, and the reflective wisdom of faculty members. By offering a platform for exchange, expression, and exploration, Commerce Canvas seeks to inspire, inform, and ignite meaningful conversations.

As we turn this new page, we invite you—our readers, contributors, and collaborators—to join us in shaping this shared canvas. May it be a space where ideas flourish, innovations emerge, and the spirit of commerce comes alive.

Warm regards,

Editors

Commerce Canvas



Talks that Matter

NAMERI TEA: BREWED IN ASSAM, MADE FOR THE WORLD

An Exclusive Conversation with Vikash Kashyap, Managing Partner, North Bank Tea Company

Editor: We're delighted to be sitting down today with Mr. Vikash Kashyap, one of the key figures behind the rise of Nameri Tea. Welcome, sir!

Vikash Kashyap: Thank you so much! It's always a pleasure to talk about Nameri a brand that's very close to our hearts.

Editor: Let's start at the beginning. What inspired the creation of Nameri Tea?

Vikash Kashyap: Well, the vision really began with Shri Padma Hazarika, our Hon'ble MLA. He didn't just want to start a tea business he wanted to uplift Assam's small tea growers, generate employment, and do something impactful for our people. He brought together a team myself and Debajit Kalita to help build something meaningful. That's how North Bank Tea Company was born, and Nameri Tea followed soon after.

Editor: That sounds like a powerful mission. So, how did the three of you — yourself, Mr. Kalita, and Mr. Hazarika come together on this?

Vikash Kashyap: We each brought something different to the table. Padma da had the vision and leadership. Debajit is a true agri-expert, grounded in field realities. And I came in with over a decade of experience in tea production from my time with the Williamson Magor Group. We complemented each other perfectly we often joke that we're like the "Tea Musketeers!" (laughs)

Editor: Why the name "Nameri"? What's the story behind it?

Vikash Kashyap: Ah, that's a question we love answering. We named our tea after the Nameri National Park and Tiger Reserve, a beautiful, wild place in Assam that reflects the soul of our tea pure, strong, and deeply rooted in nature. Our logo features the White Winged Wood Duck, an endangered bird found in that forest. Just like the duck, our tea is rare, precious, and proudly Assamese.

Editor: Let's talk tea. What makes Nameri Tea stand out from other blends?

Vikash Kashyap: Nameri Tea is about both heritage and flavor. We produce over 3.4 million kilograms of made tea annually including our flagship Nameri Tea, Nameri Gold, and the ever-popular Nameri Special.

Now, Nameri Special is truly close to my heart. It's a carefully crafted blend 85% strong Assam CTC and 15% aromatic Orthodox leaves. The result? A bold, full-bodied cup with subtle notes perfect whether you enjoy it with milk or as a straight brew.

Editor: It's clear that Nameri is more than just a brand. What does it truly stand for?

Vikash Kashyap: That's right. Nameri Tea is a promise to support small growers, preserve Assam's tea legacy, and offer quality with every sip. Our motto is simple: "Make tea, not war." It's about peace, empowerment, and pride in our roots.



Editor: What message would you give to a first-time Nameri Tea drinker?

Vikash Kashyap: I'd say, "Don't just drink tea experience it." When you brew Nameri, you're not just tasting leaves; you're sipping a story of farmers, forests, friendship, and dreams. So make it count. Make it Nameri.

Editor: Thank you so much for sharing your journey, Mr. Kashyap. Assam and the world are surely richer for this beautiful brew.

Vikash Kashyap: Thank you! The journey has just begun.

Scholar's Spotlight: A Researcher's Perspective

From Theory to Inquiry: Unlocking Research Potential in Commerce
Priyadarshani Baruah (Research Scholar, Dept of Commerce, RTU)



Research in commerce is the cornerstone for informed decision-making and policy formulation. Traditionally grounded in theories of economics, finance, marketing, and management, commerce research has grown to encompass interdisciplinary methods. As global markets digitize and consumer behavior becomes increasingly complex, commerce research methodologies must adapt. This article discusses core research approaches and investigates recent trends reshaping the discipline.

Research in commerce traditionally employs both qualitative and quantitative methods. Quantitative methods include statistical models, surveys, and financial forecasting, whereas qualitative methods involve interviews, focus groups, and case studies.

Quantitative techniques allow for large-scale data collection and hypothesis testing (Bryman, 2015). For instance, regression analysis is commonly used to identify relationships between variables like income and consumer spending. Conversely, qualitative approaches are essential for exploring deeper, subjective factors like consumer perceptions or organizational culture (Creswell, 2014).

Mixed methods research, which combines both quantitative and qualitative strategies, is gaining prominence due to its holistic insights (Tashakkori & Teddlie, 2010). It allows researchers to validate statistical results with real-world perspectives, particularly useful in commerce disciplines like marketing or business ethics.

Emerging Trends in Commerce Research

- Digital Transformation and E-commerce

With the exponential growth of digital markets, researchers are now investigating e-commerce behaviours, online customer satisfaction, and digital payment ecosystems. Studies increasingly leverage web analytics, clickstream data, and user behavior tracking to understand consumer journeys (Laudon & Traver, 2021). This shift demands familiarity with digital tools and real-time data analysis.

- Big Data and Predictive Analytics

Commerce researchers now work with massive datasets to forecast trends, optimize logistics, and assess financial risks. Predictive analytics, powered by machine learning, is becoming vital in financial modelling and market segmentation (Chen, Chiang & Storey, 2012). Tools like Python and R are routinely used to interpret big data.

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Sustainability and ESG Metrics

Environmental, Social, and Governance (ESG) considerations are influencing investment and corporate governance studies. Researchers are examining sustainable supply chains, ethical investments, and CSR practices (Eccles & Klimenko, 2019). This trend requires interdisciplinary methodologies that incorporate environmental science and ethics.

- Behavioural Economics and Neuro marketing

Recent commerce studies explore how psychological factors and cognitive biases affect financial decisions.

Behavioural economics blends psychology with economic modelling to understand consumer irrationality (Thaler, 2015). Neuromarketing employs biometric tools such as eye tracking and EEG to analyze consumer reactions (Morin, 2011).

- Artificial Intelligence and Automation

AI is being used in stock prediction, customer profiling, and fraud detection. Research is focusing on how automation influences employment, productivity, and customer engagement. Algorithmic trading and robo-advisory services are also active areas of inquiry (Brynjolfsson & McAfee, 2014).

Methodological Shifts

- From Hypothesis Testing to Data Discovery

Earlier research revolved around hypothesis-driven models. However, with the advent of big data, commerce research is shifting toward data-driven discovery where patterns emerge from unstructured data (Provost & Fawcett, 2013).

- Real-Time and Longitudinal Studies

Commerce is increasingly studied in real-time contexts, such as stock market reactions to news or social media sentiment analysis. Additionally, longitudinal research, which tracks trends over time, is gaining traction in studying consumer loyalty and brand evolution (Hair et al., 2015).

- Use of Simulations and Experimental Designs

Simulation models are used to understand supply chain dynamics and pricing strategies. Experimental designs, often run online or in labs, allow researchers to isolate variables and test behavioural responses under controlled conditions (Malhotra & Dash, 2016).

Challenges in Contemporary Commerce Research

- Data Privacy and Ethics

Access to big data raises questions about consumer consent and data misuse. Ethical frameworks are necessary to guide the use of personal and financial data (Zwitter, 2014).

- Interdisciplinary Competence

Researchers must possess skills beyond traditional commerce, including programming, data science, psychology, and environmental studies. This can pose a challenge for institutions with outdated curricula (Delen & Zolbanin, 2018).

- Access to Tools and Technology

Advanced software for econometrics, text mining, or sentiment analysis may be inaccessible to some scholars, creating a gap between well-funded institutions and others.

The future of commerce research lies in agile, real-time, and ethical data practices. Integration of blockchain, fintech tools, and decentralized finance (DeFi) models are upcoming research frontiers. Additionally, globalization and cross-cultural studies will remain essential, especially in emerging markets. Research methods will continue to evolve with AI, enabling automated literature reviews and even hypothesis generation (Jordan & Mitchell, 2015).



Commerce research is transitioning from rigid theoretical models to dynamic, data-informed inquiry. While traditional methods retain their relevance, the incorporation of digital tools, interdisciplinary approaches, and ethical practices define the current and future research landscape. Scholars and practitioners must continuously adapt to these emerging trends to stay relevant in a rapidly transforming global economy.

Brandscape Insights

Amul Billboards: Where Butter Meets Wit and India Speaks
-Commerce Canvas Team



For over five decades, Amul's billboard advertisements have done more than just promote a product—they've created a cultural conversation across India. With their clever wordplay, bright illustrations, and the ever-charming Amul Girl, these ads have become a familiar presence on streets, newspapers, and now social media. But beyond their visual appeal lies a deeper reason for their popularity: they speak to people not just as consumers, but as humans—tapping into our emotions, humour, and shared identity.

What sets Amul's advertising apart is its ability to respond instantly to current events. Whether it's a cricket win, a political development, or a global moment, the Amul Girl always has something witty to say. This approach, known as topical or moment marketing, captures public attention because it mirrors what people are already thinking or talking about. It's a form of engagement that feels timely, clever, and genuinely human.

At the heart of this campaign is the Amul Girl herself—a cartoon character who has become a national icon.

Dressed in her signature red polka-dotted dress and blue ponytails, she is not a celebrity, yet she is instantly recognisable and beloved. Her expressions, jokes, and presence make the brand feel approachable and trustworthy.

In an advertising world that often relies on glamour or high budgets, Amul has chosen simplicity and consistency—and it works.

Emotion plays a major role in why these ads stick with us. They evoke nostalgia, reminding us of childhood breakfasts or family celebrations. They bring laughter through wordplay and clever puns. Many of them celebrate Indian values, culture, and pride, reinforcing a sense of belonging. All of these emotional triggers help build a deep and lasting connection with the brand. Consumers don't just remember the ad—they remember how it made them feel.

From a psychological perspective, Amul's billboards do a lot of work in the background. They activate mental shortcuts, or what psychologists call "schemas"—associations that instantly link ideas in our minds. For example, seeing the Amul Girl next to a cricket trophy subconsciously connects butter with national pride and celebration. The repetition of certain elements like the slogan "Utterly Butterly Delicious," the visual style, and the mascot also strengthens memory and familiarity, making the brand feel like a constant in our lives.

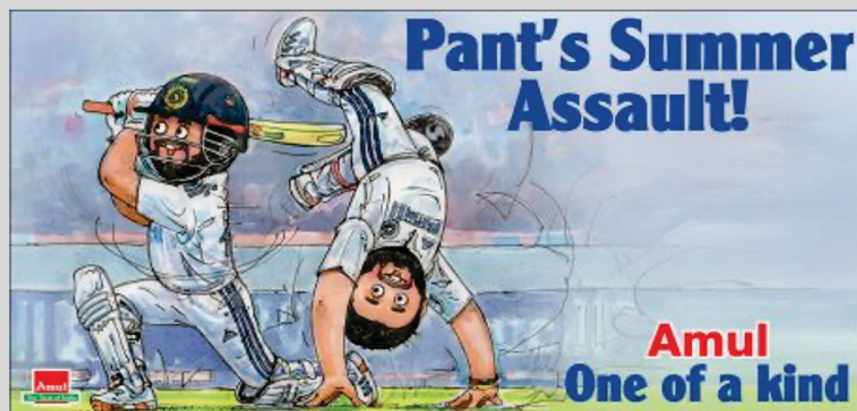
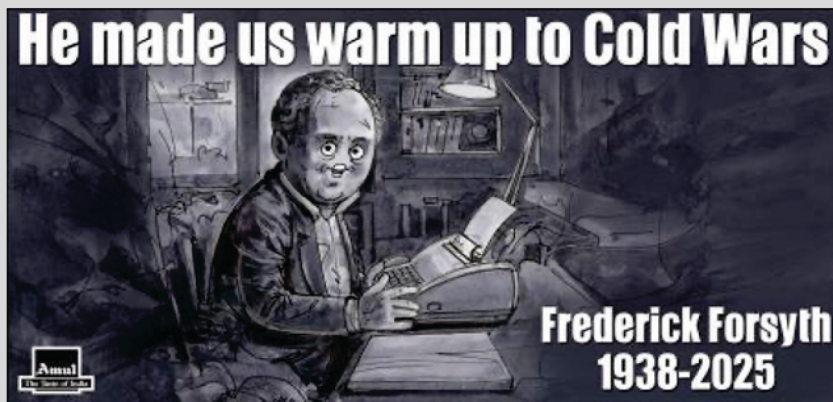


This Amul billboard cleverly parodies the Bollywood film Tiger Zinda Hai, featuring the Amul Girl and a caricature of Salman Khan holding buttered toast instead of weapons. The tagline “Swad Se Swagat!” is a witty twist on the film’s song “Swag Se Swagat,” blending taste with welcome. “Har tea ghar mein zinda hai!” humorously suggests that Amul is alive in every Indian tea home. The ad uses humour, pop culture, and timely relevance to create instant connection. It reflects Amul’s signature style—playful, topical, and deeply rooted in Indian everyday life. By turning a film moment into a butter moment, it wins hearts with laughter and familiarity

Amul is more than just a dairy brand. It’s a symbol of India’s identity and progress. The company’s farmer-owned roots, its affordable products, and its homegrown ethos are all reflected in the way it communicates. Each billboard is not just a product pitch, but a playful reflection of what India is experiencing in that moment. This ability to blend marketing with meaning is what makes Amul a standout.

Ultimately, Amul’s billboard campaign offers a lesson that goes beyond advertising. It shows that the best communication isn’t just about selling—it’s about connecting. When a brand makes people smile, think, or reflect, it becomes more than a name. It becomes a part of people’s lives. In a noisy world of endless promotions, Amul has managed to stay relevant, loved, and distinctly Indian—all with a slice of butter and a lot of heart.

Few of the Recent Billboards by Amul





Changemaker's Chronicle

Stories, Ideas, a Cartoon and Making of a Mission: My Journey as a Social Entrepreneur

Arunav Goswami
Founder & Director, Sabal Bharat Foundation
Guwahati, Assam
(www.sabalbharatfoundation.org)

Becoming a social entrepreneur was not an impulsive decision on my part. It had always been a dream of mine – I wanted to do something for the society, rather than only talking or writing about the problems faced by the people. Throughout all these years, I have been encouraged by grassroots movements, selfless change-makers and ordinary people doing great things.

It was also a silent transformation sculpted over years of working in the grassroots, travelling to some of the far-flung reaches of Northeast India and listening intently to the lived experiences of those frequently excluded from the country's national discourse. Years before I launched the Sabal Bharat Foundation, I had spent more than a decade working in the field – researching, documenting and writing on matters of identity, peace, development and marginalisation. I have always believed that stories hold power and my own journey as a writer and author was, in many ways, my earliest response to the inherent inequalities that we sometimes see in our society. Through essays and articles, as well as stories, I attempted to find a way through a world where inequality exists in so many forms.

My work often led me to villages nestled deep within the jungles and hills of Karbi Anglong and Dima Hasao, to the floodplains of Brahmaputra Valley, to the forest tracts of the Bodoland Territorial Region and to the tea gardens where I was born and spent my childhood. Several times, I witnessed first-hand how government schemes failed to find their way to intended recipients, how communities were resourceful but overlooked and how hope glimmered even in the most desolate places. These experiences did not merely strengthen my research - they shaped my conscience.

But there are moments in life when accumulated experiences converge into a single spark, and for me, that spark came in the form of a cartoon.

It was during the first nationwide COVID-19 lockdown in 2020, a time when silence had fallen over bustling towns, classrooms had migrated online and the gap between privilege and poverty had widened into a chasm. One morning, I was going through a local Assamese newspaper when I came across a cartoon that stopped me cold. In the illustration, a small girl, wearing tattered clothes, pleaded with her weary father, “Kiba eta kor o, pitai! Smartphone thoka bur bohut aagbarhil. (Please do something, father! The ones with smartphones have gone ahead.)”

Those sentences shattered me.

That cartoon wasn't just art. It was truth in its rawest form. In that little girl's statement, I heard the anguish of thousands of students across rural India who were being silently left behind, locked out of the virtual classrooms simply because they didn't own a smartphone.

I couldn't unsee it. That very day, I called up a few of my university friends and posted a message on the WhatsApp Group of our University MBA batch. Everyone came forward and together we pooled in our personal savings and started identifying students from disadvantaged families who were academically bright but technologically stranded. We began with a simple goal: to provide smartphones to students studying in Classes 10, 11 and 12 who needed them most. No red tape, no publicity - just direct help where it mattered.



Within just a few weeks, we were able to identify and reach out to a number of bright yet underprivileged students across Assam and provided them with smartphones. Months later, I had the opportunity to personally meet some of these students. What I encountered was not just gratitude, but a quiet, radiant sense of dignity. Their smiles, their confidence and their renewed sense of belonging in the academic world reminded me that sometimes, even the simplest intervention can rekindle lost hope.

The next year (i.e. 2021), as things gradually returned to normal, I established the Sabal Bharat Foundation, a not-for-profit organisation rooted in the belief that development must be inclusive, locally driven and dignified. Today, the foundation works across multiple areas - education, skilling, research, rural development and youth engagement - with a strong emphasis on reaching the most underserved. Our educational initiatives continue to support underprivileged children by paying school fees, supplying study materials, providing access to online coaching for engineering and medical entrance exams, among others.

But our work didn't stop there - we began documenting the broader challenges faced by people in rural and tribal areas. These insights led to field-based research studies. These research efforts have since shaped many of our interventions, grounding our work in evidence and empathy.

We are also nurturing a growing network of young changemakers through our internship programme. Under Intern's Corner, we invite students to work on real-world social issues - conducting surveys, engaging in field implementation and contributing to research. It's a space where idealism meets ground realities and where future leaders can be forged through exposure, empathy and experience.

Over the past three years, I have also been closely associated with UNICEF as part of their initiatives across Northeast India, working on children's rights and protection. Through this work, I have been engaging with vulnerable communities - documenting and addressing issues like child marriage, gender-based violence, child labour, among others. I have seen how early marriage, lack of awareness and poverty intersect to rob children of their potential. I have also seen how timely intervention - a safe space, a mentor, a scholarship - can change the trajectory of a life. My work has taught me that development is not a vertical project - it is a lived process of listening, building trust and walking alongside communities.

Through it all, I have continued to write - not only because I am an author, but because writing keeps me connected to the moral questions that began this journey. I have always seen writing and activism not as separate pursuits, but as intertwined expressions of the same impulse: to stand up for those unheard, unseen and uncounted.

Being a social entrepreneur has been as humbling as it has been transformative. Unlike structured corporate roles or academic work, this journey has no fixed roadmaps - every day brings new challenges, shifting realities and the need to make decisions with limited resources but immense responsibility. I have learned that social entrepreneurship is not just about launching projects - it's about building trust, showing up consistently and listening without judgement. It has taught me resilience, patience and the power of small, sustained efforts. More than anything, it has reminded me that even in the most neglected corners, people carry extraordinary strength and all they need is someone to believe in them.

To those who wish to walk the path of social entrepreneurship, my advice is simple: start where you are, with what you have. You don't need grand funding or a perfect plan to begin - you just need clarity of purpose and the courage to act. Begin by listening deeply to communities, not with the intent to solve, but to understand. Let your work be rooted in empathy. Be prepared for slow progress, for setbacks that will test your spirit and for systems that resist change. But also know this that every life you touch, every small shift you create, will build something far more enduring than applause. Stay honest to your cause, be flexible in your methods and never underestimate the power of consistency. Social entrepreneurship is not a career - it's a commitment. And if you stay the course, it can be one of the most meaningful journeys you'll ever take.



Looking back, realise that my journey as a social entrepreneur did not begin in 2020 or with a single cartoon - it began much earlier, in the silent observations, the endless journeys, the scribbled notes on my notebook and the growing discomfort with being a mere witness. But yes, it was that little girl in the cartoon - the urgency in her words - that became the final nudge.

Today, as Sabal Bharat Foundation continues its work across Assam and beyond, I carry that image with me. It reminds me that change doesn't require permission - only purpose. And it tells me that sometimes, the most powerful revolutions begin not in conference rooms or strategy papers, but in a child's cry for help, heard by someone who decides to listen.

The Learner's Lens

Green Marketing: A Step Towards a Sustainable Future

Yash Kumar (B.Com 4th Semester)



In the 21st century, where the consequences of environmental degradation are more visible than ever, sustainability has become a crucial priority across industries. In this evolving landscape, businesses are increasingly embracing eco-conscious practices to meet consumer expectations and regulatory demands. One such approach gaining significant traction is green marketing a strategy that not only supports environmental conservation but also builds a progressive brand image.

Understanding Green Marketing

Green marketing involves the promotion of products and services based on their environmental benefits. It refers to practices where businesses develop and market goods that are environmentally friendly in their production, usage, or disposal. This may include the use of recyclable materials, reduced carbon footprints, sustainable sourcing, and minimal packaging. Beyond the product itself, green marketing also reflects a brand's commitment to ecological responsibility.

The Significance of Green Marketing

As awareness regarding environmental issues grows, consumers are shifting toward brands that align with their values. Green marketing addresses this shift by highlighting a company's efforts to minimize its ecological impact. It not only helps reduce environmental damage but also strengthens a brand's relationship with its customers, offering a distinct competitive edge. In many cases, it also aids compliance with governmental and international sustainability regulations.

Core Principles of Green Marketing

1. Sustainability: Promoting long-term environmental health through responsible business practices.
2. Transparency: Clearly communicating the environmental impact and benefits of products.
3. Authenticity: Ensuring that claims are genuine and not exaggerated (avoiding greenwashing).
4. Education: Informing consumers about the importance and value of eco-friendly choices.

Advantages of Green Marketing

- Enhances brand image and builds consumer trust.
- Attracts a growing base of environmentally conscious customers.
- Encourages innovation in sustainable product development.
- Leads to long-term cost savings through efficient resource management.

Challenges and Limitations

- Higher production costs due to sustainable materials and technologies.
- Risks of greenwashing, where misleading claims harm brand credibility.
- Consumer skepticism and lack of awareness in certain markets.
- Difficulty in measuring and communicating true environmental impact.

Conclusion

Green marketing is not merely a trend it is a strategic necessity in today's environmentally conscious world. By integrating genuine sustainable practices into business operations and communicating them effectively, companies can contribute to ecological well-being while also achieving long-term business success. As consumers continue to prioritize planet-friendly choices, green marketing will play a pivotal role in shaping the future of responsible commerce.

The Role of Social Media in Youth Entrepreneurship

Rashmi Rekha Borah (B.Com 6th Semester)

In the 21st century, the very contours of opportunity have shifted. Where once the pursuit of entrepreneurship was synonymous with formal investment, physical infrastructure, and institutional access, today, a smartphone and a spark of creativity may suffice. At the heart of this transformation lies social media: a ubiquitous force that has evolved from a tool of casual connection to a critical infrastructure of economic participation, particularly for the youth.

For young people navigating a world defined by rapid change, uncertain employment prospects, and globalised aspiration, social media offers more than entertainment; it offers agency. It enables the ideation, incubation, and realisation of business ventures without the traditional gatekeepers. In this reimagined entrepreneurial landscape, youth are no longer waiting for permission; they are building their own platforms, audiences, and pathways to self-sufficiency.

A New Era of Access and Affordability

Social media has dramatically lowered the entry barrier to business creation. Platforms such as Instagram, Facebook, YouTube, and TikTok (banned in the country for security purpose) allow aspiring entrepreneurs to establish a brand presence, market products, and interact with customers all at virtually no cost. This is especially meaningful in countries like India, where access to venture capital or formal business support remains unevenly distributed.

Previously, launching a business might have required rental space, capital-intensive inventory, and advertisement budgets. Now, a young designer in Guwahati or a home-based baker in Imphal can showcase their creations to a national or even international audience without ever leaving their locality. This transformation is not merely technological it is fundamentally social. It shifts power from the privileged few to the creative many.

Real Stories, Real Impact

“Youth is not a time of life; it is a state of mind.”

Young entrepreneurs are leveraging digital platforms to build powerful brands and preserve culture. In Assam, Rituraj Phukan turned handmade jewellery on Instagram into a global business. Aparajita Bora used her expertise in organic tea to reach niche audiences online, while Nayan Jyoti Das revived Assam's handloom heritage through social media.



These stories reflect a larger movement—youth using digital tools not just to earn, but to express identity and celebrate tradition. Globally, the trend is mirrored by icons like Kylie Jenner, whose \$670M cosmetics brand rose through Instagram, and Ben Francis, who grew Gymshark into a \$1.3B brand from student dorms. The message is clear: today's youth have the tools—and the vision—to lead a digital transformation.

Economic and Social Empowerment

Beyond individual success, youth entrepreneurship powered by social media contributes tangibly to national development. Young entrepreneurs generate employment, increase economic output, and promote innovation. They also challenge conventional career narratives, encouraging peers to explore self-employment as a legitimate and fulfilling path.

Importantly, this digital economy is inclusive. It provides avenues for women, LGBTQIA+ individuals, rural youth, and others who have been historically marginalised in mainstream economic activity. It aligns perfectly with the vision of initiatives like Startup India, Digital India, and Vocal for Local not just in rhetoric, but in lived practice.

The Other Side of the Screen: Challenges and Pressures

While digital platforms offer vast opportunities, they also bring intense pressure. Young entrepreneurs often face mental strain from the pursuit of viral success, content fatigue, and algorithm anxiety. Metrics like likes and shares can become sources of validation, fueling cycles of comparison and burnout.

Success isn't guaranteed—digital literacy gaps, patchy internet access, and language barriers still limit inclusion. Platform dependency is another major risk: businesses built solely on Instagram, for example, remain vulnerable to algorithm changes, policy shifts, or account bans.

As highlighted in the Manodarpan Survey conducted by the Ministry of Education (2022), such pressures have broader mental health implications for students and young adults across India, particularly in the context of rising expectations and limited offline support structures

Towards a Sustainable Ecosystem

Supporting youth-led digital entrepreneurship requires more than just internet access. It calls for a holistic approach that includes early education in branding, analytics, and digital ethics; mentorship and funding for startups, especially in underserved regions; platform accountability to safeguard creators; and mental health support to combat digital burnout. Most importantly, these initiatives must be shaped by the voices of the youth themselves.

Conclusion: A Generation Redefining Enterprise

Youth entrepreneurship powered by social media is not just a trend—it's a transformative force. Armed with smartphones and stories, young innovators are building new systems where old ones fall short. This movement is a cultural and economic imperative. To truly empower it, we must educate, protect, and walk alongside them—not just as supporters, but as co-creators of a more inclusive future.

"Let us move together, speak in harmony, and let our minds be united."



Decoding the Digital rupee (₹):What it means for Indian Consumers and Business

Gourab Das (B.Com 4th Semester)

India's payment landscape has evolved from coins to cards to UPI—and now, the Digital Rupee (₹) marks the next big leap. Issued by the Reserve Bank of India, this Central Bank Digital Currency (CBDC) offers a sovereign, secure digital alternative to cash and existing payment apps.

Currently in pilot phase for both wholesale (₹-W) and retail (₹-R) use, the ₹ aims to reduce transaction costs, enhance financial inclusion, and bring real-time efficiency to everyday payments.

More than just convenience, the Digital Rupee represents a shift in how we understand and use money—ushering in a smarter, more transparent financial future for all.

At its core, the Digital Rupee (₹) is legal tender—just like the notes and coins in your wallet—but it exists solely in digital form. It's not a private cryptocurrency, but a sovereign currency backed and issued by the Reserve Bank of India (RBI).

What makes the ₹ unique?

Sovereign Guarantee: Unlike volatile cryptocurrencies, the Digital Rupee carries the full trust and liability of the RBI and the Government of India, ensuring stability and legal assurance.

Central Bank Issued: It flows directly from the RBI via commercial banks, ensuring strong regulatory oversight.

Future-Ready: In time, the ₹ could become programmable—for instance, government subsidies could be issued as digital rupees that can only be used for essential goods or services, ensuring transparency and targeted use.

Different from UPI: While UPI links bank accounts for real-time transfers, the Digital Rupee functions like digital cash, stored in a dedicated wallet and usable even without a traditional bank account.

The Digital Rupee marks a pivotal shift in how we perceive and use money—secure, inclusive, and ready for the digital age.

As India continues to redefine the future of payments, the Digital Rupee (₹) and Unified Payments Interface (UPI) are emerging as game changers for both consumers and businesses.

Why the Digital Rupee is a Win-Win

Consumers can access the Digital Rupee through wallets issued by participating banks, offering:

Seamless Convenience: No bulging wallets or long queues—just instant, secure digital payments.

Lower Transaction Costs: With fewer intermediaries, fees may drop or disappear entirely.

Financial Inclusion: Especially powerful for those in underserved regions like Silchar and the Northeast, potentially enabling participation without a formal bank account in the future.

For Micro, Small, and Medium Enterprises (MSMEs):

Faster Settlements: Instant transactions mean better cash flow and fewer delays.

Reduced Operating Costs: Lower fees than traditional cards help local vendors boost profits.

Simplified Accounting: Digital records streamline audits and bookkeeping.

UPI: The Power Behind India's Payment Revolution

UPI has revolutionized commerce by offering:

Real-Time Transactions: Improves liquidity for small vendors and daily earners.

No Delays or Hidden Fees: Instant settlements without the high processing costs of card networks.

Ease of Use: Requires only a smartphone or QR code—no expensive POS machines. Even basic phones can use UPI via 123Pay.



The Art of Negotiation

Damini Bhawal (B.Com 6th Semester)

Negotiation is a vital skill that plays a role in nearly all areas of life, from major business transactions and global diplomacy to routine workplace and personal interactions. Although it's often seen as a win-lose battle, where one party's gain is the other's loss, contemporary experts advocate for a more thoughtful and cooperative method. Becoming skilled in negotiation involves creating value for everyone involved, establishing trust, and cultivating lasting relationships that extend well past the negotiation itself.

Roger Fisher, William Ury, and Bruce Patton, in their influential book 'Getting to Yes: Negotiating Agreement Without Giving In', defines negotiation as a "back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed"

Understanding Negotiation: Beyond Win-lose:-

Negotiation has traditionally been seen as a competitive battle for the largest share, but experts like Howard Raiffa argues that this win-lose mindset leads to poor outcomes. Instead, negotiation should be a collaborative process aimed at creating solutions that benefit all parties. In today's interconnected world, building strong relationships and reputations often matters more than securing short-term gains. The true art of negotiation lies in finding mutually beneficial options, ensuring fair distribution, and strengthening long-term partnerships.

Preparation: The Foundation of Success :-

Preparation is key to successful negotiation. Top negotiators spend time clarifying their own goals, alternatives, and limits, while also researching the other party's needs and constraints. This helps identify mutual benefits and foresee challenges. A solid prep checklist includes:

- i) Setting clear objectives and priorities
- ii) Evaluating alternatives (BATNA)
- iii) Understanding the other party's interests and pressures
- iv) Finding potential trade-offs and creative solutions

Building Trust and Managing Emotions :-

Trust is the currency of negotiation. Without it, even the most logical proposals can falter. Building trust requires transparency, reliability, and empathy—qualities that foster open communication and reduce suspicion.

Recognizing and managing emotions—both your own and those of your counterpart—can also be a decisive factor. Emotional intelligence helps negotiators navigate tense moments, defuse conflicts, and maintain focus on shared goals.

Negotiation Strategies :-

Most important strategies in negotiation are:

Collaborative (Win-Win) Negotiation: This strategy focuses on working together to find solutions that benefit all parties involved. It emphasizes mutual respect, understanding each party's needs, and exploring creative solutions that expand the "pie" rather than dividing it. The goal is to create value, foster long-term relationships, and ensure that both sides feel satisfied with the outcome.

BATNA (Best Alternative to a Negotiated Agreement): This strategy involves knowing your alternatives if the negotiation fails. Having a strong BATNA gives you leverage and confidence, as you are not dependent on the current deal. It helps set a bottom line and ensures you don't accept an unfavorable agreement simply to reach a



resolution. Understanding your BATNA also allows you to assess the value of the negotiated offer more effectively.

Navigating Challenges and Difficult Tactics :-

Negotiations often come with hurdles. Tactics like aggressive demands, brinkmanship, or even deceit can be used by the other side. The key is to stay composed, identify these tactics for what they are, and respond with calm, principled strategies. At times, the strongest move is to simply say “no” and walk away if the terms don’t meet your minimum needs.

Closing the Deal and Reflecting :-

After an agreement is made, it is important to clearly summarize and document the key terms, ensuring all parties have the same understanding. Reviewing the negotiation process helps identify what was successful and what can be improved. This reflection supports continuous improvement as a negotiator.

Conclusion: Negotiation as a Life-long Skill :-

Negotiation is not about outsmarting the other party, but about creating value through cooperation, thorough preparation, and ethical behavior. Whether you're negotiating a high-stakes business deal, a promotion at work, or a family matter, these principles are relevant. By honing your negotiation skills, you not only secure better results but also foster relationships and build a reputation that will benefit you in both your personal and professional life.

Digital Payments: Powering India’s Financial Future

Sneha Paul (B.Com 2nd Semester)

In an era where smartphones are more common than bank accounts, digital payments have emerged as the cornerstone of India’s financial revolution. From urban shopping malls to rural vegetable stalls, digital transactions have become a way of life. But what exactly makes digital payments so transformative, and why is India considered a global leader in this space?

What Are Digital Payments?

Digital payments refer to financial transactions that occur electronically, without the need for physical cash.

These include:

UPI (Unified Payments Interface)

Debit/Credit Card Transactions

Mobile Wallets (like PhonePe, Paytm)

QR Code Scanning

Net Banking and NEFT/IMPS/RTGS

New-age tools like the Digital Rupee (CBDC)

Why Digital Payments Matter

Convenience & Speed: No need to carry cash or wait in long lines. Payments are quick, traceable, and hassle-free.

Financial Inclusion: People in remote areas can access basic financial services through mobile phones.

Transparency & Accountability: Digital trails reduce corruption and encourage formal economic practices.

Boost to Small Businesses: Even a small tea shop in Assam or a handloom vendor in Nagaon can now sell digitally, tapping into wider markets.

Disaster-Resilient: During crises like COVID-19, digital payments ensured continuity of trade and welfare schemes.

India’s Game Changer: UPI

Launched in 2016, the Unified Payments Interface (UPI) has been a landmark innovation by NPCI. With over 10 billion monthly transactions (as of mid-2025), UPI is

Instant: Funds transfer 24/7, even on holidays.



Free or Low Cost: No charges for most transactions.

Accessible: Even feature phones can use UPI through IVR-based 123PAY.

Its simplicity has empowered small traders, homemakers, students, and senior citizens alike.

The Rise of the Digital Rupee (₹)

India's latest leap is the Digital Rupee (CBDC)—a sovereign digital currency issued by the Reserve Bank of India. Unlike cryptocurrencies, it is legal tender, regulated, and trusted.

Benefits include:

Direct Government Transfers with clear usage (e.g., subsidies).

Offline Payments for remote areas.

Reduced Cash Handling and better traceability.

Challenges Ahead

While the growth is remarkable, some hurdles remain:

Digital Literacy: Many still lack the skills to use digital tools securely.

Cybersecurity Risks: Fraud and scams are growing concerns.

Infrastructure Gaps: Inconsistent internet in rural areas hampers adoption.

Platform Dependency: Overreliance on a few apps can create risks if systems fail.

Global Recognition

India's digital payment systems are now being adopted globally. UPI has already launched in Singapore, UAE, France, Bhutan, Nepal, Mauritius, and Sri Lanka—bringing seamless cross-border payments to Indian travelers and businesses.

Conclusion: The Road Ahead

Digital payments are not just a trend—they are a transformational force. With innovations like the Digital Rupee and global UPI linkages, India is not just participating in the digital economy—it is leading it.

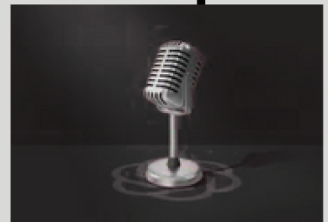
For students, entrepreneurs, and everyday citizens, embracing digital payments means embracing a future of transparency, convenience, and opportunity. As we move toward a cash-lite society, the smartphone in your hand is fast becoming your new wallet, ledger, and bank.

Voices of Change

From Engineering to Agriculture: A Journey of Purpose and Impact

Mrinal Borah

I still remember the day I held my engineering degree in my hand B.E. in Mechanical Engineering, completed in 2010 with First Class Distinction. Topping my class in the 1st, 2nd, and 7th semesters gave me the confidence that I was on the right track. Like most of my peers, I was expected to pursue a conventional career, one that would take me into corporate offices or research labs. But life, as it turned out, had something different in store for me. In 2013, I cracked the GATE examination. It was a proud moment when I received an opportunity to study at the prestigious IIT Delhi. For many, this would have been a dream fulfilled. But for me, something felt incomplete. Even as I packed my bags to head to the capital, a voice within kept asking what am I doing for the people I truly care about? What difference will I make to the land and community I come from? That year, during one of my trips back home from Delhi, I experienced a turning point. I began reflecting on my roots, on the soil I grew up in, and on the people who were still struggling to make ends meet in the villages of Assam.



Despite all the accolades I had received, a strange emptiness loomed within me the absence of purpose. It was then I decided to take a path not many would dare to choose. I chose to stay back. I gave up the chance to study at one of India's top institutions and returned to my village.

The beginning wasn't easy. In 2015, I started farming full-time. I didn't have any formal background in agriculture. All I had was my willingness to learn, to adapt, and to work with my own hands. I wasn't just sowing seeds I was building a dream. A dream where agriculture could be dignified and economically viable, where farmers didn't have to live in distress, and where innovation met tradition. Soon, my small initiative began to grow. I introduced new practices, encouraged the use of modern tools, and brought in ideas of mechanization. I tried to make farming more efficient and sustainable, not only for me but for the community around me.

Gradually, the impact of these efforts began to get noticed.

In 2017, I was humbled to receive the Best District Farmer Award, and again in 2020. These recognitions weren't just trophies for me they were reminders that I had made the right choice. That the road less travelled was worth every challenge.

But perhaps the most emotional moment for me came in 2018 when I was honoured by the Hon'ble Vice President of India for my work in promoting agricultural mechanization and youth entrepreneurship. To stand on that national platform, not as an engineer, but as a farmer, was a proud moment I will never forget. It proved that you don't need to wear a suit and tie to create change you can do it with muddy hands and a determined heart.

Over the years, I received several emerging farmer awards from different states across India. I was also awarded by the former Chief Minister of Assam for my contributions to the agricultural sector in the state. Every award, every appreciation brought more responsibility, but also more motivation. I knew I was no longer walking alone there were young minds looking up to me, believing that they too could return to their roots and find purpose.

My journey, however, didn't stop at agriculture. As I grew as an entrepreneur, I realized the importance of diversifying my efforts. I ventured into the petroleum sector, setting up fuel retail outlets. This was not just a business expansion it was a step towards providing employment, creating infrastructure, and contributing to the local economy in a new way. From sowing seeds in the field to pumping energy into vehicles, my journey expanded, but the mission remained the same to serve.

Looking back, I often think about the decision I made that day to stay back, to choose my people over prestige. It wasn't easy. There were moments of doubt, financial constraints, physical exhaustion, and emotional struggles. But every time I walk through the fields, every time a young farmer comes to me for advice, and every time I see the pride in the eyes of my community, I know it was all worth it.

This journey has taught me that real success is not about titles or degrees. It's about creating impact. It's about being useful to the world in your own way. I may not have become a researcher at IIT, but I became a student of life, of soil, and of society. And I wouldn't trade that for anything.

To all the young professionals reading this, I want to say this never underestimate the power of going back to your roots. The village that raised you, the soil that fed you, the people who believed in you they deserve a chance too. If we, the educated youth, don't step up to bring change in our own communities, then who will?



The Trade Tracker



Boarding Success: India's Air Travel Takes Off Big!

From tea stalls to take-offs, India is soaring high! We're now officially the third-largest aviation market in the world just behind the US and China. With more flights, cheaper tickets, and new airports popping up in smaller cities, even students and families from remote areas are flying like never before.

Thanks to the UDAN scheme, air travel is no longer a luxury it's becoming a lifestyle. So next time you hear a plane overhead, just smile that's India flying into the future!



The 10-Minute Delivery Craze: Is Quick Commerce the Future or Just a Fad?

Hungry at midnight? Forgot your shampoo before class? Need a phone charger in a hurry?

No worries! Now you can get snacks, groceries, and even small gadgets delivered to your doorstep in just 10 to 15 minutes sometimes even faster than making a cup of tea!

Welcome to the world of Quick Commerce (Q-Commerce) the latest trend in online shopping. Apps like Zepto, Blinkit, and Swiggy Instamart are making this possible with the help of smart technology, local delivery hubs, and fast-moving delivery partners



RBI's Digital Rupee Expands Its Reach!

Say Hello to India's Own Digital Money

India is stepping into the future of money! The Reserve Bank of India (RBI) has expanded its Digital Rupee pilot project a big leap toward launching the Central Bank Digital Currency (CBDC) across the country.

Imagine using digital cash straight from the RBI no bank cards, no wallets, just a secure digital version of the Indian rupee for shopping, paying bills, or business transactions.

The pilot is now testing both retail (for everyday use) and wholesale (for big transactions), getting ready to make digital money as common as UPI. It's not just smart it's the future of safe, fast, and cashless India!

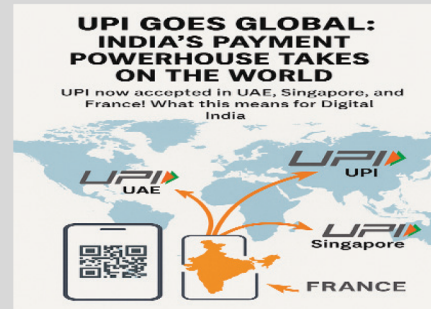


The Trade Tracker



UPI Goes Global: India's Digital Payment Revolution Hits the World Stage!

Unified Payments Interface (UPI), India's homegrown instant payment system, has now crossed borders officially being accepted in countries like UAE, Singapore, France, and more. This move is not just a convenience for Indian tourists and NRIs, but a strategic leap for "Digital India." With this expansion, India showcases its fintech leadership on the global stage. UPI's reach will strengthen trade, tourism, and cross-border financial inclusion, offering faster and cheaper alternatives to traditional international remittance systems.



Sustainable Brands Strike Gold: Why Going Green Means Growing Big!

In today's conscious consumer era, sustainability is not just a trend it's a business strategy. Brands that prioritize eco-friendly practices are not only protecting the planet but also gaining customer loyalty and increasing profitability. From biodegradable packaging and carbon-neutral operations to ethical sourcing and green certifications, sustainable businesses are attracting investors, outperforming in sales, and earning trust. Major companies like Tata, ITC, and Mamaearth are leading the way, showing that profitability and sustainability can go hand-in-hand. As climate awareness grows, consumers are voting with their wallets choosing brands that care for the Earth.

Digital Rupee on the Rise: India's Smartest Currency Goes Mainstream!

The Digital Rupee, India's very own Central Bank Digital Currency (CBDC) is growing fast!

Currently being tested in selected cities and partner banks, it allows secure, real-time digital payments just like cash, but smarter.

With its recent expansion, more users and banks have joined the pilot. The goal? To cut down on cash usage, reduce transaction costs, and spark digital innovation across India's financial system. The future of payments is here and it's fully digital, direct from the RBI!



The Trade Tracker



Innovation Nation: India's Startup Ecosystem Now 3rd Largest in the World

India has now secured its place as the third-largest startup ecosystem in the world, standing proud behind only the USA and China. This impressive growth is fueled by over 1.59 lakh DPIIT-recognised startups as of early 2025, a significant leap from just 500 in 2016. Major metro hubs like Bengaluru, Hyderabad, Mumbai, and Delhi-NCR have been central to this surge, but the movement goes beyond these cities, 51% of new startups are now emerging from Tier II and Tier III towns. This democratization of innovation is creating a vibrant entrepreneurial ecosystem across India.



From Carts to Credit — Flipkart Now a Lender Too!

Flipkart just made a bold move! The e-commerce giant has become India's first online retail company to grab an NBFC license from the RBI. That means it can now offer loans and credit directly to shoppers and sellers, no banks in between! This new wing, called Flipkart Finance Pvt. Ltd., plans to use its fintech app super.money to roll out smart credit options like "Buy Now, Pay Later." Earlier, Flipkart relied on partners like Axis Bank and IDFC for such services, but now it's going solo with better margins and smoother checkouts. With millions of users already on board, Flipkart is set to change the game in digital lending.

Bridging Heights: Chenab Rail Bridge Redefines Indian Infrastructure

The Chenab Rail Bridge in Jammu & Kashmir's Reasi district is a modern engineering marvel, standing at 359 meters—taller than the Eiffel Tower—and stretching 1,315 meters across the Chenab River. As part of the Udhampur-Srinagar-Baramulla Railway Project, it marks the first rail connection to the Kashmir Valley. Built to withstand earthquakes, extreme weather, and winds up to 260 km/h, the bridge symbolizes India's infrastructure prowess and is set to boost tourism and trade in the region.





The Growth Story

সীতাজখলা

A Centenary Journey of GOU SEWA.....

**By Mr. Hrisikesh Acharya, Managing Director,
Sitajakhala Dugdha Utpadak Samabai Samiti Ltd.**

The story of Sitajakhala is more than the tale of a dairy cooperative—it's the saga of a people rooted in tradition, driven by purpose, and united by a vision for a better tomorrow. As we mark 67 years of organized cooperative service and carry forward a legacy of nearly a century in Gou Sewa, we look back with pride and forward with unwavering commitment.

Our origins can be traced back to the 1920s, during the British era, when members of the Gorkha community migrated to this region with grazing permits. The area, then known as Bamunbori, was blessed with natural resources lush grasslands, fresh water, and a climate ideal for cattle rearing. Over time, dairy farming evolved from a subsistence activity into a community-driven livelihood. In 1958, these scattered efforts culminated in the formation of Sitajakhala Dugdha Utpadak Samabai Samiti Ltd., giving birth to one of Assam's earliest dairy cooperatives. What began with modest means is today a powerful force of economic and social change.

In the years that followed, Sitajakhala continued to serve its member-farmers. But with the liberalization of markets and increasing competition from private players, we knew it was time to evolve. The turning point came in 2016, when we embarked on a journey of modernization. We introduced mechanized processes, stringent hygiene standards, and most importantly, a renewed identity—"Sitajakhala" as a trusted milk brand. A major milestone was reached in 2018 when, with a generous ₹50 lakh government grant under the leadership of Hon'ble Chief Minister Dr. Himanta Biswa Sarma, we established our own milk processing unit. This was not just a business upgrade—it was a declaration of self-reliance and dignity for our farmers. Today, Sitajakhala dairy products are recognized for their purity, freshness, and ethical sourcing. We are proud to say that our brand is now synonymous with quality in Assam's dairy sector.

Behind every litre of milk lies the effort of countless rural families. At present, our cooperative includes approximately 1,000 active milk producers and supports the livelihoods of over 6,000 individuals. During peak seasons, we process and distribute up to 17,000 litres of milk daily. Unlike many private entities, we prioritize fair pricing for farmers. Even with market fluctuations, we ensure the highest procurement price in Assam, recognizing the challenges our members face floods, rising feed prices, and harsh working conditions. We operate with thin margins, yet our annual revenue touches ₹40 crore a testament to the cooperative's resilience and unity.

At Sitajakhala, we believe development is incomplete without education and social upliftment. Fifty years ago, we established Sitajakhala High School, which has now grown into a Higher Secondary institution. It is funded through a unique model: every farmer contributes ₹0.20 per litre of milk towards its maintenance. This ensures that even those with limited means become active stakeholders in building an educated community. In 2022, we launched Moina Parijat, a program focused on nurturing the psychological and cultural well-being of children through storytelling, music, and play. In 2023–24, we introduced Bola Schoololoi Jau (Let's Go to School), a community mentoring initiative that helps school dropouts return to education. We provide academic guidance, emotional support, and even basic materials free of cost because every child deserves a chance.

Our commitment to sustainability is reflected in every aspect of our operations. In a world battling climate change, we believe in eco-conscious dairy farming. Our latest initiative—"Poson Khar" involves converting cattle dung into organic compost, providing an additional income stream to farmers and promoting organic agriculture. We are

also in active discussions with Indian Oil Corporation to establish a commercial biogas plant that will not only manage waste sustainably but also generate clean energy for the cooperative. Moreover, we collaborate regularly with educational institutions, skilling missions, and research organizations, opening our doors to student workshops, industrial training, and knowledge exchange.

Our long-term goal is to make Assam self-sufficient in milk production and to position Sitajakhala as a beacon of rural development. We aim to integrate smart dairy practices, digital tools, and modern logistics to enhance efficiency and reach. But our mission goes beyond milk. We envision a society where every farmer is a proud entrepreneur, every child is in school, and rural youth see hope and opportunity in agriculture. We want Sitajakhala to be a living example of how tradition and technology can co-exist and thrive. By creating an ecosystem that supports both economic empowerment and social well-being, we hope to inspire similar movements across the region.

Across the Disciplines

Indigenous Ornamental Fish Diversity of Northeast India and Its Untapped Economic Potential

Dr. Valentina Teronpi,

Associate Professor, Department of Zoology, Rabindranath Tagore University, Hojai

A Treasure Beneath the Waters

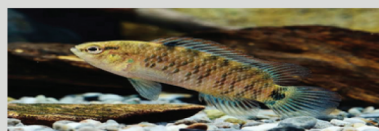
Freshwater ecosystems are teeming with life delicate, dazzling, and deeply significant. Among the most vibrant are the ornamental fish species that have captivated aquarium enthusiasts across the globe. Yet, amidst this colorful global trade, one region remains largely underrepresented despite its immense natural wealth: Northeast India.

Comprising the states of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura, and Sikkim, this ecologically rich region is a biodiversity hotspot, home to an extraordinary variety of fish found nowhere else in the world. Thanks to its unique geography ranging from high-altitude streams to floodplains Northeast India supports more than 500 fish species, many of which hold immense potential in the ornamental fish sector.

Nature's Hidden Jewels: Indigenous Ornamental Fish

The region's freshwater habitats hill streams, wetlands, oxbow lakes, and more are a perfect breeding ground for some of the most striking ornamental fish species. An impressive 195+ native ornamental fish varieties have been identified here, including household names in aquarist circles such as the Honey Gourami (*Trichogaster chuna*), Rosy Barb (*Puntius conchonius*), and Zebra Danio (*Danio rerio*).

Some of these fish, like the majestic Channa barca, are not just stunning but prized globally for their rarity and aesthetic appeal. Still, despite their popularity, the commercial value of these species remains largely underutilized within the region.



Below is a glimpse of some of the key ornamental fish species found in Northeast India:

Common Name	Scientific Name/Genus	Remarks
Honey Gourami	<i>Trichogaster chuna</i>	Highly valued endemic species
Rosy Barb	<i>Puntius conchonius</i>	Popular indigenous barb species
Golden Barb	<i>Puntius</i> spp.	Widely found and traded
Zebra Danio	<i>Danio rerio</i>	Common and commercially important
Giant Danio	<i>Danio aequipinnatus</i>	Attractive ornamental species
Danio Dangila	<i>Danio dangila</i>	Native ornamental fish
Esomus Dancicus	<i>Esomus dancicus</i>	Noted indigenous species
Dwarf Gourami	<i>Trichogaster</i> spp.	Popular aquarium fish
Badis Badis	<i>Badis badis</i>	Indigenous species with ornamental value

These species represent just a fraction of the region's total diversity but highlight its immense promise in the ornamental fish trade.

The Business That Swims Away

Globally, the ornamental fish industry is worth USD 15-30 billion, with Asian countries like Singapore and Thailand leading the market. India's share? A modest 0.32%, with most activity concentrated in states like West Bengal, Kerala, and Maharashtra. Shockingly, despite its diversity, Northeast India's contribution is minimal largely because of weak infrastructure, lack of awareness, and unorganized trade practices.

Estimates peg the region's annual ornamental fish trade at ₹20 crore (USD 2.8 million) a figure that grossly undervalues the true potential. In many cases, fish are harvested from the wild and sold through informal networks, bypassing local entrepreneurs and communities. The result? Economic benefits flow out of the region, leaving behind only ecological risks and lost opportunities.

Beyond Aesthetics: Economic and Social Potential

Developing the ornamental fish sector in Northeast India isn't just about trade it's about transforming rural livelihoods and ensuring inclusive growth:

Livelihoods for All: Fish farming is ideal for people with limited land resources. Even small tanks or backyard ponds can support ornamental fish, making it highly accessible.

Empowering Women: The low-labor nature of this activity allows women to participate actively, turning it into a tool for women's economic inclusion.

Youth Entrepreneurship: With the right support, young people can be trained to run hatcheries, manage aquariums, and explore global markets, reducing rural unemployment and migration.

Cultural Synergy: Tribal and indigenous communities possess intimate knowledge of aquatic ecosystems. A community-led approach that respects this knowledge can blend conservation with cultural continuity.

A Word of Caution: Conservation is Key

However, not all that glitters should be taken. Much of the region's ornamental fish trade currently relies on wild collection, threatening biodiversity. Species like the *Badis assamensis* and *Oreochromis mossambicus* could face local extinction if overexploited. Conservation through captive breeding, regulated trade, and scientific intervention is crucial to ensuring sustainability.

This calls for the establishment of breeding centers, certification labs, and export facilitation hubs right within the region. These institutions can provide technical support, ensure ethical practices, and help local communities retain more value from their efforts.

Swimming Towards a Sustainable Future

Northeast India stands at a pivotal moment. With its natural abundance, cultural richness, and untapped market, the region is perfectly positioned to become a leader in the global ornamental fish trade not just as a supplier of exotic species, but as a model of biodiversity-based sustainable development.

Realizing this vision will require more than policies it demands action. Governments, researchers, entrepreneurs, and local communities must collaborate to build a resilient, eco-friendly ornamental fish industry that celebrates both nature and people.

Let us not allow this shimmering opportunity to slip through our fingers. With the right vision and commitment, Northeast India can turn its aquatic treasures into engines of prosperity, conservation, and cultural pride.

Let the rivers flow and with them, hope, opportunity, and sustainable growth.





On Solo Travel and Women

Dr Navaneeta Bhuyan

Assistant Professor, Department of English, Rabindranath Tagore University, Hojai

If there is one superpower that can change a young woman's life, it is mobility. The ability to be where you want to be—without seeking permission, without worrying about safety, security, or hurting someone's ego—can open up possibilities not just for the woman, but for the world at large. Too many Sarla Thukrals and Savitribai Phules are still spending their entire lives dazed in the kitchen, being admired for their perfectly puffy rotis. Instead of shaping policies or breaking glass ceilings, too many potential Col. Sofia Qureshis and Nirmala Sitharamans are stuck deciding what to cook for breakfast, lunch, and dinner. The reason why most women remain in the kitchen and not on the dais of a public meeting is simple: limited mobility.

Many may understand the practical reasons why women's movement is restricted. But the depth of how stifling and unjust it feels is something women uniquely experience. Virginia Woolf, in *A Room of One's Own*, spoke about the need for a woman to have her own space in order to become her own person. I would argue that in small-town India, mobility is even more crucial than privacy—especially in a culture where privacy is practically a foreign concept

So how does a woman claim mobility? My suggestion: responsible solo travel. In a country where social norms, taboos, and safety concerns have historically fenced women in, even the simple act of travelling alone can be radical. It's not just about the thrill of seeing new places. Solo travel builds confidence, teaches self-reliance, and—crucially—gives women control over their own finances. Budgeting, route planning, negotiating with vendors, booking stays—these aren't just logistical tasks, they are exercises in decision-making, in independence, in owning one's own life. These are skills women are often denied in traditional roles.

Personally, I believe solo travel should be made a rite of passage for every girl. My first solo trip changed me completely—it was the bravest thing I had ever done until that point.

It was 2015. I was in my late twenties, had my own money, and I wanted to do something new before I turned 30.

So I packed my bags and set off for Ladakh. Despite a relatively liberal upbringing, I had grown up with little experience of functioning independently. Maybe that's why I didn't bother with an itinerary. I simply booked a hotel for two nights and decided to figure out the rest once I got there.

I landed in Leh, and I still think it's the second-best airport in India in terms of location. Rugged, bare mountains rose up on all sides, almost intimidating—until you looked up and saw the tallest, most expansive, startlingly blue sky imaginable. The cold hit like a whiplash the moment I stepped out. I had rarely been that cold, that scared, that happy, or that clueless all at once

At the hotel, I discovered they had no record of my booking because the internet had been down for two weeks. Thankfully, I had a printout. More wonderfully though, the basic rooms were full and so I was upgraded to a superior room—for free.

I had altitude sickness. I once fell asleep without locking my door. I got by with people who spoke barely any Hindi or English. I made friends—people I still keep in touch with over WhatsApp, not just Instagram. I saw the Milky Way lying on the sands of Nubra and watched three stars fall. I might have felt God too. I saw young women confidently riding Harley Davidsons like it was the most natural thing in the world. I saw women running restaurants and travel agencies. I saw that people never locked their cars. I had strangers patting my back as I puked by the roadside on my first day there. And I came back knowing that there's a different way to exist—both as a human and as a woman. I came back knowing that the biggest barrier to my mobility was not just societal; it was inside me, in the form of fear—fear of the unknown, of the other, of newness.



Girls in so-called better households are often celebrated, while in others they're seen as burdens. But in both, they are usually considered incapable of surviving without protection. A solo trip—whether at 24 or 44—can be a turning point. It can pour confidence into the shyest of souls.

So if I could wish for one thing, it would be this: that every woman gets the chance to travel alone at least once in her life—to discover what she's capable of, and to find that quiet, stubborn faith that she is the maker of her own fortune.

In-House Insights

THE ETHICAL MIND OF A FORENSIC ACCOUNTANT: NAVIGATING BEHAVIORAL BIAS IN FINANCIAL INVESTIGATIONS

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The role of a Forensic Accountant is an integration of investigating, identifying and preventing frauds in the economy. Forensic Accounting is an important field that helps identify and prevent fraud in various organizations, such as businesses, government agencies, and banks. In India, as the economy grows and businesses become more complex, the role of forensic accountants has become even more important. However, forensic accountants not only need to have strong technical skills, but they also need to make ethical decisions when carrying out their work. Sometimes, accountants face challenges in their decision-making due to personal biases or pressures from others around them. These challenges can influence their ability to detect fraud or follow the best practices when investigating financial wrongdoings.

Understanding Behavioral Bias

Even in the pivotal period of identification and investigation of frauds with the high usage of facts and figures, one crucial factor often goes unnoticed which is the ethical lens through which such frauds are interpreted. Thus, during interpretations it is important to be aware about the personal, external biases and understand how he actually behaves when facing any ethical decisions. Accountants may unknowingly fall prey to confirmation bias where the evidence itself could be manipulated with pre-conceived conclusions and also ethical fading where one's own decisions could be blurred under external pressure.

The moral judgement, awareness, intention and action of a forensic accountant during the process of interpretation must not be compensated with any of the external manipulations. Also, the fraud triangle model, comprising pressure, rationalization and opportunity must not be used as a justification to any unethical behaviour.

Dilemmas that slows down ethical decision making

Since forensic accountant has to work in a very competitive, stressed and high pressured environment there arises many instances where they have to face certain dilemmas. A dilemma of transparency vs confidentiality, where they have to choose between being a professional and on the other hand a full disclosure of the information may hurt the interests of the stakeholders. Thus such instances can challenge the moral courage of the accountant and push him to choose the side which may tests his integrity and the righteousness in taking ethical decisions in such crucial times. Whistle-blowing can also bring about issues like retaliation, isolation and risks in their career as forensic accountants are often perceived as detectives who investigate issues thus, disclosing any internal conflicts within the organization can also bring about major risk in their jobs.

Situations like facing dilemmas, external pressure, career risks that blurs out the conscience in taking the right decisions and compensating the way to protect themselves from these biases can be rectified and protected through rigorous ethical training, awareness, building moral judgment by understanding ethical principles, considering consequences, reflecting on one's own values and biases.

Forensic accounting goes far beyond uncovering numbers, it is an ethical responsibility that demands integrity, fairness, and clarity of judgment. In an era where financial fraud grows more complex, the ability to recognize and navigate behavioral biases becomes as vital as technical expertise. Ethical resilience is not innate it is cultivated through continuous reflection, moral courage, and a commitment to objectivity, even when faced with pressure or uncertainty. Upholding these values not only protects the credibility of investigations but also reinforces trust in the financial systems forensic accountants serve. Ultimately, it is the ethical mind sharp, self-aware, and unwavering that stands as the true strength of a forensic accountant. In every case, it becomes the guiding compass that ensures the pursuit of truth remains untarnished.

Journey of a Youngpreneur

Tushar Tayal: A Journey of Heart and Hustle from Tezpur to the World
Commerce Canvas Team



A Dreamer from Tezpur

Tushar Tayal hails from Tezpur, Assam, a town bursting with the vibrant hues of Northeast India lush tea gardens, the mighty Brahmaputra River, and a community rich in resilience. Growing up, Tushar felt the weight of being from a place often sidelined on India's map. Yet, his parents, Ravi and Sangeeta, were his rock. Ravi, a dedicated social worker, showed him the power of service, while Sangeeta's quiet strength taught him to persevere through doubt. In their modest home, Tushar nurtured dreams far bigger than his small town.

His school years sparked his ambition. Driven to prove that brilliance knows no boundaries, Tushar topped the CBSE commerce stream, scoring a perfect 100 in three subjects. This feat earned him an invitation to the Rashtrapati Bhavan, where, as a young man from Tezpur, he shook hands with the President of India. That moment cemented his belief: dreams don't care where you start they thrive on belief.

The Entrepreneurial Leap

In 2019, Tushar took a leap that tested his courage: he founded Travelidea, a platform dedicated to showcasing Northeast India's cultural and natural splendor. At a young age, with no investors, he set out to put his homeland on the global travel map. The mission was personal born from a deep love for Assam's uncelebrated beauty, from its misty hills to its vibrant festivals. He wanted the world to see the Northeast he cherished, beyond India's usual tourist trails.

Starting a business in a region with limited infrastructure was daunting. Tushar poured his savings and soul into Travelidea, bootstrapping every step. Sleepless nights were common, as he wrestled with fears of failure. Rejections from potential partners stung, but small victories like Travelidea's feature in a US-India magazine just 10 months after launch felt like miracles. Today, Travelidea stands tall among SiliconIndia's Top 10 Most Promising Travel Companies, offering flights, hotels, and visas while championing Northeast India's allure. For Tushar, it's more than a business it's a love letter to his home.



Triumphs and Trials

Tushar's path hasn't been easy. Entrepreneurship can be a lonely road, and he's candid about the moments he felt like an imposter, especially when stacked against founders from metropolitan hubs with deep pockets. Yet, his vulnerability became his strength. He leaned on his family, his team, and his community, owning his missteps like a misjudged partnership or an overambitious client promise. These lessons, learned the hard way, shaped him more than his global education at SP Jain School of Global Management, where he studied across Singapore, Dubai, and Sydney, graduating as valedictorian.

His efforts have not gone unnoticed. In 2021, Tushar received the Indian Achievers' Award for Young Entrepreneurs, a nod to his impact at a young age. In 2024, he was named among the Top 30 honorees in the JCI Ten Outstanding Young Persons Awards, standing shoulder-to-shoulder with global changemakers. These accolades reflect his ability to blend ambition with authenticity.

Carrying Assam to the World

In 2025, Tushar embarked on a self-funded Global Leadership Tour, representing India at conferences across four continents. His goal was to share Assam's story, celebrate Indian culture, and build bridges through leadership. Funding the tour himself was a bold move every rupee came from his savings, a risk that tested his resolve. Yet, standing on international stages, he spoke with pride about his roots, proving that leadership is about action, not titles. The tour amplified Northeast India's voice, forging connections that will shape its future.

Through his work with JCI Tezpur Shine and as Secretary of the Tezpur Rotaract Club, Tushar drives community initiatives, like designing an emergency exit plan for 1,500 students at Army Public School. These efforts underscore his belief that success means lifting others up, not just climbing higher.

A Beacon for the Youth

Tushar Tayal's journey is a clarion call to young dreamers everywhere. From a small town in Assam, he's built a thriving business, earned global recognition, and carried his community's story to the world all before his 30s. His story resonates because it's real: the doubts, the risks, the moments of feeling small. Yet, he shows that vulnerability is not weakness it's the courage to keep going.

To the young reader, Tushar's life says this: you don't need a big city, a hefty bank account, or a perfect plan. Start where you are, with what you have. Tushar began with a laptop and a love for Assam, turning it into a movement. His message is clear embrace your roots, own your mistakes, and dare to dream big. Whether you're from a bustling city or a quiet village, your ideas matter. Tushar's journey proves that one person, fueled by passion and purpose, can light up the world.

Why Tushar's Story Matters

Tushar Tayal is more than an entrepreneur he's a reminder that success is messy, human, and possible. His work with Travelidea, his global advocacy, and his community service inspire young people to take risks, stay connected to their roots, and build something meaningful. From Tezpur to the global stage, Tushar's story is a testament to the power of dreaming big, together





The Impact Story

Introducing Panchoi Agritech as a Social Enterprise

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Panchoi Agritech is a transformative social enterprise based in rural Assam, working to reshape the state's agricultural landscape. With over 85% of farmers in Assam being small or marginal, agriculture remains the backbone of the rural economy—but it's plagued by outdated practices, poor market access, and climate vulnerabilities.

Panchoi addresses these systemic issues through a holistic model that integrates traditional knowledge with modern innovations. The enterprise promotes sustainable practices like bio-fertilizers, soil health management, and crop diversification. It also provides mechanization support via agri-clinics, expert advisory services, and essential farm inputs to boost productivity and reduce labor.

Recognizing Assam's untapped agri-potential—rich biodiversity, ethnic food traditions, and unique crops—Panchoi also focuses on post-harvest value addition. It aims to strengthen the rural food processing ecosystem by supporting grading, branding, cold storage, and digital marketing, especially for women and SHG-led enterprises. By connecting farmers directly to markets and building a self-sustaining agri-service ecosystem, Panchoi Agritech is helping to unlock a resilient, inclusive, and profitable future for Assam's farming communities.

Panchoi Agritech is a visionary social enterprise based in Assam, working to transform smallholder farming through innovation, sustainability, and community engagement. Founded by Mr. Koustabh Jyoti Goswami, a rural mobilization expert, and Dr. Kasturi Sarmah, an agritech scientist and inventor, the initiative bridges scientific research with traditional agricultural wisdom.

Key Components of Panchoi Agritech:

Soil & Water Testing Labs: Offers low-cost testing and guidance for efficient, sustainable input use.

Farm Machinery Services: Provides machinery on rent and repair services, easing labor challenges.

Plant Protection Support: Delivers expert pest and disease management across crop cycles.

Digital Advisory Hub: A mobile and offline platform for real-time agricultural assistance.

Food Processing for Women Empowerment: Trains women to process traditional Assamese foods (Xandoh, Laru, Pitha, etc.), adds value, and connects products to markets via e-commerce and centralized branding.

Marketing & Impact Strategy:

Panchoi Agritech uses a hub-and-spoke model—with Common Facilitation Centres (CFCs) collecting and branding products for digital and retail sale. A dedicated e-commerce portal allows producers to manage inventory and track feedback. The initiative empowers SHGs and women entrepreneurs with skills, visibility, and financial inclusion.

Demonstration Farm in Dekargaon:

A 100-bigha farm in Tezpur serves as a live classroom, showcasing profitable, eco-friendly, and modern farming methods. Profits from crop sales are reinvested in training, machinery upgrades, and community development, proving that smallholder farming can be both sustainable and profitable.

Broader Vision & Sustainability:

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Panchoi Agritech addresses climate resilience, gender inclusion, and economic empowerment. It aligns with national missions like Atmanirbhar Bharat and Startup India, offering a scalable model adaptable to other rural regions. By fusing technology with culture, Panchoi Agritech reimagines agriculture not just as livelihood—but as a movement for inclusive rural growth

Panchoi Agritech is not just a business—it is a social movement rooted in Assam's soil, blending science, sustainability, and service. The 100-bigha Dekargaon farm stands as a living model of what rural agriculture can become: productive, dignified, and future-ready.

By equipping farmers with the right tools, training, and market access, Panchoi transforms agriculture from a struggle into an opportunity—especially for youth and women. Its initiatives—ranging from soil testing and mechanization to food processing and digital advisory—create an integrated ecosystem where knowledge meets practice.

As it scales, Panchoi is bridging tradition with technology, reviving indigenous food systems while enabling access to national and global markets. Anchored in inclusivity, innovation, and impact, it exemplifies a purpose-driven social enterprise redefining rural livelihoods across Assam.

“If agriculture is the backbone of Assam, then Panchoi Agritech is the force that strengthens and guides it.”



Photo. Farming Photos for Paddy Cultivation

BrandBeat: Growth & Gains



ITC Ltd.'s Q4 FY25: Core Stability and a Windfall Gain Boost Profits

Commerce Canvas Team

In a quarter marked by both operational resilience and a significant one-time gain, ITC Ltd has reported impressive financial results for the fourth quarter of FY25. The company's consolidated net profit surged nearly fourfold to ₹19,727 crore, a leap largely attributed to the exceptional gain from the demerger of its hotels business.

Key Financial Highlights (Q4 FY25)

Consolidated Net Profit: ₹19,727 crore

(up from ₹5,121 crore YoY, aided by the ITC Hotels demerger gain)

Net Profit from Continuing Operations: ₹5,155 crore

(+3% YoY, reflecting organic growth in core businesses)

Revenue from Operations (Standalone): ₹18,494 crore

(+9.4% YoY)

EBITDA: ₹5,986 crore

(+2.5% YoY)



Despite the headline-grabbing jump in profit, the real story lies in ITC's steady core business performance, with its traditional strengths continuing to deliver amidst inflationary pressures and demand fluctuations.

Performance by Segment

Cigarettes: Remained a stronghold, with volumes stable and revenues growing by around 6% YoY. Recovery in rural demand played a crucial role.

FMCG (Non-Cigarette): Witnessed input cost pressures, though newer acquisitions are expected to strengthen this portfolio moving forward.

Agribusiness: Continued to show healthy growth, bolstered by strategic sourcing and export opportunities.

Hotels: Demerger completed on January 1, 2025, leading to a one-time gain of over ₹15,000 crore and significantly impacting the quarter's consolidated profit.

Strategic Developments

Demerger Impact: The spin-off of ITC Hotels marks a strategic realignment, allowing ITC to sharpen its focus on core FMCG, agri, and tobacco businesses.

Dividend Declaration: The company declared a final dividend of ₹7.85 per share, taking the total dividend for FY25 to ₹14.35 per share.

Acquisitions: ITC continues expanding its FMCG footprint by acquiring brands such as Sresta (24 Mantra Organic), Mother Sparsh, and Ample Foods.

Full-Year FY25 Financials (Continuing Operations)

Gross Revenue: ₹73,464.55 crore

EBITDA: ₹24,024.83 crore

Profit Before Tax: ₹26,000.86 crore

EPS: ₹16.07 (compared to ₹15.98 in FY24)



Outlook

With signs of rural consumption improving—thanks to a normal monsoon and supportive government spending—IITC is well-positioned to maintain momentum in its core segments. However, navigating cost inflation and sustaining FMCG margins amid intensifying competition will remain key challenges.

Conclusion

IITC's Q4 FY25 results tell a story of strategic transformation backed by stable fundamentals. While the eye-catching profit figure is largely the result of a one-time event, the company's continuing operations reflect measured growth, operational strength, and long-term vision—keeping IITC firmly positioned as one of India's most diversified and resilient conglomerates.

Youth Insight

How UPI Sparked a Fintech Revolution in India

Diya Karki (B.Com 6th Semester, RTU)



The fintech revolution in India has been significantly driven by the advent and adoption of the Unified Payments Interface (UPI). Launched in 2016 by the National Payments Corporation of India (NPCI), UPI has transformed the way Indians transact digitally. By allowing instant money transfers between bank accounts using smartphones, UPI has made digital payments easy, accessible, and inclusive. This has triggered a massive wave of innovation in India's financial technology (fintech) sector and redefined the country's digital economy.

Before UPI, digital transactions were largely dependent on card payments, NEFT, IMPS, and digital wallets, all of which involved certain limitations in terms of convenience, interoperability, and speed. UPI overcame these barriers by providing a seamless, real-time payment experience that operates 24x7, using just a mobile number or a virtual payment address (VPA). Its interoperability among different banks and platforms is one of its most powerful features, enabling people to use multiple apps like PhonePe, Google Pay, Paytm, BHIM, and others linked to the same UPI system.

The growth of UPI has been phenomenal. From a few hundred thousand transactions in its early months, UPI now processes billions of transactions every month. Its simplicity, no-cost structure, and support from both public and private sector banks have made it the preferred payment method for millions of Indians. UPI has bridged the digital divide by enabling even small vendors, farmers, and daily wage earners to accept payments without the need for expensive point-of-sale devices or internet banking knowledge.

UPI has also significantly boosted financial inclusion. With increasing smartphone penetration and the government's Digital India push, people from rural and semi-urban areas have started using digital payment systems. The linking of bank accounts with Aadhaar and mobile numbers further supported the growth of UPI by making KYC verification easier and faster. Women, small business owners, and gig workers have found it convenient to receive payments directly into their bank accounts with transparency and ease.

The fintech ecosystem in India has flourished around UPI. It has created opportunities for startups, app developers, and service providers to innovate new solutions in lending, insurance, wealth management, and financial literacy. UPI-based Buy Now Pay Later (BNPL), micro-loans, and digital credit services are on the rise, .



enhancing credit accessibility to people who were earlier unbanked or underbanked. Banks and NBFCs are also leveraging UPI data to assess creditworthiness and offer customized financial products. Moreover, UPI has enabled a safer transaction environment with multiple layers of security, including device binding, two-factor authentication, and UPI PIN. These security protocols have built trust among users and merchants alike, encouraging them to shift from cash to digital payments. UPI also leaves a digital trail, helping in tax compliance, reduction in black money circulation, and better tracking of financial transactions.

The government and the RBI have continued to support the growth of UPI through regulatory and infrastructural support. Initiatives such as UPI Lite for small-value offline transactions, UPI for feature phones (123PAY), and international UPI linkages with countries like Singapore, France, Nepal, Sri Lanka, Bhutan and UAE further showcase its scalability and global potential. The inclusion of credit cards (like RuPay) into the UPI ecosystem adds another layer of functionality and convenience.

In conclusion, UPI has revolutionized the fintech landscape in India by making digital payments accessible, fast, and secure. It has empowered millions of Indians to participate in the digital economy and has catalyzed innovation across the financial services sector. With continued policy support and technological advancement, UPI is expected to lead India into a cashless, inclusive, and robust digital financial future.



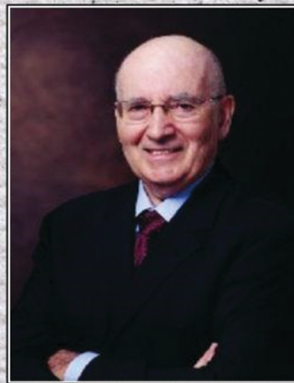
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COMMERCE CANVAS



Good companies will meet needs;
great companies will create markets.

— Philip Kotler —

AZ QUOTES



ISBN- 978-93-5860-177-0



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