

RAJKOT BRANCH

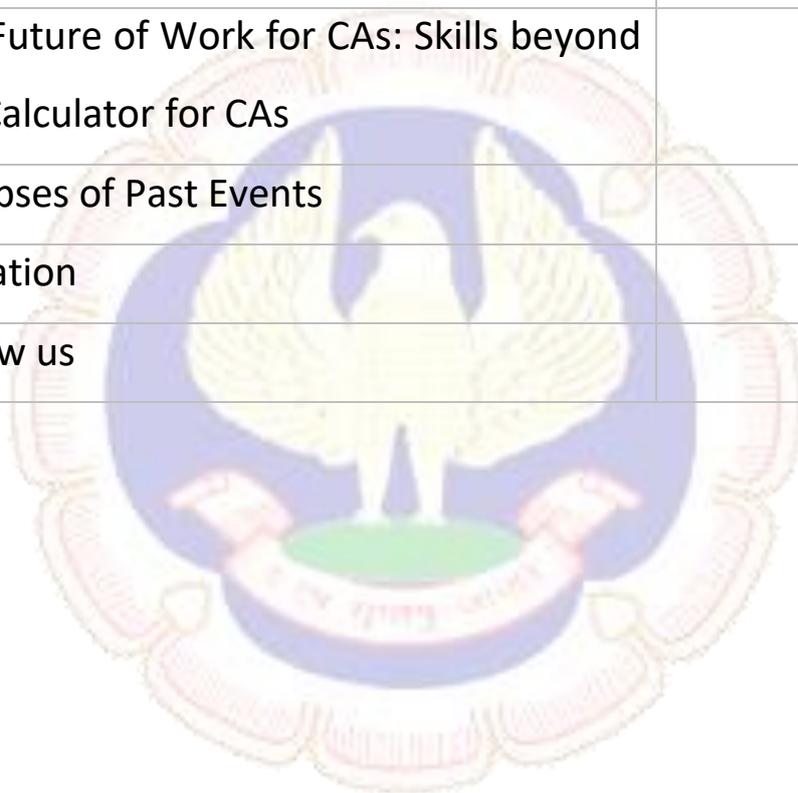
E- NEWSLETTER

SEPTEMBER-OCTOBER





Sr. No.	Particulars	Page No.
1	Committee Members	2
2	Chairman's Message	3
3	Promotion and Regulation of Online Gaming Bill, 2025 — A Clear, Effective Guide for CAs	4
4	The Future of Work for CAs: Skills beyond the Calculator for CAs	7
5	Glimpses of Past Events	17
6	Invitation	19
7	Follow us	20





Particulars	Name
Chairman	CA Raj Marvaniya +91 79904 17534
Vice-Chairman	CA Maulik Bagdai +91 99130 85200
Secretary	CA Dhaval Doshi +91 94282 28267
Treasurer	CA Jayesh Dhaneja +91 98257 23060
WICASA Chairman	CA Vipul Dattani +91 98980 71276
Committee Member	CA Hiren Raychura +91 97145 70887
Committee Member	CA Badal Sonpal +91 92282 91818

Sub Committee Members	
CA Aastha Sutariya	CA Kishan Lal
CA Ankit Kothari	CA Mahek Tanna
CA Durgesh Chavda	CA Mehul Kakkad
CA Harsh Rajani	CA Sahil Tejani
CA Harshad Kotecha	CA Vishal Rachchh
CA Jaydev Sagpariya	-



Chairman's Message



CA RAJ MARVANIYA
CHAIRMAN

Dear Professional Colleagues,

As we step into the concluding months of the year, I extend my warm greetings to all of you. The months of September and October have always been a period of intense professional activity for Chartered Accountants. With the due dates for Income Tax Returns and Tax Audits approaching, each one of us is deeply engrossed in ensuring that our clients' compliances are completed accurately and within the timelines. I truly appreciate the dedication, hard work, and long hours that every member is putting in during this demanding phase.

At the same time, I would like to acknowledge the collective efforts being made by our fraternity to represent before the authorities the genuine concerns and hardships faced by members and to seek a reasonable extension of the due dates for Tax Audits and ITRs of audited cases. These efforts reflect the unity and proactive spirit of our profession — to ensure quality work without compromising on timelines and professional standards.

Amidst all this professional commitment, the festive season of Diwali brings a welcome ray of light and joy into our lives. On behalf of the entire Managing Committee, I take this opportunity to wish you and your families a very Happy Diwali. May the festival of lights illuminate your homes with happiness, health, and prosperity, and may the New Year bring new opportunities, success, and peace in abundance.

I also take a moment to convey my best wishes to all our students who are awaiting their examination results. May your hard work yield the success you truly deserve.

Let us continue to work with the same spirit of professionalism, dedication, and unity that defines us as Chartered Accountants. Together, we can achieve greater heights for our profession and contribute meaningfully to the growth of our nation.



Promotion and Regulation of Online Gaming Bill, 2025 — A Clear, Effective Guide for CAs



CA Abhijeet P Javia

Email: caapjavia.co@gmail.com

Heads up: Parliament has passed a game-changer. The **Promotion and Regulation of Online Gaming Bill, 2025** (Lok Sabha: **20 Aug 2025**; Rajya Sabha: **21 Aug 2025**) draws a firm line — **e-sports & social/educational games are to be promoted**, while **online money games are banned**. This is not a draft anymore in practical terms: companies, payment processors, advertisers and advisers need to act fast.

The 60-second snapshot (Quick summary)

- **What:** A central law that **prohibits online money games** — i.e., any online game involving real-money stakes, bets, deposits or monetary prizes.
- **What it supports:** Formal recognition and promotion of **e-sports** and **online social / educational games** (no-money formats).
- **Who runs it:** Central Government (MeitY) with a proposed **Online Gaming Authority** to coordinate

classification, oversight and enforcement.

- **Where it applies:** Nationwide — including platforms operated overseas but accessible from India; payment intermediaries in India are within reach.
- **Penalties:** Heavy criminal penalties (e.g., up to **3 years' jail and ₹1 crore fine** for operators/facilitators; separate advertising penalties), enhanced punishments for repeat offenders. Many offences are cognisable/non-bailable.

Why CAs should care — the headline risks

This law is where **compliance, taxation, audit decision, and business reality** collide. If your client's business model touches deposits, bets, prize pools or payout systems — even indirectly — it's affected. Expect issues in: going concern assessments, revenue recognition, GST/TDS positions, escrow/refund flows, bank reconciliations, and corporate governance documentation. The law also creates operational risk for payment gateways and advertisers.

What the Bill actually says

1. **Three buckets of games** — The Bill distinguishes **online money games, e-sports, and online social/educational games**. Money games = games where users stake or pay for a chance at money/monetary benefit. That definition intentionally sweeps broadly — covering many fantasy-sports, poker, rummy and similar platforms when money is involved.
2. **Ban & ancillary prohibitions** — The Bill **prohibits offering, operating, facilitating, advertising and transacting** in online money games. It



also empowers authorities to block offending apps/websites and to direct intermediaries to stop payments. This is not only about closing operators — it affects the entire value chain (advertisers, promoters, banks, PSPs).

3. **Regulator & classification power** — A central body (the proposed Online Gaming Authority) will classify games, issue codes of practice, receive grievances and coordinate policy. The central government will frame rules under the Act. This creates a **national, uniform framework** — overriding a patchwork of state approaches.
4. **Extra-territorial reach** — The Bill is designed to apply to any game accessible to Indian users — so offshore platforms visible to Indians are within scope and can be blocked or cut off via payment controls.

Penalties

The Bill uses criminal penalties, not just administrative fines:

- **Operators / facilitators / payment enablers:** Imprisonment (up to 3 years) and fines (up to ₹1 crore) for offences related to money games; stricter penalties (3–5 years, fines up to ₹2 crore) for repeat offenders.
- **Advertising / promotion:** separate penalties (up to 2 years / ₹50 lakh).
- **Investigatory reach:** Authorities can seize, search and arrest under the Act's provisions; corporate officers can be held accountable unless they prove due diligence.

Enforcement mechanics — what to expect on the ground

1. **Blocking & take-down orders:** ISPs, app stores, and hosting platforms could be ordered to remove access to specific apps/websites.
2. **Payment controls:** Banks and payment service providers (PSPs) will be directed to freeze or stop transactions linked to specified merchant IDs or platforms.
3. **Criminal action:** Enforcement agencies may raid, seize servers or accounts, and pursue criminal prosecution in serious cases.
4. **Regulatory lists:** The Authority can maintain lists of authorised (or banned) platforms — affecting ad networks, affiliates and merchant onboarding.

A CA's toolkit

Think in three-time horizons: **Immediate (days), Short (weeks), Medium (months).**

Immediate

- Advise clients to **stop accepting new money-game transactions** and pause advertising campaigns tied to money-game products. Document the directive (board minutes/email trail).
- Identify merchant IDs, player accounts with balances, escrow deposits and freeze related reconciliations.
- Notify banks and PSPs in writing about the status of gaming-related merchant accounts to create an audit trail.

Short (2–6 weeks)

- Run an **impact model:** 30/60/90-day revenue loss, cash burn, staff cost,



contingency scenarios (best/mid/worst).

- Prepare **board minutes & legal memos** showing the company took legal advice and acted in good faith. These protect directors and auditors.
- Quantify refunds/chargebacks and design a clear customer-communication and refund process.

Medium (1–3 months)

- Re-assess **impairment:** goodwill, brand assets, capitalised development costs and deferred marketing.
- Revisit tax positions: GST reversal implications on prizes or deposits, TDS on payouts, carry-forward of losses and whether any indirect tax credits need adjustment. Coordinate with tax counsel.
- Reshape commercial strategy: pivot plans (e.g., e-sports platforms, B2B tooling, analytics services) and update budgets/forecasts.

Audit and disclosure essentials

- **Subsequent events:** Determine whether the passing of the law is a non-adjusting or adjusting event for financial statements and document rationale.
- **Going concern:** Where money-game revenue was material, evaluate management's going concern assessment and the adequacy of disclosure under relevant Indian standards.
- **Provisions & contingencies:** Disclose contingent liabilities for potential fines, litigations or regulatory action if management has exposed the entity to risk prior to balance sheet date.

- **Related party/management responsibility:** Check whether directors/officers complied with disclosure and acted on legal advice — and withhold reliance only when evidence supports it.

Short comparison with other countries

- **UK:** Licensed model — operators must be authorised by the UK Gambling Commission; emphasis on consumer protection, safe returns and advertising rules. (Regulate, don't ban.)
- **USA:** Mixed approach — federal laws set limits, but states decide licensing for online casino/sports betting. Some states permit regulated online betting; others ban.
- **Singapore:** Near-total ban under Remote Gambling Act — criminal penalties and limited exemptions; this is philosophically similar to India's approach of restricting money-based online play.

Closing note — keep calm, document everything

This is a high-impact, fast-moving regulatory change. Your role as a CA is to bring structure: quantify exposure, preserve evidence, document decisions, and help management axle or defend as needed. Keep auditors, lawyers and tax counsel in the loop — and prepare client-friendly materials that explain the “what”, the “so-what” and the “now-what.”



The Future of Work for CAs: Skills beyond the Calculator for CAs



CA SAKSHI AGARWAL
Email - casakshiagarwal@icai.org

The End of the Ledger and the Dawn of the Algorithm

The Chartered Accountancy (CA) profession stands at an irrevocable inflection point. For generations, the core identity of the accountant was rooted in meticulous documentation, regulatory adherence, and the proprietary mastery of financial knowledge. Today, that foundation is undergoing radical transformation, driven primarily by the relentless progress of intelligent automation and Artificial Intelligence (AI). This era is not merely about incremental technological adoption; it represents a quantum leap, demanding that CAs evolve their role from retrospective recorders of history to proactive architects of future value.

The Velocity of Change: The Accelerated Pace of Disruption

The notion that accounting is an "automatable" job is not new, given its reliance on routine, rule-based tasks such as data entry, reconciliation, and transaction classification. However, the advent of sophisticated intelligent automation, particularly Generative AI (Gen AI), has dramatically accelerated this disruption forecast. Before Gen AI's widespread introduction, automation was projected to affect 21.5% of work hours by 2030; that share has now risen sharply to 29.5%. This surge underscores the immediate and irreversible urgency for professional transformation across the global accountancy sector.

The most fundamental, time-consuming routine tasks are precisely the targets for this new wave of technology. Robotic Process Automation (RPA) and AI-powered Optical Character Recognition (OCR) tools are designed to handle routine bookkeeping and data entry with speed and accuracy, efficiently automating tasks like invoice reconciliation and basic report generation.

The goal of this technological shift is not displacement but augmentation. AI functions as a powerful teammate, empowering experts rather than replacing them. Evidence from the field demonstrates this augmentation vividly: accountants utilizing AI tools report finalizing monthly statements 7.5 days faster and managing more clients. Crucially, they spend 8.5% less time on routine back-office



processing, effectively freeing professional staff for higher-value activities.

The Erosion of the Apprenticeship Ladder

The removal of routine tasks through automation has profound, structural consequences for the profession. Historically, the early career pathway for accountants involved mastering basic, repetitive functions the necessary "prework" of pulling information, connecting bank transactions, and tracking vendors. This mastery built competency and provided a gradual transition into complexity. With AI taking over these steps, the traditional apprenticeship ladder is collapsing.

The implication is clear: professional education and firm training models can no longer rely on a long gestation period dedicated to routine compliance. New entrants and experienced CAs alike must accelerate their development toward strategic thinking, sophisticated systems governance, and complex client advisory skills. The time once spent documenting the past must now be spent on anticipating the future.

The New Value Equation: From Proprietary Knowledge to Professional Judgment

As technology handles the "what" the historical recording of financial data the CA's value must shift entirely to providing the "why" and the "what if." The profession's value proposition moves from proprietary knowledge to forward-looking, data-driven advice that supports complex business decision-making.

This evolution necessitates a crucial change in the CA's governance role. While AI and

automation eliminate human involvement at specific points to enhance reliability, they simultaneously introduce new systemic vulnerabilities and weaknesses. Algorithms are only as good as the data they are trained on, raising ethical considerations regarding data quality and bias.

The Mandate for Systemic Trust

Consequently, the professional accountant must continue to enable strong controls and ensure the integrity of the automated business and accounting processes. This involves acting as the first line of governance over intelligent systems. The primary assurance role shifts from auditing individual transactions to performing assurance over the AI system itself. This essential role involves defining and closing the "trust gap" in AI models, ensuring the responsible development and usage of these powerful tools.

The Data Architect – Mastering the Digital Foundry

The Data Architect is the CA who moves beyond retrospective reporting to become the central figure in organizational data intelligence and prediction. This role requires not just an understanding of financial data, but mastery of the technological and statistical methods used to process, analyze, and translate vast, complex datasets into actionable business intelligence.

The Mechanics of Predictive Value

The integration of AI and machine learning (ML) is fundamentally transforming core CA functions, starting with auditing. Traditionally,



audits relied heavily on sampling to infer the status of large data sets. AI eliminates this reliance, enabling the analysis of entire data sets, often in real-time. Machine learning algorithms allow auditors to identify risks and detect anomalies with greater precision, providing timely insights that strengthen continuous management control and compliance.

This automated analysis capability extends directly into advisory services. The Data Architect leverages predictive analytics a core development in the profession to shift the focus from merely reacting to problems toward proactively preventing them. By analyzing large datasets, AI and ML algorithms provide insights into market conditions and competitive landscapes, enabling more accurate forecasting, robust scenario planning, and precise risk assessment.

The Analytics Stack: Required Technical Proficiency

To fulfill this role, the Data Architect must possess a sophisticated technical skillset encompassing the entire data lifecycle. This includes proficiency in data collection (gathering information from diverse sources), data cleaning (identifying and correcting inconsistencies for maximum reliability), statistical analysis (applying methods to uncover trends), and effective data visualization (creating clear charts and graphs to communicate findings).

The modern CA must move beyond basic data manipulation to grasp advanced analytical concepts. Required competencies include understanding predictive modeling, experimental design, and the core principles of machine learning. Practical knowledge of specific tools, such as Python programming, Tableau software, and statistical methods like Regression Analysis, is becoming essential for those aiming for senior data analyst or data scientist roles within the finance function.

Furthermore, as Enterprise Resource Planning (ERP) systems move to the Cloud (SaaS deployments) and become increasingly infused with AI and ML, the CA must understand how these integrated systems manage back-office functions from financials and accounting to risk management and analytics. This technical understanding ensures the CA can govern the automated processes that underpin the entire organization.

The Convergence with Cybersecurity

The advanced analytical skills inherent in the Data Architect role naturally converge with expertise in fraud and cyber-risk mitigation. The ability to manage and analyze large data sets is critical for early fraud detection, as AI-powered systems can quickly identify anomalies and irregular patterns that signal fraudulent activity. Given the surge in cyber attacks and the need for post-mortem financial analysis to determine revenue loss and insurance coverage, the Data Architect's technical skillset specifically data manipulation and pattern recognition establishes a new,



critical cross-disciplinary core competency: Forensic Data Science.

The Data Translator Mandate

Access to data is useless without context. Companies generate an estimated 2.5 quintillion bytes of data every day, creating immense opportunity, but also overwhelming complexity. The Data Architect's most critical strategic function is acting as the Data Translator the strong accounting leader who can contextualize and convert raw analytical output into valuable, actionable insights that help the company evaluate performance, mitigate risk, and anticipate trends in real-time.

This strategic communication function requires sophisticated data storytelling skills. The value of the insight generated through predictive modeling is entirely dependent on the CA's ability to clearly and compellingly convey those financial insights to non-financial stakeholders, influencing executive strategy and ensuring that data-driven decisions translate into tangible business outcomes.

The Ethical Burden of Precision

While the use of AI to analyze full datasets significantly increases precision and confidence, the very complexity and scale of these models introduce new ethical burdens. The use of algorithms means that CAs must move beyond merely ensuring compliance with financial regulations. They must actively evaluate the ethics of the models themselves, a role that demands the critique of variables

proposed for predictive models, assessment of the impact of data model outputs on employee behavior, and scrutiny of the ethics surrounding data mining and its usage. This is the necessary cost of moving toward a future defined by algorithmic decision-making.

The Sentinel of Trust – Governing Digital and Sustainable Value

The Sentinel of Trust embodies the expansion of the CA's role as the profession's independent, trusted assurance provider. In the 21st century, trust is no longer limited to financial statements; it encompasses digital integrity, cyber-resilience, and demonstrable non-financial performance across environmental, social, and governance (ESG) domains.

The ESG Imperative: Assurance in the Intangible Economy

Global stakeholders, particularly investors and regulators, are increasingly demanding greater transparency and accountability regarding sustainability performance. This has pushed ESG reporting from a voluntary exercise to a mandatory assurance requirement, positioning Chartered Accountants as the essential stewards of accountability in measuring and reporting long-term environmental and social impact.

Navigating the Global Framework Maze

The Sentinel must possess specialized technical proficiency in the complex, evolving landscape of global ESG reporting standards and frameworks. This landscape includes



foundational frameworks like the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), and major, mandatory requirements such as the European Union's Corporate Sustainability Reporting Directive (CSRD) and the International Sustainability Standards Board (ISSB) IFRS S1 and S2. These regulations raise the bar for transparency and accountability, requiring the CA to understand the specifics of both principle-based frameworks (governing structure and information collection) and technical standards (specifying precise reporting metrics).

The Rise of Assurance over Controls, Not Just Balances

The CA's expertise is paramount in extending the principles of financial controls to non-financial data. Stakeholders require verifiable, accurate sustainability performance metrics. This necessitates that the Sentinel reviews data processes and controls identifying the necessary non-financial data, defining governance structures around collection, and assessing the systems for completeness and accuracy.

The emphasis shifts from merely ensuring the final reported ESG number is correct to ensuring the underlying data collection, governance, and control processes are robust and designed to prevent manipulation. The CA, leveraging their foundational expertise in internal controls, becomes the essential partner in designing and validating these non-financial

data governance systems from the ground up, fulfilling the increasing demand for third-party sustainability assurance services.

The Digital Trust Frontier: Blockchain and Cyber Assurance

The digital economy is built on layers of data and complex technology, demanding assurance over digital assets and infrastructure.

- **Continuous Auditing via DLT:** Distributed Ledger Technology (DLT), or Blockchain, fundamentally enhances the transparency and security of the audit process through its immutable, continuously growing list of timestamped records. This resistance to modification facilitates traceable audit trails and automated audit processes, enabling the paradigm shift toward continuous and real-time auditing, which offers more timely and accurate insights into an organization's financial health. Leading firms are already implementing sophisticated, innovative assurance tools. For instance, the deployment of Zero-Knowledge Proof (ZKP) technology allows auditors to verify transaction compliance such as confirming the authenticity of a financial institution's crypto reserves without compromising sensitive enterprise data or customer privacy.



The Integration Challenge is the CA's Unique Value

The ability to use these new tools in isolation is insufficient; the Sentinel of Trust's highest technical skill is mastering complex integration. Blockchain, for example, faces significant challenges regarding interoperability with existing accounting systems. Similarly, ESG reporting requires the analysis of highly diverse, non-traditional data sources such as social media, customer feedback, and sensor data alongside traditional financial data.

The CA is uniquely equipped to bridge this data fragmentation, mastering the complex data mapping and integration required to unify legacy systems with decentralized, non-financial data frameworks. This produces a unified, comprehensive view of corporate performance, enabling sophisticated Integrated Reporting that aligns financial success with long-term environmental and social impact.

Cyber Risk Advisory

The Sentinel also serves a critical function in managing modern operational risk, specifically cybersecurity. Public accounting firms are actively meeting evolving market needs by providing multidisciplinary cyber risk advisory engagements. This involves helping clients identify key risk areas, design and develop robust cyber risk management programs, and assess overall cyber-readiness. Post-incident, CAs perform specialized forensic accounting to ascertain the financial impact of a breach and determine potential insurance coverage.

The Strategic Interpreter – The Indispensable Human Edge

As technology continues to commoditize and automate routine technical tasks, the CA profession's ultimate differentiator becomes the indispensable human element: professional judgment, ethical wisdom, emotional intelligence, and the capacity for organizational influence. The Strategic Interpreter focuses on these skills that are concentrated precisely in the areas where AI and algorithms struggle: ambiguity, empathy, and strategic negotiation.

The Influence Mandate: The Finance Business Partner (FBP)

The role of the Finance Business Partner (FBP) is a prime example of the Strategic Interpreter in action. Success in this highly sought-after role is rooted in relationships, influence, strategic thinking, and commercial acumen. While technical knowledge remains the necessary entry ticket, the capacity to influence the business becomes the core competency that separates effective leaders from simple technicians.

FBPs move far beyond traditional month-end reporting. They are expected to analyze data and provide crucial insights on matters such as pricing, demand planning, new product development, and profitability, actively helping the business achieve its overarching strategic goals. The time freed up by AI and automation, once spent on transactional reporting, must be redirected entirely toward building



relationships and supporting strategic decision-making.

Effective communication and data storytelling skills are therefore essential. The Strategic Interpreter must translate complex analytical output into clear, compelling narratives that resonate with and drive action among non-finance leaders. This ability to make the financial reality understandable and persuasive is critical for strategic success.

Emotional Intelligence (EQ): The New Metric of Success

Emotional intelligence, or EQ, is rapidly moving from a desirable trait to a foundational professional skill. Global professional bodies recognize this shift: the ICAEW's Next Generation ACA curriculum now explicitly assesses EQ alongside Communication, Critical Thinking, and Leadership as core professional skills.

The Power of Empathy and Composure

High EQ is essential for building client trust and rapport. By practicing active listening and demonstrating empathy, CAs can understand their clients' underlying needs, concerns, and emotional states, allowing them to provide personalized and far more effective service. In a sector where personal connections and trust are paramount, integrating high EQ into daily practice strengthens client satisfaction and loyalty.

Furthermore, EQ drives stronger leadership, with evidence suggesting that 90% of top

performers demonstrate high emotional intelligence. CAs must demonstrate self-regulation, maintaining composure and thinking rationally when faced with high-pressure situations, demanding clients, or complex financial matters. This self-regulation is necessary to provide sound advice and make rational decisions when stakeholders are frustrated or deadlines are imminent.

EQ as the Competitive Moat

The ongoing commoditization and digitization of technical knowledge mean that core accounting principles are increasingly standardized and accessible to AI. The competitive landscape, therefore, shifts entirely to relationship-based, high-touch advisory services. The Strategic Interpreter's ability to use empathy and influence to build deep client trust and secure complex, bespoke consulting engagements becomes the defining competitive differentiator for both individuals and firms, justifying premium pricing for human-led strategy.

Leading Transformational Change

Digital transformation is fundamentally organizational change, not just technical deployment. The Strategic Interpreter must be a champion of change management, capable of navigating the ambiguity and uncertainty that accompanies technological disruption.

Successful organizational transformation requires empathetic leadership. Leaders must create an environment a "psychological safety



net" where employees feel secure and understand that AI is intended to enhance their roles, not eliminate them. This culture must be human-centric, creating a space where people feel safe expressing their ideas, challenges, and concerns. This requires active C-suite advocacy, with executives modeling desired behaviors and functioning as AI upskilling champions to drive adoption throughout the organization.

Key change management skills include communication, adaptability, and problem-solving. Empathetic leaders use the insights gained from listening to employees to inform strategic decisions, ensuring that changes consider morale and engagement rather than blindly plowing forward with business transformation.

Professional Judgment as the Ethical Backstop

As AI handles efficiency and scale, human expertise is concentrated in areas requiring ethical judgment and navigation of regulatory gaps. In scenarios involving incomplete data, unprecedented business circumstances, or areas where algorithmic solutions present ethical ambiguity, the AI models may break down.

In these critical moments, the CA's inherent professional skepticism, deeply ingrained ethical training, and nuanced judgment serve as the most valuable, irreplaceable intellectual property. This professional judgment acts as the ultimate check against the uncritical acceptance of algorithmic output, confirming the CA's role

as the final authority on ethical and complex strategic decisions.

The Blueprint for Transformation: Re-engineering the Professional Identity

Recognizing the urgent need to cultivate these three archetypes, professional bodies and leading firms are rapidly overhauling their qualifications, training, and strategic focus. This transformation represents a comprehensive redesign of the professional identity itself.

Global Curriculum Overhaul: Professional Bodies Respond

Professional accounting organizations worldwide are responding by fundamentally restructuring their syllabi to integrate technology, sustainability, and ethics as central themes, ensuring that future CAs are equipped to lead in this evolving business landscape.

The ACCA, for instance, has announced a redesign of its qualification (starting mid-2027) aimed at training "strategic business enablers". The new qualification integrates technology, digital, and data throughout the exams at all levels, covering AI, data analytics, machine learning, and robotic process engineering. ACCA's curriculum now uses real-world scenarios to ask students to critique predictive model variables and evaluate the ethics of data mining.

Similarly, the ICAEW's Next Generation ACA (commencing September 2025) represents a step change in integrating technology,



sustainability, and ethics into the syllabus. This new structure reduces the number of advanced exams and shifts toward a competency-based assessment, explicitly tailoring professional skills development across five key competency areas, including Emotional Intelligence and Critical Thinking.

For practicing CAs, continuous learning with a growth mindset is mandatory. The AICPA and CIMA emphasize Continued Professional Development (CPD) focused on analyzing approaches to strategy formulation, recognizing concepts of sustainability and ESG risks, and defining the characteristics of an analytical and data-driven mindset necessary to lead digital transformation.

Strategic Management as Core Finance

The liberation of CAs from routine tasks through automation has elevated the profession into the formal domain of strategic management. The analysis of organizational performance, risk mitigation, and behavioral understanding requires finance professionals to move beyond reporting to formal strategic management functions, including strategy formulation and vision setting. The future CA qualification implicitly requires competencies historically reserved for strategy consultants, merging stringent financial discipline with executive decision-making frameworks.

The New Consulting Mandate and Career Trajectories

The private sector, particularly the Big Four, is pivoting massive resources toward technology and strategy consulting. Firms must practice "productive paranoia," moving fast to measure the impact of AI and treat it as a teammate, lest they suffer a "slow bleed of clients, talent, and relevance" to nimbler competitors. This pivot is demonstrated by major partnerships, such as Microsoft's AI collaboration with KPMG.

The future career path is defined by problem-solving and ambiguity management. Case interviews used by consulting firms, such as Deloitte, no longer assess specific technical facts but rather gauge a candidate's problem-solving skills, analytical ability, logical thinking, and comfort with ambiguity through fictional examples of real client engagements. The focus is on the clear articulation of the thought process and the ability to apply practical judgment, rather than providing a singular "right" answer.

The Cultural Prerequisite for ROI

The success of large-scale digital transformation hinges critically on cultural adoption. Professional firms, like PwC, have committed significant investment to upskill employees, emphasizing a "BXT approach" (Business strategy, human-centered eXperience, and Technology) that puts the employee experience first.

The return on investment (ROI) for these costly digital transformations is not purely technical;



it is fundamentally dependent on the CA leaders' ability to master change management and cultural transformation. If the C-suite fails to prioritize and champion these initiatives, or if organizations fail to provide the psychological safety net necessary for employees to embrace AI, program failure and a loss of faith in the transformation effort can result. Leadership commitment that actively models desired behaviors and ensures central governance is the critical factor for realizing anticipated value.

Conclusion: Charting the New Value Map

The future of work for Chartered Accountants is not one of replacement, but of profound elevation. The profession is engaged in a necessary process of shedding its mechanical past to fully embrace its advisory future. The indispensable CA of the next decade must fluidly combine the three emerging archetypes:

- **The Data Architect:** Who harnesses technological power to analyze entire populations of data, generating predictive foresight that drives strategic advantage.
- **The Sentinel of Trust:** Who expands the mandate of assurance beyond financial statements to include digital integrity, automated controls, and the critical domain of ESG governance.
- **The Strategic Interpreter:** Who leverages uniquely human skills emotional intelligence, influence, and ethical judgment to translate complex data into compelling strategy and lead

organizations through turbulent transformation.

While AI provides the ability to take over routine work and filing, the combination of artificial intelligence and human intelligence is what harnesses the full potential of this new era. Professional bodies are actively re-engineering the qualifications, embedding technology, ethics, and sustainability into the core curriculum to prepare the next generation.

The CA profession stands at a pivotal crossroads. By embracing skills beyond the calculator by actively choosing to become Architects, Sentinels, and Interpreters Chartered Accountants will not only survive the digital transformation but will secure their role as the indispensable leaders and central providers of trust in the 21st-century global business world.



GLIMPSES OF PAST EVENT







INVITATIONS

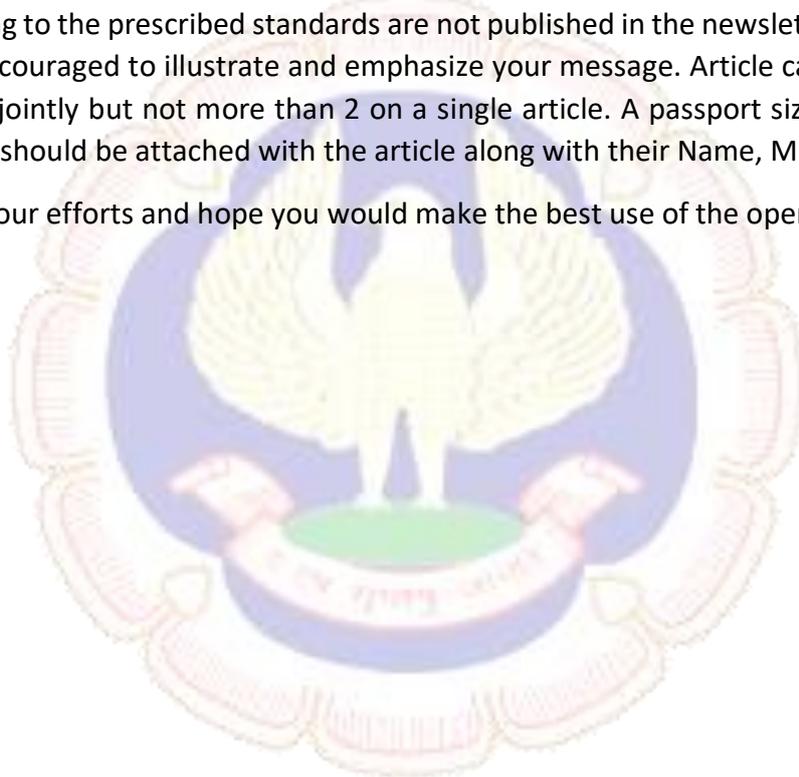
INVITATION FOR ARTICLES FOR NEWSLETTER

“If you have Knowledge, let others light their candles in it”

The Newsletter Committee of Rajkot Branch of WIRC of ICAI is inviting articles for its Newsletter.

Submission Guidelines: The articles have to be submitted by the 30th of the month to the following email-id : [rajkot@icai.org]. There is a strict plagiarism check and the articles which are not adhering to the prescribed standards are not published in the newsletter. Illustrations are strongly encouraged to illustrate and emphasize your message. Article can be written by one person or jointly but not more than 2 on a single article. A passport size picture of the writer/ writers should be attached with the article along with their Name, MRN and Email.

We welcome your efforts and hope you would make the best use of the open platform.



Disclaimer: The ICAI and Rajkot Branch of WIRC is not anyway responsible for the result of any action taken on the basis of advertisement published in newsletter. The views or opinion expressed or implied in newsletter are those of the Authors/ Contributors and do not necessarily reflect of Rajkot Branch. Material in the publication may not be used in part or whole, without the consent of Branch. It is “For Private Circulation only”.



rajkot@icai.org



www.rajkot-icai.org



+91 94097 71885



@icairajkot



Rajkot Branch of WIRC of ICAI
ICAI Bhawan,
Giriraj Nagar Main Road,
Near Raiya Circle,
Off 150 Feet Ring Road,
Rajkot – 360007

