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## Coalesce 2025 Key takeaways at a glance

January 2026

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# Introduction

As we reflect on the thought-provoking conversations and transformative ideas shared at Coalesce 2025, I would like to extend my sincere thanks for your active participation.

This year's theme, **Finding Your North Star**, challenged us to look beyond short-term wins and define the bold, long-term purpose that will shape our enduring business impact.

Defining your North Star means being audacious and brave, willing to challenge assumptions, rethink what is possible and identify which parts of today must be disrupted to create the future we truly want. Driving change calls for clarity of direction and bold leadership.

In this booklet, you will find five key insights from each session, distilled for easy reference. We hope they help you revisit powerful moments, spark new thinking and stay focused on your journey towards your North Star.

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# Persona-wise sessions

## Bharat

- Partnerships as catalysts for scale
- Build IPO readiness → Governance + Vision + Strategic investor



## Revenue and growth

- Digital equity + AI-first models + Future-ready talent = Resilient growth
- Intelligence-led GTM + Pricing = Profitable scale



## Board

- Rebalance agenda towards future-focused strategy, powered by AI + Geopolitical foresight
- Embed AI literacy and responsible governance

## CFO

- Replace cycles → Continuous AI Planning
- Automate workflows for strategic focus

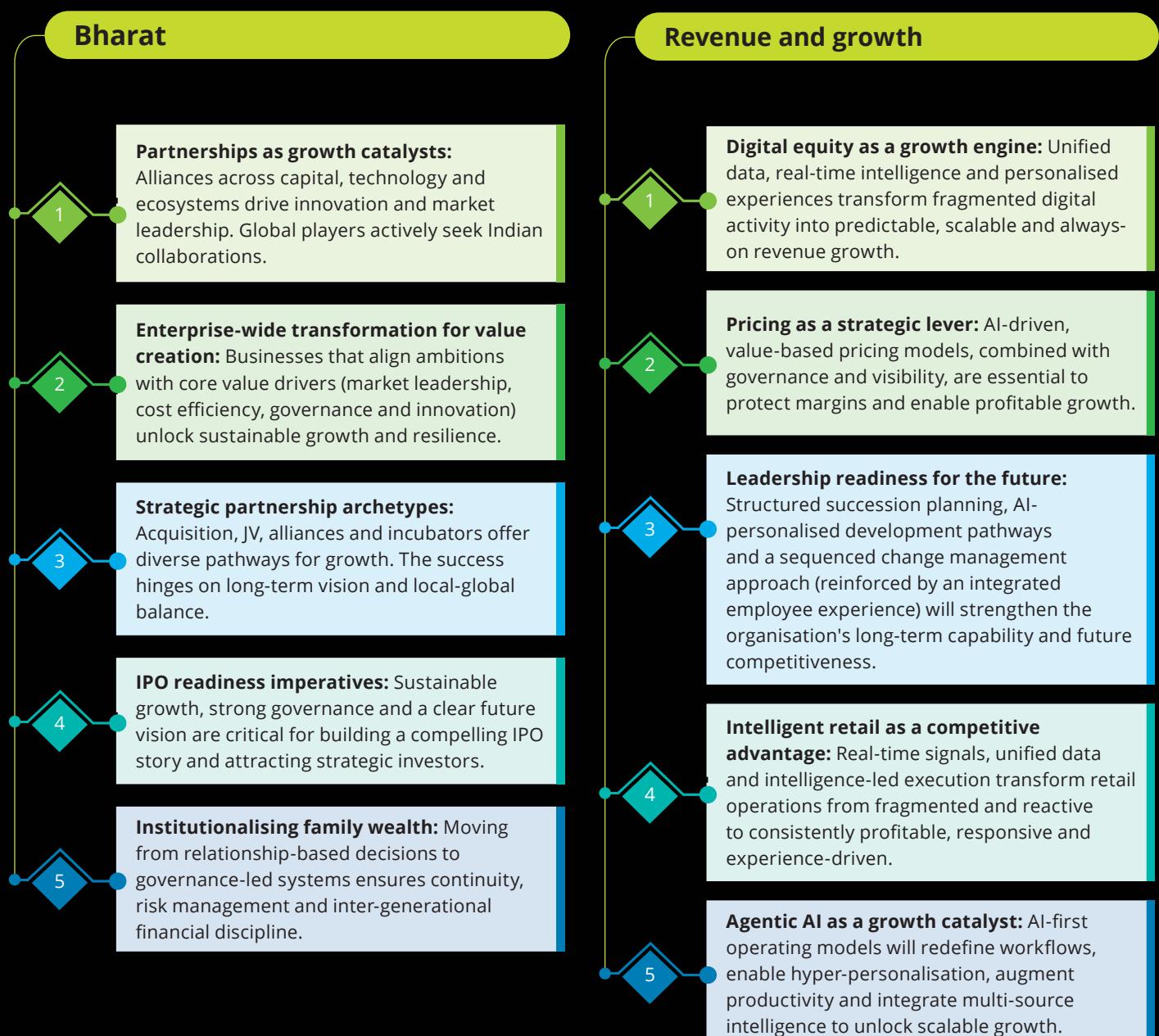
## Digital

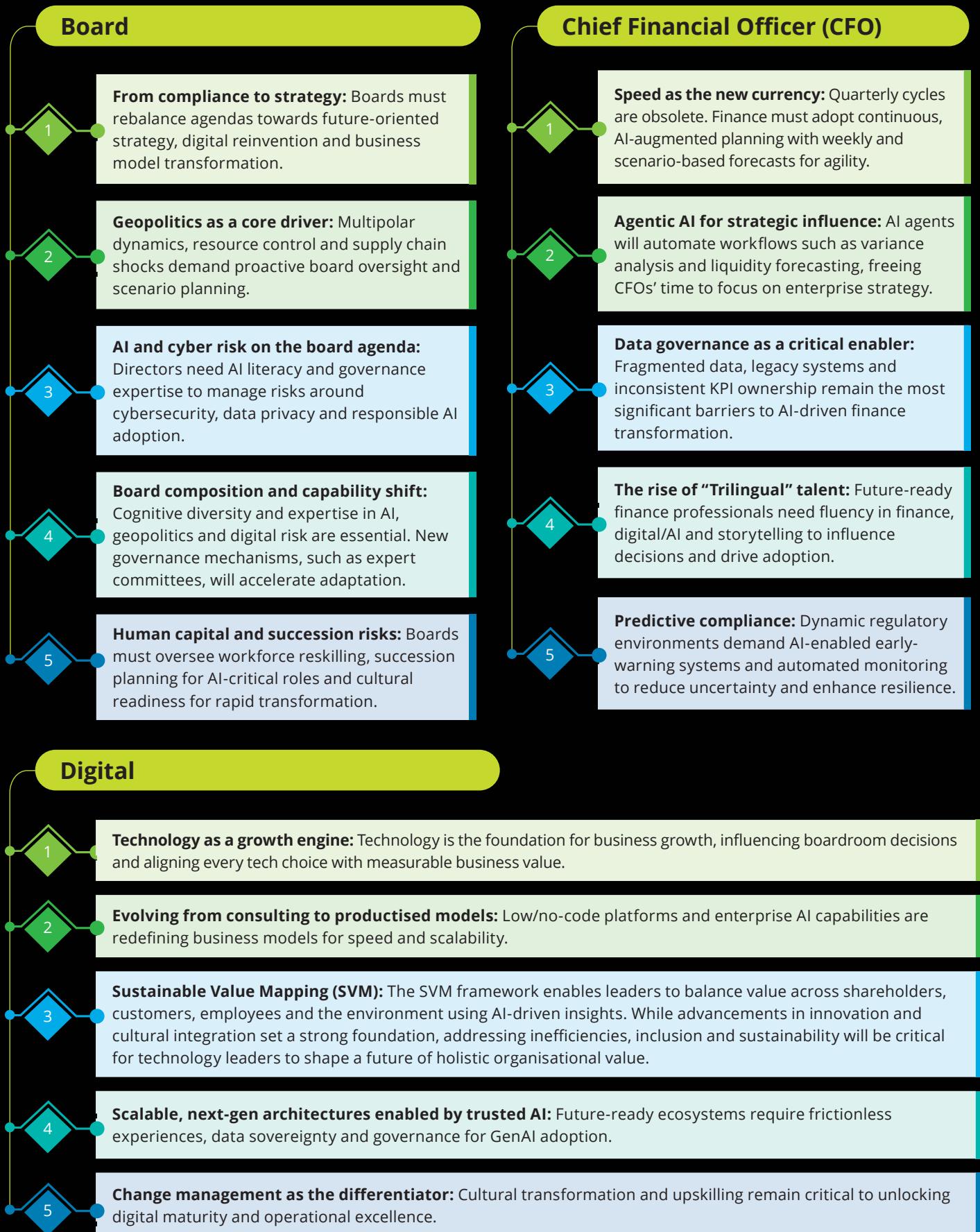
- Tech as the engine for growth and trust
- Shift to productised models → Low-code + GenAI

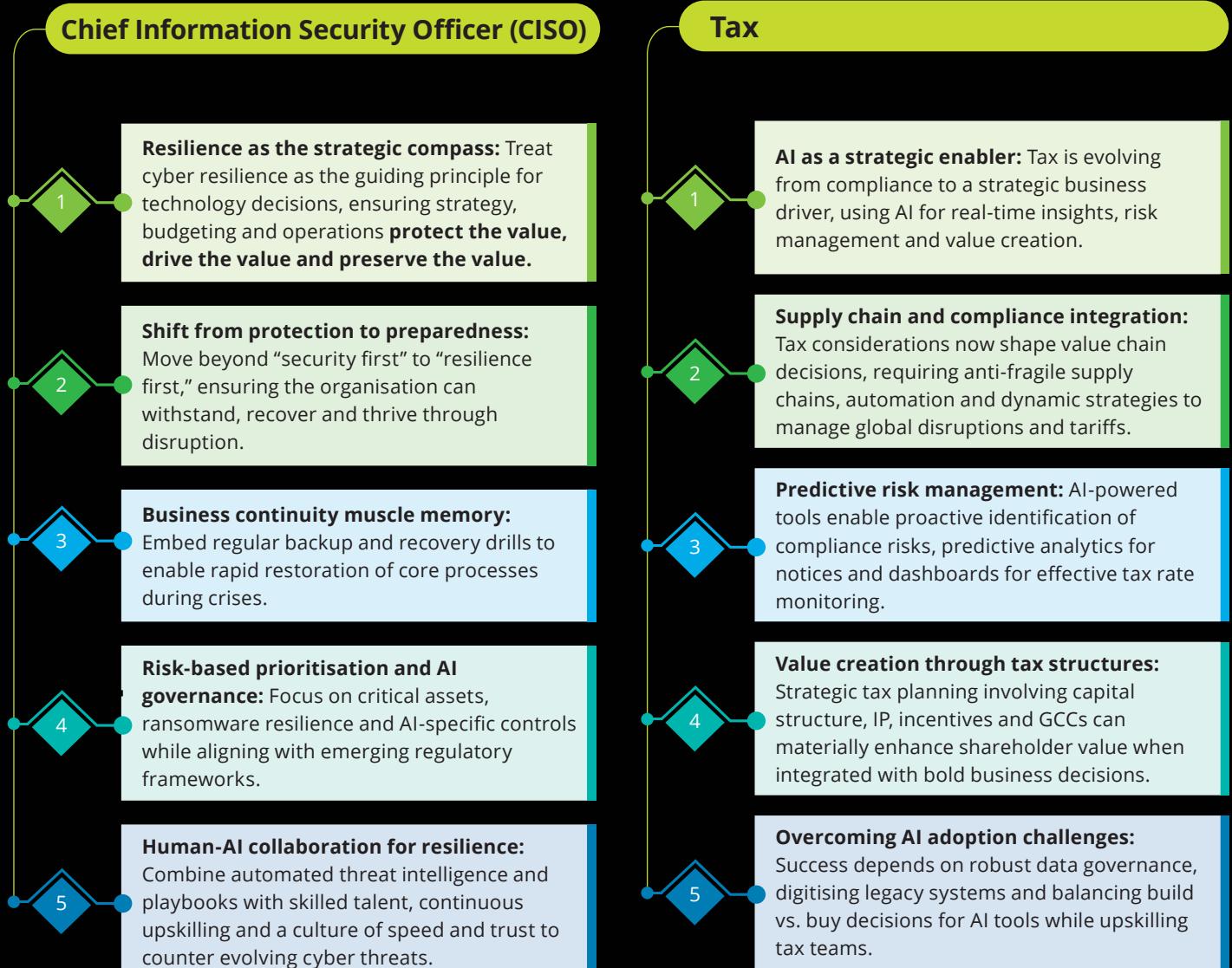


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# Top five takeaways from persona-wise sessions







# Persona-wise sessions

## CISO

- Cyber resilience as the strategic compass
- Shift from protection to proactive resilience – protect, preserve and drive value



## Tax

- Use AI for insights + Predictive risk management
- Put tax at the centre of resilient supply chains

## CHRO

- Unlock motivation and scale execution
- Rethink spans and layers → Human–AI coexistence ↑ Growth



## RCC

- Shift to proactive, tech-enabled risk resilience
- Upskill for analytics + Digital risk + Agentic AI



## Supply chain

- Break silos → Foster collaborative ecosystem
- Embed innovation as a core driver of global competitiveness

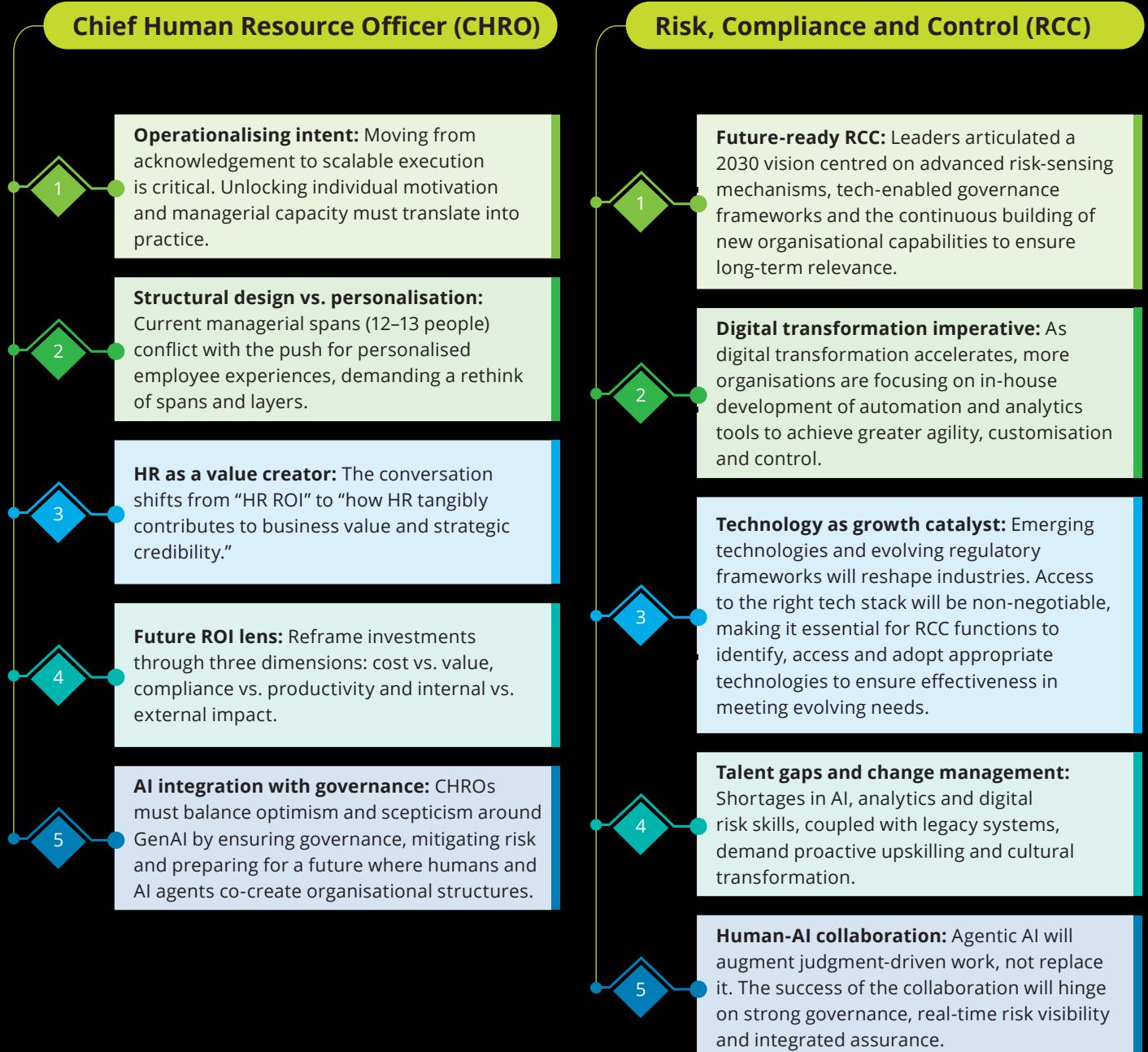


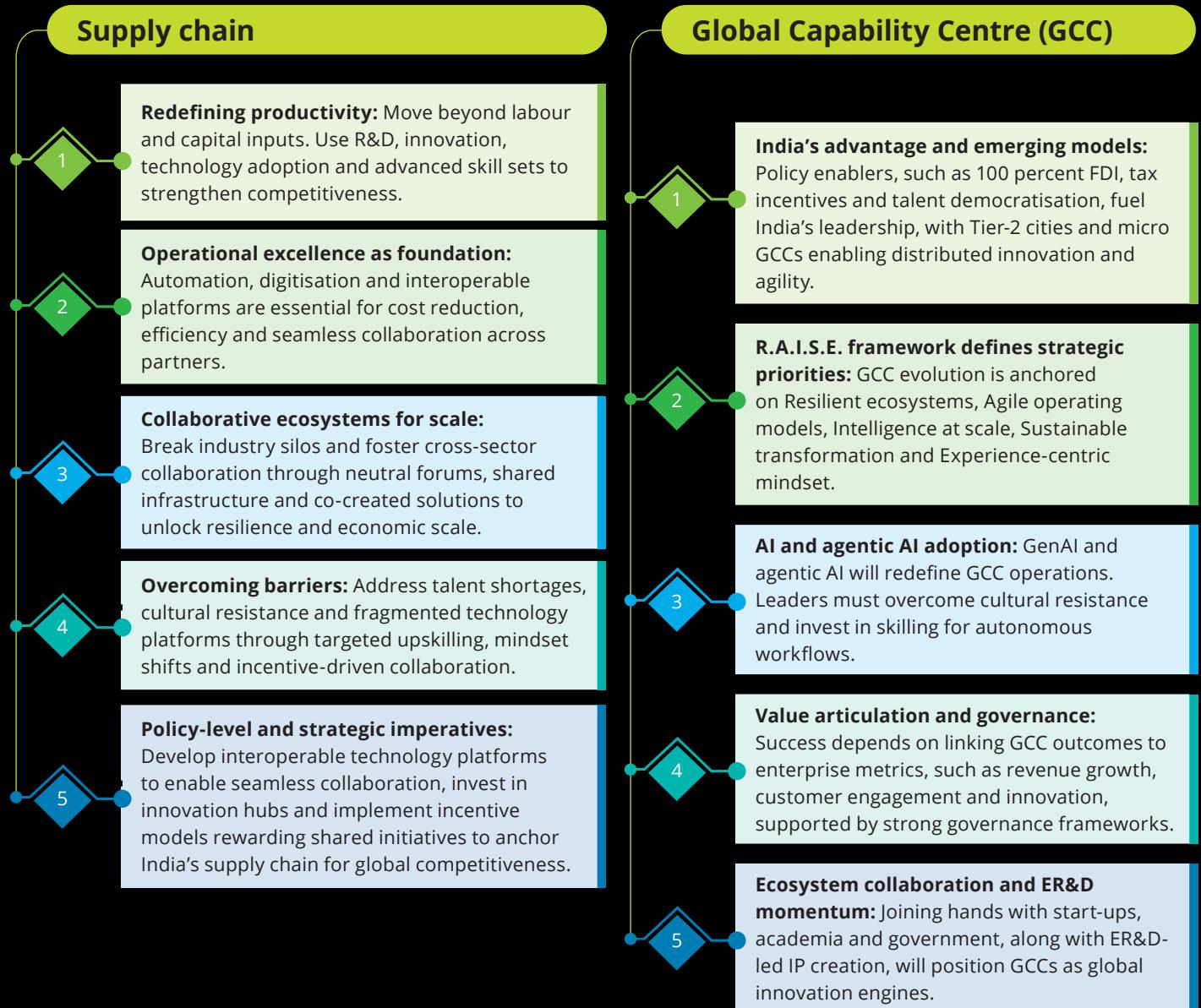
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## GCC

- Next-gen GCCs → higher focus on customer experience
- Accelerate impact → Micro models + Agentic AI







# Cross-functional sessions

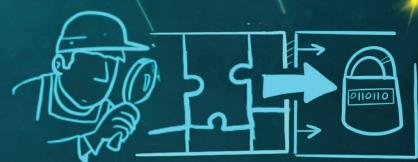
## Executive pay

- Fairness under scrutiny; activism rising
- Redesign pay to ensure equity + Performance-linked models



## From dealmakers to transformers

- Bold M&A moves + Tech ecosystems → Non-linear growth
- Intentional, multi-engine value creation



## Cyber compass

- Building resilience through layered defences + Accountability + Ai-driven governance
- Cybersecurity fuels growth and demands decisive leadership, strong governance and resilience



## AI

- Leadership and mindset shift to boost Agentic AI use
- Governance + Culture + Collaboration to help embed AI across functions



## Innovation at the core

- Culture and agile teams → Fuel innovation
- Biomimicry inspires smarter strategies

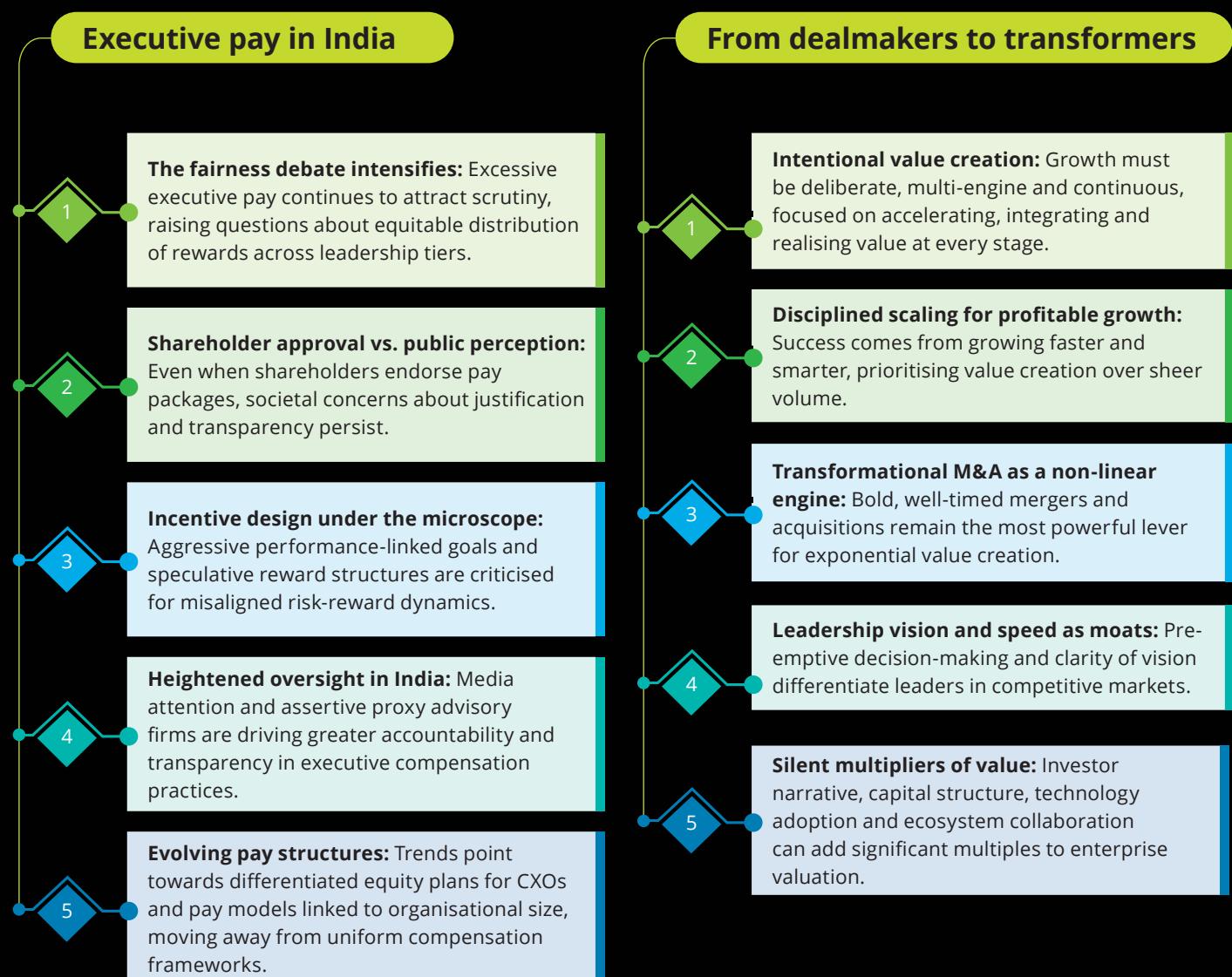


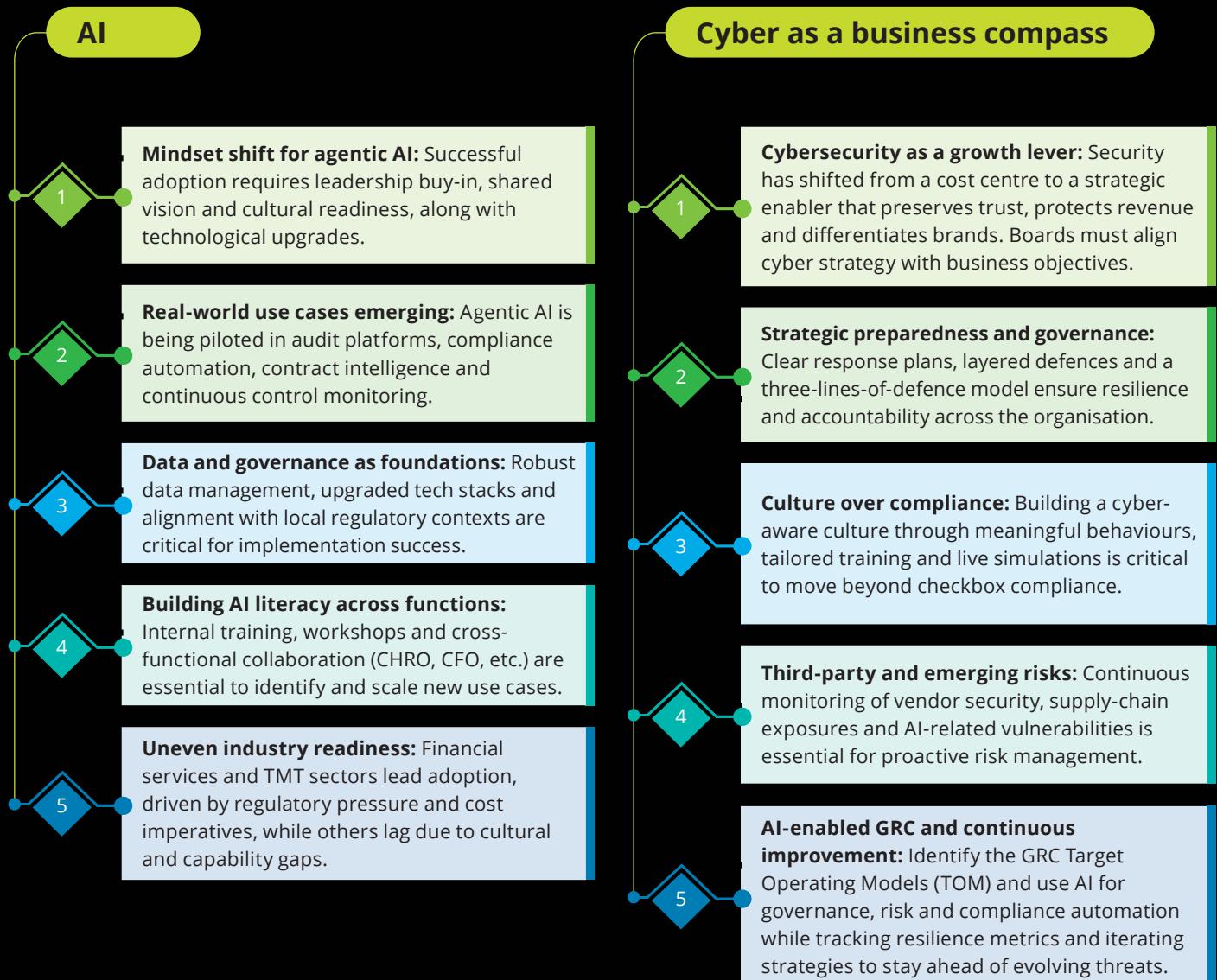
## Disrupt to innovate

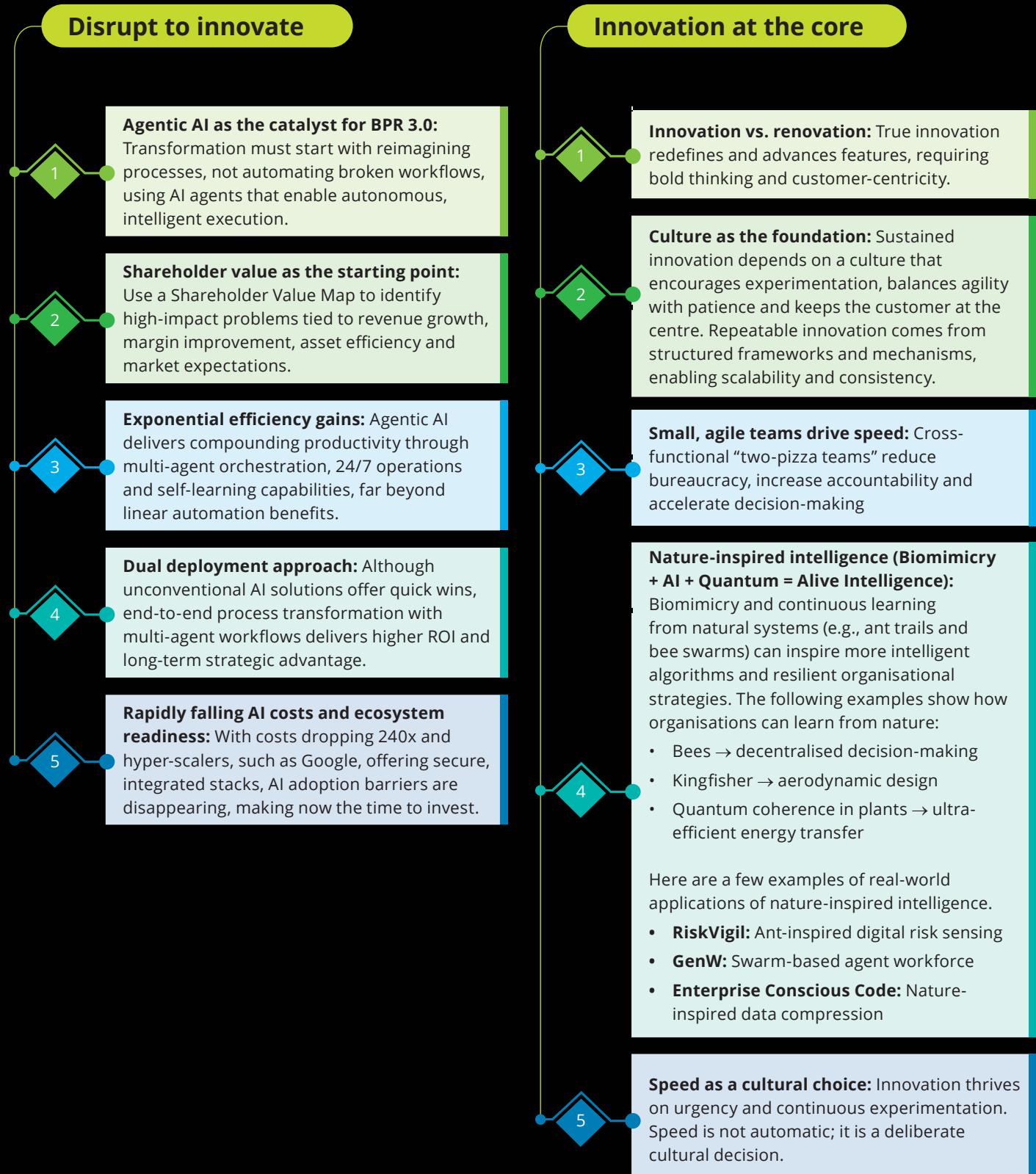
- Agentic AI reimagines workflows for efficiency
- Anchor transformation → Shareholder value + Revenue growth + Margin gains

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# Top five takeaways from cross-functional sessions







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