

CMA DIGEST

September 2025, Issue - 107, Volume 61

ED VOICE – From the Editor's Desk

Dear Readers,

Welcome back to CMA Digest!

The famous tune "Come September" brings back many sweet memories of childhood. It was one of the most-loved tunes of that period, and was associated with a lot of joy. This September was no different – it was the month when CMA won an award for the second time – the Runner-up for the Best LMA of the year 2024-25. Kudos to each and every one who has contributed to the success of our esteemed chapter. We are now on a hat-trick, and we must ensure that we bag another award next year too.

The 70th Annual General-body Meeting of our Association was held on 19th September, when a new Working Committee was inducted. Personally, I am honoured to continue in the committee for the next two years, and also wish my colleagues a wonderful tenure. Let us all take our association to greater heights and bring more laurels.

We hope you are finding our newsletter enriching. This edition contains a very interesting article about a tiny nation called Samoa which decided to do something that no other nation would even think about. This article highlights the fact that we sometimes need to take drastic measures to be on par in a highly competitive environment that we live in. I hope you will enjoy reading it.

Please do share your thoughts about our newsletter and contribute useful articles that will benefit our discerning readers. More of my thoughts in the next edition!

Mr. K. Seetharam

Editor
CMA Digest



Editorial Team

Mr. K. Seetharam | Dr. A.G.V. Narayanan
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COIMBATORE MANAGEMENT ASSOCIATION

BEST LMA AWARDS FOR THE YEAR 2023-24 & 2024-25



It gives us immense pleasure to share some exciting and heart-warming news with you.

CMA's activities and contributions have ONCE again been recognised during the All India Management Association's National Management Convention held on 9th and 10th September 2025 at New Delhi. There are 68 Local Management Associations affiliated to AIMA across the country and only a select

few are recognised as the BEST LMA for the year. The selection is made on the basis rigorous evaluation by Deloitte, and then reviewed by a panel of eminent industrialists and professionals.

You may be aware that, for the year 23-24, CMA was awarded the Best LMA trophy in its category. We are now pleased to inform that this year (24-25) CMA has yet again been awarded the Best LMA (Runners up) Trophy.

Monday Musings

Monday Musings – 01st September 2025 Speaker: **Prof. Haripriya Rengarajan**

Holistic Leadership: Blending Values with Agility, Strategy and Emotional Intelligence

The session started with the welcome note and she started the session by stating "This is an invitation for each of you to lead differently, more effectively, efficiently and innovatively, in the constantly evolving world!" She began with a simple yet profound question: "What does it mean to lead well? Is it about results? Influence? Innovation? Or is it something deeper—something that transcends metrics and milestones?" She explored a leadership paradigm that's not merely functional, but transformational— about purpose and presence, a paradigm that blends values with agility, strategy with soul, and intelligence with empathy and emotional safety. This is what is called "Holistic Leadership".

The four pillars of Holistic Leadership are:

1. Value-driven leadership

2. Agility with anchors
3. Strategic thinking with a soul
4. Emotional Intelligence in action

Integrating these pillars together, imagine a compass with four directions:

North: Values, East: Agility, South: Strategy, and West: Emotional Intelligence. Holistic leadership is about navigating through all the four simultaneously.

She encouraged the audience to interact with her, and the session concluded with a Q&A session. The session ended with a thanksgiving to the speaker.



Monday Musings – 08th September 2025Speaker: **Ms. Vijayalakshmi Raman**

Quality, Security and Governance: The triple pillar of Future-Ready Local Enterprises

The session started with the welcome note. The speaker, Ms. Vijayalakshmi, spoke on the Indian enterprise Landscape - MSME's being the backbone of the Indian economy, challenges such as competition, regulation, and trust, and opportunities like digital India, global markets, etc..

She also explained why future readiness matters – disruption is constant, adapt or risk irrelevance, and future readiness is resilience + innovation + trust. Customer trust starts with quality excellence in products and services. Security and governance complete the triple-pillar integration. The

challenges in adoption are cost-sensitivity, awareness gaps, and cultural barriers.

The roadmap for business leaders is adopting a phased approach, investing in people and culture, and leveraging technology wisely. The closing thought was "Enterprises that will thrive tomorrow are built on the pillars of Quality, Security and Governance"

The session ended with the thanksgiving to the speaker.

Monday Musings – 15th September 2025Speaker: **Prof. Sreeraman Nandhi**

Future of Globalisation and International Trade Policy

Prof. Nandhi spoke on the above subject. The session started with the welcome note to the speaker. He explained that the future of globalization is unpredictable because of dramatic changes in geopolitics, due to which the outlook of the global operating environment is increasingly uncertain.

Global scenario analysis reveals diverging paths for geopolitics, economic policies, and company strategies, and In this situation, CEOs and boards should use scenario analysis to strategically position their respective companies to flourish during the turbulent times ahead. In order to revisit existing

businesses, an EY CEO outlook survey 2022 highlighted geo-political tensions as the most critical risk to their future growth strategies.

These geo-political disruptions have accelerated a shift toward a multipolar world. He also explained that the disruption and volatility will continue to persist, which is going to influence the global economic growth and inflation significantly.

The session ended with a thanksgiving to the speaker.

Monday Musings – 22nd September 2025Speaker: **Mr. Krishan Kalra**

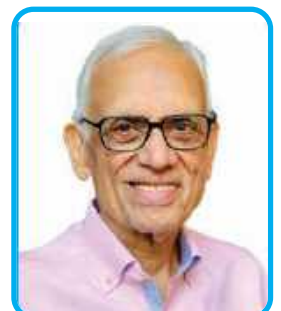
What needs to be done to meet the National Target for becoming a developed country by 2047

Mr. Krishan spoke on what needs to be done to meet the target of becoming a developed nation by 2047. First, a capsule of the huge achievements in the recent past.

1. Sustained GDP growth @ 6 - 7% per annum
2. Rapid development of infrastructure - railway network,

highways & other roads, ports, airports, telecommunication and real estate.

3. Digitization – mind-boggling UPI transactions, Digi-lockers, and DBTs to pull up millions out of poverty, and world's cheapest data @ Rs 10/GB.



4. Introduction of the transformative GST to subsume multiple, confusing taxes - central & states - making India a truly 'one market'

5. Continued efficient work of the election commission.

6. Finally, the most important - a place on the global high table. Dignitaries like Putin, Macron and Zelensky are calling Modi for consultations.

Most developed nations have a 'common thread' in their

development – a high level of economic activity & per capita income, nearly 100% literacy, respect for laws, focus on innovation, gender equality, and availability of clean air, water and sanitation for all.

We need governance that thinks of even the last person, and leaves no one behind, because that is the formula for inclusive growth and social cohesion. The session ended with a thanksgiving to the speaker.

Monday Musings – 29th September 2025

Speaker: **Mr. Puneet Krishnan**



Get the most of your MBA program and be Industry-ready

The session started with the welcome note. Mr. Puneet explained his take on Business Management programs which is all about a broader perspective, the graduation specialization is just a solid base, and business objectives come before specializations.

Business Management is essentially a 360-degree view of an enterprise. To become a successful manager or an entrepreneur, the following qualities are needed: gathering insights, formulating and executing strategy, communication, empathy, and an analytical mind.

He had the following pieces of advice to the student community:

1. To become industry-ready, professional internship is very important - give it your best shot and record key incidences.
2. Participate proactively - do not restrict yourself to your functional area. As a corporate leader, you have to handle all issues.
3. Write your CV in a presentable way and actively look for opportunities for presentations.

He encouraged the audience to interact with him, and the session concluded with a Q&A session. The session ended with a thanksgiving to the speaker.

Management Quiz

- Q1. The Pomodoro Technique primarily aims to _____
- Q2. Tata Motors recently signed an agreement to acquire which European commercial vehicle company?
- Q3. In which year did Tata Motors acquire Jaguar Land Rover (JLR)?
- Q4. What does the abbreviation COCO stand for?
- Q5. Which company introduced a 'pawternity leave' policy for employees adopting pets?
- Q6. Anchor investors in IPOs are typically _____
- Q7. Mahindra & Mahindra acquired a 58.96% stake in which company?
- Q8. Reliance Consumer Products Ltd is planning to acquire a majority stake in which beverage brand?

For answers see page 10

70th Annual General Meeting on 19th September 2025 at The Coimbatore Club, Race Course, Coimbatore.



The Coimbatore Management Association (CMA) organised its 70th Annual General Meeting on 19th September 2025 at The Coimbatore Club, Race Course. The event was graced by the presence of the Chief Guest, Kumar Duraiswamy, Joint Secretary of the Tirupur Exporters' Association (TEA).

During the meeting, members approved the activity report for the financial year 2024–25. The audited statement of accounts was also reviewed and approved by the members. The names of the Management Committee members for the period 2025–2027 were announced, and it was noted that the current office bearers will continue in their roles until the AGM of 2026. The Chief Guest delivered an insightful address on the topic



“Re-inventing, Re-discovering, and Re-positioning Indian Businesses.” He spoke about the impact of Trump's tariffs on the textile industry in Tirupur, as well as the measures being taken by both the government and manufacturers to mitigate the adverse effects of tariffs imposed by the United States.

He expressed hope that the issue would be resolved through ongoing dialogue in the coming months. He also remarked that it would take considerable time for importers in the United States to find alternative suppliers in other countries, due to the significant complexities involved in altering a well-established supply chain. The meeting concluded with the presentation of a memento to the Chief Guest.

Inauguration Ceremony of Avalon Management Association (2025-26) by Avinashilingam Department of Business Administration on 2nd September 2025



The faculty and students of Avinashilingam Department of Business Administration (ADBA) organized the Inauguration Ceremony of Avalon Management Association for the Academic Year 2025-2026 on 2nd September 2025, which held in the Hi-Tech Seminar Hall in the premises. The program started with the lighting of lamp by the dignitaries and staff coordinators. Mr. C.V. Ganapathi Subramanian, was the Chief Guest of the Association



Inaugural Function, and Mr. Puneet Krishnan, Secretary, Coimbatore Management Association, was the Chief Guest for inaugurating the CMA Student Chapter. The function also witnessed the launch the theme for Community Social Service for the year 2025-2026, by Special Guest, Mrs. G. Kalpana, Founder, Biblubox, Coimbatore.

Deeksharambham 2025



The Management, Director, Faculty and Students of the Sakthi Institute of Information and Management Studies organized a program "Deeksharambham 2025" – the induction ceremony



of the 16th Batch of students 16th Batch first year induction ceremony on 3rd September 2025, in which our President, Dr. Nithyanandan Devaraaj, gave the Inaugural Address.

When a Nation Deleted a Day and Taught Us About Data

INDUSTRY 4.0
Fostering Manufacturing

WE COVER LATEST **TECHNOLOGIES** AND **TRENDS** IN MANUFACTURING



Key takeaway: When Samoa decided to skip an entire day to realign with its future, it revealed a profound truth about measurement and governance: sometimes you must change the frame, not just the numbers, to move forward.

They went to bed on Thursday and woke up on Saturday. No glitch. No celestial prank. No Star Wars. No Star Trek. No time-travel. On the night of December 29, 2011, the people of Samoa crossed an invisible border and left Friday behind, vaulting 24 hours into the future to stand shoulder-to-shoulder with their

most important neighbours. They didn't stumble into this; they planned it. Parliament passed the law months earlier, and at the stroke of midnight, the nation's clocks jumped from UTC-11 to UTC+13 so that Samoa's week would finally align with Australia, New Zealand, and Asia, the countries and region where their phone calls, flights, and fortunes were increasingly tied.

That "missing" Friday solved a very real problem. Before the change, Samoa lagged a day behind the business week of its primary trading partners. Meetings slipped, markets moved

without them, and the country's calendar itself had become a bottleneck for commerce and coordination. Prime Minister Tuilaepa Sailele Malielegaoi championed the shift as a pragmatic way to match Samoa's time with Samoa's future. The island went far beyond a clock adjustment; this essentially rewired what counted as "now." And the nation celebrated the leap with fireworks and a jubilant "double New Year's" that symbolized a fresh beginning.

Of course, big changes carry ripples. The Seventh-day Adventist community wrestled deeply with Sabbath observance in the new time zone: if Saturday in Samoa now aligned with Sunday in Australia and New Zealand, what did "the seventh day" mean in practice? Different congregations charted different courses, and the conversation was anything but casual. There were quirks, too. For those with birthdays on December 30, that personal milestone simply didn't happen in 2011; a bittersweet footnote to a national choice. Yet the outcome has become part of Samoa's identity. Today, it's one of the first places on Earth to greet the sun, a change that carries symbolic weight and touristic appeal.

A curious story? Perhaps, but it's much more. It's a master-class in measurement and governance. Samoa went way beyond "fixing the data" to reframe the rule that produced the data. They aligned an entire system (calendar, commerce, culture) with its strategic objectives. If you work with data, there's a lesson here that's too important to miss. In our world, the "International Date Line" shows up as definitions, schemas, dashboards, and thresholds; the lines we draw to make sense of reality. And like Samoa, we sometimes discover that yesterday's lines are costing us tomorrow's opportunities. At that moment, your decision is both technical and existential. Do you cling to conventions that no longer serve you, or do you rewrite the rulebook to match where you're going?

Here's the framework I propose when guiding teams through those inflection points. It's both simple and sticky on purpose. Four pillars; four choices. And together, the first letters spell the only resource you can't stockpile: **TIME**.

- **T: Trust**
- **I: Integration**
- **M: Measurement**
- **E: Expansion**

Each one matters on its own. Woven together, they turn governance from a gate into a growth engine.

T. Trust

Trust is the first domino. Without it, the best policies gather dust, and the smartest models go unused. Trust doesn't materialize because we declare it; it's the by-product of clear ownership, real accountability, and consistent transparency. Modern data governance programs make this explicit: domains own their data, while a central function provides standards, guardrails, and enablement so that "accountable" is not the same as "abandoned."

Think of federated stewardship as a social contract: every dataset has a named steward; every business definition has a living owner; every critical pipeline has lineage you can follow and a change history you can audit. When someone asks, "Which revenue are we showing?" or "How do we calculate churn?" you can point to a single, authoritative source and a human being who will stand behind it. That clarity breeds confidence. And confidence, not volume, is what turns data into decisions.

Samoa's leap required public trust of the same sort. Citizens trusted their leaders to weigh economic reality over habit. Businesses trusted that the switch would reduce friction across borders. Faith communities wrestled openly with what sacred observance meant in a changed frame of reference. Trust didn't mean unanimity; it meant transparent choices, responsible stewards, and a shared commitment to navigate the change together.

I. Integration

Samoa had a synchronization problem. Its internal clock was misaligned with its external ecosystem, and that misalignment cost real money and momentum. Integration, of calendars and commerce, was the remedy.

In data programs, integration begins with a plain question: can people and systems share a coherent truth without friction? That demands more than APIs and ETL jobs. It requires shared vocabularies, governed workflows, and an architecture that moves data from creation to consumption without losing context or meaning. Catalogs clarify what exists. Lineage shows where it came from and where it goes. Standards keep

“customer,” “order,” and “profit” from becoming multiverse variants of themselves.

The payoff is not theoretical. When teams pull from the same definitions, cross-functional metrics stop arguing with each other. When pipelines are observable, breaks become incidents, not mysteries. When integration is both technical and semantic, you don't just move data; you move insight at the speed of coordination.

M. Measurement

Here's where Samoa's story hits the heart of the matter. The nation didn't “fix Fridays.” It redefined what the next day would be. That's measurement at its most powerful: making deliberate, transparent choices about what counts, how it's counted, and why it matters.

In data governance, measurement means codifying policies for quality, access, privacy, retention, and fitness-for-purpose; and tying them directly to compliance and risk requirements so they live in the real world, **not** in a binder. It means defining thresholds, scoring data quality routinely, and auditing those scores so they inform behaviour and not just a quarterly slideshow. It means being able to trace a KPI back through its lineage, see the joins and transformations that shaped it, and assess the blast radius of any change before it detonates in production.

Measurement is not merely arithmetic. It's a design decision. Just like Samoa, we sometimes discover that the definitions we inherited no longer serve the outcomes we need. When that happens, you must have the courage, and the governance, to revise the definition openly, document the change, and communicate the impact so the organization marches in step.

E. Expansion

Samoa's shift wasn't a quick one-day stunt. It was a strategic pivot; legislated, planned, and executed to support long-term alignment with trading partners, followed by the day-to-day work of living in the new reality. That's what expansion looks like in practice.

Data governance that endures behaves the same way: start small, learn fast, and expand what works. Agile governance programs create feedback loops, version-control their policies, and adapt to shifting regulations, markets, and technologies.

They embed controls into everyday workflows, automate where feasible, and use AI to scale monitoring without turning the program into a bureaucracy that chokes innovation.

I like to tell leaders: if your governance “launch date” feels like an ending, you built a monument, not a movement. The organizations that thrive treat governance as a living system: always listening, adjusting, and improving with each cycle.

A Living Framework, not a Rigid Rulebook

Multiple reference models can help you design this well. The DAMA-DMBOK positions governance at the centre of the data lifecycle, reminding us that quality, architecture, security, and operations orbit a shared core. The DGI framework foregrounds mission, metrics, rules, and accountability; useful anchors when you're aligning stakeholders around why governance exists in the first place. Other models like COBIT and DCAM give you scaffolding for risk, compliance, and capability maturity so you can build with confidence rather than guesswork. The right move is rarely to adopt one wholesale; it's to tailor a blend that fits your culture, constraints, and ambition.

And if you're wondering whether a shift in measurement can really unlock transformation, history will back you up. Whole industries have changed their trajectory by revising the dashboards they live by, whether through broader, strategy-linked scorecards or more adaptive, outcome-driven systems. The lesson is consistent: new measures create new behaviour when the governance behind them is credible and the story they tell is clear.

Bringing It Back to the Day That Disappeared

Let's re-enter that Samoan night for a moment. The crowds counted down. Midnight arrived. And then there was no Friday. In the morning, calendars read Saturday, December 31. Tokelau made the leap with them. A nation and its neighbour stepped across an invisible seam in the map and discovered a week that finally matched their work and their world. The skies did not fall. The sun rose (earlier, in a sense, than it used to) and the new rhythm began.

There were debates, to be sure. Faith leaders and congregations sorted through centuries of observance with humility and conviction. Families teased the few whose birthdays vanished that year. But the deeper narrative crystallized: a community

can choose the frame that best serves its future, provided it does so with clarity, courage, and care.

That's the heart of data governance. We don't worship yesterday's definitions. We steward truth in service of tomorrow's outcomes. We build **TRUST** by naming owners and honouring transparency, so people believe the numbers they see. We pursue **INTEGRATION** so the truth can move, cleanly, coherently, through systems and teams without losing its meaning. We make **MEASUREMENT** explicit, tying rules to risks and value so we can defend every metric we use and improve those that fall short. And we commit to **EXPANSION**, iterating our policies and platforms as our world changes, so governance remains a catalyst rather than a constraint.

Put those four together: **Trust, Integration, Measurement, Expansion**. Result: you go from managing data to changing your relationship to time. You shorten the gap between question and insight. You prevent yesterday's blind spots from dimming tomorrow's opportunities. You build an organization that, like Samoa, chooses alignment over inertia.

So, here's your invitation, from one data storyteller to another. Take a hard look at your own "date lines." In what way are you a day behind the world you serve? Which definitions have dulled into dogma? What would you gain if you stepped across the seam, not recklessly, but with the kind of intentionality that turns a lost day into a found future?

Because in the end, the magic isn't that Samoa skipped Friday. The magic is that they decided what their next day needed to be; and then they built it, publicly, boldly, and together. That's governance with a backbone.

Make **TIME** your playbook. Build **Trust** you can defend. Design **Integration** that makes truth portable. Set **Measurement** that earns belief. Embrace **Expansion** that keeps you in rhythm with reality. Do that, and when the clock strikes midnight on your next big decision, you won't be hoping the calendar favours you.

You'll be ready to write the day you need.

Jansons School of Business
(AUTONOMOUS)
warmly welcomes

Dr Nithin Devaraj
President - CMA
Former CEO IIS VODH
Coimbatore

Mr Puneet Krishnan
In-charge Secretary - CMA
Former Deputy Business Head
Vodafone Idea Limited

Mr Hariprasad Kandaswamy
Deputy General Manager - HRBP
Schneider Electric India Pvt. Limited
Coimbatore

Mr Radhakrishnan Pandian
VP & Group CHD
AET Limited
Coimbatore

Mr Rajesh Karup
Chief Human Resource Officer
Fast Retailer (P) Limited
Coimbatore

Mr Gandhinathan
Former VP - HR & CHD
Bridgeway Private Limited
Coimbatore

PRACTICE INTERVIEW
13th September, 2025 | 9:30 am - 4:00 pm




Jansons School of Business conducted a program on Practice Interview on 13th September 2025 and our President Dr. Nithin and Secretary Mr. Puneet were the panellists.

AIMA - Upcoming Events



Topic : 8th US-INDIA CONFERENCE
Date : 07th October 2025
Venue: UC Santa Cruz, Silicon Valley Campus



Topic : 26th National Management Quiz (NMQ 2025)
Date : 31st October 2025
Venue: Online

Identify the top 10 CEOs of 2024



- 1. Improve focus and prevent burnout
- 2. Iveco Group N.V
- 3. 2008
- 4. Company Owned, Company Operated
- 5. Nestle India
- 6. Institutional investors like mutual funds and insurance firms
- 7. SML Mahindra Ltd

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