

CMA DIGEST

March 2025, Issue - 101, Volume 55

ED VOICE – From the Editor's Desk

Dear Readers,

Welcome back to CMA Digest! For businessmen, the month of March is associated with the end of the financial year - a period to assess the year gone by, and a period to make plans for the upcoming financial year. We hope that you signed off the last financial year on a positive note, and are all set to start off the next year with renewed enthusiasm.

As far as Indian economy is concerned, the rate of Foreign Direct Investment (FDI) inflows to India has been growing steadily since 2014, as some key policy changes were incorporated by the government to facilitate this growth. This makes India one of the top countries by GDP in 2024. Some strategic steps have been taken to stimulate India's business environment including reforms to remove bottlenecks in key business areas, reducing minimum capital requirement, and simplifying the process of obtaining necessary licenses. It is expected to make steady progress this year, and let us hope for the best in the coming year.

Thanks for your continued support and encouragement for our newsletter. Let me sign off for now!

Mr. K. Seetharam

Editor

CMA Digest



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COIMBATORE MANAGEMENT ASSOCIATION

Monday Musings

Monday Musings – 03rd March 2025

Work Life Balance-realities of Corporate World!

Mr. Puneet Krishnan spoke on the topic “Work-Life Balance – realities of Corporate World”, which is only an elite corporate concept, and he spoke on how many hours per week our farmers, drivers, maids, armed forces, doctors, lawyers, entrepreneur and business people work. He also explained that no reputed company or organisation mandates 70 hrs or 90 hrs work per week. Companies only mandate that tasks be completed or targets met within a specific time frame.

If an employee can complete his/her task earlier, then it may take 70 hours per week. Task and employee capability decide the hours of work. In organisations, work-life balance can vary from team to team. Also, Employees do not mind working longer hours, when the purpose has been explained properly, that is, when situations or circumstances

Speaker: **Mr. Puneet Krishnan**

demand, or when their leader or manager recognises their extra effort.

Finally, the highlight was that work-life balance is not an entitlement or benefit. Your company cannot give it to you, and you have to create it for yourself.



The session ended with the Q&A session. Participants were very much enthusiastic and felt happy joining the session and the speaker advised them to get in touch with him for any help required. The session ended with a thanksgiving to the speaker.

Monday Musings – 10th March 2025

Women in Leadership

Ms. Akila, HR and Admin at Messer Cutting Systems India Pvt Ltd., spoke on “Women in Leadership”. She explained about the organisational challenges women face in their career. Traditionally, women were taught and groomed to be soft, accommodative, and nurturing. Women are confused with the notion of hard work, double personality, and burden in organisations. The consequence is that they either refrain from that, or tend towards low risk, comforting jobs, with bosses of the same gender.

She explained about some accelerated actions required to overcome all challenges. Personal challenges require BELIEF, which develops the self-confidence to seize opportunities and take risks without fear, and

Speaker: **Ms. Akila.S**

become aware of all unconscious biases, limitations, prejudices. The next challenge is societal challenge, which requires ACTION which breaks the barrier of being an identity of somebody else. Breaking the glass ceiling of leadership mandates recognize the glass ceiling, building a support system, being strategic, embracing strengths, and advocating for change. She explained the themes in each and every point mentioned, and informed that women should have consistency to face the challenges. The session ended with the thanksgiving to the speaker.



Monday Musings – 17th March 2025

Speaker: **Mr. Kumaran Chandrasekaran**

Job Search & Recruitment in Current AI world

Mr. Kumaran touched upon the changing needs of the current job market in a world driven by AI.

Statistics show that campus placements are shrinking with a changing job market - only 47% were placed through campus in the country. The

key reason is that companies are trying to cut training cost and time, and look out for “Freshers with experience”, i.e., candidates with real-time experience on their subject of interest through



projects or internships. Another reason is that the job market composition has changed with more startups and small companies posting over 50% of total jobs, as compared to regular MNCs. Hence, skills expected are also changing, like a multi-discipline background etc..

Off campus job hunt is difficult in this era of AI with machines (ATC program). ASB could be anything that makes you stand out or heard from the regular crowd - it could be a video resume as provided by Wezume platform. Cracking the interview in the first 60 seconds is

crucial after employing this ASB technique - "Tell me about yourself" is the most underrated and super effective tool.

Candidates can practice this 60-second "elevator pitch" using Wezume platform by talking about the skills/projects that matter. They need to look at other's pitch and refine themselves, and share with prospective recruiters and see the magic. "Speak up and stand out" is the secret to success.

The session ended with the thanks giving to the speaker.

Monday Musings – 24th March 2025

Speaker: **Dr. J.S. Bhuvaneshwaran**

Strategic Transformation in Healthcare...2025

Dr.J.S. Bhuvaneshwaran spoke on corporate versus traditional healthcare, trends in hospital investments, operational efficiencies, revenue cycle and costing, leadership changes in healthcare, Digital/AI Healthcare Transformation, Patient Perception and Expectations, Funding and CSR, Changing Profile of Diseases, and NCD (Non-communicable diseases).

He spoke on different types of hospitals, i.e ownership/trust, and corporate hospitals. These hospitals maintain centralized decision-making, standardized procedures, and decentralized approach. With respect to comparison with previous generations, the main focus is changing patient expectations, shifting healthcare dynamics, and implications for providers. The impact of leadership on hospital culture

is leadership influence, employee engagement, and a positive environment.

He showed his interest in corporate governance and the emergence of new leadership roles. He also touched upon Artificial Intelligence in healthcare and Internet of Things (IoT) in Hospital Management. He finally spoke on the importance of patient satisfaction, strategies for engagement and impact on healthcare quality.

The session ended with the thanks giving to the speaker.



Monday Musings – 31st March 2025

Speaker: **Mr. Rajan Kanagasabai**

Transforming Retail with AI - Opportunities and Challenges

The speaker spoke on the fundamentals of AI and its characteristics that the human brain is a masterpiece of evolution. It uses senses to observe and process data, for reasoning, decision making, and actions. A human brain is alive, dreams, and understands. Artificial intelligence is a marvel of logic, speed, accuracy, and precision. It uses man-made devices and sensors for analysing data, and does what it is instructed to do. AI is an algorithm or code, which computes and analyses.

In retail, data-driven decisions can be based on four markers - Descriptive, Diagnostic, Predictive and Prescriptive. The level of data driven decisions and automations leverage AI and Analytics in Retail,

and the critical need for AI is in the organized and inorganized retail, inventory cost, time on the shelf, transactional customer experience, high cost of sales, and lack of analytics data.

He also explained the adoption of AI by major players for growth, and pointed to Mr.Sundar Pitchai's note that AI will have a more profound impact on humanity than fire, electricity, and the internet.

The session ended with a thanksgiving to the speaker.



**PSG COLLEGE OF ARTS & SCIENCE
Coimbatore
Department of Management Sciences
National Conclave on
India's March towards Viksit Bharat @ 2047
Date: 24th March 2025
Time: 10:00 AM – 11:30 AM
Venue: GRD Auditorium, PSGCAS**



Preamble of the Conclave by Dr. V Sri Priya

The Department of Management Sciences at PSG College of Arts & Science successfully hosted the National Conclave on India's March towards Viksit Bharat @ 2047 on 24th March 2025. The event witnessed enthusiastic participation from students, academicians, and industry leaders, making it an insightful and engaging session.

Event Structure

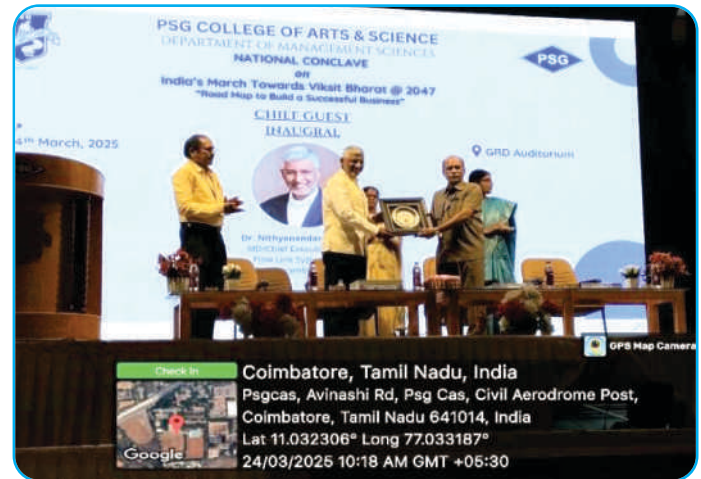
The conclave commenced with the lighting of the kuthuvilakku, followed by a presidential address, felicitation, inaugural address, and a vote of thanks. The event was well-structured, engaging, and informative with an impact on the audience.

Inaugural Session Highlights

Resource Person: **Dr. Nithyanandan Devaraaj**

Designation: MD/Chief Executive Officer,

Flow Link System (P) Ltd., Coimbatore



Memento to the Guest by Principal i/c

Key Discussions

Dr. Nithyanandan Devaraaj delivered an impactful keynote address, shedding light on leadership, enterprise development, and the evolving global business landscape. He emphasized the "GLOCAL" approach, where businesses need to think globally while acting locally. He pointed out the shift towards a uni-polar business world, where dominant players shape the market dynamics. He also discussed the transition from high-volume production to product variety, and the emergence of short product life cycles (PLCs) that demand continuous innovation.

In the context of India, Dr. Devaraaj highlighted key challenges, including:

- Inverted Triangle of Skill Sets – A disproportionate distribution of skills across sectors.
- Unbalanced Growth – Economic development that is not

uniform across regions and industries.

- Bludgeoning Middle Class – A rapidly expanding middle class driving new market opportunities and consumer demands.

He introduced the "4I" Framework – INTERACT, INTERROGATE, INTEGRATE, INNOVATE, emphasizing that businesses need to engage with their ecosystem, question existing models, integrate best practices, and drive innovation to stay competitive.

A key takeaway was the need to redefine standardization as an ever-evolving concept: "If we think of standardization as the best we know today but which is to be improved tomorrow, we are growing." He stressed that businesses must either be better than the competition or different to remain relevant.

Dr. Devaraaj also explored the technology-driven approach to innovation, likening it to "making keys first and then looking for locks to open." He illustrated how breakthrough innovations are driven by technological advancements rather than just market demand. He categorized innovation across multiple dimensions:

- Products & Services – The primary domain for applying innovation.
- Processes – Drawing examples from business process reengineering to enhance efficiency.
- Structures – Adopting new organizational models for agility.
- Relationships – Transforming internal and external engagements with stakeholders.
- Functions – Expanding existing value propositions and creating

new ones.

- People – Encouraging a mindset shift as the most fundamental form of innovation.

Dr. Nithyanandan Devaraaj emphasized that the future belongs to people-driven organizations—those who challenge existing systems to create something truly innovative. He stressed on the need for non-conventional thinking and the ability to kill one's own products before the market does. Innovation, he noted, is not just about being better than the competition, but being different. Businesses must focus on technology-driven breakthroughs across products, processes, structures, and people. He concluded by urging entrepreneurs to interact, interrogate, integrate, and innovate to align with Viksit Bharat 2047.

Conclusion

The conclave served as a blueprint for aspiring business leaders to align their strategies with India's development goals for Viksit Bharat 2047. Attendees gained valuable insights into industrialization, sustainability, and international competitiveness, inspiring them to contribute effectively to India's economic growth.

The National Conclave on India's March towards Viksit Bharat @ 2047 proved to be a significant milestone in fostering thought leadership, innovation, and collaboration among stakeholders dedicated to shaping the future of India.

Sri Ramakrishna Engineering College organized a programme Investiture of Office Bearers Xestor and CMA Student Chapter on 25th March 2025 at 2.00pm in their campus which was addressed by Rtn. Dhanesh.PK, CEO-I-bacus-tech and Dr. Nithyanandan Devaraaj, President of CMA.



Generative AI for Enterprises – Don't Hype, Adopt Simply

By: Subham Sarkar

INDUSTRY 4.0
Fostering Manufacturing

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



There will be very few who will disagree that Artificial Intelligence (AI) is the biggest disruption after Cloud in the world of IT and business models at large globally.

AI has been evolving over many years now with an ever-increasing set of terminologies:

- a) **Monikers** like Intelligent AI, GenAI, Agentic AI, etc.
- b) **Model Types** like Machine Learning, Supervised Learning, Unsupervised Learning, Deep Learning
- c) **Branches** like Computer Vision, Fuzzy Logic, Expert Systems, Robotics, Machine Learning, Neural Networks/Deep Learning, Natural Language Processing
- d) **Models & Assistants (Chat BOTs)** like ChatGPT, Gemini, Deep Seek, Claude, Manus, etc.

To add to these AI-related vocabulary, there are also 7 commonly agreed **Types of Artificial Intelligence** (Source Credit: Sunny Betz)

- 1. Narrow AI:** AI designed to complete very specific actions; unable to independently learn.
- 2. Artificial General Intelligence:** AI designed to learn, think and perform at similar levels to humans.
- 3. Artificial Superintelligence:** AI able to surpass the knowledge

and capabilities of humans.

- 4. Reactive Machine AI:** AI capable of responding to external stimuli in real time; unable to build memory or store information for future.
- 5. Limited Memory AI:** AI that can store knowledge and use it to learn and train for future tasks.
- 6. Theory of Mind AI:** AI that can sense and respond to human emotions, plus perform the tasks of limited memory machines.
- 7. Self-Aware AI:** AI that can recognize others' emotions, plus has sense of self and human-level intelligence; the final stage of AI.

While AI has been evolving rapidly with huge progress wrt technology and theory, the practical aspects of AI (**How to Use AI**) however has mostly not landed firmly on the ground yet. If one asks a CXO or a CIO about AI, almost all will enthusiastically say “YES, we are Using AI”, but when probed further most will get into generalizations without getting into the specifics of What, Why, How, etc.

It's like a “déjà vu” moment with what happened with “**Digital Transformation**” – everybody started talking about it, but there was no common articulation or set process of “**How to Do Digital Transformation**”.

The fact remains that no matter how disruptive or revolutionary a new technology may be, until and unless it adds demonstrable, repeatable and significant value to businesses (through business cases, ROI, etc.) wrt Business Growth/Transformation/Modernization, it will just end up being another hype or jargon.

In this article, I (while upfront declaring that I am no expert on AI) will attempt to filter out all the hype, hoopla and noise about AI/Gen AI - while laying out my viewpoint about a simple, common-sensical and business-contextual "2-Steps" way of adopting this useful technology evolution by enterprises, irrespective of their size, geography spread and industry vertical. I will also elaborate on a potential low-hanging fruit which can be the first use case for Gen AI adoption.

STEP 1: PROOF OF THE PUDDING (The Appetizer)

Identifying the first use case (aka low hanging fruit) for GenAI adoption while ticking off the following considerations:

- It will address a business problem which is visible and organisation-wide
- It will deliver significant business benefits
- It will entail least/a low risk of regular business disruption
- It will ideally be in the control/domain of IT department
- It will not require existing technology/platforms/tools to be replaced or disturbed
- It will align with the existing & future overall technology direction, architecture, landscape and Cybersecurity posture
- It will have the attention of the Top Leadership/Management

Once a use case is identified applying the aforesaid criteria, a thorough Business Case needs to be documented and approved through the organization's approval/stage gate processes. The business case needs to cover the following:

- a) Business problem to be solved
- b) Quantification of the business problem
- c) Cost of adoption/implementation
- d) Quantification of business benefits & also Qualitative benefits expected post adoption
- e) ROI expected

STEP 2: ROLLOUT ROADMAP & EXECUTION (The Main Course with Dessert)

With the first proof point successfully delivered (after business case re-validation, post the implementation), next logical step would be to:

- 1) Identify the next set/list of use cases and create a rollout roadmap based on priority/business case/stage gate approvals

- 2) IT Team can work with other business functions in the organization like Finance, Procurement, Supply Chain, Manufacturing, Sales & Marketing, Distribution, HR & Administration, etc. for identifying and detailing these use cases
- 3) Create Business Cases for each Use Case listed
- 4) Set up a "AI Centre of Excellence" (CoE) to rollout these GenAI use cases across the organization
- 5) IT Team can also take external help from consultants or tech service providers for this exercise, who can bring in expertise & partnership models like CoE Consulting & Staffing, IP Co-Creation, GTM for CoE as a Profit Centre, etc.

The goal and outcome would be to effectively enable the enterprise's Business Transformation initiatives with Digital Transformation through new tech adoption.

IDENTIFYING THE "LOW HANGING FRUIT" (First GenAI Use Case)

WHAT

- IT Support Tickets

WHY

- IT Support is a key function of IT as an enabler for business transformation
- It impacts both the revenue and cost sides of any enterprise irrespective of size, geography spread and industry vertical
- From an IT Service Delivery perspective covering Infra, Apps, Integration, etc. it impacts the daily work lives and productivity of internal stakeholders including end users across various business functions, IT support teams, outsourced vendor support teams) and also external stakeholders in cases where IT platform(s) access is given to customers and vendors
- IT Support, while "Keeping the Lights On", also gets a significant allocation of the IT Budgets, ranging from 30%-40% in most manufacturing & distribution-oriented enterprises
- In most enterprises, COTS applications like ServiceNow, Fresh Service, Pager Duty, etc. and also homegrown legacy apps are used as tools for IT Support, with a combination of multiple tools being used is also common in enterprises
- IT Support Tickets are primarily of 2 types - Incidents and Enhancements, with Incidents comprising 60% - 80% of the total tickets raised
- In practical life, the quality of enhancements work unfortunately also leads to new Incident support tickets being added to the list
- Incident Support Tickets are commonly categorized wrt workflows/ responsibilities like L1, L2, L3, L4 and also wrt

complexity/severity like P1, P2, P3 etc.

- Metrics like Ticket Trends, MTTA, MTTR, SLA Violations, etc., are commonly used to govern the IT Support service delivery
- In most enterprises, an elaborate support team structure including internal and outsourced vendor support is in place
- In many cases, reinventing the wheel, i.e., solving "known incidents" are a major workload for these support teams, which ideally should be an end user self-service than a new ticket raised

HOW

- In the **first phase of adoption ("BOT Agent with Human in Loop")**, the BOT solution will enable/guide end user self-help for repeats of all "known" and "similar" support tickets.
- In the **next phase of adoption ("BOT Agent Only/Agentic AI")**, the BOT will execute "self-heal" or "auto-care" for repeats of all "known" and "similar" support tickets.
- Further, as & when "new/unknown" tickets are solved by the Support teams, the BOT will just need to get trained on these new incident resolutions

BENEFITS

- Lesser No. of Support Tickets being raised - enhanced end user satisfaction and productivity
- Lesser No. of Support Team (internal & outsourced vendor) required, with them being redeployed for enhancements or

other productive IT tasks/projects - reduced IT support costs

- While IT Support platforms like Service Now, Fresh Service, Pager Duty, Azure DevOps, etc., evolve and may offer some Analytics & AI Automation wrt Self Service, that would be a hybrid approach and will entail significant integration costs and additional licensing costs for giving access to all end users
- Sitting on top of these aforesaid multiple ticketing tools being used, the Gen AI solution will be like a single common abstraction layer - a single touchpoint for end users or support teams without the need to navigate across multiple tools
- This solution can also be tailored to align with the existing & future overall technology direction, architecture, landscape and Cyber Security posture
- It will entail least/a low risk of regular business disruption
- It will be in the control/domain of IT department
- It will not require existing technology/platforms/tools to be replaced or disturbed
- Unlike humans, the BOT can work 24x7x365 without fatigue and human errors

Disclaimer: The contents of this article are purely written in an individual capacity based on the personal opinions of the author. The author does not claim to be a SME on the topic covered in this article. Data sources and image credits have been duly cited, as and where applicable.

Author: **Mr. Subham Sarkar**

Our Past President, **Mr. U. K. Ananthapadmanaban**, was the keynote speaker at the Medex 2025 event conducted by CII, Madurai Region, on 1st March 2025. He spoke about "Leveraging Emerging Technologies for Transforming Hospital Management".



Management Quiz

1. A JV between Katrina Kaif, Nykaa and Matrix India Entertainment is named as _____
2. What is UCPMP all about?
3. Ride-hailing subsidiary Namma Yatri is owned by _____
4. Name a few internet-first innerwear brands in India
5. Asian Paints has introduced _____ targeted at rural markets
6. What are the six hotel brands operated by ITC in India?

For answers see page 09

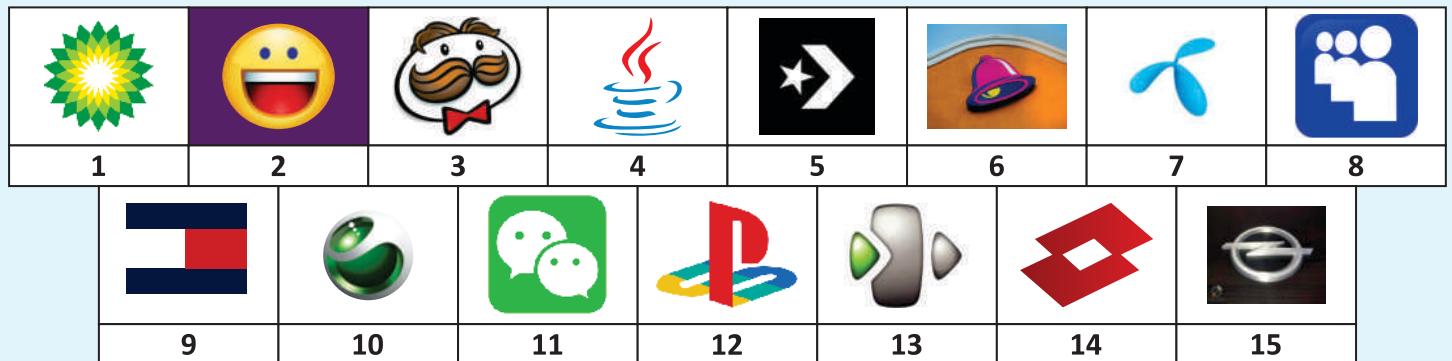
AIMA - Upcoming Events



Topic : 10th National Leadership Conclave
Date : 15th April 2025
Venue: Hotel Taj Palace, New Delhi



Topic : 28th Student Management Games
Date : 30th April 2025
Venue: Pune



Can you identify the logos of these famous MNCs?

Mail your answers before April 30th to info@coimbatoremgt.in.

The answers and names of winners of this quiz will be published in our next issue.



1. Nykaa-KK Beauty

2. Uniform Code for Pharmaceutical Marketing Practices (UCPMP – 2024) issued by the Department of Pharmaceuticals, outlines the framework within which pharma companies can engage with doctors, without interactions becoming an endorsement or inducement to push drug prescriptions.

3. Payment Firm – Juspay Technologies Pvt Ltd.

4. Freecultr, Bummar, Almo, HealthFab, ModernCrew, Happie Curves, Bunny Corset, Butt-Chique, FIMS Fashion, One8 Innerwear, Miri, Elix, TRYB, Verrnon, Tromko, Oneleph, and Briefly

5. Neo Bharat Latex Paint

6. ITC Hotel and Mementos in the luxury space, Storii in the premium segment, Welcom Hotel in the upper to upper upscale segment, Fortune in the midscale segment, and WelcomHeritage in the heritage leisure space.

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