

CMA DIGEST

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ED VOICE – From the Editor's Desk

Dear Readers,

Greetings from CMA!

It is with gratitude and a deep sense of responsibility that I take over as the Editor of CMA Digest. I am pleased to take over from Mr. K. Seetharam, whose dedication, attention to detail, and commitment as editor of CMA Digest all these years have helped make this digest a valued platform for professional learning, industry insights, and meaningful business discussions.



On behalf of our readers, contributors and CMA members, I extend my sincere appreciation for the remarkable work he has done in building and nurturing this publication. I am glad that he will continue to be associated with the editorial board, and I look forward to benefiting from his guidance and experience.

CMA Digest has earned a special place within our professional community, and I am committed to carrying forward its rich legacy while exploring new opportunities to enhance its reach and impact. My aim is to continue bringing you insightful articles, thought-provoking perspectives shared through our weekly 'Monday Musings', updates on CMA activities, industry developments, and inspiring stories that demonstrate best practices and professional excellence in management. I am grateful for the trust placed in me and look forward to working closely with our contributors, editorial team, and readers. Your ideas, feedback, and participation will continue to be the driving force behind the success of this publication.

Best regards,

Dr. Vandana Madhavkumar

Editor

CMA Digest

Editorial Team

Dr. Vandana Madhavkumar | Mr. K. Seetharam

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Dr. D.K. Karthikeyan | Ms. S. Sujithra Vadivu



COIMBATORE MANAGEMENT ASSOCIATION

Monday Musings

Monday Musings – 04th May 2026*Success Meets Significance*

Monday Musings of 4 May, 2026 was on the topic "Success Meets Significance" was delivered by Dr. Adalarasu B, Professor, Nehru Institute of Information Technology and Management, Coimbatore.

In his address, Dr. Adalarasu highlighted that success is often measured through achievements, positions, and professional accomplishments, whereas significance is reflected in the positive impact an individual creates in the lives of others. He emphasized that true leadership is not merely about personal growth but also about contributing to society, inspiring others, and creating lasting value.

The session encouraged students to view their academic and professional journeys from a broader perspective, focusing on

Speaker: **Dr. Adalarasu B**

purpose, ethics, and social responsibility. Through engaging examples and practical insights, the speaker motivated participants to transform their achievements into meaningful contributions for organizations and communities.

The programme witnessed active participation from MBA students, who appreciated the relevance of the topic in today's environment. The session concluded with an inspiring message that while success brings recognition, significance creates a lasting legacy. The event served as a valuable learning experience, encouraging students to pursue excellence with purpose and make a meaningful difference in society.

Monday Musings – 11th May 2026*Critical Thinking and Creative Thinking*

Monday Musings number 613 scheduled on 11 May, 2026 was delivered on the topic 'Creative thinking and Critical Thinking. Dr. Baggam Seshu Sailendra was the guest speaker. Dr. Sailendra explained how creative thinking and critical thinking skills help individuals and organizations solve problems and make effective decisions. Creative thinking is the ability to generate new ideas, imagine possibilities, and develop innovative solutions by combining existing concepts in unique ways. It encourages curiosity, experimentation, and openness to change. He described how in business, creative thinking played a major role in entrepreneurship, innovation, and marketing strategies with examples about companies like Netflix and Airbnb who through creative thinking transformed industries.

Critical thinking, on the other hand, is the process of analysing facts objectively and making logical, evidence-based decisions. It helps managers evaluate risks, question assumptions, and improve

Speaker: **Dr. Baggam Seshu Sailendra**

strategic planning. His talk was informative with how creative and critical thinking though different, complemented each other. Creative thinking generates ideas, while critical thinking evaluates whether those ideas are practical and effective. Together, they help businesses innovate and grow successfully.

He discussed techniques on improving creative and critical thinking like brainstorming, questioning techniques, observation, practice, and continuous learning. He emphasized that developing both skills is essential for MBA students and future managers because modern business environments require innovation, adaptability, and analytical decision-making to remain competitive.

Monday Musings

Monday Musings – 18th May 2026Speaker: **Dr. Sumathi Chandrasekaran*****Mental Fitness: The Missing Mind set for Success in the AI Era***

Dr Sumathi Chandrasekaran was the speaker of Monday Musings number 614 scheduled on 25 May, 2026. She spoke on the topic 'Mental Fitness in the AI Era: How to Reset Your Mind for Success, Happiness & Resilience'. Dr Chandrasekaran mentioned that we live in a world where technology is advancing faster than ever before with artificial intelligence transforming the way we learn, work, communicate, and do business. Yet, while we continuously upgrade our devices and skills, many of us neglect the most important operating system of all — our mind. This engaging and thought-provoking session explored why mental fitness has become the essential success skill in the AI era. Participants discovered the hidden mental challenges affecting today's generation, including information overload, comparison culture, overthinking, emotional exhaustion, and constant uncertainty.

Drawing from psychology, neuroscience, and practical mind-management techniques, Dr.

Sumathi Chandrasekaran, introduced the Happy Mind Reset Framework, a simple yet powerful approach to improving emotional well-being, clarity, resilience, and decision-making. Through interactive exercises, self-reflection activities, and experiential learning, participants gained practical tools to regulate stress, overcome mental blocks, and build a stronger, more adaptable mindset. The session aimed to inspire individuals to move beyond survival mode and develop the mental strength needed to thrive in a rapidly changing world. Because in the AI era, the greatest competitive advantage is not technology—it is the quality of the human mind.

Monday Musings – 25th May 2026Speaker: **Mahitha Ramesh*****Beyond Influencers: How Smart Companies are Tapping Creator- First Growth***

Ms. Mahitha Ramesh delivered an insightful session on the transformative impact of the creator economy on modern marketing and brand building during the session of Monday Musings number 615. She highlighted how authenticity has emerged as the key driver of consumer trust, often outperforming traditional advertising and celebrity endorsements. Today, micro-creators with highly engaged audiences are proving to be more influential than celebrities with massive followings.

Drawing examples from successful brands such as Dollar Shave Club, Glossier, Gymshark, Unacademy, Meesho, and Boat, she explained how genuine creator partnerships, co-created content, and founder visibility have become powerful tools for driving growth and building lasting customer relationships. As consumer behavior continues to evolve, recommendations from peers and

creators are increasingly trusted over conventional brand advertisements.

Ms. Mahitha Ramesh emphasized that successful brands focus on long-term collaborations with creators, measure meaningful outcomes such as brand lift rather than vanity metrics, and view creators as strategic partners rather than vendors. Addressing the MBA students, she underscored that the same principles apply to personal career growth. By consistently building a niche personal brand, creating relevant content, nurturing authentic professional relationships, and engaging in practical projects over time, students can create opportunities that come to them naturally, transforming their degree into a platform for visibility and career advancement rather than simply another résumé in a competitive job market.



Future Forward with ISO 9001: 2026

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Future Forward with ISO 9001: 2026

Thanks to the Organizations I was with, who were amongst the earliest Adopters of ISO as a Management System. Despite being long associated, I always wonder about the task & tussle in adherence to the systems, let alone the visible benefits the organization reaps from having an ISO Certified Management System. Many a times, I have noticed that Management Systems survive in isolation even with the supposedly strong commitment by the top management.

At shop level, people to a considerable extent, have found ISO Management Systems more an interruption than a saviour. Due to which, in majority of the organizations ISO remains a fad than a realistic management tool. Having certified for ISO is widely believed to have its advantages – from market and customer perspective, as a tool to attract and sometimes, a tool to retain. Personally, and professionally, I have always believed, and of course demonstrated as well, that any system adopted with conviction by the top management and promulgated all across the organization brings in highly desirable results, consistently. The key is the holistic absorption as part of DRMs, and certainly not in parallel. I strongly attribute to top-down

Approach for the success of any management tool in an organisation.

The Genesis:

India emerging as a manufacturing hub and a bankable market necessitated a common platform for people to assess capability and capacity of organizations for collaborative working, apart from branding. Any good organization run professionally undoubtedly had documented system for their own monitoring, control and management, even prior to introduction of ISO. It was easier for such organizations to quickly convert to ISO Systems and procedures. What started as a privileged tool, ISO over the years has become a common platform, facilitated by proliferation of certifying bodies. From manufacturing, ISO as a standard, moved across industries including educational institutions. More than a Quality Management System, ISO is now considered to be an effective organizational management system, beyond that of process management.

Transition:

Certain industries looked at ISO quite critically, identified

certain insufficiencies as a common tool. Starting with automotive sector, every sector aspired to bring in more stringent requirements specific to their sectors in the name of user protection and safety. Those remain specific due to both cost and convenience of universalization across industries.

Over the years, evolution of consumer aspirations and consumer protection movement called for further strengthening of ISO. As an organization, ISO picked up the good and practicable necessities from those of industry specific standards. Periodical changes were made in standards and imposed through various clauses. From mundane paper work, ISO became an **Operational Tool** and, in the process, evolved from being a **Reactive to a Proactive Tool**.

Evolution:

As an Intrapreneur, I have always enforced **integrated working, focused on effectiveness beyond efficiencies**. Silos are certainly needed to bring focus and efficiency, without which it may result in organizational disorder – meaning fixing of **Responsibility & Accountability**.

In more than a decade that passed, **impact of businesses on the stakeholders** necessitated a system beyond that of organization. ISO recognized this need and included it as part of the standards calling for **ESG Focus and Risk Mitigation**, both for the benefit of the organization and the Stakeholders. As we move into the future, the changes envisaged alongside AI evolution leaves no choice but for the ISO and its constituent organizations to be prepared for the future. As a result, expect

ISO to move ahead of **Monitor and Control** to that of **Leadership and Performance**. Built on the fundamental framework of **Resilience, Sustainability, Digitalization and Value Creation, Culture Building and Business Process Transformation** as the salient aspects, ISO may thus become a strategic tool, whether it provides a sustainable unique advantage in the long run or not.

Remarks:

ESG induced 3Ps (People – Planet – Profits) approach has forced upon businesses to demonstrate sustainability by way of consistent performance. While it is a choice now until the new ISO standard becomes effective, it will be more a compulsion to retain the certification.

People, Processes & Systems should synergize for Organizational Effectiveness. Success of any tool will continue to remain **people determined**. In my experience, though the auditors and assessors play a key role in successful implementation at a client, tools have always been beneficial to the organization.

It is a debate for another time – whether ISO assures success and helps to improve profitability. Such a question arises with very many ISO Certified Organizations unable to sustain businesses, resulting in closures. But one thing is for sure – if ISO is adopted whole heartedly, it will at least help us to be prepared at appropriate time and take course corrections. It's worth the investment – in terms of Time, Money and Efforts.

Management Quiz

- Q1. Lahori Zeera is a soft drink brand from which company?
- Q2. Which company acquired a 60% stake in IncNut Digital?
- Q3. IncNut Digital is known for which personalised brands?
- Q4. Which company has recently invested in Moi Soi?
- Q5. Moi Soi is primarily a brand in which category?
- Q6. Zydus Lifesciences acquired which US-based pharma company?
- Q7. Which company acquired Safe Harvest through a share-swap transaction?
- Q8. TIGERFIRE Vodka was co-founded by which actor?



For answers see page 06

UPCOMING AIMA EVENTS

AIMA

ALL INDIA MANAGEMENT ASSOCIATION

Young Leaders Boot Camp

An Experiential Leadership Development Program

Topic : Young Leaders Boot Camp

Date : 18th June 2026

Venue : Junga, Himachal Pradesh

IMD

70th AIMA

Orchestrating Winning Performances

Future ready, now. Competitiveness in a changing world

Topic : Orchestrating Winning Performances

Date : 22nd June 2026

Venue : Lausanne

AIMA

Chanakya



35th National Management Games (NMG - 2026)

Topic : 35 National Management Games NMG 2026

Date : 23rd June 2026

Venue : Offline & Online



Topic : 75th Leaderspeak Session

Date : 26th June 2026

Venue : Online

Quiz

Answers

1. Archian Foods

2. Emami

3. Vedix & SkinKraft

4. Wipro Consumer Care Ventures

5. Pan Asian foods and beverages

6. Asserio Holdings Inc.

7. Wingreens

7. Sanjay Dutt