CMA DIGEST

September 2026, Issue - 118, Volume 73

From the Editor's Desk



Dear Readers,

Greetings from CMA!

The September 2026 issue of the CMA Digest brings together insightful perspectives on evolving business practices, emerging technologies, leadership, and the continuing importance of industry–academia collaboration. As organisations navigate an increasingly complex and technology-driven business environment, the need to combine innovation with human understanding, strategic thinking, and responsible decision-making has never been greater.

The *Monday Musings* sessions featured in this issue explore the essentials of customer service, the future of automated manufacturing, and the role of AI and data in driving business growth. These discussions offer valuable insights into how organisations can combine technological advancement with effective leadership and a customer-centric approach.

Beyond Monday Musings, this issue features insightful articles. The article, *"Temporal Intelligence: The Missing Dimension of Enterprise AI,"* explores the importance of understanding change and emerging patterns in business decision-making. The other article featured is 'Celebrating Global Handwashing Day 2026,' highlighting the importance of hand hygiene and the significance of building awareness and encouraging simple, everyday habits that contribute to a healthier society.

A significant milestone was CMA's recognition as the Winner in the "Best LMA – Category IV" for 2025–26 under the AIMA Best LMA Awards. The award was presented during the Platinum Jubilee National Management Convention of the All India Management Association (AIMA), held on 21–22 September 2026 at Hotel Taj Palace, New Delhi. This national recognition stands as an encouraging testament to the Association's initiatives and contributions to the management profession.

The 71st Annual General Body Meeting, held on 25 September 2026, marked an important occasion for the Association, with the election of its office bearers for the 2026–28 term and recognition of the achievements of the outgoing leadership.

I invite our readers to explore this issue, reflect on its ideas, and apply these insights in their professional journeys. Happy reading!

Best regards,

Dr. Vandana Madhavkumar

Editor, CMA Digest

Editorial Team

Dr. Vandana Madhavkumar | Mr. K. Seetharam

Dr. A.G.V. Narayanan | Mr. N. Krishna Kumar

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

CMA

COIMBATORE MANAGEMENT ASSOCIATION



AIMA Best LMA Award 2025-26

The Coimbatore Management Association (CMA) was honoured with the **'Winner'** award in the "Best LMA - Category IV" for 2025-26 as part of the AIMA Best LMA Awards. The award was presented during the Platinum Jubilee National Management Convention of the All-India Management Association (AIMA), held on 21-22 September 2026 at Hotel Taj Palace, New Delhi.



Monday Musings

Monday Musings – 07th September 2026 Speaker: **Mr. Arun Prasad G S**



Moments of Magic - The Art of Delivering Exceptional Customer Service!

Mr. Arun Prasad GS at the Monday Musings session number 630 on 'Moments of Magic: The Essentials of Customer Service,' shared a foundational truth: exceptional service comes down to making people feel special. When basic standards like timeliness, respect, and consistency slip, dissatisfaction spreads quickly—damaging reputations and team morale. What separates memorable service from merely good service is emotion, not efficiency alone. A 'moment of magic' is a small, intentional gesture that signals, 'We see you as a person, not a transaction.'

Key takeaways to drive this culture:

- Leadership & Ownership: Exceptional service cannot be delegated; it starts with leaders who model it for everyone.
- Frontline Empowerment: Staff need the freedom to act with speed, empathy, and personalization rather than following rigid scripts.
- Turning Failure into Loyalty: Complaints are opportunities. Listening sincerely and taking an extra step can leave customers feeling more valued than if nothing had gone wrong.

Making people feel special is never accidental—it is a deliberate, systematic choice made at every single touchpoint.

Monday Musings – 21th September 2026 Speaker: **Mr. Ravi Kumar R**



DARK FACTORIES in the manufacturing world

Mr. Ravi Kumar R at the Monday Musings session number 631 session on 'Dark factories in the World', introduced the topic by quoting Warren Bennis, "The factory of the future will have only two employees, a man and a dog. The man will be there to feed the dog. The dog will be there to keep the man from touching the equipment." This concept encapsulates the rise of the dark factory—a fully automated facility engineered to operate continuously without physical human presence on the plant floor. While "lights-out" manufacturing originated in the 1980s with pioneers like FANUC, early iterations were rigid and expensive. Modern dark factories go far beyond simply deploying robotic arms; they require a seamless technological ecosystem where data flows fluidly between hardware and cloud analytics engines.

Myth vs. Reality: Rethinking Human Labor

Contrary to popular belief, automation does not mark the end of human jobs—it marks the end of dangerous, repetitive, and dull tasks.

To remain essential, industrial workers must shift their mindset from Operators to Orchestrators. Key strategies include:

- **Advanced Troubleshooting:** Developing critical-thinking skills to resolve complex system halts.
- **Cross-Training:** Expanding knowledge across the entire production cell rather than isolated tasks.
- **Software Mastery:** Learning system interfaces to act as the vital "human in the loop."

The dark factory is not a threat to those willing to adapt; it is an opportunity to elevate human work from manual labor to strategic oversight.

Monday Musings – 28th September 2026 Speaker: **Mr. R. Ramasubramaniam**



AI & Data as a growth lever - moving from dashboards to decisions that move revenue

Mr R Ramasubramaniam in his talk at the Monday Musings number 632 on 'AI & Data as a growth lever-moving from dashboards to decisions that move revenue' emphasized that the next advantage wasn't more dashboards. It was faster, better decisions embedded in the flow of work. He outlined the problem, the goal, our recommended approach, and how we get there — and closes with three asks for the management team.

- **Business Value Owners:** The CEO and BU heads across revenue, merchandising, supply, and marketing.
- **AI & Data Product Teams:** Cross-functional squads comprising product owners, data scientists, ML engineers, and analytics translators.
- **Platform, Trust & Adoption:** A shared data/AI platform backed by CISO, privacy, legal, and risk governance, paired with leadership enablement and frontline adoption.
- **CoE Evolution:** Transitioning the AI Centre of Excellence from a traditional model factory into a decision product studio, and ultimately an enterprise intelligence platform.

Trust & Measurement

- **Governance as a Growth Enabler:** Controls are built directly into daily workflows—avoiding administrative bureaucracy—covering data (consent, quality, lineage), models (validation, drift, explainability), agents (permissions, approvals, kill switches), security, DPDP Act compliance, and board-level AI inventories.
- **Full Value-Chain Measurement:** A unified growth and decision cockpit tracks financial, business, decision, model, and trust metrics. Every scorecard clearly addresses what changed, why, what action to take, who owns it, and when results will be measured.

CMA ANNUAL GENERAL BODY MEETING





The Coimbatore Management Association (CMA) held its 71st Annual General Meeting on Friday, 25 September 2026, at 6.00 p.m. at The Grand Regent, Varsha Hall, opposite Hotel Residency, Avinashi Road, Coimbatore. The Chief Guest, Dr. Ram Subramaniam, Co-Founder and Chief Technology Officer of My Money Karma, USA, delivered an address on the theme "Co-Designing the Future: Industry Partnering Academia."

Dr. N. Raveendran, Vice President - Enterprise-wide Solutions (CIO), Sakthi Finance Ltd., was unanimously elected President of the Coimbatore Management Association for the term 2026–28. Mr. N. Krishnakumar, CEO of Akarsh Advertising Consultants and S.Meena, Chartered Accountant were unanimously elected Vice Presidents. Mr. Puneet Krishnan was re- elected Secretary, while Dr. Vandana Madhavkumar and Mr. M. K. G. Anandakumar were unanimously elected Joint Secretary and Treasurer, respectively.

The members of CMA expressed their sincere appreciation to the outgoing President, Dr. Nithyanandan Devaraaj, for his exceptional leadership. Under his guidance, the Association secured two prestigious awards from the All-India Management Association (AIMA) during the 53rd National Management Convention held on 21-22 September at New Delhi



Amrita School of Business, Coimbatore organised a programme as part of their CEO series on 8th September 2026. **Dr. Nithyanandan Devaraaj,** President-CMA was the speaker at the program and he spoke on the topic on **"IMAGINEERING THE FUTURE".**

Management Quiz September 2026

Q1. US-based Wyndham Hotels & Resorts is planning to enter which emerging segment in India?

Q2. Which are the other major foreign brands that have also entered India's branded residences market?

Q3. Which financial services company has entered the gold loan segment in India?

Q4. Name the ice cream brand launched by Reliance at a price point of Rs.10.

Q5. Aditya Birla Group has entered which industry with its new brand "Ultravolt"?

Q6. JSW Greentech has launched which electric commercial vehicle brand?

Q7. India's online shopping market currently has approximately how many consumers?

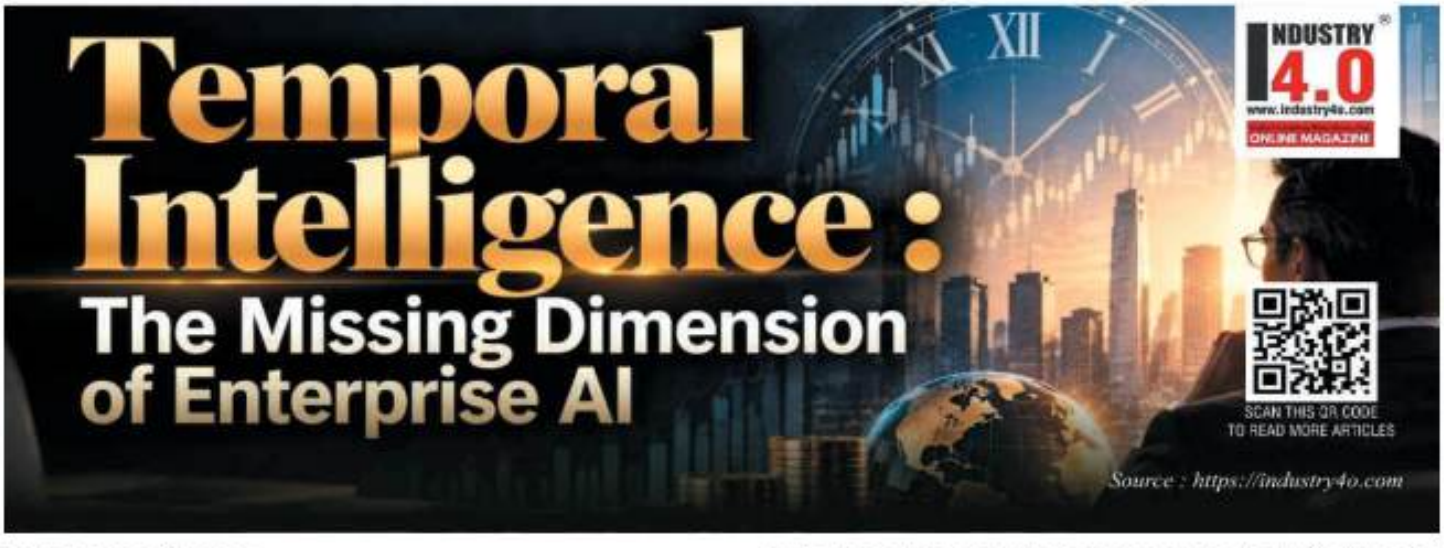
Q8. What is the primary purpose of the National Consumer Helpline (NCH)?

For answers see page 10

Temporal Intelligence: The Missing Dimension of Enterprise AI

INDUSTRY 4.0® Technology E-Magazine

WE COVER LATEST TECHNOLOGIES AND TRENDS IN MANUFACTURING



Temporal Intelligence:

The Missing Dimension of Enterprise AI:

Why the next generation of AI must understand not only context, but change, sequence and time Artificial Intelligence has become remarkably good at understanding **context**. The next challenge may be understanding **change**. Enterprise AI has evolved rapidly—from predicting outcomes to generating content, reasoning across information and, increasingly, taking actions through AI agents. Yet many consequential business problems contain a dimension that today's AI architectures still handle imperfectly: **time**.

Consider a seemingly simple question: Is a customer becoming risky? The important word is not risky. It is **becoming.**

A customer's financial position today may appear acceptable. But cash flows may have weakened over three quarters, payment delays may have emerged six weeks ago, transaction behaviour

may have changed recently, and management commentary may have gradually shifted from expansion to liquidity preservation. No individual observation necessarily signals distress. The intelligence lies in the **trajectory.**

This is what I think of as **Temporal Intelligence:** the ability of AI to understand not only the current state of something, but how that state emerged, how quickly it is changing, whether the underlying pattern itself has shifted, and where that trajectory could lead.

Predictive AI asks, **"What is likely to happen?"** Generative AI asks, **"What can I understand or generate from this context?"** Agentic AI asks, "What should I do?" Temporal Intelligence introduces another question:

"What is changing—and when does that change become significant enough to act?"

1. Beyond Forecasting: Understanding an Evolving State

Time-series modelling is not new. Statistical forecasting, state-space models, recurrent architectures and transformers have modelled sequential data for decades. More recently, time-series foundation models have begun bringing foundation-model capabilities to forecasting.

But Temporal Intelligence represents a broader problem than predicting the next observation. Enterprises do not experience the world as clean numerical sequences. They observe transactions, sensor streams, documents, conversations, market movements, human decisions and external events—all arriving asynchronously and interacting over time. Technically, we can think of an enterprise process as occupying an evolving **latent state,** S_t, which may not be directly observable. What we observe are signals generated by that state.

A simplified representation is:

$\mathbf{S_t = f(S_{t-1}, X_t, E_t, A_t)}$

where $\mathbf{X_t}$ represents observed signals, $\mathbf{E_t}$ external events and $\mathbf{A_t}$ previous actions or interventions.

The more interesting AI problem is therefore not simply predicting the next X. It is inferring the current state, identifying meaningful state transitions and estimating possible future states:

$\mathbf{P(S_{t+h} \mid S_{\le t}, X_{\le t}, E_{\le t}, A_{\le t})}$

Imagine an industrial machine. Vibration increases slightly. Days later, operating temperature changes. Energy consumption subsequently deviates from its normal range. A maintenance engineer then records an unusual sound.

A forecasting model can predict the next sensor value. An anomaly model can flag an unusual reading. An LLM can summarize the maintenance notes.

Temporal Intelligence should ask something more fundamental:
Are these independent abnormalities—or are they collectively describing a transition toward a failure state?

That requires understanding sequence, duration, temporal distance, interactions and potentially **regime change,** not merely correlation.

It also requires AI to understand the temporal validity of knowledge.

Suppose a customer's approved credit limit was ₹50 lakh in January, ₹70 lakh in April and ₹40 lakh today. Every value may exist in an authentic enterprise document and therefore be factually correct. But only one is correct for a particular point in time.

Enterprise AI therefore needs to evolve from asking only:
"What information is relevant?"
toward understanding:
"What was true, when was it true, what changed, and what is true now?"
This makes concepts such as **Temporal RAG, temporal knowledge graphs and persistent memory** increasingly important.

Semantic retrieval identifies what is related. Temporal retrieval must additionally establish when that information was valid.
There is a deeper principle here: **remembering more is not necessarily intelligence. Knowing when previously correct information is no longer valid is.**

2. When the Past Stops Explaining the Future

Temporal Intelligence also requires a stronger connection between Generative AI and Statistical AI.

Most predictive systems depend, to some degree, on historical relationships continuing into the future. But enterprises operate through economic shocks, regulatory interventions, geopolitical

events, technology disruptions and sudden changes in customer behavior.

Sometimes, therefore, the most important question is not:

"Can we improve the forecast?"

It is:

"Has the underlying process changed enough that the historical model itself is becoming unreliable?"

This is where **change-point detection, concept drift, structural-break analysis and regime detection** become strategically important.

A mature Temporal Intelligence system should distinguish among at least three conditions:

Noise — normal variation requiring little or no intervention.

Drift — gradual movement in underlying relationships.

Regime change — a structural transition where historical assumptions may no longer adequately describe the environment.

This distinction matters because one of the most dangerous moments for a predictive system is not simply when its forecast error increases. It is when the **data-generating process changes faster than the model recognizes it.**

The AI architecture therefore needs to evolve beyond:

Data → Model → Prediction

toward something closer to:

Multimodal Signals → Temporal State → Change Detection → Temporal Reasoning → Probabilistic Futures → Decision → Action

No single model needs to own this entire chain.

Time-series foundation models can identify transferable temporal patterns. Statistical models can quantify uncertainty and structural change. Temporal knowledge graphs can preserve evolving relationships. GenAI can reason across numerical and unstructured evidence. Decision models can evaluate alternative interventions. Agents can connect intelligence with controlled action.

The innovation is not necessarily another model.

It is the **orchestration of different forms of intelligence over time.**

3. From AI Agents to Longitudinal Intelligence

This leads to perhaps the most interesting implication for Agentic AI. Most AI agents today are primarily task-oriented:

Goal → Reason → Tools → Action

But many high-value enterprise problems are not tasks. They are **evolving processes.**

A supplier deteriorates over months. A customer's propensity to leave develops gradually. A machine moves toward failure. Financial risk accumulates. A patient's condition changes across multiple observations and interventions. These problems may require what I would call **Longitudinal AI Agents**—agents that maintain an evolving understanding of an entity or process instead of treating each interaction as an independent task.

Their intelligence loop becomes: Observe → Remember → Detect → Reason → Anticipate → Act → Learn

Consider supply-chain risk. A conventional system might raise an alert when a supplier misses a delivery. A longitudinal intelligent system could recognize that delivery times have deteriorated gradually for six weeks, quality complaints are increasing, supplier communications indicate labor constraints, adverse weather is approaching the region and inventory coverage is simultaneously declining.

The system is no longer simply detecting an event.

It is recognizing a trajectory.

It could then evaluate possible future states, retrieve relevant contractual information, assess alternative suppliers, quantify operational impact and determine whether human intervention is warranted.

This moves enterprise intelligence from:

Event → Response

toward:

Trajectory → Anticipation → Decision → Action

And that distinction matters because understanding a trajectory creates the opportunity to intervene before an event becomes an outcome.

Temporal Intelligence is therefore unlikely to emerge simply by making language models larger. It requires Statistical AI, machine learning, time-series foundation models, GenAI, knowledge systems, decision intelligence and agents to operate as complementary components of a dynamic architecture.

The strategic question is no longer whether Generative AI will replace predictive models or whether agents will replace existing AI architectures.

A more important question is:
How should different forms of intelligence work together when the world they are observing is continuously changing?
Sometimes, therefore, the most important question is not:
"Can we improve the forecast?"
It is:
"Has the underlying process changed enough that the historical model itself is becoming unreliable?"
This is where **change-point detection, concept drift, structural-break analysis and regime detection** become strategically important.

A mature Temporal Intelligence system should distinguish among at least three conditions:
Noise — normal variation requiring little or no intervention.
Drift — gradual movement in underlying relationships.
Regime change — a structural transition where historical assumptions may no longer adequately describe the environment.

This distinction matters because one of the most dangerous moments for a predictive system is not simply when its forecast error increases. It is when the **data-generating process changes faster than the model recognizes it.**

The AI architecture therefore needs to evolve beyond:
Data → Model → Prediction
toward something closer to:
Multimodal Signals → Temporal State → Change Detection → Temporal Reasoning → Probabilistic Futures → Decision → Action
No single model needs to own this entire chain.

Time-series foundation models can identify transferable temporal patterns. Statistical models can quantify uncertainty and structural change. Temporal knowledge graphs can preserve evolving relationships. GenAI can reason across numerical and unstructured evidence. Decision models can evaluate alternative interventions. Agents can connect intelligence with controlled action.

The innovation is not necessarily another model.
It is the **orchestration of different forms of intelligence over time.**

3. From AI Agents to Longitudinal Intelligence

This leads to perhaps the most interesting implication for Agentic AI. Most AI agents today are primarily task-oriented:
Goal → Reason → Tools → Action
But many high-value enterprise problems are not tasks. They are **evolving processes.**

A supplier deteriorates over months. A customer's propensity to leave develops gradually. A machine moves toward failure. Financial risk accumulates. A patient's condition changes across multiple observations and interventions. These problems may require what I would call **Longitudinal AI Agents**—agents that maintain an evolving understanding of an entity or process instead of treating each interaction as an independent task.

Their intelligence loop becomes: Observe → Remember → Detect → Reason → Anticipate → Act → Learn

Consider supply-chain risk. A conventional system might raise an alert when a supplier misses a delivery. A longitudinal intelligent system could recognize that delivery times have deteriorated gradually for six weeks, quality complaints are increasing, supplier communications indicate labor constraints, adverse weather is approaching the region and inventory coverage is simultaneously declining.

The system is no longer simply detecting an event.
It is recognizing a trajectory.

It could then evaluate possible future states, retrieve relevant contractual information, assess alternative suppliers, quantify operational impact and determine whether human intervention is warranted.

This moves enterprise intelligence from:
Event → Response
toward:
Trajectory → Anticipation → Decision → Action
And that distinction matters because understanding a trajectory creates the opportunity to intervene before an event becomes an outcome.

Temporal Intelligence is therefore unlikely to emerge simply by making language models larger. It requires Statistical AI, machine learning, time-series foundation models, GenAI, knowledge systems, decision intelligence and agents to operate as complementary components of a dynamic architecture.

The strategic question is no longer whether Generative AI will

replace predictive models or whether agents will replace existing AI architectures.

A more important question is:
How should different forms of intelligence work together when the world they are observing is continuously changing?

In Summary
The evolution of enterprise AI can increasingly be viewed through four questions:

Predictive AI: What is likely to happen?
Generative AI: What does the available context mean?
Agentic AI: What should be done?

Temporal Intelligence: What is changing, where is that change leading, and when should we act?

Businesses do not exist as snapshots. Customers evolve. Markets transition. Machines deteriorate. Risks accumulate. Supply chains destabilize. Relationships change. And every action taken today influences the trajectory that follows.

The next frontier of enterprise AI may therefore not be an AI that simply **knows more, predicts better or acts faster.**

It may be an AI that understands **what is changing, distinguishes noise from meaningful transition, anticipates where the trajectory may lead, and knows when intervention becomes necessary.**

Context tells AI what something means.
Time tells AI what that meaning is becoming.

Investiture Ceremony of the Office Bearers of the CMA Student Chapter at SREC Business School





The office bearers of the Coimbatore Management Association (CMA) Student Chapter at SREC Business School, Sri Ramakrishna Engineering College, were formally installed on 8 September 2026.

The programme commenced with a welcome by the student anchors, followed by the invocation and welcome address by Dr. R. Mary Metilda, Professor and Head, Department of Management Studies, SREC Business School. Dr. Nithyanandhan Devaraaj, President, Coimbatore Management Association, delivered the Presidential Address. Rtn. PHF D. K. Karthikeyan, Director, Texas Ventures, and Editorial Director, Industry 4.0, delivered the Chief Guest Address.

A key highlight of the programme was the oath-taking ceremony for the newly appointed CMA Student Chapter office bearers, marking the beginning of their leadership responsibilities. Mementos were presented to the distinguished guests as a token of appreciation. The programme concluded with the vote of thanks proposed by Ms. Agnes Janani, student of I MBA, followed by the National Anthem.

The event provided students with a valuable opportunity to interact with industry professionals, develop their leadership perspectives, and strengthen the collaboration between SREC Business School and the Coimbatore Management Association.

Celebrating Global Handwashing Day 2026

On Global Handwashing Day, October 15, is a reminder that the cheapest vaccine we have costs only a bar of soap — and that children and expectant mothers need it most.

The most powerful protection a mother can give her new-born does not come from a pharmacy. It comes from a bar of soap and thirty seconds of running water. Washing hands with soap before eating and after using the toilet could save more lives than any single vaccine or medical intervention. It is, quite simply, a do-it-yourself vaccine.

Yet in India, this simple act is still not an everyday habit. An earlier UNICEF assessment found that only 53% of people washed hands with soap after defecation, 38% before eating and just 30% before preparing food. This year, as the world marks Global Handwashing Day on October 15 under the theme "Be a Handwashing Hero", the challenge before us is clear. We must turn handwashing from an abstract idea into an automatic habit in every home, school and hospital.

Hands: the superhighway for germs

The late Val Curtis of the London School of Hygiene and Tropical Medicine called hands the superhighway for infection. The reason is simple. The mouth never touches the nose, and the eyes never touch the chin, but the hand touches them all. Through the day, our hands pick up germs from contaminated water, food, door handles, mobile phones and, above all, from faeces. A single gram of human faeces can contain 10 million viruses and one million bacteria.

The evidence for soap is strong. Regular handwashing with soap can cut deaths from diarrhoea by almost half and acute respiratory infections by about a quarter. Few health interventions offer such returns at such low cost.

In India, the stakes are higher still. Most of us eat with our hands, so whatever is on our fingers goes straight into our mouths. Missions such as Swachh Bharat and Swachh Vidyalaya have built toilets and water points across the country. But a toilet without a habit of handwashing is only half the job done.



Children: the first line of defence

Diarrhoea and pneumonia remain among the leading causes of preventable deaths of children under five in India. Both spread easily through unwashed hands. A child who falls sick repeatedly also loses school days, loses weight and falls behind in growth and learning. Handwashing protects not just health but also education and the family's income.

Children are also the best messengers. Habits learnt at the age of six can last a lifetime, and children carry them home to their parents and grandparents. A few years ago, doctors and nurses from a Chennai hospital trained over 1,000 students of Classes 6 to 8 in five government and corporation schools. When a boy was asked why he would always wash his hands, he replied that otherwise he would fall sick and his mother would give him only rice kanji, not biryani. A girl said she did not want a painful injection from the doctor. Children understand the link between clean hands and good health far better than we assume. What they need is soap, water and adults who set an example.

Mothers and new-borns: clean hands at the start of life

The story of hand hygiene began in a maternity ward. In the 1840s, Dr Ignaz Semmelweis in Vienna showed that deaths of new

mothers from childbed fever fell sharply when doctors washed their hands. Nearly two centuries later, the lesson still holds.

Pregnancy lowers a woman's natural defences. A stomach infection or food poisoning that is mild for others can cause dehydration, early labour or harm to the baby. After birth, the newborn has almost no immunity of its own, and infections such as neonatal sepsis remain a major cause of death in the first month of life. A large study involving nearly 24,000 newborns in rural Nepal found that babies were about 40% less likely to die when both the birth attendant and the mother washed their hands before handling them.

Expectant and new mothers should therefore make it a habit to wash their hands with soap before cooking and eating, and after using the toilet or cleaning a baby who has passed stool. Hands must be washed before every breastfeeding or feeding session, and before touching the baby's umbilical cord, which is a common entry point for infection. Washing is equally important after handling animals, garbage or soiled clothes.

Every visitor who wants to hold the new baby, including grandparents, should wash their hands first. Doctors, nurses and birth attendants must do so before every examination and every delivery, without exception.

Five steps, thirty seconds

Good handwashing takes just five simple steps: wet, lather, scrub, rinse and dry. Wet your hands with clean running water and lather them with soap, covering every surface. Then scrub for 20 to 30 seconds, paying attention to the backs of the hands, the spaces between the fingers, the fingertips and the areas under the nails. For children, humming a short song twice is an easy way to keep time. Finally, rinse off all the lather under running water and dry your hands with a clean towel or let them air-dry.

Ordinary soap works perfectly well. Ash or mud, which is still used in some homes, does not provide the same protection.

Who can be a handwashing hero?

Everyone has a part to play this October 15. Families can begin at home by keeping soap and water near the toilet and dining area. Parents can also wash their hands alongside their children, helping them learn the habit by example. Schools and anganwadis can make group handwashing a daily ritual before the midday meal and ensure that every tap has soap.

Hospitals and primary health centres have a special responsibility towards mothers. They can teach hand hygiene at every antenatal visit and make it part of the discharge advice given to every new mother. Panchayats and urban local bodies, for their part, can install and maintain handwashing stations at bus stands, markets and railway stations, so that clean hands are possible for everyone, everywhere.

Since the UN established Global Handwashing Day in 2008, it has been more than a date on the calendar. It is an opportunity to test and spread creative ways of getting people to wash their hands with soap at critical times. If we teach our children and protect our mothers, a bar of soap can do what no medicine can: stop disease before it begins.



U.K. Ananthapadmanabhan

Founder and CEO,

Tenxhealth Technologies, Coimbatore.

Quiz Answers

1. Branded Residences
2. Jacob & Co and Tonino Lamborghini
3. Aditya Birla Group
4. Bombay Creamery
5. Wires & Cables
6. AMPSTAR
7. 300mn
8. To help consumers register complaints and seek pre-litigation solutions