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kma NEWS

Spearheading Management Movement



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President Speaks

Dear Member,

A picture is worth a thousand words, but the memory is invaluable.

The Kerala Management Association has a glorious history which needs to be told and retold. Much of KMA's history is a mirror of Kerala's own industrial landscape. The great companies of the 1950s, 60s and 70s who have become extinct were instrumental in establishing this organization. The titans of Kerala industry and management, who headed those companies or institutions, for example The Fertilisers And Chemicals Travancore Limited (FACT), Cochin University of Science and Technology (CUSAT), Federal Bank Limited. ensured that the work of KMA would be housed suitably in a location that was still isolated.



Only time would reveal the far sightedness of the KMA stalwarts. Its location is much sought after and in the middle of a 'happening' place. The then building was modern and pleasing. The lines, colour and facade were in keeping with the gravity of the organization. The halls and rooms were designed well and air-conditioned and the atmosphere was definitely a welcoming one. Predominantly white and grey, the colours reflected sobriety. Many functions were held within its halls. It was rarely crowded unless it was election time or a meeting. Many of its current members have grown with the old building and a sense of familiarity pervaded the building.

But change as always beckoned. Climate change, increased urbanism, improper land use and density of population have led to the rebuilding of the office. Gone are the familiar contours but that sense of being part of a community will surely still linger.

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L Nirmala, President,
Kerala Management Association



From the Editor's Desk

Dear Reader

In this edition of KMA News, we can't keep still! The news is such that we are unable to contain our excitement. This August being our beloved India's 75th year of Independence and the whole country gearing up for this celebration of 'Azaadi Ka Amrit Mahotsav', we also have something significant to celebrate at KMA. The much-awaited moment is finally here, and with both great pride and yet utmost humility, we present to you the brand-new face of KMA House. It is an important milestone in KMA's journey, one that will always be etched in the glorious history of KMA. And here we are, together, as we create history and pave the future for both KMA and India.

We are also excited to bring you this edition of KMA News for the page-turning content and share all that is happening at KMA in July. Our first article by Mr Biju Dominic raises a very pertinent question on the appropriate dress code for Zoom Meetings whilst we work from home. So all our members can put their doubts to rest on this subject that affects most of us almost daily.

In the lead article by Dr Bibhuti Bhushan Pattanaik, he urges us to focus on improving the logistics infrastructure in Kerala.

We continue to urge you to share your valuable feedback and make KMA News a conversation between KMA and its members. We look forward to hearing from you.

Happy 75th Independence Day!

Dileep Narayanan
dileep@organiccbs.com



Biju Dominic

Chief evangelist, Fractal Analytics, and chairman, FinalMile Consulting.

In a Zoom Meeting, Does it matter What the **employee** Wears below the **camera**?

A recent plea in the Supreme Court that sought relief for lawyers from having to wear black coats and gowns in the apex court and high courts has raised some interesting questions about work dress codes. These questions

are even more relevant in the present times of work-from-home. When working from home, should an employee dress for the home or the office? In a Zoom meeting, does it matter what the employee wears below the camera? And the most

significant question here is whether, beyond the added discomfort of formal wear and extra laundry bills, these outward appearances have any impact on the quality of one's work.

No doubt, one's work dress acts as a mark of identification. In a crowd, we can identify a police officer by his uniform. So it makes sense to insist on a particular type of work dress in those professions where such identification is essential. A person who has a stethoscope around his or her neck will be identified as a health professional. If so, why should doctors have to wear a white coat?

A study, *Public Perceptions of Physician Attire and Professionalism in the US*, by Helen Xun and others of the Johns Hopkins University School of Medicine found that physicians wearing white coats were perceived as significantly more experienced, professional, and friendly, compared with those doctors who opted for more casual fashion choices. So it is not surprising that the study found patients preferring doctors who wear white coats.

A lot of pieces of clothing carry with them some symbolic meaning and thus result in certain qualities being attributed to their wearers. A judge's robe, for example, stands for justice. A policeman's uniform signifies authority. Studies have shown that those who wear coats are generally thought to be intelligent, precise and scientific thinkers and those wearing casual clothes are perceived as more creative. So words of advice captured in sayings like "clothes make the man" and "dress for the job you want, not the one you have" are all very relevant.

The most significant study on work dress was done by Hajo Adam and Adam Galinsky from Northwestern University. 'Enclothed Cognition', published in the *Journal of Experimental Social Psychology*, provided new insights on the issue. It established that the clothes you wear don't just change the way others see you, they change the

way you see yourself.

This research involved asking some participants to wear casual clothes and others to wear business attire while taking some intellectual tests. In these experiments, researchers found that the participants doing a task wearing white lab coats made only half as many errors as those participants who wore street clothes. Participants in a doctor's coat spotted more differences than those wearing a painter's coat. The lab coat, which symbolises science and medical doctors, apparently elevated the efforts of participants to live up to it. They were much better at concentrating and more engaged in the activity at hand while wearing white coats.

Another study, *The Aesthetics We Wear: How Attire Influences What We Buy*, by Keisha Cutright, a marketing professor at Duke Fuqua School of Business, found that what we wear can affect our purchasing decisions. Shoppers in dressier clothing, such as a dress or blazer, bought nearly 18% more items than shoppers in casual outfits, such as T-shirts and flip-flops.

These experiments are part of a larger field of study called 'embodied cognition', where how one's brain and body interact with the environment around and how that interaction constitutes and contributes to cognition is studied. As mentioned in their book *The Body has a Mind of its Own*, neuroscientists Sandra Blakeslee and Matthew Blakeslee argue that one's self does not end where one's flesh ends, but suffuses and blends with the world, including other things. So as you enter a parking garage with a low ceiling, you can 'feel' the nearness of your car's roof to the height barrier as if it were your own scalp. This is why you instinctively duck when you pass under such a barrier. So it is logical to conclude that the clothes

you wear, an external item that is closest to one's body, will be an extension of oneself and will also have an impact on one's cognition.

In these times of work-from-home, your attire plays yet another role—of enabling an identity transition. In earlier times, when one worked in a location away from one's home, changing from one's home dress to a work get-up was a daily ritual that allowed a smooth transition from one's home identity to one's work identity. Even though working from home doesn't strictly necessitate it, it makes sense to keep up this daily ritual of changing into formal-wear.

Clothes have power over our mind. The clothes we wear are one of those non-conscious factors that have always affected our behaviour and will continue to do so. The next time you attend a Zoom meeting, what you wear above the screen level of the camera matters because it influences how others perceive you. This may seem obvious. But a significant learning is that not just what you wear above the screen, but even what you wear below that level will impact the most important person in that meeting—you.

Our debate over the need for lawyers to be in black upper attire in hot Indian conditions can continue. But the verdict on the overall relevance of dress codes is clear. The clothes we wear to work really do matter.



Logistics and Supply Chain Infrastructure- Key to growth for trade and Industry



Dr. B B Pattanaik

Ex Chairman,

Warehousing Development and Regulatory Authority,
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Many use the terms Logistics and Supply Chain Management (SCM) interchangeably. While logistics focuses on the movement and storage/warehousing of goods in the supply chain, the SCM is more comprehensive covering coordination and integration between partners / players those have a role in the network including vendors or raw material suppliers, sourcing, manufacturing, transportation, storage, marketing/ selling to end customers, after sales service, reverse logistics, etc. So supply chain logistics coordinate the storage and shipping of goods across the supply chain. The process begins with raw materials, continues to manufacturing, distribution or delivery of finished goods to the customers. When well executed with efficiency, logistics and SCM reduces costs, give companies a competitive advantage and bring value to customers. The ultimate goal of SCM is to find the processes that ensure a smooth, efficient flow of goods that gives the customers an excellent experience, fulfilment and drive the business forward.

Logistics is one components and a critical piece in the entire supply chain and it supports the supply chain by delivering right product in right quantity at right place and at right time. It reduces the turn around time, costs and improve efficiency thereby retaining customers and increasing loyalty.

Logistical components of supply chain includes :-

- i) Storage/warehousing;
- ii) Material handling;
- iii) Packaging;
- iv) Unitisation;
- v) Inventory control;
- vi) Uni mode or multi-model transportation.

Logistics sector in India remains complex with the involvement of more than 20 Government agencies under various Departments/ Ministries, 40 partnering Government agencies, 37 Export Promotion Councils. They deal with 500 certifications covering more than 10,000 commodities. Some of the agencies involved in the logistics sector are as follows: -

- i) Rail transportation: - Indian Railways , CONCOR, RITES, DFC, IRCON, etc.
- ii) Road transportation:- National Highways Authority of India , State Governments , Companies building Toll Roads, etc.
- iii) Air transportation: - Airport Authority of India with about 23 domestic cargo terminals and 20 international cargo terminals.
- iv) Land Ports: - Land Ports Authority of India (LPAI) established in 2012 under Land Ports Authority of India Act,2010 running at present nine Integrated Check Points (ICPs) at Attari, Agartala, Petrapole, Raxaul, Jogbani, Moreh, Sutarkandi and Srimantapur for trans border movement of goods.
- v) CIWTC:- for inland water transport.
- vi) Warehousing: -Major agencies in public sector are Food Corporation of India (FCI) , Central Warehousing

Corporation (CWC), State Warehousing Corporations (SWCs) and Warehousing Service Providers (WSPs) in the Private Sector.

- vii) Major & Minor Ports in the Public Sector and Private Sector.

However, due to lack of coordination and integration among the agencies the logistics cost in India is high at around 13-14% of GDP. It needs to be brought down to around 9-10% of GDP through synergies flowing from a coordinated approach which will reduce the logistics cost.

The Government has been quite aware of the need to bridge the infrastructure gap and fast track growth in logistics related infrastructure in the nation. While articulating the need to lower logistics costs in India, the Finance Minister allocated Rs.5.54 trillion towards capital expenditure across various ministries in the Union Budget 2021-22, a 34.5 percent jump from the previous year. Mission Gati-Shakti has been launched as a national master plan for multi-modal connectivity which will bring nearly 16 different ministries and departments of the government together to promote coordinated planning and execution of projects. This will aid in development of an integrated logistics and transport policy providing end to end connectivity.

Further, the commissioning of the Eastern and Western Dedicated Freight Corridors can be a game changer for boosting railway freight share as it will not only decongest the existing rail network but would allow for longer rakes to carry higher loads of about 30 tons per wagon at an average speed of nearly 70 km/hour. This is in addition to the Bharatmala Pariyojana under which 34,000 km of road infrastructure works would be undertaken, of which, 11,000 km

was targeted to be completed by March 2022. The National Air Cargo Policy has also been formulated that seeks to build air transport shipment hubs in all major airports by 2025. While these initiatives are noteworthy, a few other measures can be undertaken to fully unlock the potential of logistics infrastructure in India.

PM – Gati Shakti – National Master Plan

PM – Gati Shakti – National Master Plan has been launched in October 2021 for providing multi-modal connectivity infrastructure to various economic zones.

It is a transformative approach for economic growth and sustainable development.

The approach is driven by seven (7) engines: -

- Railway
- Roads
- Waterways
- Ports
- Airports
- Mass Transport
- Logistics infrastructure

These seven engines will be supported by complementary roles of energy transmission, IT infrastructure, communication, water, sewerage and other social infrastructure. Integration of all efforts of Central Govt., State Govts, Public and Private Sectors together leading to creation of jobs and entrepreneurial opportunities. The PM Gati Shakti National Master Plan (NMP) is expected to result in economic transformation, seamless multimodal connectivity and logistics efficiency. It will also include infrastructure being developed by the State Governments. The touch stone of the National Master Plan will be creation of world class modern infrastructure and logistics

synergy among different modes of transport for movement of both goods and people. This will keep increasing productivity and reducing the logistics cost and accelerate economic development.

The NMP provides comprehensive data base of the ongoing and future projects of all infrastructure Ministries such as Railways, Roads, Ports, etc. and States involved in development of economic zones integrated with 200 + geographic information system layers, thereby facilitating planning, designing and execution of infrastructure projects with a common vision.

In the NMP all the existing and proposed economic zones have been mapped along with the multi modal connectivity infrastructure in a single plat from ranging in three time periods i.e. status as on 2014-15, achievements made by 2020-21 and planned interventions up to 2024-25.

Aim is to create next generation infrastructure in a synchronised/ integrated manner, instead of planning and designing in Silos, incorporating all infrastructure schemes of various Ministries such as Bharat Mala, Sagar Mala, Inland waterways, Sea Ports, Dry Land Ports, UDAN, Economic Zones like Textile clusters, Pharma clusters, economic parks, agri zones, fishing clusters etc.

National Logistics Policy

As mentioned “Logistics” or “Logistics Services” means the carriage or transport of goods from origin to destination through single or multimodal transportation and includes storage or warehousing, loading, unloading and related value added services.

In order to enhance effectiveness of logistics in the country and reduce costs, a National Logistics Policy (NLP) is under formulation.

The vision of the NLP is “To

Develop a technologically enabled, integrated, cost effective and a sustainable logistics eco system for accelerated and inclusive growth “.

Objective of the NLP will be to reduce the logistics cost to comparable global bench mark by 2030 by streamlining and strengthening India's logistic sector through integration ,optimisation ,standardisation of assets and processes and modernisation thus promoting seamless movement of goods across the country and increase in the ease of doing business.

NLP is expected to enhance seamless distribution of goods across the country, promote ease of doing business for players across the sector. It will further strengthen the warehousing sector by improving the quality of storage infrastructure, including specialised warehouses.

Reduction in logistics cost by: -

- Improvement in transportation.
- Improvement in warehousing infrastructure.
- Improvement in inventory management.
- Improved efficiency in regulatory matters, order processing.

Endeavour will be to bring India within logistics Performance index (LPI) rank 25 by 2030.

World Bank LPI analyses countries in six (6) components such as: -

- i) Efficiency of Customs & Border Management Clearance.
- ii) Quality of trade and transportation infrastructure.
- iii) Ease of arranging competitively priced shipments.
- iv) Competence and quality of logistics services.

- v) Ability to trace and track consignments.
- vi) Frequency with which the consignments reach consignees within scheduled or expected delivery time.

As per the World Bank LPI global ranking 2018, India ranks at 44 with LPI score of 3.18. Ranking of major economies are as follows: -

Rank	Country	Score
1st	Germany	4.2
2nd	Sweden	4.05
3rd	Belgium	4.04
4th	Austria	4.03
5th	Japan	4.03
14th	USA	3.89
26th	China	3.61
44th	India	3.18

Warehousing- a critical component of Logistics and Supply Chain Infrastructure

Traditionally warehousing refers to the activities involving storage of goods in a systematic and orderly manner thereby ensuring proper upkeep and preservation from time of its production or purchase till sale or consumption .Warehousing is an interlinked economic activity closely linked with production, trade and finally consumption. No economic activity is free from warehousing.

One may think warehousing is a sign of inefficiency but it is a necessary evil and inescapable. Warehousing is all the more necessary for development of agro processing and agri marketing by reduction of post harvest losses , avoiding distress sale by farmers , pledge financing against Negotiable Warehouse Receipt (NWR) which also becomes a tool for trade by converting the underlying commodity into bankable asset.

The need for warehousing arises when goods are produced locally but there is wide spread

consumption and in other cases where goods are produced seasonally but consumed round the year. In both situation transportation and warehousing is inevitable linking production with consumption. Warehousing becomes integral component of supply chain and helps in achieving economy of scale in production and procurement. Warehouses thus serve time and place utility in the supply chain. An ideal warehouse also extends various ancillary facilities including sorting, packing, blending, grading, processing of goods for sale, transport, retailing, clearing etc.

A warehouse also plays an important role in implementing the agricultural price policy of the Government by way of price stabilization. Advent of technology has

introduced many value-added services and innovative system like packaging, labelling and distribution are becoming a part of warehousing.

Status of Warehousing infrastructure in the Country

Warehousing is a capital intensive industry. Particularly for high volume and low value goods like agricultural commodities ,warehousing activity does not give good return. Therefore, the private sector , until recently , was always shy of investment. Therefore, in the post-independence era, warehousing was mostly provided by public sector. The foundation public warehousing in the country was laid with the enactment of Agricultural Produce(Development and Warehousing) Corporations Act,1956 setting up a three tier system of warehousing. This Act was later repealed and replaced with the Warehousing Corporations Act,1962 under which the Central Warehousing Corporation (CWC) and State

incentives, etc, a large no of private individuals and companies have created substantial warehousing infrastructure in the country. The warehousing sector is now open to 100% FDI investment

Sl No	Agency	Storage Capacity (In million tons)
1	Food Corporation of India	12.70
2	Central Warehousing Corporation	14.50
3	State Warehousing Corporations	43.91
5	Cooperative Sector	16.53
6	Private Sector	78.56*
	Total	166.20

The CWC now operates warehouses at about 436 locations and provides scientific storage facilities for more than 200 commodities besides operating 25 Container Freight Stations (CFSs) and Inland Clearance Depots (ICDs)/Integrated Check Post (ICP) for import/export cargo.

Agency	No of Warehouses	Storage Capacity (Lakh MT)
Central Warehousing Corporation	12	1.86
Kerala State Warehousing Corpn	53	2.32
Cooperative Sector (Geo tagged by NABARD)	221	0.53
Private Sector (Geo tagged by NABARD)	56	0.71
Private Sector (Surveyed by CWC)	80	5.31
Total	422	10.73

Sl No	Name of Center	District	Capacity (MTs)
1	Edathala	Ernakulam	11,700
2	Ernakulam	Ernakulam	11,700
3	Kakkanad	Ernakulam	21,850
4	Kakkancherry	Malapuram	14,300
5	Kanjikode	Palakkad	20,000
6	Kannur	Kannur	9,590
7	Kochi	Ernakulam	5,030
8	Kozhikode	Kozhikode	12,254
9	Kunnamthanum	Pathanamthita	13,864
10	Trichur	Trichur	32,590
11	Trivandrum	Trivandrum	20,264
12	Thalassery	Kannur	10,000
	Total		1,85,507



Warehousing Opportunities In Kerala

With both the major warehousing agencies in public sector, i.e the CWC and Kerala SWC presently running with high capacity utilisation level of 99 % and 89 % respectively there is good scope for putting up additional warehousing capacity for meeting growing demand from e-commerce, FMCG and white goods sectors. Kerala, a consumer state with predominantly urban/semi urban population, is witnessing a surge in e-commerce market. High level competition among major e-commerce players has increased the warehousing requirement in the State manifold. Warehousing facilities of the companies currently centred around Tier-1 cities of has started spreading to Tier-2 and Tier-3 cities.

Kerala is the largest spices producing state in the country. Spices export business in Kerala is one of the flourishing business in food export industry. Kerala alone contributes 75 % to India's spices export. Setting

up of temperature controlled warehouses is mutually beneficial for the spices trade and warehousing sector.

Challenges for Warehousing Sector in Kerala

29 % of Kerala's total geographical area is classified as "forest" and around 5 % as "wet land" which makes a large portion of the State unavailable for construction activities. Hence, suitable land which is the basic need for a warehouse becomes cost prohibitive. Very high cost of labour and material for construction makes construction of warehouses very costly. These factors make the logistics and warehousing cost in Kerala very high.

Beside, the low level of mechanisation in the warehouses in Kerala due to resistance from labour unions and low productivity of labour makes the warehousing industry in the state labour intensive, expensive and inefficient adding to the total logistics cost.

Leader Insight Lecture

Held on 7th July 2022.



Mangaluru Swastika College Principal Malini Hebbar delivered a keynote address on the topic 'The Art of Articulation' at the Leader Insight lecture series organized by the Kerala Management Association (KMA). She said that innovative ideas can be absorbed and implemented through joint activities. A good speaker should pay attention not to how the speaker pronounces the words, but to what message

he conveys. Lectures and speeches are only for the means of communication. She said that to be a good speaker you must also be a good listener.

We live in the midst of a diverse culture. Therefore, we must know different languages and ways of communication. Even gestures have different meanings in different countries and cultures, she said.

No matter how many skills you

have, communication is not possible without confidence. It is more important to have the mindset to embrace the changes and be prepare for it. It is our mind that needs to change. Success can only be achieved if you know yourself and are ready to embrace change. KMA President L. Nirmala, Program Committee Chairman Bibu Punnooran and Honorary Secretary Algiers Khalid spoke.

Women Managers Forum Lecture Series

Held on 14th July 2022.

Ms. Nutan Manohar, founder of Me Met Me and Eze Bio Essence, delivered lecture on the topic Achieving Peak Performance by Honoring Rest and Recovery as part of the lecture series organized by the Women Managers Forum of the Kerala Management Association (KMA). She said that when the mind

and brain work together, one can accomplish things with complete satisfaction.

Whatever work you do, do it in the best way possible. Success in life can only be achieved with a clear vision. Science is advancing rapidly. Our perspective needs to change accordingly. The goal should be to

utilize the extraordinary ability for a long time. Yoga and meditation are more energizing, she said.

KMA President L. Nirmala presided. Women Managers Forum Chairperson Lekha Balachandran welcomed and KMA Honorary Secretary Algiers Khalid proposed vote of thanks.



CEO talk

held on 21st July 2022

Kerala should focus on developing logistics infrastructure, said Dr. Bibhuti Bhushan Pattanaik, Former Chairman of Warehousing Development and Regulatory Authority. He also said that the producers will be able to benefit only if the packing, transportation, storage and distribution chain are strengthened. By strengthening supply chain and logistics, companies will be more profitable and customers will be relieved of burden. Supply chain efficiency is achieved when logistics costs are reduced and products are made available in the right quantity

at the right time. Inadequacy of infrastructure in the logistics sector is seriously affecting the movement of goods.

Logistics accounts for 30% of India's GDP. In post-independence India, more consideration was given to foodgrain storage but not enough importance was given to the logistics sector. Rail and air freight movement should be strengthened and adequate containers should be made available. A precise outline is essential for this. There is a need for coordination between agencies, stakeholders and various ministries in the field of logistics. The National

Logistics Policy is still evolving. He also demanded that the discussions in this regard should be completed soon.

The increase in e-commerce points to the need to strengthen the logistics sector in Kerala. He said that lack of space availability in Kerala is a challenge and if more storage centers are established, this shortage can be solved. Multi-storied warehouses are ideal for Kerala.

KMA President L. Nirmala, CEO Forum Chairman K. Harikumar and Honorary Secretary Algiers Khalid spoke.



Leader Insight Lecture

28th July 2022



Everyone in health sector is competing to improve the service as there are other options if the best service is not available, said, Medcare Hospitals and Medical Centers Group CEO Dr. Shanila Laiju. She was speaking at the Leader Insight lecture series organized by the Kerala Management Association. Most people don't have the patience to wait. Many in the healthcare industry are struggling to retain customers and attract new customers.

The COVID era has brought about significant changes in the health sector. With the spread of online consultation, patients have started getting facilities to consult with doctors of their choice and to

consult at home. Maintaining a warm relationship between staff and customers in healthcare facilities can be challenging. Management wants not to lose a single customer due to employee failure.

Satisfied customers are the backbone of any hospital. To take care of a patient in the hospital, one must take into account the emotional upheavals of not only the patients but also the family members. Digitalization in healthcare has been a revolutionary change for patients and hospitals alike. The facilities in the hospitals should be improved to attract more customers. The customer should be able to provide the kind of services that will satisfy the customer while

entering the hospital. There are many types of rooms available in hospitals today that can be selected according to the customer's choice. Hospitals are also changing according to customer preferences.

Shanila Laiju said that maintaining the relationship with the customer is essential for the survival of any hospital. There are often disputes between consumers and hospital staff regarding discharge. She said that the only way to do this is to have proper communication with the customers.

KMA President L. Nirmala, Vice President Bibu Punnooran, Honorary Secretary Algiers Khalid and others spoke.

Letter from members

First of all let us congratulate the President and Managing Committee for conducting a highly successful lecture series programme yesterday, on the topic connected with "logistics and supply chain infrastructure - key for growth of trade and industry in Kerala".

The most important part of the success of yesterday's programme was in the selection of the topic. As the KMA is an organisation consisting individual members as well as corporate members and majority are from

the world of business and industry, the topic selection for our lecture series is so important and the subject should be beneficial for the business and industry fraternity.

We understand that, yesterday, most of the participants really enjoyed the whole Q&A session handled by the two matured people viz, the Speaker Dr. B. B. Pattanaik and the compere, our own Harikumar Sir. Such programs will be appreciated by the majority in future also.

Antony Joseph
Managing Director

AQA Quality Management Systems Pvt.Ltd.



Algiers Khalid
Honorary Secretary

4 Aug - CSR Forum Inauguration

Dr Lopamudra Priyadarshini,
General Manager - CSR, Community Relations, Aditya Birla Group

15 Aug - 75th Independence Day Celebration

at KMA House

15 Aug - Friendly Cricket Match

18 Aug - Inauguration of KMA House

25 Aug - Digital Summit

Holiday Inn, Kochi

26 Aug - SYMP (Shaping Young Minds Programme)

17 Nov - 40th Annual National Management Convention

Secretariat NEWS

Dear Members

Greetings from the KMA Secretariat.

As you all know our renovated building will be commissioned this month. We are in the process of finding a suitable person for inaugurating the building. The month of July was hectic with various programmes under Programme committee, Women Managers forum and CEO Forum. This month also we have programmes lined up. Our President Nirmala Lilly was invited to Ilahia School of Management as the Chief Guest for fresher's orientation day. She also inaugurated and was the Chief Guest at the AGM of Leaders Forum. Wishing you all a successful August ahead.

Regards

Lt. Jojo Jacob
Executive Director





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