

13th South Asian Management Forum 2015



Management and Sustainability South Asian Perspective

26th and 27th March 2015
at Hotel Taj Samudra, Colombo 03.

Hosted by
Institute of Certified Professional Managers
in collaboration with AMDISA

We wish to inform you that, South Asian Management Forum (SAMF) is a biennial conference organized by the Association of Management Development Institutions in South Asia (AMDISA). The forum aims to bring together management experts, scholars, practicing managers, business leaders, policy administrators and other academicians from different countries of South Asia on a platform to discuss various connected issues and share their research findings.

Sri Lanka has been selected to host this international conference and the **Institute of Certified Professional Managers (CPM)** will be the host institute.

AMDISA includes Management Institutes of all the SAARC Countries including its members from India, Pakistan, Bangladesh, Sri Lanka, Maldives, Nepal and Bhutan.

The theme of the 13th SAMF 2015 is “**Management and Sustainability – South Asian Perspective**” which will cover topics on Management Challenges and Sustainability Issues in the 21st Century, Corporate Social Responsibility (CSR), Sustainable Business Management: Global Dimension and Management Practices of Sustainable Businesses in South Asia.

This will take place on **26th and 27th March 2015 at the Hotel Taj Samudra, Colombo 03.**

This International conference would be a major event hosted by CPM bringing credit to Sri Lanka and will have the participation of Management professionals representing Industry, Commerce, Banking & Finance and the Service Sectors in South Asia. As in the past, this forum will be well patronized by business leaders and top and middle level management.

We look forward to your participation at this International event, and members can earn the Continuing Professional Development Hours that are required for retention of the professional status of members.

For further information visit our official conference web site :

<http://13samfcolombo.cpmsrilanka.org> or contact us on **011 2590995.**

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Day 1 - Thursday, 26th March 2015

Inauguration of Forum 9.00 am - 12.30 pm

Welcome address by President CPM and Vice President AMDISA
Address by President AMDISA
Address by Special Guest
Key Note Address
Address by Chief Guest
Presentation of Awards
Vote of Thanks
Tea/Coffee
Dharni Sinha Memorial Lecture

Investment :
CPM / CMA Members: Rs.10,000
Non Members: Rs.12,500

For registration please contact:
Dilshan / Vajira 0112 590 995
0714 775 125

2.00 - 3.30 pm - Session 01

Management Challenges and Sustainability in the 21st Century

- ★ Social
- ★ Economic
- ★ Environment

3.00 - 5.00 pm - Session 02

Sustainability and Management Education

- ★ Post Graduate Institutes of Management
- ★ Presentation of Case Studies
- LUMS Pakistan •IBS India

5.30 - 6.30 pm - Concurrent Session - Presentation of Papers

Day 2 - Friday, 27th March 2015

8.30 - 9.30 am - Concurrent Session - Presentation of Papers

9.50 - 11.30 am - Session 03

Sustainability in Creating Real Value

- ★ Building Corporate Reputation and Brands
- ★ Meeting Consumer Expectations
- ★ Attracting, Motivating and Retaining Talented Employees

11.30 - 1.00 pm - Session 04

Corporate Social Responsibility (CSR)

- ★ Impact on Social Welfare
- ★ Socially Responsible Investment
- ★ Philanthropy and Community Service

2.00 - 3.30 pm - Session 05

Management and Sustainability : Global Dimensions

- ★ Globalisation and Sustainability
- ★ Corporate Governance and Ethics
- ★ Inclusive Economic Growth

3.30 - 5.00 pm - Panel Discussion

Building Sustainable Management Practices in South Asia

5.05 - 5.30 pm - Closing Remarks

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Message from the Journal Committee Chairman



I am indeed delighted to address you as the Chairman of Journal Committee via "Certified Manager" the first issue of 2015. Our expectations are to gradually evolve a journal preferred by the management profession which will include

innovative research articles relation to the industry encouraging development and growth.

I seek your proposals for further improvements of our next issues. The journal would, no doubt, build up a communication link between the membership and the association, providing a forum for expression of views and suggestion. We are enclosing a feedback form which we expect your valuable comments and suggestions. It will positively help us to moderate the next Journal with more constructive ideas.

I feel this is the appropriate time for me to recognize the President, Council Members, Members of the Committee and staff of CPM who are working with me right now. I also take this opportunity to express my sincere gratitude whole-heartedly to authors of articles, organizations providing advertisements, editorial panel and those who contributed to finalizing the journal in this manner.

T. Someswaran

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Institute of Certified

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To achieve excellence in Professional Management and be the leading organization for Professional Managers in Sri Lanka.

Mission

To promote the highest standards in Professional Management through excellence in ethics, governance and innovation.

Objectives

To innovate, lead and sustain quality in Professional Management through integrity and accountability.

To facilitate networking and knowledge sharing among professionals at a national and international level.

To promote the study of management and to encourage research into the best means and methods of applying the principles and techniques of management.

Promoting Best Practice

The Institute of Certified Professional Managers (CPM) was formed to provide a professional qualification and designation in management, by conducting educational programmes, providing practical training in private and public sector entities and establishing a link between the private and public sectors for the advancement of professional managers.

CPM is a joint project initiated by CMA Sri Lanka and All India Management Association (AIMA). It is an active member of the Association of Management Development Institutions in South Asia (AMDISA).

CPM has also signed an MOU with the Malaysian Institute of Management (MIM) to facilitate professional development, knowledge exchange and capacity building in order to develop competent management professionals in Sri Lanka.

Membership in CPM is open to individuals seeking to develop their professional skills and pursue management careers in industrial, business, service sectors or the public sector.

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Message from the President of CPM

I am pleased to forward this message to the "Volume 01" 2015 edition of the official journal of CPM, "Certified Manager".

This volume contains a variety of well researched articles useful to managers. Busy as they are, they have little time for reading. This volume condenses a large array of information into a very readable format.

I also wish to inform you that, Sri Lanka has been selected to host "13th South Asian Management Forum 2015 (13th SAMF 2015)" and the **Institute of Certified Professional Managers (CPM)** will be the host institute.

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Members should attend the conference to earn the Continuing Professional Development Hours that are required for retention of the professional status of members and look forward to the participation at this international event.

I wish to thank the Chairman and Members of the Journal Committee and staff of CPM who put-in a great deal of hard work and Editorial Consultants for their dedicated work making this publication a reality. Also my special gratitude to the sponsors for their generous contributions.

Prof. Lakshman R. Watawala



Professional Managers

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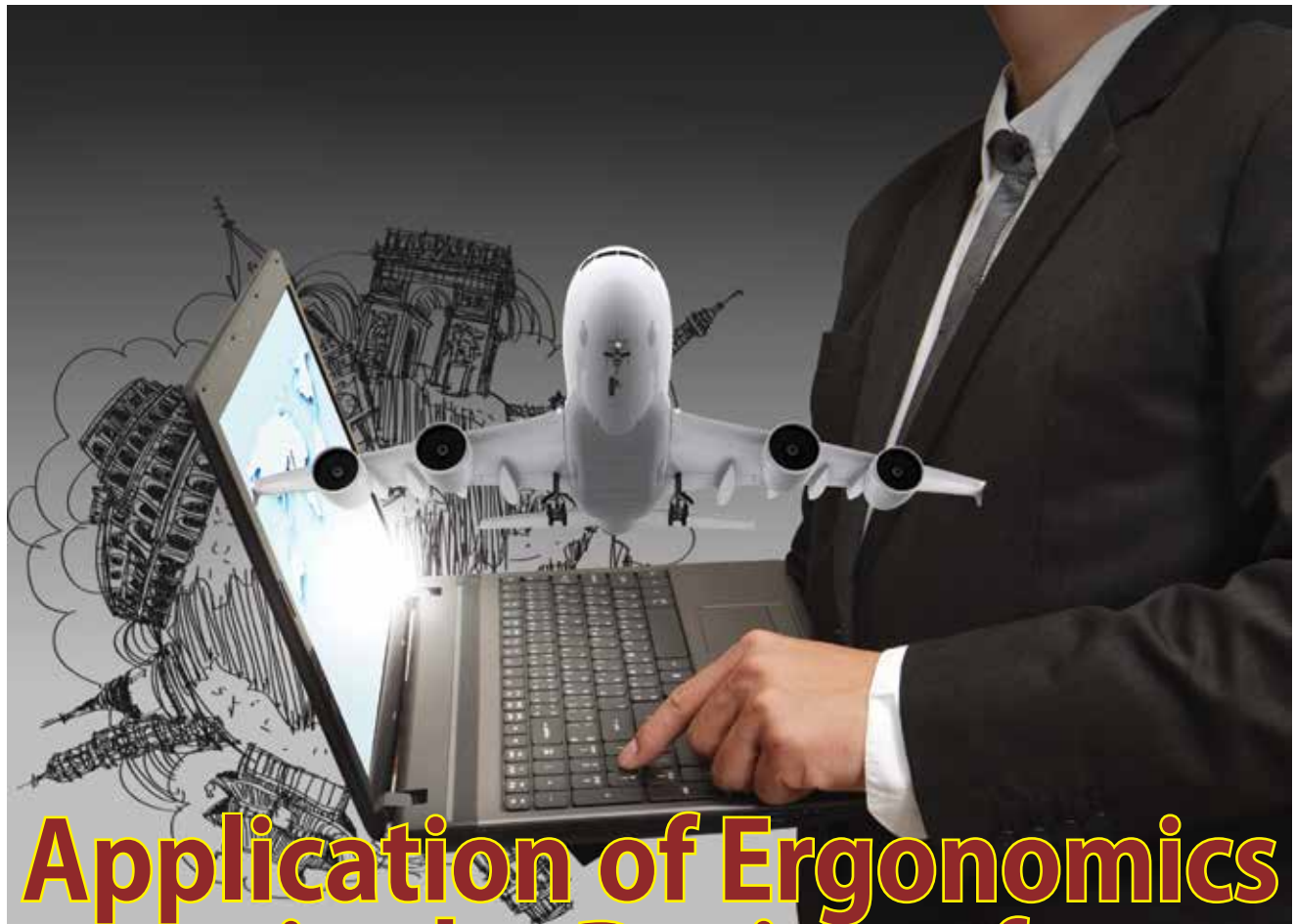


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Application of Ergonomics in the Design of Self-Service Technology

Technology has been implemented successfully in the delivery of many services as an aid to the front-line employee who interacts with the customer. However, encouraging customers to use new technologies in service encounters is generally more challenging than employee use of new technologies. One of the more complicated uses for technology has been as a replacement for the employees in the delivery of services. This use of technology has an extensive appeal to the service provider in that it can standardize service delivery, reduce labour costs and expand the options for delivery. However, it can be a significant drain on resources if not widely accepted by consumers. Thus, it is imperative that we understand how to best design, manage and promote new technologies in order to have the best chance of consumer acceptance.

What are Self Service Technologies?

Recently many technologies have been developed that customers independently use without any interaction with, or assistance from, employee. These technologies are termed self-service technologies or SSTs. With today's fast-paced lifestyle, SSTs, which are defined as interfaces between a customer and the service through some technological device without the involvement of a customer service representative, are gaining popularity. The importance of self-service as a shift in how services can be offered and more importantly as a competitive advantage is well established. SSTs are used for customer service, transactions and self-help and use interfaces such as interactive voice responses, internet and interactive kiosks. The subject for this discussion is the SSTs used for banking purposes in the form of Automated Teller Machines (ATMs) and Interactive Kiosks.

What are the user attitudes towards SSTs?

Research reveals that the more positive people's attitude is towards a self-service technology, the more widely adopted the technology has become. Ease of use, usefulness, risk and need for interaction with bank personnel are known to be the drives of people's attitude. Ease of use has been defined as the degree to which a user would find the use of a particular technology to be free from effort on their part. Usefulness is the subjective probability that using the technology would improve the way a user could complete a given task. Risk is the probability of certain outcomes given a behavior, and the danger and severity of negative consequences from engaging in those behaviors. A need for interaction is defined as a desire to retain personal contact with others during a service encounter. Historically, service encounters have involved interpersonal interactions between customers and service providers. These interactions allow for the development of interpersonal relationships between a customer and service provider (Curran and Meuter, 2005).

There is an added risk when using and SST because the user is alone in a workspace open to anyone. Using SSTs, by definition, eliminates the interpersonal interaction. To some extent, the use and usefulness also can be questionable, unless the SST is designed properly. Therefore, consideration of ergonomics and human factors become important in making the SST more user-friendly and more accepted by the customers.

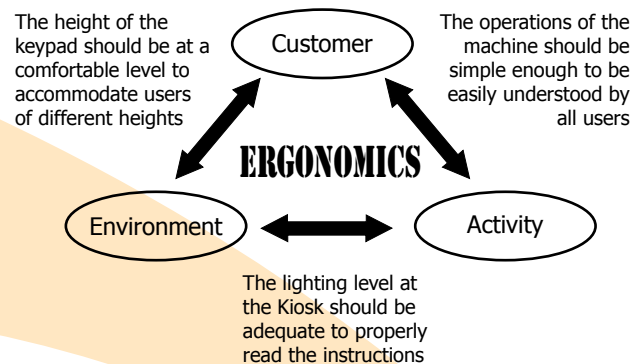
What is ergonomics?

The interaction between people and their work environments has been recognized as early as in ancient Greece. It grew into a scientific discipline, mainly as a combination of anatomy, physiology and psychology, during the Second World War as a result of the quest to improve effectiveness of human performance to gain military advantage. Now the discipline has expanded to all areas of life, including work, home and leisure.

Karwowski (2012) defined ergonomics as 'the theoretical and fundamental understanding of human behavior and performance in purposeful interacting socio-technical systems, and the application of that understanding to design of interactions in the context of real setting'. When designing machines, processes or jobs, the knowledge and understanding of human factors such as their abilities, limitations, attitudes and behaviours needs to be applied in order to improve the outcome.

Ergonomics can be seen as the interaction between three elements of a man-machine interaction. It looks at the activity in relation to the person who is performing it and the environment in which it is performed, including the machine itself.

Figure 1: The interaction between customer, activity and environment



How does ergonomics apply to SSTs?

The objective of ergonomics is to adapt the product to the user, to enhance efficiency and effectiveness of the interaction and to improve the quality of life of the user. When using the ATM, the user has to insert the card in the card slot, type in the PIN, select the service that is required, take the card back, and take the money and the slip if applicable. The body parts that are used in this process are fingers, hand, wrist, elbow, shoulder, neck and back. When considering the task and the body parts involved, there are four ergonomically important dimensions that influence the outcome of the interaction, i.e. screen height, keyboard height, card slot height and cash slot height. Since the heights cannot be adjusted to accommodate all users, Pheasant (2003) recommends to use the 50th percentile of the user population as the standard. With that standard, the middle of the screen should be 300mm below eye height, keyboard 20mm above elbow height, card slot 100mm above elbow height and cash slot 50mm above elbow height.

The user interface is another important ergonomic consideration. The major problems with the best-fit-for-all interfaces are difficulty in reading small controls, insufficient contrast or visual distortion, difficulty in hitting small targets or accidentally touching the screen by users with motor problems and difficulty in using the interface by blind users due to lack of feedback.

Any public technology should aim for accessibility, meaning it should be usable by as many people as possible, in as wide a range of situations as possible. It does not only mean access to disabled individuals (e.g. visual impairment, auditory impairment or users in a wheelchair), but also situations which create temporary disability (e.g. sunlight on the screen or extreme cold). They identified four accessibility features which would enhance usability of an ATM, i.e. alternate input methods, tactile interaction, audio interaction and

visual interaction. An important user group who have special accessibility requirements are the elderly. Old age pose several accessibility problems due to impairment of senses (both visual and auditory), motor dysfunction (e.g. tremors, Parkinson's disease) and cognitive dysfunction (e.g. loss of memory) which needs to be addressed (Coventry et al., 2002).

Even though ATMs provide a very useful service, there can be inconveniences such as waiting in queue, inserting the card in wrong manner, not seeing the screen properly, menu items not aligned with keys, not understanding the operation, not getting the required amount of money and having to insert the card more than once. In a research on customer satisfaction about ATMs, Meuter et al (2000) found that, even though the majority had satisfactory encounters, there were unsatisfactory

encounters such as technology failure (e.g. ATM being out of order), service design failures (e.g. having to go back to the start to make a correction) and technology design failures (e.g. touch screen not responding).

What are the requirements when using an ATM?

The main task of the ATM is to withdraw cash. In order to provide a better service and to differentiate, banks offer additional features such as transfer of money, check account balance, pay credit card and utility bills, request for statements, obtain mini-statements and change the PIN. When withdrawing cash using the ATM, the user has to insert the card in the card slot, type in the PIN, identify the required service by selecting from a menu or typing, take the card back, and take the cash and the slip if applicable.

Figure 2: Main tasks in an ATM transaction



The tasks involved can be divided into actions and cognitive processes. The actions are standing, inserting the card, pressing buttons, selecting items on the touch screen and pulling the card, cash and slip out. When performing the actions, the dimensions has to suite all users, at least the mid-90 percent, and the body has to be in neutral position without undue bending, stretching and reaching. The environment has to be suitable for the functions, for example without glare and extreme cold and also with adequate privacy. When it comes to the interface, the instructions has to be large enough, in suitable colours and with adequate contrast to be easily readable, the keyboard has to be in a logical arrangement, keys has to have tactile cues for the use of visually impaired users and keys has to align with the menu items. The cognitive processes are remembering, receiving and understanding instructions and decision-making. The requirements of cognitive processes are the PIN being easy to remember, instructions being presented in a simple manner, a logical sequence of instructions, options to cancel or clear the last step, and having the minimum decision points (Karwowski, 2012).

How can ergonomics of SSTs be improved?

Based on observation of many ATMs in the city of Colombo, the possible ergonomic improvements that can be proposed for SSTs include:

- ◆ Ideally the features shall be customized according to different body sizes. There are research into developing intelligent user interfaces, where the position of the controls adjust to the eye height of the user. Of course these technologies will take some time to be commercially available and also might be costly.
- ◆ The next best option is to provide ATMs which accommodate most of the height differences of the population. Since the 50th percentile for eye height of Sri Lankans is 1510mm and elbow height is 1025mm, the middle of the screen has to be at 1210mm, keyboard at 1045mm, card slot at 1175mm and cash slot at 1075mm. In many ATMs the screen, keyboard and card slot are appropriately placed, but the cash slot is too low.
- ◆ The printed instructions pasted to identify the card slot, cash slot and the slip slot shall be in large lettering and whenever possible the instructions shall be depicted in graphical format.
- ◆ The instructions on the display shall align properly with the keys on the side of the monitor, and it shall not depend much on the height of the user.

- ◆ The glare on the screen shall be prevented by having blinds on the glass panel and the temperature shall be maintained at a comfortable level.
- ◆ Provisions shall be made to cancel the last entry only if the use makes a mistake. In many cases, the return function takes the operation right to the beginning which is unnecessary and time consuming.
- ◆ In certain ATMs, the card is released before the cash which has both advantages and disadvantages. If the cash comes before the card, one might forget the card but in this case one might forget the cash, which is of course unlikely and is the better option. An alarm which goes on till the cash is taken out would make the process better, which of course is available in some ATMs.

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Empirical evidences from human life:

Why Men and Women handle stress differently?

10

One of the most important reasons why men and women react differently to stress is hormones, i.e. cortisol, epinephrine, and oxytocin. When stress strikes, hormones called cortisol and epinephrine together raise a person's blood pressure and circulating blood sugar level, and cortisol alone lowers the effectiveness of the immune system. Mostly women face much vulnerable situations than men. Gender is the key factor which mainstream the issues hence women plays many roles in the lifecycle. We will discuss the **second part** from the angle of women who plays in many roles and face different situations.

Women needs to play a dual role: As a home maker and income generator?

Researches done by American Psychological Association women are more powerful rather than men, but still suffer from stress at almost all times but there are certain specific conditions that might lead to some special kind of stress. These conditions include pregnancy, menopause and familial strife. But, nowadays with the rapid increase in number of working woman, a new kind of stress has overshadowed others. This is stress due to pressure of work and working environment that a woman faces which reflects in her family environment also.

Under the dual earner couple model, a working partner is required to drag double responsibilities- that of the home as well as at the work place. Pressure of meeting deadlines or targets and constant fear of getting scolded by the boss makes it impossible to strike a balance between both these responsibilities. It most often results in stress and anxiety. Sometimes, women end up feeling guilty of their negligence towards home. This stress often results in imitation insomnia and mood fluctuations. Researchers found that mostly 57% of working woman under stress that they are likely to experience constant headache which will be lasting at least 24 hours consecutively. Fatigue is also one of the signs of stress.

Women stress about their kids always, whether they having meals properly, whether they study, whether husband with her for everlasting, seems non ending stressful questions in their mind. Most of the working women carry their office burdens to their residences, dumped all burdens under their pillows, since they are in authoritative level in particular institution, thus they lost the smiling face of their kids, missed the tight hug from their lovable husbands and so on. More than 78% of pending divorce cases prevalent in family courts in Sri Lanka.

How female employees face stressful situations at work?

In work place, job stressors commonly include job/task demands (work overload, lack of task control), organizational factors (poor interpersonal relations, unfair management practices, discriminatory hiring practices), and physical conditions (noise). Additional sources of stress include financial and economic factors, conflict between work and family roles, sex-specific stressors (sexual harassment), training and career development issues, and poor organizational climate (values, communication styles, etc.).

There is no evidence that a particular job stressor will result in a particular acute stress reaction or illness. Rather, a range of health symptoms can be associated with workplace stressors. Occupational stress interventions can focus either on the individual worker or on the workplace. Individual interventions may consist of training in coping strategies, progressive relaxation, or other stress management techniques, the goal of which is to help the worker deal more effectively with occupational stress.

This type of intervention has been the most common form in developed nation's countries workplaces. Some stress management programs have been shown to be effective in reducing symptoms of stress, but because they do not remove the sources of workplace stress, they may lose effectiveness over time.

Diagnosing from workplaces.....

Healthcare professionals may find it difficult to diagnose and treat occupational stress-related health problems for a number of reasons. Patients often fail to identify workplace factors as potential sources of symptoms because they may be unaware of the link. Additionally, symptoms arising from workplace stressors are nonspecific and do not constitute an identifiable syndrome. Finally, health care professionals are generally not trained to inquire about or to recognize occupational stress.

However, when recognized, occupational stress-related symptoms or illnesses can be successfully treated. For example, psychotherapy has been shown to successfully reduce symptoms and increase self-esteem and job satisfaction in workers suffering from job-related depression. The same caution exists here, however, as with stress management interventions, in that symptoms may recur if the worker continues to be exposed to the occupational stressors. The most effective way of reducing occupational stress is to eliminate the stressors through organizational and job redesign interventions.

Effective forms of job redesign include increasing job control by allowing workers to participate in decision making, increasing skill use by expanding job activities, and reducing work role conflict by clarifying job roles and responsibilities.

Organizational changes that may be particularly beneficial for women are expanding promotion and career ladders, introducing such family support programs as flexible schedules and dependent care programs and introducing clear, accessible, and enforced policies against sex discrimination and sexual harassment. State Government of Denmark operating early childhood centers while employing one spouse at time and other should take care of next generation, is a simple example for this.

Why (HOW) women need for maintain good work-life balance?

Balancing the demands of a busy lifestyle is not an easy thing to do, but is best managed by regularly reviewing and assessing your priorities each and every minute as a rational person may be a good mom / lovable dad/ salutable partner. Positive Attitude which leads to Positive Organizational Behavior (POB) not only for corporates but also for individuals too.

Here are a few ideas to help you strike a good work-life balance for working partners

1. Plan ahead and be organized:

Being organized is a vital skill for working moms. If you're able to anticipate that minor injuries, unavoidable sickness periods, potty training accident on the way to daycare, for e.g. and keep an extra change of clothes, pampers & sanitary napkins in your personal vehicle at all times, a near-catastrophe becomes an easy fix. If you plan ahead and streamline your routines, there's less fussing, forgetting things, and stressing as you move through your busy day and no need to shout at your husband too.

2. Set Boundaries

Working moms play many roles, and want to be their best in all of them; indeed, the roles of mother, employer and partner require nothing less than their best. This sometimes leads to a feeling of not being able to say no--ever! For a working mom to be her best, however, she doesn't have to say yes to everyone's requests. In fact, saying "no" to responsibilities that aren't vital to her success and that of her family enables a working moms to say yes to the things in her lives that are. Leave some room for hugs and kisses while with your family always, at least a single hug with "I need you ever" with pleasantly face.

3. Stay Connected

While setting boundaries is vital, it's equally important for working moms to stay connected with their children, as they may be the first to point out. Children who feel neglected tend to act out more, and working moms who feel they aren't giving enough to their kids tend to feel stressed and guilty, so maintaining a strong connection is both emotionally beneficial

and just plain pragmatic. See your husband as your first kid, while he will see the real mom in his partner always. It is best to have a joint one meal at least once a day, will give you more happiness. Share your feelings with her, since she is the most recognized person that god has sent as second mom. Open your mind when you are at beds, Hide and seek never work at this place, having a meaningful and reliable intercourse would give more pleasure and best medicine for all mental sicknesses. And, fortunately, reducing stress doesn't need to mean giving less to kids. Spending focused time together doing an enjoyable activity can be a "multi-tasking" way to connect and relieve stress at the same time.

4. Take Care of yourself

As you already know, if you aren't at your best physically and emotionally, you won't be performing at your best at work or with your kids. To maintain the kind of stamina and focus required to give their best to your children and to work, it's important for working moms to care for themselves the way they care for their children: by getting plenty of sleep, healthy food, and at least some "down time." It's also important to enjoy positive feedback (hugs from kids and kudos from work) to avoid burnout. It may be difficult to fit all of this into an already-packed schedule, but proper self-care will enable working moms to be more efficient in their lives, so it really pays off in several ways.

5. Enlist Help

Many working moms don't realize that there are people around to help them if they ask. Families would often love to step in more often to lend a hand, if only asked. Friends and neighbors

can also be rallied, and supportive networks can be formed. There are often ways to hire affordable help for extra things like cleaning or cooking from their partner when they fall into sickness, to make a working mom's lifestyle less hectic. And the option of delegating tasks at work is often overlooked. For busy working moms, enlisting help is a smart way to make life less stressed and hectic.

6. Focus on Stress Management

When harried and stressed, working moms often find themselves less able to connect with their children or focus at work, which may lead to acting-out by the kids, time-consuming mistakes at work, and other things that increase stress for working moms and their families. Therefore, taking a proactive stance on stress management is quite important. Having several quick stress relievers on hand, such as breathing exercises and reframing techniques (different ways of looking at a stressful situation), as well as long-term stress management strategies in place, like a regular exercise or meditation regimen, hobby, or supportive social circle, can relieve significant stress for working moms and their families. (Discussed in previous paragraphs)

In addition to these stress management practices for working moms, it's important (and often overlooked) to keep children's stress in mind. Even young children can benefit from stress relief practices like deep breathing, quiet time with mom, and massage. Because mothers and young children are so attuned to each other, reducing stress in one helps both mother and child, even this process from precious womb.



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Usage of Management Accounting practices in Sri Lanka

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Many literature have mostly stated that there is an existence of two types of Management Accounting Practices (MAPs) namely, traditional MAPs and contemporary MAPs (Sulaiman et al., 2008; Malmrose, 2012; Lucas and Lowth, 2013) and there is a very clear differentiation of the concepts of these two practices. In terms of classification of traditional and contemporary Management Accounting (MA) tools, Sulaiman et al. (2008) have stated that traditional practices are budgeting and budgetary control analysis, CVP cost – volume – profit analysis, cash flow analysis, marginal costing, variance analysis, ratio analysis and standard costing while the new developed or the so called contemporary practices are

activity based costing (ABC) analysis, target costing analysis, total quality management (TQM), just in time (JIT), process reengineering, theory of constraints (TOC) and balanced scorecard (BSC) analysis. As such, there are many common practices in use at any nature of organisations globally, despite the fact that being developed or developing country. However, MAPs have been classified in another aspect by Zabri and Ahmad (2012) where they have identified four categories, namely, costing system, budgeting system, performance evaluation system, decision support system and strategic management accounting.

According to Drury (2001), each organisation has their own choice in applying these practices appropriately for discharging their managerial functions and also due to other significant factors such as the scale of the operation and the business sector. As per the factors influencing the usage of MAPs are concerned, change has been a prominent factor that has influenced enterprises globally making it more competitive as well. Therefore, in today's highly competitive business environment, to compete with rivals, besides improving technologies and strengthening human resources, companies have also been adopting new management approaches globally. Moreover, there has been seen a diffusion of MAPs, which are being used and becoming pervasive in the huge community of enterprises all over the world (Drury, 2001).

However, lack of literature has been identified in the developing country context on usage of MAPs where there is a shortage of systematic knowledge relating to application of MAPs in developing countries like Sri Lanka (Hopper et al., 2009). This has been due to the fact that most research on developing countries concentrates solely on financial accounting (Hopper et al., 2009) and especially MAPs in Sri Lanka are still at the infant level as well (Subasinghe and Fonseka, 2009). Being a developing country (World Bank, 2013), Sri Lanka has been investing more on infrastructural development and advanced technological systems after the 30-year civil war that ended in 2009. Hence, compared to most other developing countries, Sri Lanka is relatively ahead (Wijesinghe et al., 2013) as the study reveals that post-war Sri Lanka is gearing itself towards sustained fast growth and achieving upper-middle income status. Although the country has developed its technological systems, MAPs in Sri Lanka are still in its infancy as mentioned above. Subasinghe and Fonseka (2009) further have revealed that the country is still struggling with providing basic financial information and systems. This is partly due to the fact that there is a lack of relevant literature on MAPs in the context of a developing country. Conversely, Ekanayake et al. (2010) argue that because of Sri Lanka's close relationship with Britain, MAPs in Sri Lanka has been primarily influenced by British accounting systems. The British influence due to a colonial history has been emphasised in earlier studies as one of the factors which determines the level of corporate financial disclosure regulation in many developing countries, including Sri Lanka (Cooke and Wallace, 1990; Wickramasinghe, 2012). In addition, the literature (Hopper and Hoque, 2004; Tsamenyi and Uddin, 2008) indicates that the adoption of regulatory accounting frameworks similar to certain industrialised countries is arguably an outcome of the influence of the donor agencies, such as the World Bank, in granting financial aid and facilities.

However, regardless of the failures or successes of "western" practices, a considerable number of companies within Sri Lankan industry have implemented "western" standards for accounting within the country (Gunasekara, 2013). As a result,

the industry recently adopted the International Financial Reporting Standards (IFRS), issued by the International Accounting Standard Board (IASB). This has facilitated the comparison of financial reports of local businesses on a global platform, which is key for a company or a country to remain competitive (CIMA, 2011; Gunasekara, 2013). However, convergence in Sri Lanka is not limited to mere financial accounting and reporting, but also applies to areas such as financial and tax planning, business development, and risk and control. Although commercial and public organisations in Sri Lanka are required to apply new accounting standards and MAPs, the majority of local companies do not yet have the capability for and technical knowledge of these new financial reporting standards (Gunasekara, 2013). Therefore, senior management commitment for convergence and timely preparation of employee training and system alignment, amongst other issues, will be vital to adopt MAPs.

According to previous research, it has identified that there is a vast contribution from the multinational organisations for the usage of MAPs in Sri Lanka. Interestingly, Fonseka et al. (2005) have mentioned that the manufacturing sector which could be perceived as a better possibility for the usage of MAPs is unsatisfactory as well. Further, it has argued the fact that in Sri Lanka, MAPs are being used for planning and control but not in other areas such as strategy development, decision making and performance improvement. Apart from the lack of usage of MAPs and the varying degree of use



considerably within the individual industry sectors, this implies the fact that there could be lack of awareness of usage of MAPs in Sri Lanka as well. Moreover, many of the MAPs which are being employed significantly at organisations in Sri Lanka are traditional practices as well. Financial Statement Analysis and Cash Flow Statement Analysis are the most commonly used MAPs in any sector. However, the contemporary MAPs have not yet been widely used across the sectors. Since Sri Lanka is gearing towards developments, it is the best time for the organisations to evaluate and identify the ways and means of adopting contemporary MAPs which will enhance the performance and suitable strategy formation to face the current global competition. As such, it is strongly recommended boosting MAPs in Sri Lanka through enhancing education and

training where domestic academies in accounting should focus more on MAPs to bring more innovative practices and to raise the awareness level of these important practices amongst all including students and working people. Furthermore, accelerating international integration where Sri Lankan organisations could actively integrate into the global economy by building relationships with overseas partners while studying their experience in applying MAPs. This would encourage Sri Lankan organisations to join positively into competitive environment and learning from rivals in a global market. Finally, small size companies also should be encouraged to apply MAPs in order to enhance their performances and to increase the growth in the future.

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PERFORMANCE MANAGEMENT SYSTEMS IN PUBLIC SECTOR

INTRODUCTION

The public sector has suffered and been fighting to overcome the ineffective and inefficient management system. Profitability is the main issue while having employee dissatisfaction as well as clients. Many businesses have failed to meet the objective or purpose of its formation due to having lack of the requisite managerial skills in management. It argues that most public sector business failed because of ineffective and inefficient Performance Management Systems (PMS). PMS is a relatively new concept in human resource management. In today's economic climate, public service organizations face unprecedented pressure, not only to achieve the goals set by government and meet the expectations of citizens, but also to deliver increased productivity and efficiency. How to improve the organizational performance? How to set the standard and to measure it? What kind of tools and techniques can be used to over come

the mismanagement in the public sector? Effective performance management is practiced across the entire organization in an integrated, iterative and sustained way can help public service organizations overcome these challenges and deliver more with less.

PERFORMANCE MANAGEMENT SYSTEMS (PMS)

The term performance management system (PMS) is derived from the management literature. The term performance management system was first used in the 1970s, but it did not become a recognized process until the latter half of the 1980s (Armstrong & Baron 1998). Even today, authors differ in their understanding of performance management. The following definitions allow us to view the changes that the concept of performance management has undergone during the 1990s.

Fowler (1990) defines performance management as:

"...the organization of work to achieve the best possible results. From this simple viewpoint, performance management is not a system or technique, it is the totality of the day-to-day activities of all managers".

Storey and Sisson (1993) define performance management as:

"...an interlocking set of policies and practices which have as their focus the enhanced achievement of organizational objectives through a concentration on individual performance".

THE IMPORTANCE OF PERFORMANCE SYSTEM (PMS) IN PUBLIC SECTOR

Performance management system on individual and organization is most important in all aspect. The survival and growth of the organization is depend on setting standard and measuring it. PMS will lead the organization in right path where it fulfills the expectation of stakeholders as well as the clients at large. PMS facilitates the implementation of business strategy by indicating what to measure, determining appropriate means of measuring, setting targets and linking the measure with organizational performance where it improves the organizational performance at the end through improving employee performance. The value creation is the matter of managing the process and the supply chain of the organization, by having better PMS the organization can improve process within it as well as the team performance. Eases implementation of change in the organizational culture and improve customer satisfaction will be the advantage of implementation of PMS in public sector organization. Eventually, the implementation of PMS will lead to obtain competitive advantage and to improve quality of supervision of the product and/or services of public sector.

ESTABLISHING PERFORMANCE MANAGEMENT SYSTEM IN PUBLIC SECTOR

A performance management system directs the organization to achieve strategic goals and objectives through better management process and functions. Performance management systems in public and private sectors have no differences between them. This is because they work for value creation of their stakeholders, providing maximum benefits to the clients. There are several studies that deal with performance management process. Esu and Inyang (2009) describe the most comprehensive model of performance management system that could be used in the public sector.

1. Identify Desired Performance

Performance management is the controlling function of management which is the 4th management function in which it refers to the results to be achieved against the standard. This is achieved by defining the job description of the employee at the time of recruitment, what is the main output of the employee. Performance is a

multi-dimensional construct, the measurement of which varies depending on a variety of factors. The desired performance is closely related to the organization's vision, mission, core values and goals & objectives: social responsibility, customer orientation, profitability and corporate image. The performance management system refers to the individual and organizational performance management systems whereas the individual performance management system is more important to organizational performance. The desired performance of each employee should be explained from the pre-recruitment stage. It should be clearly stated in the medium advertising the position for recruitment. This will be helpful to the employee to understand the job requirements and their contribution to the organizational success. It is the responsibility of the management of the agencies or the department or ministry to highlight the desire performance areas of each position in the organization.

Performance management systems are a comprehensive approach for planning and sustaining improvements in the performance of employees and teams, so as to meet standards of organization. In the public sector, annual budget and annual performance evaluations are used in managing performance outcomes and behavior.

2. Define Performance Objectives

Performance objectives of each position are a joint responsibility of both the employee and the top management. Establishing standards of performance is not a new concept or process. Setting the standard is solely based to the goals & objective of the organizations which they are discussed or put in writing. It is mainly on what organizations, functions, departments and individuals are expected to achieve over a period of time. Objectives could be in the form of targets and tasks/projects, etc. Objective should be integrative. Good objectives have the attributes of specificity, measurable, achievable, relevant and time (SMART).

3. Performance Assessment

Performance measures are agreed when setting objectives. The crux of the matter is in knowing what to measure and how to measure it. There are five guidelines and classification of performance measurement which include: relating measurement to results and not effort, the results must be within the job holder's control, the measure should be objective and observable, the data relating to the matter should be available, and adopt existing measure where possible.

Performance indicator is commonly used for performance assessment: finance (return on investment, working capital ratio, growth rate), production/output (units produced or processed), impact (attainment of a standard, quality, level of services), reaction (judgment by others, colleagues, internal and external customers), and time (speed of respond or turn-around, achievements compare with time tables, amount of backlog, time to market, delivery time of services).

4. Identify a Solution Set

Best Performance is vital to the survival of the organization. Many organizations are confronted with performance problem. These problems must be fixed in order to achieve performance goals or objectives. There are models or methods used to identify the problems in organizations i.e. SWOT, SVAT and DVAT. The problems can be identified using strength, weakness, opportunity and threat. The SVAT refers Solution Variable Analysis which is designed to assist in root cause analysis, identifying and narrowing possible solution for root cause whereas as the DVAT refers the Decision Variable Analysis tool.

HPT maturity model is a model that guides the progression of an organization. According to the International Society for Performance Improvement (ISPI), HPT refers to the systematic identification and removal of barriers to individual's commitment and organizational results. A maturity model is a structured collection of elements that describe the characteristics of effective process at different stages of development.



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5. Design and Development Performance Solution

Based on the SWOT analysis, the HPT professional could identify the performance management problem. The design of a performance management system serves as a performance intervention that will improve the performance of the employees in critical areas of the organization. There are two commonly used designs or process that is Electronic Performance Support System and Balanced Scorecard.

6. Conduct Formative Evaluation

The key roles for formative evaluation in any performance initiative include receiving feedback, documentation, recommendations, and changing and assessing performance. The best methodology of monitoring and evaluation is to ask those involved – managers, individuals and teams how it works.

7. Implementation and Continual Improvement

Implementation refers to the execution or administering of the design of the performance technologies as agreed by team members using available data. The choice of performance technologies will affect the structure of the organization and may make new demand on the organization. No matter how wonderful a strategy or plan is, if it is not effectively implemented, it will lead to failure of performance of individuals, teams and organizations.

CONCLUSION

Performance management systems are a comprehensive approach for planning and sustaining improvements in the performance of employees and teams, so as to meet standards of organization. In the public sector, annual budget and annual performance evaluations are used in managing performance outcomes and behavior. The performance management systems are dealt with the past and not futuristic. The absence of performance management system has contributed to the high rate of business failures in the public sector. The adoption of Performance management systems will make public business effective, efficient and sustainable.

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Challenges to Start-up Innovators and Inventors in Sri Lankan Context

01. Introduction

The objective of this journal is to summarize and holistically address some of the main issues in reality, faced by start-up Sri Lankan Innovators¹ and Inventors². Furthermore, though many articles have been published by diverse individuals and organizations pertaining to innovation, invention and entrepreneurship³ highlighting facts and figures in "statistical" perspective, the actuality in motivating and assisting such inventors/innovators is unfortunately lagging behind. It should also be noted that this issue is prevalent even when there consist of legislative acts to protect inventors/ innovators and their assets. Furthermore, there have been many occurrences of disparagement of inventors and innovators by the some of the Sri Lankan "Literate" and "Educated" segments of society due to the threat of losing their established "vested powers". Such to an extent that in some instances, even established institutions that are accountable for assisting inventors and innovators, are also motivated by "unforeseen" political agendas to circumvent not only the ownership of intellectual property but also disrupting the personal lives of these individual/s with drastic means, without positively utilizing them for Sri Lanka's development process to become a "Wonder of Asia".

02. De-Mystifying Intellectual Property

The intangible thought process of evolution of the human mind has been consistently enhancing with the explosion of information technology and the globalization perspective. Hence, in this knowledge based economy, Intellectual Property is one of the prized invaluable assets to a country, depicting the creativeness of its citizens. As such, the factors such as age become irrelevant when considering intellectual property. Inventors /Innovators are thus considered the "out-of-the-box" thinkers who provide solutions to issues, processes and technologies in a new perspective, which impacts the traditional methodologies of thinking from an evolutionary standpoint. Hence, if there were no innovations/ inventions, it is hard to imagine the sole continuation of present humanity, as a whole.

Furthermore, when considering some of the "un-documented" innovations/ inventions such as fire and language (communication), the issue of structured methodology is constantly challenged, similar to the "chicken or the egg" situation. Whereas, in the case of theories such as the "chaos theory"⁴, it constitutes a constant methodology which impacts all areas of human existence.

Thus the complexity of the inception of intellectual property is in reality, intangible and debatable even in the present context. It is due to such issues that there consist of structured and legitimate mechanisms for protecting Intellectual Property. This applies to even presently world-wide used articles which go beyond scientific theories but with different interpretations, such as religious doctrines.

In generic terms, inventions and innovations consist of both legitimate and illegitimate objects such as processes, technologies, software programs, workable ideas, new sciences and knowledge, articles, related arts, even introduction of new forms of species, to some extent. Nevertheless, in general, the granting of a patent⁵ considering intellectual property is decided on its use for the betterment of the society and assisting the development of science. On the other hand, when considering for example the airplane, as an invention, it was, is and will be used in both military and civilian purposes, which challenges the theoretical statements and legislations of defining an invention/ innovations' usefulness.

1. Person/s who enhances an already existing invention

2. Person/s who invents, especially one who devises some new process, appliance, machine, or article; one who makes inventions.

3. Person/s who organizes and manages any enterprise, especially a business, usually with considerable initiative and risk.

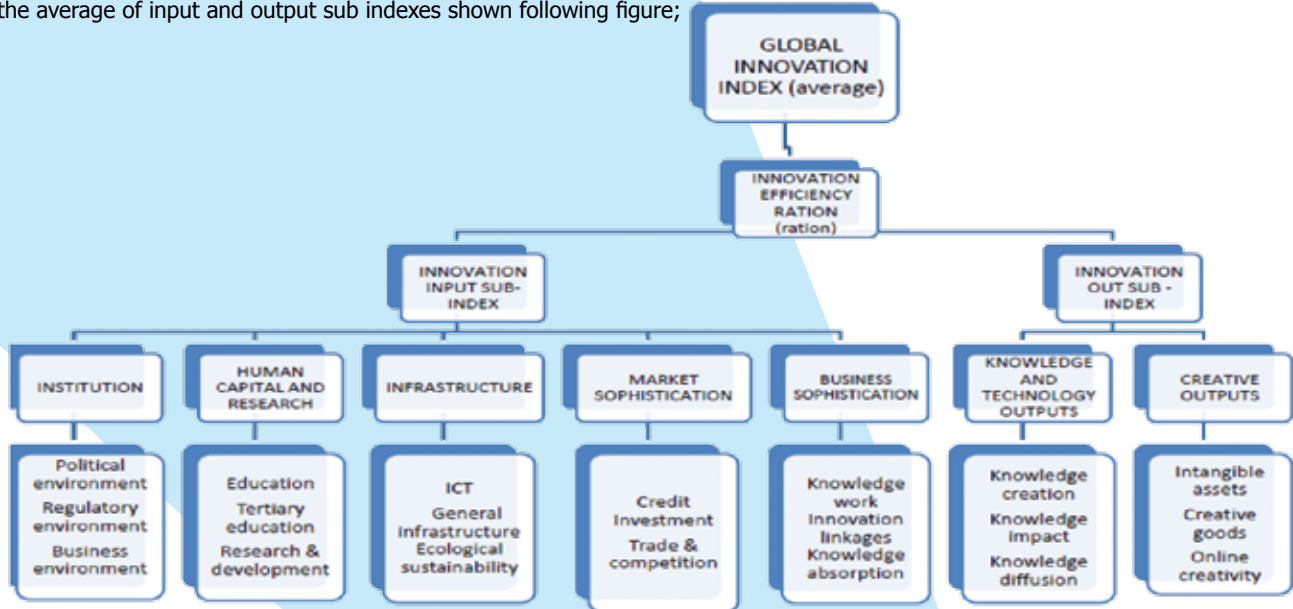
4. A theory, applied in various branches of science, that apparently random phenomena have underlying order

5. The exclusive right granted by a government to an inventor to manufacture, use, or sell an invention for a certain number of years.

Furthermore, in general, any theory that first formulates a new invention/ innovation depicts the thought/s of the human mind which proceeds over past and current theories, which were also formulated earlier by humans. Thus, the real asset stems from abstract thinking, which is a considered an intangible in initial form till its actual physical production.

03. Global Innovation Information

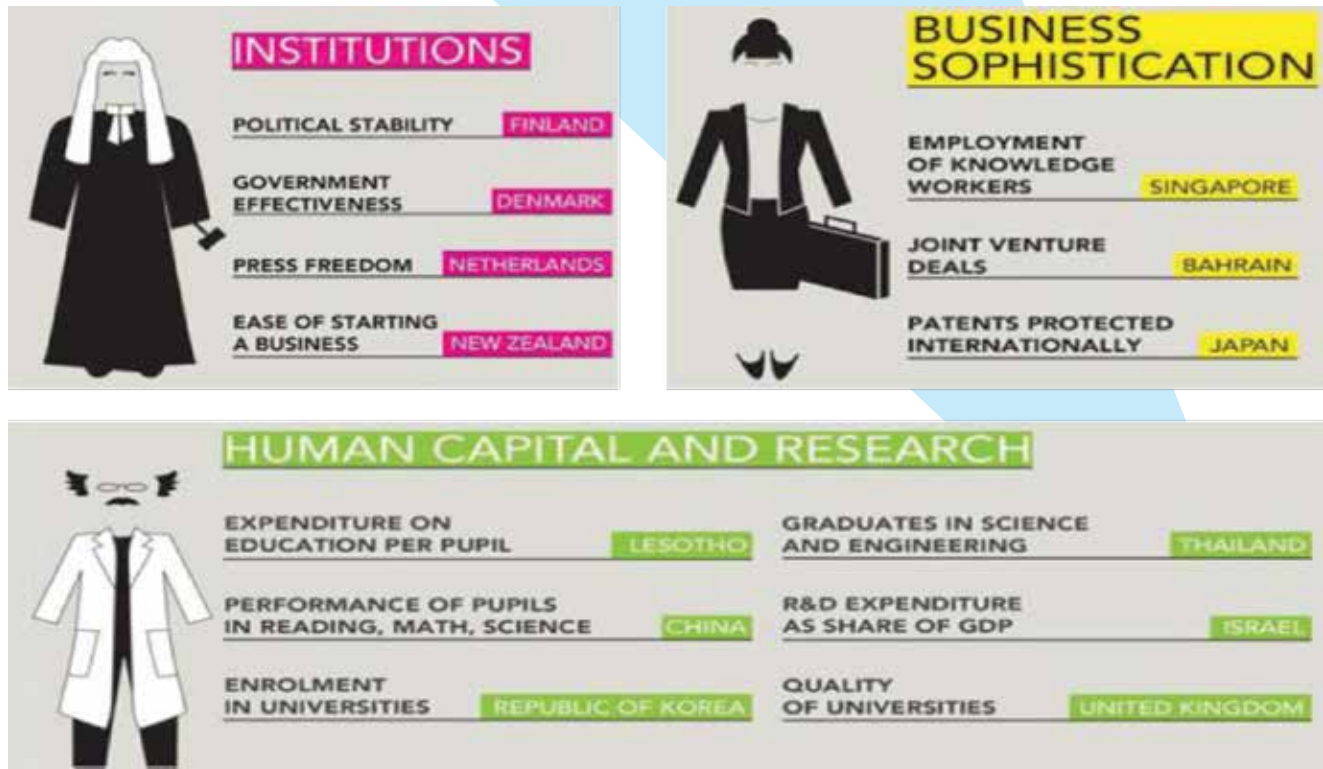
When considering the Global Innovation Information, it is gathered via an Indexing mechanism which consists of the calculating the average of input and output sub indexes shown following figure;



Source: (wipo.int & Sri Lanka Inventors Commission 2013)

Extending the sub-indexes depicted country-wise in pictorial format Source: (wipo.int & Sri Lanka Inventors Commission 2013)

Innovation Input sub-index.



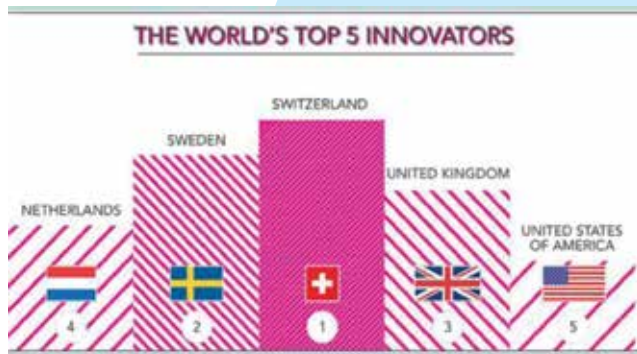


Innovation output sub-index.



What's more, when considering innovations and inventions in a global perspective taking into account the Global Innovation Index, developed countries such as Switzerland, remains the foremost dominant nation, as depicted below;

Global Innovation index 2013: Main findings



Source: (wipo.int & Sri Lanka Inventors Commission 2013)

In Summary, for these counties to remain competitive and dominant, factors such as high-quality realistic education, good income, high GDP⁶ is essential as a whole, whilst also consisting of forward thinking cultures with clear, concise and unbiased mission-vision mind set which actually "walk the talk."

6. The Gross Domestic Product or GDP⁶ is a measure of all of the services and goods produced in a country over a specific period, classically a year.

Moreover, such countries overall economies are less negatively impacted by "group political agendas" since their legislative authorities are independent in operation.

04. Actual challenges faced in the Sri Lanka for start-up Innovators/ Inventors

Though diversified legislations are found globally for protecting intellectual property in Sri Lankan Perspective, the typical life of a patent is 10 to 20 Years, after which it will be publicly available for anyone to share, develop, market and gain profits. Therefore, in this instance, there consist of a loophole pertaining to the protection and assisting the original inventor/ innovators' ownership. This is due to the fact that the Sri Lankan legislative process, checks and balance mechanisms and coordination form relevant institutions are lagging behind in the execution and enforcement processes, thus creating ample opportunity for select and powerful authorities and individual/s to steal and exploit these invaluable creations for their own means. In addition Since the Intellectual Property Office and Sri Lanka Inventors' Commission is segregated, just for maintaining patent documents, Inventors/ Innovators need to pay an annual increasing fee. This it has become a "money making business" rather than actual execution.

Similar instances occur for Copyrights⁷ and Trademarks⁸ in Sri Lankan perspective, thus marginalizing the creativities and de-motivating start-up inventors/innovators, which is a tragedy for the country, effecting its growth potential and self self-sufficiency.

The Software Industry in Sri Lanka is also a grey area in this matter, since actual verification of intellectual property is lacking and that some of the developers tend to merely copy an open source project done by a university group or international organizations, thereby applying for patenting without originators' consent. It is similar to plagiarism in writing research papers.

Also is the fact that school inventor clubs and some of the leading engineering institutes are not educating the students pertaining to intellectual property in a process-wise methodology. For example, when school inventors or institutional student inventors are exhibiting their creations, it is a duty of these intuitions to apply for patent applications or other means of a safety mechanism, before

exposing for exhibitions. This creates at least a safely measure for these young intellectuals when presenting their ideas and knowledge, due to the fact that anyone could pilfer their knowledge and apply for patenting, thereby loosing the originators ideas.

What's more, when considering new inventions and innovations pertaining to renewable energy, this issue is magnified, since the Sri Lankan energy sector is monopolized by few selected institutions and individuals who are acquiring large amounts of un-accounted profits.

05. Recommendations

The execution of process of safeguarding Sri Lankan Inventors/ Innovators and their assets should be enforced unbiased and independently with genuine interest, by proceeding with the sections depicted by the Act No.53, 1979 – Sri Lankan Inventors' Incentives, which was formulated by Late Prof. Laksham Kadiragamar and assistance provided by Late Hon.Lalith Athulathmudali. It

should be noted that this Act was revised again in the year 2003 to comply with Trade related Intellectual property Rights Agreement and enacted as Intellectual Property Act No.36 of 2003.

Furthermore, independent self-governing checks and balances should be carried out to ensure the actual execution is being done accordingly.

Ensure that all Inventors/ Innovators are part and parcel of the society and formulate appropriate human rights legislations for safeguarding their personal status when enforcing their knowledge and skills to the Sri Lankan society.

Educate the general public on the legislative acts pertaining to Patents, Trademarks, Copyrights, Intellectual property, for understanding the gravity of inventions and innovations for the benefit of Sri Lanka (visit sites : www.slic.gov.lk, www.nipo.gov.lk)

7. The exclusive right to make copies, license, and otherwise exploit a literary, musical, or artistic work, whether printed, audio, video, etc.: works granted such right by law, in Sri Lanka it is protected for the lifetime of the author or creator and for a period of 70 years after his or her death.
8. Any name, symbol, figure, letter, word, or mark adopted and used by a manufacturer or merchant in order to designate his or her goods and to distinguish them from those manufactured or sold by others. A trademark is a proprietary term that is usually registered with the Patent and Trademark Office to assure its exclusive use by its owner.

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Possible internet marketing strategies for service industry

Hitting three billion mark on usage limits, internet has penetrated our social behaviors, affairs, work life and ethics. It is yet the most influential innovation in 21st century human civilization that has transcended the scope of social interactions. With such dependency on day today activities, internet has generated divine power over public media. Modern trend suggests that the internet penetration is increasingly experienced in developing world. And the users of internet are more likely to use mobile means like mobile phones, tablets in their browsing activities. Which paved the way for amplification of browsing time and downloading capacity. Social sites like you tube is being used by more than 1 trillion users around the globe. Every Minute, more than 100 hours of videos are being uploaded to You Tube. More than 1.15 Billion users of face book are responsible for 80% of purchases of online apps. According to Simon New Media study, (2009) more than 43% of the Facebook users in USA are visiting Facebook multiple times per day. Hence the notion that internet is reward full has been proven through real life facts. Due to this fact many business ventures tend to invest on internet and social media tools. More than 30 million businesses are maintaining active FB fan pagers out of which 19 million businesses have optimized their fan page to mobile phones. Businesses has no hesitation in investing heavily on social media, although social media, marketing is only one of the components of internet marketing. There are also other tools and methodologies at the disposal like SEO, E-mail Marketing and Content marketing.

What is internet marketing?

The term internet marketing is identified by many people as "marketing activates carried out through internet/ online means and methodologies. This will not be restricted to mere advertising on websites but followed up with various activities like social media events and interactions. Although the roots of internet goes back to 1960s' it was not until 1995 that the internet was used as a commercial mode. Earlier the internet was strictly used for education and knowledge sharing purposes. In 1995 businesses have managed to ease the barriers for internet marketing. Today the concept of internet marketing stands on main three principles. Those are

- **Personalization:** Today the internet media doesn't generate common messages suited for mass audience. In fact they try to customize their message with you attitude as much as possible. Various analytical tools are used for this purpose.
- **Immediacy:** Journals in hard copy format can exists without modification or amendment, but can it be done in the same way to an online news website? What would happen if the Sunday times have not updated the latest newspaper on their web? Then the readers would be disappointed. What would happen if bloom burge stop updating information for one hour? Other than any other media online publications needs immediate updates. It is highly requested by the audience to have uptodate information in today's websites.

- Relevancy: Even the Web has its target audience. Without attending their information quest websites cannot maintain their constant level of viewership.

These main principles are basis of maintaining an effective internet marketing strategy. Many companies have based these principles as their main frame work.

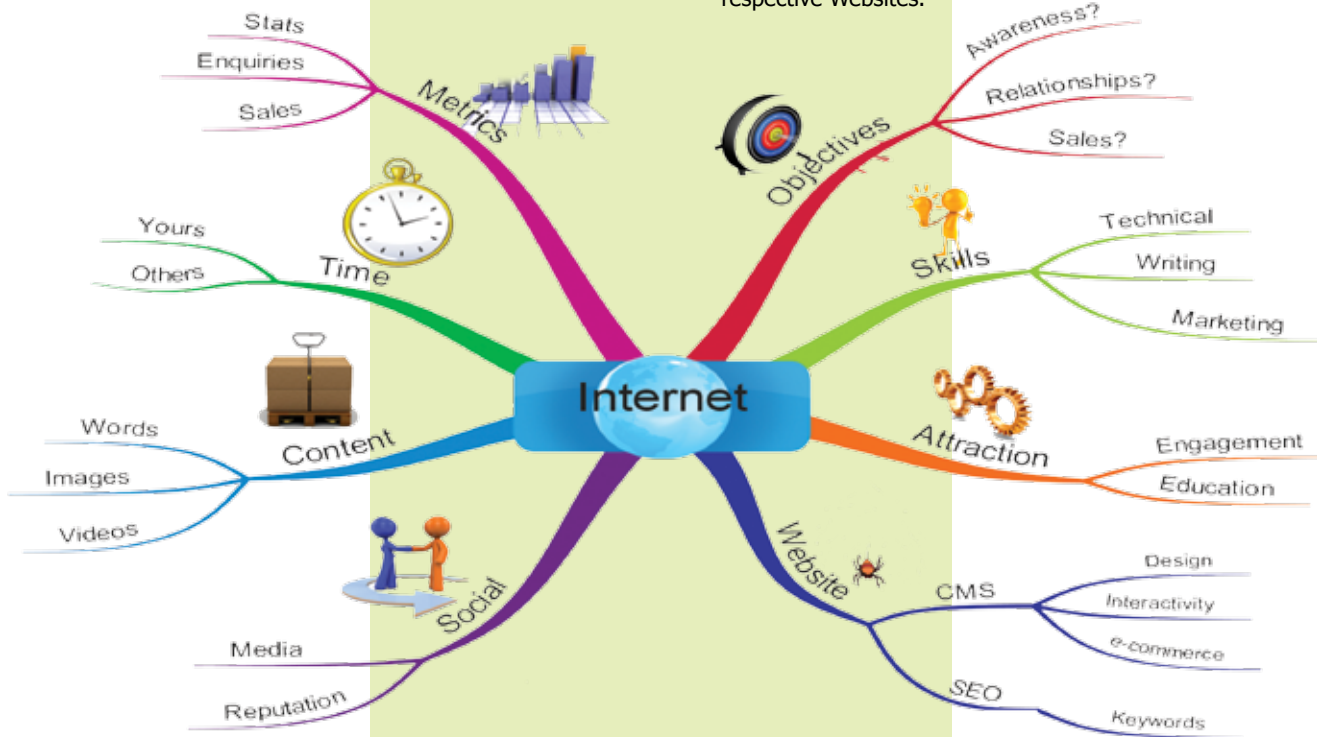
Main Internet Marketing Strategies.

Internet marketing experts have identified following main three strategies.

- 1) Search engine optimization (SEO): Search engine optimization is the strategy that would increase the viewership of the particular website by bringing up the website name to a higher ranking in a search engine result page. In order to do this the web site owners should use various strategies one of them would be maintaining higher index pagers in a website. If the number of indexed pages are high in a web site, there is a possibility that each page would have a higher rate of viewership. Another strategy would be creating inbound links among other sites where other related web sites would lead the viewer to your web site. Example: You go to FB and there is a banner on "Singer" discount, click that and you will automatically land on the "Singer Sri Lanka" Web site. Use of key words is another method to attract more viewers. There are two ways a website holster can use key words. One is that establishing an easy common keyword that any browser would use. This is an expensive method therefore those who cannot afford this method would prefer using Long tail

key word, that is not as common and easy but specific and focus. Key words would create a traffic towards your web site which will eventually increase the viewership of the site. Traffic is the number of visitors viewing a web site at a given time. If the traffic is higher the viewership is also higher.

- 2) Email Marketing: This is the practice of using Electronic mail system to promote and aware your products via online means. There are more than 3.2 billion Email accounts in the world and more than 95% of online consumers in USA have e-mail accounts. Out of them 91% of the users check their mail at-least once a day. Due to the increase in IT infrastructure development projects in developing world there would be more email users in near future. Most email campaigns focuses on tools like E-Banners, discount vouchers and landing pages. However, many internet marketers miss use the e-mail data bases and sent irrelevant information to wrong audience. As a results the open rate of emails are less. And more likely your commercial mail address be highlighted as a spam. In US two third of the email users are irritated by irrelevant emails. Moreover, if the strategy is utilized properly it proves to be reward full.
- 3) Social Medea Marketing: This process is referred as set of activities that are focused on use of Social Medias like Face book, Twitter, Linked In to promote the products and services. This is by far the most influential and reward-full strategy used by many industrial experts. As the number of internet roamers are very high in these types of websites. Hence the companies can improve the traffic to their respective Websites.



Although these marketing strategies are use full, a given business venture cannot use those isolated. They should be used par with other tools and strategies. To analyze this we would have to analyze the industrial practices and norms.



Industrial practices on internet marketing.

Amazon:

Being one of the main E-commerce sites in the world Amazon has utilized the strategy of internet marketing with perfection. They were among the most pioneer web sites to launch E-commerce concept. When the strategy being put under a microscope few distinguish approaches can be found. The first most thing they did was maintaining higher server speed in the web site. This allowed the potential customers to browse among the website quickly without any waiting time. Hence the customer had time to do window shopping. Another strategy that they used was cross linking their own website with relevant product pages. By this method Amazon make sure that customers would have easy access to their product information. Also customers were roaming in the same website for longer time period as the backlinks are linked the different pages in the same website. Another strategy that they are using is that data mining technologies that would help websites to analyses the behavior of the customers. With this, Amazon can customize or personalize the online shopping experience. Once a customer search products the server memorize those information and more sooner the customer enters to the website next time the similar set of products appear. Also the customer will be recommended with likely products. These strategies are targeted at White hat SEO (search engine optimization). According to their CEO "Jeff Beso" the company wants to be as much as innovative, on their customer experience.

South west Airline:

As one of the most talked about airlines among airline passengers "Southwest" has made huge impact through their internet marketing strategy. They have not only used the online means to promote the services but also to link with the customer and share deeper connection with them. A phenomena also known as relationship marketing. They have two aspects in their internet marketing strategy. One focuses

on various product deliveries like Digital rapid reward program and mobile boarding pass are some of few innovative services. Digital rapid reward program is a loyalty system that regular customers can redeem with their ticketing and other service costs. And the mobile boarding pass will allow customers to pass the security barriers at a time of emergency. Both those facilities are fully online based services and they use banners and back linking methodologies on sites like twitter, Facebook, Linked in. So that the customers have the top of the mind recall about "southwest". They also use the SEO methods utilizing Key words like 'book flight', 'cheap flight' and 'compare tickets' where the customers have many opportunities to get exposed to 'Southwest' products.

The other part of their internet marketing campaign focuses on experience marketing and relationship marketing concepts. The Blogs like "Nuts About the southwest" are entirely focused on employee experience of their work life. This Blog is also connected to Facebook and other social media websites. Hence it has earned rapid awareness among the community. The southwest site have more than 15 million monthly visitors and more than 2 million face book likers.

Banking internet practices.

Many international and national banks have established their banking activities in internet. Mobile banking and online banking are common terminologies for masses. If you carefully analyze the international trends on banking internet marketing activities set of strategies can be identified. One of the main tactics would be content marketing. Content marketing is effective especially in sectors like finance and banking because the trust is key in their service. The content marketing can bring visibility and evidence that will boost the customer confidence.



In simpler terms content marketing means designing your web site with solid visual and audio background where all the values and the products are highlighted at its best. It may include product simulations, tryouts and different scenarios. When it comes to services, the tangibility is very hard to depict. Hence, contents are comprised with experience like customer comments or videos of proof, as it would increase the trust and loyalty of the customers. Redirecting s another strategy that is being used by the banks so often, According to this strategy the customer is compelled to return to the company (Bank)

website later. As the frequency of banking service is very high and with the products deliverables changes all the time any given customer is expected to return to the web site sooner. If it doesn't happen then the lean towards losing the customer is high. Most of the international banking ventures focuses on digital ads like e- banners and pop ups. And they also target search engine marketing, while some significant portion is allocated for social media. More interesting fact is that most of the banks search engine and digital ads budgets are higher than the social media budget. Reason being social media audience has higher number of teenagers who will not be doing direct banking activities. But every now and then people would search for information that makes the search engine marketing more approachable to masses than just social media marketing.

What are ideal strategies?

Looking at those industry examples following findings can be concluded.

✦ **Integrated social media marketing strategy than individual strategy.**

Most of the service organizations are using the Facebook as their main form of internet promotion. But mostly they don't measure the effectiveness of those methods. Sometimes your target audience is not there in Facebook. Particularly in FMCG industry and fast moving electrical products market the grasp is high, therefore impact from face book is less. Those products needed to be reminded daily and frequently. Due to the above fact along with Facebook search engine marketing should be used. On the other hand businesses like studios, beauty parlors, Fashion wear, wedding solutions they would heavily relies on Facebook. Moreover the service ventures have to determine where there target market is. Depending on that they should allocate the budgets for social media marketing, search engine marketing and search engine optimization.

✦ **Create a personalized experience.**

There are many products you offer but do each individual need all those? That is a question that most internet marketers don't ask themselves. That's where the factor of personalized experience come in to play. If an individual customer feels like the products are harder to find or irrelevant for that matter. They will drift from visiting the site. Service organizations should use possible online analytical software to analyze the behavior of the customers and depict the products and information that are more sensitive to them.

✦ **Proper Content marketing strategy.**

Content marketing is one of the immersing techniques used by internet marketers around the world. It is vital to use content marketing strategy in service industry as it will bring tangibility to the intangibility. In other words the quality, service and experience are intangible elements of service industry. To show those elements physical evidence should be used. Only way to do that is by content marketing.

✦ **Proper measurement systems of ROIs.**

The return on each invested strategy should be compared with its respective cost. If the strategy proves to be ineffective then the company might have to look for alternative methods. Most of the service ventures over spend their budgets on social media marketing when they could have ideally focused on search engine marketing and optimization.

Hence the service industry should look more innovative way to please their online audience. And get out from the clutches from traditional myopias. To do that they need censorship in their internet marketing investment. Also the service industry should spend more time in analyzing the customer behavior and the effectiveness of their internet strategy than just dumping money to promotions.

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Managing and Conserving RAIN WATER FOR THE FUTURE



Water is an essential element for all living organisms. Water is also important for the sustenance of biodiversity, ecology and overall health of the planet Earth. Due to the unique characteristics of water its uneven distribution, complex hydrological cycle, good management of water is especially challenging.

Water has also a social, environmental and cultural values in addition to its economic value. Sri Lanka's Civilization like many other is based on water. Our ancestors conserved water not only for irrigation and domestic purposes, but also for conservation of the environment, retention of soil moisture and maintenance of the water table. The famous quote of the Sri Lanka King, Parakramabahu the Great (1153-86 AD) that "Let's not allow a single drop of water to flow into the sea without being used for the benefit of mankind.", is an indication of the commitment of the ancient rulers and the people to conserve water and minimize the run off.

Today, deforestation, and agriculture activities have lowered the ability of watersheds to retain water in nature, decline in soil moisture and a fall in groundwater levels. In mountains

and foothill regions, fields without natural barriers, the runoff rainwater cause soil erosion, landslides and the occurrence of local flooding. Soil erosion can also cause rapid silting of reservoirs. In the cities too, water suffers the same fate as rural areas. Many open areas are covered by concrete and rain water falling on them and roofs are carried away by sewers to the nearest streams or canals. Cities, whose locations were once selected for their rich sources of water, now go to extreme lengths to transport water from long distances and purify at a high energy cost and at the same time as sluicing away all the rainwater that falls on their own land.

Recent climate change prediction studies have indicated that Sri Lanka will experience high variability of rain fall. That means wet areas will get wetter and dry areas will be more dry, and intense rain can be expected within a short period. Therefore the simple solution in this case is to increase the retention of water that is received during the rainy periods to be used during the non rainy periods.

Rain Water Harvesting

Rain water harvesting is defined as collection of run-off rainwater for domestic use, agriculture, soil conservation, and environmental management. Rain Water Harvesting or 'Roof Water Harvesting' (RWH) techniques is successfully used in rural areas has been supplementing the conventional sources of water supply since 1995.

Methods of Rainwater Harvesting

Broadly there are two ways of harvesting rainwater.

- (i) **Surface runoff harvesting:** Which collect rain run off which drains from the land or covered area (car park, road etc).
- (ii) **Roof top rainwater harvesting:** Collection rain water which fall on the roof of a building

Rain water usage

- ☼ Clean water source for all domestic purposes including drinking in water scares area (Chronic Kidney Disease effected)
- ☼ Supplementary source in households for toilet flushing, gardening, washing, laundry ect
- ☼ Factories, public building, hospitals and schools where there is large use of water and have large roof area.
- ☼ As emergency water in fire fighting
- ☼ Reduce flooding and storm drainage which is experience by many cities due to increased paved and concrete areas preventing rainwater permeating underground.
- ☼ Rain water can also be directed to recharge the aquifer thus increasing both the quality and quantity of the ground water table.
- ☼ Energy Saving (reduction in cost of water treatment and pumping)

Different Types of Rain Water Harvesting

1. Domestic use: Rainwater is one of the purest sources of water available as it does not come into contact with many of the pollutants often discharged into local surface waters. It comes free and can be used to supply potable (drinkable) water and non-potable water. Roof water, if collected properly, it can be used for all domestic purposes including drinking. It is a clean drinking water source for rural areas where quality of the available water source is poor (Chemically or biologically) or in areas where water sources are depleted.

Even though Sri Lanka has a relatively high rainfall, it varies both temporally and spatially. Some areas can experience extreme dry spells between monsoons or on occasions a total failure of the monsoons. Several dry zone districts of Sri Lanka experience prolonged drought, causing tremendous hardships to people. Rain water harvesting systems constructed in Hambantota, Moneragala and Anuradhapura were able to use rainwater stored in the tanks for as long as 5 -6 months during this period. (Ariyanbandu & Aheeyar, 2000).

A small roof area of 50 m² in Hambantota district (900 mm annual rainfall) collected into a 8000 liter tank can give a daily service level of 60-70 liter of water during the driest days. This is enough for drinking and cooking need of a family of 5 (10 liter per person per day). If you increase the roof area or the tank size you can increase the service level.

In Sri Lanka Rainwater harvesting has brought much relief during times of droughts, in areas affected by tsunami, for settling communities and areas affected with Chronic Kidney Disease of unknown etiology (figure 1) . At present, more than 40,000 domestic rain water harvesting systems are in operation throughout the country.



Figure 1

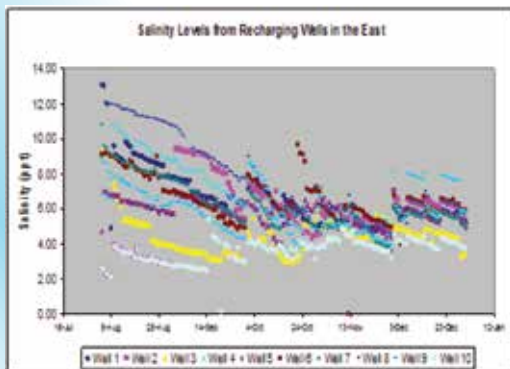
2. Agriculture use: Estimated 96% of the water withdrawn is used for agricultures activities in Sri Lanka. Of the total rainfall, on average around 60% of rain water is lost in the form of surface run-off. Thousands of small irrigation tanks of varying sizes and shapes, particularly in the dry zone, build by our ancient rulers collects and store rain water to provide water for domestic activities and also for crop production. However, many small tanks are dilapidated and/or silted and need rehabilitation.

In some parts of the dry zone, small ponds called "Pathahas" found in the home garden have been used to collect and store rain water. Such a water collecting system on farm has enable farmers to cultivate crops during the dry seasons. A study was carried out in Kurundamkulama(a village in Mihintale in Anuradhapura District) to harvest/collect run-off rainwater in tanks. The maha rains were collected in 5 m³ run off tank (Figure 2). Water collected was used during Yala for crop production. As a result the incomes of the families in the study increased substantially (Weerasinghe et al. 2005). Collection of run- off rain water not only conserves water but also reduces soil erosion and degradation of the land.



Figure 2

3. Ground Water Recharging: recharging systems are has known to replenish the ground water and improve the quality and quantity in dug well and bore well yields. A recharging system is to direct the surface or roof run off rain water into ground water table around or into the contaminated (saline) or dry up wells in order to improve the quality and quantity of water in the well. A study conducted in Nikaweratiya on the use of pathahas (Figure 2) (Shanthi de Silva, 2005), shows that these elevate the ground water level, thus increasing the quantity of water available for both domestic and agricultural use even during the dry season. Also, roof water directed into wells with high salinity levels after the tsunami in the southern and eastern coast, reduced the salinity levels drastically within a short period (Figure 3) .

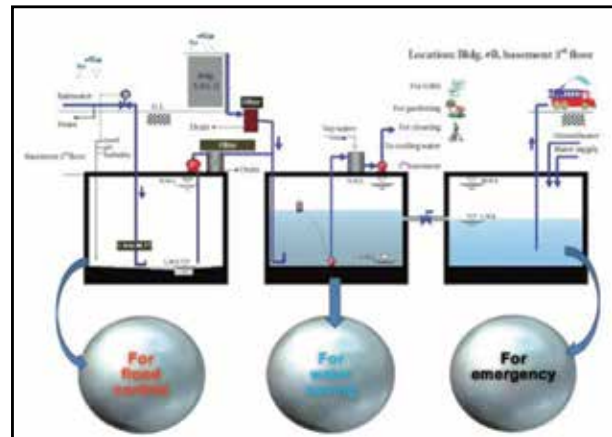


4. Flood control: Sri Lanka has been experiencing frequent flooding during last few years. Cities are specially affected due to sealing off of large surface areas by increasing the water- impermeable surface such as building , asphalt and concrete; filling of marshy land where flood water was retained, encroachment of canal banks by unauthorized constructions thus aggravating the poor condition of drainage, obstruction of the drains by dumping of waste, under capacity and ancient drain systems. On site

detention, common features of modern urban drainage systems, is adopted by some countries, to cope with under capacity street drainage and for flood and erosion control purposes.

Example is seen in Star City in Seoul Korea. The City receiving average annual rain fall 1274 mm is subjected to frequent flooding.

Star city, Consisting of four 35 story blocks collects rain water from all 4 buildings into 3 separate storage tanks each of 1000m³. One tank is for water supply, one for flood therefore kept empty during rain period and one tank is kept full for emergencies (figure 4) .



5. Commercial and Public Building: with large roof areas and in need of large quantity of water, rainwater harvesting can provide water for production in industry and for supplement pipe water use such as for gardening and sanitary facilities in public buildings. Example of such use is the Millennium Information Technologies Ltd. located in Malabe is a state of the art software company with about 300 occupants in a 12,000 sq.m. facility. Rainwater from roof areas are collected and stored in ponds. The system which is designed for a 90 day dry period uses rain water for toilet flushing, gardening and washing and meets about 75% of the water demand, thereby contributing significantly to water conservation and an example of a company's commitment to Corporate Social Responsibility of conserving natural resources.

Rain water harvesting policy

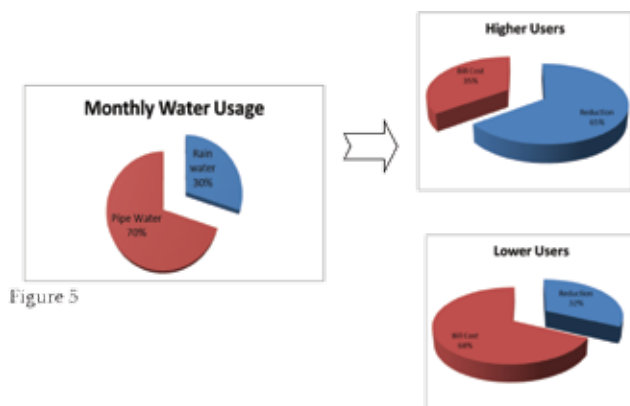
Realizing the importance of rain water harvesting as a solution to overcome the water scarcity in the country the government of Sri Lanka passed a National Policy and Strategy on Rain Water Harvesting in 2005 . The policy objective is aimed at encouraging communities to control water near its source by harvesting rain water. Thus aiming to, minimizing the use of treated water for secondary purposes, reduction of flooding,

improving soil conservation and groundwater recharge, providing water for domestic use with adequate treatment, agricultural benefits and reduce energy consumption. As a policy recommendation a regulation has been gazetted on the 17th April 2009, which makes rain water harvesting mandatory in certain categories of new buildings in areas under municipal and urban council jurisdiction .

The importance of promoting this concept was further emphasized when a declaration was signed by the relevant minister of 5 SAARC countries during an International workshop held in Kandy, Sri Lanka in 2006 and the mention of rain water harvesting in the SAARC Declaration made in Colombo 2008 .

Economics Benefit of Rain water harvesting

A study indicates that on average, if 30% of the household water requirement is met by rain water, 30% - 60% of the water bill can be reduced in low water user (less than 25 units) and high water use households (more than 25 units), (figure 5) respectively . Rain water that falls on a roof of 1,000 sq m in Colombo during a period of one year would be around 1.7 million liters and the actual cost of this amount of water would be around Rs. 73,100 (since estimated Rs. 43 is spend by NWS&DB to produce 1 unit (1000 liters) of water). The cost of rain water harvesting system is only during installation. Once the collection system is installed there is no additional cost involved except perhaps on maintenance and pumping(if need).



If the NWS&DB or the government encourage user to supplement their water need through rain water they too can save on the subsidiary as well as have more water available for distribution to larger population.

Recommendation

Rainwater harvesting promotes self-sufficiency and fosters an appreciation for water as a resource. It will also foster a growing sense of harmony with rain and usher in era of decentralized, small-scale technologies which will bring about

sense of harmony with the environment. Rainwater harvesting together with water conservation should be integrated into planning and design stages in buildings and cities. Future cities should incorporate into their urban planning and design a network of open spaces and green corridor's and serve as integral element of city's drainage infrastructure and floodways for flood conveyance. These infrastructure will become multiple functional and deliver of the traditional urban water services of water supply, sewage collection, treatment and disposal and drainage and flood protection.

The regulation should be adhered to and various implementing policy should be established to make rainwater harvesting as part of the social system, such as subsidizing the facilities of rainwater harvesting or offering incentives for users. If this is successfully implemented by the authorities and the people, it will ensure that people of Sri Lanka are prepared for the impending water crises predicted in the future due the effects of population pressure and climate change on water resources.

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BE CAREFUL IN PRICING PRODUCTS



Pricing is a very important element in the Marketing Mix. It carries so much importance due to many reasons. One of those is that Pricing is the only element of the Marketing Mix that generates Revenue for the organization. All other elements produce Cost. Price is a major determinant that can influence the choice of a Buyer. This fact is the other important reason. Out of all the elements in the Marketing Mix, Pricing is the most flexible. On top of all that, organizations should keep in mind that mistakes in Pricing could lead to loss of Market Share, Revenue, and Profits.

In managing an organization, there has to be an objective in every decision that is made. There are several objectives that are associated in making a Pricing decision.

- Survival of the organization
- Maximizing Profits
- Managing Cash Flow
- Return on Investment
- Improving Market Share
- Attaining Product Quality Leadership

In order to attain the above mentioned objectives, there are some factors to consider.

- Cost of the product
- Objectives of the company
- The situation of the company
- Customer expectations
- Competitors' Pricing
- Rules and Regulations imposed by Government
- Cost of Distribution Channels

Pricing is not an Operational Decision. It is certainly a Strategic Decision. In Management, there are three Pricing strategies open to be followed in order to achieve objectives of an organization. Those three strategies can be categorized in the following manner.

- Customer oriented Pricing
- Competition oriented Pricing
- Internal oriented Pricing

Customer Oriented Pricing

Under Customer oriented Pricing, the organization would Price its products based on the Customer and Market conditions. The Price is totally determined by what the Customer would be willing to pay. According to this orientation, there are four types of Pricing strategies.



Market Skimming Pricing Strategy

In this case, the highest possible Price is charged from the Customer which they are willing to pay. This will lead to higher level of overall Profit per product. This kind of Pricing becomes handy in situations such as below.

- When an innovative product is introduced to the Market, to which there are no substitutes
- When the Price Elasticity of Demand for the product is less (Ex : Cigarettes)
- For products which the Price is not a major decision making factor (Ex : Branded Cars)
- For products that a higher price would increase the value of the same (Ex : Antiques)
- Where there is a higher Demand in the Market than what can be supplied

Market Penetration Pricing Strategy

In this situation, an organization can set a lower Price in order to penetrate the product into Price sensitive Market segments. The purpose is to sell a larger volume in a quick period of time and expand Market Share. This Pricing strategy can be utilized in cases such as follows.

- When there is a higher level of competition in the Market
- When introducing "Me Too" products
- When the Target Market is too much Price sensitive
- When the Price Elasticity of Demand for the product is high. (Ex : Selling Refrigerators at very low prices)

Psychological Pricing Strategy

Prices are set to induce Customers to purchase goods based on their Emotional reactions rather than on Rational. There are two ways of doing this.

- Image Pricing – Setting a high price to convey an image of high quality (Ex : Ferrari)
- Odd Pricing – Setting a Price which will make the Customers feel that they are getting the product at a bargained Price (Ex : Shoes priced at Rs. 99.90)

Value Based Pricing Strategy

This is a situation where Prices are set based on the Customers' perceived value of the product. (Ex : When quoting for a Catering service, the value that Customer perceives could be used in Pricing the entire package)

Competitor Oriented Pricing

Under Competitor oriented Pricing, the company is guided by the Prices set by its Competitors. There are several Competitor oriented Pricing strategies that could be followed.

Competitive Bid Pricing Strategy

In this situation, Pricing is purely done to match or better the Prices quoted by Competitors.

Competitive Advantage Pricing Strategy

In this method, an organization would offer more features in the product than what the Competitor offers at the same Price.

Internal Oriented Pricing

This is a situation where an organization looks at the Costs incurred in Producing and Marketing the product. Afterwards, a Profit margin that is required will be determined in deciding the final Price. In doing this, Customer requirements or Competitor Prices are not taken into consideration. But; this strategy might be a reason for the company to lose Market Share in the long run.

The approach of Internal oriented Pricing is known as Cost Plus approach. (Ex : Cost of the product is Rs. 100. Profit margin required is 20% (Rs. 20). Final Price is Rs. 100 + Rs. 20 = Rs. 120)

There are other considerations that a company needs to be mindful of in setting the final Price which might occur on special instances due to special reasons.

Discounts

This could be any reduction from the listed Price given to a Customer by a Manufacturer, Wholesaler or Retailer. There are different types of Discounts.



Cash Discounts

Offering a reduction to the Price for paying Cash and purchasing the goods. The purpose of this is to encourage Customers to buy more on Cash.

Quantity Discounts

Offering Price reductions to Customers who buy large quantities. This could be by way of cash or by kind.

Trade Discounts

A Price reduction offered to Middlemen for performing the Distribution function. These Discounts may vary from one industry to another.

Promotional Discounts

Temporary Price reductions are made either to the Consumer or to the Trade in order to induce higher volume Sales. This can mostly be seen during Seasonal periods.

Allowances

Allowances are benefits that the Manufacturer passes to Wholesalers or Retailers. Manufacturers can provide Allowances even to Consumers in order to induce them to buy more goods. Allowances could be in the form of Trade in Allowances or Promotional Allowances.

Trade in Allowances are where the Manufacturer buys back the used products from Customers and offers Discounts to buy new products while Promotional Allowances could be where the Manufacturer provides extra free goods for purchase of quantities or Cash Allowances, prizes or even Financial support for Promotional activities for Trade.

An organization has to take all the above points into consideration in deciding on the final Prices for their products. If Pricing decision is wrong, it will ultimately cause a terrible damage to the entire business. This is simply the reason for organizations to be careful in Pricing their products.

Source : Study Texts, Nishan C. Perera, Sri Lanka Institute of Marketing (2004)



Mr. Dilhan S. Jayatilleke

PhD (USA), MBA (India), FAIQ (CII)

UK, Grad. Dip. in Mktg. (SLIM), MSLIM, ACPM



New CPM Memberships Awarded During October to December 2014

Member

Mr. M. Sureshkumar (MCPM00566)
CEO
Harvard Business School

Mr. M.A. Cassim (MCPM00569)
Deputy Manager-Accounts & Finance
ETA Melco Engineering (Pvt.) Ltd.

Mr. W.D.P.K. Dharmasiri (MCPM00572)
Accountant
Vogue Tex (Pvt.) Ltd.

Mr. W.N.D. Wickramasinghe (MCPM00567)
Assistant General Manager-National Sales (Life)
Sri Lanka Insurance

Mr. A.R. Rajaratnam (MCPM00570)
Accountant
Finlay Cold Storage (Pvt.) Ltd.

Mr. A.I. Wansekara (MCPM00568)
Assistant Manager
Ceylon Petroleum Corporation

Mr. J.W. Outschoorn (MCPM00571)
Zonal Accountant
World Vision Lanka

Associate

Mr. G. Piratheepan (ACPM01015)
Executive
Peoples Leasing - Finance PLC

Mr. U.R.S. Rajapaksa (ACPM01022)
Management Assistant
Ceylon Petroleum Corporation

Mr. V.I. Alwis (ACPM01029)
Accounts Executive
SRS Associates

Mr. M.L.M. Farshad (ACPM01016)
Audit / Accounts Trainee
MSM, Jiffit & Co.

Mr. R.M.U.M. Karunaratne (ACPM01023)
Manager Marketing
Watawala Plantation PLC

Mrs. N.V.K.R. Damayanthi (ACPM01030)
Proprietor
Tax Consultant & Accountant

Mrs. H.D.C.K. Ranaweera (ACPM01017)
Accounts Assistant
Korean SPA Packaging (Pvt.) Ltd.

Ms. W.A.D.C. Stephen (ACPM01024)
Accounts Assistant
Wheels Lanka (Pvt.) Ltd.

Mr. M.A.P. Priyankara (ACPM01031)
Accounts Executive
Ace International Express (Pvt.) Ltd.

Mr. A.C.A. Kalam (ACPM01018)
Junior Accountant
RJ Associate

Mr. M.M.D.I.D Sandamal (ACPM01025)
Accounts Executive
Chello Diary Products (Pvt.) Ltd.

Mr. M.Z. Faiz (ACPM01032)
Accountant
Ali Bin Ali Group

Mr. K.K.A. Sampath (ACPM01019)
Accountant
Fairdeal Marine Services Co. LLC

Ms. P.R. Menaha (ACPM01026)
Assistant Accountant
Supreme Flora Group

Mr. J.H.M.S. Nalaka (ACPM01033)
Accounts Executive
Beira Group

Mr. K.D.M.P. Nanayakkara (ACPM01020)
General Manager
Bureau Veritas Lanka (Pvt.) Ltd.

Mr. C.M.W.B. Chandrasekera (ACPM01027)
Junior Assistant Accountant
Nation Lanka Finance PLC

Mr. M.D.L. Rukmal (ACPM01034)
Accountant
Amaya Leisure PLC

Mrs. D.N.D. Costa (ACPM01021)
Accounts Supervisor
Sri Lankan Airline

Mr. J.D.B. Arinda (ACPM01028)
Accountant
P. Jayanetti & Sons (Pvt.) Ltd.

Journal of the Certified Professional Managers

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Institute's News

CPM hosts 63rd AMDISA Executive Board Meeting in Colombo

The 63rd Executive Board Meeting of the **Association of Management Development Institutions in South Asia (AMDISA)** was hosted by the Institute of Certified Professional Managers (CPM), on Friday, 17th October 2014 at Global Towers Hotel, Colombo.



Left to Right;
Seated Row; Prof. Y K Bhushan, Prof. Lakshman R Watawala
Prof. Dr. Ashok Joshi, Prof. A M Miyan
Standing Row; Mr. Shathif Ali, Dr. Hasan Murad, Prof. Iqbal Ahmad,
Dr. N M Kondap, Mr. C Ramakrishna



The Executive Board Meeting was chaired by Prof. Dr. Ashok Joshi, President AMDISA from India.

Matters pertaining to the Management profession and its development in the South Asian Region were discussed at the meeting. AMDISA also promotes collaboration activities with different Management Universities and



conducts Certificate & Diploma Courses. In addition, the development of Regional Case Studies and promoting these among SAARC Countries were among the issues discussed. Vice President of AMDISA Prof. Lakshman R. Watawala from Sri Lanka and Executive Council Members from India, Pakistan, Bhutan, Nepal, Maldives and Bangladesh were present.



Journal Presentation

Mr. Tharanga Thilakasiri, Member of CPM Journal Committee, during his recent visit to Republic of Korea could present a copy of the CPM Journal to Prof. Gi-heon Kwon Ph.D (Graduate School of Arts & Science, Harvard University).

At present Prof. Kwon is the Dean/President GePeGi (Global e-Policy & e-Government Institute) Graduate School of Governance, SKKU, Republic of Korea. Prof. Kwon is highly respected Professor in Korea and he is the current President of the Korean Association for Policy Studies (KAPS) and he functions as the Commissioner in the Policy Evaluation Committee of the Prime Minister's Office of Republic of Korea.