



# CERTIFIED MANAGER

VOLUME 01 | APRIL 2018

[www.cpmsrilanka.org](http://www.cpmsrilanka.org)



## TOURISM AND ITS IMPACT ON NATION BRANDING

*Prema Cooray*

**Chairman**  
Rain Forest Eco Lodge (Pvt.) Ltd  
& Citrus Leisure PLC.



9772279376001

ISBN 978-955-3729-00-2



ISSN 2279-3763

9 772279 376001

QD/66/NEWS/2018



**LIKE FORTUNE,  
MISFORTUNE  
CAN STRIKE AT  
ANY TIME!**

**So, fully prepare for any unfortunate medical event you or your family may face, with AIA Health Protector.**

- Hospital expense coverage up to Rs. 20 Million in Sri Lanka and Overseas\*
- Worldwide coverage for 250 surgeries
- Covers 37 critical illnesses including Cancer, Heart disease, Stroke and Kidney failure
- Cashless hospital admission
- A health fund at maturity so you can continue to take care of your health

Specially designed for individuals that value the best care with the freedom to choose where they get treated. Live healthier, longer and better with AIA.

**Call AIA Insurance on 011 2310310**

\*Excluding USA and Canada  
Terms & Conditions apply

**HEALTH  
PROTECTOR**

[aialife.com.lk](http://aialife.com.lk)



# Be apped with the



app



## SECURED BANKING ANYTIME, ANYWHERE

with

Fund transfers among own accounts, 3rd party and other bank accounts		Bill payments - Instant, scheduled and recurring
Check balances and transactions		View credit card transactions
Secured One-Time Password and Self-Unlock User ID		Setup standing orders
Cheque book requests and stop payments		Add 3rd party accounts and new billers
Statement download		Find the nearest Branch/ATM/CDM



app

And many more features.  
Download the B app experience now!

<b>STEP 01</b>	Download the 'BOC B app' from	<b>STEP 02</b>
		Visit the nearest BOC branch and submit your B app application form and experience high speed banking

\*Existing Internet Banking users can use their existing User ID along with the Password received via SMS



\*Conditions Apply



Head Office "BOC Square", No. 01  
Bank of Ceylon Mawatha, Colombo 01.

Call Centre  
(+94) 011 220 4444



**ARE WE READY  
TO MANAGE  
MILLENNIALS?**

PAGE  
**04**

**CERTIFIED  
MANAGER**

**CONTENT**

THE INSTITUTE OF CERTIFIED PROFESSIONAL MANAGERS  
**APRIL 2018**



**TOURISM  
AND ITS  
IMPACT ON  
NATION  
BRANDING**

PAGE  
**20**

*Prema Cooray*

**USING NLP  
(NEURO LINGUISTICS  
PROGRAMMING)**

**FOR SUCCESS  
IN SALES**

PAGE  
**16**

**BANGLADESH:  
A BENCHMARK  
FOR THE ECONOMIC  
DEVELOPMENT OF  
SRI LANKA**

PAGE  
**10**

**DECISION  
TREES FOR  
EFFECTIVE  
MANAGEMENT  
DECISION  
MAKING**

PAGE  
**28**

**PRODUCTION &  
CONSUMPTION  
PATTERN OF  
ORGANIC  
FOODS, WITH  
SPECIAL  
REFERENCE TO  
SRI LANKA**

PAGE  
**32**

**DEMYSTIFYING  
CRYPTO  
CURRENCIES**

PAGE  
**14**

**MINI  
ARTICLES**

PAGE  
**40**

**NEWS &  
UPDATES**

PAGE  
**41**

**IMPACT OF DIGITAL MARKETING IN ECONOMY OF SRI LANKA;  
EVIDENCE FROM "REVOLUTIONIZING  
TRANSPORTATION SECTOR"**

PAGE  
**36**

## JOURNAL COMMITTEE

Mr. H.M. Hennayake Bandara (Chairman)  
Mr. S. Vijayapala (Alt. Chairman & Chief Editor)  
Mr. Dilshan Arsakularathna (Secretary)  
Dr. Nirmal De Silva  
Dr. Prabath Karunanayake  
Dr. Pratheesh Pretheeba  
Mrs. Fathima Zahara Ansary  
Mr. M.Z.M. Ashroff  
Mr. Prasanna Dharmasiri

## EDITORIAL CONSULTANTS

Dr. (Mrs.) Kumudini Heenatigala  
Dr. Ranjan Madanayake  
Mr. Upali Ratnayake

## OFFICIAL PHOTOGRAPHER

Fujiyama Colour Lab

## CORRESPONDENCE & INQUIRIES

[certifiedmanager@cpmsrilanka.org](mailto:certifiedmanager@cpmsrilanka.org)

## ADDRESS

The Institute of Certified Professional Managers  
No. 29/24, Vishaka Lane, Colombo 04, Sri Lanka.

## TELEPHONE

+94 11 2590995 / +94 11 3150828

## WEBSITE

[www.cpmsrilanka.org](http://www.cpmsrilanka.org)

The views expressed in this publication are purely personal judgments of the authors and do not reflect the views of the Institute of Certified Professional Managers of Sri Lanka. All efforts are made to ensure that the information published is correct. The Institute of Certified Professional Managers (CPM) is not responsible for any errors caused due to oversight or otherwise.

# EDITOR'S PEN

Welcome to Certified Manager, Wish you a Happy New Year,

Positioning our Certified Professional Manager as one of the pioneer professional journal in Sri Lanka and South Asia in the field of business, management and administration was the target set from the day I took the leadership as Head of Journal Committee and the Chief Editor. This Journal is a very important product of the CPM since it serves as a visibility material, branding ambassador, mirror of CPM events and activities, marketing/promotional product, and a platform to explore and discuss the research findings of CPM professionals, practitioners and academics. Day by day, the target was achieving in a steady and strong manner and maintaining with all high professional standards.

This issue is highlighting an interview on tourism, which is the key pillar of Sri Lankan and South Asian economy. Further, we are exploring 7 thematic articles on the Impact of Digital Marketing; Demystifying Crypto Currencies; Manage Millennials; Bangladesh as a benchmark for SL economy; Effective decision making tool; Neuro linguistics programming and Organic food pattern. In addition, there are two mini articles on Yoga meditation and Dengue mosquito. This mini article concept has introduced on this issue to welcome more young authors to construct articles on small topics, especially on smart phone operation, healthy food menus, grooming and soft skills etc., which reach wider readership network.

This Journal wish cater all kind authors, especially not only the lead authors but also joint authors, mini article creators, case studies, model creations and essence of the main research studies (Master and PhD results) which gives pathway to potential and new CPM members, researchers and entrepreneurs to show case their learnt knowledge and practical experience. Please disseminate this open invitation to all potential authors.

In this challenge journey, I wish to thank the key partners; our authors, the competent review panel of the journal committee, CPM President and Council, and the Printer. I would like to extend my sincere thank note to all my Journal Committee members and Secretary for the support rendered towards the successful delivery the Certified Manager. I look forward to continuing this relationship and receiving your suggestions and feedbacks for making Certified Manager more valuable for our professional network.

It was informed that our Journal Committee Chairman Mr. T. Someswaran who served the CPM Council since its inception as a Governing Council Member and the Chairman of our Journal Committee, recently appointed as an Advisory Council member and Mr. H.M.Heenayake Bandara appointed as the Chairman of the Journal Committee. Our heartfelt congratulations to Mr. T. Someswaran for the well-done contribution for the Journal from the inception stage and best wishes for the new position. Thank you very much.

### **Sinnathamby Vijayapala**

Alternate Chairman & Chief Editor  
CPM Journal Committee

## NOTICE BOARD

We have introduced two new pages for members to share their feelings; please effectively utilize it by sharing your thoughts.

### **FEEDBACK PAGE**

We encourage all members to share your valuable comments, suggestions and feedback for the articles published in this Volume.

### **ACHIEVEMENT PAGE**

Please share your most outstanding national and international level achievement, which we could explore it in the Certified Manager.

### **Please email it to**

[certifiedmanager@cpmsrilanka.org](mailto:certifiedmanager@cpmsrilanka.org)

# අපි

# ලංකාවේ

අපි සෙලින්කෝ



- **1939** ශ්‍රී ලංකාවේ ලියාපදිංචි කළ ප්‍රථම සමාගම **අපි**.
- **ON THE SPOT** වන්දි ගෙවීම ලංකාවටත් ලෝකෙටත් හඳුන්වාදුන්නේ **අපි**.
- සුනාම්, ගංවතුර, සුළිසුළුං ආපදාවලදී දින 14 ක් ඇතුළත වන්දි ගෙවීමේ **අපි**.
- ශ්‍රී ලාංකිකයන්ට සේවය කරන ශ්‍රී ලාංකික සමාගමක් **අපි**.

**අපේ** ශ්‍රී ලංකාව අපට විශ්වාසයි.

CEYLINCO



ON THE SPOT  
ලෝකෙටම එකයි!

## MESSAGE FROM PRESIDENT



With the Sinhala & Tamil New Year Celebrations in the month of April, Vesak Full Moon day falling on the 29th April a holy day for all Buddhists and Poson Full Moon day on the 29th May and 1st of May as May Day celebrated by the working class. The first half of the year will be full of religious activities for Buddhists, Christians, Hindus and Muslims. I wish all our members a happy and contented life filled with religious activities.

It is with great pleasure that I send this message to the "Certified Manager, Volume 01, April 2018". I wish to congratulate the publication of the CPM Journal "Certified Manager" which will carry articles to develop the management profession on national and industry related issues and provide an overall strategy to enhance the profile of Institute of Certified Professional Managers (CPM) while expanding the knowledge base of our membership. As the premier professional management body in the country, we are playing a lead role in the knowledge based society and building a new management culture through education, training and continuing professional development.

Writing a new chapter, CPM brings the Executive Management Education Programs of Indian Institute of Management Ahmedabad (IIMA) the leading Management School in Asia. The very successful

first program on the theme "Transforming Business Organisations to Achieve Growth" was conducted in November 2017 which benefitted senior level managers of reputed organization which included Public Quoted, Multinational, Banking, Finance, Insurance, Industry, Services, Retail, Export, Agricultural & Plantation companies.

I wish to invite the senior management of all private and public sector companies, state corporations, government institutions and individuals who wish to join our next program to be held from 16th to 20th July 2018 the Five Days residential program under the theme "Leading Organisations for Performance; A Senior Management Programme to take Organisations to the next level".

IIMA's Executive Education Programmes are the most expansive management programmes in India, with a portfolio of over 200 programmes which aim to assist the development of outstanding leaders to excel in their fields.

I wish to thank all those who have contributed articles, the members of the Journal Committee and staff of CPM who met regularly and have put in a great deal of effort for making this publication a reality. Also my special thanks to the sponsors for their generous contributions.

*Prof. Lakshman R. Watawala*  
President

## MESSAGE FROM CHAIRMAN JOURNAL COMMITTEE



As the new Chairman of the Journal Committee I think it is opportune for me to share a few thoughts on the Institute's official journal "Certified Manager".

The Journal of any professional Institute is a medium for the expansion of its members' views, dissemination of technical knowledge and the conveyance of news and events to its members. While our Journal has fulfilled these purposes, in more recent past it has tended to expand its scope. This was with a view to making it more informative and readable.

As in the past we are getting ready to publish the e-version of the "Certified Manager" via social media (LinkedIn and Facebook) as well as in our website ([www.cpm.srilanka.org](http://www.cpm.srilanka.org)).

The current issue features an exclusive interview with Mr. Prema Cooray, a legendary leader of tourism, under the theme of "Tourism and its impact on Nation Branding".

I would like to take this opportunity to thank Mr. Prema Cooray and all contributors of articles and others who brought in other contributions to constantly enrich our Journal. I should in particular, thank all advertisers who lent a hand for this publication and hope they continue to keep their trust in us.

May I request all members to consider this as their Journal and use it to improve their journalistic talents and the desire to share their knowledge and experience.

It is my duty to pay a debt of gratitude to the former Chairman of Journal Committee Mr. T. Someswaran, who did a praiseworthy task to bring the Journal to this level in a challenging environment.

I thank sincerely all those who thus far have helped in various forms in the publication of the Journal and also wish the Journal Committee, the Editorial Panel and the staff of CPM headed by Dilshan Arsakularathna continued success in their endeavors.

*H.M. Hemanayake Bandara*  
Chairman

# ARE WE READY TO MANAGE MILLENNIALS?

(CHALLENGES AND OPPORTUNITIES  
FROM HR PERSPECTIVES)

**J.A.G.DILHANI JAYASINGHE**

MCPM, MBA, B.Com, AMA, LICA  
Head of Finance, CMA Sri Lanka





**M**illennials, also defined as Generation Y are those who were born between in the early 1980s to 2000. According to Santiago Gramunt, the Vice-President at AEACP (Asociación Española de Agencias de Comunicación Publicitaria) "Millennials are a generation that communicates without permission. They interact with brands, proposed new products and are very influential with the immediate environment, familiars, friends in the decision to purchase a product. They are brave and curious and what characterizes them and make a difference with respect to other generations is the pursuit of entertainment."

Millennials are different from their predecessors in terms of what motivates them in the workplace. Today, organizations

are made of different generations with potentially diversified cultures, expectations and beliefs so that they need to focus more on how to manage an age-diverse workforce and assist employees to maintain employability throughout their working lives. Understanding the thoughts and feelings of this generational cohort has become essential to managers, recruiters and professionals in Human Resources Management (HRM).

According to Michael Dimock, Pew Research Center, 2018; Howe & Strauss, 2009; Lyons, 2003; Yu & Miller, 2005 the conceptualized reports show the below generational cohort groups and their birth years. (See Table 1). Any organization in the world consists of different generations mentioned below.

## The generations defined

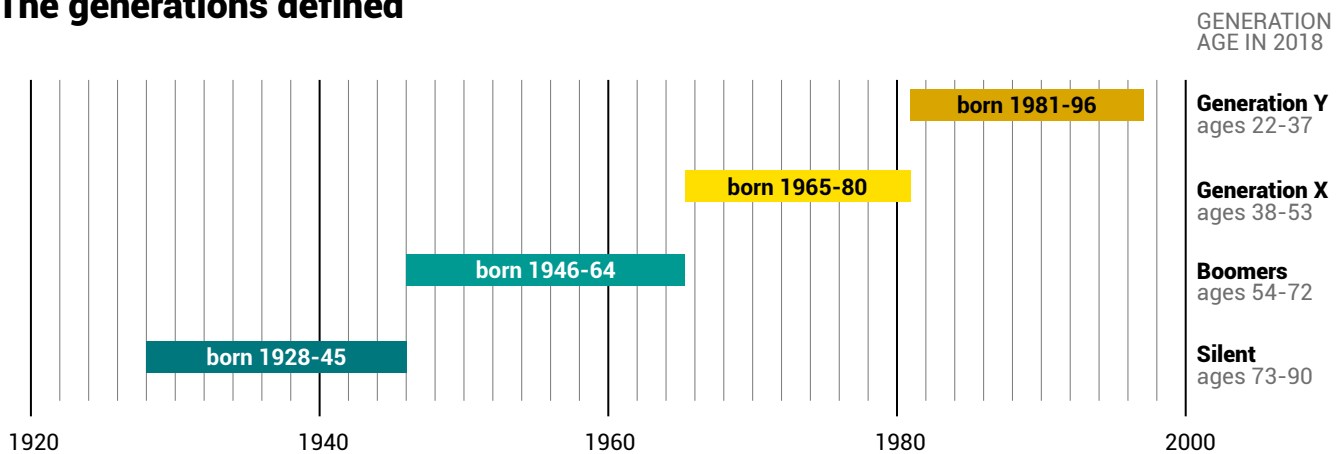


Table -1

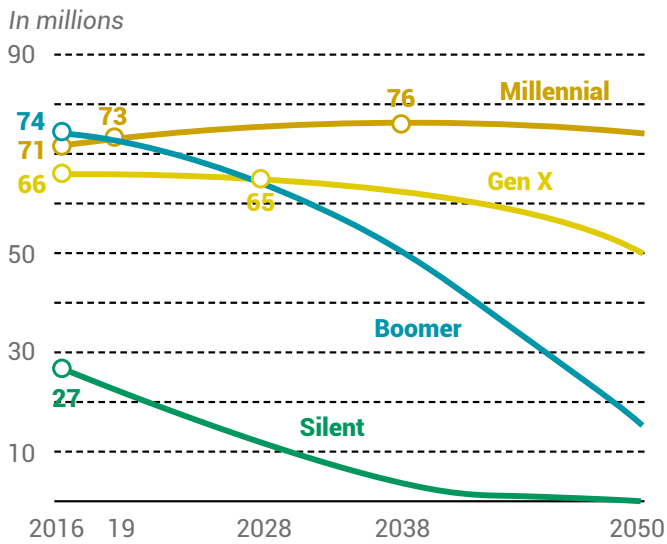
### Pew Research center/2018

In the USA it was estimated over 2/3 of the U.S. workforce will be millennial in the years from 2025 to 2050. (Pew research center "Millennials overtake Baby Boomers as America's largest generation" ,2018).



Characteristics	Baby Boomers
<b>Lives</b>	In family owned home.
<b>Workplace attire</b>	Suit and tie.
<b>Accessories</b>	Wristwatch, BlackBerry.
<b>Works best</b>	In teams, given strong direction on tasks.
<b>Leadership style:</b>	Supportive, hands-on, but with clear delegation of work.
<b>Likes</b>	Face-to-face communication, respect for authority, dedication to work, enthusiasm.
<b>Dislikes</b>	Workplace conflict, competition or disinterested managers.

## Projected population by generation



**Note:** Millennials refer to the population ages 20 to 35 as of 2016.

**Source:** Pew Research Center tabulations of US Census Bureau population projections released December 2014 and 2016 population estimates.

### PEW RESEARCH CENTER

This indicates an enormous opportunity for millennials who are entering the workforce. Furthermore, this emphasizes the significance of them in the present and future workforce. Therefore, employers need to restructure existing environment of the organization to create a better workplace to millennials.

In order to understand the millennials (Generation Y), it is vital to analyze the characteristics of preceding generations and their differences. It will help understanding the differences for organizations to implement strategies and retain them to obtain continuous service to the organization towards positive outcomes. Employers must create a healthy environment to protect the millennials among the different generations. The below table illustrates difference characteristics of generations.

**SOURCE:** Chartered Management Institute of UK/Insight/2015

Based on the review of relevant literature and combined with the characteristics of millennials, they have grown up in a more diversified and competitive environment than previous generations. They are the most racially and ethnically diverse adult generation in the nation's history. (Michel Dimock, Pew Research Center, 2018). The behavior of millennials are mainly building up social networking, effective communication, video-on-demand, digital platforms in the workplace. Therefore, they are creating opportunities and challenges for the organization.

## The opportunities Millennials bring to the organization

Millennials can be described as opportunity creators in the organization. They believe education is more important for their success. Pew Research Center (2017, 2014) shows that the millennials are the nation's most educated generation in history in terms of finishing college education and entering universities. This shows significant increase when compared to the

Generation X	Generation Y (Millennials)
In family owned home	In a shared house or a rented flat with a friend/partner.
Suit and tie.	Casual clothing.
Smartphone	ipad
Given freedom to choose the best process to reach the desired result.	Sociable, consultative, on collaborative projects; given encouragement, training and mentoring. optimistic.
Informal and hands-off; results-focused, with high expectations.	Low; not career focused, build a network of professional contacts.
Deserved rewards, efficient systems, regular feedback, communicating by email or telephone.	Social media, short message, multitasking, frequent rewards and recognition, professional development.
Micromanagement, focus on process rather than results, gimmicky training and incentive programmes, laziness, distraction.	Scepticism, condescension, unclear instructions; feeling an employer does not share beliefs and priorities.

previous generations. This will assist the employers to recruit well educated young people. It has been found that the proportion of female millennials graduates have increased significantly. Absorbing them to the work force, would be certainly enhance the productivity.

They have innovative and resourceful unique skills and also expertise in the use of latest technology i.e. social media, internet, blogs.. They are the early adaptors of emerging technologies, may have an advantage in instinctively understanding and building upon their potential applications (Hershatter & Epstein, 2010). They have shown their abilities on scanning and visualizing situations, multi-tasking, which are key factors for development of modern organizations.

They have become "Brand Ambassadors" since they are well acquainted with social media. This has created a tremendous opportunity for employers to promote business through online resources. Moreover, this also helps HR division to recruit employees efficiently while lowering the cost.

Millennials are assets in the consumer market since they have enormous influence and buying power behind them (Strauss et al., 2006). They are in the age of being a potential buyer for many products and services. They added value to the organization towards understanding consumer behaviors. Thus, the millennials make the biggest impact on the Consumer Market. Organizations could have a competitive advantage to gain more market share without expending more on market research. They also show their interaction with voluntary work rather than previous generations. (Becton et al, 2014).

### Challenges of Managing Millennials (Y)

The goals of the organizations are long-term and mainly focused on profit and growth. To achieve these the employees need to play their role in short time horizons while fulfilling their personal goals. Creating alignment between these sets of goals is a major challenge.

- They are ready to acquire leadership position very soon and are always reluctant to follow senior generation; the main reasons are the knowledge and experience gap, which will create multigenerational conflicts. Showing the overconfidence by the millennials is another reason, through which workplace conflicts with older generations arise. Creating a multidisciplinary and multigenerational culture in the organization is a key challenge.
- They have given top priority to high salary and benefits, work flexibility and the work-life balance. Satisfying all their requirement is not easy for any organization in short term due to the market competition. If they are unhappy, they will quit their current employer very soon. More than 50-60 percent of generation Y leave the work place within two to three years due to the following reasons.

Country	Top Reason to quit	Percentage
USA	Minimal wage growth	78 %
Germany	Excessive overtime	75%
Mexico	Lack of Opportunity on work	84%

SOURCE: Generation\&Y\2015

Similarly, Charles Ford ( Robert Walters ,2015) states that the top three reasons for millennials to quiet job are higher salary and bonus, fulfilling expectations on job and better career development opportunities.

- Many of them are willing to be in the comfortable zone, flexible work schedule, more relaxed office environment, casual wear, text-based comfortable communication methods, lack of rules and regulations. This will destroy the professionalism and acceptable norms of the organization since many people in the society have not transformed their mindset completely to accept the latest changes in technology.

## How to manage millennials

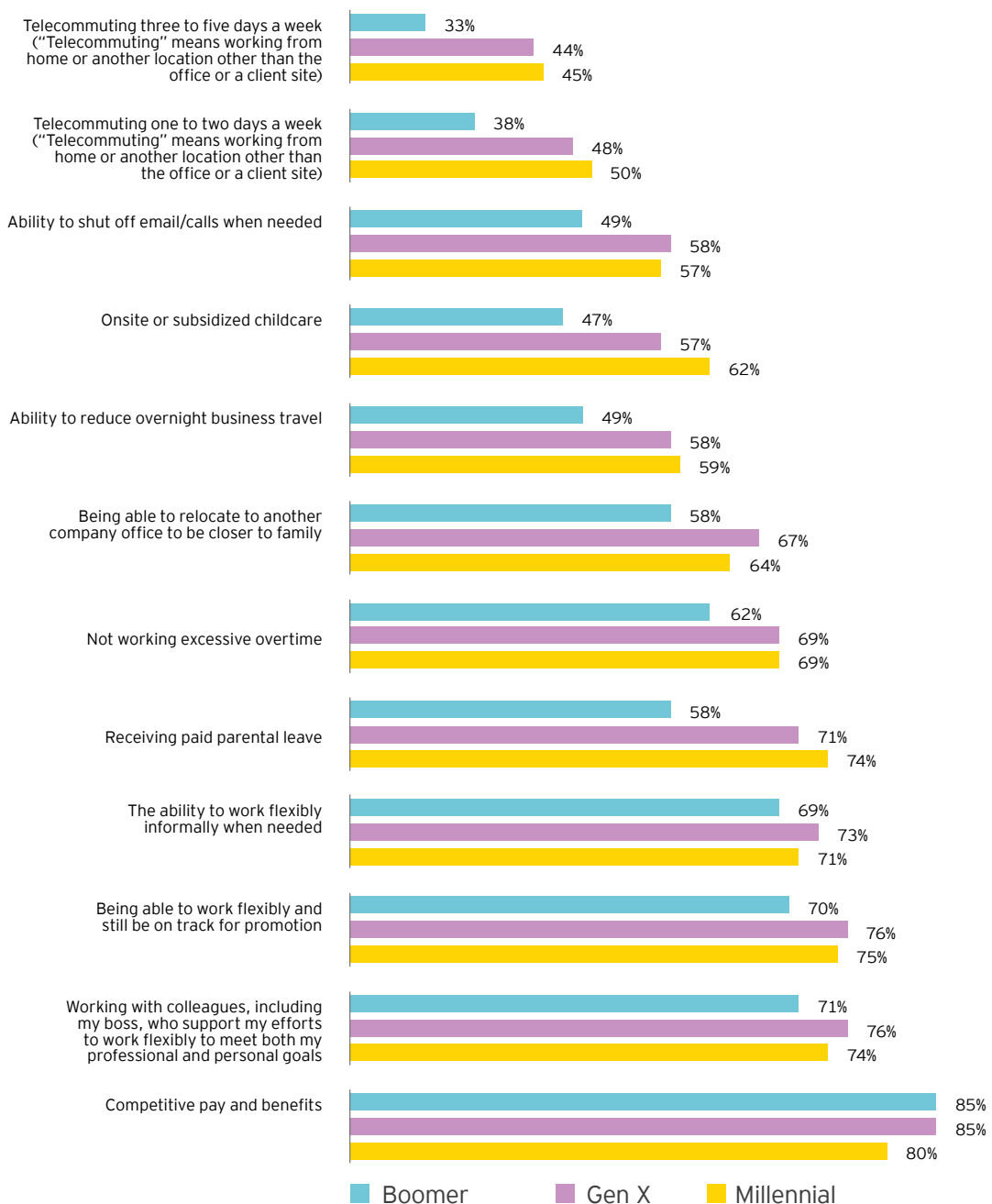
Today the workforce is gradually being dominated by millennials. In fact, they work differently from other generations. The current leaders of the organization must understand how the presence of millennials changes work dynamics and organizational culture. They have their own unique traits, behaviors, priorities.

Acknowledging those differences and bringing out unconscious work challenges to the conscious level in the multidisciplinary environment is pivotal. It is also important to understand the values and different work styles of the generations and find out how would help the bottom line. Therefore, the organization needs to build a strong relationship among different generations proactively.

## Way forward with the Millennials: organization can adhere to

Understand millennials' expectancies from job and fulfill them. (provide motivators)

- Effective relationships between millennial employees and organization are important. For that employers need to understand and identify their motivators. The table below shows what millennials around the world expect from a job



SOURCE: Global generations "A global study on work-life challenges across generations"/2015 by E&Y

According to "A global study on work-life challenges across generations/2015" the survey done by E&Y for 9700 adults, full-time employees in various companies - aged 18-67 in USA, UK, India, China, Germany, Mexico, and Brazil, it has been disclosed that 74%- 80% of millennial need competitive pay and benefits, work flexibility, support from colleagues and supervisors to achieve goals and paid parental leave for women and men. Similarly, Robert Walters' "Millennials in the Workplace survey "(2015) of 1,000 professionals, shows the same expectations from 74% to 50 %. The Deloitte Millennial Survey 2017 defined Millennials as "Generation Go", since they are willing to make sacrifices and tough choices to better manage work and home. In addition to that aforesaid millennials expectancies "Meet the Millennials"2017, survey done by KPMG states that millennials need fun or entertainment from their job & refuse too monotonous or manual situations. They highly expect opportunities to make inquiries, communicate directly & openly.

These factors are enormously important to organizations to manage millennials and get the highest contribution to the organization while satisfying them. Thus, organizations need to highly focus on providing aforesaid motivators.

■ **Creating multidisciplinary environment in the organization is obligatory**

Maintaining balance between different generation, their own values, culture, acceptable norms and styles are very important. In many organizations Boomers and generation X are autocratic leaders that are all about command, control and policies such as working eight-to-five. However, millennials want to work in a creative and collaborative environment where they exchange ideas with peers and accomplish a mission. Moreover, to ensuring equal representation of women in the work place is highly essential, since there is no value of traditional definition of masculinity & femininity in the millennials minds in the working context. For that, employers need to create supporting environment for female talent. This can be facilitated by changing existing policies and procedures and the structure of the organization. Generational conflicts can be minimized by organizing more team building work i.e. CSR work, staff annual trips, seminars and workshops.

■ **Continues development through training, learning and counseling**

Training, counseling, mentoring and creating a learning environment in the organization are vital to develop personal capabilities to overcome their negativities and creating a better platform for them to develop. It should not be limited to juniors or middle level employees as many orga-

nization do. The reason is that boomers and generation X are still there in the top position in the organizations. If all the generations including seniors do not learn continuously, they are unable to engage in collaborative work with their team (majorly consisting of millennial generation). It is one of the major causes for generational conflicts. Consequently their subordinates will be penalized and ultimately the organization loses high potentials, workable careers (majorly consists of millennial) while retaining unproductive, inefficient top level seniors.

Organizations today can no longer abide by traditional rules of leadership and management styles to govern their different generations. Thus, employers need to understand their differences and to deal with every person in the appropriate way that suits both parties and vice versa. They need to focus more on individuals rather than designed unrealistic target achievements. Multidisciplinary ability is needed to manage among all diversified generations for them to perform with their identical talents. They need to look into matters with a collaborative and innovative mind set with the view of immediate feedback and working with different perspectives based on multigenerational attitudes. If all team players of the organization are aligned together with the leadership the success and sustainability of the organization will be ensured.

**References**

**Bruce N. PFCU (2016)**, What Do Millennials really want at work? The same things the rest of us do?, Harvard Business Review

**Deloitte Touche Tohmatsu Limited (2017)**: The Deloitte Millennial survey

**Earnest & young, (2015)**: Global generations , A global study on work-life challenges across generations.

**Ian C. Woodward, Pisitta Vongswasdi, Elizabeth A. More, ( 2015)**: Generational Diversity at Work: A Systematic Review of the Research INSEAD, Australian Institute of Management.

**KPMG,(2017)**: Meet the Millennials

**Michael Dimock, Pew research center, (2018)**: Defining generations: Where Millennials end and post-Millennials begin

**Nikki Graf, Pew research center, (2017)**: Today's young workers are more likely than ever to have a bachelor's degree

**Richard Fry, Pew research center (2018)**, Millennials overtake Baby Boomers as America's largest generation.

**Robert Walters (2015)**, Attracting and Retaining Millennial Professionals (White Paper)

**Santiago Gramunt vice-president at AEACP** (Asociación Española de Agencias de Comunicación Publicitaria)/Innovation trends serie (June2015)

**Pasi Pyörälä1, Satu Ojala1, Tiina Saari1, and Katri-Maria Järvinen ( 2017)**, The Millennial Generation: A New Breed of Labour?, Sage journal, March 2017: 1-14

# BANGLADESH: A BENCHMARK FOR THE ECONOMIC DEVELOPMENT OF SRI LANKA

**ISURU VIRAJ KUMARAGE**

MBA, BSc, GDM, ADCM, DIFM(UK), ACPM  
Senior Executive-Credit, Swarnamahal Financial Services PLC



## Preamble

**S**ri Lanka, having gained political independence on 04 February 1948 by means of Ceylon Independence Act 1947, recently celebrated its 70th anniversary, which is more or less the average life span of a present Sri Lankan. Conversely, the country owned one of the richest economies in Asia at the time of gaining independence (Angus, 2003). Further, Parliament Member Hon Bimal Rathnayaka highlights in a television political programme (Art News Sri Lanka, 2017) that Sri Lanka was the richest country in Asia in 1948, which is further confirmed by the historical vow of the former Singapore Premier Lee Kuan Yew to benchmark the development of Singapore against Sri Lanka.

In view of that, the author comments that the only historical facts and figures of Sri Lanka enable its people to express a full of pride as citizens. Because, as Singapore former Premier in one of his books (Yew, 2000) remarks that "It is sad that the country whose ancient name Serendip has given the English language the word "serendipity" is now the epitome of conflict, pain, sorrow and hopelessness", in which the last few words are hard to get to a citizen of Sri Lanka. However, someone may argue that particular statement was done very nearly two decades ago with the view a range of political changes and with the end of thirty years war. No, the situation is same as it was at the time, which Premier Yew criticised the situation in Sri Lanka. For example, according to Theglobeconomy.com (2017), GDP per capita of Singapore is almost 14 times higher than Sri Lanka in 2016. What is more, in 1961, GDP per capita of South Korea is 1.5 times lower than Sri Lanka, whereas in 2016, South Korea indicates 7 times higher GDP per capita compared to Sri Lanka. Day by day, month by month and year by year, after gaining the independence, several countries in Asia as well as in the world have overhauled Sri Lanka. The story is not over. Same as Singapore and South Korea, a South Asian Country is about to overtake Sri Lanka in the development game. It is Bangladesh, according to the awareness of most of the Sri Lankans, a poor country. Moreover, Bangladesh Premier Sheikh Hasina in her recent statement (Dhume, 2017) comments that Bangladesh is not a rich country. In view of that, someone may argue with the point that "What is there to learn us from them". This article analyses the present standing of Bangladesh against Sri Lanka and the development strategies of Bangladesh, which could be consumed for a much progressive Sri Lanka.

## 2. Development Indexes and Macro Overview

As Bangladesh was ruled by a military controlling until 1990, they are much younger to the parliamentary democracy (Ahmed, 2004), compared to Sri Lanka. However, Bangladesh lacks an executive president, according its constitution, demonstrating democratical political overview compared to Sri Lanka. Subsequently, Bangladesh follows English common law, which is virtually similar to the legal system of Sri Lanka. In view of that, according to the author, both countries presently demonstrate more or less akin political and legal topographies.

However, the social development indexes of Bangladesh are less attractive compared to Sri Lanka. For the reason that, in Bangladesh, 81 percent of 15 years to 24 years population have the literacy, which is 98 percent in Sri Lanka (UNICEF, 2017), representing the highest ranking in South Asia for a long time. By the same token, the under 5-year mortality rate per 1,000 live births in Bangladesh is 38, which is 10 in Sri Lanka. In view of aforesaid indexes, health and education statuses of Sri Lanka are relatively attractive, which is almost certainly by reason of free education and free health systems in Sri Lanka. On the other hand, the author delivers his interest to review the cultural platforms of both countries.

As Hofstede (n.d.) reports, both Bangladesh and Sri Lanka report more or less similar cultural behaviours in terms of low power distance, moderately low individualism and moderate long term orientations, whereas both countries exhibit different cultural behaviours in terms of masculinity and uncertainty avoidance. For the reason that, Bangladesh exhibits high score in respect of both masculinity and uncertainty avoidance compared to Sri Lanka. The high masculinity points out that the people are driven by achievements, whereas the high uncertainty index shows the high compliance with standards and social agreement.

In the meantime, the author would interest to deliver a quick environmental snap shot regarding Bangladesh. Accordingly, as Ahmed (2017) describes, this particular country is flat land, which be made up of several rivers mostly start from India, which enables a big risk of flooding by means of sea water, whereas high tides of sea water as well as dry seasons of the country encourage salinity of river water.

The GDP of Bangladesh is USD 140 billion more attractive than Sri Lanka, whereas the 160 million population of Bangladesh, which is 140 million higher compared to Sri Lanka (UNICEF, 2017) allows them to report only USD 1,030 GDP per capita in 2016, which is USD 2,730 lesser compared to Sri Lanka (Theglobeconomy.com, 2017), whereas both countries more or less represent the middle income status. Having gone through the discussion up till now, this article might be debatable. Because, the readers may argue that the aforesaid facts and information do not even signpost any of learning to gather from Bangladesh to fuel the development of Sri Lanka. However, throughout the discussion the author remarks that the above discussion clarified the milieu and established the platform towards the main topic.

As was highlighted previous paragraph, GDP per capita of Sri Lanka looks attractive compared to Bangladesh. Yes, the author agrees that GDP per capita measures prospect of an economy over a specific period. In view of that Sri Lanka looks attractive. However, what about if the country should remain at more or less the same position for a long period. Sri Lanka reports 3.30 percent year to year GDP growth rate or economic growth rate in 2017, which is 1.3 units lesser than 2016, while Bangladesh reports 7.11 percent, which is 0.6 units better than 2016 (Theglobeconomy.com).

com, 2017), which provide an indicator of speed, which particular economy go forward. In view of the discussion regarding the macro overview of both countries, contexts are almost same. In particular, literacy indexes are attractive in Sri Lanka compared to Bangladesh. Then, what is the secret behind the incessant good economic growth of Bangladesh?, which will be discussed as the next step in this article.

**Good-looking Economic Growth of Bangladesh**

Having ascertained cultural differences in both countries, the author highlights regarding the culture with high masculinity in Bangladesh, where people are driven by challenges and successes. In opposition, the feminine cultures like Sri Lanka have the people, who like what others do. Especially, as the Culture Compass in Hofstede (n.d.) points out high masculinity is a common feature of most of the developed countries. Accordingly, the author argues that some cultural features of the country take on the bottleneck function in the development of Sri Lanka, where a separate study should be undertaken.

What is more, the comparative analysis of the further performance indexes of both countries enables the author to recognise highly attractive Foreign Direct Investment (FDI) inflow of USD 2004 million to Bangladesh in 2016, whereas while Sri Lanka attracting USD 580 million in 2016. Fundamentally, according to DEMEF (2008), Bangladesh goals to boost the rate of economic growth rate by means of attraction of FDIs, which further anticipates the inflow of new technology to the country.

At the same time, The Foreign Private Investment (Promotion

and Protection) Act 1980 is one of the most powerful tools of Bangladesh to attract foreign investments or foreign capital to the country from foreign persons or foreign companies, which is predominantly motivating the foreign investors of export industries by mean of granting tax holidays, which contributes immensely to build a healthy balance of payment standing in the long run with increasing exports of the country, which subsequently targets the expansion of employment opportunities as well as technical and talent resources. Especially, as several scholars (Huang, 2003; Jones and Wren, 2006) also describe, the high inflow of foreign investments allows a particular country to achieve sustainable financial performance and high financial status in the long term, while particularly enabling the efficient and effective utilization of the talent pool of that country. Everything taken together, the author points out that although Bangladesh experienced a major political transition 1990, they have assured the stability of the development policies established in 1980s.

On the contrary, although, Sri Lanka in 1978 established an open market for foreign investments, volatility of economic and respective regulatory policies as well as the statist nature of investment policies have made the country a challenging place to undertake businesses. In particular, Sri Lanka is at a demographic dividend (Colombage, 2011) with the highest percentage of the population represents the work force. On the other hand, the 18.3 percent of youth of Sri Lanka is unemployed as of December 2017 (Theglobaleconomy.com, 2017). Under those circumstances, even though the country be made up of optimum resources, the lack of proper and stable development strategies and policies collapses the development game of Sri Lanka, which enables other nations, who were behind us to overtake.

**Table 1: Recapitulation of the discussion**

Dynamics in Bangladesh	Circumstance in Sri Lanka
The high masculinity culture encourages an achievement driven society.	The high feminine culture considers working to live is more important than the successes and challenges.
Stability of economic regulations and policies.	High volatility of economic policies and regulations.
Apposite development strategies facilitate the optimum resource utilisationresource utilisation.	Lack of a right development strategy has wrecked the benefits of contemporaneous demographic dividend of Sri Lanka.

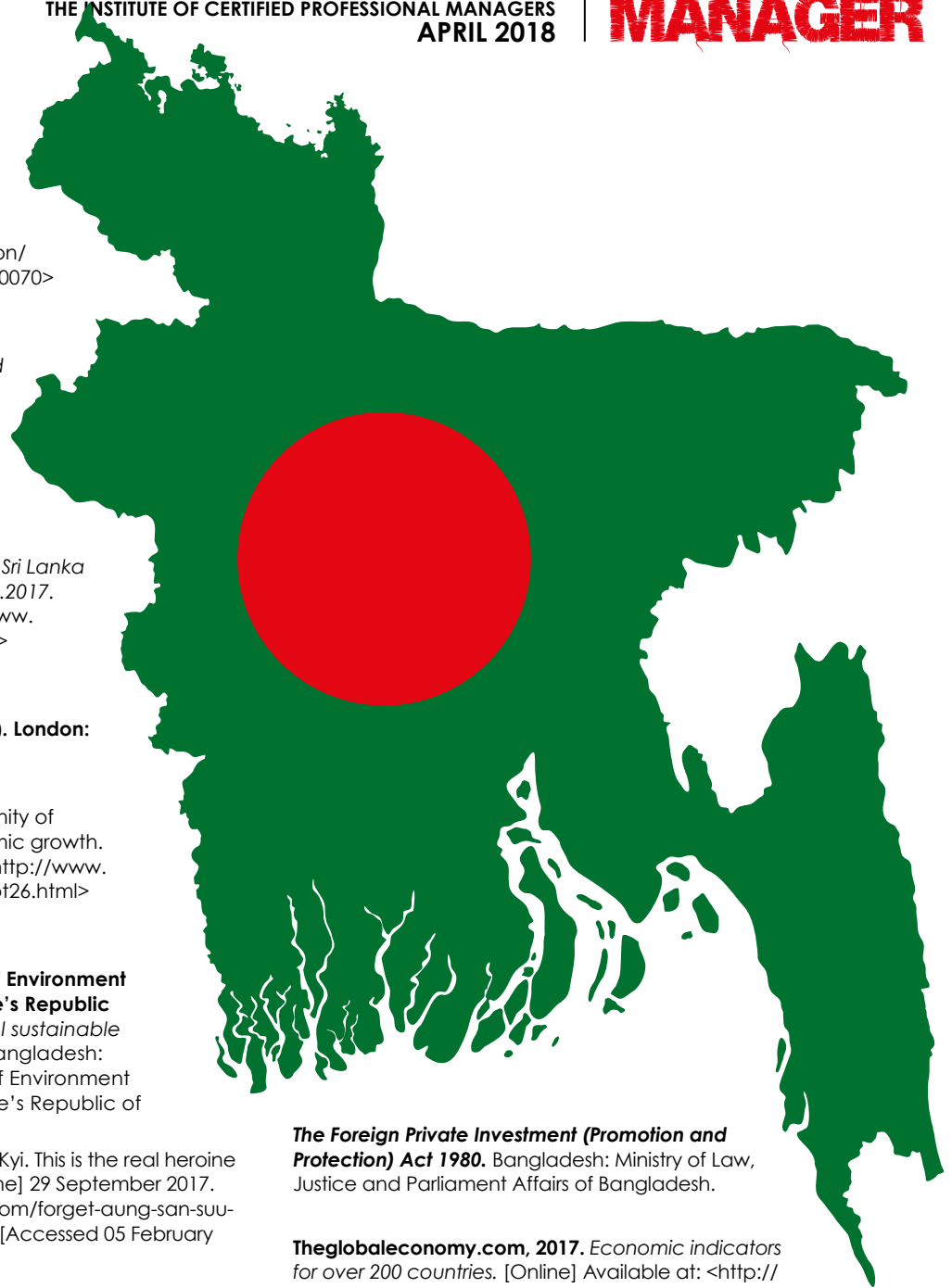
<p>High Investment attractiveness</p> <p>↓</p> <p>High FDI amount</p> <p>↓</p> <p>High Economic Growth Rate</p>	<p>Low Investment attractiveness</p> <p>↓</p> <p>Low FDI amount</p> <p>↓</p> <p>High Economic Growth Rate</p>
---	---

The long term continuation of aforesaid dynamics would enable Bangladesh to overtake Sri Lanka in the development game.



## References

- Ahmed, M.A., 2017. Nationwide consensus on climate change: Why we need it now.** [Online] Available at: <<http://www.thedailystar.net/opinion/environment/why-we-need-it-now-1350070>> [Accessed 7 February 2018].
- Ahmed, S., 2004. Bangladesh: Past and present.** New Delhi: APH Publishing.
- Angus, M., 2003. Development centre studies the world economy historical statistics.** France: OECD.
- Art News Sri Lanka, 2017. Public space Sri Lanka with Bimal Rathnayaka EP 26 P1 - 02.03.2017.** [Video online] Available at: <<https://www.youtube.com/watch?v=rKWwb5J-IHM>> [Accessed 05 February 2018].
- Ceylon Independence Act 1947. (Ch7). London:** H.M.Stationary Office.
- Colombage, S., 2011. Golden opportunity of demographic bonus to trigger economic growth. Sunday Times.** [Online] Available at: <<http://www.sundaytimes.lk/110206/BusinessTimes/bf26.html>> [Accessed 7 February 2018].
- Department of Environment Ministry of Environment and Forests Government of the People's Republic of Bangladesh (DEMEF), 2008. National sustainable development strategy Bangladesh.** Bangladesh: Department of Environment Ministry of Environment and Forests Government of the People's Republic of Bangladesh.
- Dhume, S., 2017. Forgest Aung San Suu Kyi. This is the real heroine of the Rohingya crisis. Newsweek.** [Online] 29 September 2017. Available at: <<http://www.newsweek.com/forget-aung-san-suukyi-real-heroine-rohingya-crisis-674452>> [Accessed 05 February 2018].
- Hofstede, G., n.d. Bangladesh.** [Online] Available at: <<https://geert-hofstede.com/bangladesh.html>> [Accessed 7 February 2018].
- Huang, Y., 2003. Selling China: Foreign Direct Investment during the reform era.** United Kingdom: Cambridge.
- Jones, J., and Wren, C., 2006. Foreign Direct Investment and the Regional Economy.** England: Ashgate.
- The Foreign Private Investment (Promotion and Protection) Act 1980.** Bangladesh: Ministry of Law, Justice and Parliament Affairs of Bangladesh.
- Theglobeconomy.com, 2017. Economic indicators for over 200 countries.** [Online] Available at: <<http://www.theglobeconomy.com/economies/>> [Accessed 05 February 2018].
- UNICEF, 2017. UNICEF data: Monitoring the situation of children and women.** [Online] Available at: <<https://data.unicef.org/>> [Accessed 05 February 2018].
- Yew, L.K., 2000. From third world to first: The Singapore story: 1965-2000.** United States: Harper Collins.



# DEMYSTIFYING CRYPTO CURRENCIES

**FATHIMA ZAHARA ANSARY**  
ACMA (UK), CGMA, ACPM, PMP®, MBA (USJ),  
Country Manager, CIMA Sri Lanka.



*"At its core, bitcoin is a smart currency, designed by very forward-thinking engineers. It eliminates the need for banks, gets rid of credit card fees, currency exchange fees, money transfer fees, and reduces the need for lawyers in transitions... all good things."*

– Peter Diamandis

Founder and chairman of the X Prize Foundation

**W**orld over, much interest has been generated over bit coins, Ethereum, Lite coins and Initial Coin Offerings. Whilst for some of us it may sound like jargon, for most others, it's the sound of a jackpot machine. Many have gone on to explore the exciting ways in which to invest in such mechanisms to make a quick buck. However, crypto currencies and the world surrounding it, is not for the faint hearted.

This article intends to demystify the mysteries surrounding these terms and a caveat must be included that, beyond the definitions, crypto currency values and the exchanges change so rapidly that the information you hold today may be rendered worthless by tomorrow – if you intend to invest only!

In simplest terms a cryptocurrency (herein after referred to as CC) is a virtual (digital) currency that uses cryptography as a security. You will never find counterfeits due to this security feature. And the most exciting fact – it is not issued by any government or central authority! Hence these will not be subject to any such interventions like when the Central Bank decides to make changes. These are used to buy and sell, and thus enable to easily transfer funds between parties using public and private keys for security. They are not considered legal tender other than on the digital sphere. Interestingly, they have minimal processing fees compared to those charged by traditional banks. The sad part of this is that such currencies can be used for money laundering purposes and thus for tax evasion, etc.

The very first such currency to be known popularly was the Bit Coin (2009). Many competing currencies were born soon after such as LifeCoin, etc. Currently CCs have a total market value of USD 300 Billion. Even at this point in time – March 2018, there are 16.9m Bit coins available in supply, already mined.

CC also offer their users near anonymity in their purchases, as it is more of a digital form of trade, with peer to peer transactions than having any other intermediary such as a bank involved. Certain CCs can also have "smart" capabilities where even voting rights can be given for investors of CC in an organization. There are 2 main categories – one for transactions and the other for smart contracts – which are guided by a code.

## Enabler

Another new technical jargon needs a brief introduction here as it's central to the way for cryptocurrencies to operate. Block chain technology, where all transactions are stored in an online digital ledger, helps the CC to be utilized fast and effectively. Besides providing information easily to all concerned, and being real time in their updates, block chain technology cuts off all middle men interactions and thus is now adapted by many countries and organizations as the way forward due to the various benefits of this technology. However, this will be explored in a different article as it has a wide area of its own to explain this further

## Mining

Mining refers to new units of CC being created and transactions being verified. Usually individual computers are not powerful enough to do this hence miners join groups to increase mining power. Most

mining pools are located in China with over 70% of Bitcoin mining taking place there. In Sri Lanka, mining does take place however the payback period is said to be 7-8 months on average.

## Exchanges

These are websites where people can buy, sell or exchange CC. They can convert the CC to local currencies or to other types of CC. Some such exchanges are Poloniex (recently Goldman Sachs backed startup Circle acquired this), Bitfinex, GDAX, etc.

If you wish to remain anonymous you could use peer to peer transactions via other sites such as Localbitcoins.com. Right here in Sri Lanka, we have Facebook groups who facilitate same and are closed groups. Interestingly, however, at a recently held seminar on the New Foreign Exchange Act, a Senior Assistant Director from CBSL, in response to a question from the audience, stated that individuals in Sri Lanka are allowed to invest in any company outside Sri Lanka with the exception of cryptocurrencies.

## Wallets

CC Wallets are required to do any transaction. They can be hardware or software based. The wallet hold the previously discussed private key. The virtual wallets have their own disadvantages too due to risk of being hacked.

## Weaknesses

Not everything remains rosy with CC, as there are some inherent concerns as well. As in early 2018, when the bitcoin markets crashed bringing down its value to USD 7,200 (from USD 19,500 in December 2017), there were a variety of reasons. Major Banks in the UK and US decided to ban their customers from purchasing CC via their credit cards. China who had already banned exchanges in 2017, decided to block websites offering trading services.

Computer crashes can impact the balances held, as well as supply and demand conditions can also result in wide fluctuations of the currency. There is of course the threat of hacking – Bit Coin alone has been subject to countless thefts.

## Future

However, we still find many of the young and established folk looking at CC as a new form of investment that is portable, preserving value and non-interfered by governments or any other regulatory bodies. There have been over 3 programmes arranged by various entities within Colombo on this topic in the first 2 months of 2018.

This increasing interest has indeed attracted the awareness of the Central Bank and thus, in the Road Map document for 2018, the Central Bank also speaks of CBSL intending to carry out a study in order to determine the effects of a digital fiat currency on the current economic landscape of the country.

## References

<https://blockchain.info/charts/total-bitcoins>

<https://www.coindesk.com/price/>

<https://www.toptal.com/finance/financial-consultants/cryptocurrency-market>

[http://www.cbsl.gov.lk/pics\\_n\\_docs/latest\\_news/speech\\_20180103e.pdf](http://www.cbsl.gov.lk/pics_n_docs/latest_news/speech_20180103e.pdf)

<https://coinmarketcap.com/currencies/bitcoin>

# USING NLP (NEURO LINGUISTICS PROGRAMMING) FOR SUCCESS IN SALES

**MARK THRIMAWITHANA**

MBA, Certified Consultant in  
Business Etiquettes, CPM Asia, MCPM  
NLP Coach and Practitioner, Counselor



If you want a successful, sustainable business you'll need to not only serve your customers but exceed their expectations. Successful business leaders know that this is one of the key ways to build brand loyalty. Therefore these successful businesses don't sell products or services. Instead, they focus on serving their customers with a product which they will ensure will benefit their customers and make them feel that their requirements were respected and delivered. The process therefore is relational and not transactional.

Let me explain this further through an example. Very recently I wanted to buy a pair of spectacles and I decided to call and visit a few of the well known opticians. I telephoned some of the respected companies in this industry, with the confidence of having a solution provided for my needs. But the responses to my inquiries were very poor with no serious attention given to understand my requirements. With my telephone call having resulted in being unproductive, I decided to visit the outlet and check it out for myself.

So, I went to the showroom of one the popular optician companies that I had called earlier on, to get the expert advice I required to purchase the type of pair that suited my needs. As I walked in, I was shown over 1000 spectacle frames and told to select a frame. The tone, the tempo, the body language and gestures were weak and the service levels were poor, leaving me with the impression that the sales persons behind the counter was not interested in my requirements and could not be bothered to take that extra effort to serve me. I left the store disappointed and wondering that as a new customer, will I ever know the details that I required and whether the experience I had was the result of the negligence of the employee or the negligence of the employer?

Remember when we were small and our parents gave some motivation and support and applauded us to do well? I believe it is the same with employees. If our minds can be trained and transformed to see the challenges, and motivated to see the goals, help to understand the company vision and company goals ,the

mind will send signals to adopt our behaviors. And that behavior will change the end result in all that we do. This is called NLP (Neuro Linguistics Programming). Using NLP a person can 'model' the more successful parts of their own behavior in order to reproduce it in areas where they are less successful. In NLP (Nuro Linguistic programming), we believe that 93% of the product quality rest on NON related product characteristics. Such as your tone takes 37% and the way you use your body expressions takes 55% and the product related information will take only about 7%.

I hope the key principals of NLP (Neuro Linguistics Programming) that I outline in this article will help you to understand and adopt them to help your employees to win those customers effectively

## Powerful five strategies to make your employees "hi flyers"

### ■ Master their GOALS

Every employee should know the specific goals they are expected to achieve. And that goal needs to be visualized, felt and heard. When you master the goals, it will help to understand the gaps and to acquire additional knowledge and skills to master them. This has to be evaluated every three months with continuous support be given to achieve their targets.

### ■ Master OBSERVATIONS:

Employees to need to master other people's behaviors well. They should be able to read what goes on in the customers mind so that they can respond to them positively In NLP, we teach employees to understand the movements in a customers



breathing , lip movements , eyes and how the eyes reacts, smile, postures, gestures and tone. When they study and master these skills, employees will have the ability to communicate well and understand the thoughts of the customer.

#### ■ Master RAPPORT building

In NLP, we teach how to build rapport with customers. That's the biggest and most important weapon to sell any product. That's how I ended up buying a pair of spectacles for double the price I expected or willing to pay initially at a different outlet to purchase my spectacles, where I experienced something very different. It was all based on the Rapport and confidence that the client service lady there built with me within a space of just five minutes. In Rapport building there are two main skills that a person can build. This is called Mirroring and Matching and it is used to gain rapport at the unconscious level. This technique will help the client to connect and feel comfortable to trust and rely on the sales person. It's not that you do it purposely but need to develop the art of using rapport building that can be done by matching and mirroring a person's expressions such that includes breathing, gestures, posture and facial expressions; tonality that includes quality, speed, pitch and volume; and words etc.

#### ■ Master the SELLING techniques

The NLP Agreement Frame is very useful in conflict resolution of all kinds as well as Sales and Negotiation as a way of keep or getting someone on your side. The principle here is that we each have our own model of the world. We each make judgments, decisions, and have beliefs that make up our model of the world. My model of the world is different to yours and yours is different to all of the people that are around you. Mine is not necessarily right, neither is yours and at the same time I think that it is right, and you probably do yours. If I question your model of the world and impose my model of the world on you, then you are going to feel resistance to that and act accordingly. We might know that someone is wrong in what they say and if we tell them that they are wrong and we are right, then they are not necessarily going to listen to us as they may resent the fact that we are correcting them (notice that I used the word "and" rather than "but" in this sentence to gain any agreement). At the very least it will break any Rapport we have with the client and it will be really difficult to build it again.

## Some further Tools and Techniques from NLP.

**Creating that first POSITIVE IMPRESSION:** Let's cite my own experience here in purchasing my spectacles. Compared to all the other places, here I received a professional sounding person who knew what they were talking about , that built my confidence that they could provide me a solution. In other words they created a positive impression. The lady took only a few seconds to observe my needs. She studied my job functions, purpose, and kind of look that I prefer, and never spoke about my limitations. The conversation was positive and promising. I think she knew her goals very well, she was self motivated and well versed in her job.

**Getting into MY SHOES:** We've all heard it more times than we can count, "Think like the customer "and "Put yourself in the customer's shoes". This is so vital and can provide amazing results. This is where most of our companies fail . As explained, the lady who served me where I purchased my spectacles was able to get into my shoes and to see how I would like to see myself and created a strong rapport with me . Some of the teachings that I saw in her ways of handling which is more slimmer to NLP techniques such as

- Matching your body language to my body language
- Maintaining eye contact
- Matching my breathing rhythm
- Being in the same emotional state as myself
- Using the same tone, tempo and volume of mine

**CLOSING THE BUSINESS:** as I clearly explained before, the product can be the best in quality but all the other factors will sound much more important to convince a client to purchase the product. There are many other factors that you can implement build the rapport.

- Bring up mutual interest by agreeing with the client
- Listen attentively and remember the strong words and use it back to convince and building Rapport
- Share a success story how their product has benefited or the technology that they use
- Provide an excellent service

### Works Cited

<https://excellenceassured.com/nlp-training/nlp-certification/agreement-frame>

A scenic view of Mount Fuji, a snow-capped mountain, under a clear blue sky. In the foreground, there are branches of cherry blossoms in various shades of pink and red. Below the mountain, a body of water (likely Lake Kawaguchi) is visible, with a small town or village on the shore. The overall scene is bright and colorful.

# FUJIYAMA Colour Lab

# CERTIFIED MANAGER

THE INSTITUTE OF CERTIFIED PROFESSIONAL MANAGERS  
APRIL 2018







**“LEGEND OF  
TOURISM”**  
BY THE MINISTRY  
OF TOURISM IN 2011.

# TOURISM AND ITS IMPACT ON NATION BRANDING

*Prema Cooray*

**Chairman**  
Rain Forest Eco Lodge (Pvt.) Ltd  
& Citrus Leisure PLC.



# CERTIFIED MANAGER

THE INSTITUTE OF CERTIFIED PROFESSIONAL MANAGERS  
APRIL 2018

## Where is Sri Lanka's tourism sector today?

Tourism is a very important sector driving Sri Lanka's economic growth in recent years. It earns as much as close to US\$3.5 billion annually. And could be considered among the first three, driving the export revenue of our country. After the war ended in 2009, we have had exponential growth increasing the tourist arrivals from a mere 500,000 to more than 2 million tourists last year. The tourists spend per day has increased to US\$170. The current projections are for tourist arrivals to increase to a minimum 4 million, driving the earnings well over US\$7 billion making tourism possibly the largest revenue source for the country 2020.

## The Sri Lankan tourism industry faces high competition with India, Maldives and other South Asian neighboring countries. What strategies do we need to focus on in order to be stronger in South Asia?

In an overall context our competing countries are not located in the south Asian region as their profiles are completely different. Maldives is a unique product which is more complementary to be used as combination rather than as a competitor. What we do need is to focus as a region and market our diverse products to our tourism generating countries like Europe and Far East.

## Now, in Sri Lanka, there are certain unique parts we can find. Segments from culture to ecotourism to name a few. We have our own identity and we are unique in many ways when compared to other countries. On that point of view, how would you position our country in the market?

Sri Lanka from early 70ies was positioned as having golden beaches especially in the South-West and certain parts of the East Coast. We enjoyed a substantial growth in this segment in the late 70s and became a very popular beach destination. However we realized that Sri Lanka had very much more to offer and decided to market Sri Lanka as going beyond beaches to Culture, Nature and Adventure. In other words to a diversified portfolio attracting many segments of the market. Owing to an ethnic war Sri Lanka's tourism industry suffered heavily and it was the resilience of the leadership that held tourism together during the period of 1983 to 2009. Sri Lanka carried on with the strategy of promoting the theme of nature culture and adventure in addition to beach tourism and succeeded in recent years to portray as a destination of great diversity. Leading media networks highlighted Sri Lanka as one of the best to travel.

In the recent years India and China have strongly performed and are the two leading destinations outperforming the European Markets which was the core of the Sri Lanka's tourism for many decades. Owing to this trend Sri Lanka's segments are now better exposed to the different types of traveler. This would eventually lead to higher numbers and possibly to a better average spend per incoming tourist.

To share us a more in-depth analysis of **'Tourism and Its Impact on Nation Branding'**, the CPM Journal Committee Editorial Board brain-stormed few key questions and discussed with Tourism Industry veteran Mr. Prema Cooray.

Mr. Prema Cooray, the immediate Past Chairman of Aitken Spence PLC counts well over 30 years' experience in travel and tourism. He led the Hotel Sector of Aitken Spence for several years making a significant contribution in making Aitken Spence a leading player in the development of resorts both in Sri Lanka and Maldives.

He is acknowledged for the pivotal role played in the development of sustainable tourism and especially for his leadership in developing the renowned Kandalama Hotel which has won many global accolades for its contribution to environmental management, food and beverage excellence and service standards of a truly exceptional nature. These attributes signaled the entry of Sri Lanka's tourism to the world map of the hospitality industry.

He also led the pioneering effort of large scale expansion to the Republic of Maldives in early '90s and this regional development contributed exceptionally to the overall profile and growth of Aitken Spence.

Mr. Prema Cooray was awarded the "Legend of Tourism" by the Ministry of Tourism in 2011.

He is the current Chairman of Citrus Leisure PLC and Rain Forest Eco Lodge (Pvt.) Ltd which initiative partnered by the private sector which bench-marks the best practices for Eco Tourism development in Sri Lanka.

With his extensive knowledge in tourism and amongst other specializations, he enlightened us on this subject. Here are excerpts from the interview:

**What are our ministry's major priorities for tourism in Sri Lanka? What new ideas have been created to boost our market or what new initiatives have you planned for 2018 and beyond, considering the new marketing strategy towards sustainable tourism?**

We should understand that Sri Lanka's structure for administration of tourism was totally entrusted to the Ceylon Tourist Board, from the time Commercial Tourism took off in early 70s. And with the advent of the war, the overall financial structure to fund and administer the industry was extremely challenging. In effect they just managed to survive to administer the head office in Colombo and also some branch offices in London, Frankfurt and Paris as these markets were the top three producers to Sri Lanka. There was really no funds available for tourism promotion. The private sector is the engine behind the growth of tourism and the investment comes almost totally from them. So whatever promotions done, was done by the private sector with the tour operator network.

Coming to recent times Sri Lanka badly needed a shake up in the strategy and structure and the private sector proposed a structure to fund tourism by paying 1% of the turnover to a fund. In response they demanded some position in the administrative structure and the tourist board agreed in principle to bring in a new act to bring in private sector nominated persons, mostly from tourism related associations, to run the structure under four bodies namely Development Authority, Promotion Bureau, Convention Bureau and the Educational Institution. This brought a new dawn to tourism in 2007, but the progress was slow, as the ethnic problem dragged on till 2009.

After the ending of the war Sri Lanka started moving healthily towards high arrivals and earnings as indicated earlier. With the part of the embarkation tax also added to the tourism fund, we were able to collect around US\$25Mn to 30Mn annually. And this was sufficient to drive Sri Lanka by undertaking some strategic marketing initiatives to promote the destination.

Sri Lanka's competition like Malaysia and Thailand had major marketing campaigns investing as much as US\$100Mn over a short period of time, to entice tourist into to these countries. In sharp contrast Sri Lanka still has only around 2Mn tourists, but are geared with funds, to effectively role out marketing campaigns. At this point I would state that we regrettably don't have a structure to support and implement the marketing strategies to promote the destination. There had been inordinate delays in carrying out the promised campaigns for many reasons. We have to get the structure right at the tourist board, we are unable to attract top personnel to run the administration of Tourism as we still follow a typical government structure with inadequate remuneration to attract top class professionals from the private sector who have the relevant experience.

I am confident that the time will come for this change to happen, so that we all confidently look towards substantial growth in arrivals and earnings thus, justifying Sri Lanka's position as a top tourists destination in this part of the world.

**Now, when it comes to making new marketing strategies since you're in the part of sustainable marketing, what kind of suggestions can you put towards building up a strategy for that side of sustainability?**

When Sri Lanka develops, showing appreciable growth as in the recent year's one has to be mindful about the resources

that are consumed in achieving our desired objectives. Tourism is an Industry which consumes large amount of resources by way of energy and water. The industry has also given rise to a lot of waste which is due to its very nature. Sustainable tourism means also maintaining locations of significant interest to tourists, with proper carrying capacity studies. These are only a few to ensure that while tourism is given all the support and assistance for growth there is an equal control and caution over the resources that are consumed to balance growth vs preservation. Most of the tourism generating countries have these challenges to sustain growth in a manner that we preserve all our natural assets for the better of the future generation. Sri Lanka enjoys a reputation of having a great biodiversity and could be termed as one of the few biodiversity hotspots in the world. We must preserve our biodiversity in order to maintain our profile as a very attractive destination where travelers would be able to enjoy our diverse products on offer.

In planning our tourism one must be very conscious of selected zones for development of tourism with properly allocated resources ensuring that growth can be sustainably maintained while preserving the attractiveness of our profile. I personally feel that since Sri Lanka is a small Island, one must not be carried away by simply higher numbers. It must be a model that would sustain for generations to come, by regulation and control to ensure sustainable growth. For example at present we have a problem of over visitation in two of our very popular sites that is Yala and Sigirya. Constructive thinking must ensure that the visitors are restricted to a degree that they can accommodate and retain its nature, preservation and habitat.

Tourism plays an important role in the development of Sri Lanka's rural community as it spreads all over our island. We have to ensure that the communities where we develop our hotel products are completely in harmony with the wants and aspirations of the community where it is located. We should bring about an improvement to their daily life by way of a interacting closely with the village development. There are classical examples of this by certain hotel developers, where the model can be called world class. Tourism plays a pivotal role in development of many supporting industries which will form a livelihood for the upliftment of the communities. For example supply for fruit and vegetable, manufacture of small scale handicrafts etc.

Tourism in Sri Lanka is considered a great multiplier as most of the goods and services that support the industry is either grown or manufactured, mostly within Sri Lanka. This gives rise to huge employment opportunities to the rural communities.

**It is now nearly three decades since you have got involved with the tourism sector. Can you tell us a bit more about your milestones perhaps? And the successes and challenges that you have had to face?**

I am extremely proud that was given the opportunity to lead the now famous Kandalama hotel which had many challenges and protests at a national level, before it became a shining example in many aspects of hoteliering. It has set standards in the overall planning, leading the way in design architecture, many innovative structures in engineering design, the much talked about environmental leadership and possibly for the first time showing great strides in community development and social in-

teraction. And finally a great economic success, despite a very high cost of completion in the background of a brutal war in the early 70s.

My involvement with Maldives is of special significance as it was the first pioneering venture by a Sri Lankan company – the setting up of Club Rannalhi, a 100 room property in south Male, in the Republic of Maldives. It was the first ever hotel built and what a success it has been to date. This pioneering venture made several groups of Sri Lanka follow the example and today Sri Lanka's presence is evident in the overall development in the Maldives, accounting possibly to 10% of the room strength in Maldives.

My present involvement came as a result of a US funded tourism cluster program which identified Sri Lanka to go beyond beaches to nature culture and adventure. The leadership of the hotel industry formed into a cluster to drive this concept which made Sri Lanka project itself, as country of great diversity and attractions. To add value to this concept leading hoteliers in Sri Lanka contributed to develop a pilot Eco Lodge initiative in Sinharaja, Deniyaya. This project signals the first ever genuine effort to showcase best practices in eco-tourism development. It has reached a level of maturity for many others to follow this pilot example when developing an eco-product. Nature trails become a core highlight of this development and a canopy walk for the first time is planned to be developed by end of this year.

**The Sri Lankan Government is initiating many new hospitality and tourism training institutions. Similarly there are many private institutions that have been launching courses in Sri Lanka, where do we want to see this institution go (overall goal) and what role does it have to play to get every willing young Sri Lankan started with a career in tourism?**

Tourism needs to face some daunting challenges one of which is the development of its human resource platform with the relevant skills. We face a great challenge in producing acceptable standards in hotel service today. We are far below our regional competition and we have to take concrete steps to develop the skills and more importantly to attract good quality staff and train them to be champions in the future. For this purpose we have to encourage more hotel schools, to cater to this need and undertake a structured approach to attract school leavers to join the industry. In my view the hotel workers are paid much lower wages than what they deserve, and this aspect has to be reviewed. Facilities for accommodation and recreation along with better wages will create a platform for young boys and girls to enter this industry.

**More than the aspect of accreditation or standards when we look towards attracting numbers of staff we would need, how do both, the public and private sectors balance this issue together?**

One of the main arms of tourism administration in the country is a well-established tourism hotel school. Which obtains a certain amount of funding from the government. This hotel school has had a very good reputation and works very closely with the hotels of the private sector and this is included as part of the training in their curriculum. Most satellite hotel schools have been introduced in most part of the country. However the numbers passing out as skilled professionals is not enough to meet the demands of the industry of recent times. There are a few private hotel schools, that have filled the void of this need and some more will have to be in place, with proper standards of human resource, training and development. I personally think



that all these schools should have some form of accreditation from the government run hotel school. In order to achieve and maintain standards. The private sector has recognized the need for more quality input and in fact some of the leading hotel companies in fact have their own training centers.

**What role do you see digital marketing playing in shaping the industry over the next 10 years? How should Sri Lanka adapt to this?**

Digital marketing plays a key role in today's tourism sector as it has contributed to many other sectors of the economy. It is

“Construction cost in Sri Lanka is in par with the rest of region, and accordingly to my understanding the productivity of labour in Sri Lanka is also low. In addition, owing to the boom in construction sector labour is not readily available in most of the skills. We are now compelled to look at neighbouring countries to fill this void.”

Sri Lanka being an island nation is dependent a lot on the airline system to bring in millions to tourists. Here the dynamics of digital marketing is very much in force. Consumers have a choice here of going direct to the airline, rather than rely on pure tour operator networks. Having said that more importantly most of the hotels today market their products directly through their internet based systems and thereby grab a fair share of the consumer market directly to their hotels. This channel of marketing is bound to grow and many e-commerce platforms are catering to this demand.

**There is a notion that our construction costs are the highest in the region in terms cost per room. What strategies can we use to mitigate this issue?**

Construction cost in Sri Lanka is in par with the rest of region, and accordingly to my understanding the productivity of labour in Sri Lanka is also low. In addition, owing to the boom in construction sector labour is not readily available in most of the skills. We are now compelled to look at neighbouring countries to fill this void.

**How has the 'One Belt One Road initiative' positively impacted the Sri Lankan tourism industry?**

This is an initiative of the Chinese government to recognize a trading and investment route identified as strategic by them. In this initiative Sri Lanka, gets heavily focused as one of the main counter parts to drive this initiative. In effect we are made to understand that the Chinese government has advised all concerned in China to support this initiative and aggressively invest in their countries including Sri Lanka and support the investments through trade and services.

In line with this initiative China has made several inroads and participated in funding or assisting major projects like the Hambantota Port, The Port City – Colombo and several infrastructure projects right across the Island. These investments will no doubt support Sri Lanka's economic growth provided certain safeguards are taken to ensure proper return on investment.

From a tourism point of view one could foresee an influx of Chinese tourists to the Island which will naturally boost our tourism sector which is in need of tourist numbers to satisfy the growing room capacity in Colombo as well as touristic areas. It must be noted that as many Chinese companies set foot in our Island, the MICE sector is also bound to benefit from this initiative.

**Attracting upper segment tourists (high-end) from developed countries is vital. What kind of contribution would be needed from both, the private and public sectors?**

In my view Sri Lanka is still not visible as a high-end destination owing to lack of infrastructure especially in regard to travel to exotic locations within a short period of time. The domestic airline system will have to improve substantially to transfer high end tourist to their destination. This is a huge drawback.

It is heartening to see some well-known hotel brands now operating in certain exotic locations but in order to drive the optimum advantage of these high end products we must improve the transfer time and also possibly improve our service delivery at all levels.

fast evolving and the whole aspect of marketing has seen a dramatic change owing to digital marketing which as we all know is internet based.

The traditional role played in tourism marketing has been always directly linked to tour operators being the intermediary to sell all products and services in the destination of the choice selected by the tour operators. Today while the tour operators have found ways and means of remaining as a strong force they had no option but to join the forces of the internet and be part of the digital market, which adds much dynamism to modern marketing.

If the infrastructure can be improved with more express ways, better transfers with domestic airlines and high levels of service delivery. Sri Lanka could well compete and have a share of the high end market.

### **Casinos and gaming activities are treated as necessary evil for tourism. How can we manage them under huge competition from the region with government policies on regulating these activities within our cultural values and beliefs?**

Personally, I see nothing wrong with operating casinos. If properly regulated and if the services and products are offered under such regulation. Take the region for example. Chinese and Indians enjoy this segment immensely and spend a great deal just to experience it. At the same time, they would arrange round trips and encourage long stays as well. So, I feel that under controlled conditions, we can no doubt see a big change in tourism if allowed to operate here.

### **Sri Lanka has been an excellence center of spiritual and physical healing for over 2000 years, how we can improve our Medical Tourism sector today to increase tourist arrivals with high earnings?**

Medical tourism covers all types of medical treatment and in this segment Sri Lanka is not well placed for those seeking treatment as insurance companies, especially from the west do not recognize Sri Lankan hospitals to be on par with services offered by Singapore, Malaysia and Thailand. However we have a fair monopoly from Maldives where a large base of customers do arrive to the Island for medical care. I think that even from countries like Bangladesh there is an opportunity to promote our medical services. As mentioned earlier both Singapore and Thailand have already established excellent credentials in catering to the western world in this regard.

A point to note is that Ayurveda treatment which is a therapy that is quite popular in the west has a regular clientele and many hotels offer this treatment in a very professional manner. This is a market that shows potential for growth.

### **Any final words you would like to share?**

As I mentioned before Sri Lanka has to get its act together to have a better framework to drive the strategy that has been drawn up by a top team of professionals. The whole industry is in total agreement with these two vision documents however unless and until highly professional people are recruited the strategies cannot be driven in an effective manner recognizing that our service delivery is far below the expected levels. The destination marketing which has been long delayed should get into top gear as otherwise Sri Lanka will be struggling to reach the potential it richly deserves.

#### **Interviewed by SINNATHAMBY VIJAYAPALA**

PhD (Candidate), MBA, PgDip, BBA, HNDA, MAAT,  
LICA, FIAB (UK), MABE(UK), DIFPM(UK), MPM(USA), FCPM, MMC(USA)

Alternate Chairman & Chief Editor-CPM Journal Committee  
Management Consultant/ Senior Visiting Academic/Corporate Trainer

#### **Pic by NEOL RANJITH MALINDA**

Fujiyama Colour Lab





# DECISION TREES FOR EFFECTIVE MANAGEMENT DECISION MAKING

## **HIMASHI FERNANDO**

MBA (Banking & Finance), CPA, ACMA(UK), ACMA, ACPM,  
CGMA, ACIM(UK), Dip.M, AIB, BIT(Hon)  
Business Intelligence Consultant, The University of Melbourne





**A** Decision tree is a popular tool used in management decision making and has proven to be a much more lucid means of presenting the relevant information. Typically, managers face challenging decisions in day-to-day operations such as designing and implementing innovative products or services. In resolving such scenarios, decision trees are considered as valuable in supporting the managers to identify the possible alternative courses of action and in analysing those options with clarity, augmented by the flexibility to incorporate financial and risk elements. This paper attempts to understand 'decisions' and 'decision trees' in general and explores the components of, benefits and types of decision trees. This discussion is followed by a practical example related to deciding whether to invest in new product development initiative together with an evaluation of the alternative choices available and benefits of blending in other factors. This is then concluded by reviewing the potential and the use of decision trees in predictive modelling approaches such as data mining and machine learning.

## 1. Introduction

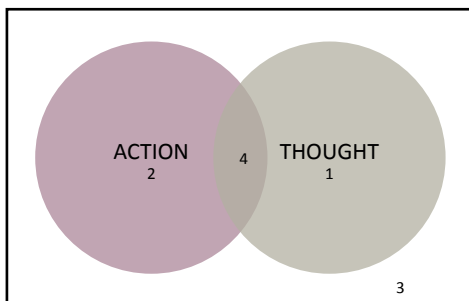
All of us make some sort decisions every day, but how many of you consciously think about them in a bit more detail? Capability to make effective decisions is rewarding for human beings, and this is even more critical for managers. Therefore, it is important for managers to explore and understand the tools that are helpful in management decision making.

## 2. Understanding Decisions

It is beneficial to understand about decisions generally and how they are being made. The mere idea of thinking about something does not mean that someone has made a decision. To better understand about a decision, it is useful to make a distinction between a "thought" and an "action". In 2016, Howard and Abbas illustrated four possible combinations. These are depicted by Figure 1 below.

Figure 1

### Regions of Thought and Action



SOURCE: Howard, RA and Abbas, AE (2016)

#### 2.1 Region 1 : Thought without Action

This represents occasions where thoughts are present without an action. For example, thinking "What a beautiful sky", without any subsequent action arising out of that thought. Further, self-talk would fall under this category.

#### 2.2 Region 2 : Action without Thought

An action without thought may occur as a reflex response to a stimulus, i.e. an involuntary and nearly instantaneous movement in response to a stimulus that does not receive or need conscious

thought. A good example is withdrawing your hand from a hot surface before you become aware of the heat.

#### 2.3 Region 3 : No Thought or Action

It's somewhat challenging to think about examples that would fit into this category as someone could interpret this region different to another. e.g. perhaps being in a coma or state of consciousness achieved by proper mediation.

#### 2.4 Region 4 : Thought and Action

This region identified as "Actional Thought" by Howard and Abbas (2016) is important in better understating decisions. Howard and Abbas further define a "decision" as follows:

*A decision is a choice between two or more alternatives that involve an irrevocable allocation of resources.*

Decision trees as explained below is a useful tool in ascertaining what are the choices available and what are the payoffs, benefits, uncertainties or risk associated with each alternative.

## 3. What is a Decision Tree?

A Decision Tree is a decision support tool, with a flow-chart (or tree) like structure that helps better identification of options. It is useful in discovering relationships and supports prediction. Further, it is also identified as a graphical representation of possible solutions to a decision based on certain conditions. Like a tree structure, a decision tree starts with a root node and then branches off into several alternative options. It is an excellent tool that helps managers in evaluating and choosing between several courses of action.

Magee (1964), in one of the earlier but a popular paper published in Harvard Business Review, explains that "although complex decisions can be portrayed in a payoff table form, particularly for complex investment decisions, a different representation of the information pertinent to the problem - the decision tree - is useful to show the routes by which various possible outcomes are achieved".

Decision trees are also prominent from a data mining context. Also, known as classification trees, they are one of the most popular approaches for representing classifiers.

A variant is known as decision diagrams. Decision diagrams are communication tools useful to improve the clarity of thought in decision analysis and provide a more compact representation than a decision tree (Howard, RA & Abbas, AE 2016).

## 4.Components of a Decision Tree

A decision tree consists of nodes and edges. The root node has no incoming edges. Branches or edges are arrows that connect the nodes and represent an alternative course of action or a decision. There are different notations followed graphically to differentiate the type of node. For example, decision (or action) nodes are typically represented by squares whilst, chance nodes are typically symbolized as circles. Sometimes, end nodes are denoted by triangles.

Quinlan (1988) explains the associations between the components of a decision tree as below:

"A decision tree is a recursive structure for expressing classification rules. Such a tree may be a leaf associated with one class. Alternatively, the tree may consist of a test which has a set of mutually exclusive possible outcomes together with a subsidiary decision tree for each such outcome".



**5. Types of Decision Trees**

Generally, the dependent variable or the target variable determines which type of decision tree is needed for analysing the data. Classification trees are typically designed for dependent variables that take a finite number of values (Loh, 2011). On the other hand, regression trees are needed if the target variable is continuous (e.g. price of a house). Figure 2 represents this categorisation in a simple form.

- Capability to explicitly demonstrate the factors that are considered important to the decisions
- Flexibility - Can handle both continuous and discrete variables
- Suitable for diverse scenarios: Classification, Prediction

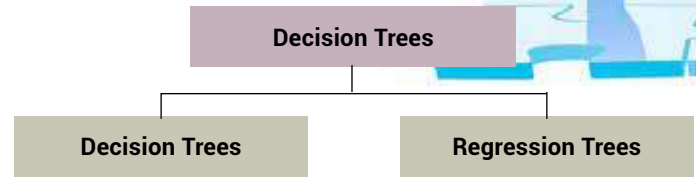


Figure 2 Types Decision Trees

**6. Why Use Decision Trees?**

From a decision-making point of view, some of the advantages of using decision trees include

- Clarity and/or easy to understand
- Visual presentation facilitates better communication

**7. Illustration of a Decisim Tree example for Manager**

**Case Study** - In this hypothetical example, the Marketing Manager of Delight Confectionaries PLC is currently facing a challenge, where he must decide whether to approve the New Product Development (NPD) initiative or not. In real-life situations, often the decisions come in the form of a series of decisions rather than a single one-off decision. In this example, there are two decision points, (i) Decision Point #1: Whether to approve or decline the new product development initiative and (ii) Decision Point #2 - If the new product development process succeeds, whether the company should commence commercial production or not. This is illustrated by Figure 3 below.

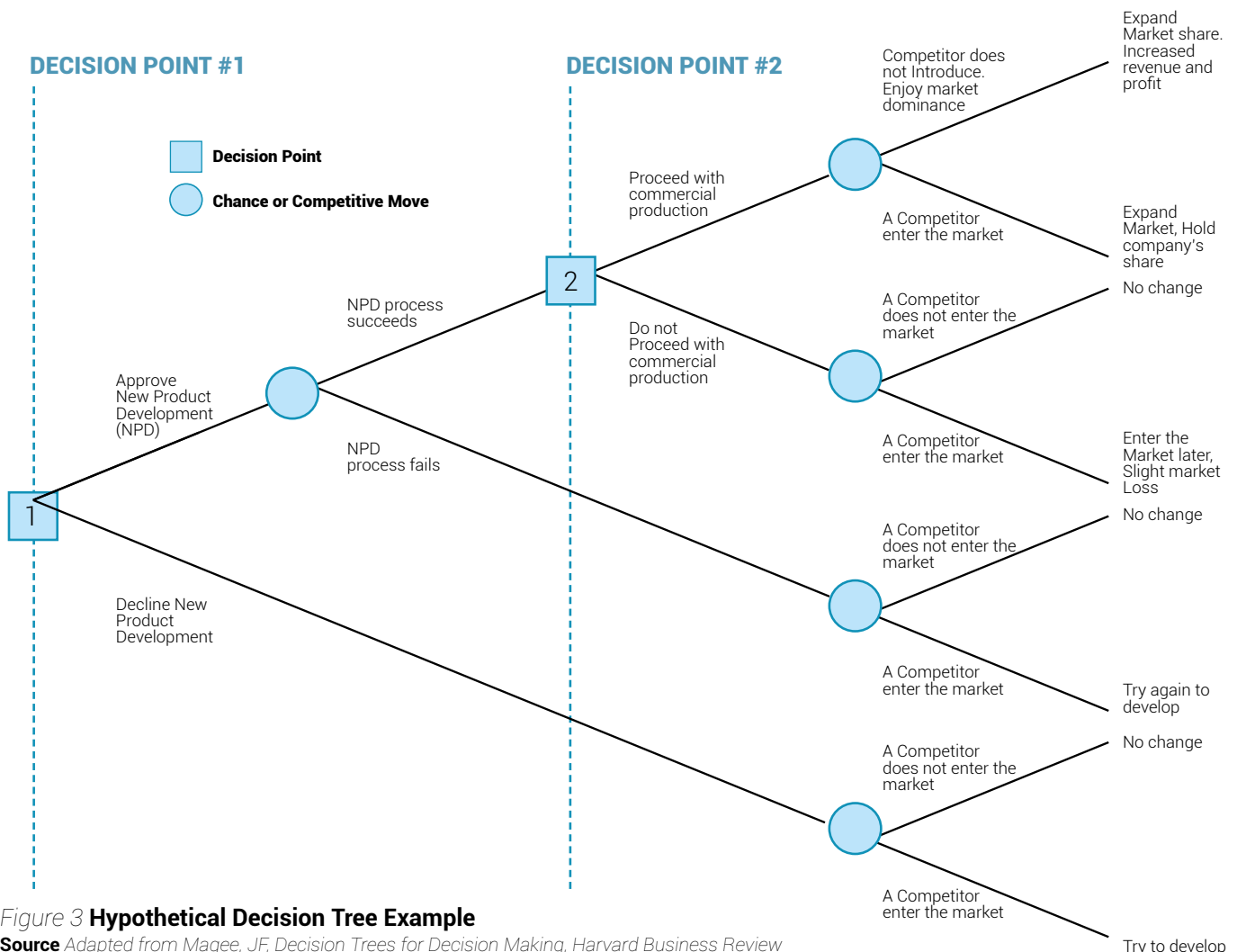


Figure 3 Hypothetical Decision Tree Example

Source Adapted from Magee, JF, Decision Trees for Decision Making, Harvard Business Review



At Decision Point #1, depicted by a square node, the manager must decide whether the new product development initiative should be provided with approval to proceed or not. If the NPD process is approved, two possible scenarios can happen (i) the NPD process succeeds or (ii) the NPD fails. As described below, probabilities can be assigned to determine the expected levels of success or failure. If the NPD succeeds, then at Decision Point #2, the manager must again decide whether to proceed into commercial production or not. This will be affected by various factors such as resourcing, expected market conditions, etc.. At the next stage, there is a chance that a competitor can enter the market, which leads to various possible scenarios and the likely impact to Delight Confectionaries PLC. It is also useful for managers to think about how to rollback and the possible consequences. This problem, although simplified for illustration purposes, demonstrates the typical risks and uncertainties that a manager may encounter.

It is also fruitful to include any other relevant data that impact the decision-making process e.g. financial data such as cash flows (inflows and outflows), probabilities and risk elements. For example, the new product development process may incur substantial costs at the beginning of the project plus ongoing costs with the expectation to recover the investment expenditure from the revenue generated by sales. Expected values can be calculated by multiplying the net cash flows by the corresponding probability. Time value of money can also be incorporated to make the calculations more realistic. Purely from a financial perspective, a company may decide to pursue the option with the highest expected value. However, decisions must be undertaken after a careful review of all the elements including risk factors.

## 8. Decision Trees in the context of Data Mining and Machine Learning

Decision trees are also popular as one of the predictive modelling approaches used in data mining and machine learning. It has proven to be a successful technique for supervised classification learning.

Random forests are a collection of decision trees. They are generated by constructing multiple decision trees at training time and outputting the class that is mode of the classes of the individual trees. In early 1988, Kwok & Carter investigated the effect of averaging over predictions of multiple decision trees, instead of using a single tree and discovered that performance was better than the any of the constituent trees.

### Conclusion

Decision trees provide the managers a highly effective structure where important options, events, resourcing, risks or rewards are laid-out and evaluated.

Due to their tremendous potential, decision trees are used in many diverse scenarios or applications such as for management decision making, classification and prediction.

### References

- Howard, RA & Abbas, AE 2016, Foundations of Decision Analysis, Pearson Education Inc.
  - Kwok, SW & Carter, C, Multiple Decision Trees, Technical Report 321, April 1988.
  - Loh, W 2011, Classification and Regression Trees, John Wiley & Sons, Inc., Volume 1, January/February 2011
  - Maggee, JF, Decision Trees for Decision Making, Harvard Business Review, July-August 1994.
  - Quinlan, JR, Discovery of Decision Trees, Technical Report 326, June 1988.
- <https://www.mindtools.com/dectree.html>

# PRODUCTION AND CONSUMPTION PATTERN OF ORGANIC FOODS, WITH SPECIAL REFERENCE TO SRI LANKA

**KATHIRGAMAPALAN KANOJAN**  
BAsc, M.Sc., CEMBA, ACPM, AMSLIM, Nutritionist  
Regional Manager, Ceylon Fisheries Corporation



## 1. Organic Foods: An Introduction

Consumers worldwide are increasingly concerned about nutrition, health, and the quality of their food. Major concerns have appeared because of recurrent food crises involving pesticide residues on fresh produce, food contamination by chemicals in dairy and seafood products, and the unregulated use of additives in processed foods. In addition, the increase in environmental awareness and threats posed by pesticide use are also related to the growing interest in organic food production. As a result, organic food is perceived as safer by consumers because they believe it is chemical-free when compared to products from conventional farming. Therefore, health can be considered as an important factor and has a positive relationship to consumers' decision to buy organic food.

Organic foods refer to vegetables, fruits, fish, dairy products and meats that are grown naturally or through organic farming, and are not processed or refined. It is one of those food sources that promote ecological balance, biodiversity conservation, and recycling of resources. Organic farming uses an approach to growing crops and raising livestock that avoids synthetic chemicals, hormones, antibiotic agents, genetic engineering, and irradiation.

Although organic food comprises only a small fraction of the food market, its rapid growth has generated much interest among consumers and businesses. The demand for organic food has increased tremendously, especially in developed countries. This trend has also moved to developing countries. Over the last 10 years the organic food market has been characterized by dynamic development driven by strong growth in demand. Consumers have started to look for safer and better controlled foods, produced in more environmentally friendly and local systems. Organic production is an overall system of farm management and food production that aims at sustainable agriculture, high-quality products and the use of processes that do not harm the environment, or human, plant or animal health and welfare.

## 2. Meaningful Advantages of Organic Foods

### 2.1 Healthier to Consume

Organic foods are more nutritious than the non-organic variety. Organically farmed, free from any pesticides and herbicides that may have harmful effects. This results in a more energetic and stronger body, with a reduced risk of disorders, illness and disease. Organic fruits and vegetables contain 40% more antioxidants according to research. As an element that the body needs to keep the system healthy and free from disease, having more antioxidant is sure to be beneficial. This is because it reduces the risk of heart diseases, stroke and cancer. The absence of preservatives also enables you to control and keep unnecessary weight. According to many studies the nutritional composition of the organic crops is more profitable for humans than the conventional one. A recent big meta-analysis has proved that organic crops contain 4 times less pesticide residues and significantly less cadmium and nitrates/nitrites which cause cancer disease.

### 2.2 Better Tasting

Some non-organic foods contain additives that can alter the taste, nutritional value and may even lead to weight gain. All of these are not found on naturally grown food items, which mean taste is better and more natural. Recent studies also showed that organic food has more healthy chemicals and mineral salts that increase nutritional value and quality.

### 2.3 Protects the Environment

Working in harmony with natural ecosystems rather than dominate them. Organic farming uses manure instead of fertilizers. Without the chemicals, growing organic foods protect the environment from pollution and contamination of nearby bodies of water. Organic farming also conserves water and soil. And, compared to conventional soils, organic soils contain more micro-organisms that store carbon in the ground, helping maintain global climate. Organic farming also maintains and improves long term soil fertility.

### 2.4 Supports the Local Economy

When we buy organic foods, we support local farmers and their organic farms. When the rest of the community does the same thing, there will be more farms and more jobs will be created. These, in turn, support the community's local economy. Increase in farmers' income by 30% - 100%, compared to the income from conventional produce and organic products are premium prices in the export market, leading to an increase in export earnings.

### 2.6 It is Cheaper

Buying organic food may be expensive initially, but we will save money in the long run. Remember that whole foods prevent major and minor diseases, lowering health care costs because we are unlikely to get sick and be confined in a hospital.

## 3. Global Market Status of the Organic Farming

According to the latest survey by The International Federation of Organic Agriculture Movements (IFOAM) in 2015, there were 43.1 million hectares (ha) of organic agricultural land in 2013. The regions with the largest areas of organic agricultural land are Oceania (40%), Europe (27%), and Latin America (15%). Asia contributed 8% to the world's agricultural land, followed by North America (7%) and Africa (3%). There were almost 2 million producers in 2013. Thirty-six percent of the world's organic producers are in Asia, followed by Africa (29%) and Europe (17%). About a quarter of the world's agricultural land (11.7 million ha) and more than 80% (1.7 million ha) of the producers are in developing countries and emerging markets. Global sales of organic food reached 72 billion U.S. dollars in 2013.

### 3.1 Labeling of Organic Foods

For products to be called organic, the production must conform to a certain established organic standard and be certified by a recognized certifying body (Table 1); an organic label indicates to the consumers that the product has been produced using certain production methods. The International Federation of Organic Agriculture Movements (IFOAM) provides guidelines that have been widely adopted by countries for organic production and processing.

Organic Labeling	Standards
100% Organic	Must contain only organically produced ingredients and processing aids (excluding water and salt).
Organic	Must consist of at least 95% organically produced ingredients (excluding water and salt).
Made with Organic Ingredients	Must contain at least 70% organic ingredients.
Natural	A product containing no artificial ingredient or added color and that are only minimally processed (a process that does not fundamentally alter the raw product).

**Table 1** Labeling of Organic Foods

**4. Organic Farming in Sri Lanka**

Among the producer countries, Sri Lanka maintains a reputation in organic crop production and exports different varieties of organic products adhering to international standards. For over a decade, Sri Lanka had exported a range of organically certified products. The country is considered the pioneer in the Asian region, to introduce organically certified tea and cinnamon to the world market.

The total area under organic agriculture in Sri Lanka in 2008 was established at 19,191ha (0.81% of total cultivated lands) and this has further increased to 31585ha (1.33% of total cultivated lands) in 2010. Statistics also highlight the significant increase in organic production from 4216Mt in 2007 to 41,128.3Mt in 2010.

**5. Major Sri Lankan Organic Products**

Sri Lanka Organic products are renowned worldwide for their excellent quality. Major Sri Lankan Organic Products include: Tea, Coconut based Products, Spices (Pepper, Cardamom, Cloves, Nutmeg, Cinnamon, Ginger & Vanilla and extracts), Medicinal Herbs, Essential Oils and Extracts, Tubers and Vegetables, Coffee, Cocoa, Fruits, Pineapple, Papaya, Banana, Lime, Mango, Fruit Juice, Rice, Cashew, Processed Products, Wild Harvest, Kithul Treacle, Jaggery and Bee Products. The major export markets for Sri Lankan organic products are: USA, Germany, France, Japan, UK, Netherlands, Sweden, Switzerland, Australia, Canada, Belgium & Austria.

**5.1 Organic Tea Industry**

Sri Lanka is the 2<sup>nd</sup> largest organic tea producer & exporter in the world. The percentage of the total organic tea extent has increased from 0.78 % in 2000 to 3.34 % in 2010.

**5.2 Organic Coconut Sector**



**Figure 1** Organic Tea

In Sri Lanka approximately 10,000 ha of coconut lands have been certified as organic coconut and they export organic products such as fresh coconut, coconut water, desiccated coconut, virgin coconut oil, coconut cream and coconut chips. Coconut growers receive extra Rs.2-3/= for the organic fresh coconuts they produce.

**6. Why Sri Lankan Organic products are very special?**

- Indigenous knowledge / management practices of the farmers to contribute towards sustainable agriculture.
- Compliance with the green concept with minimal impact on the environment.
- Diverse climatic conditions within the country that enable cultivation of a range of products from tropical to temperate.
- Reputation as a supplier of quality products.
- Available supply of local resources to enhance production.
- Flexible operation (out-grower schemes, short-term employment).
- Skilled labor.
- Compliance with International Standards.



**Figure 3**  
Extra Virgin Coconut Oil



**Figure 4**  
Organic Coconut Milk

**7. Production and Consumption of Pattern of Organic Foods in Sri Lanka**

Majority of the consumers were willing to purchase organic food in the Sri Lanka. However, insufficient supply on the market, lack of information reach to the consumers regarding the availability and market place, mistrust of the product and high price compare with other conventional foods are the major factors affecting the buying behavior of the people. Consumers mainly purchase fresh organic vegetables and fruits followed by meat and milk products where the organic product consumption is strongly motivated by health consciousness. And also, to have the marketing strategy towards the consumers' attraction on organic food produce, media, exhibitions and forums should be arranged for the promotion of the confident and impression on consumers' present and future attitudes towards consumption. Awareness of the organic labeling should be filed and which can create a chance for consumer to pay a more for organic products.

Organic food buyers tend to be younger than non-buyers. Age seems also to affect consumer attitudes towards organic food. Young people are

more environmentally conscious but less willing to pay more due to their lower purchasing power, whereas older people are more health conscious and more willing to pay an extra price for organic food.

Women seem to be more interested in organics than men, and they are more frequent buyers than men. Overall, more positive attitudes towards organic food have been detected in women as opposed to men. Education has also been reported as a significant factor affecting consumer attitudes towards organic food products. People with higher education are more likely to express positive attitudes towards organic products, require more information about the production and process methods of organics. Moreover, demands for organic food seems to be associated to income, higher income households are more likely to form positive attitudes and to purchase more organic food.

#### References:-

- **American Academy of Pediatrics, (2012)**, 'Organic Foods: Health and Environmental Advantages and Disadvantages' Available at: <http://pediatrics.aappublications.org/>, {Accessed on 07th February 2018}
- **Chandran Somasundram, Zuliana Razali & Vicksnesha Santhirasegaram (2016)** 'A Review on Organic Food Production in Malaysia,' {Online}. Available at: <http://creativecommons.org/licenses/>, {Accessed on 02nd February 2018}
- **Gianluca Quaglio & Liliana Cuncha (2015)** 'STOA workshop the Impact of Organic Food on Human Health' {Online Available at: <http://www.europarl.europa.eu/stoa/cms/home/events/workshops/organic>, {Accessed on 02nd February 2018}
- **Narmilan A. & Amuthenie S (2015)** 'Demand for Organic food Products in the urban areas of the Batticaloa District, Sri Lanka,' {Online}. Available at: [www.isca.in](http://www.isca.in), [www.isca.me](http://www.isca.me), Research Journal of Agriculture and Forestry Sciences Vol. 3(11), 21-26, Decmeber (2015). {Accessed on 31st January 2018}
- **Wijethilake G, (2017)** 'Country Profile'- "Organic Products" {Online}. Available at: <http://www.srilankabusiness.com/organic/in-sri-lanka.html>. {Accessed on 4th February 2018}

# IMPACT OF DIGITAL MARKETING IN ECONOMY OF SRI LANKA; EVIDENCE FROM “REVOLUTIONIZING TRANSPORTATION SECTOR”

**JEBAWATHANI SUBAS PARAMANANTHAN**

MBA, ACMA, BCom, Reading MPA  
Deputy Director-Finance & Administration, Board of Investment of Sri Lanka



**SINNATHAMBY VIJAYAPALA**

PhD (Candidate), MBA, PgDip, BBA, HNDA, MAAT,  
LICA, FIAB(UK), MABE(UK), DIFPM(UK), MPM(USA), FCPM, MMC(USA)  
Alternate Chairman & Chief Editor-CPM Journal Committee  
Management Consultant/Senior Visiting Academic/Corporate Trainer







## Introduction

The end of civil war made several opportunities open to marketers in Sri Lanka. Heavy infrastructure systems have done by government that was ruled and ruling at present such as Highways, Inner Roads, Irrigation Systems, Hospitals, Schools, Parks, Servicing Centers etc., Marketers are always special on about their products or services about advertising to the public at all. Therefore they were grab the opportunities / take advantages of penetrating the market by using online marketing. It is the easiest mode of reach public within a second. Some websites started rising, and marketers began to realize the worth of online marketing. But still only a very few people engaged in that new pattern, may be because it was the beginning of the era of digital marketing. At early times, companies have only been looked to posting advertisement, banners on the websites. For them it was like posting an advertisement on newspaper. But the actual substance started to "click" as they began to get to know more about it. Then the companies began to move on to other marketing platforms available on the internet. Also, this new marketing world provided new entrepreneurs an idea. Due to the strong platform on digital marketing in Sri Lanka, during last decade, we could expect marketers to get into this trend in future. There is a long way to go because this digital world is dynamic, subject to change day by day. If we focused on the newly turning up digital marketing environment as well, the prospect of the domestic market to be a part of global market would be rising. Social Media does not stop with Facebook and Twitter but extends to Snapchat, Instagram and so on. So focus on the rest of the available global platform that would attract global users.

## Present Transport System in Sri Lanka

Transportation is a country's mirror, where developed countries are spending a great portion of their income on transportation development leads to expedite their goal achievement in short time, as we are breathing in digital era, therefore the decisive information in palm style only. Transport system in Sri Lanka is became prospective sector and it is highly established with main road networks in the way of high-

*Smart City engaged with busy transportation schedules: Crowded population of 2.3 million accounts for 45%, more over it is the hub for industrial, commercial and administrative center*

ways, inner roads and railway network established in all over the island, and air strips in both Katunayake and Hambantota are functioning for public use. "Smart Mobility" within the definition of the city being 'Smart', impacts both transport of people as well as transfer of ideas. This requires a level of coordinated innovation in the city's hard and soft infrastructure that has little precedent globally. We have identified the focus areas within Smart mobility include: transportation, roads infrastructure and traffic management—including Colombo taxis and the app-connected wheelers (Uber, Pick Me, Sonit, Budget and the bus network, — each to be serviced by smart touch-points. Enhanced asset management initiatives, such as smart parking will drive true seamlessness and efficiency. Sustainable mobility initiatives can be implemented in the form of electric vehicle charging stations and legislative support around renewable transportation. The city's ICT infrastructure, together with future initiatives will enable impactful movement and implementation of ideas.

Due to the urbanization, cities are facing huge transport congestion problems which cause delaying and irritation to the passengers always. Our national transportation system aims to be an integrated, intermodal national transportation system that can economically move anyone and anything, anywhere, anytime, on time, a transportation system without fatalities and injuries; and a system that is compatible with the environment. When SMART phones and services first entered Sri Lanka, it was a luxury and was considered expensive. However, partly because of lower prices and higher demand as well as increasing disposable income, mobile phones are now treated as a basic requirement. This context can, likewise, be applied to the transportation sector. Air conditioned buses and trains which may be classified as luxury today will be a commonly used mode of transport in the next few years as people's income levels increase. In creating an enabling environment for speedier economic growth, the Government aims to fast-track infrastructure investment over the next decade, especially with a view to overcome the dearth of investment during the last three decades. Recent developments in the transportation sector have indicated promise. With the introduction of Pick Me and Uber to Sri Lanka, transportation / travelling time of civilians who depends on public transport mode has reduced considerably and the obligation is to ensure that all those who use their transport services are able to do so safely and efficiently. The transport market has not been innovated in decades so any minute change has a large effect in Sri Lanka.



**Inspiration behind Disruption**

The aim is to ensure that passenger is able to get a vehicle at any time of the day from any location, by a simple click of a button, where we all experienced while we using smart phones spent less than a minute for booking a tuk tuk or cab service. The penetration of smartphones in Sri Lanka is very high at 20%, and of course that is concentrated in Colombo and the Western Province. Meanwhile there are about one million credit cards and 11 million debit cards in Sri Lanka." The platform has helped remove inefficiencies in the taxi industry while accelerating the growth in the industry. The technology has also improved the social status attached to a person engaged in the driving profession, while enhancing their living standards. The introduction of Pick Me and Uber have helped in converted many traditional drivers into aspirating entrepreneurs due to the attractive income levels and efficiency the service offers.

While look at the public point of view, due to the convenience factor, it is observed there is a trend in consumers very much keen to use a taxi / cab / tuk tuk rather than taking their own vehicles out, eliminating traffic, saving fuel, parking issues, safety concerns. It means that our digital community realize the opportunity cost while using these hired vehicles,

**Myth of pricing the service**

Uber may be new born baby to Sri Lanka, but it's the big boy in developed countries, since Uber is a global company which raised up to massive amount as its investments. After go through their history , it is clearly understand that with each trip, passengers paying only 41% of the cost and the rest being paid out by company subsidies. But still drivers are complaining about lesser salary, while none of them are not fully occupied, instead they are driving in part time, especially they are in different time slots. Both UberGo and UberX mostly use by the young generation especially "Millennials" who are "Text Me" group. They love to travel via Uber and give a positive feedback / rating (stars) to the driver, it will leads to the earning stars as credit to them, while the drivers are conversant in all three languages and never demand/ negotiate for cash / money. Instead of cash, both credit / debit cards were used while booking a cab service, for payment purposes.

**Less cost involved in Pick Me trips which are riding after 10 pm, it waives 15% additional night fare and further in order to encourage drivers to accept hires for Rs 85 for the initial two kilometers for all bookings for long distance made outside Colombo by travelers. The Uber charge in the following manner stipulated in the table below from its consumers**

Type of Uber Car	Base	Per Min	Regular Fares (up to 10km)	Long Distance Fares (After 10km)
UberGo	Rs. 50	Rs. 2	Rs. 30	Rs. 42
UberX	Rs.100	Rs. 2	Rs. 50	Rs. 62

**Other Travelling Modes**

This is mentioned about other network such as Train system, Expo Rail and Bus Network are in critical condition, thus with severe effect of accidents, congestion, often strikes due to some specific reasons. Public suffer/ inconveniently realize huge time spent on roads, waste of fuel etc.

**Concluding Remarks ...**

Uber service is available in 83 countries and over 674 cities worldwide **(Source: Uber)**

Uber fulfills 40 million rides monthly and has over 77% of US ride-hailing market **(Source: Wiki)**

Total number of rides by 2016 – 2 billion **(Source: Forbes)**

Uber gross revenue 2016 – \$20 billion **(Source: BusinessInsider)**

Uber net revenue 2016 – \$6.5 billion **(Source: BusinessInsider)**

Venture capital raised – \$11.5 billion **(Source: Crunchbase)**

Uber valuation in 2017 – \$69 billion **(Source: Bloomberg)**

Uber driver's average income – \$364 / month **(Source: Ernest.com)**

In the US, Uber has over 160,000 active drivers, receiving \$656.8m of payments during Q4 2014 (Source: Benenson Strategy Group)

14% of its drivers are female **(Source: Uber)**

The top two reasons for drivers to choose Uber are higher income (91%) and work-day flexibility (87%) **(Source: Bureau of Labor Statistics)**

It's largest competitor Lyft generates a fraction of net revenue (\$700 million) compared to Uber (\$6.5 billion) **(Source: FutureAdvisor)**

However, Uber has given Lyft a boost – generating greater engagement on the app **(Source: Forbes)**

Presently Uber signed a partnership with AirAsia to provide a seamless, affordable and convenient door-to-door experience for travelers! Through this innovative partnership, both companies would work together to give more seamlessly get home or to work, to the airport and back in the 52 cities in 16 markets across Asia Pacific and the US, where AirAsia operates and the Uber app is available.

Countries with high population and high density of vehicles prevailing condition, avoiding traffic congestion is impossible, but using mini hired vehicles lead to greater cost and time savings. The government was involved in planning to develop an effective and people friendly public transport system which would provide economic benefit to the country. It is seen from printed media sources, the Ministry of Transport has drawn up a master plan for this purpose and the bottom line of this project is to promote a transport system which is environment-friendly, accessible and affordable to commuters. The master plan includes measures for electrification and widening railways, urban railway development, Ministry added. They were conducted feasibility studies to launch the Bus Rapid Transit system in urban areas to enhance efficiency in transport. The 60 percent public and 40 percent private transport composite has to be maintained. Currently there are more private buses in operation than SLTB buses. It is vital for the government to encourage people to use bus and railway transport. Policy measures to address fuel prices, route costs, quality of vehicles, standard of fuel and shift to electrical vehicles are also vital. The Ministry focuses on niche areas such as long distance express passenger service, freight transport and suburban commuter service. Plans are afoot to setup inland container depots to minimize congestion. But it should be rational to think about how functioning transportation systems in efficient manner, by ensuring 3Es' Engineering, Education and Enforcement in an efficient transport system.

# 5 TRENDS DRIVING CHANGE IN TRANSPORTATION AND LOGISTICS IN 2017

## The Modern Consumer:

Those who have grown up in the age of Amazon have an inherent desire to receive goods and services instantly—putting increased pressure on transportation and logistics companies to deliver goods exceptionally fast, and at the lowest price. Consumers now demand unprecedented visibility into order status, tracking and delivery, forcing the industry to invest in new technologies and partnerships.

## A Rise in Ecommerce:

Increasing consumer demands are fueled by the explosive growth of ecommerce. To compete, retailers must employ an Omni channel logistics strategy to deliver a seamless shopping experience. This inevitably introduces new supply chain, fulfillment and shipping challenges.

## Supply Chain Innovation:

Harnessing the power of IoT and data driven insights at various points along the supply chain offers huge potential to improve customer service and maximize efficiency. Big data and predictive analytics are empowering event-driven logistics that can account for external factors like natural disaster and war hazards which can help significantly reduce risk along the supply chain.

## Automated Delivery of Goods:

Amazon has already started experimenting with drones as a new form of express delivery and advancements in sensor technology have made autonomous vehicles a reality for 2017 and beyond. These automated solutions have the potential to increase safety, reduce risk, and significantly increase efficiency.

## Logistics-as-a-Service:

Overarching the broader industry is the movement towards cloud logistics that enables, "logistics-as-a-service" business models. Innovations in the cloud have improved control over supply chain processes with access to real-time information—allowing companies to be more agile in response to volatility or disruptive events.

*Whether moving product via land, air, sea or a combination thereof, transportation and logistics companies have a lot on their plate. Advancements in technology and changes in way goods are bought and sold are creating complexity, but also opportunity for the industry. In order to keep pace, companies operating in this sector will have to learn to be agile, forward thinking and open to collaboration as they navigate the constantly changing global economy.*

# TOP 5 DIGITAL TRENDS THAT ARE CHANGING MASS TRANSPORT

## 1. Crowdsourced public transit information:

To avoid the bottlenecks in the public transportation systems, with smart ticketing systems, email signups, and wifi enabled transportation options, the mass transit industry is starting to crowdsourcing public transit information in an attempt to suggest better routes to users. To incentivize people to take alternate routes, the apps could offer discounts, deals, or partnerships with third-party companies. This has the dual benefit of lightening the flow of traffic as well as earning additional revenue.

## 2. Mobility-as-a-Service:

Some transport authorities are experimenting "mobility-as-a-service (MaaS)." This service maps user journeys over a long period of time to track personal transit trends. Then, if there are any holdups on a person's normal route, the authorities could suggest an alternate route. This differs from the trend above in that while crowdsourced public transport data helps the mass transit market make real-time decisions, MaaS helps make preemptive decisions.

## 3. Bike-shares and alternative transportation:

Bike-shares are a good example of this new alternative transportation. These public and private enterprises offer the use of bikes in a similar manner to Uber or Lyft. You can use an app to find the location of public bikes available to rent, unlock it, and pay for it by the hour or day, all by using your mobile device. When you're done, all you have to do is locate a bike lock area with your GPS and the bike. No need to even return it to the same place. This trend has been largely due to a response for more eco-friendly ride options.

## 4. Ride-share and on-demand integrations:

Ride-share services, while having a huge impact on the transportation market, are outdated when it comes to "new" technology. Still, companies such as Uber and Lyft are finding additional ways to service their markets by offering ride-share integrations with apps such as Google maps. It's now fairly common to see municipalities launch their own ride-share nonprofit services to help their communities. For example, Ride Austin is a not-for-profit organization that offers residents of Austin, Texas a low-cost ride-share option, payable right over their phones.

## 5. Platform-based transportation ecosystems:

The idea is to put the rider at the center of the user journey, thus making their experience pain-free and enjoyable. This thinking has fueled a "platform revolution," with the mass transport sector driving the initiative. The aim is to create a fully integrated mobile and desktop platform where a user could compare pricing options and make a payment. If the mass transport sector can copy their proven best practices (multi-modal transportation options), they can create an ecosystem that helps the user journey.

## References

- [www.businessofapps.com/data/uber-statistics/](http://www.businessofapps.com/data/uber-statistics/)
- [www.uber.com/en-MY/blog/myairasiapartnership/](http://www.uber.com/en-MY/blog/myairasiapartnership/)
- [www.webintravel.com/airbnb-uber-and-how-they-used-technology-to-build-trust-between-strangers/](http://www.webintravel.com/airbnb-uber-and-how-they-used-technology-to-build-trust-between-strangers/)
- [www.netsuiteblogs.com/5-trends-driving-change-in-transportation-and-logistics-in-2017-cohaesus.co.uk/top-5-digital-trends-changing-mass-transport-sector/](http://www.netsuiteblogs.com/5-trends-driving-change-in-transportation-and-logistics-in-2017-cohaesus.co.uk/top-5-digital-trends-changing-mass-transport-sector/)
- [www.i-scoop.eu/digital-transformation/transportation-logistics-supply-chain-management/](http://www.i-scoop.eu/digital-transformation/transportation-logistics-supply-chain-management/)

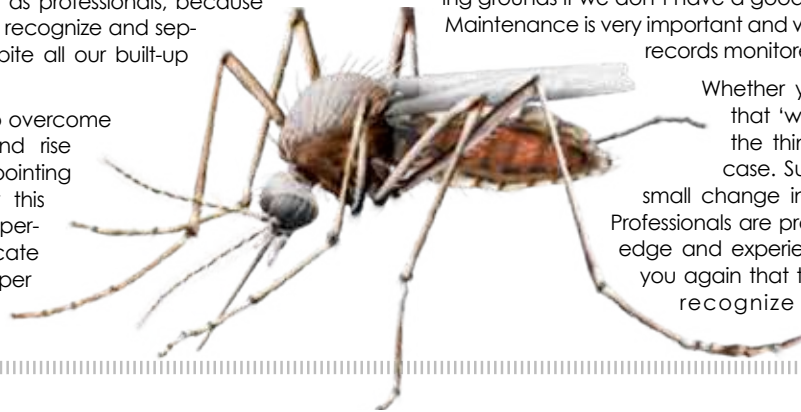
# DENGUE MOSQUITO CANNOT RECOGNIZE PROFESSIONALS



**GAYAN GUNAWARDANA,**  
MCPM, MHRM (COL), BSc(Spe | USJ),  
Dip (CA Sri Lanka)  
Director, TDL Holdings Pvt. Ltd.

Dengue mosquito cannot recognize professionals What role could 'Professionals' play at their office premises to prevent dengue? This becomes critical because we are at office when the dengue mosquito is most active? In this article, I will dwell on the practical aspects of what we can do together as professionals, because the dengue mosquito cannot recognize and separate us as professionals despite all our built-up values.

First and foremost we have to overcome the psychological barrier and rise above the mentality of appointing someone else to look after this area and engage ourselves personally. Ideally we should allocate a minimum of 30 minutes per week to review our gardens



and other outdoor areas to ensure we have no breeding sites. Air-conditioning systems should be given extra attention. Usually it carries periodical services and we have to make sure that this task is carried out in a timely manner.

We can use some good repellent such as mosquito coils, plug-in mosquito repellent devices and sprays, herbal incense sticks etc.

We can also use our clothing what we wear to protect us from the bite which may need to be redefined with new designs to support this concept. Wash rooms, rooftops and gutters can be mosquito breeding grounds if we don't have a good surveillance method in place. Maintenance is very important and we need to have maintenance records monitored by a service supervisor.

Whether you believe this as something that 'we can do' or 'we cannot do', the thinking maybe justified in either case. Success or failure begins with a small change in our approach and thinking. Professionals are products of time, money, knowledge and experience. However, let me remind you again that the 'Dengue mosquito cannot recognize professionals'.

# YOGA AND MODERN WORKING ENVIRONMENT



**CHRISTHO DINESHKARAN**  
BBA, ACPM, AMSLIM, AMIM  
Airport Service Agent, Classic Travels (Pvt) Ltd.

Work place is a challenging area for the work force in this modern era. Maintaining a Balance between the personal life and the professional life is a complex thing for each and every person. In the modern workplace stress and anxiety are everywhere, each and every task is challenging in the fast paced world.

In order to cope with the stress, we involve in many defense mechanism techniques such as having tea, smoking, drinking liquor, eating sweets, chocolates, listening music, etc.,

In addition to this, yoga and meditation practices are also considerable as stress relief techniques.

Yoga is a mind-body-spirit practice that combines physical poses, controlled breathing and meditation. Yoga is developed in ancient India which heals many deceases like depression, blood pressure, heart diseases, obesity, diabetes and many more disorders.

Benefits of yoga at work place are many.

By concentrating on breathing, yoga can control our mind and increase the focus on the daily tasks effectively and efficiently.

Yoga activates our immune system and thereby reduce sick leaves and improve attendance percentage for the better performance outputs.

Yoga helps to stretch major muscles group and increases joint mobility to prevent joint aches and stiffness caused by excessive computer usage.

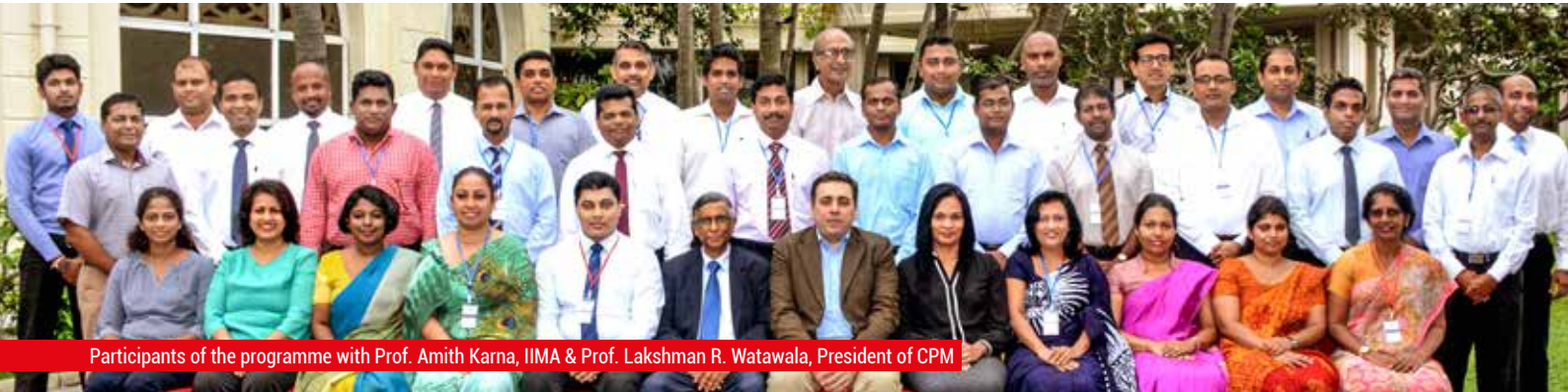
Many corporate executives miss their meal and yoga practices decrease the acidity, heartburn and indigestion that could follow.

Yoga provides the opportunity to breathe deeply and utilize our breath to relax and energize the entire body.

Therefore, workforce in this modern world can gain many benefits by practicing yoga for their personal and professional growth. Organizations can practice yoga training at work place during the office hours such as morning before the work starts, lunch time and end of the work day and gain its immense benefits.



# IIMA IN ASSOCIATION WITH CPM SUCCESSFULLY CONCLUDES ITS FIRST EXECUTIVE MANAGEMENT EDUCATION PROGRAMME IN SRI LANKA



**T**he three day Executive Management Education programme conducted by renowned Management Gurus from the Indian Institute of Management Ahmedabad (IIMA) the Top Management School in India and Asia in association with the Institute of Certified Professional Managers (CPM) on the theme "Transforming Business Organisations to Achieve Growth" held from 27th to 29th November 2017 was successfully concluded.

Prominent management gurus, Prof. Amit Karna, an Associate Professor of Strategic Management at IIMA, Prof. Sebastian Morris, Faculty Chair of IIMA and Member of the Economics, and Public Systems Areas and Prof. Vohra Neharika, Psychologist who teaches organizational behavior at IIMA as a full time faculty brought an amalgamation of theoretical pedagogy as well as contemporary and relevant examples and experiences from real life to the programme, resulting in holistic education and training to the participants.

The case study methods pioneered by Harvard University were extensively used by the faculty, which methods engrossed the participants in a thought-provoking and interactive process of recognising pertinent issues and utilising practical solutions to overcome organisational and leadership challenges, effectively transitioning between theory and practice in order to reach a relevant state of praxis.

The programme discussed about the Perspectives on the key forces of change in the current economic and social environment, the idea of strategy and strategic change, nurturing talent for enhancing performance, emotional intelligence, strategy for growth, robustness of a growth strategy, business models for unlocking market potential, organizational processes, orientation for growth and high performance, emerging economics and rapid growth, organizational leadership and change management. All sessions were conducted with the use of

case studies which enabled participants to experience the practical aspects of developing management skills and achieving results

This programme benefitted senior and middle level management of Public Quoted, Multinational, Banking, Finance, Insurance, Industry, Services, Retail, Export, Agricultural & Plantation companies who participated at the seminar.

All participants with over 90% attendance were issued a joint Certificate from IIMA and CPM covering 26 Continuing Professional Development (CPD) hours.

IIMA's Executive Education Programmes are the most expansive management programmes in India, with a portfolio of over 200 programmes which aim to assist the development of outstanding leaders to excel in their fields.

IIMA established in 1961 had as its partner Harvard Business School (HBS) the top Business School in USA and is the number one Business School in India and was the first Indian Business School to achieve International Recognition in 2002. One of the most valuable aspects of IIMA's association with HBS was that of research in practice of Indian Business and more importantly the case study approach which will be used in the conduct of their programme.

All private and public sector companies, state corporations, government institutions and individuals who wish to join the "Forum for Executive Management Education" under the banner of CPM supported by the Association of Management Development Institutions of South Asia (AMDISA) and linking up top management programmes from IIMA should please contact Mr. Dilshan Arsakularathna on Tel.011 2590995/0714775125 or e-mail: [directcpm@cpmsrilanka.org](mailto:directcpm@cpmsrilanka.org) for further details.



Prof. Karna, Amit



Prof. Morris, Sebastian



Prof. Vohra, Neharika



# CPM 09TH EVENING FOR MANAGERS PRESENTATION OF 'CONTEMPORARY MARKETING FORESIGHT FOR PROFESSIONAL MANAGERS' ENDS ON A HIGH NOTE

The Institute of Certified Professional Managers (CPM) kicked off its 09th presentation of 'Evening For Managers (EFM) presentation series, titled 'Contemporary Marketing Foresight for Professional Managers' with its members including top personnel representing the corporate & public sectors at the Kingsbury Hotel, Colombo.

The highly interactive evening, which was the ninth in a series of "Evening For Managers (EFM)" saw comprehensive detailed presentation done by Mr. Sharang Pant, Managing Director of Nielsen Sri Lanka. There were 02 learned Panelists shared their valuable thoughts during the panel discussion which was moderated by Educational Affairs and Human Resource Development professional Mr. Samantha Rathnayake.



The panelists Dr. Nirmal De Silva, Co-Founder/CEO-Paramount Realty and Ms. Chamila Cooray, Vice President/General Manager-Operations-WNS Global Services who have given their in-depth overview according to the theme. Participants who were present from diverse sectors clarified the matters from the

panel and the number of questions showed how much the audience was interested in what was presented.

The evening ended on a high note with the participants appreciating the Institute's fresh initiative taken to hold such a presentation allowing them to have a vital experience.

## CHARTERED MANAGEMENT INSTITUTE RECOGNIZES — SEGA NAGENDRA

The Chartered Management Institute, UK-Sri Lanka Branch held its Awards presentation on the 29th of March '18 at the Shangri-La Hotel, Colombo. This was the very first time that CMI held a Management Excellence Awards Scheme to recognize the most promising and innovative leaders in the Sri Lanka Business Community.

Awards were given in three Industry Categories and two Organizational sizes to the premier professionals in Sri Lanka culminating in the awarding of The Chartered Management Lifetime Achievement for 2017.

Mr. Segha Nagendra former Senior Director of Carson Cumberbatch PLC and who still continues to hold many Non-Executive Director positions in companies engaged in diverse business activities was awarded the most prestigious CMI Lifetime Achievement Award for 2017.

Counting 51 years of experience in Management, holding prestigious positions in blue chip companies, leading, guiding and inspiring young and dynamic teams of enthusiastic individuals to be future leaders, ingraining ethics and integrity in to their young minds, he was a true leader in every sense in the Sri Lankan business community.

During his long and distinguished career, he adopted best practices of business, transparency and was aptly rewarded and given due recognition in society.

He has been an active member and has held the highest positions of the many Business Councils of the Ceylon Chamber of Commerce.

A dedicated "Peoples Person" not limiting his activities to the work place he is known to have spread his goodness to the community at



The Award was presented by Dr. Sarath Amunugama—Minister of Special Assignments deputizing for His Excellency the President Maithripala Sirisena in the presence of Mr. Malraj Kiriella—President CMI—UK-Sri Lanka Branch & Mr. Eran Wickremaratne—State Minister of Finance and A Host of Distinguished Guests.

large and touched the hearts of many.

His involvement in religious and community based activities are wide and varied and includes holding the position of Trustee of many religious and non-religious Institutions.

Being a Founder Member, he has been involved with the Chartered Management Institute, Sri Lanka Branch from its inception, contributing to its growth from strength to strength. In recognition of his services as a Past President of CMI UK, Sri Lanka Branch, he has been honoured with CMI's highest level of membership, that of a Companion, which is an exclusive network of professionally qualified senior leaders of the world. He is also a holder of the prestigious MBA, UK, and FCPM—Sri Lanka.



Prof. Lakshman  
R. Watawala

Dr. Sarath  
Amunugama

Mr. Shathif Ali

Prof. Errol D'Souza

Dr. Hasan Sohaib  
Murad

Prof. G. Raghuram

# CPM REGIONAL MANAGEMENT CONFERENCE 2017 (CRMC 2017) WAS AN INSIGHTFUL EXPLORATION OF HOW TO TURN IDEAS INTO ACTION

The Institute of Certified Professional Managers (CPM) concluded the CPM Regional Management Conference 2017 (CRMC 2017) in a grand style in collaboration with the Association of Management Development Institutions in South Asia (AMDISA) at BMICH on 26th and 27th September 2017. Participants represented from the AMDISA member countries in the South Asian Region and the CRMC 2017 was represented by leading management development institutions from India, Pakistan, Bangladesh, Sri Lanka, Nepal, Maldives, Bhutan and Afghanistan. The theme of the international forum was "Transformational Leadership: Turning Ideas into Action".

The conference was inaugurated on the 26th September by the Chief Guest Hon. Sarath Amunugama, Minister of Special Assignment. The Key Note Speaker was Prof. Errol D'Souza, Director-In-Charge of Indian Institute of Management, Ahmedabad, India (IIMA). The President of AMDISA and Dean of National University of Maldives Mr. Shathif Ali, Vice President of AMDISA and Chairman of Board of Governors, Uni. of Management & Technol-

ogy, Pakistan Dr. Hasan Sohaib Murad, Director of IIM Bangalore, India Prof. G. Raghuram addressed the inaugural session together with the President of CPM, Prof. Lakshman R. Watawala who is also the Immediate Past President of AMDISA and Mr Samantha Rathnayake, Chairman of the Technical Committee/a management consultant at the Postgraduate Institute of Management of University of Sri Jayewardenepura.

Prior to the inauguration there was a concurrent session with presentation of papers from academics in universities across the region who had prepared articles which have been evaluated by a technical panel and to be subsequently published after the initial deliberations. This was a truly value addition to the subject discussed by selecting best 8 foreign and local authors. In a broad sense, the conference aimed 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.



Head Table of Inauguration of CPMC 2017





**Session 1 - "The Transformational Role of Management"**



**Session 2 - "Management Development: Challenges and Success Stories"**



**Session 3 - "Management Development in a Digital Environment"**



**Session 4 - "Turning Ideas into Action: Strategy and Execution"**

Transformational leadership focuses on the leadership approach that initiates positive change in individuals and social systems. It is expected to drive the management processes in which managers learn competencies for achieving their tasks and adding value to the community at large. A leader inspires, influences and instructs members towards the achievement of the set vision and goals. Challenging status quo to align followers with tasks that enhance individual level to an institutional level performance is the core requisite of the transformational leader.

CPM President Prof. Lakshman Watawala highlighted the need for the management layer of the country to drive economic growth along with the current development initiatives would be benefitted from good management, underscoring the need for institutions to develop the requisite skills. However, a long-term interest would lead to the development of potential within the organisation. The key note speaker, Prof. Errol D'Souza, Director-In-Charge of Indian Institute of Management, Ahmedabad, India (IIMA), stressed the fact that dynamics for management development drive would give room for communication within the organisation where we may try to understand the constraints faced and remove them. Information on the ground level of the organisation and competition should be shared. Crystallising this input would lead to valuable inputs to transform the organisation. In that light, as per the conference theme, he pointed out that on the need for delegation by the leaders of the organisation that the challenge of cooperate governance is how the monitoring process within corporates could be conducted.

Assuring the best value to the participants, four core themes were deliberated in the technical sessions. The sessions were as follows;

**Session 1 -**

"The Transformational Role of Management"

**Session 2 -**

"Management Development: Challenges and Success Stories"

**Session 3 -**

"Management Development in a Digital Environment"

**Session 4 -**

"Turning Ideas into Action: Strategy and Execution"

### **The Transformational Role of Management**

The intention of management and the scope of management development in organizations is to design and craft value creation. In this context the manager is required to play a central role in the context of overall responsibilities both within the organization, as well as the society at large. Management development should operate through the broader functional process and framework to convert mundane realities into transformational experiences.

### **Management Development: Challenges and Success Stories**

It was truly worthwhile to explore what challenges have been faced by the institutions, and how they have successfully overcome them. One of the critical aspects is how to effectively manage across the various functions of a business without trading into myopic circumstances, and without causing excessive damage within the given management functions. Prof Ajantha Dharmasiri, Director Postgraduate Institute of Management, University of Sri Jayewardenepura shared the value of executing leadership with a strategic orientation, where he analyzed management development as a drive towards long-term horizon; thinking and acting in the long run for the benefit of the organization; in other words, having a governance structure in place, properly identified and aligning and integrating with the organizational strategy is the key for positive institutional response in a given context. The PIM as nation's management mentor has been responding to different scenarios with an integrated and a composite management development plan. He further said there were numerous schools of thought that promulgate the ways and means of resolving emerging challenges in the management development sphere.

### **Management Development in a Digital Environment**

Many scholars shared their best practices in the context of the above sub theme. It was further explored how the digital world of





Concurrent Sessions of CRMC2017

work has intensely changed the way we manage our businesses. In fact, the era of true digital disruption has had a critical impact on the designs and strategies of management development initiatives. While undergoing these emerging digital workplace dynamics, it has compelled us to tread on different perspectives that would initiate and impact business growth and development as well as sustenance, whilst bringing about the desired nexus between the integration of management development and the digital demands.

### Turning Ideas into Action: Strategy and Execution

Exploring and moulding new thinking as well as strategizing, adopting and executing such new thinking into actions and results was a core phenomenon of management. The question has been raised whether leadership provides the insights and tools to bridge the problematic gap between the rational development of strategy and real-life execution. In this context it was imperative to explore the dilemmas and the rational/emotional rigidities, and also the internal capability to ensure continued success in

the implementation of strategy. Veteran panellists representing key institutions both from the public and private sector in the region expressed their opinions in line with strategy and execution as often interchanged as the same despite there was a gap. One panelist said it is important to have creativity to come up with an original idea and innovation is required to execute that idea into a reality. Leaders need to exhibit and foster creativity and innovation in the workplace to succeed in today's competitive, unstable and volatile climate. This dynamic panel discussion brought top of their real life experiences in respective domains. Generating ideas and executing on those ideas is the key to success whether we were in a corporate setting, in a small business or an entrepreneur waiting to break out.

It was with our sincere thanks to all who attended the conference in Colombo and having enjoyable stay here in Sri Lanka. The CPM would like to continue the friendly spirit and request to join hand with future conferences in the region. All in all, it is about using the concepts that have been put across at this conference to make the region more vibrant for all management professionals.



## REMEMBRANCE NOTE OF OUR CPM ADVISORY COUNCIL MEMBER

It is our privilege to pen a remembrance note on our Veteran Business Leader Deshabandu Deivanayagam Pillai Eassuwaren, who is our CPM Advisory Council Member and Fellow Member of Institute of Certified Professional Managers (FCPM).

Respected Sri Lankan Business leader Mr. D. Eassuwaren who was the Chairman of the famed Eswaran Brothers (Pvt) Ltd., a premier tea supplier and exporter of various other products in the country passed away recently which is a great lost to our CPM and the country as a whole since he was a lasting symbol of communal harmony.

Mr. Eassuwaren was the eldest son of late Mr. V.T.V. Deivanayagam Pillai, a well-known philanthropist and founder of Eswaran Brothers & V.T.V Deivanayagam Pillai Group of Companies and late Mrs. Sithambathammal Deivanayagam Pillai.

Mr. Eassuwaren was a product of St. Benedict's College, Kotahena, he pursued higher studies in India. He held many important posts during

his lifetime and was a former President of the National Chamber of Commerce, former Honorary Consul of the Republic of Mauritius, Trustee of the Varatharaja Vinayaga Temple, Former President of the Kanban Kalagam Literary Association, Trustee of the Manitha Neyam Trust among many others.

In March 2017, D.Eassuwaren received the Deshabandu National Award from President Maithripala Sirisena. He had set up his first business to export tea and other Sri Lankan produce with the initiation by his father, Mr. V. T. V. Deivanayagam. Eswaran Brothers established their humble beginnings in 1964 with their first export of 300 chests of tea to Somalia.

Mr. Eassuwaren was also a philanthropist much alike his father providing facilities to less privileged schools, contributing to the construction of the 70 feet tall Samadhi Buddha statue in Rambadagalla, financially supporting rehabilitated former LTTE cadres to marry and working towards ensuring a sustainable tea business while protecting the environment.

Reputed entrepreneur, dedicated social worker and an ardent Sai devotee Mr. D Eassuwaren's soil rest in peace.

YOU CAN  
**REST EASY**  
WHEN YOU HAVE  
THE **RIGHT COVER**



Enjoy your drive every day, safe in the knowledge that the Nations' Motor Insurance Provider is by your side. Sri Lanka Insurance Motor Plus, a trust that has been built through generations, provides complete protection through specially designed solutions.

Our motor policies let you rest easy and enjoy the ride.

Sri Lanka Insurance  
**MOTORPLUS**  
*Insured for Reality*



Motor Plus  
Loyalty Rewards



Tie-ups With Premier  
Vehicle Agents



Best In Island-wide,  
24/7 Service



Trust &  
Confidence



Sri Lanka Insurance Corporation Ltd.  
No 21, Vauxhall Street, Colombo 02.  
Tel - 0112 35 7 000 / Fax - 0112 447 742  
Web - [www.srilankainsurance.com](http://www.srilankainsurance.com)



<https://www.facebook.com/SLICorporation/>  
<https://www.facebook.com/SLIMotorPlus/>



**Sri Lanka Insurance**  
Like a father - Like a mother

Hotline - 0112 357 357



## NEW MEMBERS INDUCTION & CERTIFICATE AWARDING CEREMONY 2017

The ceremony for awarding certificates to 134 new members was held on 06th September 2017 at BMICH, Colombo 07. During this ceremony, membership certificates were awarded to 17 Fellow Members, 28 Members and 89 Associates of the CPM.

The occasion was graced by Mr. Janaka Kumarasinghe—Executive Director, Kent Ridge (Pvt.) Ltd. as the Keynote Speaker, Prof. Lakshman R. Watawala-President of CPM, Mr. Hennayake Bandara and Mr. Kosala Dissanayake, Council Members of CPM, Mr. Samantha Rathnayake-Alternate Chairman of Education & Training Committee and Alternate Chairman & Chief Editor of Journal Committee.

Delivering the keynote under the topic of "Importance of Network-

ing & Collaboration for Professional Managers", Mr. Janaka Kumarasinghe stated that the biggest challenge for new professionals is to retain the professionalism while improve their management skills. He further stressed the need of improving professionalism and shared his experience to illustrate his point.

Prof. Lakshman R. Watawala also emphasised the need to use the expertise of well grown management professionals such as those granting the membership from CPM to improve the state & private sector in Sri Lanka.

Mr. Samantha Rathnayake explained about the Code of Ethics and CPD Scheme of the Institute. He also explained about the activities as well as the expectations from the members by the Institute.





**CERTIFIED  
MANAGER**

THE INSTITUTE OF CERTIFIED PROFESSIONAL MANAGERS  
APRIL 2018



## CPM Fellowship Night 2017

Another wonderful entertaining event organized by the Members' Activities Committee, CPM Fellowship Night 2017 was masquerade. All the guests enjoyed an entertaining events with games, music, dancing, raffle draw gifts and amazing dining.



# CPM ADVISORY COUNCIL MEMBER AND EMINENT CHARTERED ACCOUNTANT, MR. T SOMESWARAN INDUCTED TO CA SRI LANKA HALL OF FAME 2017

The Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) recently paid tribute to CPM advisory council member and eminent chartered accountant Mr. Someswaran Thirunavukarasu by inducting him to the CA Sri Lanka Hall of Fame for the year 2017 in recognition of his exemplary contribution towards the development of the accounting profession, the business world and the country.

Mr. Someswaran Thirunavukarasu is a renowned accounting professional, who has dedicated many years towards the development of the accounting profession, and the business world. He is a fellow member of CPM, CMA Sri Lanka and CA Sri Lanka.

After completing his Chartered Accountancy programme, Mr. Thirunavukarasu started his own practice as a Chartered Accountant in Sri Lanka and Maldives. He was a sought after speaker for foreign accounting seminars, and have delivered speeches at accounting, auditing and tax events in Maldives and Bangkok.

Mr. Thirunavukarasu gave leadership in establishing some leading associations in the country including the International Fiscal Association, the Economic Association of Sri Lanka, Market Research Society of Sri



Lanka, Organization of Professional Associations of Sri Lanka (more commonly known as OPA), Institute of Certified Professional Managers (CPM), Institute of Certified Management Accountants of Sri Lanka (CMA) and SJMS Associates.

In 2004 he founded a Company by Guarantee known as CARM (Center for Advancement of Resource Mobilization) to

initiate and enable a global framework that facilitates the creation of a society free from poverty and social injustice. He also serves on the Board of ECSAT (Equality based Community Service and Training) in Galle which looks after the needs of special & differently-abled kids in the area. Most recently he was appointed Chairman of Beyond Wealth (Pvt) Ltd, and was installed as the President of the Rotary Club of Colombo 2017/18.

Mr. Thirunavukarasu has served as the President of the Institute of Practicing Chartered Accountants, and the Benevolent Society of CA Sri Lanka. He was also the Vice President of the International Chamber of Commerce, and was also a Council Member of CA Sri Lanka and since 1982 he has served across many committees of the institute as a member.

After retiring from practice in 2007, Mr. Thirunavukarasu served as the Director of Commercial Credit, Serendib Land, Pan Asian Power and SMB Leasing. At present he continues to serve CleanCo Lanka, Renewgen Lanka and Serendib Land PLC as Director, where he serves on the Board. He is also a Director at Transparency International Sri Lanka.

## NEW APPOINTMENTS OF CPM ADVISORY COUNCIL & GOVERNING COUNCIL

The Governing Council of the CPM is pleased to announce the appointments of Mr. T. Someswaran as an Advisory Council Member and Mr. Samantha Rathnayake as a Governing Council Member of CPM with effect from 14th March, 2018 in terms of the powers vested in the section 10.4 of the constitution of CPM.

Mr. T. Someswaran has been serving the CPM Council since its inception as a Governing Council Member and the Chairman of Journal Committee and appointed him to the Advisory Council of CPM.

Mr. Ratnayake has been serving as the Alternate Chairman of Education & Training Committee and Head of Technical Committee of CPM Annual Conference since 2015/2016 and appointed to the Governing Council to replace Mr. Someswaran.

The CPM congratulates Mr. Someswaran & Mr. Ratnayake for their new appointments.



**T. Someswaran**  
Advisory Council Member



**Samantha Rathnayake**  
Governing Council Member



## TOP 28 TEAMS WERE BATTLED FOR 02 CHAMPIONSHIPS THROUGH 62 MATCHES IN CPM CRICKET CHALLENGE 2018

Highly competitive & exciting event of CPM Cricket Challenge 2018 concluded successfully at St. Peter's Ground recently. The unmatched event has organized by the Members' Activities Committee for the 03rd consecutive year.

The tournament was witnessed the clashes of top 20 teams from Mercantile Sector and 8 teams from Professional/Academic Institutes for 02 Championships separately.

TJ Lanka won the final match in Mercantile Category beating Super Fashion and University of Sri Jayewardenepura defeated AAT Members Team at the Institute Category.

All the teams were highly commended about the facilities provided by the organizers and credibility of the event. Organizers have provided Tennis Balls, Lunch, Soft Drinks and Water to the players. Champion and Runners-up teams, Best Bowlers, Best Batsmen and Man of the Series were received fabulous cash prizes, gifts & trophies.



# AIA INSURANCE & KANRICH FINANCE POWERS CPM EVENING FOR MANAGERS (EFM) PRESENTATION SERIES IN 2018 AS CORPORATE PARTNERS

One of the leading Insurance provider in the country, AIA Sri Lanka and Kanrich Finance Limited, with over 45 year history in the Sri Lankan financial sector recently came onboard to power the Institute of Certified Professional Managers (CPM) Evening For Managers (EFM) presentation series in 2018 with Corporate Partnerships, which will help the institute carry out its vibrant evening event for the benefit of its members and public.

Welcoming AIA Insurance onboard, the Governing Council Member of CPM, Mr. Kosala Dissanayake said that the continuing support by one of the country's leading insurance providers was an endorsement of its continuing efforts to serve the country and the corporate sector and an encouragement for the institute to continue the evening presentation series in a smooth operation.



**From Left:** CPM Officials (Mr. Dilshan Arsakularathna, Asst. Director, Mr. Hennayake Bandara and Mr. Kosala Dissanayake Members of the Governing Council) and AIA Officials (Ms. Thushari Perera, Director HR, Mr. Dimuthu Piyasena, Associate Director and Ms. Chalini Guneratne, Snr. Manager HR)

"With the partnership with Kanrich Finance, I am certain our members will greatly benefit and also help to have a smooth operation for the great demand evening presentation series of CPM" welcoming Kanrich Finance onboard, the Governing Council Member of CPM, Mr. Kosala Dissanayake stated.



**From Left:** CPM Officials (Mr. Dilshan Arsakularathna, Asst. Director, Mr. Hennayake Bandara and Mr. Kosala Dissanayake Members of the Governing Council) and Kanrich Finance Officials (Mr. Eranda Amal Godage, GM-Marketing and Ms. Kaumadhi Aththanayake, Asst. Manager)

With the great demand of highly interactive evening presentations, CPM is organizing EFM presentations once in two months with management topics relevant to the modern day manager with the participation of Management Academia and Professionals representing Industry, Commerce, Banking & Finance, Universities & Business Schools and the Service Sector.



## CONGRATULATIONS!

Alternate Chairman of the CPM Promotions and Brand Development Committee Dr. Dilhan S. Jayatilleke is appointed as the National Treasurer of Junior Chamber International (JCI) Sri Lanka for year 2018.

He took Oath at the National Convention of JCI Sri Lanka which was held on 20th January 2018. Prior to this appointment he has held positions as Treasurer of JCI Sri Lanka Training Institute for year 2017, President of JCI Colombo for 2017, Director-Individual of JCI Colombo for year 2016 as well as have represented the Organizing Committees of the prestigious 'Ten Outstanding Young Persons' (TOYP) Awards Ceremony for years 2015, 2016 and 2017.

Dr. Dilhan was awarded as the 'Most Outstanding Jaycee' for year 2015 in JCI Colombo and was able to lead JCI Colombo with distinction during his tenure as President in 2017 by bringing JCI Colombo to the Second Place among JCI Chapters in Sri Lanka under the '100% Efficiency Guidelines' of JCI.

## New Memberships awarded and Membership upgrades during September 2017 to March 2018

### New Memberships-Fellow (FCPM)

Membership No.	Name	Designation	Org.
FCPM00262	Mr. M.R.N.D. Rathnayake	Corporate Management Consultant	Bio Food (Pvt) Ltd.
FCPM00263	Real Admiral (Mr.) K.J.C.S. Fernando		Chief of Staff Civil Defence Force
FCPM00264	(Eng.) Dr. D.R. Lokuliyana	Deputy Project Manager	Bandaranaike International Airport Development Project, II-2

### Upgraded-Fellow (FCPM)

Membership No.	Name	Designation	Org.
FCPM00265	Mr. B.C.R.A. Rodrigo	Director/General Manager	Certis Lanka Security Solutions (Pvt) Ltd Logistics (Pvt.) Ltd
FCPM00266	Mr. E.A. Godage	General Manager-Marketing	Kanrich Finance Ltd.
FCPM00267	Mr. J.T. Weerasuriya	General Manager-IVF Center	Ninewells care mother & baby hospital (Pvt.) Ltd
FCPM00268	Dr. M.N. De Silva	Co-Founder/CEO	Paramount Realty

### New Memberships-Member (MCPM)

Membership No.	Name	Designation	Org.
MCPM00666	Mr. R.A.P.B.M. Amarasinghe	Accountant	Airport and Aviation Services (Sri Lanka) Ltd.
MCPM00667	Mr. A.G.D. Bandara	Deputy Commercial Manager	Ceylon Petroleum Corporation
MCPM00668	Mr. W.G.W.G. Wattegama	Officer (Grade A-7)-Inventory Controlling	Ceylon Petroleum Corporation
MCPM00669	Mr. S.K.S. Fernando	General Manager-North Sea Ltd.	Ministry of Prison Reforms, Rehabilitation, Resettlement and Hindu Religious Affairs
MCPM00670	Mr. B.S.S. Perera	Manager (Agro)	Ceylon Petroleum Corporation
MCPM00671	Mr. P.M. Sitheequ	Business Development Officer	First Star Company LLC
MCPM00672	Mr. M.R.B. Hassan	Finance Manager	Lanka Cosmo Industries
MCPM00673	Mr. M. Aravinthan	Manager-Operations	Ambika Jewellers (Pvt) Ltd

### Upgraded-Member (MCPM)

Membership No.	Name	Designation	Org.
MCPM00674	Mr. K.A. Sanjeewa	Manager	Amana Takaful PLC
MCPM00675	Mr. M.S. Jahaan	Asst. Manager HR	Amana Takaful PLC
MCPM00676	Mr. S.A.A. Buddhika	Investment Advisor	First Capital Equities (Pvt.) Ltd.
MCPM00677	Mr. T.G.N.R. Malinda	Instructor/Lecturer	Dept. of Technical Education & Training



## New Memberships awarded and Membership upgrades during September 2017 to March 2018

### New Memberships-Associate (ACPM)

Membership No.	Name	Designation	Org.
ACPM01293	Mr. P.A.N. Ariyawansa	Sales Coordinator	Emerchemie NB (Ceylon) Ltd.
ACPM01294	Mr. R.M.C.K. Rathnayaka	Deputy Manager	Mercantile Investment & Finance Ltd.
ACPM01295	Ms. V.K. Liyanage	HR Manager	Mervynsons (Pvt) Ltd.
ACPM01296	Ms. S.K. Fairbanks	Managing Director	Trickledown (Pvt) Ltd.
ACPM01297	Mr. H.V.B. Mahesh	Junior Executive	Sampath Bank PLC
ACPM01298	Mr. J.A.S.D. Seram	Administrative Executive	Diesel & Motor Engineering PLC
ACPM01299	Mr. M.I.M. Nusrath	Accountant	Cernmic Home (Pvt) Ltd.
ACPM01300	Mr. M.I.M. Inamulla	Accounts & Finance Manager	Tonic Lanka
ACPM01301	Mr. M.S.I. Ali	Assistant Lecturer	Sri Lanka Institute of Advanced Technological Education
ACPM01302	Mrs. T.N. Fernando	Account Executive	N.M. Distributors (Pvt) Ltd.
ACPM01303	Mr. N.A.T. Ahmed	Operation Manager	Habib Bank
ACPM01304	Mr. M.M.A. Mujahideen	Development Officer	Department of Co-operative Development, Eastern Province
ACPM01305	Mr. W.P.L. De Mel	Associate-Client Portfolio Operations	Guardian Fund Management Ltd.
ACPM01306	Mr. M.I. Ajreen	Executive-Accounts	Adam Capital PLC
ACPM01307	Mr. M.N.M. Nishan	Assistant Manager-Outsourcing	Jawaamil Associates
ACPM01308	Mr. A.W.A.D.N.D. Abeysekara	Executive-Treasury	LB Finance PLC
ACPM01309	Mr. M.P.A. Lakmal	Internal Auditor	TKS Capital (Pvt) Ltd.
ACPM01310	Mr. M.S.M. Shameer	Senior Executive	Amana Takaful PLC
ACPM01311	Mr. L.A.M. Riyas	Project Manager-Audit & Assurance	KPMG
ACPM01312	Mrs. V.G. Kularatne	Junior HR Officer	International Water Management Institute (IWMI)
ACPM01313	Mr. U.M. Sajith	Associate Director	Priveth Global (Pvt) Ltd.
ACPM01314	Mr. S. Subesh	Branch Manager	Esoft Computer Studies (Kegalle Branch)
ACPM01315	Mrs. S.N.D. Wickramasinghe	Chief Executive Officer	Vshare & Company
ACPM01316	Mr. H.D.U. Tharanga	Senior Auditor	Kingsley Jayalath & Co.
ACPM01317	Ms. N.K.H. Perera	Accounts Executive	GVL Emri Lanka (Pvt) Ltd.
ACPM01318	Mr. I.V. Kumarage	Senior Executive-Credit	Swarnamahal Financial Services PLC
ACPM01319	Mr. T. Vaseetharan	Accountant	South Orient (Pvt) Ltd.
ACPM01320	Mr. M.B.M. Sajidh	Audit Senior In-Charge	Kreston MNS & Co
ACPM01321	Mr. A.S.T. Piyathunga	Junior Accountant	Myfare.lk (Pvt) Ltd.
ACPM01322	Mr. M.M.M. Muneef	Accountant	NBS Distributors
ACPM01323	Mr. C.M. Delankawalage	Senior Executive	Ernst & Young
ACPM01324	Mr. R.M.I.M.U. Bandara	Management Assistant	Open University of Sri Lanka
ACPM01325	Mr. E.M.R.S. Ekanayake	Assistant Manager	Ernst & Young
ACPM01326	Mr. W.M.K.V. Bandara	Audit Supervisor	Ernst & Young
ACPM01327	Ms. T. Vinushya	Junior Executive Officer	Bank of Ceylon
ACPM01328	Mr. M.A.M. Rowsul Ilahi	Site Engineer	M.K. Construction and Consultants
ACPM01329	Mr. M.S. Nilam	Executive Officer	Commercial Bank of Ceylon
ACPM01330	Mr. M.S.M. Shakir	Senior Audit Associate	Kreston MNS & Co
ACPM01331	Mr. K.T.G.A.G. Wijewardana	Senior Finance Executive	Nor Lanka Manufacturing Colombo (Pvt) Ltd

# PhD

Doctor of Philosophy



# MBA

Leading to PhD



**Call Us**  
077 0777 880

**Register Now !**  
**Exclusive Offer for CPM Members**  
**For May 2018 Intake**

**WHY MSU**

Rated as one of the the top private universities in the world  
Accreditation Service for International Colleges (ASIC) UK

An accredited member of the Alliance on Businesss Education and Scholarship  
for Tomorrow (ABEST21) Japan

A member of Association of Commonwealth Universities, (ACU) and recognized  
by University Grants Commission, (UGC) Sri Lanka.

Ranked as One of the top private universities in Malaysia through the Ministry of  
Higher Education (MOHE)

A member of the Association of Asia Pacific Business School (AAPBS), Korea

A member of the European Foundation for Management Development (EFMD),  
Belgium, Europe.

Rated as an 'Excellent University' by the Ministry of Higher Education, Malaysia.

**Management & Science Institute (MSI)**

No: 300, Galle Road, Colombo - 03.  
Tel: +94 112 576 900 , +94 112 576 700  
Email: enquiry@msi.edu.lk Web: www.msi.edu.lk

**Management & Science University (MSU)**

40100 Shah Alam, Selangor Darul Ehsan, Malaysia.  
Tel: 603 5521 6868, 603 5511 2848  
Email: enquiry@msu.edu.my Web: www.msu.edu.my



Best Micro Finance Service Provider Sri Lanka 2018



Fastest Growing & Emerging Finance Company Sri Lanka 2018



Asia Responsible & Entrepreneurship Award



Carbon Conscious Status BIC 1400401



# WE MAKE LIFE EASIER IN EACH STEP OF YOUR LIFE!!

Leasing | Fixed Deposits | Savings | Micro Finance | Housing Loans | Mortgage Loans | SME Loans  
Hire Purchase | Business Loans | Gold Loans | Ran Sihinya | Educational Loans | Personal Loans



**KANRICH FINANCE LIMITED**

Reg. P.B. 694 | No. 69, Ward Place, Colombo 07, Sri Lanka.  
Tel: 114 381 381 | 115 333 333 | Fax: 114 717 784

HOTLINE:  
**0114 381 381**  
A member of Mutual Holdings



[www.kanrich.lk](http://www.kanrich.lk)



[www.youtube.com/kanrichlk](http://www.youtube.com/kanrichlk)



[www.facebook.com/kanrich.lk](http://www.facebook.com/kanrich.lk)

SRI LANKA  DUTY FREE

 DUFRY



www.dufry.com

# DISCOVER A WORLD OF SHOPPING

Wherever you go, make Dufry your first destination.  
Find world class brands at the best prices in our worldwide network  
of **2,200 stores**, in **64 countries** across **six continents**.

Visit our new store

SRI LANKA  DUTY FREE

Bandaranaike International Airport - Arrival and Departure Duty Free Lounge

 DUFRY

WorldClass.WorldWide.