



Journal of Andhra Chamber of Commerce ACC NEWSLINE

VOL. CIII | JULY 2025



**Self-Managed Teams - An imperative
for Organizational Success**



The Future of XR for Enterprises



Change Management Strategies for MSMEs

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Unit-1

Chamber at a Glance

**Nature uses only the
longest threads to
weave her patterns, so
that each small piece of
her fabric reveals the
organization of the entire
tapestry.**

- Richard P. Feynman



From the President's Desk

Dear Members,

Greetings from Andhra Chamber of Commerce!

It is with great optimism and pride that I write to you in this edition of our newsletter, as India stands on the brink of transformative economic growth. According to a recent projection by Goldman Sachs, our nation is poised to become a \$10 trillion economy by 2035. A key driver of this ambitious trajectory will be our thriving Global Capability Centers (GCCs), which are expected to contribute USD 0.5 trillion in gross value added and generate employment for 20 to 25 million professionals. This reflects not just our talent pool, but India's growing reputation as a hub for innovation, efficiency, and global collaboration.

Recent developments across sectors further reinforce this upward momentum. The Hon'ble Union Commerce and Industry Minister of India has highlighted key strides in banking,

MSMEs, aerospace, and infrastructure—each representing crucial pillars of our economic foundation. These engagements reflect the government's consistent efforts to create a robust trade and industrial ecosystem.

Another noteworthy initiative is NABARD's launch of RuralTech CoLab, a unified digital platform aimed at accelerating rural innovation. By bringing together Fin-tech, Agri-tech, and digital solution providers, this initiative will enable scalable and inclusive growth in India's rural economy—a space with immense untapped potential.

We are also witnessing exciting advancements in the space-tech sector, particularly in Low-Earth Orbit (LEO) satellite capabilities. Indian start-ups are rising to the challenge, driven by global demand for real-time, high-resolution imagery and low-latency communication. This progress highlights India's emergence as a key player in next-generation technologies.

As we move forward, the Andhra Chamber of Commerce remains committed to enabling businesses, fostering innovation, and ensuring that our members are aligned with the dynamic changes shaping our economic landscape.

Let us embrace this era of opportunity with renewed focus and unity. Together, we can build a future that is inclusive, sustainable, and globally competitive.

Dr. V L Indira Dutt
President

CHAMBER



The Future of XR for Enterprises

18th June 2025; Dr V.L. Dutt Hall, Chennai

Mr Ramesh Bhashyam, Chairman, ICT Sub-Committee, ACC convened an impactful session focused on the Enterprise XR: Future and Innovation. In his opening remarks, Mr. Bhashyam mentioned the importance of XR technologies for enterprises in boosting productivity, reducing costs, and enhancing innovation. He introduced the speaker, Mr Srinivasa Raghavan Seshadri, Founder and CEO of Grahas VR.

In his detailed Practical Presentation, he provided an overview of extended reality (XR) technologies, including Virtual Reality (VR), Augmented Reality (AR), and Mixed Reality (MR). He explained

that VR immerses users in a computer-simulated world using headsets, while AR superimposes digital objects onto the physical world through smartphones and tablets. Seshadri described MR as a blend of VR and AR, requiring specialized headsets like Meta Quest 3 and Apple Vision Pro. He emphasized the growing importance of these technologies, citing Meta's significant investment and the potential for XR devices to replace smartphones in the future.

Enterprise XR Applications and Benefits

He highlighted the virtual reality-based training as a primary application, allowing

users to interact with digital recreations of factory floors and complex machinery. This approach significantly reduces training time, from 12-18 months to potentially less than a month. Other applications include fire safety training simulations, product visualization in construction and e-commerce, remote assistance in oil and gas industries, and enhanced remote collaboration for product development. Srinivasan notes that XR training improves knowledge retention and concentration, and its implementation has evolved from pilot projects to large-scale adoptions in companies like Toyota Kirloskar.

Enhancing Learning With STEP Framework

He explained the STEP framework (Story, Emotion, Place) used in their solutions to enhance knowledge retention.

Rapid Technology Evolution and Policy

He discussed the rapid evolution of technology and its impact on various sectors. He mentioned that the technology shelf life has decreased from 1-2 years to 3-6 months, and expresses concern about the pace of change. He emphasized the need for robust policies regarding AI and XR technologies, noting that policymakers struggle to keep up with the rapid advancements. He also highlights the increasing adoption of XR strategies in corporate budgets and shared an example of how VR is being used to

enhance customer engagement in the hospitality industry.

Enterprise VR and AR Applications

He presented an overview of virtual reality (VR) and augmented reality (AR) technologies for enterprise use. He explained that these technologies can be used for product demonstrations, training, and quality inspections, with the ability to overlay 3D content, videos, and documents in virtual spaces. He noted that while consumer adoption is slow, especially in India, many enterprises are already implementing VR/AR solutions.

There was a good interaction between the participants and the speaker addressed questions about development, implementation, and security, emphasizing that use cases are unique to each organization. Mr Srinivasa Raghavan Seshadri, Founder and CEO of Grahas VR also mentioned the integration of AI, particularly generative models, in their products.

Earlier Mr. N. Ravikumar, Acting Secretary, ACC welcomed the gathering and explained about the services offered by the Chamber and concluded the session with a Vote of Thanks. The event saw active participation with over 43 attendees and ended with a vibrant Q&A with networking session.

131 Joint Session of ACC and MMA

“Self-Managed Teams - An imperative for Organizational Success”

25 June 2025; Dr V.L. Dutt Hall, Chennai

The Andhra Chamber of Commerce, in collaboration with Madras Management Association (MMA), Chennai, has been consistently organizing impactful programmes for over a decade. In this continuing series, a dynamic session was recently held featuring Dr. S. Sridhar – Business Consultant

The session commenced with Mr. B. Gautham, Chairman of the Skill Development Sub-Committee, ACC, who welcomed the participants and introduced the Chamber’s services. Mr. N. Ravikumar, Acting Secretary, ACC, formally welcomed the gathering, following which Mr. P. Barnabas Immanuel, Assistant Secretary, ACC, introduced the guest speaker.

The following aspects were highlighted and elaborated by Dr. S. Sridhar

Self-Managed Teams: Challenges and Benefits

The concept of self-managed teams, the importance of organizations transitioning to a model where employees manage themselves and work collaboratively. He emphasized that until organizations embrace this shift, they risk failure, citing statistics that only 5-6% of self-managed teams are

successful.

Self-Managed Teams: A Transformative Shift

The transformation of team management and empowerment in organizations, highlighting a shift from hierarchical structures to self-managed teams. They shared experiences from various companies, including a significant improvement in production and transformation in India from 120 million cases to 1,200 million cases.

Taj Hotel’s Crisis Management

The response of Taj Hotel employees during the 2008 Mumbai attacks, where 70-80% of operations were managed without any solutions despite the crisis. A public announcer at CST station saved approximately 300 people by quickly directing people to safety when he saw the attackers. The hotel’s staff, including Malika, the 24-year-old banquet manager who handled 65 Unilever executives, demonstrated exceptional self-management skills in coordinating the evacuation and care of guests during the 72-hour siege. The story also highlighted how the hotel’s staff, many from rural backgrounds, showed remarkable resilience and leadership during subsequent natural disasters, including a

tsunami in 2015, without any casualties among guests.

Self-Managed Teams: Effectiveness and Implementation

Self-managed teams and their effectiveness, with historical examples and research findings. He explained that while 80% of work is typically done by front office staff, self-managed teams can achieve high levels of productivity and decision-making through proper alignment of individual and team values.

Self-Managed Teams: Success and Challenges

He discussed about self-managed teams and their applications across various industries, including manufacturing, banking, and healthcare. Highlighted successful examples like Morning Star, a Tomato manufacturer, and ICUs Medical

settings, where self-management has led to improved satisfaction and efficiency despite challenges. The speaker also noted that while there have been failures in self-managed systems, these can be learned from to improve implementation.

TPM and TQM Implementation in India

Implementing TPM and TQM practices in India, highlighting the transformation of manufacturing plants and the development of a skilled workforce. He discussed his work with leaders like Suresh Krishna and Suriendra Kapoor, and mentioned the success of Indian companies in adopting these practices.

The session concluded with an interactive Q&A, and a vote of thanks was proposed by Mr. B. Gautham. The programme saw the participation of 25 members and invitees.

Change Management Strategies for MSMEs

27 June 2025; Atluri Koteswara Rao Memorial Hall, ACC, Secunderabad

Andhra Chamber of Commerce, Telangana State Chapter in association with The Institute of Management Consultants of India (IMCI), Hyderabad Chapter organized a presentation on “Change Management Strategies for MSMEs” for the benefit of the members.

Dr. V.B.S.S. Koteswara Rao, Vice-Chairman, ACC, Telangana Chapter chaired the session and welcomed the Guest Speaker for the presentation. In his welcome address Rao emphasized that change is no longer occasional—it's the heartbeat of progress. For MSMEs, the backbone of our economy and a hub of innovation, embracing and

managing change is essential for unlocking new opportunities and driving sustainable growth. Despite limited resources, MSMEs have the unique strength of agility, making them well-positioned to adapt and evolve. This session explores how to sense, plan, and integrate change, build a resilient culture, and overcome resistance—arming MSMEs with practical strategies to not just endure change, but thrive because of it.

On the occasion of the International MSME Day, Shri M. Vinod Kumar, Co-Chairman, Skill Development Sub-Committee, ACC wished all the participants. In his special address he explained about the Role of MSME's and its importance to make use of the upcoming technologies and also Change Management for the Successful growth.

Dr. Ratnavali Vempati, Chief Consultant-Stony Carter and Member IMCI. In her presentation she observed: Change is an inevitable part of life. We have changed ever since we were born and continue to change without effort. So, do we really need to plan for change? If we plan, does change become easy? The theme focused on personal change and organizational change - what the change entailed, how it was initiated and made to happen - before the change, during the change and impact of the change and what it meant to be a change agent.

Personal change is critical to any change initiative, even if at the organizational level. When organizations undertake change initiatives, it impacts either their technology,

or hierarchy or the people processes. They are all managed by people, who bring with them many intangibles. Hence, they must be addressed and their fears allayed, to make change happen. Another aspect of change is constant learning and relearning like an S curve which makes all change a planned effort, when the organization has resources, maturity and capability, which is true of individuals as well. For all change efforts to succeed, it is necessary to address the disabling forces, which arise out of lack of understanding or the lack of necessary resources.

Earlier Dr. A.R.Aryasri, Chairman, IMCI Hyderabad Chapter introduced the Guest Speaker Dr. Ratnavali Vempati. Was introduced by Dr. VBSS Koteswara Rao, Vice-Chairman, ACC.

There was good interaction between the participants and the speaker. All the questions raised by the participants were answered by the Guest speaker.

The Programme concluded with a Vote of Thanks proposed by Shri N. Pardhasaradhi, Hon.Advisor on Foreign Trade, Andhra Chamber of Commerce.

The Number of participants for the programme were 55.

Memories to Cherish

The Future of XR for Enterprises
18th June 2025; Dr V.L. Dutt Hall, Chennai



131 Joint Session of ACC and MMA
“ Self-Managed Teams - An imperative for Organizational Success “
25 June 2025; Dr V.L. Dutt Hall, Chennai



Change Management Strategies for MSMEs

27 June 2025; Atluri Koteswara Rao Memorial Hall, ACC, Secunderabad





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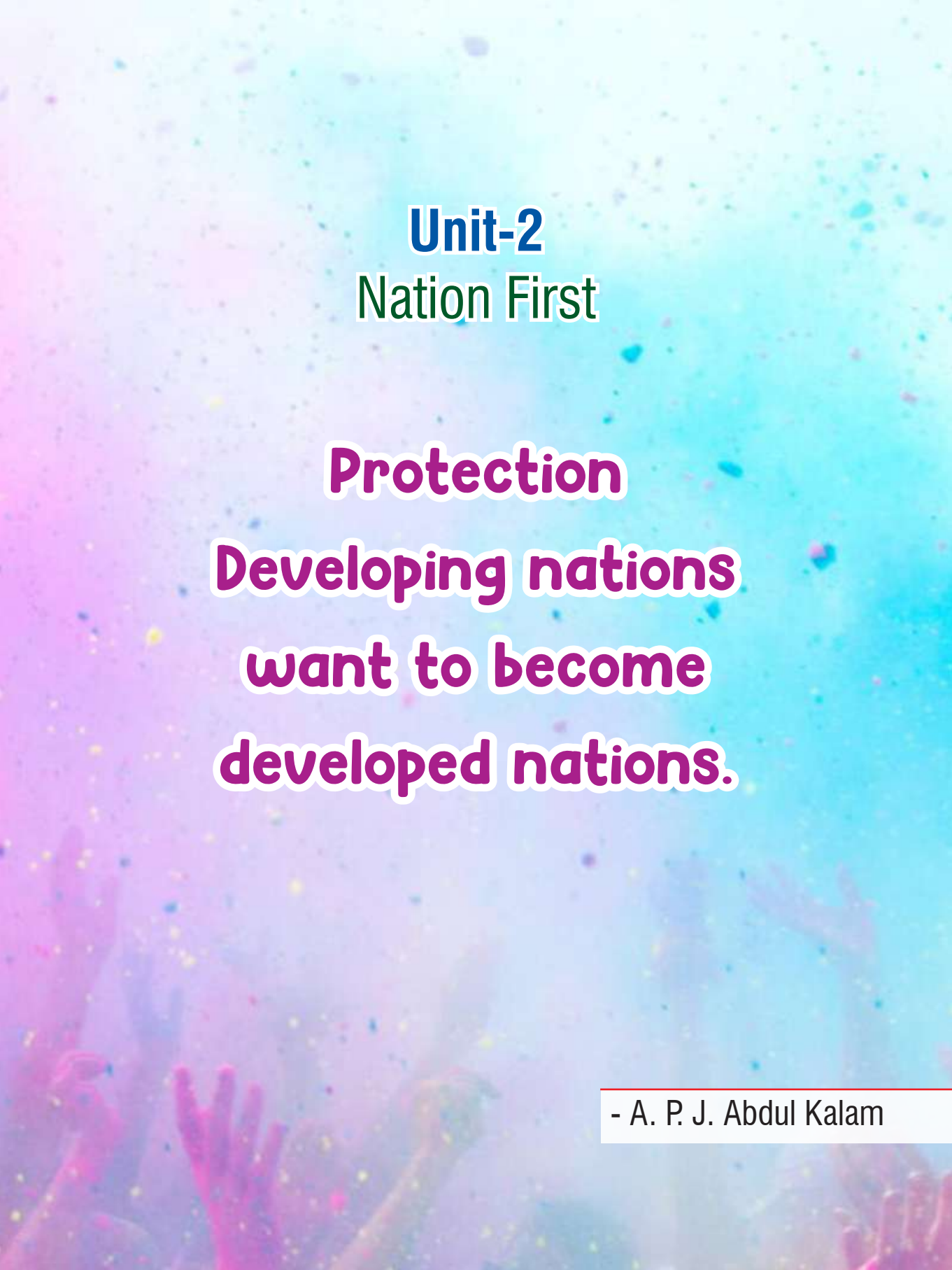
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Unit-2

Nation First

Protection
Developing nations
want to become
developed nations.

- A. P. J. Abdul Kalam

INDIAN ECONOMY

Overview

Economic performance remains resilient despite global uncertainties



India currently as per the provisional estimate published by the Ministry of Statistics and Programme Implementation, the real gross domestic product (GDP) of India grew by 6.5 per cent, remaining consistent with the earlier second advance estimates (SAE). In current prices, GDP witnessed a growth of 9.8 per cent in 2024-25, slightly lower than the 9.9 per cent indicated in the SAE. Over this period, the gross value added (GVA) grew by 6.4 per cent, aligning with the SAE figures.

On the demand side, the growth was supported by robust private consumption demand, stable investment activity and increased net exports. Private final consumption expenditure grew at a faster pace of 7.2 per cent compared to 5.6 per cent growth in FY24. This was mainly on account of a rebound in rural demand. Also, private consumption's share in nominal GDP increased from 60.2 per cent in FY24 to 61.4

per cent in FY25. This is the second-highest level in the past two decades, indicating sustained strength in consumption demand. On the investment side, gross fixed capital formation (GFCF) grew by 7.1 per cent compared to 8.8 per cent growth in FY24. In nominal terms, it comprises 29.9 per cent of the GDP, which is slightly lower than the previous two years. However, it remains at a higher level compared to the average pre-pandemic levels of 28.6 per cent (FY16-FY20). Growth received a significant boost from an increase in exports (at constant 2011-12 prices), which rose by 6.3 per cent in FY25, compared to 2.2 per cent in FY24. Meanwhile, imports (at constant 2011-12 prices) experienced a decline of 3.7 per cent, contrasting with a positive growth of 13.8 per cent in FY24. The fact that exports grew by 6.3 per cent despite increased global trade uncertainty demonstrates their resilience.

Source: <https://dea.gov.in/>

India Success Story

“India’s Services and Logistics Boom: A Testament to Resilience and Global Demand”

India’s Services activity remained healthy in May 2025, with Services PMI at 58.8 compared to 58.7 in April 2025. Strong international demand, as evidenced by the near record improvement in the new export business index, continued to fuel services activity. Air cargo volume experienced strong double-digit growth in April 2025, achieving the highest growth rate in the last five months.

Also, port traffic activity continued to expand in May compared to April and grew by 4.4 per cent on a YoY basis. This growth was driven by containerised cargo, petroleum, oil and lubricants, and miscellaneous cargo.

The growth in business and leisure travel boosted the hospitality sector in April 2025. Average hotel occupancy rose by





5 percentage points to 67 per cent in April 2025 compared to the corresponding period the previous year, with a slight increase from March 2025.

The growth in business and leisure travel boosted the hospitality sector in April 2025. Average hotel occupancy rose by 5 percentage points to 67 per cent in April 2025 compared to the corresponding period the previous year, with a slight increase from March 2025. Demand conditions in May remained largely favourable, as indicated by the steady performance of high-frequency indicators. Domestic air passenger growth was 9.7 per cent in April 2025 compared to the same month last year, reflecting robust demand from urban travellers. However,

retail passenger vehicle sales remained low in May 2025, due to subdued consumer sentiments, particularly for entry-level models, according to the Federation of Automobile Dealers Association.

Rural demand remains robust, gaining further momentum in May 2025. Tractor sales rose by 9.1 per cent, and retail sales of two-wheelers rose by 7.3 per cent in May 2025 (YoY). The growth was bolstered by a healthy rabi harvest and a favourable monsoon forecast, which bodes well for the upcoming kharif sowing season.

Image Source: Internet for learning purposes only.
Source: <https://dea.gov.in/>

EMPLOYEE DEVELOPMENT



Mr M.L. Narendra Kumar

Director, Instivate Learning Solutions Pvt. Ltd

Emotional Intelligence and Health

Emotional Intelligence has been a relevant subject for a long time and has become increasingly essential in today's world. Many companies are now educating their employees about Emotional Intelligence, and training organisations are delivering programs on this topic in various capacities. While Emotional Intelligence is often associated with relationship building, managing emotions, and empathy, it encompasses a broader range of meanings. In this article, I will examine the role of Emotional Intelligence in maintaining our overall health.

The components of Emotional Intelligence are as follows, and we will examine how each component contributes to maintaining health.

Self-Awareness: involves being aware of one's strengths, weaknesses, and purpose. For example, a person who regularly checks their health indicators, such as blood pressure, can make informed decisions based on their health status. If someone is unaware of their health condition and continues to work late into the night, they risk burnout, which can negatively impact their work quality. Being mindful of both personal strengths and health conditions is crucial.

Self-Regulation: A tempting buffet filled with colorful sweets and spicy foods can challenge anyone's self-control. However, individuals who are aware of their health conditions and impacts can restrain themselves from overindulging. Individuals who struggle to regulate their eating habits

are prone to health issues, which can further impact their productivity. Self-regulation is not just about managing anger but also about controlling one's eating habits.

Self-Motivation: We often face choices like hitting the snooze button or exercising before the alarm rings. While we can listen to numerous lectures about the benefits of exercise, true motivation comes from within. Without self-motivation, reaching our health and fitness goals becomes nearly impossible.

Empathy: There are moments when we may jump to conclusions or become frustrated in traffic without considering the circumstances of those around us. This impatience can lead to negative thoughts or emotions, increasing our stress levels and harming our health. By practising empathy, we can better handle adverse situations and interactions in customer service and everyday life.

Social Skills: Social skills involve developing relationships, managing differences, and interacting with others. This includes our ability to connect with optimistic and confident individuals. Surrounding ourselves with such people can help alleviate fear and pressure, creating a more positive environment. Good health often requires supportive relationships.

Emotional intelligence is a tool for managing ourselves and our relationships, and understanding and improving our health. It enables us to regulate our eating habits, stay motivated to maintain our well-being, empathise before passing judgment to reduce stress, and build connections with the right people, fostering harmony within ourselves and others.

Disclaimer: The views expressed in this article are solely those of the author

Unit-3

Kaizen Corner

**If you want it, go
for it. Take a risk.
Don't always play
it safe or you'll
die wondering**

- Tenille Dashwood

Madras High Court Judgments in

VAT CST GST



Shri. V.V. Sampathkumar

Treasurer and Chairman, Indirect Taxes Sub - Committee,
Andhra Chamber of Commerce

ITC restrictions: Restrictions imposed under CGST Rule 36(4) to avail full credit of Input Tax in the absence of the mandatory compliance by the supplier of goods or service as is contemplated u/s 37(1) of the respective GST Acts was a temporary measure to regulate the availing of Input Tax Credit (ITC). The restrictions were placed with a view to implement the object of allowing legitimate ITC by a recipient who was liable to pay tax on the output supply was engaged in Zero Rated Supply within the meaning of the respective GST enactments including IGST and the Rules made thereunder. Therefore, the challenge to the restrictions imposed under Rule 36(4) of the respective GST Rules on the ground of it being arbitrary and violative of Article 14 of the Constitution of India cannot be countenanced. **M/s. L&T Geostructure LLP, Vs. 1. UOI, 2.Govt of TN, Dept of Comml Taxes, Chennai-6.**

**3.Commr of Comml Taxes, Chennai-5.
4.AC (ST), Nandambakkam W.P.Nos.5978
and 5983 of 2020 Reserved on 22.11.2024
Pronounced on 09.05.2025**

GST registration restoration: Petitioners relied upon a decision of this Court in the matter of “Suguna Cut piece Centre vs The Appellate Deputy Commissioner (ST) (GST)” rendered under identical facts of GST registration restoration, in W.P.Nos.25048, 25877, etc. of 2021. The LD counsel submitted that in the said WPs, this Court granted relief to taxpayers whose GST registrations were cancelled due to non-filing of returns, especially those affected by illness or COVID-19, by directing the Department to restore the registration, subject to certain conditions. The Ld Government Advocate submitted that following the above decision, this Court also

granted similar relief in several Writ Petitions including the W.P.No.33227 of 2024. The Court held that as the facts of the case in W.P.No.33227 of 2024 squarely apply to the facts of the present case, following the said order, directions are issued to both the parties herein for the restoration of GST registration **ARKES Engineering Services, Vs AC, Guindy Assessment Circle, WP Nos. 16525 OF 2025 DATED: 08-05-2025**

Manufacture : As per the job work agreement entered by the appellant with DCL, they only manufactured the refractory products by using the material supplied by DCL. The said components are further used in the manufacturing of final product of DCL. Therefore, job work entrusted with the appellant by DCL cannot be treated as manufacturing of capital goods and that they are not entitled to claim the benefit of the input tax credit. **M/s.ShriNatraj Ceramic & Chemical Inds Ltd., Vs. JC (CT), Trichy Division, Trichy TC (MD) No.21 of 2010 Dated :12.05.2025**

Delay in adjudication: There are no justifiable reasons forthcoming from the Revenue for the delay in adjudication of the show cause proceedings. The continuation of show cause proceedings long after their issuance have to be held to be arbitrary and offending under Article 14 of the Constitution of India. These WPs deserve to be allowed holding that the proceedings initiated long before cannot be continued after efflux of time. Though really no prejudice can be said

to have been caused to the petitioner on account of the transfer of the case to the Call Book and delay in adjudication of the Show Cause proceedings, nevertheless, these writ petitions are allowed. **M/s.DXC Technology India P Ltd Vs 1. JC GST &CE, Chennai – III Commissionerate, Chennai–34. 2. AC GST & CE, TambaramDivn, Chennai–45 3. Commr of GST and CE, Chennai–III, Commissionerate, Chennai–34 W.P.Nos.2489 & 2496 of 2022 Reserved On 30.01.2025 Pronounced On 09.05.2025**

Order in the name of Dead person: Impugned order, passed u/s 73 of the TNGST Act, 2017, has been issued in the name of a dead person. On that sole ground, the same shall stand quashed. The matter is remitted back to the file of the third respondent. The third respondent is at liberty to take steps as against the legal representatives of the deceased assessee. **Y.Prakash Vs. 1. Commr of State Tax, Chennai-5. 2. ADC of State Tax, Hosur–600 109. 3. DC of State Tax, Hosur (South), Hosur–600 109.W.P.No.19069 of 2025 DATED: 22.05.2025**

Special facts and circumstances: Impugned proceedings rest on the premise that the petitioner did not file his returns. It has been demonstrated that returns were in fact filed and the has been made. It was also submitted that the petitioner concern is a proprietary concern and the son of the Proprietor was seriously ill during the relevant period and that he passed away

during November 2024. Considering the special facts and circumstances of this case, the order impugned in the writ petition is set aside. The matter is remitted to the file of the respondent with certain directions. **M/s.DeepamEnterprises Vs. AC(ST), Villivakkam Assessment Circle, Chennai-6. WP No.16197 of 2025 DATED: 16.05.2025**

Delay in filing appeal: Petitioner filed the appeal beyond 90 days but within a condonable period of 30 days. It appears that the petitioner erroneously filed the appeal without enclosing the Condonation of Delay application. Therefore, the second respondent rejected the petitioner's appeal on technical ground that the appeal was filed belatedly. This Court in Indian Potash Ltd., Vs. DC(ST) GST Appeal held that an appeal cannot be rejected on the ground of technical defects. As it is well settled that procedure is handmaid of justice, this Hon'ble Court was of the view that the petitioner should be given an opportunity to rectify the defect and set aside the impugned order with directions. **M/s.Sri Hari Enterprises Vs 1. AC (ST) (FAC), Hosur (North) II Circle 2.DC (CT) (Appeals), Hosur. 3.HDFC Bank, Krishnagiri Bypass Rd, Hosur-635 109. W.P No.17504 of 2025 DATED : 09.05.2025**

Notice and order: Impugned show cause notice (SCN) was uploaded on the GST Portal Tab. According to the petitioner, the petitioner was not aware of the issuance of

the SCN was issued through the GST Portal and the original of the said SCN was not furnished to him. In such circumstances, this Court is of the view that the impugned assessment order passed without affording any opportunity of personal hearing to the petitioner, confirming the proposals is illegal and unsustainable. **AlagappanPalaniappan Vs. 1.DSTO, Kilpauk Assessment Circle No.1, Chennai-6. 2.BM, Central Bank of India, Chennai-35. W.P. NO.17526 OF 2025 DATED: 09.05.2025**

Service of notice : Assuming the sending notices by uploading in the portal is sufficient service, when the Officer who was sending the repeated reminders, received no response from the petitioner, he ought to have applied his/her mind and explored diligently the possibility of sending notices by other modes prescribed in Section 169 of the GST Act. Mere uploading notice repeatedly without ensuring their receipt by the petitioner cannot be considered as effective service. Thus, when there was no response from the tax payer to the notice uploaded in the portal, the Officer should have sent the notice through RPAD, which would have serve the purpose. **Tvl. Sri MathuruEswararTraders Vs The DSTO-I Udumalpet South Assessment Circle Thiruppur. WP No. 16787 of 2025 DATED: 08-05-2025**

Exparte order: Petitioner suffered an exparte order u/s 73 of the TNGST Act. This Court satisfied that the petitioner was

misled by the contents of the notice and that is why they could not appear for hearing which lead to the passing of the exparte order. Petitioner undertakes to pay 25% of the tax amount within 4 weeks subject to the condition, the order impugned in the writ petition is quashed with conditions. The matter is remitted back to the file of the respondent. **M/s.Peacock Hospitals P Ltd Vs AC (ST), Central-II, Chennai Central, JJ Nagar Assessment Circle, Chennai – 6 WP No. 18743 of 2025 DATED: 22-05-2025**

Condonable Period: Appeal was filed beyond the condonable period. Therefore,

the Appellate Authority rightly dismissed the appeal as not maintainable. Though the order passed by the Appellate Authority cannot be faulted, however, taking into account the special facts and circumstances of the case and recording the undertaking of the petitioner to pay a further 15% of the tax amount to the second respondent, the impugned order in the WP is set aside with directions. **M/s.HakunaMatata Solutions Pvt. Ltd. Vs.1. DC (ST), GST-Appeal, Chennai (II), Chennai-6. 2. AC (ST), Kelambakkam Assessment Circle, Chennai-28. W.P.No.19035 of 2025 DATED: 22.05.2025**

Disclaimer: The views expressed in this article are solely those of the author

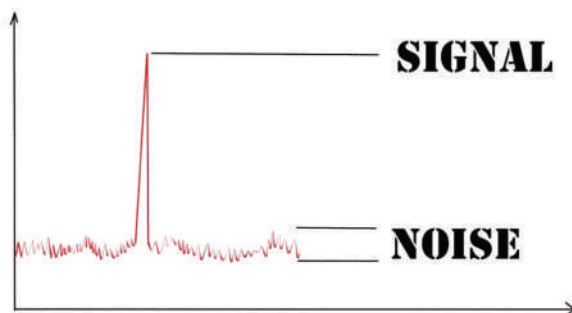
Shout -Sales and MARKETING MATTERS



Mr.M.K. Anand

Chairman, MSME Sub-Committee
Andhra Chamber of Commerce

SIGNAL-TO-NOISE RATIO IN MARKETING



In marketing, the concepts of “signal” and “noise” are crucial for effective strategy and decision-making. They help marketers differentiate valuable insights from irrelevant distractions in a data-rich environment.

What is Signal-to-Noise Ratio (SNR)?

- **Signal** = valuable, relevant, or meaningful information.
- **Noise** = distractions, irrelevant content, fluff, or misinformation.
- **High SNR** = Clear, concise, valuable content.
- **Low SNR** = Lots of distractions or unnecessary complexity.

Signal in Marketing:

Signal refers to the meaningful, actionable information that helps you understand customer behavior, market trends, and the effectiveness of your marketing efforts. It's the data that truly matters for making informed decisions and driving results.

Examples of Marketing Signals:

- **Consistent increase in website traffic and conversions:** This indicates your campaigns are resonating and driving desired actions.
- **High engagement with pre-sales emails or content:** Shows that prospects are actively interested and moving through the funnel.
- **Booking a demo or signing up for a free trial:** Strong indicators of buyer intent.
- **Repeat purchases or increased customer lifetime value (CLTV):** Signifies customer satisfaction and loyalty.

- **Positive shifts in brand sentiment or customer feedback:** Reveals effective brand building and customer experience.

Noise in Marketing:

Noise refers to the irrelevant, distracting, or misleading information that can obscure the true signal. It's the data that doesn't provide valuable insights or can even lead to incorrect conclusions if not properly filtered.

Examples of Marketing Noise:

- **Daily fluctuations in website traffic:** These might be due to weekends, holidays, or random spikes that don't reflect a long-term trend.
- **Spam emails or irrelevant social media posts:** Distract from your core messaging.
- **Single negative reviews without broader context:** While feedback is important, an isolated bad review might not be indicative of overall product or service quality.
- **Competitor advertising that is simply volume-based:** Creates clutter without necessarily being effective.

Signal-to-Noise Ratio (SNR) in Marketing

The Signal-to-Noise Ratio (SNR) is a concept borrowed from engineering that applies well to marketing. It measures the quality of an information signal relative to the level of background noise. A higher SNR means there's more useful information compared to irrelevant data, making it easier to make accurate decisions.

How to Improve SNR and Focus on Signals:

1. **Define Clear Objectives and KPIs:** Before collecting data, know what you want to measure and why. This helps you identify the "signal" metrics that directly tie to your business goals.
2. **Understand Your Audience:** Develop detailed buyer personas to understand their needs, challenges, and preferred communication channels. This allows you to tailor your messaging (signal) and avoid what they consider "noise."
3. **Prioritize Behavior Over Intent (Sometimes):** While surveys provide intent, actual user behavior (clicks, purchases, engagement) often provides a clearer signal of what's truly happening.
4. **Ruthless Data Reduction and Filtering:** Don't try to track everything. Focus on the metrics that are leading indicators of success and filter out irrelevant or redundant data. Implement data governance practices to ensure quality and accuracy.
5. **Contextualize Data:** Always view data within its broader context. A dip in traffic on a specific day might be noise if it's a public holiday, but a sustained dip across weeks is a signal.
6. **Invest in Quality Content and Targeted Messaging:** High-quality, valuable content is more likely to be perceived as a signal by your audience. Targeted marketing ensures your message reaches the right people at the right time, reducing perceived noise.

7. **Simplify the Customer Journey:** Remove unnecessary steps or information in your marketing funnel to make it easier for customers to connect with your brand and for you to track their progress.
8. **Leverage Analytics Tools with Intelligent Filtering:** Use marketing analytics platforms that can help you integrate data from various sources, visualize trends, and even automate the identification of anomalies that might be signals or noise.
9. **Continuously Test and Optimize:** A/B test different messaging and strategies to see what resonates best with your audience, allowing you to refine your “signal” and minimize “noise.”
10. **Focus on Actionable Insights:** The goal isn’t just to collect data, but to derive actionable insights from it. If a data point doesn’t lead to a potential action, it might be noise.

Let’s listen how the Industry Legend uses to build his empire...

Elon Musk’s Approach to Signal-to-Noise Ratio

1. Product Design & Engineering

Musk often pushes his teams (e.g., Tesla, SpaceX, Neuralink) to:

- Minimize unnecessary features.
- Focus on what truly matters to users.
- Remove anything that doesn’t add value to the mission or the product.

“The best part is no part. The best process is no process.” – Elon Musk

This is about reducing noise in engineering: avoid complexity, redundancies, and bloat.

2. Meetings & Internal Communication

He’s known to:

- Cancel unnecessary meetings.
- Ask for direct, data-backed updates.
- Avoid corporate jargon and encourage clear thinking.

“If a meeting isn’t providing value, leave.”

This creates **high signal** environments where ideas are sharp and time is not wasted.

Image Source: Internet for learning purposes only.

Disclaimer: The views expressed in this article are solely those of the author

STANDARDS, CERTIFICATIONS & REGULATIONS UPDATES



Rama Venugopal

Chairman – S.C.R. Sub - Committee,
Andhra Chamber of Commerce



Navigating the Green Market: The Power of the EU Ecolabel for Global Businesses

In today's global economy, sustainability isn't just a niche; it's a fundamental shift in how products are made and consumed. For businesses aiming to thrive in the discerning European market, leveraging tools like the **EU Ecolabel** is becoming essential.

This article explores why the EU Ecolabel matters, especially for international businesses seeking to access the vast European Economic Area (EEA) market, and its benefits for various stakeholders.

What is the EU Ecolabel? Your Gateway to Green Credibility

The **EU Ecolabel** is a voluntary environmental excellence label recognized across the EU and EEA. Established in 1992, it signifies a product's or service's high environmental performance throughout its entire lifecycle—from raw materials to disposal.

Crucially, the EU Ecolabel is a **third-party verified certification**. This independent assessment ensures credibility and trust, assuring consumers and businesses alike

that the product genuinely meets stringent environmental standards. It covers a wide array of product groups, reflecting a broad impact across various sectors.

Global Reach: Can Non-European Producers Apply? Absolutely!

A common question from businesses outside Europe is, “Can we apply for the EU Ecolabel?” The answer is a resounding **yes**. The EU Ecolabel’s primary focus is on the market destination, not the product’s origin.

Any product or service supplied for distribution, consumption, or use within the EEA market can be awarded the EU Ecolabel, regardless of its country of origin. This means manufacturers, producers, and retailers from anywhere in the world can apply, provided their product is intended for sale and use within the EEA.

The core condition is simple: the product must be destined for the European Economic Area market. Beyond that, applicants must meet the rigorous environmental criteria specific to their product group. These criteria are scientifically based, developed through expert consultation, and regularly updated. The application process for non-European businesses mirrors that for European ones, requiring detailed documentation and verification of compliance.

Why the EU Ecolabel Matters: A Win-Win for All Stakeholders

Eco-labels, particularly the EU Ecolabel, are powerful tools driving market transformation towards sustainability. They offer tangible benefits across the entire value chain:

For Businesses (Producers and Manufacturers)

The EU Ecolabel offers a **competitive edge**, helping products stand out and attracting environmentally conscious consumers. It builds **brand reputation and consumer trust** through third-party verification, combating “greenwashing.” Striving for the label often **drives innovation and efficiency**, leading to cost savings. For non-European businesses, it’s a vital key to **market access** in the EU/EEA, signaling compliance with high environmental standards and aiding in **proactive regulatory compliance**.

For Consumers

The EU Ecolabel empowers **informed purchasing decisions** by providing clear, trustworthy information to identify genuinely eco-friendly products. It builds **trust and credibility** in environmental claims, helping consumers align their spending with their **values**.

For Retailers

Stocking EU Ecolabel products helps retailers **meet consumer demand** for sustainable goods and **enhance their store's image and reputation**. It provides a **competitive differentiation** and simplifies **product selection** for environmentally responsible inventory.

For Procurers (Public and Private Organizations)

The label enables **sustainable procurement policies**, providing a standardized basis for choosing eco-friendly products. It **reduces administrative burden** by streamlining compliance and helps **mitigate supply chain risks**. By prioritizing eco-labeled products, procurers demonstrate **leadership** and drive market transformation towards sustainability.

The Road Ahead: Embracing a Sustainable Future

The EU Ecolabel is more than just a symbol; it's a testament to a product's environmental integrity and a powerful enabler of sustainable commerce. For businesses, especially those eyeing the European market from beyond its borders, embracing this label is a strategic move that yields dividends in reputation, market access, and long-term sustainability. As the world increasingly prioritizes environmental well-being, certifications like the EU Ecolabel will only grow in importance, guiding businesses striving for excellence and consumers seeking to make a positive impact.

Is your business ready to unlock the full potential of the green market with the EU Ecolabel?

Image Source: Internet for learning purposes only.

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EXPORT AND IMPORT



Shri R R Padmanabhan

Chairman, Foreign Trade Sub-Committee
Andhra Chamber of Commerce

Sustainability and ESG Compliance: The Green Mandate in Global Trade



As the world confronts the climate crisis, sustainability is no longer a public relations buzzword—it is a strategic imperative for global business. Across international markets, particularly in Europe and North America, Environmental, Social, and Governance (ESG) compliance is being hardwired into trade policy, financing decisions, and procurement norms.

ESG in Trade: A New Compliance Norm

1. Environmental Standards:

The EU is enforcing climate-related trade policies. Its Carbon Border Adjustment Mechanism (CBAM) will impose tariffs on imports from countries with lax carbon standards, starting with steel, cement, aluminium, and fertilizers.

2. Social Standards:

Due diligence laws are pushing for responsible labor practices, gender equity, and supply chain transparency. Germany's Lieferkettengesetz (Supply Chain Act) and France's Duty of Vigilance Law are key examples.

3. Governance:

Exporters are increasingly required to report on anti-corruption, board structure, grievance mechanisms, and data privacy. Financial institutions and buyers are aligning with global ESG frameworks like GRI, SASB, and UNGC.

Implications for Indian Exporters

- **Sustainability Reporting:** Exporters must prepare ESG disclosure reports, detailing energy use, emissions, water consumption, and social policies.
- **Carbon Accounting:** Measurement of Scope 1, 2, and even Scope 3 emissions is becoming critical, particularly for exports to Europe.
- **Supply Chain Traceability:** Global buyers now ask Indian suppliers to ensure ethical sourcing, especially in textiles, leather, and electronics.
- **Financing Linkages:** Green finance, ESG-linked credit lines, and preferential rates are emerging based on compliance levels.

Steps Toward Compliance

- **Conduct an ESG Baseline Audit:** Understand your current impact.
- **Adopt international certifications** like ISO 14001 (Environment), SA8000 (Social Accountability), and GHG Protocol (Carbon).
- **Digitize your supply chain** to improve traceability.
- **Train staff and suppliers** on sustainable practices.

Opportunity, Not Just Obligation

ESG is not just about compliance—it's about market access, brand reputation, and long-term resilience. Exporters who lead in sustainability will not only avoid trade barriers but also win global contracts and investor trust.

Image source: www.businesstoday.in

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INFORMATION TECHNOLOGY UPDATES



Shri Ramesh Bhashyam
Chairman, I.C.T. Sub-Committee
Andhra Chamber of Commerce

Artificial Intelligence (AI)

Artificial Intelligence (AI), a term coined by John McCarthy in 1955, describes the capability of a program or machine to think and learn in a way that imitates human cognition. Despite numerous alternative interpretations, the fundamental understanding of AI remains singular.

Today's automated landscape sees **Artificial Intelligence (AI)** drawing its fundamental inputs from three crucial sources: **Big Data, Internet of Things (IoT) and Sensors**. The IoT is vital, as it establishes an interconnected web of devices not just computer that can be remotely managed.



The journey of AI's development unfolds through distinct stages: from foundational **Neural Networks** to more advanced **Machine Learning**, and ultimately, **Deep Learning**.

AI is a vast domain, integrating a wide array of theories, methods, and technologies. Its significant subfields include Cognitive Computing, Computer Vision, and Natural Language Processing (NLP). Supporting this intricate ecosystem are critical enabling technologies like powerful Graphical Processing Units (GPUs), the pervasive IoT, sophisticated advanced algorithms, and versatile Application Programming Interfaces (APIs).

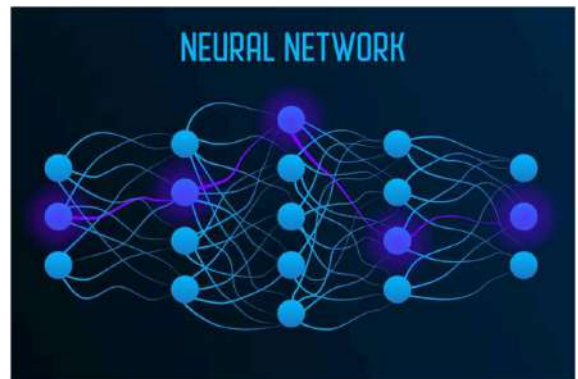
Machine Learning

Machine Learning (ML) is a specialized area within AI dedicated to equipping machines with learning abilities. This field played a crucial role in popularizing data mining. The rapid expansion in the amount and diversity of available data, along with increasingly affordable and powerful computational resources and data storage, has significantly propelled ML forward. Businesses benefit from these precise ML models by having a greater capacity to pinpoint profitable ventures and avoid potential risks.

Crafting robust ML systems requires several core components: effective data preparation, a variety of algorithms (both fundamental and sophisticated), robust automation and iterative processes, the ability to scale, and modelling techniques.

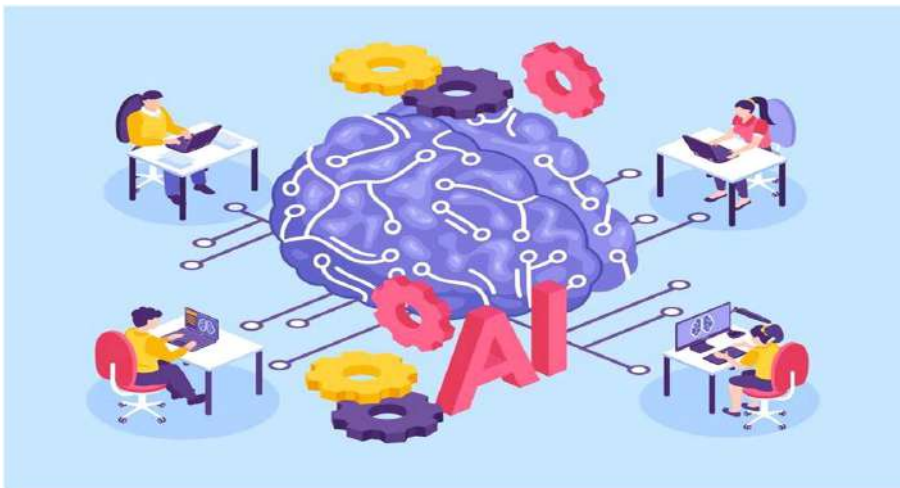
Neural Networks

Neural Networks represent a class of computational software designed with an architecture inspired by biological neurons. While biological brains excel at solving intricate problems through the distributed effort of individual neurons—each addressing a minute component—neural networks operate on a similar principle. They consist of interconnected units, or “cells,” that collectively generate a desired output, with each cell contributing to a minor portion of the overall problem’s resolution. This methodology is a foundational approach in the development of artificial intelligence programs.



Deep Learning:

A Cornerstone of Artificial Intelligence, a specialized subset of **Machine Learning**, forms a fundamental component of **Artificial Intelligence (AI)**. This technology enables machines to execute human-like tasks such as image recognition, speech comprehension, and predictive analytics, operating through a hierarchical learning



paradigm. Rather than organizing data to conform to predefined equations, Deep Learning establishes fundamental parameters for the data and autonomously trains computers to discern patterns via multi-layered processing.

In essence, Deep Learning facilitates enhanced generalization, improved adaptability, continuous refinement with the influx of new data, and exhibits greater dynamism compared to predictive systems predicated on intricate business rules.

As per Forbes' 2017 enumeration of leading AI technologies included Natural Language Generation, Speech Recognition, Virtual Agents, Machine Learning Platforms, AI-optimized Hardware, Decision Management, Deep Learning Platforms, Biometrics, Robotic Process Automation, and Text Analytics & Natural Language Processing (NLP).

To conclude, AI is experiencing substantial industrial demand, particularly in applications such as personal assistance, legal support, medical research, patent searches, and risk notification. Further areas of AI implementation encompass the Healthcare, Manufacturing, Retail, and Banking sectors. The deployment of AI technologies necessitates the establishment of appropriate policies to ensure adherence to relevant standards and regulations, thereby safeguarding AI systems.

Image Sources: Images <https://www.freepik.com/free-photos-vectors/ai-tech>

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GUIDANCE ON COMPLYING WITH EU REACH

WHAT IS EU REACH?

REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) is a comprehensive European Union regulation that came into force on 1 June 2007. It aims to ensure a high level of protection for human health and the environment from chemical risks, while promoting innovation and competitiveness in the EU chemical industry. REACH also encourages the use of alternative methods to reduce animal testing.

REACH applies to virtually all chemical substances—whether used in industrial processes or consumer products such as cleaning agents, paints, toys, electronics, or furniture. Consequently, nearly every company in the EU is affected.

To comply, companies must identify, assess, and manage the risks linked to the substances they manufacture or import in quantities of 1 tonne or more per year, and must submit technical dossiers to the European Chemicals Agency (ECHA).

REGISTRATION REQUIREMENTS

REACH follows the principle of “one substance, one registration” (OSOR). This means all companies manufacturing or importing the same substance must submit a single joint registration dossier, coordinated by a lead



Shri. Anil Jauhri
Ex-CEO - NABCB (National Accreditation Board for Certification Bodies)
International Conformity Assessment Expert

registrant. Registrants must compile their data using IUCLID6 and submit it through REACH-IT.

Each registration must include:

- A technical dossier covering substance identity, uses, properties, and classification;
- A Chemical Safety Report (CSR) for substances >10 tonnes/year;
- Test proposals (if applicable) and justification for data waiving or adaptations.

Co-registrants gain access to joint submission data and submit their own company-specific information and use profiles.

Recent ECHA guidance requires all registrants to keep dossiers up to date as part of their ongoing obligations.

SVHCs AND AUTHORIZATION LIST

Substances of Very High Concern (SVHCs) are defined under Article 57 and include:

- Carcinogens, mutagens, or reproductive toxicants (CMRs);

- Persistent, bio accumulative and toxic (PBT) substances;
- Very persistent and very bio accumulative (vPvB) substances;
- Substances with endocrine-disrupting properties.

As of July 2025, the SVHC Candidate List includes 241 substances.

Key obligations:

- Notification to ECHA if SVHCs >0.1% w/w are present in articles;
- Suppliers must provide Safety Data Sheets (SDS);
- SCIP database reporting is required for SVHCs in articles, as per the Waste Framework Directive.

Companies should monitor the Authorization List (Annex XIV) and Restriction List (Annex XVII) to assess business continuity risks.

ROLE AND VALUE OF AN ONLY REPRESENTATIVE (OR)

Non-EU manufacturers must appoint an EU-based Only Representative (OR) to fulfil REACH obligations on their behalf.

Benefits include:

- Streamlined registration and market access;
- Relief for EU importers from registration duties;
- Centralized compliance and communication channel.

OR responsibilities:

- Prepare and submit registration dossiers via REACH-IT;

- Coordinate joint submission and data access with consortia or lead registrants;
- Generate and distribute compliant SDSs;
- Respond to ECHA's substance evaluation or compliance checks;
- Maintain dossier updates and use mapping documentation;
- Conduct or review CSRs and exposure scenarios;
- Track regulatory changes, provide alerts, and conduct training.

ONGOING OBLIGATIONS

Companies must ensure:

- Dossier updates are submitted as soon as relevant information changes;
- Communication in the supply chain is robust, including REACH-compliant SDSs and exposure scenarios;
- Compliance with restrictions and authorization deadlines is continually monitored;
- Evaluation and testing plans follow latest ECHA requirements and EU test guidelines.

Failure to maintain up-to-date compliance can result in penalties, market bans, or reputational risks.

Should any chemical manufacturer need help in meeting requirements of EU REACH .

Kindly connect with **Andhra Chamber of Commerce, Secretariat.**

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Unit-4

Self Development Corner

Every human has four endowments – Self-awareness, Conscience, Independent will and Creative imagination. These give us the ultimate human freedom... The power to choose, to respond, to change.

- Stephen Covey

Business Stories - Inspiration Matters

Andhra-Based Chocolate Brand Empowered 300+ Farmers



Manam Chocolate launched its first collection in Hyderabad's Banjara Hills — a proud tribute to the farmers who made it all possible.

Manam Chocolate launched its first collection in Hyderabad's Banjara Hills — a proud tribute to the farmers who made it all possible.

In Behind every chocolate bar lies the story of a farmer — and for Manam Chocolate, that story begins in the cocoa farms of West Godavari, Andhra Pradesh.

Neither Belgian nor Swiss, this chocolate is proudly and entirely Indian. With over 300 products across 50 categories, Manam Chocolate is redefining the perception of

Indian-origin cocoa on the world stage. And at the heart of it is a deep commitment to craft, community, and cocoa.

On August 15, 2023, Manam Chocolate launched its first collection in Hyderabad's Banjara Hills — a proud tribute to the farmers who made it all possible. Among its most celebrated offerings is the Manam Signature Tablet collection, featuring 43 unique bars. Two of these — Farm Tablet No.1 and No.3 — are made from beans grown by farmers D Hari Krishna and GVS Prasad, each bar carrying the distinct flavour of a single farm.

From Farm to Tablet: A Story of Trust

“The Single Farmer Series recognises farms that have unique flavour profiles. The craft chocolate is about complexity and flavour. Everything we do is to derive complexity from the bean without adding anything. So these two or three farms we have identified as being interested enough in the single-farmer series,” says Chaitanya Muppala, CEO of Distinct Origins Private Limited (DOPL), the company behind the introduction of Manam Chocolate.

‘Manam’ means ‘we’ or ‘us’ in Telugu. The brand is designed to delight chocolate lovers and offers signature tablets, bonbons, truffles, nama, barks, fudge, palettes, rochers, clusters, macarons, gianduja, spreads, cakes, pastries, and viennoiserie.

“The journey of cocoa beans from farm to fermentery and shaping into a chocolate tablet wouldn’t have been feasible without farmers’ invaluable support.”



“The journey of cocoa beans from farm to fermentery and shaping into a chocolate tablet wouldn’t have been feasible without

these farmers’ invaluable support. We appreciate their hard work. We are committed to making a high-value product from their produce,” says the chocolatier.

Crafting Chocolate, Rooted in Mithai shop

After earning his undergraduate degree in General Business Management from Sauder School of Business, University of British Columbia, Canada, and completing the Stanford Seed Program from the Stanford University Graduate School of Business’s Institute for Innovation in Developing Economies, Muppala came back to India in 2013.

His father was briefly unwell, so he started spending time in the business his father owned, – Almond House, a mithai (sweet) shop.

It was a small business with a single store. While resolving its drawbacks, he inadvertently formed a bond with it before he could realize. The business flourished under his management.

“My main goal was to empower farmers. I ensured that farmers profit more and also improve our revenue distribution,” he adds.

GVS Prasad (Guduri Venkata Sivarama Prasad) says, “We have been growing cocoa since the mid-1960s, but working with Manam Chocolate gives us tremendous pride to see how this fruit of our land can be converted into something so delightful.”



Muppala study found a key understanding that the quality of chocolate inherently depends on the quality of beans.

Krishna explains, “With Manam Chocolate and DOPL, we are not treated like suppliers but as partners, even co-creators. Earlier, we used to grow cocoa without really knowing how much impact the soil, the climate, or our handling could have on the flavour of the cocoa beans. The engagement has enhanced our understanding that cocoa carries the taste of the land, and it’s our job to bring that out with our efforts.”



He continues, “What’s different about working with them is the respect they have for our offering. They pay us above-market rates for our fruit, but more than that, we see the value of what we grow. When our cacao goes through their Fermentery with all the scientific fermentation and drying processes that they carry out and it is turned into fine flavour cacao beans, it gives us tremendous pride. We know exactly where our fruit is going, and we know it’s being made into something truly special.”

While the farmers here produced cocoa in a conventional method, Muppala faced another challenge related to the genetics of cocoa in India, which is deeply rooted in the history of its arrival in the country.

Source:Internet

TRAVEL -

RELAXATION

MATTERS

Kanthalloor, Kerala Overview



Tucked away in the lush folds of the Western Ghats, Kanthalloor is a serene village in Kerala that enchants visitors with its untouched beauty, cool climate, and rare experiences. Fondly referred to as the “Kashmir of Kerala,” it is the only place in the state where apples are grown, along with a wide range of exotic fruits like oranges, plums, and peaches.

One of the village’s most fascinating features is a functioning barter system—a throwback to ancient times. Since 1962, a local shop here has been exchanging essentials like rice for farm produce such as ginger, mustard, and garlic, serving over 160 households in the region.

Kanthalloor also holds nature’s secrets—every 12 years, its hills are carpeted with the rare Neelakurinji blooms, painting the valley in breathtaking shades of blue. The next bloom is expected in 2030, a spectacle not to be missed.

Another hidden gem is the sandalwood forests of Marayoor, Kerala’s only natural

habitat for sandalwood trees, often referred to as the source of ‘liquid gold’ for its valuable oil.

History lovers can explore the nearby Muniyara Dolmens, megalithic burial chambers from the Neolithic era, offering a direct link to prehistoric life dating back thousands of years.

Eco-tourists and nature lovers will find Kanthalloor a paradise—organic orchards, dense forests, rare flora and fauna, and serene treks await. Nearby attractions like Chinnar Wildlife Sanctuary and Anamudi Shola National Park offer more adventure and biodiversity.

Best Time to Visit: September to March for a pleasant climate and the best experiences.

Kanthalloor isn’t just a destination—it’s a journey into nature, culture, history, and timeless charm.

Source and Image: <https://www.incredibleindia.gov.in/en/rural-tourism/kanthalloor>

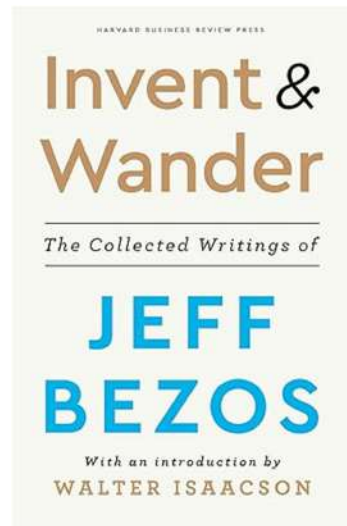
BOOK REVIEW

Invent and Wander: The Collected Writing: The Collected Writings of Jeff Bezos

In this collection of Jeff Bezos's writings—his unique and strikingly original annual shareholder letters, plus numerous speeches and interviews that provide insight into his background, his work, and the evolution of his ideas—you'll gain an insider's view of the why and how of his success. Spanning a range of topics across business and public policy, from innovation and customer obsession to climate change and outer space, this book provides a rare glimpse into how Bezos thinks about the world and where the future might take us.

Written in a direct, down-to-earth style, *Invent and Wander* offers readers a master class in business values, strategy, and execution:

- The importance of a Day 1 mindset
- Why "it's all about the long term"
- What it really means to be customer obsessed



- How to start new businesses and create significant organic growth in an already successful company
- Why culture is an imperative
- How a willingness to fail is closely connected to innovation
- What the Covid-19 pandemic has taught us

Each insight offers new ways of thinking through today's challenges—and more importantly, tomorrow's—and the never-ending urgency of striving ahead, never resting on one's laurels. Everyone from CEOs of the Fortune 100 to entrepreneurs just setting up shop to the millions who use Amazon's products and services in their homes or businesses will come to understand the principles that have driven the success of one of the most important innovators of our time.

Source: <https://www.amazon.in/Invent-Wander-Collected-Writings-Introduction/dp/1647820715>

Unit-5

Bulletin Corner

Networking is working.

- Denise Morrison

T-Messe 2025 Toyama General Manufacturing Industry Trade Fair

Toyama Prefecture is a great business location with abundant water and electricity and hardworking people. It has developed manufacturing industries such as pharmaceuticals, metalworking, machinery, robotics, and electronic components. It is one of Japan's leading manufacturing centers on the Sea of Japan coast.

Since 2010, the Toyama General Manufacturing Industry Trade Fair has been held seven times, bringing together companies from both Japan and abroad under one roof and creating countless business opportunities.

We look forward to welcoming even more companies to T-Messe in 2025!

Outline of T-Messe 2025

Dates	Thu., Oct. 30 – Sat., Nov. 1, 2025	Organizer	Toyama General Manufacturing Industry Trade Fair Executive Committee (Consisting of: Toyama Prefecture, TONIO, JETRO, Industry Groups)
Hours	10:00 - 17:00 (Until 16:00 on the final day)		
Venue	Toyama Techno Hall 1682 Tomosugi, Toyama City, Japan 939-8224		
Industry Categories	Industrial machinery, automobiles, precision machinery, electronics and electrical machinery, casting and molds, metal processing, plastics, aluminum products, IT, chemicals, pharmaceuticals, traditional crafts, food processing, textiles, design		
Exhibition Space	6,997 m ² (West Wing 3,634 m ² , East Wing 3,363m ²)	<div>Report on the Previous T-Messe (2023) Dates: Thu., October 26 – Sat., October 28, 2023 Number of exhibitors: 287 Japan: 246 companies/groups from 23 prefectures Overseas: 41 companies/groups from 9 countries Number of visitors: 31,512 (Including general guests) Number of business meetings: 10,955</div>	

Schedule until the trade fair



Benefits for Overseas Exhibitors

•Special price for a joint booth per country/region

A joint booth is a booth in which government/ investment organizations and companies from a country or region exhibit together. The exhibition fee is **50,000 yen per exhibitor**.

Basic equipment such as display panels and tables are provided free of charge to each exhibitor.

If a company or organization wishes to have its own booth, a standard booth is available. Please see "Booth Options and Rates" on the reverse side.

•Interpreters (free)

Interpreters will be provided free of charge at the booths of the overseas exhibitors. (Prior registration required.)

-English-Japanese and Chinese-Japanese interpreters are available

•Business Meetings with Invited Buyers (free)

The organizer will invite leading domestic buyers to hold individual business meetings with exhibitors. (Prior registration required.)

- Number of invited buyers in 2023: 50 companies

•Pre-arranged Business Meetings with Japanese Exhibitors (free)

Overseas exhibitors can request business meetings with Japanese exhibitors in advance. (It may not always be possible to arrange a meeting.)

•Present your country's investment environment (free)

Government agencies and investment promotion organizations from various countries and regions can sign up to make presentations to introduce their investment environment, economic conditions, and notable companies.



Exhibition hall



Exhibit at a joint booth

■ Access to Toyama

Located in central Japan, Toyama is easily accessible from major cities such as Tokyo, Osaka, and Nagoya.

Toyama Airport is a major airport in the Northwest Pacific region, with direct flights to Dalian, Shanghai, Taipei, and Seoul.

Toyama Airport - Scheduled Flights

Dalian	2 flights / week (Wed, Sat)
Shanghai	3 flights / week (Tue, Thu, Sat)
Taipei	Suspended (Temporary flights)
Seoul	Suspended

[As of Jan. 2025]



■ Exhibit Rules

1. Booth Options and Rates

(1) Joint Booth

Special rate for overseas exhibitors:
50,000 yen per exhibitor

- A joint booth is a booth for exhibits combining government/ investment agencies and companies for one country/region.
- Special rates are available on the condition that a government/ investment agency is the representative and oversees the exhibiting companies/groups.
- The space size will be [W 1,980mm x D 1,980mm] x [number of exhibiting companies/groups]. However, the organizer reserves the right to make adjustments at its own discretion.
- Basic equipment such as display tables will be provided free of charge to overseas exhibitors. Please note that there will be no reduction in the exhibition fee even if you do not use the basic equipment.
- The organizer will print the company profile and pictures on the display panels free of charge.
- Additional equipment beyond the basic setup can be arranged for an extra fee.



(2) Standard Booth

Small type: 93,000 yen per booth

Large type: 132,000 yen per booth

- Exhibition space with surrounding partition walls.
- Companies and groups can exhibit independently.
- Additional equipment can be arranged for an extra fee.
- Size: Small type W 1,980 mm x D 1,980 mm
Large type W 2,970 mm x D 1,980 mm

2. Notes

1. Booth Arrangement

The location and arrangement of booths will be determined by the venue considerations.

2. No transfer, loan, or exchange

Transfer, loan, or exchange of booths is prohibited.

3. Height Limit

Booth height is limited to 2,500 mm. Please contact the secretariat if you plan to use decorations exceeding this height.

4. Exhibit Care and Maintenance

Please take care to avoid any incidents during the move-in/move-out, exhibition, and demonstration periods. The organizer will provide security patrols, but will not be held responsible for damages caused by theft, damage, loss, fire, natural disaster, or force majeure. Exhibitors are responsible for the security and protection of their exhibits.

5. Demonstration of Exhibits

Demonstrations may be held in the booth or in designated areas, but may be restricted or suspended at the discretion of the organizer if they are deemed disruptive to the trade fair.

6. Hazardous Materials

Exhibitors wishing to bring hazardous materials (e.g. pressurized or liquefied gas) to the venue must obtain a permit from the fire department through the secretariat. Please submit the necessary documents in advance.

7. Sale and Distribution of Exhibits

- The sale of exhibits is permitted, but the sale of large items that cannot be carried by hand is prohibited.
- Distribution of catalogs, literature, samples, and promotional items must take place at the exhibitor's booth.

3. Payment

- Payment must be made by the deadline upon receipt of the invoice from the secretariat.
- Exhibitors requiring electrical work or other special arrangements may incur additional fees, depending on what is listed in the application form. Further details will be provided by the secretariat.

4. Exhibit Changes and Cancellations

- No changes to the number of booths will be accepted after the application deadline.
- A cancellation fee will be charged for cancellations made after the application deadline.
- No refunds will be given for cancellations after payment has been made.
- The organizer may reject applications if the content of the application is deemed inappropriate for the purpose of the event.
- The contents of the trade fair are subject to change for reasons beyond the control of the organizer. In such cases, the organizer will not be liable for any expenses incurred in participating in the trade fair or for any damages arising from these changes.

■ How to Apply

Please download the application form from our official website, fill it out, and e-mail it to the secretariat. In principle, we request that partner organizations*, such as government agencies representing the group, send us an application form, compiling all applications from members of the group.

* To find a partner organization in your country/region, please contact the secretariat.

T-Messe 2025 Toyama General Manufacturing Industry Trade Fair

[Secretariat for Overseas Exhibitors]

Toyama New Industry Organization (TONIO), Asia Business Promotion Center

Website: <https://www.toyama-tmesse.jp/tradefair/eng>

E-mail: t.tradefair@tonio.or.jp



Advertisement Tariff

ACC Newsline - Advt Tariff

for e-version

- 12 Issues of each 1/2 page will be ₹ 12500/- per annum plus GST
- 12 Issues of full page will be ₹ 20,000/- per annum plus GST
- First come first serve basis the space will be allotted. Member organisations will be give first preference. We welcome your support to have more reach out and more viewing for your Advt and Business.

Please contact

Mr. N. Ravikumar, Acting Secretary, Andhra Chamber of Commerce
Tel : + 91 44 24315277 +91 9840248688
Email : andhrachamber1@gmail.com



It pays to ADVERTISE in this

ACC NEWSLINE

Andhra Chamber Information Bulletin has wide range of circulation among 1350 Members and 28 Trade & Industry Associations and other sister Associations. It has more than 5000 readers and more desk life for valuable reference material content.

Second Cover Page (Multi colour)	Size : 185 x 245 mm	₹4000/-per issue
Third Cover Page (Multi colour)	Size : 185 x 245 mm	₹4000/-per issue
Fourth Cover Page (Multi colour)	Size : 185 x 245 mm	₹7000/-per issue
Inside Full Page (Single colour)	Size : 152 x 105 mm	₹2000/-per issue
Inside Half Page (Single colour)	Size : 152 x 210 mm	₹1000/-per issue

For Further Details Please Contact:

The Secretary, Andhra Chamber of Commerce. Tel : 044-24315277 | 2431 5278



Life Membership Details

Categories	Life Membership Fees (20 Years)	GST@18%	Total Rs.
Public Ltd Co	45,000	8100	53,100
Private Ltd Co	45,000	8100	53,100
Firms	20,000	3600	23,600
Associations	20,000	3600	23,600
Individuals	20,000	3600	23,600

ANNUAL MEMBERSHIP FEES DETAILS

Categories	One time Admission Fee for the first year only	Annual Subscription	GST @18%	Total
Public Ltd Co	5000	5000	1800	11,800
Private Ltd Co	5000	5000	1800	11,800
Firms	2500	2500	900	5,900
Associations	2500	2500	900	5,900
Individuals	2500	2500	900	5,900

SECUNDERABAD CONFERENCE HALL - TARIFF



	Members	Non-Members
Conference Hall	Rs.	Rs.
First 4 hours	1,650.00	2,000.00
Every additional hour	200.00	300.00
Meeting Hall - First Floor		
First 4 hours	700.00	900.00
Every additional hour	100.00	150.00
Hire Charges for LCD Projector & Laptop		
LCD Projector (Per DAY)	700.00	700.00
Laptop (Per Day)	700.00	700.00

**FOR BOOKING MEETING AND CONFERENCE HALL
- PLEASE CONTACT SECUNDERABAD OFFICE : 040 2784 0844**

ACC FACILITIES



Andhra Chamber has an air-conditioned, well-furnished Conference Hall with a seating capacity of 50 people. This hall is given for hire on a rental basis.

DR V.L. DUTT AC HALL, CHENNAI RENTAL TARIFF

	Members	Non-Members
Meeting Hall – First Floor (Capacity 50 persons)	Rs.	Rs.
First 4 hours	3500.00	5000.00
Every additional hour	750.00	1000.00
Hire Charges for LCD Projector & Laptop		
LCD Projector (Per Day)	800.00	800.00
Laptop (Per Day)	600.00	600.00
*Electricity charges applicable Rs. 100/- for every additional hour after 4 hrs & GST 18% EXTRA		

FOR BOOKING MEETING AND CONFERENCE HALL
- PLEASE CONTACT SECRETARIAT AT CHENNAI : 044 2431 5277



CHENNAI



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ANDHRA CHAMBER OF COMMERCE SERVICES AT A GLANCE

The Chamber functions through 18 Sub-Committees, Industry / Trade Panels under the overall supervision of the Executive Committee.



Issue of Certificate of Origin and Attestation / Certification of documents for export shipment.



Organize Business Delegations to foreign countries for development of two-way trade between Indian and respective countries



Issue of introductory letters to Members proceeding Abroad on Business



Assistance through sister Chambers of Commerce in India and Abroad in establishing trade contacts



Issue of recommendation letters to Foreign Embassies / Consulates in India for grant of visa to Member Businessmen proceeding Abroad on Business.



Special focus on MSMEs and Entrepreneurship Development



Representations of the Chamber on Government Policy Framework and Implementation



Statistical data regarding Industries, Exports, Imports etc. Information on Trade prospects, Business and Economic conditions in India and Abroad



Provision of Free Consultancy Service on GST, Labour, Income Tax, Customs, Import & Export, Banking & Finance, Patents, Trademarks & IPR, Company Law & Civil Laws, Technical Standards, Inspection & Testing and Startups – Business Consultancy, by a Panel of Experts between 11 am and 12.00pm on the Second Saturday of every month at Chennai and Secunderabad offices of the Chamber. Online participation is enabled.

... and more

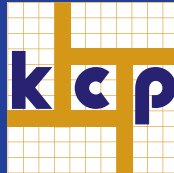
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