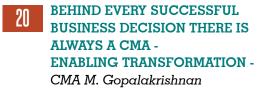
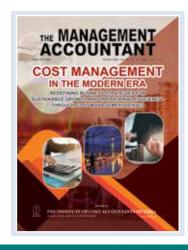
Inside

October 2025

Cover Story





OCTOBER VOL 60 NO.10 ₹100

- STRATEGIC COST PERSPECTIVE BUILDING COMPETITIVE ADVANTAGE IN BUSINESS M Nagesh Babu
- SUSTAINABILITY AS PART OF THE VALUE STRATEGY CMA Subhasish Ghosh
- KRALJIC MATRIX IS IT STILL RELEVANT IN PROCUREMENT COST REDUCTION? CMA Nilay A. Savla
- INTEGRATING SUSTAINABILITY GOALS INTO COST MANAGEMENT:
 ACHIEVING PROFITABILITY AND OPERATIONAL EFFICIENCY CMA (Dr.) Sathisha H K, Dr. Sowmya G S & Sushma K
- BEHAVIOURAL ASPECTS OF COST MANAGEMENT ORGANISATIONS SHIFTING EMPHASIS FROM COST TO VALUE CMA N. Ramaskanda & CMA K. R. Murali Krishna
- EVOLVING DIMENSIONS OF CUSTOMER PROFITABILITY ANALYSIS WITH EMERGING PREDICTIVE TECHNOLOGIES CMA (Dr.) R. Ravichandran & N. Rakesh
- COST MANAGEMENT IN THE MODERN ERA: REDEFINING BUSINESS STRATEGIES FOR SUSTAINABLE GROWTH AND OPERATIONAL EFFICIENCY (Sustainability Linked Cost Management Case study of a Sugar Refinery in Andhra Pradesh) CMA G. Kameswara Rao
- DIGITAL TWIN ECONOMICS: A REAL-TIME COST OPTIMIZATION FOR INDIA'S INDUSTRY 4.0 TRANSFORMATION Dr. Amit Kumar Nag
- MANAGERIAL COSTING TECHNIQUES: UNLOCKING THE PATH TO COMPETITIVE ADVANTAGE Dr. Mahesha, V





CMA S. P. Patnaik Director – Finance Gliders India Limited, Kanpur

Applied Insights

72

DANDIA, LIGHTS, MUSIC... OR MANAGEMENT

- CMA (Dr.) Niranjan Mahendranath Shastri

Artificial Intelligence

75

APPLICATION OF ARTIFICIAL INTELLIGENCE IN FINANCE & ACCOUNTING RELATING TO SMALL BUSINESS - CMA (Dr.) Raghabendra Ray

Enterprise Scale Strategy

79

THE ARTIFICIALLY INTELLIGENT ENTERPRISE: CMA's STRATEGIC ROLE IN BUILDING A SCALABLE AI AUTOMATION STRATEGY ACROSS FUNCTIONS - CMA (Dr.) Dipra Bhattacharya

GST

85

RE-DESIGNING OF GSTR3B

- CMA Asim Saha

SAP

88

SAP JOULE: EMPOWERING FINANCE TEAMS - Dr. Ravi Surya Subrahmanyam

From the Editor's Desk	06
President's Communiqué	07
ICMAI-CMA Snapshots	16
Book Review	66
Down the Memory Lane	92
News from the Institute	94
Statutory Updates	108
Guidelines for Members under CPE (2024)	112
Papers Invited - The Management Accountant	122

Images in this issue are sourced from Google

THE COUNCIL

PRESIDENT

CMA TCA Srinivasa Prasad



VICE PRESIDENT

CMA Neeraj Dhananjay Joshi

COUNCIL MEMBERS

CMA (Dr.) Ashish Prakash Thatte

CMA Ashwin G. Dalwadi

CMA Avijit Goswami

CMA Bibhuti Bhusan Nayak

CMA Chittaranjan Chattopadhyay

CMA Harshad Shamkant Deshpande

CMA (Dr.) K Ch A V S N Murthy

CMA Manoj Kumar Anand

CMA Navneet Kumar Jain

CMA Rajendra Singh Bhati

CMA Suresh Rachappa Gunjalli

CMA (Dr.) V. Murali

CMA Vinayaranjan P

Ms. Anita Shah Akella

Shri Jyoti Prakash Gadia

Shri Inder Deep Singh Dhariwal

CS (Dr.) Shyam Agarwal

Shri Sushil Kumar, IAS (Retired)

EDITORIAL ADVISORY TEAM

CMA (Dr.) Arindam Banerjee

Dr. Ashish Kumar Sana

Shri Basant Kumar Nayak

Dr. Duke Ghosh

CMA (Dr.) Gaddam Naresh Reddy

CMA Malay Paul

CMA Pankaj Kapoor

CMA Sudhir Y Raikar

CMA (Dr.) Swapan Sarkar

Dr. Tanupa Chakraborty

Shri Vikash Goel

Shri Vikash Mundhra

Secretary (Officiating)

CMA (Dr.) Debaprosanna Nandy

DISCLAIMER -

- The Institute of Cost Accountants of India does not take responsibility for returning unsolicited publication material. Unsolicited articles and transparencies are sent in at the owner's risk and the publisher accepts no liability for loss or damage.
- in at the owner's risk and the publisher accepts no liability for loss or damage.
 The views expressed by the authors are personal and do not necessarily represent the views of the Institute and therefore should not be attributed to it.
- O The Institute of Cost Accountants of India is not in any way responsible for the result of any action taken on the basis of the articles and/or advertisements published in the Journal. The material in this publication may not be reproduced, whether in part or in whole, without the consent of Editor, The Institute of Cost Accountants of India. All disputes are subject to the exclusive jurisdiction of competent courts and forums in Kolkata only.