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JOURNAL OF THE CONFEDERATION OF INDIAN INDUSTRY

Rising Exports Brighten Balance of Payments Outlook

INDIA'S EXPORTS BOUNCED

back in 2010-11 with a growth of 37.5 per cent year-on-year. The robust export performance is attributable to a revival in demand from the US and the EU, and the exploration of new export avenues in upcoming markets, particularly Latin America and Africa.

Engineering goods, petroleum products, gems and jewellery, drugs and pharmaceuticals, and labour intensive sectors such as carpets, jute and leather, played a key role in the revival.

Imports, on the other hand, grew at a relatively slower pace of 21.6%, despite the increasing pressure on crude oil prices. This has restricted the trade deficit to US\$ 104.8 billion, a little lower than last year's deficit of US\$ 109.6 billion.

The balance of payments data, released by the RBI and available till Q3 of 2010-11, also shows a similar trend in the performance of exports and imports. Q3 performance was particularly strong, so that earlier concerns about a large Current Account Deficit (CAD) have somewhat abated. The CAD, earlier expected to exceed 3.0% of GDP, is likely to be contained within 2.5-2.7% of GDP in 2010-11.

Along with goods, services exports too have done well. Services exports recorded a growth of 55.7% (as against a decline of 10.4 % a year ago) mainly led by travel, transportation, software, business and financial services. Net private transfers also remained buoyant. Consequently, net invisible inflows improved, and the CAD declined.

Capital inflows increased marginally over the corresponding period last year. This is attributed to higher net inflows under FII investments, external assistance, External Commercial Borrowings (ECBs) and banking capital. Net FII inflows increased to US\$ 6.3 billion during Q3 2010-11 as compared to US\$ 5.7 billion in the corresponding period last year. Net ECBs were significantly higher at US\$ 3.6 billion (as compared with US\$ 1.7 billion last year) mainly due to higher disbursements of commercial loans to India. Banking



capital recorded net inflows of US\$ 4.9 billion during the quarter (versus US\$ 1.9 billion a year ago) mainly due to the drawdown of foreign assets of commercial banks. Net FDI flows moderated to US\$ 2.1 billion during Q3 2010-11 (US\$ 3.0 billion a year ago) mainly due to lower net inward FDI during the quarter.

Given that several developed countries are picking up momentum on economic recovery, lower FDI inflows are a matter for concern. Moreover, the bearish attitude of global investors towards India is not a healthy sign given the fact that other South, East and South East Asian nations have performed exceedingly well in attracting FDI inflows in recent months.

However, with the capital account surplus being higher than the current account deficit, the balance of payments had a surplus of US\$ 4.0 billion during the quarter. Foreign exchange reserves increased by US\$ 4.5 billion during the quarter, as there was a valuation gain of US\$ 0.5 billion.

Some provisions in Union Budget 2011 could lead to an increase in capital inflows in India. These include:-

- Working on further liberalisation of FDI policy
- Raising of FII limit for investment in corporate bonds issued in infrastructure sector
- Tax incentives extended to attract foreign funds for financing of infrastructure
- Various legislations proposed in 2011-12 to speed up reforms in the financial sector
- Allocation of Rs. 2,14,000 crore for infrastructure in 2011-12, an increase of 23.3%
- Government to come up with a comprehensive policy for PPP projects
- Government come out with a Manufacturing Policy
- Likely introduction of GST and DTC by April 2012

However, certain factors pose a potential threat to India's BOP performance and economic growth. These include an appreciation in the exchange rate, a rise in interest rates and strengthening oil and commodity prices. ■

CII Announces 5-pronged Strategy for 10% GDP Growth



CII HAS SUGGESTED a five-pronged strategy for 10% growth for the Indian Economy. Mr B Muthuraman, President, CII, and Vice Chairman, Tata Steel Ltd, & Chairman, Tata International Ltd, listed the five key elements of this strategy as

- Fast track implementation of 100 mega projects
- Targeting Manufacturing growth at 12% and its share in GDP at 25%
- Creating a Common Market
- Improving the Investment Climate
- Better mechanism for allocation of natural resources.

CII would continue its theme of 'Business for Livelihood' announced last year, with focus on this five pronged strategy, declared Mr Muthuraman, on 25 April in New Delhi, during his first interaction with the media after taking over as President, CII.

Fast track implementation of 100 mega projects can go a long way in bringing the moderating investments back on track, said the CII President. A Project Monitoring and Implementation Agency set up by the Government with specific timelines on the implementation of these projects will help in keeping up the growth momentum at high levels, he suggested.

A trajectory shift in manufacturing growth towards an average of 12%, and increasing its share to 25% of GDP in the long term, would also contribute to 10% GDP growth, said Mr Muthuraman. He stressed on developing aspirational and visionary leadership to drive rapid export-led growth, enhancing labour productivity, building depth and developing the right industrial structure in terms of creation of clusters to drive scale and depth. This would also generate productivity advantages

CII continues its theme of 'Business for Livelihood' this year, with special focus on a five pronged strategy to target 10% GDP Growth

- **Fast track implementation of 100 mega projects**
- **Target Manufacturing Growth at 12% and its share in GDP at 25%**
- **Create a Common Market**
- **Improve Investment Climate**
- **Better mechanism for allocation of natural resources**

and capacity building for start-ups and SMEs, in addition to encouraging development of innovation clusters, he said.

India remains a fragmented market. All efforts must be made to make it a single market, stressed the CII President. In his view, a Common Market could be achieved through early implementation of The Goods and Services Tax (GST) for industry, and the services sector. In agriculture, uniform implementation of the APMC Act across the states and hurdle-free movement of agri produce by abolishing the Essential Commodities Act, would further this endeavour, he felt.

Mr Muthuraman said that CII is vigorously pursuing its advocacy for early implementation of the GST with the nation's political leadership, both at the Centre and in the States. This will be top of the agenda for CII in the coming year, he said, pointing out that GST could add as much as 1 to 1.5% to our GDP growth through efficiency improvement. He also announced the creation of a special committee on GST to facilitate a better dialogue on the tax.

Improving the investment climate was presented as another critical area of reform that needs the attention of the Government. India is still perceived as a difficult place for doing business, observed Mr Muthuraman. He announced that CII would set up joint task forces with different state governments to work on improving the investment climate, especially because several state government laws and procedures create regulatory hassles and inhibit investments. This year, six states would be covered, and the initiative would be scaled up to cover other states in the coming years.

Finally, to aim at 10 per cent growth, the CII President called for enhancing transparency, efficiency and sustainability in the allocation and pricing of natural resources. The process of allocation of natural resources must be made transparent and competitive besides adhering to the principles of environmental and social sustainability, he stressed.

High growth alone is not enough, said the CII President. It should also be inclusive and sustainable. For this,

**Towards
achieving
inclusive
and
sustainable
growth,**

**CII will prioritize focus
on Affirmative Action,
Employability and Governance**



B Muthuraman, President, CII, and Vice Chairman, Tata Steel Ltd, & Chairman, Tata International Ltd

he called for a prioritized focus on **Affirmative Action, Employability** and **Governance**. Future growth is expected from the Bottom of the Pyramid and hence faster inclusive growth and development is pivotal for sustaining high GDP growth, he said.

Highlighting the need for industry to voluntarily engage in Affirmative Action to achieve inclusive and sustained high GDP growth, Mr Muthuraman said that CII member companies had responded encouragingly to the Confederation's Code of Affirmative Action. The positive experience so far would help scale this number to 2000 in the coming year, he said. He also announced that CII would conduct a Biennial Diversity Survey, persuade its members to disclose affirmative action efforts, and institute awards to recognize SC/ST entrepreneurs and industry members who have excelled in affirmative action efforts.

On Employability, Mr Muthuraman stressed on the need for scaling the skills development efforts, given the magnitude of the problem. He suggested that the Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) could be leveraged for imparting skills in addition to guaranteed employment. CII announced the creation of four new CII Skill Development Hubs and the setting up of 30 new district-level skill gurukuls as Skills Development Centres. In addition to these, the CII President also stressed the need for creating a National

Vocational Qualification framework in consultation with the Government, ILO and the World Bank to integrate the academic education system with the vocational training system.

Highlighting the need for Transparency and Governance, the CII President was unequivocal that if the fruits of growth have to translate into the creation of an inclusive development model for India, and if India is to emerge as a global destination for capital, the importance of Governance in the country cannot be overemphasized. The simplification of rules and procedures for transparent operations, and carrying out police, judicial and electoral financing reforms is critical for improving governance, he added.

The CII President announced that CII would develop



B Muthuraman, and Chandrajit Banerjee, Director General, CII,

a Code of Conduct on integrity and transparency and encourage its members to adopt the code. In addition, he also announced a CII Task Force on Integrity and transparency in Governance, chaired by Mr Adi Godrej, President Designate, CII, to spearhead CII's and industry's efforts in this area.

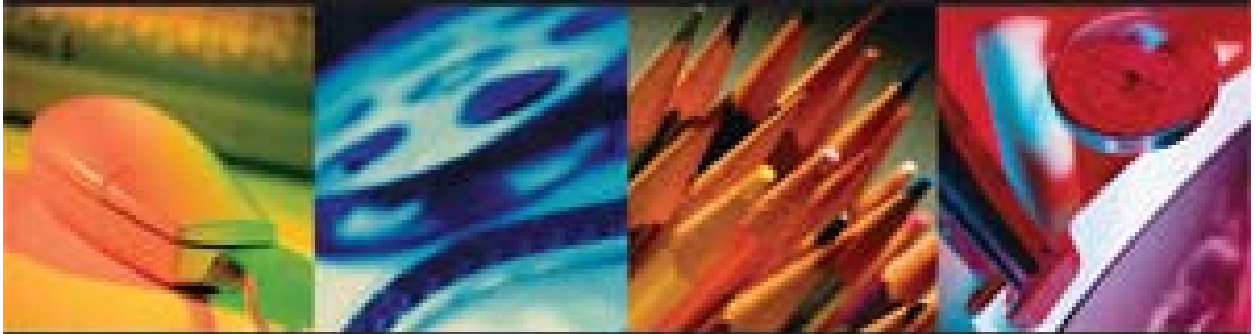
'8 to 8.5 % GDP Growth Possible'

Presenting his outlook on the economy, Mr Muthuraman expected that GDP growth is likely to moderate in view of rising inflation and interest rates. Rising global commodity prices have begun to have an impact on the cost of raw materials of Indian companies and capital formation is showing signs of moderation. However, despite these adverse developments, GDP growth of 8.0-8.5% should be possible in 2011-12 given that domestic demand remains strong, he predicted. In the current context this is not a bad growth rate for the economy, he felt.



The CII President was of the view that the upper band of 8.5% growth can be achieved in 2011-12 if certain factors turn out to be favourable. These include a good monsoon, moderation in global commodity prices, moderation in tightening of monetary policy, turnaround in the growth of capital formation, movement on reforms to boost investors' confidence and continuing strong global demand. However, a sustained increase in oil prices could be a key source of downside risk to growth, he warned.

Creative Industries



The New Growth Horizon

The growing symbiosis of cultural creativity and economic growth highlights business opportunities in creative industries in India

THE SONGS 'Sheila ki jawani' and 'Munni badnaam hui' were on the top of the Indian music charts for weeks, the favorites of millions of listeners. The latest edition of the Jaipur Literature Festival attracted an audience of 60,000 and sold almost 10,000 books. Over 25 million Indians are on Facebook, and 100 million use the internet!

All these activities are part of the creative economy. It is now well-recognised that the present knowledge-led era rests fundamentally upon creativity and talent - of the individual, the community, business, and the nation as a whole.

There are several ways in which cultural creativity impacts economic growth. First, the creative industries themselves are expanding all over the world, led by the growing hunger for self-expression and increasing technology modes to deliver entertainment. Second, being labour-intensive, these industries contribute to employment and incomes. Third, creativity is now an intrinsic component of innovation, from innovation in manufacturing and services, to innovation in design and R&D. Finally, creativity and the consumption of creative products such as films, music, art and books, contribute to the overall well-being of society and foster workplace productivity.

According to the Creative Economy Report 2010 brought out by UNCTAD, creative industries include the following:

- Cultural heritage, including traditional arts and crafts
- Visual and performing arts
- Audio-visual industries

- Publishing and printed media
- Design
- Creative services, such as advertising and architecture

In particular, the advent of new media has transformed the concept of the sector which now extends to gaming and animation, software applications, design, and other dimensions. The report estimates that the contribution of the cultural and creativity sector to GDP in Europe was over Euro 654 billion in 2003, and as much as 3.2-3.4% of GDP in economies such as France and Norway.

According to UNCTAD, trade in creative goods and services is the next big growth opportunity. It points out that the global export of creative commodities has more than doubled between 2002 and 2008 to US\$ 592 billion, recording a growth rate of 14%. Interestingly, the report states that the creative industry holds great promise for developing nations looking to diversify their economies, as the production, sale and trade of creative goods can further broad-base economic growth. Indeed, developing economies grew their exports of creative goods more rapidly than developed economies in this period. Additionally, according to the report, India has made the fastest progress among major economies in the export of creative products, to vault to 10th rank.

The growing symbiosis of cultural creativity and economic growth highlights business opportunities in creative industries in India. In fact, the arts are inextricably linked to India's progress as a knowledge economy as they are closely connected to competitive advantages in

technology, business practices, marketing, etc.

India today stands at a turning point in its economic development where growth has attained unprecedented momentum, fueled by increasing per capita incomes, a burgeoning consumer base and young median age. Middle income consumers in 2005 were less than 15 million households; they are anticipated to rise to almost 70 million by 2015 and to 140 million by 2025. With an audience of over 1.2 billion, the Indian film, theatre, advertising and music industries are well-poised to exploit rising domestic demand emanating from growing disposable incomes. These factors, taken together, augur well for the country's creative industries.

Additionally, India possesses unique advantages in the global creative industry sector. It enjoys a vast diversity of societies and a rich heritage of arts in all respects deriving from ancient traditions of music, dance, theatre and literature. Moreover, in the new media as well, it is a globally acknowledged software leader. Thus, India is in a unique position to leverage the trade potential of the global creative industries, and benefit from the convergence of traditional and innovative creative industries.

For example, Media & Entertainment (M&E) is forecast to grow at over 12% for the next 2-3 years. Similarly, traditional crafts and folk arts have the potential to

attract tourists in high numbers. Popular Indian films, dance and music are accessible to large populations across Asia, Middle East and Africa. Indian fashion and cuisine are popular all over the world. Promoting the 'soft' aspects of India overseas not only raises its profile and builds the overall India brand but also contributes to the global footprint of Indian industry.

A holistic policy for promoting the creative industries would involve all stakeholders including government, industry, civil society and individuals. The creative value chain would address content creation and ideas, production, and dissemination as well as education and intellectual property. In fact, the last two are critical for the optimal expansion of a creative economy.

A concerted partnership approach would be needed to converge the economic, cultural and social dimensions of creative industries. Special policies for finance, infrastructure, export support, etc should be instituted. A central aspect would be unlocking the value of SMEs in creative industries. Protection of Intellectual Property Rights, patents and geographical indicators of traditional crafts is another issue to be addressed. It is time that India and Indian industry examine the business opportunities of culture and devise strategies to leverage India's vast cultural heritage for economic development. ■

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Launch of 'India's National Security, Annual Review'

MR SM KRISHNA, Union Minister of External Affairs, launched 'India's National Security, Annual Review 2010' on 19 April in New Delhi. **Amb. M Rasgotra**, Chairman, Governing Board, Foundation for National Security Research, **Prof Satish Kumar**, Editor of the book, **Mr Shammi Manik**, MD, Taylor and Francis India, and **Mr Gurpal Singh**, Deputy Director General, and Head, Defence Division, CII, participated in the book launch.



Amb M Rasgotra, Chairman, Governing Board, Foundation for National Security Research, **SM Krishna**, Union Minister for External Affairs, and **Prof Satish Kumar**, Director, Foundation for National Security Research, at the release of India's National Security, Annual Review 2010

Mr Krishna highlighted the importance of national security and commended the efforts of Prof Kumar in generating awareness of issues concerning national security. He also appreciated CII's initiative in promoting this endeavour.

'India's National Security, Annual Review 2010' comprehensively assesses India's security profile, both with relation to internal as well as external threats, especially in the context of its emergence as a global power. Threats from China and Pakistan coincide with strong relations with Russia and the notable presence of

India in the Asia-Pacific region. Both traditional and non-traditional issues such as nuclear proliferation, climate change and water scarcity pose serious challenges to the nation.

In this context, measures taken to strengthen the security infrastructure and its evolution have been thoroughly discussed. An added feature is the updated National Security index of the 50 top countries and a survey of the major international events

Exploring Defence Production with US SMEs

INDIAN SMES INTERESTED

in defence production explored business opportunities and discussed procedural mechanisms – existing and potential – to strengthen cooperation with US SMEs in defence production. The interaction with a 10 member visiting delegation from the Virginia Economic Development Partnership (VEDP), USA, was organised by CII on 19 April in New Delhi.

US companies have capital and technology – the core components of any business. Indian companies can capitalise on these components and club them with their core competencies, including skilled English-speaking people, knowledge and experience in dealing with various governmental agencies, including the Indian Armed Forces and the Ministry of Defence, manufacturing bases and access to the Indian market. Combining the best of both would not only help Indian industry to grow



Nalin Kohli, Chairman, CII Defence Sub-Committee on SME, **Gurpal Singh**, Deputy Director General, CII, and **Jorda A Watkins**, International Trade Manager, Virginia Economic Development Partnership

but also help US companies to capitalise on the huge Indian defence market, stressed the interaction.

In both countries, SMEs are drivers of growth and play a formidable role in employment, income generation and output. In India, MSMEs contribute 8% of the country's GDP, 45% of manufactured output and 40% of exports, providing employment to about 60 million persons through 26 million enterprises.

CII's timely and necessary interventions have led to the removal of the earlier cap of 26% FDI in SMEs. The sector is now subject to the same sectoral caps as the rest of industry. However the FDI cap in the defence sector still remains. This FDI cap can be circumvented through a defence procurement procedure – Buy and Make (Indian).

The CII Defence & Aerospace Division will also take an industry delegation to the US soon.

13th Defence Acquisition Management Course

CII ORGANIZED the 13th Defence Acquisition Management Course (DAMC) in New Delhi on 18-19 April. The course, which has been meticulously planned with inputs from various stakeholders in the Indian defence sector, saw overwhelming participation from the industry within the country and abroad.

The DAMC familiarizes industry participants with the philosophy of the complicated Indian defence production policy and procedures. Experts, with hands-on experience in field of defence production share their understanding of defence acquisition procedures, which offer opportunities to industry worth several billion dollars.

India has the requirement and capacity to absorb high end technology and capital. The country's cumulative defence procurement budget is projected to be over



Cmde Dr RK Rana, Principal Director – Indigenisation, Indian Navy; **Wg Cdr (Retd) Neelu Khatri**, Head, Defence / Security Advisory Services, KPMG India Pvt Ltd, and **Wg Cdr Vipul Mathur**, Joint Director – Indigenisation, Indian Air Force

US\$80 billion in the next five to six years as indicated by the 13th Finance Commission report. India has already emerged as the biggest defence buyer in the world, a trend that is going to continue for the foreseeable future.

In fact, it was indicated during the course that modernization plans are almost ready till 2027. Other than capital and revenue procurements, private industry should also seriously think of investing in infrastructure development, defence R&D and manpower training. ■



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Lean Manufacturing Certificate Training Workshop

11th – 17th September 2011: JAPAN

CII along with JMAC- Japan is organising the Lean Manufacturing Certificate Training Workshop in Japan at Management Innovation Centre-Gifu (MIC is a consulting company under Toyota Group)

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- Classes conducted by Consultants from MIC with more than 40 years of experience in Toyota who made Lean (TPS) successful in their shop floors
- Learn & Experience the true essence of Lean (TPS DNA)
- How they manage their resources optimally
- Visit shop floors of World class companies

Plant Visits:

- **TOYOTA Motor Corporation**
- **Toyota Museum**
- **Gifu Auto Body Co. Ltd.**

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Limited Seats



Promoting Investments in the Power Sector in South Asia

SOUTH ASIA HAS witnessed a growing imbalance between energy demand and its supply from indigenous sources, resulting in increased import dependence. Greater cooperation within South Asia is one of the most effective ways to deal with the rapidly growing regional energy deficit and to ensure energy security.

CII, with USAID / South Asian Regional Initiative (SARI) Energy, organised a Roundtable Conference on ‘**Promoting Investment Opportunities in the Power Sector in South Asia, Leveraging Cross Border Power Trading**’ on 27 April in New Delhi.

In his keynote address, Mr KC Venugopal, Union Minister of State for Power, called for integrating the entire region with a robust power grid for exchange of power. Encouraging large scale trading of power will bring in the requisite market mechanism to utilize the valuable resources of one country at the most optimal cost for another country in the region, he said. However, he cautioned that the issue of cross border trading is complex and involves market, technology, finance and, most importantly geopolitical issues.

Mr Venugopal said that electricity is the most convenient form of commercial energy required to fuel economic growth. With the South Asian market witnessing huge electricity demand and facing shortages both in terms of energy and peak demand, economic growth in the region has been constrained, he said, pointing out that India, despite having reached a significant installed capacity of over 172,000 MWs, faces shortages in the range of 10 per cent during peak hours. It is estimated that a SAARC power grid linking



K C Venugopal,
Union Minister of
State for Power



Jayant Prasad,
Special Secretary,
Ministry of
External Affairs

Bangladesh, Nepal, Pakistan, India and Sri Lanka has the potential to install at least 100,000 MW in the region for common use among these countries, Mr Venugopal said.

He cited the example of cross border trading between Bhutan and India with Bhutan supplying between 1,200-1400 MW to India. The success of power trading between the two countries has encouraged them to take up more hydro projects through cooperative ventures and many Indian public sector companies are engaged in collaboration to add 10,000 MW capacity by 2020, he said.

Emphasising the role of the private sector, the Minister said that though private investment in generation addition has increased rapidly in recent times, with private developers supporting about 32,339 MWs of the more than 58,000 MWs new capacity in India, there is an urgent need to further increase their role.

Energy sharing is the way forward for countries of South Asia. This will enable them to encash the latent energy potential which has not been fully tapped, concluded the Minister.

In his special address, Mr Jayant Prasad, Special Secretary, Ministry of External Affairs, also reiterated the importance of cross border trading. “South Asia energy trade is an idea whose time has clearly

come. There is growing support in the contiguity for regional energy trade from central Asia to South Asia,” he said.

“Cross border inter-connectivity will promote supply reliability, peak load control and create opportunities for capturing economies of scale. Significant first steps for intra-regional connectivity have been implemented already,” he added.



Power Distribution Reforms

THE POWER

Distribution sector in the country is going through a rough phase, with discoms facing huge revenue gaps on account of deferred tariffs.

The 13th Finance Commission Report

envisages the total losses of SEBs at 2008 tariffs to be Rs. 116000 crore in FY 2014-15 vis-à-vis Rs. 68000 crore in FY 2010-11. To strengthen the Electricity Board, the tariff of utilities needs to be revised in the range of 7% to 19% p.a. Keeping this in mind, the Ministry of Power has appealed to the Appellate Tribunal for Electricity to issue directions under Section 121 to the regulatory authorities to revise tariffs (suo moto if required) in the interest of the financial viability of the distribution sector.

A CII Roundtable on ‘**Distribution Reforms and Smart Grid**’ on 28 April in New Delhi, noted that



Gopal Saxena, CEO, BSES; Ashok Lavasa, Additional Secretary, Power, and Sunil Wadhwa, MD, NDPL

private participation in distribution is still insignificant despite the Delhi success story. A few other states have implemented the franchise model. Pointing out the shortcomings in the

franchisee model, such as short tenure, investments outside regulatory preview etc, the discussions supported the licensee model.

Mr. Ashok Lavasa, Additional Secretary, Power, said that since different states have different scenarios, the state utilities and states could decide which model (single or a mix) would work best for them. He said that no model is fully complete in itself, and every model is an evolving one, but any model which does not concern investments will fail. He called for the involvement of the private sector and felt that most problems could be solved with private sector involvement.

Review of Solar Mission Projects

THE JAWAHARLAL NEHRU National Solar Mission (JNNSM), a major initiative, was launched in January 2010 to leverage on the country’s vast solar energy potential by creating a policy and regulatory environment that enables rapid and large-scale capital investment in solar energy.



Deepak Gupta, Secretary, New & Renewable Energy

The Mission envisages setting up a capacity of 20 GW. The government has designated the National Thermal Power Corporation (NTPC) Vidut Vyapar Nigam Limited (NVVN), a wholly owned subsidiary of NTPC Ltd., as the nodal agency for Phase-I (2009-2013) of the Mission for 1000 MW. It will purchase solar power from the developers and sell it to

distribution utilities after bundling with power from the unallocated quota of NTPC coal stations.

To review the current status of the projects under JNNSM, as well as the problems/issues faced by developers in the execution of projects, CII, along with the Ministry of New & Renewable Energy and the Indian Renewable Energy Development Agency organized a ‘**Review Meeting of Projects under JNNSM**’ on 28 April in New Delhi. The meeting was well attended by project developers, and provided a state-wise status update of the projects underway. ■



Indo-French Seminar on Sustainable Tourism

CII, IN PARTNERSHIP with the Embassy of France in India, organized the **Indo-French Seminar on Sustainable Tourism** on 5-6 May in Goa.

A high-powered Tourism Business Delegation from France participated in the seminar, along with

Mr Francois Pujolas, Consul General of France and Mr Jean Marin Schuh Minister Counsellor, French Embassy. The participants included Ms Anne Claire Gaudru, Secretary, Platform for Cooperation and Sustainable Tourism, France, Mr Rudy Salles, Minister of Parliament, and Deputy Mayor, City of Nice, Mrs Minja Yang, former Director, UNESCO, Ms Sabrina Laconi, Deputy Mayor, City of La Rochelle, Mrs Annie Stoyanov, Deputy Mayor, City of Cavaillon, and many more.

From the Indian side, the speakers included Mr DC Sahoo, Secretary, Tourism, Goa, Ms Roma Singh, Regional Director, (West) Ministry of Tourism, Mr Jayesh Ranjan, Secretary, Tourism, Andhra Pradesh, Mr Mandip Singh Soin, President, Eco Tourism Society of India, Dr MG Rao, Chief Conservator of Forests, Chennai, Mr A Dhakne, Joint MD, Maharashtra Tourism Development Corporation, Mr Nitin Sawant Director, WWF India, Goa Chapter, Mr Nirmal Andrews, Projects Assessment & Appraisal, Ministry of Environment & Forests, Mr Niranjan Khatri, General Manager, Welcomenviro Initiatives, ITC, and other prominent members of the tourism industry.

The discussions highlighted that Tourism is a natural area of cooperation between France and India. The development of Sustainable Tourism is a necessity for both countries. The first initiative in this field would be decentralized cooperation, bringing businesses and local governments of both the countries together. France is keen to develop Goa, especially Panaji, into an eco-tourism destination, said the visiting delegates.

Addressing the inaugural session, Ms Roma Singh highlighted the need for developing 'sustainable' tourism. While Tourism has increased over the years, certain activities which have a negative impact on the environment and on local communities have to be



Mandip Singh Soin, President, Eco Tourism Society of India, **DC Sahoo**, Secretary, Tourism, Goa, **Francois Pujolas**, Consul General of France in Mumbai and **Roma Singh**, Regional Director, Western Region, Ministry of Tourism

addressed through specific regulations. She said the Ministry is working very closely with the Eco Tourism Society of India for best tourism practices.

Mr Mandip Singh Soin described Eco Tourism as the engine for Responsible Tourism. He said that Global Sustainable Tourism Criteria (GSTC) should have standards applicable in the Indian context for promoting sustainable development.

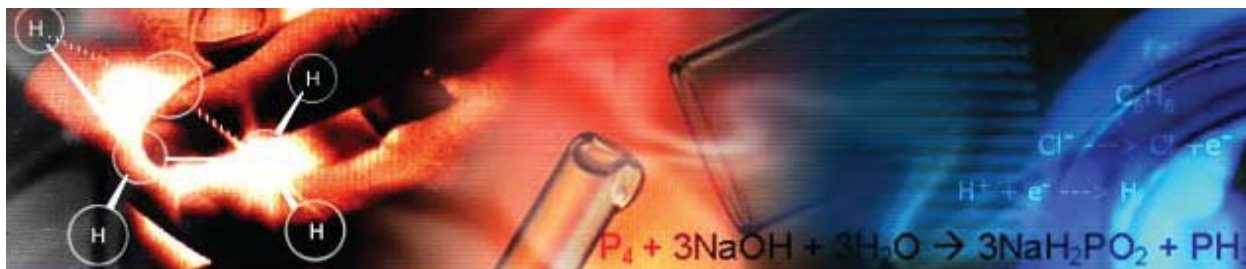
Mr Francois Pujolas said that India and France have a common vision in the globalized world.

The key points of discussion centered around the

- Multi-layered and multi-stakeholder governance in Tourism
- Relationship between Tourism and Culture, especially Heritage
- Emergence of 'Eco Tourism' as a global trend
- Responsible and Inclusive Tourism
- India-France cooperation in Sustainable Tourism, and joint campaigns for promotion of Responsible Tourism.

The debates demonstrated that tourism is one of the most promising drivers of growth for the world economy, but its development is accompanied by sustainability related challenges. The active participation of both the government and the private sector is required for sustainable destination planning and development strategies. The involvement of the local community, of course, is the key to the sustainable development of a destination. A dialogue between all the tourism stakeholders is required, and this is exactly what was done through this seminar, which brought together individuals and organizations from two countries to discuss Sustainable Tourism. ■

Roundtable on Chemical Industry



MR. M RAMAN, Secretary, Chemicals & Petrochemicals, met members of CII's National Committee on Chemicals at a roundtable discussion on 26 April in Mumbai.

A presentation was made on the draft CII - McKinsey report on 'Building a Global Scale Specialty Chemicals industry' which would be finalized in a month or two. The report highlights that

- The Specialty Chemicals industry is an important growth driver and building block for the Indian economy.
- India has the potential to build a USD 80 - 100 bn specialty chemicals industry by 2020, driven by end market growth, increase in usage intensity and changes in consumption standards.
- The nature of growth in important end-markets will be different from other countries and will evolve as India's consumption grows.
- 80% of chemical companies are still not fully geared up to take advantage of this potential.
- Chemical companies can realize the full potential offered by India's market by addressing eight key success factors. These factors were discussed in detail at the Roundtable.
- Government needs to play a key role in facilitating the success of this industry. The CII McKinsey report would

propose a 10 point agenda for the government, in collaboration with industry, to achieve this success.

During the interaction with Mr Raman, the following key issues emerged

- It is very important to identify the building blocks for the Chemical Industry.
- Intermediaries needed as raw material, for example ethylene oxide, are either not available or are in short supply. The industry's competitiveness could only be enhanced by ensuring that the complete value chain is manufactured in India at a competitive price.
- We need to have a good infrastructure in place for safe handling and transporting hazardous chemicals. This factor is deterring FDI and expansion.
- The industry needs an image-building exercise.



R Mukundan, MD, Tata Chemicals; **M Raman**, Secretary, Chemicals & Petrochemicals, and **R G Rajan**, CMD, RCF Ltd

The meeting was attended by Ms. S Vakil, Chairperson, Dai-ichi Karkaria, Mr. Ravi Madangeri, CMD, HOCL, Mr. R G Rajan, CMD, RCF, Mr. Annoottam Ghosh, MD, Croda Chemicals, Mr. R. Mariwala, MD, HPFL, Mr. Alok Gupta, MD, Cabot India, Mr B Rajagopal, MD, SI Group, Mr Ravi Goenka, MD, Laxmi Organic, Mr Sudip Sarkar, MD, Kemira, Mr Pramod Yadav, CEO, Jubilant Life Sciences, and

MSMEs' Business Confidence Declines

THE CII BUSINESS Confidence Index (BCI) for MSMEs, for the current quarter (April – June 2011) reflects a decline by a significant 3.1 percentage points over the previous quarter (January - March 2011). A CII survey finds that the MSMEs' Business Confidence Index for the current quarter is estimated at 62.1, on an outlook scale of 0-100, moving from most unfavorable to favorable situation. A value of 50 is the dividing line between favorable and unfavorable change in the outlook.

The Union Budget 2011 – 12 did deliver something for MSMEs, that included an allocation of Rs 5,000 crore to SIDBI for refinancing incremental lending by banks to these enterprises and Rs 3,000 crore to NABARD to provide support to handloom weaver co-operative societies which have become financially unviable. However, according to Mr Ramesh Datla, Chairman, CII National MSME Council, the Union Budget fell short on expectations regarding any fiscal incentives, funds for technological development and growth, or fast tracking the recommendations of the PMO's high level task force report. It is generally felt that a lot more could have, and probably should have, been done in the Budget for MSMEs, he said.

Inflation and interest rates have proved to be difficult to contend with for all concerned, and they could threaten plans to achieve double digit growth. MSMEs, a key part of these well laid out plans, have been hit hard by these factors. Credit cost for working capital and capacity expansion and credit availability for this are critical for the SMEs. None of these variables have registered an increase in the quarter, with three actually registering a decline.

The CII Survey, which aims at gauging the mood of the MSMEs a quarter in advance, shows that enterprises in the services sector, on an average, expect to perform better than their industrial counterparts. The estimated BCI value of Services MSMEs stood at 65.0 compared to 59.2 for Industrial MSMEs. Services exuberance, even in the previous quarter,

had surpassed the industrial sector.

Further, the Services sector is found to have convincingly outshone the industrial sector with regard to new orders / contracts, exports, capacity expansion and net profit margin. The industrial sector has done well in gross sales and selling prices.

The CII survey found that MSMEs in the industrial sector seem to be relatively less favorably placed in terms of credit availability and credit cost of working capital as compared to their counterparts in the Services sector, possibly highlighting the need for a policy intervention. Further, the prospects on net profit margin for April - June 2011 amongst the Industrial MSMEs are found to be lower than among Services sector MSMEs, owing primarily to export prospects i.e. attributable to higher foreign exchange earnings.

Out of a list of 14 exhaustive outlook indicators, the CII Survey finds that MSMEs expect prospects to remain good for five variables - gross sales, new orders / contracts, capacity utilization, and capacity expansion and employment. These indicators cross the mark of 70 on the BCI. However, all the other variables in the Survey registered BCI values in the range of 50-75, indicating a decline in the outlook over the previous quarter. Only input costs (25.1) fell in the range of 25-49%, a decline of 3.7 percentage points, indicating that firms widely

expect an increase in inputs costs vis-à-vis the previous quarter. Inflation, therefore seems to have played a crucial role in this.

The first quarter for 2011-12 is going to be a crucial one for Indian MSMEs as most of the policy actions taken by the government begin to take shape. Also, India's Comprehensive Economic Partnership Agreement (CEPA) with Japan and its Comprehensive Economic Cooperation Agreement (CECA) with Malaysia come into effect, which should serve as the silver lining for the clouds and have a positive impact on MSMEs business sentiments, said Mr. Chandrajit Banerjee, Director General, CII. ■



CII-Avantha Centre for Competitiveness for SMEs



Autonomous Maintenance

The training programme on 'Autonomous Maintenance- A Tool to Enhance Productivity' on 15 April in Jaipur highlighted that Zero Breakdowns can be achieved only if production operators are involved in finding abnormalities. The term 'autonomous,' it was explained, doesn't mean performing maintenance in a vacuum or solely by the traditional maintenance department. Rather, it means that operators perform certain equipment maintenance activities and that maintenance teams get closely involved in the daily operation of equipment. The focus of the operating team would include cleaning, inspecting, lubricating, monitoring and other such essential daily tasks, traditionally within the domain of the maintenance department.

Answering the Skill Crisis

India's economic success has brought into sharp focus the acute demand – supply gap of skilled personnel. One way to address this challenge is to build robust in-house training and development systems attuned with the specific skills needed by the organization, backed up with an effective evaluation system, said a one day workshop on 'Training and Development – Answer to Skill Crisis' on 29 April in Chandigarh.



Workshop on Training and Development in Chandigarh

CII TENDER INFORMATION SERVICE

CII has launched an Online Tender Information Service as a value added service for membership. This service is available through My CII - The CII Membership Resource Centre.

The service aims at providing information about tenders in all sectors of the Industry, released in 200+ countries. This service costing approximately Rs. 15,000/- to Rs. 20,000/- would be available to CII Members at no additional cost through My CII. Some key features of this service would include :-

- 50,000+ Live opportunities (Tenders, Bids, Contracts, RFPs, Expressions of Interest, Pre-Qualification Notices, Upcoming Projects and Procurement News) with 4,500+ new opportunities added every day.
- Information about funded and self-funded tenders (Over 150 Multilateral and Bilateral Funding Agencies and over 3,000 government and semi-government organisations are included)
- The information is presented in the categories of Industry Sector, Country and Region.

Through this service Members can set online email alert for tender information according to their areas of interest.

Members may nominate officials from the Business Development / Export Department to access this details on a regular basis by signing up at My CII at <http://www.mycii.in/ME/CAMRegistration.aspx>

Instructions for Accessing Tender Information in My CII

1. Log on to www.mycii.in using the User ID and Password provided to you. In case these details are not readily available, you can retrieve / re-generate the User ID and Password by submitting your unique Contact ID - C000012539RH by clicking here.
2. Select 'Tender Info' from the 'Online Services' Option in the left navigation panel.
3. For better results, please use Internet Explorer Version 8 or above as your Internet Browser.
4. Please add the email ID myciadmin@cii.in in the contact list of your email client.

For specific information, please contact the Membership Helpline.

Dial: +91-11-435-46244 / +91-99104-46244 | Toll Free: 1800 103 1244 | Email: membership@cii.in
(Monday-Friday: 0900-1715 Hrs - Except 1300-1330 Hrs, Saturday: 1000 - 1330 Hrs)

CII Sohrabji Godrej Green Business Centre

7th Power Plant Summit



Y Harish Chandra Prasad, Chairman, Malaxmi Infra Ventures (India) Pvt Ltd; **N N Misra**, Chairman, Power Plant Summit 2011, and Director – Operations, NTPC Ltd; **Scott Smouse**, Technical Advisor, International, NETL, USDOE, and **Jeremy Gustafson**, Director, CLEEO, USAID

The 7th edition of the Power Plant Summit, held on 12 - 14 April in Hyderabad, had the theme of ‘Development of Service Providers’ Network for Indian Thermal Power Plants.’

The Summit highlighted the need to develop service providers at a cost-effective price and bring down carbon dioxide emissions. The two-day event focused on the latest trends and technologies for improving the performance of thermal power plants; and the services offered by Indian and US-based service providers. It also shared best O&M practices and case studies from leading Indian thermal power plants.

Ten service providers and technology providers participated in the concurrent two-day exposition.

Green Data Centers 2011



L Krishnan, Vice -Chairman, CII Karnataka; **Kapil Mohan**, Dy. Director General, Bureau of Energy Efficiency, Union Ministry of Power; and **Sandeep Nair**, Chairman, Green Datacenters Conference, and President, Emerson Network India Pvt Ltd

The 2nd edition of the Green Data Centers 2011 conference was held on 28 - 29 April in Bangalore.

The conference was addressed by leading experts and manufacturers on how to migrate and consolidate aging datacenters into energy efficient, high density, secure and virtualised facilities to meet the demands of the coming decade.

MoUs with Cleantech Switzerland



S Raghupathy, Executive Director, CII-Godrej GBC, and **Dr. Uwe Krüger**, President, Cleantech Switzerland, exchanging the MoU in the presence of **Johann Schneider-Ammann**, Minister of Economic Affairs, Switzerland, and **Philippe Welti**, Swiss Ambassador to India

The CII Godrej GBC inked two MoUs with Cleantech Switzerland on 7 April in New Delhi.

The MoU between the CII Water Institute and Cleantech Switzerland will facilitate promotional opportunities for the signatories in the water sector of the two countries, such as supporting appropriate business linkages towards sustainable water management, business delegations missions between India and Switzerland to explore opportunities in water management and waste water treatment, continuous exchange on best practices, and partnering in major events such as conferences and awards related to water management

The MoU between the CII Sohrabji Godrej Green Business Centre and Cleantech Switzerland will facilitate promotional opportunities for the signatories in clean technologies in the areas of energy efficiency, environment and waste management, renewable energy, and greenhouse gas mitigations, towards environmental sustainability.

The Business of Green Buildings

Since its introduction in 2001, the Green Building concept is steadily constructing a more sustainable India



IN THE DRIVE for competitiveness, the green building movement is now beginning to make a lot of sense for business. This is evident in the way such construction has captured space in the building sector in recent years. In 2003, the green built-up area in India totaled just about 20,000 sq. ft.; today, 640 million sq. ft of green buildings are coming up all over the country. The number of registered projects has soared to over one thousand, and more than 140 construction projects are already functional and certified.

A major reason for the growing acceptability of green buildings is significantly lower running costs. The fixed capital investment for a green project might be about 5-8% higher than that for a conventional building; but given the substantial reduction in operating costs, the extra outlay can be recouped within 3-4 years. Further,

as innovation continuously drives new products, services and technology, costs too are coming down concomitantly. A waterless urinal, for example, that cost Rs 14,000 in 2002 is now available for Rs. 6,000.

The experience of current projects suggests that incremental building expenditure is just about 5% higher now, as companies incorporate green elements in their buildings right from inception. And the break-even point for additional capital costs is now compressed to some three years in the latest projects, making green buildings affordable for more players.



The CII-Sohrabji Godrej Green Business Centre, Hyderabad

Lower operational costs are primarily experienced in energy and water usage. A number of features such as natural lighting, recycling of water, and flow of air, can help significantly reduce energy costs. It is estimated that energy savings of

40-50% are possible through the green building format. Similarly, costs of water go down by 20-30% due to innovative ways of water usage and conservation.

Additional benefits arise from enhanced ventilation facilities, better views, and natural day lighting, all of which are known to improve the productivity of workers. Further, the brand image of the company as a responsible and environmentally-conscious contributor to society is also boosted significantly. Shareholder value is increased as companies adopt the triple bottom-line approach of corporate, social and environmental benefits.

Green buildings have high potential for earning carbon credits. For instance, Technopolis in Kolkata, India's first green certified IT Park, has earned around 8,000 Certified Emission Reductions (CER). For all these reasons, green buildings clearly make good business case.

Globally, the construction sector accounts for as much as 30-40% of greenhouse gas emissions. With the compulsion to reduce carbon footprint, green buildings are likely to catch on in popularity over the coming years. Already, India is lauded for achieving 8-9% GDP growth with energy usage going up by only 4-5%. Going forward, India has set ambitious targets for reducing the carbon intensity of its GDP.

The applicability of green building is not limited only to corporate office buildings in manufacturing or services. A number of new projects including residences, banks, airports, convention centres, hospitals, and hotels too are going green. In fact, over the next two decades, as India progresses on its infrastructure mission, the country has the opportunity to leapfrog traditional building models to meet the twin objectives of energy conservation and environmental impact.

From the perspective of green buildings as a business opportunity, the potential in new products and services is expanding rapidly. New materials and equipment in the market include high performance glass, wall and roof insulation, building integrated solar photo voltaics, wind towers, chillers, geothermal systems, etc. These were earlier imported, but domestic production has made them available at lower costs. Building management systems too can now be sourced domestically as operators have acquired relevant experience. By 2012, the Indian market potential for green building products and technologies

is estimated at about \$100 billion with more than 2000 registered green building projects, in turn catalyzing more business opportunities.

A global leader in the green building movement is the Indian Green Building Council (IGBC) formed under the aegis of the Confederation of Indian Industry in 2001. The CII-IGBC is a platform for all stakeholders, including government, corporates and nodal agencies as well as builders and developers, manufacturers and service professionals, to promote the green building concept. The Council has almost 1200 members, attesting to the growing popularity of green

buildings. The CII-Sohrabji Godrej Green Business Centre facility in Hyderabad was the first building to receive the prestigious Platinum rating outside USA by the US Green Building Council. Today, the IGBC has developed a new green building rating programme that is suited to local climate and regional practices for different types of buildings in India. These rating systems are voluntary, consensus-based and market-driven programmes designed to address national priorities.

Some policy impetus would further drive the market for green buildings, enabling India to emerge as a global leader.

A fast-track single window clearance system for green buildings would reduce administrative time and regulations. The government may also consider promoting green construction through rebates in applicable property tax. The current Floor Area Ratio (FAR) requirements need to be also relaxed in order to enhance the viability of green buildings and align them with local environmental impact. Developers could be designated as 'green developers' with higher permits for FAR in urban areas. A major boost is needed for manufacturers of green products and services in the form of certain concessions. As the new Goods and Services Tax and Direct Tax Code are considered, some provision for green products would go a long way in placing India at the vanguard of this rapidly emerging industry.

The green building experience in India has been exciting and challenging. Since its introduction in 2001, the green building concept has emerged as a very useful tool in designing sustainable buildings. The steady increase in green building projects is a clear signal that green buildings are all set to redefine the way buildings are constructed in India.



CII Naoroji Godrej Centre of Excellence

Cost Management for NPD

The programme was held on 8 – 9 April to help participants understand the integration of New Product Development (NPD) tools, and understand the methodologies to ensure that the product is delivered within target cost. It discussed the customer-centric approach to NPD, NPD tools, target costing, and kaizen costing.

Supply Chain Management

Supply Chain Management capability within business has, in recent years, taken on a much more significant role, as companies strive to identify their competitive edge. This module, conducted on 11 – 15 April by the world class Warwick Manufacturing Group, University of Warwick, UK, covered a wide range of topics in supply chain strategies, design, planning, operations and development. Emphasis was laid mainly on integrated supply process, releasing value in business through relationship management, total cost reduction and lean supply. The module also provided many real world cases of supply chain management.



Patentable Innovative Ideas



The workshop on 'Patentable Innovative Ideas – Generating and Protecting Them', held on 19 – 20 April, equipped managers, executives, engineers and scientists with tools of creativity that can be used to generate patentable innovative ideas, solve problems, and innovate in their day-to-day professional and personal lives.

The workshop covered the basics of Intellectual Property (IP) concepts, and the mindset and culture required for inventive creativity. It provided a variety of select techniques to generate patentable inventions. These techniques, developed by the faculty for the workshop, are already used in many companies and have led to many patentable ideas.

Using Microsoft Excel



This two day programme held on 25 – 26 April was structured to provide all levels of executives a clear understanding and mastery of advanced concepts in MS Excel to manage data effectively. The aim was to improve performance in effective usage of Excel, decision-making in finance, and quantitative techniques, etc, through a blend of theory with practice.

HRD Competencies

The HRD function has a much larger role today. The actual implementation of micro processes is the duty of line/functional managers (from core functions like manufacturing, marketing and operations) who are in day-to-day contact with employees. They are the real custodians of an organisation's human capital as it is the line manager who has maximum contact with the workforce.

A practical two-day programme, held on 27 – 28 April, shared the challenges and pitfalls in implementation of the HR agenda, using real time case studies and simulations of business situations to create a hands-on experience for the participants.

Cost Reduction Through SCM

This programme, held on 28 - 29 April, provided practical inputs to SCM managers and production planners/ logistics managers to counter adverse impact of severe demand recession / inflation.

It covered various aspects of supply chain management including sales planning, production planning, purchase, materials management, inventory management, vendor development, logistics, etc. The programme offered a good understanding of the data-based approach for choosing targets for cost reduction, synchronization of manufacturing plans with current market realities, keeping short delivery periods without maintaining high Finished Goods (FG) stocks, how to avoid mismatched FG inventory, identify huge potential for control of logistics costs, and more. ■

Regulations for Chemical Safety

INSTITUTE
of **QUALITY**
(Sponsored by ABB Limited)

CII, IN COLLABORATION

with the Ministry of Chemicals & Fertilizers, and Sustainability Support Services (Europe), AB Sweden, organized two back to back symposiums on 'REACH Regulations and their future impact on export of chemicals and articles to Europe' in New Delhi and Mumbai on 7 and 8 April respectively. REACH



S C Gupta, Jt Secretary, Chemicals & Fertilisers; **Robert Donkers**, Minister Counsellor for Environment, Delegation of European Union to India and **Dr Rajiv Kumar**, Head – Green Chemistry, & Catalyst, Tata Chemicals Ltd

is the European Community Regulation for Registration, Evaluation, Authorization and restriction of Chemical substances produced, consumed and imported by EU countries, which became effective from June 2007.

Two senior experts from the European Chemicals Agency (ECHA), the nodal agency for REACH implementation, were the key faculty to give Indian stakeholders complete clarity on these important regulations that have a direct impact on Indian exports to Europe. The event in New Delhi was co-sponsored by the Apparel Export Promotion Council.

Initially applied to chemicals and their safe use, the regulations will now be extended to all articles containing any identified Substances of Very High Concern (SVHC) from 1 June 2011. Because of the extended stipulation on articles, European buyers have already started seeking supplier / third party declarations on REACH compliance.

Mr S C Gupta, Joint Secretary, Chemicals & Fertilisers, who was the Chief Guest in New Delhi, said there are 19 Acts and 16 Rules governing the Chemical Industry in India. The government has set up a task force to rationalize the regulatory framework. Chemicals and petrochemicals form 14% of Indian exports and therefore there is an urgent need to ensure that our exports are aligned with regulatory requirements of the importing countries, he said.

Mr Gupta suggested that the costs of implementation for the European REACH Regulations, especially for the MSME segment, should be affordable, and the manner in which the regulations are enforced should be simple. He added that an important technical barrier has recently been overcome, with India accepting full adherence

to the OECD guidelines because of which results of the 19 OECD approved labs in India would be accepted for the purpose of REACH and other regulations.

Mr Robert Donkers, Minister Counsellor for Environment, Delegation of European Union to India, said the REACH Regulations need to be viewed as a key for sustainable development, not only to protect human

health but create innovation and competitiveness among chemical companies. Discounting some of the criticism about REACH, he clarified that the cost of compliance would ultimately be offset by other benefits like better health conditions. He emphasized that REACH warrants the development of a responsible chemical industry.

In the technical session, Mr Jack de Bruijn, Director (Risk Management), ECHA, Helsinki, shared information on the enormous work being done by the Agency since REACH came into effect. ECHA had received 25,000 registration dossiers till December 2010, covering more than 4,300 substances. The four important steps under REACH are Registration, Evaluation, Authorization and Restriction, he said. Ms. Lisa Anfält; Expert - Risk Management, ECHA, elaborated on the regulations concerning 'Substances in Articles.'

Mr. Shisher Kumra, Executive Director, SSS (Europe) said recent surveys indicated that buyers in Europe were well aware of their obligations under REACH and purchases would soon start seeking compliance to the SVHCs in articles (whose compliance is mandated from 1 June 2011).

Dr Sarita Nagpal, Deputy Director General, CII, reiterated the CII Institute of Quality's continuing commitment to work with the Ministry of Chemicals. CII and McKinsey will shortly publish an outlook for the Speciality Chemicals sector, she said.

Indian industry perspectives were presented by Dr Rajiv Kumar, Head – Green Chemistry and Catalyst, Tata Chemicals, in New Delhi, and Mr Hemant Samant, Chief of Quality, Godrej Industries Ltd, in Mumbai.

CII National Award for Food Safety



THE CII NATIONAL Award for Food Safety, meant for organisations and suppliers who are engaged in Food Manufacturing and Food Service, is managed by the CII Institute of Quality. The Award was launched for the first time in India in 2010.

This year, under the guidance of the CII Expert Group on Food Safety and Quality, the Food Safety Assessment Model has been upgraded to 2011 revisions. It now encompasses social and improvement initiatives besides sector-specific Good Manufacturing Practices (GMP) and Management of Food Safety Systems. The Food Safety Systems are drawn from Global Food Safety Initiative (GFSI) recognised FS 22000 standards, Codex Codes of Practices, the new Food Safety and Standards Act 2006, Schedule 4, and other examples of best practices.

This Award programme is open to large, medium, small and micro scale food manufacturing units, hotels, restaurants and retail outlets dealing with food products.

Benefits to Applicants

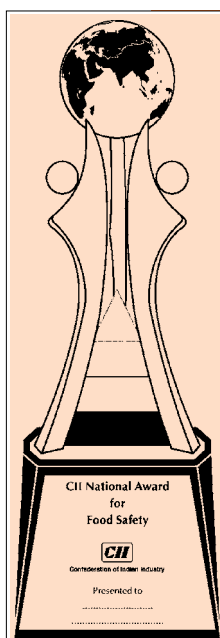
- Developing capability on benchmarked Food Safety systems
- Receiving a detailed and structured external perspective through assessment by experts/ industry professionals
- Insight on the gaps to upgrade your roadmaps in a sustainable manner
- Base for comparing with best in class

Organisations which plan to use the

assessment findings based on the CII Food Safety Model for internal improvements would be enabled to identify and improve their practices and performance through a methodical and holistic approach. The ultimate goal is to achieve globally acceptable Food Safety standards in a sustainable manner.

CII-IQ will conduct a series of programmes to improve capability amongst food establishments to prepare them to participate in the CII National Award for Food Safety 2011. These include:

- Webinar and workshops on PAS 220 & FS 22000
- Workshop on general requirements on hygienic and sanitary practices to be followed by all food business operators, implementation and internal audit
- Food Safety Assessor training programmes in New Delhi, Bangalore and Mumbai. ■



Key Dates

30 May 2011

Final date for receipt of 'Letter of Intent' from applicant companies by CII Award Secretariat

15 June 2011

Final date for receipt of the Application Document by CII Award Secretariat

1 July – 17 August 2011

Site visits, where applicable

November 2011

Announcement of results

For more details, please contact anju.bist@cii.in

CII-Suresh Neotia Centre of Excellence for Leadership



Skills Mapping Toolkit



At each functional level, the appropriate matching and utilization of skills of the human resource of an organization forms the bedrock of delivery. Mapping the skills and matching them into proper fitment areas right from recruitment to training and development form an essential deliverable for all line leaders as well as staff managers.

The workshop on 5 April enhanced managerial skills in the areas of skill-based job allocation, skills mapping in recruitment and training and development. It covered the use and functional applications of tools/techniques, including skills mapping, job designing, skills mapping tools for recruitment, and integrating skills portfolios to learning and development.

Workshop on Theory of Constraints



A management philosophy introduced by Dr. Eliyahu M. Goldratt in 1984 in his book 'The Goal', the Theory of Constraints (TOC) is based on the premise that a manageable system is limited from achieving its goals by a very small number of constraints. There is always at least one constraint. TOC has applications in project management, operations, finance, sales and supply chains, where it tries to recognise the constraint and restructures the rest of the organisation around it, through the use of the Five Focusing Steps.

The workshop on 12 April addressed the TOC logic to enhance skills to improve operational productivity, reduce inventory, and improve project management.

Kaizen Blitz



Kaizen Blitz, a combination of the Japanese word 'Kaizen' meaning continuous improvement, and the German word 'Blitz' meaning 'lightning' aims at bringing about 'lightning fast improvement' in organizations.

The workshop on 19 April made a systematic approach to help managers identify target processes and improve them by empowering the workforce with education and training to promote a change in thinking. It focused on the concept, philosophy and use of Kaizen, its tools, process map and process walkthrough, the Waste Identification and Systematic Elimination (WISE) concept, the identification of problems, data collection, analysis and workable solutions.

Workshop on Accounting Standard 30



Accounting Standard 30 addresses derivatives and other financial instruments. It establishes principles for recognition and measurement of financial instruments. The Standard has far-reaching accounting and operational implications, the adoption of which will greatly change the financial statements of an enterprise as well as how the enterprise views its business.

The workshop on 20 April discussed financial instruments standards and the accounting implications pre/post the adoption of such standards. ■



Knowledge & Innovation Initiatives



APTDC

Technology Demonstration Workshop

CII-APTDC is currently working on a Technology Refinement Market Access Programme to identify suitable innovations/technologies and leverage them to the market, with the support of the Technology Information, Forecasting and Assessment Council (TIFAC).

CII-APTDC has been identified as a Technology Commercialization Facilitation Agency for this programme. It will source useful innovations and technologies, obtain innovator consent, technology details and marketing rights, and do a techno market scan and selection of potential technologies. It will also support the implementation of the project.

APTDC shortlisted two potential innovations for the technology demonstration on 16 April in Hyderabad: the Multiple Mixer Granulator developed by Mr. Rajendra Prasad for the pharma industry, and a Solar Water Purifier with integrated supply and storage system for rural areas, by Mr. Vemula Narayana. These innovations were demonstrated to TIFAC officials, industry experts and domain experts, to get feedback and inputs on their potential.

CII-APTDC will continue to work with the innovators to commercialize their innovations as per the



Multiple Mixer Granulator



Solar Water Purifier with integrated supply and storage system for rural areas

refinements suggested, to assist them to get to the market.

IPR

Celebrating World IP Day



Anand Sharma, Union Minister of Commerce & Industry, with the winners of the annual IP Awards 2011 in New Delhi

CII, partnering with the Government of India (DIPP and IPO) celebrated World IP Day for the third year, by recognizing the exceptional achievements of individuals, industry and academia in Intellectual Property. Mr. Anand Sharma, Union Minister for Commerce and Industry, participated in the celebrations.

The awards were conferred on the criteria of highest number of patents and design registrations granted by the Indian Patent Office in the last 5 years (2006-07 to 2010-11). Tata Steel Ltd in the Indian-owned private company category (103 patents); Bharat Heavy Electricals Ltd - Public Sector Undertaking category (240 patents); IIT Madras – educational institution / university (78 patents); Mr. Lalit Mahajan - Indian individual (23 patents); and Crompton Greaves Ltd (539 registered designs) were the award winners this year. A Special 'GE India Innovator Award' was conferred on Mr. Dipak Bharali of the National Innovation Foundation, for his accessory for jacquard loom.

This year's awards set a new trend by including new categories of awards for PSUs, academic institutions and Indian-owned private companies. The selection of the winners was substantiated by a very detailed analysis by the Indian Intellectual Property Office.

Mr. P H Kurian, Controller General of Patents, Designs & Trademarks, said that in the last 10 years, the filing of patent applications by domestic companies has dropped from 25 % to 20%, whereas the number of applications

filed has increased 5-fold from 8500 applications in 2001 to 39,400 in 2011. Similarly, the filing rate of design applications has increased from 3200 to 7500, but the rate of filing of design applications by domestic companies has come down from 80% to 60 % in the last decade.

Mr. Anand Sharma pointed out that though India is actively developing innovative products and processes for the common man like the Tata Nano, low-cost ECG equipment, low cost cataract treatment, etc, we have not been able to take a leadership position in the world in terms of Intellectual Property Protection. With Asia emerging as a hub of economic growth, led by India and China, the Minister said the need of hour is to collaborate and build technological capabilities; nurture innovations and build centres of excellence across the country. India spends only 1 % of its GDP on innovation and R & D versus the global average of 2.5 to 3 %. We have just 100 new start up companies whereas we need at least 600 -700 to catch up with the advanced innovative economies, he said.

Mr. Hari S Bhartia, Immediate Past President, CII, and Co-Chairman & MD, Jubilant Bhartia Group, said a lot of innovation is happening at the ground level in India, such as low-cost cataract treatment. But these cannot be patented. We should therefore look at newer models to not only protect these innovations but also create the necessary multiplier effect to benefit the masses. Risk management and finance, innovation infrastructure support, grants for innovative projects for the public good, and supporting innovative clusters through the National Innovation Council are some path-breaking reforms which are needed, he said.

Prof. Samir K Brahmachari, Director General, Council of Scientific and Industrial Research (CSIR), said the CSIR has generated royalty of US \$150 million on a single molecule, which is the largest licensing deal ever by an R & D institution in the country. He pointed out that globally, 75 % of R & D investment is done by the private sector, while 25 % is from the government, but in India, the situation is reversed. He called for co-creation and generation of Intellectual Property on the public grid, with Public Private Partnerships playing a pivotal role. He reported that 1105 of the 1160 patents filed by academic/ research institutions from India, were filed by CSIR !

Mr. Vijay K Thadani, Chairman, CII Northern Region, and CEO, NIIT Ltd, described the Annual IP Award as a platform for collaboration for the development of the nation's Innovation and Intellectual Property.

Information & Communication Technology

ICT-IPR Trends and Challenges



Rajan T. Joseph, Director General, C-DAC; **Dr. Debashis Dutta**, Group Co-ordinator, R&D in IT, DIT, and **P H Kurian**, Controller General of Patents, Trademarks & Designs

CII, and the Centre for Development of Advanced Computing (C-DAC), under the patronage of the Department of Information Technology (DIT), Union Ministry of Communications and IT, organized a conference on 'ICT-IPR Trends and Challenges in a Globalised World' in New Delhi on 21 April.

The conference discussed issues and methodologies to keep the Indian ICT community, especially SMEs, and researchers, empowered to meet the challenges of the present innovation-based global economic ecosystem. The conference also discussed the complex mechanism of creation, ownership and protection of Intellectual Property (IP).

Inaugurating the conference, Dr. Debashis Dutta, Group Co-ordinator, R&D in IT, DIT, stressed the importance of safeguarding India's intellectual property.

Mr P H Kurian, in his keynote address, said the task of protecting IP entails the encapsulation of an idea or innovation that transcends both the legal and technical domain. This requires specially trained manpower to deal with the legal issues pertaining to IP, as well as be familiar with technology, to ensure that there are no loopholes arising out of jargon or processes. IP is not just about filing an application, legal processes are involved to effectively protect it. One single IP can open up the doors to multiple verticals, and if that is not taken into account, all may be lost. Thankfully, IPR has become a part of the legal curriculum today, and several legal professionals are entering this area, which is a positive sign for the IPR domain" he said.

Earlier, Mr Rajan T. Joseph, Director General, C-DAC, in his welcome address, said that the creation of a portal for IPR is a right step forward in protecting our valuable Intellectual Property Rights. ■



Development Initiatives

Skill Development

23rd National WorkSkills Competitions 2011

WorkSkills competitions will not only bring laurels to the companies and individuals but also instill a sense of pride. This will bring in recognition for skilled labour in the country, declared Mr Manjunath Prasad, In-charge Commissioner, Directorate of Employment and Training, and MD, Karnataka Vocational Training and Skill Development, Corporation, while giving away the prizes at CII's 23rd National WorkSkills Competition, in Bangalore on 28 April. The competition, held from 25-27 April in Bangalore, brought together 101 regional winners from 18 companies across India. Tata Steel Ltd which runs the Shavak Nanavati Technical Institute, was adjudged the best company.

The WorkSkills competition was initiated by CII on the lines of the Skills Olympics organized by industry in Europe as a means of promoting vocational training in industrial skills. The first CII WorkSkills Competition was held in 1989 in Howrah, with 205 workers as participants. Over the years, CII has institutionalized this competition into a major event for the industrial work force, held every year at the regional and national levels.

The competitions have been granted recognition by the Directorate General of Education & Training (DGE&T), Union Ministry of Labour. The competitions are held in 13 trades: Electrician, Machinist, (Miller), Welder, Fitter, Turner, Industrial Electronics, Tool & Die Maker,

Instrument Mechanic, COPA (Computer Operator cum Processing Assistant, CNC Milling, CNC Turning, Refrigeration, and Miller.



Manjunath Prasad, Commissioner, DET, and MD, KVTSDC, presenting the Award to M Muniraju, from ITC Filtrona

The competition seeks to encourage industrial workers by recognizing individual merit and excellence in skills through organized competitions in selected trades. The competitions also seek to upgrade the standards and status of vocational trades and promote skills development programmes in industry. The participants are drawn from employed workers with at least one year in the trade. There are two categories, based on age, and the competition has

written, verbal and practical components.

India has the largest population of young people in the world, and is well poised to provide skilled human resource to a developed world with an ageing population, as also to meet the manpower requirements of its own rapidly growing economy. But for this to happen, there has to be an appreciation of the critical need for quality vocational training and skilling. CII's WorldSkills competition is part of the organization's efforts to focus on Skilling and Training.

The CII Regional and National Competitions will be aligned to the WorldSkills International Competitions. Winners of the National Competition will have a chance to participate in the WorldSkills International Competitions. These initiatives will undoubtedly take forward the critically important job of Skilling India. ■





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CII Six Sigma Black Belt Certification
Programme (Module 1)

30 May - 01 June, Gurgaon
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1 June, Bangalore
10th Anniversary Day, CII-IQ

9-10 June, Mumbai
Food Safety Assessors Programme

6-9 June, Bangalore
Excellence in Productivity Management
Through Lean

6 - 9 June, Gurgaon
Lab Quality System and Internal Audit : ISO
17025: 2009

6-10 June, Bangalore
Lead Auditors Course for ISO 9000 : 2008

10-11 June, Bangalore
Geometric Dimensioning and
Tolerancing (GD & T)

10-11 June, Bangalore
Workshop on Linking Service Quality,
Customer Satisfaction and Financial
Implications for Competitive Advantage

17-18 June, Pune
Building Robust Product Design using FMEA

For further details, please contact:

k.ganeshan@cii.in



Visit us at : www.cii-iq.in



THE FAMILY BUSINESS NETWORK

13th International Convention on Family Business



Arun Bharat Ram, Past President, CII, & Member, CII-FBN India Chapter Core Group, and Chairman, SRF Ltd; **Sunil Kant Munjal**, Past President, CII, and Chairman, Hero Corporate Service Ltd; **Pheroza J Godrej**, Godrej & Boyce Manufacturing Co. Ltd; and **Dr Naushad Forbes**, Director, Forbes Marshall Pvt. Ltd.

THE CII-FBN XIII International Convention on Family Business titled 'Family Business as Paradox', focused upon the fundamental challenge of 'family' and 'business' complementing each other in an increasingly competitive business environment underpinned by rising individual aspirations.



Annelie Karlsson,
Executive Director
FBN Sweden

The convention, organised by the FBN India Chapter and FBN International in New Delhi on 19-20 April, was addressed by Prof. John Ward, Founder

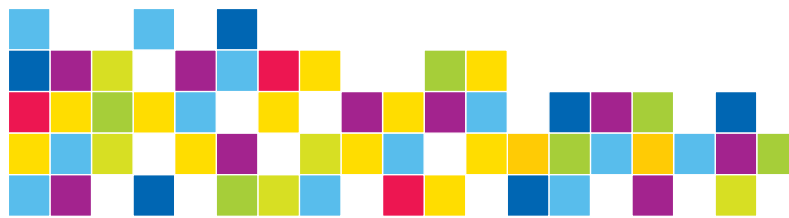


Prof. John Ward,
Founder Chairman,
FBCG, and Clinical
Professor, The
Kellogg School of
Management, USA

Chairman – FBCG, and Clinical Professor, The Kellogg School of Management, USA, and Ms Annelie Karlsson, Executive Director, FBN

Sweden. Conducted in the workshop mode, the session delved deep into issues pertaining to the professionalisation of business operations, meritocracy and the role play of family members in business. The participants shared their views and experiences in managing their respective family businesses including the drafting of the 'Family Constitution.'

A power-packed panel discussion examined the unconventional strategies that Indian family businesses have adopted in balancing business objectives with family values. Among the key takeaways from the convention, a consensual view emerged on the importance of strengthening the 'spiritual capital' of family business. ■



First Yi Governing Council

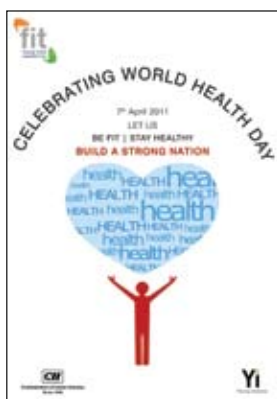


Members pledging Zero Yi Footprint at the Yi Governing Council meeting in Mumbai

Yi started its year on an affirmative note with the first Governing Council meeting held in Mumbai on 23 April. A musical interpretation of the Sanskrit shlokas of the Upanishad by Mr Ninandji Vasit Rao Achlokar opened the meeting. The Governing Council meeting is a congregation of members from different Yi chapters to deliberate on various initiatives and programmes for the year.

World Health Day

On 7 April, to mark World Health Day, 22 chapters from across the country on a unanimous note launched the 'Fit India Campaign,' an endeavour to make healthcare, in terms of information and facilities, accessible to as many Indians as possible. Yi organised 22 healthcare activities in 15 states, impacting close to 57,000 people. This Health Day was Yi's first, and one of its biggest efforts.



Yi Poster on World Health Day

Chapter Round-Up

Mumbai

On 29 April, Yi Mumbai facilitated the visit of a 26 member Young Parliamentary delegation from Africa.



Young Parliamentarians from Africa interacting with Yi members in Mumbai

Young Members of Parliament from Mali, Ethiopia, Zimbabwe, Namibia, Mozambique, Swaziland, Zambia, Malawi, Ghana, Botswana, Rwanda and Tanzania, visited Mumbai for three days. A detailed presentation on Yi initiatives and activities was shared with them.

Srinagar



Session with students of Kashmir University

As part of the CEOs Connect programme with youth, on 2 May, an interactive session for MBA students of Kashmir University was organised with Dr. Rahul Mirchandani, Yi National Chair Next Practices, and Executive Director, Aries Agro Ltd. The session, attended by 70 students and 10 faculty members from the Department of Business Studies, was moderated by Prof. (Dr) Shabir Ahmed Bhat, Director, Business School, University of Kashmir. Dr. Mirchandani spoke about entrepreneurship, skills and opportunities for Kashmiri youth in today's world. ■



Asia

China

India-China Bilateral Trade (January-March 2011)

Trade	Value	Change
Total Trade	\$17.628 billion	24.6%
China's exports to India	\$10.538 billion	26.4%
China's imports from India	\$7.090 billion	21.9%
India's trade deficit	\$3.347 billion	

Source: <http://www.customs.gov.cn/publish/portal0/tab400/module15677/info297370.htm>



S Ramadorai,
Vice Chairman,
TCS

CII at BRICS Business Forum 2011

Mr S Ramadorai, Vice Chairman, Tata Consultancy Services, led a 25 member CII delegation to the BRICS Business Forum 2011 on 13-14 April in Sanya, China. The Forum, which was held back-to-back with the BRICS Leaders' Summit, attracted around 400 government, business and academic leaders from the five BRICS countries, Brazil, Russia, India, China and South Africa. With the theme of 'Emerging Markets' Cooperation and World Economic Development,' the Forum provided a good platform for members to interact with their business counterparts from other emerging countries.

Mr S Ramadorai, addressing the session on 'Technology & Green Growth' said that BRICS has the opportunity to take a leadership role in developing and promoting low carbon solutions through technology innovation. For this, BRICS countries would need to work together at both government and business levels to evolve strategies for the future, he said. The Joint Statement issued at the end of the Forum reiterated the commitment of the BRICS business leaders to work together for converging consensus and strengthening cooperation.

Technology and Innovation

CII IBF China organized a session on 'How China and India are Altering the Future of Technology and Innovation' on 21 April in Shanghai. Mr Partha Iyengar, distinguished analyst and Regional Research Director, Gartner India, who was the keynote speaker, said that the original premise was that China was hardware/manufacturing centric and India software/services centric. However, with the evolution of cloud computing and cloud services, these two paradigms together may make this 'old' debate a moot point.



Partha Iyengar,
Regional
Research
Director,
Gartner India

India needs China's capabilities and vice-versa. An either/or approach means that both countries (and their clients) lose. In IT, the two countries have many areas to complement each other. India can offer expertise in process/quality capability and global client demand to China, while China can offer its large market, infrastructure and hardware manufacturing capability.

Mr V Rangarajan, Chairman, CII IBF China, delivered the opening remarks at this session, that was attended by more than 25 representatives from leading Indian and MNC IT companies based in Shanghai.

Tianjin Delegation

Mr Zhu Bao Sheng, Vice Director, Tianjin Commission of Commerce, accompanied by Mr Dong Li Bin, Vice Chairman, CCPIT Tianjin Sub-council, and some industry



Business Delegation from Tianjin Province, China, in New Delhi

representatives, visited CII in New Delhi on 12 April to discuss pertinent issues of trade, investment and mutual cooperation between India and Tianjin. Mr Zhu invited Indian entrepreneurs to invest in the rapidly developing Tianjin region.

Delegation from Zhejiang

A delegation from the Zhejiang province of China, led by Mr Shao Zhihua, Vice Chairman, CCPIT Zhejiang Sub-council, visited CII in New Delhi on 20 April. Zhejiang province is one of the largest trading partners of India in China, and many Indian manufacturing units are located in the province.

Huawei starts manufacturing in India

Mr Justin Chen, CEO, Huawei Technologies India Pvt Ltd., announced in a statement that the company has kicked off the production of optical network transmission equipment in its Chennai plant. The plant would also manufacture wireless network equipments in future. Huawei plans to spend \$2 billion over the next five years on its Indian operations, including \$500 to \$600 million on R & D.

China's Economic Indicators

GDP QI	9.7%	ODI QI	\$8.5 billion
PMI (March)	Up 7.3%	Fiscal revenue QI	Up 33% to 2.61 trillion yuan
CPI (March)	5.4%	New loans Q1	2.24 trillion yuan
Fixed asset investment QI	Up 25%	Foreign Exchange Reserves (As of March)	\$3.04 trillion
Urban residents' per-capita disposable income QI	5,963 yuan, up 12.3%	Exports QI	\$399.64 billion, up 26.5%
Rural residents per capita disposable income QI	2187 yuan, up 20.6%	Imports QI	\$400.66 billion, up 32.6%
Industrial value-added output QI	Up 14.4%	Total Trade* QI	\$800.3 billion, up 29.5%
FDI (March)	Up 32.9% to \$12.52 billion	Trade deficit QI	\$1.02 billion

Aerospace Park

The China Aerospace Science and Industry Corporation plans to invest over 10 billion yuan in constructing the Beijing Aerospace Industrial Park (BAIP) during the 12th Five-Year Plan period to allow a batch of high-tech projects such as Safe City and Emergency Equipment, the Internet of Things, digital city and

satellite applications, in order to achieve further industrialization.

Interest Rate Raised

The People's Bank of China raised interest rates on 6 April for the fourth time since October 2010 and the second time this year, as China is facing persistent inflationary pressure.

EU backs anti-subsidy duties on China

European Union governments have endorsed a five-year import tariff on imports of glossy paper from China. This is the EU's first challenge to Chinese state subsidies. Representatives from EU capitals gave majority backing to the duties, worth up to 39.1%, during a meeting in Brussels. The duties were launched on 17 May.

China - New Zealand Currency Swap Deal

The People's Bank of China signed a 25 billion yuan (\$3.83 billion) currency swap agreement with the Reserve Bank of New Zealand for a period of three years to promote bilateral trade, investment and financial cooperation. A similar agreement was signed with Uzbekistan in April for 700 million yuan (\$106 million) for three years. Since late 2008, China has signed currency swap agreements with South Korea, Hong Kong, Malaysia, Belarus, Indonesia, Argentina, Iceland and Singapore.

Population hits 1.3 billion

According to census figures released on 28 April, China's population grew to 1.339 billion by 2010, up 5.9% from 1.265 billion at the last census in 2000. At present, 49.7% of the population lives in urban areas, compared to 36.09% in 2000.

Space Station by 2020

China unveiled plans to build a 60-ton space station, made up of three capsules, and also develop a cargo spaceship to transport supplies. The project would be completed around 2020.

China's Holdings in US Treasuries

According to US data, China held \$1,154 trillion in US Treasuries at the end of February 2011, making it the largest foreign holder of US debt ahead of Japan's \$890.3 billion.

Foreign Investments in Emerging Industries

According to the draft guidelines for foreign investments released by the Legislative Affairs Office of the State Council, China would welcome foreign investment in 'strategic emerging' industries, such as lightweight and



Chandrajit Banerjee, Director General, CII, with **Akitaka Saiki**, the new Ambassador of Japan to India, at luncheon session in New Delhi on 20 April to welcome the Ambassador

eco-friendly metals for aviation and auto industries, batteries for electric cars and key components for new energy cars. China will also promote foreign investments in the service sector, including leasing and business services.

Investing in Pakistan

The China Three Gorges Corp is ready to invest \$15 billion in Pakistan's energy sector, which will add 10,000 MW to its grid in 10 years.

Tourism Destination

China has overtaken Spain on the list of the world's top tourism destinations, becoming the third-largest tourist attraction. The number of international arrivals staying in China at least one night reached 55.66 million in 2010, up 9.4% from 2009. It follows France, which had 78.95 million arrivals and the United States, which had 60.88 million.

Mining Project in Myanmar

The Myanmar Taguang Taung Nickel Ore Project Mining System, with joint investments from the China Nonferrous Group and the Taiyuan Iron and Steel (Group) Co. Ltd. has been put into operation. The biggest cooperative mining project between China and Myanmar is expected to provide 85,000 tons of high grade ferro-nickel annually upon completion.

Outbound Investment

China's domestic investors from non-financial sectors made direct investments totaling \$8.5 billion in 974 overseas enterprises in the first quarter of 2011. The cumulative outbound direct investments from China's non-financial sectors reached \$267 billion at the end of March 2011.

Anti-dumping Duties on Optical Fibre Imports

China will impose anti-dumping duties on imports of optical fibre from the United States and the European Union with effect from 22 April. The duty rates vary from 4.7% to 29.1%.

Japan

India-Japan Trade (Jan-Feb 2011)

Trade	Value	% change
Japanese exports to India	\$1.474 billion	13.1%
Imports from India	\$ 1.085 billion	15.5%
Total trade	\$2.559 billion	

Toyota to Trim Output in India

Japanese car major Toyota will reduce its production by up to 70% in India between 25 April and 4 June, due to component supply constraints following the devastating earthquake and tsunami in Japan. As a result there will be a production loss of about 7,000 units a month, translating into a revenue deficit of Rs 490 crore to its Indian arm, Toyota Kirloskar Motor Ltd. Honda Motor's Indian subsidiary will also reduce the production of its car models in the country by 50% due to constraints in supply of parts from Japan.

Key Interest Rate

The Bank of Japan is keeping its key interest rate at zero to 0.1% to spur the country's economy.

Tourism Industry Struggling

Reports indicate an about 50.3% drop in the number of foreign tourists visiting Japan in March. While the tourist inflow from South Korea, China and the United States has dropped by nearly 50%, the decrease was

nearly 60% from France and Germany.

Slide in Exports

Japan's exports fell in March at a faster pace than economists expected. It is further expected that shipments will continue to weaken and impact economic growth after the earthquake, tsunami and nuclear crisis that has disrupted supply chains for many manufacturers. It has been reported that trade balance would swing to a deficit as many companies struggle with power shortage and the required parts. Japan's exports fell 2.2% in March compared to the previous year, marking a first decline in 16 months, whereas imports rose by 11.9% compared to a year earlier.

\$50 Billion Emergency Budget

The Japanese government announced a new \$50 billion emergency budget on 21 April for disaster relief. Japan's public debt has already reached double the size of its \$5 trillion economy, the worst among industrialized nations.

ODA Cut

The Japanese Cabinet, on 22 April, agreed to cut Japan's foreign aid allocation for fiscal year 2011 by 50.1 billion yen from the initially set 572.7 billion yen, as it approved a draft extra budget for the year to secure funds for reconstruction work in wake of the earthquake and tsunami.

Japan Mulls 'Disaster Bonds'

Japan is considering issuing special bonds to fund reconstruction following the massive earthquake and tsunami, and imposing a new tax to repay the debt. The Nikkei newspaper reported that the new bonds would be used to finance the rebuilding of infrastructure, creating jobs and supporting local businesses.

Republic of Korea

Competitiveness Ranking

According to the report of the Research Institute of Boao Forum, Korea showed the highest level of competitiveness out of a total of 35 Asian countries, scoring especially well in the category of administration efficiency. Korea was followed by Taiwan and Japan. Singapore came in fourth, followed by Hong Kong, Israel, Malaysia, Bahrain, Kazakhstan and the United Arab Emirates.

Technology Superpower

The Korean government aims to become one of the

top seven leading countries in the science sector by 2012. It has decided to focus on seven selected areas and expand its gross expenditure on research and development to 5% of the country's total GDP. In line with this '5-7-7 strategy,' the government set up the second stage of its science technology development plan in 2008 and has been carrying out related projects since then. Korea's R&D budget for this year exceeded 14 trillion won, an 8.6% increase from last year.

Smart TVs

The Korean government plans to invest \$49.8 million this year to help local companies maintain their lead in the global smart TV market. The government will focus on developing new smart TV platforms and network technologies such as user interfaces. Also, it will focus on developing a 'giga-level' internet foundation for providing smart TV services.

Foreign Reserves Swell

South Korea's foreign exchange reserves surpassed the \$300 billion mark for the first time, to reach a record \$307.2 billion by end April. In end March, South Korea was the world's seventh-largest holder of foreign exchange reserves after China, Japan, Russia, Taiwan, Brazil and India.

Industrial Output Grows 8.7%

South Korea's industrial output recorded growth for the 21st straight month in March, as it rose 8.7% during the month.

POSCO Steel Plants in China

POSCO, South Korea's leading steelmaker, has completed two auto steel sheet plants in China, which will help it secure a solid foothold in the fast-growing economy. POSCO's new auto steel-processing plant in Tianjin, northeastern China, has an annual output of 120,000 tons.

Consumer Prices

South Korea's consumer prices grew at a slower pace of 4.2% in April but they still remained relatively high, raising concerns that price hikes might undercut the overall momentum of the economic recovery.

Trade Surplus Surges

South Korea's trade surplus surged to \$5.82 billion in April, up sharply from US\$2.78 billion the previous month. April marks the 15th straight month that the country has posted a favorable balance. Exports increased 26.6% on-year to a monthly high of \$49.77 billion, with imports rising 23.7% to \$43.95 billion.

Europe

Slovakia



Marian Tomasik, Ambassador of the Slovak Republic to India; **Juraj Miškov**, Minister of Economy Slovak Republic, and **V K Mathur**, CMD, Inapex Pvt Ltd

leading MNCs, particularly in the automotive, electronic and ICT industries, have invested in Slovakia. Terming Slovakia as the Gateway to Europe and an automotive superpower, the Minister invited Indian businessmen and entrepreneurs to strengthen bilateral trade and investment for mutually rewarding economic cooperation.

Mr Marian Tomasik, Ambassador of the Slovak Republic, called for cooperation in defence equipment between the two countries.

Mr V K Mathur, CMD, Inapex Private Ltd, who chaired the meeting, said that India's economy was mainly driven by domestic saving and investment, and offered excellent opportunities for foreign investment. He invited Slovak entrepreneurs to be a partner in the growing Indian market.

The session included a CII presentation on the status of the Indian economy and opportunities for foreign direct investment in India, as well as a presentation on business and investment opportunities in Slovakia.

CII organized a meeting with Mr Juraj Miškov, Minister of Economy, Slovak Republic, and the accompanying business delegation on 13 April in New Delhi.

Calling for strengthening bilateral trade and investment relations between the two countries, Minister Miškov said the Slovak economy registered positive growth of 4% in 2010, which is the highest among the European Union countries. With a large graduate work force, low inflation and favorable government policies, several

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Sam Pitroda, Advisor to the Prime Minister of India; **Meera Shankar**, Ambassador of India to the United States; **Kiran Pasricha**, Deputy Director General, CII; **Tarun Das**, former Chief Mentor, CII; **Ronen Sen**, former Ambassador of India to the United States; **S.K. Gupta**; **Jamshyd N Godrej**, Past President, CII, and Chairman, Godrej and Boyce Manufacturing Company Ltd and **Chandrajit Banerjee**, Director General, CII

US Reception

Over 150 guests from the US administration, corporations and various think tanks attended an impressive reception on 14 April in Washington DC, hosted, among others, by Ms. Meera Shankar, Ambassador of India to the United States; Amb Ronen Sen, former Ambassador of India to the US, Dr. Sam Pitroda, Advisor to the Prime Minister, and Mr Jamshyd N Godrej, Past President, CII, and Chairman, Godrej & Boyce Manufacturing Company Ltd, to bid farewell to Ms. Kiran Pasricha, Deputy Director General, CII. Ms Pasricha returns to India after heading the CII North America office for 16 years.

CII Hosts US Congressional Delegation

A Republican Congressional delegation, headed by Sen. McConnell, met with Indian participants on 20 April, in New Delhi, and acknowledged the importance of the United States' relationship with India. The session was moderated by Mr. Tarun Das, former Chief Mentor, CII.

The delegation expressed the desire to expand the trade relationship between the two countries and cooperate on global issues as

well. The 40% increase in bilateral trade since 2005 is much less than the expected increase of three to four fold, and there is a lot of unfulfilled potential which requires India to make hard decisions with regard to opening markets which would in turn help people enter the middle class.

Representatives from the Planning Commission briefed the delegates on India's upcoming reforms, while acknowledging the slower-than-anticipated pace of reforms. The delegates discussed India's manufacturing strategy that would be based on open markets with the goal of creating jobs for the 250 million people who would move to cities in the next 20 years, and also trade dialogue at the Doha Round.

The Indian participants, including government officials, corporations, research organizations, NGOs and media, said that they would like to see reduced impediments to US business in India through the Strategic Dialogue. They also stressed India's unique growth model, in which the rate of savings and investment has been a big driver of growth, and yet has been an unappreciated story.



Tarun Das, receiving **Senator Mitch McConnell**, leader of the US Senator delegation in New Delhi

They also reaffirmed their desire to cooperate with US states, especially in innovation and technology. India can be a huge laboratory to test US technologies including clean energy. Setting up of joint research centres with a joint funding may be a step in this direction. To address the issue of skills shortage in the US, the idea of setting of a Training Development Centre by Indian companies in American states was also suggested, with the objective of retraining blue collar workers, and also for creating new jobs.

Interactions with Director, USTR



Arun Venkataraman,
Director for India,
USTR

CII hosted a briefing session for Mr. Arun Venkataraman, Director for India, US Trade Representative, in New Delhi on 14 April and gave him a broad, overarching picture of Indian industry across the country and specifically, Indian commercial engagement in the US.

Thereafter, CII organized a focused session with Mr Venkataraman for member companies in Ahmedabad on 20 April. The meeting concentrated on funding gaps on long term projects, transparency in policies related to Federal and State contracts, competitive bidding for large projects, and payment-related issues for exporters from the stone industries.

A Roundtable session on 21 April in Chennai focussed on sectors such as Infrastructure, Renewable Energy, Pharma and Medical Technology.

India-US News

Timothy Roemer Resigns: Mr Timothy Roemer, US Ambassador to India, announced his resignation from the key diplomatic post. Amb. Roemer's departure is for personal, professional and family considerations.

ADAG for more US biz in India: Reliance Anil Dhirubhai Ambani Group Chairman Anil Ambani met US Commerce Secretary Gary Locke and discussed the value of having more US medium-sized firms do business in India.

India Spurns US for Jet Order: India has rejected US firms for an \$11 billion fighter jet contract, shortlisting European companies instead, in a move that could sour its relationship with the United States while broadening its strategic ties with other regions.

India-US Ties in Coal Sector: After the civil nuclear agreement, India and the US are pursuing an alliance in the coal sector. Both countries, which met recently in New Delhi, are considering encouraging equity partnerships

with offtake in expansion projects, long term offtake arrangement and equity in new projects.

More Indians in US Universities: Indian applicants to US graduate programmes have increased by 7% this year, according to a preliminary survey by the Council of Graduate Schools in the US - a 1% increase from the previous year.

Indo-US Education Summit: The first joint Indo-US summit on Higher Education is expected to be co-chaired by India's HRD Minister, Kapil Sibal, and US Secretary of State, Hillary Clinton, in Washington DC. The two-day event seeks to explore opportunities and address concerns in Higher Education.

Sujana Group Grant to Columbia Law School: The Sujana group, which is into steel, power and energy businesses, has entered into a partnership with Columbia Law School in New York to fund the creation of new legal tools and model contracts that would facilitate American investments in India's clean-energy projects.

US Trade Mission Visits India: Fifteen US companies on the first-ever US franchising trade mission to India explored commercial opportunities in Mumbai-the financial hub, Hyderabad-the southern IT hub, and New Delhi-the capital. The companies scouted for franchise partners for popular food chains like Denny's, Wendy's, Pollo Tropical and Johnny Rockets, electronics retailer RadioShack and Wonderworks amusement parks.

US-India Trade 2011

Month	US Exports to India (USD millions)	US Imports from India (USD millions)	Trade Balance (USD millions)
January 2011	1,391.9	2,532.3	-1,140.4
February 2011	1,458.4	2,229.8	-771.4
TOTAL 2011	2,850.3	4,762.1	-1,911.8

More: <http://www.census.gov/foreign-trade/balance/c5330.html>

India-US Corporate Watch

Blackstone in talks to acquire Securitrans: Private equity firm Blackstone is in talks with security services provider APS group to acquire Securitrans India Pvt Ltd, the latter's cash management arm.

Matrix to invest in Soham Energy: Matrix Partners, a US private equity firm, is in talks to buy a 20% stake in

Soham Renewable Energy India for Rs 70 crore, valuing the company at Rs 350 crore. Soham Renewable Energy plans to produce power from hydro resources. This is the fourth private equity funding that Soham would receive in three years.

Lemon Tree, Warburg Housing Projects: Hospitality firm Lemon Tree Hotels is foraying into real estate, with plans to invest over Rs 1,400 crore to launch housing projects in India in partnership with US-based investment firm Warburg Pincus. The New Delhi-based firm has formed a 51:49 joint venture, Oceanus Real Estate Pvt Ltd, with Warburg Pincus to develop 3-4 affordable housing projects in Gurgaon.

US Travel Co to buy stake in Cleartrip: US-based travel solutions company Concur said it would invest \$40 million (about Rs 180 crore) in Cleartrip, one of the leading online travel portals in India. Concur, 15% owned by American Express, aims to expand its corporate travel and expense management solutions business in India through this alliance.

Persistent Pact with US Firm: With the Indian telecom market growing at a fast pace, Pune-based Persistent Systems is planning to apply for a licence from the central government's Department of Telecommunication (DoT) to run a joint venture with US telecom major Sprint Nextel Corporation.

Tata Tech Forms New Group: Tata Technologies is forming a new vehicle programme group to meet the demand for faster, more complex vehicle development support within the auto industry. The Tata Technologies' Vehicle Programme & Development (VPD) Group will encompass more than 200 engineers operating from four automotive engineering centres of excellence worldwide – Detroit (US), Coventry (UK), Pune (India) and Stuttgart (Germany). Mr Kevin Fisher has been named president of the new organization, and will be based in the Detroit area.

Merck-Sun Pharma JV: US drugmaker Merck and India's Sun Pharmaceutical Industries have formed a JV to bring innovative formulations to emerging markets, including India.

Manipal Group Co acquires Midwest-CBK: The Manipal Group's home fragrance company, Primacy Industries, one of the top global manufacturers of premium scented candles, has acquired US-based Midwest-CBK.

US Farm Giant buys Soyabean Plant in India: US

agro giant ADM is believed to have acquired a 1,000-tonnes per day soya bean crushing plant near Nagpur from Madhur Agro Proteins. It would mark the foray of the world's largest ethanol and biodiesel producer into India as an individual company.

IBF Members in the News



Wipro Tech Ranking: Wipro Technologies, the global IT, consulting and outsourcing business of Wipro Ltd, announced that it has been ranked second in the list of top 25 US diversity councils, by the Association of Diversity Councils. The association is a practice group of diversity and inclusion consulting and training firm PRISM International, Inc.

Lupin Gets Nod for Diabetes Drug: Pharma major Lupin announced that its US subsidiary, Lupin Pharmaceuticals Inc has received tentative approval for its metformin hydrochloride extended-release tablets of 500mg and 1000mg strengths from the US Food and Drug Administration.

Polaris Buys Stake in IdenTrust: Chennai-based Polaris Software Lab is buying an 85% stake in San Francisco-based digital identity authentication services provider Iden-Trust for \$20 million. The acquisition, said Polaris, would mark its entry into the cloud computing space for financial technology solutions.

Zensar Becomes SAP Gold Partner: Pune's technology and business process company, Zensar Technologies, is now a SAP gold partner within the SAP PartnerEdge programme, signed under the 'strategic partner initiative' of SAP Americas to bring cutting-edge, innovative solutions to small and midmarket companies across the US.

Wipro buys into SAIC IT Business: India's third-largest technology services company Wipro Technologies announced the purchase of a portion of the IT business of Science Applications International Corporation (SAIC) for \$150 million. The purchase covers only the IT business of the firm's oil and gas vertical which provides consulting, system integration and outsourcing services to oil majors.

Dr. Reddy's launches Allegra in USA: India's No. 2 drug-maker, Dr. Reddy's Laboratories, has launched its over-the-counter Fexofenadine HCl tablets, a generic version of Sanofi Aventis' antihistamine drug Allegra. Dr. Reddy's will market the Fexofenadine HCl tablets under store brand labels in the US.

India REGIONAL R O U N D U P

East

Seminar on Concrete Roads

5 April, Patna



Seminar on Concrete Roads in Patna

The CII Bihar State Council, in association with the State Government, organized a seminar on Concrete Roads. In a unique blend of theory with practice, faculty from various parts of the country shared good practices such as the cell-filled concrete roads that have brought down the initial capex cost of roads in Karnataka. Alongside, engineer fraternity from eight different departments led an interesting discussion on contemporary trends in road construction.

World Health Day Celebrations

7 April 2011, Patna

Dr Diwakar Tejaswi, Medical Director, International Health Organisation was the Chief Guest an interactive session for school students, held to mark World Health Day.

Chhattisgarh

Education Excellence

23 April, Raipur



Education Excellence Programme for School Leadership

CII Chhattisgarh, along with the CII Institute of Quality, Bagalore, organized a Workshop on Education Excellence. The workshop covered the fundamentals

of Quality, principles of TQM, TQM in Education, educational processes, and integrating processes for excellence.

Jharkhand

Training Programme on HIV / AIDS

6 April, Jamshedpur



CII-AIC Training Programme on HIV / AIDS in Jamshedpur

CII, under the aegis of Australia India Council (AIC), conducted a training programme for nurses, lab technicians and other paramedic staff on HIV/AIDs.

Odisha

Green Odisha

27 April, Bhubaneswar



At the Conference on Green Odisha

The conference and exhibition titled 'Green Odisha' showcased technologies for a substantial reduction in consumption of resources. Dr. Saurabh Garg, Commissioner-cum-Secretary, Housing & Urban Development, Odisha, Dr V P Upadhyay, Director, Union Ministry of Environment & Forests, and Mr Siddhanth Das, Member Secretary, Odisha State Pollution Control Board, participated in the event.

Training Programme on Water Audit

28 April, Bhubaneswar

A training programme on Water Audit provided a macro-level approach to water management techniques that can be adopted in different users points in the industry such as source of water, process plant equipment and water treatment units, along with actual implemented case studies of various industries.

IR Award

29 April, Jaipur Road



At the IR Award Ceremony

CII has instituted an Award for Best Practices in Industrial Relations (IR). Mr P R Saha, Principal Secretary, Labour & Employment, Odisha, was the Chief Guest at the Award function, where Balasore Alloys Ltd; JK Paper Mills Ltd and Essel Mining Industries Ltd bagged the first, second and third prize respectively.

West Bengal

Water Conclave 2011

12 April, Kolkata

CII Eastern Region, under the 'Mission Environment' forum, organized the 2nd edition of the Water Conclave with the central theme of 'Preparing for a Turbulent Future.' The conference focussed on the



At the Water Conclave in Kolkata

latest water and wastewater treatment technologies recycle and reuse technologies, water demand and management, water efficiency and conservation, sustainability, irrigation water and regulations. Mr A K Bajaj, Chairman, Central Water Commission, and Ex – Officio Secretary to the Government of India, was the Chief Guest.

Seminar on MSME

30 April, Siliguri



Ramesh Datla, Chairman, CII National Committee on MSME, addressing the seminar on MSME in Siliguri

The seminar on MSME was addressed by Mr Ramesh Datla, Chairman, CII National Committee on MSME, Mr Mohan Gandhi, District Magistrate, Darjeeling, and Mr Shubhankar Banerjee, Manager, District Industry Centre, besides others.

North East

Assam

CII Assam Annual Day

21 April, Guwahati

In line with the CII Assam State Council's tradition to recognise excellence at the Annual Session, Dr Jayanta Madhab, noted economist, was honoured for his contribution to the social and economic sector of the state. Dr Madhab called for a focus on skill formation through technical and vocational training to minimize the constraint of 'usable manpower' that industry is facing in the current scenario. Improved vocational and technical training would also result in greater entrepreneurial activity, thereby improving the



Dipak Chakravarty, Chairman, CII Assam State Council, and MD, Numaligarh Refinery Ltd; Dr Jayanta Madhab, Noted Economist; Dr Bhupati K Das, Immediate Past Chairman, CII Assam State Council, and Abhijit Barooah, Past Chairman, CII Assam State Council, and MD, Premier Cryogenics Pvt Ltd, at the CII Assam Annual Session in Guwahati

financial condition of the young people of the state even as it added a fillip to the state's economy. There is also need for improving both the student-teacher ratio as also the quality of teaching in the state as Assam lags behind the nation in these parameters, he said.

On the Annual Day, Mr Dipak Chakravarty, Managing Director, Numaligarh Refinery Ltd, took over as Chairman, CII Assam State Council, succeeding Dr Bhupati K Das,

Mr Chakravarty said CII looked forward to working with the government and all stakeholders on the key issues of education reform and skill initiative, promoting public private partnerships, strengthening infrastructure, and creating sustainable development to take Assam to a higher level in the growth trajectory

CII Dialogue Series

29 April, Guwahati



D D Ingty, Chief Commissioner Customs, Central Excise and Service Tax, with **Abhijit Barooah**, in Guwahati

The North-Eastern Region is all set to take off, declared Mr D D Ingty, Chief Excise Commissioner, at the CII Dialogue series. He noted that the area is rich in oil, natural gas, coal, limestone, with the advantage of the perennial river system Brahmaputra for energy, irrigation, horticulture and transportation.

Mr. Ingty shared insights on the issues of Central Excise. He said the North East contributes approximately 2.5% of the total national indirect taxes revenue, of which the contribution from the oil and crude sector is 90%, and the rest shared between tobacco and pan masala; cements, paper, pharmaceuticals etc.

Mr. Abhijit Barooah, Chairman, Policy Advocacy, CII Assam State Council, and MD, Premier Cryogenics Pvt

Ltd, said the imminent change over to the Goods and Services Tax system would have a far reaching impact on business processes.

Tripura

Developing Ties With France

13 April, Agartala



Jean Louis Rysto, Consul General of France, **Pabitra Kar**, Chairman, TIDC, and **Sonia Barbry**, Second Counselor to the French Ambassador in New Delhi

At an interactive session organized by CII, Mr. Jean-Louis Rysto, Consul General of the French Consulate in Kolkata, highlighted the scope for investment in eco-tourism, as he was confident that French tourists would be attracted to the pristine beauty and unique culture of the state.

Mr Pabitra Kar, Chairman, Tripura Industrial Development Corporation, who chaired the session, gave a brief presentation on the opportunities for investment in Tripura. He drew particular attention to sectors with high growth potential such as rubber, bamboo and natural gas. He also said his office in Kolkata is maintaining close liaison with the Indo-French Chamber of Commerce in Mumbai, and would very soon form a North East Chapter of the Indo French Chamber of Commerce, that would operate out of Kolkata. The North East chapter would work at enhancing business relations between North East India and France, he said.

The Consul General responded positively to local entrepreneurs' queries about the possibilities for technology transfer from France for rubber processing and tapping, food processing and natural gas exploration. He also spoke about various student and teacher exchange programmes of the Consulate.

North

Secure North

4-6 April, Chandigarh



Lt. Gen. **S R Ghosh**, AVSM, SM, GOC – in – C, Western Command, Chandimandir; **Shivraj Patil**, Governor, Punjab, and Administrator, UT, Chandigarh; and **RM Khanna**, Immediate Past Chairman, CII Northern Region; releasing the CII- MSSG report on Internal Security in Chandigarh

CII Secure North 2011, North India's premium conference and display on internal security and disaster management was inaugurated by Mr Shivraj Patil, Governor, Punjab, and Administrator, UT, Chandigarh. The Governor invited Indian industry to partner in the country's internal security preparedness by providing R&D for developing state of the art aircrafts, mobile police stations, special vehicles, frigates, robust communication systems, etc. The unique technologies on display included hi-tech gadgets.

Coolex 2011

8-11 April, Chandigarh
22- 25 April, Lucknow



S C Agrawal, Chief Secretary, Punjab, at Coolex 2011 in Chandigarh

CII's exclusive exposition on air conditioning and refrigeration, Coolex 2011, had participation from 24 companies in Chandigarh and 12 companies in Lucknow, including both national and international brands. The exposition was inaugurated by Mr S C Agrawal, Chief Secretary, Punjab, in Chandigarh, and Mr. G.B. Patnaik, Principal Secretary to the Governor, Uttar Pradesh, in Lucknow.

Kitchen & Beyond 2011

22 April- 25 April, Chandigarh



Kandla Nijhowne judging the CII-Cremica Recipe Contest at Kitchen & Beyond

Showing modern kitchen concepts for contemporary lifestyles, the 11th edition of CII's Expo Kitchen & Beyond 2011 was inaugurated Ms Neelam Mansingh Chowdhry, Padma Shri awardee and renowned theatre artist. At the Recipe Contest, co-partnered by Cremica, Ms Kandla Nijhowne, one of the finalists in the Masterchef India TV show, judged more than 200 entries, and shared tips on innovative cooking and presentation styles.

Chandigarh

CII Buyer Seller Meet

30 April, Chandigarh



B Akbaraly, DGM, Central Bank of India; **Mahavir Kaushik**, Director, Industries, Chandigarh Administration; and **Vikram Hans**, Chairman CII Chandigarh, and MD, Multi Overseas (I) Pvt Ltd

The CII Buyer Seller Meet strengthened the market linkages of 120 MSMEs with 8 big buyers sharing their vendor development requirements and their purchase and procurement policies, through one to one meetings. Mr Mahavir Kaushik, Director, Industries, Chandigarh Administration, said that quality standards, competitive pricing and timely delivery were the key elements to forge business linkages.

Haryana

Meeting with Chief Secretary, Haryana

11 April, Chandigarh

Mr Vijay Thadani, Chairman, CII Northern Region, and CEO, NIIT Ltd, met with Ms Urvashi Gulati, Chief Secretary, Haryana, Mr Rajeev Arora, MD, HSIIDC, and Mr T L Satya Prakash, Director, Industries, Haryana. The discussions focused on skill development in the state and building industry- institution linkages on the lines of the CII - Delhi University model for providing industrial exposure to students. The Chief Secretary said that the Haryana government has revised its industrial policy and made provisions of land for establishing technical training and skills development centres in the IMTs being developed by the HSIIDC.

Himachal Pradesh

5th CII Job Fair

22 – 23 April, Dharamshala



Rajiv Malhotra, Chairman, CII Himachal Pradesh, and Director, Horological Components (P) Ltd., at the Job Fair

The 5th edition of the Job Fair was inaugurated by Mr Kishan Kapoor, Industry Minister, Himachal Pradesh. The two day event brought out more than 7800 candidates for interviews against the 4300 vacancies offered by 49 Himachal Pradesh-based industries. Of them, 2400 were offered jobs on the spot.

Jammu & Kashmir

World Health Day

7 April, Jammu & Baramulla



Children at a de-worming camp in Baramulla

To mark World Health Day, de-worming camps were organized for over 1000 students in government schools in Jammu and Baramulla.

Industrial Tours for Students

25 & 28 April, Jammu



Students from Kawa Institute of Management & Technology at Cadila Pharmaceuticals Ltd

Forty students of The Business School, Jammu University, and a 30-member student delegation from the Kawa Institute of Management & Technology, were taken on industrial tours to companies like TVS Motors Company Ltd, Vardhman Group, LG India Ltd. and Cadila Pharmaceuticals Ltd, to observe the organizational set up and management.

Punjab

Work Attitude

16 April, Ludhiana

The session aimed to enhance the attitude of workers towards work and sensitized them about the importance of time management, proper dressing, hygiene and safety, management's expectations, etc.

Meeting with Chief Secretary, Punjab

11 April, Chandigarh

Mr Vijay Thadani and Ms Kamna Raj Aggarwalla, Chairperson, CII Punjab, briefed Mr SC Agrawal, Chief Secretary, Punjab, on various initiatives that CII is taking in partnership with the Punjab Technical University to enhance the employability of students in Punjab. They also discussed ways to strengthen the investment climate in the state.

Rajasthan

Building World-class Organizations

15 April, Jaipur



Session on Building World-class Organizations in Jaipur

The seminar discussed the importance of human resources and people focus for building world class organizations, and highlighted a customer-centric approach and employee welfare as the key to a successful business organization. Mr Ajit Kumar Singh, Commissioner, Departmental Enquiries, Rajasthan, was the Chief Guest.

Design Clinic Scheme

13 April, Jaipur



Orientation Programme on Design Clinic Scheme

The orientation programme, organised in association with the National Institute of Design (NID), Ahmedabad, highlighted how design intervention at various functional levels can enhance competitiveness. The Union Ministry of MSMEs has announced the national design policy after CII's work in the field for 10 years. CII is working with NID as an implementing agency to build competitiveness of MSMEs through design improvement across the country.

Uttar Pradesh

Interaction with Chief Secretary

8 April, Lucknow

Mr. Ved Krishna, Chairman, CII UP State Council, and MD, Yash Papers Ltd, had an informal meeting with the newly- appointed Chief Secretary, Mr. Anoop Mishra, to brief him on CII activities planned this year.

Innovative Financing for SMEs

20 April, Meerut



Session on Finance for MSMEs

Seniors officials from various banks and financial institutions discussed financing schemes and ways for funding MSMEs, at the session.

Intellectual Property Rights

20 April, Meerut

The session highlighted the relevance of Intellectual Property Rights to around 50 MSME participants.

Uttarakhand

Industry Visit

9 April, Dehradun



Students at Marico Ltd, Dehradun

Fifteen students from the Department of Engineering, Graphic Era University, Dehradun, visited Marico Ltd, Selaqui, Dehradun, to understand its manufacturing processes, organizational set up and company management.

Blood Donation Camp

18 April, Dehradun

About 100 volunteers donated blood at the blood donation camp organised by CII and the Himalaya Drug Company.

Being a Star Performer

19 April, Haridwar

The seminar highlighted the importance of quality human resource and the need for the 'right person for the right work'.

Team Building & Leadership Skills

25 - 26 April, Rishikesh



Participants at the outdoor training camp on Team Building & Leadership Skills

The first-ever outdoor training initiative of CII Uttarakhand, a 2-day residential Outreach Training Programme on Team Building & Leadership Skills at Aranyam River Retreat, Rishikesh, took 17 participants in two teams through fun activities like rappelling, spider's web and white water rafting for enhancing team work, 'Call of the Jungle' focusing on communication issues, team performances for improving lateral thinking and bonding, yoga and pranayam sessions for stress management, and Eskimo Walk, to develop leadership, coordination and bonding.

South

Meeting with Officials from San Diego, USA

6 April, Chennai

The meeting was organized to explore import/export trade for the port and to explore how Indian and US companies can effectively utilize their services and infrastructure for quicker delivery.

Surveillance & Security

30 April, Chennai

The conference on 'Strategic Surveillance-Safeguard Security' discussed surveillance technologies/methods; best practices followed by companies as case studies, and PPP in surveillance for security. The conference addressed corporate enterprises, and sectors such as IT services, banking and finance security, infrastructure, manufacturing, oil and gas, transportation, hospital, hospitality and retail.

States

Andhra Pradesh

Interaction on Factory Rules

21 April, Hyderabad



Conference on Surveillance & Security

An interactive session with Mr. Bala Kishore, Director of Factories, Andhra Pradesh, brought policy makers and industry together to exchange ideas for simplification of factory rules.

College Excellence Mission

28 April, Hyderabad



Mission members at Usha International, Hyderabad

The mission exposed faculty members of cluster colleges to the best practices of industry. The companies visited were Imperial Garments, Elico Ltd and Usha International.

Karnataka

12th Plan Consultative Workshop

1 April, Bangalore

The regional workshop was organized with a more diverse group of stakeholders than in the past to record their perspectives on the 12 National Challenges as listed by the Planning Commission, which would then be incorporated while finalizing the 12th Plan

TQM Forum Annual Day

18 April, Bangalore



S Gopalakrishnan, Vice-President, CII, and CEO, Infosys Technologies addressing the TQM Forum Annual Day

Coinciding with Karnataka Annual Day, the forum meeting was addressed by Mr S Gopalakrishnan, Vice-President, CII, and CEO, Infosys Technologies Ltd.

Visit of Portuguese Ambassador

27 April, Bangalore

Mr Jorge Roza de Oliveira, Ambassador of Portugal, visited Bangalore to strengthen trade relations with India. The discussions spanned trade and investment; university cooperation, and supplying Portuguese wines and olive oils in the Indian market. The sectors discussed were infrastructure, water management, waste management, and alternative sources of energy.

Kerala

Strategic Cost Management

19 April, Kochi

The workshop gave insight to new dimensions of strategic cost management, various cost elements, cost control techniques and new ideas and innovative methods of cost reduction.



S Sankaran, Past Chairman, CII Kerala, and Dr M M Balasubrahmaniam, Director & Chief Consultant - COPE, Chennai

How to Become a Successful Manager

20 April, Thrissur

The programme 'How to Become a Successful Manager for Organisational Development?' focussed on achieving organizational goals by implementing HRM and HRD techniques effectively.

Session on Intellectual Property Rights

26 April, Kochi

The session, organized in celebration of World Intellectual Property Day, highlighted the role and importance of Intellectual Property in enhancing socio-economic prosperity and nurturing an eco-system which encourages innovation, inventions and creation of intellectual property.

Tamil Nadu

TN Health Summit 2011

29 April, Chennai



At the TN Health Summit

The summit had panel discussions on building healthcare organizations, innovation in rural healthcare, IT revolution in healthcare, and medical devices and assisted technology. The summit highlighted that healthcare organizations of the 21st century must reflect four core values, Patient-centric; Physician-driven; Quality-oriented and Customer- sensitive.

Puducherry

Change Management

20 April, Puducherry

The programme on Change Management had lots of interaction, introspective activities, experiential exercises and learning games, to explain the psychology of change, foundational principles for managing change, types of change, fear and resistance, and perception.

Zones

Chennai

CII Publishing BPO Conference

8 April, Chennai



At the Publishing BPO conference

The 3rd edition of the CII Publishing BPO Conference deliberated on the 'digital wave' in publishing offshoring and how Chennai and Puducherry can leverage opportunities to become global hubs for Publishing BPO Services.

Environmental Sustainability

27 April, Chennai



Seminar on 'Environmental Sustainability in Chennai'

The Seminar on Environmental Sustainability focused on e-Waste Management, by minimizing e-waste generation, and disposing of e-waste in an environmentally sound manner. The session also stressed the importance of implementing the e-Waste policy of the Government of Tamil Nadu announced in 2010.

Madurai

CEO Connect Sessions

1 April & 19 April, Madurai

The CEO Connect Session with Dr Pawan G Agrawal, CEO, Mumbai Dabbawala Association, for faculty members of the Madurai Cluster Colleges, on 1 April enabled them to understand the business strategy of the Dabbawala Association. On 2 April, Dr Agrawal interacted with members in Thoothukudi.

In another session, Mr N K Ranganath, MD, Grundfos Pumps India Pvt Ltd, shared his knowledge and experiences on the current industrial scenario.

Cost Reduction through TPS

27 April, Madurai

A training programme on Cost Reduction highlighted the principles and practices of the Toyota Production System (TPS).

Thoothukudi

Members' Meet

19 April, Thoothukudi

The Members' Meet briefed members on the various initiatives of CII for the year 2011-12. The focus of areas for Thoothukudi are strengthening MSMEs; promoting investment in infrastructure; strengthening rural infrastructure; and efficiency of electric power.

West

Gujarat

Cluster Closure Seminar

7 April, Vadodara



B B Swain,
Industries
Commissioner,
Gujarat

CII concluded two cluster projects benefiting 15 MSMEs from Vadodara with a net benefit of around Rs 3.5 crores. The Cluster programme is part of the overall manufacturing competitiveness framework action plan promoted by CII nationally. In this programme, the major areas of improvement were reducing waste through 5S & 3M, improving inventory efficiency, reducing customer return, space saved, Improvement in SMED etc.

Interactive Session on Netherlands

14 April, Ahmedabad

Mr Guus Lamers, First Secretary, Netherlands Embassy, described opportunities for bilateral trade between Gujarat and Netherlands. The focus sectors were agro-industries, engineering products, electrical machinery, chemicals, petroleum, construction and microelectronics.

Problem Solving Techniques

15 April, Ahmedabad

The workshop on 'Problem-solving Techniques through Creativity and Innovation' presented systematic approaches, innovative techniques towards solving industrial problems.

Innovation Conclave 2011

22 April, Vadodara

The Innovation Conclave was addressed by Dr Jagdish



At the Innovation Conclave in Vadodara

Sheth, Charles H. Kellstadt Professor of Marketing, Emory University, USA, with a special address by Dr Sam Pitroda, Chairman, National Innovations Commission, through video conferencing. Prof. Pradyuman Vyas, Director, National Institute of Design, Mr Krsna, Music Composer, and Mr Vipul Ray, MD, Elmex Group, made case study presentations on Innovations

Lean Champion

26-29 April, Vadodara

The CII Lean Champion Certificate Course was



Participants at the Lean Champion Certificate Course

designed to make the participants appreciate the practical applications of Lean. Through a practice-based implementation model, this four day certificate course explained how to develop a culture of lean, and make it a part of their lives, and not just their work.

Commercial Contracts

27 April, Vadodara

The workshop provided participants who deal with various kinds of contracts the ability to recognize conflict, prepare for negotiation and follow through successfully, by sharpening their comprehension, negotiation and execution skills. It also provided tools to influence a negotiation by adding value to the discussion.

Working Capital Management

30 April, Rajkot

The workshop apprised participants about ways to manage working capital, by managing inventories, accounts receivable and payable, and cash, to enable the company to continue its operations with sufficient ability to satisfy both maturing short-term debt and upcoming operational expenses.

Seminar on Healthcare

30 April, Surat

The Healthcare Seminar was a platform to share best practices, address challenges and to explore the ways to overcome such challenges. The seminar also explored emerging opportunities.

Madhya Pradesh

Office 5S

20 April, Gwalior

The training programme on Office 5S described how to implement a sustainable 5S programme for a workplace with minimized waste, more productive activities, reduced chance of error, reduced rework, and high safety, to ultimately reduce cost and increase productivity.

Environment Laws

21 April, Indore



Course on Environment Laws in Indore

The certificate course explained the responsibilities

entrusted on industries with respect to various environment legislations in India.

Maharashtra

Sustainable Growth by 2022

5 April, Pune



Session on 'Sustainable Growth for India' in Pune

The CEO's session and panel discussion on 'Sustainable Conscious Growth for India by 2022' focused on serious challenges to the environment, sustainability, and consequently to the prospects of growth and development of the country. It also provided a platform to share their experiences, views and thoughts on navigating through these turbulent times.

Business Excellence for SMEs

5-6 April, Pune

The workshop aimed at developing skills for assessing the effectiveness of various management approaches and their deployment for achieving Business Excellence. The programme equipped the participants with assessment skills for measuring the effectiveness of various management initiatives taken by an organization towards achieving Business Excellence and to prepare potential assessors for the CII-EXIM Bank Award for Business Excellence.

Roundtable on Netherlands

6 April, Mumbai

CII, in association with the Consulate General of The Netherlands in Mumbai, in cooperation with the Ministry of Infrastructure and the Environment, The Netherlands, and Amsterdam Airport Schiphol facilitated the visit of Ms Melanie Schultz van Haegen, Minister of Infrastructure and the Environment, The Netherlands, and her accompanying delegation, to Mumbai.

A roundtable discussion on Airfreight for the Pharma, Biotech and Life Sciences industries, titled 'India and The



Enno Osinga, Sr VP, Amsterdam Airport Schiphol; **Melanie Schultz Van Haegen**, Minister, Infrastructure & the Environment, The Netherlands, and **Radharaman Panicker**, CEO, Cargo Service Center India Pvt Ltd

Netherlands, Pharma to Europe via Amsterdam Airport Schiphol,' and one-on-one business meeting with the incoming delegation members were organized.

A Forum Debate on 'India and The Netherlands, Ports Combining Logistics, Creating Business' was also held.

Inventory Management

7- 8 April, Pune

The aim of this generic training module on 'Warehouse, Transportation and Inventory Management' discussed the breadth of problems likely to be encountered by modern warehouses and offered practical approaches to their solution.

CII – Symbiosis Finishing School

9 April, Pune

15 April, Pune



Finishing School students at Forbes Marshall Pvt Ltd, Pune.

The Finishing School provides soft skill teaching to SC/ST students under the Affirmative Action Initiative of CII.

Student visits to Forbes Marshall Pvt Ltd, Kasarwadi and Tata Capital, Pune, were organized to give them practical experience about the working environment in industry.

The valedictory function of the 11th and 12th batches marked their successful completion of the course.

'Building a Modern India'

11 April, Mumbai



Govind Sankaranarayanan, CFO & COO, Corporate Affairs, Tata Capital Ltd, and **Prof Arvind Panagariya**, Columbia University, USA

CII organized an interactive session on 'Building a Modern India, What Must Be Done' with Prof Arvind Panagariya, Jagdish Bhagwati Professor of Indian Political Economy at Columbia University, USA, to outline a roadmap to unleash India's huge potential. Prof Panagariya highlighted the steps that India should take to reach the next level of growth and development.

Green Buildings & Sustainable Infrastructure

13 April, Mumbai



Geoffrey Conaghan, Victorian Commissioner to India; **Lousie Asher**, Minister for Innovation, Services & Small Business, and Minister for Tourism and Major Events, Victoria; and **Shabbir Kanchwala**, VP, Project Co-ordination, K Raheja Corp

CII, in association with the Victoria (Australia) Government Business Office - India, organized the Green Building and Sustainable Infrastructure Forum. Ms Lousie Asher, Minister for Innovation, Services and Small Business, and Minister for Tourism and Major Events, Victoria, Australia, accompanied by a high level business delegation from the building and construction sector and the aviation industry of Victoria, who are actively involved in providing specialist services in the sustainable urban development space, participated in the forum.

Manufacturing Excellence

13 April, Nashik

The session on 'Benchmarking Principles for Manufacturing Excellence' focused on Innovation, Low Cost Automation and Material Cost Reduction.

Laboratory Management

25-28 April, Pune

This training programme covered the requirements of all clauses of ISO/IEC 17025,05 for personnel competency and lab capability that are to be implemented and maintained by laboratories intending to generate testing and/or calibration reports and certificates acceptable by customers nationally and internationally.

African Young Parliamentarian Delegation

27 April, Pune

28-29 April, Mumbai



African delegation with **Syamal Gupta**, Chairman Emeritus, CII Africa Committee, and Special Advisor, Tata International Ltd

A delegation of 25 young African Parliamentarians visited Pune and Mumbai as an initiative of the Union Ministry of External Affairs to strengthen India's relationship with the countries of East and Southern Africa.

In Pune, the parliamentarians visited Tata Motors Ltd, Kirloskar Brothers Ltd, Emcure Pharmaceuticals Ltd and Infosys Technologies Ltd to familiarize themselves with India's economic growth across various sectors. In Mumbai, the delegation had meetings with corporates like Tata International Ltd, Essar Group, and Mahindra & Mahindra, and Young Indians.

Commonwealth Business Forum Launched

27 April, Mumbai

CII, in partnership with Commonwealth Business Council (CBC) and the Consulate General of Australia in Mumbai,



Adi Godrej, President-Designate, CII, and Chairman, Godrej Group, at the launch of the Commonwealth Business Forum in Mumbai

organized the launch of the Commonwealth Business Forum 2011 to create awareness about the forthcoming Commonwealth Heads of Government Meeting (CHOGM) to be held in Perth, Western Australia on 28 -30 October. Mr Adi Godrej, President-Designate, CII, and Chairman, Godrej Group, spoke on 'Enhancing India & Australia Business Linkages' and encouraged Indian businessmen to explore new ventures for B2B collaboration amongst the Commonwealth countries in Perth this year.

SHE Conclave 2011

29 April, Mumbai

The 2nd edition of the Safety, Health and Environment Conclave took stock of the realities, to formulate strategies to address the issues and challenges confronting the SH&E elements. The 7th CII WR Safety Health & Environment Awards were presented on the occasion, by Dr Kavita Gupta, Principal

Secretary, Labour, Maharashtra.



Dr Kavita Gupta, Principal Secretary, Labour, Maharashtra, presenting the CII SHE 2010 Award to representatives of Essar Oil