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# CII COMMUNIQUÉ

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## 26<sup>th</sup> India Economic Summit Implementing India Turning Ideas into Action



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CII National Quality Summit



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We welcome your feedback and suggestions. Do write to us at [communique@cii.in](mailto:communique@cii.in)

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JOURNAL OF THE CONFEDERATION OF INDIAN INDUSTRY

## India – Argentina Business Partnership and ‘Made in India’ show



Sajeev Babu Kurup, Counsellor, Embassy of India in Argentina; Debora Giorgi, Minister of Industry, Argentina; Tarun Das, President, Aspen Institute India, and former Chief Mentor, CII; and Hector Mendez, President, Argentine Industrial Union

**CII COLLABORATED WITH** the Embassy of India in Argentina to organize a seminar on **Argentina-India Partnership** on 16 November in Buenos Aires. The seminar was addressed Mr. Tarun Das, President Aspen Institute India, and Ms Deborah Giorgi, Trade Minister of Argentina.

Inviting the Argentina business community to do business with India, Mr Das emphasised on the need to overcome the geographical distances between the two countries and co-operate in sectors like services, agriculture, banking and legal services.

CII, jointly with the Embassy of India, Buenos Aires, Argentina, also organized the **‘Made in India’** show – an India Pavilion in Automechanika Argentina, an exhibition for auto parts and garage equipment and allied services, from 17-20 November in Buenos Aires. This exhibition was co-sponsored by the Ministry of Commerce and Industry, Government of India.

The pavilion was inaugurated on 17 November by Mr Sajeev Babu Kurup, Counsellor, Embassy of India in Argentina.

The India Pavilion was a reflection of the growing technological sensitivity in the auto industry in India and its ability to share its capability with the world, especially with Latin American countries.

Automechanika Argentina was a 4 day event featuring a comprehensive display of the entire range of automobile spare parts and accessories from all over the world. It was designed as a perfect platform for

international suppliers to meet buyers from Argentina and neighbouring countries. It provided Indian entrepreneurs an opportunity to forge business alliances and establish direct contact with buyers, dealers, distributors, agents and manufacturers from all levels of the South American automobile industry.

With participation from over 51 companies from India, the Forum saw wide networking between Indian SMEs and Argentinean business houses, resulting in sharing and transfer of technology. Approximately US\$ five million worth of enquiries were generated, covering a wide variety of auto parts and garage equipment.

A polo match was organised at the Jockey Club in San Isidro between Argentine and Indian teams, which was won by the Indian team. ■



Players of both the Polo teams with Sajeev Babu Kurup at the post-match ceremony

# 'Implementing India' India Economic Summit Calls for Moving from Agenda to Action

Bringing together global business and key decision makers and leaders from India, the India Economic Summit was held in New Delhi from 14-16 November under the overarching theme of 'Implementing India'. The 26th edition of the high-profile business convention, jointly organized by the World Economic Forum and CII, called for moving from Agenda to Action.



Confederation of Indian Industry  
Since 1895



COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD



Pranab Mukherjee, Finance Minister of India, with Prof. Klaus Schwab, Founder & Executive Chairman, World Economic Forum

**THE INDIA ECONOMIC SUMMIT**

this year focused on how domestic and international decision-makers from business, government and civil society can implement national policies across states in both rural and urban areas to accelerate economic development, remove barriers to growth and increase social inclusion. Addressed by 170 speakers from across the world on topics as diverse and pertinent as leadership, building critical infrastructure, expanding skills development, addressing security threats and achieving income and gender equality, the three day conference attracted close to 800 top business leaders from 50 countries.

The programme for the summit was organized under four thematic pillars: India's Implementation Imperative; Security and Sustainability Imperative; Inclusive Growth Imperative; and Innovation and Competitiveness Imperative. Top ministers of India addressed the meeting and apprised international delegates of India's priorities and the reforms process underway. They included Mr Pranab Mukherjee, Minister of Finance; Mr Anand Sharma, Minister of Commerce



Sanjeev Chadha, President, India Region, PepsiCo India; Amrita Cheema, Anchor, Deutsche Welle TV, Germany; Harish Manwani, President, Asia, Africa, Central and Eastern Europe, Unilever, Singapore; Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, India; and Arjun Thapan, Special Senior Adviser to the ADB President for Infrastructure and Water, Asian Development Bank, Manila



Hari S Bhartia, President, CII and Co-CMD, Jubilant Bhartia Group, India; Kamal Nath, Minister of Road Transport and Highways, India; Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Service Ltd, India; Ajit Gulabchand, CMD, Hindustan Construction Company, India; and Rahul Bajaj, Chairman, Bajaj Auto, India



Bhupinder Singh Hooda, Chief Minister, Haryana, with Chandrajit Banerjee, Director General, CII



Sunil Bharti Mittal, Chairman and Group CEO, Bharti Enterprises, India; Raila Amolo Odinga, Prime Minister of Kenya; and Anand Sharma, Minister of Commerce & Industry, India



Luis A. Moreno, President, Inter-American Development Bank, Washington DC; Peter Van Loan, Minister of International Trade, Canada; Kamal Nath; Prof Gita Gopinath, Harvard University, USA; Amos Muhinga Kimunya, Minister of Transport, Kenya; and Alberto Vallarino Clement, Minister of Economy and Finance, Panama

and Industry; Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India; Ms Agatha K Sangma, Minister of State for Rural Development; Mr Jyotiraditya M Scindia, Minister of State for Commerce and Industry; Mr Sachin Pilot, Minister of State for Communications and Information Technology; Mr Bhupinder Singh Hooda, Chief Minister of Haryana and Mr Arun Jaitley, Leader of the Opposition, Rajya Sabha, India, among others.

The co-chairs for the Summit were: Mr Jon Fredrik Baksaas, President and Chief Executive Officer, Telenor Group, Norway; Mr Ajit Gulabchand, Chairman and Managing Director, Hindustan Construction Company, India; Ms Ellen Kullman, Chair of the Board and Chief Executive Officer, DuPont, USA; Mr Pawan Munjal, Managing Director and Chief Executive Officer, Hero Group, India; and Mr Dennis Nally, Chairman, PwC International, PwC, USA.

At the session 'The New Reality,' Mr. Pranab Mukherjee, Finance Minister of India, highlighted the gradual shift in global economic power from the developed to the emerging and developing countries. Discussing India's current prospects, he said it is reasonable to expect the economy to revert to 9 per cent average growth, based on strong savings and investments, as well as robust internal demand and rise in FDI. India's expansionary fiscal and monetary policy arrested the economic slowdown and put the economy on a path to rapid recovery, he said, stressing that the challenge that India faces currently is to quickly revert to

the higher growth of 9 per cent and above, and to ensure that growth is more inclusive.

The Finance Minister highlighted the measures taken by the government to boost investment, including the Financial Stability and Development Council, the Fiscal Sector Legislative Reforms Commission, financial inclusion and new direct and indirect tax measures. He also reiterated the multi-pronged strategy adopted to achieve inclusive development and stressed governance and service delivery by government, especially through the proposed Unique Identification cards.

Mr. Klaus Schwab, Founder and Executive Chairman, World Economic Forum, identified ten paradigm shifts arising from the global economic crisis, including next generation, resource scarcity, shift towards India and China, greener world, and social spheres.

Speaking at the session on 'The New South: Developing the Africa-India Partnership', Mr Raila Amolo Odinga, Prime Minister of Kenya, said that Africa is strategically situated to partner India. The two regions can spur bilateral development, he said adding that the co-operation between Africa, India and other emerging economies like Brazil and China is ushering in a new phase of South-South co-operation. The Kenyan Prime

Minister reiterated that Indian investments in Africa have been private sector driven and encouraged Indian companies to partner in Africa's development, especially in sectors such as infrastructure, and Science & Technology.

Mr. Anand Sharma, Minister of Commerce & Industry, India,



Thomas Crampton, Director, Asia-Pacific, 360 Digital Influence, Ogilvy Public Relations Worldwide, Hong Kong SAR; R S Sharma, CMD, Oil & Natural Gas Corporation, India; Jitesh Gadhia, Senior MD, Blackstone Group, UK; Naveen Jindal, Member of Parliament, and Vice-Chairman, Jindal Steel & Power, India; Suhas Gopinath, CEO & Chairman, Globals ITeS Pvt Ltd, India; Oyun Sanjaasuren, Member of Parliament, Mongolia; Dennis Nally, Chairman, PricewaterhouseCoopers International, USA; and Arun Jaitley, Leader of Opposition, Rajya Sabha, India



Vineet Nayar, Vice-Chairman and CEO, HCL Technologies, India; Aisha De Sequeira, MD & Head - Investment Banking, India, Morgan Stanley; Dennis Nally; Agatha K. Sangma, Minister of State for Rural Development, India; Suresh Vaswani, Joint CEO, IT Business, & Member of the Board, Wipro; and Ana Dutra, CEO, Leadership & Talent Consulting, and Executive Vice-President, Korn/Ferry International, USA

described the India-Africa partnership as the defining partnership of the 21st century. "India has set up an institutional mechanism to deepen its partnership with Africa, and is taking a number of steps to reduce poverty, provide health and food security in Africa," he said. The Minister referred to the Pan Africa e-network project, which aims to develop Africa's information and communication technologies by eventually connecting all of the 53 African countries to a satellite and fiber-optic network, as an example of India's commitment towards Africa's development.

Mr Sharma made a strong commitment to India's engagement with Africa and said that Free Trade Agreements (FTA) between India and different regions are the natural and the next logical step towards deepening the partnership between the two regions. He also praised the role of the Indian private sector in Africa, saying that Indian companies have been following ethical practices while investing in Africa, which will also help in the development of the continent. The 'ethical engagement' by the Indian private sector in Africa was lauded by other participants as well, and cited as a model for genuine South-South partnerships.

At the session on 'Water Management,' Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India, announced that variable pricing would be a plank

of the new water policy. Such differentiated pricing according to usage would discourage wasteful water expenditure and promote efficiency. Participants also talked of the imperative for private sector participation in water management.

Acknowledging that politics and the public sector no longer attract the best talent, Mr Arun Jaitley, Leader of the Opposition, Rajya Sabha, India, said, "We need to introspect our inability to attract the best talent." Speaking at the plenary session on 'Fostering Public Leadership', he called 1991 a defining year for India, not just from the economic perspective, but also politically. The post-1991 evolution of political parties was based on social and caste appeal, where "caste and dynasty replaced meritocracy. It is this mindset which needs to be changed," he said. Other panel members, including Mr R S Sharma, Chairman and Managing Director, ONGC, and Mr Oyun Sanjaasuren, MP from Mongolia, emphasized the preference for private sector employment, and stated that the government must learn from the private sector in nurturing talent.

Globalization and technological development have led to an increase in global competitiveness especially in emerging Asia, said Mr. Kamal Nath, Minister of Road Transport & Highways, India, in a session on 'Emerging Economies, Engines of Global Trade'. However, the



C V Madhukar, Director, PRS Legislative Research, India; Richard A. Boucher, Dy Secretary-General, Organisation for Economic Co-operation & Development, Paris; Mallika Sarabhai, Director, Darpana Academy of Performing Arts, India; and Saurabh Srivastava, Chairman, CA Technologies (India) Pvt Ltd



Tejpreet Singh Chopra, President & CEO, Bharat Light & Power, India; Ravi Sharma, CEO, Adani Power, India; Yvo De Boer, Special Global Adviser, Climate Change & Sustainability, KPMG International, UK; Tulsi R Tanti, CMD, Suzlon Energy, India; Carmen Becerril, President, Energy, Acciona, Spain; Rajiv Lall, MD and CEO, Infrastructure Development Finance Company, India; and Peter Gartenberg, President, SAP India Pvt Ltd, India

growth of south-south services trade has not kept pace with the trends in merchandise trade, he observed. But as emerging countries mature, developing countries in Africa and Asia will start demanding more sophisticated professional and technical services, and countries like India would be ideally placed to tap this demand.

Mr. Peter Van Loan, Minister of International Trade, Canada, said that free trade has been the cornerstone of Canada's economic prosperity. Its FTAs make Canada a unique link in a supply chain of the developed and the developing world, he observed.

Elaborating on the importance of transport linkages between emerging economies that would facilitate greater south-south trade, Mr. Alberto Vallarino Clement, Minister of Economy and Finance Panama, said the Panama Canal links Latin America with the Asia-Pacific economies. Mr. Amos Muhinga Kimunya, Minister of Transport, Kenya, said greater trade facilitation was required.

In a session on 'Creating Equality: The Female Leadership Factor', Ms. Agatha K. Sangma, Minister

of State for Rural Development, India, said, "Use of quotas improves women's participation in politics as it provides a springboard for women." She added that after introducing quota in Panchayati Raj, more gender sensitive issues are being tackled.

India needs a revolution for manufacturing, stressed Mr Jyotiraditya Scindia, Minister of State for Commerce and Industry, India, at the session on 'India's Role in Global Competitiveness'. He was categorical that development initiatives and financing models can create global competitiveness for Indian manufacturing by leveraging India's strength in skilled manpower. The Minister defined the contours of a new manufacturing strategy focusing on rational exit mechanisms, technology zones, training programmes, and infrastructure development to be announced by the Ministry of Commerce and Industry very soon.

Mr Pawan Munjal, Managing Director and Chief Executive Officer, Hero Group, India and a Co-Chair of the Summit, laid stress on some fundamental constraints



Raghunath A. Mashelkar, President and Bhatnagar Fellow, National Chemical Laboratory, India; Dennis Nally; Pawan Munjal, MD & CEO, Hero Group, India; Ellen Kullman, Chair of the Board & CEO, DuPont, USA; and Jon Fredrik Baksaas, President & CEO, Telenor Group, Norway



Ben J. Verwaayen, CEO, Alcatel-Lucent, France; Arvind Mayaram, Additional Secretary & Financial Adviser, Ministry of Rural Development, India, Ellen Kullman; Om Prakash Bhatt, Chairman, SBI, India; Elisabeth Comstock, Senior Vice-President and Chief Marketing Officer, General Electric Company, USA; Sriram Raghavan, CEO, Comat Technologies, India; and Nik Gowing, Main Presenter, BBC World News, UK

that need to be addressed, including poor infrastructure and redundant labour laws. Mr Jim Quigley, Global Chief Executive Officer, Deloitte, USA, felt that India maintained an edge with respect to other Asian countries. Mr Pradeep K Dhoot, President and Vice Chairman, Videocon Industries, India; called for making the 'Made in India' brand synonymous with quality and durability.

Speaking on 'Actions for Modernizing India's Agriculture Sector', Mr Bhupinder Singh Hooda, Chief Minister of Haryana, said that declining farm output can be attributed to fragmented land holdings, degradation of soil, imbalanced use of fertilizers, inadequate availability of quality seeds, poor mechanization, depletion of water resources, knowledge gap and poor dissemination of technology. There appears to be a technology fatigue and the link between the laboratory and the field is weak. In order to meet the technological gap, there is a need for greater need public private partnership, he said.

According to Dr Ashok Gulati, Director, Asia, International Food Policy and Research Institute, India needs to use resources to invest in rural infrastructure such as roads, which would be 8 to 10 times more productive than giving subsidy in the form of free power. Dr Robert N. Subbaraman, Chief Economist, Nomura International, Hong Kong, felt that the rise in food prices is a structural issue, and supply side bottlenecks need to be addressed.

Mr Chengal Reddy, Co-Chairman, Indian Farmers and Industry Alliance, said the potential of Indian agriculture can only be realized if there is greater partnership between

industry and the farm sector. Mr Raj Jain, President and CEO, Wal-Mart India, and Mr Jerry Steiner, Executive Vice President, Monsanto Company, USA, were of the view that the Indian agriculture sector has great potential; however, restrictive legislation inhibits a partnership of government and corporate sector.

Using the available sources of energy more frugally and reducing wastage is the key to address the challenge of energy scarcity and ensure its widespread availability. This was the main takeaway from the plenary session on 'Empowering the Underpowered: Actions for Energy Infrastructure'. The panelists were of the view that information technology could help and that off-grid solutions and proper pricing could promote energy efficiency. To ensure availability, there is a need to reduce the waste in the use of energy resources.

Technology can also play a key role in encouraging rural entrepreneurship and generating greater employment in rural areas, stressed the session on 'Innovating Rural Entrepreneurship towards Employment'. Mr. O P Bhatt, Chairman, State Bank of India, said that the private sector, the government, the banks and the non-bank institutions must work together to achieve greater benefits for the poor.



David Tweed, International Economics Editor, Bloomberg Television; Sunil Bharti Mittal; Rajat M. Nag, Managing Director-General, Asian Development Bank, Manila; and Hari S Bhartia

Mr. Arvind Mayaram, Additional Secretary and Financial Adviser, Ministry of Rural Development, India, expressed the need for greater Public Private Partnership to develop entrepreneurship in rural areas. The government has been taking several initiatives, which include plans for connecting all the

Panchayats in India through broadband by March 2012 and biometric cards for all the workers under the Mahatma Gandhi National Rural Employment Guarantee Scheme. The government is also working on creating rural infrastructure through government funding, built and serviced by the private sector, he said.



Sanjay Gupta, CEO, Star India; Jack Modzelewski, President, Client Relations & Sr. Partner, Fleishman-Hillard, USA; Atul Singh, President & CEO, India & South West Asia, Coca-Cola India; Arun Tadanki, MD, Yahoo! India, Niren Chaudhary, MD, Yum! Restaurants, India; and Tarun Anand, Sr. Company Officer, South Asia, Thomson Reuters

poor are still as high as 24 per cent and a further reduction is necessary. Mr Akula said that it is possible to have a business model in which rising profits co-exist with declining interest rates. He stressed that a few rogue

“India over the coming years will be able to provide the best possible healthcare at the cheapest possible price. This calls for coordinated engagement of the government and private sector in this price sensitive market”, said Mr Sachin Pilot, Minister of State for Communication and Information Technology, India, at the plenary session on ‘Shaping India’s Mobile Health Ecosystem’.

Mr Jon Fredrik Baksaas, President and Chief Executive Officer, Telenor Group, Norway, and Co-Chair of the Summit, pointed to challenges of economic incentives, as well as the nature and extent of dependency on mobile services for provision of healthcare. Ms Sangeeta Reddy, Executive Director, Operations, Apollo Hospitals Enterprise, suggested enhancing the efficiency of transactions and cost in healthcare service delivery. Mr Malvinder Mohan Singh, Chairman, RHC Holding, India and Young Global Leader, called for collective action of all the relevant stakeholders involved in this process.

Improving the behaviour of human beings on the roads is critical towards improving road safety, said panelists at the session on ‘Sustainable and Safe Transportation’. They felt that attitudes play a very important role in improving road safety and inculcating the importance of human life among motorists can significantly help in reducing the number of road accidents. Mr. Amos Muhinga Kimunya, Minister of Transport, Kenya, said that as per estimates, almost 85% of the deaths on the roads in Kenya have been a result of poor behaviour.

Speaking at the session on ‘Beyond Credit: Balancing the Portfolios of the Poor’, Mr Vikram Akula, Founder and Chairperson, SKS Microfinance, said that the RBI should allow micro-finance institutions to serve as ‘Banking Correspondents’ so that they can help in mobilizing savings from the poor.

The discussion also covered the issue of ethical lending by microfinance institutions. The interest rates paid by the

players are tarnishing the name of the industry but destroying an entire industry because of a few unethical practices will affect the poor the most.

About 15-17 million people enter the job market every year, said Mr Hari S. Bhartia, President, CII, and Co-Chairman and Managing Director, Jubilant Bhartia Group, India. With urbanization and the rapidly changing job market, it is becoming increasingly important to link education with employability, he said, at the session on ‘Capitalising on India’s Human Capital.’ Mr Harsh Manglik, Chairman and Geography Managing Director, Accenture, India, said that technology can be used to bridge the gap. “If we allow market forces mechanisms to come into play, of course with checks and balances in place, there will be advantages – for one, markets drive efficiency,” he said.

Panelists debating ‘What kind of Super-power India will be’ came to the conclusion that the future will not have any dominant super-power, but would be a multi-polar world with many great powers. Ms Sudha Pillai, Member Secretary, Planning Commission of India, felt that India should be a soft power, building on its cultural outreach across the planet. Ms. Shoma Chaudhury, Managing Editor, Tehelka, also felt that India should not aspire to be a hegemonic power with little respect for other nations’ sovereignty. Mr Shekhar Gupta, Editor in Chief, Indian Express, disagreed, pointing out that being benign can make you irrelevant. Mr. Rahul Bajaj, Chairman, Bajaj Auto, felt that ‘super-power dreams cannot be sustained on empty stomachs’. India has a long-way to go to reach levels of income that would guarantee all its citizens a prosperous lifestyle, he felt, and added that corruption is the elephant in the room that needs to be tackled.

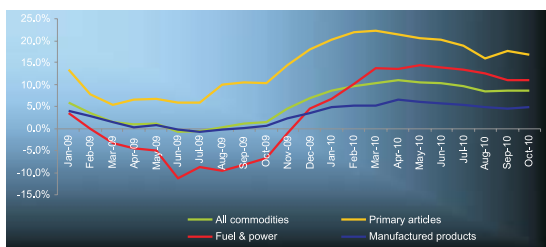
The closing session, ‘From Delhi to Davos,’ stressed that government alone cannot deliver inclusive growth. The key issues to be tackled include agriculture, infrastructure, and education. ■

# Second Quarter Review of the Monetary Policy 2010

**THE RBI'S SECOND** quarter review of monetary policy has been influenced by the mixed indications of persistent sluggishness in the advanced economies and positive signals emanating from the Emerging Market Economies (EMEs). The weak recovery and large unemployment in advanced economies have raised concerns about the sustainability of the global recovery. It has led to the downward revision of world GDP growth by the IMF to 4.2% in 2011 as compared with 4.8% in 2010. The second round of quantitative easing by the advanced economies to further stimulate private demand has increased the risk for EMEs, including India of receiving high capital inflows and firming up of global commodity prices.

On the domestic front, the monetary policy stance has been influenced by persistently high inflation. Headline inflation remained significantly above the RBI's medium-term target notwithstanding some recent moderation. Food inflation has declined only moderately post-monsoon, as inflation in protein-rich items such as pulses and eggs, meat and fish, has remained high. Although primary food inflation plunged from 21.4% in May 2010 to 15.7% in September 2010, it still remained elevated. Inflation in non-food items (excluding food products and food articles) rose sharply from -2.9% in September 2009 to 7.8% in September 2010 and in non-food manufactured products from -2.0% to 5.0%.

**Inflation Rate (Y-o-Y)**



Source: CMIE

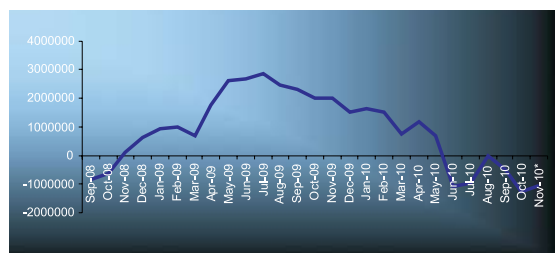
The RBI has stated that inflation in the second half of the current fiscal will be shaped by:

- Evolution of food inflation
- Movements in global commodity prices
- Potential build up in the demand side pressure with sustained growth resulting in capacity constraints in many industries

On the basis of current trends, the RBI has maintained its baseline projection for WPI inflation for 2010-11 unchanged at 6.0% according to the old series; and 5.5% as per the new series. Given the present slow down in industrial growth and inflation trends, the RBI has indicated that the possibility of a further hike in policy rates in the immediate future is remote.

In order to contain inflationary expectation, the RBI has further raised the repo and reverse repo rates by 25 basis points each to 6.25% and 5.25% respectively in the second quarter policy. Liquidity has become tighter and the Reserve Bank has been a net lender in the LAF since September.

**Surplus / Deficit in Liquidity Adjustment Facility (Rs crore)**



Source: CMIE and RBI

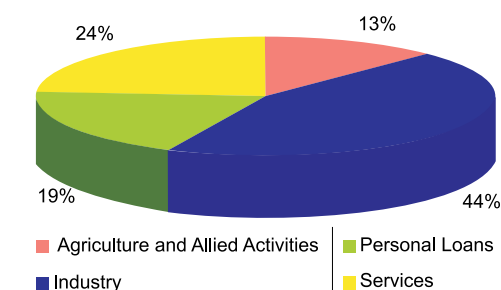
\* Data is from 1- 16 November 2010

The growth in money supply (M3) remained subdued at 15.2% on 8 October 2010 compared to the target of 17.0% for 2010-11. This lower growth in M3 can be attributed to the sluggishness in deposits growth (particularly long term deposits). This has resulted

in the rise of currency growth over deposits growth which in turn has lowered the money multiplier, thereby lowering M3 growth. This has led to the diversion of resources toward cash accumulation and investment in non-financial assets, including gold and real estate, whose prices have shown significant increases over the course of the current year.

The credit growth rate has accelerated moderately mainly in the non-food category, particularly to the infrastructure sector, especially power, telecom and housing. Besides bank credit to the commercial sector, there has been a higher flow of funds from other sources, showing significant improvement as compared to last year. This mismatch between credit and deposit growth rates has led to a rise in the credit-deposit ratio (72.7). Any pick-up in credit growth is likely to put further pressure on liquidity and therefore on interest rates. On the other hand, the second round of quantitative easing in the US will ease interest rates abroad, making it more attractive for Indian firms to go in for overseas borrowing.

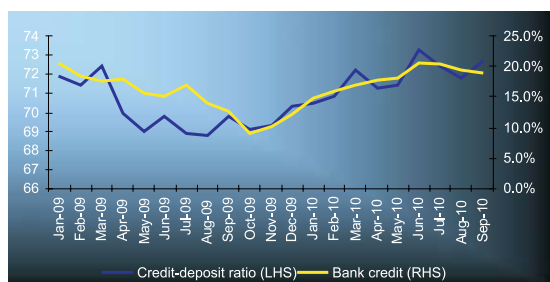
### Sectoral Deployment of Gross Credit up to September 2010



Source: RBI

Disaggregated data on sectoral deployment of gross credit shows marked improvement in the credit off take by industries. Uptil September 2010, almost 44.0% of the credit had been absorbed by the industrial segment. This expansion has been led by engineering; rubber, plastic and their products; food processing; paper and paper products; chemical and chemical products; vehicles and infrastructure. A decline has been witnessed in the proportion of priority lending to micro and small industries from 6.7% in September 2009 to 5.2% in September 2010. A substantial hike of about 10.0% to 10.4% in commercial real estate and 10.0% in professional services under the service sector has been posted in September 2010 from their levels of 1.9% and 1.5% respectively during the same period a year ago.

### Trends in Credit- Deposit Ratio and Bank Credit



Source: CMIE

### Future Outlook

The macroeconomic and monetary projections are subject to a number of upside and downside risks. The main risk stems from the slow, uneven and prolonged recovery process in the advanced economies which

### Credit Flow from Scheduled Commercial Banks (Rs. Crores)

Item	Outstanding as on 8 October 2010	Variation (Y-o-Y)			
		As on 9 October 2009		As on 8 October 2010	
		Amount	Percent	Amount	Percent
<b>Public Sector Banks</b>	2,567,838	283,483	15.2	424,171	19.8
<b>Foreign Banks</b>	175,580	-29,770	-15.9	17,979	11.4
<b>Private Banks</b>	639,361	12,076	2.4	124,213	24.1
<b>All Scheduled Commercial Banks*</b>	3,468,999	279,305	10.7	580,005	20.1

\* including Regional Rural Banks

Source: RBI

could hamper the performance of EMEs, including India. Adding to the woes is the likelihood of gargantuan capital inflows triggered by the second phase of quantitative easing in some of the advanced economies. Large inflows beyond the economic appetite could create an asset bubble, as a steep rise in the asset prices as well as exchange rates has been experienced in India and other EMEs in a short span. This in turn would pose a major challenge of effectively managing monetary policy and exchange rates.

In a nutshell, amidst the domestic and global economic environment, the RBI's future stance will be intended to achieve the following outcomes:

- Control inflation and inflationary expectations
- Maintain an interest rate regime consistent with price, output and financial stability
- Manage liquidity such that it remains broadly in balance, with neither a surplus diluting monetary transmission nor a deficit halting fund flows.

## Development and Regulatory Policies

The thrust of the regulation by the Reserve Bank in recent years has not only been on strengthening the financial system, but also on developing financial markets, promoting financial inclusion, improving credit delivery, especially to the SME sector, improving customer service and strengthening the payment and settlement systems. In this light, the RBI has taken the following measures to enhance the efficiency and stability of the financial system.

### Financial Stability

To strengthen macro-prudential surveillance of the Indian financial system, the RBI has started frequent internal assessments including systemic risk monitor reports twice a year. As per the latest assessment, the banking sector is sound and the financial sector is considered resilient to shocks emanating from adverse domestic and international developments. However, the Second Quarter Monetary Policy Report of the RBI sets caution to the risks to financial stability evolving both from global and domestic uncertainties and the need for close monitoring of the financial system.

### Interest Rate Policy

**Deregulation of Interest Rate on Savings Bank Deposits:** The financial sector reforms deregulated interest rates on deposits, other than savings bank deposits, which have remained unchanged at 3.5% per annum since 1 March 2003. In view of the progressive deregulation of interest rates, the RBI

has proposed to prepare a discussion paper which will eventually deregulate the interest rates on savings bank deposits.

### Financial Markets

**Repo in Corporate Bonds:** To facilitate repo transactions in corporate bonds, a review of the guidelines governing repo in corporate bonds has been undertaken by the Reserve Bank in consultation with market participants. Accordingly, it has been decided to permit settlement of repo in corporate bonds on a T+0 basis in addition to the existing T+1 and T+2 basis and revise the repo haircut requirements suitably.

### Credit Delivery and Financial Inclusion

**Liberalization in Branch Licensing of Regional Rural Banks:** As part of further liberalisation of the extant branch licensing policy in respect of regional rural banks (RRBs), it is proposed to allow RRBs to open branches in Tier 3 to Tier 6 centres as identified in the Census 2001 (with population up to 49,999) without prior authorisation of the Reserve Bank, subject to their fulfilling certain conditions.

**Opening of Sub-Offices of the Reserve Bank in North-Eastern States:** Opening sub-offices of the Reserve Bank in the remaining six states of the North East, viz., Arunachal Pradesh, Nagaland, Manipur, Mizoram, Tripura and Meghalaya, in a phased manner, in order to ensure financial inclusion and general development of these states, which remain relatively backward.

**Urban Co-operative Banks:** The RBI has initiated several measures to strengthen the role of urban co-operation banks (UCBs) such as:

- extending area of their operations;
- liberalising branch licensing policy for well managed and financially sound UCBs;
- allowing well managed and financially sound UCBs to engage business correspondents (BCs)/business facilitators (BFs);
- allowing licensed UCBs the facility of INFINET membership, current and SGL accounts with the Reserve Bank;
- allowing RTGS membership to well managed and financially sound UCBs having a minimum net worth of Rs 25 crore.

### Regulatory Measures

**Housing Loans by Commercial Banks**

**Loan to Value Ratio in Housing Loans:** In order to

prevent excessive leveraging by banks, the upper limit for loan to value ratio with respect to housing loan has been fixed at 80%.

**Risk Weights on Residential Housing Loans:** To increase the risk weight for residential housing loans of Rs 75 lakh and above, irrespective of the LTV ratio, to 125%.

**Teaser Rates for Housing Loans:** To increase the standard asset provisioning by commercial banks for all such loans to 2%.

**Banks' Investments in Non-Financial Companies:** Stipulating prudential limits to regulate the investments of banks in companies engaged in forms of business other than financial services. Banks will be required to review their investments in such companies and be compliant with the guidelines as per the roadmap to be laid down.

**Prudential Norms on Financial Conglomerates:** To implement the recommendations of the Group on (i) capital adequacy for FCs; and (ii) intra-group

transactions and exposures in FCs.

**Principles for Enhancing Corporate Governance in Banking Organisations:** to take appropriate steps to fully align corporate governance practices in banks in India with the principles enunciated by the BCBS.

**Compensation Practices:** To issue final guidelines on compensation practices by end-December 2010.

**Licensing on New Banks:** To put the draft guidelines of licensing of new banks in the public domain by end-January 2011 for public comments.

### Institutional Developments

- Increasing the threshold limit for real time gross settlement system (RTGS) transactions from the present limit of Rs 1 lakh to Rs 2 lakh.
- Accepting the report of the Group on next generation RTGS.
- Planning the next roll out of cheque truncation system in March 2011 at Chennai. ■

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# 10th IMME and Global Mining Summit 2010



Shrinivas V Dempo, Chairman, CII National Committee on Mining; Wahidullah Shahrani, Minister of Mines, Islamic Republic of Afghanistan; Justine Elliot, MP, Parliamentary Secretary for Trade, Australia; Rajive Kaul, Chairman, CII Trade Fair Council; Partha Bhattacharya, Chairman, Coal India Ltd; and Chandrajit Banerjee, Director General, CII

**THE GLOBAL MINING SUMMIT 2010** organized concurrently with the 10th International Mining and Machinery Exhibition, Asia's largest mining exhibition, was inaugurated in Kolkata on 10 November. Covering the entire gamut of the mining, minerals and processing industry, it was held in partnership with the Government of West Bengal and the Ministry of Mines and Coal.

The inaugural session was attended by a galaxy of eminent dignitaries from overseas and India including Mr Wahidullah Shahrani, Minister of Mines, Islamic Republic of Afghanistan; Ms Justine Elliot, MP, Parliamentary Secretary for Trade, Australia; Mr David O'Toole, Dy. Minister, Ministry of Northern Development, Mines and Forestry, Ontario, Canada; Mr Partha S Bhattacharyya, Chairman, Coal India Ltd; Mr Rajive Kaul, Chairman, CII Trade Fair Council; Mr Shrinivas V Dempo, Chairman, CII National Committee on Mining; Mr

**The 10th IMME and Global Mining Summit 2010 opened up new prospects for the Indian mining sector, covering the entire gamut of the mining, minerals and processing industry**

Madan Mohanka, Chairman, CII Mining Construction Equipment Division; Mr Kurush Grant, Chairman, CII Eastern Region and Mr Chandrajit Banerjee, Director General, CII.

In his special address, Mr Wahidullah Shahrani elaborated on the current scenario of the mining industry in Afghanistan. Worth an estimated \$ 3 trillion and rich in minerals like iron ore, copper, graphite, lithium, cobalt, gold, oil and gas and many more, it has huge potential for further exploration. He informed that by January next year, a major gas pipeline project from Afghanistan to India via Pakistan worth \$ 8 – 8.5 billion will commence.

Ms Justine Elliot stated that India plays an important role in Australia's mining trade and cited energy security partnership as one significant area of challenge.

Mr David O'Toole highlighted the fact that Ontario is celebrating the 'Year of India', validating India's importance in Canada's economy. He said that the government

## The Exhibition

Spread over an area of 55,000 sqm of indoor and outdoor exhibition space with an International Conference and Buyer Seller Meet, the 10th IMME 2010 a new record participation of 450 participants from 24 countries including Canada, China, Czech Republic, Denmark, Ireland, Italy, Korea, South Africa, UK, USA, etc. Australia was the partner country and Germany was the focus country of the four day exhibition.

The exhibition was attended by over 12,500 business visitors and 1,546 overseas visitors with an aggregate of more than 17,300 visitors. Over 18,000 business enquiries were made over the four-day event, and a number of instant orders took place.



VRS Natarajan, Chairman, BEML Ltd addressing. Also seen: V K Arora, Vice Chairman, CII Mining Construction Equipment Division, Madan Mohanka, Chairman, CII Mining Construction Equipment Division and Kalus Tesch, Acting Consul General, Federal Republic of Germany

of Ontario and the Mining Ministry of India have signed an MoU on various aspects of mining. He lauded India's investor friendly mineral policy.

Mr. Partha Bhattacharya outlined the importance of coal to the Indian economy. Coal is one of the major energy security providers in India with a share of 53 %. From 2007 – 2010 there has been a capacity addition in the power sector of 22,000 mega watts where the growth rate of coal demand has risen to 9 – 10 % per annum. He emphasized overcoming the impediments to coal production in India including forest issues, environment, government clearance etc. He added that contractual block mining should use high technology, ecology caring, and machineries and equipments for sustainable mining, and emphasised the need to use washed coal.

Mr. Shrinivas V Dempo said that mining in India is running below potential, and infrastructure development is a concern. He also raised issues like statutory clearance for mining projects and the need to create an efficient pool of manpower, especially geologists and mining engineers. Mr. Madan Mohanka spoke about environmental concerns and usage of high end and effective mining equipment technology to mitigate that.

Mr. Rajive Kaul said that India has abundant reserves of several important minerals wherein states like Orissa, Chhattisgarh, Andhra Pradesh and Jharkhand together contribute about 40% of total mineral production in India. He informed that currently the sector contributes 2.5% - 3% to the nation's GDP and is expected to contribute about 5% by 2020. With mining and construction equipment industry volumes of around 40,000 – 45,000 units per annum and an estimated turnover of USD 2.6 – 3.1 billion, the Indian market is still growing compared to the global market that is estimated at over USD 75 billion, he added.

Earlier, in his welcome remarks, Mr Kurush Grant said

this bi-annual Summit is a grand showcase of the Indian Mining Sector. Mr Chandrajit Banerjee, in his concluding remarks briefed on the various initiatives taken for making the mining sector more effective towards the rightful utilization of natural resources while at the same time, creating a platform for sustainable growth, job creation and addressing infrastructure needs.

The Valedictory Session of the Global Mining Summit held on 11 November was addressed by various dignitaries including Mr Klaus Tesch, Acting Consul General, Federal Republic of Germany, Mr VRS Natarajan, Chairman and Managing Director, BEML Limited, Mr Madan Mohanka, Mr V K Arora, Vice Chairman, CII Mining Construction Equipment Division and Mr Rajive Kaul.

Mr Klaus Tesch said that India is one of the most important export markets for German mechanical engineering and mining equipment industries. He briefed on a special project titled 'Germany here in India,' where a number of events portraying Germany as India's one of the key bilateral partners will be organized by the German Consulate in various Indian cities during 2011 – 2012. Similarly, 'India here in Germany' would take place in German cities in 2013.

Mr VRS Natarajan stressed on the need for safety and security along with achieving higher production targets. Mr Rajive Kaul said that strong international participation in the summit is a reflection of India's growing strength and huge opportunity it offers to others. Mr Madan Mohanka expressed confidence that with the availability of massive mineral resources and huge demand, this sector would see high growth providing huge opportunity for both domestic and global companies.

In his concluding remarks, Mr V K Arora said that both the international exhibition and the conference attracted international leaders and eminent experts in great numbers.

# AUTO SHOW EAST

**AUTO SHOW EAST 2010** - Kolkata - the first Auto Show East and the second regional Auto Show was organized by CII and Society of Indian Automobile Manufacturers (SIAM) from 19-22 November in Kolkata.

The Auto Show had participation from major automobile manufacturers, along with accessories manufacturers, showcasing the new gadgets and technologies. Auto Show East 2010 spread across 15,000 sqm was the first such event in the eastern part of the country organized by the organizers of the Auto Expo series of shows in India. The event was also supported by the Automotive Component Manufacturers Association (ACMA), and the Federation of Automobile Dealers Association of India (FADA).

The Auto Show was inaugurated by Mr Ranjit Kundu, Transport Minister, West Bengal. He commended this significant initiative, and touched upon various achievements of the State Transport Department in easing the transport system of the city and bringing down the pollution rate.

Some of the major participants at Auto Show East 2010 included Toyota Kirloskar Motors, Tata Motors, Honda



Ranjit Kundu, Transport Minister, West Bengal, inaugurating Auto Show East 2010. Also seen: P. Balendran, Member, Executive Council, SIAM, and Vice President (Corporate Affairs), General Motors; and S.B. Ganguly, Past Chairman, CII (ER)

Cars, General Motors, Mahindra & Mahindra, Maruti Suzuki, Hindustan Motors, Hyundai Motors, Fiat Automobiles, Honda Scooters & Motorcycles, TVS Motors, and Yamaha India, along with companies dealing in accessories. The newly launched Aria by Tata Motors and the Suzuki Hayabusa, the world's fastest bike, were the star attractions of the show, in one of the first such displays in the region.

Some of the special activities conducted included 4X4 Track by Mahindra & Mahindra, Painting

Competition by General Motors, and Test Drive by TVS Motors. As a special CSR initiative, a Safety Rides campaign for children and adults was organized by Honda Motorcycles and Scooters.

In addition to the special visits of some physically challenged visitors, Auto Show East 2010 recorded attendance of over 28,000 visitors. In addition; the event generated over 8000 enquiries and a number of instant orders were also booked by dealers. The maiden show was also visited by consulates, government departments, corporates, and auto enthusiasts, besides visitors looking for upgrading or purchasing new vehicles / technologies. ■



# Making Agriculture Marketing more Efficient

**THE 4TH MEETING** of the Committee of State Ministers of Agriculture Marketing was held on 11 October in Bhubaneswar, Orissa. The participating Ministers represented 10 states, namely Andhra Pradesh, Assam, Bihar, Gujarat, Haryana, Karnataka, Madhya Pradesh, Maharashtra, Orissa, and Uttarakhand.



Dr Damodar Raut, Agriculture Minister, Orissa; Trivendra Singh Rawat, Agriculture Minister, Uttaranchal; and Sardar Adaiash Pratap Singh Kairon, Minister of Food, Civil Supplies, Consumer Affairs & IT, Punjab

The CII National Council on Agriculture made a presentation to the Group of Ministers and Principal Secretaries of the State Governments on 'Establishing Efficient Agriculture Marketing System & Supply Chain.' The key recommendations made covered amendment in APMC Act; direct marketing and contract farming; price discovery and transparency; upgradation of marketing infrastructure and systems; attracting private investment; risk mitigation; and

farmer welfare measures.

The State Ministers welcomed CII's recommendations which could rejuvenate agriculture and the farming community in the country, lead to better food and nutrition security, and create wealth and prosperity in rural India.

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**TO FACILITATE THE** growth and development of the Indian film industry, CII organized two value based workshops under the 'India – The Big Picture' brand in Goa on 24 November, coinciding with the 41st International Film Festival of India. The workshops were 'Experience India: Shooting Locales and Service Specialists' and 'Getting your Movie to Global Film Festivals & Markets.'

The first workshop gave an insight into the varied shooting destinations and specialized services that India has to offer. The second deliberated on entry into global film festivals and markets and centered on the dos and don'ts of film visibility and understanding changing trends.

The discussions brought forth the need for an independent film commission backed by the Ministry of Information and Broadcasting to attract foreign film makers to the shooting locations and talent in India. Also, there was a general consensus on the requirement of a National Film and TV Market that creates a buyer-seller platform, not only attracting foreign buyers but bringing all regional stakeholders of India under one umbrella to engage in buying and selling.

Indian Cinema is one of the most heavily taxed industries, and has been seeking Single Window clearances for shooting from the Ministry of Information & Broadcasting as well as the Ministry of External Affairs. Mr Manoj Srivastava, CEO, Entertainment Society of Goa, speaking at the workshop on 'Experience India' pushed for further tax concessions from the central government. He also supported the implementation of online clearances for film shooting in India, both at the Ministry of Information and Broadcasting, and at the state level.

Mr Kalyan Mukherjee, Director, KAS Movie Makers, presenting a case study of India and Kenya, pointed out that scripts are cleared in Kenya in two days compared to three weeks in India. "We need to have an aggressive dedicated team of people to clear scripts. This needs to



be executed on priority," he said.

Mr Rajesh Sharma, Director General, Services Export Promotion Council said the Council is keen to work closely with the industry and take up issues pertaining to export of entertainment services.

At the workshop on 'Getting your Movies to Global Festival and Markets,' Mr Ketan Mehta, eminent film maker stressed that film festivals are a vital link in the growth of a film maker and industry as a whole. "Despite challenges and limitations, Indian film makers are lucky as we have an indigenous market and media that supports our films", he said.

The number of Indian movies selected in international film festivals is very low, compared to the huge talent pool available in India. A strategic approach with a need to research, plan in advance, use descriptive subtitles etc were the imperatives highlighted for making a mark in global festivals.

Mr L Suresh, President, Film Federation of India, said that Indian film makers do not do the required homework in getting their films into global festivals like Cannes or Berlinale. "It is important to plan early and communicate to festival organizers at the script level," he advised.

Industry representatives who participated in the workshop also included Ms Meenakshi Shedde, India Consultant for Berlinale and the Dubai International Film Festival; Ms Uma Da Cunha, film critic and curator; Mr Frank Stehling, Manage Director, PrimeHouse GmbH and Mr Jiten Hemdev, Manage Director, Star Entertainment.

The Confederation of Indian Industry has been instrumental in promoting the growth and development of the Indian Film Industry and increasing its visibility in the domestic and global market place. Over the years, 'India-The Big Picture' conference - a confluence of creativity and commerce - has been able to position India's might in the entertainment and media services business. ■



Rajesh Sharma, Director General, Services Export Promotion Council; Kalyan Mukherjee, KAS Movie Makers; Junaid Memon, Nomad Films; Mohan Krishnan, Head -Communications, Prasad Labs and Manoj Srivastava, CEO, Entertainment Society of Goa at India – 'The Big Picture'

# FMCG Industry Optimistic Despite Challenges

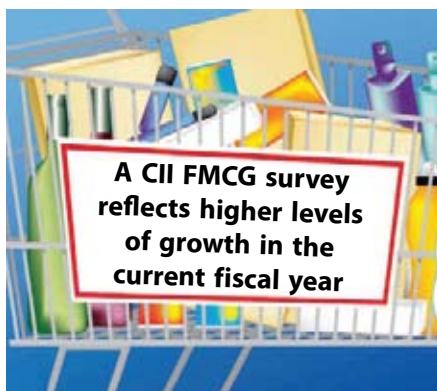
**THE INDIAN FMCG** industry has displayed high optimism, despite a moderate downswing in the second quarter (July-September 2010). The latest CII FMCG survey reflects higher levels of growth in the current fiscal i.e. April-March 2010-11. The survey covered 30 Fast Moving Consumer Goods (FMCG) items such as personal care products, cosmetics and toiletries and household products. The results are based on feedback received from industry associations and companies in the FMCG space and interactions with the representatives of various FMCG companies.

FMCG has helped the Indian economy to emerge speedily from the impact of the global recession. Though rising food inflation and high input costs have hurt the FMCG sector in the first half of the financial year 2010-11, the industry is optimistic about its performance during the full year.

The CII FMCG survey reveals that the sector registered a growth of 11.4 percent in April-June 2010 compared to a growth rate of 12.0 percent in Q1 2009 -10. During the second quarter, the sector has, however, experienced a slight drop in growth rates to 11.0 percent, due to an increase in the costs of various inputs such as petroleum products and packaging materials, food inflation, etc. But the industry, according to the survey, expects to maintain higher growth at 13.0 per cent in the fiscal year April-March 2010-11, as commodity prices are expected to cool down on the back of a good monsoon. The festive season spread over the second half of the year would also lead to more consumer spending spurred by the recent hike in the salaries of employees.

The sectors which are projected to achieve excellent growth of above 20 per cent during April-March 2010-11 over April-March 2009-10 are: deodorants 41.5% (40%), anti-ageing creams 30.5% (30%), toothpastes 22% (20%), skin and fairness creams 18% (16%), men's fairness products 32% (32%), hair colorants/dyes 22% (21%), cleaners and repellents 23% (22%), feminine hygiene products 22% (20%), baby diapers 21% (20)% and dish washes 27% (26%).

The categories expected to witness high growth rate of



10-20 percent are: detergent powder 16% (15%), washing cakes 13% (13%), toilet soaps 16% (15%), tooth brushes 13% (13%), fairness creams 18% (16%), men's hair grooming and styling products 20% (18%), branded coconut oil 10% (10%), shampoos 12% (9.8%), baby care products 17% (17%) and skin care products 15% (15%).

The categories of toothpastes 1.8% (2%), liquid soaps 7% (6%), shaving products 8% (7%), and coconut oil 2% (2%) are expected to register moderate growth of 0 to 10 percent.

The positive growth drivers for the industry relate to companies' focused initiatives and strategies including mergers and acquisitions, overseas expansion, new product innovations and launches with smaller packs/sachets to tap vast niche segments, and aggressive rural market penetration. Growing incomes and changing lifestyles and preferences for branded products, as well as continued fiscal stimulus, pay hikes of government employees, resurgence of tier II and tier III cities, young population, rapid urbanization and increased allocation for rural development schemes like NREGA and Bharat Nirman have added to the positive momentum.

The CII survey has also identified some major issues and constraints faced by the FMCG sector. Fake or counterfeit products are a serious challenge for the industry. According to estimates, they amount to a loss of around Rs 27 billion to the exchequer. Rising input cost including high cost of raw materials, increase in packaging cost and higher logistics cost due to fuel price increase are all affecting the profit margins of FMCG companies. Lack of proper infrastructure and logistics, multiple taxes, and absence of FDI into multi-brand retail are the other issues constraining the full take-off of the FMCG sector.

The survey urges the need for pro-active government action in the form of early implementation of GST, strict monitoring and controlling of prices, enforcement of copyrights and better infrastructure facilities. All these steps are vital to achieve lower cost, improved quality and better performance in the competitive FMCG environment. ■

## Enabling Information Infrastructure



Dr Ashok Jhunjhunwala Head, Department of Electrical Engineering, IIT- Madras; Yao Weimin, Sr VP, Huawei Telecommunications (India); and Sanjay Kapoor, Chairman CII National Committee on Telecom & Broadband & CEO, Bharti Airtel Ltd (India & SA)

**THE CII CONCLAVE** on “Multidimensional Telecom Growth Building & Enabling Information Infrastructure”, held on 12-13 November in New Delhi, deliberated on the future challenges, business opportunities, and the need to exploit the advances in technology in the telecom sector.

Telecom in India is turning out to be an essential service that ensures smooth functioning of citizens’ daily lives and businesses, helping them become socially and financial inclusive and globally competitive. Mr Sanjay Kapoor, Chairman, CII Telecom Committee, and Chief Executive Officer, Bharti Airtel Ltd, India & South Asia, said the Telecom industry has impacted not only job creation with multiplier effect but has also brought scale and sustainability in small and tiny entrepreneurial activities across the country. Home delivery is a thriving business model which rides solely on the telecom platform. In the future, multiple SIMs will be used to support multifarious applications hitherto not imagined, he said.

Dr Jhunjhunwala advocated ease of Mergers and Acquisitions for telecom operators, as too much competition has brought down prices but is no more keeping businesses viable.

The need for regulation in the handset industry, the

level of QoS required for data, the question of whether there is enough spectrum for all the operators and the process of product launches in the telecom industry were discussed at the conclave.

There is an imminent need for broadband infrastructure for providing all kinds of services, and therefore laying down fibre to all towers is necessary. It was discussed that there should be an environment that allows operators to share already auctioned spectrum without additional resource mobilisation on the part of the government. The need to push for more product manufacturing and IPR creation in telecommunication and emphasis on entrepreneurship support to nurture and build required ecosystem was stressed.

The impact of 3G on m-commerce and the role which telecom providers will play in Mobile-banking and the latest developments in multi-lingual applications were discussed. Mr Kapoor said that telcos can play an important support role with banks and financial institutions in achieving financial inclusion. Mr Yao Weimin, Senior Vice President, Huawei Telecommunications, spoke about how organisations and industry can take up Social Responsibility by delivering essential services to rural India, like tele-medicine and e-education. ■





# Propagating Cluster-based Learning for SMEs



Gautam Thapar, Chairman, CII-Avantha Centre for Competitiveness for SMEs, and Chairman & CEO, Avantha Group, felicitating Uday K Varma, Secretary, Ministry of MSME



Deep Kapuria, Chairman, Hi-Tech Group of Companies; Shinzo Nakanishi, MD & CEO, Maruti Suzuki India Ltd; and Sudha Pillai, Member Secretary, Planning Commission, releasing the Kaizen Booklet

**CLUSTERING IS AN** innovative and proven Japanese way to achieve competitiveness. Adopted by CII since 1992, it has helped more than 2000 MSMEs become competitive. To celebrate its success and also to introspect to assess its efficacy and find new directions in 'Cluster Approach,' The CII-Avantha Centre for Competitiveness for SMEs organized the 3rd CII National Cluster Summit on 'Cluster based strategies to enhance SMEs competitiveness & National Growth' in New Delhi on 15-16 November.

The highlight of the two-day summit were the 'Cluster Championship Awards' and the 'Kaizen Awards'. The two-day summit saw the participation of more than 500

## CII Cluster Championship Award Winners

Stream	Name of Company	Award
Manufacturing Excellence	Godrej & Boyce Mfg. Co. Ltd.	1st Award
	Rane Ltd.	2nd Award
	Shankar Mouldings Ltd.	3rd Award
Cost Competitiveness	Mahindra & Mahindra Ltd.	1st Award
	Hema Engineering Industries Ltd.	3rd Award
Total Employee Involvement	Abilities India Pistons & Rings Ltd.	1st Award
	Godrej & Boyce Mfg. Co. Ltd.	2nd Award
	Tata Motors Limited	3rd Award
Energy Efficiency	Godrej & Boyce Mfg. Co. Ltd.	1st Award
	Ford India Private Ltd.	2nd Award
	Sona Koyo Steering Systems Ltd.	3rd Award
Vox Populi	Mahindra & Mahindra Ltd.	Most Popular Case Study Award

delegates representing clusters from Mohali, Ludhiana, Chennai, Bangalore, Mumbai, Pune, Nashik, Auragabad, Kolkata, Delhi and NCR etc.

With the increase in competition, locally and globally, SMEs must become more adaptable, flexible and customer-focused to survive and succeed, said Ms. Sudha Pillai, Member Secretary, Planning Commission. Clustering is the answer for SMEs to meet global challenges to enhance competitiveness, she said, adding that the Cluster Approach has become a keyword in the policy debate in industrialized and developing countries. Propagating Cluster based learning is the need of the hour for Indian business to quickly acquire competence to face global requirements. The Planning Commission is considering necessary changes in the 12th Five Year Plan to support SMEs to achieve greater economic goals, she said.

Mr Uday K. Verma, Secretary, Ministry of MSME, said the SMEs contribution to our economy has not been articulated well. They need a strong voice and platforms like this Summit would help to raise their profile. He described the new scheme on Cloud Computing of his Ministry. He invited suggestions to align the Ministry's schemes with SME specific needs.

"Knowledge has to be shared, if learning is to happen," said Mr Gautam Thapar, Chairman, CII-Avantha Centre for Competitiveness, at the valedictory session of the summit. He spoke about the ambitious goals and plans of the Centre for SME to provide quality training via technology enabled methods and to reach as many people as possible and enhance their learning process. The Centre is developing e-learning modules for industry to increase their reach in training and certifying SMEs. It is also working to build the first SME University in India to provide quality education based on specific SME need, he shared.

**CII Kaizen Award Winners**

Award	Company
1st Award	Ambika Forgings
2nd Award	Raunaq Automotives
3rd Award	NRB Bearings
Consolation Award	BGS Auto
Consolation Award	Infinity Polyrub



Representative of Ambika Forgings receiving the 1st Kaizen Competition Award from Dr K Kumar, Director, Maruti Centre for Excellence; and C Narasimhan, Chief Advisor, CII National Cluster Programme

Mr Shinzo Nakanishi, Managing Director and Chief Executive Officer, Maruti Suzuki India Ltd shared his experience in Clusters to make the entire supply chain competitive. He strongly emphasized the importance of two simple yet very effective Japanese concepts-5S and 3G, and shared how Maruti is helping its vendor

partners and tier II suppliers adopt these concepts. He also spoke about challenges of scalability, mindset, professionalism of engineers, and professionalism of operations to bring in quality and reliability along with growth, and the importance of good corporate governance practices to ensure scalability.

Mr Deep Kapuria, Chairman, Hi-Tech Group of Companies, underlined that SMEs are

the backbone of our industry. CII aims to transform Indian SMEs into world class enterprises and the Cluster Movement is one of the key strategies to take India into a tangentially higher orbit of growth and prosperity for all, he said.

Mr. Ramesh Datla, Chairman, CII National MSME Council, highlighted the need for providing procurement incentives to help the MSME sector become more competitive. Enhanced depreciation on IT products, establishment of SME exchange, simplification of labour laws and creation of a uniform credit rating format and processes will facilitate credit availability for the MSMEs, he said.

The summit was also addressed by eminent industry leaders and experts like Mr M M Singh, Managing Executive Officer, Maruti Suzuki India Ltd; Mr N M Jai Bharath, Head, Reliability Engineering, Kennametal India; Mr C Narasimhan, Chief Advisor, CII National Cluster Programme and Mr A N Raman, Member, CII TCM Group, who shared their experience and factors affecting their enhanced competency by adopting the Cluster Approach.

# CII Godrej Green Business Centre

## CII receives Award for 'Innovative Financing' at India Power Awards 2010



Dr V Krishnamurthy, Chairman, National Manufacturing Competitiveness Council presenting the India Power Award 2010 for Innovative Financing to CII

CII's New Ventures India (NVI) on 11 November received the prestigious India Power Award 2010 in New Delhi for Innovative Financing from the Council of Power Utilities, for 'aiming to mobilize equity and debt investment to finance Green products, technology and services.' CII was unanimously selected by the Jury for the Award.

New Ventures India is designed to meet the needs of Indian entrepreneurs in the domain of Sustainability. It serves as a unique platform for budding 'Green entrepreneurs' in facilitating investments for them to scale up their operations. Further, NVI enables entrepreneurs to access larger markets, including overseas. Further, NVI enables the entrepreneurs to have greater access to markets across the globe.

In the past four years, New Ventures India has been able to facilitate investments to the tune of Rs 122 crores in 15 of the portfolio companies.

New Ventures India is a joint initiative of the CII Sohrabji Godrej Green Business Centre, Hyderabad, and the World Resources Institute, Washington DC. This initiative is mainly supported by the British High Commission under the Strategic Programme Fund. The

US Department of State as well as USAID also support this initiative.

## 9th Edition of Cost Congress

The CII Total Cost Management (TCM) Division organised the 9th edition of Cost Congress on 17-18 November Mumbai. The theme for the event was 'Aligning TCM with Strategic and Operational Cost Management'.



J P Dange, Chief Secretary, Maharashtra addressing. Also seen K V Mahidhar, Principal Counsellor, CII-TCM Division; and S Mahalingam, Chairman, CII-TCM Working Group & CFO, TCS Ltd

The key objectives of Cost Congress 2010 were to evolve and standardize best practices of TCM across the sectors in the industry and provide a forum for sharing best practices by industry experts and domain experts.

The TCM Manual, which is a review of the evolution and progress of the TCM Movement in India was released by Prof N Ravichandran, Director, IIM Indore, at the inaugural session.

At the inaugural session, TCM Maturity Model Plaques



A N Raman, Member, CII TCM Working Group; P Thiruvengadam, Member, CII TCM Working Group & Sr Director, Deloitte Touche Tohmatsu; S Mahalingam; Prof N Ravichandran, Director, IIM-Indore; and K A Palia, Chairman, Cost Congress and Executive Director (Fin), Godrej & Boyce

were presented to five companies in India appreciating and recognising their cost management initiatives at various levels. The companies:

- Amara Raja Batteries Ltd, Tirupati
- CavinKare Pvt Ltd, Chennai
- Hyderabad Industries Ltd, Hyderabad
- Kirloskar Brothers Ltd, Kirloskarvadi
- Menon & Menon Ltd, Kolhapur

ITC Ltd- Agri Business Division, ILTD, Anaparti and ITC Ltd- Agri Business Division, ILTD, Chirala, were also awarded with the TCM Maturity Model Award.

### Green Business Summit and Investor Forum



Valsa Nair Singh, Secretary – Environment, Maharashtra; Jamshyd N Godrej, Past President, CII, and Chairman, CII-Godrej GBC; and Peter Beckingham, British Dy High Commissioner, Mumbai

Two mega events on Green Businesses- Green Business Summit 2010 and Investor Forum 2010 were held on 23-24 November in Mumbai.

Green Business Summit 2010 focused on concepts and technologies that facilitate sustainable development and foster and promote the green business movement in India.

Leading national and international experts on green businesses shared their thoughts and perspectives on global best practices on sustainable initiatives, greener supply chains, and emerging trends and technologies for low carbon organisations, etc.

Investor Forum is the flagship event of New Ventures India (NVI). The NVI is designed to meet the needs of Indian entrepreneurs in the domain of Sustainability.

As part of Investor Forum 2010, on 23 November, ten promising green SMEs presented their business proposals before investors and pitched their case for investment requirements. These 10 portfolio companies were: Greenlight Planet, Greentech Aqua, HyCa Technologies, Next Gen PMS, Promethean Power, Sharda Inventions, Shrijee Heavy Projects, SuRe Energy Systems, Waterlife, and Geist Research Pvt Ltd.

Consequently, Geist Research Pvt Ltd, Sharda



Vijay Chandok, Chairman, New Ventures India Steering Committee and Head-International Banking, ICICI Bank; Jamshyd N Godrej; Olivier Dupont, Chairman, Demeter Partners; S Padmanaban, Senior Energy & Environment Advisor, Senior Energy & Environment Advisor; and Pradeep Bhargava, Chairman, Green Business Summit 2010

Inventions and SuRe Energy Systems were adjudged the winners in the NVI business plan presentation 2010.

### Key Visitors



Katherine Dhanani, US Consul General, Hyderabad; Suresh Kumar, Assistant Commerce Secretary and Director General, US Foreign Commercial Service; and Aileen Crowe Nandi, Principal Commercial Officer, Consulate General, USA

On 1 November, Mr Suresh Kumar, Assistant Commerce Secretary and Director General, US Foreign Commercial Service, accompanied by Ms Katherine Dhanani, Consul General, US Consulate General, Hyderabad visited the Centre.

Mr Kumar was briefed on the activities and initiatives of the Centre and the various possible areas of cooperation between the two countries.

The visit was marked by a green building tour and planting of saplings.

# CII-Suresh Neotia Centre of Excellence for Leadership



## Workshop on 3M & 5S



Attaining and maintaining productivity and quality across the company is essential in the present day competitive business environment. It is also necessary to have not only an efficient and effective workplace but also one which is waste free and clean and tidy to work in.

A Workshop on 3M & 5S, organised on 28 October helped to understand the fundamental techniques and the relevance of these for organizations and how they can assist in contributing towards improving bottom line business performance by focusing on practical issues in the workplace/shop floor. It addressed the concepts of Muda (waste), Mura (unevenness), Muri (strain) along with that of Seiri (Sort), Seiton (arrange), Seiso (clean), Seiketsu (standardize), and Shitsuke (self discipline).

## Planned Maintenance System



Equipment and machines need to be kept in 'as desired condition' in order to ensure their availability for achieving qualitative production. The maintenance division, with the help of the operations division, can ensure this. Planned Maintenance System (PMS) actions are the minimum actions necessary to maintain equipment in a fully operational condition. It provides each command with a simple, standard means for planning, scheduling, controlling, and performing planned equipment maintenance.

A workshop of Breakthrough Thinking for Achieving Zero Machine Breakdown Through Planned Maintenance, organized on 3 November, detailed the approach and methodology for avoiding wastage, producing goods without reducing product quality, maximizing productivity and quality without reducing cost. It also dwelt upon producing a low batch quantity at the earliest possible time and ensuring customer satisfaction by producing non-defective goods.

## 'Discover the Leader in You!'



Self-awareness is the key which makes one acknowledge one's strengths and weaknesses, thus paving the way to nurture and hone the leader within. Current research in fact suggests that self awareness is the crucial ingredient of a person's level of emotional intelligence which actually makes for great leadership. By harnessing the power of self-awareness and leveraging emotional intelligence one is able to make better decisions with more objectivity, customize messages to the deeply held concerns of the listener, ensure better execution and thus have a more profitable and satisfying relationship with subordinates, peers, bosses, clients and suppliers.

A workshop on 'Leadership: Discover the Leader in You' on 12 November dealt with subjects like leading in situations which matter the most, the strength and development areas of one's leadership, the personality and style of operation which influenced one's leadership effectiveness. It also touched upon how a leader can motivate, inspire and influence others to assume more responsibility for leading themselves.

## Inventory Management & Supply Chain



Money is tied up in every stage, starting from the management of suppliers delivering raw materials, to goods in various levels of completion in the production process as well as management and delivery of finished goods in the distribution channel. Inventory and supply chain optimization thus becomes imperative for any organization as it can make or mar businesses.

A workshop on 'Inventory Management and Supply Chain Optimization' was organized on 18-19 November with the focus on understanding the methodologies and practices to improve inventory processes, improve customer service, reduce inventory investment and increase productivity. It also deliberated upon the analysis and improvement of inventory performance and the use of modeling of Inventory System Changes before Change Implementation.

## Workshop on Direct Taxes Code



The revised Direct Tax Code Bill, which would replace the current Income Tax Act of 1961 and the Wealth Tax Act of 1957 is proposed to be effected from 1 April 2012 if enacted. It will be an important milestone in the history of the Indian Taxation System, and is certain to alter the tenets of the game particularly the way businesses are

structured. It will also address the existing complexity in the Direct Tax System. An understanding of the Code will help companies plan the impact of direct taxes on their businesses.

The workshop on 'Direct Taxes Code' on 23 November deliberated on the proposed provisions of the DTC, the tax incentives and transition provisions for better planning of impact on future incomes, International tax issues and also Transfer Pricing issues, which will be required to achieve operational efficiencies. The workshop also helped to understand the Personal Tax scenario under the DTC, to plan forward and also for employers to remain compliant with the new withholding tax provisions on salaries. Understanding submission of returns, payment of taxes and assessments under DTC was also covered.

## Goods and Service Tax



The Goods and Service Tax, proposed to be introduced in India from 1 April 2011, would replace a host of current regulations under the Indirect Taxes regime and is an attempt to simplify understanding and implementation, with resultant compliance. It is a step towards unification of all existing taxes which are applicable on production and consumption of goods and services, in order to remove the cascading effect on tax.

A workshop on 'Goods & Services Tax' organized on 24 November provided a comprehensive understanding of the new indirect taxation structure to enable redesigning the logistics requirements in manufacturing, supply and distribution of goods and services. The workshop helped understand the Goods and Service Tax vis-à-vis the current Indirect Tax regime, the transition provisions for better planning of impact on businesses especially of impact on supply chain costs and procedures. The workshop also increased awareness on complications relating to registration, threshold limits, interstate transfer of goods and services and treatment of exemption/incentives. ■

# CII National Quality Summit



Chandrajit Banerjee, Director General, CII; Hari S Bhartia, President, CII; Murugesh Nirani, Minister of Large & Medium Industries, Karnataka; Narendra Modi, Chief Minister, Gujarat; T C A Ranganathan, CMD, EXIM Bank of India and Aroon Raman, MD, Raman Fibre Science

**THE 18TH CII** National Quality Summit, held 18-20 November in Bangalore was organized by the CII Institute of Quality with the theme 'Business for Livelihood: Different Industries, Similar Future Challenges.' It was addressed by over 55 national and international speakers on innovation, leadership, sustainability, knowledge management, services, customer relationships, integrating quality with social responsibility, quality in public services, process excellence, future of manufacturing, quality and HR, creating world class organizations and quality in everyday life.

Besides the felicitation of the two prize winners of the CII-EXIM Bank Award for Business Excellence, the winner of the CII National Award for Food Safety, and 42 other commendation and recognition certificates, and the felicitation of Award assessors, the Summit also had a special session on harmonizing the materialistic and spiritual worlds.

## Voices

Credibility and Confidence should be the by-products of Quality.

**Narendra Modi,**  
Chief Minister, Gujarat

GNH (Gross National Happiness) should actually measure growth instead of GDP.

**K N Shenoy,**  
Chairman, CII Institute of Quality

The unique mechanism of the CII-EXIM Bank Award helps develop and enhance competitiveness of India Inc.

**Hari S Bhartia,**  
President, CII

The Special Plenary was addressed by Mr Narendra Modi, Chief Minister, Gujarat, and by Mr Murugesh Nirani, Minister of Large & Medium Industries, Karnataka.

Mr Narendra Modi enumerated several cornerstones for a qualitative improvement in India. While one needed to compare with the world benchmark to establish quality levels, he advised against the 'advertisement driven society' as a marketing strategy, and called for investing in R&D to improve product quality. Detailing the two by-products of Quality as Credibility and Confidence, he advised that quality should emanate from competition. Citing the example of the reported failure of Ayurvedic products due to poor packaging, he opined that

quality improvements must keep the requirements of the common man as the basis for improvements.

Describing the various public programmes on education conducted by his government, especially for the girl child,

he drew an analogy of how some of the actions taken were result outcomes taking precedence over result outputs. He added that time management and the extensive use of technology were imperative bringing in about a substantive change in the quality of life. By improving the quality of public delivery systems in his state, his government had managed to achieve 100% funds delivery to beneficiaries of several state schemes, he said. Administrative costs and efficiency had been significantly improved with the use of video-conferencing facilities, he added.

The winners of the CII-EXIM Bank Award for Business Excellence 2010 programme, Crompton Greaves Ltd and The Tinplate Co. of India Ltd., and the CII National Award for Food Safety, Perfetti VanMelle (India) Ltd, were felicitated on the occasion.

Mr Murugesh Nirani recalled the “very fruitful working partnership with the Confederation of Indian Industry in Bangalore” for organizing the Global Investors Meet which saw 342 projects getting initiated with investments worth about Rs 2.5 lakh crores and a direct employment of more than 9 lakh people.

Highlighting the USPs of Karnataka as an investment destination, he appealed to “all those industrialists gathered here to seriously consider starting industries and putting their investments in Karnataka. The Department of Industries and Commerce is always open to receive you and extend all possible help.” Quality in industry, and in fact, any walk of life, cannot be over emphasized in today’s times, he said.

Mr R S Sharma, Chairman and Managing Director, ONGC Ltd, complimented CII for organizing a large number of events nationally to draw attention to issues of national importance. While defining Brand India as a summation of India’s history, social architecture, its growing soft power, innovation and skill sets and its value as a growing market, he also related the positive reports of the *Economist* and Morgan Stanley relating to India’s positive economic growth. He however pointed out that though India had the demographic advantage and its democratic process in place, major deterrents of physical infrastructure and the growing



R S Sharma, CMD, ONGC Ltd addressing the Opening Plenary of the National Quality Summit. Also seen: K N Shenoy, Past President, CII, and Chairman, CII Institute of Quality

political instability, because of the Naxalite issue, were preventing inclusive growth. Thus, there was a great gap in what he called ‘Bharat’ and ‘India,’ pointing out that “sustenance of economic growth cannot be without inclusive growth.”

Mr K N Shenoy, Past President, CII, and Chairman, CII Institute of Quality, said, “the continuing challenge for us at the Summit is to apply

the ‘Quality’ dimension to creating a more equal India, a better governed India and a competitive India. An India not only seen as having a rich heritage, but also as a global leader to reckon with.” Recommending the adoption of the Excellence Model Framework to build a robust organization for sustainable growth and profitability, he said that it was an instrument for building world-class organizations.

Mr Hari S Bhartia, President, CII, noted that the CII Institute of Quality was the benchmark based on which other CoEs had been established. Appreciating the unique mechanism of the CII-EXIM Bank Award to continuously develop and enhance the competitiveness of India Inc., he underlined how the recent visit of President Obama was a convincing acknowledgement of the enormous progress India and Indian Industry had made. The recognition of President Obama that “India has already emerged” and that she is a regional power in the Asian continent, was made possible by various sectors of industries in India equipping themselves with latest technologies available around the world and imbibing quality tools and techniques to achieve higher degrees of excellence, he said Citing Gujarat as case study, he said “it has the most industrialized and the fastest growing economy in the country.”

Mr T C A Ranganathan, Chairman and Managing Director, EXIM Bank of India, said the bank was proud to be associated with CII in the administration of the CII-EXIM Bank Award for Business Excellence which, due to its stringency, had only produced 7 award winners till date. He said that the need of the hour was increased investment in R&D, process controls and Quality, for India Inc’s sustained success. “Quality is something that can be seen,” he said and asked CII to spread the message to India Inc that EXIM Bank was willing to help in these areas.

The session on 'Innovation: Transforming the Business with People, Process and Technology,' had Prof S Sadagopan, Director, International Institute of Information Technology, Bangalore, as the Session Chairman. The speakers included Mr Ajay Nanavati, Managing Director, 3M India, Mr Aroon Raman, Managing Director, Raman Fibre Science, Mr Gopichand Katragadda, Head, GE Energy Engineering India Pvt Ltd and Mr Ramesh Ramanathan, Co-founder, Janaagraha.

The session on 'Leadership Territory' deliberated on leadership as the engine that generates systematically better business decisions. Prof Narendar Pani, National Institute of Advanced Studies, chaired the session where the speakers included Mr Ashwani Kumar Datt, Chairman and Managing Director, Bharat Electronics Ltd, Mr Bijou Kurien, Chief Executive Officer, Reliance Lifestyle, Mr Mark Basham, Managing Director (Asia Pacific), BSI Group, and Mr N Krishnakumar, Managing Director and Chief Executive Officer, MindTree Ltd.

The Session on 'Sustainability' focused on how manufacturers can build the culture, processes and best practices necessary to make sustainability a success. Mr M R Jaishankar, Chairman and Managing Director, Brigade Group chaired this session, which had Dr Rajiv Kumar, Head, Green Chemistry and Catalysis Innovation Center, Tata Chemicals and Mr Sanjib Bezbaroa, VP-EHS & S, ITC Ltd as speakers.

Process excellence can significantly help transform the business by aligning and

## CII-EXIM Bank Award for Business Excellence, 2010

### Prize Winners

The Tinsplate Company of India Ltd. & Crompton Greaves Ltd.

### Commendation for Significant Achievement

**Large Business Organisations and their Operating Units:** Bharat Electronics Ltd., Kotdwara; Bharat Heavy Electricals Ltd., Hyderabad; Bosch Ltd.; Diesel Systems business – Nashik; Interio Division, Godrej & Boyce Mfg. Co. Ltd.; JSW Steel Ltd.; L&T - Komatsu Ltd.; Locks Division, Godrej & Boyce Mfg. Co. Ltd.; Military Communication SBU, Bharat Electronics Ltd.; NTPC Ltd., Dadri

**Small and Medium Businesses:** NICCO Parks & Resorts Ltd.; INDeLOX Services Pvt. Ltd.; Moonlight Engineering Co.; Weir Minerals India Pvt. Ltd.

### Commendation for Strong Commitment to Excel

**Large Business Organisations and their Operating Units:** Anta Gas Power Station, NTPC Ltd.; AUDCO India Ltd.; Panchkula Unit, Bharat Electronics Ltd.; Export Manufacturing SBU, Bharat Electronics Ltd.; Components SBU, Bharat Electronics Ltd.; Boiler Auxiliaries Plant, Ranipet, Bharat Heavy Electricals Ltd.; Electronics Division, Bangalore, Bharat Heavy Electricals Ltd.; High Pressure Boiler Plant, Tiruchirappalli, Bharat Heavy Electricals Ltd.; Canon India Pvt. Ltd.; Construction Division, Godrej & Boyce Mfg. Co. Ltd.; Kirloskar Brothers Ltd.; Kirloskar Ferrous Industries Ltd.; Kirloskar Oil Engines Ltd.; Kirloskar Pneumatic Co. Ltd.; Lawkim Motors Group, Godrej & Boyce Mfg. Co. Ltd.; Max New York Life Insurance Co. Ltd.; NCR Corporation India Pvt. Ltd.; Korba Super Thermal Power Station, NTPC Ltd.; Security Solutions Division, Godrej & Boyce Mfg. Co. Ltd.; Turbine Business Group, Triveni Engineering & Industries Ltd.

**Small and Medium Businesses:** Thinksoft Global Services Ltd.; Moolchand Medcity

### Recognition for Good Management Practices

#### Large Business Organisations and their Operating Units

**People Management:** Security Solutions Division, Godrej & Boyce Mfg. Co. Ltd; **Resource Management:** Canon India Pvt. Ltd.

#### Small and Medium Businesses

**People Management:** INDeLOX Services Pvt. Ltd.; **Resource Management:** Weir Minerals India Pvt. Ltd.

## CII National Award for Food Safety, 2010

### Award Winner

Perfetti VanMelle (India) Ltd.

### Commendation for Significant Achievement – Category 3

Connaught Plaza Restaurants Pvt. Ltd., Unit: McDonalds Family Restaurant, Ghaziabad

### Commendation for Significant Achievement – Category 1

Heritage Foods and Beverages, Unit: Bangalore

### Commendation for Strong Commitment – Category 3

Tata Global Beverages, Unit: Tata Tetley Division, Cochin

creating harmony amongst all parts of the business process. This was the central theme of the Session 'Services 2010 and Beyond' which was chaired by Mr M Lakshminarayan, Chief Executive Officer, Harman International Pvt Ltd. It included speakers like Mr Richard Rekhy, COO, Advisory Services, KPMG India, Mr Tathagat Varma, Senior Director-Business Operations, Yahoo India, Mr Rajashekhar Metgud, Executive Vice-Present-Business Process Improvement, Vodafone India and Mr. Matthew Barney, Director, Infosys Leadership Institute.

In the session on 'Deepening Customer Relationships: How to Make Customers a Central Part of your Business Model,' Mr N Sivasailam, Managing Director, Bangalore Metro Rail Corporation Ltd., as the Session Chairman, dealt at length on issues relating to building customer relationships. Speakers included Mr Vikram Sud, Chief Operating Officer, Kotak Mahindra Bank, Mr Marcel Hungerbühler, President, Bangalore International Airport Ltd, Mr Vishal Bali, CEO, Fortis Hospitals, Mr Venu Madhav, COO, Coffee Day and Mr Jayesh Chakravarthi, Sr Vice President & Country Head – IT, Fidelity Business Services India Pvt Ltd.

Mr Jatin Sheth, India Services Partner Lead, Microsoft India, in the session on 'Knowledge Management: Cloud Computing', which was chaired by Mr N Krishnakumar, Managing Director & CEO, MindTree Ltd, introduced the audience to the developing concept of Cloud computing as a futuristic business tool.

"Process Excellence is the key driver to make India a force to reckon" said Mr Gautam Maini, Managing Director, Maini Precision Products Pvt. Ltd, chairing the session on Process Excellence in Manufacturing, he said that every organization needs to have a properly mapped PE in place to excel in their business. Others who spoke included Mr S R Subramanian, CEO, L&T Komatsu, Mr C H Prahallad, Vice President –CQ & Operational Excellence, ABB Ltd and Mr Soumitra Bhattacharya, Bosch Ltd.

"The culture of Quality in Public Services is still being defined" said Mr Gaurav Gupta, Managing Director, Karnataka State Road Transport Corporation, chairing the session on 'Creating Cultures of Quality in Public Services'. The others who also spoke included Mr Ashoke Joshi, Chairman, Sreenivasan Services Trust, and Ms Shukla Bose, Founder & CEO, Parikrama Humanity Foundation.

The Session 'Next Gen: Integrating Quality and Social Responsibility' was chaired by Mr S Viswanathan, Managing Director, John Fowler (India) Pvt. Ltd. where

the discussions centered on how a seriously pursued CSR project could not only help bring the desired results through active campaign on a particular aspect, but in the process, improve the image and brand loyalty for the company. The speakers included Ms Lara Balsara from Madison Communication, Mr Ganesh Narayan, Joint Managing Director, C. Krishniah Chetty & Sons, and Mr Udai Pawar, Entrepreneur.

Swami Nikhileswarananda, Head, Vadodara Centre of Ramakrishna Mission, addressed the Valedictory Session on 'Harmonizing the Materialistic and Spiritual Worlds.' Mr K N Shenoy, Chairman, CII Institute of Quality said that though countries were measured through GDP growth, they should actually be measured on how well they had progressed on GNH, (Gross National Happiness) which he felt could be easily achieved.

Mr Geoffrey Rose, Chief Executive Officer, Scoll Methods, UK, speaking on 'Excellence in Project Management' in the session 'Manufacturing 2010 and Beyond: The Economic Context' spoke on the various facets of the Excellence in Project Management in the UK's Project in Control Environments (PRINCE) and highlighted the need for the provision of a Risk Budget. He also elaborated the various constituents of the PRINCE project which was based on the EFQM Model.

Mr S Chandrasekhar, Vice Chairman, CII Karnataka, and Managing Director, Bhoruka Power, as the Chairman of the Session 'HR Strategies: Where should Quality and HR meet to Create a World Class Organisation' outlined the demographic advantage that India would experience by 2020 over the other industrial countries. He regretted lamented that despite the knowledge of the English language, the lack of innovation and corruption were deterrents to its encashment. Others who spoke included Ms Hamsanandhi Seshan, Delivery Excellence Leader, IBM India and Mr Sudheesh Venkatesh, Fr. HR Head, TESCO Hindustan Service Centre.

Mr Harish Bijoor, Brand-Specialist & CEO, Harish Bijoor Consults Inc chairing the session on 'Quality in all Walks of Life,' drove home the point that Q.Next must align to the aspirations of Gen. Next. Other panelists included Mr Dinesh Gundu Rao, Member, Legislative Assembly, Karnataka, Ms Bindu Hari, Principal TISB, Rev Fr Thomas Mathew, Vice Chancellor, Christ University, Mr Ananda Rao, ITC Royal Gardenia and Mr Praveen Sood, IPS, Additional Commissioner of Police (Traffic), Bangalore. Each of them narrated innovative improvements that they had brought about in their respective areas of work.

# 10th TPM National Conference

**“A ONE % INCREASE IN** labour efficiency would lead to substantial improvement in quality and productivity as in the case of Total Productive Maintenance (TPM) system,” said Mr Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu, in his inaugural keynote address on “Vision for Manufacturing in Tamil Nadu” at a special plenary session during the 10th TPM National Conference organised by the TPM Club India of the Institute of Quality, Confederation of Indian Industry, on 12-13 October in Chennai.

Mr Ranjan said the TPM concept needs to be practised by all manufacturing organisations in order to improve firm-level competitiveness and also to contribute to national manufacturing growth. He said that the Indian manufacturing sector’s contribution to overall GDP was only 15%, whereas it was 40% in Thailand; 34% in China and 28% in Malaysia. “We need to increase the Manufacturing GDP share to 25% in order to achieve a double digit national GDP growth” he said. As 50% of the workforce in India was in the manufacturing sector, enhancing its share in GDP would result in creation of more jobs in the manufacturing sector, he added.

The Tamil Nadu government, Mr Ranjan said, has formed the State Manufacturing Competitiveness Council (SMCC) on the lines of the National Manufacturing Competitiveness Council, chaired by Dr M K Stalin, Deputy Chief Minister and co-chaired by Mr Venu Srinivasan, Past President, CII, and Chairman, TVS Motor Company. The SMCC would work with industry associations like CII to bring in best practices in the manufacturing sector to enhance its global competitiveness, he added. He also said the state Government was proposing a Business Facilitation Act in the State to speed up industrial approvals through a single window system.

Mr Ranjan further added that the Government had, with industry participation, launched a Skills Mission in the State to provide skills training to 1 lakh youth. Fifteen industry sectors had been identified in the State which required skilled manpower, he said.

Mr T T Ashok, Deputy Chairman, CII Southern Region,



T T Ashok, Dy Chairman, CII (SR) & MD, Taylor Rubber Pvt. Ltd.; Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu; and V Narasimhan, Chairman, TPM Club India, CII & Executive Director, Brakes India Ltd - Foundry Division

and Managing Director, Taylor Rubber Pvt. Ltd in his welcome address said that CII has pioneered, piloted and championed the implementation of various management philosophies and practices such as ISO 9000, Total Quality Management (TQM), Total Productive Maintenance (TPM), Lean Management,

Six Sigma, etc. Mr Ashok said that TPM had supported Indian Industry in the journey of competitiveness, especially the Manufacturing Sector.

Speaking on the Indian Manufacturing sector, Mr Ashok said, that according to CII, the single point agenda for the development of this sector should be the creation of 100 million jobs by 2025. This would entail the sector contributing 25% to the GDP (from the present 16%), which in turn would require a long term average growth of 11-12% per annum. While it sounded eminently possible, very few countries in the world have been able to sustain such growth rates over the long term, he pointed out.

Mr V Narasimhan, Chairman, TPM Club India, CII, and Executive Director, Brakes India Ltd - Foundry Division, highlighted the role of the TPM Club over the years, and also the achievements of Indian companies which had adopted TPM as an integral part of their business strategy.

### Best of the Best Kaizen Champions for 2010 & Winners of Sona Kaizen Cash Award

Operator Level Kaizen	Vardhaman Spinning and General Mills Ltd
Manager Level Kaizen	SKF India Ltd, Pune
Senior Manager Level Kaizen	Sundram Fasteners Ltd, Krishnapuram



# CII Naoroji Godrej Centre of Excellence

## Project Cost Management

A workshop on 'Project Cost Management' on 19 and 20 November helped senior and middle level managers / executives responsible for planning, monitoring, executing of projects to understand the importance of project cost management, and use techniques for Cost Estimation, Cost Budgeting and Cost Control. The participants were taken step-by-step through project justification, project budgeting, cost allocation, tracking, analysis and reporting.

## Constraint Based Production Planning

A two day programme on 'Constraint-based Production Planning and Scheduling' was organised on 25-26 November, using the principles of Theory of constraints (TOC). The workshop covered TOC concepts, tools and practices as applicable to manufacturing and addressed some critical issues such as competitiveness, profitability, capacity, cycle time, competing priorities, responsiveness and productivity, including TOC implementation.

## Building Supplier Relationships

A two-day programme organized on 26-27 November highlighted the economic / business significance of building supplier relationships, to develop win-win strategies, negotiate for mutual advantage, and contribute to total spend reduction. Purchase managers, equipment buyers, spare parts stores controllers, logistics, managers, MRO buyers, vendor development engineers, outsourcing contract managers, and inventory manager. Participated in computer based exercises, and also physical simulation to engage in business negotiation.

## Scenario Planning and Strategy Building

Scenario building is an effective business tool, which creates plausible possibilities of how the future might look. Companies can use the technique to inform and reframe the way managers think, promoting discussion and learning, while at the same time preparing for any discontinuity or sudden change the future may hold.

A two day workshop was organized on 29-30 November for team leaders and managers responsible for various business functions. The workshop helped the participants to make real time action plans

to improve the work-climate, which in turn would create higher employee engagement and superior performance.

## Product Design & Development Management



A Product Design and Development Management module was held on 29 November - 3 December in collaboration with the Warwick Manufacturing Group, University of Warwick, UK. The module delved into the importance of aligning business and brand strategies to the product development process emanating from market requirements through concept definition, design and manufacture to in-service support. The module helped senior and middle managers involved in Design and Application, Product Design Development, Operations, Works, R&D, Technology, Strategic Planning and Marketing to define the requirements of a design brief and understand the role of direct and indirect user needs in its generation. The module also helped them understand the influences of unit costs, project costs and time to market profitably

## Training the Trainers

This two day workshop was held on 30 November - 1 December to provide the fast growing industry with competent and dependable in-house trainers. Training is a skill and 'training the trainers' primarily addresses the need to hone 'delivery skills' of the trainers. The workshop focused on the skills of 'delivery' and not only encompassed communication, presentation, and class handling skills but also how to prepare a clincher 'session plan' for imparting effective training.

# VLFM Institute



## VLFM for CEOs



Prof M S Ananth, Director, IIT Madras; R S Jain, Chief, NMCC; Rajeev Ranjan, Principal Secretary- Industry, Tamil Nadu; Dr Sarita Nagpal, Deputy Director General, CII; T T Ashok, Deputy Chairman, CII (SR); and Prof Shoji Shiba, Chief Advisor, VLFM Institute

The VLFM Institute, a CII initiative, launched its 'VLFM for CEOs' programme on 23 November. The three day programme saw 21 CEOs of the Indian manufacturing sector, commit to walk the 'Breakthrough' path.

This programme is being held under the Joint Technical Cooperation Agreement signed by the Prime Ministers of Japan and India in December 2006. A nationwide survey organised in 2006 had revealed that a programme to sensitise CEOs to the need for breakthroughs and their role in leading such initiatives in their organisations was going to be critical.

Over the last three years, the VLFM Programme has created a pool of over 300 visionary leaders who are skilled to lead their organisations in times of drastic change and to implement breakthrough projects. The programme is led by Prof Shoji Shiba, the world renowned expert in Breakthrough Management and Chief Advisor, VLFM Institute. Over the last three years he has personally guided and handheld managers in implementing their breakthrough improvements. The programme has also seen such successes as the Chotukool, a cooler for the Bottom of the Pyramid, and Kirloskar's submersible pump to meet the specific needs of the Punjab farmers.

The Special Opening Ceremony organised for the 'VLFM for CEOs' programme was a landmark in the history of this initiative. It represented the confluence of the three key stakeholders of India's growth story - Industry, academia and government. Mr. Rajeev Ranjan, Principal Secretary, Industry, Tamil Nadu, and Mr R S Jain, Chief, National Manufacturing Competitiveness Council, spoke

at the session, urging the CEOs to focus on sustainable growth. Prof M S Ananth, Director, Indian Institute of Technology, Madras, and Mr T T Ashok, Deputy Chairman, CII Southern Region, also spoke.

The programme has sensitised the CEOs of their role in thinking breakthrough ideas, setting up the organisation for implementing these ideas and for leading these from the front. The CEOs made presentations on 'Breakthrough Strategies for the Stone-carving industry' based on their observations and Prof Shiba gave guidance and feedback at each stage.

The 21 CEOs who attended the programme, represented companies such as Godrej, TVS Motors, Anand Automotive and Sona Koyo. On the last day of the programme, they presented the possible breakthrough project that they might want to pursue in their organisations.

Going forward, the VLFM Institute is committed to supporting the projects and the VLFM companies to support inclusive growth and build entrepreneurship within the enterprise to help India really become the Innovation hub for the world.

## VLFM Institute and IIT Madras MoU



Jamshyd N Godrej, Past President, CII, & Chairman, VLFM Institute and; Prof M S Ananth, Director, IIT Madras exchange the MoU. Also seen Baba Kalyani, CMD, Bharat Forge Ltd.

The VLFM Institute, and the Indian Institute of Technology, Madras, signed a Memorandum of Understanding on 27 November to collaborate in research projects in order to meet evolving industry needs. IIT Madras and the VLFM Institute have also agreed to jointly implement the VLFM Programme for the benefit of the Indian industry and exchange faculty to take this engagement forward.

This MoU marks a historical step forward in India's journey to becoming an innovation-led nation. A partnership between one of India's top technology academic institutions and India's apex industry body has the potential to become a change leader in harnessing the country's resources for growth.



# Knowledge & Innovation Initiatives



## University Industry Council

### Omar Abdullah Inaugurates University-Industry Symposium at Jammu University



Dr P S Pathania, Registrar, Jammu University; Dr Y S Rajan; Dr Vikram Sarabhai Distinguished Professor, ISRO; Prof Varun Sahni, Vice-Chancellor, Jammu University; Abdul Rahim Rather, Minister for Finance, J&K; and Abdul Gani Malik, Minister for Higher Education, J&K

In partnership with the University of Jammu, CII organized a collaborative symposium between academia and industry in Jammu on 25 November. The symposium, eighth in a series of such conferences being organized by CII in various parts of the country, was inaugurated by Mr Omar Abdullah, Chief Minister of Jammu & Kashmir. Speaking on the occasion, Mr Abdullah lauded the efforts of industry and the university in initiating steps to bridge gaps.

Collaborative efforts, he said, were essential on course content. Unless academia produced students who were useful and productive for the industry, they would not be able to find suitable employment. At the same time, industry would have to spend on training its recruits and making them productive, he said.

Mr Abdul Rahim Rather, Finance Minister, J&K, also speaking at the inaugural session, promised all possible help in assimilating the inputs from the conference and making provision for them in the state budget.

Prof Varun Sahni, Vice-Chancellor of Jammu University, rued the fact that private participation in higher education had become commercial. He recalled the time when philanthropy was the

guiding force behind the efforts of corporate groups like the Tatas, the Birlas and the Thapars, who went on to set up institutes like the Indian Institute of Science in Bangalore, the Tata Institute of Social Sciences in Mumbai or the Xavier Labour Research Institute in Jamshedpur. He stressed on the need to make institutes productive and self-sustaining but at the same time ensuring that the money generated by them was utilized for research and other developmental activities.

Other eminent speakers included Dr. Y S Rajan, Dr

Vikram Sarabhai Distinguished Professor at Indian Space Research Organization (ISRO), Mr. Abdul Gani Malik, Minister for Higher Education in J&K, vice-chancellors of universities all over India and members from industry.

## India Innovation Initiative

### India Innovation Initiative Awards

Shwetank Jain's 'Intelligent Power Conditioner with Hybrid System Integrator' won the first prize at the Agilent-DST-CII led India Innovation Initiative - i3



National Fair held at IIT Delhi. The second prize went to Nandan Kumar, Sudarshan Rajagopalan and Sankamesh Ramaswamy's 'Automated machine to manufacture three



Innovation Initiatives award winners

dimensional nonwoven fibrous structure for medical applications' while the third prize went to Kishore R, and Preetham Shankpal's 'Development of pulse wave velocity measurement system'. The winning entries were awarded cash prizes worth Rs one lakh, Rs seventy-five thousand and Rs fifty thousand respectively.

The top three i3 awardees also won the best innovation award by young innovators given by Young Indians –Yi. i3 also awarded the fourth and fifth prize to Dhananjay P Mehendale's 'New protective and air purifying mask for citizens' and Vinod Marathe's 'SHARP SUVED-Integrated management of CAD / IHD (Heart Attack) and Thrombotic Brain Stroke'.

The National Fair finale of the India Innovation Initiative (i3) saw 50 best-in-class innovation entries battling it out for top honours. These 50 had been selected out of a total of nearly 900 entries that came in from across the country. i3 is a successful Public-Private partnership initiative between Agilent Technologies, Department of Science and Technology (DST) and CII, aimed at creating and sustaining an ecosystem of innovation by encouraging innovators of all ages and backgrounds.

A jury panel comprising eminent industrialists, scientists, business management experts and government representatives came together to evaluate each of the 50 entries. Select innovations, with special potential for commercialization, were also offered incubation support by the Centre for Innovation, Incubation and Entrepreneurship - CIIE, IIM Ahmedabad.

Speaking on the occasion, Mr. Parmeet Ahuja, President and Country General Manager, Agilent Technologies India said, "We introduced i3 last year with the objective to provide innovative minds a platform to convert viable ideas to reality. We are overwhelmed by the response of nearly 900 entries this year, a big jump over last year's participation strength of 250."

"India has emerged as an economic superpower during the last two decades and is well placed to become the most powerful country in the world in the next 20 years. Innovation is the root for this change to happen, we need to be innovative in all spheres of activity starting from technology to services and all levels," said Dr.Kamal Kant Dwivedi, Scientist "G" & Head-NCSTC,

Department of Science & Technology.

Dr. Naushad Forbes, Chairman, CII Innovation Council, added, "As one of the apex bodies representing industries in India, CII has taken the initiative for innovation awareness and promotion within its members and society at large, with the objective of building a sustainable innovation ecosystem in the country. The top innovators will be recognized and facilitated by CIIE of IIM Ahmedabad, SINE of IIT Bombay and Yi to transform their innovation into active commercial ventures. This would create business, jobs and an overall awareness among masses, in line with the CII theme of "Business for Livelihood" for sustainable and inclusive growth."

## Intellectual Property Rights

### Invest in Intellectual Property



Arun Naik, President, GPMA; Dr Rajananda Desai, Director - Health, Directorate of Health Services, Goa; Naveen Kapoor, Chairman, CII Goa Council; and KRK Prasad, Deputy Director, MSME-DI

In collaboration with the Ministry of Micro-Small and Medium Enterprises, CII organized a 2-day workshop on 'Role of IPR to Enhance Business of SMEs: Focus Clusters -Drug & Pharma' for MSME on 2-3 November in Goa, focusing attention on the role and importance of Intellectual Property in their business. This was the first in the series of four workshops to be conducted all over India in the next two months.

The objective of the programme was to raise awareness on the intellectual property system and the protection it can provide for companies inventions, brands, and designs. The relevance of intellectual property rights in day-to-day business, high costs associated with obtaining and enforcing IP rights, and other issues were addressed.

Delivering the keynote address, Dr. Rajananda Desai, Director Health, Directorate of Health Services, Goa highlighted the importance of Intellectual Property (IP) especially in the pharmaceutical sector. Mr. Naveen Kapoor, Chairman, CII Goa Council, stated that the workshop is a curtain raiser for all CII-MoMSME initiatives on capacity building on IPR. He said that the technical

sessions would address the important issue of leveraging Intellectual Property for knowledge-based development and national wealth creation. Mr. K.R.K Prasad, Deputy Director, MSME, Goa added that the workshops provide a forum to MSME entrepreneurs, industry associations and other stakeholders of the MSME sector to share knowledge ,experience and create mass awareness on various aspects of IPR.

Mr. Arun Naik, President, Goa Pharmaceutical Manufacturer's Association, lauded the role of SMEs in the Indian economy. SMEs use and create a great deal of IP and therefore should systematically consider the steps required for protecting, managing and enforcing it, so as to get the best possible commercial results from its ownership, he said.

**Andhra Pradesh Technology Development & Promotion Centre**

**Success Stories from CII APTDC – Cheriyaal Paintings and Pembarthi Metal Crafts**

The CII-Andhra Pradesh Technology Development Centre (APTDC) in Collaboration with the Andhra Pradesh Handicrafts Development Corporation facilitated the registration of Geographical Indications of Cheriyaal paintings and Pembarthi Metal Crafts. GMS Law Associates from Chennai provided legal support for the activity.



Cheriyaal paintings with Application No. 190 and Pembarthi Metal crafts with application No. 194 were granted GI Registration on 6 October.



A Cheriyaal Painting running into several meters

Cheriyaal Paintings are painted on khadi or cotton cloth with a background of red. These paintings were initially done only on scrolls running into many meters

(10-30) in length. Now they are done on small pieces of khadi or cotton cloth or even on cardboard. Through rich colour schemes, they express in a narrative format, themes of Hindu epics. The painting style is used for a variety of goods such as masks, marriage gifts, jewellery boxes, brass paintings, and greeting cards, among others.



Pembarthi Metal Statue

Another ancient craft is the metal art of Pembarthi, a picturesque village in Warangal District of Andhra Pradesh. Pembarthi Metal Craft, one of the finest and most ancient crafts of India, dating back more than 5000 years. Pembarthi village in particular, has a history of superb workmanship of metal workmen called Vishwakarmas.

**Life Science**

**Clinical Trials Industry to be Promoted**

“The Government of India is determined to boost the clinical trials industry to attract foreign investment and projects with measures like improving regulation, speeding up procedural process in clinical trials and creating institutions to increase the talent pool. But these have to be done by keeping the well being of human being in mind,” said Dr. R. Ramakrishna, Deputy Drugs Controller (I), Central Drug Standards Control Organization at the International Conference on Clinical Trials organized by CII in association with Department of Science and Technology, Quality Council of India and Association of Contract Research Organisations (ACRO) from 19-20 November, Mumbai.



Dr G J Samathanam, Advisor, Dept of Science and Technology



Dr R Ramakrishna, Deputy Drugs Controller(I), Central Drug Standards Control Organisation

Dr G J Samathanam, Advisor, Department of Science and Technology, shared his ideas on the ways in which the Government of India would boost

the progress of clinical research in the country. “The Government of India is also trying to encourage drug development, and for this, it is ready to share 50 per cent of the cost to develop the infrastructure.” He invited ACRO to step in to design the guidelines which would help augment regulatory clearances.

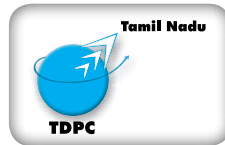
Dr Apurv Shah, Chairman, ACRO, and Group MD, Veeda Clinical Research, gave statistics about India's progress in clinical research and cited examples of government-led promotion in other countries. The two-day conference brought together clinical research organizations from across the country.

CII and ACRO will partner to conduct seminars across the country for spreading the knowledge of the benefits of doing clinical research in an ethical manner. CII will soon be submitting a white paper to the Government of India on the guidelines that would help augment regulatory clearances.

**Tamil Nadu Technology Development & Promotion Centre**

**Way Forward for Agricultural Products Export**

In association with the Agricultural & Processed Food Products Export Development Authority (APEDA), CII organized a conference on ‘Challenges and Way Forward for Agricultural Products Export’ on 10 November in Chennai.



Speaking at the inaugural session, Dr P Rama Mohana Rao, Principal Secretary & Agriculture Production Commissioner, Department of Agriculture, Tamil Nadu, said that farmers should be educated by corporate houses to implement the cluster approach for improving the quality of agri produce. He added that in Tamil Nadu, most of the farmers are small and marginal and they

are not able to produce high quality products as price matters to them. He urged for Industry-Government partnership in facilitating relevant infrastructure for agri clusters. Dr Rao cited a successful programme by the Tata Group in purchasing red gram, which is now being dovetailed with the World Bank and Central and state government projects to support farmers.

Through another programme for marketing infrastructure, the State Government is setting up terminal markets in three locations, including Perundurai, Chennai and Madurai, for procuring, processing and marketing of farm products, said Mr Atul Anand, Commissioner, Agricultural Marketing. Mr. S. Chandra Mohan, Co-Chairman, Agriculture Sub-Committee, CII Southern Region and Chief Financial Officer, TAFE Ltd., said that growth of agriculture can be achieved by linking farmers, suppliers, transporters, bankers, manufacturers and the insurance companies by moving from primary to secondary and tertiary processing with the use of technology.

In his keynote address, Dr. Tarun Bajaj, Deputy General Manager, APEDA, said that the agriculture sector has to be adequately equipped. He added that APEDA has identified 3-4 clusters in consultation with the Horticulture Department of Tamil Nadu keeping in view the potential of vegetables in the State. Mr. R. Ravindra, Assistant General Manager, APEDA, Southern Region said that awareness programmes have helped not only to spread awareness but also to get feedback from the stakeholders for the development of a roadmap for export promotion of agri products from potential States in the country.

Speakers from state government and various organizations, companies, certification bodies, Multi Commodities Exchange of India, as well as universities participated in developing a roadmap for export promotion of agri-produce from Tamil Nadu. ■



R. Ravindra, Assistant General Manager, APEDA; Dr. Tarun Bajaj, Dy General Manager, APEDA; Dr P Rama Mohana Rao, Principal Secretary & Agriculture Production Commissioner, Tamil Nadu; and Atul Anand, Commissioner, Agricultural Marketing



# Development Initiatives

## Affirmative Action

### Bannari Amman Apparel Company

CII is driving its agenda of ushering in inclusive growth by encouraging member companies to adopt its voluntary code of conduct on Affirmative Action. Many companies are finding that policies that benefit underprivileged youth from Scheduled Castes and Scheduled Tribes also make excellent business sense. In this issue we share the experience of the Bannari Amman Apparel Company.

Bannari Amman Apparel is a professionally managed joint venture company of the Bannari Amman Group of India and Brandot International of USA. The group manufactures and trades in a diverse portfolio of products including sugar, alcohol, granite, cotton yarn and woven fabric, it is also actively involved in the service sector, and has invested in the fields of education, healthcare, real estate, and finance. Brandot International Ltd is an investment company specializing in the establishment of joint venture partnerships in the apparel and textile industry with interests in Bangladesh, China, India, Indonesia, Madagascar, Mexico and Sri Lanka. Bannari Amman Apparel provides design to delivery solutions for specialty brands and retailers. The company has a manufacturing facility on a 30 acre site located at Ozhaiyur Village, in the outskirts of Chennai. Started in March 2008 it is slated to provide direct employment opportunities to 4000 people by 2012.

#### Affirmative Action Initiatives

##### Employment

- Employed about 1300 socially disadvantaged women.
- Majority (about 65%) of the employees belong to SC/ST.

##### Employability

- One month classroom training and 2 months of on the job training on employability with wages and benefits.
- More than 2000 women are trained and employed.

- Internally promoted about 70 operatives as Team Leaders through various levels of training in less than one year of operations.
- Trained 20 fresh ITIs as Machine Mechanics and given them employment.

##### Entrepreneurship

- 2 Civil Contractors (SC/ST) in Facilities Management. Engaged many small time civil and electrical contractors during project stage.
- Transport Service Providers – 13 out of 20 owners of vehicles belong to SC/ST.

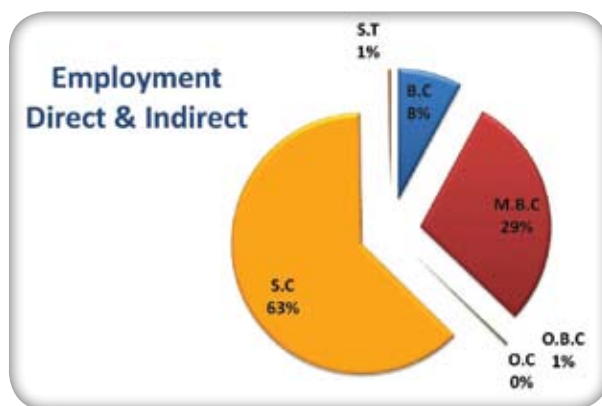
##### Challenges

- To train and develop about 6000 women associates, so as to retain at least 4000 associates in 4 years of time.
- To develop supervisory staff (Team Leaders) internally.
- To deal with the non-availability of skilled machine mechanics.
- No employment opportunities in and around Ozhaiyur Village, especially for the female population. They have to travel at least 2 hours to come to Chennai for work.
- Women's Empowerment Initiatives to empower lower level associates to take decisions, very little management talent to train and support the team.
- To scale up the manpower by 200 a month as training can be imparted to only 200 per month. Have to wait till they get skilled to scale up the business.

## Actions

### Sourcing of Manpower

- Direct Sourcing for manpower with the assistance of Village Panchayats
- Associating with various NGOs, State Governments Department of Rural Development and Tamil Nadu Government's Project – Vazhndhu Kattuvom – a World Bank aided project to uplift the livelihood of BPL families.



### Training of Manpower

- Set up an Internal Training Centre in May 2007 with expert trainers.
- Associated with Infrastructure Leasing & Financial Services (IL&FS) Cluster Development Initiative CDI Skill Development wing to assist in training.
- Wages and benefits during training period and an upward revision after three months of training.
- Internal promotion of Operatives as Team Leaders.
- Trained about 20 ITIs as Machine Mechanics.

## BAA's initiatives for Employment and Entrepreneurship also include:

### Employment

- During the training period, the trainees are paid wages and given benefits such as free transportation, free lunch, free medical benefits there is an in-house medical centre with full time doctor and para medical staff and other applicable statutory benefits.

### Entrepreneurship

- A lot of local civil and electrical contractors were engaged during the project stage.
- Even now, two civil contractors and one fabricator who belong to SC are working on the project.
- BAA provides transportation facility to all the employees.
- Instead of going for a big logistics provider, BAA encouraged a lot of local youth to buy vehicles, and they are now drivers cum owners.
- 65% of the owners of the vehicles belong to the SC community.
- Provided indirect employment opportunities for gardeners, drivers, security and house keeping personnel.

The Bannari Amman Apparel company endeavours to take the company's business interests forward while also contributing to the well being of the community, especially the depressed sections of the population who belong to the Scheduled Caste/ Scheduled Tribe. There is an emphasis on training that stems from the company's desire to build rather than buy talent. This aspiration is very closely aligned to CII's own agenda and its continuing theme of envisioning a developed India@75.

## CSR - Rural Development

### The Changing Rural India – KGVK Initiative

It is felt that win-win partnerships between corporate houses, civil society organizations and government, with commitments towards sharing values, responsibilities and gains, are one of the most important tools for attaining the goal of inclusive and sustainable development.

Krishi Gram Vikas Kendra, the social arm of Usha Martin Ltd, has piloted the Total Village Management (TVM) concept in a cluster of 20 villages in Jharkhand

as a cross-sectoral plan and pan regional model for sustainable growth. The philosophy of integrated rural development for poverty alleviation through TVM is inspired by the Japanese concept of 'Total Productivity Maintenance' and is modeled to ensure cross-sectoral growth through community participation and ownership, thereby leading to sustainability.

This initiative of Usha Martin Ltd. is in its second generation and is moving beyond the concept of

philanthropy, into a strategy for inclusive and participatory community development.

CII organized a 3 day Industry Mission to a few villages supported by Usha Martin Ltd in Ranchi on 18-20 November.

The Krishi Gram Vikas Kendra (KGVK) which is a not-for-profit arm of the Usha Martin Group invited observers to view the tangible transformations in the lives of the rural masses made by the efforts of KGVK, which they have coined 'Total Village Management' (TVM) – an approach to bring about effective delivery of the best possible solutions to the village populace and embrace them to be a part of the transformation process. To make this happen, this 38 year old organization, under the Public Private Partnership model, initiated a convergence strategy to work on the 8 pillars of integrated, equitable and sustained development, comprising: Natural Resource Management, Health & Hygiene, Education, Renewable Energy, Livelihood, Capacity Building, Resource Mobilisation, and Infrastructure Development. Setting a challenge for itself, KGVK is committed to the Clinton Global Initiative (CGI) to adopt TVM in 350 villages within its operational areas in Jharkhand, thus contributing to global poverty alleviation in line with the Millennium Development Goals.

The inclusiveness of this model is evident as right from the planning stage, it is the villagers, who choose the village development committees and plan the development activities with the guidance and assistance of the KGVK staff. They adopt problem-solving tools like a simple matrix comprising 5 Ws and 1 H, which is 'what, why, when, where, who



and how'; Plan-Do-Check-Act and Pareto diagram for optimal choice, etc. These simple tools are used by the village communities to effectively deal with all the issues they face.

The community engagement and ownership of the development process has been ensured by an army of 2000 strong Sahiyyas (friends in the local dialect), who are the grassroots health volunteers connecting the homes and communities

to the government functionaries and health care systems. There were serious nutrition issues with the expecting mothers which resulted in low birth weight of infants. The Sahiyya model was successful in imparting the right knowledge and advice to resolve the issue and lower the birth mortality related to nutrition.

The visible impact in the villages like Karma Patan (Ormanjhi Block, Ranchi), and Silwae (Namkom Block, Ranchi) with banners held high at the entry of villages declaring 100% immunization, 100% institutional delivery, total eradication of malaria, has been possible only because of the dedication of

grassroot workers who criss-cross the villages each day (walking 10-15 km on foot) to ensure each household has awareness for improved living and access to resources for economic sustenance.

A chain of 'low cost high quality' schools at Sonahatu village is not only the centre for quality education but is also used to mobilize community initiatives like the 'Newly Weds Camp,' and 'Saas Bahu and Pati

Sammelan' aiming at involving the family in decision-making processes.



## North East – Tripura

# North East India and Bangladesh: Strengthening Ties



L. K. Gupta, Principal Secretary, Department of Industries and Commerce, IT, Tripura; Abdul Matlub Ahmed, President, IBCCI; Rajeev Mitter, Indian High Commissioner, Bangladesh; Jitendra Chaudhury, Industry Minister, Tripura; Dr. Dipu Moni, Foreign Minister, Bangladesh; Manik Sarkar, Chief Minister, Tripura; Tariq A Karim, Bangladesh High Commissioner to India, Dr. S. K. Panda, Chief Secretary, Tripura; and Sudhindra Kumar Dube, MD, ONGC Tripura Power Company

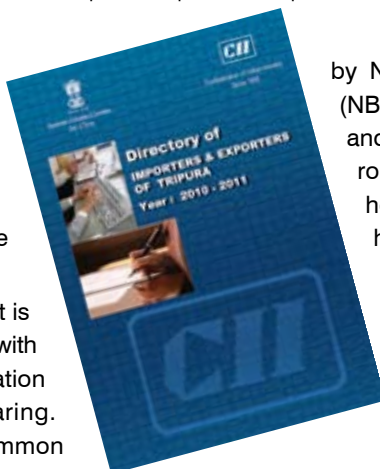
CII in association with the Government of Tripura and the Indo-Bangla Chamber of Commerce and Industry (IBCCI) organized a 'Conference on North East India Strengthening Ties' on 10 November at Agartala coinciding with the visit of Dr. Dipu Moni, Foreign Minister of Bangladesh to Tripura. The conference attracted a host of delegates from Bangladesh and North East India.

With the signing of the agreement between India and Bangladesh in January this year, there has been increased interaction between Bangladesh and North East India particularly, as India hopes that allowing use of the ports and transit facilities by Bangladesh will open new avenues of opportunities for the otherwise land-locked North East.

Dr. Dipu Moni said that her Government is committed to maintain cordial relations with India. She also sought India's cooperation in the power sector and water sharing. India and Bangladesh share 54 common rivers and there is a need for a policy on water sharing and basin management that can help both the countries, she pointed out. She said that the Governments of Bangladesh and India were working on grid connectivity to facilitate power transmission from India and Bangladesh. Bangladesh was trying to improve the infrastructure in the country so as to facilitate border trade, she said, adding that the Bangladesh Government would want the Chittagong and Mongla ports to be accessible not only by India but



Dr. Dipu Moni, Foreign Minister, Bangladesh; Manik Sarkar, Chief Minister, Tripura. Release of the "Directory of the Exporters Importers of Tripura"



also by Nepal and Bhutan.

Mr Manik Sarkar, Chief Minister of Tripura, who was the Chief Guest, said that with the commissioning of the 750 MW Palatana project, Tripura would be willing to sell the excess power to Bangladesh from its own share of 200 MW if the Union Government permits. On the proposal of setting up of a Bangla bazaar in Agartala as was put forward by IBCCI, the Chief Minister said that the rates of the stalls at the proposed shopping complex were decided by the society formed

by National Building Construction Company (NBCC) and the Agartala Municipal Council and the State Government do not have much role in deciding about the rates. However, he assured the Bangladesh delegation that he would look into the matter.

The inaugural session was also attended by Mr Jitendra Chaudhury, Industry Minister of Tripura, Mr Rajeev Mitter, Indian High Commissioner to Bangladesh, Mr Tariq A. Karim, Bangladesh High Commissioner to India,

Dr. S. K. Panda, Chief Secretary of Tripura, Mr. S.K. Dube, Managing Director, ONGC Tripura Power Company and Mr. Abdul Matlub Ahmed, President, IBCCI. Mr. S. Sen, Principal Adviser, CII, proposed the vote of thanks.

The inaugural session was followed by a short business session which was chaired by businessmen from Bangladesh and North East India, who discussed areas of co-operation for improving mutual trade and commerce.



## Chapter Updates

### Ahmedabad



Launch of Operation Black Board at Municipal School, Ambawadi

On 29 October, Yi Ahmedabad Chapter inaugurated the 4th Akshara – Learning Resource Center at a Municipal School in Khokhara, Ahmedabad. Yi Ahmedabad celebrated Children’s Day by organising a Blood Donation Camp at Bapunagar, Ahmedabad and launched ‘Operation Blackboard’ at a Municipal School in Ambawadi, Ahmedabad on 14 November. The Blood Donation Camp was organized jointly with the ‘Ahmedabad Ittehad Committee’ and ‘Red Cross Society’. Over 100 workers volunteered to donate blood from all age groups including men, women and children.

### Bangalore



Mark Luckey, MD Webservice Pacific Pvt Ltd at the launch of the Akshara in Bangalore

On 19 November, Yi Bangalore launched an Akshara in Maralawadi Education Society, Bangalore. Yi Akshara is a learning resource centre set-up in a school with learning aids and books for children. Yi will support this school which has a total of 247 students who are currently studying in class 8, 9 and 10. The objective of Yi Akshara is to foster values and skills that are

imperative for quality citizenship for the future citizens of the country.

### Bhubaneswar



Yi Bhubaneswar’s Operation Black Board launch at an orphanage in Khandagiri

On 14 November, Yi Bhubaneswar launched ‘Operation Blackboard’ at an orphanage school in Khandagiri, Bhubaneswar. Yi undertook the painting of 5 blackboards for the school and discussed the problems of the students living in the hostels.

### Chandigarh

Yi Chandigarh organised an interaction with well known author Ms. Namita Devidayal on her book ‘Aftertaste’ on 30 October. The purpose of this interaction was to bring young people back to books.

On 17 November, an interaction with Justice Mukul Mudgal, Chief Justice of Punjab and Haryana High Court, gave a platform to the citizens to interact with prominent people and the decision-makers of the city. Yi members got an opportunity to put up queries on origin of the judiciary; methods of decision making; the concern on pending cases; and the future of the Indian Judiciary system.



Mukul Mudgal, Chief Justice, Punjab & Haryana High Court

### Chennai

On 15 November, Yi Chennai launched ‘Operation Blackboard’ at Sri JRET Girls High School, Chennai. The school, which provides education to children from economically backward families, was provided with 5 new blackboard with stands.

Yi Chennai, through the project will continue to supply blackboards in other schools which cater to the educational needs of children from similar underprivileged backgrounds.

### Delhi

On 12 November, Yi Delhi initiated ‘Operation

Blackboard.’ To commemorate Yi National Education Day on 14 November, it was decided to roll out Operation Blackboard nationally amongst government and underprivileged schools across chapters. Yi Delhi launched ‘Operation Blackboard’ at its Akshara Centre at Chaman, New Delhi. Chaman is a literacy and recreation centre for underprivileged children, towards education, healthcare and general awareness. Marking the launch, Yi installed a whiteboard at Chaman.

### Goa

On 11 November, Yi Goa organised a Session on Goods & Services Tax by Mr. Vallabh Kamat, Commissioner, Commercial Taxes, Goa. Mr. Kamat discussed the various benefits of GST and how it will help reform the tax collection system in the country particularly the states.

### Hyderabad



D Sridhar Babu, Minister for Higher Education, Andhra Pradesh, launching Operation Blackboard

On 16 November, Yi Hyderabad Chapter organised a session on Education Forum ‘Young India: Empowering the Future’ with stakeholders of education, at the Indian School of Business, Hyderabad. Around 300 people comprising of principals, teachers, academicians and parents from all the schools in and around Hyderabad attended this event. Mr. D Sridhar Babu, Minister for Higher Education, Andhra Pradesh, who was the Chief Guest, launched the Yi ‘Operation Blackboard’ on this occasion.

Ms. Bhairavi Jani, Chairman, Young Indians, in her special address, described Yi’s initiatives in bringing change in the society through education. Yi has taken up the Akashra programme to increase the learning capabilities of children in the country.

### Indore

As the part of the national initiative, Yi Indore launched ‘Operation Blackboard’ on 13 November. Yi Indore provided 13 new blackboards to schools in Pithampur and Indore and will soon provide 20 more new blackboards in various other schools.

### Kolkata

On 1 November Yi Kolkata celebrated World Food Day at Jyotirmai Club, providing meals to 7000 children of



Blackboard distribution at a government school in Indore Jyotirmai Vidyamandir School. Reputed Bengali actress Ms. June Maliah graced the occasion as the Chief Guest.

CII Yi Kolkata organised a special Children’s Day event at Liluah Home on 14 November. The Liluah Home is a ‘prison cum hostel’ for girls who are kidnapped, abandoned at railway stations, rape victims, convicts and special children.

A 60 member team including doctors, young entrepreneurs and professionals, students from GlobSyn Business School and Praxis Business School, part of Yi Net, and children, put their energies together to make Children’s Day special for the 250 girls at the Liluah Home. The creative potential of the girls was brought forward at a craft workshop, the products of which would be exhibited at Crossword Bookstore. An eye camp was also conducted in association with Sankara Nethralaya where fibre optic spectacles were given out to 60 girls and 17 cases were identified for operations. Seventy fruit trees were planted and a small computer lab was set up with the contribution of Nicco Group and Acclaris Business Solutions. Yi also distributed many everyday items to the girls.

### Madurai

On 31 October, Yi Madurai, in association with Devadoss Multi-Speciality Hospital (DMH) organised a World Trauma Day Awareness Vehicle Rally. The objective of this rally was to create awareness about trauma injuries and its prevention methods.

On 26 November, Yi Madurai organised a Learning Session on Labour Laws for MSME’s with Mr. Varadhan, Head Consultation & Auditing Services, Aparajitha Corporate Services (P) Ltd.

### Pune

Yi Pune, under the Learning vertical organised an interactive session with Mr. Aun Maira, Member of the Planning Commission, and Chairman, BCG, on 26 November. At this interactive session Mr. Maira shared his experiences and views on how to solve the problems which every one faces in personal as well as professional life.



Arun Maira, Member, Planning Commission



## Africa

### Business Interaction with President of Malawi



Sachin Pilot, Minister of State for IT and Communications, India; Ngwazi Prof. Bingu wa Mutharika, President of the Republic of Malawi and Sanjay Kirloskar, Chairman, CII Africa Committee & CMD, Kirloskar Brothers Ltd

President Ngwazi Prof. Bingu wa Mutharika, visited India on a six-day state visit from 2-7 November accompanied by six cabinet ministers and a 45 member business delegation from Malawi. President Mutharika addressed a business interactive session on 'India and Malawi: Partners for Progress' jointly organized by CII, FICCI and ASSOCHAM.

President Mutharika said that India and Malawi would exceed the two-way trade target of \$300 million within three years, from the present \$185 million. He said that there was huge potential to increase trade in pharmaceuticals, agro-based products, tourism, mining, energy, infrastructure, transportation, and machine tools. Malawi is rich in uranium, minerals, water, and arable land which India business could exploit, he stated. He also informed that his Government's Green Belt initiative, which would bring

one million hectares of land under cultivation, would result in increased demand for tractors, irrigation pumps, trucks, factories for cotton processing etc.

Mr Sachin Pilot, Minister of State for IT & Communications, India, in his address announced that the Indian mission in the Malawian capital Lilongwe, which was closed in 1993, would be reopened to further strengthen economic cooperation especially in agriculture, mineral resources and infrastructure.

Ms Eunice Kazembe, Malawian Trade and Industry Minister said Malawi and India were negotiating an Investment and Protection Agreement for investors to explore business opportunities in Malawi and expressed hope to see more Joint Ventures between the two countries.

Mr. Sanjay Kirloskar, Chairman, CII Africa Committee and Chairman and Managing Director, Kirloskar Brothers Ltd., who chaired the interactive session, said that there was need for strategic partnerships between both countries with appropriate, affordable and adaptable technology.

### Regional Economic Communities of Africa



Zouheir Merchaoui, Minister Plenipotentiary, Director, The Cabinet & Political Affairs, UMA; Gurjit Singh, Joint Secretary (E&S Africa), Ministry of External Affairs, India; Sindiso Ngwenya, Secretary General, COMESA; Emile Mushobekwa, Dy Executive Secretary (Finance & Administration), SADC; Amb Juma Mwapachu, Secretary General, EAC; K K Kapila, Member CII Africa Committee & CMD, Intercontinental Consultants & Technocrats Pvt. Ltd.; Amb. James Victor Gbeho, President of the Commission, ECOWAS; Amb Salim Shuweidi, Advisor in-charge of Political Affairs, CENSAD; and Rajinder Bhagat, Joint Secretary, West Africa, Ministry of External Affairs, India

With Regional Economic Communities developing as one strong economic community under the African Union and the REC being most active in trade and market integration, it is important for Indian Industry to

engage with the Secretary-Generals of RECs to discuss the opportunities for Indian business. CII organized an interactive session with the six Secretary Generals of the Regional Economic Communities on 15 November in New Delhi. The opportunities exist in not only export from Africa, but also those serving local markets planning to expand to other countries within the REC and to the entire continent.

The RECs that were represented by their Secretary-Generals included: East African Community (EAC); Common Market for Eastern & Southern Africa (COMESA); Southern Africa Development Community

(SADC); Economic Community of West African States (ECOWAS); Union of the Arab Maghreb (UMA); and Community of Sahel-Saharan States (CENSAD).

The Secretary Generals spoke in unison of the collaborative efforts of the Government of India in the enhancement of the regional integration effort. They reiterated the deepening of cooperation and collaboration with India as a top regional priority, given not only India's growing emergence a global economic power, but also the shared history and vision forged and strengthened by the convergence of views and attitudes.

## Asia

### China

#### S M Krishna visit China

S M Krishna, Foreign Minister of India, on 14 November said that India placed special emphasis on trade cooperation with China and welcomed more Chinese enterprises to invest in Indian manufacturing and infrastructure construction. He made the remarks in his meeting with Chinese Foreign Minister Yang Jiechi in Wuhan, capital of China's Hubei Province, where the 10th China-Russia-India foreign ministers' meeting was held from 14 - 15 November. The Chinese Foreign Minister said that Sino-Indian relations have global influence as well as strategic significance.

#### Zhou Yongkang visits India

Mr Zhou Yongkang, member of the Standing Committee of the Political Bureau of the Central Committee of the Communist Party of China (CPC) and Secretary of the CPC Central Commission for Political and Legal Affairs paid a three - day goodwill visit to India from 31 October to 2 November. During his meeting with Ms Sonia Gandhi, President of the Congress party and Mr Rahul Gandhi, Party General Secretary, he said that the development of China and India provided opportunities rather than posed challenges to each other. Ms Gandhi said India and China were ancient civilizations and also friendly neighbours. She added that development of India and China has speeded up the recovery of the world economy in the face of the international financial crisis and hoped both sides could strengthen coordination and cooperation further and tackle various global issues in a better way to maintain the favorable momentum of development.

#### Shanghai Electric - Reliance ADA € Deal

Shanghai Electric Group, one of the three largest power

equipment makers of China, signed an \$8.29 billion deal on 29 October with Reliance ADA Group for the supply of power equipment and related services over a 10-year period. Shanghai Electric will sell 36 660MW thermal power generation units, as well as spare parts for three power stations to Reliance at the rate of three to four units a year starting from 2011.

#### Kerala invites Chinese Investment



K A Kareem,  
Minister for  
Industries,  
Kerala

Mr. K A Kareem, Minister for Industries on Kerala, while speaking at a meeting organized by the Consulate General of India, Shanghai and CII in Shanghai on 15 November invited Chinese businessmen to invest in Kerala. Mr Kareem, who led a 4-member delegation to China, highlighted the investment opportunities in Kerala in various areas including electronics

hardware, mineral - based projects, titanium sponge plant, titanium dioxide for paints and pigments, automotive parts, food processing etc.

Ms Riva Ganguly Das, Consul General of India, Shanghai, said that Kerala also offered tremendous opportunities in IT and other green technology industries. About 50 representatives of various Chinese and Indian companies based in Shanghai and adjoining areas, including members of the CII India Business Forum, participated in the meeting.

#### Chinese Solar Energy JV

Solar water heater producer, China Himin Solar Co, Ltd, plans to launch a joint venture manufacturing plant in the National Capital Region of India to produce solar water

heaters. The Chinese side will provide technology and production line with its Indian partner as well as take care of marketing. The total investment will be several hundred million yuan.

### India-China Trade (Jan-Sept 2010)

Trade	Sept 2010		Jan-Sept 2010	
	Value \$b	Change	Value \$b	Change
Total trade	5.093	24.5%	45.431	46.7%
China's exports to India	3.78	41.6%	29.519	39.5%
India's exports to China	1.313	-7.7%	15.912	62.1%
India's trade deficit	2.467	98%	13.607	19.9%

### China's foreign trade (Jan-Oct 2010)

Trade	October		Jan-Oct	
	Value \$b	% Change	Value \$b	% Change
Total trade	244.81	24.0	2393.41	36.3
Exports	135.98	22.9	1270.59	32.7
Imports	108.83	25.3	1122.82	40.5
Trade surplus	27.15	14.1	147.78	-6.7

Source: MOFCOM, PRC

### Export Quota Applications for Rare Earth

On 11 November, China announced conditions and procedures for the export quota application of rare earth and other industrial products for 2011. The rare earth producers who are applying for export quotas need to comply with these regulations on development plans, policies and management of the rare earth industry and obtain the ISO 9000 quality system certification.

### China Auto Sales Up

Auto sales in China grew 34.76% from a year earlier to 14.68 million units in the first 10 months of the year, exceeding the total number of vehicles sold last year. The expansion in the auto sector has also triggered widespread concerns over the country's energy capacity, pollution levels and rising traffic pressures.

### Crude Steel Consumption

China's apparent consumption of crude steel is likely to reach 596 million tons this year with an increase of 5.6%. Crude steel output is likely to increase by 8.2% to 624 million tons.

### Iron Ore Imports from India Decline

In October this year, China's imports of ore from India stood at 2.91 million tons, down 39% since September

and 44% compared with the same period of last year. India accounted for 6.4% of China's total ore imports in October, down from 9% in September and almost 20% in May.

### Current Account Surplus Swells

China's current-account surplus doubled in the third quarter from a year earlier to \$102.3 billion and the capital and financial account surplus amounted to \$5.7 billion for the quarter. The current-account surplus increased 30% to \$204 billion in the first nine months of the year.

### Assets of China's Overseas Enterprises

At the end of 2009, China's 12,000 domestic investors had set up 13,000 outbound investment enterprises in 177 countries and regions worldwide, with total assets of outbound investment enterprises exceeding \$1 trillion. The net volume of outbound direct investment was nearly \$245.8 billion. About 24% of outbound Chinese investment in the overseas market is in the mining industry.

### Huge Road, Rail Boost in Pipeline

China will set up an 85,000-km national freeway network and a 40,000-km high-speed railway network during the 12th Five Year Plan (2011-2015). The freeway network will cover all cities with a population of at least 200,000, while high-speed railways will link cities with population of over 500,000.

### China's FDI to hit \$420 Billion

FDI in China in the '11th Five-Year Plan' period (2006-2010) is projected to reach over \$420 billion. In the first ten months this year, FDI reached \$82.003 billion.

## Japan

### Bank of Japan Downgrades GDP Forecasts

The Bank of Japan has revised downwards its fiscal 2010 real GDP forecast to 2.1% from its July projection of 2.6% and the forecast for 2011 to 1.8% from 1.9%.

### Key Interest Rate

Japan's central bank kept its key interest rate unchanged at near zero (0.0%) and said it will start buying government bonds under a previously announced plan to help foster economic recovery.

### Civil Servants Face 1.5% Pay Cut

The Japanese Cabinet formally approved a recommendation of The National Personnel Authority to cut the pay of national civil servants in fiscal 2010 by an average of 1.5%, which would reduce their annual

average wages to ¥6.34 million.

### Industrial Output Down

Japan's industrial production in September dropped a seasonally adjusted 1.9% from the previous month for the fourth straight month of decline.

### Japan, Vietnam Tie-up on Reactors

Japan and Vietnam agreed to work toward the early signing of a bilateral agreement to build two nuclear power plants in Vietnam. Vietnam has also agreed to partner with Japan to mine rare earth minerals.

### New \$61 Billion Stimulus Package

Japan's parliament passed a stimulus package worth about \$61 billion, designed to kick-start the country's fragile economic recovery. The stimulus has been designed to create jobs, help small businesses and boost consumer spending.

### Japan's Central Bank Records Huge Loss

The Bank of Japan (BOJ) logged a net loss of 160.4 billion yen (about \$1.9 billion) between April and September, marking its biggest loss in a span of six months since 1998. It is the second consecutive year that the BOJ has recorded red ink for the fiscal first half.

## South Korea

### Foreign Reserves Rise

South Korea's foreign reserves as of the end of October

2010 reached \$293.35 billion. In October, reserves rose \$3.57 billion from \$289.78 billion at the end of September.

### Industrial Output Contracts

South Korea's industrial output contracted for the third straight month in October mainly due to reduced demand for semiconductors and autos. According to a government report, production in the mining and manufacturing sectors decreased 4.2% in October from September, but it gained 13.5% from the year before on the strength of greater production in machinery parts.

### Exports to top \$500 Billion

South Korea's exports are expected to exceed \$500 billion next year for the first time, with its trade volume likely to breach the \$1 trillion mark despite a global economic slowdown. Outbound shipments of South Korean products will increase 11.3% in 2011, according to the report by the state-run Korea Trade-Investment Promotion Agency (KOTRA).

### Straight on-Quarter Growth

The South Korean economy grew 0.7% in the third quarter from three months earlier on solid exports and domestic demand, posting its seventh straight quarterly growth. This growth rate for the July-September period makes South Korea the only OECD member to continuously post gains since the first quarter of 2009.

## Europe

### India-Croatia Investment Seminar, Zagreb, Croatia

CII participated in an India-Croatia Investment Seminar organised by the Indian Embassy in Zagreb and the Croatian Chamber of Economy on 2 November.

The seminar discussed various opportunities that the two countries offered, and possible partnerships.

Mr Pradeep Singh, Ambassador of India to Croatia, discussed the trade opportunities and steps being taken by the two governments to increase bilateral trade and investment relations.

The Croatian Government was represented by Ms. Ljiljana Zajc, Head of the Department, Ministry of Economy, Labour and Entrepreneurship, and Ms Lidia Mekic, Head of Export Department

in the Ministry of Economy, Labour and Entrepreneurship.

Presentations on Indian Industry and the economy were made by Mr. Abhinav Kumar, Director, Marketing, Tata Consultancy Services, Europe, Tata Group; Mr. Ajit Singh, Chairman, ACG Worldwide and Dr Gunveena Chadha, Director and Head CII-UK.

The seminar was well attended and participants from IT, power, renewable energy, ship building and construction industry were specifically keen to do business with India. Tourism was another high growth area.

The session was moderated by Ms Suncanica Skupnjak-Kapic, Director, International Relations Department, Croatian Chambers of Economy. The Chambers are a partner of CII.

## Middle East

### UAE & Syria

#### CII business delegation to UAE and Syria



Pratibha Devisingh Patil, President of India, with CII business delegation members

CII organized a business delegation to accompany Mrs Pratibha Devisingh Patil, President of India, to UAE and Syria from 23-28 November. The President addressed large business gatherings in both countries. Business opportunities and areas of cooperation were discussed with the local business community and select government officials. The CII team comprised of senior representatives from companies such as Punj Lloyd, Tata Communications, HCL, Thermax Group, Larsen & Toubro, Bharat Pumps and Compressors, Solo Energy, Pearl International etc.

#### 'India & League of Arab States' Report



Dr Subakant Behera, Joint Secretary (PP&R), Ministry of External Affairs; Dr Ahmed Salem Al-Wahishi, Chief Representative, League of Arab States Mission in India; Youssouf Omar Doualeh, Dean, Arab Diplomatic Corps & Ambassador of Djibouti to India; Atul Punj, Chairman, CII Gulf/MENA Committee & Chairman, Punj Lloyd Ltd, and Sami Mohammad Al-Sulaiman, Ambassador of Kuwait to India & Chair – GCC Countries

India and the 22 countries of the League of Arab Nations are set to strengthen bilateral economic cooperation. Bilateral trade is expected to reach US\$120 billion by 2010-11 and US\$ 240 billion by 2014, rising strongly from \$20 billion in 2004-05. This was highlighted in a report entitled 'India & League of Arab States- Exploring New Horizons' which covers India's economic relations with all members of the League. Launched in New Delhi on 24 November, ahead of the visit of Mrs Pratibha Devisingh Patil, President of India, to Syria and UAE,

the CII publication was brought out in cooperation with the Embassy of Arab League of Nations.

The publication provides an overview of the economic scenario, policies, main sectors of industry, market size, investment and trade policies, and export - import scenario of India and all the 22 countries in the region. The report covers opportunities for business as well as details on key MNCs operating in the main sectors of Industry, important agencies and

websites in the region.

Dr Subakant Behera, Joint Secretary, (PP&R), Ministry of External Affairs, said that this initiative of highlighting the Indo-LAS relations has been undertaken with the objective to explore new horizons of collaboration and also to harness investment and trade between India and the LAS region. This publication intends to serve as a handbook to the business community to facilitate taking decisions based on well-supported facts and guidance.

The common sectors of interest to both regions include oil and gas, chemicals, infrastructure, real estate and food processing, among others. Moreover, investments from the LAS region into India have been on a continuous upswing, especially in sectors such as infrastructure, real estate, telecom and food processing, added Dr Ahmed Salem Al-Wahishi, Chief Representative, League of Arab States Mission in India.

Mr. Youssouf Omar Doualeh, Dean, Arab Diplomatic Corps and Ambassador of Djibouti to India said that the publication will further help businesses expand trade and explore new areas of business interest. Mr Sami Mohammad Al-Sulaiman, Ambassador of Kuwait to India, and Chair – GCC countries added that security, defence and education are new areas of interest which will shape the relationship.

"The business guide will serve as a reference material for Indian Industry and for the business community of these countries to better understand the market trends and business opportunities and provides an in-depth analysis of the trade and economic dynamics of India and the members of the League of Arab States," said Mr. Atul Punj, Chairman, CII Gulf/MENA Committee, and Chairman, Punj Lloyd Ltd.

## South Asia

### Afghanistan

#### Interactive Session with Afghan Diplomats



Afghan diplomats at CII, New Delhi

CII organized an interactive session with a 20-member team of Afghan Diplomats on 26 November in New Delhi. Mr Gurpal Singh, Deputy Director General, CII, said that the associations play a key role in economic development of the country. He briefed them on the structure of CII and how CII works closely with the Government and other agencies. He also briefed them on the initiatives taken by CII to strengthen economic cooperation between India and Afghanistan. CII also made a brief presentation on the Indian Economy.

### Bangladesh

#### Investing in Bangladesh



Muhammad Faruk Khan, Commerce Minister, Bangladesh addressing.

Also seen: Abdul Matlub Ahmad, President, India-Bangladesh Chamber of Commerce & Industry; A K Azad, President, Federation of Bangladesh Chamber of Commerce & Industry; Tariq A Karim, High Commissioner of Bangladesh to India; Syamal Gupta, Special Adviser, Tata International Ltd.; and Annisul Huq, President, SAARC Chamber of Commerce & Industry

Addressing CII members in New Delhi on 23 October, Mr Muhammad Faruk Khan, Commerce Minister of Bangladesh, said that Bangladesh is an attractive investment destination for Indian companies. He added that Bangladesh coal-based industry has been opened up in the PPP mode and Indian industry can greatly benefit from this new opportunity. He made an emotional appeal for all SAARC countries to come together, execute and implement economic growth and help each other to grow, as good economic relations can help the whole region.

The Minister was accompanied by Mr. Annisul Huq, President, SAARC Chamber of Commerce & Industry; Mr. Abdul Matlub Ahmed, President, India-Bangladesh Chamber of Commerce & Industry; and Mr. A K Azad, President, Federation of Bangladesh Chamber of Commerce & Industry.

Mr Tariq Karim, High Commissioner of Bangladesh to India, said that the visit of Prime Minister Sheikh Hasina to India has changed the overall scenario. Both countries have come closer to each other.

India's Look East policy should cover North East and Bangladesh. South Asian countries should come forward to make a strong region like ASEAN and EU. India should forge ahead in development along with all neighbours, said Mr. Annisul Huq, President, SAARC Chamber of Commerce & Industry.

Mr A K Azad, President, Federation of Bangladesh Chamber of Commerce and Industry, said that the business community has helped the economy grow in both countries, and they have to take the lead in furthering it. He suggested that the ASEAN model could be initiated to further trade and economic cooperation between India and Bangladesh.

Mr. Syamal Gupta, Special Adviser, Tata International Ltd. said that Indo-Bangladesh friendship and relations will be further strengthened going forward, particularly in areas of trade, business and economic cooperation. He added that CII and IBCCI have decided to form a Joint Task Force to identify new areas of economic cooperation, consider issues on a wider perspective and recommend solutions with a view to strengthening bilateral relations.

### Nepal

#### CII Business Delegation Vists Nepal

Over the last two decades, CII has been constantly working to further strengthen trade, investment and other forms of economic cooperation with Nepal.

With the objective to continue these efforts, renew its contacts and to explore new business prospects, a CII Business Delegation visited Nepal from 27-29 November. The delegation had business meetings with the Federation of Nepalese Chambers of Commerce

and Industry (FNCCI) and Nepal – India Chamber of Commerce & Industry (NICCI). The delegation also called on Mr Rajendra Mahato, Minister of Commerce & Supplies; Mr Shankar Pokhrel, Minister of Information & Communication and Mr Mahendra Prasad Yadav, Minister of Industry.



Purushottam Ojha, Secretary, Commerce & Supplies, Nepal, and Rajendra Mahato, Minister of Commerce & Supplies, Nepal meeting the CII Business Delegation in Kathmandu

During the meeting with FNCCI, it was agreed that CII and FNCCI would set up Joint Committees in the sectors of Hydro power, IT & BPO, Climate Change and Infrastructure. The existing CII – FNCCI Joint Economic Council will also be revived and the next meeting of the council will be held in January 2011 in New Delhi. A high level business delegation from FNCCI will also visit India on the occasion of CII Partnership Summit to be held in January 2011 in Jaipur. The CII delegation urged FNCCI to explore new centres in India for investments and joint ventures such as Patna and Chennai. The delegation also took up the issues of Indian JVs in Nepal with FNCCI.

At the meetings with the Ministers, The CII delegation took up the issues of early signing of the Bilateral Investment Protection Agreement (BIPA), revised Double Taxation Avoidable Agreement, wrong information media

campaign against Indian ventures in Nepal, etc.

The delegation felt that, in spite of political instability, there are tremendous opportunities for Indian companies to develop their business in Nepal.

The CII delegation explored the shop of investment into sector like commercial agriculture, hydropower, information and technology and health, as well as IT and other technological areas to develop competent human resources.

The Nepal-India Chamber of Commerce and Industry (NICCI) viewed that since tourism can well be leveraged for the economic development of the country, more Indian investment into it is desirable especially in the context of the upcoming Nepal Tourism Year 2011.

## United Kingdom

### CII - NFIA Business Networking Evening



Robert Lock, Head, Trade- Asia Pacific, Welsh Assembly; Mike Morris, Head - Trade, Department of Economy & Transport; Jonathan Walters, Regional Manager, Asia- Pacific; Manzer Hussain, Member CII-IBF-UK & Group Director (Communications), Tata Steel, and Meurig Watts, Head, UK Operations and Sector Sales

CII and the NFIA (Netherlands Foreign Investment Agency) organised a business networking evening to bring Indian industry in UK in contact with their counterparts from Netherlands and discuss the opportunities for business on 16 November. The event was hosted by Mr Pim Waldeck, Ambassador of the Kingdom of the Netherlands.

The keynote speaker for the evening was Mr Jacques Cailloux, Chief European Economist, Royal Bank of Scotland, who spoke on the future of European Markets. The event was attended by about 50 business leaders including the members of CII-India Business Forum.

### Investing in Wales

CII met with the Welsh Assembly Government in Cardiff on 24 November to discuss partnerships in promoting bilateral trade and investments between Wales and India.

### CII-Malta Enterprise Networking Reception

Malta Enterprise, a Government of Malta organisation to promote business, and a partner of CII, hosted a networking reception for CII-IBF UK members in London on 25 November. The reception was of great business value as CII members from the pharma, renewable energy, oil and gas and tourism sectors met with their counterparts from Malta to discuss business opportunities.

The Malta Enterprise had in 2009 invited and hosted CII to Malta for business meetings and this had resulted in

a Maltese delegation to India in November 2009 and the signing of an MoU and useful B2B meetings in New Delhi. As an immediate outcome of the meeting on 25 November in London, Malta Enterprise has invited a major oil and gas company, member of CII-IBF, to visit Malta for discussing opportunities in the sector. It has also invited CII once again to travel to Malta for business interactions.

### Inclusive Growth for Economic Development



Jonathan Morris, Partner, Berwin Leighton Paisner LLP; Rajesh Prasad, Deputy High Commissioner of India to UK; Dr Mihir Shah, Member, Planning Commission, India; Anwar Hasan, Co-Chair, CII-IBF-UK and Director, Tata Ltd; and Richard Heald, CEO, UKIBC

CII, in partnership with the Ministry of External Affairs, the High Commission of India in UK and the UKIBC, organized a conference on 'Inclusive Growth: Imperative for Economic Development' on 30 November in London. The conference provided an opportunity to both sides to share experiences and best practices both in Government projects and industry initiatives.

Speaking at the conference, Dr Mihir Shah, Member, Planning Commission of India, said that India is amongst the lowest ranked in the UNDP's Human Development Index, with access to quality health care and education still a serious concern for millions. Responding to this challenge, the Government of India has undertaken a number of significant initiatives to instill a greater sense of inclusion amongst the vast majority of the population. Dr Shah outlined key issues such as - What are the limits to market led growth? How far does a 'rights based approach' constitute an adequate pathway for greater inclusion? What is the key deficit in excluded India today? Rights, Funds, Development or Governance, and What can be learnt from India post 2004 about how inclusion may or may not happen?

Mr Rajesh Prasad, Deputy High Commissioner of India to the UK, gave an outline of the government view on Inclusive Growth and the initiatives being taken both by the government as well as Indian industry.

Mr Richard Heald, Chief Executive Officer, UKIBC, gave the UK industry view on Inclusive growth and briefly touched upon areas, especially skills development, where UK and India can work together. Mr Jonathan Morris, Partner, Berwin Leighton Paisner LLP, remarked upon the increasing involvement of industry in the whole process of Inclusive Growth, both in the UK and India.

Moderating the session, Mr Anwar Hasan Co-Chair, CII-India Business Forum-UK, and Director, Tata Ltd. summed up the discussions with key points- Bottom up approach; guiding principle to be not just to give jobs but bring in development of the entire area; and delivery mechanisms.

### Round Table discussions with UCL



Dr Mihir Shah; Rahul Barkataky, CEO, SEWA Trade Facilitation Centre; Dr Gunvanti Goding, Translational & Applied Research Strategy Co-coordinator, UCL Partners Health Sciences Research Deanery; Anthony Costello, Co-Director, UCL Centre for International Health & Development, and; Prof Vincent C. Emery, Pro-Provost (South Asia & the Middle East) UCL & Professor of Virology, UCL Medical School

Dr Mihir Shah and Mr Rahul Barkataky, CEO, SEWA Trade Facilitation Centre participated in a Round Table organized by the UCL (University College London). The Round Table discussed Rural Health projects, especially women and child health, and possible partnerships between India and the UK in terms of providing expertise in managing the primary health care systems.

The panelists opined that enough funds were being made available by the Government of India to run the projects; however these projects needed expertise in systems and it is here that partnerships could emerge. Dr Shah summed up the discussions by saying that India needs partnerships from the UK in systems for managing its social security projects especially health care in rural areas. On the other hand, in the next 10 years, there will be a reversal of roles when the UK and rest of the western world will need India's expertise in projects leading to rural growth.

# India REGIONAL R O U N D U P

## East

### Chhattisgarh

#### Interactive Session Bank of Baroda

23 November, Raipur

The CII Chhattisgarh State Council organised an interactive session with Mr R K Bakshi, Executive Director, Bank of Baroda. Mr Bakshi informed the industry members about the facilities offered by the Bank.

### Jharkhand

#### 23rd Convention on Quality Circles

11 November, Jamshedpur



C Khan, AGM (Training), Tata Motors Ltd; C B Singh, Dy General Manager, Telcon Ltd; and T Bhaskar, Vice President, Usha Martin Ltd

With the objective of encouraging the use of Quality Circles amongst members, as well as sharing knowledge of prevalent QC practices among member companies, the CII Jharkhand State Council organised the 23rd State Level QC Convention. The top three winners of the State level competition will participate in the Regional Finals in December in Kolkata.

#### Roundtable on Internal Security

13 November, Jamshedpur

CII Eastern Region has constituted a Task Force on Internal Security, to contribute to economic prosperity through improved integration of security risk management on a common platform and provide a platform, to industry to deliberate on Internal Security related issues, concerns and challenges faced in the region.

A Round Table on Preparedness in Internal Security deliberated on Internal Security related issues, queries and concerns being faced by industry in the State.



Col (Retd.) Ramnik Singh Khanna, Chief of Security, Tata Steel Ltd; Akhilesh Kumar Jha, Sr Superintendent of Police, East Singhbhum, Jamshedpur; and S K Behera, Chairman, CII Jamshedpur Zonal Council

#### Marketing & Strategic Brand Management

26 November, Jamshedpur

The workshop on Marketing & Strategic Brand Management for B2B Markets to uncover the hidden and unexploited power of leveraging from the concept of brand and brand building. Prof Sharad Sarin, Senior Faculty in the area of Marketing and Strategic Brand Management, XLRI Jamshedpur conducted the workshop.

### Odisha

#### Interactive Session with WASITRAC

15 November, Bhubaneswar

CII Odisha State Council organized an interactive session with the Washington State India Trade Relations Action Committee (WASITRAC). Members of CII Odisha State Council interacted with the team on the various trade and business opportunities between Washington and India.

#### Ekamra Queen

15 – 20 November, Bhubaneswar



Finalists of Ekamra Queen Pageant

As part of the ongoing 15th edition of Enterprise Odisha, CII Odisha organised Ekamra Queen, a beauty pageant to promote the rich culture and heritage of Odisha.

Ms Shayini Pattnaik who won the coveted crown of Ekamra Queen for 2010, will also be the brand ambassador for the textiles, handlooms and handicrafts of Odisha.

## Enterprise Odisha 2010

19 – 23 November, Bhubaneswar



Naveen Patnaik, Chief Minister of Odisha, addressing Enterprise Odisha 2010

Enterprise Odisha 2010, the largest industrial and consumer fair of Odisha was organized jointly by CII Eastern Region and the Government of Orissa primarily to explore the business opportunities and to showcase the potential of the state. Spread over an area of 5000 sq. metres with more than 200 stalls, Enterprise Odisha 2010 witnessed exhibitors from all over the state and Eastern Region. Coinciding with Enterprise Odisha, parallel enriching sessions on International Linkage, Ancillarisation of MSME, Soft Skill Development, Industry Prepared Education, Skill Gap Mapping besides many others were organised.

Enterprise Odisha 2010 was inaugurated by Mr Naveen Patnaik, Chief Minister of Orissa.

## CII Delegation Meets Odisha Chief Minister

19 November, Bhubaneswar



R N Senapati, Development Commissioner, Odisha; Raghunath Mohanty, Minister of Industries, Steel & Mines and Parliamentary Affairs, Odisha; Naveen Patnaik, Chief Minister of Odisha; B K Patnaik, Chief Secretary, Odisha; and T Ramachandru, Principal Secretary, Industries, Odisha

A high level 25 member CII delegation led by Mr Kurush Grant, Chairman, CII Eastern Region called on Mr Naveen Patnaik, Chief Minister of Odisha in Bhubaneswar. The delegation briefed the Chief Minister about proposed CII initiatives in the field of Industrial Development, Education & Skill Development, Environmental Sustainability, Agriculture, and Development of the MSMEs, besides others. Mr. Patnaik assured his full support towards the initiatives of CII in Odisha in ensuring overall growth and development of the state.

## CII Eastern Region Golf Cup

19 – 20 November, Bhubaneswar

With the objective of promoting tourism and industry through sport, CII Eastern Region organized the 3rd edition of CII Eastern Region Golf Cup at

Bhubaneswar Golf Course on 19 – 20 November 2010. Around 60 golfers, including 10 ladies, from West Bengal, Jharkhand and Odisha took part in the event.



Winners of 3rd CII Eastern Region Golf Cup at Bhubaneswar

## MSME Linkage 2010

20 November, Bhubaneswar



Ramesh Datla, Chairman, CII National Council on MSMEs; S S Samal, Chairman MSME Facilitation Council; and K N Khatai, Director, Directorate of Industries, Odisha

CII Odisha State Council organised MSME Linkage 2010 to facilitate the state based MSME sector to take advantage of the various policies and schemes of the Government of Odisha as well as of the Central Government. Mr Ramesh Datla, Chairman, CII MSME Council elaborated on CII's initiatives for building global competitiveness in Indian Small & Medium Industries. Mr K Khatai, Director, Directorate of Industries, Odisha, emphasized the new wave of industrialization in Odisha.

## Exploring Overseas Partnership Avenues

23 November, Bhubaneswar

CII Odisha State Council organized a session on Exploring Partnership Avenues with Overseas Countries to showcase opportunities for local businesses to work with industries in overseas countries and to spread awareness on the investment and export potential of Indian companies primarily in Laos. Mr J N Mishra, Indian

Ambassador to Laos, Mr Mustaq Birader, Deputy Head of Mission, British Deputy High Commission, Kolkata, and Mr K Srinivasan, former Foreign Secretary besides many others addressed the gathering.

## Roundtable on Internal Security

29 November, Balasore

CII, North Orissa Zonal Council organized a Roundtable on Internal Security to establish a security governance structure that would help industries to get prepared to handle emergency situations and implement best security management practices. Lt. (Retd.) D K Dhall, GM (Security), Tata Refractories Ltd, Gr. Capt. (Retd.) R K Das, HOD Security, Jindal Steel Power Ltd and Mr Pradipta Padhi, Regional Head, Tops Security Limited addressed the gathering.

## West Bengal

### Powering Towards the Future

2 November, Kolkata



Nirupam Sen, Minister, Power, West Bengal, inaugurating the Conference on Powering Towards the Future in Kolkata

The Conference on 'Powering Towards the Future in Kolkata.' Provided a unique platform to learn, discuss and exchange major structural, technical, managerial and regulatory challenges in the power sector. Mr Nirupam Sen, Minister for Power, West Bengal, was the Chief Guest. Eminent dignitaries including Mr Malay Kumar De, Principal Secretary, Power & NES, West Bengal, and Chairman & Managing Director, West Bengal State Electricity Distribution Company Ltd., Mr Prasad Ranjan Roy, Chairperson, West Bengal Electricity Regulatory Commission, and Mr R V Shahi, Former Power Secretary, Government of India and Chairman, Energy Infratech Pvt. Ltd were also present.

### Doing Business with South Australia

9 November, Kolkata

CII Eastern Region and the India Representative Office of

the Government of South Australia organised a session on 'Doing Business with South Australia.'

Mr A K Tareen, Senior Trade Commissioner – India, Government

of South Australia addressed the gathering. The session deliberated on the new and emerging opportunities for strengthening ties between India and South Australia across a number of sectors such as education, IT, food, mining & resources, renewable energy, railways, advanced engineering, tourism and infrastructure.



A K Tareen, Sr Trade Commissioner – India, South Australia; and Viresh Oberoi, Chairman, CII Eastern Region Task Force on International Trade

### Session with DGNAI, Indian Navy

10 November, Kolkata



Interactive Session on Naval Requirements

CII Eastern Region organised an interactive session with Rear Admiral S Kulshrestha, Director General of Naval Armament Inspection (DGNAI), Indian Navy in Kolkata. The objective of the session was to brief the participants on the specific requirements of Naval Armaments and associated areas.

### Safety Symposium & Exposition

24 – 25 November, Kolkata

To work towards the objective of achieving 'Zero Accident', serious introspection and analysis is needed for making an impact. The flagship initiative, 'Safety Symposium & Exposition', a two



Pratim Chatterjee, Minister of Fire, West Bengal; and O B Krishna, Chairman, CII Eastern Region Safety Task Force

day Conference & Exhibition in Kolkata, apart from regular issues like mine safety, fire safety, construction safety, process and behavioral safety, brought safety in the sphere of health and hygiene in work space as one of the key areas of discussion. Mr Pratim Chatterjee, Minister of Fire, West Bengal, was the Chief Guest.

## North

### CeraGlass India

11-14 November, Jaipur



Anand Sharma, Union Minister for Commerce & Industry, and Ashok Gehlot, Chief Minister, Rajasthan, inaugurating CeraGlass India

CeraGlass 2010, India's first comprehensive ceramics, glass and allied products show achieved its objective of catalyzing market access, technology transfer and investments in this sector. Inaugurated by Mr Anand Sharma, Union Minister for Commerce & Industry, and Mr Ashok Gehlot, Chief Minister of Rajasthan, it touched upon all aspects of the ceramics and glass industry, though a complete package of focused conferences, exploring international business opportunities at the buyer seller meet, elaborate expositions and the traditional mix through CeraGlass Haat.

Spread over an area of 6,130 sqm, 180 exhibitors took part in 9 concurrent shows. About 373 new products were launched at the event and 8,383 business enquiries, including 549 from foreign buyers, were generated. International delegates representing 14 nations came together at the special Buyer-Seller Meet, organized in the association with CAPEXIL, opening new channels of interaction.

Over 230 representatives from the industry conferred on focused topics and explored business opportunities in ceramics & glass industry with 90 experts from government, industry, research organisations and academia.

A special add on to the show was the cultural extravaganza at the CeraGlass Haat. A lively, interactive space, the Haat displayed works from artists in the field of ceramics, glass, terracotta and blue pottery. Spread

over an area of 1,500 sq mt, with imaginative, traditional and rural architecture, the Haat was especially designed to bring to life the vibrant colours of rich Indian pottery, ceramics and glass heritage.

### Indonesia to add focus on India

2 November, Chandigarh  
4 November Amritsar  
22 November, Lucknow

CII organized several business interactions with Lt Gen (R) Andi M Ghalib, Ambassador & Plenipotentiary, Republic of Indonesia, across major northern cities. Indonesia is one of the fast-growing large emerging economies with natural synergies with the Indian economy.



Lt Gen (R) Andi M Ghalib, Ambassador & Plenipotentiary, Indonesia with Jayant Krishna, Chairman, CII Uttar Pradesh

The Ambassador urged Indian enterprises to explore opportunity in Indonesia, which has huge, unexplored natural resources in terms of crude oil, natural gas, tin and copper. He was particularly keen about inviting Indian automobile giants to set up a tractor power manufacturing facility in Indonesia. The potential investment sectors in Indonesia are power, coal mining, IT & communication, automobiles, retail, agriculture, cotton textiles.

## Chandigarh

### CII-BEE Join Hands for Energy Conservation

19 November, Chandigarh

Mr Ram Niwas, Home Secretary cum Secretary Industries, Chandigarh Administration inaugurated the Workshop on Enhancing Competitiveness through Energy Efficiency & Cost Competitiveness organized by CII and Bureau of Energy Efficiency (BEE). The



Ram Niwas, Home Secretary cum Secretary Industries, Chandigarh Administration and Nitin K Peshawaria, Chairman, CII Chandigarh

objective of the workshop was to promote energy efficient and cost reduction practices.

## New Delhi

### Skills Gap Study for Delhi

18 November, New Delhi

CII conducted a skill gap analysis for Delhi to understand the skills required for employment opportunities. The final skills gap study in Delhi was presented to Mr Rakesh Mehta, Chief Secretary, Government of NCT of Delhi, by Mr Zubin Irani, Chairman, CII Delhi. The study found that seamless institutional



Rakesh Mehta, Chief Secretary, NCT of Delhi

linkages, skills upgradation of personnel and an increase in organizational and entrepreneurial abilities will determine the sustainability of the state's economy. Mr Mehta added that the projections and findings will help the Government take steps that will address the issue of employment, as well as ensure skilled manpower for industry.

## Uttar Pradesh

### India's Fast Track GDP Growth

8 November, Lucknow



S Sridhar, CMD, Central Bank of India, addressing

Interesting facts were presented at the seminar 'India's Fast Track GDP Growth: Challenges and Opportunities in the Indian Banking Sector'. Indian banks played a major role in cushioning the adverse impact of global recession in India. Even after recession, Indian banks are providing loans freely, though banks in the West have become cautious lenders. Highlighting the scenario in the Indian banking industry, Mr S Sridhar, Chairman & Managing Director, Central Bank of India said that the major challenge today is to foresee the financial environment changes across the globe and plan in time. The major effort, in such a situation, added Mr Sridhar, would be to ensure uninterrupted banking facilities to all.

## CII FMCG Forum 2010

18 November, New Delhi



Abhishek Malhotra, Vice-President & Partner, Booz and Co; Chitrnanjan Dar, Chairman, CII National Working Group on FMCG and CEO-Food division, ITC Ltd.; Kannan Sitaram, Conference Chairman and Former COO, Dabur India Ltd; and Anand Kripalu, MD, Cadbury India Ltd. releasing the FMCG report at the CII FMCG Forum 2010

At an informative and critically examined conference on FMCG, a thorough presentation and debate substantiated with facts and figures was undertaken. The central theme as spelt out by Mr Kannan Sitaram, Conference Chairman & Former COO, Dabur India Ltd was the position of the FMCG industry in 2020. In his opinion, standing at Rs 130 crore today, it is all set to grow in another 10 years to a strong Rs 600 crore level. A Report: "The FMCG Roadmap to 2020: The Game Changers", was released at the conference.

## Uttarakhand

### Looking Ahead...

11 November, Dehradun



At the Meeting on the Uttaranchal

Mr Atul P Renavikar, Plant Head, Tata Motors Ltd, Pantnagar, visited CII Uttarakhand to meet and interact with Mr Rajiv Berry, Chairman, CII Uttarakhand and Dr S Farooq, Vice-Chairman, CII Uttarakhand along with other CII office bearers. Issues discussed included a proposed Industrial Expo 2011 in Haridwar, a CII office in Kumaon region, CII's training programmes in the Kumaon region and OEM Cluster Development.

## South

### ANC Progressive Business Forum Trade

16 November, Chennai



Loganathan Naidoo, Dy Mayor of Ethekweni, (Durban) South Africa, Harris Majeke, South African High Commissioner to India, and Daryl Swanepoel, Co-Convenor, ANC Progressive Business Forum

The economic partnership of India and South Africa was further strengthened with the ANC Progressive Business Forum Trade Delegation mission to India. A 45 member South African delegation of top level managers from multiple sectors visited Chennai. Various aspects of bilateral economic relations were discussed during the seminar which was followed by a panel discussion and B2B meeting.

### Workshop on IT in Healthcare

20 November, Coimbatore

The workshop on IT in Healthcare was organized for professionals of the healthcare industry to understand the benefits of IT in effective delivery of healthcare services. It also highlighted use of IT to reduce costs, provide better care and have good business intelligence for improving the Return on Investment (ROI) and the bottom line of hospitals.

### Kidex 2010

19-21 November, Chennai



Actor Karthi Sivakumar interacting with children at the Kidex Expo held in Chennai

Kidex 2010 was organized to enable the future generation

of the country to be competitive and competent and also be a part of inclusive growth. The 3-day educative, interactive and demonstrative exhibition was designed to offer great value and build sustainable market advantage to the companies catering to the markets for children. The gala event included 75+ exhibitors with products and services for children, a one day conclave on School Excellence and concurrent competitions and skill tests. The children also had the opportunity to shake hands with Actor Karthi Sivakumar who inaugurated the exhibition.

### Meeting on Chile

25 November, Chennai



Sunita Shahaney, Consul of Chile in Chennai; Cristian Barros, Ambassador of the Republic of Chile to India; Nandini Rangaswamy, Chairperson, CII Tamil Nadu State Council & MD, Chandra Textiles Pvt Ltd; and Nestor Riveros, Commercial Minister, Prochile

The luncheon session with Mr Cristian Barros, Ambassador of Chile, was organized to explore investment opportunities for Indian businessmen in Chile with specific reference to sectors like mining, food, agriculture, dairy products, biotechnology, renewable energy and global services. Mr Barros outlined some of the initiatives of his government to attract investments.

## Andhra Pradesh

### Paradigm Shift in Accounting Practices

26 November, Hyderabad



Conference on IFRS

The Conference on IFRS deliberated on how to increase awareness and understanding of the state of IFRS transition in India and the related challenges. The conference also elaborated on the IFRS roadmap and the related clarifications issued by the Ministry of Corporate Affairs, practical challenges on first time use of IFRS in India, potential challenges and solutions in the convergence process and knowledge sharing on practical application of IFRS.

### 4th TQM Forum Meeting

26 November, Hyderabad

At the 4th TQM Forum meeting, Mr. Kurien Mathew, Addl. General Manager, Hindustan Aeronautics Limited, gave an informative presentation on 'Lean Manufacturing.' Ms. Padmaja, CEO – MSW, Ramky, gave a presentation on 'Emerging Technologies in Waste Minimisation.'

## Karnataka

### Working Not For Profit

9 November, Bangalore



Programme on Social Entrepreneurship

The programme on Working with Not For Profit provided a platform for people keen to explore the area of social entrepreneurship but unsure of how to get started, and discussed the choice between not for profit as a career and volunteerism.

### Session on Debt Financing: Issues & Options

11 November, Bangalore

The meeting on Debt Financing: Issues and Options was addressed by Mr Dogra, Managing Director, CARE who gave an overview of debt financing and rating of corporate debt. Issues and available options for those who are keen to explore the area of borrowing from a source outside the company were also explored.

### CII Best HR Project Award

12 November, Bangalore

The HR competition provided a unique opportunity to budding HR aspirants to demonstrate and sharpen their knowledge and acumen in HR. This also gave them wide exposure to the industry and possibly their future employers.

## CII - Wolverhampton MoU

15 November, Bangalore



Simon Warren, Chief Executive, Wolverhampton City Council; Aroon Raman, Chairman, CII Karnataka; and Prof Richard Hall, Associate Dean and Prof of Engineering Design & Simulation, University of Wolverhampton, UK

A MoU was signed by CII, the Wolverhampton City Council and the University of Wolverhampton to assist each other in the promotion and development of business opportunities, as well as overseas investment, between India and UK.

## Lithuanian Business Delegation to Bangalore

19 November, Bangalore



Aroon Raman, Chairman, CII Karnataka; and M R Arvind, Director, Rajashri Foods with the Lithuanian Business Delegation

The meeting with the visiting Lithuanian business delegation provided first-hand information on the current market conditions, business and investment climate in Lithuania and connected companies to develop business opportunities with Lithuania.

## Tamil Nadu

### Interaction with Management Guru

23 November, Chennai

Author and management expert Mr Gurcharan Das addressed a meeting on his book 'The difficulty of Being Good: On the Subtle Art of Dharma'. Interacting with participants on the theme of his book, Mr Das dwelled upon the goal of dharma moral well being. The author gave various examples from the epic Mahabharata which contradicts the motive of dharma.

## Scaling up India's Innovation Ecosystem

26 November, Chennai

The Seminar on Scaling Up India's Innovation Ecosystem helped explore the deficiencies and roadblocks in the Indian ecosystem for systematically driving scientific and technological innovation and realizing its true commercial potential.

## Women's Leadership 2010

25 November, Chennai



At the Women's Leadership Conference

Spearheaded by Ms Akhila Srinivasan, Managing Director, Shriram Life Insurance Company Ltd, the first Women's Leadership Conference focused on aspects such as Women & Business - An Emerging Dimension; Advancing Women's Economic Opportunities through Entrepreneurship; Making Role Models - Indian Perspective; Gen-Next - Challenges in Achieving the Leadership Orbit and Role of Women at India@75.

## 23 QC Convention for Operators

26 November, Chennai



Winning Team from Lucas-TVS India Ltd

The state level Quality competition is a part of CII's continuous thrust towards strengthening the Quality movement in Tamil Nadu. The competition was attended by workmen of 27 manufacturing organizations for creating a motivational platform for organizations to form quality circles to exchange their ideas and experiences. The winners of the first, second and third places were Lucas-TVS Ltd, WABCO-TVS India Pvt Ltd and Hyundai Motor Co respectively.

## Puducherry

### Meeting on Skills Development

10 November, Puducherry

The objective of the meeting with Mr G Malar Kannan, Commissioner, Department of Labour, Puducherry, was to discuss Skills Demand in Puducherry. Mr M S Vijayaraghavan, Chairman, and Mr Meenakshi Kumar, Vice Chairman, CII Puducherry addressed the meeting.

### 7 QC Convention for Operators

11 November, Puducherry



Winners of Puducherry State Level QC Competition for Operators

Quality Circles have emerged as a mechanism to develop and utilize the tremendous potential of people for improvement in product quality and productivity. The winners this year were: First Place -Lucas TVS Ltd; Second place: Rane- Madras Ltd; and Third place: Rane Brake Lining Ltd.

### Meeting with Home Minister, Puducherry

19 November, Puducherry

CII Members met Mr E Valsaraj, Home Minister of Puducherry, to discuss the implementation of Computer Literacy Programme in Mahe.

### Emerging Cyber Threats & Challenges

26 November, Puducherry



Conference on Cyber Security

The conference 'Emerging Cyber Threats and Challenges' deliberated on cyber security issues related to banking, finance, IT and security surveillance, cyber crimes, digital evidence and cyber forensics; different aspects of the Cyber Act and cyber threats to military, industry and society.

## Zones

### Chennai

#### Opportunity Creation Using TRIZ Innovation

30 October, Chennai

Conducted by Prof. R Prakash Apte, IIT Mumbai, the workshop introduced the participants to TRIZ, a scientifically based systematic methodology that overcomes Psychological Inertia. The workshop also included a TRIZ-based interactive session on how to identify 'Opportunity' and achieve 'Cost Reduction'.

#### Japanese Delegation Visits Chennai

9 November, Chennai



M Velmurugan, Executive Vice Chairman, Industrial Guidance & Export Promotion Bureau, Tamil Nadu; Hidehiko Yuzaki, Governor, Hiroshima Prefectural Govt. & Leader of the delegation; and Venu Srinivasan, Immediate Past President, CII, and Vice Chairman, TN State Mfg Competitiveness Council

A 26 member business delegation from Japan visited Chennai to explore business opportunities with India. The B2B meetings were followed by the signing of a MoU between Hiroshima Industrial Promotional Organization and Tamil Nadu government for better relations between the two states.

### Coimbatore

#### Workshop on Green Buildings

10 November, Coimbatore

To create mass awareness on green buildings, a capacity building workshop was organized to sensitise government officials from various departments in the Southern States on Environment related issues.

#### Session on Cloud Computing Confluence

18 November, Coimbatore

The session on Cloud Computing Confluence had speakers like Mr Anand Ramakrishnan, General Manager – Cloud Computing Services, Wipro InfoTech, Mr Umesh Chaturvedi, Regional Head – South, Aircel Business Solutions and Mr Sanjay Kumar

Gupta, Managing Director, G-Tech Info Solutions (International) P Ltd.

#### Buyer Seller Meet

28 October, Coimbatore

The Buyer – Seller Meet with public sector companies provided a single unique platform to enhance business relations and understand sourcing requirements of large scale PSUs from across the country.

#### Growing Opportunities for Foundry Sector

26-27 November, Coimbatore

The conference discussed in detail the place the foundry industry occupies in the industrial segment and the concerns faced by the industry.

### Erode

#### Interactive Session with Dr M K Stalin

14 November, Erode



Rajeev Ranjan, Industrial Secretary, Tamil Nadu; Dr M K Stalin, Dy Chief Minister, Tamil Nadu; R Nandini, Chairperson, CII Tamil Nadu; and G Sundaram, Chairman, CII Erode Zone

Dr M K Stalin along, with other Government Department Secretaries, interacted with members giving them an opportunity to understand the various government initiatives in Erode.

#### Best Manufacturing Practices Mission

19 November, Madurai



Members at Sundaram Fasteners Ltd

Around 25 members from Erode participated in the Best Manufacturing Practices Mission to Sundaram Fasteners and Hi Tech Arai to understand the best manufacturing practices at both organizations.

### Madurai

#### CEO Connect Session

10 November, Thoothukudi

Continuing with the CEO Connect series, members

met with Mr Janakiraman, President & CEO, MindTree Consulting P Ltd, who explained about the industry's demand for personnel equipped with information and technology skills.

## Heritage Walk to Arittapatti Village

14 November, Madurai

A heritage walk was conducted to Arittapatti Village to motivate citizens of Madurai and tourists to walk, experience and to develop a collective ownership of the city, and to showcase Madurai to the Tourism World.

## Faculty Mission on Manufacturing Practices

12 November, Madurai



Mission members at Fenner (India) Ltd & Sundaram Industries Ltd

The mission created an opportunity for faculty from five institutions to learn business excellence models in the field of safe and healthy shop floor practices adopted at world class manufacturing organizations.

## Mysore

### Interactive Session on Commercial Taxes

24 November, Mysore



Interactive Session with the Commissioner of Commercial Taxes

The interactive session with Mr. Pradeep Singh Kharola, Commissioner of Commercial Taxes, Bangalore, and senior government officials gave an opportunity for members to raise discussions on e Sugam generation, e generation of C Forms, simplification of documentation etc.

## Trichy

### Diabetes Awareness Programme

November, Trichy

Through a diabetes check up and an interactive

session, the Diabetes Awareness Programme helped staff and students at Bishop Heber College understand the symptoms of diabetes and methods for prevention and management of diabetes and its complications.



Free Diabetes checkup for college students

## Opportunities in Solar Power

28 October, Trichy



Session on Solar Power

Opportunities in solar power were highlighted at the session, which focussed on the economics of solar energy. Solar energy as a generating technology, short and long term PV reliability, financing commercial-scale solar and role of utility in solar power were also discussed.

## Interaction with Dy Chief Minister, Tamil Nadu

31 October, Trichy

At an interactive session with members, Dr M K Stalin, Deputy Chief Minister, Tamil Nadu, elaborated on developmental activities in the central districts of Tamil Nadu. He assured that the government would support industry in all possible ways.



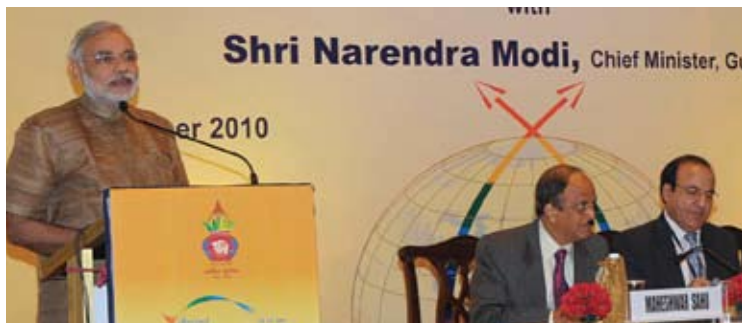
Dr M K Stalin, Deputy Chief Minister, Tamil Nadu with Nandini Rangaswamy, Chairperson, CII Tamil Nadu State Council

## West

### Gujarat

#### Vibrant Gujarat 2011: Domestic Roadshows

13-23 November, Chennai, Mumbai, Bangalore & New Delhi



Narendra Modi, Chief Minister, Gujarat at a roadshow on Vibrant Gujarat 2011

Vibrant Gujarat 2011 domestic roadshows were organized by CII in different cities across India. The road shows were organized in Chennai on 13 November, Mumbai on 17 November, Bangalore on 18 November and New Delhi on 23 November. The domestic road shows were addressed by Mr Narendra Modi, Chief Minister of Gujarat, identifying and strongly communicating the investment potentials in Gujarat. As part of the domestic road shows, CII also organized B2G meeting with various potential investors across these cities.

#### Techno-Entrepreneurship Network Series

19 November, Vadodara

The objective of the series was to get technology people with businessman acumen ship.

#### Growth & Opportunities in Technical Textiles

20 November, Ahmedabad



Saurabh Patel, Minister of State for Industry, Gujarat, inaugurating the seminar on Technical Textiles

The seminar, inaugurated by Mr Saurabh Patel, Minister

of State for Industry, Gujarat, focused on opportunities available in Technical Textiles and how can they be tapped for the growth of the sector.

#### Technology Entrepreneurship

24 November, Rajkot

The objective of the seminar was to sensitize participants on how technology entrepreneurship could be an excellent career option so that they become job creators rather than just job seekers alone.

#### Interaction with Management Students

25 November, Jamnagar

The interaction created awareness among management students to understand the skill sets required from industry perspective and how they can align to match up industries' expectations efficiently.

#### Material Handling & Stores Management

25 November, Vadodara

The workshop provided an exposure to various stores management processes and its effective implementation systems, material handling systems, Inventory management and supply chain.

#### Mapping Strategy using Balanced Scorecard

26 November, Ahmedabad

The workshop gave participants fundamental understanding of the Balanced Scorecard approach and also to share implementation methodology.



Workshop on Mapping Strategy using Balance Scorecard

#### FinTelligence

26 November, Vadodara

Mr Shirang Tambe, Director, Infogenia Analytics Pvt Ltd addressed the participants on the Ratio Analysis. The session served as a platform for CEOs, CFOs, Finance and Accounts Managers of various business enterprises to come together for networking.

#### Business Opportunities in Mobile Applications

29 November, Ahmedabad

This seminar explored the whole range of technologies in the field of Mobile Applications, with a focus on the business opportunities in various fields of mobile application and innovations.

## Maintenance Excellence Study Mission

30 November, Bhavnagar

CII organised a study mission to the Bhavnagar plant of Excel Crop Care Ltd to enable the participants grasp the fundamentals of select elements of world class maintenance as a process and culture of long term organizational building.

## Madhya Pradesh

### Interactive Session on Pollution Control

11 November, Bhopal

Issues like setting of lower and upper limits of emission and discharge norms especially in use of DG sets for power generation, use of ESP instead of Bag filters, creating awareness on available CDM schemes and strategies to reduce ground, air and water pollution in Bhopal were discussed during the interaction.

### Infrastructure Development for Jabalpur

13 November, Jabalpur

The discussion with Mr Rakesh Singh, Member of Parliament from Jabalpur, Madhya Pradesh, focused on issues like Infrastructure Development and Air Connectivity for Jabalpur.



Rakesh Singh,  
MP, Jabalpur,  
Madhya Pradesh

### Awareness Session on Lean Manufacturing

13 November, Jabalpur

The objective was to create awareness on Lean Manufacturing and learn about the different processes. The session focused on the vital areas like What, Why, When & How on Lean Manufacturing.

### Interaction with Indore Collector

24 November, Indore

The objective was to resolve the issues being faced by the industries and to promote greater industry-government participation for the upliftment of the area both economically and socially.

## Maharashtra

### 3rd Edition of Food & Bev Tech 2010

29 October, Mumbai

The 3rd edition of the Food & Bev Tech 2010, an International Exhibition and the Food & Beverage Summit 2010: 'Technology – A Tool for Growth,' was inaugurated by Mr Subodh Kant Sahai, Union Minister of Food Processing.

The Summit brought together crosscurrents of opinions, views and ideas inherent to the Food & Beverage



Subodh Kant Sahai, Minister of Food Processing, Ministry of Food Processing, India, inaugurating Food & Bev Tech 2010

industry, as it prepares to meet new challenges and imperatives. It also covered a wide range of topics of interest to stakeholders in the industry.

### Water Management & Technology

30 October, Aurangabad

The Conference focused on Urban Water Management - Challenges & Solutions, Emerging trends in industrial water management through the use of new technologies and some best practices and case studies by user industries were also discussed. Ms Malini Shankar, Principal Secretary, Water Supply & Sanitation, Maharashtra, emphasized on private sector participation for effective water management.



Malini Shankar,  
Principal  
Secretary,  
Water Supply &  
Sanitation,  
Maharashtra

### CFO Summit 2010

13 November, Mumbai



At the CFO Summit 2010

The CFO Summit focused on the impact of the volatile economic conditions for businesses, innovation of new business models, the changing regulatory landscape and implications of forthcoming tax reforms on the role of CFOs. Dr Subir Gokarn, Deputy Governor, RBI, and Mr K V Kamath, Past President, CII and Chairman, ICICI Bank Ltd, spoke on the macro economic scenario and business leadership perspective in the unfolding global economic environment.

### Six Sigma Black Belt Certification Course

15-18 November, Pune

The CII Institute of Quality organised the second module of the programme under the batch of Six Sigma Black Belt Certification Course (Level II) at Pune.

### Sustainability Assurance Practitioner Course

15 – 19 November, Pune

The course was delivered through a combination of seminar presentations, discussions and practical group exercises, drawing on best practice examples and the substantial experience of trainers. The participants were provided with IRCA Certified Training Modules comprising of case studies, sustainability reports and other relevant study material which would enhance their learning.

### Session on Polytechnic Upgradation

16 November, Pune

The session emphasized on conducting series lectures by experts from industry, training the faculty for personality development, industrial visits for the trainees, faculty training for three months in industry, expert lectures from industry to teach specific subjects for the final year students, and curriculum development for emerging subjects.

### Interaction with Sales Tax Commissioner

16 November, Mumbai



Interaction with Sales Tax Commissioner

The interaction enabled members to gather policy and operational information related to Sales Tax as well as to highlight various issues that are faced by members in their day-to-day operations.

### Wire & Cable India 2010

18 November, Mumbai

The technical sessions provided insight about the latest technologies, machineries, equipments, raw materials and accessories relevant for the Indian wire and cable manufacturing industry.

### India: Latin America's Next Big Thing?

17 November, Mumbai



Discussion on India and Latin America

The session discussed the trade and investment opportunities as well as competitive challenges stemming from rising economic relations between India and Latin America and the Caribbean.

### Training Programme on Energy Management

18 – 19 November, Nashik

This training programme develop knowledge on techniques for effective energy management to reduce both thermal and electrical energy consumption, provide information on latest energy saving ideas on various energy intensive equipment, and to develop participants on self-energy auditing techniques through actual implemented case studies.

### CFO Session: Transforming While Performing

23 November, Pune



CFO Session on 'Transforming While Performing'

The speakers shared their views on how a CFO can contribute beyond the dotted line. As the session topic suggested, this discussion was all about meeting expectations of all the stakeholders, by a CFO.

## Interaction with Israeli Delegation

24 November, Mumbai



CII members interacting with the Israeli Delegation

The Israeli delegation, led by Mr Leonard M Abramsky, Managing Partner, Brookfield Financial, visited Mumbai to understand the real estate scenario and explore business opportunities in India. Mr Anuj Puri, Chairman and Country Head, Jones Lang LaSalle, briefed the delegates on the real estate scenario in India and the different aspects of real estate in Mumbai in particular.

## 9th Manufacturing Summit 2010

26-27 November, Pune



Dr Naushad Forbes, Director, Forbes Marshall Pvt Ltd; Arun Maira, Member, Planning Commission of India; and Jamshyd N Godrej, Past President, CII, and CMD, Godrej & Boyce Mfg. Co. Ltd

The Summit emphasized the need to look at 'sustainable' manufacturing with greater awareness for the environment, and to promote the cause of Indian manufacturing through strong assumption level initiatives in partnership with the Government. Further, a MoU was signed between the CII VLFM Institute and IIT Madras to further industry-academia participation for ensurance of high quality content and delivery, as per requirement.

## Safety, Health & Environment Award 2010

29 - 30 November, Mumbai



At the Safety Health & Environment Award 2010

The SHE Award facilitates the organizations with a platform to share their best SHE practices with other CII members. SHE acknowledges the vision and exemplary commitment of the CEOs and their teams towards environmental responsibility, and concern for occupational Safety and Health of employees and society.

## 4th Global Summit on Skill Development

29-30 November, Mumbai



B Santhanam, Chairman, CII National Committee on HR & President-Flat Glass, South Asia, Egypt, & MD, Saint Gobain Glass India; Dr. Bhalchandra Mugekar, MP; Rajesh Tope, Minister of Higher and Technical Education, Maharashtra; and Arun Nanda, Chairman, CII (WR) & Director, Mahindra & Mahindra Ltd

Addressing the Summit, Mr Rajesh Tope, Minister for Higher and Technical Education, Maharashtra, said "Industry Needs to Adopt Technical Training Institutes for National Growth."

The Minister also launched the 'Skillpedia' website a CII India@75 initiative, which is a one-stop solution for vocational skill development in the country and provides access to all kinds of information regarding vocational training - connecting employer and employee.