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An Appeal for Inclusive Participation



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VLFM
Institute

Towards
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Govt - Industry
Partnership for
10 % Growth

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CII Launches VLFM Institute



Building on the success of the VLFM Programme, CII has set up the VLFM Institute, to widely spread the Breakthrough Culture in Indian manufacturing

FOR INDIA'S GDP to grow in double digits, the contribution of the manufacturing sector to GDP must increase to 25-30%. Indian manufacturing also needs to grow to provide employment to the millions of employable Indians. To achieve and sustain this growth, Indian manufacturing needs transformation through policy changes, infrastructure and the development of visionary leaders.

India currently faces a severe crunch of leaders in the manufacturing sector who are skilled to lead in situations of drastic changes in business environment, develop products to meet the needs of the Indian masses, and create new jobs.

To meet this need, CII has institutionalised its on-going and highly successful Visionary Leaders for Manufacturing Programme, into the **VLFM Institute**. This will make it sustainable and grow like a Centre of Excellence, announced Mr Jamshyd N Godrej, Past President, CII, and Chairman, VLFM Institute, at the third Annual Convention of the VLFM Programme, on 26 July in Mumbai. The first meeting of the Governing Body of the VLFM Institute was also held on the occasion.

The Institute will work towards skilling managers to implement

breakthrough management concepts in their respective organisations, generate conditions of manufacturing competitiveness and provide a facilitating environment for the manufacturing industry to grow.

The VLFM programme has already built a community of people who follow the VLFM philosophy and practices. The Institute will further promote and

ideas and projects for implementation. In partnership with academia, it would undertake projects of importance to India, thus contributing to the critical growth of the manufacturing sector.

The Institute will hold two institutionalized events each year: the Annual Convention in July in Mumbai and the Learning Convention in February in Delhi.



J N Godrej, Past President, CII, and Chairman, VLFM Institute, Prof Shoji Shiba, Chief Advisor, VLFM Programme, and Dr Anil Kakodar, Former Chairman, Atomic Energy Commission, at the 3rd Annual Session of the VLFM Programme

build a strong community based on the Breakthrough Management Principles as operational in the VLFM Programme for industry.

The Institute also aims to develop an innovative learning space, where there is no hierarchy, for new creative

The VLFM Governing Body, chaired by Mr J N Godrej will provide direction to the work of the Institute in the areas of devising the programme curriculum, expansion and taking up projects of national importance.

The VLFM Governing Body is an



Prof Shoji Shiba, Deepak Chopra, Group CEO, Anand Automotive Ltd, Gaurav Dave, Chief, National Manufacturing Competitiveness Council, Jamshyd Godrej, Chairman, VLFM Institute, Hiroshi Suzuki, Chief Representative Japan International Cooperation Agency, and Prof B Venkatesh, IIT Madras

industry initiative. However, it will have representation from partner academic institutions to bring in the academic rigor in the long term. Programme Committees are being set up to make this happen. The Governing Body will also serve as a sounding board for joint projects between academia and industry, before they are taken up for implementation.

The Road Ahead

The most significant and important milestone for the Institute would be to develop 1000+ VLFM leaders in the country, which was committed by Prof Shiba at the Annual Convention. Another important milestone is for Industry, Academia and Government to work much more closely and create a seamless programme and a pool of high quality faculty, which focuses on national objectives.

The Japan International Cooperation Agency (JICA) has committed support to the programme till March 2013. The VLFM Institute has to by then take off, and sustain the initiative.

Looking Back...

Prof Shoji Shiba worked with CII for the first time in 1994, when he conducted a three-day workshop based on his then new book, 'The New American TQM' in Bangalore. This was the starting point for a new phase of India's Quality Movement.

CII met Prof. Shiba in MIT, USA, and in India, more than five times between 1995 to 2000, to request him to come to India. The Professor was then busy in USA, setting up the Leaders for Manufacturing Programme in MIT and establishing the Centre for Quality Management in Boston. One of the 'excuses' he gave us for not coming to India at that time was that he needed an eco-system where Industry, Academia and Government worked together. He was very clear that, without this arrangement in place, he would not be able to bring his best to India.

It was 2002 before CII convinced Prof Shiba to come to India. He placed a condition for us to form a 'learning

community', saying that India knew 'clusters' but his concepts could be implemented only in a learning community. He stressed that even if Academia and Government came on board, industry must be prepared to work as learning communities.

It was not easy to explain this concept to companies, who had never heard of learning communities. However, four companies kicked in with enthusiasm to form the first community: Sona Koyo, Brakes India Foundry, TechNova and UCAL. A second community followed, and soon, 10-12 companies had signed up.

By 2006, Prof Shiba once again reiterated his call for Industry to work with Academia and Government! At that point, CII turned to the National Manufacturing Competitiveness Council (NMCC), and Prof Shiba turned to the Government of Japan.

Dr V Krishnamurthy, Chairman, NMCC, invited IIT Madras, IIT Kanpur and IIM Calcutta, along with CII, to work together with the Indian and Japanese governments to create a programme on the lines of the Leaders for Manufacturing programme in MIT, which was set up to enable the American manufacturing industry become competitive. NMCC and JICA launched the 'Visionary Leaders for Manufacturing' as a national programme.

Milestones

June 2007	Signing of MoU between JICA and NMCC to support the design and implementation of the VLFM Programme
Sept. 2007	Launch of VLFM Programme A in Mumbai
July 2008	1st Annual Session, VLFM Programme
June 2010	Signing of the MoU between JICA and NMCC for extension of support to the VLFM Programme
July 2010	Launch of the VLFM Institute

Prof Shiba then conducted a National Survey to understand the expectations of CEOs from such a programme. The outcome was a VLFM System: a comprehensive system that tried to make Manufacturing an attractive sector to the young and the old. to CEOs and vendors (or suppliers)! Thus came the four opportunities:

Opportunity A – for people with 15-20 years’ experience

Opportunity B – for people with 7-10 years’ experience

Opportunity C – for CEOs

Opportunity D – for suppliers/ vendors

IIT Kanpur, IIT Madras and IIM Calcutta joined hands and within the targeted time, got approvals to run a joint diploma programme for the Opportunity B group. Today, more than 100 young managers have graduated and been absorbed into industry with new competencies.

CII has trained 150 people through Opportunity A to give a new set of leadership competencies to the companies where they work.

CII also worked with customers and 48 vendors through Opportunity D to develop a supply chain along the lines of Keiretsu.

Opportunity C is at present being

designed to create ambidextrous leaders i.e. those skilled to see new opportunities and implement them successfully while also leading current businesses efficiently.

Over the last the three years, 302 managers from the manufacturing industry have been armed with skills to practice behaviours that are new to the manufacturing sector, making them better leaders in their present jobs and much more open to accepting new challenges.

Success Stories

These 302 managers have returned to industry with new competencies, leading them to achieve numerous successes. These successes essentially emanate from their mindset transformation, in thinking beyond production, and understanding the bigger picture of manufacturing, starting from the unmet, latent needs of society.

This programme is also enlarging the thinking on competitiveness, going beyond traditional management tools and concepts. It is helping to create a collaborative approach to building competitive manufacturing in India. Senior managers are learning to get a third eye view, an eye to the future, to help them redesign

their businesses and shopfloors to achieve 10X benefits in creating new products and businesses concurrent to increasing throughput, productivity and flexibility, using VLFM tools and concepts.

Close to 150 stories of breakthroughs in new product development, new business processes and new business models have been documented. There are many more that remain undocumented.

- Godrej has developed, Chotukool, a refrigerator that works without a compressor and is priced at Rs. 3500, to meet an unmet need of society.
- Sona Koyo has been able to reduce inventory by 76% and save 16% space
- Gabriel was able to reduce manufacturing lead time by 5 days
- Using concepts such as Five Step Discovery Process and other concepts learnt in VLFM, Chang Yun India from the Anand group was able to arrive at a business strategy to meet the global 10 X Change, impacting their organisation
- A new win-win relationship is developing between the OEM and suppliers, through the VSME Programme. ■



Towards Financial Inclusion

FINANCIAL INCLUSION IS central to the overall task of inclusive growth. CII has embraced 'Business for Livelihood' as its theme for the year, and is committed to the cause of Financial Inclusion. The vision of building an inclusive society necessitates access to affordable livelihood finance; access to risk mitigation services like health, weather, asset and life insurance; access to financial services like micro pensions, micro savings and investment products. Underscoring the pivotal role of Financial Inclusion in national development, CII set up a taskforce on Financial Inclusion this year. The taskforce organised its first **Financial Inclusion Summit** on 19 July in New Delhi.

Financial Inclusion is integral to the inclusive growth process and sustainable development of the country. However, the financial inclusion models that banks come up with should be replicable and viable across the country, said Mr Pranab Mukherjee, Finance Minister of India, in his keynote address at the Summit. Although the banking network has rapidly expanded over the years, the key challenge is to extend the banking coverage to include the large population living in 6 lakh villages in the country, he said.

Expressing confidence in the Indian banking system to deliver on the plan for financial inclusion, he urged banks to adopt strong and urgent



Financial Inclusion is integral to the inclusive growth process and sustainable development of the country. The CII Summit defined the contours of an eco-system to reach the unbanked

measures to reach the unbanked segment of society and unlock their savings and investment potential. Interventions and initiatives like the UID project would go a long way to ease the bank's concerns pertaining to know your customer (KYC) criteria when dealing with a larger segment of potential and existing customers, he felt.

The Finance Minister laid particular emphasis on the adoption of new and appropriate technologies for promoting financial inclusion. He gave the example of the Mahatma Gandhi National Rural Employment Guarantee Act Scheme to highlight how wage payments can be channeled through the banking system. Banks need to come up with a definite financial inclusion plan to tap the fortune at the bottom of the pyramid, he said, recommending robust electronic transfers between bank branches in the rural hinterland, to facilitate rural customers to transfer their income and conduct financial transactions seamlessly.

Speaking at a special plenary session, Mr Sam Pitroda, Advisor to Prime Minister on Public Information, Infrastructure and Innovation, said that the imperative of financial inclusion should underpin every initiative directed at the rural poor. India is in a unique position to achieve financial inclusion since we have the vision, resources and the



Pranab Mukherjee, Finance Minister of India, with Hari S Bhartia, President, CII; and Chandrajit Banerjee, Director General, CII

connectivity which will lead to far reaching consequences, he said.

Mr Pitroda said that mobile banking is the next big challenge for the government as it will change the nature of banking in India, taking the banking facility directly into the hands of the people. He shared that 250,000 panchayats in India will be linked through broadband using optic fibre cable. Also, financial inclusion would facilitate a drastic cut in transactional costs, he noted.

FMCGs have penetrated rural markets in a major way, and there

are over 600 mobile subscribers around the country. Yet, only 40% of the population holds bank accounts, pointed out Mr Sachin Pilot, Union Minister of State for Information Technology, in his valedictory address at the Summit. Such a situation calls for a shift in the mindset of a large segment of society toward accessing banking services, especially in rural India. The priority sector lending that is mandated on banks has somehow not delivered the expected results in terms of financial inclusion, he said, adding that any big change would



Sachin Pilot, Union Minister of State for IT



Sam Pitroda, Advisor to the Prime Minister on Public Information, Infrastructure and Innovations



R Gopalan, Secretary, Financial Services



R Chandrashekhar, Secretary, IT



Ajai Chowdhry, Chairman & CEO, HCL Infosystems Ltd



Chanda Kochhar, Chairperson, CII National Committee on Banking, and MD & CEO, ICICI Bank Ltd



Dr Janmejaya K Sinha, Chairman, CII Taskforce on Financial Inclusion, and Chairman (Asia Pacific), Boston Consulting Group



U K Sinha, Chairman, CII National Committee on Mutual Funds, and CMD, UTI Asset Management Co. Ltd

come about only with the adoption of tailor made solutions, such as the use of regional languages in banking transactions.

The Minister felt that with panchayats across the country being connected with broadband services, technology can better serve financial inclusion. At the same time, it is critical to ensure that banking services are safe, secure and affordable. Importantly, the benefits need to be visible to the larger populace. Talking about his own Ministry's initiatives, Mr Pilot said that 2.5 lakh common service centres are being set up across the country through which people would be able to access various financial services. He also called for greater coordination between the ministries and departments in promoting financial inclusion

Mr R Gopalan, Secretary, Financial Services, Ministry of Finance, observed that only 30% of the bank branches operate in the rural areas that house 72.2% of the country's population. Further, rural India accounts for just 9% of total deposits, 7% of total credit, 10% of life insurance and 0.6% of non-life business. There is therefore an urgent need to fast-track financial inclusion, he said, adding that the various technological and financial services and initiatives need to be dovetailed for this.

Integrated Ecosystem

Mr R Chandrashekhar, Secretary, IT, Ministry of Communications & IT, was of the view that inter-operability of relevant technologies will largely determine the pace of financial inclusion in the country. He added that reduction in cost of transactions is another key factor in evangelising financial inclusion. This will come about when the banking service providers, quite like the telecom service providers, are willing to enter into passive infrastructure sharing, and perhaps even by developing

It is critical to ensure that banking services are safe, secure and affordable

a common pool of business correspondents. Mr Chandrashekhar also said that the banking and financial service providers could share a whole range of middleware. Mobile-linked no frills bank accounts can operate through such shared infrastructure, but only if inter-operability issues are tackled, he said.

Mr U K Sinha, Chairman, CII National Committee on Mutual Funds, and Chairman and Managing Director,

UTI Asset Management Co. Ltd, felt that systems like the 3-tier banking systems and state financial corporations have not adequately met the financial needs of rural India. He asked the regulators to watch the ground realities with greater intensity. At the same time, there ought to be greater synergy in the functioning of all the entities associated with the process of financial inclusion, which includes technology service providers, he said. Mr Sinha said the regulators must get into the facilitative mode instead of being just prescriptive, adding that a market system and not fiscal measures should drive the ecosystem for financial inclusion.

With a low ratio of one bank branch for 16,000 people, financial inclusion looks distant today, said Ms Chanda Kochhar, Chairperson, CII National Committee on Banking, and Managing Director and CEO, ICICI Bank. She called for broad-based inclusion, so that people can not only access credit, but also various financial services and products through the banking access point. At the micro-level, she wanted financial services providers to have a holistic approach, address not just rural but also large urban excluded segments, reduce the cost of transactions with proper technology adoption, and support the development of support infrastructure. At the macro-level,



Kishor A Chaukar, MD,
Tata Industries Ltd



Sanjay Kapoor, Chairman, CII
National Committee on Telecom &
Broadband, and CEO, Bharti Airtel
Ltd (India & South Asia)



Kuldeep Goyal,
CMD, BSNL

financial inclusion would also depend on affordable technology devices being made available to all the stakeholders. With greater volumes, the cost of these devices will come down, he said.

Harnessing Technology

Affordable technologies will drive financial inclusion, agreed Mr Kuldeep Goyal, Chairman & Managing Director, Bharat Sanchar Nigam Ltd (BSNL). He said India has taken strident steps to enhance telecom connectivity in the rural hinterland through initiatives such as village public telephones, common service centres, optic fibre lines, etc. Over 2.5 lakh villages will be connected by optic fibre cables over the next three years, he added.

Earlier, Mr Hari S Bhartia, President, CII, in his opening remarks, said that financial inclusion will lead to surplus rural income being converted into a pool of liquid funds for the economy. The private sector has a key role in designing appropriate products and services, adoption of new and innovative technologies, and reduction of cost of banking and financial transactions, he said. Mr Chandrajit Banerjee, Director General, CII, said that CII is bringing financial and technology players work closely to realise the goal of financial inclusion.

Other eminent speakers who addressed the Summit included Mr Kishor Chaukar, Managing Director, Tata Industries Ltd; Mr Vijay Mahajan, Chairman, Basix Group; Mr Manish Khera, CEO, FINO; Mr Vipul Sabharwal, Director, Nokia; Mr N Sivaraman, Director (Financial Services), Larsen & Toubro; Mr Arun Duggal, Chairman, Shriram Capital Limited; Mr Neeraj Aggarwal, Partner & Director, Boston Consulting Group; and Mr Alok Prasad, CEO, Microfinance Institutions Network, among others. ■

she said, we need an ecosystem that binds the different facets of banking and financial systems to deliver financial inclusion.

Dr Janmejaya Sinha, Chairman, CII Taskforce on Financial Inclusion, and Chairman (Asia Pacific), The Boston Consulting Group, said that 135 million of the 204 million households in the country need financial inclusion. With 570 million Indians in the 0-25 age group, a huge population would be entering the workforce in the coming years. Their financial inclusion at this stage would be critical for inclusive growth process and sustainable development. Noting that financial illiteracy is a key stumbling block in furthering financial inclusion, he felt that a pro-active approach in this area by banks would see the banking network expanding in an all-inclusive manner, like the telecom sector did.

Mr Sanjay Kapoor, Chairman, CII National Committee on Telecom and Broadband, and CEO, Bharti Airtel Ltd (India and South Asia) said financial inclusion can be achieved only if all the parts of the ecosystem come together. People want more transactional activities and not just bank accounts, he said, sharing how India's telecom industry, with 90% coverage in the country, and transactions worth Rs 6 billion in a year, had achieved inclusion at low cost. The telecom sector can work at the front end while, at

CII Agenda for Financial Inclusion

- Increase overall awareness of the need for financial inclusion
- Increase wireless and broadband connectivity in rural areas to support rural banking
- Spread of financial literacy programmes
- Greater experimentation for financial inclusion through business correspondents, self-help groups, etc.
- Greater collaboration between the key stakeholders in the banking system.

the backend, banks must prevail, to create a successful model for financial inclusion, he said.

Standardisation of processes and inter-operability will enhance the viability of the financial inclusion business model for all participating entities, said Mr Ajai Chowdhury, Chairman & CEO, HCL Infosystems. Such inclusion should not only cover the population in the 6 lakh villages, but also those living in the smaller cities, he said, adding that UIDs will greatly aid the push towards uniform standards. The National Payments Council will also help in this direction, he said, pointing out that the long term success of

Government - Industry Partnership for 10% GDP Growth



PK Basu, Secretary, Agriculture; R P Singh, Secretary, DIPI; Ashok Chawla, Finance Secretary; Hari S Bhartia, President, CII; K M Chandrasekhar, Cabinet Secretary; Sudha Pillai, Member Secretary, Planning Commission; Sunil Mitra, Revenue Secretary; Dr Rahul Khullar, Commerce Secretary; and Chandrajit Banerjee, Director General, CII

THE RESILIENCE OF the Indian economy and the capacity of the Government to identify quick solutions and implement them will serve as the building blocks for achieving double digit GDP growth in the coming years, declared Mr K M Chandrasekhar, Cabinet Secretary, Government of India. Addressing a session on **'10% GDP Growth by 2014: Imperatives and Impediments'** organised by CII in New Delhi on 20 July, the Cabinet Secretary said the Government has overcome critical stumbling blocks in recent years to reach a level where GDP growth for the current year is estimated at 8.5%. These included the high inflation caused by exogenous factors, and the global economic meltdown, he added.

Amongst the various initiatives taken by the Government, Mr Chandrasekhar highlighted the efforts to save the

current kharif output and maximise the rabi output to fortify food supply, and thereby stabilize food prices.

Sustained double digit GDP growth is largely contingent on the farm sector achieving sustained 4% GDP growth over the coming years, said Mr Chandrasekhar. At the same time, he emphasized on creating and meeting rural demand, pointing out that, during the economic slowdown when the exports markets had shrunk, industry turned to the rural markets for sustained growth.

Mr Chandrasekhar said the government price stabilisation programmes have made domestic price levels far more favourable, compared with current global prices. With normal monsoons

forecast in the current year, the outlook would be far more optimistic, he said.

He said the growth imperative would be guided by higher corporate investments, tax reforms, rationalisation of subsidies in different business sectors, holistic management of agriculture, efficient water management and particular focus on agriculture in the eastern states, effective targeting of PDS, deepening of the financial markets, and major focus on physical infrastructure development.

All of these developments would be underpinned by the overriding goal of inclusive growth, he averred.

Earlier, Mr Hari Bhartia, President, CII, presented the CII 10-point agenda for 10% GDP growth by 2014.



K M Chandrasekhar



CII's 10 point Agenda for Growth

- Increasing agriculture productivity
- 11-12% long-term growth in the manufacturing sector
- Taking the services sector to the next level
- Creating world class infrastructure
- Improving primary and secondary level education
- Developing skills to improve employability
- Building consensus on labour policy to create employment
- Improving government delivery systems
- Creating new urban centres as growth poles
- Financing high growth with focus on financial inclusion



Sustaining High Growth is the Key

Ashok Chawla

Finance Secretary

'10% GDP growth is an imperative for poverty alleviation. To achieve double-digit growth, agriculture will have to grow at 4%, industry at 12% and services at 10.5%. Over the period 2003-04 and 2007-08, agriculture grew by 4.9%, industry by 8% and services by 10.4%. So, with a little more effort from all key stakeholders, 10% GDP growth can be attained. The key issue is sustaining the high growth over the longer run.

To get to 10% GDP growth, investments should rise to 40% of GDP, for which savings rate will need to increase from 35% to 37-38%. The remaining 2-3% will come from external sources. Due initiatives are needed to tap the bulk of the household savings that are locked up in physical assets. These need to be converted into financial assets that can generate productive goods and services. The private corporate savings rate too needs to reach a higher level.

The land locked up with public sector enterprises should be progressively utilised for productive purposes. A separate body could be created to facilitate this, on the lines of the Divestment Commission.'



Next Wave of Reforms Needed

Dr Rahul Khullar

Commerce Secretary

'The country needs a second wave of economic reforms to be able to achieve double digit GDP growth. Reforms are needed in the land, labour, capital and product markets, to enable Indian industry to leverage the opportunities as global industries reengineer and relocate. A focus on health and education is critical to sustained high growth.

The general lack of projectising infrastructure project is a major lacuna that needs to be addressed.'



Focus on Accountability & Implementation

Sudha Pillai, Member Secretary, Planning Commission

‘Agriculture needs to go east. At the same time, the IIP in its current form does not reflect

the totality of growth in the manufacturing sector. For instance, there are certain legacy issues to be tackled, such as units employing below a certain number of people not being taken into account in calculating the index.

We need particular emphasis on value addition of raw materials, instead of them being shipped out of the country liberally. SME financing should also be given greater focus, and a dedicated organisation for this would, perhaps, be necessary.

At a broader level, for sustained high growth, there should be a careful fixation of accountability on those invested with the task of implementation of programmes and projects.’



Streamline Public Finance

Sunil Mitra
Revenue Secretary

‘Greater efficiency in public finance is critical for physical infrastructure development in the country. The challenge is to broaden the tax base,

moderate the rates, and simplify the norms. Alongside, the cost of collection, compliance and distribution should come down.

The Direct Tax Code (DTC) is a major step toward simplification of tax provisions. Over the years, direct tax reforms have resulted in direct tax rising from 2.9% of GDP in 2000 to 6.36% in 2009.

The Goods & Services Tax (GST) is another important step, which will enhance the competitive edge of both manufacturing and service companies and create a common market across the country.’



Re-skilling is Critical

R P Singh, Secretary, DIPP

‘While on the one side employment levels have dipped in the manufacturing sector, on the other side, many manufacturing industries are faced with a skill deficit. So,

re-skilling assumes key significance in the context of the overall growth needs.

The manufacturing sector should create the capacity to absorb the surplus labour that agriculture has, but agriculture itself should be looked upon as an industry.

The DIPP has put up discussion papers on FDI in Retail and Defence. FDI in the Defence Sector will have a multiplier effect and contribute to 2-3% increase in manufacturing GDP.’



Reforms in Agriculture Needed

Prabeer Kumar Basu
Agriculture Secretary

‘For agriculture to grow at 4%, the focus has to be on technology infusion, farm mechanisation, reforms and

revision of various Acts, as well as efficient water management.

Climate change will have a major bearing on the health of the sector, and hence water management will be extremely critical to the country’s long-term food security.’

AT THE CII India@60 conference in New York in 2007, the late Prof C K Prahalad urged us, even as the celebrations were on, to remember that these are accomplishments in the past. Let us focus on what India can achieve in the next 15 years, he said. Thus was born the concept of India@75! Prof Prahalad presented his vision of what India could potentially achieve by the year 2022. While this demanded economic strength and technological vitality, India could not achieve this without strong moral leadership, he declared.

Prof Prahalad unequivocally pointed out that the last time India had a shared aspiration as a country was in 1929 when the leaders of the then Congress party declared their ambition as Poorna Swaraj. Since then, India has never had a national aspiration which every Indian could share, he said. One has to imagine India@75 and then fold that future in; said the management guru, stressing on next practices, which effectively means we have to amplify weak signals, see a new pattern of opportunity and have the courage to pursue them.

In an attempt to develop an aligned vision for the world's largest and most diverse democracy, CII adopted the India@75 mission on 8 May 2008 as a grassroots initiative. In partnership with the Boston Consulting Group (BCG) and Young Indians (Yi), we conducted a nation-wide visioning exercise that engaged various stakeholders – government, industry, NGOs, consumers, students, professionals, farmers, et al, in public dialogue, to capture their desires and aspirations for an India when it turns 75. This visioning exercise resulted in the creation the vision document 'India@75 – The People's Agenda.'

India@75



The late Prof. CK Prahalad's vision of what India can potentially achieve by 2022 demands not only economic strength and technological vitality, but also sound moral leadership

An Appeal for Inclusive Participation



The People's Agenda is structured around 10 themes:

- Education and Skill Development
- Technology and Innovation
- Agriculture
- Business Infrastructure and Urbanisation
- Health
- Environment
- Arts, Sports & Literature
- Governance and Public Administration
- Moral Leadership.

The scale and magnitude of the vision vis-à-vis limited resources and time, make it amply evident that no lone stakeholder can realize this vision. The key to success lies in inclusive participation by all: government, industry, development institutions, NGOs, academia and, most importantly, individuals.

While CII has been contributing to the various themes for many years; post the visioning exercise, a surging need was felt for the creation of a platform for inclusive participation on national, state and district levels towards a Common Goal.

In a bid to create such a platform and to translate the 30,000 ft vision into ground-level action, on 30 July 2009, CII adopted **Skill Development, Urbanisation** and **Sustainability** as its key themes for the first two years, foreseeing the most need for change in these areas. For the other themes, formal adoption under the India@75 banner will happen in due course. However, spadework is already underway.

So, what does the adoption of India@75 entail? CII is in the process

of aggregating the work already being done in India under each of these initiatives, both from the government/ private sector and the CBOs/ NGOs perspective, with the objective of connecting the dots, to facilitate creative synergies, provide fresh impetus to struggling projects and enable scaling-up of successful models. Also, the various CII National Committees and State Councils are aligning their work to make an impact right up to district levels, towards grassroots sensitization of the need to create an Inclusive India by 2022.

Consequent to the aggregation, CII, given its unique position, will seek to facilitate synergies by providing common platforms at the national, regional, state and district levels between the various stakeholders: government, industry, academia, NGOs, etc for innovative and entrepreneurial solutions to India's needs. In the meanwhile, based on the identification of certain obvious gaps, CII is already facilitating certain initiatives under the India@75 banner that have been summarized in the 'Status update' section below.

While aggregation and facilitation are key components of on-ground work, CII will simultaneously work with Government on Policy Advocacy and Consultation, which will reflect ground realities across the geographical spread, culled out from a larger pool of ideas.

Status Update

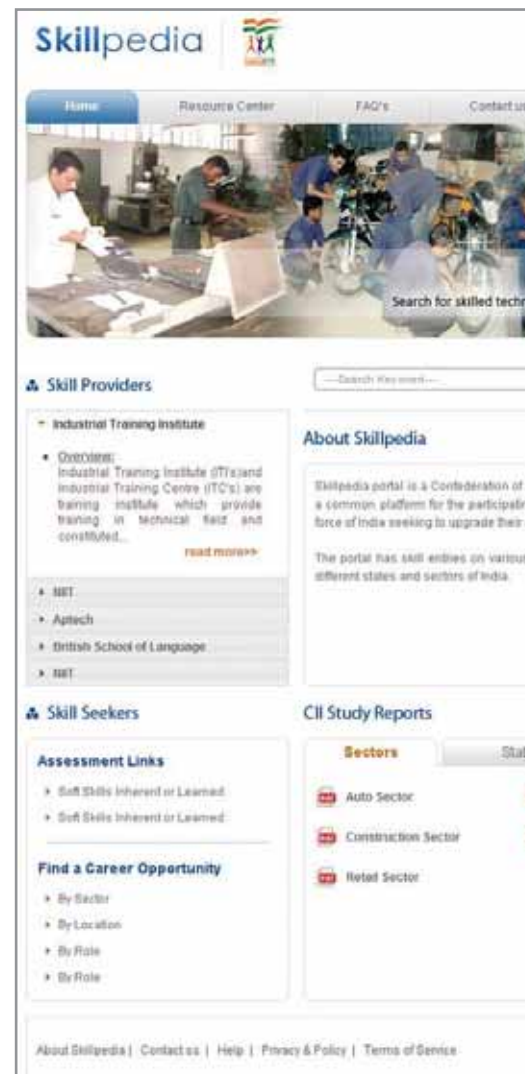
In addition to the existing work of the respective departments/ councils within CII, certain noticeable pilots/ projects have been facilitated by CII under the India@75 initiative.

SKILL DEVELOPMENT

Creating 200 million graduates and 500 million qualified and skilled

technicians by 2022 is a Herculean task that necessitates scaleable initiatives with the strong verticals of curriculum, credible certification, training methodology, trainers and impeccable use of technology to get all of this together. In addition, strong industry/ entrepreneurial initiatives are required to create viable employment opportunities post training. With these perspectives, the following initiatives have been undertaken under the India@75 banner:

- CII's flagship in-progress initiative is the **Skillpedia**, which will be an open-source free-to-use online portal seeking to achieve the dual objectives of skills training and



employability; and match supply of skills with demand across India. The portal is currently in the development phase and is expected to go live by mid-September 2010. Conceptually, the portal will have:

1. **A Directory of skills development providers**, such as universities, small and medium scale enterprises, NGOs, training companies, assessment companies, ITIs, polytechnics, etc that would provide Infrastructure, Resources, Skill Training and Assessment related services (including on-line modules/tools and details of assessment agencies) to potential students/entrepreneurs.

2. **Interactive directory of opportunities/ requirements** of potential employers/ entrepreneurs in terms of skill sets and related details. Further, skilled personnel can upload their personal profiles for viewing by potential employers. Additionally, details of the skilled candidates certified under the Modular Employability Scheme (and other similar schemes in India) will be uploaded.

3. **URLs** to related Ministries and associations. Resources such as skill gap reports and success stories will be showcased.

- CII is currently in talks with agencies like the National Skill Development Corporation (NSDC) and skill development organisations, to jointly **evaluate and facilitate on-ground skill development initiatives** in India.

- The CII regional offices are in the process of conducting studies to **identify skill gaps** across sectors from the perspective of deploying training programmes and standardised certification programmes in the specific regions. The Logistics and Agriculture sectors have been picked as pilots.

URBANISATION

The People's Agenda envisages the creation of 500 new and well planned cities (primarily Tier 2 and Tier 3) to meet the urbanization demand of developing India. Cities are engines of economic growth, and industry bears a direct impact of urban chaos through loss of productivity and increased costs. Hence, instead



of leaving the onus solely on the Government, CII has embarked on the mission to work collaboratively with various stakeholders to create autonomous bodies, which, though industry-led, will be independent in addressing local issues with respect to urbanization, by providing a platform to the people's voice.

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SEARCH

Links

- National Skill Development Corporation
- Directorate General of Employment & Training
- Ministry of Labour
- Ministry of Human Resource
- International Labour Organization
- Confederation of Indian Industry
- India@75

Available Skills

- Southern Region (5)
 - Confederation of Indian Industry, Southern Region is organizing a Business Delegation to Riyadh, Dammam, Bahrain and Dubai between 4-11 June, coinciding with the...
- Northern Region (2)
- Western Region (3)
- Eastern Region (7)
- Central Region (5)

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CII has been instrumental in piloting City Connect projects in Bangalore, Chennai and Kochi. These projects revolve around providing solutions to local governments with regard to existing congestion and traffic management related issues in these

experienced evangelists; after which genuinely committed individuals will be identified for buy-ins and funding. This will be followed by registration of the platforms as Trusts, and handholding support for the MoU process with the local administration for the commitment.

SUSTAINABILITY

While various sustainable development initiatives of CII are already underway through the CII-ITC Centre of Excellence for Sustainable Development; the ITC Green Centre, the CII Sohrabji Godrej Green Business Centre; and Project e-LAWN, CII proposes to focus on the aspect of Individual Social Responsibility (ISR) to achieve 'local actions leading to a national movement.' The aim is to get at



Mobility hub at Vytilla junction, Kochi

cities. For example, in Bangalore, the solutions revolved around a feeder service to help the Metro reach 32% of the city, smooth transition of traffic to the new BIAL airport, and bus interchange solutions. A mobility hub solution in Kochi is currently underway.

While there cannot be a single solution that can be implemented across India, based on the success and acceptability of the above pilots, which were in well established cities, CII has already identified approximately 20 Tier 2 and Tier 3 cities, to leverage the experience of the City Connect pilots. Going forward, it is proposed that workshops will be held in the identified cities with select local audiences and

least 500 companies to sign pledges and implement ISR codes/ practices within their companies in the next year.

Further, CII will attempt to raise awareness about Climate Change with individuals and communities, to



inculcate sustainable practices, by tying up with CBOs/ NGOs working in different areas that will include identifying themes for awareness building of community, supporting pilot initiatives and training households.

Immediate Next Steps

It is proposed to form an inclusive Apex Council that will be the Governing Body of the India@75 initiative, including eminent personalities from Government, Industry, Development Initiatives, Sports, Academia and professionals. The Charter of the Apex Council will be to provide thought leadership for India@75.

Once the Apex Council is set-up, specific sub-committees with inclusive stakeholders will be formulated. These will be points of contact to monitor progress and be responsible for the implementation of initiatives under each of the themes.

To give an impetus to its commitment to the vision of India@75, CII has initiated the following actions within the organisation:

- Inclusion of India@75 in the agenda at the National Council meeting on 16 July 2010
- Internal sensitization amongst key departments in central, regional and state offices through feedback mechanisms and conceptualisation of toolkits
- Formation of a dedicated team within CII to co-ordinate implementation of the various India@75 projects
- Adoption of the India@75 agenda by the Skill Development, Urbanisation and Sustainability Councils and committees
- Increased involvement of Yi through its respective chapters.

Acknowledgement of Government to India@75



Dr Manmohan Singh,
Prime Minister of India

To commemorate the life and contributions of the late Prof C K Prahalad towards building a better and developed India, CII, along with NASSCOM, ASPEN Institute, TiE and the Prahalad family organised memorial services in Chennai, New Delhi and Mumbai in July. These services were attended by high ranked representatives from Government and Industry.

Speaking at the memorial service in New Delhi, Dr Manmohan Singh, Prime Minister of India, recalled ...the most intimate contact I had with him was when he came to me and said what would you like to do for India at 75, and he suggested there is nothing more exciting than to have 500 million young Indians fully prepared to face the challenges of living in this modern competitive world. And he was very happy that I endorsed that vision of his. We formed a Skill Development Council and he was the moving spirit behind what motivated and what propelled the idea of skill development in the last four or five years..."

CII organised a special session with theme 'India@75: Creating an Inclusive India by 2022' on 9 July in New Delhi, which was attended by representatives of industry, academia, government, social consultants and various development initiatives. During the session, Mr Arun Maira, Member, Planning Commission, invited partnership with the India@75 agenda for sharing vision and aligned action.



An Appeal for Inclusive Action

A movement is possible only when a critical mass of the population takes ownership of the philosophy and moves to act on it. A true movement has a life of its own and it spawns thousands of little changes. If the movement is based on a sound and reasonable view and these little disruptions are in the same direction, then they have the power to change our lives for the better. While the formal infrastructure for an all inclusive India@75 platform is being set-up, an appeal is made for participation by one and all, which could take various forms such as:

- Complementing the efforts of CII either as a stakeholder or a facilitator; or even through contributions to the India@75 Portal www.indiaat75.in
- Engaging in dialogue with the India@75 team for potential facilitation opportunities at the national, regional, state, and district levels. (These need not necessarily be restricted to Skill Development, Urbanisation and Sustainability.)
- Contributing to the common vision of India@75 in a personal capacity; eg pledging to adopt ISR practices and/ or spreading awareness within one's own communities
- Spreading awareness of India@75 and inviting inclusive participation to one and all.

Specifically, in each of the three adopted themes, companies can play a very proactive role by complementing the efforts already underway.

In the **Skills** space, organisations can start insisting on qualified and certified resources to essentially create a need for people to get certified. In the **Urbanisation** space, companies can anchor the city connect models in their cities and, in the **Sustainability** space, get their employees and the communities they work with to reduce emissions as a part of ISR.

Further, companies can contribute in ways that leverage their inherent strength. For example, IT firms can bring in technology solutions, while beverage/ telecom companies can explore opportunities to contribute through their marketing efforts.

Prof Prahalad said that we must have a point of view of the India we want to create, to convert the principles enshrined in the constitution into reality. He said he would like to call this **Sampoorna Azadi**.

The appeal for inclusive action is to create a common vision and work towards Sampoorna Azadi when India turns 75. The India of 2022 will belong to those who have a strategic vision to be leaders in their space. It is only fair that they help create the India which they will inherit in 2022. ■

Commemorating India Investor Week

THE MINISTRY of Corporate Affairs commemorated the third week of July as 'India Investor Week 2010' with the theme: 'Informed Investor – An Asset to Corporate India'. Under the aegis of this significant initiative, CII organized a conference on '**Governance: The Essence of Investor Protection**' in Mumbai on 14 July in partnership with the Ministry.

Mr Salman Khurshid, Union Minister for Corporate Affairs, who was the chief guest, released a CII publication on Investor Education and Protection titled 'A Beginner's Guide to the Capital Market.' He also launched the Marathi version of the official website of the Investor Education and Protection Fund www.iepf.gov.in

Mr Khurshid wanted more retail participation in the country's capital



Salman Khurshid, Union Minister for Corporate Affairs, releasing the MCA-CII's 'Guide to Capital Markets' in Mumbai. Also seen: Joseph Massey, MD & CEO, MCX Stock Exchange Ltd; Banmali Agrawala, Past Chairman, CII (WR); R Bandyopadhyay, Secretary, Ministry of Corporate Affairs; and Dr J J Irani, Past President, CII, and Director, Tata Sons Ltd

markets. 'If the small investors are educated about capital markets, the mobilization of their funds in these markets can push the GDP growth rate up' he said.

The Minister explained that the idea behind India Investor Week 2010 is to catapult investors' education to the mainstream agenda of all

stakeholders - the government, industry players, chambers like CII, and others, to develop a conducive investment culture in the country.

The Conference was also addressed by Mr R Bandyopadhyay, Secretary, Ministry of Corporate Affairs, and Dr J J Irani, Past President, CII, and Director, Tata Sons Limited. ■

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CII HR Conclave 2010 Towards Excellence in HR



Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Services Ltd., Arun Leslie George, Sr Vice President & Head-HR, Coromandel International Ltd, Hari Bhartia, President, CII, and Chandrajit Banerjee, Director General, CII

THE THEME OF CII's HR Conclave, 'Towards Excellence in HR' was well aligned to CII's theme for 2010 of 'Business for Livelihood,' said Mr. Hari S. Bhartia, President, CII, as it emphasized the importance of building India's 'people pipeline.'

The high point of this industry-managed and industry-led event held in New Delhi on 23 July was the presentation of HR awards and certificates of participation to deserving organizations that had undergone a rigorous assessment process by independent assessors appointed by CII as part of its commitment to provide real value-added service to members.

In his keynote address, Mr Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Services Ltd, emphasized that perhaps the most

important aspect of business was HR or people management. "Companies are not fancy buildings, or technology, companies are people," he said, pointing out that CII had foreseen the need for training and skilling people a decade ago, recognizing that unless this was done with urgency, industry would not have adequate talent for its future requirements.

In a talk that touched upon many aspects of business from supply chain management to concern for the environment, Mr Munjal shared the absorbing journey of the Hero Group from a family owned and family managed company to a family owned, professionally managed organization that could successfully meet the challenges of a new business environment. The increased opportunities and

competition for skilled manpower made managing and retaining talent far more challenging than such issues had been in the past, he said.

Stressing the need and importance of highly motivated employees, Mr Munjal said that his company had replaced the 'quality' department with a 'standards' department which sets standards that the company will adhere to. The company also pays no overtime, as every employee takes ownership for his or her work, he said.

Mr Chandrajit Banerjee, Director General, CII, expressed satisfaction that the National Awards for HR instituted by CII close to seven years ago now attracted strong participation from some of the biggest names in Indian industry. Such awards not only enabled industry to share best



Sameer Nagarajan, General Manager-HR, Hindustan Unilever Ltd, receiving the Trophy and Certificate for Leadership in HR Excellence from Hari Bhartia, as Sunil Kant Munjal, and Chandrajit Banerjee, look on



S Unnikrishnan, MD, Thermax Ltd., receiving the Leadership in HR Excellence award from Hari Bhartia and Sunil Kant Munjal

practices, but also to celebrated the best performances of any given year, he said.

In a subsequent session, senior industry professionals such as Mr SY Siddiqui, Managing Executive Officer, Maruti Suzuki India Ltd, Ms Padmaja Alangnandan, India Business Leader, Human Capital, Mercer, Mr Sharad Gangal, Executive Vice President, Thermax Ltd, and Ms Harpreet Kaur, Head, Corporate Human Resources, Godrej and Boyce, discussed the challenges and rewards of dynamic performance systems to identify and recognize good performers. Good performance systems that are linked to business outcomes are integral to a more meritocratic work culture, said Mr Jagdish Khattar, Chairman and Managing Director, Carnation Auto India Ltd, who moderated the session.

Mr Dilip Chenoy, Managing Director and Chief Executive Officer, National Skills Development Council, moderated an absorbing session that emphasized the need for a co-operative model of corporates and institutes partnering to ensure the future corporate readiness of students from higher educational institutes. Mr Dilip Chenoy said that industry must partner institutions but

they must do so in a manner that does not change the character of the institution.

The issue of quality was critical. Even when there appeared to be a sufficient number of professionals from various streams being churned out every year, they were not of the standard industry could absorb. The session focused on HR professionals in particular, and all streams in general, to look at a paradigm shift in HR philosophy to meet the future needs of industry.

The final session of the CII HR Conclave dealt with the issues posed by the unprecedented surge in global Mergers and Acquisitions activity in the business sphere, and the growing ambitions of Indian professionals to diversify into newer markets. This session saw useful inputs from Mr. Vivek Paranjape, Group President HR, Reliance Industries Limited, Mr. Bharat Wakhlu, Resident Director, Tata Group, Ms Shalini Sarin, Director, HR, Schneider Electric, and Mr. Hari Thalapalli, Chief Marketing Officer and Chief People Officer, Mahindra Satyam. Mr. Len Gray, Asia Pacific Business Leader, Mercer M&A Business, moderated the session.

Voices

“We as a company are keen to travel on the journey of HR Excellence and the CII HR Excellence model was an opportunity to improve ourselves. The framework of the model is useful and methodical. The award is a good step towards further growth.”

S K Satyavardhan,
Vice President-HR, EID Parry

“We went through tough times five years ago and decided to redefine and reinvent ourselves. We have always believed in our people and felt that it was time give something back to them. The CII HR Excellence Model came at an appropriate time, and it aligned well with our company’s restructuring strategy.”

N Ananthaseshan, Sr Vice President,
Carborundum Universal Ltd, Electro
Minerals Division, Kochi

“People are an integral part of our organization and success is through our people. The CII-HR Excellence Model provides the platform to realign ourselves with global benchmarks and improve our processes for our people.”

B JaiKrishnan, Group HR Head &
Vice President, AmaraRaja Batteries Ltd

Industry Optimistic, but Challenges Remain: CII Survey

The CII ASCON Survey series provides a comprehensive overview of the performance of various industry sectors and indicates the general perception regarding growth in the Indian economy. It is a valuable pointer to the state of Indian industry

INDIAN INDUSTRY HAS decisively overcome the trauma of the global economic crisis. This was affirmed by CII's Associations Council (ASCON) Survey for the period April to June 2010 over the same quarter of 2009. While the number of sectors reporting excellent growth has gone up, conversely, the number of sectors experiencing moderate or negative growth has declined.

The CII ASCON Survey covered production, sales and exports with respondents numbering 110, 38 and 23 respectively. A clear shift in the performance of each is perceptible, as Indian industry reprises its earlier growth path to meet the needs of the rapidly growing domestic economy.

Production

Out of 110 sectors

covered, 30 sectors (27.3%) reported an excellent growth rate of more than 20% in April- June 2010 compared to 10 sectors (9 %) in April- June 2009. The number of sectors registering high growth rate has also increased from 18 (16.4 %) in April-June 2009 to 31 sectors (28.2%) in April-June 2010.

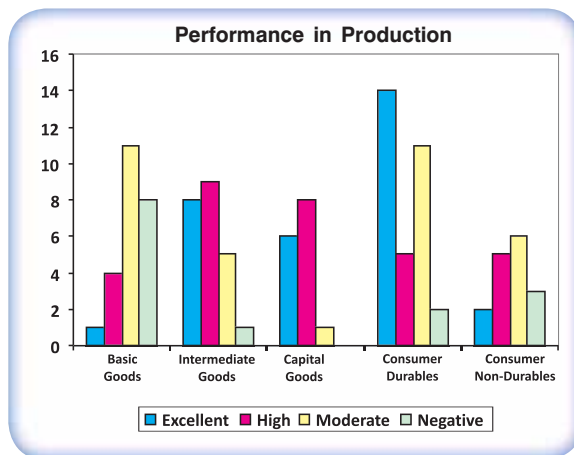
The share sectors experiencing negative growth rate has significantly declined to 17 (15.5%) in April-June 2010 from 45 (41%) in the corresponding period of the

previous year, indicating dramatic improvement. Sectors registering moderate growth also declined to 29.0% from 33.6% during the same period last year.

According to the Survey, the sectors of excellent growth are: M&HCVs (57%), air conditioners (50%), natural gas (43.5%), vehicle industry (33.2%), passenger cars (32.5%), refrigerators (32%), ball & roller bearings (30%), and machine tools (16%).

A closer look at the sectors reporting excellent growth in production shows that consumer durables performed the best, with 19 of 32 respondent sectors exhibiting growth of over 10%. Capital goods also performed exceedingly well, with 14 of 15 sectors showing high to excellent growth. However, the production of basic goods and consumer non-durables still indicates some challenges to production.

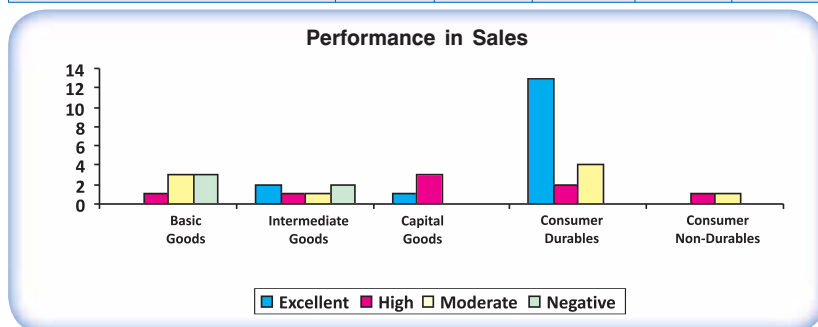
Energy meters (16.06%), forging (15.0%), nylon filament yarn (10.2%), fluid power (15%), electric fans (16.0%), induction furnace (10.0%) are the sectors in the high growth category, while sectors like asbestos cement (6.4%), caustic soda (2.06%), rubber goods (5.0%), sponge iron (1.64%) are in the moderate growth category. Polyester staple fibre (-0.65%), tea (-4.5%), groundnut oil (-28.4%), cigarettes & tobacco (-2.0%) reported negative growth.



Production	Excellent	High	Moderate	Negative	Total
Basic Goods	1	4	11	8	24
Intermediate Goods	8	9	5	1	23
Capital Goods	6	8	1	0	15
Consumer Durables	14	5	11	2	32
Consumer non-durables	2	5	6	3	16
Other	0	0	0	0	0
Total	31	31	34	14	110

Sales

Sales	Excellent	High	Moderate	Negative	Total
Basic Goods	0	1	3	3	7
Intermediate Goods	2	1	1	2	6
Capital Goods	1	3	0	0	4
Consumer Durables	13	2	4	0	19
Consumer non-durables	0	1	1	0	2
Other	0	0	0	0	0
Total	16	8	8	4	38



The ASCON Survey found that out of 38 sectors reporting, 16 sectors recorded excellent growth, 8 sectors reported high growth, 8 sectors reported moderate growth and 4 registered negative growth. Again, consumer durables led the growth of sales while basic goods lagged behind.

Exports

The Survey also tracked Export performance of manufacturing industries. Out of the 23 sectors reporting exports, 11 were in the excellent growth category, 4 have shown high growth, 2 sectors were in the moderate growth category while 5 reported negative growth.

Exports	Excellent	High	Moderate	Negative	Total
Basic Goods	0	1	0	3	4
Intermediate Goods	1	1	0	1	3
Capital Goods	0	0	1	1	2
Consumer Durables	10	0	1	0	11
Consumer non-durables	0	2	0	1	3
Other	0	0	0	0	0
Total	11	4	2	5	23

Excellent = more than 20%
Moderate = 0-10%

High = greater than equal to 10% - less than 20%
Negative = < 0%

Constraints

Even while the mood in industry is optimistic, the ASCON Survey concerns finds that companies continue to face a number of constraints and could perform much better given a more conducive ecosystem.

Some of the general issues that impede companies from achieving their full potential include:

- Rise in costs of raw material and inputs
- Infrastructure bottlenecks
- Environmental regulations and procedures
- Demand constraints in many sectors
- Pricing of final products not matching prices paid for raw material

- Competitiveness issues with respect to China and threat of Chinese imports
- Duplication and sale of spurious products in the unorganized market
- Discriminatory excise duty on many items
- Early implementation of GST
- Import of second-hand machinery
- Weak global demand
- Land acquisition is a major concern
- Lack of technical skills and R&D activities
- Inadequate credit supply
- Non uniformity of tax structure
- VAT on certain items in positive territory across States

Recommendations

The ASCON members participating in the Survey suggested some proactive reform measures and incentives to boost manufacturing:

- Ensure speedy completion of ongoing and already announced projects
- Improve the regulatory environment
- Early implementation of the recently proposed National Manufacturing Investment Zones (NMIZs)
- Timely availability of credit
- Easier and cheaper credit, especially for SMEs

The CII ASCON survey series provides a comprehensive overview of the performance of various industry sectors and indicates the general perception regarding growth in the Indian economy. It is a valuable pointer to the state of Indian industry. ■

SMEs Show Buoyancy: CII Survey

CII's SME Business Confidence Index, will, by gauging the mood of the SMEs in advance, provide an outlook for the forthcoming quarter and facilitate the necessary policy interventions, when required

TO HELP VARIOUS stakeholders, including businesses and policy makers, track the sentiments of the Indian SME sector regularly, CII has launched a quarterly SME Business Confidence Index (BCI) Survey. Based on a list of 14 exhaustive outlook indicators, including gross sales, new orders, input costs, credit availability, investments, export, capacity utilization and net profit, the Survey assesses the confidence level of SMEs on a moving basis.

In its first edition the quarterly survey, for the period for July-September 2010, has reported bullish sentiments of SMEs with the overall BCI standing at a high of 65.6 on a scale of 0-100; from most unfavorable to the most favorable change in outlook during the current quarter over the previous one.

After suffering heavily in terms of investment, output and employment during the global financial crisis, SMEs are showing strong signs of consolidation. Services SMEs, with a BCI of 66.1, show an edge over industrial SMEs, with a BCI of 65.6.

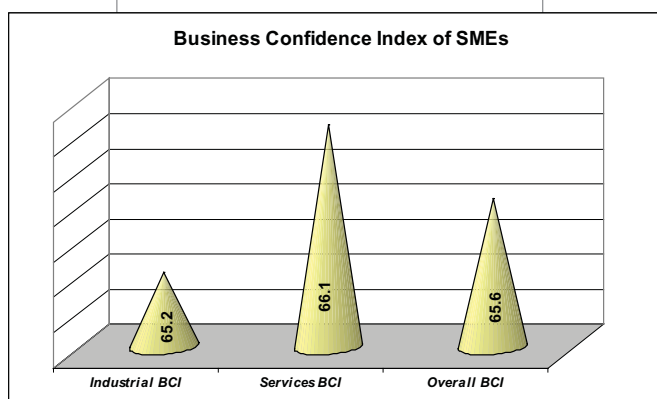
All but one constituent of overall BCI in the CII Survey showed favourable change in the outlook scenario for the current quarter. In fact, gross sales, new orders, and capacity utilization recorded a value of BCI greater than 75, indicating expectations of significantly high favorable change

of more than 10% during the current quarter over the previous one. As many as 10 outlook indicators reported

the credit cost front, even in a milieu where interest rates at the economy level have an upward bias. This, among other reasons, has been linked to the implementation of the Base Rate Policy by RBI from 1 July 2010, which is stated to benefit small and medium businesses significantly. An improvement in credit ratings with the strengthening of the recovery process is another major reason for SMEs being spared from the rising interest cost burden, as of now.

On the negative side, SME firms seem to expect unfavorable movement in costs of inputs during the current quarter, as the BCI for overall input costs stood at a low of 29.2. Yet, this failed to dampen the mood of the SMEs as the net profit margin recoded an impressive BCI of 66.5, thanks to robust demand prospects.

The CII Survey found industrial SMEs more optimistic about new orders and export prospects, whereas the Services sector expects to generate more revenues and net profit. More importantly, SMEs in the industrial sector expect a smaller increase in employment than their counterparts in the services sector. This offers scope to investigate ways to make employment intensive industrial SMEs do better, given the national imperative to create mass employment. ■



a BCI in the range of 51-74, indicating expectations of favorable change to the extent of 1-10%. Employment, and capacity expansion, along with exports, assumed a BCI value greater than 70, riding on brightening demand outlook.

In the CII Survey, credit availability, credit cost and net profit margin held the value of BCI in the range of 55-70. Much of the buoyancy in credit availability has been attributed to the growing confidence of financial institutions in SMEs, which had touched a low during the financial crisis. But, the Survey cautioned, there is no room for complacency in promoting greater bank credit access to the sector, given that around 14 lakh SMEs, forming about 90% of the country's industrial units, are able to access less than 10% of bank loans !

Further, SME firms are optimistic on

Global Innovation and Technology Alliance



Fostering Innovation in Indian Industry

POST LIBERALIZATION, and especially during the last few years, Indian industry has become much more sophisticated and started using better technology. However, much of this technology is globally sourced. Internal R&D for developing technology has been minimal. This is reflected by the Gross Expenditure on R&D (GERD), which was around 1% of GDP. More than 75 % of this was government spending.

India ranks quite low on innovation parameters, despite sound fundamental capabilities and opportunities. To sustain the 9 -10% growth rate, we have to leapfrog into an innovation-driven economy at an accelerated pace, or face the ignominy of becoming irrelevant in the knowledge- driven globalized world of the 21st century.

It is imperative for India to bridge the existing gap and to improve its overall Innovation Ecosystem, with R&D leading to commercialisation. This calls for a joint effort from both government as well as industry, which can be achieved through a framework in the public-private-partnership mode. Such an institutional mechanism can bridge the gaps in the innovation ecosystem directly impeding the development and growth of Indian industry, and anchor the nation's industrial R&D movement.

CII's vision to bring about this paradigm shift is reflected in its call to Industry to enhance the R&D spend to 4-5 % of top line from the present 0.54%. This will help take our

The Global Innovation & Technology Alliance is a joint initiative of CII and the Department of Science & Technology, Government of India, to promote and facilitate international industrial R&D collaborations, to boost the Innovation Ecosystem in the country



Dr. M K Bhan, Secretary, Biotechnology, Mauri Pekkarinen, Minister for Economic Affairs, Finland, Prithviraj Chavan, Minister of Science & Technology and Earth Sciences, India; Dr. T Ramasami, Secretary, Science & Technology; and Ajai Chowdhry, Chairman & CEO, HCL Infosystems Ltd at the 15th Technology Summit 2009



Shanker Annaswamy, MD, IBM India Pvt. Ltd., Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Service Ltd., Kapil Sibal, Union Minister for HRD (then Minister for Science & Technology & Earth Sciences), and Joseph Caron, High Commissioner, Canadian High Commission at the 14th Technology Summit 2008

GERD up to 2% of GDP and make the Indian economy sustainable.

The Global Innovation & Technology Alliance (GITA), a joint initiative of the Department of Science & Technology (DST), Government of India, and CII, was launched in May 2007 to make international industrial R&D collaborations goal-oriented, with greater participation from industry and academia. GITA is an umbrella nodal agency to address India's Innovation Ecosystem from a holistic perspective, and 'do all that needs to be done to drive industrial and economic growth of the country through Public-Private-Partnership on a sustainable basis.' The initiative is at present steered by Dr. T Ramasami, Secretary, DST, and Mr Hari S Bhartia, President, CII.

GITA aims to enhance the technology competitiveness of Indian Industry and institutions through joint development, technology transfer and joint ventures, working in the public-private-partnership mode. It facilitates funding support for industrial R&D through grants and soft loans from the government, and is responsible for the effective promotion and execution of programmes within a targeted timeframe. It works in collaboration with counterpart agencies in the partner countries to implement these programmes.

The current programmes managed by GITA are:

- India-Canada Industrial R&D (ICRD) Programme – with ISTPCanada, Canada
- Indo-Israel Initiative for Industrial R&D (i4RD) Programme – with MATIMOP, Israel
- ASEAN-INDIA Science & Technology Development Fund (AISTDF) – with ASEAN Secretariat
- India-Taiwan S&T Cooperation Programme of Scientist Exchange



Canada

Under the Indo-Canada S&T Cooperation Programme, eight proposals worth Rs 73 crores have been approved for funding assistance between India and Canada. GITA will soon announce a Call for Proposals for potential applications in

- Alternative energy and sustainable environment
- Biotechnology, health sciences and medical devices
- Earth Sciences and disaster management
- ICT
- Nanoscience and nanotechnology.

Apart from joint R&D project support in various selected sectors of bilateral significance, Partnership Development Activities (PDAs) are also announced and encouraged from time to time, to generate new or expand existing research and technology-based partnerships between the two countries. These PDAs include scientific seminars, conferences, symposia and workshops, as well as other joint initiatives that involve exchanges amongst scientists, technical experts and academics. Some significant PDA activities supported are:

- The first Indo-Canada Joint Workshop in Nanotechnology, held in Canada in July-August 2008. Nine Indian scientists participated in the

workshop and also visited facilities in the area.

- The Indo-Canada Joint Workshop in Electricity Generation using Renewable Energy, held in IIT Delhi in October, 2009. Twelve Canadian experts joined 50 experts from India at the workshop.

- The Indo-Canada Technology Summit; 'Leveraging Investment Opportunities in Clean Technologies,' held in India in December 2008, with participation from a high-powered industry, academia and government delegation from Canada.

Israel

Funding mechanisms have been identified under the Indo-Israel Initiative for Industrial R&D (i4RD) programme and potential projects in Information Technology and Renewable Energy (particularly solar) have also been funded. Many potential projects announced in the multiple Call for Proposals in 2009-2010 are under stringent evaluation for joint recommendation. A Call for Proposals in dedicated sectors like Life Sciences, Homeland Security and eventually multiple areas of bilateral interest including Cleantech, ICT, Renewable Energy and Water Management will be announced later this year.

Under the i4RD Programme, GITA organised an in-bound Mission from Israel on Renewable Energy Technologies - Opportunities for Collaboration, to Mumbai, Bangalore and New Delhi in 2008. The mission enabled industry and academia of both countries to proactively exchange thoughts, concepts and cutting edge technologies in renewables and lay the ground for potential business collaborations.

ASEAN

GITA manages the ASEAN INDIA Science & Technology Fund (AISTDF) and is in the process of



Dr. Ananth K Krishnan, Vice President & Chief Technology Officer, TCS, Anil Shirkhande, President, Rolls-Royce India, Dr. Naveed Hussain, Voce President, Engineering & Technology, Boeing India, Prakash Nayak, MD, ABB Global Industrial Services Ltd, and Gregory Shea, Vice President - Govt Relations, Asia Pacific, Research in Motion, Canada, at the Global Industrial R&D Conclave, 2009

preparing guidelines for the first Call for Proposals in Industrial R&D with the ASEAN Secretariat. Other activities include the development of a Technology Information and Commercialisation (TICC) portal, a Virtual Institute of Intellectual Property Rights (VIP), a Mission from India on Functional Food, and an in-bound Mission from ASEAN on Renewable Energy Technologies. GITA also participated in the 8th ASEAN S&T Week in Manila, Philippines.

The TICC Portal disseminates updated information online to facilitate technology transfer and collaborations between India and ASEAN countries. It is also a virtual platform for networking between industry, institutes and the Government of India and ASEAN countries.

The VIIP Portal, meanwhile, primarily aims at capacity development of all the stakeholders of IP, and provides IP support and services to innovators/innovations in and around the ASEAN countries. It also offers IP advisory information and hand-holding support to foreign investors in R&D in India.

Taiwan

The India-Taiwan Science & Technology Cooperation Programme is available specifically for the mobility of scientists/ researchers from each side as a financial support. This programme is managed by GITA pursuant to the signing of a MoU in 2007 between the Taipei Economic and Cultural Centre in New Delhi

and the India -Taipei Association in Taipei. GITA has executed three Calls for Proposals under this programme, and has successfully supported the visits of more than 30 Indian and Taiwanese scientists in their respective research laboratories under the joint recommended projects.

Other Areas

Water: Mr. P Chidambaram, as Finance Minister in 2008-2009, had, in his budget speech, announced an allocation of Rs. 200 crores for the installation of stand-alone water purifier systems in rural schools. A high level technical committee, chaired by Dr. T Ramasami, was constituted by the Department of Drinking Water Supply, Ministry of Rural Development, to identify and select suitable technologies / systems.

GITA was assigned the task of holding exhibitions simultaneously across four cities: Chennai, Gurgaon, Kolkata and Mumbai. The exhibitions at all the four locations, organised in partnership with regional CII offices in July 2008, received an overwhelming response with participation from



Dr. Prithviraj Chavan with Lubos Vanek, Deputy Minister of Trade and Industry, Czech Republic

about 110 companies.

Technology: GITA is instrumental in driving the annual Global Industrial R&D Conclave on 11 May to mark National Technology Day.

GITA, in partnership with CII and DST, launched this flagship event on 11-12 May 2009 in New Delhi. With the central theme of strategies to drive growth and boost R&D in times of economic crisis, the Conclave focused on initiatives to stimulate innovation and attract investment, industry-academia-government partnership, and Venture Funding. The Embassy of Sweden and the Embassy of Finland partnered the event. A delegation from VINNOVA, the Swedish Governmental Agency for Innovation, participated in the Conclave.

In 2010, the 2nd Global Industrial R&D Conclave, held in partnership with the Czech Republic, Council of Scientific & Industrial Research (CSIR), and the Ministry of Micro, Small & Medium Enterprises (MSME), showcased advanced CSIR technologies to Indian MSMEs and international partners.

The Conclave and the CSIR exhibition were inaugurated by Mr Prithviraj Chavan, Union Minister for Science & Technology and Earth Sciences. The conclave was supported by the Czech Republic as the Partner Country, with a high powered delegation led by Mr. Lubos Vanek, Deputy Minister of Trade & Industry.

FDI in Retail

The Next Big Step towards Growth

THE CII NATIONAL COMMITTEE on Retail recently submitted an industry analysis on the crucial issue of Foreign Direct Investment (FDI) in retail, a step towards opening up the organised retail sector to foreign companies.

The Department of Industrial Policy & Promotion (DIPP) has been very actively establishing a platform for discussion and providing a way forward on this issue. The CII submission was in response to the Discussion Paper circulated by DIPP on 'FDI in Multi-Brand Retail Trading' to the industry, for inputs and suggestions. As per the current scenario, 51 per cent FDI

is allowed in single brand retailing and 100 per cent in the Cash & Carry format.

With the opening up of FDI in multi-brand retail, there could be spiraling growth in the industry, with the entry of global retail giants such as Wal-Mart and Carrefour. According to experts, the bulk of the Indian economy would gain significantly from the emergence of a well-capitalised retail industry that brings in the latest technology and management practices to build modern supply chains in India, connecting small producers with national, and even global markets. The reform can be a way to ease the massive supply bottlenecks that have helped keep inflation stubbornly high.

CII held extensive discussions over two months with concerned stakeholders in the Retail industry to draw out recommendations on the issues cited in the Discussion Paper. The recommendations were again validated at the first meeting of the CII National Committee on Retail on 29 July in Mumbai, where the leading retailers of the country converged. These suggestions, if implemented by the government, could lead to extensive growth in the total size of the retail trade. Moreover, the technology, quality standards and marketing that FDI will bring in will lead to new economic opportunities, creating much higher employment generation.

CII Recommendations

For purposes of clarity, a distinction has been made between food and non-food retailing under multi-brand retailing. Food retail accounts for nearly 2/3 of the total retail market in India and comprises of staples, dairy, fruits and vegetables. Non-food retail comprises the balance 1/3 of the market and includes apparel, textile, footwear, hard consumer durables (appliances and electronics) and other specialty retail (e.g. furniture, furnishings, and sport goods).

1. FDI in multi-brand retail must be permitted.

- The sector is capital intensive and FDI will broaden the range of options available to raise capital.
- Entry of strategic investors will bring in global standards and best practices in logistics, inventory management, warehousing, merchandising, service and waste management.
- FDI would bring in more players and provide more options to the consumers and the suppliers (farmers and manufacturers). Suppliers with improved competitiveness can look at export opportunities.
- FDI in multi-brand retail should include both strategic and financial investors, including FIIs and private equity.

2. However, there should be a cap on investment, which should become higher with time.

The initial cap on investment could be pegged at 49% under the





Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, with Members of the CII National Committee on Retail

automatic route and 74% under the approval route, in order to balance the interests of various stakeholders. To ensure that only serious investors are encouraged, some restricting conditions around the exit (say, a minimum lock-in period of 3 years) may be put on foreign investment in the food or non-food category.

3. FDI should be leveraged to create back-end infrastructure.

Improving the backend is a key driver to profitability. It is only natural for retailers to invest in the back-end to improve their competitiveness. The investment in non-store assets could range from 30% to 60% (given the initial situation of the infrastructure). However, no stipulation should be prescribed for the back-end as it will happen automatically when front end retailing is open to international retail chains.

There is a clear need to distinguish between food and non-food for specifying stipulations on investments in back-end.

For food, the back-end constitutes a supply chain which includes logistics (transportation), handling, cold-chain for storage, contract farming, F&V sorting, grading and collection centres, as well as regional processing centres for items of mass consumption. It will also include training and development establishments to create a talent pipeline.

For non food, such as electronics, apparel, general merchandise, sports equipment, no substantial back-end infrastructure needs to be created,

since the supplier will have his own manufacturing capabilities.

4. CII agrees with DIPP that only genuine players, who can bring in capital or expertise, should participate in the sector.

A possible means to ensure this in the food category is to provide a filter that only allows investors above a certain scale, or undertaking a minimum threshold of investment. The scale and size of investors would differ by format since some formats require greater scale and size (e.g. food retail) than others (e.g. books / furnishings). Thus, in the non-food category, there should not be any stipulated limit.

Further, restrictions on exit can be imposed in both categories. For food, minimum capitalization norms can be suggested, depending on the level of foreign investment.

5. CII recommends that no stipulation to employ rural youth be put, while retailers can be asked to develop training infrastructure to generate employment and employability.

Empirical evidence reveals that organized retail can create substantial employment opportunities. In India, modern retail has already created over 600,000 new jobs in the last decade, with the potential to create an additional 6.5 million jobs by 2018.

6. CII also recommends maximum local sourcing from not only the SMEs but all local players. For non food, local sourcing stipulations need not be applied, as the suppliers would set up their own manufacturing capabilities.

7. In order to help small retailers, CII feels that the Government should streamline the current regulations, instead of adding new ones. This will also help small retailers run their businesses better and follow ethical practices and contribute to tax revenues.

Consumer rights should also be protected through various consumer laws, forums and civil courts. For this too, greater streamlining and proper enforcement of existing regulations should be ensured, rather than additions to them.

8. CII also suggests streamlining and simplification of current procedures for the Retail sector, without introducing any additional regulation or regulator.

Indian retail is currently highly regulated. For instance, a hypermarket business requires over 30 licenses and approvals and is impacted by 40 different regulations, cutting across more than 15 central and local government bodies at various levels!

Similarly, small retailers are subject to many regulations – most of them at a local level. An additional regulatory structure would add to the burden of the retailers and increase the cost and complexity of monitoring and governance for the government.

The CII response to the Discussion Paper is a step towards liberalizing the sector, and to help it get much needed capital for growth. The response has also been submitted to the Planning Commission for its consideration. ■

Harnessing Technology for Defence Equipment

TODAY, INDIA IS one of the largest importers of military hardware in the world. Domestic enterprises should be encouraged to contribute to minimize the import factor, and for this, R&D in defence has to be nurtured and exploited in both private and public domain, declared Mr MM Pallam Raju, Union Minister of State for Defence. He was addressing the **International Conference and Exhibition on Anti Tank Guided Missiles** organised by CII and the Directorate General of Mechanised Forces on 7-8 July in New Delhi.

The Minister said the development of a family of anti-tank guided missiles by domestic enterprises will take India a step closer to self reliance. This will help in harnessing the core competitiveness of industry in R&D, manufacturing, design and development, he felt.

The seminar was based on the premise that technology is advancing at an unprecedented pace, and is likely to have major impact on future warfare. Nations that can exploit emerging technologies and synergize



Gen. VK Singh, PVSM, AVSM, YSM, ADC, Chief of the Army Staff, Integrated HQ of MoD (Army) and, MM Pallam Raju, Union Minister of State for Defence

them with future generations' weapon systems, will have a decisive edge in the battlefield.

Gen. VK Singh, PVSM, AVSM, YSM, ADC, Chief of the Army Staff, Integrated HQ of MoD (Army), appreciating the engagement of Indian industry in the defence sector, called on domestic firms to stay abreast of new technologies in defence equipment.

Lt Gen Dalip Bhardwaj, PVSM, VSM, Director General, Mechanised Forces Integrated HQ of MoD (Army) said that rapid technological advances posed

a challenge for R&D organisations and industry to closely integrate technology with products. In order to develop a family of anti-tank guided missiles, greater impetus should be given to PPPs, he said.

Mr Satish K Kaura, Co-Chairman, CII Defence Council, and Chairman, Samtel Group, called for faster operationalisation of the SME technology development fund. He suggested that an officer of a rank of an Additional Secretary could be nominated to facilitate the Private Sector in defence production.



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Securing Your World

The 4th edition of SAFE 2010: International Exhibition and Conference on Internal Security, was held on 28 -30 July in New Delhi.

Mr G K Pillai, Secretary, Ministry of Home Affairs, inaugurated the three day exhibition. He also released 'A concept note on Urban Security Design' by CISCO on the occasion. The note shows how the integration of multiple sensors, video, computer command

and control and communications greatly aids in decision-making and in reducing the time to send responders to the scene of a crisis. The solution also demonstrates how integrating these technologies across the network permits better situational awareness and command and control in a complex environment.

Mr Ashok Lavasa, Joint Secretary (Police II), Ministry of Home Affairs, opined that a conscious and responsible society, along with technology, would play a major role in countering internal security threats in India. We need to provide peace and mental security to investors to



Gurpal Singh, Deputy Director General, CII; Ray Cooke, Director of Physical Safety & Security - Global East, Cisco Advanced Services; and G K Pillai, Secretary, Home, at the launch of 'A Concept by CISCO on Urban Security Design' at SAFE 2010

foster economic growth, he said.

Mr Prasun Mukherjee, Director General, Bureau of Police Research and Development said that, unlike other security endeavors, the concept of 'Safe City' offers a proactive approach to enable a safer environment for the people. But implementation of the concept in India requires an integrated approach, he said.

Mr. Gurpal Singh, Deputy Director General, CII, said that India needs comprehensive security machinery, with clearly laid-down concepts, carefully defined leadership roles and a workable co-ordination drill.

Organised by CII in close cooperation with the Bureau of Police Research and Development (BPRD), Union Ministry of Home Affairs, SAFE 2010 was supported by CERT-in, Ministry of Information Technology, the Commonwealth Games Organising Committee (CWG), the Defence Research and Development Organisation (DRDO), and the Fire and Security Association of India (FSAI).

International Seminar on Battlefield Management Systems

CII and the Integrated HQ of MoD (Army) will hold an International Seminar on 'Battlefield Management Systems – The Power to the Edge' in New Delhi on 21 – 22 September. The announcement was made at SAFE 2010 by Lt Gen S P Singh, VSM, Director General Information Systems and the former Director

General Information Systems, Integrated HQs of MoD (Army) Lt Gen (Retd) P C Katoch.

The Seminar will attempt to converge the ideas and capabilities of Indian and International business enterprises in developing a complex system of systems to provide 'Power to the Edge to the fighting soldier.' CII will also put on display an exhibition from industry showcasing products related to Battlefield Management Systems (BMS) technology.



Lt Gen SP Singh, VSM, Director General, Information Systems; and Lt Gen (Retd) PC Katoch, Former Director General, Information Systems, Integrated Hqs of MoD (Army) announcing the International Seminar on Battlefield Management Systems – The Power to the Edge



Prasun Mukherjee, Director General, Bureau of Police Research & Development, Ministry of Home Affairs; and Ashok Lavasa, Jt Secretary, Police II, Ministry of Home Affairs, at the SAFE 2010 international conference

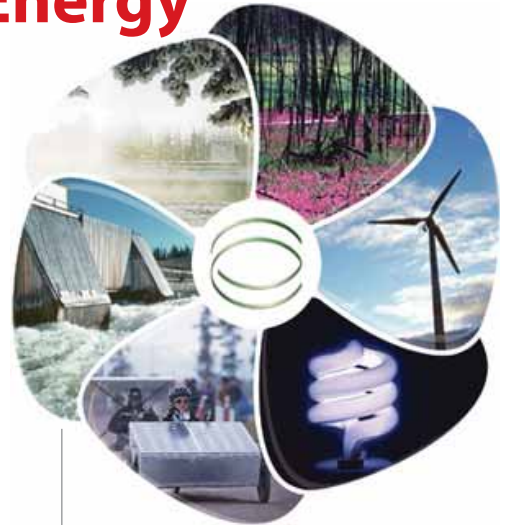
Investing in Renewable Energy

CII and the World Bank held an interactive brainstorming session on 21 July in New Delhi to identify the key barriers to investment in Renewable Energy in India, and chalk out an appropriate regulatory response. The session was held to identify the key constraints (both supply and demand-side) to scaling up investments in the wind, solar, small-hydro and biomass power sectors in India.

The participants attempted a ranking of the relative importance of the various barriers, existing policies, laws and regulations that govern investments in power generation in these sectors. Members were asked to provide a candid assessment

of the constraints that they face, and to suggest what policy or regulatory changes are required, and where existing regulations or policies may need more effective enforcement.

The discussion also focused on the main constraints (supply and demand-side) facing sellers as well as manufacturers (domestic and foreign) of wind-turbine, solar, small-hydro and biomass equipment in India, particularly in the context of other attractive manufacturing locations worldwide, most notably in China. Members were also asked to informally



rank the relative importance of these various barriers and assess whether the existing policies, laws and regulations were sufficient to address the constraints. ■

food processing industries

Strengthening the Food Processing Sector

CII, in cooperation with the National Institute of Food Technology Entrepreneurship and Management (NIFTEM), Government of India, held a seminar-cum-workshop on 'Opportunities in the Food Processing Sector' on 16 July in Kochi.

Mr Sanjay Kumar Singh, Under Secretary, Food Processing Industries, Kerala, talked about the initiatives undertaken in the state, and the mandate of the NIFTEM.

Ms Ashadevi Varma, Principal Agricultural Officer, District Agricultural Office, spoke about the vast opportunities for Food Processing in Kerala, and urged all the stakeholders to support the NIFTEM initiative.

Mr Philip Kurian, Principal, Staff Training Centre, Kerala State Co-operative Agriculture and Rural Development Bank, discussed various aspects of project preparation.

Mr Jose Dominic, Vice Chairman, CII Kerala State Council, emphasized the critical role of the processed food industry in stimulating the growth of Indian Agriculture and the national economy. ■



Sanjaya Mariwala, MD, Kancor Ingredients Ltd, addressing. Also seen Ashadevi Varma, Principal Agricultural Officer, District Agricultural Office, Jose Donimic, Vice Chairman, CII Kerala State Council and Sanjay Kumar Singh, Under Secretary, Union Ministry of Food Processing Industries



THE 3RD EDITION of the Medical Technology Conference had the theme '**Innovations in Medical Technology - Enabling India to leapfrog to the next level of Healthcare.**' The conference, held in New Delhi on 9 July, drew 400+ professionals from various verticals.

Mr. Dinesh Trivedi, Union Minister of State for Health & Family Welfare, who was the Chief Guest at the inaugural session, spoke about upon the rural urban divide in healthcare, citing as examples the instance of a single cardiologist serving 6 districts around Jodhpur, and areas in Uttarakhand where a single small facility caters to a population spread across a 60 kms radius.

The Government's initiative of the Indian Health Portal, completed in February 2010, would increase access to health information, he said, while other projects in the pipeline are the National Emergency Medical Services and the India Health

Information Network Development (IHIND).

Stalwarts from the healthcare industry emphasized on a patient-centric approach to take healthcare delivery to the next level. Speakers at this session, including Mr. Ajay Pitre, Chairman, CII Medical Equipment Division, and Managing Director, Sushrut Adler Group; Mr. Anjan Bose, Conference Chairman and Vice President, Philips Electronics India; Ms Sangita Reddy, Managing Director, Apollo Health Street Ltd and Mr. A Vaidheesh, Co-Chairman, CII Medical Equipment Division, and Managing Director J&J Medical India, described the key challenges facing medical technology companies in India as lack of awareness, regulations, poor health infrastructure, affordability hindering access, insurance and return on investment. They requested the Minister to support the 'Single Window - Health Promotion Board'.

The session, 'Innovation for access,

cost and convenience,' discussed how the huge challenge of unmet demand for healthcare can be converted into an equally large opportunity, if the medical technology industry innovates to address this demand. A key idea was that innovation should be targeted at the population at the bottom of the pyramid. The panelists felt that physicians will have to be the key to innovation, in developing ideas into technology. It was pointed out that Medical Technology can increase the productivity of healthcare professionals: instead of being able to look at, say 10 patients a day, maybe a doctor can start looking at 15 patients a day, making a big difference to the healthcare scenario. The Guest of Honour for the session, Mr. Kiran Karnik, former President, NASSCOM, elaborated on the importance of an eco system that supports innovation.

The CEO's round table on 'Medical technology industry: impediments to growth' identified Accessibility



Ajay Pitre, Chairman, CII Medical Equipment Division, Dinesh Trivedi, Minister of State for Health & Family Welfare; Anjan Bose, Conference Chairman, Sangita Reddy, MD, Apollo Health Street and A Vaidheesh, Co-Chairman, CII Medical Equipment Division releasing the CII-Deloitte Report on "Medical Technology Industry in India: Riding the Growth Curve"

of Healthcare, Awareness and Affordability as the key enablers for growth. It was suggested that the medical curriculum should include medical technology. The need for new doctor friendly, cost effective and patient friendly equipment was also highlighted.

In the session on 'Need for an unambiguous and supportive regulatory environment,' the Guest of Honour, Dr. Surinder Singh, Drug Controller General of India, said the DCGI is keen to cooperate with industry to formulate a supportive regulatory framework. They would have drug inspectors specially trained for inspecting medical devices and equipments, he said. Dr Ashok Seth, Chairman (Cardiovascular Science), Escorts Heart Institute & Research Centre, called for a separate definition for medical devices and equipment. The panelists felt the

need to harmonize Indian standards with global standards, though adapted to the local context. The standards should be flexible



Dr. Surinder Singh, Drug Controller General of India



Arun Jha, Joint Secretary, Pharmaceuticals



Kiran Karnik, Former President, NASSCOM

to accommodate the wide variety of medical technology products, they said.

In his special address at the session on 'Enabling India to become a

Manufacturing base for Medical Technology Industry,' Mr. Arun Jha, Joint Secretary, Pharma, Union Ministry of Chemicals and Fertilizers, said that India should encourage local manufacturing for medical technology as has been done for pharma, to develop as a global hub in this sector. There was a consensus amongst the panelists that Industry requires incentives for manufacturing in India. The major concerns were listed as very little spending on R&D, lack of transparency in IP regime and delays in granting IP to manufacturers, lack of skilled manpower, high cost of importing components, etc. Manufacturers should comply with regulations and move towards self regulation, suggested Dr. S Eswara Reddy, Asst Drug Controller, Central Drugs Standard Control Organization, Union Ministry of Health and Family Welfare. ■



CII
Confederation of Indian Industry
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Centre for Competitiveness
for SMEs



Manufacturing Cluster in Kolkata

Winning and Retaining Customers

The workshop on Winning and Retaining Customers on 21 July in Gurgaon suggested practical solutions to improve customer satisfaction. Important concepts of understanding consumer behavior, cost of quality, value creation through CRM, and four steps to job instruction, etc were explained.



Launch of the CII- Neogi Group Supplier's Cluster 2010

'Big industries have resources and qualified engineers but MSMEs, the backbone of Indian Industry, serve the nation despite facing many constraints, observed Mr. Manab Mukherjee, Minister of State for MSME and Tourism, West Bengal, at the launch of the Moonlight Engineering Company's Neogi Group Suppliers Cluster on 15 July in Kolkata.

This cluster of 12 supplier companies, formed under the Lean Manufacturing scheme of the Union Ministry of MSME, will be trained by the CII LM Thapar for Competitiveness for SMEs in the tools and methods of Manufacturing Excellence over a period of one year.

Dr. A.K. Chanda, Additional Chief Secretary, and Mr. Debnath, Director, MSME, West Bengal, appreciated the success of Moonlight's previous cluster, and called for more such clusters to promote competitiveness in industry. Mr. P. Chakroborty, Deputy Director, NPC, described the Lean Manufacturing Competitiveness Scheme under the National Manufacturing Competitiveness Programme of the Government of India.

New Product Development Tools

New Product Development tools such as CAD-CAM-PP-CAE offer better quality, style and service to help SMEs sustain competitiveness. A two-day 'National Seminar cum Exposition on New Product Development' on 13-14 July in Coimbatore focused on the breakthrough in technology tools for product development activities, while sharing CAE and plastic prototyping case studies from practitioners. The other topics included engineering simulation solutions in the manufacturing sector; metal casting and prototyping methodologies applied in product development; and new developments and innovations.

Energy Management

The programme on 'Energy Management - A Road to Energy Efficiency' on 23 July in Rudrapur updated industry on the latest trends in energy conservation and reducing energy costs, to be globally competitive.

Effective Inventory Management

Inventory is one of the largest wastes. It devours capital, becomes obsolescent and consumes space and manpower. Inventory also hides other waste. Almost every imperfection or problem creates a need for inventory. A training programme on 'Effective Inventory Management' on 23 July in Noida shared methods to combat this problem.

Problem Solving Using QC Story Approach

A certification programme on 'Problem Solving Using QC Story Approach' was held on 27-28 July in Chandigarh. The programme is divided into three modules spread over a period of three months in which each participating organization has to resolve a chronic problem using the methodology taught.

Daily Work Management

Taking up the concept of door step service, the CII LM Thapar Centre for Competitiveness for SMEs conducted a precisely focused one day offsite workshop for over 25 managers of Continental Engines on 28 July in Bhiwadi on the process of Daily Work Management for enhancing internal competitiveness. The programme was customized to address the day to day shop floor situations experienced by the participants. ■

CII-Godrej Green Business Centre

100 fully functional Green Buildings in India

The Indian Green Building Council's (IGBC) concerted efforts of ushering in a green building movement in India recently reached a significant milestone, with 100 fully functional Green Buildings now standing across the country.

The 100 certified Green Building projects amount to over 26 million sq. ft of green building footprint. Of these, over 20 green buildings have installed one or more renewable energy technologies like solar PV, solar thermal, and onsite and offsite wind energy.

The functional green buildings will annually reduce over 0.31 million tons of CO₂ and save energy to the tune of 30-40 % and water to the tune of 20-30 % as compared to a conventional building. Other intangible benefits include improved day lighting, enhanced indoor air quality and better health and well-being of the occupants. Many of the 100 certified buildings are also naturally-ventilated.

These 100 operational buildings of various types are spread across six climatic zones. They include a Legislative Assembly, government buildings, airports, corporate offices, educational institutions, hospitals, banks, IT parks, individual homes, factories and SEZ. All these Green Buildings have incorporated local standards and codes.

National Conference on Green Homes



Dr Prem C Jain, Chairman, IGBC, Prof Saugata Roy, Union Minister of State for Urban Development, and Vidur Bharadwaj, Chairman, Green Homes 2010 & Chairman, IGBC-Delhi Chapter

The IGBC organised a two day 'National Conference on Green Homes' on 30-31 July in New Delhi. The Conference focused on:

- Affordable housing
- Architects perspectives on green homes
- Case studies
- Energy efficiency
- Innovative equipment, products and systems
- Landscaping
- Rain water harvesting
- Water management



CII-Sohrabji Godrej Green Business Centre, Hyderabad, India's First Platinum rated LEED Green Building (top)
Tamil Nadu Legislative Assembly Building, Chennai, World's First Green Legislative Assembly

Green Power 2010

The 9th edition of the 'Green Power' international conference and exposition on renewable energy technologies was held on 14-15 July in Chennai.

The two-day conference focused on:

- Renewable energy, low carbon growth & climate change
- Policy initiatives
- National and international trends and technologies
- Developing strategies to promote 'Green Power'
- Innovative RE financing tools
- Corporate initiatives and success stories



N K Ranganath, Vice-Chairman, CII Tamil Nadu State Council, Ramesh Kymal, Chairman, Renewable Energy Council, CII-Godrej GBC, Dr. Pramod Deo, Chairman, Central Electricity Regulatory Commission and Dr R Christodas Gandhi, CMD, Tamil Nadu Energy Development Agency

CII-Suresh Neotia Centre of Excellence for Leadership



Problem-Solving Skills

The appropriate use of management tools is crucial for an organized approach to problem solving in order to meet and surpass expectations of customers.



Total Quality Control utilizes quantitative techniques and tools to recognize problems and suggest means for continual improvement in the manufacturing and services domains.

The workshop on 'Problem Solving Skills for Organisational Efficiency' on 2 July focused on the advanced 7QC tools that encourage an effective, new approach to quality planning as well as project management, and which the Japanese Union of Scientists and Engineers (JUSE) perceives as the most powerful instrument for continued improvement.

The workshop covered the basics of 7 QC tools, and their benefits. It also dealt with multidimensional evaluation, breaking-down complexity for a quicker grasp of problems, creation of order in an apparently disorganized situation, and assessing risks and studying interrelationships between causes.

Triple Your Preen Quotient

Refined presentation and communication skills are increasingly becoming indispensable to present information to others meaningfully and effectively for effective generation of business.



The workshop on 8 July, in a three-pronged approach, addressed personality development, presentation skills and perfecting business reports. It focussed on brushing up written and verbal presentation skills, the value of business etiquette and the importance of individual reputation management and business communication. It also deliberated upon report writing skills.

Working Capital Management

Management of working capital gives organizations a clear insight into the inventory, accounts receivable and

cash in hand for a company. Effective management of these assists in unblocking valuable cash



resources within the operations which eventually creates enhanced value for business.

The workshop on 'Working Capital Management' on 16 July dwelt upon financial concepts, statements, performance analysis and cash flow with respect to profit and cash flow. It also focused on the best practices for collections and disbursements, cash budgeting and cash flow monitoring. Short term borrowing and cash surplus management were also discussed along with concepts on accounts payable, operating cycle, risk and reward optimization. The workshop also touched upon inventory policy, ABC analysis, credit management, MIS on working capital and personal action planning.

Leadership and Organisational Change



A good leader orchestrates and administers the morphing of an organization through process and technology change to successfully actualize and preserve it for the organizations very efficacious and enduring existence. As Mr Jack Welch, former Chairman and CEO of General Electric put it: 'Good business leaders create a vision, articulate a vision, passionately own the vision and relentlessly drive it to completion.'

The National Conference on 'Leadership and Organisational Change' on 30-31 July dwelt upon the makings of a leader and drew upon the experiences of renowned CEOs who have successfully surmounted the challenges of uncertainty and competition and built organizations and groups which are an integral part of brand India. It dealt with subjects like transformational leadership and organisational change, leadership and team building, understanding organizational culture and developing a vision and strategy for change, bringing about organizational change and managing reaction to it.

5th Food Safety & Quality Summit

Making India the Food Factory for the World

The Food Processing Sector has the potential of an annual growth rate of 4%, to significantly contribute to the nation's goal of 10% GDP growth



Subodh Kant Sahay, Union Minister of Food Processing Industries, (centre) releasing the 'CII-Sector Specific GMP Guidelines for Food Processing' with Piruz Khambatta, Chairman, CII National Task Force on Food Safety & Quality, and Rakesh Bharti Mittal, Vice Chairman & MD, Bharti Enterprises Ltd.

GROWTH IN THE FOOD Processing sector is possible only on the bedrock of quality and international standards, declared Mr Subodh Kant Sahai, Union Minister of Food Processing Industries, at the Valedictory Session of the 5th Food Safety and Quality Summit, 'India the Food Factory of the World – Food Safety and Challenges' on 8-9 July in New Delhi. This inclusive growth would significantly save Rs 50,000 crore of food wastage in the nation, he said, advising that awareness campaigns be taken to the state level to involve small business establishments.

Recalling his efforts in merging 16 food laws administered by nine ministries into one Food Act, 2006 to be administered by Food Standards Authority of India, the Minister cautioned that the challenge of meeting multiple food safety legislations in the West should not be a deterrent to India becoming the food factory of the world. He strongly suggested setting up Joint Quality Laboratories in India as per international standards to obviate the necessity to reject export shipments, offering financial help for industry to set up such labs.

The Minister released the publication 'CII-Sector Specific GMP Guidelines for Food Processing' at the Summit, which he said would be a cost-effective solution for implementing Food Safety and Quality at all levels.

The two day international summit, organized by the CII Institute of Quality in partnership with the Ministry of Food Processing Industries, focused on food safety and quality challenges and opportunities and was attended by over 160 delegates who were addressed by 8 international and 22 national speakers.

Dr Gopi Ghosh, Assistant FAO Representative, Food and Agriculture Organization of the United Nations, in his keynote address at the inaugural session, described the ASEAN model of food safety measures to facilitate better market access, where five priority sectors to improve food safety had been identified. The Philippines, Malaysia, Indonesia, Singapore and Thailand had taken lead roles in further developing these measures at the ministerial level, he said, suggesting that India could also adopt a similar approach for the SAARC countries to improve its prevailing food standards and align them to world levels.

Suggesting a transition to a systems approach from the end-product inspection regime of food safety regulations, Dr Ghosh said that traceability was a major issue to be addressed in devising a comprehensive food control system by the Food Safety and Standards Authority of India (FSSAI). Other issues include suitable infrastructure for food production like cold chains, data research, information sharing, developing the capability of Assessors in the regulatory framework, and the elimination of multiple regulatory efforts on the same issue.

Mr Rakesh Bharti Mittal, Vice Chairman and Managing Director, Bharti Enterprises Ltd, called for public private partnerships in the emerging Food Processing sector which had the capability of an annual growth rate of 4%, to significantly contribute to the nation's goals of 10% GDP growth. Acknowledging the continuing support of the MoFPI, he observed that as an investment of US\$ 28 billion was needed to scale this sector, choosing the right national and international partnerships would be a critical success factor. The progressive shift in the eating habits and lifestyle changes of over one



Piruz Khambatta; Amit Chatterjee, MD, Sartorius India Group; Uttam Chatterjee, Chairman, CII Expert Group on Food Safety and Quality; Dr Gopi Ghosh, Asst. Representative, FAO, UN; Raymond Michael Ellard, Director - Audit & Compliance Division, Food Safety Authority of Ireland and Dr Sarita Nagpal, Deputy Director General, CII

billion quality conscious customers, required capacity building including awareness campaigns, accreditations and supply chain logistics, he said.

Mr Bruce Ross, Country Director, US Food and Drug Administration,

India, spoke of the global challenges USFDA was facing in the enforcement of strict food safety and quality standards. To that end, they had set up offices across the world to partner their counterpart agencies.

In Ireland, initiatives on food safety and quality had succeeded in converting Ireland into a 'Food Island' where 75% of its food produced was exported, said Mr Raymond Michael Ellard, Director, Audit & Compliance Division, Food Safety Authority of Ireland.

Mr Amit Chatterjee, Managing Director, Sartorius India Group, called for leveraging India's existing natural advantages in the areas of quality, safety and innovation.

Food Processing has the potential to transform rural India just as Information Technology has transformed urban India, said Mr Piruz Khambatta, Chairman, CII National Task Force on Food Safety & Quality. He described CII's various initiatives to make India the food factory of the world including agri-marketing, food technology and food regulatory summits, task force report on cold chain initiatives, etc, as well as critical policy inputs to the Ministry of Food Processing for



the 11th Five Year Plan.

Mr Uttam Chatterjee, Chairman, CII Expert Group on Food Safety and Quality, called for zero tolerance on deviations in Food Safety norms.

Technical Sessions

The session on ‘Technology Intervention, Competence Building & Communication for Food Safety & Quality’ debated whether genetically modified food was a possible solution for global food security and safety concerns. Various process analytical technologies to ensure food safety and process optimization, as also the need for training to achieve international and national standards in food safety, were discussed.

The session on ‘Food Safety Quality & Challenges in Primary Food Supply Chain’ discussed the application and adoption of good agriculture practices to ensure food safety for primary food chains, fumigation to prevent pest infestation during storage of food grains, and affordable cold chain technologies not only to ensure better food safety but also reduce wastage during procurements in the primary food chain.

The informative session on ‘Food Safety Incidents, Product Recalls and Traceability’ shared EU perspectives on Food Safety incidents, the National Control Plan, Code of Practice and Food Alerts. Consumer concerns and Global Traceability State (GTS) as also speed and accuracy in food recalls besides ISO 22000 issues were actively debated.

Speakers, while discussing ‘GFSI Perspective, Food Safety Challenges and Opportunities in Small Businesses & Logistics,’ brought out three perspectives to manage Food Safety:

1. The growing demand for food safety certification

CII National Task Force on Food Safety & Quality 2010

With the growing importance and interest in Food Security, Food Safety and Quality, CII has constituted a national-level Task Force on Food Safety and Quality, under the chairmanship of Mr Piruz Khambatta, Chairman and Managing Director, Rasna Private Ltd. The Task Force will help expand membership engagement to strengthen industry support and partnership and align its services with the members’ needs and expectations in a more efficient manner.

Vision

‘To play a catalytic role in improving and upgrading Food Safety & Quality in India to world class levels by using a Total Quality Management approach for enhancing competitiveness of the Indian Food Sector and making India a Safe Food Destination’.

Mission

- To create awareness among consumers and stakeholders.
- To work closely with government, FSAAI, national authorities, academia, industry and other stakeholders to build effective partnerships and achieve long-term sustainable results.
- To enhance competence for the development of integrated food control systems.
- To provide opportunity for information sharing, benchmarking and networking among all stakeholders.
- To institute a recognition system by collaborating with highly technical food professionals for creating a platform for sharing and learning.



2. The need to develop mechanisms to ensure that the certifications are reliable

3. Actually ensure market access.

The Global Food Safety Initiative, a joint programme of major food retailers supported by the industry, has benchmarked 10 certification schemes whose results are accepted by some of leading retail chains in the world. The session also brought into focus the need to develop special facilitation and evaluation programmes for the SME sector. A presentation by IRCTC

brought out the challenges faced in supplying safe food to a large passenger base.

Risk-based approaches for Food Safety design, both from the toxicological and microbiological perspective, were in focus at the session on ‘Hygienic Design of Products, Processes and Equipment for Food Safety & Quality and WADA Certification for Nutritional Food.’ Specific design issues relating to food processing equipment and the WADA certification programme for athletes were also discussed.

World Food Month Celebrations

For the third consecutive year, the CII Institute of Quality, in association with the Food and Agriculture Organisation of the United Nations, and the Union Ministry of Food Processing Industries, will trigger nationwide actions by observing World Food Month through October. With the theme of 'United Against Hunger: Raising Safety & Nutrition Levels of Food' the mass awareness programme will roll out through print and electronic media in 50 cities and towns across India

Programmes during the Commonwealth Games

Commonwealth Games Business Forum 2010

- Session on 'Cuisine & Commerce, Food Safety & Nutrition - The Business of Food, Wine & Food Processing' with Speakers from Australia and India
- Presentation of the 1st CII National Award for Food Safety
- TV Launch of Food Safety Awareness Module

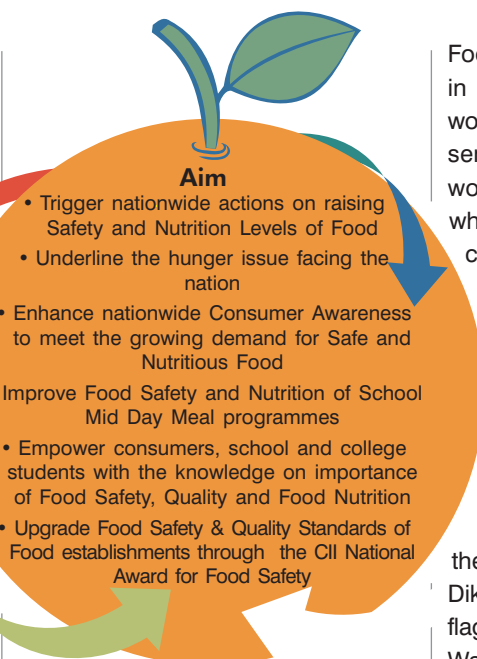
International Hospitality Fair

A Session on 'Food Safety & Audit' will be held during the International Hospitality Fair 2010, a unique platform to source and disseminate the latest in food and beverage equipment, services and technology among food business stakeholders. This session will facilitate capability building and upgrading Food Safety & Quality Standards in the food industry, and its Auditing, Certification and Accreditation.

Other Programmes

World Food Month Celebrations with IRCTC

CII-IQ, in collaboration with the Indian Railways Catering and Tourism Corporation, will disseminate Food Safety and Quality messages and



guidelines to railway passengers and other consumers, during the month.

Pan -India Celebrations

During World Food Month, awareness and interactive sessions are planned in all the four regions of CII, and with CII's Young Indians.

Mass Awareness Campaign

To spread nationwide awareness for preventing food borne illnesses through the adoption of food safety and hygiene practices, and to help transform India into a safe food destination, this campaign will target women, students and children in rural and urban regions. Key messages on

Food Safety and Hygiene Practices in homes, restaurants and eateries would be covered through interesting serials and episodes. The launch would take place on 16 October, which is World Food Day, and would continue through the World Food Month, October 2010.

Looking Back

2009

CII's World Food Day Celebrations directly reached over 65,000 people in 36 cities through 44 programmes across the country. In New Delhi, Ms Sheila Dikshit, the Chief Minister of Delh, flagged off the Food Safety Run & Walkathon. There was a Food Safety & Quality Oath taking ceremony at India Gate. Interactive sessions were organised.

2008

The Government of India declared 2008 as the Food Safety and Quality Year and 16 October as the Food Safety and Quality Day. CII organized the 2nd International Food Regulatory Summit 2008 on 16 October in New Delhi. Two Booklets: 'CII 14 Point Check on Food Safety & Quality for Street Vended Food', and 'CII Food Safety Tips for Housewives' were released by Mr Subodh Kant Sahay, Union Minister of Food Processing, during the Summit. ■



Development Initiatives

CSR

New Trends in Corporate Responsibility

'The Changing Social Contract' was a lively discussion on the evolving role and scope of Corporate Social Responsibility, led by Dr Bradley Googins, Executive Director, Center for Corporate Citizenship, Boston and author of dozens of books, monographs, and articles on corporate issues.



The session was organised by CII, in collaboration with the Public Affairs Section of the US Embassy, as a part of its US Speakers programme, on 21 July in New Delhi.

Quoting Peter Drucker who said, "Every social and global issue of our day is a business opportunity in disguise," Dr Googins pointed out how a popular US-based beverage company operating in India had successfully met the challenge of transforming itself from a company that depleted ground water supplies to one that was environmentally aware and responsive to the management of water for its product. It did this as it was aware that its business interests would be impacted by negative consumer perceptions of its behaviour on environmental issues.

Public expectations of corporate responsibility are rising rapidly and today encompass economic, political,

social and ecological concerns, he said, even as corporate responsibilities shift and migrate from formal and explicit regulations, legal issues, tax policies and product liability to semi-formal areas of concern. For instance, he said, the increasing incidence of obesity in contemporary societies is now being seen as an environmental issue and not just a personal one!

In addition, people expect different levels of engagement from industry. "The public wants more than charity. It wants companies to make a positive contribution," Dr Googins summed up. Dr Googins also addressed sessions on Corporate Citizenship in Coimbatore on 9 July and Hyderabad on 14 July.

North East - Tripura

Building Awareness on Food Safety

Food safety and quality are critical to the good health of the population, said Mr. Jitendra Chaudhury, Minister for Industries and Commerce, Rural Development and Forests, Tripura, inaugurating an Awareness Programme on Food Safety and Quality on 12 July in Agartala.

The Minister stressed upon the need for creating greater awareness on healthy hygiene practices through training programmes, road shows and awareness campaigns, pointing out that in the US, the number of deaths due to food borne/water borne diseases was 30% against a high 80% in India. He also announced the setting up of a Food Park at Bodhjungle near Agartala, for entrepreneurs interested in investing in the food processing sector.

The programme was jointly organised

by the CII Tripura State Office, the CII Institute of Quality and the Quality Council of India (QCI), New Delhi, with support from the Union Ministry for Food Processing Industries (MoFPI).

Mr Anil Jauhri, Director, QCI, said that food safety is a worldwide concern. Globalization and the removal of tariff and non tariff barriers have brought international competition to the domestic market, and the Indian food industry must improve food safety and quality in order to be competitive, he said, adding that QCI would assist more such awareness programmes on food safety and quality. He also called for setting up a laboratory for specification and testing of food quality in Tripura.



Jitendra Chaudhury,
Minister of
Industries,
Tripura

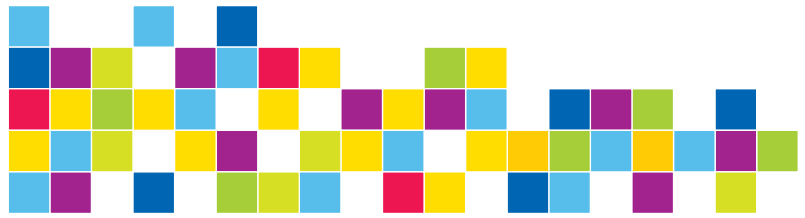
Captain Sanjoy Gahlot, Director, MoFPI, said that the growing concern for food safety and quality called for changes in the food regulation acts. He invited entrepreneurs/NGOs to avail of the various schemes of MoFPI,

including a recently set up food laboratory in the state. Mr. M.S Karak, Deputy Director, Food Safety and Standard Authority of India, Kolkata, and Ms. Praveen Gangahar, Advisor, QCI, also shared their thoughts.

The CII Institute of Quality's initiatives in Food Safety and Quality include training personnel on quality tools and techniques like 5S, 3M HACCP, as well as awareness and sensitisation programmes on food processing/safety/quality. ■



Yi WORLD



Yi National



Yi Workshop in Mumbai

On July 11, Yi organised a workshop in Mumbai for Executive Members from the various Chapters. Yi's nation building agenda is unique and the workshop revisited the action agenda for the year ahead, and instilled new vigour in the team to carry forward Yi's nation building agenda.

Chapter Round-Up



Yi members at the Reliance Jamnagar Refinery

Ahmedabad

On July 10, members visited the Reliance Jamnagar Refinery. They visited the Green Belt, 200 acres of land for cultivation of more than 110 varieties of mangoes at the plant premises, two refineries and the marine tank farm – a point of direct extraction of crude oil. The delegation also visited the modern Reliance residential township.

Bangalore

Mr S Chandrasekhar, Vice Chairman, CII Karnataka and Managing Director, Bhoruka Power Corporation Ltd, spoke about the 'Growth of Power Sector in India' in an interactive session with Yi members on 7 July. He urged Yi take up important issues such as disaster management and dealing with water contamination.

Chandigarh

On July 23, Yi Chandigarh organised an innovative and



Chefs at the Organic Dinner in Chandigarh

unique 'Organic Dinner' to nurture both health and the education of the underprivileged girl child. Chefs from the Chitkara School of Hospitality prepared natural and organic cuisine for some 50 people. The proceeds of this dinner will go to the CII – Yi Nanni Chann Scholarship Scheme for under-privileged girls.

Coimbatore

On July 7, Yi Coimbatore organised a session with Major D Sreeram Kumar, the youngest in the country to have received an Ashok Chakra for his gallant actions, courage and valour during Naxal operations in Manipur and Assam. He is only the third living officer to receive this honour, the second in service at present, and the first from Tamil Nadu.



Maj. D Seeram Kumar, the youngest Ashok Chakra awardee



The Glam 2010 fashion show in Coimbatore

On July 23, Yi partnered in organising a fashion show, 'Glam 2010' with leading brands from various segments. The proceeds from the show would be spent for various purposes during the 'Joy of Giving Week', observed across the country.

Goa

In a Yi learning session on 7 July, on 'Towards a Caring Society', Mr. Nasser Munjee gave a very inspiring

presentation on how to create a better society. He also discussed measures to enhance infrastructure and logistics in Goa.

On July 18, Yi Goa, along with the Rotary Club of Dabolim, distributed over 500 fruit bearing saplings in the Chicalim village as a part of its 'Yi One Million Tree Initiative' which is an on-going environmental project across India. A mini exhibition on eco-awareness was also held.



Distribution of saplings in Goa

On July 23, Dr. Jennifer Lewis e Kamat, Co-chair, Yi Goa Chapter, made a presentation to around 200 school students on the harmful effects of batteries on the human body as well as to the environment, and advised how batteries can be disposed off safely.

Guwahati



Roopa Kudva, MD & CEO, CRISIL Ltd, and Region Head for South Asia, Standard & Poor, (far left) in Guwahati

On July 6, Yi, in association with the Department of Economics, Cotton College, organised a interaction on the 'Role of the Financial Sector in Indian Economy,' with Ms. Roopa Kudva, Managing Director and Chief Executive Officer, RISIL Ltd, and Region Head for South Asia, Standard & Poor. She spoke on 'The Importance of the Financial System & Lessons from the Global Financial Crisis.'

Indore



Seed ball dissemination campaign in Indore

Yi undertook several seed ball dissemination campaigns through the month, and planted more than 47500 seed balls at various locations in Indore.

A learning session on 'Unleashing Talent' on 13 July with the Academy of Chief Executives in Indore provided members a competitive edge as the management leaders of tomorrow.

Kochi

The first meeting of the BYiNDERS book club was held on 17 July, bringing together students from various schools across the city to share their ideas, views and opinions on various literary works.

Kolkata

Yi Kolkata, along with Globsyn Business School, a Yi Net member, and Chhatrachhaya, a city-based healthcare NGO, organised a learning workshop cum health camp on 17-18 July for underprivileged students from five schools.

Pune

Yi Pune organized a learning cum fund raising session on 17 July. as a combined initiative under the Learning and Membership vertical. The topic of discussion was Art as an Investment & Conservation'. Works of art were displayed at the venue. Ms Aporajita Pal Mukherjee, Director, Maestros Art Hut Pvt Ltd, spoke on art as an investment. The session included a briefing on art conservation.

A collection drive for underprivileged children was held at various centres on 22 July to collect old school books, bags, toys, clothes, etc that are in good condition but not in use. These items will be donated to schools, orphanages etc. To start with, books and toys were donated to the 'Rashmi English Medium School.



Donation of books and toys to under-privileged students

Raipur

On July 14, Yi Raipur, in association with Ambedkar Hospital Model Blood Bank organized the 6th Blood Donation Camp at Hira Steels Ltd. Yi Raipur has so far collected 600 units of life saving blood. ■



Asia

China

India-China bilateral trade (January-June 2010)

Trade	Volume	Change
China's exports to India	\$18.4.58 billion	Up 41.8%
China's imports from India	\$11.945 billion	Up 80.7%
Total trade	\$30.403 billion	Up 54.9%
China's trade surplus	\$6.513 billion	Up1.4%

Source: http://trade.ec.com.cn/article/tradezx/201007/1082349_1.html

India-China Business Seminar

The Embassy of India, with the support of CCPIT Dalian and CII, organised the 'India -China Business Seminar' on 9 July in Dalian. Dr S Jaishankar, Ambassador of India in China, in his keynote address, urged Chinese companies to leverage the competitive advantages of Indian companies in sectors like IT, pharmaceuticals, specialized engineering and food processing. Senior representatives from Adani Power, NIIT, Tata Refractories Ltd and FAW Bharat Forge made presentations on their successful joint ventures in China, and future collaboration opportunities.



Dr Jaishankar,
Ambassador of India in
China

Foreign Trade (January-June 2010)

Trade	January-June 2010	
	Value in US\$ billion	Change
Exports	705.09	35.2%
Imports	649.79	52.7%
Total trade	1354.88	
Trade surplus	55.3	-42.5%

Source: General Administration of Customs of China

China's GDP surpasses Japan

Beijing has revised its 2009 GDP volume at more than \$5.29 trillion, exceeding Japan's US\$5.08 trillion. The GDP growth rate has been revised to 9.1% for 2009, up from 8.7% reported earlier.

FDI Rises

Foreign Direct Investment (FDI) in China rose to US\$12.5 billion in June. The total FDI for the first half of this year reached \$51.4 billion, up 19.6%. According to the World Investment Report 2010, titled 'Investing in a Low-Carbon Economy,' in 2009, China ranked second with \$95 billion after the USA (\$129.9 billion) in attracting FDI. France and Hong Kong ranked third and fourth with \$59.6 billion and \$48.4 billion FDI, respectively, while India ranked ninth with a total FDI of \$35 billion in 2009.

Steel Output Soars

China's steel output in 2010 might hit a new high of 620 to 630 million tons, a 10% increase year on year. In the first five months of the year, the output reached 269 million tons, up 23.8% year on year.

US T-bond Holdings

China offloaded \$32.5 billion worth of US treasury bonds holdings in May but remains the largest holder of US debt. After the cut, China holds \$867.7 billion of US government debt.

World's Largest Energy User

According the International Energy Agency, China overtook the United States last year to become the world's largest energy user. In 2000, the United States consumed twice as much energy as China. China last year consumed 2.252 billion tons of oil equivalent of energy from sources including coal, oil, natural gas, hydro and nuclear power, about 4 percent more than the US.

Japan

Cap on Budget Spending

Prime Minister Naoto Kan's Cabinet approved a plan to keep general account spending for fiscal 2011 below the ¥71 trillion planned for fiscal 2010, as the administration aims to form a more detailed budgetary guideline by the end of the month.

Despite dissent within the ranks of his Democratic Party of Japan and the Cabinet, Prime Minister Naoto Kan's administration endorsed a 10% cut on all ministries'

fiscal 2011 budget requests, and earmarked at least ¥1 trillion to stimulate economic growth.

Auto Production Climbs

Japanese automobile production rose 25.9% year on year in June. A total of 861,045 units were produced in the month, with local sales of 448,831 vehicles, a 17.4% increase compared to the same month a year earlier. Automobile production for the first half of 2010 soared 45.8% and sales of vehicles in Japan rose 21.5% from the first half of 2009.

Malaysia

CII organized a CEOs delegation to Malaysia and Singapore from 7 to 9 July, coinciding with the visit of Mr Anand Sharma, Union Minister of Commerce and Industry. The delegation was led by Mr Malvinder Singh, Group Chairman, Fortis Healthcare.

The Mission followed the successful visit of Y.A.B. Dato' Sri Mohd Najib Tun Razak, Prime Minister of Malaysia to India in January 2010 and the implementation of the India-ASEAN FTA from January this year. At present, India and Malaysia are negotiating a bilateral comprehensive economic agreement to give an impetus to mutual investment and trade. Bilateral trade between India and Malaysia reached a record \$10.6 billion in 2008-09.

The CII delegation called on Y.B. Dato' Sri Mustapa Mohamed, Minister of International Trade & Industry (MITI), Malaysia, and had interactions with key industry bodies and think tanks in Malaysia.

CII, along with its partners, the Malaysia-India Business Council, and the Malaysian Associated Indian Chambers of Commerce and Industry, jointly organized a conference on 'Malaysia – India: Towards a Strategic Partnership – Tapping Growth Opportunities' on 8 July in Kuala Lumpur. The Prime Minister of Malaysia, Y.A.B. Dato' Sri Mohd Najib Tun Razak, the Minister of International Trade & Industry of Malaysia, Y.B. Dato' Sri Mustapa Mohamed, and Mr Anand Sharma addressed the conference.



CII delegation members with senior officials of the Asian Strategy and Leadership Institute (ASLI) in Kuala Lumpur



Y.A.B. Dato Sri Mohd Najib Tun Razak, Prime Minister of Malaysia, with the CII delegation in Kuala Lumpur

Singapore

In Singapore, Mr Sharma addressed a session on 'India-Singapore: Enhancing Trade and Economic Cooperation' organised by CII. The Minister emphasized on the friendly relations between India and Singapore and their mutually important economic partnership that has expanded exponentially since the CECA was signed between the two countries. The CECA with Singapore is the first such comprehensive agreement for economic cooperation signed by India, and includes not only trade but also investments, services and education, among others. It has become a model economic agreement for India, one that is now being replicated with other countries like Malaysia. The India-ASEAN FTA is expected to further expand the bilateral economic relationship between the two countries.

Singapore is the second largest investor in India. Mr Sharma invited Singaporean investments in infrastructure sector. The Minister recognized and commended the role of the Indian companies, key Indian senior management personnel in MNCs, banks and academia and Indian students in Singapore in improving people-to-people and business-to-business interactions between India and Singapore. He exhorted Indian companies based in Singapore to further expand and integrate into the Singapore economy and contribute to building 'Brand India.'

The Minister also announced that CII and the Ministry of Commerce and Industry would organize the flagship 'India Show' in Singapore in January 2011 to further strengthen 'Brand India' in Singapore and in the ASEAN region. This show, he explained, would showcase not just the best of Indian products and technology, but also India's soft power, culture, cuisine, etc.

The CII CEOs delegation accompanying the Minister held dialogue sessions with key government and industry



Malvinder Singh, Group Chairman, Fortis Healthcare, Anand Sharma, Union Minister of Commerce and Industry, India and Dr TCA Raghavan, High Commissioner of India to Singapore, at the session in Singapore

institutions in Singapore, focused on doing business with India and forging partnerships between businesses.

South Korea

India-South Korea bilateral trade

Bilateral trade between India and Korea has gathered momentum during the last five years, with a large increase in total trade turnover between the two countries.

GDP grows 7.2%

South Korea's economy registered a GDP growth of 7.2% growth in the second quarter of 2010. The growth Q-on-Q is 1.5%. Bank of Korea has also raised its growth forecast for 2010 to 6%.

Current Account Surplus

Korea's current account surplus in June was \$5.04 billion, up from \$3.82 billion the previous month. The current account has been in the black for 5 straight months.

Industrial Output Increases

South Korea's industrial output increased by 16.9% over the corresponding period of last year as against a 21.7% increase in May. Industrial growth peaked in January 2010 when it reached 37% and has been hovering between 19% to 21% during the period from February to May.

Base Interest Rate Raised

Bank of Korea has raised its base interest rate to 2.25% in July 2010 from 2%, which was maintained during the last 18 months.

Reliance on Oil and Coal Decreasing

As per the Korea Energy Economic Institute (KEEI), South Korea's reliance on crude oil will drop to 30% of its total energy demand by 2012 due to increased use of nuclear power and natural gas. Crude oil, which accounted for 53.2% of all energy requirements in 2000, fell to 48.9% in 2003 before dipping to 48.2% in 2008. KEEI says the country's dependence on coal will also decline to 27.5% in 2013 from 28.7% for 2009. By 2013, 15% of the energy requirements will be met by LNG, while the proportion of nuclear energy will rise to 15.2% in 2013 from 13.5% in 2008. Korea currently operates 20 reactors. By 2013, five more will be operational.

CIS & Russia

Georgia

CII organised an interactive session with Ambassador Zurab Katchkatchishvili, Embassy of Georgia, on 29 July in New Delhi to understand Georgia's economic scenario and the business opportunities for Indian Industry there.

With the recent opening of the Embassy of Georgia in India, the Ambassador is keen to promote Georgia as a business destination for Indian companies. Georgia, a fast growing economy with favourable economic and trade policies, could also be a hub and transit point for EU and other CIS countries, he said, highlighting Energy, Transport, Agriculture, Tourism, Healthcare, IT & Telecommunications as sectors for business opportunity.

Mr. P. K. Chatterjee, Head Investment Promotion South Asia-

Rakia Georgia, made a presentation on Georgia. Mr Ajay Bisaria, Joint Secretary (Eurasia), Ministry of External Affairs, India, said the Government of India would extend a line of credit to Georgia for specific projects with Indian companies, if the project is commercially and financially viable. The meeting was chaired by Mr V B Soni, Chairman, Overseas Infrastructure and Finance.

Russia

Mr. Hari S Bhartia, President, CII, led a Business



Hari Bhartia, President, CII, Prabhat Shukla, Ambassador of India to the Russian Federation, Shekhar Datta, Past President CII and Chandrajit Banerjee, Director General, CII, at the India Russia Business dialogue in St Petersburg



Hari Bhartia, with Viktor Khristenko, Minister of Trade & Industry, Russian Federation, and Anand Sharma, Minister for Commerce & Industry, India

Delegation to the St. Petersburg International Economic Forum (SPIEF) on 17-19 June. Mr Shekhar Dutta, Past President, CII, was the co-leader of the delegation.

The delegation members participated in the India- Russia Business Dialogue, which was organised for the first time during the forum, signalling the growing economic engagement between the two countries. Bilateral trade in 2009 stood at US \$ 7.4 billion, a growth of 8% over the previous year, with a target of US \$ 20 billion by 2015.

They also met Mr. Viktor Kristenko, Minister for Trade and Industry, Russian Federation.

CII was the sole institutional partner from India for the SPIEF Foundation.

The Forum attracted the participation of key government officials and CEOs from many countries around the world, including several Fortune 500 companies.

Middle East

Iran

CII organised a Business Meeting with a high level Business Delegation from the Islamic Republic of Iran on 9 July in New Delhi, to enhance and strengthen the bilateral trade, investment and economic relations between India and Iran.

The visitors highlighted the major areas of cooperation between India and Iran like Pharmaceuticals, Tourism, Power and Mining. They also invited Indian companies to invest in Iran, Government of Iran would provide full support to Indian investors.

Mr. Saman Ghaemi, Director General, Foreign Investments Office, Organisation for Investment and Technical Assistance of Iran (OIETAI) said that Iran has a large market of 300 million + people, is strategically positioned, has six free zones, with absolutely no limitation on the shareholders percentage.

India's total trade with Iran has grown to US\$ 9,852.79 million in 2009-10 from US\$ 1,641.60 million in 2004-05. CII believes that there is enormous potential in areas of petroleum products, rice, machinery and instruments, manufactures of metals, primary and semi – finished iron and steel, drugs/ pharmaceuticals and fine chemicals, processed minerals, man made yarn and fabrics, tea, organic/ inorganic agro chemicals and rubber manufactured products.

Oman

“India offers a very large and promising market to Oman. The joint investment fund signed between the two governments on 14 July will help both guarantee capital for investment projects” said Mr Ahmed Macki, Minister for National Economy, Sultanate of Oman, at a meeting organized by CII on 15 July in New Delhi. The Minister felt that the synergies between India and Oman provide a good platform for enhancing bilateral economic and trade relations.

Mr. Anil Wadhwa, Ambassador of India to Oman, noted that bilateral trade has crossed US\$ 2.5 billion, despite the recession of last year. “While petrochemicals have always been an integral part of our bilateral trade, there is a strong need to diversify and look at areas like ceramics, automobile components and others” he said.

Mr. Sheikh Humaid Bin Ali Bin Sultan Al-Mani, Ambassador of Oman to India, urged the Indian and Omani business communities to continue to work together to take the



Ahmed Macki, Minister for National Economy, Oman, V K Mathur, CMD, Inapex Industries, Anil Wadhwa, Ambassador of India to Oman, and Sheikh Humaid Bin Ali Bin Sultan Al-Mani, Ambassador of Oman to India, in New Delhi



Anand Sharma, Minister for Commerce & Industry, India; Sheikh Nahyan bin Mubarak Al Nahyan, Minister for Higher Education & Scientific Research, UAE, Paras Shahadadpuri, President Indian Business & Professional Council, Dubai, and Chairman, Nikai Group of Companies, Hamad Mubarak Buamin, Director General, Dubai Chamber of Commerce & Industry, R Seshasayee, Past President, CII, and MD, Ashok Leyland Ltd and A Shaktivel, President, Federation of Indian Export Organisation, at the India Business Summit in Dubai

bilateral relationship to newer heights.

Mr V K Mathur, Chairman & Managing Director, Inapex Limited, said the Joint Investment Fund between India and Oman, with a seed capital of US\$ 100 million, equally shared between both the countries, will provide a greater fillip to bilateral trade and investment relations between India and Oman.

UAE & Syria

A CII CEOs delegation accompanied Mr Anand Sharma, Union Minister for Commerce and Industry, to UAE and Syria on 9-10 June. The delegation, led by Mr R Seshasayee, Past President, CII, and Managing Director, Ashok Leyland Ltd, participated in the India Business Summit in UAE on 9 June and then travelled on Syria.

The India Business Summit was jointly organized by CII and the India Business & Professional Council, Dubai, under the aegis of the 'India Show' under the auspices of India's Ministry of Commerce and Industry.

At the inaugural session, both by Mr Anand Sharma, and Sheikh Nahyan bin Mubarak Al Nahyan, Minister for Higher Education, UAE, reiterated the commitment of both the

governments to facilitate trade and investment between the two nations. The Summit was held to highlight the opportunities for cooperation between India and UAE, especially in the areas of Services – ICT, Banking & Finance, Retail, Tourism, and Infrastructure.

The participants from Indian Industry included Mr Seshasayee, Mr Atul Punj, Chairman, Punj Lloyd Ltd, Mr Rajesh Ved Vyas, Managing Director, Indraprastha Gas Ltd, and Mr Phiroz Vandrevala, Executive Director and President -Global Affairs, TCS, to name a few. Senior industry members from UAE also spoke.

In Syria, the delegation participated in the India Syria Joint Commission meeting and the India-Syria Business Forum. They also met with Mr Naji Al-Utri, Prime Minister of Syria; Mr Abdullah Al-Dardari, Deputy Prime Minister of Syria and Mrs Lamia Asi, Minister for Economy and Trade, Syria and discussed cooperation in a variety of sectors including IT, Infrastructure, Oil & Gas, SMEs, Healthcare, Automobiles, Processed Foods, Agriculture, Transport and Pharma, among others.

CII also signed a MoU with the Federation of Syrian Chamber of Industries.



Abdullah Al-Dardari, Deputy Prime Minister of Syria, greeting Atul Punj, Chairman, CII Gulf/Mena Committee and Chairman, Punj Lloyd Ltd



R Seshasayee and Imad Ghriwati, President, Federation of Syrian Chambers of Industry, signing the MoU, as Anand Sharma and Lamia Asi, Minister for Economy & Trade, Syria, look on

India REGIONAL R O U N D U P

East

Bihar

Investors' Meet on Food Processing

17 July, Muzaffarpur
31 July, Bhagalpur



Subodh Kant Sahai, Union Minister of Food Processing Industries, at the Investors' Meet in Bhagalpur

CII Bihar State Council partnered the Union Ministry of Food Processing in organizing Investors' Meets on Opportunities in the Food Processing Sector in Muzaffarpur and in Bhagalpur, to promote investment in the state's food processing sector. Mr Subodh Kant Sahai, Union Minister of Food Processing Industries, was the Chief Guest at both the meets.

Chhattisgarh

Meditation & Stress Management

28 July, Raipur

The session on Meditation & Stress Management was conducted by Swami Anubhavanandji.

New Ventures India

30 July, Raipur



Awareness Session on New Ventures India

CII Chhattisgarh, in association with CII Godrej Green Business Centre Hyderabad, organised an awareness session on New Ventures India, which is an initiative to match scalable green business opportunities with

skills, talent, technology, markets and money. The session sensitized stakeholders about green business opportunities and the growth of green businesses.

Jharkhand

Workshop on Business Ethics

14 July, Jamshedpur

Business Ethics deals with the subject of applying ethical values in business situations. The workshop underscored the importance of managing business ethically.

Investor Awareness

16 July, Jamshedpur

The Ministry of Corporate Affairs commemorated the 3rd week of July 2010 as 'India Investor Week' to promote investor awareness among the masses. CII partnered with the Ministry and organized a session on Investor Awareness, showcasing opportunities for Wealth Creation and Wealth Management.

International Financial Reporting Standards

20 July, Jamshedpur



Seminar on International Financial Reporting Standards

Convergence with IFRS is desirable as it provides Indian industry with a financial reporting framework that is truly global in nature. It provides enhanced access to capital markets globally, facilitating inter firm comparisons on a more even keel, said speakers at the seminar on International Financial Reporting Standards.

Odisha

Interaction with Registrar of Companies

16 July, Bhubaneswar

CII Odisha State Council organized an interactive session with Mr Bibekananda Mohanty, Registrar of Companies, Odisha.

Petroleum & Natural Gas

23 July, Bhubaneswar



L Mansingh,
Chairman,
PNGRB

In order to create awareness about the regulatory framework being put in place by the Petroleum & Natural Gas Regulatory Board (PNGRB) for the sector, CII Odisha State Council organized an interaction with Mr L Mansingh, Chairperson, PNGRB.

Energy Management

30 July, Balasore

The training programme on Energy Management disseminated the latest techniques and advancements in energy management, through actual implemented case studies. It highlighted the managerial skills required to sustain energy conservation activities.

West Bengal

Industrialization in West Bengal

2 July, Kolkata



Ardhendu Sen, Chief Secretary, West Bengal; Kurush Grant, Chairman, CII (ER); and Dipankar Mukhopadhyay, Principal Secretary, Commerce & Industry, West Bengal

Mr Ardhendu Sen, Chief Secretary, West Bengal, and Mr Dipankar Mukhopadhyay, Principal Secretary, Commerce & Industry, West Bengal, interacted with CII members on the prospects and opportunities

for setting up of industrial units in the state.

Vendor Connect

13 July, Kolkata

Vendor development is a popular technique of strategic sourcing, which improves the value received from suppliers. Vendor Development helps in assessing suppliers' operations, provides incentives to improve



Ramnath, Chief General Manager, SIDBI; Asish Jhunjunwala, Chairman, Manufacturing, Technology & Innovation Sub-committee, CII (ER), and Anup Chanda, Additional Chief Secretary, MSME, West Bengal

performance, promotes competition among suppliers and develops suppliers through training and other activities. The seminar on Vendor Connect to establish linkages in the Steel and Power sector, was followed by one-to-one meetings to explore business prospects.

EXIM Excellence

15 July, Kolkata

'EXIM Excellence: Boosting Trade in the East' discussed policies and strategies to boost trade in the eastern part of the country, in the present business scenario and current policy environment.



Mao Siwei, Consul General of China in Kolkata; Sanjay Budhia, Chairman, CII National Committee on Exports, & MD, Patton International Ltd; and T C A Ranganathan, CMD, EXIM Bank

Brand Conclave

22 – 23 July, Kolkata



Dr Nicholas Ind,
International
Expert on Brand
Management

CII has been organizing Brand Conclave, the biggest brand management workshop in India, for the last eight years. Leading international speakers like Al Ries, Laura Ries, Jean-Noel Kapferer, Lynn Upshaw, Clyde Fessler,

Kevin Lane Keller, Erich Joachimsthaler, Bernd Schmitt and John Philip Jones have addressed the two-day workshop over the years. In the 9th edition of the Brand Conclave, Prof. Nicholas Ind, lecturer, writer and branding consultant, spoke on 'Living the Brand: An Organization-wide Approach Towards Building Brands And Creating Value.'

Logistics Colloquium 2010

23 July, Kolkata

The Logistics Colloquium had the theme of 'Effective Supply Chain Solutions for Moving Value Better.' It brought together policy makers, thought leaders and users, to discuss the latest concepts and cutting edge technology to create an agile and responsive supply chain.

Mr Dinesh Trivedi, Union Minister of Minister of State for Health & Family Welfare, was the Chief Guest.



Dinesh Trivedi, Union Minister of Minister of State for Health & Family Welfare, inaugurating Logistics Colloquium 2010

Defence Procurement

24 July, Kolkata

In an interactive session, RADM N K Mishra, NM,

Addl. DGQA (Naval), Director General of Quality Assurance, Union Ministry of Defence, discussed Defence procurement procedures and Offsets.

Competition Law

30 July, Kolkata



Dhanendra Kumar,
Chairman,
Competition
Commission of India

The Indian Competition Law is being evolved to ensure a healthy competitive environment. The Competition Commission aims to eliminate practices having an adverse effect on Competition; promote and sustain competition in the markets; protect the interests of consumers and ensure freedom of trade, etc. The seminar on 'Competition Law: Challenges and Implications,' was addressed by Mr Dhanendra Kumar, Chairman, Competition Commission of India.

North

Chandigarh

Goods & Services Tax

23 July, Chandigarh

The session featured a basic overview on GST, recent developments, proposed structure, its probable impact, and how one needs to act on it.

Skill Gap Analysis in Northern Region

23 July, Chandigarh

Aligned with the CII theme of 'Business for Livelihood', Mr Darpan Kapoor, Director Kapsons, made a presentation on the employment requirements of the retail industry in the Northern Region.

Haryana



R K Khullar,
Commissioner,
Municipal
Corporation,
Gurgaon

Development of Gurgaon

27 July, Gurgaon

Mr R K Khullar, Commissioner, Municipal Corporation of Gurgaon, said that the Corporation has formed a Citizen Advisory Committee to keep a check on irregularities in development projects, and invited citizens'

participation in this committee. Mr Lalit K Jain, Chairman, CII Haryana, called for better co-ordination between HUDA, HSIIDC and the Municipal Corporation, and suggested that futuristic planning be done for the city.

Himachal Pradesh

Greening of Industry

7 July, Baddi



Sarojini Thakur,
Addl. Chief
Secretary,
Environment, HP

A sensitisation programme, in collaboration with the Himachal Pradesh State Pollution Control Board, on the Green Cluster Approach, promoted interventions for greening manufacturing practices. The sectors identified were steel, textiles, pharmaceuticals, fast moving consumer goods and cement. Mrs Sarojini Thakur, Additional Chief Secretary, Environment and Scientific Technologies, Himachal Pradesh, and Chairperson, HPPCB, urged industry to make manufacturing more environment friendly through the suggested cluster approach.

Himachal Utsav

27 July, Shimla

A CII delegation, led by Mr Atul Khosla, Chairman, CII Himachal Pradesh, met with Mr P Mitra, Principal Secretary, Industries, Himachal Pradesh to propose and discuss the 'Himachal Utsav' initiative which is being planned to attract investments to the State.

Punjab

Secondary Agriculture

22 July, Chandigarh

CII members met Mr S K Sandhu, Managing Director,

Punjab Agro Industries Corporation to discuss innovative project proposals from the derivatives of paddy, wheat corn, potatoes and tomatoes prepared by entrepreneurs for promoting secondary agriculture in the state.

Energy Efficiency in Textile sector

16 July, Ludhiana



Bakhshish Singh, Additional Director of Industries, Punjab

The CII-Bureau of Energy Efficiency (BEE) workshop promoted energy efficient practices to enhance the competitiveness of the textile sector in Punjab through experience-sharing from experts. Mr Bakhshish Singh, Additional Director of Industries, Punjab, was the Chief Guest at the inaugural session.

Rajasthan

CeraGlass India Roadshow

20 July, Gujarat

A road show on CeraGlass India 2010 was organised to invite participation from Morbi, Dhuva, Thangard, Himmatnagar, Ahmedabad and Mehsana, the first-ever comprehensive ceramics and glass show in India, to be held in November 2010 in Jaipur. Mr Rajendra Bhanawat, Managing Director, RIICO Ltd, described the scope of the event in terms of business opportunities, brand building and access to markets and technology.

Uttar Pradesh

Exploring Zambia

5 July, Lucknow



Jayant Krishna, Chairman, CII UP State Council, Kely Walubita, High Commissioner of Zambia to India, and Peter Chaila, First Secretary (Political & Administration), Zambia

Identifying Agriculture, Mining and Tourism as the three sunshine sectors of Zambia, Mr Kely Walubita, High Commissioner of Zambia, invited Indian corporates to establish their business in these sectors.

Sugar Tech 2010

24 July, Lucknow

Building on the success of Sugar Tech 2009, Sugar Tech 2010 addressed new challenges and fresh opportunities in the sugar industry with the advent of newer product



Anoop Mishra, Infrastructure & Industry Devpt. Commissioner, & Principal Secretary, Finance, UP

lines. The conference called for prudent management decisions to promote improved varieties of sugarcane, inclusion of cost effective technologies, combination of by-products and understanding the contemporary state policies.

Mr Anoop Mishra, Infrastructure & Industry Development Commissioner, and Principal Secretary, Finance, Uttar Pradesh, inaugurated the conference.

Uttarakhand

IT Enabled Single Window System

6 July, Dehradun

CII presented the draft assessment report on an IT-enabled Single Window System in the State to Mr P C Sharma, Principal Secretary, Industrial Development, Uttarakhand. The report defines the project vision, objectives and scope for such a system.



C S Semwal, Addl. Secretary Finance, Uttarakhand

Gearing for GST

6 July, Dehradun

Mr C S Semwal, Additional Secretary Finance, Uttarakhand shared various aspects of the GST and its implications on the industry, especially on MSMEs.

Environmental, Health & Safety

8 July, Haridwar

The workshop provided participants from Haridwar, Pantnagar and Dehradun with solutions to improve their environmental performance, work safely and protect their health in a typical workplace in Indian industry.

Tourism Promotion

22 July, Dehradun



Rajiv Berry, Chairman CII Uttarakhand, Madan Kaushik, Minister for Tourism, Uttarakhand, and Lovelina Mody, Past Chairperson, CII Uttarakhand

Mr Rajiv Berry, Chairman, and Mrs Lovelina Mody, Past Chairperson, Uttarakhand, called on Mr Madan Kaushik, Minister for Tourism, Uttarakhand, to discuss

various aspects related to the promotion of tourism in the State. These included SWS clearance for tourism projects, upgradation of the tourism department website, dissemination of State Government schemes regarding tourism, a special tourist zone and availability of land for small tourism projects.

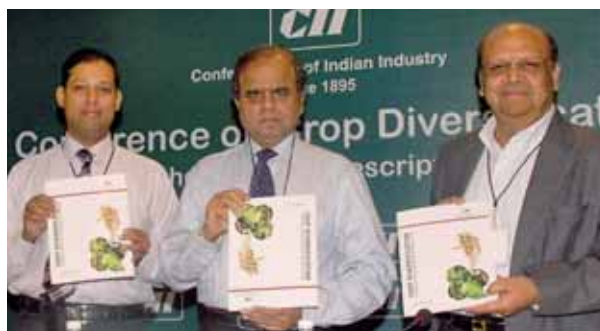
Event

Conference on Crop Diversification

8 July, New Delhi

The CII conference on Crop Diversification highlighted issues of sustainability in the use of land, water and soil resources. "Market and institutional issues, backward forward linkages, infrastructure, revisiting land reforms, and market reforms are the other aspects that should be kept in mind while undertaking the crop diversification drive," said Mr UC Sarangi, Chairman, NABARD.

Mr Salil Singhal, Co-Chairman, CII National Council on Agriculture, and Chairman, P I Industries Ltd suggested a roadmap for crop diversification through measures like post-harvest technology, institutionalising rural credit,



V Sridhar, Associate Director, Food & Agriculture, Technopak Advisors Pvt Ltd; U C Sarangi, Chairman, NABARD, and Salil Singhal, Co-Chairman, CII National Committee on Agriculture & Chairman, P I Industries Ltd

developing a strong political and above all, administrative will to rejuvenate agriculture.

A CII-Technopak report on 'Crop Diversification: A Diagnosis of the Past and Prescriptions for the Future' released at the event highlighted the need for acceleration of PPPs, adoption of crop diversification thereby leading to attainment of sustainability in agriculture and food processing.

South

Business Opportunities in France

13 July, Chennai



Jerome Bonnafont, Ambassador of France to India, T T Ashok, Deputy Chairman, CII (SR) and MD, Taylor Rubber Pvt Ltd, Chennai; and Jean Leviol, Trade Commissioner of France to India

Exploring the various investment opportunities available for Indian business in France in various sectors, the seminar also showcased the possibilities of collaboration between the two countries in civil nuclear energy, infrastructure, and food processing.

Opportunities in Food Processing

2 July, Bangalore

15 July, Kochi

Engaging all stakeholders, the CII – National Institute of Food Technology Entrepreneurship and Management (NIFTEM) seminars helped develop a strategic and time bound road map for the Food Processing sector.

Hamriyah Free Zone

12 July, Coimbatore

14 July, Madurai

16 July, Puducherry

SMEs in these cities were apprised of the various business opportunities in UAE and the Hamriyah Free Zone, a tax free zone in UAE.

States

Andhra Pradesh

Litigation Issues in Service Tax

21 July, Hyderabad

The workshop dealt with the recent litigation issues pertaining to services taxes, amendments to the Finance Bill 2010, and the 8 new services which were notified to be taxed with effect from 1 July 2010.



KL Narayana, Minister for Major Industries, Commerce & Export Promotion Food Processing, AP

Green Buildings

22 July, Vijayawada

Mr Kanna Lakshmi Narayana, Minister for Major Industries, Commerce & Export Promotion Food Processing, Andhra Pradesh, inaugurated the conference, which highlighted the importance of ensuring sustainability

of the environment. The conference also discussed the 'National Action Plan on Climate Change,' and promoted the green building movement in India.



V Rajanna, Vice President & Regional Head, TCS
Regional Head, TCS
on career opportunities in the IT and ITES industry.

CEO Speak Session

26 July, Warangal

Mr V Rajanna, Vice President & Regional Head, Tata Consultancy Services, addressed around 250 final year engineering students of Kakatiya Institute of Technology and Science, Warangal, on career opportunities in the IT and ITES industry.

Seminar on Transfer Pricing

28 July, Hyderabad

Senior professionals from Grant Thornton addressed a seminar on recent transfer pricing litigation issues; co-related landmark judicial pronouncements; and the nexus between Transfer Pricing and Permanent Establishment issues.

Roundtable on Agriculture Marketing

29 July, Hyderabad

Mr A R Sukumar, Commissioner, Agriculture Marketing & Cooperation, Andhra Pradesh, discussed the issues and concerns of industry relating to agribusiness.

Karnataka

interaction with Pak Journalists

5 July, Bangalore

The interactive session with a 11 member delegation of senior journalists from Pakistan discussed issues of importance and concern to both countries, such as skills, health, industry, and society.

Kerala

Thrissur District Development Plan

23 July, Thrissur



P C Chacko, MP

The session discussed solutions and suggestions for the betterment of the district as outlined in the District Development Plan for Thrissur, which has evolved from CII's vision of India@75. Projects selected by key stakeholders include an industrial estate by KINFRA, increasing awareness on environment and waste management, and promoting Thrissur as a health tourism destination.

Tamil Nadu

Carbon Footprint and Carbon Credit

15 July, Chennai

The seminar was held to encourage manufacturing



Session on Climate Change & Sustainability

companies to alter their practices in an environmentally sustainable way by adopting Clean Development Mechanisms (CDM) to fulfill the GHG reduction targets laid down in the Kyoto protocol.

Best 5S Practices

20 July, Chennai

Delegates from 14 companies visited Rane Brake Linings Ltd and WABCO-TVS (India) Ltd to understand the 5S Practices implemented by them.

Employee Compensation

23 July, Chennai

Showcasing the best practices in employee compensation, the session focussed on external competitiveness that helps to determine the pay level, profit sharing plans and different strategies for enhancing employee benefits.

Session on Chinese Labour Practices

27 July, Chennai

Ms Elizabeth Chow, HR Director, WABCO Vehicle Control Systems, Asia Pacific Business Unit, described the labour practices in China in the areas of staffing, training and development, compensation and benefits, labour relations and expatriates management. This was followed by a factory visit to WABCO-TVS to understand Total Employee Involvement at the shop floor.

Supply Chain Management through IT

30 July, Chennai

The session gave 200 students of various engineering colleges in the College Excellence Cluster an industry perspective of latest trends in product life cycle, and its relation to Supply Chain Management.

Puducherry

Launch of Vocational Rehabilitation Centre

8 July, Puducherry

The MES (Modular Employable Skills) scheme was launched, and admission certificates given to differently abled people at the Vocational Rehabilitation Centre for the Handicapped, Union Ministry of Labour &

Employment – D G E & T. Mr M Kandasamy, Welfare and Labour Minister, Puducherry participated in the event.

ZONES



T T Ashok, Deputy Chairman, CII (SR)

Members Meets

8 July, Trichy

9 July, Madurai

10 July, Thoothukudi

Mr T T Ashok, Deputy Chairman, CII (SR) and Managing Director, Taylor Rubber Pvt Ltd, explained the key focus areas of CII for the development of the Southern Region at members' meets in various locations.

Chennai

Total Cost Management

3 July, Chennai

The seminar discussed techniques for effective cost management and increased profitability, such as increasing in-house skills on TCM tools like activity based costing (ABC), activity based management (ABM), target costing (TC), balanced score card etc.

Capital Markets Access for MSMEs

16 July, Chennai

The session helped MSME companies understand how to access capital markets with a minimum turnover, covering issues related to private equity, public and rights issues, QIPs, FCCBs, ADR/GDRs, as well as corporate restructuring.

Coimbatore

Plant Visit to Larsen & Toubro Ltd

3 July & 17 July, Coimbatore

Thirty members of the TQM Forum for Organizational Excellence visited Larsen & Toubro Ltd to understand TQM Practices.

Mission on Next HR Practices

8 – 9 July, Chennai

The mission gave participants an insight into the HR practices adopted by Ford India P Ltd, Ucal Fuel Systems Ltd, MindTree Ltd & TI Cycles of India, which have set high standards of global excellence in this area.

CFO Forum 2010

16 July, Coimbatore

The forum offered a peer to peer debate among the top CFOs on the theme 'The Indian CFO - Value Integrator for Business Transformation & Growth.'



At the CFOs round table

Erode

Technical Textiles – Indian Possibilities

26 July, Erode



Dr K P Chellamani, Dy Director, SITRA

The conference discussed the latest technology in the technical textiles industry and its possibilities in Indian market. Dr K P Chellamani, Deputy Director, SITRA, said the market for technical textiles in the country is expected to double in the next five years, presenting huge growth opportunities for the textile sector.

Karur

Fabrication Engineering Cluster

27 July, Karur

The session explored opportunities in the fabrication industry. Mr S Gopinath, Chairman, CII Trichy Zone, and General Manager, Operations, BHEL, highlighted the advantages of Tamil Nadu for setting up an industry.

Madurai

Manufacturing Mission

23 July, Chennai



Mission Delegates at Wheels India Ltd, Chennai

The mission observed world-class manufacturing practices adopted in Sundaram Clayton Ltd & and Wheels India Ltd, such as Total Employee Involvement, Cross Functional Teams, Quality Control Circle and 5S Implementation.

Workshop on Madurai Malli

24 July, Madurai

The workshop helped 100 rural women from Velacheri Village explore and evolve innovative ideas in tying,

designing, packing and selling the Madurai Malli flower, preserving a tradition which is fast succumbing to cultural invasions in various forms.

Thoothukudi



K Mohandas,
Secretary, Shipping

Logistics 2010

2 July, Thoothukudi

The conference on 'Developing Thoothukudi – The Gateway of Logistics in South Tamil Nadu' was inaugurated by Mr K Mohandas, Secretary, Union Ministry of Shipping. It covered the emerging trends in warehousing, Just in Time (JIT), supply chain management and challenges of freight forwarders.



T N Manoharan,
Director &
Chairman of the
Auditing Group,
Mahindra Satyam

Ethics in Business

10 July, Thoothukudi

Padma Shri T N Manoharan, Past President, ICAI, and Director and Chairman of the Auditing Group, Mahindra Satyam, spoke on the importance of ethics in business and shared his experience in tackling the financial issues faced by Satyam as Chairman of the Audit Committee in

the government-appointed Board of Satyam.

HRM for Organizational Development

29 July, Thoothukudi

The highly motivational workshop focussed on ways to achieve organizational goals by implementing HRM and HRD techniques effectively.

Trichy

ERA (Empowering Rural Areas)

8 July, Pudukudi

CII ERA (Empowering Rural Areas) aims to support and ensure the complete transformation of rural areas to suit the fast moving world with the support of Industry. Under the mission to create a Green and Clean Pudukudi Village, CII Trichy Zone planted 200 tree saplings in the village school premises.

Visakhapatnam

Warehouse and Inventory Management

30 July, Vizag

The workshop provided a deeper understanding of the problems likely to be encountered by modern warehouses and offered practical approaches to their solution.

West

Skill Development

Chhindwara



Students of the T-TEP course

The first batch of the customized T-TEP Toyota Technical Education Programme launched by Toyota Kirloskar Motors at the Centre of Excellence in Chhindwara concluded in July. The programme, launched in March this year, included weekly trips to Nagpur for 'On-Job-Training' and a week-long foundation course in the NIIT institute in the neighbourhood.

Another batch of 13 back-hoe loader operators completed

the training provided by JCB. This is the 19th batch of the back-hoe loader operator course. So far, 483 candidates have successfully completed training at the centre for this trade.

Upgradation of Polytechnics

27 July, Pune

Following the MoU signed between CII and the Department of Higher and Technical Education, Maharashtra for Upgradation of Polytechnics in the state, requests from 21 polytechnics from Mumbai and Pune regions were distributed to interested CII members. Six companies in Pune have committed in principle to fulfill the requests of six polytechnics. The companies are Anand Automotive Systems, Cummins India Ltd, Kirloskar Oil Engines Ltd, Mahindra Vehicle Manufacturers Ltd, Persistent Systems Ltd, and Tata Motors Ltd.

Gujarat

Skill Development Centres

2 July, Ahmedabad

The session described the various schemes under the new Gujarat Industrial Policy, 2009 and invited industries

to partner the State Government in setting up Skill Development Centres.

Delegation from Nepal

6 July, Ahmedabad



Narendra Modi, Chief Minister of Gujarat, with Rukma Shumsher Rana, Ambassador of Nepal to India

A 12 member Nepalese delegation, led by Mr Rukma Shumsher Rana, Ambassador of Nepal to India, met Mr Narendra Modi, Chief Minister of Gujarat, and senior members of his government, to understand the spectacular growth story of Gujarat. They invited Mr Modi to visit Nepal and share his vision.

CII Gujarat, with the Embassy of Nepal, organised a session on 'Trade & Investment Opportunities in Nepal' on this occasion. Mr Saurabh Patel, Minister of State for Industries, Gujarat, was the Chief Guest.

Maintenance Technology Conference

16 July, Vadodara

The conference focused upon the emerging technologies and maintenance practices for rotating as well as static equipments. Mr Suresh Kathuria, Vice President, Reliance Industries Ltd, spoke on the current challenges for maintenance professionals.

Promoting Vibrant Gujarat 2011

8 July, New Delhi



Hari Bhartia, President, CII, at the interaction on Vibrant Gujarat 2011

The meet was held to sensitize ambassadors and diplomats of various countries on the 5th edition of Vibrant Gujarat, scheduled for January 2011. CII is the National Partner for Vibrant Gujarat 2011, which will promote Gujarat as a global business hub. The meet was led by Mr Saurabh Patel, Minister of State for industry & Finance, Gujarat, and Mr Hari S Bhartia, President, CII.

Madhya Pradesh

Interactive Session with Govt Officials

20 July, Pithampur

CII Malwa Zonal Council organised an interactive session with Mr Brajmohan Sharma, Collector, and Mr Rakesh Gupta, Superintendent of Police, Dhar, to promote greater industry-government partnership for the upliftment of the area, both economically and socially.



Brajmohan Sharma, Collector, Dhar, with CII members

Energy Management

21 July, Indore

The advanced training programme demonstrated how to achieve and maintain optimum energy procurement and utilisation throughout the organization, and minimize energy costs/waste, without affecting production and quality.

Felicitation to Social Worker

24 July, Indore

Ms Varsha Newaskar, from Dewas, in Madhya Pradesh, was felicitated by Mr Uttam Ganguly, Chairman, CII Madhya Pradesh State Council, and Managing Director,



Felicitation of Varsha Newaskar

Bend Joints Pvt Ltd. for her outstanding contribution in the area of Health. Ms Newaskar works with the Asra Samajik Lok Kalyan Samiti, Dewas, guiding female sex workers on preventive measures for a HIV/AIDS free life.

Interactive Session with Collector, Jabalpur

24 July, Jabalpur



Gulshan Bamra, Collector, Jabalpur

CII Mahakaushal Zonal Council met Mr Gulshan Bamra, Collector, Jabalpur, to discuss the industrial and socio-economic development of the area. Mr Bamra urged CII to work in areas like Skill Development, Green Buildings, Water Management and Waste Management.

Good Housing Keeping Practices

24 July, Jabalpur

28 July, Bhopal

The programmes demonstrated modern techniques for creating and maintaining Good Housekeeping

in the workplace. A clutter-free, well-organized and clean workplace can improve morale, create a positive impression on customers and increase efficiency, leading to less waste, better quality and faster lead times.

Maharashtra

Delegation from Bangladesh

5 July, Pune

CII Pune facilitated the visit of a Bangladesh Association of Software and Information Services (BASIS) delegation. The delegation visited Infosys Technologies, Tata Technologies CRL, Global Talent Track, Samaa Technologies and Zensar Technologies Ltd.

ICT for MSMEs

5 July, Pune

The session, conducted by Dr Ganesh Natarajan, Chairman, CII National Committee on IT, and Vice Chairman and CEO, Zensar Technologies Ltd, brought home the importance of IT applications in four sectors – MSMEs, Health, Agriculture and Education.

Conference on TB Management

9 July, Pune

The current focus of the Revised National Tuberculosis Control Programme (RNTCP) is on achieving universal access to free quality-assured TB services for all patients. The conference was a good platform for corporates, NGOs, medical institutes, STOs and other stake-holders to share voice their concerns about TB.

Turnaround Management

14 July, Nagpur

Managing turbulent times is a constant challenge for MSMEs. The session discussed the special efforts and skills MSMEs need to turn-around factors like market upheavals, financial constraints, changes in government policies / regulations, etc.

Exclusive Interaction on Climate Change

16 July, Mumbai

CII, in association with The American Center, organised an exclusive interaction with Dr Andrew Light, Senior Fellow at American Progress, to discuss Climate Change and Copenhagen 2009.

PF, Labour and Industrial Safety & Health

17 July, Pune

Mr Ashok Bhosle, Regional Provident Fund Commissioner, Compliance & Recovery, Mr T G Cholake, Additional Commissioner of Labour, and Mr S M Karande, Joint Director, Industrial Safety & Health, interacted with CII members on various queries and issues.

Low Cost Automation

20 July, Nashik

Case studies focusing on the productivity and efficiency improvements and management of resources of companies like Mahindra & Mahindra, ABB Ltd, Satyam Technocrats, GSK Pharma and VKR Industries were highlighted during the session.

Manufacturing Study Mission

20- 21 July, Jamshedpur

The mission showcased the excellent work being done by the Tata Group Companies in developing and practicing quality and modern techniques in manufacturing and implementing best practices across different sectors. The mission visited Tata Motors Ltd, Tata Steels Ltd, The Tinplate Co of India Ltd and Tata Cummins Ltd in Jamshedpur.

Interaction on Netherlands

23 July, Mumbai



Arun Nanda, Chairman, CII (WR) and Director, Mahindra & Mahindra Ltd; Bhaswati Mukherjee, Indian Ambassador Designate to Netherlands; and V Rangaraj, Sr. Executive Director, Rohta India Ltd

CII members met Ms Bhaswati Mukherjee, Indian Ambassador Designate to Netherlands to explore ways to further strengthen the economic relationship between the two countries, and to share with her the expectations of industry.

Index of Economic Freedom

23 July, Mumbai

An exclusive interaction deliberated upon the relevance and significance of the Index of Economic Freedom for India. This index is prepared by The Heritage Foundation and Wall Street Journal. It also brought together cross currents of views and opinions for improving India's rank in the index and fine-tuning its reforms agenda.



Dr Kim Holmes, Vice President, Foreign & Defense Policy Studies, The Heritage Foundation, addressing members on the Index of Economic Freedom