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india Inclusive @ Davos 2011



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Following its highly - successful 'India Everywhere' campaign at Davos 2006, and inspired by the turn of events in the last two odd years, CII co-coordinated a special effort called 'India Inclusive' @ Davos 2011 to make India's presence at the WEF mega-event truly striking.

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'New Partnerships for Economic Resurgence'

Ten Ministers from nine countries and overseas delegates from over a dozen countries brainstormed on 'New Partnerships for Economic Resurgence: The Global Imperative' at the 17th Partnership Summit in Mumbai.



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CII was the National Partner to the Vibrant Gujarat global summit, working closely with the Gujarat Government to attract investment nationally and internationally.



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We welcome your feedback and suggestions. Do write to us at communique@cii.in

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K Raghavendra Rao,
CMD, Orchid Chemicals &
Pharmaceuticals Ltd

Key Policy Issues for the Union Budget 2011-12

The emphasis for this Budget should be to accelerate the investment momentum and speed up employment generation.

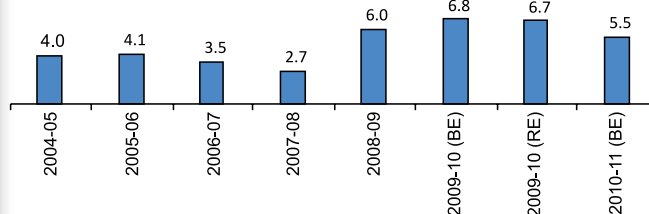
At the same time, it should also ensure that fiscal deficit is trimmed down



WHILE THE INDIAN economy has registered a significant improvement from the worst of the economic slowdown, it is facing new challenges in the form of rising interest rates and high inputs prices. In addition, global economic recovery remains slow, requiring us to depend almost entirely on domestic demand for maintaining our strong growth rate.

The emphasis for Budget 2011-12, hence, should be to maintain and even accelerate the investment momentum and speed up employment generation. At the same time, it should also ensure that the fiscal deficit, which has gone up significantly in recent years, is trimmed down to the desired level. In addition, the Finance Minister should use this opportunity to announce policy measures that will strengthen the fundamentals of the economy,

Trend in Fiscal Deficits of the Central Government
(% of GDP)



Source: Various Union Budget documents

which still has several structural rigidities.

Reduce Fiscal Deficit to 4.8% of GDP

For the current fiscal year, the Central government's fiscal deficit stands at Rs 381,408 crore, constituting 5.5% of GDP, which is way above 2.7% in 2007-08. If we add state governments'

deficit and off-budget liabilities, the consolidated fiscal deficit reaches around 8%! Such a high deficit is unsustainable, with various adverse implications on the health of the economy. Among other things, it would push up interest rates, crowd out private investment, increase interest burden and constrain the RBI keep monetary policy on the tighter side.

But the pertinent question is: to what extent is it possible to reduce the fiscal deficit without risk to the economic recovery or loss of social welfare to the vulnerable

CII's Pro-investment Fiscal Proposals

CII believes that Union Budget 2011-12 would have to explore many options to keep the growth of the economy robust next year and beyond. Emerging challenges such as rising input costs and interest rates amid still subdued global demand have to be dealt with. There is a strong need to accelerate the investment momentum in the agriculture, infrastructure and industrial sectors. Recent data shows that the rate of investment has declined from 38.1 per cent in 2007-08 to 36.5 per cent in 2009-10.

CII feels the policy instruments available to the government in the form of direct taxes can go a long way in overcoming these challenges. In **Agriculture**, CII has recommended encouraging private sector participation through various tax measures, including 150% tax exemption on expense incurred on new technology and inputs; best crop raising practices; mobile vans exclusively devoted for conducting awareness programmes; soil testing; residue analysis; diagnostics and so on.

To boost investments in **Infrastructure**, CII seeks to do away with the levy of MAT on infrastructure companies. It also favours widening the definition of infrastructure u/s 80-IA to include rural based initiatives like water harvesting, IT products, solar panels etc. Further, the tax holiday u/s 80IA (4) is sought to be extended to the third party developers of infrastructure projects. Currently, the benefit is restricted to the developer or the company that operates and maintains an infrastructure facility.

Towards facilitating funds for infrastructure, CII has pitched for reintroduction of Section 10 (23G) of the Income Tax Act, which provided tax exemption of interest and long term Capital Gains in the hands of infrastructure capital companies.

Changes in some of the provisions of direct tax are also suggested to induce investment in the **Industrial Sector**. CII has suggested increasing the depreciation rates on plant and machinery from 15% to 25% and extending R&D incentives available u/s 35 (2AB) (that allows 150% weighted deduction on expenses incurred on in-house scientific research to select sectors) to all sectors. Since huge expense is incurred for setting up R & D development facilities, the benefit of tax deduction should be extended to expenditure on buildings used exclusively for R&D. Suggestion is also made to provide 150% weighted deduction for contributions made by corporates to the R&D Fund for SMEs.

sections of society? CII believes that the Central fiscal deficit for 2011-12 could easily be brought down to 4.8% without any adverse implication on growth or social welfare.

Raise Revenues

Tax Revenues

Widen the Net

Rather than increasing the tax rates, rigorous efforts need to be made to bring a larger number of people and corporate entities into the tax net. This can be done by strengthening the tax information system. The government could consider expanding the base of the service tax to include all services like railway fares and freights, with only a small negative list.

To attract larger participation of informal sector into the tax fold, tax payment could be linked with some incentives like provision of social security systems, unemployment benefits etc. Second would be to make the evasion of tax payments more difficult and expensive. It is not only the payment of direct tax that is being evaded. Indirect taxes like VAT, excise duty etc are also evaded by the unorganized sector. Strict checking to clamp down on those not paying taxes would be necessary.

Simplify Procedures

Higher tax compliance and collection requires simplifying tax procedures which at present are complex and encourage malpractices.

Facilitate Smooth Transition to GST

Implementation of GST is set to breach its scheduled deadline of 1 April 2011. Concerted efforts must be made to ensure that the delay doesn't go beyond the calendar 2011. At the same time, GST should be implemented properly after a thorough consultation with all stakeholders. GST is expected to provide a competitive tax system that will enable improvement in productivity and larger investments.

Non Tax Revenues

Clear Funds held-up in Disputes

CII specifically argues for clearing the funds stuck in various disputes and litigation for a long time. Estimates suggest that arrears amount to more than Rs. 2 lakh crores, and quite a significant portion of that is stuck in the courts on account of disputes. An attempt should be made to clear at least Rs 50,000 crore during the next fiscal. This can be done by encouraging out of court settlements and negotiations, with government as a facilitator. Special Courts could be established

to expedite trial proceedings, especially ones involving locked-up capital.

Enhance Disinvestment

The Budget for the current fiscal proposed raising Rs 40,000 crore by way of disinvestments. The government should again aim to raise at least Rs 50,000 crore through disinvestments next fiscal too. These funds could be invested to create social and physical infrastructure, and also finance large projects.

Rationalize Government Expenditure

Slash Avoidable Non-plan Expenditure

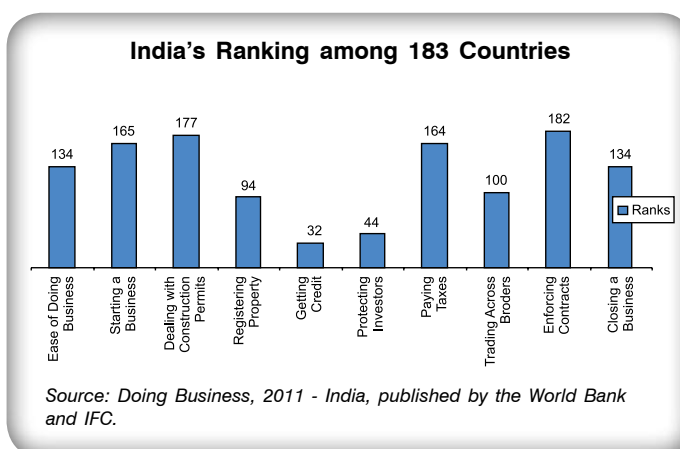
Only two items of non-plan expenditure, interest payments (including repayments premium) and subsidies, together accounted for over 57% of the total non-plan expenditure in 2009-10. High subsidies on food, fertilizer and petroleum products limit the government's ability to spend on productive purposes. Similarly, a high level of borrowing to finance inflated fiscal deficit not only crowds out investments for the private sector but also costs the Central exchequer dearly in terms of interest payments. Addressing the high expenses incurred on these two counts would involve reducing interest burden on debt, cutting down subsidies on food and fertilizers, and doing away with administered price mechanism in petroleum products. More importantly, it would require reducing leakages in delivery and application of funds for social welfare.

Boost Capital Expenditure

Capital expenditure of the Central Government as a percentage of GDP is budgeted at 2.2% for the current financial year, which is low, considering the poor state of infrastructure in the country. CII stresses the need for increasing capital expenditure significantly while increasing budgetary allocation in the critical sectors of infrastructure, especially where the private sector is still not willing to play a lead role.

Monitor Projects

Continuous monitoring of projects by a third party would ensure that government expenditure is utilized optimally. Members in the monitoring cell may include government, industry and independent experts.



Strengthen the Fundamentals

In order to sustain strong growth and employment generation, CII is in favour of some critical changes in policy that could be spearheaded by the Finance Minister.

Flexibility in Labour Laws

Faster economic growth apparently is not translating into

commensurate generation of employment. Our unemployment rate has increased from 6.1% in 1993-94 to 9.4% in 2009-10. One reason for lack of employment generation is the draconian labour laws, which favour neither employers nor the potential employees. Inflexible labour laws have ironically led to capital-intensive industrialization in a labour abundant country. In fact, flexible labour laws in Vietnam and China have helped them to expand the labour intensive export sector.

Reduce Transaction Costs

Transaction costs arise due to obstacles associated with administrative processes, complex rules and procedures, delays in sourcing finance, transportation, port and airport logistics, etc. Indian businesses have to contend with high transaction costs, comparing unfavorably with many other competing countries. We need to reduce transaction costs by introducing reforms in areas including registration of property, tax procedure, and import and export procedures (such as easing paper work, clearances, port activities, and inland transport etc).

Promote Investment in Infrastructure

Infrastructure areas like electricity, road, ports and airports are increasingly becoming attractive for private sector investments. Yet, there is a huge scope for government intervention to expedite the process. The absence of a consistent and uniform regulatory framework requires policy attention.

Strengthen SMEs

Small and Medium Enterprises (SMEs) in India contribute over 17% of GDP, 45% of industrial output, and 40% of exports, and employ more than 60 million people to produce 8000 quality products. The sector,

however, is plagued by numerous issues, restricting its potential. Some key policy initiatives for the sector would include:

- Enhanced depreciation on IT products
- Promotion of green technology through creation of Central Climate Friendly Technology Fund
- Early setting up of SME Exchange
- Encouraging FDI participation by NRIs
- Revamping the credit rating system for SMEs
- Earmarking 15% for MSEs within the overall priority sector lending

Land Acquisition

The Land Acquisition Amendment Bill (2007) needs to be reconsidered. CII believes that the State has an essential role to play in acquiring land and making it available to industry for economic development. Further, the government should establish Land Bank Corporations to acquire large tracts of non cultivable land, create them as land banks for the future, and have a transparent mechanism to pass them on to the private sector.

Unlock Supply Potential of Agriculture Sector

Increasing productivity in agriculture calls for a number of reforms in the sector. We also need to address the wastage of agricultural produce due to poor post-harvesting facilities and lack of cold chain infrastructure. Some key initiatives that can help overcome the major constraints on the agriculture front:

- Promote common market for agricultural produce across states;
- Rationalize APMC Act and other regulatory structures to improve marketing practices;
- Promote PPP investments in agriculture, agri focused infrastructure, and agricultural extension.

Strengthen Rural Infrastructure

To provide new impetus towards improving the living conditions of the majority of India's population in rural India, some new initiatives are required.

Improve supply of clean and safe drinking water

To tackle the issue of poor implementation of projects, CII believes that implementing agencies should be made accountable to the local bodies for providing water supply services. Increasing private sector participation in a meaningful way would require designing fiscal incentives for rural projects in water supply, sanitation techniques, R&D, waste water treatment technology, awareness campaigns, etc.

Irrigation Development

Companies investing in large-scale irrigation projects, R&D relating to efficient use of ground-water for irrigation and building capacity in bio mass based power plants should be encouraged. The government could also set-up a national level organization to recharge and regenerate rural tanks and wells, in select pockets to begin with.

Housing

As per a report, owning a pucca (concrete) house tops the wish list for almost all in rural people. Government needs to encourage private sector realty firms to construct small dwellings at affordable prices in rural areas.

Rural Innovation & Technology Upgradation

To increase penetration of technology in rural areas, the Budget could consider

1. Incentives to companies providing computer education in rural areas
2. Declaring ITIs and SDCs as institutes of national importance
3. Offering tax incentives to R&D facilities with specific focus on rural innovations

Health

The availability of healthcare facilities in rural areas is far from satisfactory. Encouraging PPPs to improve health care access in rural areas at affordable cost would be greatly helpful. Incentives could be designed for greater participation of the private sector in expansion and upgradation of hospitals, setting-up of hospitals in tier 2 and 3 cities, investment in high quality human resource pool, and imports of life saving medical equipment.

Education

Initiatives such as the following can help provide quality education to rural population:

1. Facilitate private sector companies to invest in innovative learning methods, new curricula, computer based learning, and training teachers
2. Easier and cheaper loans for education purposes to rural youth
3. Encourage partnerships/ collaborations among foreign universities, Indian universities and vocational colleges.

Skill Building

CII recommends the following measures to step up skill development initiatives in rural areas:

1. Allow private players to set up and run industrial training, vocational centers, polytechnics within the ambit of skill implementation
2. Allow private players to set up higher educational institutions as a Section 25 company
3. Provide cheaper loans to rural youth to acquire vocational training.

Strengthen Financial Sector

Banking

There is a need for review of banking legislation to iron out inconsistencies. Foreign banks could be asked to incorporate all their branches as their subsidiary in India. This would require them to follow the rules governing capital adequacy ratio and sector-specific exposure limits applicable to Indian banks and bring them under the regulatory jurisdiction of the RBI.

On the entry of new banks in the private sector, CII suggests bringing in efficiencies through consolidation, while expanding the banking network especially to the unbanked geographies and population, by bringing in new players who have access to these sections. This would also attract serious participants to take forward the goal of financial inclusion in the country.

Insurance and Pension

There is a pressing need for the pending Insurance Bill to be passed, thereby raising the FDI limit from the existing 26% to 49%. Specialized insurers should be allowed to play a larger role in the market. Rural insurance should be given a boost by providing flexibility in regulations such as use of digitization and new age channels of distribution.

The PFRDA Bill also needs to be passed. The existing pension coverage in India is confined to only 11% of workforce in the organized sector. This prompts the need for engaging for-profit organizations and NBFCs in the business and also allowing insurance companies to offer pension products under the NPS. Product innovation and customization coupled with innovations in distribution, accounting, auditing, clearing, etc. are necessary.

For both Insurance and Pensions, the UID system could be leveraged by bringing in changes to the KYC norms for issuing insurance and pension products.

Mutual Funds

Only around 7.7% of domestic savings in India are channeled towards MFs, that too only in the top 8 Indian cities and less than 3% of Indian households.

Distribution and penetration in the MF sector needs to be rectified. Cross selling between intermediaries should be encouraged along with engaging NBFCs and for-profit organizations as distribution channels.

Capital Markets

The corporate bond market has stayed dormant in India, while there is a pressing need for infrastructure finance. Market capitalisation of corporate bonds is also very low. A centralized information system for historical trade data facilitating efficient price discovery is necessary to develop the corporate bond market, with continuous efforts to strengthen credit rating agencies and valuation companies. Further, the stamp duty differential should be removed and replaced by lower rationalized, clearly defined stamp duty. Aligned is the need to reduce the preference for bank funds while resorting to loans.

There needs to be a separate clearance and settlement mechanism and infrastructure for corporate bond markets as in the case of equities to pave the way for trading of corporate bonds. This would attract all classes of investors and help deepen the bond markets.

Commodities

The FCRA Bill needs to be passed to equip the regulator with more powers and financial autonomy to introduce new products for trading as well as to allow entry of institutional investors. There is also a pressing need to remove the hurdles of banning commodities from trading and introduction of spot commodity trading in electronic form. At present, the Commodities Transaction Tax is not in force but it needs to be removed from the Finance Act.

Financial Inclusion

Only 40% of the population is banked in India. The RBI aspires for 100% financial inclusion by 2012. Banks should be encouraged to go beyond their customary activities; integration and cross selling should be promoted. Low cost and adequate HR availability, low cost technology, low cost distribution network (BC model), and interoperability between BC, FMCG and telecom players are the keys to 100% financial inclusion. Innovation and customization of products is also necessary, along with regulatory changes to reduce cost of customer acquisition. The need of the hour is collaboration. Mechanisms need to be instituted to identify and provide financial services to the common man in all geographies and income classes. ■

india !nclusive @Davos 2011



Nandan Nilekani, Chairman, Unique Identification Authority, India; and Anand Sharma, Minister of Commerce & Industry, India



Chandrajit Banerjee, Director General, CII; Hari S Bhartia, President, CII, and Co-Chairman and MD, Jubilant Bhartia Group; and Kamal Nath, Minister for Urban Development, India



Timothy Beardson, Chairman, Crosby Holdings Ltd; Rahul Bajaj, Chairman, Bajaj Auto Ltd; and Praful Patel, Minister of Heavy Industries, India



▲ Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India; and P Chidambaram, Home Minister, India



Hari S Bhartia, Bill Clinton, Former President, USA; and Sunil Bharti Mittal, Past President, CII, and Chairman & Group CEO, Bharti Enterprises



◀ Mukesh Ambani, CMD, Reliance Industries; and Anshu Jain, Head of the Corporate & Investment Bank, Deutsche Bank

SHOWCASING

opportunities, successes and challenges as it delivers on the promise of growth with equity, India's largest-ever delegation to the World Economic Forum Annual Meeting engaged with the world on multiple issues to identify and build on synergies. The 130-member delegation to Davos, Switzerland, comprised of high-



Anand Sharma with his BRIC counterparts (l-r) Cheng Deming of China, Antonio Patriota of Brazil and Rob Davies of South Africa at the 'India Adda'

ranking representatives of government, CEOs of major companies, media and well-known members of Civil Society. The Meet, held from 25 - 30 January, focussed this year on 'Shared Norms for the New Reality.'

Following its highly-successful 'India Everywhere' campaign at Davos 2006, and inspired by the turn of events in the last two odd years, CII again co-coordinated a special effort called 'India Inclusive' @ Davos 2011 to make India's presence at the WEF mega-event truly striking.

The India Inclusive campaign, which became the main attraction of this year's WEF Meeting, was developed to raise India's profile as a vibrant democracy, a fast growing stable economic power, and a hub of culture and art. The campaign showcased the best of India in business, politics, arts and culture, social entrepreneurship, science and technology, to the global participants at Davos. CII achieved this by shaping the agenda of the Meet, enhancing the role of Indian speakers at various sessions, hosting the Grand Soiree and an art exhibition, and presenting a glittering cultural and entertainment extravaganza.

A Steering Committee, co-chaired by Mr. Mukesh Ambani, CMD, Reliance Industries and Mr Sunil Bharti Mittal, Past President, CII, and Chairman & Group CEO, Bharti Enterprises guided this effort. The theme paper for the 'Rise of India Inclusive' campaign was drafted by Mr. Nandan Nilekani, Chairman, Unique Identification Authority of India (UIDAI). He noted that, "the country's (India's)



Chanda Kochhar, Chairperson, CII National Committee on Banking, and MD & CEO, ICICI Bank, India; and Hari S Bhartia

role as a 'Goldilocks economy', where growth is high yet stable and sustainable, makes it an attractive investment destination. And its growing emphasis on inclusive development will aid India's dynamism in the decades to come."

The Indian contingent was part of the 2500+ international community that included

30 heads of state or government, key finance, foreign, trade and energy ministers, along with religious, media and cultural leaders, social entrepreneurs and heads of NGOs from 50 countries. Davos 2011 reflected the foremost concern of many leaders - namely, living in a world that is becoming increasingly complex and interconnected and, at the same time, experiencing an erosion of common values that undermines public trust in leadership as well as future economic growth and political stability.

Ms. Chanda Kochhar, Chairperson, CII National Committee on Banking, and MD & CEO, ICICI Bank, India, was a Co-Chair for the 2011 Meeting. The other Co-Chairs were Mr Paul Bulcke, CEO, Nestlé, Switzerland; Mr Yorihiro Kojima, Chairman of the Board, Mitsubishi Corporation, Japan; Ms Ellen Kullman, Chair of the Board and CEO, DuPont, USA; Mr Jacob Wallenberg, Chairman, Investor, Sweden; and Mr Wei Jiafu, Group President and CEO, China Ocean Shipping Group Co., People's Republic of China.

Senior Government officials from India who participated in the Meeting included Mr. P Chidambaram, Home Minister;

Mr. Anand Sharma, Minister of Commerce & Industry; Mr. Kamal Nath, Minister for Urban Development, Mr. Praful Patel, Minister for Heavy Industries and Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India. Noted musician and singer, Mr. A R Rahman, received the prestigious Crystal Award.

Thirty-nine members of the



Rajat Gupta, Senior Partner Mc Kinsey and Company; Henry Kravis, Co Founder, Co-Chairman and Co-CEO, Kohlberg Kravis Roberts and Co. (KKR); Dr. Montek Singh Ahluwalia; Hari S Bhartia; Terry Mc Graw, Chairman, President and CEO, Mc Graw Hill Companies and Kris Gopalakrishnan, CEO & MD, Infosys Technologies Ltd

Indian delegation participated in around 40 sessions over the five days to deliver an important Indian perspective to global issues such as climate change, innovation, science and technology, employment, inclusive growth and good governance. This year's programme also featured two plenary sessions on India that highlighted the various economic changes, political priorities and global issues, which would contribute towards shaping its future.

CII and Indian companies organized several events on the sidelines of the Meet. While CII held its traditional annual 'India Reception' and India Soiree, Indian companies like Wipro, Mahindra Satyam, Bajaj Auto and Infosys also hosted sessions, receptions and Bollywood music evenings in Davos.

On the business front, CII organized three key Breakfast Sessions, attended by business leaders, investors and academics. The session on 'Implications on business of the inclusive growth paradigm of India and Indonesia,' organized with the Boston Consulting Group (BCG), brought Dr. Mari Elka Pangestu, Minister of Trade, Indonesia, and Dr. Montek Singh Ahluwalia together to discuss the imperatives of economic expansion. Both leaders urged business leaders to make the most of government initiatives intended to boost their economies while helping people who have not benefited from their recent stellar growth. They expressed their governments' eagerness to work with business to build new infrastructure.

In the session on 'The Promise of India's Mid Market Enterprise' organized by CII and Kohlberg Kravis Roberts & Co (KKR), panelists discussed the true power of India's private enterprise, the role of the mid market, the need for diversification, policy changes required for catalyzing development and the role of Foreign Direct Investment or Private Equity for providing capital and expertise for building world-class companies.

The session on 'India Inclusive,' organized by CII and Harvard University, saw leading thinkers discuss the

imperatives on business of the inclusive growth paradigm, India's economic growth, global role, entrepreneurship, knowledge creation and rich cultural heritage.

The CII delegation included Mr. Hari S Bhartia, President, CII, and Co-Chairman and MD, Jubilant Bhartia Group; Mr. Mukesh Ambani, CMD, Reliance Industries; Mr Nandan Nilekani, Chairman, Unique Identification Authority of India; Mr Jamshyd N Godrej, Past President, CII, and CMD, Godrej & Boyce Manufacturing Co Ltd.; Mr Sunil Bharti Mittal, Past President, CII, and Chairman & Group CEO, Bharti Enterprises; Mr Rahul Bajaj, Past President, CII, and Chairman, Bajaj Auto Ltd.; Mr Y C Deveshwar, Past President, CII, and Chairman, ITC Ltd.; Mr Kris Gopalakrishnan, CEO & MD, Infosys Technologies Ltd; Mr Kumar Mangalam Birla, Chairman, Aditya Birla Group; Mr Malvinder Singh, Chairman, RHC Holding Pvt Ltd.; Mr Adi Godrej, Chairman, Godrej Group, Godrej Industries Ltd.; Mr Azim Premji, Chairman, Wipro Ltd.; Mr Vijay Mallya, Chairman, CII National Committee on Civil Aviation, and Chairman, The UB Group; Mr Atul Punj, Chairman, Punj Lloyd Ltd.; Mr Vineet Nayar, Vice-Chairman & CEO, HCL Technologies Ltd.; Mr Natarajan Chandrasekaran, CEO & MD, Tata Consultancy Services Ltd.; Mr Ajit Gulabchand, CMD, Hindustan Construction Co. Ltd.; and Mr Chandrajit Banerjee, Director General, CII; amongst many others.

CII also launched an exclusive website www.indiainclusive.in as part of its innovative campaign. The India branding initiative included full page advertisements in the Financial Times worldwide and the New York Times from 25 January onwards. Other collaterals included vibrant posters at key locations and on buses in Davos.

Another new concept initiated by CII at Davos 2011 was the 'India Adda' at the Café Schneider. Conceived as the quintessential Indian hangout point for people to connect with each other over spicy Indian street food and steaming masala chai, the Adda brought out the warmth of Inclusive India in the sub-zero temperatures of this Swiss resort town.



Rahul Bajaj; Indra Nooyi, Chairperson & CEO, Pepsi Co. and Niraj Bajaj, CMD, Mukand Ltd



Nikhil Meswani, Executive Director, Reliance Industries Ltd.; Naresh Goyal, Chairman, Jet Airways (India) Ltd; Baba Kalyani, CMD, Bharat Forge Ltd.; and Vineet Mittal, MD, Welspun Energy



Azim Premji, Chairman, Wipro Ltd; and S. Ramadorai, CEO & MD, Tata Consultancy Services



Atul Punj, Chairman, Punj Lloyd Ltd; and Vijay Mallya, Chairman, CII National Committee on Civil Aviation, & Chairman, The UB Group



Jamshyd N Godrej, Past President, CII, and CMD, Godrej & Boyce Manufacturing Co Ltd; and Y C Deveshwar, Past President, CII, and Chairman, ITC Ltd

Indian Voices at Davos

We are not authoritarian; we have to govern by consent... All must be encouraged to create wealth, but it must be shared equitably.

P Chidambaram, Home Minister, India

Any effort to finalise the Doha Round cannot ignore past trade-offs or require new, disproportionate and unilateral concessions from the developing countries.

Anand Sharma, Minister for Commerce & Industry, India

As the urban sector moves towards contributing 75% of India's GDP, its economic performance will be boosted through development projects based on the public-private partnership model.

Kamal Nath, Minister for Urban Development, India

The world is becoming a dual-speed economy, with emerging markets growing faster than developed countries... This is throwing up a new set of opportunities for everybody.

Chanda Kochhar, Chairperson, CII National Committee on Banking; MD & CEO, ICICI Bank, and Co-Chair, WEF Annual Meeting 2011

India needs an efficient ecosystem to develop the small and mid-size enterprises that form the bulk of its industry.

Hari S Bhartia, President, CII, and Co-Chairman & MD, Jubilant Bhartia Group



India Inclusive: The Growth Model

TIME WAS WHEN economic development trod a well-worn path: a strong state-centric growth strategy, low-cost labour arbitrage manufacturing, and controlled domestic consumption for export-led growth in a competitive global economy. All this within carefully calibrated political environments.

Then, a large energetic economy and vociferous democracy overset convention – India, buoyed by five years of close to 9% annual GDP growth. Briefly interrupted by the global slowdown, India has returned emphatically to its inherent momentum, achieving 8.8% growth in the last three quarters. It is now viewed as a stable growth pole for a global economy, still fragile.

Driven by domestic consumption, an innovative entrepreneurial class, and global integration, India's new development experience is being termed the Inclusive Growth model. Essentially, this model seeks to create an enabling climate for business that fosters rapid expansion of the economic pie, accompanied by targeted Government schemes channeling income to those who need it most. A self-sustaining growth impulse is thus initiated, leading to a spiral of prosperity and development.

India's growth model is emerging as a paradigm for developing nations, setting new trends for businesses across the world, and opening new opportunities for global growth. Several features of this model are unique.

Democracy: In multi-cultural, multi-religious, multi-linguistic India, rule of law, a free press, an articulate civil society, private property rights, and an accountable executive ensure that pluralism finds expression. While this may seem to impede economic growth, ultimately such political freedom expands the space for economic freedom.

Private Enterprise: India adopted the mixed economy framework at the time of its Independence in 1947, building a strong industrial base from scratch through iconic state giants. However, since industrial liberalization from 1991, Government has stepped back from running businesses and views its role as that of facilitator, regulator and enabler.

Encouraged by continuing reforms, private entrepreneurship has taken over the reins of growth. Its contribution to

employment, incomes, savings and investment, and the community, is significant and growing rapidly. Large Indian corporates are the engines of growth in sectors such as IT, telecommunications, and manufacturing, many corporates emerging as multinationals. As vital partners in the Inclusive Growth aspiration, they are reaching into rural hinterlands and new consumer markets. At the other end, a thriving base of small entrepreneurs is driving growth at the base of the pyramid.



Inclusive Policies: Partnering an articulate and committed civil society, India has increased focus on equitable growth through some flagship schemes. The budgetary allocation for social services has gone up by more than 2.6 times between 2004-05 and 2009-10. This includes expenditure on education and health - which doubled in the period - as well as on social security and welfare, nutrition, welfare of backward classes, etc.

These initiatives have considerably added to grassroots empowerment and placed discretionary incomes in the hands of the most deprived citizens with unexpected results. Simultaneously, Indian corporates

too are innovating for products for low-income groups and penetrating traditional village markets. The current consumption boom derives from a resurgent rural economy, growing middle class and young consumers.

Globalization: India's integration with the global economy is a central facet of its growth model. One of the few emerging economies with a current account deficit, it is relying on the world to fuel its consumption and infrastructure investment. Its global openness, as measured by current inward and outward flows, has crossed 60% of GDP. With robust services export earnings to finance its increasing appetite for imports, India welcomes international partnership in its domestic markets.

What does the rise of a peaceful, consensual and inclusive India imply for global business? As India surmounts myriad challenges, its huge and differentiated consumer base and infrastructure growth offer unprecedented opportunities across sectors. India's growth with an inclusive global agenda expands economic space for the rest of the world.

Innovation shapes India's Inclusive Growth Agenda

AN INTERESTING FEATURE of India's inclusive development model is that it is not the exclusive preserve of the government. Corporate India is not only an active partner in creating social wealth but also leads in exploring new opportunities. Innovation is therefore a central plank of India's inclusive growth.

Prof C K Prahalad's seminal work 'The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits' showed the way by highlighting examples of corporates that had made profits by innovating to address low-income consumers. Indian companies have added social and environmental returns to their corporate objectives for a triple bottom-line approach to success. By innovating on products and prices, and offering value for money, India Inc has accessed new markets and empowered consumers in a win-win outcome for both sides. 'Passion with Compassion' is the new business mantra in India.

India's large low-income market is emerging as a hotbed of innovation.

A large number of companies, both national and multinational, are exploring ways to tap local markets and develop low-cost products for other emerging markets. In fact, the Indian model of innovation for rural and low-income markets has given rise to the new term 'Indovation' and brought 'resource-light management' or 'jugaad' to global management lexicons.

Innovative scalable remunerative business models abound. Nano Ganesh is an indigenous mobile technology application enabling livelihoods in rural India. Rural Shores empowers rural youth with basic skills and employment opportunities. E-Choupal has tied up with farmers through electronic means for procurement of agricultural and aquaculture produce, providing farming inputs and disseminating information. The Amul brand of dairy products encompasses millions of dairy farmers in a cooperative system. Project Shakthi employs local village women for the door-to-door marketing of FMCG products.

The arrival of the indigenously-developed and produced Tata Nano alerted the world to India's capabilities in innovation. Siemens has pledged 1 billion Euros for its

Indian arm. Nokia has turned India into its center of profit through innovative new low-cost phone models. Fortune 500 companies from Motorola to Microsoft and from Ford to Glaxo SmithKline have set up R&D hubs in India.

Nor is this innovative energy limited to big companies. India's milk cooperatives have revolutionized village economies. Clusters for manufactured goods and handicrafts have brought together households to work as links in the value chain for export markets. For example, the Tirupur hosiery cluster in Tamil Nadu exports over \$1 billion of products to global chains such as Tommy Hilfiger. The Moradabad brass goods cluster exports to developed countries.

Such entrepreneurship leverages the production propensities of low-income producers as well as their consumption patterns, leading to more equitable and inclusive growth. Interestingly, many of the products designed in India relate to education and healthcare as well as connectivity. These are the pillars for the spread of growth to more sections of society and more geographies.

Recognising this, social venture capital funds have entered the scene. Although this is a new trend and the numbers are still small, these funds are looking to combine social gains with profits. They are investing in small and sustainable enterprises that link urban and rural markets and provide affordable goods and services to the poor. Aavishkar, Omidyar, Acumen and Oasis are some operators in this field.

Apart from innovation, corporate India is increasingly engaging in philanthropy. Corporate Social Responsibility is part of normal business strategy to serve local communities, based on the Indian philosophy of 'daan' or donations. Most traditional family business houses have been active in setting up schools and colleges, health centres, temples, etc. The new trend is to set aside personal funds for social welfare. Corporates are also promoting the culture of payroll giving through organizations such as GiveIndia or United Way, some even mandating employees to do voluntary work. According to some estimates, India spends more on philanthropy as a proportion of GDP than comparators such as Brazil and China.





Chandrajit Banerjee, Director General, CII; Richard Konteh, Minister of Trade, Industry & State Enterprise, Sierra Leone; Gordon Moyo, Minister of State Enterprises & Parastatals, Zimbabwe; Craig Emerson, MP, Minister of Trade, Australia; Maqbool Ali Sultan, Minister of Commerce & Industry, Oman; Hage Geingob, Minister of Trade & Industry, Namibia; Anand Sharma, Minister of Commerce & Industry, India, and Chairman, The Partnership Summit 2011; Prithviraj Chavan; Chief Minister of Maharashtra; Hari S Bhartia, President, CII; Ahmed Reda Chami, Minister of Commerce, Industry, Foreign Investment & New Technologies, Morocco; and B Muthuraman, President Designate, CII

The Partnership Summit 2011

'New Partnerships for Economic Resurgence'

Ten Ministers from nine countries and overseas delegates from over a dozen countries brainstormed on 'New Partnerships for Economic Resurgence: The Global Imperative' at the 17th Partnership Summit in Mumbai

EVEN AS THE world is gradually recovering from the recent global financial crisis, economic uncertainty still prevails, with many countries reeling under high debt burden and economic instability. India stood relatively less affected by the crisis and has regained its growth trajectory. However, sustaining high levels of growth requires sustained investments and free flow of trade and capital. On a global canvas, India disposes immense opportunities for investments. There is also a pressing need for nations to collectively address the post crisis situation and generate growth. This collective responsibility prompts the need for diverse partnerships

and collaborations among nations and businesses.

CII brought together 10 Ministers from 9 countries and overseas delegates from over 12 countries to brainstorm on 'New Partnerships for Economic Resurgence: The Global Imperative' at The 17th Partnership Summit 2011 in Mumbai on 24 and 25 January. The flagship annual summit was held in partnership with the Department of Industrial Policy and Promotion, Union Ministry of Commerce and Industry, and the Government of Maharashtra.

Mr. Anand Sharma, Union Minister of Commerce and Industry, India and Chairman, The Partnership Summit



2011; Dr Hage Geingob, Minister of Trade and Industry, Republic of Namibia; and Mr. Prithviraj Chavan, Chief Minister, Maharashtra, set the tone for the Summit by pitching the significance of new partnerships between countries for the growth and development of nations together. Ministers, business leaders, and other senior thought leaders focused on what emerged as the 7 key themes of this Summit:

- Relevance of multilateralism in global trade
- Need for a robust global financial architecture
- Employability and Skills Development
- Partnerships in innovation for human development
- The imperatives and challenges of urbanization for economic growth
- Partnerships for global security
- Sustainable environmental development

The Summit also showcased Maharashtra as an attractive business destination. The focus country this year was Oman.

Collective Responsibility

Mr. Prithviraj Chavan observed that today's scenario of economic recovery has opened up new opportunities for closer global partnerships in social and economic development and trade and investment among nations. Turning the spotlight on Mumbai, the Maharashtra Chief Minister said the multi-billion dollar 'Mumbai Makeover' plan presents tremendous opportunities for partnerships over the next few years in planning, investing in and executing large and innovative urban transport, housing, water supply, sewage disposal and energy projects.

Mr. Anand Sharma underlined that collective response during a crisis has demonstrated the power of partnerships on a global scale – whether it is the challenge of climate

change or of global trade agreements. He highlighted the role of developing nations in the changed scenario, pointing out that today more than half of the world's economic growth is coming from the developing countries, and the Emerging 7 will overtake the G7. Asserting that in multilateral negotiations, subsistence farmers cannot be equated with big farmers, he pleaded that the trade regime has to be fair, balanced and focused on development; and economic and commercial activities must emphasize on the centrality of human values.

Mr. Hari S Bhartia, President, CII, cautioned that the economic crisis is still not behind us: as nations struggle to stabilize their economies, many issues still need to be overcome. However, he noted that a new level of global partnership is taking shape and we look forward to pursuing newer ties with the rest of the world. Mr. B Muthuraman, President Designate, CII, said that the Summit offered opportunities to build strong relations with the rest of the world on different aspects of cooperation and growth.

Multilateralism

Namibia, said Dr. Hage Geingob, is a young democracy open to business with India. He called for inclusivity and transparency at local and global levels in multilateral negotiations.

Mr. Maqbool Ali Sultan, Minister of Commerce and Industry, Sultanate of Oman, drew attention to his country's competitive and comparative advantage in fronts like cheap gas. The world population is expected to be 9 billion in 2050, and this demands that global food production must step up by 70%. Trade liberalization in agriculture would definitely help the developing countries as more open trade would allow support investments in agriculture, he said.



Prof. Isabelle Milbert, The Graduate Institute of Development Studies, Geneva; Talleen Kumar, Jt Secretary, DIPP; M C Singhi, Sr Economic Advisor, DIPP; Arun Maira, Member, Planning Commission of India; Vinayak Chatterjee, Chairman, Feedback Ventures Pvt. Ltd.; and Jai Sinha, MD, Booz & Company (India) Ltd

Mr. Ahmed Reda Chami, Minister of Commerce, Industry, Foreign Investment and New Technologies, Kingdom of Morocco, offered Morocco's strategic location as an ideal business hub for India. Observing that global trade alone can boost economic growth in the world, Mr. Chami underlined the need for multilateralism in facilitating greater FDI inflows into developing countries.

Dr. Craig Emerson MP, Minister of Trade, Australia, noted that the world has successfully resisted the pressure for protectionism, and now offers an opportunity to revive multilateral trade negotiations. Though the global financial crisis has prompted caution, it should not deter nations from pursuing the path of free trade for economic prosperity, he said.

Malaysia, said Dato Haji Ahmad Husni Bin Mohamad Hanadzlah, Minister of Finance, was the first country to recover from the economic crisis and was also the first to normalize interest rates. A partnership between the dynamic economies of India and Malaysia would help both to build strong economies, he said.

Mr. Gordon Moyo, Minister of State Enterprises & Parastatals, Zimbabwe, invited businesses to experience his country.

Dr. Richard Konteh, Minister of Trade Industry and State Enterprise, Sierra Leone, emphasized the need for multilateralism to replace unilateralism and bilateralism. He pointed out that conclusion of the Doha round is still pending and this needs to be concluded promptly and successfully for greater global good.

Mr. Alongkorn Ponalboot, Deputy Minister of Commerce, Thailand, highlighted the need for better national policies, flexibility and consensus for free and non discriminatory trade.

Mr. Philippe De Buck, Director General, BUSINESS EUROPE, observed that despite slow progress at WTO,

the strong support for the Doha Development Round negotiations should continue. He emphasized that a successful Doha Round would boost global growth and reduce applied or real tariffs significantly. He also expressed optimism over the liberalization of services, logistics and information technology, complementing investments in infrastructure, power and water supply.

Trade and industry bind nations together, felt Mr. Richard Heald, CEO, UK India Business Council. However, lack of political will impede the successful conclusion of Doha Round. "In the current environment, world trade has to increase along with enhanced social security," he said.

Robust Global Financial Architecture

This session highlighted the need for the two biggest financial powers of the world, US and China to cooperate for enhancing global financial security. It was also observed that the time is ripe for strong regional cooperation and it is necessary to stay on track on the ASEAN integration programme by 2050.

Mr. Brian Rowbotham, Managing Partner, Rowbotham and Company, opined that the lack of corporate governance regulation in the US was a major reason for the financial meltdown. Mr. Martin Rama, Lead Economist, South Asia Region, The World Bank, observed a clear trend towards larger and more diversified reserves over the last decade especially by developing countries which also saw them as a cushion against shocks. Mr. S Mahalingam, Chief Financial Officer and Executive Director, Tata Consultancy Services, chairing the session on Financial Architecture said that post the crisis, countries have realized that they cannot act individually but require coordination with the rest of the world. Yet there is a danger of expecting policy coordination to be the magic trick to resolve and prevent future crisis. This impulse needs to be prevented in favor of more convergence, he felt.

Skills Development

A skilled workforce is the key to a progressive economy. This fact was remarkably brought home in the session on skills development and employability, chaired by Mr. Syamal Gupta, Special Advisor, Tata International Ltd. Industry participation to improve the quality of education and vocational training in India, capacity building, and constant upgradation of the curriculum were highlighted. Speakers also called for more focus on the quality, certification and mobility of the workforce.



Samuel K. Mbambo, High Commissioner of Namibia; Hage Geingob; Syamal Gupta, Special Advisor, Tata International Ltd; Prithviraj Chavan, and Gorden Moyo

Innovation & Human Development

Innovation must devise solutions that are affordable, accessible and reliable, stressed the session on Innovation and the Human Development Agenda. Partnerships need to be forged across different groups - between the farming community and investors, high and low technology providers for human development.

Prof Anil K. Gupta from IIM, Ahmedabad, described a portal which furnishes information on 104 diverse projects done by 50,000 students from engineering colleges, that cater to the daily needs of diverse segments of the population.

Dr. Gullapalli N. Rao, Chair, Eye Health, L V Prasad Eye Institute, called for research to bring in innovation to facilitate easy access to health care for all, through partnerships with industry, academia and the government.

Urbanization

“When we think of growth, we must think inclusive growth. The model to follow is PPPP – People Public Private Partnership where people are central partners in urbanization for cities to grow economically and drive the growth of the nation,” said Mr. Arun Maira, Member, Planning Commission of India, at the session on ‘Economic Growth – Imperative and Challenges of Urbanization.’

“Policies are needed to facilitate urbanization as cities are not just about higher income but also funding infrastructure as 80-85% of tax revenues is generated in cities. Rural population adjoining cities also benefit because they enjoy improved access to jobs markets, urban infrastructure etc.”, said Mr. Talleen Kumar, Joint Secretary, DIPP. Mr. Vinayak Chatterjee, Chairman,

CII Urbanization & Future Cities Council, and Chairman, Feedback Ventures Pvt. Ltd. pointed out that while India has 600,000 villages, it also has 5,545 urban conglomerates each with problems of its own.

Prof Isabelle Milbert, The Graduate Institute of Development Studies, Geneva, highlighted both the

opportunities and threats that cities present. “But solutions exist and there is an opportunity to work together and benefit from the best practices of other cities”, she said.

Sustainable & Environment-friendly Growth

The session highlighted the need for using resources in a sustainable manner, and moving away from current ‘use and throw’ value system to ‘use and reuse’ value system. Mr. Shyam Saran, Former Special Envoy on Climate Change to Prime Minister of India and Acting Chairman, Research and Information System for Developing Countries, pleaded for a worldwide movement to shift from fossil fuels technologies and carbon-based resources to renewable resources.

Ms. Sunita Narain, Director, Centre for Science & Environment and Society for Environmental Communications, appealed to industry to bring forth sustainable methods of production to meet the challenges of climate change.

Mr. Arun Nanda, Chairman, CII (Western Region) and Director, Mahindra & Mahindra Ltd was optimistic about carbon emission reduction targets for 2011 being quite achievable if we continue to innovate on sustainable business models and support practices like organic farming and fuel efficiency.

The summit was attended by participants from Oman (the focus country), Morocco, UAE, UK, USA, Canada, Switzerland, Australia, Thailand, Malaysia, Japan, Bangladesh, Namibia, Zimbabwe and Sierra Leone. A total of 132 international business delegates participated in the 17th Partnership Summit, apart from nearly 800 delegates from India. The Summit also had two Luncheon Sessions on doing business with Oman and Morocco, respectively. ■

CII Partners Vibrant Gujarat 2011

CII was the National Partner to the 5th Global Summit, working closely with the Gujarat Government to attract investment nationally and internationally



Narendra Modi, Chief Minister, Gujarat, with eminent industrialists and political leaders at the Vibrant Gujarat 2011 Inaugural

VIBRANT GUJARAT IS a biennial Summit held by the Government of Gujarat, bringing together business leaders, investors, corporations, thought leaders, policy and opinion makers to understand and explore business opportunities in the State.

As in earlier editions, CII this year too was the National Partner to the summit, working closely with the Gujarat Government to attract investment nationally and internationally, and also engaging the state government with CII members and partner associations across the globe. This year, Vibrant Gujarat Summit had Japan and Canada as the partner countries.

CII had a pivotal role in organizing this Summit. It coordinated and executed 9 international delegations and 5 domestic road shows. CII also executed 13 sectoral seminars, and 6 knowledge events comprising of 3 panel discussions and forums, apart from country and state seminars. In addition, CII organised B2G and one-to-one meetings, countries and state participation, and worked towards branding and promoting Vibrant Gujarat 2011, executing the mega exhibition and providing overall logistical support.

Swarnim Gujarat Sectoral Seminars

The completion of 50 years of Gujarat formation coincided with Vibrant Gujarat. The State celebrated Swarnim Gujarat by organizing sector specific run-up events before

the Vibrant Gujarat 2011 Summit. CII organized 7 of the 11 such seminars held between April to June 2010. These seminars focused on Agriculture, Clean Technology, Defence & Offsets, Minerals & Mining, Water, Ports and Urban Infrastructure Development, respectively.

Interaction with Ambassadors

The Summit kicked off with an interaction between Ambassadors, High Commissioners and Diplomats with the Gujarat Government on 8 July 2010 in New Delhi.

International Missions

Between August to October 2010, CII led 9 international delegations comprising of senior government officials and industry leaders to 41 cities in 23 countries covering North and Latin America, Africa, Gulf, the UK, Europe and East Asia. The missions mobilized interest and participation in the summit through seminars/ roadshows, industrial visits, roundtables and one-to-one business meetings. The delegations focused on diverse sectors of the economy.

Domestic Roadshows

Domestic road shows were organized by CII in different cities to highlight the opportunities available in Gujarat. These road shows, in Chennai, Mumbai, Bangalore, New Delhi and Hyderabad, were all addressed by Mr Narendra Modi, Chief Minister of Gujarat, and drew 500 to 800 industry leaders in



Hari S Bhartia,
President, CII



Narendra Modi with Chandrajit Banerjee, Director General, CII at the road show in New Delhi

each city. CII also organized B2G meetings of various potential investors across the cities with sector-specific government officials.

Pre-Summit Sectoral Seminars

CII, jointly with the State Government, organized a series of pre-event Sectoral Seminars between November-December 2010:

- Growth & Opportunities in Technical Textiles
- Pharmaceutical Seminar & Pharma Summit
- Agribusiness – Opportunities & Challenges
- Integrated Mining Cities
- India Energy Conclave

Vibrant Gujarat Mega Exhibition

The mega exhibition of Vibrant Gujarat 2011, held between 10-20 January, spread over 24,777 sqm, was inaugurated by Mr Narendra Modi. Leading corporates and institutions both from India and abroad participated in the exhibition, which also had a Theme Pavilion on Gujarat. An exclusive international and state pavilion showcased the policies and products of 19 countries and 20 Indian states.

Knowledge Events

CII, jointly with the State Government, executed 6 Knowledge Events on 10-11 January, as a part of Vibrant Gujarat 2011 Summit. These were:

Young Entrepreneurs' Meet: Providing a unique platform to young budding entrepreneurs for sharing knowledge, experience and technology to accomplish the Vision 2020 of Gujarat, the Meet was chaired by Mr Narendra Modi. Over 500 national and international delegates, including 275 young entrepreneurs attended.

HDI – Focus on Health Parameters: Eleven panelists discussed the inclusion of new technologies in health services in Gujarat, the prevailing scenario of health services and various remedies.

Emerging Geographies: Sixteen speakers from different industries shared their views on various aspects of forces of economic changes in the global scenario, challenges faced and probable strategies to be adopted.

Industry-responsive Skill Development: This panel discussion brought forth wide-ranging views from national and international experts on various aspects of skill development and the future requirement of skill-manpower.

Skill Development-The Emerging Trend in Gujarat: This seminar focused on skill development for India's competitiveness, the national policy on skill development, key aspects and role of the PPP for MSMEs, entrepreneurship and social upliftment.

Innovation Summit: With the theme 'More from Less for More' the Summit explored opportunities that can be used by MSMEs to meet the demands of the common man at a lower cost, by showcasing case studies and methodologies for commercialization of innovations in India and abroad.

Knowledge Application Facilitation Centre

During the Summit, CII signed a MoU with the State Government to set up the CII-Government of Gujarat Knowledge Application Facilitation Centre, as a Centre of Excellence to benefit industry in the State. The Centre would support MSMEs, entrepreneurs, innovators, traditional knowledge and artisans, R&D, academia, incubation facilities, skill development etc., to drive knowledge and innovation for existing and upcoming industries.

Vibrant Gujarat Summit

Mr Hari Bhartia, President, CII, delivered the introductory remarks at the Vibrant Gujarat 2011 Summit inaugural on 12 January. Industry tycoons, dignitaries and ministers from a number of countries also addressed the gathering, including Mr Rupert Griffith, Minister from Trinidad & Tobago; Mr Kamuntu Ephrain, Minister of Planning, Uganda; Mr Stewart Beck, High Commissioner of Canada and Mr Hideaki Domichi, Ambassador of Japan, to name a few.

Mr Bernard Makuza, Prime Minister of Rwanda, who was the Chief Guest at the Inaugural, released the book, 'Golden Gujarat: The Spirit of Enterprise.'

Mr Narendra Modi set the tone for the upcoming

parallel seminars, roundtables and MoU signing.

Dr Raman Singh, Chief Minister of Chattisgarh, also addressed the inaugural, which was attended by over 10,000 national and international political leaders, industrialists, entrepreneurs, media personalities, academicians and other prominent professionals.

Parallel Sessions & Seminars

Oil, Gas & Power: Organized with the support of the Gujarat State Petroleum Corporation, with the theme 'Swarnim Gujarat – Emerging Energy Hub,' the seminar presented the potential of Gujarat in the Energy and Petroleum sectors, specifically the new edge of energy potential, i.e. the solar, hydel and wind, to over 850 delegates.

Engineering & Auto: Eminent engineering and automobile industry speakers shared their views and experiences on the automobile industry and the changing demand and supply challenges, given India's potential to become the global hub for the Engineering & Auto industry. The Seminar was attended by 950 delegates.

International Roundtable for Small Businesses: Organized with the Commonwealth Business Council, the roundtable discussed how Gujarat can position itself as a hub for MSMEs development.

US-India Business Relations – The Road Ahead: Held jointly with the US-India Business Council, the seminar explored the different opportunities that are open to the Indian Diaspora in US and also how USIBC can help Indians start business relations with US firms.

Urban Infrastructure & Water Sector: Organized with the Urban Development & Urban Housing Department and Narmada Water Supply, Water Resources and Kalpsar Department, Gujarat, the seminar presented opportunities in city infrastructure, commercial residential townships, water recycling, harvesting and conservation.

Gujarat Ports: The seminar, held jointly with the Gujarat Maritime Board, projected a successful model of private partnership for ports.

Opportunity- North-East: CII partnered the Ministry of Development of North Eastern Region (DoNER) and the



Sam Pitroda,
Advisor to the
Prime Minister of
India



R V Shahi,
Secretary, Union
Ministry of Power



Usha Thorat,
Former Deputy
Governor &
Director, RBI



Ron Somers,
President,
USIBC



Deepak Parekh,
Chairman,
HDFC Ltd



Gautam Adani,
Chairman,
Adani Group

North Eastern Development Finance Corporation Ltd. to showcase the strengths, progressive policies and business opportunities available in the North East.

SME Convention: Organized in association with the Gujarat Industrial Development Corporation with the theme 'Fuelling Global Growth,' the event shared the best practices of SMEs around the globe. The cluster developments in Italy and the strengths of SMEs in Germany were key subjects of discussion.

Emerging Financial Services: The seminar, held in association with the Gujarat International Finance Tech-City, discussed the drivers, need and challenges that create the push and pull effect. It was addressed by Mr Sam Pitroda, Advisor to the Prime Minister PM of India.

Seminar on Livelihood: Organised in collaboration with the Rural Development Department, Gujarat, the seminar, with a focus on self employment and inclusive development, presented opportunities to improve rural livelihood through social business enterprise and innovative practices.

Valedictory Session

The Vibrant Gujarat Summit was wrapped up with a Valedictory Session, wherein Mr Gautam Adani, Chairman, Adani Group, was the Chief Guest.

Presenting the hugely successful outcomes of the Summit, Mr Modi noted that the hallmark feature of this edition was the forging of partnerships not only in the industry space but also in technology, innovation, academics and the social sectors. This time, he said, the focus was more on branding the State as a business hub where business and knowledge partnerships are forged, rather than just an investment destination.

Vibrant Gujarat not only brought India's top business leaders like Mr Ratan Tata, Mr Mukesh Ambani, Mr Anil Ambani, Mr Shashi Ruia, and Mr GV K Reddy, among others, on one podium, but also instilled a sense of pride and confidence amongst the masses and youth of Gujarat.

International Roundtable on Small Businesses



AN INTERNATIONAL ROUNDTABLE for Small Businesses was organised concurrently with the Vibrant Gujarat Global Investors Summit 2011, in Gandhinagar, Gujarat, on 12 January.

India has continually demonstrated an ability to nurture its SMEs into national and international corporations. A great deal of this success can be attributed to the entrepreneurial ability of Indians, which is continually being demonstrated by Indian nationals and NRIs around the world, observed Mr Geoffrey Van-Orden, Member of the European Parliament, at the Roundtable. He said the EU charter for SMEs called for a greater and more intense international engagement between enterprises, cutting across geographical boundaries and trade barriers.



Geoffrey Van-Orden, Member of the European Parliament with Ramesh Datla, Chairman, CII National MSME Council, at the International Roundtable for Small Businesses in Gandhinagar

In his message to the participants at the Roundtable, Dr Mohan Kaul, Director General, Commonwealth Business Council (CBC), noted that doing business with another Commonwealth country can be up to 15% less expensive than doing business with non-Commonwealth countries, as a result of the common language of English, similar legal and accounting systems and the informal networks which bind our countries together. These factors are of immense advantage to SMEs. He suggested establishing a joint 'Global network/institutional framework' for SMEs in the Commonwealth countries, to facilitate a greater sharing of experience and expertise, as well as strengthen commercial relations by expanding and deepening economic, trade and investment

cooperation in the Commonwealth and worldwide.

Earlier, Mr Ramesh Datla, Chairman, CII National MSME Council, in his welcome remarks said that SMEs worldwide have shown tremendous agility, responsiveness and flexibility in dealing with several business cycles. However, most of the time, such

actions are localized and there is hardly any platform that encapsulates such innovative survival strategies of SMEs and offers feedback to such actions. The International Roundtable for Small Businesses provides one such opportunity to the stakeholders to highlight and share their thoughts and ideas, he said.

Mr Chandrajit Banerjee, Director General, CII, said the proposed SME network is in line with the CII Agenda

to promote Enterprise-to- Enterprise cooperation and would provide a source of strength to SMEs, so that they are able to face the vagaries of the business cycle. This essentially means that small businesses could find their rightful place in the present globalized world. Small Businesses are a thriving component of the product and service value chain and require constant encouragement, he added.

More than 100 participants attended the International Roundtable for Small Businesses, from across the globe, including representatives from organisations like the Commonwealth Business Council, Bank of Industry (Nigeria), London Chamber of Commerce and Industry, Europe India Chambers of Commerce, Eurochambers, UNIDO, PricewaterhouseCoopers (PwC) and the Small Industries Development Bank of India (SIDBI).

MSMEs' Business Confidence Declines Marginally: CII Index

The CII Business Confidence Index aims to understand the business sentiments of the MSMEs, a quarter in advance

THE CII BUSINESS Confidence Index (BCI) for MSMEs, for the current quarter (January – March 2011) is estimated at 65.2, on an outlook scale of 0 -100, moving from most unfavorable to favorable situation. This reflects a marginal decline over the previous quarter (October - December 2010). What is even more significant is that the outlook of this critical sector has declined over the last quarter by a significant 1.8 points. A value of 50 is the dividing line between favorable and unfavorable change in the outlook.

According to the survey, much of the decline is attributed to the increasing overall input costs, which are also going to affect the inventory levels for MSMEs. Persistent and high inflation would adversely affect the raw materials and other commodities used by MSMEs. An additional impact would be that increasing input costs would eat into the net profit margins of MSMEs.

Interest rates are also expected to stiffen up in the coming quarter, which would adversely affect both credit cost and credit availability for proposed/planned capacity expansion of MSMEs. It is the same case with credit cost and credit availability for working capital, which plays an extremely pivotal role in the expansion and consolidation of MSMEs. The adverse effect of these variables has had a similar effect on the anticipated inventory levels for the next quarter. Inventory levels have shown a decline of 5.5 points vis-à-vis the previous quarter, with the current value being 55.2 points.

The silver lining to the cloud is the buoyancy expected in the Gross Sales on account of domestic demand. Given the optimistic outlook in gross sales, it is hardly surprising that selling prices and new orders/contracts are reflecting an upward trend over the previous quarter. The much expected and awaited notification about the Procurement Policy may also be a reason for the buoyancy expected in Gross Sales.

The CII Business Confidence Index (BCI) for MSMEs, which aims at understanding the business sentiments

of the MSMEs a quarter in advance, shows that the Services sector, on average, is expecting to perform better than the Industrial sector. The estimated BCI value of services MSMEs stood at 66.4 compared to 64.0 for industrial MSMEs, for this quarter (January – March 2011). Services exuberance in the previous quarter too had surpassed the industrial sector by a reasonable margin. The Services sector convincingly outshone the Industrial sector with regard to gross sales, new orders / contracts, exports, selling prices and net profit margin. The Industrial sector, meanwhile, did well in capacity utilization and inventory levels.

The CII Survey found MSMEs in the Industrial sector relatively less favorably placed in terms of credit availability and credit cost of working capital as compared to their counterparts in the Services sector, possibly highlighting the need for a policy intervention. Further, the prospects on net profit margin for the January – March 2011 quarter appear far lower for Industrial MSMEs than their Services counterparts, owing primarily to greater adversity due to rising input costs in the former, than in the latter.

Out of a list of 14 exhaustive outlook indicators, the CII Survey highlights four variables - Gross Sales, New Orders / Contracts, Capacity Utilization, and Capacity Expansion – that have done exceptionally well to cross the 75 mark on the BCI scale. Continuing their good performance, these variables are expected to do well in this quarter (January – March 2011) as well. This, in turn, is also keeping the prospects of employment in the sector bright, with its BCI standing (January – March 2011) at 73.9, an increase of 0.4 points over the previous quarter.

Most of the other variables in the Survey registered BCI values in the range of 51-75, indicating a decline in the outlook over the previous quarter. Only Input Costs (25.1) fell in the range of 25-49%, a decline of 3.8 points, indicating that firms expect an increase in the inputs costs vis-à-vis the previous quarter. ■

Clean Coal India Summit

AS PART OF the National Action Plan for Climate Change, the government is considering a separate mission on Clean Coal (Carbon) Technologies, declared Dr R Chidambaram, Principal Scientific Advisor to the Prime Minister, at CII's recent Clean Coal India Summit in New Delhi.

Dr Chidambaram said that as a part of this 9th mission, the MoU for a 800MW Ultra Super Critical power plant between IGCAR, BHEL and NTPC has been signed, the results of which will be realized in 2017.

Mr Shyam Saran, Former Prime Minister's Special Envoy on Climate Change, said that along with energy security, technology security should be given utmost priority. This would enable selection of the optimum viable business model with the most abundant and cheapest energy resource-coal, he added.

Mr Ravi Uppal, MD & CEO, L&T Power, said the National



Ravi Uppal, CEO & MD, L&T Power Ltd; Dr R Chidambaram, Principal Scientific Advisor to PM of India; Shyam Saran, Former Special Envoy on Climate Change to PM of India; and Anil Razdan, Former Secretary, Ministry of Power

Mission on Clean Coal (Carbon) Technologies needs to focus deeply on the real trade off between energy demand and environmental concern in the current energy-starved scenario.

Mr Anil Razdan, Former Secretary, Ministry of Power, wanted India to look for technologies with higher efficiency of utilization of coal for power generation, with carbon dioxide utilization rather than carbon capture.

Opportunities in Indian Power Markets

INDIA NEEDS AN investment of over US\$ 1 trillion to add power generation capacity over the next 20 years, said Mr. Bharatsinh Solanki, then Union Minister of State for Power, and currently Union Minister of State for Railways, at the CII Round Table Session on Indian Power Markets in New Delhi, recently. He said good quality infrastructure is needed to support power supply from generating stations that are located in remote areas, for the 12th Plan. He also announced that the Government has recently constituted 6 joint ventures with private power companies.

Mr. B K Chaturvedi, Member (Energy), Planning Commission, emphasized on involving the private sector in power sector development, and making the whole process more inclusive. For the 12th Plan, the private sector is expected to contribute 50% in development

of capacity addition, he said.

Mr. Ashok Lavasa, Additional Secretary, Ministry of Power, said that regulating the Power sector is more complex – that's why it did not see a steady growth as was noticed in other sectors. The major thrust in capacity addition was at the right place, he felt.

Mr. Jaidit Singh Brar, Partner, McKinsey & Company, pointed out that India requires a 7-fold scale up in the rate of capacity addition in power generation. He emphasized on creating valuable markets by addressing viability and market risks, accelerating capacity addition, securing fuel supply and improving efficiency, and mooted an integrated approach to address market failures.

Mr. Sunil Wadhwa, MD, NDPL, called for reducing AT&C losses and implementing energy efficiency measures, by pushing distribution reforms further to create a win-win situation for all stakeholders. The Government needs to work on making discoms financially viable and push for reforms in tariff restructuring, he said.

The session also discussed bottlenecks in the power sector, role of merchant power markets, and competitive bidding.



Sunil Wadhwa, MD, NDPL; B K Chaturvedi, Member (Energy), Planning Commission; Bharatsinh Solanki, Minister of State for Railways (then Minister of State for Power); and Ashok Lavasa, Additional Secretary, Ministry of Power

Overseas Energy Acquisition

ENERGY SECURITY IS a priority and concern for India. Given the continuing uncertainties with regard to supplies, the acquisition of energy assets overseas and diversification of the oil and gas supply base assumes greater urgency, stressed speakers at the recent CII Round Table Session on Overseas Energy Assets Acquisition in New Delhi.

Though India has achieved some success on this front, it urgently requires a value-added strategic and competitive roadmap towards acquisition of overseas energy assets. A CII study on 'Energy Assets Acquisition: A Comparative Analysis of India and China Policy' was released and discussed at the session.

Releasing the Study, Dr. Kirit Parikh, Chairman, IRADe, highlighted some key risks covering supply, price and technical aspects, but felt these risks, as well as resource nationalism, could be minimized by owning resources in different countries. There should be an integrated approach for Energy Security, he emphasised.

Mr. Vivek Kumar, Joint Secretary, Ministry of Petroleum & Natural Gas; and Mr. Prabhat Kumar, Joint Secretary, Ministry of External Affairs, highlighted issues like demand and supply gaps of energy resources, strengthening competitiveness of Indian companies, sovereign fund, improvement in energy mix, etc.

Mr. G C Saxena, ED, ONGC Videsh Ltd. pointed out that the world energy demand is expected to expand by 45% between now and 2030, with an average rate of increase of 1.6%. He called for building a national strategy for company acquisition, and venturing into unconventional assets and unexplored areas.

The CII Study notes that Chinese companies spent a record US \$ 32 billion in 2009-10 for acquiring energy assets overseas versus India's single US \$ 2.1 billion investment by ONGC for the same period. India produced 8.8 million tonnes of oil and gas from its overseas assets in comparison to China's 800 million barrels of oil and gas from its overseas assets for the

same period. Further, China is dipping into US \$ 2.5 trillion of foreign currency reserves to buy stakes in oil and natural gas fields, compared with India's US \$ 250 billion.

The CII Study recommends that India needs to strategically engage energy-rich countries, backed by energy diplomacy and foreign policy, to ensure continuous availability of commercial energy at competitive prices to support its economic growth. The Study has come out with some comprehensive recommendations for overseas energy acquisition which can be a reference point for policy makers.

Key Recommendations:

There must be a core team and a well defined strategy in place for timely decisions and fund allocation to acquire energy assets overseas.

A single window clearance / approval system may be put in place for government approvals for acquisition of overseas energy assets.

Depending upon the magnitude of investment, nature of asset, geographical location etc., the Ministry of Petroleum & Natural Gas may classify energy assets for acquisition by PSUs depending on their inherent strengths, core competencies, presence and exposure.

PSUs may also be allowed to form consortiums with PSUs and private companies from other sectors, as per the requirement, in specific cases.

An enriched Sovereign Energy Fund should be created to provide financial backing for Indian companies looking to acquire oil and gas assets abroad. Besides easy financing, it would also provide much-needed confidence to compete in the global oil and gas asset market. Financing for such acquisitions may be carried out by the PSUs through their own resources, as far as possible. However, sovereign funds could be used to commit additional strategic investments, say, towards infrastructure/social development.





Prabhat Kumar, Jt. Secretary, Ministry of External Affairs; Ajay Khandelwal, CEO, Jubilant Energy; Dr Kirit Parikh, Chairman, IRADe; Vivek Kumar, Jt Secretary, Ministry of Petroleum & Natural Gas; and G C Saxena, ED, OVL

Public-private partnerships and domestic energy companies should be permitted to enter into joint ventures to create financial leverages to successfully bid for overseas investments.

Capacity building has become a necessary part of energy deals. Local state companies should be made stakeholder. Tapping into energy resources in countries that do not have sound oil and gas infrastructure and helping them establish their own energy industries will bring about a win-win situation where both are able to share the benefits.

Energy Diplomacy helps create a favourable international operating environment for energy enterprises, and strongly encourages other enterprises to develop international markets, increase sales of commodities, undertake engineering projects and promote the advancement of technology and joint Research and Development. The Ministry of External Affairs should pay greater attention to deepening political exchanges, as well as strengthening economic and commercial linkages with energy surplus countries. Sustained diplomatic intervention and follow-up with foreign governments with regard to efforts by our corporates both in the public sector and private sector, to acquire energy assets overseas is required.

Many producing nations prefer to draw on the expertise of western majors. Even Indian PSUs have developed a strategy of international cooperation with energy majors, the most advanced being with Shell, ENI and BG. The concept is that the majors gain some access to India's market in exchange for cooperation elsewhere. However, as long as the Indian downstream market remains fairly closed to foreign companies, such broad cooperation agreements are unlikely to generate massive overseas investment opportunities

for Indian PSUs on a reciprocal basis.

Energy surplus countries are increasingly beginning to leverage their resources for promoting infrastructure development in their countries. We need to not only pay attention to developing more intensive political contacts with these countries through high level exchanges but also to encourage Indian companies to secure greater involvement in capacity-building and infrastructure development in them. To facilitate this task, we should leverage concessional lines of credit and technical assistance more effectively.

Pursuing a 'Two Imports and One Exports' strategy to strengthen energy ties with energy-producing countries is an important tool to acquire overseas energy assets. The 'two imports' refer to oil imports and capital to invest in the development of India's oil industry. The 'one export' refers to India's investment in oil exploration and development projects in the energy-producing country.

Despite gaining some expertise, some PSUs do not have a comprehensive set-up or database to assess targeted assets, with the result that India ends up acquiring blocks that are in the very high risk category. The exploration blocks acquired in the bidding round are not examined in depth due to shortage of time available, due to lack of adequate research. A comprehensive research set up should be developed to take timely and positive beneficial decisions.

India's 'Risk-bearing and Go Out Strategy' should focus on initiatives where competition is minimal, even if that means a high risk. The risk factor may be managed by soliciting strategic support from the host countries' governments. The government in turn should be insured by financial assistance and investments. Such state backing is crucial in oil deals. ■



Activity Based Costing

Increased global competition has forced companies to think aggressively about Effective Cost Management. The workshop on Activity Based Costing on 20 January in Gurgaon was held to help industry cope with uncertain economic conditions, increased global competition and constantly demanding shareholders, managing enterprise-wide costs, maximizing operational efficiencies and enhancing shareholder value. It taught various tools for effective cost management like Activity Based Costing (ABC) and Activity Based Management (ABM) for manufacturing and marketing, with relevant examples and case studies.

7 QC Tools

The training programme on 7 QC Tools- A Way to Problem Solving, on 21 January in Chandigarh, introduced the participants to the concepts of the seven QC tools. These tools form the fundamental foundation for all problem solving and quality control activities and are also an important element of Lean Manufacturing. They are especially useful in analyzing production processes, identifying major problems, controlling fluctuations of



product quality, and providing solutions to avoid future defects. Statistical literacy is necessary to effectively use the seven QC tools.

Talent Management

As the looming manpower shortage intensifies the 'war for talent,' organizations need to develop strong talent-management practices that are tightly aligned with their business strategy. Successful organizations attract top talent, identify and develop future leaders, and retain the best prospects in the high-potential talent pool.

The workshop on 'Building Talent Management Culture' on 25 January in Gurgaon focused on developing a strategy for managing core talent, beginning with development of an employment brand in order to attract the best talent to the organization, be the preferred employer and produce superior recruiting outcomes. Organizations must then identify and ingrain core value systems to nurture talent fully aligned with business goals.



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CII Godrej Green Business Centre

IGBC Green Townships (Pilot) Rating System



Dr B S Yediyurappa, Chief Minister of Karnataka, (2nd from left), launching the CII-IGBC-Green Township (Pilot) Rating System in Bangalore

On 27 January, Dr B S Yediyurappa, Chief Minister of Karnataka released the CII-IGBC (Indian Green Building Council) Green Townships (Pilot) Rating System at 'Municipalika 2011' in Bangalore.

The IGBC Green Townships Rating System is designed to address the issues of urban sprawl, automobile dependency, social and environmental disconnect. It gives a unique opportunity to design townships and large developments while facilitating a low carbon growth path for India. The benefits of IGBC Green Townships include:

- Efficient land use
- Habitat preservation and restoration
- Efficient transportation management
- Proper waste management
- Enhanced quality of life
- Energy conservation
- Water conservation

Township projects in India can register at www.igbc.in

Environmental Best Practices Award

Mr Shakti Sagar, Chairman, CII Andhra Pradesh presented the 'Most Innovative Environmental Project' award to 17 projects at the first CII Environmental Best Practices Award 2011 on 29 January in Hyderabad. Fourteen projects were awarded as 'Innovative Environmental Projects' and three others as 'Most Useful Environmental Projects.'

Mr L S Ganapati, Chairman, CII Environmental Best Practices Award 2011, while presenting the 'Summary



Recipients of the first CII Environmental Best Practices Award

of Findings' said participation was were invited from companies who have achieved significant environmental benefits through implementation of projects in resource conservation, waste reduction, recycling and pollution control measures, during the last three years. As many as 150 companies sent in their responses, based on which 30 companies were short listed. Consequently the short listed companies made their presentations before a panel of eminent judges on 28 -29 January. These 30 companies have achieved an annual recurring saving of Rs. 177 crores in the past 5 years. They also achieved the following environmental benefits:

Waste diverted from landfill	1,70,000 MT/annum
Raw material saved	1,50,000 MT/ annum
GHG reduction	66.7 million MT of CO ₂ / annum
Total water saving	62 million m ³ / annum

The participation, from all the four regions of the country, demonstrated a good mix of various sectors including automobile, cement, chemical, engineering, fertilizer, glass, iron and steel, oil and gas, pulp and paper, petrochemicals, paint, pharma, refinery, sugar, telecom, tobacco, etc.

The Environmental Best Practices Manual, 'In pursuit of Green Excellence' was also released by Mr Sagar, on the occasion.



Release of Environmental Best Practices Manual- 'In Pursuit of Green Excellence'



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10 – 11 March, Bangalore
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**Two-day Programme for Upgrading
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Retirement Benefits Administration

Controlling the Cost to Company (CTC) is a daunting task for HR Managers. Employers' contribution to the retirement funds constitute a cost ranging from 20.33% to 35.33% of Basic + D.A. (where applicable)



depending on whether the employer has a two - tier or three - tier retirement benefits package. Such cost can escalate in case of a deficit in PF earnings for matching the statutory rate of payout, or for making good the deficit in pension funds arising out of actuarial valuation. Together with the financial impact is the concern of governance and challenging issues which crop up in the day to day administration of retirement benefits, including the introduction of the new AS – 15 Standard. Finally there is the need to take care of retired people whose life span post retirement is increasing, leading to the need to utilize the retirement corpus over a longer period of time.

A workshop on 11 January addressed all these issues, as well as critical issues in the administration of Provident Fund, Gratuity, Pension, etc. An insight was provided into the intricacies of managing pension schemes, or starting a new pension scheme. Ways to manage retirement fund investments in order to generate optimal earnings, as well as the need for redesigning retirement benefit packages in the current scenario of longer life expectancy were also discussed.

Process Capability Enhancement

Process capability is a measure of the repeatability of a process. Statistical Process Control (SPC) is a simple yet powerful statistical method for identifying quality problems, and for monitoring the effectiveness of subsequent corrective action. SPC programmes allow a company to be much more successful at streamlining production processes, for lower costs and high thru-put.



The workshop on 18-19 January provided a hands-on approach to learning the principles and practices of SPC and process analysis, and understanding the uses,

construction, interpretation and benefits of control charts. It dealt with analyzing available data, describing a process in statistical terms, and establishing an expected range of output performance. ■

Food Safety and Quality Norms

THE CII INSTITUTE of Quality provides training and consultation to prepare the Food Industry to adopt global Food Safety and Quality norms.

Though India is the second largest producer of food in the world, our Food Processing sector is still nascent. India has the potential to emerge as a major player in the international food trade.

While many schemes launched by the Ministry of Food Processing Industries are set to increase food processing exponentially, one area of serious concern is 'Food Safety & Quality.' The challenge for the food processing industry is to meet / surpass the internationally expected guidelines of CODEX Alimentarius, SPS and TBT norms, as well as those of the Indian consumer, who is becoming more and more discerning.

To overcome these hurdles, the Food Safety & Standards Act (FSSA), 2006 has been introduced by the Government of India to eventually repeal various Central Acts like PFA-1954, Fruit Product Order, 1955, Meat Food Products Order, 1973, Vegetable Oil Products (Control) Order, 1947, Edible Oils Packaging (Regulation) Order, 1998, Solvent Extracted Oil, De-oiled Meal and Edible Flour (Control) Order, 1967, Milk and Milk Products Order, 1992 etc. To make the act fully operational. 'Rules & Regulations' are at their final stage with the Food Safety and Standards Authority of India.

While big players and MNCs are observing the Food Safety and Quality norms as envisaged in FSSA 2006, many small players are unfortunately ignorant about the significance of such practices. Small food processors need to get sensitized about the challenges they will face, once FSSA comes into force. Small players need to immediately start working towards implementation of Basic Hygiene Practices in their processing units and supply chains. The Draft Food Safety and Standards Regulation 2010 can be visited on the Food Safety and Standards Authority of India website: www.fssai.gov.in Besides the general rules that are expected to be mandatory soon, there are also specific rules for operators engaged in sensitive products like milk and milk products, slaughter of meat animals, processing, manufacture, storage and sale of meat and meat products, and



Building Awareness

CII-IQ made a presentation on 'Food Safety and Quality under the new FSSA Rules Framework', at the Annual Conference 'Food in 2020' of the Association of Food Scientists & Technologists (India), in Mysore on 25 January. The presentation described the Food Safety and Standards Act (FSSA)-2006 that has been introduced by the Government of India to eventually repeal various food acts and regulations. As a national movement, it marks a shift from policing to self-regulation, from an end product-based approach to a system / process-based approach, with the continuous involvement of all

stakeholders. The Act includes health food, supplements, and nutraceuticals, and is expected to facilitate and promote the development of new products and innovation. There is focus on product recall, infrastructure with respect to food testing labs and the development of human resources to implement the Act.

catering/ food service establishments.

To follow the new rules, food business operators need to focus on two critical areas:

1. They need to upgrade the infrastructure in their food processing facilities, such as building, layout, plant and equipment, facilities, personal hygiene facilities, and laboratory etc. The Ministry of Food Processing Industries has schemes which provide financial assistance for HACCP implementation and laboratory upgradation.

Food businesses have to also generate funds internally through improvements in efficiencies and productivity. Capital expenditure required for infrastructural upgradation must be catered in the yearly budget and considered as important as marketing expenditure.

2. A mindset change is necessary at all levels to bring in this improvement. Training is required at all levels in the areas of Good Manufacturing Practices, Good Hygienic Practices, Hazard Analysis and Critical Control Points.

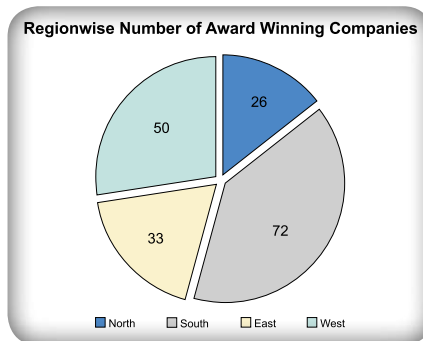
As a first step, all food business operators and suppliers would benefit from doing an independent Gap Analysis on the requirements of FSSA, and drawing up a time-bound implementation plan.

TPM Awards 2010

TWENTY INDIAN COMPANIES and 8 overseas companies, supported by CII, (TPM Club India), have been announced winners of the TPM Awards announced by the Japan Institute of Plant Maintenance (JIPM) on 25 January in Japan.

CII has been instrumental in the spread of TPM in India since 1998, with JIPM and JIPM Solutions Co Ltd as partners. The first Indian company received the JIPM TPM Award in 1995. Over the years, the number of Indian companies adopting the TPM culture has been steadily increasing. Since 2007, CII has also been supporting overseas companies in countries including Pakistan, Saudi Arabia, Turkey, Bangladesh, China, Indonesia, Romania, Mexico, USA, Russia, Greece and Switzerland.

The companies were assessed for the implementation of TPM methodology with respect to the 8 Pillars of



TPM such as Focused Improvement, Autonomous Maintenance, Planned Maintenance, Quality Maintenance, Education and Training, Development Management, Office TPM and Safety, Health and Environment.

The results seen in these companies include improved business performance i.e. Production improvements of 20-30%; Defects reduction

by 80-90%; Breakdown reduction by 80-85%; Maintenance cost reduction by 25-30%; and Employees contribution towards competitiveness by suggesting many kaizens for improvement of P, Q, C, D, S and M, to name a few critical parameters.

CII compliments all the winners and wishes them the best to scale further levels of excellence!

2010 TPM Award Winners

Company Name	Plant Name	Country	Category
Brakes India Limited	Polambakkam	India	Special Award for TPM Achievement
Electrosteel Castings Limited	Khardah Works, Kolkata	India	Award for Excellence in Consistent TPM Commitment
Eti Gida San. ve Tic. A. S.	Bozuyuk Plant	Turkey	
Eti Gida San. ve Tic. A. S.	Chocolate Plant	Turkey	
Gontermann-Peipers (India) Limited		India	
S. C. Arctic. S. A.	Arctic Refrigerator Factory	Romania	
Tam Gida San. ve Tic. A. S.	Tam Gida Biscuit Plant	Turkey	
Tetra Pak Manufacturing Limited	Tetra Pak Arabia, Jeddah Factory	Saudi Arabia	
Unilever	Algida Corlu Ice Cream Factory (Turkey)	Turkey	
Asahi India Glass Limited, Auto Glass Division	Bawal Plant	India	
Chennai Petroleum Corporation Limited	Manali Refinery	India	
Exide Industries Limited	Chinchwad	India	
Exide Industries Limited	Hosur Plant	India	
Fenner (India) Limited	Hyderabad Plant - 1	India	
Fenner (India) Limited	Madurai Plant - 1	India	
Indian Oil Corporation Limited	Haldia Refinery	India	
JK Tyre & Industries Limited	Banmore Tyre Plant	India	
JK Tyre & Industries Limited	Kankroli Tyre Plant	India	
JK Tyre & Industries Limited	Vikrant Tyre Plant, Mysore	India	
Mahindra & Mahindra Limited	Farm Equipment Sector, Mumbai Plant	India	
Mahindra & Mahindra Limited	Farm Equipment Sector, Nagpur Plant	India	
Mahindra & Mahindra Limited	Farm Equipment Sector, Rudrapur Plant	India	
Munjal Showa Limited	Manesar Plant	India	
Telco Construction Equipment Co. Ltd.	Dharwad	India	
Telco Construction Equipment Co. Ltd.	Jamshedpur	India	
Unilever (China) Limited	Unilever (China) Limited Wei Fang Branch	China	
Wheels India Limited	Padi, Chennai	India	
PT. Sakura Java Indonesia		Indonesia	Award for TPM Excellence, Category B



Knowledge & Innovation Initiatives



Andhra Pradesh Technology Development and Promotion Centre

Wasteland Development through Bamboo Plantations



As a part of the project 'Wasteland development with sustainable livelihoods based on bamboo plantation and value-added products for housing, food, fodder and biofuel', CII-APTDC facilitated Bamboo plantation in over 5 acres of wastelands in the Medak district of Andhra Pradesh in January 2011.



Wasteland development through Bamboo Plantation

These lands were earlier used for cultivation, but the presence of chemical and pharma industries around the lands led to pollution of the ground water table and soil, rendering them wastelands. Various parameters of the soil are being tested at yearly intervals to validate and document the efficacy of bamboo and bamboo leaf, in changing the soil parameters over a period of 3 – 5 years.

IPCAP

CII and APTDC have launched an online course on IPR fundamentals titled 'IPCAP.' The course has been designed to help industry and academia utilize and manage Intellectual Property Rights in their business strategy.

This course is web-enabled and combines distance-learning and web-classroom interactive training for a total of 5 weeks. Each interactive training session is of approximately one and a half to two hours' duration.

It covers all facets of IP in general, knowledge of which is essential in today's technology and innovation-based industrial environment. The course is taught by industry leaders to provide practical and application-based understanding on IPR and related issues.

This is a beginner's course, primarily intended to raise professional knowledge and IPR skill in India. Applications for enrollment have begun and the response has been very good so far. GIST-Edge is the delivery partner of CII-APTDC in this initiative.

Higher Education

Seminar at Pravasi Bharatiya Divas

Higher Education is a key area of CII's Knowledge and Innovation Initiatives. We helped organize an education seminar on 7 January on the occasion of the Pravasi Bharatiya Divas, titled 'Indian Diaspora and Education: Emerging Opportunities.'

Mr Kapil Sibal, Human Resource Development Minister, enthralled the audience with his passionate appeal to improve access, inclusion and quality in education.

Mr Sam Pitroda, Advisor to the Prime Minister on Public Information Infrastructure and innovation, said that a vast expansion of the higher education system was needed to achieve the growth targets the country was looking at. Mr P Rajendran, Chairman, CII Higher Education Committee, spoke about some of the platforms through which overseas Indians were doing good and meaningful work in India, such as Pan-IIT which is an umbrella body of IIT alumni.

Ms Vidya Yeravdekar, Principal Director, Symbiosis Institute, Pune, made a detailed presentation on the areas in which private players could participate in Higher Education. Mr Satish Jha, Chairman, One Laptop Per Child, India, called for devising solutions for present problems with the future in mind rather than the past. Lord Bhikhu Parekh, Lady Shruti Rana and Ms Renu Khator, representing the diaspora, shared their experiences in various countries, which could perhaps be implemented in India.

Innovation

UK – India Innovation and Investment



Guru Ganesan, MD, ARM Embedded Tech Pvt Ltd, and Convenor, ISA-UKTI Initiative; Anjali Prasad, Jt Secretary DIPP, Chair of the JWG on Innovation and Investments, JETCO; and Phiroz Vandrevalla, ED & Head Global Corporate Affairs, TCS

The 7th UK – India Joint Economic and Trade Committee (JETCO) Working Group on Innovations and Investments met on 19 January to deliberate on this important aspect of collaboration. Both sides

agreed to facilitate implementation of innovation (products/ processes/ services /technology) and create innovative business models based on the needs of both the countries.

Mr Phiroz Vandrevalla, Executive Director and Head, Global Corporate Affairs at TCS, the industry lead of the working group, briefed Mr Anand Sharma, Union Minister of Commerce and Industry, India, and Hon Dr Vince Cable, UK Secretary of State for Business, Innovation & Skills, at the plenary, about the outcomes of the deliberations of Working Group.

He said CII and UK Trade and Investments (UKTI) would identify the existing initiatives in the field of innovation between the countries and synergize the work of the Working Group with these initiatives. The Working Group intends to facilitate and enable at least one collaborative project led from each country in 2011-2012 as proof of concept. Some possible areas of collaboration identified are in key sectors, such as Cleantech, Ecosystem and Funding.

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Development Initiatives

Affirmative Action

Entrepreneurship Training Workshop

To further its agenda of equitable and sustainable growth in India, CII supports various programmes to enable and empower those who have traditionally been excluded from the fruits of progress.

One such notable programme is a 30 day residential programme on entrepreneurial development for youth. The pilot programme was held from 1-30 June in Chennai. Following its success, CII is working towards replicating the programme in other locations in Tamil Nadu.

In the pilot programme, 50 students from various educational institutions in their final year of graduation/post graduation were selected through a rigorous selection procedure. Of these, 32 were from the SC/ST community.

The objective was to create a pool of young talent endowed with strong entrepreneurial skills and the knowledge to run a successful enterprise.

CII, in partnership with the Entrepreneurship Development Institute, Tamil Nadu, the Tamil Adhi Dravida Corporation (TAHDCO) and the Rural Technology and Business Incubator [RTBI], IIT-Madras rolled out this programme. MaFoi Academy supported the deployment of the training.

Traditionally, the Scheduled Caste /Scheduled Tribe community has been excluded from trading and running enterprises. As a result, these communities have been slow to develop the relevant managerial and risk capacities as well as to accumulate funds to finance economic enterprises. Although there are now several schemes offering SC/ ST youth funds for starting a business, their lack of training and the absence of role models deters them from taking advantage of these options.

This programme has been especially designed for such a scenario. It provided training in enterprise management to the selected candidates, and linked them with markets and finance institutions to help set up business

enterprises. With a focus on Mentorship, it equipped the youth with a set of comprehensive skills to enable them to start a business on their own.

The pilot programme was inaugurated by Mr K S Sripathy, Chief Secretary, Tamil Nadu, and received wide media coverage. CII SR played a critical role in the Mentor Board to structure the syllabi and involve 42 first time entrepreneurs as resource persons. The Mentor Board was chaired by Mr C K Ranganathan, Immediate Past Chairman CII Tamil Nadu. Mr PK Mohapatra, Chairman, CII SR Sub committee on Inclusiveness and Affirmative Action, led the initiative to mentor the young entrepreneurs and also helped them develop their business plans.



Young Entrepreneurs displaying their projects

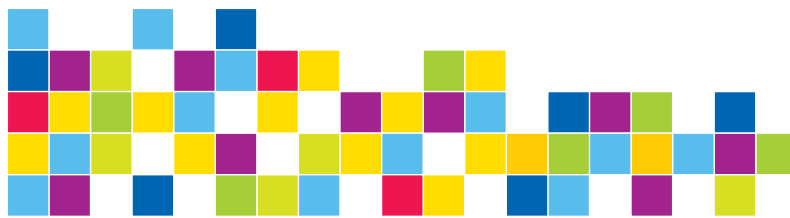
For 30 days, the students interacted with the 42 entrepreneurs roped in by CII to mentor and groom them. Business plan sessions were organized where the students worked in groups and then presented their projects to the Mentors. Apart from this, professional trainers like 'Born to Win' conducted sessions on soft skills, personality development, and communication. Towards the end of the programme, a mock business mela was organized for the students where 72 entrepreneurs visited the stalls and invested mock currency in the projects they liked the best. Some of the projects received real funding too.

Eminent persons in the fields of education and industry like Prof Jhunjhunwala, IIT Madras; Father Christie, Director, Loyola Institute of Business Management; Mr Ramaraj, President, The Indus Entrepreneurs [TIE] Chennai; and Prof Jayshree, SRM University mentored this unique programme. Several senior CII office bearers also met the students for personal interaction.

On the conclusion of training, the students were awarded certificates by Dr. M.K. Stalin, Deputy Chief Minister of Tamil Nadu.



Yi WORLD



Yi National Summit 2011 calls on Young Indians to

'Be the Change We Want to Be'

"THE CREATION OF YOUNG minds is unique in innovating a sustainable system' stated Dr. APJ Abdul Kalam, Former President of India, at the inaugural session of the 7th Yi National Summit held in New Delhi on 5 February.

The Summit highlighted how the youth of the nation can be the change of tomorrow, the change the youth of India always wanted to see. It envisioned India as a nation that has transformed into a modern country with an economic model that is inclusive, sustainable, global, democratic, innovative and concurrently generates wealth for all sections of its pluralistic and diverse society.

Dr. Abdul Kalam reiterated the need for the younger generation of India to work and succeed with integrity in life. He called for the establishment of sustainable systems to act as enablers and bring inclusive growth and integrated development across the nation.

One such sustainable development system created by the vision of Dr. Kalam is the Provision of Urban Amenities in Rural Areas (PURA). PURA is a model that envisages connecting villages with major towns and cities of the country by road and rail, thus bridging the gap between the urban and the rural India



Bhairavi Jani, Immediate Past Chair, Yi National; Dr APJ Abdul Kalam, Former President of India, and Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Service Ltd



Arun Maira, Member, Planning Commission of India

leading to a progressive nation, said Mr Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Service Ltd. Basic infrastructure and connectivity is essential for the growth of the nation. Our population can be the biggest asset to us and to the world and thus integration, infrastructure, education and decrease of economic disparity between the rich and the poor are some of the immediate focus areas required by India, he said. Young Indians as an organisation gives youth an opportunity to work on immediate focus areas to bring about

change, connecting people from different regions and all walks of life across the nation, he said.

"There cannot be a better time to be a Young Indian. This moment in time and opportunity is ours, Let us ensure that our generation is facing the future of India", said Ms Bhairavi Jani, Immediate Past Chair, Yi National.



Shankar Vanavaryar, Chairman, Yi National; Tarun Das, President, Aspen Institute India, and Former Chief Mentor, CII; Bhairavi Jani, and Chandrajit Banerjee, Director General, CII



Africa



Anand Sharma, Minister of Commerce & Industry, India, addressing the inauguration ceremony of MMTC's first office in Africa

South Africa

India and South Africa are set to reach the ambitious target of US\$ 10 billion in annual two-way trade by next month, 23 months ahead of schedule, said Mr Anand Sharma, Commerce and Industry Minister, India, while inaugurating the South Africa office of Minerals and Metals Trading Corporation (MMTC) Ltd, in Johannesburg on 10 January. MMTC, India's largest international trading company, has opened an office in South Africa in a bid to significantly increase trade between India and South Africa. The CII-India Business Forum actively participated and supported the opening of the first-ever MMTC office in Africa.



India is one of South Africa's top ten trading partners globally. Noting that bilateral trade is growing so fast that the current target of \$10-billion annually will actually be achieved by the end of this financial year (March 31), Mr Sharma proposed that the target be increased to \$15-billion a year by 2014. "The balance of trade is happily and heavily in favour of South Africa and will remain so," he said, due to large-scale Indian imports of South African gold, diamonds and coal, among other products.

A Preferential Trade Agreement (PTA) between the Southern African Customs Union (Sacu) and India, he said, would complete a triangle of PTAs within the India, Brazil and South Africa (IBSA) Dialogue Forum group.

Also speaking on the occasion, Dr Rob Davies, Trade and Industry Minister, South Africa, said India now ranks eighth as a source of South African imports. Hoping that the Sacu - India PTA would soon be concluded, Dr Davies pointed out that MMTC's investment in South Africa comes at a time when the country has been accepted as a member of the Brazil, Russia, India and China bloc (BRIC).

Mr Virendra Gupta, India's High Commissioner to South Africa, said South Africa is, without doubt, the biggest trading partner for India in Africa. We are not interested in exploiting resources but rather in building partnerships, he pointed out, stating that the motivation was to create jobs and opportunities for both countries. Mr. Raman Dhawan, Chairman CII-IBF, South Africa, and Managing Director, Tata Africa Holdings Ltd. described the opening of the MMTC office as a pragmatic step in making Indian Inc's presence stronger not only in South Africa, but in the African continent.

Asia

China

India China Bilateral Trade – 2010

Trade	Value	Change
Total trade	\$ 61.759959 bln	Up 42%
China's exports to India	\$ 40.918804 bln	Up 38%
India's exports to China	\$ 20.841156 bln	Up 51.8%
India's deficit	\$ 20.077648 bln	Up 26.53%

Source: <http://www.customs.gov.cn/publish/portal0/tab1/info281216.htm>

India Investor Forum



J Shrikhande Chairman, CII IBF China; Riva Ganguly Das, Consul General of India, Shanghai; and Zhao Kangmei, Vice Chairman, SMCC

CII, jointly with the Consulate General of India, Shanghai, organized the 'India Investor Forum' on 12 January in Shanghai to give an overview of the FDI policy, basic tax and business laws, financing options etc. in India to encourage Chinese enterprises to invest in the country. Ms Riva Ganguly Das, Consul General of India in Shanghai, said India welcomes Chinese enterprises to invest and participate in infrastructure projects involving about a trillion dollars of investments in the next five–six years.

Mr Zhao Kangmei, Vice Chairman, Shanghai Municipal Commission of Commerce (SMCC) and Vice President, Shanghai Foreign (Overseas) Investment Board, gave an overview of China's Overseas Investment Policy. He said the policy encourages suitable Chinese companies in 'Going Global' by way of favorable policy, speedy approval and financial assistance. Mr J J Shrikhande, Chairman, CII India Business Forum China, said that it was time for Sino-India bilateral economic relations to graduate from pure trade to investment-led-trade in order to make growing partnership between the two countries more sustainable. The forum was attended by over 100 representatives from leading Chinese companies based in East China.

Economic Indicators - 2010

GDP	\$6.1 trillion	Foreign trade	\$2,972.8 bln, up 34.7%
GDP growth	10.3%	Exports	\$1,577.9 bln, up 31.3%
Fiscal revenue	\$1.26 tln	CPI	Up 3.3%
Outbound direct investment	\$59 bln, up 36.3%	Per capita income (urban households)	21,033 yuan, up 11.5%

Source: http://www.stats.gov.cn/english/newsandcomingevents/t20110120_402699463.htm

Minimum Wages Raised

By the end of 2010, 30 provincial level regions had raised the standard for the minimum wage, with an average increase of 22.8% year-on-year. A China Business News report says many areas would continue to raise the standard in 2011.

Trade Friction

In 2010, China experienced 64 cases of trade friction, involving about \$7 billion, according to Mr Zhong Shan, Vice Minister of Commerce. The friction not only came from developed economies like the US and EU, but also from developing countries, such as Brazil, Argentina and India, both in Chinese traditional industries and in high-tech industries.

Nuclear Fuel Breakthrough

According to a recent report, Chinese scientists have made a breakthrough in spent fuel reprocessing technology that could potentially solve China's uranium supply problem. The technology enables the re-use of irradiated fuel and boosts the usage rate of uranium materials at nuclear plants 60-fold. With the new technology, China's existing detected uranium resources can be used for 3,000 years.

Beijing - Shanghai Bullet Train

A high-speed rail link between Shanghai and Beijing will open in mid-June with bullet trains traveling at an average speed of 350 km per hour. The journey will take less than five hours. Construction of the 1,318-km line is reported to have cost US\$33.4 billion.

Investment in Railways

China will invest \$106 billion in building railways in 2011. The money would be used for 70 new intercity projects.



Hari S Bhartia, President, CII; Yukio Hatoyama, Former Prime Minister of Japan, Hideaki Domichi, Japanese Ambassador to India, and Chandrajit Banerjee, Director General, CII

4G Technology

China's homegrown 4G telecommunication technology is expected to go global and be widely adopted by 2015, with countries in Africa and Latin America most likely to use the technology.

Installed Power Capacity

China plans to increase its installed power generation capacity by 500 million kilowatts over the coming five years. China's installed electricity capacity reached 960 million kilowatts at the end of 2010.

Record Auto Sales

China's automobile market registered the highest annual sales in the history of the global automobile industry in 2010, far surpassing those of the US for a second consecutive year. Domestic auto sales jumped 32.37% to 18.06 million vehicles in 2010. China sold 13.76 million passenger vehicles, including cars, SUVs, MPVs and minivans in 2010, surging 33.2% year-on-year.

Overseas Contracts

The total value of China's newly-signed overseas contracts in 2010 increased 3% year-on-year to about \$130 billion. The total turnover of China's contracted projects overseas last year surged 16% year-on-year to reach \$90 billion.

Banks' Lending Target Cut

The People's Bank of China is reported to have cut its 2011 lending target for banks by 10% from last year in a bid to slow free-wheeling lending and tame inflation. In 2011, lending would be in the range of 7.2 trillion yuan (\$1.09 trillion) to 7.5 trillion yuan.

Japan

'India-Japan: Bilateral Opportunities'

CII organized a session on 'India-Japan: Bilateral Opportunities' in New Delhi on 17 January during the visit of a 12-member lawmakers' delegation led by former Japanese Prime Minister, Dr Yukio Hatoyama.

Mr Hatoyama called for greater cooperation to build Indo-

Japan strategic partnership. He appreciated CII's efforts in promoting bilateral trade and economic relations and in introducing Japanese concepts of excellence and management in India's manufacturing sector.

Mr Hari Bhartia, President, CII, said the past decade has witnessed qualitative and quantitative movements forward in the relationship between India and Japan. The India-Japan CEPA, he said, would cover various areas including Trade in Goods and Services, Investment, Movement of Natural Persons, Intellectual Property, Competition, Improvement of the Business Environment, and Bilateral Cooperation.

Mr Chandrajit Banerjee, Director General, CII, identified six sectors for cooperation between India and Japan: Energy, Clean and Green Technologies, Infrastructure, Small & Medium Enterprises, Agriculture and Services.

Yanmar Subsidiary

Yanmar Co. is setting up a subsidiary in India to sell agricultural equipment in the fast-growing market. Yanmar India Private Ltd., located in Noida, will initially market rice planters, with a sales target of 150 units in fiscal 2011.

Japan-Vietnam Nuclear Pact

Japan and Vietnam have signed a bilateral nuclear cooperation pact, paving the way for Japanese firms to secure contracts to build two nuclear power plants in Vietnam.

Industrial Output Grows

Japan's industrial production has increased, boosted by overseas demand that's spurring the nation's recovery. Industrial output gained 15% for 2010, the first increase in three years.

Domestic Shipments of White Goods

Domestic shipments of white goods in 2010 rose 11.9% from the previous year to a nine-year high of 2.22 trillion yen, as intense summer heat and the government's 'eco-point' reward programme boosted sales of air conditioners and refrigerators.

Exports Surge

Japanese exports accelerated for the second month in December. Shipments rose 13% in December, compared to a year earlier, to Yen 6,112 bn (\$73.6 bn), faster than November's 9.1% rise. Exports to the US were particularly strong, gaining 16.5%.

Growth Projection Raised

The Bank of Japan on 25 January held its key interest rate effectively at zero percent to boost the country's flagging economy while raising its economic growth forecast for fiscal 2010 to 3.3%, compared with the 2.1% estimated in October.

China overtakes Japan

China has apparently overtaken Japan as the world's second-largest economy, a ranking it has held since 1968, after data released showed China's double-digit growth for the full year. China's nominal GDP totaled \$6.1 trillion in end 2010.

Forex Reserves Drop

Japan's foreign exchange reserves dropped to \$1.096 trillion at the end of December from \$1.01 trillion logged at the end of the November, marking the second straight month-on-month decline.

Investment in Green Technologies

The Japanese government and industries are likely to invest \$6.4 billion in green energy technologies over the next 15 months. The Japanese government would offer subsidies worth \$1.9 billion while the rest of the investment is likely to come from some 142 companies.

Republic of Korea

'Building Strategic Relationship'

CII organized a business session on 'India-South Korea: Building Strategic Relationship' in New Delhi on 20 January, during the visit of a high level Korean business delegation led by Mr. Kim Jong-Hoon, Minister for Trade, Republic of Korea.

Mr Anand Sharma, Minister of Commerce and Industry, India, said at the session that the review of the India-Korea Comprehensive Economic Partnership Agreement (CEPA) is being done after one year of its becoming operational in January 2010, to deepen and further expand bilateral economic ties between the two countries. He said the India-Korea partnership can be



Kim Jong-Hoon, Minister for Trade, Republic of Korea; Anand Sharma, Minister of Commerce and Industry, India; Rajive Kaul, Past President, CII, and Chairman, Nicco Corp Ltd; and Chandrajit Banerjee

a win-win relationship, if the two countries co-operate with each other and build on each others' strengths. Mr. Sharma also expressed confidence in achieving the bilateral trade target of US\$ 30 billion by 2014.

Mr. Kim Jong-Hoon said bilateral trade between India and Korea had increased by more than 44% to about \$17 billion during the last year, since the implementation of CEPA. He urged Korean companies to invest in Indian SME and MSME sectors. Expressing his commitment for facilitating work visa for Indian professionals, he called for greater movement of Indian IT professionals into South Korea.

Mr. Rajive Kaul, Past President, CII, and Chairman, Nicco Corporation Ltd, said the CEPA is expected to boost bilateral trade by as much as \$3.3 billion annually.

Korean Economy Grows

According to the Bank of Korea, the Korean economy grew by 6.1% in 2010, the highest rate of growth in eight years. Q4 GDP grew 0.5% faster than in the first three quarters, mainly due to rapid growth in the manufacturing sector and gains in exports and investments.

IT Trade

The national trade balance in the Information Technology sector rose 32.7% to \$78.2 billion, surpassing the previous record of \$60.4 billion, which was set in 2007. IT exports climbed 27.3% to an all-time high of \$154 billion. Korean IT ranked in the top ten among G20 countries.

Overseas Construction Projects

Korean construction companies have bid on \$71.57 billion worth of overseas projects. This is a record high and a 45.6% increase over last year's \$49.1 billion. Most of the orders were received from countries in the Middle East.

Latin America & the Caribbean Dominican Republic

“The Dominican Republic is one of only six countries in the world with Free Trade Agreements and Preferential Market Access to the USA and the European Union, with very flexible rules of origin, offering a tremendous advantage for companies doing business in our country. It is a duty-free gateway for Indian companies wanting to do business with US, Europe and Latin America,” said Mr. Leonel Fernández, President, Dominican Republic at an exclusive interactive session with CII members in Mumbai on

31 January. “The country has a sound judicial system and social political and macroeconomic stability, along with productive and highly competitive infrastructure, attractive government incentives and excellent human resources,” he claimed.

“It is remarkable that most Indian companies are not yet focusing their attention on Latin America and the Caribbean, which is experiencing the best performance since 1960,” the President said, urging people of both countries to benefit from the exchange of knowledge, experiences and ideas, the import and export of goods



Hans Dannenberg Castellanos, Ambassador of Dominican Republic; Dr. Margarita Cedeño de Fernández, First Lady of the Dominican Republic; Leonel Fernández, President, Dominican Republic; Sunil Bhandare, Adviser (Economic & Govt Policy), Tata Strategic Management Group; and Carlos Morales Troncoso, Minister of Foreign Affairs, Dominican Republic

and services, as well as the flow of more FDI and cooperation.

Mr. Sunil Bhandare, Member, CII (WR) Economic Affairs Sub Committee, and Adviser, (Economic & Govt. Policy) Tata Strategic Management Group, highlighted the strategic and financial need to increase the economic relationship and collaborative arrangements between the two countries.

The high-level delegation of the nation's businessmen and politicians accompanying the President also interacted with industry members.

United Kingdom

CII in UK

CII-IBF Networking Reception



Peter France, CEO and MD, Rotork Controls, Rotork Plc; Sudeshna Sen, Foreign Editor, The Economic Times; Tanu Kuriem, Media Head, IOD; and Patrick Graves, Partner, Osborne Clarke

The IBF-UK met on 10 January in London to welcome the New Year. Mr Peter France, CEO and MD, Rotork Controls, Rotork Plc, shared Rotork's experience of doing business in India - a success story of an UK manufacturing company

that has been expanding its base in India. The reception was hosted by the firm Osborne Clarke. (Rotork, a privately owned engineering company, has grown to become the world's leading manufacturer of electric, pneumatic & hydraulic valve actuators and associated control systems, valve gearboxes & valve accessories.)

Karnataka Government Delegation to UK

A high level government and industry delegation led by the Government of Karnataka visited the UK for a week starting 24 January, to meet with industry and academia to discuss industry partnerships, in particular in the aerospace and high technology sectors, and to discuss collaboration in innovation, R & D, skills development and bilateral trade. The members of the delegation included Dr Rajkumar Khatri, Commissioner for Industrial Development and Director of Industries & Commerce, Karnataka; Mr Aroon Raman, Chairman, CII Karnataka, and MD, Raman Fibrescience Pvt Ltd; Mr T Sham Bhatt, CEO & Executive Member, Karnataka Industrial Area Development Board; Air Marshall (Retd),



Karnataka Delegation with Councillor Malcolm Gwinnett, Mayor of Wolverhampton

Master Teshter Jall, CMD, Master Aerospace Consultants (P) Ltd.; Mr Syed Iftexhar Ahamed, Development Officer and Executive Engineer, Karnataka Industrial Area Development Board and Mr Gangadharaiah, Deputy Director, Karnataka Udyog Mitra.

In Wolverhampton, where it was hosted by the Wolverhampton City Council, the delegation met with officials of Sustainable Communities, including Mr. Simon Warren, Chief Executive, and Mr. Steve Boyes, Director; Mr Jay Patel, Head of Economic Development, Wolverhampton City Council and Professor Richard Hall, Associate Dean & Professor of Engineering, Design and Simulation, University of Wolverhampton.

The delegation also visited i54, H S Marston Aerospace and the Innovations Centre and Soft Landings Centre at

Wolverhampton University; Marstons Brewery; Goodrich Systems and Wolverhampton Wanderers Football Club, which overviewed the activities with JCT FC in India.

On 25 January, the delegation participated in the Board Members reception of the UK-India Business Council (UKIBC) and met with senior industry leaders including Rt Hon Patricia Hewitt, Chairperson, UKIBC; Lord Karan Bilimoria, President, UKIBC and Mr Richard Heald, CEO, UKIBC. Dr Khatri and Mr Raman discussed business opportunities in Karnataka with a number of senior industry leaders including from JCB and Rolls Royce, among others.

The delegation also visited Cranfield University, Bedfordshire, to discuss industry and academia partnerships in aero space.

While in London, the delegation met with members of British Expertise at a business interaction chaired by Mr Graham Hand, CEO, British Expertise. Members of British Expertise represent all industry sectors and have been looking keenly at Karnataka. Some of them already have business interests in the state. The delegation also met with Mr Rees Ward, CEO, the ADS Group Ltd.

Later, the delegation met with Rt. Hon Patrick McFadden, MP for Wolverhampton South East. Mr McFadden reiterated the importance of industry in India and UK working together in all areas, including aero space. Bangalore has a significant aerospace sector, as has Wolverhampton, and the two cities are keen to forge closer links and explore opportunities for jobs and investment.

United States of America

CII – IBF Meetings



To kickstart the new year, on 25 January, members of CII India Business Forum held several meetings in Washington DC to discuss internal strategy and the work plan for the year. They also identified top priorities for the forum as a platform for Indian companies doing business with and in the US.

A cross-section of members representing sectors such as IT, media, engineering and financial services met Ms. Holly Vineyard, Deputy Assistant Secretary for International Trade, US Department of Commerce, to discuss US Commerce Secretary, Gary Locke's upcoming visit to India. Other issues discussed included



Members of the CII-India Business Forum with Holly Vineyard, Deputy Assistant Secretary for International Trade, US Department of Commerce

the recent easing of export control norms by the US, and the increase in bilateral trade.

Members of the IBF also met with Mr. Michael Delaney, Assistant United States Trade Representative (USTR) and Mr. Arun Venkataraman, Director for India, USTR. Specific policy issues such as the Totalization Agreement



Members of the CII-India Business Forum with Michael Delaney, Assistant USTR, and Arun Venkataraman, Director for India, USTR

and the Bilateral Investment Treaty were discussed in depth. Challenges and opportunities in the burgeoning US-India trade relationship were examined, as were regulatory issues on both sides.

Interactive Sessions on Trade

Ms Mara Burr, Deputy Assistant US Trade Representative (USTR) for South and Central Asian Affairs (SCA) traveled to India on an orientation visit in January. USTR negotiates all bilateral and regional trade agreements for the US. Ms Burr has recently been assigned the SCA portion at the USTR.

In Mumbai, CII organized an exclusive interaction for Ms Burr with Indian legal firms on 14 January to facilitate understanding of the Indian legal system and to hear their views on allowing foreign legal firms to practice law in India.

At an interactive session on 21 January in Chennai, Ms. Burr discussed issues such as visa regulations, international trade-related issues and duty structure, as well as strategic partnerships in sectors like solar energy, clean energy etc. Members suggested constituting a new trade and investment agency like UKTI (for Trade and Investment related to UK) specifically for USA.

Ms Mara Burr said the US has become cautiously optimistic towards India. The overall perception is positive and we have to frame win-win strategies for both countries, she said.

US-India Policy Watch

Tech Exports: The US has cleared the way for the resumption of high technology defence and aerospace exports to India ending a restrictive control mechanism in place since the Pokhran II nuclear tests in 1998. Nine

Indian state-owned defence and aerospace companies have been taken off the list of entities to which US companies cannot sell dual-use technology 'with both civilian and military uses' without their government's permission. The de-listed entities are Bharat Dynamics and four affiliates each of the Indian Space Research Organisation and the Defence Research and Development Organisation. India is also being placed in a category free to import from the US material that could be used in the construction of missiles or nuclear, chemical

and biological weapons, but not verifiably intended for such use. Though the dismantling of the export controls was announced by President Barack Obama on his November tour of India, it has now become effective with the publication of a notice updating the US's Export Administration Regulations. Work on the third part of the deal is under way.

Crackdown on Pirated Movies: The US will work closely with India to intensify its crackdown on pirated Bollywood movies and counterfeit pharmaceuticals, a top official has said.

FDI in Pharma: The Indian government is exploring a proposal to reduce the limit on foreign direct investment (FDI) allowed in the pharmaceutical industry through the automatic route to 49% from 100% amid concerns over the takeover of local drug makers by overseas firms.

Senate India Caucus: Virginia Democrat Senator Mark R. Warner will replace Sen. Dodd as co-chair of the Senate India Caucus. Sen. Dodd is retiring from political office at the end of the year. Sen. Warner joins Sen. John Cornyn, who is the other serving co-chair of the caucus.

Highlights: State of the Union Address by US President Barack Obama

Freeze on Spending: I am proposing that starting this year, we freeze annual domestic spending for the next five years. This would reduce the deficit by more than \$400 billion over the next decade, and will bring discretionary spending to the lowest share of our economy since Dwight Eisenhower was President.

Ending Loopholes, Lowering Taxes: Get rid of the loopholes. Level the playing field. And use the savings to lower the corporate tax rate for the first time in 25 years - without adding to our deficit.

Oil Company Tax Subsidies: With more research and incentives, we can break our dependence on oil with biofuels, and become the first country to have 1 million electric vehicles on the road by 2015. And to help pay for it, I'm asking Congress to eliminate the billions in taxpayer dollars we currently give to oil companies. Instead of subsidizing yesterday's energy, let's invest in tomorrow's.

Iran, North Korea: Because of a diplomatic effort to insist that Iran meet its obligations, the Iranian government now faces tougher and tighter sanctions than ever before. We stand with our ally South Korea, and insist that North Korea keeps its commitment to abandon nuclear weapons.

Tax Cuts for the Wealthy: If we truly care about our deficit, we simply cannot afford a permanent extension of the tax cuts for the wealthiest 2 percent of Americans. Before we take money away from our schools, or scholarships away from our students, we should ask millionaires to give up their tax breaks.

Healthcare: If you have ideas about how to improve Healthcare by making care better or more affordable, I am eager to work with you. We can start right now by correcting a flaw in the legislation that has placed an unnecessary bookkeeping burden on small businesses.

Bipartisan Deficit Commission: Most of the cuts and savings I've proposed only address annual domestic spending, which represents a little more than 12% of our budget. To make further progress, cutting this kind of spending will not be enough. The bipartisan Fiscal Commission I created last year made this crystal clear. I don't agree with all their proposals, but they made important progress. And their conclusion is that the only way to tackle our deficit is to cut excessive spending wherever we find it - in domestic spending, defense spending, healthcare spending, and spending through tax breaks and loopholes.

Clean Energy: Clean energy breakthroughs will only translate into clean energy jobs if businesses know there will be a market for what they're selling. Setting a new goal, by 2035, 80 percent of America's electricity will come from clean sources.

Foreign Relations: We have reset our relationship with Russia, strengthened Asian alliances, and built new partnerships with nations like India. This March, I will travel to Brazil, Chile, and El Salvador to forge new alliances for progress in the Americas.

Wireless Policy: Within the next five years, we will make it possible for business to deploy the next generation of high-speed wireless coverage to 98 percent of all

Americans. This isn't just about a faster Internet and fewer dropped calls. It's about connecting every part of America to the digital age.

Trade Deals: Before I took office, I made it clear that we would enforce our trade agreements, and that I would only sign deals that keep faith with American workers, and promote American jobs.

That's what we did with Korea, and that's what we intend to do in agreements with Panama and Colombia, and continue our Asia Pacific and global trade talks.

Tunisia: The United States of America stands with the people of Tunisia, and supports the democratic aspirations of all people.

Earmarks and Lobbyists: Because you deserve to know when your elected officials are meeting with lobbyists, I ask Congress to do what the White House has already done: put that information online. And because the American people deserve to know that special interests aren't larding up legislation with pet projects, if a bill comes to my desk with earmarks inside, I will veto it.

Poised for Progress: We are poised for progress. Two years after the worst recession most of us have ever known, the stock market has come roaring back. Corporate profits are up. The economy is growing again.

Bipartisan Spirit: New laws will only pass with support from both Democrats and Republicans. We will move forward together, or not at all, for the challenges we face are bigger than party, and bigger than politics.

US-India Corporate Watch

Boeing Planes for Air India

Air India plans to lease four Boeing aircraft along with its pilots and cabin crew for its no-frill carrier AI Express and take 10 Airbus planes on dry-lease to expand its own network, sources said. Wet lease is an arrangement in which the lessor provides an aircraft along with the cockpit and cabin crew and pays for its maintenance and insurance. The company which wet leases the plane pays by the hours it is operated. In dry lease, only the aircraft is leased out.

Boeing Dreamliners for Air India

Air India is expected to get its first Boeing 787 Dreamliner by September and have all 27 aircraft join its fleet by 2014. A B-787-800 can seat 210 passengers and is lighter and consumes 20 per cent less fuel than other aircraft. Air India plans to deploy these on long-haul sectors like India-US and India-Australia for non-stop operations.

L&T Split

Engineering and construction major Larsen & Toubro is splitting its businesses into smaller units. The

restructuring project — Lakshya 2 — which began in October-November 2010 will be concluded over the next 12 months, said a company official on condition of anonymity. The move aims to streamline the complex structure of the company that has evolved as a result of its numerous business interests over the years.

L&T Nuclear Power Equipment

Larsen and Toubro has delivered its first four Dry Shielded Canisters for Transnuclear, a US-based nuclear power operator. L&T serves the power sector across the entire spectrum from design services to equipment manufacture, erection, construction and commissioning of complete projects on a turn-key basis.

Brighton Nuclear Equipment Unit

US-based heavy equipment and forged steel manufacturing firm, Brighton Energy, is expected to enter into a MoU with Andhra Pradesh to set up a facility near Visakhapatnam. The proposed facility, with an investment of about Rs 2,724 crore, would manufacture forged steel components, which are essentially fabricated by global power equipment major General Electric, for use in third generation nuclear power plants. A company delegation, led by Chairman Kit Kung, met Andhra Pradesh Chief Minister Kiran Kumar Reddy to discuss the project details.

SunEdison's India Investment

US-based SunEdison intends to invest \$100 million in solar projects in India. SunEdison is implementing solar projects in Gujarat (25 MW), Rajasthan (5 MW) and Uttar Pradesh (1 MW), and hopes to be active in many other States, as and when they come out with their solar policies.

AVB Group to buy Columbian Chemicals

The Aditya Birla Group, which had simultaneously placed bids for two of the world's three largest carbon black assets, has reached an agreement to buy US-based Columbian Chemicals for about \$800 million, said sources. Columbian has about 9% market share in global carbon black production.

Reliance Industries' US Expansion

Reliance Industries is planning to expand its energy operations in the US, in a move underscoring how attractive the US remains in spite of its current economic difficulties. India's most powerful conglomerate plans to spend \$10bn-\$12bn in an expansion of its US business.

iGate –Patni Deal

Patni Computer Systems is being acquired by US

rival iGate in a deal valuing the Mumbai-based company at \$1.22bn, excluding debt, that could herald consolidation in the software outsourcing industry. The agreed deal, one of the largest in India's technology sector in recent years, comes at a time when medium-sized IT outsourcing companies groups are seeing margins squeezed by larger groups.

Praj Industries – Qteros Tie-up

Technology and engineering solutions provider for bio-fuels and biochemicals production, Praj Industries Ltd, and US-based Qteros Inc., have inked a partnership to accelerate commercialization efforts for industrial-scale cellulosic ethanol production. Qteros is a leading Consolidated Bioprocessing Platform developer for the lowest cost production of cellulosic ethanol.

Infosys to Acquire US Outsourcers

Infosys Technologies plans to acquire smaller government IT contractors in the US as it tries to move into the \$70-billion government outsourcing market in the country. A buyout will help Infosys tap into the market faster, as getting necessary qualifications to bid for government contracts can take 1-2 years through the normal route. Smaller outsourcing firms based in the US, act as the front-end for larger procurement programmes by different government departments. These firms already have necessary approvals and are eligible to bid, and even become master supplier, for large outsourcing contracts anywhere from \$500 million to a billion dollars.

Tata Comm Acquires BitGravity

Tata Communications has signed an agreement to acquire BitGravity, a California-based content delivery network (CDN). BitGravity was one of the first companies to deliver high-definition video on the Internet, high-definition live streaming, and other interactive applications.

Tata Coffee brings Starbucks to India

Starbucks is finally coming to India. The world's largest premium coffee retail chain has entered into an agreement with Tata Coffee for a strategic alliance. Under a non-binding MoU, Starbucks will explore setting up stores in the Tata group's retail outlets and hotels, besides sourcing and roasting coffee beans at Tata Coffee's Kodagu facility.

Apple iPad

Apple has tied up with government-run Bharat Sanchar Nigam Limited to launch its much-awaited tablet iPad in India. The tablet will be available in Wi-Fi or 3G+Wi-Fi versions.

M&M - Sundance Tie up

Mahindra & Mahindra has joined hands with the Sundance Institute, a non-profit organisation set up by noted Hollywood actor, Robert Redford, to promote Indian talent in world cinema. The two parties have signed a multi-faceted agreement to support independent cinema around the world.

US Brands in India

Reliance Brands will bring outdoor sports fashion brands Quiksilver and Roxy to India this year. The Reliance Industries subsidiary has signed a 25-year agreement with California-based Quiksilver Holdings to open and operate its stores across India, Sri Lanka, Nepal and Bangladesh. The company plans to open six exclusive Quiksilver stores across Gurgaon, Pune, Hyderabad and Chandigarh this year.

Lemon Tree-Warburg JV

Warburg Pincus, the private equity major, is set to enter an equal joint venture with Lemon Tree Hotels to get into affordable housing through a FDI-compliant, Rs 1,500-crore realty project.

US Insurance Cos in India

American health insurance giants Aetna and United Healthcare are in the race to provide cashless service under health insurance in India. They are among nine that have been shortlisted by government-owned general insurers which control close to 80% of the cashless mediclaim market.

Dr Reddy's Drug in US

Dr Reddy's Laboratories Ltd has launched a generic version of Protonix, a drug used to control the amount of acid in the stomach, in the United States.

Indian Pharma Cos

Indian pharmaceutical companies led by Glenmark, Aurobindo and Sun Pharma maintained their number one position in the US generics market, by bagging 33.17 per cent or 139 of 419 original Abbreviated New Drug Application approvals from the US Food and Drug Administration (FDA) in 2010. But the newer entrants proved nimbler than the slowing pioneers.

OIFC Market Place

PRAVASI BHARATIYA DIVAS (PBD) 2011, the annual flagship convention of the Ministry of Overseas Indian Affairs (MOIA), partnered by CII, brought together the Overseas Indian community with Indian policy makers and businesses, to celebrate as well as address common issues and challenges, on 7-9 January.

'Homeward Bound – A regulatory and investment handbook for Overseas Indians' prepared by the Overseas Indian Facilitation Centre (OIFC), with Ernst & Young as its knowledge partner, was released by Dr Manmohan Singh, Prime Minister of India, at PBD. The single-point handbook summarizes India's Investment regulatory framework, immigration norms, tax provisions including the Direct Tax Code, compliance requirements, entry options and emerging investment opportunities, Central and State Government initiatives for NRIs, and nodal points of contact / agencies.

To expand the economic engagement of the Indian diaspora with India, the Overseas Indian Facilitation Centre (OIFC), organised its 5th interactive Market Place Forum at the PBD 2011. The OIFC Market Place served as a premier business networking forum for PBD



Dr. Manmohan Singh, Prime Minister of India, releasing the OIFC and Ernst & Young Publication 'Homeward Bound' with Vayalar Ravi, Union Minister of Overseas Indian Affairs

delegates to expand their economic linkages with India. Pre-event scheduled meetings were set up between OIFC's partners and delegates, matching buyers and suppliers. In total, 85 business meetings were held.

Mr Vayalar Ravi, Union Minister of Overseas Indian Affairs; Mr B K Handique, Union Minister of Development of North Eastern Region (DoNER); Mr Bhupinder Singh Hooda, Chief Minister of Haryana; and Mr Sukhbir Singh Badal, Deputy Chief Minister of Punjab, were some of the senior political leaders who visited the OIFC Market Place Pavilion. ■

East

Bihar

Safety for You

28 January, Patna



Roundtable on Industrial Safety in Patna

'Safety for You'- a Roundtable on Safety, delved into various aspects of industrial safety. Mr Manaranjan Prasad, Head, Work Place Safety, Tata Steel Ltd, was the Chief Guest.

Chhattisgarh

Merchant Banking in USA

14 January, Raipur



Interactive Session on Merchant Banking in Raipur

Mr S H Hirth, Founder, S H Hirth Associates, USA, a merchant banker, apprised industry members about the various activities and opportunities available in merchant banking.

Jharkhand

Emotional Intelligence

27 January, Jamshedpur

To transform teachers into emotionally intelligent trainers, CII Jamshedpur Zonal Council organized a Workshop on 'Creating Winners in the School through Emotional Intelligence.' Prof Satya Chaitanya, a Corporate Trainer specializing in Leadership Training, Personal Growth and Stress Management, and a visiting professor at XLRI Jamshedpur, conducted the workshop.

Odisha

Interactive Session on Labour

31 January, Bhubaneswar

An interactive session with Dr A C Padhiary, Labour Commissioner & Director of ESI, Odisha, facilitated a dialogue on the problems faced by industries on labour and ESI related issues.



Dr A C Padhiary, Labour Commissioner & Director, ESI, Odisha; and Dr. Suwendu Das, Convenor, CII Odisha IR & HR Panel

West Bengal

Employee Relations for Competitiveness

12 January, Kolkata

The conference on 'Employee Relations for Competitiveness' explored ideas to maintain a healthy relation between employees and the management.



Sunil Mitra, Revenue Secretary, India

Interaction with Revenue Secretary

21 January, Siliguri

Mr Sunil Mitra, Revenue Secretary, Government of India, explained the role of the Revenue Department in boosting industrial and social growth in North Bengal.

Securex 2011

21 January, Kolkata



M K Narayanan, Governor of West Bengal, inaugurating Securex 2011 in Kolkata

A safe and secure economy provides confidence to members, consumers and investors in conducting business and also assists them in securing their investments. A Conference on Secutex 2011 – Securing the Future, addressed Internal Security challenges, both in the private and government sectors. Mr M K Narayanan, Governor of West Bengal, was the Chief Guest.

Interactive Session on Foreign Trade

21 January, Kolkata

The Foreign Trade Policy for 2009 – 14 was announced at a time when the world was emerging from a major economic challenge. The key objective of the policy was to arrest the declining trend of exports. There has been an upward swing in India's foreign trade in 2010, said Dr Anup Kr Pujari, Director General of Foreign Trade, Department of Commerce, Government of India, at an interactive session.



Dr Anup Kr Pujari, Director General of Foreign Trade, Dept of Commerce, India; and Sanjay Budhia, Chairman, CII National Committee on Exports, Kolkata

People Quest

22 January, Kolkata

People Quest was a People-focused Business Quiz for member companies. The winning team was from Junction Services Ltd.



Winners of the People Quest Quiz

while JUSCO and Tata Power Ltd were the first and second runners' up respectively.

CFOs' Forum

24 January, Kolkata



Robert Parker, Vice President, Finance & Operations, South Asia, IBM

A special CFOs' Forum with the theme 'Transforming While Performing' deliberated on the role of the CFO as an enabler and innovator. Visionary CFOs from various industry verticals shared insights on how the role of CFOs has changed over the years from an advisory role to an enabler and innovator.

North

Quality Missions

19-20 January, Mohali

20-21 January, Pune

28-29 January, Uttarakhand



CII delegation in Haridwar

Quality missions to various industrial locations were organised to enhance competitiveness and best practices in the member companies, towards achieving

technological excellence.

Industry members from Jammu & Kashmir visited four industries in Pune that have excelled in the automotive and engineering sector: Mercedes Benz India Pvt Ltd., Volkswagen India Pvt Ltd., Thermax Ltd., and Cummins Generator Technologies India Ltd.

A 15 member industry delegation from Punjab visited Mahindra & Mahindra Ltd, Swaraj Division; Akzo Nobel India Ltd (formerly ICI Paints); Ranbaxy Laboratories Ltd, and Philips Electronics India Ltd (Mohali Lighting Plant) in Mohali. Ideas and thoughts were exchanged on TQM, TPM, Supply Chain Management, employee involvement, Statistical Process Control

and Process Capabilities, and Six Sigma.

A 30 member delegation from Chandigarh visited Hero Honda, Aqua Mall and BHEL in Haridwar.

Pre Budget Memoranda

Pre-budget Memoranda have been submitted to the State Governments of Punjab, Himachal Pradesh and Rajasthan.

For Himachal, emphasis has been laid on the improvement of overall infrastructure and skill development for sustainable development. Rationalizing the VAT structure for Punjab as per neighbouring states is high on the agenda for Punjab. For Rajasthan, the focus is on infrastructural development and agriculture.

Energy Efficiency

14 January, Noida
18 January, Jalandhar



CII – BEE workshop on Energy Efficiency in Noida

The CII Cluster approach helps SMEs to enhance their competitiveness by identification of avoidable energy losses, quantification of losses, recommendations for minimizing / eliminating the identified losses, monitoring support in implementation, training and guidelines for implementation, and vendor identification.

The CII – BEE workshop series brought these benefits to industry, with the focus being renewable energy.

Hayana

Recommendations on Labour

20 January, Chandigarh

CII recommendations on the labour situation in the state were submitted to Mr Sarbans Singh, Financial Commissioner and Principal Secretary, Labour and Employment. Mr Singh assured that the state government is working towards ensuring healthy industrial relations in the state.

Meeting with Chief Minister

28 January, New Delhi

A CII delegation met Mr Bhupinder Singh Hooda, Chief Minister, Haryana, to discuss opportunities agri business for trade between some of the African nations and Haryana. Linkages with the Hissar Agricultural University and the NDRI were discussed.



Bhupinder Singh Hooda, Chief Minister, Haryana

Himachal Pradesh

Industrial Safety Management

28 January, Chandigarh



Session on Industrial Safety

Advocating the need to adopt proper safety management policies, standards and programmes, the session on industrial safety management laid emphasis on compliance, standards and certification; risk management systems in process industries; and hazard identification, prevention and control.

New Delhi

Sensitizing Society on HIV/AIDS

21 January, New Delhi

The session aimed at increasing the level of awareness on HIV/AIDS in the workplace.

CII has started a toll free service on HIV/AIDS in English, Hindi, Urdu and Punjabi languages. (BSNL/MTNL users can call on 1800-180-2008).

CII has already trained 55,000 people through workshops and infotainment in order to strengthen corporate responsibility for a safer tomorrow. In addition, 463 professionals have been trained on antiretroviral therapy and 242 corporate members are signatory to the HIV policy for CII.

Punjab

Promoting Road Safety

7 January, Ludhiana



Session on Road Safety

CII Punjab, jointly with the Police Department, Ludhiana, promoted the use of blinkers and reflectors on vehicles especially during the foggy winter season to avoid accidents during early morning and late evening hours. CII members sponsored 20,000 reflectors to be fitted on bicycles and motorized two wheelers of industry workers.

Police Department goes Hi-tech

7 January, Ludhiana



CII members with P S Gill, Director General of Police

CII Punjab, with the support of its member companies donated an IBM Centralized Server to the Police Department, Ludhiana. This server will store all the traffic-related data of Ludhiana and help make the working of the local police more efficient and streamlined. The server, costing about Rs. 3 lakh, was sponsored by Eastman Caste & Forge Ltd, Avon Cycles Ltd, Ralson India Ltd and Aarti Steel Ltd. CII formally handed over the IBM Server to Mr. P S Gill, Director General of Police, at the Police Commissioner's Office.

Rajasthan Interaction with Governor

7 January, Jaipur
A CII delegation met with Mr Shivraj Patil, Governor of



Shivraj Patil, Governor of Rajasthan, with Rohit Saboo, Vice Chairman, CII Rajasthan

Rajasthan to discuss CII activities and initiatives in the State.

Uttar Pradesh

Strengthening Customer Relationships

22 January, Noida



Jayant Krishna, Chairman, CII UP State Council; Archana Agarwal, Secretary, Technical Education, Uttar Pradesh, and Ved Krishna, Vice Chairman, CII UP State Council

The workshop helped participants improve their interpersonal sensitivity to strengthen customer relationships for repeated and enhanced business.

Vocational Project launched

21 January, Sitapur

The project funded by the European Union and partnered by CII, the British Council, City & Guilds on Vocational Education, and Training for Vulnerable and Marginalized Groups was launched at ITI Khairabad, Sitapur. Ms Archana Agarwal, Secretary, Technical Education, UP, was the Chief Guest at the launch.

This innovative initiative will equip young people in Sitapur and its adjoining areas with the necessary skills to enhance employability amongst the vulnerable and marginalized sections of society.

South

Infra Development in South India

22 January, Chennai



Hidenobu Teramura, Director, Financial Cooperation Division, Ministry of Economy Trade and Industry (METI), Japan; Shinya Fujii, Director General, Japan External Trade Organization (JETRO) Chennai; Hideichi Okada, Vice Minister, International Affairs, METI, Japan; Dr M K Stalin, Deputy Chief Minister, Tamil Nadu; T T Ashok, Deputy Chairman, CII SR & MD, Taylor Rubber Pvt Ltd; and Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu

Japan is focusing on Core Nodal Development in India. The current core nodal areas in the Southern Region have been identified as Karnataka and Tamil Nadu. The seminar was organized to promote Public Private Partnership (PPP) and Infrastructure Development in South India. It also coincided with the signing of a Letter of Intent between Tamil Nadu and Japan for co-operation in industrial development.

India Maritime Technology Conference

21 & 22 January, Chennai

The two day conference on 'Sharpening India's Sea Vision' highlighted job opportunities for skilled and unskilled workers in the maritime sector; maritime security; development of ports and harbours; offshore energy; and maritime surveillance. It also included a Maritime Colloquium which recorded suggestions from



At the India Maritime Technology Conference

participants on key maritime issues, and an exposition of maritime components.

Andhra Pradesh

Interactive Session on Income Tax

11 January, Hyderabad



Session on Income Tax

The interactive session with Mr A K Basu, Chief Commissioner of Income Tax, covered issues related to agri income, compliance, retirement benefits, transfer pricing, advance tax, withholding tax, EEE, GAAR, besides various other issues.

Design Sensitization Seminar

19 January, Hyderabad

The seminar for MSMEs focused on the importance of design in the manufacturing sector, and how to incorporate electronic designing to enhance competitiveness.

Doing Business with the UK

21 January, Hyderabad

The interactive meeting with Mr Andy Scott, Director,



Marc Runacres, India Adviser, CBI, New Delhi; Andy Scott, Director – International and UK Operations, CBI; and Shakti Sagar, Chairman, CII Andhra Pradesh

International & UK Operations, and Mr Marc Runacres, India Adviser, Confederation of British Industry (CBI), New Delhi, discussed the potential areas of business between India and UK. The CBI team also met Mr Busi Sam Bob, Principal Secretary, Industries & Commerce, Andhra Pradesh, and Mr Pratap Madireddy, CEO, AP Invest to understand the business environment in Andhra Pradesh.

CFOs Forum 2011

21 January, Hyderabad



At the CFOs Forum 2011

The CFOs Forum 2011: 'Transforming while Performing,' was a panel discussion on innovation in finance management across sectors such as Manufacturing, IT& ITES, Logistics, Healthcare, and Education. It highlighted the importance of delivery excellence and business transformation for long term growth and value.

Session with Political Leaders

23 January, Hyderabad



K T Rama Rao, MLA & Sr Party Leader, Telangana Rashtra Samithi; G Krishan Reddy, AP State President, BJP; Y S Chowdary, MP (RS) & Leader, Telugu Desam; S Punyavathi, Member, AP State Committee, CPI (M); Dr K Narayana, AP State Secretary, CPI; Y Harish Chandra Prasad, Chairman, Malaxmi Infra Ventures India Pvt. Ltd.; Shakti Sagar, Chairman, CII AP; Jayadev Galla, Vice Chairman, CII AP, and MD, Amara Raja Batteries Ltd.; K Vidyadher Rao, Sr Party Leader, Praja Rajyam; Dr G Vivekanand, MP, and Indian Congress Leader; and Dr P R Rao, Working Committee Member, Lok Satta

The session with political parties deliberated on strategies for industrial growth, in the context of post Sri Krishna Committee Recommendations. The issues discussed included power, employment, skill development, land acquisition for industry, and corruption.

Roundtable on MSMEs

24 January, Hyderabad

The Round Table meeting with Mr Karikal Valaven, Commissioner of Industries, Andhra Pradesh, enabled policy makers and MSMEs to address challenges such

as power cost incentives, Nalla tax, pending issues with APPCB, sanctioning of power incentive amounts, expansion of land for existing MSME units, protection during bandhs, etc.

Faculty Development Programme

27 January, Hyderabad

As a college excellence cluster initiative, the programme updated the faculties of five cluster colleges about the latest available knowledge on Oracle applications.

HR Audits & Scorecards

28 January, Hyderabad

The 4th of the HR Training Series disseminated HRD knowledge and skills, and shared experiences relating to HRD.

Karnataka

Mission on Daily Work Management

8 January, Hosur

The mission to TVS Motors Ltd, Hosur, was organized to help members understand the concept of Daily Management - a system that enables all employees to discover and implement small, incremental, continuous improvements in their own work environment.

Editors from East Europe

12 January, Bangalore



S Chandrasekhar, Vice Chairman, CII Karnataka, with senior journalists from East Europe

CII members briefed a visiting delegation of 15 senior journalists and editors from Czech Republic, Slovenia, Poland, Romania, Hungary, Bulgaria and Croatia on business opportunities in India and Karnataka. The session highlighted IT, bio-pharma, automobile, and aerospace as strengths in terms of attracting investment to India.

Workshop on HIV/AIDS Policy

13 January, Bangalore

Organized in partnership with the Karnataka State AIDS Prevention Society, the capacity building workshop for HR managers discussed the roles and responsibilities of stakeholders, and the action plan for companies.

Interaction with Foreign Diplomats

14 January, Bangalore

The interaction with 38 foreign diplomats was organized as part of the Professional Course for Foreign Diplomats at the Foreign Service Institute, Ministry of External Affairs, New Delhi. The diplomats were briefed on the growth momentum of India, specifically Karnataka, booming sectors, and also social issues.

Kerala

'Breakthrough' Camp

21 - 23 January, Palakkad



M B Rajesh,
Member of
Parliament

The three day adventure camp for professionals and youth was an initiative suggested in the District Development Plan to explore the Potential of Palakkad. Mr M B Rajesh, Member of Parliament inaugurated the camp, which included motivational sessions to improve confidence, leadership and team-building.

Project Management Workshop

21 January, Kochi



Workshop on Project Management

The workshop demonstrated the different facets of project management through real time experiences. It also highlighted the role of project management in building effective partnerships, managing capacity and delivering aspired results.

Kerala Marketing Conclave 2011

28 January, Kochi



Thomas Varghese,
CEO, Aditya Birla
Retail Ltd

Focusing on the theme 'The destination for marketing solutions,' the conclave had three sessions: The rise of organized retail in India, and managing global brands in domestic markets; Building the global brand from Kerala: myth or reality?; and Visual Aids: How TV and movies are transforming marketing in India.

Tamil Nadu

Interactive Session on Factories Act

8 January, Chennai

The session with Mr K Ayyanu, Chief Inspector of Factories, addressed issues pertaining to the Factories Act.

Sustaining Manufacturing Leadership

21 January, Chennai



Dr M K Stalin, Deputy Chief Minister, Tamil Nadu addressing. Also seen: C N Prasad, Convenor, Manufacturing Competitiveness Panel, CII Tamil Nadu; R K Jain, Jt Secretary & Chief, NMCC; and Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu

The summit on 'Sustaining Manufacturing Leadership of Tamil Nadu' brought together stakeholders of the manufacturing industry to debate on the various levers of competitiveness such as resource and talent challenges, infrastructure challenges, competitiveness through innovation, supply chain maturity, appropriate automation, and global competitiveness of SMEs that determine the perceived attractiveness of the state by investors. Inaugurated by Dr M K Stalin, Deputy Chief Minister, Tamil Nadu, the summit was addressed by Mr R K Jain, Joint Secretary & Chief, National Manufacturing competitiveness Council, and Mr Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu.

International Taxation

21 January, Chennai

The conference titled 'At Crossroads of International Taxation - Risks vs. Opportunities' identified possible tax planning opportunities with respect to cross border transactions.



Conference on International Taxation

Session with Trade Union Leaders

21 January, Chennai

The session captured the views of Trade Unions on how the union and management can collaboratively work together in building competitiveness. Focusing

on 'effects of globalization,' the key concerns discussed were worker-employer relationships in MNCs; wage disparities between contract and permanent labourers; training from industry/government to produce skilled labour as per industry requirements; and more effective implementation of laws and schemes.

Roundtable on Biotechnology

31 January, Chennai



Dr M K Stalin, releasing the report on 'Framework Document for the Development of Biotechnology and Enabled Services - Inputs for Vision 2020 Document for Tamil Nadu.'

The Roundtable on Biotechnology was held to obtain inputs for the Vision 2020 document of Tamil Nadu on the development of Biotechnology and its enabled services. The discussions explored why Biotechnology has not developed in the state, and collected inputs to provide a fact sheet to the Government to draft a new vision for 2020 to usher new investments into the sector.

Puducherry

Industrial Promotion

11 January, Puducherry

Chaired by Mr V Vaithilingam, Chief Minister of Puducherry, the Industrial Promotion Committee meeting reviewed the applications submitted by various industries for obtaining approvals from government departments for business development.

Ties with Singapore

12 January, Puducherry

The meeting with Mr Ajit Singh, Consul General, Republic of Singapore in Chennai, discussed the current industrial and economic scenario in Puducherry, and Singapore's excellence in education and tourism, to promote business partnerships in these sectors.

Meeting with the Trade Union Leaders

12 January, Puducherry

The closed door meeting was organised to strengthen the friendly relationship between industries and trade

unions, and highlight the role of trade unions in enhancing industrial growth in Puducherry.

Session on Contract Labour

12 January, Puducherry

The session discussed various aspects of contract labour for manufacturing and service industries in Puducherry. Mr L Sathish, eminent practicing Advocate, presented salient features of the Contract Labour (Regulation & Abolition) Act 1970 with a bird's eye view on judicial pronouncements.

Public Administration Award

13 January, Puducherry

A meeting was organized to discuss and examine the nominations received for the consideration of 'Chief Minister's Award for Excellence in Public Administration, 2010.' The meeting was chaired by Mr G Theva Neethi Dhas, Special Secretary to the Government, (Personnel).

Meeting with Labour Department

18 January, Puducherry

The State Steering Committee Meeting of the Labour Department discussed the implementation of the upgradation of 1396 Government ITIs in Public Private Partnership mode.

Electronic Filing for Assesseees

25 January, Puducherry

A learning session on Electronic Filing for Assesseees (Manufacturers and Service providers) was held to improve the quality of returns filed and to troubleshoot practical problems faced at the time of filing.

Design Sensitisation Seminar

28 January, Puducherry



At the Design Sensitisation Seminar

Organized for the MSME sector, the session provided expert advice and solutions on real time design problems, resulting in continuous improvement and value addition for existing products through electronic design.

Power Sector Reforms

28 January, Puducherry

The session shared recent reforms in the Power Sector with members.

Zones

Project Management

7 January, Trichy
27 January, Mysore

The workshops covered practical project management skills and the participative planning process.

Interaction with UK Officials

20 January, Karur
21 January, Trichy



Interactive session with the British Deputy High Commission in Trichy

Visits by officials of the British Deputy High Commission to industries in Karur were facilitated to understand business opportunities and showcase Karur's capacity in home textile manufacturing.

In Trichy, an interactive session with the British Deputy High Commission officials discussed business prospects in the engineering, power, education and textile sectors.

Chennai

Success Kit for IT Driven World

20 January, Chennai

The session was held to train CIOs, CXOs, HoDs, Senior Managers, and Line Managers to become successful IT-Aware Managers.

Industrial Safety

25 January, Chennai



Seminar on Industrial Safety

The seminar explored emerging trends in various industrial safety systems in industries. It focused on safety practices in different industry segments, safety statutes, legal compliance, emergency preparedness and risk management.

Coimbatore

Inspiring Women



Jayanthi
Natarajan, MP

28 January, Coimbatore

Aagnya brought together women who are successful in entrepreneurship, leadership and dynamism to share their experiences. Personalities such as Ms Jayanthi Natarajan, MP, Congress, and Ms Khushbu Sundar, Actor, and TV Producer, urged women to be the change in society.

Quality in Education

21 – 22 January, Coimbatore

Speakers from industry and academia shared their experiences in the field of research and consulting at the Regional Summit on Quality in Education. The Summit discussed novel initiatives such as redesigning classroom architecture, creating a research culture, and encouraged the stakeholders to look at learnings in other countries.

Erode

Lean System Thinking

22 January, Salem

The programme spread the concept of lean manufacturing to members in and around Salem.

Camp on Plastic Surgery

22 - 24 January, Erode

The Camp at City Hospital, Erode, facilitated plastic surgeries, free of cost, for underprivileged people. to facilitate plastic surgeries free of cost.

Creating Customers

25 January, Erode

The programme helped members in Erode gain a better understanding on customer expectations in business and how to retain a company's customers.

Mysore

Design Sensitization Seminar

14 January, Mysore

The seminar provided MSMEs with expert advice and solutions on real time design problems, for continuous improvement and value addition for existing products. It covered design and opportunities for value enhancement, design in manufacturing and industrial design for engineers.

Thoothukudi

Creative Problem Solving

7 January, Thoothukudi

The workshop highlighted the importance of teamwork and brainstorming in creative problem solving. It covered organisational objectives, managerial decision making, and problems in management, and shared success stories.

Conference on Women Leadership

19 January, Thoothukudi

Inaugurated by Dr Poongothai Aladi Aruna, IT Minister, Tamil Nadu, the conference focussed on 'sharing the success of empowered women' to inspire leadership qualities in women.



Dr P Aladi Aruna,
IT Minister,
Tamil Nadu

Trichy

21st Century Learning

22 January, Trichy

The session on 'Creating a 21st Century Learning Environment in Schools' gave a holistic view of teaching and learning to blend specific skills, content knowledge, expertise and literacies with innovative support systems to help students master the multi-dimensional abilities required of them in the 21st century.

Vijayawada

Indo- US Trade Relations

12 January, Vijayawada

Ms Katherine Dhanani, Consul General, US Consulate General, Hyderabad, spoke about USA's interest in investing in upcoming tier II and tier III cities like Vijayawada and Visakhapatnam.

Interactive Session on Vijayawada

18 January, Vijayawada



J S R K Prasad, Chairman, CII Vijayawada Zone; Jayadev Galla, Vice Chairman, CII AP; Aruna Kumari Galla, Minister for Mines & Geology, AP; and L Rajagopal, MP, Vijayawada Constituency

The session with Ms Galla Aruna Kumari, Minister of Mines & Geology, Andhra Pradesh, and Minister in-charge Krishna District, discussed policy related issues pertaining to industry as well as economic developmental issues of the Vijayawada Zone, and highlighted the vast scope for tourism development.

West

Goa

Business vis-à-vis Spirituality

5 January, Dona Paula

Sri Namannji, Principal Advisor, World Oneness Centre, Chennai, spoke on how spirituality can help people not only in having cordial relations with those around, but also in their daily business activities, to bring in happiness and greater success in life.

Interactive Session on Labour

7 January, Panaji



Fatima Rodrigues, Commissioner, Labour & Employment, Goa; S M Paranjape, Chief Inspector, Factories & Boilers, Goa; and Ralph De Sousa Vice Chairman, CII Goa Council

Mr S M Paranjape, Chief Inspector, Factories & Boilers, Goa, spoke on various issues related to safety, disposal of waste and effluents, hygiene, ventilation and ambient temperature, for an accident-free, healthy and safe atmosphere in the workplace.

Mrs Fatima Rodrigues, Commissioner, Labour & Employment, Goa, spoke about labour legislations and their enforcement.

Industry - Academia Meet

21 January, Goa

The programme brought industry, institutes and government on a common platform to take collective and concerted efforts in developing higher and technical education in Goa. Mr Vivek Kamat, Director - Technical Education, Goa, described the initiatives taken by the State Government.

Gujarat

Product Reliability Engineering

4 -5 January, Vadodara

The workshop discussed the practical applications of reliability engineering strategy to deal with real world problems.

CII House

11 January, Ahmedabad

The CII Gujarat State Office, 'CII House', was inaugurated by Mr B Muthuraman, Vice President, CII, in the presence of CII National and State Council members.

Manufacturing Excellence Mission

22 January, Bhuj & Samakhiali



CII Delegation at Asia MotorWorks Ltd

The visit enabled SMEs to grasp the fundamentals of world class manufacturing as a process and culture for long-term organizational building.

Service to City Gas Consumers

24 January, Ankleshwar

CII, jointly with the Petroleum & Natural Gas Regulatory Board (PNGRB), organised a workshop on 'Code of Practice for Quality of Service to City Gas Consumers.'

TQM Workshop

25 January, Vadodara

The workshop empowered the participants with various Total Quality Management processes and effective implementation systems, in the Gujarati language.

4th edition of FinTelligence

28 January, Vadodara

Mr Sohel Siddiqui, Regional Head – Fx & Derivatives Sales of ICICI Bank Ltd, spoke on 'Forex Hedging Products & Structures.'

Maharashtra

Faculty Development Programme

4 - 6 January, Raigad

CII Pune, in association with the Maharashtra State Board of Technical Education, organized a 3-day Residential



Faculty Development Programme in Raigad

Faculty Development Programme for polytechnic colleges in Nagothane. About 25 faculty members from the Government Polytechnics in Pune, Solapur, and Mumbai, and the Cusrow Wadia Institute of Technology, Pune, discussed the impact of changing times on education in the emerging economy.

Interaction on Sudan

5 January, Mumbai



Omer Alamin Abdulla, Deputy Chief of Mission, Embassy of Sudan in New Delhi; Brian D'Silva, Sr Advisor to USAID on Sudan; and Amb. V B Soni, Member, CII Africa Committee, and Chairman, Overseas Infrastructure Alliance Ltd.

Mr Brian D'Silva, Senior Advisor to USAID and US Special Envoy to Sudan, an expert on the African Region, addressed a session on Sudan.

RAD Certification Workshop

11-14 January, Pune

CII Pune, in collaboration with IBM, conducted a Faculty Development Programme on 'Rational Application Developer (RAD) Certification Training' for computer and IT faculty members at the Army Institute of Technology (AIT) on the capabilities and applications of IBM RAD V7.

India and the UK

17 January, Mumbai

CII, in association with the British Deputy High Commission, Mumbai and UK Trade and Investment, organized a session on 'Prosperity in Partnership – India and the UK working together for growth' by Rt. Hon. Dr. Vince Cable, UK Secretary of State for Business, Innovation and Skills. The session was followed by a networking reception and dinner.

Skills for the Pharma Sector

18 January, Mumbai

A meeting was held to streamline all efforts for skill



Skill Development in the Pharma Sector

development in the pharma sector, and integrate them with the concept of sector skills councils. The CII-IQ has developed training modules in 8 areas to upgrade the skills of the existing workforce in this sector.

Biotech Summit

18 January, Pune



At the Bio-tech Summit

The Summit, supported by the Maharashtra Government, enabled biotech industry stakeholders, to share and discuss emerging trends and global opportunities in Bio Pharma, Agri Bio, Industrial Biotech, Bio Services, Bio Informatics etc.

Zero Machine Breakdowns

24 – 25 January, Pune

The session explained how to develop planned maintenance, the seven step procedure for planned maintenance, equipment maintenance control systems, and maintenance cost control systems.

Teletech 2011

28 January, Pune



At Teletech 2011

Teletech 2011, was a conference on 'Telecom: Going Beyond Voice and Text.' Mr Ganeshan Lalgudi, CEO, Essar Information Technology Ltd, and Dr Vishwanath Karad, Founder President & Director General, MIT Group of Institutes, called for innovative solutions to sustain India's telecom growth.

CARICOM Countries

28 January, Mumbai

This visit of the Ambassadors to the United Nations of Caribbean Community (CARICOM) was facilitated by the Ministry of External Affairs, Government of India. CII facilitated meetings with Indian corporates for these representatives to enrich their understanding of the flourishing Indian economy and strengthen India's ties with the United Nations.