



Vol.11 No.2 July 2011

# northern notes

NEWSLETTER OF CONFEDERATION OF INDIAN INDUSTRY

NORTHERN REGION

affirmative action skill development competitiveness equal opportunities enhancing employability

Enhancing Skills  
Enhancing Employability



Confederation of Indian Industry  
Since 1895

# Building Business Leadership

## Membership Helpline Services

### CII Membership Helpline : \_\_\_\_\_

A direct link between CII & Members

The CII membership helpline enables you to

### Get Updates on \_\_\_\_\_

- CII activities, events and initiatives
- Broad industry trends and related data
- Government notifications and policies

### Get connected within CII to Understand \_\_\_\_\_

- The Depth and range of CII's various services
- CII's Views on key policy issues
- Membership benefits and advantages

### Communicate \_\_\_\_\_

- Your industry specific issues of concern
- Change in your concern details
- Suggestions, ideas and inputs

CII's dedicated Membership Helpline Service is a one-stop solution for your information needs.

Our experienced (in-house) team will offer prompt and relevant responses to your queries.

We invite you, and colleagues in your organisation, to reach out to CII, for information, advice and guidance on industry - related issues.

## Member Resource Centre

### Member Resource Centre: \_\_\_\_\_

Will help members to get access to

- CII Knowledge Resources
- Government Notifications
- Policy Tracker
- B2B Opportunities
- CII News Update
- Online Discussion Forums

### Networking \_\_\_\_\_

Ease networking with fellow members and also helps them to connect with various Departments, Offices and Centers of Excellence of CII to derive maximum value from their association with CII.

### It will Facilitate \_\_\_\_\_

- Members to change their profile, sector of interest, Functional Areas, Can set Alerts and their field related events.
- To be in direct touch with CII by providing their valuable suggestion and inputs and can know CII latest activity through the forums and groups.
- To see their fellow member's details from "Directory of Members".

### Special Informative Features for the members: \_\_\_\_\_

- Awards & Recognitions
- Policy Advocacy
- Publications
- Consulting services
- News Letters

For accessing the Member Resource Centre, please visit [www.mycii.in](http://www.mycii.in), select Member Resource Centre and click on sign-up and submit details.

Call CII Helpline

Dial: +91-11-435-46244 / +91-99104-46244

Toll Free: 1800 103 1244

Email: [membership@cii.in](mailto:membership@cii.in)

(Monday-Friday: 0900-1715 Hrs - Except 1300 -  
1330 Hrs Saturday: 1000 -1300 Hrs)

## FOREWORD

*Building Sustainable North for Tomorrow, the theme for the Northern Region, continued to be our driving force.*

*The thrust has been on enhancing our engagement with the membership at the State / Zonal level.*

*Last two months saw a series of membership meets across the region. Chairman, Northern Region making a great gesture to meet and interact with the membership, government, other key stakeholders, especially students spread over all 9 states. The agenda – aligning of the thoughts, focus areas and involvement to strengthen the CII services.*

*Technology enabled services, Affirmative Action, Skill Development, MSMEs and developing a roadmap to achieve specific targets & milestones has been the emphasis of the region and would continue to be so.*

*The Region was also privileged to interact with the CII President and Director General on the CII National agenda and how it has to percolate down to the regional / state / zonal level.*

*The Region has aggressively taken up the agenda on Affirmative Action - providing opportunities to the disadvantaged sections of the society. The action has started in all states on Code of Conduct and 4 Es - Employment, Employability, Education & Entrepreneurship.*

*Nawanshahr district in Punjab has been identified to strengthen employability of the disadvantaged sections of the Society. A Task Force is being proposed to take the initiative forward.*

*Enhancing employability through skill development, quality upgradation in ITIs,s, skill development centres, state & district level skill gap studies and University – Industry interface, has been the focus of our developmental initiatives. Much more needs to be done.*

*MSME Conclave pitched in the challenges and the impediments towards growth of small & medium enterprises, which plays a pivotal role in the overall industrial development and has lot of potential.*

*In sync with the theme, EduSummit 2011, a focused conference and display on education sector created a platform for a dialogue with Hon'ble HRD Minister, Mr Kapil Sibal, reinforcing our work to bridge gap between the industry, education and skill providers.*

*On the sustainability front, Yi launched city's first e-Waste project at Chandigarh. Strengthening the international linkages, 'Made in Pakistan' cherished the bonds and cultures from across the border.*

*The 2nd phase of our Leh Relief & Rehabilitation project has been completed with the construction of 13 houses as committed to the District Administration. We thank our membership who supported the project fully.*

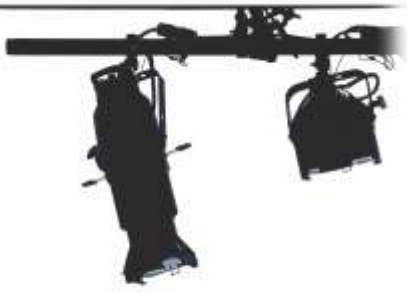
*We trust that strength lies in the unstinted support we get from our membership and as always, look forward to your valuable comments.*



(PIKENDER PAL SINGH)

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# spotlight



“12th Five year plan to include free education uptill class 10th”  
~Sibal

## Edu Summit

29 June 2011, Chandigarh

Contemplating use of technology and seamless integration of academics and employability, CII **Edu Summit** focused on effective implementation of Right to Education (RTE), strengthening the link between school and vocational education and financing models in education to catalyze the growth of education sector in India.

Addressing the conference, Mr Kapil Sibal, Minister, Human Resource Development, Government of India announced to roll out National Knowledge Centre and connect **31000** colleges through it in the next 2 years.

“I fully support CII’s initiatives on skill development, and appreciate their prime agenda of integrating skills with education”. The ministry too has initiated the process of developing a National Vocational Education Qualifications Framework (NVEQF) and proposes industrial training courses in 9th and 10th grade”

~ Kapil Sibal, Minister, Human Resource Development, Government of India



CII- PwC report on “Catalyzing Growth Education Sector in the Northern Region”, that was released, discusses the issues faced by school and vocational education in Northern India and opportunities within these segments.

Coinciding with the conference, a two day display aimed to provide synchronization between knowledge and application in education world and acted as an interface between the business , academia and students , creating a unique platform for students to plan their career and build their education foundation.

“North Indian states such as Haryana, Himachal Pradesh, Punjab, Uttar Pradesh and Uttarakhand, have a huge task at hand to meet the RTE which is committed to provide both free and compulsory education to children between the age group of 6-4”

~Harpal Singh, Conference Chairman & Past Chairman, CII Northern Region

### CII initiatives:

- Submitted recommendations on National Commission and Research Bill for higher education
- CII delegation to visit universities in Britain & Australia
- Launching a project - University-Industry Congress, engaging with Vice Chancellors of 25 Universities
- Involved in revision of curriculum in polytechnics through All-India Board of Technical Education



# CII President's visit to CII Northern Region

28 May 2011, Chandigarh

## CII to Set Up Four Skill Development Hubs

### Task forces to be set up in Punjab & Haryana to help promote investments

**KANUL KUMAR**  
CHANDIGARH

The Confederation of Indian Industry (CII) on Saturday announced creation of four new skill development hubs and 30 new district level skill Gurukuls which would be skill development centres. On his maiden visit to Chandigarh as CII president, B Muthuraman said that the four skill development hubs would be set up in Chennai, National Capital Region (NCR), Kolkata and one in the western region for which the location is yet to be finalised.

Mr Muthuraman, who is the vice-chairman of Tata Steel, highlighted the importance of having a conducive investment climate in states. He added that all state governments should consult industry bodies to facilitate investments as several state government laws and procedures create regulatory hurdles and inhibit investments.



CII President B Muthuraman, Amrendra Jha

CII has already initiated steps to create these task forces with various state governments and efforts were afoot to make this reality in Punjab and Haryana.

He said that CII had created task forces in Rajasthan and Jammu and Kashmir and the one in Maharashtra was being revived. In

Punjab, a task force had been set up earlier which is now being revived. In Jammu and Kashmir, Mr Muthuraman said CII's endeavour would be to create an investment climate in areas of agriculture, food processing, information technology and healthcare. He said that during 2011-12, CII would focus on areas including skill development, good gov-

ernance and affirmative action. He also outlined a 5 pronged strategy for 10% growth focused on fast track implementation of 100 mega projects, targeting manufacturing growth at 12% and its share in GDP at 21%, creating a common market, improving investment climate and better mechanism for allocation of natural resources.

Pointing out that corruption could dampen the spirit of domestic and foreign investment flow into the country, he said it was for this reason that the CII was keen to assist the government in bringing good governance and therefore set up the proposed task forces. Mr Muthuraman said CII was in the midst of creating a code of conduct for company members to ensure dealing with government in a transparent manner.

"We want to be sure that when we go to the government we have cracked enough things to become more transparent and clean," he said. He indicated that CII was also working to upgrade skills of people and help government formulate a policy on allocation and pricing of natural resources.

He said 50,000 SC/ST youth would be trained and an equal number of employments would be facilitated in 2011-12. A web-

site outlining CII members' efforts on affirmative action would be started soon to communicate with the society on industry's efforts and initiatives.

He announced that the CII theme announced last year on Business for Livelihood would be continued with a five pronged strategy to aim at 10% GDP growth.

Fast track implementation of 100 Mega projects can go a long way in bringing the moderating investments. He also highlighted the northern region's focus on enhancing competitiveness of MSMEs through the CII Avantha Centre for Competitiveness, based out of Chandigarh.

The centre works on issues such as improving productivity efficiency and quality reducing costs, adoption of continuous improvement practices. He said India remains a fragmented market and efforts have to be made to make it a single market. A common market could be achieved through early implementation of GST for the industry and services sector and through uniform implementation of APMC Act across states and hurdle free movement of agri produce by abolishing the Essential Commodities Act, he added.

“Affirmative Action, Skill Development and Governance would be the key focus areas of CII’s work in the year 2011-12”  
~ B Muthuraman, President, CII

### Targets

- 50,000 SC/ST youth to be trained and an equal number of employment to be facilitated in 2011-12
- Creation of 4 new CII Skill Development Hubs and setting up 30 new district level Skill Gurukuls
- Fast track implementation of 100 mega projects
- Creating a Common Market - to be achieved through early implementation of GST for industry & services sector
- Uniform implementation of the APMC Act across states & hurdle free movement of agri produce by abolishing the Essential Commodities Act

### Strategies

### Implementation

- Improving Investment Climate by setting up of CII-State Government Joint Task Forces
- Northern Region to focus on enhancing competitiveness of MSMEs through the CII AVANTHA Centre for Competitiveness
- CII Task Force on integrity & transparency in Governance chaired by Mr Adi Godrej, President Designate to spearhead efforts for better governance

“We need an ecosystem that helps in building ‘People’ as well as provides equal opportunities for all”  
~ Malvinder M Singh, Deputy Chairman, CII Northern Region



- **Northern region** is looking at Employability and Employment interventions for 12,500 youth. At the district level, the region is looking at targeted interventions in Nawanshahr district of Punjab
- Two new skill centres proposed – one each at Bhiwadi in Rajasthan & Rewari in Haryana
- Setting up an MSME Help Desk in the region, to offer guidance in business strategy, marketing & operational issues

“To focus on value added membership services is important. My CII which is an online Membership Resource Centre is our initiative towards strengthening the membership”  
~ Chandrajit Banerjee, Director General, CII

17 June 2011, Baddi



CII Himachal Pradesh in association with BBN Industries Association organised MSME conclave to discuss the challenges faced by the MSME sector, and impediments towards its growth. Mr Virbhadr Singh, Honble MSME Minister, Govt of India announced much awaited Mini Tool Room at Baddi to enhance the local skills of the youth which was a long pending demand of CII and has been raised at many platforms.

Mr Virbhadr Singh also informed about the implementation of the Credit Linked Capital Subsidy scheme for assisting MSMEs for their technology upgradation which provides 15% capital subsidy on institutional loans upto 1 crore .

Mr Rajiv Malhotra , Chairman , CII Himachal Pradesh and Mr Arun Rawat, President, BBN Industries Association, urged the Ministry for lower interest rate, keeping in mind that majority of MSME are capital deficit.



“Mini Tool Room at Baddi announced at MSME Conclave to enhance the local skills of the youth; Centre to contribute 90%, rest to be pooled by the industry associations”

~Virbhadr Singh  
Hon'ble MSME Minister, Government of India

“In order to revive 140 sick units identified by RBI we urge 90% grant from the MSME Ministry, 11.94 crores already been invested by the State government”

~Krishan Kapoor  
Minister for Industry, Government of Himachal Pradesh

## हिमाचल के लिए खुला सौगातों का पिटारा

केंद्रीय सूक्ष्म, लघु व मध्यम उद्यम मंत्रालय देगा टूल रूम के लिए 90 फीसदी आर्थिक मदद; बददी-बरोटीवाला-नालागढ़ की आधारभूत संरचना के विकास को लेकर खर्च होंगे 40 करोड़

चंडीगढ़, 17 जून (अश्विनी कुमार) : जल्द ही हिमाचल के उद्यमियों के लिए सौगातों का पिटारा खुलने जा रहा है। केंद्रीय सूक्ष्म, लघु व मध्यम उद्योग मंत्री वीरभद्र सिंह ने शुक्रवार को मिनी टूल रूम और प्रशिक्षण केंद्र के लिए आर्थिक मदद का भरोसा दिलवाया।

बददी में आयोजित एम.एस.एम.ई. कान्फ्लेव में पहुंचे वीरभद्र सिंह ने कहा कि बददी में बनने वाले इस टूल रूम के लिए केंद्रीय मंत्रालय 90 फीसदी आर्थिक सहायता प्रदान करेगा। 10 फीसदी राशि व जगह की जिम्मेदारी राज्य सरकार और बी.बी.एन. इंडस्ट्री एसोसिएशन की होगी। इस टूल रूम में ड्राई, टूल्स, मॉडल्स, जिग्स, फिक्चर्स, गेज और अन्य प्रीमियम

बेसिक इन्फ्रास्ट्रक्चर डिवैल्पमेंट पर 40 करोड़ रुपये खर्च किए जाएंगे।

किशन कपूर के मुताबिक राज्य में औद्योगिक विस्तार के लिए राज्य सरकार ने भूमि बैंक में अब तक कुल 16 हजार बीघा भूमि शामिल की है। इच्छुक उद्यमी अपने उद्योगों के लिए इस भूमि को खरीद सकते हैं। सिक यूनिट्स के दोबाय उत्थान को लेकर केंद्र सरकार से 90 फीसदी अनुदान मांगा गया है। मंत्री के मुताबिक भारतीय रिजर्व बैंक ने प्रदेश में कुल 140 सिक यूनिट्स की पहचान की है। इनमें कुल 11.94 करोड़ रुपये का पूंजी निवेश हुआ है।

किशन कपूर ने राज्य के लिए स्पेशल इंडस्ट्रीयल पैकेज को वर्ष 2020 तक

### Challenges for MSME growth

- Cartelization
- Low margins
- Higher cost of funds
- Capital intensive investments

## Key Government Interactions

**Dr C P Joshi**  
Union Minister for Road Transport & Highways

24 April, 2011, Jaipur



Interaction with Hon'ble Union Minister for Road Transport and Highways, Dr C P Joshi, to discuss the infrastructure issues in Rajasthan.

**Mr Anurag Thakur**  
Member of Parliament, Himachal Pradesh

27 June 2011, Hamirpur



A meeting was held with Mr Anurag Thakur, Member of Parliament, Himachal Pradesh to discuss the possibilities of starting new skill development initiatives wherein CII can help the state. Mr Thakur offered a built up area of approximately 1000 sq ft where CII members can initiate their own training programmes for unemployed youth. He also requested CII to help with industry linkages for collating the job requirements and facilitating placements.

**Mr Uday Varma**  
Secretary – MSME, Government of India

5 May 2011, Baddi

Meeting with Mr Uday Varma, Secretary – MSME, Government of India to apprise him of issues on policy, infrastructure and trade unions in Himachal Pradesh which is a MSME intensive state.



**Dr Tarun Das**



"The degree of Doctor Philosophiae Honoris Causa"  
by the Tel Aviv University

Mr Vijay Thadani, Chairman, CII, Northern Region, for the first time visited NR states to interact and connect to membership and discuss specific state issues. He shared CII's multi pronged strategy for the year to build a sustainable, futuristic and inclusive North. He announced 4 centres of excellence in Haryana, Himachal Pradesh, Jammu & Kashmir and Rajasthan.

**Chairman Visits Punjab:** 20 June 2011, Amritsar; 21 June 2011, Jalandhar



ਪੰਜਾਬ

- Special Task Force for affirmative action in Nawanshahr.
- CII to partner government for skill gap studies in six districts of Punjab- Jalandhar, Amritsar, Mohali, Bhatinda, Patiala and Ludhiana
- Train 1500 underprivileged youth in Punjab through its members in 2011-12
- Seamless internship programmes with PTU to bridge education – employability gap
- "Destination Punjab", a mega event from 7th -10th October, 2011 at Amritsar, to Brand Punjab as Investment Destination

**Chairman Visits Jammu & Kashmir:** 18 June 2011, Kashmir

Three core areas for J&K

- Skills development & Youth connection in J&K**
  - CEOs Connect program for the youth to understand immense opportunity in different sectors
  - Organize Job Fair to link students with industry
  - Proposed setting up of:
    - Skill development centres within University and Colleges
    - E-fresher course for ITI trainees
    - Trainer program through skill development centre in Parwanoo, HP
    - A Skills Gurukul model with Pan IIT
  - Offer vocational finishing schools for school drop-outs below grade 10th
  - Placement through tie-ups with CII member companies within & outside J&K
- Agriculture**
  - Prepared a Feasibility Report for Cold Chain Development for Apples, recommending a modern system for procurement, processing and storage, creating a cold chain infrastructure in state
  - Proposed 3 projects, each at Islamabad (Anantnag) and Sopian, and a market hub at Jammu
  - Fourth Agri Conclave in July
- Tourism**
  - Proposed a Tourism seminar to brand Kashmir as a tourist destination



जम्मू कश्मीर

# membership connect



## Chairman Visits Rajasthan: 24 June 2011, Jaipur

- Centre of Excellence for Skills Development in Bhiwadi ; Land allotted by state government.
- Technical training institutes - Skill Gurukul - in collaboration with Pan-IIT
- Collaborated with state government to adopt 44 Industrial Training Institutes (ITIs) and a water research institute

## Chairman Visits Himachal Pradesh: 28 June 2011, Parwanoo

- Impetus on development and improvement of both industrial & social infrastructure
- Initiate skill development projects in the state
- Greening of the Industry
- Train 500 under privileged youth under various vocational training programmes



## Chairman Visits Uttar Pradesh: 6 June 2011, Lucknow

- Explore investment options in UP. First of such interaction in September
- Centres of Excellence for skill development
- 1,500 ITI students to be trained in two years in association with British Council and Aditya Birla Group in Sitapur district

## Chairman Visits Uttarakhand: 22 June 2011, Dehradun

- Rigorous implementation of Price Purchase Preference Policy for MSMEs
- Linking of Uttarakhand to Eastern Freight Corridor and creation of Special Tourism Zones
- One month ongoing training project for 300 youth, including 40 under Affirmative Action
- Working on higher education with Doon University
- Skill gap study for Uttarakhand





## Manufacturing Competitiveness

Jayant Davar  
Chairman, Regional Committee on Manufacturing Competitiveness  
CII Northern Region  
& Vice Chairman & MD, Sandhar Technologies Ltd

Manufacturing is the main engine of economic growth and wealth creator for a country; it creates a sustainable economy, encourages investments, creates jobs and builds the nation.

With the changing landscape of manufacturing dominance, shift of markets from the west to the east and the ability of the manufacturer to be located in any part of the world and service its customer has made the competition among nations to create and maintain their manufacturing sector very fierce.

### Environment

The business environment is continuously changing due to increasing global inter connectivity, ability to harness global resource pools, growing demand for improved products, rapidly dropping cost of key technologies, shifting basis of competition and redundancy. The need of the hour is for innovation, disruptive and persuasive technologies, flexibility, maneuverability and reconfiguration of capabilities.

The major drivers being labour, materials and energy followed by government policies, infrastructure, supply chain and business environment. Some of the major factors effecting competitiveness are within the control of the industry and the others need government attention.

The future of globalization and manufacturing competitiveness is being driven by new markets for products that are conceived globally, but produced locally. Having a steady supply of skilled workers, scientist, researchers and engineers; attracting and retaining talent, ideas and intellectual capital are the trump cards for manufacturing competitiveness.

### Competition

Over the last decade a new world order has emerged in manufacturing competitiveness – China, India and Korea. US, Germany and Japan have seen their strengths eroding due to the quick transfer of technology to countries where they find themselves in competition with lower paid counter parts.

Japan who was the manufacturing leader in Asia is struggling with an aging workforce, high cost robots, engineers and scientists in their

production lines and higher manufacturing costs.

The emergence of China as a global leader is a combination of favorable circumstances and judicious policy formulation. Its growth is based on a labour intensive, mass manufacturing driven by foreign direct investment, government procurement policies, tax reforms that allowed local governments to retain a dominant share of tax revenues for local development, labour reforms and incentives for economic zones.

Today, China is focusing on building science & technology, its investment is expected to reach 2.5% of its GDP by 2020 as against current 1.8% and its dependence on foreign technology will drop to below 30%. It is providing incentives to Chinese scientist and engineers educated in the developed nations to return and help build the country's science and technological base.

We need to watch Vietnam, Indonesia, Turkey, South Africa and Eastern Europe who are increasing their competencies and have a growing domestic market. However, it is most unlikely that they will be able to scale up to China or India who have very large domestic markets which will help them in maintaining their lead.

### India yesterday & today

In 1991 agricultural sector was 31.1%, Industry 26.7% and Services 41.9% of GDP, today their contribution to GDP has changed to 18%, 19% and 63% respectively, with IT & Services taking the major lead and Manufacturing being only 16%. It would be only fair if we say that the current growth and demand in the Indian economy has been led by IT & the Service Industry.

The Indian Government announced a National Manufacturing Competitiveness Council way back in 2004. The NMCC was created to provide a forum for policy dialogues, energize, enhance and sustain the manufacturing sector and provide a sync between government polices and investment decisions.

The Indian Government is working on a new National Manufacturing Policy that seeks to increase the share of manufacturing in the GDP to 25% by 2025 from the current 16%. The policy envisages creation of mega industrial zones with world class infrastructure facilities and creating 100 million new jobs. Our

current investment in R&D is 0.98% of GDP and the government plans to take it to 1.75% by 2020.

In 2002-03 export from India was US \$ 52.7 billion and imports US \$ 61.4 billion, in 2010-11 exports went up to US \$ 245.9 billion. In 2013-14 imports are projected to be about US\$ 697 billion, against exports of about US \$ 415 billion.

India has moved on from originally being an agricultural nation to IT and Services and now it is trying to make its mark in the manufacturing arena. Today we are considered 2nd in the Global Manufacturing Competitive Index and the 2nd fastest growing economy after China.

Originally we found place in the list of countries for manufacturing competitiveness because of our lower labour and other costs and were identified as LCC, but now we have moved to a status of Best Cost Country. We offer quality and technology at the best cost and this is what will keep us the favourites for outsourcing and FDIs.

### Challenges for India

We are faced with stiff competition from free imports and need to keep pace with the global technological and quality requirements to increase exports and service the global giants in India.

It has become imperative for us to enhance our manufacturing competitiveness and maintain our lead over other countries in Asia, South Africa & Eastern Europe.

India is moving from agriculture to industrialization, our major challenges are research & development, skill levels of workers, attract technical talent to manufacturing and shop floor assignments, raw material costs, ability to anticipate and proactively manage change, remain relevant and contemporary, ability to continuously reinvent and absorb knowledge and harness technology.

Inflation is on the rise and growth is slowing down, we need to increase productivity and bring down cost of products which in turn will bring down inflation and further develop our domestic market.

The manufacturing sector is material intensive, the availability and price of material influences production cost. Material and input costs are around 65-70% of the product cost, energy being around 6% of it and value addition is barely 20% which is very high compared to China and other western countries.

### What we need to do

The industry should start with focus on manpower and talent which plays a major role in enhancing competitiveness, increasing production efficiencies, bringing in new technologies and innovations; cheap labour, skilled workers, engineers, scientist etc. It is important that we attract talent and technology to both shop floor and managerial assignments. Manpower is the key to winning in this new era. We have the biggest pool of engineers and the largest young working population and we need to capitalize on this.

We need to find ways and means of increasing value addition in our end products and bring down material and manufacturing costs through automation, lean manufacturing, consistent quality, increasing efficiencies and adopting global standards and practices for quality and energy conservation.

We need to implement scale based strategies which would increase productivity, coupled with flexible production lines and optimize resource allocation and utilization, achieve low cost through cutting-edge technologies, make operations more predictable and stable, reduce product development cycle and trim down process time. Simplify accounting procedures, eliminate waste, automate processes and integrate systems to improve efficiency.

While the role of government is important in creating conditions for growth, investment, macro- economic stability, providing infrastructure, right market framework and regulatory environment, cost competitiveness and stimulating demand. The industry also needs to look at strengthening education and skill levels, invest in technology and innovations, increase usage of Information Technology, do benchmarking against best practices & break through thinking and create a mechanism for monitoring and measuring performance.

We need to increase our focus on Green Technology which will improve business and manufacturing processes, reduce energy costs, accelerate sustainability and create opportunities to develop new products and technologies.

### Looking Forward

While cost is an important factor in driving manufacturing competitiveness, innovation driven by a talented, steady and a large workforce at all levels will be the ultimate differentiating factor in the long run. The gap in manufacturing competitiveness between India and China will be narrowing over the next 10 years as China fights its skill shortages, aging population, rising labour demands and increasing labour costs.

We are the future of the World; nations in the East are the future. But for being there, we as a nation need to focus on increasing skill levels, encourage & create more opportunities for education, increase value addition, look at alternate materials & energy, invest in R&D and infrastructure, review taxes & regulatory compliances, create & accelerate an investment environment, develop & strengthen our supply chain and invest in health & safety.





## Leadership – leaving behind a legacy

Richard Rekhy  
Chairman, Regional Committee on Economic Affairs & Taxation  
CII Northern Region &  
Head of Advisory, KPMG India

“The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on.”  
~Walter Lippman

Leadership is the biggest challenge in today’s world. It is a known fact that organisations take on the personality of their leadership. Building the character and culture of a company must therefore start at the top. It is in this context that it is important to understand and see examples of great leadership in society. Southwest is known for their customer service. In an industry fraught with awful customer service, Southwest distanced itself from other airlines by putting the customer first, no matter what the situation. Bill Cohen once wrote, “Leadership is the art of influencing others to their maximum performance to accomplish any task, objective, or project.”

Leaders who invest in tomorrow’s talent build for the future, create sustainability, and ensure a legacy. A leader’s most significant contribution is not just to the bottom line but to the long term growth and prosperity of individuals and institutions. Leaders live on in the memories they create, in the systems they set in place, in the values they preach and practice and in the lives they touch. While a leaders individual achievements are important what is talked about is what he or she achieved for others. Leadership is about taking responsibility for actions and giving credit to the team and standing by your people in times of crisis. Leadership is personal. Do people know enough about you, your values and belief?

It is often said that people don’t quit jobs they quit bosses. You have to earn loyalty. You have to connect with people in their real lives; you have to demonstrate the passion to live your dreams. Through every single thought, word and action you have to earn yourself the reputation of thinking of the greater good – of the people and the organisation that you work for.

Every action of the CEO must demonstrate integrity – of purpose and character. Character is built through a lifetime of acts and a show of integrity that lacks substance will be quickly spotted. It is therefore important to practice what you preach. Intent simply is not enough. Action is essential to prove intent. A CEO must keep his word and be consistent. George H. W. Bush, during his campaign for the presidency repeated numerous times: “Read my lips. No new taxes.” No sooner did he win the elections than he raised taxes on the American people. He was voted out of office in the next elections.

President Abraham Lincoln once told a story about a farmer who had a tall, majestic-looking tree growing next to his house. One morning he saw a squirrel run up the side of the tree and disappear into a hole. Curious, the farmer looked into the hole and discovered that the tree he had always admired for its apparent grandeur was hollow inside and in danger of falling on his home during a strong storm. Like that tree, leaders who have the appearance of substance but lack internal integrity won’t have the strength to make it through the tough times.

When leaders show that they have the character and integrity to admit that they are wrong amazing things happen- people will trust them and follow them anywhere.

Integrity means courage – to take the right decision that is in the interest of the stakeholders including people who work for the organisation. The CEO has to have the ability to make tough decisions and also the ability to expect others to make tough decisions. In the world full of dilemmas, it takes courage to decide to do what’s right and not necessarily what feels good and is popular. The CEO must be able to hold a clear vision and to passionately embrace it. It takes courage to unflinchingly hold on to your vision and values, especially when times are tough. To live with integrity, to hold on to what is right, to speak the truth and accept responsibility especially in the face of opposition risk and uncertainty requires courage.

Leaders often forget to talk to their people. This is not just a formal one on one conversation that you put in the calendar as a tick in the box. The idea is to connect to people, to be interested in their careers to help them make the right career choice and for the right reasons. You have to be their coach and mentor and give them an opportunity to have a one. You also need to need to delegate, empower, and allow employees to take risks, even if they occasionally fail, as long as they learn. While this means developing talent, it also means taking tough decisions and talking straight when a job doesn’t work out for somebody Building the talent pipeline also means being able to look someone in the eye when they don’t demonstrate the work ethics and employee brand that you want to see. The leader must be in charge and not make one-self vulnerable. The secret to success in life- develop leaders for the future. When you have invested in the right talent and then helped them perform, you have helped build a legacy of future talent. The legacy you leave is the life you have lead.

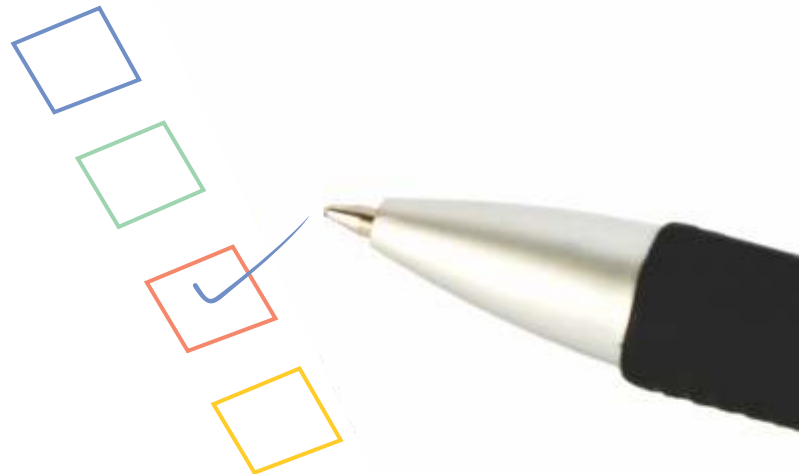
Leaders must be prepared to pass on the knowledge; guide and help their protégés to realize their potential. It was said by Fred A Manske Jr. – **“The ultimate leader is not scared to develop people to the point that they surpass him or her in knowledge and ability.”**

Successful athletic coaches do more than grow their teams and win games. The best also create a lineage of coaches. This is the legacy that they leave behind – a statement of their influence and impact. So don’t let the chain stop with you, develop leaders and successors who will take over the reigns of the organization from you and lead it to greater success.



## Policy Advocacy at CII Northern Region

SNo.	Issue	Represented to
1	Continuation of area based exemption to units changing premises	CBEC
2	Waiver of 10% Bank Guarantee on orders received from Railways	MSME Minister Government of India
3	<ul style="list-style-type: none"> <li>• Extension of Credit Link Capital Subsidy Scheme for Technology Upgradation (CLCSS) by 5 years</li> <li>• Increase the maximum limit of eligible loan for calculation of subsidy to 5 crores</li> <li>• Increase the capital subsidy on investment from 15% to 25%</li> </ul>	MSME Minister Government of India
4	<ul style="list-style-type: none"> <li>• Reduction of customs duty from 5% to NIL on copper scrap.</li> <li>• Exemption of 4% Special Addition Duty on copper scrap</li> </ul>	Ministry of Finance Government of India
5	Exemption to Shawl Industry from Central Excise Duty	Textile Secretary Government of India
6	<ul style="list-style-type: none"> <li>• Model land leasing Act</li> <li>• Enacting APMC Act incorporating all crops, fruits and vegetables</li> </ul>	Principal Secretary- Agriculture Government of Rajasthan
7	Harmonising VAT rate on cigarettes in accordance with other neighbouring states	Chief Minister Government of Rajasthan
8	Constitution of Industry Facilitation Council	Chief Minister Government of Rajasthan



## State Finances: A Comparative for Northern States

State finances have a direct impact on the economy of a particular State. Well managed public finances and healthy surpluses provide the State Government with funds to focus on developmental activities and building physical infrastructure. This in turn has a direct bearing on the investment attractiveness and growth potential of the State.

The financial health of Northern States (excluding Chandigarh), as measured by the Deficit Indicators shows a mixed performance.

In 2009-10, Uttar Pradesh, Jammu & Kashmir and NCT of Delhi were revenue surplus States. Jammu & Kashmir was revenue surplus on account of high Central Transfers - amounting to 39.6 percent of Gross State Domestic Product (GSDP) in 2009-10, while the increase for the other two States is accounted for by Own Revenues. The other four States of the region i.e. Haryana, Punjab, Rajasthan and Uttarakhand recorded Revenue Deficits higher than the all State average of 0.7 per cent.

On an average basis, except Punjab and Rajasthan, all the Northern States recorded revenue surpluses, greater than all State average.

On the Gross Fiscal Deficit front Northern States witnessed higher deficits as compared to all State average. In 2009-10, all Northern States, except NCT of Delhi had Fiscal Deficits higher than the all State average. Results on an average basis, average over 2005-08, also showed similar trend, with only NCT Delhi and Haryana witnessing Gross Fiscal Deficit lower than all State average.

In line with high deficits, all Northern States other than Haryana and NCT of Delhi have high debt liabilities as a percentage of their respective GSDPs.

In terms of expenditure, except Punjab and NCT of Delhi, all the Northern States had significantly higher Development Expenditure.

Own Tax Receipts for Northern States have been buoyant. The ratio of Own Tax Receipts to GSDP exceeded the all States average for all Northern States, except in Punjab. The Development Expenditure (as a proportion of respective State GSDP) is higher in all Northern States, except in Punjab & NCT of Delhi.

### Northern States: Fiscal Position at a Glance

Indicators	Haryana	Punjab	Rajasthan	Uttar Pradesh	Himachal Pradesh	Jammu & Kashmir	Uttarakhand	NCT Delhi	All States
<b>Deficit Indicators (as % of GSDP/GDP - 2009 -10 RE)</b>									
Revenue Deficit	1.7 (-1.3)	2.2 (1.7)	1.8 (-0.3)	-0.4 (-0.7)	0.4 (-1.2)	-11.6 (-6.8)	2.4 (-1.4)	-3.5 (-3.7)	0.7 (-0.4)
Gross Fiscal Deficit	4.0 (0.1)	3.4 (3.1)	4.5 (2.8)	4.9 (3.5)	5.4 (2.6)	5.8 (6.4)	8.3 (4.9)	1.8 (0.5)	3.3 (1.9)
Primary Deficit	2.6 (-1.7)	0.6 (-0.2)	1.4 (-0.9)	2.3 (0.3)	0.7 (-3.2)	0.5 (1.3)	5.1 (1.9)	0.5 (-1.2)	1.5 (-0.2)
<b>Liabilities (as % of GSDP/GDP - 2009-10 RE)</b>									
Total Debt	19.0 (22.4)	35.2 (42.6)	41.1 (47.2)	43.5 (53.2)	55.7 (63.9)	70.1 (68.9)	41.1 (43.0)	13.8 (19.4)	25.0 (28.90)
<b>Expenditure (as % of GSDP/GDP - 2009 -10 RE)</b>									
Development Expenditure	11.2 (9.8)	8.6 (8.4)	14.5 (13.3)	15.4 (13.3)	20.0 (18.5)	36.9 (32.5)	22.1 (18.4)	9.4 (7.4)	11.0 (9.1)
<b>Revenue (as GSDP/GDP - 2009 - 10 RE)</b>									
Own Tax Receipts	6.7 (8.2)	7.2 (7.5)	7.6 (7.6)	7.2 (7.0)	6.2 (5.9)	8.0 (6.7)	7.5 (7.5)	6.8 (8.2)	5.6 (5.8)

Note: Development Expenditure includes Social & Community Services, General Economic Services, Agriculture, Irrigation, Industry, Power, Infrastructure, Public Works, and Rural Development etc;

RE - Revised Estimates

Figure in brackets pertain to 2005-08 (Avg.)

Figures are a percentage of GDP for all State average and for states percentage of GSDP

Source: A study of Budgets 2010-2011, RBI



- During 2009-10, Uttar Pradesh, Jammu & Kashmir and NCT of Delhi were revenue surplus States in Northern Region.
- Punjab, Rajasthan and Uttarakhand recorded Revenue Deficits higher than the all States average.
- Jammu & Kashmir registered the highest Own Tax Revenue - GSDP ratio followed by Rajasthan and Uttarakhand.
- Except Himachal Pradesh and Haryana, all Northern States met the 12th Finance Commission (TwFC) target for Own Tax Revenue as percentage of GSDP.
- Himachal Pradesh achieved the highest Own Non-Tax Revenue -GSDP ratio.
- VAT contributed more than one-half of State's Own Tax Receipts in case of all Northern States, except Uttarakhand.
- Revenue Expenditure as percentage of GDP increased during in 2009-10 over the 2005-08 (average) in Northern States, except Punjab and Himachal Pradesh.
- Development Revenue Expenditure as percentage of GSDP was higher for Uttarakhand, Rajasthan, NCT of Delhi, and Jammu & Kashmir as compared to all State average.
- Gross Fiscal Deficit for all Northern States, except NCT of Delhi ran higher than the all State average for the year 2009-10.
- All States in the region witnessed Primary Deficits in 2009-10. Uttarakhand registered the highest Primary Deficit.
- All Northern States except Jammu & Kashmir registered an improvement in the Debt-GSDP ratio in 2009-10.
- Punjab has the highest proportion of National Small Savings Fund (NSSF) followed by Uttarakhand and Haryana, which typically bear higher interest burden.
- Interest Payments-Revenue Receipts ratio is highest for Punjab in the Northern region, followed by Himachal Pradesh and Rajasthan.

This article is a summary of the CII- Northern Region report titled "State Finances: A Comparative for Northern States", 5th in the series of 'Talking North' reports. Request for the complete report could be sent at [ciinr@cii.in](mailto:ciinr@cii.in)



## Farm productivity: A vital factor for prosperity & inclusive growth

Bishwambhar Mishra  
Chief Executive - Tractor & Farm Mechanisation, Farm Equipment Sector  
Mahindra & Mahindra Ltd.

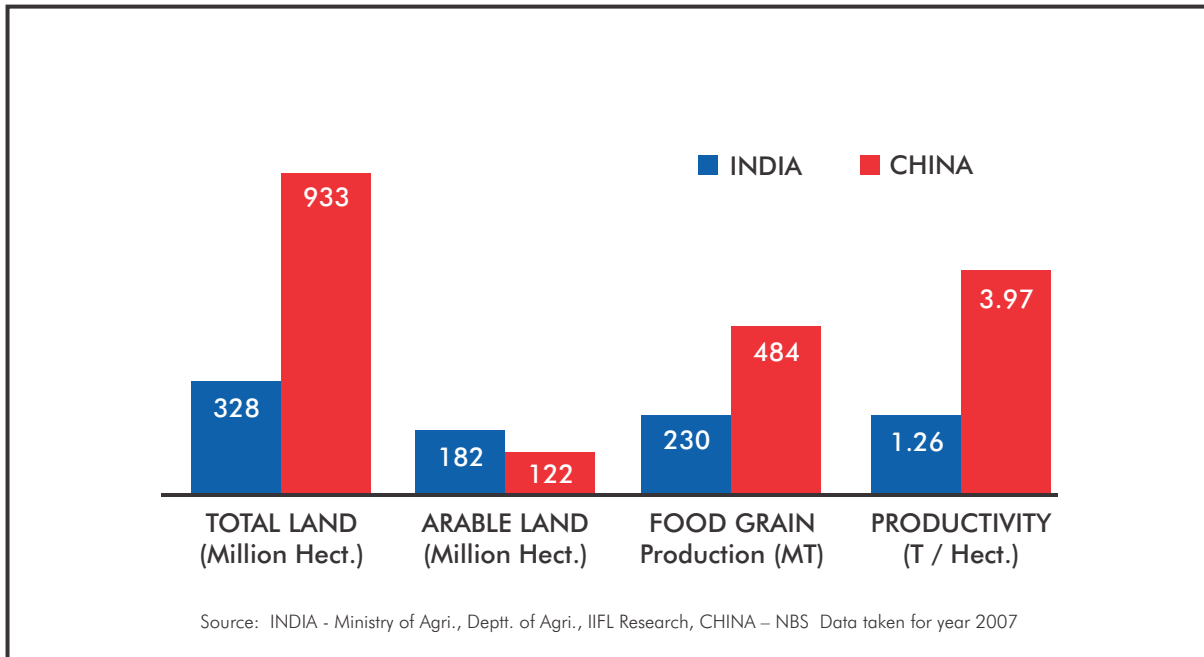
Farming is the prime occupation of two-thirds of the population of India, and the country’s prosperity depends largely on transforming & rejuvenating the agriculture. In the words of the Prime Minister of India:

“ The key to prosperity of entire nation depends critically on transforming & rejuvenating Indian Agriculture ”  
~Dr Manmohan Singh

The level of transformation & rejuvenation of agriculture can be measured by the Farm productivity which reflects the net value of output per unit area of farm. In India we generally refer to the quantum of total yearly production to gauge the agricultural health which only reflects the volume and not the efficiency part of agricultural activity. Farm Productivity, which is a measure of efficiency of the agri activity, can be the real driver to enhance the prosperity of the farmers.

The farm productivity (production per hectare) of India is just one-third to that of China, leaving a huge scope for improvement.

Graph-1



**CHINA LEADS INDIA IN FARM PRODUCTIVITY BY 3 TIMES**

As seen from the table below, 2.2 % CAGR is required in food production to meet the growing requirement of population by 2020 against the current CAGR of 0.4%. This means that the growth rate of food production required is 5 times more than the current rate, which is by far a very difficult task.

**Table-1**

YEAR	POPULATION (Million)	CAGR	FOOD GRAIN PRODUCE (Million Tons)	CAGR
2000	1014		210	
2010	1152	1.3%	218	0.4%
2020*	1272	1%	Required - 270	2.2%

Source: Population: UN Population Division  
 Food Grain: 2000 - 2010 (Ministry of Agriculture)  
 2020 Estimate (Research by Italian Trade Commission in India)

\*Estimated

The required food production growth can only be achieved by either increasing the arable land or increasing the production per hectare i.e. improving the productivity. Arable land can only reduce over time due to the growing requirement of land for other developmental needs such as industry and infrastructure development which is corroborated by the fact in the Table-2 below.

**Table-2**

YEAR	Arable Land in '000 Hect.	
F04	183186	
F05	183007	-179
F06	182737	-270
F07	182545	-192
F08	182442	-103

Source: Ministry of Agriculture

Hence to achieve the food security and prosperity of the masses, the only alternative left is to significantly increase the farm productivity in the country.

In 1970's, India achieved major gain in food production by embarking on a Green Revolution which had three major components namely: Tractorization, use of improved seeds and extensive use of fertilizers and pesticides. However, Green Revolution did not spread pan India and the productivity growth has reached a plateau even in the states which had pioneered green revolution in the first phase. Therefore India needs a second green revolution with continued focus on deeper level of farm mechanization, use of high yielding & disease resistant variety of seeds but conscientious use of chemical fertilizers and pesticides. Two more areas to be focused in the second green revolution are water management and use of advance farming techniques. Major thrust of second green revolution should be pan India especially large part of India which could not extensively take part in the first green revolution. Primary requirement of green revolution is mechanization of agriculture which is very low even after 50 years of the start of tractorization.

The table below exemplifies the fact of India's mechanization level compared to China where productivity is 300% better than India.

**Table-3: China leads India by 10 times in farm mechanism sector**

	INDIA	CHINA
Available Agricultural Machinery Power (Million KW)	137*	875
Arable Land (Million Hect.)	182	122
Tractor Availability (Million Hect.)	0.75 Approx.	7.2

\*Considering tractor population for last 15 years as on 2009-10 and average Tractor power as 35 H.P. + Other Agri – implements

Source: INDIA - Ministry of Agriculture Department of Agriculture, IIFL Research, CHINA – NBS, Business Wire Arable land & Tractor availability data taken for the year 2009.

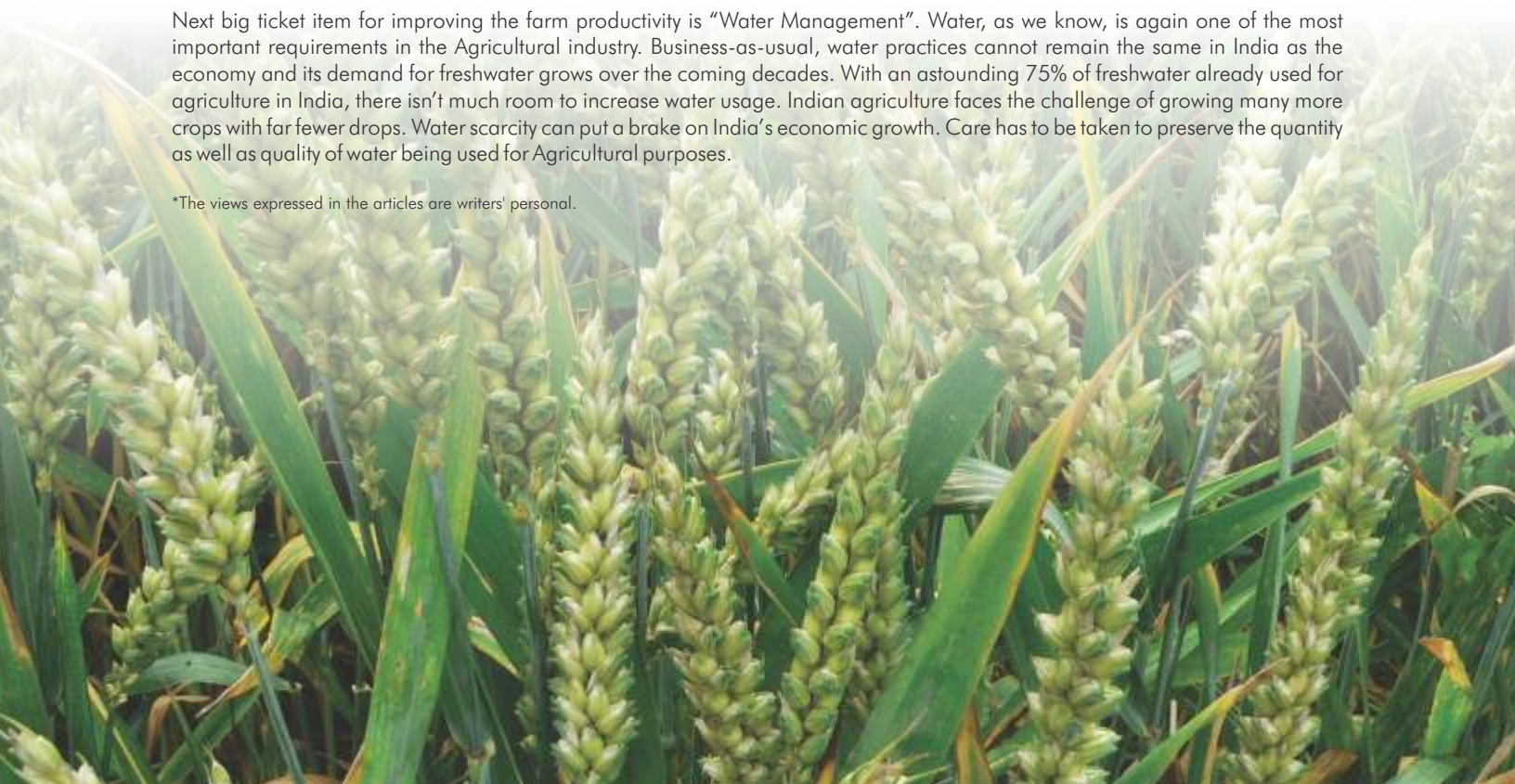
In the recent years, farm mechanization has acquired another critical dimension due to shortage of Farm labor because of various social upliftment programmes of the Government. If the farm mechanization is not accelerated immediately through policy frame work, farm labor shortage could become a major retarding force for agriculture output.

Some of the major farm equipment companies have started programs to support the farmers on all the fronts as stated above to improve productivity and bring in prosperity to the farming community.

On the farm mechanization front, 60% of Indian farmers have farm sizes below 5 acre & hence can't afford the tractors currently available in the market. Hence companies have started coming out with smaller tractors priced such that they could be afforded by small farmers.

Next big ticket item for improving the farm productivity is "Water Management". Water, as we know, is again one of the most important requirements in the Agricultural industry. Business-as-usual, water practices cannot remain the same in India as the economy and its demand for freshwater grows over the coming decades. With an astounding 75% of freshwater already used for agriculture in India, there isn't much room to increase water usage. Indian agriculture faces the challenge of growing many more crops with far fewer drops. Water scarcity can put a brake on India's economic growth. Care has to be taken to preserve the quantity as well as quality of water being used for Agricultural purposes.

\*The views expressed in the articles are writers' personal.





# enhancing skills

Building the Human capital...for a brighter tomorrow

## Skill Development Initiatives- NR

“ Our vision for India is to provide accessible, affordable, and quality education that prepares its youth for greater roles in the global economy by tapping their full potential and accessing new opportunities. ”

~Vijay Thadani, Chairman CII Northern Region

CII shares the Government's vision of making India the Skills Capital of the World by Skilling 500 million by 2022. India needs to develop a system for vocational training that enables a student to enter training after completion of school. Industry must be closely affiliated with such an effort, providing on-the-job training along with theoretical training in a vocational school.

**CII NR is working on 4Es for skills that is Education, Employability, Entrepreneurship and Employment. The thrust areas for 2011 are as follows:**

1. Upgradation of ITI's
  2. Introducing Vocational Skills in schools
  3. Regional CoEs on skill development – 2 in NR
    - Skill Development Centre @ Parwanoo (HP): The centre was launched in May 2010. Courses offered include Electrician, CNC Machining, Lathe/Grinding/Milling operators, etc. 67 students were trained last year. 68 students are currently under training.
    - Skill Development Centre @ Bhiwadi (Rajasthan): Skill Mapping Survey was conducted to identify the current skills and gaps & future requirement. SDC to impart short term and long term courses on trades like electrician, turner, welder, motor binding, fitter, CNC operator, etc
  4. Linking education to employability through University – Industry Partnerships with states - 3 in NR.
    - CII-DU Professional Skills Project
    - CII Interventions in Punjab Technical University
    - Finishing School / Professional Training Centre: 4-month classroom training and 2-month Industrial internships; Guest lectures by industry experts
    - Seamless Internship Program for Engg. students: CII and PTU Agreement led to CII member companies offering internships; Close to 200 students have benefited from this initiative
- Curriculum validation by industry members
  - Steering Committee for monthly interaction. The model to be replicated in 2-3 NR States, within other universities as per their local requirements (Punjab-PTU, Haryana and Uttarakhand)
5. Establishing Skill Gurukuls with PARFI - 4 in NR in 2011-12: Establishing 4 Skill specific Gurukuls in Punjab (Nawansher), Haryana, J&K, Uttarakhand, and Himachal Pradesh.
  6. Leverage The Mahatma Gandhi National Rural Employment Guarantee (MNREGA) for creating skills – Pilot launch
    - Leverage NREGA for creating skills in addition to guaranteed employment
    - CII to jointly work with state govts where NREGA is in vogue and provide skills in areas like masonry, carpentry, plumbing, electrical works, etc to the workforce provided employment under NREGA
    - Such skills can be used by them post NREGA to earn a decent livelihood
  7. Special Projects in Skilling for Employment / Entrepreneurship- eg. CII-EU Sitapur
  8. Conduct State level Skill Gap Study for Haryana, Rajasthan, and UP. Already completed for Punjab, J&K, New Delhi, Haryana (Rewari district), Rajasthan (Bhiwadi district), Punjab (Nawanshahr district)

### A New Direction

- Public-private partnerships for model schools
- Make India the World's Skill Capital by 2012
- Greater use of technology in education
- Improve education infrastructure
- Upgradation of ITIs

## CII holds HRM summit



HT Live Correspondent  
22/06/2011 11:00 AM

ing leadership and the need for accelerating the talent in pace with business development was discussed. Looking at the chang-

tor (India/Middle East / Southeast Asia) Sanjay Modi said, "The youth is the most dynamic human talent avail-

22 June 2011, Chandigarh

Drawing the bigger picture of India 2.0, CII HRM Summit 2011, called for industry- institution collaboration for creating quality employable skillpower and grooming leaders for tomorrow.

Themed at "Leading the Next Wave of Growth in India", the summit discussed the new role of evolving leadership and the need for accelerating the talent in pace with business development. Youth power today needs to be qualitative in nature for it to be an asset than liability in terms of growing population. For this the key is effective human resource management and creating employable work force.

Rather than just being time managers, HR Managers today need to be partners in organizational development plans and contribute by transforming the human assets into financial assets reflective onto the company balance sheets.

~Vinod Sawhny, Executive Director & CEO, Beetel Teletech Limited

Industry- institution partnerships is essential where in the industry will have say in the updating the syllabi of the institutions and also provide faculty & training facilities to the institutions.

~Aquil Busrai, Chairman, HRM Summit & CEO, Aquil Busrai Consulting & Group Chief HR Advisor Jindal Steel & Power Busrai

The 22-28 years age group is the most dynamic human talent available with India and has to be seized well to be leaders to tomorrow.

~Sanjay Modi, Managing Director, Monster.com (India/Middle East / Southeast Asia)



23 April 2011, Dharamshala

CII Himachal Pradesh in collaboration with BBN Industry Association organized 5th edition of Job Fair in Dharamshala. Mr Kishan Kapoor, Hon'ble Industry Minister, Government of Himachal Pradesh inaugurated the Job Fair. Two day event witnessed a turnout of more than 7800 candidates for interviews for 4300 vacancies being offered by 52 industries in the state. A total of 2400 candidates got onsite job offers.

### Police Personnel training

20- 25 June 2011, Jaipur



A one week basic computer training programme was organised to curb increase in cyber crimes, credit card and other frauds. The programme helped Police personnels to develop computer skills to get excellence in Police services, increase quality of service delivery and enhance work efficiency.

### CII NR - initiatives

- CII organizes Industrial tours for students in J&K, 25 & 28 April 2011, Jammu
- Changing workers attitude towards Work, 7 May 2011, Ludhiana
- Improvement through daily work management, 31 May 2011, Chandigarh
- HR for Organizational effectiveness: Alligning HR objectives with organisational ones, 23 June 2011, Ludhiana
- Being a Star Performer: Unleash the Star Within, 24 June 2011, Lucknow; 30 June 2011, Chandigarh

### Enhancing Skills

31 May 2011, Dehradun

Facilitated by CII, the skill training program, under the CII's agenda on Affirmative action, at Himalayan Drug company will provide one month free courses on computer DTP, spoken english and personality development to about 150 under privileged youth. For girls, special courses in embroidery, cutting & tailoring, painting and mehndi would also be offered.

## Inspiring young hearts- Vijay Thadani

17 June 2011, Srinagar



Sharing his perspective on entrepreneurship, interpersonal and communication skills and their importance in today's professional world, Mr Vijay Thadani, Chairman CII, Northern Region inspired 100 young hearts at the Business School, Kashmir University and shared opportunities in IT and ITES for Kashmiri youth.

## Time for adventure 25-26 April 2011, Rishikesh



(Above and below) CII members participating in the programme as team building and leadership organisation in Rishikesh.



### CII members learn leadership skills from 'call of the jungle'

**DEHRADUN** The Confederation of Indian Industry (CII), Uttarakhand in association with Trek & Trails organised a two-day residential outdoor training programme on team building and leadership skills for members at Annapurna Base Camp, Haridwar.

A group of 17 senior CII members and 15 small LO members participated in the programme and were divided into Tiger and Wolf teams. The session went through activities like rope climbing, rock and white water rafting for building team work.

Activities like end of the journey focused on environmental issues, team performance for improving team building and bonding. White yoga and pranayama session focused on stress management and positive lifestyle and address needs and stress on leadership, communication and bonding.

Dr S Parag, chairman, CII, Uttarakhand State Council, inaugurated the Outreach programme. He indicated that this is the first ever outdoor training programme of CII Uttarakhand. He said, "Mother nature is the best teacher. Therefore, we thought to organise for a training programme with focus on outdoor activities. This will bring about the desired change in our leadership performance."

Elaborating the benefits, Dr Parag mentioned that the programme would enable people to take right action as well as help them in making correct decisions.

## YI Young Indians

### Launch of 1st e-waste project

4 June 2011, Chandigarh

### City's first e-waste project launched at CII



Dr Anil Das, vice president, marketing and sales, Aries Recycling, and Rajiv Agarwal, chairman, environment, CII YI, Chandigarh, signing an MoU for the e-waste management project in Chandigarh on Saturday.

**NT Line Correspondent**  
A Chandigarh-based newspaper.

**Chandigarh:** To tackle the ever-growing problem of e-waste in the city, CII's Young Indians, Chandigarh, and Aries Recycling launched CII's first e-waste project at CII.

Conducting Yi for 3 years, the initiative is to manage the project, Dr Anil Das, vice president and secretary Vijay Kumar Singh said the project would be a benchmark for other cities in the region.

The initiative will also put up 100 collection bins for e-waste in the city with high traffic flow, he added.

Dr Rajiv Agarwal, chairman, environment, CII - YI, Chandigarh, said, "Under this project, which is the first-of-its-kind, eight solid points to deal with e-waste have been identified. These waste will be collected and processed by Aries Recycling plant in Bawal, Haryana."

The first e-waste collection drive will be carried out on July 5. The first stage of the project will see 100 collection bins set up in solid points. In the second phase, the project will move on to open the residential area and create a central database for the city. In a later stage, there will be participation of schools and colleges in the project, he said.

**Our company has done similar projects in Kolkata, Delhi and Bangalore. We are happy to provide our services for managing e-waste for City Beautiful.**

**ANIL DAS**  
Vice President, Marketing



Chandrajit Banerjee, Director General, CII interacting with Yi

28 May 2011, Chandigarh

### Leadership talks with young minds – Yi Young Leaders Series

As part of the CEOs Connect program with youth, young successful CEOs shared entrepreneurship skills, leadership qualities and opportunities for Kashmiri youth in today's world.

- Dr Rahul Mirchandani, Executive Director Aries Agro & Yi National Chair Next-Practices interacted with 70 young MBA students at Business School, Kashmir University, 2 May 2011, Srinagar
- Conversation with Gannon Giguere, CEO and Founder, Yet to Know & Sean Devlin, Co-Founder & Director of Product Development, Front Rush, 6 May 2011, Chandigarh
- Ms Bhairavi Jani, Executive Director, CII (India @ 75) and Past Yi National Chair interacted with 150 students at Govt. Degree College Bemina and Islamia College of Science & Commerce, 7 May 2011, Srinagar
- Mr Waseem Trumboo, Director Trumboo Industries Pvt. Ltd and Vice Chairman CII J&K, interacted with 100 students of Business School, Islamic University of Science and Technology, 6 June 2011, Srinagar



“ Whatever is spent on defence can be spent on trade.

~Pawan Kumar Bansal  
Minister for Parliamentary Affairs  
and Technology & Earth Sciences

Presently only 5.5 % of the Pakistan trade is done with SAARC countries, which stand a potential to improve it by 10% due to commonalities in cultures. CII shows like these pave way towards making this possible and give an opportunity for improving both business and people linkages.

~Khurshid Balras  
CEO, Pakistan World Trade & Promotions

48 exhibitors from Pakistan displayed their wide array of products at the 2nd edition of **CII Made in Pakistan**, an exhibition dedicated to cherish the bonds and cultures from across the border.

Shri Pawan Kumar Bansal, Minister for Parliamentary Affairs and Technology & Earth Sciences, inaugurated the show and applauded the initiative, considering it a step forward to strengthen ties between the two countries.

The fair presented an exclusive range of products from almost all regions of Pakistan including garments and embroidered fabric from Multan, Karachi and Lahore, ethnic footwear, exclusive handicrafts from Swat Peshawar, shimmering range of décor products from Karachi, carved rosewood furniture and designer melamine from Gujranwala.

Embraced by the Indian hospitality and culture, the Pakistani women entrepreneurs at the show participated in huge numbers - 50 % of exhibitors were women.

The exquisite Pakistani delicacies, straight from the Anarkali Bazar tickled the Indian taste buds and attracted discerning buyers of Chandigarh and satellite cities to the five day fair.



22 - 25 April 2011, Lucknow

Fourteenth in the series, CII, COOLEX – 2011, an exclusive exposition on air conditioning and refrigeration showcased over 100 products in the cooling segment offered by twelve leading brands.

Variety and the convenience of having all products at one place, with attractive deals and offers lead to an overwhelming response.



Mr G B Patnaik, Principal Secretary to the Governor, inaugurating COOLEX 2011

22 - 25 April 2011, Chandigarh

Showing modern kitchen concepts for contemporary lifestyles, the 11th edition of CII's Expo Kitchen & Beyond 2011 was inaugurated by Ms Neelam Mansingh Chowdhry, Padma Shri awardee and a renowned theatre artist.

To add to the attractive deals by 50 exhibitors, a "Recipe Contest" co-partnered by Cremica was organized for the first time. Ms Kandla Nijhowne, one of the finalists in Master Chef India Show, judged more than 200 entries and shared tips on innovative cooking & presentation styles. "Its all about balance, colour, freshness, texture and innovation, when it comes to food", stated Ms Kandla.



# Forthcoming Opportunities



Confederation of Indian Industry

**INDUSTRIAL EXPO**  
2011

Premier B2B Industrial Show with Vendor Development Programmes & Special Focus on MSME's

22 - 24 September 2011

**Venue**  
Expocentre, Noida

**destination punjab**

Promoting Brand Punjab Business Opportunities Reaching People

7 - 10 October 2011

**Venue**  
Ranjit Avenue Ground, Amritsar

**CII**  
10th Edition  
**UTTARAKHAND FAIR 2011**

Premier Shopping Festival

13 - 17 October 2011

**Venue**  
Rangers Ground, Dehradun

**CII**  
11th Edition  
**CHANDIGARH FAIR 2011**

Premier Shopping Festival

20 - 24 October 2011

**Venue**  
Parade Ground, Sector 17, Chandigarh

**Realcon**

International Fair & Conference on Real Estate, Construction & Building Material

4 - 7 November 2011

**Venue**  
Parade Ground, Sector 17, Chandigarh



**For sponsorship and stall bookings contact:**

Trade Fairs Department, Confederation of Indian Industry, Northern Region Headquarters, Sector 31 – A, Chandigarh (India)

Tel: +91-172-5022522/ 5080122, Fax: +91-172-2606259 / 2614974, Email: tradefairs.nr@cii.in



# sustainability



16 June 2011, Jaipur

Discussing the modalities of a green and clean India, the conference focused on climate change, development of renewable energy and green buildings.

Dr Jitendra Singh, Hon'ble Minister for Energy, and Shri Ram Lal Jat, Hon'ble Minister of State for Environment and Forest, Government of Rajasthan, also the Guests of Honour for the conference, released a report on Green Energy.

## Key Findings

- Rajasthan power potential through solar energy-1,00,000 MW
- Actual power generation through solar energy -1500 MW by an investment of over ₹40,000 crore by 2017
- Rajasthan to be 1st state to install super critical thermal plant & be self sufficient by 2013
- Need for a comprehensive Biomass Policy and its effective propagation to increase income for farmers and reduction in exploitation of ground water
- Need to apply accounting principles to climate change



## 3rd Environment Summit

31 May 2011, Dehradun

The summit called for integrating green cities & managing e-waste. The special plenary on 75 Years of Jim Corbett Tiger Reserve highlighted the need to reinvent our lifestyles for maintaining the sanctity of the reserve. Underlining the need for balancing the seemingly divergent objectives of development & conservation, Dr S K Chandola, PCCF (Wildlife), Uttarakhand said that convergence could be brought about through collective efforts and cooperation amongst all stakeholders, including industry and conservationists.

Addressing the gathering Dr A N Purohit, Former Vice Chancellor, HNB Garhwal University suggested constitution of a special group 'Foresight on Mountains' which could work on issues related to balancing the needs of development and conservation and plan ahead into the future.

Making suggestions on the role of the common citizen, Dr Rajendra Dobhal, Director General UCOST emphasized on the need for improving the awareness on disposal of hazardous waste from electronic items of daily use.



## Enhancing Energy Efficiency

16 June 2011, Faridabad

Considering the energy saving potential of 622.4 M in Haryana, the CII- BEE energy efficiency workshop, shared the best practices for enhancing industry competitiveness in the auto component sector. Supporting the energy efficiency need for industry, Mr B S Yadav, Additional Director, Haryana Renewable Energy Development Agency (HAREDA), said that HAREDA would bear 50% of the energy audit undertaken by industries in the state to promote the concept of energy audits. The state Government has also established the State Energy Conservation Fund for the same.



# exploring horizons

## India - UK trade

27 April 2011, Chandigarh



Mr Barry Lowen, Director, India, UK Trade and Investment in an interaction with CII members, promoted India-UK trade and investment opportunities. Members deliberated upon showcasing the technologies from UK for agriculture, water, energy and web based business opportunities.

## Australia to create CEO Forum

3 May 2011, Lucknow



The session focused on exploring new business avenues through mutually beneficial partnerships through knowledge sharing. Australia is looking at creating a CEO Forum for exchange of ideas and business opportunities between the two countries informed Dr Lachlan Straham, Deputy High Commissioner, Australian High Commission.

## Doing Business with Oman

12 May 2011, Gurgaon



Delegation led by H E Sheikh Humaid Bin Sultan Al-Maani, Ambassador of Oman interacting with CII members

## Doing Business SAIF Zone way

18 & 20 May, 2011, Jalandhar & Ludhiana



Humaid Al Khatri, Deputy Director, SAIF-Zone, sharing business opportunities in Sharjah

## Realty 2011

10 June 2011, New Delhi

The conference called for introduction of single window system, affordable housing for urban poor and associated infrastructure, effective implementation of Jawaharlal Nehru National Urban Renewable Mission (JNNURM), integrated development of infrastructure services, securing linkages between asset creation and maintenance for long term project sustainability. Encouraging small investors to invest and mopping up large sums through REITs (Real Estate Investment Trusts) and REMFs (Real Estate Mutual Funds), and use of green technology was considered essential.



L-R: Anshuman Magazine, CMD, CB Richards, Ellis South Asia Pvt Ltd; Sunil Kumar Singh, Joint Secretary (Housing), Ministry of Housing & Urban Poverty Alleviation, Govt of India; Harpal Singh, Past Chairman, CII Northern Region releasing the report.

CII- Grant Thornton report titled, "Future Cities- the choices that we make today" looked at what Indian cities should do to address challenges of sustainable growth, quality of life & climate change.

“We are also working on the Real estate regulation bill which will focus on augmentation of land supply to increase the stock of affordable housing, much transparent system and empowering the consumer”

~Sunil Kumar Singh, Joint Secretary (Housing), Ministry of Housing & Urban Poverty Alleviation, Government of India

# reaching out



## Observance of Drug Abuse Day

26 June 2011, Chandigarh



Making learning fun and putting across the right message in the most playful manner to the children, CII observed drug abuse day by organizing plays on disastrous consequences of drug abuse revealing the plight of families of drug addicts at a NGO, Snehalya, a home for children at risk. A specialist from GMCH-32 educated the children about various health hazards & threats of drug addiction.

Mr Vikram Hans, Chairman CII Chandigarh & Mr Darpan Kapoor, Convener Service Industry Panel- CII Chandigarh also



18 May 2011, Dehradun

Taking ahead CII's affirmative action agenda, CII member company Himalayan Drug adopted the initiative under which it shall undertake welfare measures for the company employees from socially backward background and provide scholarships, training for skill upgradation to enable them take up higher professional responsibilities.

Dr S Farooq, Chairman CII Uttarakhand and President, The Himalaya Drug Company, Dehradun Unit also announced that the company would be providing training in herbal farming to the farmers of village Rasulpur, a village adopted by CII in district Haridwar.

## Affirmative Action & inclusive growth - the new growth mantra

### CII Northern Region Agenda

“The effective implementation of affirmative action in the industry will have a multiplier effect on India’s growth story. The untapped capacities of human asserts we have in our country will carve a new mantra for success development and competitiveness for us”

~Malvinder M Singh, Deputy Chairman, CII Northern Region

Taking forward the Prime Minister's agenda on Affirmative action, CII this year will focus on the social sector by providing more jobs to the underprivileged sections of the society, procuring more from their businesses as well as imparting skills to the backward communities. The action hinges around four major points - Employability, Education, Entrepreneurship Development, and Employment (4Es).

In the **northern region** CII is looking at Employability and Employment interventions for 12,500 youth under Affirmative Action. Hence achieving 4 Es through 4 Ps, i.e. Public- Private-People-Partnerships.

### Key action areas:

- Targeted interventions in Nawanshahr district of Punjab, a district with 40.5% of SC population
- Baseline survey completed for Nawanshahr
- Task Force being constituted to brainstorm on implementation and execution strategy
- Dialogue with Government and other stakeholders initiated to ensure their engagement
- Encouraging corporate to sign voluntary Code of Conduct on Affirmative Action. Presently there are total 236 signatories in the Northern region

**A New Direction**

- Corporates to increasingly target bottom of the pyramid consumers
- Affirmative action to be a priority
- Spread skill development & vocational education



# leh - an update

After completion of first phase of providing immediate relief to the leh cloudburst affected, CII in the second phase committed to rehabilitate them by reconstructing 13 damaged houses in village Saboo.

Mr P Chidambaram, Union Home Minister handed over the keys to the first beneficiary of the house on 30 October, 2010. Work on the remaining 11 houses recommenced on 3 April this year. All have been completed and will be handed over to the beneficiaries by end of July.

CII has also offered the remaining construction material which includes approximately 2000 bags of cement, iron rods, pipes and roofing sheets to the LAHDC to distribute among needy flood victims, who have not been able to repair / reconstruct damaged houses. The CEC, Mr R Spaldar will be providing a list of such beneficiaries to CII.



## Plans Ahead:

Following the 3- pronged strategy, CII will now start with their third phase of vocational training. CII tends to initiate a Skills Gurukul model at Leh to benefit the affected with employability.

## Progress Card:

- LAHDC has agreed to help in terms of providing infrastructure (building) for setting up the Gurukul.
- To get an overview of the requirements, few NGOs in Leh, besides PSUs, hospitality sector representatives have been consulted.
- Based on the feedback received, CII - PARFI will be initiating work on providing Vocational Training to the local candidates in a phased manner.

## Another milestone: Coaching for IIT/NIT/AIEEE

Centre for Social responsibility & Leadership (CSRL), which runs free coaching centres for underprivileged youth at Delhi, Kanpur, Guwahati, Jorhat, etc has asked CII to help them identify students who have passed Class 12 for 10 months free coaching,

accommodation and meals at their Delhi centre. The basic criteria will be the income of the family which should not exceed ₹1.5 lakhs annually clearing the selection tests and interview.

LAHDC is supporting this initiative. The registration at Leh and Jammu will start in July.



Donation of Solar Lanterns by MCM DAV College for Women 13 June 2011, Chandigarh



## CHANDIGARH

### Buyer Seller Meet 2011

30 April 2011, Chandigarh

CII Buyer Seller Meet strengthened market linkages of 150 MSMEs with 8 big buyers sharing their vendor development requirements and purchase and procurement policies. One to one meetings organized with the representatives of these large companies were found to be beneficial and crucial for MSMEs to grow and build linkages. Mr Mahavir Kaushik, Director Industries, Chandigarh Administration, said that industry should invest in research and development and use the latest technology in order to achieve business excellence. Quality standards, competitive pricing and timely delivery were discussed as the key elements to forge business linkages.



## DELHI

### Meeting with Smt Sheila Dikshit Chief Minister Government of NCT of Delhi

30 June 2011, Delhi

A CII delegation led by Mr Vijay Thadani, Chairman, CII, Northern Region called on Smt Sheila Dikshit Chief Minister Government of NCT of Delhi. The delegation briefed the Chief Minister on the initiatives planned by CII Northern Region especially for Delhi. The Chief Minister agreed to form a Joint Task Force with CII to work towards sustainable industrial development of the state and the possibility of organizing programmes focusing on SME in Delhi.





## Meeting with Ms Urvashi Gulati Chief Secretary, Haryana

27 May 2011, Chandigarh

CII delegation led by Mr Raj Bhatia, Chairman CII Haryana along with Mr Chandrajit Banerjee Director General, CII met Mr Urvashi Gulati, Chief Secretary Haryana and Mr Y S Malik, Financial Commissioner & Principal Secretary Industry Haryana.

Sharing the national agenda of skills development, Mr Banerjee suggested a skills centre in Haryana on the lines of Skill Development Centre in Chhindwara where Toyota, JCB, L & T have come together for building skills as per the requirements of the industry.

Mr Urvashi Gulati, Chief Secretary Haryana said that the Industry Department would be keen to work with CII for the skill centre. CII had already submitted a proposal to the Chief Secretary and the Principal Secretary, Industrial Training Department for conducting a Skill Gap Study for the state of Haryana.

Mr Malik, said that CII should also come forward and help industry partners for the establishment of an Indian Institute of Information Technology which would be set up in Sonapat.



- CII to recommend Water Policy for the state of Haryana
- Partner government to set up High level Joint Task Force to be chaired by Chief Minister constituting a Working Committee chaired by the Chief Secretary of the State, to propel the growth and development in the state
- CII proposes Skills development Centre in Haryana partnering industry for building skills as per the industry requirements



## HIMACHAL PRADESH

### Interaction with Mr Kishan Kapoor Industries Minister, Himachal Pradesh

10 May 2011, Baddi

CII delegation met Mr Kishan Kapoor, Industry Minister of Himachal Pradesh to discuss various problems being faced by the industry in the state due to infrastructural and other bottlenecks.

### Representation on Aggregate Revenue Requirement (ARR)

9 May 2011, Shimla

CII Himachal Pradesh State Power & SHP Panel submitted suggestions on Multi Year Tariff Petition for determination of the Aggregate Revenue Requirement (ARR) for the control period of 2011-12 under section 62, 64 & 86 of Electricity Act, 2003, filed by Himachal Pradesh State Electricity Board Shimla before Himachal Pradesh Electricity Regulatory Commission, Shimla.

## JAMMU & KASHMIR



### Interaction with Mr Omar Abdullah Chief Minister of Jammu & Kashmir

18 June 2011, Srinagar



Presenting the CII Skills Study report for nine districts in the state to the Chief Minister, Mr Omar Abdullah & Mr Vijay Thadani, Chairman, CII-Northern Region shared CII's multi pronged

strategy for the year to build a sustainable, futuristic and inclusive North, with a special focus on J&K. Skilling, Agriculture and Tourism have been identified as the three core areas for J&K.

The Chief Minister told CII to take concrete steps to bring in investors to the state, which will lead to economic development and create jobs for the youth.

Mr B Thiagarajan, Chairman, CII National Task Force on Cold Chain Development handed over the Feasibility Report for Cold Chain Development for Apples to the Chief Minister, which recommends a modern system for procurement, processing and storage supported by refrigerated logistics to create a cold chain infrastructure in state.

### Interaction with Ms Vineeta Gupta Additional Commissioner (Commercial Tax), Govt of J & K, 9 May 2011, Jammu

A delegation led by Mr Raju Chowdhary, Chairman CII J & K discussed the procedure of filing VAT return in the new format, which is the first step towards computerization of the state.

Ms Vineeta Gupta said that the proposed system will help bring in more transparency and better monitoring

CII Northern Region met Mr B A Runyal, Commissioner Secretary – Technical Education, Govt of J & K and proposed setting up of skill development centers at various colleges & universities of J&K on lines of CII - Delhi University model.

Assuring full support, Mr Runyal said CII could also look at organizing Job fairs, which will help students link up with industry.

### Interaction with Mr B A Runyal Commissioner Secretary – Technical Education, Govt of J & K

17 June 2011, Srinagar

A CII delegation led by Mr Vijay Thadani, Chairman,



## PUNJAB

### Enhancing Industry Academia partnership

21 June 2011, Kapurthala

Mr Vijay Thadani, Chairman, CII Northern region and Ms Kamna Aggarwala, Chairperson, CII Punjab met Dr Rajneesh Arora, Vice Chancellor, Punjab Technical University to discuss industry- academia partnerships in Punjab for syllabus & curriculum revision. The scope of HR-TPO forum was emphasized upon so that students can find gainful employment while industry gets trained professionals. PTU has also established a fund wherein Industry can share their issues /problems with affiliated colleges for research, funded by PTU.

#### Interactions with:

- Mr Amar Singh Chahal, Commissioner of Police, Amritsar, 6 May 2011, Amritsar
- Mr Ishwar Singh, Commissioner of Police, Ludhiana; Mr Rahul Tewari, Deputy Commissioner, Ludhiana; Mr A K Sinha, Commissioner, Municipal Corporation, Ludhiana, 15 May 2011, Ludhiana





**Interaction with Mr Rajendra Bhanawat  
Managing Director, RIICO Ltd**

24 June 2011, Jaipur



In light of proposed Delhi Mumbai Industrial Corridor around the Dedicated Freight Corridor, the key five areas imperative to state growth identified, during the meeting, are State Level Reforms; Skill Development and Education; Infrastructure; Agriculture and Water.

Mr Vijay Thadani, Chairman CII Northern region, also detailed that CII will soon open skills development centre at Bhiwadi for which land has already been allotted by the government.

**Interaction with Mr Anand Sharma  
Union Minister for Commerce & Industry and Mr  
Ashok Gehlot, Chief Minister, Rajasthan**

30 April 2011, Jodhpur

CII attended a meeting with Chief Minister, Rajasthan, Mr Ashok Gehlot and Union Minister for Commerce and Industry, Mr Anand Sharma for setting up the Skill Development Centre by CII at Bhiwadi. CII is in process of identifying the technical partner for the centre.



**Interaction with Mr S Ahmad, Chief Secretary and  
Mr C K Mathew, Addl Chief Secretary- Finance,  
Rajasthan**

24 June 2011, Jaipur

Mr Vijay K Thadani, Chairman, CII NR, Mr S G Vyas, Chairman, CII Rajasthan; Mr Dileep Baid, Vice Chairman Rajasthan interacted with Mr S Ahmad, Chief Secretary and Mr C K Mathew, Addl Chief Secretary- Finance, Government of Rajasthan, and apprised them of various CII initiatives including CSR, Affirmative Action, Skill Development.



Above: Meeting with Shri Shivraj Patil, Governor of Rajasthan  
24 June 2011, Jaipur

Below: Interaction with Mr Manohar Kant, Principal Secretary  
Labour & Employment, Rajasthan, 27 May 2011, Jaipur



## UTTAR PARDESH

### Discussion on APMC Act

12 May 2011, Lucknow



Capt. Umesh Agarwal, Convener of Agri Panel, chaired the discussion on APMC Act focusing on amendments in the Act regarding Mandi Parishads, Mandi Licensing and Tax. Business opportunities brought through Mega Food Parks making UP agri-business destination were also discussed.



### Need for Skills Gap Study for UP

13 May 2011, Lucknow

UP being the most populous, the discussion chaired by Mr Kiron Chopra, Convener of Skills Panel stressed on the need for Skills Gap Study for the state.



## UTTARAKHAND

### Meeting with Mr Subhash Kumar Chief Secretary, Govt of Uttarkhand

2 June 2011, Dehradun

Mr Vijay Thadani, Chairman, CII Northern Region and Chief Executive Officer, NIIT Ltd, met with Mr Subhash Kumar, Chief Secretary, Uttarakhand, and discussed CII agenda in the state. The key focus area in the state for CII will be MSMEs, Skill Development & Education, Environment, Policy Advocacy and Affirmative Action.



### CII suggestions on labour reforms & labour welfare, 19 May 2011, Dehradun

Interacting with CII members, Shri Prakash Pant, Hon'ble Minister for Labour & Planning, Government of Uttarakhand spelt out the worker welfare initiatives like

- ESI Hospitals at Dehradun, Haridwar and US Nagar in pipeline
- Land for medical college
- 82 projects in various stages, 13 in implementation stage
- 18 employment exchanges in the state being made online

He also briefed the members on the ESI biometric card scheme and sought industry's support in enrolling the registered workers in the scheme.



#### CII suggestions on labour reforms and labour welfare

- Urgent need for creating workmen housing
- Better transport facilities within the industrial areas as well as to industrial areas
- Greater number of ITIs for skilled manpower
- ESI dispensaries near the industrial clusters
- Need for creating awareness amongst workers on the ESI schemes

#### Meeting with

- Mr P C Sharma, Principal Secretary, Civil Aviation, Govt of Uttarakhand on starting of Pantnagar – Delhi flight operations, 10 May 2011, Dehradun
- Meeting with Mr Pradeep Srivastava, Additional Commissioner Garhwal Zone, Trade Tax on taxation process, 10 June 2011, Dehradun



# competitiveness

## CII 1st NR Industry Competition on EHS

4 May 2011, Haridwar

The competition which aimed to inculcate the importance of EHS and profitable best practices saw participation of 10 EHS teams from 7 organisations which presented on workplace specific projects.

- Winner Mahindra & Mahindra FES & Rudrapur, Uttarakhand
- 1st Runner up Tata Motors, Pantnagar, Uttarakhand
- 2nd Runner-up Marico Ltd., Pounta Sahib, Himachal Pradesh

### Sessions on

Learning good manufacturing practices focused on 5S, 3M & Kaizen, 12 May 2011, Jammu

Being cost efficient: Activity Based Cost Management  
4 May 2011, Jaipur; 24 June 2011, Noida



Above left: Manufacturing Excellence Mission, 26 - 27 May 2011, Chennai  
Above right: Winner of EHS competition  
Below: Sharing Innovative Financing options for SMEs, 20 May 2011, Noida





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