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SECURING THE FUTURE

FRAMEWORK FOR INCLUSIVE



CII National Conference and Annual Session 2011

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JOURNAL OF THE CONFEDERATION OF INDIAN INDUSTRY

At the Helm



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

Mr Muthuraman joined Tata Steel in 1966, and was appointed non-executive Vice Chairman in 2009. He is also the Chairman of Tata International Ltd.

A Metallurgical Engineer from IIT, Madras, with a Masters of Business Administration from XLRI, Jamshedpur, Mr Muthuraman has completed the Advanced Management Programme at the European Centre for Executive Development, France, and the Leadership Programme at INSEAD, France. Mr Muthuraman has also been bestowed an Honorary Degree of Doctor of Humane Letters, Honoris Causa from Loyola University, Chicago.

Mr Muthuraman is also on the boards of various companies and institutions. He has received several prestigious awards, including the 'CEO of the Year' from Business Standard in 2005, and the Economic Times Award for Corporate Excellence in 2008.



Adi Godrej
President - Designate, CII,
and Chairman,
Godrej Group

Mr Adi Godrej, Chairman of the Godrej Group, is also Chairman of Godrej Industries Ltd., Godrej Consumer Products Ltd., Godrej Household Products Ltd., Godrej Properties Ltd., Godrej Hershey Ltd., Keyline Brands Ltd., U.K, and Rapidol Pty Ltd., South Africa.

Mr. Godrej, who received both his undergraduate and Master's degree in Management from the Massachusetts Institute of Technology, USA, is a Director of numerous companies, and is on the board of a number of councils and associations. He is also the Chairman of the Hyderabad-based Indian School of Business (ISB).

A recipient of several awards and recognitions, Mr Godrej has received the Rajiv Gandhi Award 2002 and the Entrepreneur of the Year for the Asia Pacific Entrepreneurship Awards 2010.



S Gopalakrishnan
Vice President, CII, and
Chief Executive Officer and Managing Director, Infosys Technologies

Mr S Gopalakrishnan (Kris), one of the founders of Infosys Technologies Ltd, has served as its CEO and Managing Director since 2007. In January 2011, he was awarded the Padma Bhushan by the Government of India.

Recognized as a global thought leader, Mr Gopalakrishnan was included in 'Thinkers 50,' an elite list of global business thinkers compiled by Des Dearlove and Stuart Crainer, in association with the IE Business School, Madrid, and the London Business School's Management Innovation Lab.

He has served as Chairman of CII's Southern Regional Council, and is on the board of various educational institutions.

Mr Gopalakrishnan holds Master's degrees in Physics and Computer Science, from the Indian Institute of Technology, Madras.

Assure Inclusion: Secure the Future

Government and Industry reaffirmed faith in Inclusive Growth as the key to Sustained Development at the CII National Conference and Annual Session



B Muthuraman, In-coming President, CII, and Vice Chairman, Tata Steel Ltd, & Chairman, Tata International Ltd ; Pranab Mukherjee, Finance Minister of India; Hari S Bhartia, Out-going President, CII, and Co-Chairman and MD, Jubilant Bhartia Group, and Chandrajit Banerjee, Director General, CII

THE SUCCESS OF the current multi-pronged growth strategy of the Government rests on sustaining high rates of growth over an extended period of time, said Mr Pranab Mukherjee, Finance Minister of India, inaugurating the CII National Conference and Annual Session 2011 in New Delhi on 8 April. Over two days, senior ministers, opposition leaders, administrators, industry leaders and representatives of civil society brain-stormed on real-time solutions towards **‘Securing the Future: Framework for Inclusive Growth.’**

Inclusive Growth, the Finance Minister said, is much broader than mere poverty alleviation and relates to equality of opportunity to all, for a productive and meaningful life with freedom and dignity, particularly for the disadvantaged segments of society. He urged industry to partner the government to make the

development process more effective and inclusive.

Appreciating the leadership that CII is providing to the National Skill Development Corporation (NSDC), Mr Mukherjee launched ‘Skillpedia’- an online platform to create awareness on the importance of certification of skills by recognized assessment agencies for the betterment of the employer and the job seeker. This is a CII effort to complement the Government of India’s goal of creating a skilled workforce of 500 million by 2022.

Mr Hari S Bhartia, out-going President, CII, and Co-Chairman and MD, Jubilant Bhartia Group, enumerated CII initiatives to promote inclusive growth through four critical drivers: education, employability, entrepreneurship and innovation. CII has set up the first Skill Centre at Chhindwara in Madhya Pradesh, and proposes to launch 11 more such centres shortly

with the goal of one in each state, he said.

Mr Bhartia named supply-side constraints in agriculture and providing livelihood to 17-20 million people each year as key challenges to the goal of inclusive growth. He called upon the government for interventions in agriculture infrastructure development, improving the business climate and enhancing financial intermediation. To create more jobs, he suggested that the government identify and implement 100 high-impact projects such as the Delhi-Mumbai Industrial Corridor, across the country. These projects, he said, should be executed and monitored like a control room operation, with fixed deadlines, clear job responsibilities and performance accountability.

Mr B Muthuraman, in-coming President, CII, and Vice Chairman, Tata Steel Ltd, observed that the path to securing inclusive growth has to be charted jointly by the government, industry, civil society and the people. The goal is to make quality of life and economic independence a right rather than a privilege for every Indian.

The New Trade Paradigm

The government is ready with a radical new manufacturing policy, said Mr. Anand Sharma, Union Minister for Commerce and Industry, addressing the session on 'The New Trade Paradigm: Evolving Partnerships towards Inclusive Growth.'

It is time for India to emerge as a global leader in high technology manufacturing, he said, noting that the new policy would be designed to attract green field investments into hi-tech manufacturing and would address industry concerns.

Mr Sharma announced that exports for 2010-11 would be well over the target of USD 200 billion, representing a remarkable recovery from the previous year. The government's global engagement agenda is in sync with the emerging global investment and trade paradigm, he said, assuring that the first priority of the government in any trade negotiation is the national economic interest.



Anand Sharma, Union Minister of Commerce and Industry, with Hari S Bhartia

Managing Public Information

The Session on 'New Uncertainties for Government and Business in the New Public Information Space' highlighted how social media and technology have changed the way information is being consumed across the world. The increasing availability of information and shrinking timelines demand a high transparency and accountability, and leaders need to learn new skills and tools to navigate the challenges of a rapidly changing world, said Mr Arun Maira, Member, Planning Commission.

Internal Issues Impacting Growth

The global economic situation has worsened and imbalances have exacerbated, said Mr Shyam Saran, former Foreign Secretary, and Chairman, Research and Information System for Developing Countries, at the session on 'How Stable is the Global Recovery: Is India at Risk?'



Arun Maira, Member, Planning Commission, with Sunil Bharti Mittal, Past President, CII, and Chairman & Group CEO, Bharti Enterprises Ltd



Pranab Sen, Principal Adviser, Planning Commission, Shyam Saran, Chairman, Research & Information System for Developing Countries; Sanjaya Baru, Editor, Business Standard; Lord Meghnad Desai, House of Lords, UK, and Venkat Chary, Chairman, MCX



Montek Singh Ahluwalia, Deputy Chairman, Planning Commission; Arun Bharat Ram, Past President, CII, and Chairman SRF Ltd, and Sheila Dikshit, Chief Minister of NCT of Delhi



Jairam Ramesh, Union Minister of State, Environment & Forests, with Y C Deveshwar, Past President, CII, and Chairman ITC Ltd

Mr Saran said that future partnerships would be issue-based rather than politics based. New equations would emerge with the crisis in Japan and the resultant shift away from nuclear energy, he felt. Lord Meghnad Desai, House of Lords, UK, felt the fragile recovery in the West, the calamity in Japan and the pressures on global oil and commodity prices were bound to impact the Indian economy.

Mr Pronab Sen, Principal Advisor, Planning Commission, outlined three areas of concern - one, the shifting 'pressure to perform' from Western to Eastern economies; two, increasing inflation, and three, the increasing criticality of the issue of climate change. He, however, felt that the challenges for India arose more from internal issues rather than global factors.

The internal factors plaguing India's growth formed the core of the session 'Governance, Ethics and Social Responsibility' where speakers said civil society's participation in governance is the only way forward to fight corruption.

Mr Vinod Rai, Comptroller and Auditor General of India, said that growth had been delivered by a vibrant, functional democracy and the time had come for us to participate in governance through mechanisms such as the Whistle Blower Act and the RTI Act.

The Election Process, said Mr S Y Quraishi, Chief Election Commissioner of India, acts as the valve that releases tension in the pressure cooker of a democracy. Our election valve has however become clogged and therefore requires reforms, he said.



Vinod Rai, Comptroller & Auditor General of India, Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Service, and Dr S Y Quraishi, Chief Election Commissioner of India

Governance Models

At the session on 'Inclusive Growth and the Imperatives of Governance: Models from the States,' Ms Sheila Dikshit, Chief Minister of Delhi, said the Capital is on the way to transform itself into a world class city in the near future. Key concerns, she said, were housing for the poor, the declining sex ratio, and the ineffectiveness of the present public distribution system, and enumerated efforts by her government to make democracy more vibrant.

Mr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, enumerated three points on inclusive growth: First, growth should be broad-based, reaching all sections of the country, and public-private participation models should be adopted by the states to ensure this. Secondly, the provision of essential services such as health, education, sanitation, safe drinking water etc to the masses. He also wanted accountability in the provision of quality services. The much awaited UID system is a step towards achieving transparency and accountability in this direction, he noted.

Environment Security

In a panel discussion on 'Environment Security: Beyond Copenhagen and Cancun' on Day 2, Mr Jairam Ramesh, Union Minister of State, Environment and Forests, highlighted the pressures of domestic concerns on environment security. He articulated four key concerns - one, 'concern for livelihood.' While growth brings development at the macro level, it incurs costs at the micro level. Second, 'impact of environmental pollution on public health' which is necessitating urgent corrective action. Three, India is relatively more vulnerable to the impact of climate change due to its high dependence on the monsoon. The last concern is meeting the needs of the growing population in a sustainable manner.

Mr Ramesh wanted the corporate sector to take environment not as a cost or an obligation but intrinsic to business and growth. India has a



Dhruv M Sawhney, Past President, CII, and CMD, Triveni Engineering & Industries Ltd; Sumit Bose, Secretary, Disinvestment, Ministry of Finance; R P Singh, Secretary, DIPP; Sudha Pillai, Member Secretary, Planning Commission; Sushama Nath, Finance Secretary, Ministry of Finance, and R Gopalan, Secretary (DEA), Ministry of Finance

historic opportunity to learn from the mistakes of the developed world, and also has the capability to assume leadership position by developing innovative green growth models, he said.

Mr Y C Deveshwar, Past President, CII, and Chairman, ITC Ltd, provided the industry perspective on how India could adopt a green growth strategy, through innovation and by harnessing entrepreneurial energies. However, the Government needs to create new growth drivers such as additional benefits for corporates seeking sustainable development and green GDP, he said.

Mobilising Youth Power

At the Session on 'How to Attract Young Talent into Politics and How to Get Convergence on Critical Issues,' Mr Nitin Gadkari, President, Bharatiya Janata Party (BJP), who is the youngest President of the BJP and a champion of green technology and renewable energy resources, urged both the media and industry to shift focus to the developmental aspect of politics.

He also voiced his support for the Lok Pal Bill, electoral reforms and the introduction of the GST.

Managing Transitions in India Inc.

Corporate leaders reiterated that inheritance could never surpass competence, at the



Adi Godrej, President-Designate, CII, and Chairman, Godrej Industries; Rahul Bajaj, Past President, CII and Chairman, Bajaj Auto, and Subodh Bhargava, Past President, CII and Chairman, Tata Communications Ltd & Wartsila India Ltd

session on 'Transitions in India Inc: The Imperatives of Succession Planning'. Mr Adi B Godrej, President-Designate, CII, and Chairman, Godrej Industries, said that the criteria for entry of family members into business should be pre-set. Competence to handle the top job requires entrepreneurship qualities, ability to manage risks and leadership skills, he said.

Mr Rahul Bajaj, Past President, CII, and Chairman, Bajaj Auto, said that in addition to competence, the qualities that work in favour of family members are deeper engagement with the business, commitment, continuity and drive.



G.K. Pillai, Secretary, Ministry of Home Affairs



Nitin Gadkari, President, BJP

Mr Subodh Bharagava, Past President, CII, and Chairman, Tata Communications Ltd and Wartsila India Ltd, suggested that age should determine the retirement of the senior generation to make way for the next.

The panel debated issues such as independence of Boards in family-driven businesses and succession planning. Mr Godrej also suggested external assessment of family members before their elevation to the top post.

Government Industry Partnerships

Two plenary sessions brought senior Government Secretaries together to discuss different aspects of a secure future. In the session on 'Security Dimensions of Development Disparities' Mr. G.K. Pillai, Secretary, Ministry of Home

Affairs, pointed out that not all Indians are benefiting equally from India's prosperity and this inequality is leading to social unrest. Government and industry must work together to tackle the challenge urgently as the information revolution has led to greater awareness, and the masses are unwilling to wait, he said.

Several of the country's problems in the areas of health, education and security can be addressed by greater investment in technology, felt Mr S. Gopalakrishnan, Vice President, CII, and CEO and Managing Director,

Infosys Technologies Ltd.

Mr. Gopalakrishnan also called for protecting technology from information warfare and cybercrime, and said investment in e-governance must be increased to facilitate greater interaction between the public and government.

Mr B Muthuraman reiterated that containment

of social unrest in India is the No.1 priority so that India can achieve its growth potential. "The fundamental reason for social unrest is social inequality," he said, adding that the only solution is to correct inequality by providing equal opportunities through affirmative action.

The discussion on 'Securing the Economic Future: Strategic Perspectives' was chaired by Ms Sudha Pillai, Member Secretary, Planning Commission. The panelists were Ms Sushama Nath, Finance Secretary, Mr R Gopalan, Secretary (DEA), Ministry of Finance, Mr Sumit Bose, Secretary - Disinvestment, Ministry of Finance, and Mr R P Singh, Secretary - DIPP, Ministry of Commerce and Industry.

Ms. Sushama Nath said the government is committed to rolling out both the DTC and the GST in an expedited manner. The Finance Secretary was confident that the government will stick to its revenue and fiscal deficit targets, without any excess spending on subsidies.

Ms. Sudha Pillai, raising concerns regarding growth and inclusiveness, said that participative governance is the most important form of inclusiveness.

Mr. R. Gopalan said that efforts were being made to engineer effective vehicles



Arun Jaitley, Leader of the Opposition in the Rajya Sabha; Hari S Bhartia, and Chandrajit Banerjee

Sumit Bose.

Mr. R. P. Singh, expressed concern over India's lower share of investment to GDP as compared to China. He also pointed out that despite increasing revenue of the government, capital expenditure has been falling in recent years. The government will have to take a lead role in the provision of infrastructure in a cost effective manner if manufacturing in India is to grow, he said.

India's Major Challenges

Internal security, poverty and the poor quality of politics are three major challenges for India, said Mr Arun Jaitley, Leader of the Opposition in the Rajya Sabha, at the Valedictory Session of the National Conference and Annual Session. Naming Kashmir, the Maoist-affected areas and the North East as three major areas of concern for India's internal security,

he emphasised that the policy to correct this situation must be based on clarity rather than politics.

Rueing that the stature of men in India's public life doesn't measure up to the magnitude of power they wield, he said we need to improve the quality of politics and governance.

Mr Jaitley called for a broader vision for the country. We should



S Gopalakrishnan, Vice President, CII, and CEO & MD, Infosys Technologies; B Muthuraman, and Adi Godrej

Recognising Industry Stalwarts



Pranab Mukherjee, presenting the CII President's Award to R C Bhargava, Chairman, Maruti Suzuki Ltd.
Also seen: Chandrajit Banerjee; B Muthuraman, and Hari S Bhartia

Mr Pranab Mukherjee, Finance Minister of India, gave away the CII President's Awards to key contributors to the CII agenda. These Awards are presented annually at the end of the President's year. The Awardees include CII office bearers and other prominent leaders who have worked over the years to take forward the CII Vision. The recipients this year were

- Mr Suresh Prabhu, Chairman, Council on Energy, Environment and Water
- Mr R C Bhargava, Chairman, Maruti Suzuki Ltd
- Mr T S Vijayan, Chairman, CII National Committee on Insurance and Pension
- Mr Uday Kotak, Chairman, CII National Committee on Capital Markets
- Mr Arun Nanda, Chairman, CII Western Region
- Mr R M Khanna, Chairman, CII Northern Region
- Ms Bhairavi Jani, Immediate Past President, Young Indians.

CII Women Exemplar Awards



Sheila Dikshit, presenting the CII Women Exemplar Award to M Bhagayamma, Woman Exemplar Awardee (Health) as Dr Montek Singh Ahluwalia, and Sanak Mishra, CEO-Greenfield Projects, ArcelorMittal India, look on

The CII Woman Exemplar Award promotes women empowerment at the community-level by recognizing under-privileged women at the grassroots level who have, against all odds, excelled and contributed significantly in three fields: Education and Literacy, Health, and Micro Enterprise. The awards, sponsored by Arcelor Mittal India Ltd. are presented during the National Conference each year. This year's awardees were:

Education: Ms Champa Devi, for creating a conducive educational environment in the most backward region of Kotra Tehsil, Udaipur. She took on the might of feudal landowners and her own community to create opportunities for women and poor children.

Health: Ms M Bhagayamma for outstanding work on the Chaitanya project, for people living with HIV/AIDS in Chamarajnagar, Karnataka.

Micro Enterprise: Ms Ramrati Devi, for her contribution to livelihood creation and poverty reduction through the practice of sustainable agriculture in Sarpataha Village, District Gorakhpur, UP.

VOICES...

'For growth to be sustainable it has got to be inclusive. CII and its member companies are committed to inclusive growth and it is increasingly becoming an important part of the CII agenda.'

B Muthuraman, President, CII

'A strong framework for inclusive growth that leverages innovation, creativity, science and technology will not only improve equity, but will also accelerate our growth leading to a win-win outcome.'

Adi Godrej, President Designate, CII

'Technology is a great enabler and leveler in improving access, providing timely service and improving governance. We must accelerate investment in e-governance projects'

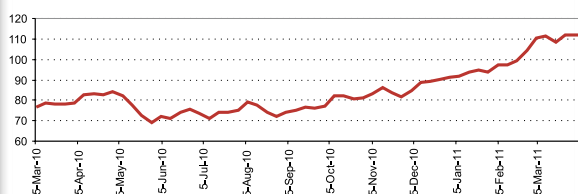
S Gopalakrishnan, Vice President, CII

Effect of High Oil Prices on India

Rising international oil prices pose a key risk to India's economic performance

INTERNATIONAL OIL PRICES have been steadily rising, and remain at 100-110 US\$ per barrel, while Brent crude recently breached the level of USD 120 per barrel. This will be a key risk to India's economic performance in 2011-12, given that India needs to import over 70% of its oil requirement. Oil prices exhibited around a 30-35 per cent increase in March 2011 over the corresponding month last year, mainly due to turmoil in Libya and unrest in Saudi Arabia, the Middle East's biggest producer of crude oil.

Weekly OPEC Countries Spot Price FOB Weighted by Estimated Export Volume (US\$ per Barrel)

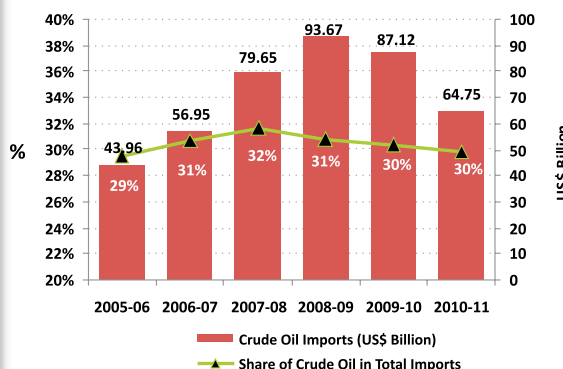


Source: EIA

Rising prices can significantly affect the economic performance of a country. For an oil importing nation, the impact of high oil prices would either be borne by the government, upstream and downstream oil companies, or the consumer. If government decides not to raise retail oil prices, it will have to compensate this with an increase in subsidies. This increase in subsidies would necessitate an increase in government borrowing, in turn affecting the fiscal deficit. A part of the burden could be borne by the public sector oil companies. This would imply reduced profit margins for these companies. If the prices are allowed to increase in the retail market, the consumer is directly affected due to inflation. However, given that India is a net oil importing country, any increase in oil prices would imply a drain of resources and reduced spending on other areas and would finally have a moderating impact on GDP.

The magnitude of the impact of oil prices for

India's Crude Oil Imports

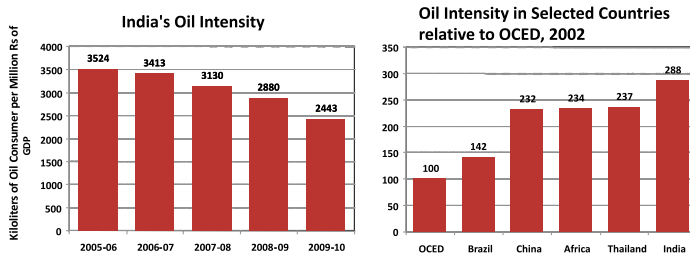


Source: Economic Survey 2010-11

an oil importing nation is determined by two factors. Firstly, the degree to which a country is a net oil importer, and secondly, the oil intensity of that country. India hugely depends on oil imports for fuelling its economy, spending around US\$ 85-95 billion every year on oil imports. Oil constitutes 30% of the country's total import bill. In other words, oil imports comprise 9% of the country's GDP.

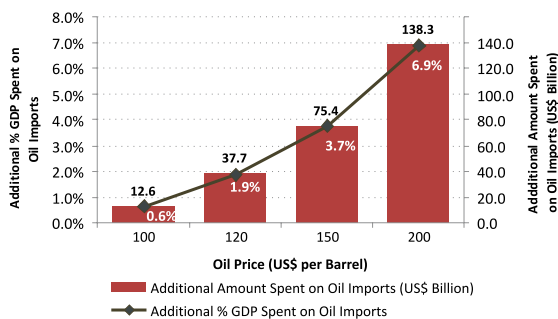
India's oil intensity has been decreasing over the years. However, it is still relatively high as compared to other countries. India's oil intensity is almost thrice that of OECD countries. This implies that India uses relatively more oil to produce each unit of GDP. Any cut in oil imports due to increased prices would have a relatively higher impact on the Indian economy.

India's Oil Intensity



Source: CII calculations and IEA (2004)

Impact of Increase in Oil Prices on Indian Economy



Source: CII calculations

If we assume a base average oil price of US\$ 90 per barrel in 2011-12 in a business-as-usual (BAU) scenario, then a US\$ 10 per barrel increase (average oil price at US\$100 per barrel) would mean an additional spending of US\$12.6 billion on oil imports. This would be 0.6 per cent of India's GDP in 2011-12. Amidst fears of the oil price reaching US\$200 per barrel if the political unrest spreads to Saudi Arabia, it would imply an additional drain of US\$138 billion (6.9 per cent of GDP) from

India on oil imports in 2011-12. This is based on the assumptions of GDP at factor cost increasing at 9 per cent, average exchange rate of Rs 45 per US dollar and oil intensity declining at the same rate as in 2005-09.

This additional spending on oil imports can further worsen the Current Account Deficit (CAD). Rising CAD is already a cause of concern for India. In the first half of 2010-11 (Apr- Sep), CAD more than doubled to US\$ 27.9 billion from US\$ 13.3 billion during the corresponding period in 2009-10. A sharp increase in global oil prices will increase the deficit further by increasing the import bill. An increase in oil prices may further add to already high inflation and lead to higher interest rates. The Indian rupee would depreciate as a result of higher imports. This would further worsen the balance of payments and make the country vulnerable to exchange rate fluctuations. At present, the CAD is largely being financed by the relatively higher capital flows leading to moderate accumulation of reserves. However, it would not be prudent to depend on capital inflows and especially FII inflows which are extremely volatile for financing a widening current account gap. ■

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The India Show Brazil

THE INDIA SHOW 2011 in Brazil was a first of its kind initiative in Latin America to promote 'Brand India' and Indian industry in developing and emerging markets with a demand for Indian products and technologies.

Organized by CII with support from the Union Ministry of Commerce, and the Embassy of India, Brazil, the show, with the participation of 75 Indian companies focused on sectors such as oil and gas, auto parts, pharmaceuticals, handicrafts, food processing etc, to enhance two way trade and investments between India and Brazil.

Inaugurating the show, Mr Alessandro Teixeira, Deputy Minister of Development, Industry and Foreign Trade, Brazil, called for strengthening bilateral ties between India and Brazil. More effective communication channels are required to enhance the relationship in business, he said, proposing regular meetings between Brazilian and Indian CEOs. Highlighting agri-business as a promising area for co-operation, he said, "Next year, Brazil will be the largest food



Roberto Paranhos, President, Brazil India Chamber of Commerce; Shubhendu Amitabh, Chairman, CII LAC Committee, and Sr President, The Aditya Birla Group; Allesandro Teixeira, Deputy Minister for Development, Industry & Foreign Trade, Brazil; Vinod Sachdeva, Charge De Affairs, Embassy of India in Brazil; and Jitendra Tripathi, Consul General of India in Sao Paulo, Brazil, at the inauguration of the India Show

producer in the world, which should spark the interest of the Indian government."

Mr. Shubhendu Amitabh, Chairman, CII Latin American and Caribbean Committee, and Senior President, The Aditya Birla Group, said that the World Cup in 2014 and the Olympics in Rio de Janeiro in 2016 can be vectors of growth of bilateral relations in infrastructure and logistics.

CII has been conducting India Shows since 1995, in countries like Afghanistan, China, Iran, Japan, South Africa, Thailand, UK and Nigeria, among others. ■



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BUS AND SPECIAL VEHICLES EXPO'11

THE BUS & Special Vehicles Expo (BSVE) 2011, was organized by CII and the Society of Indian Automobile Manufacturers (SIAM) from 9-12 March in Hyderabad.

Spread across 8,000 sqm, the 2nd edition of BSVE received encouraging response from all sides, with the presence of major automobile and component manufacturers, overseas participation, and support from the Union Ministry of Heavy Industries and Public Enterprises, the Association of State Road Transport Undertaking (ASRTU) and the Department of Transport, Andhra Pradesh.

At the curtain raiser of BSVE, Mr. Aakash Passey, Chairman, Vehicle Classification, Sales Reporting & Analysis, SIAM, and MD, Volvo Buses India, pointed out that "while all segments of the industry are growing rapidly, India has become the world's second largest producer of buses after China, besides having the largest number of buses running on CNG. Today India is not only meeting its domestic needs but is exporting buses to various countries.

Inaugurating the show, Dr J Geetha Reddy, Minister for Major Industries, Commerce, Export Promotion and Food Processing Industries, Andhra Pradesh, noted that Andhra Pradesh was well-positioned for the auto industry, with its central location, availability of large pool of technical talent, proximity to the auto hub of India,



Dr J Geetha Reddy, Minister for Major Industries, Commerce, Export Promotion and Food Processing Industries, Andhra Pradesh; Sudhakararao Uppada, Executive Director, Association of State Road Transport Undertakings, and Jayadev Galla, Vice Chairman, CII Andhra Pradesh

and accessibility to both domestic and international markets.

To promote automotive manufacturing clusters in the state, the Andhra Pradesh Industrial Infrastructure Corporation Limited is developing exclusive automotive parks near Toopran and Chevella on the outskirts of Hyderabad, and also at Naidupet in SPS Nellore District, she said.

Some of the major participants at Bus & Special Vehicle Expo 2011 included Tata Motors, Volvo Buses, SML Isuzu, Force Motors, Eicher, Allison Transmission, FAW Group China, etc.

The event featured a series of special meetings including a roundtable on 'Bus Transportation'

by ASRTU, a workshop on 'Bus Body Builders Accreditation System' by the Central Institute of Road Transport (CIRT), and a bus driver's training camp by Hubert Ebner (P) Ltd, and the Transport Department, Hyderabad.

The Expo was a successful launching pad, with Volvo Buses launching its Intelligent Technology Transmission and Tata Motors organizing a special showcase of its Mobile Classroom Bus and India's first Hybrid bus.

Drawing over 2,527 visitors, the event generated over 700 enquiries, while a number of instant orders were also booked by dealers. The event concluded on a promising note with nearly 90% of the participants confirming their interest to participate in the next edition of BSVE. ■



MSME Mission to United Kingdom

A 25 MEMBER CII SME

Delegation visited the United Kingdom during 9 -11 March, to help Indian MSMEs connect with their counterparts in UK, and explore commercial opportunities in tier 2 and tier 3 cities. The delegates visited three significant cities, Basildon, Manchester and Cardiff, and met the local authorities and business fraternity there. The programme was jointly coordinated and supported by the High Commission of India in UK, Basildon Council, Welsh Assembly Government and the UK India Business Council (UKIBC). The Indian team, representing diverse sectors from different parts of the country, was led by Mr. Ramesh Datla, Chairman, CII National MSME Council, and Managing Director, ELICO Ltd.

In Basildon, the CII team met senior members of the Basildon Council and representatives of local industry and business. They also visited the Ford Dunton Technical Centre and New Holland Agriculture's tractor plant. The CII delegation was appraised of the strengths and opportunities of the automotive and defence manufacturers, and the range of financial service providers in Basildon.

The various presentations included one on the transformational London Gateway Port project, being built just 4 miles from central Basildon. Selex Galileo, headquartered in Basildon, presented their range of electronics and other defence equipment.

In Manchester, one of the leading financial and commercial centres in UK, the CII delegation's visit coincided with the UKIBC Annual Summit, and provided a platform for Indian and British



Nalin Suri, Indian High Commissioner to the UK, presenting a memento to Rt. Hon Carwyn Jones AM, First Minister of Wales. Also seen: Ramesh Datla, Chairman, CII National MSME Council and Gurpal Singh, Deputy Director General, CII

industries to come together to explore collaborations in the SME space.

Addressing the Summit, Mr. Nalin Suri, High Commissioner of India to the United Kingdom, called for stronger ties between the two countries with a focus on Advanced Engineering and Manufacturing.

Mr Datla said the next

decade could well witness the rise of the Indian SMEs as producers of world class products, driven by their thrust to leverage the best technologies from across the globe.

Mr Peter Sands, Co-Chairman, India UK CEOs Forum, and Group Chief Executive, Standard Chartered Bank, highlighted the eagerness of the UK to collaborate with Indian counterparts across identified sectors.

The key points discussed at the Summit included identification of capacity building in supply chain and logistics, promoting institutional collaborations between industry and universities for capacity building and technology transfer in hi-tech areas such as Defence, Aerospace etc, and creating innovative business models based on the needs of both countries.

The members concluded their visit with networking and interactions in Cardiff, Wales. They met Rt. Hon. Carwyn Jones AM, First Minister of Wales, who urged both Indian

and local businesses to share goals, aspirations and information for more stronger collaborations in future.

The three day mission concluded on a very positive and encouraging note, with both Indian and UK industry looking forward to enhancing bilateral trade and investment. ■



Members of the CII SME Mission to UK

CII Recommendations on Agriculture and Food Laws

Carrying forward its mission to increase agriculture productivity and food security in the country, CII presented recommendations on Agriculture and Food Laws to key Union Ministers



B Thiagarajan, President, Blue Star; Vivek Bharati, Executive Director, Pepsico Holdings; Salil Singhal, Co-Chairman, CII Agriculture Council and, CMD, PI Industries; Rakesh Bharti Mittal, Chairman, CII Agriculture Council, and Vice Chairman & MD, Bharti Enterprises; Sharad Pawar, Union Minister of Agriculture and Food Processing Industries; Sanjeev Asthana, Founder & Director, iFarm Ventures; Gokul Patnaik, Chairman, Global AgriSystems; Piruz Khambatta, Chairman, Rasna Pvt Ltd; Ashok Sinha, Secretary, Ministry of Food Processing Industries, and P K Basu, Secretary, Ministry of Agriculture and Cooperation,

A CII team, led by Mr Rakesh Bharti Mittal, Chairman, CII National Council on Agriculture, and Vice Chairman & MD, Bharti Enterprises, met Mr Sharad Pawar, Union Minister of Agriculture and Food Processing Industries, on 24 March in New Delhi, with suggestions to revitalize the Food Processing and Agriculture Sector, deepen private sector engagement and raise farmer income. Some of the key CII recommendations were:

- Broaden the definition of agriculture produce to include processed food products, to ensure that products of the food processing industry would get the same benefits as fresh produce.
- Remove the cap in priority sector lending, by including all advances to the Agriculture & Food Processing Industry across the value chain in the category of Direct Agri Priority Sector Lending (PSL), without any limitation on the size of investment in plant and machinery.
- Nil Goods and Service Tax (GST) on food processing will also help to curb unnecessary food inflation.

- Exempt fruits, vegetables and other perishables from the APMC Act and also give farmers the freedom to sell directly to food processing companies / aggregators / processors etc in addition to selling through government or private mandis etc. This will help reduce wastage.
- The Food Safety and Standards Authority of India (FSSAI) needs to ensure that the Food Safety and Standard Act is implemented soon to ensure food safety and quality.

Mr Pawar said that revitalizing the food processing sector is a high priority issue, and assured CII that the recommendations would be considered by the Ministry.

Mr. PK Basu, Secretary, Agriculture and Cooperation, and Mr Ashok Sinha, Secretary, Food Processing Industries, were also present at the interaction.

Food Laws & Regulatory Issues

CII presented recommendations on Food Laws and regulatory issues to Mr Ghulam Nabi Azad, Union Minister of Health and Family Welfare, in New Delhi on



V N Gaur, CEO, FSSAI; K Chandramouli, Secretary, Health; Ghulam Nabi Azad, Union Minister of Health and Family Welfare; Rakesh Bharti Mittal; Gokul Patnaik; Piruz Khambatta, and B Thiagarajan

24 March. The CII team was led by Mr Rakesh Bharti Mittal. The key recommendations were:

- Implementation of the Food Safety and Standards Act (FSSA) as soon as possible
- Enforcement of a single law (FSSA) governing all issues across the country, to avoid duplication of laws at the state level
- Ensure that all the scientific committees and panels meet frequently
- Provide adequate transition time to industry, especially SMEs, for implementing the new requirements
- FSSAI could establish an Institutional Advisory Body (an independent body) consisting of representatives from the industry, whose views are necessarily considered by the scientific panel, since they are the most important stakeholders in the entire process

- Harmonization of food standards with international laws such as Codex, EU, USFDA, etc.
- Schedule 4 of 'Licensing on Good Manufacturing Practices (GMP) / Good Hygiene Practices (GHP)' may be issued as guidelines.

Mr Azad assured CII that

- FSS Rules and Regulations would be notified at the earliest
- FSS Rules and Regulations would subsume all other state laws
- Adequate transition time will be given to industry to comply with the new requirements under the FSS Regulations
- The Scientific Panels should meet at least once in two months, or more frequently, to clear the backlog.

Indo-US Cooperation in Agriculture

CII, in partnership with the US-India Business Council (USIBC) organized a roundtable on **'Indo-US cooperation across the Agriculture Value Chain'** on 30 March in New Delhi.

Mr Paul Conway, Senior Vice President, Cargill Inc, and leader of the USIBC Food & Agriculture Mission, said that US companies doing business in India need to need to understand agriculture at the state level, and engage at this level, to rejuvenate agriculture in India.

Mr G C Pati, Additional Secretary, Agriculture, expressed the hope that the two countries could collaborate to eventually open up a completely new frontier of economic development, by unleashing an enormous amount of value-creation based



Paul Conway,
Senior VP, Cargill
Inc & USIBC Food &
Agriculture Mission
Leader

in the agriculture and food sector.

Information and Communication Technology would make agriculture more efficient and enable the farmer to get a reasonable price for his product, said Dr Swapan Dutta, Deputy Director General (Crop Science), Indian Council of Agriculture Research (ICAR). He felt that US expertise in this field can certainly help india.

Mr Salil Singhal, Co-Chairman, CII National Council on Agriculture, and CMD, PI Industries Ltd, listed some of the key areas of cooperation between the two countries, such as agri biotechnology, agri marketing, agri extension, capacity enhancement in food safety and quality, food processing technologies, organized retail, etc.

Food Security through Sustainable Agriculture

CII organized an interactive session on **'Achieving Food Security through Sustainable Agriculture,'** on 3 March in New Delhi.

Attaining food security is becoming a major challenge which can be met only through proper and efficient use of technology localized for the particular area, said Mr Martin Taylor, Chairman, Syngenta AG. He pointed out that today we have technology to produce enough with the existing land holdings to feed the world in the coming years. However, the need is for proper dissemination of this technology. He felt that the extensive network of distributors, dealers and retailers on which the farmers depend to a great extent for advice, could serve



Martin Taylor,
Chairman,
Syngenta AG

as an efficient model for technology transfer.

Dr Swapan Dutta, Deputy Director General (Crop Science), Indian Council of Agriculture Research (ICAR), said that the challenge ahead include production of quality seeds, efficient supply chains, a dynamic and flexible agri-policy, an efficient regulatory system and adequate investment for commissioned projects.

Mr Salil Singhal, Co-Chairman, CII National Council on Agriculture, and CMD, PI Industries Ltd, said that CII is actively working on various issues in agriculture in close collaboration with government bodies in order to rejuvenate Indian Agriculture and overcome food security concerns. ■

International Seminar on Military Modernization



Brig Gurmeet Kanwal (Retd), Director, CLAWS; Lt Gen JP Singh, PVSM, AVSM, DCOS (P&S); Rahul Chaudhary, Chairman, CII Sub-Committee on R&D, Technology and Indigenization, and CEO, Tata Power (SED), and Guralp Singh, Deputy Director General, CII

GIVEN THE PECULIARITY of the Indian sub-continent, Indian military requirements are different from those in other parts of the world. Therefore, military modernization for India does not necessarily mean blindly buying military equipment and systems from abroad. Given the huge demand for new military equipment and systems and upgradation of existing equipment, there exists enough scope for everyone – global as well as domestic industry.

The international seminar on **Military Modernization** deliberated on India's military modernisation requirements for conventional and sub-conventional conflicts, from the conceptual to the operational levels. The seminar was co-organised by the CII Defence Division and the Centre for Land Warfare Studies on 8-9 March in New Delhi.

Military modernization requirements cover a wide spectrum, ranging from arms and ammunition; protective technologies and equipments; mechanised forces and artillery; air-defence; army aviation and engineers; to ICT-based intelligence, surveillance and

reconnaissance systems; command and control systems and logistics.

Currently, our defence requirements are primarily met either through imports from foreign Original Equipment Manufacturers (OEMs) or Defence Public Sector Units (DPSUs) and Ordnance factories. The complicated time-taking defence procurement procedures and over-burdened public sector units are responsible for huge delays in defence acquisitions. These delays not only escalate the prices but also put a major question mark on India's defence preparedness. The government, well aware of these risks, is taking necessary steps to enhance private sector participation to speed up the ongoing military modernization.

Lt Gen JP Singh, PVSM, AVSM, Deputy Chief of Army Staff (P&S), Lt Gen DS Chauhan, Director General, Defence Intelligence Agency, Gen Deepak Kapoor (retd), former Chief of the Army Staff and Mr Rahul Chaudhary, Chairman, CII Sub-committee on R&D, Technology and Indigenization, and CEO, Tata Power (SED), participated in the seminar. ■

Building Partnerships for Upstream Oil & Gas



Sashi Mukundan, Chairman, CII Core Group on Upstream, and Country President, BP Group Companies; Sudhir Bhargava, Additional Secretary, Petroleum & Natural Gas; S K Srivastava, Director General, Directorate General of Hydrocarbons; and D N Narasimha Raju, Jt Secretary, Petroleum & Natural Gas

WITH 34 OIL & Gas Blocks on offer in the 9th Round of the New Exploration & Licensing Policy (NELP), the Government of India is looking for more investment in the exploration and production sector, said Mr Sudhir Bhargava, Additional Secretary, Petroleum & Natural Gas, at the Interactive Meet on NELP-IX organized by CII in New Delhi on 9 March.

Mr Bhargava highlighted that Indian sedimentary basins are relatively under-explored. Before NELP, only 11% of the total prospective area was explored, which has now risen to around 58%. An investment of US\$ 16 billion has been made till the 8th Round of NELP and we look forward to repeating the same success as before, he said.

Mr S K Srivastava, Director General, Directorate General of Hydrocarbons, shared that the area around the Andaman & Nicobar islands has potential block sizes ranging from 20 sq km to 100 sq km. There are very few such potential 'elephant' block opportunities available anywhere in the world, he pointed out.

Mr Srivastava emphasised that India offers a huge and growing market for hydrocarbons. Though finding markets for selling their products is a big concern for several hydrocarbon companies across the world, India will continue to be an attractive market as demand for oil and gas is expected to grow exponentially, he said.

Mr Sashi Mukundan, Chairman, Core Group on Upstream, CII National Committee on Hydrocarbons, and Country Head, BP Group Companies, stated that India is aggressively pursuing domestic oil and gas exploration and production to meet its burgeoning energy

needs. Terming the New Exploration and Licensing Policy (NELP) as a huge success, he said a strategic vision and technological roadmap is required for the Indian upstream sector, as we all know that India is endowed with 138 billion barrels of oil and oil equivalent gas. A majority of these are yet to be found and are believed to be located in frontier, deep and ultra deep waters, which are complex and difficult to access. ■

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Strengthening Ties with USA

DR. LAEL BRAINARD, Under Secretary for International Affairs, US Department of the Treasury, during her recent visit to India, interacted with leaders of India's Financial Sector, and addressed a CII session on 3 March in New Delhi. Dr Brainard's visit was a step forward in translating the commitment of US President Obama to strengthen and promote shared values between India and the USA.



Chanda Kochhar, Chairperson, CII National Committee on Banking, and MD & CEO, ICICI Bank; Dr Lael Brainard, Under Secretary, US Department of the Treasury, and Dr Janmejaya Sinha, Chairman, CII National Task Force on Financial Inclusion & Chairman - Asia Pacific, The Boston Consulting Group

energy, hybrid technology, and the education and health sectors. The Obama administration finds tremendous opportunities of growth in these sectors, which could be led by the private sector, she said.

Ms Chanda Kochhar, Chairperson, CII National Committee on Banking and MD & CEO, ICICI Bank, participated in the session, which was moderated by Dr Janmejaya Sinha, Chairman, CII

In her address, Dr Brainard observed that the US commitment towards diffusion of cutting edge technology could enhance mutual benefits and sustained development. She expressed the desire of the US Government to promote innovations and mutual partnership in financial markets, green

National Task Force on Financial Inclusion.

Dr. Brainard also interacted with women leaders over lunch to understand and share thoughts on the role of women leaders in the growth and development of both India and the USA. ■



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Lean Manufacturing Certificate Training Workshop

11th – 17th September 2011: JAPAN

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

Workshop Features:

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

Plant Visits:

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



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Reforming Healthcare Education

THE GOVERNMENT OF India recognizes health for all as a national goal that should be guided by principles of equity, affordability, effectiveness, and accountability. However, there are many impediments on the path of achieving this goal, significant among them being the shortage of healthcare workers. India has about 20 health workers per 10,000 population; the total number of allopathic doctors, nurses and midwives in India stands at 11.9 per 10,000 population against the WHO benchmark of 25.4 per 10,000.

To address the problem of the acute shortage and unequal distribution of the healthcare workforce in India, CII organised a workshop on **'Reform on Healthcare Education'** on 5 March in New Delhi. The workshop was an effort to bring forward the core issues underpinning the current scenario in healthcare education in India, and devise plausible solutions to increase the quality and quantity of healthcare and allied health services professionals in the country.

The deliberations focused on the primary goal of creating a base of 5 million healthcare workers in the country in the next 10 years. To achieve this without diluting the quality standards of healthcare education, the experts called for an overhaul of the norms governing healthcare educational institutions, including the intake of students, fee structure and certification processes. Other suggestions included a revision of curriculum, towards a more inter-disciplinary approach, to give the students greater clinical experience before they enter the professional fold. Standardisation of systems and processes governing healthcare education was cited as another key goal to be achieved in the near term.



Dr. Shiv Kumar Sarin, President, MCI; Dr Naresh Trehan, Chairman, CII National Committee on Healthcare & Medanta-The Medicity, Dr. Syeda Hameed, Member, Planning Commission of India, Debasish Panda, Jt Secretary, Health & Family Welfare, and Preetha Reddy, MD, Apollo Hospitals Group

The need to introduce common entrance and exit examinations so that uniform standards are set across the country was highlighted.

To enhance the quality and availability of faculty, it was suggested that medical specialists serving at government and corporate hospitals be encouraged to participate in the training and development of medical students in colleges. At the same time, the facilities and resources at these hospitals could be utilised for post-graduate studies.

Speaking at the inaugural session, Dr Naresh Trehan, Chairman, CII National Committee on Healthcare, and CMD, Medanta - The Medicity, said that a calibrated, comprehensive healthcare education system will not only help the sector grow but also create meaningful employment for the burgeoning youth population. India's large English-speaking youth population presents several growth opportunities for the Indian healthcare sector, added Ms Preetha Reddy, MD, Apollo Hospitals Group.

The Medical Council of India will soon unveil its 2015 vision, said Dr Shiv Kumar Sarin, President, Medical



Dr. Shakti Gupta, Head, Dept of Hospital Administration, AIIMS; Sudha Pillai, Member Secretary, Planning Commission; Dr. Vinay Aggarwal, President, Indian Medical Association; Harshvendra Soin, Chief People Officer, Fortis Healthcare Ltd.; Manoj Gopalakrishnan, MD, BD India, and Dr. Satyanand Shastri, Consultant – Medical Director, Johnson & Johnson

Council of India. With a focus on utilising every single resource available, the MCI is developing a 'cylindrical model' that will ensure a place for every trained medical professional, he said.

The government is planning to institute an overarching regulatory body to enhance the healthcare manpower base and to raise the quality standards in all medical streams, stated Mr Debasish Panda, Joint Secretary, Health & Family Welfare. He said that by the end of the 12th Plan, the intake of medical students both at the undergraduate and postgraduate levels will have increased appreciably (from 12,000 to 22,000).

Dr Syeda Hameed, Member, Planning Commission of India, said the key challenge lies in meeting the healthcare needs of the vulnerable groups that face multiple deprivations. Reaching the un-reached is the key to an inclusive healthcare system, she observed.

In the session titled 'Problems statement with identified solutions,' Ms Sudha Pillai, Member Secretary, Planning Commission, said the healthcare education system should factor incentives, and the emotional quotient should be given enough weightage in the selection process. Panelists also called for periodic academia-industry interaction for a positive influence on the teaching methods used in colleges. It was also suggested that IT tools like tele-consultation, video-conferencing and tele-education using satellite-assisted technologies be used to share expert lectures, with a common digital calendar could be made for participating educational institutions.

Dr Shakti Gupta, Head, Department of Hospital Administration, AIIMS, called for a need-based curriculum in place of the rigid curriculum for holistic healthcare.

To meet the shortfall of undergraduate seats in medical education, experts from the medical fraternity called for setting up more medical colleges in the country through private participation. Further, to attract private investment, they suggested a revision of 'Section 25' that currently limits the scope of private participation in the domain, and also called for the rationalisation of the

norms governing the establishment of medical colleges, especially in Tier II & III cities. It would be also help if the healthcare sector is accorded 'industry' or 'infrastructure' status, they said. Dr Tom Aretz, Vice President, Partners Harvard Medical International & Associate Professor of Pathology, Harvard Medical School, pointed out that most medical colleges in the US are privately-owned and run 'for profit'.

The workshop also focused attention on the relatively low remuneration of medical professionals in India, and the roadblocks that prevent doctors and other healthcare professionals from taking up assignments in the rural sector. For more effective healthcare HR planning and management, an important recommendation was the creation of a live registry of professionals, supported with a robust database of the different constituents of the industry. Mr Sunil Kumar, Additional Secretary, Human Resource Development said the pace of healthcare education reforms should be carefully considered, giving prime importance to uniformity and transparency.

Nursing was identified as a key segment of healthcare industry. Noting that nursing professionals in the country have not been given due recognition, and their career growth opportunities are severely restricted, the panelists called for the standardisation of nursing education and recruitment of nurses, as well as on-the-job training and development.

The issue of regional imbalances in healthcare education was also raised, both in terms of number of educational institutions and the quality of delivery systems. Mr. Keshav Desiraju, Additional Secretary, Health & Family Welfare, underlined the role of district hospitals in medical education, separation of undergraduate and post-graduate studies, better education standards, common medical examination, etc.

A set of recommendations/deliverables emerging from the workshop will be taken forward to the concerned ministries, government departments and all the stakeholders. ■

Developing the Tourism Sector

THE TOURISM SECTOR needs to be on the political agenda of the country, declared Mr Subodh Kant Sahai, Union Minister of Tourism, at an interactive session with members of the CII National Committee on Tourism, in New Delhi on 18 March. Mr Sahai said that his Ministry is working on a plan for the integrated development of the tourism sector, as it provides employment to a large number of people and generates income and Foreign Exchange.

Mr Sahai invited inputs from CII members to the various Groups that have been created by the National Tourism Advisory Council, namely Infrastructure, Promotion and Marketing, Taxation, Human Resources and Rural Tourism.

Calling for a boost in Domestic Tourism, the Minister suggested that innovative packages could be designed to encourage rural people to visit cities. The States needs to



Arjun Sharma, Co –Chairman, CII National Committee on Tourism & MD, Le Passage to India; Nakul Anand, Chairman, CII National Committee on Tourism & Executive Director, ITC Hotels; Subodh Kant Sahai, Minister of Tourism, and Sanjay Kothari, Additional Secretary, Tourism

be more pro-active to increase tourism inflow, he felt.

Mr Sanjay Kothari, Additional Secretary, Tourism, described measures for the development of the sector.

Mr Nakul Anand, Chairman, CII National Committee on Tourism, and Executive Director, ITC Hotels, said that the country has achieved a mark of 5 million tourists, and envisages a remarkable target of 16 million by the year 2020.

CII members pointed out that Tourism supports Inclusive Growth, and requested that the recently-imposed Service Tax on Tourism be withdrawn.

Indian Railways: Propelling Tourism Growth

RAILWAYS PLAY A very important role in the development of tourism the world over. Domestic Tourism in India has witnessed a tremendous growth in India because of the development of Railway Infrastructure. Railways in India play a key role in binding together diversified areas, promoting national integration and catalyzing domestic tourism.

CII, in partnership with the Indian Railway Catering and Tourism, Corporation Limited (IRCTC) organized a seminar on ‘**Indian Railways: Propelling Tourism Growth**’ on 29 March in New Delhi.

Mr Subodh Kant Sahai, Union Minister of Tourism described Tourism as a ‘sunrise industry’ and called for synergizing the efforts of the private sector and the government to attain the common goal of boosting growth in this sector.



Rakesh Tandon, MD, IRCTC; Arjun Sharma; Subodh Kant Sahai; Sanjay Kothari, and Mani Anand, Executive Director, Railway Board

He welcomed the CII initiative to discuss a niche area like Railway Tourism.

Mr Arjun Sharma, Co-Chairman, CII National Committee on Tourism, said that CII would come out with a detailed and time-bound plan of action for Railway Tourism,

as suggested by the Minister.

Mr Rakesh Tandon, Managing Director, IRCTC, felt this interaction would open more windows to take the partnership between the private sector and the government forward. Ms Mani Anand, Executive Director, Railway Board, added that the Railways could be a key driver to boost domestic tourism.

The seminar highlighted the Indian Railways’ importance to India’s tourism industry through increasing the accessibility of Indian destinations, and developing niche products like luxury trains for premium foreign tourists. ■

CII-Avantha Centre for Competitiveness for SMEs



Training Programme on Manufacturing Excellence in Rudrapur

Manufacturing Excellence

The training programme on Manufacturing Excellence on 15 March in Rudrapur highlighted that productivity is the most important criteria for Manufacturing Excellence. Organisations thus need to follow practices that can help them improve their internal competencies. Various Manufacturing Excellence tools were discussed in detail.

Indirect Taxes for SMEs

Though Indirect Taxes can represent major cost and compliance burdens, they can also provide additional sources of cash flow for some businesses, and are therefore opportunities. The workshop on Indirect Taxes on 11 March in Chandigarh talked about various amendments in Budget 2011 related to Indirect Taxes, export incentive schemes like DEPB, EPCG, Advance Authorization and DFIA, and how GST will impact the industry.

Protective Coatings for Industrial Structures

Paints and coatings do not merely affect the appearance of the equipment/ product. Significant savings in cost and increase in life of the equipment can be achieved with the right selection of coating and its proper maintenance.

The three-day training programme on 'Protective Coatings for Industrial Structures' on 10-12 March in Visakhapatnam charted a Coating Maintenance Plan for companies, which



CII-Godrej Cluster Launch in Mumbai

provides a mechanism to progress in corrosion mitigation from a 'reactive' status to a 'predictive' status. The participants were exposed to technical insights to understand manpower/ machinery requirements, planning of paint and consumables, legal/ statutory obligations and execution of painting installation to effectively utilize time schedules and also track/ monitor manpower to enhance profitability.

Managing Global Workforce Diversity Issues

India is going through a vibrant phase of Mergers and Acquisitions where Indian companies are acquiring assets abroad, while MNCs are forging new collaborations within the country. All this is entailing large scale movement of personnel globally across geographic boundaries.

Handling global employment issues and work practices requires vital knowledge in the advanced HR domain of high-performance work teams, employee diversity, integration challenges and conflict management. The interactive workshop on 21 March in New Delhi was aimed at broadening understanding of human mindset and building strategic HR practices leading to seamless cultural integration and successful on-boarding of diverse workforce.

Manufacturing Cluster in Mumbai

The CII – AVANTHA Centre for Competitiveness for SMEs launched the CII - Godrej Cluster programme for the Furniture Division on 8 March in Mumbai. This cluster of 10 companies will be trained by the Centre in the tools and methods of Manufacturing Excellence over a period of one year. ■

CII Godrej Green Business Centre

Green Landscape Summit



Anil Kumar V Epur, Chairman, Green Landscape Summit 2011, Jairam Ramesh, Union Minister of State (IC), Environment & Forests, and Dr Prem C Jain, Chairman, Indian Green Building Council (IGBC)

The Green Business Centre (GBC) organised the first edition of the Green Landscape Summit 2011 on 18-19 March in Hyderabad. The Summit aimed to facilitate a green landscape movement in the country, making the landscape greener, healthier, inspirational and recreational.

In his special address, Mr Jairam Ramesh, Union Minister of State (Independent Charge) Environment and Forests, invited the Indian Green Building Council (IGBC) to work

with his Ministry to take green landscaping forward in a much bigger way.

Highlighting the critical importance of water, he underscored the need for water recycling, waste water re-use and protection of water bodies. He also highlighted the need for better municipal solid waste management.

The two-day event included discussions on technologies and maintenance, landscapes for residential and commercial / industrial buildings and case studies on landscape.



S K Srivastava, Chief Secretary, Goa launching the IGBC local chapter

IGBC in Goa and Vadodara

The Indian Green Building Council (IGBC) launched local chapters in Goa and Vadodara on 12 and 28 March respectively, taking the tally to 11 local chapters spread across the country.

IGBC chapters spread green building concepts among the key stakeholders and provide a platform for networking and cooperation at the regional level. The chapters also interact with the government and urban development agencies to facilitate the adoption of green buildings.

training and development | towards excellence

CII Naoroji Godrej Centre of Excellence

Performance Coaching

Subordinate Development and Performance Coaching forms an integral part of the manager's role. This two-day 'un-classroom like' workshop, held on 11 – 12 March, covered the essential dimensions of subordinate development, particularly focusing on coaching for performance enhancement. Experiential insights were conveyed through a combination of games, activities, questionnaires and role-plays, followed by individual reflection and group discussions. Active and personalised facilitation encouraged participants to derive individual learnings and convert them into actionable plans.

Cost of Quality

The programme on 12 March helped the participants understand the direct and hidden Costs of Quality (COQ), and how to conduct COQ assessments. It also equipped participants to quantify the financial consequences of Quality problems, identify areas for improvement and

cost reduction, and link Quality improvement efforts to the bottom line through cost reduction.

Labour Laws for Corporate Managers

The programme, held on 16 – 17 March, made corporates aware about the most important labour laws, and their broad provisions and compliance aspects. The programme was structured for those who have to deal with labour and labour matters, particularly in the HR, personnel and administrative functions.

Data Security, Corporate Liability & Cyber Laws

The workshop on 18 – 19 March explained the concepts of data security and corporate liability in the light of the amended Information Technology Act 2008. Specifically, it discussed the threats to information assets, including occupational fraud, the need for data security, laws regarding protection of information assets, corporate liability under cyber laws and legal compliance under cyber laws. ■

Conclave on Business & Climate Change



CII-ITC Centre of Excellence
for Sustainable Development

CLIMATE CHANGE IS now one of the most urgent and pervasive preoccupations across the globe. Climate change is a manifestation of the lack of adequate consideration for environmental sustainability in developmental pathways. As the effects of climate change coupled with financial and economic crisis continue to mount, countries everywhere are struggling to sustain their development achievements. An effective response to this global challenge requires collaboration on an unprecedented scale. While the responsibility to formalise an international climate policy regime is that of the governments, the role of business and industry and the financial sector will be critical in converting policies into actions.

The CII-ITC Centre of Excellence for Sustainable Development organised a Conclave on **'Business & Climate Change'**, on 15 March in New Delhi. The Conclave explored the critical link between climate risks and opportunities, and how capitalizing on risks can help companies gain a competitive edge. It discussed low carbon solutions to help India leapfrog to a low carbon economy.

Inaugurating the Conclave, Mr. Jairam Ramesh, Union Minister of State (Independent Charge) for Environment & Forests, welcomed CII's encouragement of voluntary initiatives by industry to disclose information on their climate change performance. As part of the Carbon Disclosure Project initiative in India for the last 5 years, 51 companies are doing so.

India's efforts to curb greenhouse gas [GHG] emissions face two unique challenges: legacy issues of ageing and inefficient plants, and the massive numbers of SMEs. Achieving greater emission reduction targets is high on the government's priorities, he said. Mr Ramesh noted that as per the GHG emissions inventory for 2007; the top emitting sectors were power generation [38%], industry



Jairam Ramesh,
Minister of State (I/C),
Environment &
Forests, India



Kirit S Parikh,
Chairman, Integrated
Research and Action for
Development (IRADe)



Suresh P Prabhu,
Chairperson, Council for
Energy, Environment &
Water



Kathryn Willson,
Director - Environmental
Sustainability, Microsoft
Corporation

[23%], agriculture [17%], and transport and residential sectors [each 7%].

India has made a voluntary commitment to reduce its emissions intensity by 20-25% by 2020, basis 2005, and is all set to exceed that target. Coupled with the CDP effort by industry, the Government of India is starting the Perform-Achieve-Trade [PAT] scheme towards a high growth, inclusive, low carbon, sustainable economy, added the Minister. He re-emphasised the need to transform India from a buyer of green technologies to a world leader and supplier of wind and solar energy, coal gasification, etc. besides being a big potential market for environmental goods and services. These efforts were in the self-interest of the country, and would lend strength to India's

leadership in international negotiations, he averred.

Mr. Mark Kenber, CEO, The Climate Group, said prosperous, low carbon economies present a great opportunity for businesses to add to their bottom lines, apart from the moral responsibility. The Indian market for environmental goods and services has a potential for \$ 137 billion in the next 7-8 years he pointed out.

Mr. Suresh P Prabhu, Former Union Minister, and Chairperson, Council for Energy, Environment & Water (CEEW), said that India needs to move towards greener infrastructure. He supported the solar energy initiatives, but advocated that economic viability should also be considered.

Energy requirements can be reduced if every individual changes his/her lifestyle to use less energy, said Dr. Kirit S Parikh, Chairman, Integrated Research and Action for Development (IRADe).

A host of other eminent speakers, from India and overseas, representing business, governments and organizations, also addressed the Conclave. ■

CII-Fraunhofer Workshop

Green, Clean and Lean Manufacturing through Surface Engineering



Anandi Iyer, Fraunhofer India Representative & Senior Advisor, Dr Sarita Nagpal, Deputy Director General, CII; B R Satyan, Director, CMTI, Dr Bernd Szyszka, Head of Department - Large Area Coating, Institute of Surface Technology, Fraunhofer Gesellschaft, Germany and P J Mohanram, Senior Adviser (Technology), IMTMA

CLEAN AND GREEN Manufacturing is a world-wide thrust area for industry, institutions and government, with the twin objective of enhancing competitiveness as well as containing the carbon footprint. Aligning to these global concerns have opened up new opportunities and vistas for the manufacturing industry for implementing Green, Clean and Lean manufacturing, through the adoption of new technologies.

In order to promote the Green Manufacturing initiative in India, CII and the Central Manufacturing Technology Institute (CMTI) have entered into a Memorandum of Understanding (MoU) with the Fraunhofer Gesellschaft (Fraunhofer Society for Applied Research), under the aegis of the Department of Industrial Policy and Promotion (DIPP), Union Ministry of Commerce and Industry.

As a first step towards sensitising stakeholders and bringing in awareness on the different issues involved in this area, CII, in association with the CMTI, organised a workshop on 'Green, Clean and Lean Manufacturing through Surface Engineering' on 11 March in Bangalore.

The highlight of the workshop was a keynote address by Dr. Bernd Szyszka, Head of Department,

Large Area Coating, Institute of Surface Technology, Fraunhofer Gesellschaft, Germany. Dr Szyszka's presentation was followed by two case study presentations from Yuken India and Bharat Fritz Werner Ltd on using technology as enabler for green manufacturing.

The programme presented substantive ideas in the areas of

- Resource conservation/optimisation, especially in energy, water and air
- Product Design
- Manufacturing Process Design
- Quality Control / Assurance

To accrue benefits in

- Weight reduction
- Cost reduction
- Defect reduction
- Energy reduction
- Reduction in manufacturing consumables
- Improved product performance
- Reduction in total life cycle cost

Promoting Road Safety

THE CII INSTITUTE OF QUALITY, as part of its commitment to promote Safe Roads, is promoting a voluntary standard for road safety for corporates in Bangalore.

The vision of 'Safefleets' is 'to make a significant contribution in the corporate world to achieve a sustainable reduction of the unacceptable toll of deaths and injuries from road crashes in India.'

The value-adding voluntary code was developed after brainstorming sessions with various stakeholders, including regulators, transporters, corporate houses, etc. The code consists of 4 main quadrants: Driver Management, Contractor Management, Vehicle Management and Journey Management, leading to a Road Safety management system.

To spread awareness on the issue, the Road Safety Initiative was showcased to international vehicle manufacturers at CII's 2nd International Bus & Special Vehicle Expo between 9-12 March in Hyderabad.



RTOs and Transport Department officials of the Karnataka Government at the CII-IQ stall on Road Safety Initiative at the Bus & Special Vehicle Expo in Hyderabad

Companies participating in the show were interested in the concept of the Road Transport Safety Management System to reduce the number of accidents on Indian roads. More than 250 representatives visited the stall and showed interest in the initiative.

The service has grown, within CII-IQ, into a full scale training and consulting service which many companies are utilizing to improve their road safety activities.

16th Kaizen Conference cum Competition

AS MANY as 165 delegates from 50 companies participated in the 16th Kaizen Conference, organised by the CII Institute of Quality on 1-2 March in New Delhi.

The competition was in three categories: Operator Level (2 trophies) Supervisor Level (2 trophies) and Senior Manager Level (1 trophy). A jury panel comprising representatives from industry and the TPM Club India, together with the participating companies, evaluated the presented kaizens where **cost reduction** and **customer focus emerged** as the two major thrust areas of importance. The implementation of these kaizens could lead to a total annual cumulative saving of Rs 157.14 crore.

This year, besides the regular participants, the conference was able to attract several new companies to participate in the competition.



16th Kaizen Conference Winners

The winners of the 16th Kaizen conference

	Category	Company	Topic
1	Operator's Category	Mahindra & Mahindra Ltd, Automotive	Cost Reduction
2		Titan Time Products Ltd	Cost Reduction
1	Manager's Category	Marico Ltd, Poanta	Internal Rejection Elimination
2		Varroc Engineering Pvt Ltd	Customer Complaint Elimination
1	Sr.Manager's Category	Sundram Fasteners Limited, Pondicherry	Equipment-related Design Changes

CII-Suresh Neotia Centre of Excellence for Leadership



Workshop on Financial Modelling and Business Forecasting in Practical Business Applications



Business forecasting and financial modeling helps managers take correct decisions, relating to the price, level of production, inventories, investment, manpower requirements, etc to attain the desired level of profit. The tools of data analysis, financial modelling and forecasting are intensively used in financial markets, market research and any kind of research on data.

The workshop, held on 2 March, introduced the basics of financial modeling and forecasting techniques and their applicability in forecasting the relevant economic and business variables.

Seminar on Jishu Hozen



Jishu Hozen or the Autonomous Maintenance pillar of TPM, focuses on the methodology of identifying abnormalities like quality defects, breakdowns, minor stoppages and on the corrective actions that need to be taken to eliminate them. Implementing this activity assists companies reduce possible breakdowns, and quality defects by more than 50-60 %. In the process, operators become equipment competent and can maintain their

machines in 'as it should be condition.'

The workshop on 11 March addressed the basics of Jishu Hozen, the abnormalities in equipments, counter measures and their implementation and the practice of attaching and removing tags.

Managerial Leadership & Conflict Resolution



The workshop on 18 March guided participants to a better understanding of their contribution to the overall success of the organization through a better understanding of their role, the difference between Leadership and Management, and how to achieve the optimal balance between their leadership and managerial roles. It also highlighted the power of Emotional Intelligence.

People Management Excellence Model



This workshop on 22 March explored the total gamut of people management from an operational viewpoint. It covered strategic on boarding and outplacement, and also touched upon best practices in skills allocation, employee development and exit mentoring. ■



Knowledge & Innovation Initiatives



Andhra Pradesh Technology Development and Promotion Centre

Innovating with Bamboo

CII- APTDC has completed a demonstrative experimental structure to showcase the economical viability of Bamboo in construction, at the International Institute of Information Technology, Gachibowli, Hyderabad. The structure, using bamboo columns, trusses, purlions and aerated concrete panels for roofing, was created under the National Agricultural Innovation Project on 'Bamboo as a green engineering material in rural housing and agricultural structures for sustainable economic growth.'



Experimental structure at International Institute of Information Technology, Hyderabad

Fuel from Municipal Solid Waste

CII APTDC has prepared a detailed technical report for Yuvaraj Power Projects Pvt. Ltd. for their Municipal Solid Waste (MSW) to Refused Derived Fuel (RDF) Processing Plants at Rajahmundry, Kakinada and Tadepallygudem, all in Andhra Pradesh. Each of these plants will have a maximum capacity to process up to 500 tons/day of MSW. The fuel will be used in the 13MW power plant coming up in Kadiyam Village, near Rajahmundry, Andhra Pradesh.

Higher Education

Universities-Industry Congress

The ambitious University-Industry (U-I) Congress project was launched at the Higher Education Summit in Mahabalipuram on 11-12 March. Vice-Chancellors from 25 universities from all over the country converged in the temple city for a two-day residential agenda-packed brainstorming programme revolving around automation in universities.



Prof NR Madhava Menon, former Director, National Law School of India University, Bangalore; Suresh Elangovan, CEO, Mindlogicx Infratec; Dr YS Rajan; Dr Vikram Sarabhai, Distinguished Professor, ISRO; and Anjan Das, Executive Director, CII, at the launch of the University-Industry Congress

Launching the U-I Congress, Prof N. R. Madhava Menon, former director, National Law School of India University, Bangalore, emphasized that while academia's interaction with industry was important and desirable, the autonomy of the former could not be compromised in any manner. "There is already pressure to replace social science, humanities and liberal arts courses with science, technology and commerce subjects, distorting the academic agenda in higher education," he said. Exhorting universities to partner with industry for innovation and wealth creation through cutting-edge research and exploration of new frontiers of knowledge, he rued the fact that university-based research today was "weak and non-creative."

Dr YS Rajan, Dr Vikram Sarabhai Distinguished Professor at Indian Space Research Organisation, appreciated CII's efforts in forging better links between universities and industry. In the past, eight regional conclaves have been conducted in this direction, with four last year being held in Bangalore, Dimapur, Sholapur and Jammu, he said.

Bangalore-based Mindlogicx Infratec Ltd will be a Principal Partner of CII for the U-I Congress. Under the project, a first of its kind mapping will be done of university-industry collaborations to set benchmarks of excellence, and recognise and reward best performers in various fields.

Role models of excellence will be given awards by the highest authority in the government, and a Compendium of case studies will be brought out every year, showcasing best practices in different sectors. The proposed dates for the first award ceremony are 14-15 November, 2011. ■



Development Initiatives

Affirmative Action

Affirmative Action is a way of changing lives by providing opportunities, and hope, to people from the Scheduled Castes and Tribes, who have for centuries been excluded from the fruits of progress. To enable and empower such people, CII encourages member companies to adopt its Voluntary Code of Conduct on Affirmative Action. Many companies have very actively taken up the cause of Affirmative Action and are driving programmes in a focused manner.

CII is now propagating the 'Supplier Diversity Model' as part of its new initiative, which seeks to support suppliers from the SC/ST communities to become entrepreneurs in their own right. This is appropriate as Entrepreneurship is one of the pillars of CII's Affirmative Action programme.

The Supplier Diversity Model has been a huge success in USA. The programme works with value-added small, minority and women-owned businesses. In India too, Supplier Diversity is assuming greater importance. This business programme encourages the use of SC/ST owned vendors as suppliers, and also offers encouragement/mentorship to new entrepreneurs for setting up their unit. CII has envisioned the initiative as a model to link SC candidates with Corporate India. Industry would, in this model, provide equal access to such candidates to participate as supplier of goods or services within the corporate supply chain.

Supplier Diversity at Forbes Marshall

Forbes Marshall Ltd., a Pune-based process efficiency and energy conservation company, has done significant work in the area of Supplier Diversity in India. We share case studies of three individuals: Vijay Suwase, Chandan Pardeshi and Subhash Lokhare, who have been major beneficiaries of this model.



Vijay Suwase was a helper at Forbes Marshall, where he assisted regular workmen to load and unload heavy components for lathe machines. A Dalit from an impoverished family, Vijay has only passed the 9th standard, but he

was not constrained by the lack of formal education and was curious about the way machines worked. Soon, his keenness to learn more, as also the dedication with which he approached his job, caught the attention of the management.

Realizing his potential, the company offered to help him set up a machine shop, and also install lathes, equipment and all tools required, without charging him for this. However, his family was apprehensive of doing anything that could jeopardize Vijay's monthly salary of around Rs 3,000, which was their lifeline. They were reassured by Forbes Marshall's offer to support

Vijay by promising him regular machining jobs. Forbes Marshall also helped him with registrations as well as other statutory requirements.

Today, Vijay generates an annual turnover of Rs 8.4 lakh, employs two others and works two shifts.



Chandan Pardeshi, a member of the OBC (Other Backward Class) community from a poor family, started working at Forbes Marshall in 1977. Back then, Mr. Darius Forbes, trained him to become a fabricator in his factory. Pardeshi is

vocal in acknowledging his debt to his mentor. "I was only educated up to Std 8, but Mr Forbes encouraged me and empowered me to undertake all kinds of civil work. I learnt so much from him". Later, Forbes Marshall helped him set up his own workshop, employing about 15-20 full time workers. His annual turnover is Rs 12-15 lakh.

Chandan attributes his success to the guidance of the company's engineers, and to the rigorous training he received at Forbes Marshall. Further, the quality of work he provides has been reported to be at par with that of any other mainstream fabrication company. In fact, Chandan is thinking of starting a small vocational training centre for people who are slow learners.



Subhash Lohakare, belonging to the Dalit community, is the son of an agricultural labourer. In 1999, as a young man without a job and without much hope, since he had failed to clear his exams, he approached the Bharatiya Yuva Shakti Trust (BYST), which helps aspiring entrepreneurs. BYST helped Lohakare secure a loan of Rs 5,000 to start his manufacturing business.

Recounting his early days, Subhash says, "I started out by sitting on the road, and polishing shoes and undertaking minor repairs." After some time, he moved ahead to start

selling shoes, initially supplying just one client. Today the quality of his shoes has encouraged many others to place orders with him. Forbes Marshall recently placed an order for 100 pairs of industrial shoes. In addition, Lohakare has a showroom where he sells retail footwear. He also supplies material to other local shoemakers. Today, he has an annual turnover of Rs 52 lakh.

Vijay, Chandan and Subhash demonstrate the transformational power of enabling interventions that help individuals change their individual destinies, and become role models for other members of their family and their community.

Health

Chehera- The human face of TB

AS A PART of its advocacy programme on Tuberculosis (TB), and to mark World TB Day 2011, CII, in partnership with Global Health Advocates India and the Art for Change Foundation, organized a distinctive art exhibition of 35 paintings capturing the emotions of the afflicted, appropriately titled 'Chehera - The human face of TB'



Sudha Pillai, Member - Secretary, Planning Commission addressing the inaugural session of Chehera. Also seen: John Mathai, Country Director, Global Health Advocates India; Harpal Singh, Mentor & Chairman Emeritus, Fortis Healthcare Ltd; Dr Ashok Kumar, Deputy Director General (TB), Central TB Division, Ministry of Health & Family Welfare, and Stefan Prakash Eicher, Executive Director, Art for Change Foundation

on 23-24 March in New Delhi. The exhibition, hosted by Religare Arts Initiative Ltd, was inaugurated by Ms Sudha Pillai, Member - Secretary, Planning Commission, in the presence of Dr Ashok Kumar, Deputy Director General (TB), Central TB Division, Ministry of Health & Family Welfare, and Mr Harpal Singh, Mentor and Chairman Emeritus, Fortis Healthcare Ltd.

Tuberculosis is the leading cause of morbidity and mortality in India. This is both ironic and tragic, as TB is preventable and fully curable with DOTS (Directly Observed Treatment Short course). India has more new TB cases annually than any other country. Of the 9.4 million cases in 2009 worldwide, about 1.7 million are estimated to have occurred in India, accounting for a fifth of the global burden of TB. Everyday close to 750 people in India alone die from tuberculosis.

It is this scenario that has inspired CII to take the lead, and coordinate corporate sector and business efforts towards TB care and control. The RNTCP (Revised National Tuberculosis Control Programme) envisions a 'TB-free India.' CII facilitates the engagement of the corporate sector in the RNTCP through public-private partnership models in a framework where companies can access free technical training, laboratory consumables and drugs from the RNTCP, while implementing workplace and beyond programmes.

Hence, effective partnerships with NGOs, private sector, health providers, patients and community have been prioritized. Initiatives like Chehera exemplify an innovative approach in bringing together communities that are not normally engaged with the disease, with those who are, to mobilize more people, new resources and fresh ideas in the fight against tuberculosis.

Skill Development

CII Skill Training Park at Chhindwara



Vipin Sondhi, MD, JCB; Vikram Kirloskar, Vice Chairman, Toyota Kirloskar Motors; Chandrajit Banerjee, Director General, CII; Kamal Nath, Union Minister for Urban Development; Hari S Bhartia; then President, CII; R Sundaresh, Director – Business Development, Caterpillar; and Devprasad, VP, GMMCO, at the foundation-stone laying ceremony of the Skill Training Park

Mr Kamal Nath, Union Minister for Urban Development, laid the foundation stone for the CII Skill Training Park at Village Imlikheda, Chhindwara, on 10 March. Mr Hari Bhartia, then President, CII, and Mr Chandrajit Banerjee, Director General, CII, along with industry leaders were present on the occasion. The upcoming training park will have more than 10 companies setting up training facilities in relevant trades for the construction, engineering, farm, healthcare and automobile sectors to equip the local youth in industry relevant trades.

Larsen & Toubro, JCB, Toyota Kirloskar Motor, Cummins India, Shapoorji Pallonji, Caterpillar, GMMCO, GMR Varalaxmi Foundation, Mahindra & Mahindra, Schneider Electric, and Tata Realty and Infrastructure are among the prominent companies who will be involved directly in training the local youth.

The facilities in the premises would include hostels for both boys and girls, besides a teaching block and workshop sheds with the capacity to train over 1600 youth, in a year.



Kamal Nath; Hari S Bhartia, and Chandrajit Banerjee, viewing a model of the proposed Skill Park



Hari S Bhartia, interacting with trainees



Bangalore

Young Indians should come forward with path-breaking and innovative ideas for the development of the nation. The success of Yi rests solely on the initiatives taken by its members and their ability to make it happen, declared Mr S Chandrasekhar, Chairman, CII Karnataka, at the Yi Bangalore Annual Day on 24 March.

Bhubaneswar

In Bhubaneswar, the theme for the public session on 25 March was 'Youth Employability Ready - An Interaction with the Industry.' The initiative to make fresh college graduates industry ready featured a panel discussion with industrialists from various sectors. Presentations were made by NIT Rourkela and IMIS Bhubaneswar, as well as Student Nets of Yi Bhubaneswar, on their activities in the past year.



Shankar Vanavarayar, Chairman Yi National, at the Annual Session in Bangalore

Chennai



Annual Day in Chennai

At the Annual Day on 24 March, Yi Student Nets awards were presented to Bhavan's Rajaji Vidyashram School and Women's Christian College for their contributions towards nation-building activities.

Erode

Yi Erode celebrated its Annual Session on 1 March. The appointment of new office bearers also took place on this day.

CII and Yi Erode, jointly with the Yi Net of Kongu Engineering College organised a rally on 26 March to



C Kamaraj, District Collector, Erode, flagging off the rally for Voter Awareness

create awareness among the public on the importance of casting their vote. Mr C Kamaraj, District Collector, Erode, flagged off the rally, which was attended by more than 900 students.

Goa



Tejendra Lawande, Chair, Yi Goa, and Dr. Jennifer Lewis e Kamat, Co-Chair, Yi Goa, with King Momo and Yi members on board the Princessa de Goa cruise boat

Yi Goa, through its Arts, Culture & Sports initiative, organised its first Annual Carnival Cruise on 4 March aboard the Princessa de Goa cruise boat, to raise funds for its various programmes. Among the various colorful feasts and festivals celebrated in Goa, the Goa Carnival is the most eagerly awaited event of the year, and attracts thousands of people from all over the country. The carnival took off to the beat of the traditional brass band followed by King Momo declaring the festivities open. The guests joined King Momo in the carnival parade on board and the evening unfolded with music, dancing, colourfully masked kids and adults, games,



Confederation of
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ISO 9001:2008

4-5 May, Bangalore
Linking Service Quality, Customer
Satisfaction and Financial implication to
achieve competitive advantage

5-6 May, Chennai
Workshop on General Requirements on
Hygienic and Sanitary Practices to be
followed by all Food Business Operators

6-7 May, Delhi
Upgrade programme for Assessors

9-May, Bangalore
CII-IQ's 10th Anniversary Day Programme

12-13 May, Bangalore
Executive programme on Matrix and
Balance Scorecard

18-19 May, Bangalore
Cost Management for New Product
Development

18-20 May, Gurgaon
FSQ Award Assessor Training

18-19 May, Delhi
Training Programme on Producing Zero
defect through MSA + SPC Techniques

19-20 May, Chennai
Workshop on Setup Time Reduction

20-21 May, Bangalore
Upgrade programme for Assessors for
Business Excellence

For further details, please contact:

g.ganeshan@cii.in



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prizes and entertainment including fire eaters, limbo dancers, face painters, magicians, and more.

Hyderabad

On 16 March, A dental camp was organized by the students of Department of Management Studies, Potti Sriramulu College of Engineering and Technology, Vijayawada, in association with Denty's Hospital, Vijayawada. Over 440 students, 40 faculty members and 35 non teaching staff participated in the camp.

Kolkata



Yi Kolkata members with UKIBC Next Generation Network members

Yi Kolkata Chapter, along with the UK India Business Council's Next Generation Network (NGN) organised a seminar and networking lunch on 'Social Entrepreneurship as a Strategy For Success' on 23 March. This seminar highlighted the work of key organisations in social entrepreneurship, and the worthwhile initiatives being undertaken by them to uplift society.

Pune



Dr Ganesh Natarajan, Chairman, CII WR, Taskforce on Higher Education, and Vice Chairman & CEO, Zensar Technologies Ltd, Humayun Bashir, Country Head, IBM, Pakistan, Amin Hashwani, Hashwani Group of Companies, Pakistan, Jehan Ara, President P@sha, Pakistan, and Anupama Arya, Vice Chair, Yi National, and Director, Mobera Systems

The Annual Session on 22 March had the theme of 'India & Pakistan – Youth Partnership for Peace by 2022.' The panel discussion engaged thoughts and experience sharing from across the border, in an interactive session with members and invitees, on areas of industry, education, youth affairs and aspirations of the people of Pakistan.

Vadodra

The Yi Vadodara Annual Day on 7 March focussed on 'Value Creation through Innovation.'

On 25 March, an exclusive interactive session on 'Attracting and Retaining Talent for Small Businesses' was addressed by Mr Kartik Varma, Managing Consultant, People & Change Consulting, with PricewaterhouseCoopers Private Ltd. ■



Asia

China

India-China Trade (Jan-Feb 2011)

Trade	Value	Change
China's exports to India	\$6.468 bn	17.6%
China's imports from India	\$4.492 bn	28.4%
Total trade	\$10.960 bn	21.8%
China's surplus	\$1.976 bn	

Source: MOFCOM, PRC

CII IBF China

Mr Rangarajan Vellamore, CEO, Infosys Technologies China, has taken over as the new Chairman of the CII - India Business Forum (IBF) - China. He succeeds Mr J J Shrikhande, China Country Head, Larsen & Toubro Ltd., who has been the Chairman of IBF China since its launch in April 2009.

'Investment Opportunities in India'



Dr S Jaishankar, Ambassador of India to China, at the seminar on 'Investment Opportunities in India' in Guangzhou

The Consulate General of India in Guangzhou, with the support of the Guangdong Department of Foreign Trade and Economic Cooperation, and CII, organized a seminar on 'Investment Opportunities in India' in Guangzhou on 30 March. In his keynote address, Dr S Jaishankar, Indian Ambassador to China, said that after having developed the market through trade, Chinese companies need to maintain and service their existing and future clientele through local set ups in

India. He also urged Chinese companies to have a long term commitment to India and strike collaborations with Indian partners. Mr Liang Yaowen, Director General, Department of Foreign Trade and Economic Cooperation of Guangdong Province, said that such seminars provide a good platform to Chinese enterprises to explore opportunities for increasing their trade and investment in India. Mr V Rangarajan, Chairman, CII IBF China,

and Mr Indra Mani Pandey, Consul General of India, Guangzhou, also spoke.

Senior representatives from Invest India, GMR Group, Deloitte, and the Bank of Baroda, made presentations on India's FDI policy, related business laws and financing opportunities for investment in India. Senior leaders from Huawei Technologies and Apache Footwear based in Guangdong, who have already invested in India, shared their success stories in India. The seminar was attended by almost 200 representatives of Chinese companies.

Session on New Regulations

CII IBF organized a session on 'New Regulations for Representative Office in China' on 28 March in Shanghai. Mr Richard Cant, Director, Dezan and Shira Associates, made a detailed presentation on the changes in regulations that have come into effect since 1 March, 2011. The representative offices of foreign companies in China now have to deal with increased administrative burden and more restricted operating conditions. After tightening of rules in the beginning of 2010, the new regulations have further increased reporting duties, and tightened requirements for compliance, with much higher penalties for non-compliance.

Interaction with Yunnan Vice Governor

Ms Li Jiang, Vice Governor of Yunnan Province, visited CII in New Delhi on 25 March for an interactive session, accompanied by several members of the provincial government. In view of the improved connectivity between India and Yunnan, Ms Li invited Indian companies engaged in specialized sectors like gems and jewellery, and hospitality, to exploit the emerging



Li Jiang, Vice Governor, Yunnan Province, China and S Sen, Principal Advisor, CII, exchanging souvenirs in New Delhi

business opportunities in Yunnan. Mr S Sen, Principal Advisor, CII, said that in order to improve bilateral cooperation, the two sides must also utilize the huge potential in tourism, which would also contribute towards strengthening people to people contacts.

Prior to this visit, another 15 member delegation from Yunnan, led by Mr. Xiong Qinghua, Director General of the Department of Commerce, Yunnan Province, visited CII on 4 March.

Economic Indicators

GDP (2010)	\$5.8791 trillion	Retail sales (Jan-Feb)	Up 15.8% to \$441.67 bn
CPI (Feb)	4.9%	Foreign trade (Feb)	\$200.78 bn, up 10.6
PPI (Feb)	Up 7.2%	Exports	\$96.74 bn, up 2.4%
Industrial value added output (Jan-Feb)	14.1%	Imports	\$104 bn, up 19.4%
Fixed asset investment (Jan-Feb)	Up 24.9% to \$264 bn	Deficit*	\$7.3 bn
Current account surplus (2010)	\$306 bn, up 25%	Capital and financial account surplus (2010)	\$165.6 bn

China and World's GDP

According to the National Bureau of Statistics of China, the proportion of China's GDP to the world as a whole, rose from 5% in 2005 to 9.5% in 2010. During the last five years the international ranking of China's GDP achieved consecutive jumps, from fifth in 2005 to fourth in 2006, to third in 2007 and to second in 2010. The proportion of China's GDP to the GDP of the US increased from nearly 18% in 2005 to more than 40% in 2010.

US Debt Holdings

China's holdings of long-term US Treasury securities totalled \$1.16 trillion at the end of December 2010. Japan, the second largest holder raised its holdings to \$882.3 billion while Britain's holding was \$272.1 billion. The total foreign holding of US long-term securities in December 2010 was \$4.44 trillion.

China's Population

China's population reached 1.34 billion in 2010, with an addition of about 6.3 million people during the year, up from 1.3347 billion in 2009. It is reported that the Chinese government is considering lifting the one-child policy for rural and minority communities.

7% Growth Target

An annual growth target of 7% during the 12th Five-Year

Plan (2011-2015) has been set to ensure sustainable development. Premier Wen Jiabao, in an online chat with internet users, said "We must not any longer sacrifice the environment for the sake of rapid growth and reckless roll-outs, as that would result in unsustainable growth featuring industrial overcapacity and intensive resource consumption."

Growth Target for New Strategic Industries

China aims to develop some new strategic industries (alternative energy, bio-technology, new-generation IT, high-end equipment manufacturing, advanced materials, alternative fuel cars, energy-saving and environmental protection) during the 12th Five Year Plan period to make the industrial sector's value-added output account for 8% of the country's GDP by 2015.

Spending on R&D

According to the draft of China's 12th Five-Year Plan, it aims to invest 2.2% of its GDP on Research and Development by 2015, as against 1.8% in 2010

Fiscal Deficit

China projects \$136.4 billion in fiscal deficit which is equivalent to 2% of GDP in 2011, according to the Government Working Report.

Fiscal Expenditure

China's national fiscal expenditure in 2011 will reach more than 10 trillion yuan, up 12% from the previous year. This will be the first time China's annual fiscal expenditure has exceeded 10 trillion yuan.

Controlling Inflation

Premier Wen Jiabao has said that controlling inflation is at the forefront of government's agenda this year and it will try all means to control price rise. Inflation rose to 4.9% in the first two months this year, drawing complaints from the public.

Defence Budget to Grow

China plans to raise its defence budget by 12.7% to \$91.5 billion in 2011, compared to a 7.5% rise last year. This year's draft defence budget was 67.6 billion yuan more than 2010 and accounted for about 6% of the country's total budget.

Bank Reserve Requirement Ratio

On 18 March, the People's Bank of China announced a rise in the bank reserve requirement ratio by 50 basis points, in a move to soak up liquidity to check inflation.

World Bank on China Economy

According to Mr Justin Lin, senior Vice President and Chief Economist of the World Bank, China's economy is likely to become the world's biggest by 2030, when it will be twice the size of the United States, if measured in terms of Purchasing Power Parity (PPP). Mr Lin said that by 2030, the country's per capita income, measured in PPP, may reach 50% of the per capita income in the US.

Tax on Rare Earth Minerals

China will impose a new tax on rare earth minerals from 1 April to protect rare earth resources.

Individual Business Legislation

The State Council of China approved a draft regulation on 30 March for the country's privately-owned businesses. It is aimed at supporting the development of individual businesses and recognizing their important role in economic and social development, and also in providing employment opportunities. The new regulation eliminates the limits on the number of people to be employed by privately-owned businesses and also cuts down restrictions on job applicants.

Japan

India Expresses Sympathy to Japan

Dr Manmohan Singh, Prime Minister, conveyed India's deepest sympathies and condolences to the Government and people of Japan who have been affected by the severe earthquake and tsunami. In a message to Mr Naoto Kan, Prime Minister of Japan, Dr Manmohan Singh said that India stands in full solidarity with the people of Japan, and that our resources are at the disposal of Japan for any assistance they may require. India's External Affairs Minister also sent a letter to his Japanese counterpart and offered India's assistance.

Japan Rebuild may hit \$309 billion

The Japanese Government feels that the cost of rebuilding the country after its biggest earthquake could be as high as 25 trillion yen (\$309 billion). In the biggest estimate so far, Japan has put the cost of the earthquake-tsunami disaster at more than twice that of the 1995 Kobe earthquake. Analysts fear this figure may rise further as the radiation crisis at the Fukushima nuclear plant remains unresolved, with ongoing radiation now spreading to Tokyo as well. The World Bank thinks Japan would need up to five years to rebuild the devastated infrastructure.

Automakers look for Suppliers

Japan's major automakers are trying to find alternative

suppliers of auto parts to replace those rendered out of action by the colossal earthquake that has brought most of the country's car production to a halt. Analysts say production is likely to resume within the next few weeks. Once the supply of parts is restored, automakers will be able to make up for much of lost production in the coming months. The most affected companies are Toyota Motor Corp, Nissan Motor Co and Mitsubishi Motors Corp.

The disruption of the global supply chain following the earthquake and tsunami in Japan has also sent shockwaves to auto makers in China, especially for companies that are funded by Japanese car makers.

Crisis Lending

The Japanese government plans to dedicate up to 10 trillion yen (\$127 billion) for crisis lending to businesses to help them finance day-to-day operations and repair damages caused by the earthquake and tsunami.

Japan's GDP to Drop

According to the Daiwa Institute of Research Ltd, the catastrophic earthquake and tsunami are likely to push down Japan's GDP by a net 0.2% or more in the fiscal year 2011.

Japan Welcomes Overseas Assistance

Mr Takeaki Matsumoto, Japanese Foreign Minister, said on 22 March that Japan would accept international aid such as relief supplies and food material. So far 128 countries and regions as well as 33 international organizations have offered relief assistance, and 20 nations have dispatched rescue teams to the disaster-stricken areas.

Singapore

CII-IBF members interacted with Mr Peter Ong, Head of the Civil Service, Permanent Secretary of Finance, Special Duties in the Prime Minister's Office



Girija Pande, Chairman, CII-India Business Forum (IBF) Singapore, and Chairman, Asia Pacific, TCS, and Peter Ong, Head of Civil Service, Permanent Secretary (Finance), Permanent Secretary (Special Duties) in the Prime Minister's Office, and Permanent Secretary, National Security & Intelligence Coordination, Singapore

and National Security & Intelligence Coordination, Government of Singapore, at the 14th meeting of the IBF held on 1 April in Singapore.

Mr Ong made a presentation to members on Public Finance in Singapore. The presentation provided an overview of Singapore's principles of public finance and strengths of focusing on the long term, decisive crisis management and effective execution, covering both the economic and social spheres.

Mr Ong explained the two themes of the 2011 Budget: Growing Incomes and Strengthening Singapore's Society, as also the focus on balancing benefits between the short and long term. He spelled out the government's comprehensive approach to dealing with inflation, which has become a key concern for households and businesses. He also highlighted a few features of this Budget that underscore Singapore's approach towards building an inclusive society.

Mr Ong also touched upon the impact the Japan crisis and the MENA conflict could have on Singapore's economy. He also flagged some longer term challenges to the Singapore society and economy – the ageing population, widening income gaps, maturing economy and economic transformation.

South Korea

Trade Surpluses Increase

In February 2011, South Korea's exports amounted to \$38,960 million with an increase of 17.9%. Imports totaled \$36,110 million, with trade surplus of \$2,850 million.

Huge Oil Deal in UAE

South Korea clinched its largest-ever oil field development deal in the United Arab Emirates (UAE), potentially valued at \$110 trillion (US\$98 billion).

Atomic Energy Training for UAE

South Korea and UAE signed an Atomic Energy Diploma pact to train experts to operate an atomic power plant being built in UAE. The agreement calls for South Korea to provide in-depth training to 180 graduates of UAE's Institute of Applied Technology (IAT) for running and maintenance of a nuclear power plant.

Thailand

Mr. Abhisit Vejjajiva, Prime Minister of Thailand, urged business leaders of India and Thailand to cash in on the economic complementarities offered



Abhisit Vejjajiva, Prime Minister of Thailand with Anand Sharma, Union Minister of Commerce and Industry, India and Arun Bharat Ram, Past President, CII and Chairman, SRF Ltd

by the two nations and raise bilateral trade to US\$ 10 billion in the next two years from US\$ 6.7 billion in 2010.

Addressing Indian and Thai businessmen in New Delhi on 5 April during his visit to India, Mr. Vejjajiva identified the target sectors for Indian investors as pharmaceuticals, auto parts, chemicals, software and ICT, and described various measures introduced to encourage investors.

Mr. Vejjajiva said the 46.2 per cent surge in the number of tourists arriving in Thailand from India in 2010, at almost 800,000, "is a telling sign of the confidence and friendship between our peoples." Other areas where the two countries share great potential are automotives, electronic parts and components, and centres of medicine, he added.

The Thai Prime Minister welcomed India's commitment to furthering the integration of its economy with Asia.

Mr. Anand Sharma, India's Minister for Commerce and Industry, pointed out that bilateral trade between the two countries has grown six-fold in the last decade. "We are currently engaged in negotiating an India-Thailand FTA which will embrace investment, services and trade in goods and we are committed to conclude the negotiations by the end of the year. Through these steps, I am confident that our trade with Thailand will double by 2014," he declared.

Mr. Arun Bharat Ram, Past President, CII, and Chairman, SRF Ltd., said India's North East region offers good scope for development of tourism, food processing industries and infrastructure with investments from Thailand.

CIS

A CII Business Delegation, representing diverse sectors, visited Uzbekistan from 17-18 March. The delegates' interaction with the Uzbek business community, B-2-B sessions and site visits, were facilitated by the Uzbekistan Chamber of Commerce.



CII delegation members at the Ministry of Chemicals, Uzbekistan

The CII members also met senior officials from the Ministry of Finance, Chemicals and Light Industry. A MoU was signed between CII and the Chamber of Commerce and Industry, Republic of Uzbekistan during the visit.



Rustam Sadikovich Azimov, Minister of Finance of Uzbekistan, with the CII delegation

Europe

Iceland

"I see three dominant sectors of growth for the current century-Clean Energy, IT and Pharmaceuticals, and it is extraordinary for Iceland to have established relationship with India in all these areas of growth, stated Mr Olafur Ragnar Grimsson, President of Iceland, at an Iceland-India Business promotion Seminar organized by the Indian Embassy in Reykjavik, Iceland, on 15 March. The President was addressing a group of CEOs from Icelandic companies and CII member companies, who had travelled from the UK and Denmark to meet their Icelandic counterparts.

Mr Grimsson said that "Iceland presents the perfect laboratory for 21st century technology, and India is the ideal partner for Iceland to take the new technology to the rest of the world." He appreciated the fact that at a time when Iceland was pre-occupied with its financial problems, CII and its members had traveled to Iceland to discuss opportunities.

The seminar discussed opportunities in Renewable Energy, especially geothermal and hydro power projects; ITC; pharmaceuticals and biotechnology; tourism and film production. The strong thread that ran through all the discussions was cooperation in Innovations and technology.

Earlier, Ms Katrina Juliusdottir, Minister for Industry, Energy and Tourism, Iceland, said that Iceland was working on creating a regulatory environment and an FDI policy to facilitate foreign companies to easily do



Bala Kamallakharan, Principal, Auro Investment Partners LLC; S. Swaminathan, Indian Ambassador to Iceland; Hardeep Garewal, President (Europe) ITC Infotech; Ólafur Ragnar Grimsson, President of Iceland; Kathiravan Palaniappan, Country Manager, TCS, Denmark and G. Sathyanarayana Mehta, Senior Manager, TCS, Denmark

business with the country.

Business leaders from the IT, Pharmaceuticals and Retail sectors shared their experiences of doing business with India and Iceland.

CII invited Iceland to participate in the CII Film Market Place at the Cannes festival in May 2011 and meet with Indian movie producers and directors to discuss possibilities of locational shooting in Iceland.

Mr S. Swaminathan, Indian Ambassador to Iceland said that skill development could be a strategic area of cooperation between India and Iceland. Indian companies should benefit from the R&D and innovation that takes place in Icelandic universities and utilise it for new product and design development, making the process of cooperation a win-win for all, he said.

CII members also met Mr Arni Pall Arnason, Minister for Economic Affairs, Iceland, and Mr Thordur Hilmarsson, MD, Invest in Iceland.

United States of America



'Indian Roots, American Soil' India Inc. makes its mark on Washington DC

Companies of Indian origin with operations across the United States dazzled Washington DC on 30 March when a 40 member strong delegation representing 21 companies of the CII India Business Forum (CII-IBF) engaged with Senators, Congressmen and women, trade policy experts, Capitol Hill staffers and US businesses. The delegation had one unified message: We are companies with Indian roots, and we are creating jobs, value and wealth in the United States.

The highlight of the day was a CII reception on Capitol Hill which saw participation from 15 Members of Congress across party lines, reflecting the truly bipartisan acceptance of, and support for, the broader US-India political, economic, strategic, commercial and people-to-people relationship. Members of Congress from diverse states such as Washington, Ohio, New Jersey, Texas, Michigan, Pennsylvania, Virginia, Indiana, Arkansas, California, and Minnesota stood side-by-side with companies with operations in those states and praised the investments made, and the jobs created. Significant numbers of lawmakers and staff members from the US Capitol also attended the reception to interact



Sen. John Cornyn, Co-chair of the Senate India Caucus; Congressman Jim McDermott; Meera Shankar, Ambassador of India to the US; Congressman Joseph Crowley, Co-chair of the Congressional Caucus on India and Indian Americans; and Kiran Pasricha, Deputy Director General, CII, with copies of the CII Report on the Contribution of Indian companies in the US

with IBF member companies, and invite investment in other states. To mark the occasion, CII released a report 'Indian Roots, American Soil: A Look at Indian Companies in the U.S. Economy.' The Report highlights some key facts:

- Since 2005, nearly two-thirds of Indian companies have added jobs to their US operations.
- Together, these 35 companies employ 60,000+ people across 40 states and the District of Columbia.
- More than four-fifths of workers at these companies are hired locally.
- An overwhelming majority of workers employed at these companies are American citizens.
- India-based companies with operations in the US have saved 2,585 jobs from being eliminated due to their acquisition of US firms.
- The value of these acquisitions since 2005 is \$5.9 billion.

In addition to several members of Congress, Sen. John Cornyn, Co-Chair of the Senate India Caucus, and Representatives Ed Royce and John Crowley, Co-Chairs of the Congressional Caucus on



Sen. Amy Klobuchar (Minnesota) with Dave Riggan, Sr. VP & CFO, Essar Minerals Americas and Poonima Vupulluri, Essar Americas



Rep. John Altmire (Pennsylvania) with K R L Narasimham, Executive VP and Country Head, Larsen and Toubro



Rep. Ed Royce (California) with Gowri Shankar Vembu, AGM, Corporate Marketing, HCL America



Rep. Frank Pallone (New Jersey) with Shushma Rajagopalan, Head, Global Strategy, Larsen & Toubro

India and Indian Americans, were also present. During the day, CII also brought together policy experts and trade specialists in a session co-organized by the Global Business Dialogue which was represented by Mr Judge Morris, President and Co-Founder. The session was addressed by Amb.Meera Shankar, India's Ambassador to USA, and moderated by Amb. Sue Esserman, Partner, Steptoe and Johnson, and former Deputy USTR. During a panel discussion, CII-IBF members provided an overview of their companies' operations in the US, highlighting in particular, the extent of their investments in the US economy, current expansion plans, and community initiatives. IBF members who spoke at the session included Wipro Technologies, Ranbaxy Inc., Welspun Tubular LLC and Essar Minerals Americas.



Meera Shankar, with members of the CII-India Business Forum at the Embassy of India, Washington DC

In addition, as part of the effort to sustain the ongoing interaction between the members of the CII India Business Forum and the Embassy of India, Washington DC, CII organized a closed door discussion with Amb. Shankar. Also present were Amb. Arun Singh, Deputy Chief of Mission and Mr. Vinay Kwatra, Minister (Commerce). The discussion centered on the ongoing concerns of Indian companies operating in the US, and specific policy challenges, while also focusing attention on the overall growth of the US-India relationship.

US Congressional Delegation to India

A 12 member US Congressional Staffers Delegation visited New Delhi, Bangalore and Mumbai in March.

CII hosted a briefing meeting for the delegation on 21 March in New Delhi. Mr. Chandrajit Banerjee, Director General, CII, spoke about the dynamics of the Indian market and economy, emerging areas of reform and possibilities of cooperation between India and the US. The discussion focused on working together in energy efficiency, education and means of enhancing economic relations.

CII also hosted the delegation in Bangalore and Mumbai.



Chandrajit Banerjee, Director General, CII, with US Congressional Staffers in New Delhi

Meeting with AMCHAM Singapore Delegation

CII organised a session with the AMCHAM delegation from Singapore to explore possibilities of doing business and understanding the Indian business environment. The 10 member delegation, led by Mr David Adelman, US Ambassador to Singapore, covered the IT, Defence and Pharma sectors. The issues raised in the meeting included governance, business opportunities and the environment.



Amb. David Adelman, US Ambassador to Singapore, with Vijay Mathur, Chairman, Inapex Ltd

The issues raised in the meeting included governance, business opportunities and the environment.

Mr Vijay Mathur, Chairman, Inapex Ltd, who chaired the meeting, shared the success story of Maruti Suzuki in India. He said that, to be successful in India, foreign companies need patience to work / operate in India, and look for a manufacturing base, technology transfer, etc. rather than just trading across the sectors.

Meetings with US Counselors

CII organised a briefing meeting for Ms Judy Reinke, Minister Counselor, and Mr Dale Tasharski, Commercial Counselor, US Embassy, in New Delhi on 22 March. The meeting updated them about CII activities related to the US in verticals such as Energy, Environment, Defence, SMEs, Manufacturing, Financial Services, Technology, Education and International Trade. The meeting was chaired by Mr Chandrajit Banerjee.

India REGIONAL R O U N D U P

Heading the Regional Teams

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East

Annual Regional Meeting 2011

18 March; Kolkata



Kurush Grant, Outgoing-Chairman, CII ER; Ranaveer Sinha, In-coming Chairman, CII ER; Chandrajit Banerjee, Director General, CII, and Sunil Mitra, Revenue Secretary, at the Annual Regional Meeting in Kolkata

'Creating Enabling Environment for Double Digit Growth' was the theme of the Annual Regional Meeting. Distinguished speakers including Mr Sunil Mitra, Revenue Secretary, Union Ministry of Finance; Mr Rajive Kaul, Past President, CII; Mr Shakeel Ahmed, CMD, Hindustan Copper Ltd; Mr K C Mehra, Chairman of the Board, SKF India Ltd and Resident Director (Corporate), Shapoorji Pallonji & Co Ltd; Mr N C Jha, CMD, Coal India Ltd and Mr S Shivkumar, Divisional Chief Executive, Agri Business Division - ITC Ltd & Vice Chairman, ITC Infotech India Ltd addressed the gathering.

Bihar

Agro Bihar 2011

4 – 8 March, Patna



Nitish Kumar, Chief Minister of Bihar, addressing the inaugural session of Agro Bihar 2011

To facilitate the government's initiative to attract investments in the agriculture sector, introduce mechanisation and increase agricultural production, CII Bihar organized 'Agro Bihar 2011: a step towards Farm Mechanization. The first of its kind initiative in the state was inaugurated by Mr Nitish Kumar, Chief Minister of Bihar.

The exhibition featured a 'Kisan Pathshala' for farmers and a demonstration ground or 'Pramanshala' as a platform to use agri tools and verify their potential.

CII Bihar Annual Meeting

15 March, Patna



CII Bihar Annual Meeting in Patna

CII Bihar State Council hosted its Annual Meeting, along with a session on the Union Budget 2011 – 12.

Chhattisgarh

CII Chhattisgarh Annual Meeting

2 March, Raipur

Coinciding with its Annual Meeting, the CII Chhattisgarh State Council organised a session on 'Environment and Sustainable Development.'

UK and Chhattisgarh

10 March, Raipur

Nine British companies showcased their business profiles and expertise at the seminar on 'UK and Chhattisgarh in Partnership'. They met entrepreneurs and business houses from the region to find opportunities for business-to-business collaboration and joint ventures.

CII meets Chhattisgarh Chief Minister

11 March, Raipur



Dr Raman Singh, Chief Minister of Chhattisgarh, with CII members

A CII delegation called on Dr Raman Singh, Chief Minister of Chhattisgarh, to apprise him about the agenda and activities of CII in the state in the year ahead.

Jharkhand

Finex Jharkhand 2011

4 March, Jamshedpur

Finex Jharkhand discussed the new trends, avenues

and best practices in the banking and finance sector. The conference had sessions on Financial Inclusion, Alternate Avenues of Finance, Wealth Creation through Capital Market, and Mutual Funds.

CII Jharkhand Annual Meeting

5 March, Jamshedpur

A session on 'Industrialization in Jharkhand – Challenges & Opportunities' was organized coinciding with the Annual Meeting.

Odisha

CII meets Chief Minister

7 March, Bhubaneswar



Naveen Patnaik, Chief Minister of Odisha, with Hari S Bhartia, then President, CII, and Chandrajit Banerjee, Director General, CII

A high level CII delegation led by Mr Hari S Bhartia, then President, CII, called on Mr Naveen Patnaik, Chief Minister of Odisha, to discuss CII's 10 point developmental agenda for the state. Mr Bhartia, also addressed a Members' Meet in Bhubaneswar on the significant aspects of the Union Budget 2011 – 12. He also shared the different initiatives of CII.

CII Odisha Annual Meeting

8 March, Bhubaneswar



CII Odisha Annual Meeting

A Session on 'Industrialization in Odisha – Challenges & Opportunities' was held with the Annual Meeting of the CII Odisha State Council.

Family Business Sensitization

11 March, Bhubaneswar

Mr M V Subbiah, Past President, CII, Chairman, National Skill Development Corporation, and Former Chairman, Murugappa Group, deliberated on various issues pertaining to Family Business with specific focus on retirement plans, at the sensitization session on Family Business.

West Bengal

Interactive Session on Human Rights

9 March, Kolkata



Kurush Grant; Satyabrata Pal, Member, National Human Rights Commission; and Sanjay Budhia, Chairman, CII National Committee on Exports, at a session in Kolkata

Mr Satyabrata Pal, Member, National Human Rights Commission, interacted with the CII membership on Business Intervention and Human Rights.

CII West Bengal Annual Meeting

11 March, Kolkata

CII West Bengal State Council hosted its Annual Meeting with a session on 'West Bengal: the Next Agenda.'

Interaction on Chile

25 March, Kolkata

Mr Cristian Barros, Ambassador of the Republic of Chile to India, accompanied by Mr Nestor Riveros, Minister Counsellor Commercial, Chile Embassy, and Mr J K Saraf, Honorary Consul General of Chile in Kolkata, deliberated on the prospects of trade and business between India and Chile, at a session with CII members.



Nestor Riveros, Minister Counsellor Commercial, Chile Embassy; Cristian Barros, Ambassador of the Republic of Chile to India; and R K Agrawal, Deputy Chairman, CII (ER)

North

'Engaging for Inclusive North'

30 March, New Delhi



Chandrajit Banerjee, Director General, CII; Zubin Irani, Sr MD, UTC Group; R M Khanna, Out-going Chairman, CII (NR), Hari S Bhartia, then President, CII; Vijay K Thadani, in-coming Chairman, CII (NR); and Malvinder Mohan Singh, incoming Deputy Chairman, CII NR, and Group Chairman, Fortis Healthcare Ltd

The Annual Regional Meeting and Conference on 'Engaging for Inclusive North' dwelled upon many dimensions of inclusive growth – equal opportunities for all in education, healthcare and employment, integration of marginalized sections of society into the mainstream, and gender equality. It strongly recommended the approach of 'last person first'. Technology came up as a key enabler with initiatives like tele-medicine, e-learning and e-governance being recommended as effective means for achieving inclusive growth. The discussion on skill development called for changing mind sets to give blue collar occupations an appropriate status.

Interaction on 12th Plan

14 March, Chandigarh

The 12th Plan approach regional stakeholder consultative workshop was held with Mr Arun Maira, Member, Planning Commission. As many as 85 participants from industry, local associations, educational institutions, NGOs, government, eminent citizens and progressive farmers deliberated on the 12 national challenges identified by the Planning Commission of India.

Chandigarh

Annual Session

4 March, Chandigarh



Annual Session in Chandigarh

The session on 'Chandigarh: The Road Ahead' emphasized on the tri-city model of development required to develop Chandigarh to meet the growing needs of industry and citizens alike.

Delhi & Haryana

Building Smart Cities

11 March, New Delhi



At a session on Building Smart & Sustainable Cities in NCR

"Smart cities in the NCR need planned urbanization," echoed the panelists unanimously, at the discussion on 'Building Smart & Sustainable cities in NCR' at the Annual Session. The issues discussed included fostering collaboration between government, industry and civil society, and forming a 'Smart and Sustainable Cities Initiative' to assist Delhi and the NCR to respond to global change in the urban context.

Keeping in mind the increasing pressure on Delhi and the development in Haryana, the session advocated the development of planned and sustainable counter magnet cities in Hissar, Jhajjar, Kundli, Sonapat in the NCR region of Delhi.

Himachal Pradesh

Annual Session

5 March, Shimla

The Annual Session meeting focused on 'Sustainable Growth for the State.' CII and the State Government should join hands to get projects from the Central Government for Himachal Pradesh, echoed the participants. "When we talk about infrastructure, it should be inclusive in nature.



Prof Prem Kumar Dhupal, Chief Minister of Himachal Pradesh

There should be good road, rail and air connectivity, good and affordable housing, education and healthcare facilities. The State Government is committed to bring in all this,” said Prof Prem Kumar Dhumal, Chief Minister of Himachal Pradesh.

Jammu & Kashmir

J&K Annual Session

17 March, Jammu



CII J&K Session in progress

The session on ‘Competitiveness: Key to youth empowerment and engagement’ stressed the need to provide the youth with the right eco-system, opportunities and skills so that they are able to make a difference. Prof Varun Sahni, Vice Chancellor, Jammu University, opined that each University must have a vocational training division to focus on both ‘knowledge base’ and ‘skill sets’.

Industrial Tours for Students

2-4 March, Gurgaon & Noida

10-11 March, Srinagar

Fifteen students of the Department of Management Studies, Islamia College of Science and Commerce, Srinagar, and a 26 member student delegation from The Business School, University of Kashmir, were taken on industrial tours to companies like Maruti Suzuki and Honda Siel, to gain first hand information about these organizations.

Punjab

Punjab Annual Session

12 March, Chandigarh



Sukhbir Singh Badal,
Deputy Chief Minister
of Punjab

“Our focus should be on strengthening infrastructure, un-interrupted power, and road and air connectivity of the State,” said Mr Sukhbir Singh Badal, Deputy Chief Minister, Punjab, at the session on ‘Transforming Punjab: Implementing Strategies for Growth.’ CII agreed to partner the state government to

manage focal points and green spaces in Ludhiana.

CII – Govt of Punjab MoU

18 March, Chandigarh



Rajender Guleria, Co-Chairman, CII (NR) Committee on Skills & Education, and Rakesh Kumar Verma, MD, Punjab Information & Technology Corporation Ltd, signing the MoU on Skills Gap Study

CII and Punjab Infotech inked a MoU for a skill gap study in six districts of Punjab: Mohali, Patiala, Jalandhar, Ludhiana, Amritsar and Bathinda. This would help CII create the mechanism to fill the gaps and address the needs of both the organized and unorganized sector. Appreciating the initiative, Ch. Swarna Ram, Minister of Technical, Education & Industrial Training, Punjab, said it was heartening to know that industry has come forward to identify and fill the skills gaps.

Rajasthan

Annual Session

16 March, Jaipur

“Rajasthan has great opportunity as 40% of the Delhi-Mumbai Industrial Corridor (DMIC) will pass through the State. We must take this strategic advantage to develop industries along the DMIC,” said Mr G S Sandhu, Principal Secretary, Urban Development & Housing, Rajasthan, at the Annual Session. The theme was ‘Building Rajasthan as a Preferred Investment Destination.’

Uttarakhand

Industrial Expo 2011

4-6 March, Haridwar

Uttarakhand’s Premier B2B Industrial Show had a special focus on business development for MSMEs and vendor development programmes. Over 180 exhibitors from across India showcased their products and services, and 378 new products were displayed for the first time in Uttarakhand. Over 10,000 visitors from industrial clusters in Baddi, Chandigarh, Faridabad, Ghaziabad, Gurgaon, Jalandhar, Ludhiana, Meerut, Mohali, Nasik, Noida and Pune visited the show, where 3050 business enquiries

were generated with business potential of approximately Rs 30 crore. Vendor development programmes and procurement needs by seven leading large manufacturers were attended by nearly 700 MSMEs.



Ramesh Pokhriyal Nishank,
Chief Minister of Uttarakhand,
inaugurating the CII Industrial Expo

Uttarakhand Annual Session

6 March, Haridwar



Presentation of the Annual CII Green Award to Hanif Center, at Woodstock School for its initiatives in environmental education

Robust Inclusive Green Growth in Uttarakhand was the focus of the Annual Session. The CII Annual Green Award was presented to the Hanif Centre

at Woodstock School, recognizing its initiatives in environment education.

Uttar Pradesh

UP Annual Session

17 March, Lucknow

The UP Annual Session discussed a '10-point agenda for UP's development.' Mr Atul Kumar Gupta, Chief Secretary, UP, who was the Chief Guest, articulated the Government's commitment to draw more investments into the State, and assured all help to industry. Mr Anoop Mishra, Infrastructure & Industrial Development Commissioner, emphasized the state's seriousness to substantially improve infrastructure with specific emphasis on power, express highways, communication, international airports and social infrastructure.

Annual Session: Western UP

10 March, Noida

The session focused on infrastructure – both physical and social, and skilling – as critical driver of economic growth and social transformation in Western Uttar Pradesh.

Golf Tournament

5 March, Lucknow

The CII - IOC Golf Tournament drew the participation of 200 keen golfers.

South

Interactive Session on Israel

9 March, Chennai

The session with Mrs Orna Sagiv, Consul General of Israel, discussed bilateral relations between India and Israel and provided details on the upcoming WATEC international conference in Israel, on the latest technology in the Water Sector, especially in urban water management.

CII Innovator 2010

11 March, Chennai



Prize Distribution Ceremony at Innovator 2011

The 2nd edition of Innovator showcased the innovative

ideas of 123 graduate and post graduate students from engineering, arts, science and management streams in the region. The event enabled industry to see innovative ideas from students, and encourage and nurture the best ideas towards implementation.

Estate South 2011

22 - 23 March, Chennai



At the 5th edition of Estate South in Chennai

The 5th edition of Estate South focussed on 'South Realty: Vision 2020'. Deliberating on the critical role of connectivity in the growth and development of real estate in the infrastructure sector, members also discussed issues relating to developing large scale

townships, infrastructure adequacy in emerging cities, land availability and project returns, impact of IFRS and DTC on the sector, and emerging trends for greener ecosystems.

Annual Regional Meeting

25-26 March, Bangalore



Chandrajit Banerjee, Director General, CII; Hari S Bhartia, then President, CII; Arun Maira, Member, Planning Commission, Ananth Narayanan, Partner, McKinsey & Company; and S Gopalakrishnan, Out-going Chairman, CII (SR) and currently Vice President, CII

Focussing on 'The Next Wave of Growth - South India,' the conference discussed measures to sustain the current growth rate. A CII – McKinsey report on 'Retaining the Edge: Sustaining South India's Growth Momentum' released at the conference highlighted that the Southern States score higher than the national average across several developmental parameters. Creating huge physical infrastructure, managing talent, time management in policy making and implementation, and building capacity in industry to move up in the value chain are some of the challenges that need to be addressed to sustain South India's growth momentum.

Regional 5S Excellence Awards

March, Bangalore



K N Shenoy, Past President, CII, and Chairman, CII Institute of Quality; Kris Gopalakrishnan, Shekar Viswanathan, Chairman, SR Manufacturing Sub Committee, with the team from TaeguTec India (P) Ltd., Bangalore

The 5S Excellence Award is organized annually to motivate and recognize member companies which successfully implement and sustain 5 S practices in their organization. The 5th edition of the competition this year drew the participation of 15 companies. After a rigorous assessment process, TaeguTec India (P) Ltd, Bangalore was declared the overall winner. The award was presented during the Regional Annual Session.

Andhra Pradesh

CEOs Breakfast Session

3 March, Hyderabad

The session identified IT, Biotechnology and Pharmaceuticals as potential sectors of growth in Andhra Pradesh. Members also called for special focus on agriculture, alternative sources of energy, manufacturing, tourism, hospitality and retail.

Regional Economic Development

5 March, Warangal

The Round Table on Regional Economic Development deliberated on industrial development and employment generation in the rural and backward areas in Warangal.

AP Annual Day & Economic Summit

11 March, Hyderabad



Annual Day in Andhra Pradesh

The CII AP Annual Session was held along with the AP Economic Summit to create a platform to set economic development priorities for the holistic growth of the state. Dr J Geeta Reddy, Minister for Major Industries, Commerce, Export Promotion & Food Processing, Andhra Pradesh, addressed the summit.

Conference on Agro Exports

16 March, Hyderabad



Conference on Agro Exports in Hyderabad

The conference brought together collective knowledge and thought leadership to enable sustainable agricultural products exports. The conference suggested collaborative business development and the involvement of SMEs and tier suppliers.

Conference on Marketing

18 March, Hyderabad

The conference on 'Innovative Marketing trends: Global

Enabler for Indian Industry' deliberated on emerging trends in marketing, developing marketing strategies in the global competitive environment, incorporating social media into marketing campaigns, managing a global marketplace, global consumer behavior and marketing, and innovation in international markets for MSMEs.

Karnataka

Exclusive Session with Mr Warren Buffett

23 March: Bangalore

CII Karnataka organized an exclusive session with Mr Warren Buffett, Chairman, Berkshire Hathaway, during his recent visit to India. The interaction was organized in association with Taegutec India Ltd.



Warren Buffett, Chairman, Berkshire Hathaway

National Seminar on CSR

21 March, Bangalore



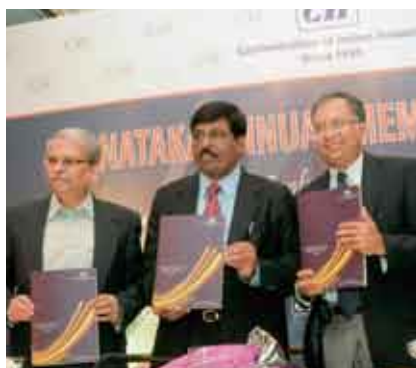
At the CSR Seminar

Actress and Social Activist Pooja Gandhi made a passionate appeal to corporates to come forward and help the less fortunate in the society. She also launched a 'Compendium of CSR Initiatives 2010-11'.

CII Karnataka Annual Day

18 March, Bangalore

The Annual Day was organized with the theme 'India@75- An Innovative Vision' to stress on the importance of innovation in governance, education, job creation and inclusive growth to speed up India's



Kris Gopalakrishnan, Murugesh R Nirani, Minister for Large & Medium Industries, Karnataka, and Aroon Raman, Out-going Chairman, CII Karnataka

transformation. Mr S V Ranganath, Chief Secretary, Karnataka, addressed the session.

Conference on Urban Ecology

16 March, Bangalore

The conference discussed important aspects in 'Managing our Environment' with corporates and individuals.

Philippines-India Outsourcing Summit



Gregory L Domingo, Secretary, Philippine Dept. of Trade & Industry

4 March, Bangalore

The first Philippines-India Outsourcing Partnership Summit explored potential areas of partnership between the two countries. Mr Gregory L Domingo Secretary, (Cabinet Minister), Philippine Department of Trade & Industry and other officials from the Philippine Trade and Investment Centre participated in the Summit.

Delegation from the Russian Federation

15 March, Bangalore

Mr Alexander Bednov Member of the Duma, Russian Federation, briefed members on the economic and investment potential and the business and investment climate in the Samara region. Aerospace, automotive, infrastructure, and food products were some sectors of interest which were discussed.

Kerala

Kerala Entrepreneurship Summit

5 March, Kochi



Annual Day Session in Kerala

On its annual day, CII Kerala organized the 'Kerala Entrepreneurship Summit' to awaken the spirit of entrepreneurship - both social and economic - among youth. Topics such as project planning, project execution, project financing, best practices learning, knowledge capital and systems and procedures were discussed.

Stress Management

18 March, Thrissur

The Executive Stress Management Programme explained the basic concepts of executive stress and its management through relaxation exercises and behavioral modifications.

Tamil Nadu

Workshop on 12th Plan

12 March, Chennai

The Regional Stakeholder Consultative Workshop was organized with Mr Arun Maira, Member, Planning Commission, to gather inputs towards the 12th Plan.

Education for Sustainable Development

13 March, Chennai



TN Summit on Education

Coinciding with the Tamil Nadu Annual Meeting, the 'TN Summit on Education for Sustainable Development' provided a platform for experts and stakeholders to deliberate on potential solutions to strengthen the education system in Tamil Nadu. Dr D Purandeshwari, Union Minister of State, HRD, spoke about participants about the government's new scheme of a uniform curriculum for students.

Puducherry

Energy Management in Chemical Industry

3 & 4 March, Puducherry

The training programme on GHG Inventorisation and Energy Management provided a macro-level approach on energy conservation. It also covered the latest information on GHG Inventorisation, particularly in the chemical industry.

CII Puducherry Annual Session

14 March, Puducherry



R Chandramohan,
Chief Secretary,
Puducherry

The session on 'Industrial Development - The Role of Government' at the CII Puducherry State Annual Session, was addressed by Mr S Gopalakrishnan, then Chairman, CII (SR) and currently Vice President, CII, and Mr R Chandramohan, Chief Secretary, Puducherry.

Zones

Coimbatore

TIDES Leadership Summit

11-12 March, Coimbatore

The 2nd edition of the Technology, Innovation, Design,

Environment & Entertainment and Sports and Spirituality (TIDES) Leadership Summit had the theme 'Making the Difference.'

Mysore

CII Mysore Annual Day

5 March, Mysore



Annual Day in Mysore

As a part of the Annual Members Day, the public seminar on Innovation explored the potential of Mysore as an Innovation Hub in the state.

Thoothukudi

Role of Women

8 March, Thoothukudi

The session on International Women's Day highlighted the role of women in various sections of society.

Trichy

CII Trichy Annual Day

4 March, Trichy

On the Annual Day, a conference on 'Leadership - Building India Together Striking the Perfect Balance' showcased couples who have carved a niche for themselves by emerging as successful leaders in their chosen field, and establishing an identity as a couple as well as in their own individual capacity.

Visakhapatnam & Vijayawada

Annual Day in Visakhapatnam

5 March, Visakhapatnam

On its 4th Annual Day, CII Vizag Zone announced new panels on education, IT, ports and logistics, steel, and district development formulated for the year.

Annual Meeting in Vijayawada

8 March, Vijayawada

At the public session of the Vijayawada Annual meeting on 'Entrepreneurship Development in the Changing Economic Scenario,' leading entrepreneurs shared their experiences.

West

Annual Regional Meeting 2011

24 March, Mumbai



Chandrajit Banerjee, Director General, CII; Hari S Bhartia, then President, CII, and Arun Nanda, Out-going Chairman, CII (WR) releasing the CII Report on 'Higher and Technical Education in the Western States'

The panel discussion explored directions 'Towards smart, sustainable and inclusive growth.' Mr Hari S Bhartia, then President, CII, said that our inclusive growth agenda should come closer to that of other countries who are a part of G-20.

Mr. S Mahalingam, Executive Director & CFO, Tata Consultancy Services Ltd. called for a new eco system that promotes innovation and entrepreneurship, while Ms Pratima Kirsloskar, President, Innovations (Society), Kirloskar Brothers Ltd. felt that entrepreneurs should be included in the growth process. Mr Arun Nanda, Out-going Chairman, Western Region, named education, skill development, better governance and innovation as the keys to sustainable development and inclusive growth.

A CII Study on 'Higher and Technical Education in the Western States' released on the occasion reveals an impressive growth in the number of higher and technical institutes within the region and prominently in Maharashtra, despite the constraints in budgetary allocation.

Ties with Saskatchewan

10 March, Mumbai
12 March, Ahmedabad

CII, in association with the Consulate General of Canada, Mumbai, and the Government of Saskatchewan Province, Canada, organized a networking reception with the Indian industry members in Mumbai for Mr Brad Wall, Premier of Saskatchewan, Canada, and the accompanying 11 member delegation.

In Ahmedabad, CII, along with the Government of Gujarat, organized a luncheon meeting with the Saskatchewan delegation. Mr Narendra Modi, Chief Minister of Gujarat, participated in the meeting. The visitors signed four



Narendra Modi, Chief Minister of Gujarat, addressing the delegates from Saskatchewan

MoUs with the Gujarat Government for increased bilateral support and business relations.

Goa

Goa Annual Day

12 March, Panaji



Annual Day in Goa

Mr Sanjay Srivastava, Chief Secretary, Goa, released the CII Goa Annual Report, and launched the CII Indian Green Building Council (IGBC) Goa Chapter. The session highlighted various concerns and suggestions for inclusive and sustainable growth for Goa.

Gujarat

CII Central Gujarat Annual Day

10 March, Vadodara

As a part of the Annual Day, an interactive panel discussed 'Making Vadodara a More Livable City.'

Transactional Analysis Workshop

11 March, Ahmedabad

The objective of this workshop was personal and professional development of key management personnel for effective handling of human resources and interpersonal relationships, improving the organizational work environment, raising satisfaction levels of employees, and improving productivity and effectiveness of the organization.

CEO Dialogue

14 March, Ahmedabad

A CEO Dialogue on the 'Role of International Alliances



Session with the pharma delegation from Switzerland

'Role of International Alliances & Partnerships in Global Pharmaceutical Growth' was organised with a 17 member delegation from Switzerland led by Mr Christian Watts, Regional Director, Switzerland Trade & Investment. The delegation had members from the Embassy of Switzerland, E & Y Switzerland, the Swiss – India Chamber of Commerce and the pharmaceutical sector. The dialogue related to Switzerland being a favorable destination for global pharmaceutical companies.

CII Gujarat Annual Day

19 March, Ahmedabad



Conference on Vocational Education and Skill Development in Ahmedabad

A Conference on 'Gujarat: Vocational Education & Training and Skill Development – The Livelihood' was held on the Annual Day. Speakers at the conference included Mr M Sahu, Principal Secretary, Industries & Mines, Gujarat; Prof Rajeev Sharma, IIM Ahmedabad; Mr C V Som, CEO, Gujarat Knowledge Society; and Mr Dilip Chenoy, MD & CEO, National Skill Development Corporation; among others.

Water for Inclusive Growth

22 March, Gandhinagar

The seminar, organized jointly with the Sardar Sarovar Narmada Nigam Ltd, Government of Gujarat, highlighted the efforts made by the State in the water sector to reach the unreached. Documenting the history of the prestigious Sardar Sarovar Project on the river Narmada, a three-volume compendium was unveiled by Mr Narendra Modi, Chief Minister of Gujarat, on this occasion.



Narendra Modi, Chief Minister of Gujarat, unveiling a compendium on the Sardar Sarovar Project

Textile Business Forum

23 March, Surat

The forum analysed the current business scenario, emerging opportunities, enhancing competitiveness, networking etc.

HR Convention 2011

25 March, Vadodara



At the HR Convention

The Convention provided an opportunity to share and learn lessons on how to ingrain HR into the organizational DNA, to meet future challenges and aspirations.

Developing Leadership

25 March, Vadodara

The session stressed that leaders have to be developed at various levels of the organization, both strategic and operational, to ensure smooth functioning. The challenge is to identify, groom and develop such leaders from amongst the existing work force.

Developing Healthcare PPP

26 March, Ahmedabad



Conference on PPP in Healthcare

CII, with the support of the Gujarat Government, organized the conference to discuss the demand and

supply gap in healthcare, hospital infrastructure and medical professionals.

Mr Jay Narayan Vyas, Minister for Health & Family Welfare, Tourism, and Devasthan Pilgrimage Development, Gujarat released a White Paper on 'Partnerships in Healthcare: A Public Private Perspective.' Ms Anju Sharma, Commissioner of Health, Secretary, Public Health, and Mission Director, National Rural Health Mission, Gujarat, said that Gujarat is the first state to have a PPP Act. It already has a framework for the PPP model.

Industrial Security

26-27 March, Ahmedabad

The National Seminar and Exhibition on 'Industrial Security' brought awareness in industry, business and commercial establishments about the need to enhance their existing security setup, to protect their valuable assets. The exhibition showcased a range of security surveillance equipment, including cyber security devices. Mr Narendra Modi, Chief Minister of Gujarat, inaugurated the seminar.



Narendra Modi, Chief Minister of Gujarat, at the Seminar on Industrial Security

CFO Forum 2011

28 March, Ahmedabad

The 5th Chapter of the CII's CFO Forum on 'Corporate Governance – Challenges & Legislation for Better Governance' explored innovative ways to build a resilient organization.

Madhya Pradesh

Madhya Pradesh Skill Development Mission

16 March, Bhopal



Session on Skill Development in Madhya Pradesh

The session discussed how to create an integrated ecosystem for skill development and provide overall policy direction for skill development activities in Madhya Pradesh.

Maharashtra

Southern Maharashtra Zone Annual Day

2 March, Kolhapur

A Post Budget Analysis was organized during the

Annual Meeting of the Southern Maharashtra Zonal Council, with experts from KPMG.

Session on Green Hospitals

3 March, Mumbai



At the Session on Green Hospitals

CII (Western Region) Healthcare Sub-Committee with the support of S L Raheja (A Fortis Associate) Hospital and Schneider Electric Ltd, conducted a survey on hospital energy efficiency. To discuss the outcome of the survey and to share best practices in green building, an interactive session on Green Hospitals was held in Mumbai, where the report on 'Energy Efficient Hospitals – Visiting the Realities' was released.

India - Japan CSR Dialogue

4 March, Mumbai



At the India-Japan CSR Dialogue

CII, in partnership with the Council for Better Corporate Citizenship, Japan, organized an India - Japan CSR Dialogue, with a visiting delegation of senior CSR managers from leading companies in Japan.

Sharing of Kaizens

7 March, Nashik

The initiative created awareness about the Kaizen philosophy, and provided guidelines for successful implementation of Kaizen from experts.

CII Nashik Zone Annual Day

8 March, Nashik



Annual Day in CII Nashik Zone

The Annual Day proceedings were followed by a 'Post Budget Analysis' with a panel of tax experts from KPMG.

Round Table Discussion on Energy

8 March, Mumbai

A round table discussion was organized with Mr Jose W Fernandez, Assistant Secretary for Economic, Energy & Business Affairs, US Department of State, to enable him to meet with Indian organisations in the Energy Sector, and convey the US government's seriousness in partnering with the Indian Government and energy firms to meet the nation's energy requirements.



Jose W Fernandez, Assistant Secretary for Economic, Energy & Business Affairs, US

Strengthening Indo-Malaysian Ties

9 March, Mumbai



Tan Sri Muhyiddin Mohd Yassin, Deputy Prime Minister of Malaysia, (5th from left) at a session in Mumbai

CII, in association with the Malaysian Industrial Development Authority, Mumbai organised a session for Tan Sri Muhyiddin Mohd Yassin, Deputy Prime Minister of Malaysia, and his delegation, with select Indian business leaders to exchange ideas to strengthen Indo-Malaysian Business relations.

New CII Pune Office

11 March, Pune



Inauguration of the new CII office in Pune

Mr Farhad Forbes, Director Forbes Marshall Pvt Ltd inaugurated the new CII Pune office in the presence of office bearers and eminent members of CII, in centrally located Wakdedwadi.

CII Pune Annual Day

11 March, Pune

Reaffirming its commitment to facilitate the growth of Indian Industry in a sustainable manner, the CII Pune Annual Day featured a panel discussion on 'Sustaining Growth through Pune City Infrastructure.'

Maharashtra Annual Day

17 March, Mumbai

The focus of the Maharashtra Annual Day this year was on 'Envisaging a High Growth Decade through Innovation.' The panel discussion explored opportunities to use innovation for growth.

ICT for Inclusive Growth

24 March, Pune

The extensive use of Communication and Information Technology is required for a major skills movement

in India, said Dr Ganesh Natarajan, Chairman, CII National IT-TeS Committee, and Vice Chairman & CEO, Zensar Technologies Ltd. Mr Harsh Manglik, Chairman, NASSCOM, and Co-Chairman, Accenture India, called for developing new business models that use ICT for training the trainers, creating infrastructure, reducing remoteness and providing methods and tools for learning for life.



National Conclave on ICT for Inclusive Growth in Pune

Visit of Ambassadors

25 March, Mumbai

This visit of the Permanent Representatives to the United Nations Central American Countries was facilitated by the Union Ministry of External Affairs. CII arranged interactive meetings for these Ambassadors with EXIM Bank and Tata Consultancy Services, to give them a perspective on sectors of economic relevance in India. The visit further enhanced India's ties with the United Nations.

Tracing India's Corporate Journey

BOOKS ON INDIAN business history are few and far between, and coffee-table volumes depicting the exciting transformational journey of Indian enterprises are even rarer. Thus, 'India Unlimited: A Corporate Journey' fills a much needed gap, as it talks about the inspirational individuals, companies and institutions which are driving the Indian economy.

Released at the inaugural of the second India Corporate Week in December 2010 by Dr Manmohan Singh, Prime Minister of India, the attractive publication traces the growth and development of Indian business over the years, and particularly since liberalisation in 1991. Through engaging visuals and lucid text, the book elaborates the dynamic spirit of entrepreneurship and lays out the experiences of individual firms from all parts of the country. Replete with insightful quotes from top leaders of the political and corporate world, the book makes an excellent addition to any office, or a thoughtful gift.

India Unlimited starts with the historical foundations of business in ancient and colonial India, followed by its expansion in the era of the mixed economy and the ensuing period of liberalization. The early chapters describe how leading figures including Jamsetji Tata and GD Birla embarked on entrepreneurship, blazing a bold new trail for indigenous industry. The rise of certain iconic sectors such as railways, automotives, IT and pharmaceuticals captured the imagination of people all over the world. The establishment of flagship public sector companies laid a strong base for private industry to flourish, and new business groups became prominent. The book also emphasizes how private Indian companies had to restructure dramatically in order to meet the sudden exigencies of reforms and globalisation.

In later chapters, grassroots business formats find special mention. As the rural economy surged on the back of increased incomes, a stronger convergence of villages with the vision of Indian companies for inclusive growth was evident. Small enterprises, cooperatives, and industrial clusters turned into vibrant hubs of economic activity and robust entrepreneurship. Corporate social responsibility itself was redefined under the astute precepts of top managers including the

late Prof CK Prahalad. From dabbawallahs to women at the top, diverse players contributed to the growth of Indian industry and enterprise.

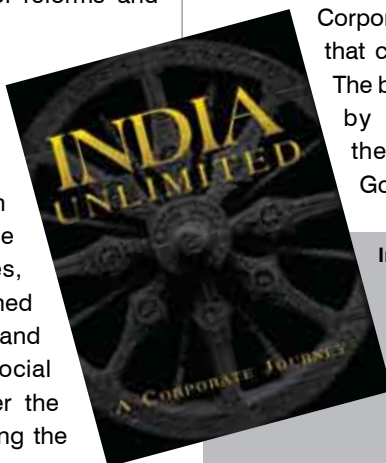
A special chapter traces the unbelievable globalisation journey of Indian companies. Exports, capital inflows, and technology partnerships helped Indian industry to interact with global companies. The rapid emergence of Indian multinationals is also traced along with efforts by smaller companies to reach out to world markets, exemplifying indomitable spirit and courageous innovation.

Corporate social responsibility is a major operational activity for Indian business today. Citing instances of how corporates have engaged with the community through sincere and dedicated efforts, the book places them at the centre of the inclusive growth endeavour. A section on Corporate Governance explains how regulators monitor and enforce the tenets of transparency and accountability in business.

The supporting structure for business is to be found in the many institutions and industry associations that deal with a variety of different aspects. The role of the Ministry of Corporate Affairs is stressed as a 'friend, facilitator, integrator, educator and regulator'. Other supporting institutions facilitate corporate activity by rendering professional services, while industry bodies like CII undertake progressive work in policy advocacy, competitiveness and social responsibility to enable companies to perform better.

The pictorial ends with a chapter on the future of Indian business, outlining new opportunities in the emerging knowledge economy.

An inspirational book, 'India Unlimited: A Corporate Journey' presents the multiple facets of Corporate India and the thriving enterprises that comprise Indian industry in its entirety. The book has been brought out in partnership by the Ministry of Corporate Affairs, the National Foundation for Corporate Governance and Penguin Enterprise.



India Unlimited: A Corporate Journey

Publishers: Penguin India

PP-204 with 250 pics

Size: 8.5"x11"

Available at leading bookstores around the country. The book may be ordered from the Penguin website at a discount of 27%