

Rs. 100 per copy

CII COMMUNIQUÉ

Journal of the Confederation of Indian Industry

Volume 19, No. 10
October 2010

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Edited, printed and published by Chandrajit Banerjee, Director General, CII, on behalf of Confederation of Indian Industry from The Mantosh Sondhi Centre, 23, Institutional Area, Lodi Road, New Delhi-110003 Tel: 91-11-24629994-7 Fax: 91-11-24626149 Email: ciico@cii.in Website: www.cii.in
Printed at Lustra Print Process. B- 249 Naraina Industrial Area, Phase 1, New Delhi - 110 028 Registration No. 34541/79

JOURNAL OF THE CONFEDERATION OF INDIAN INDUSTRY

CII Mission to USA & Canada

A HIGH-POWERED CII CEOs mission, led by Mr. Hari Bhartia, President, CII, and Co-Chairman and Managing Director, Jubilant Organosys, accompanied Mr. Anand Sharma, Union Minister of Commerce and Industry, India, on his official visit to USA and Canada, in September. The CEOs met government and industry leaders in both countries to convey the message of enhancing bilateral economic and trade relations.

The delegation included Mr. Y C Deveshwar, Chairman, ITC Ltd; Ms. Preetha Reddy, Managing Director, Apollo Hospitals; Mr. Rajan Navani, Managing Director, Jetline Group; Mr. Phiroz Vandrewala, Executive Director and Head, Global Corporate Affairs, Tata Consultancy Services; Mr. Deep Kapuria, Chairman, Hi-Tech Gears; Mr K R L Narasimhan, Executive Vice President & Country Manager, Larsen & Toubro USA; Mr. H Sriram Iyer, Head,



Anand Sharma, Minister of Commerce & Industry, India

North America Operations, ICICI Bank Ltd.; Mr. Chandrajit Banerjee, Director General, CII; and Ms Kiran Pasricha, CEO, Aspen Institute India, and Deputy Director General, CII.

“The CEOs mission to USA and Canada exemplifies our deep commitment to strengthening US-India and India-Canada economic relations,” said Mr Chandrajit Banerjee, Director General, CII. “The mission underlines the importance of the economic partnership India has with both countries, which will contribute to economic revival and job growth.”



Hari S Bhartia, President, CII, and Co-Chairman and Managing Director, Jubilant Organosys, Marshall M Bouton, President, Chicago Council on Global Affairs, and Meera Shankar, Indian Ambassador to USA

USA

20-22 September: Chicago and Washington DC.

In Chicago, CII and the Chicago Council on Global Affairs jointly organized the ‘2nd Annual US-India Business Opportunities Summit’ which was addressed by Minister Sharma.



Representative Jim McDermott, with Hari Bhartia, and Chandrajit Banerjee, Director General, CII



Ron Somers, President, USIBC, Steven Stewart, Director- Public Affairs, Government Programmes, IBM, and Phiroz Vandrewala, Executive Director & Head, Global Corporate Affairs, TCS



Chandrajit Banerjee; Hari Bhartia; Senator Richard Lugar; and TT Ashok, Deputy Chairman, CII Southern Region and Managing Director, Taylor Rubber Ltd

The CII delegation and Mr Sharma also interacted with select US business leaders over a private roundtable meeting to discuss the course of US-India economic and trade relations and specific areas of partnership and collaboration.

In Washington DC, Mr. Hari Bhartia attended the US-India Private Sector Advisory Group meeting which provided industry inputs to the Indo-US Trade Policy Forum meeting, which was held between Ambassador Ron Kirk, United States Trade Representative, and Minister Sharma.

The CII CEOs also attended the inaugural meet of the US-India SME Forum, which was co-organised by CII and the US India Business Council in Washington DC on 21 September.

During their visit, they also held private discussions with select officials including Mr. Larry Summers, Assistant to President Obama for Economic Policy and Director of the National Economic Council; Mr. Jim Steinberg, Deputy Secretary, US Department of State; Ms. Lael Brainard, Under Secretary for International Affairs, US Department of Treasury; Senator Richard Lugar; Representative Ed Royce; and Representative Jim McDermott; to discuss the broad India-US bilateral strategic and economic relationship.



Hari Bhartia; Peter Van Loan, Minister for International Trade, Canada; Chandrajit Banerjee, and Stewart Beck, Canadian High Commissioner to India



At the 3rd India-Canada CEOs Roundtable in Ottawa

Canada

23-24 September: Toronto & Ottawa

In Toronto, Minister Sharma and the CII CEOs delegation met with Ms. Preeti Saran, the Indian Consul General, and also held discussions with the Canada India Business Council, a strong voice for boosting India-Canada bilateral relations.

In Ottawa, the CEOs delegation participated in the '3rd India-Canada CEOs Roundtable' jointly organized by CII and the Canadian Council of Chief Executives (CCCE) which focused on the major areas of cooperation and future engagement between Indian and Canadian businesses, including innovation, education, financial services, agriculture, research and development, and energy, among others.

The roundtable was also addressed by Mr Anand Sharma and Mr. Van Loan, Minister of International Trade, Canada. The Ministers highlighted the major areas of economic cooperation that need attention in both countries and suggested the setting up of an institutionalized India-Canada CEOs Forum. They also revealed the Canada-India Joint Study Group Report that strongly recommended a Comprehensive Economic Partnership (CEPA) between India and Canada.

CII SME Delegation visits USA



CII Business Delegation with Greg Ballard, Mayor of Indianapolis, USA

A CII BUSINESS and Trade delegation comprising of Small and Medium Enterprises (SMEs) visited the United States from 20-24 September to explore trade and business opportunities in the states of Illinois (Chicago), Washington DC, Indiana (Indianapolis) and Ohio (Cincinnati). During their five day visit, the delegation met with US Government officials including Senator Richard Lugar, Senate Foreign Relations Committee; Under Secretary Francisco Sanchez, US Department of Commerce; Mr Greg Ballard, Mayor of Indianapolis; Mr Todd Rokita, Indiana Secretary of State, and representatives from the US Commercial Service, as well as the Ohio Department of Commerce.

The CII delegation was organized as part of the 'Indo-US SME Forum' initiative, launched by CII and the US India Business Council, keeping in tune with the agenda of Prime Minister Manmohan Singh and President Obama to focus on SMEs. The five fold objective was to:

Increase bilateral trade and investment with particular emphasis on SMEs, between India and USA.

The CII delegation was organised as part of the 'Indo-US SME Forum' initiative, launched by CII and the US India Business Council, in tune with the agenda of Prime Minister Manmohan Singh and President Obama to focus on SMEs

- Understand the opportunities for Indian SMEs, in the businesses they represent vis-à-vis the scenario in USA

- Trade with, and enter into strategic business alliances with counterpart SMEs/ OEMs/ aftermarket suppliers in both and/or third countries

- Promote Technology and Science links between India and USA

Facilitate learning about Capacity building and Innovation among the SMEs, in the US.

SMEs form the backbone of both the Indian and the US economy. Their contribution to overall economic growth has been increasing rapidly. Creating a facilitative business and policy environment remains crucial to

strengthening economic recovery, stimulating growth and creating jobs in both countries, said Mr Hari Bhartia, President, CII, at the inaugural meeting of the US India SME Forum, in Washington DC on 21 September. He outlined infrastructure, low cost manufacturing, agriculture, social services including education and health, as priority sectors for US industry to tap into, while exploring commercial opportunities in India.



CII SME Business Delegation in front of the White House, USA

The recently launched Indo-US SME Forum will engage CEOs from midsize companies in each country to work towards facilitating a policy enabling environment for SMEs, highlighting the concerns of SMEs in USA and India, leveraging technology and sourcing, finding opportunities for bilateral commercial engagement, and strengthening the global supply chain management systems.

It is evident that links between component / sub-system manufacturers in both the countries will be imperative to take Indo-US SME co-operation forward. Also, the contribution of SMEs in trade engagement as well as cross border M&A is increasing. Involving SMEs from both sides will help in achieving bilateral trade targets, said Mr T T Ashok, Leader of the CII delegation and Deputy Chairman, CII Southern Region. He added that US companies would find it useful to invest in the Indian SME sector, as there are many synergies between the two sides. Indian SMEs represent a good low-investment high-return opportunity for US SMEs, who can source niche products from here. Indian SMEs are flexible, reliable, quality-conscious, and adaptable, he said, adding that Intellectual Property Rights are well-respected in India, too.

The next phase of growth in India-US bilateral economic relations will come from the SME sector. The US Department of Commerce has initiated a Growth in Emerging Metropolitan Sectors (GEMS) programme to accelerate business growth, and will form great markets for US and Indian businesses. With President Obama's forthcoming visit to India, we want to take Indian and US businesses to the next level of partnership, said Mr Chandrajit Banerjee, Director General, CII.

He added that the SME Initiative presents a 'win-win' opportunity for both sides and enriches the global value chain to mutual advantage, encouraging companies to explore beyond the well known metros. High-technology Indian firms involved in areas such as nanotechnology, software and IT services, precision engineering, design and research, etc. match well with US competencies. Conventional industries such as auto components, chemicals, pharmaceuticals, textiles and apparel, food processing, etc. where the US enterprises have strong capabilities are also sectors of high performance in India. Therefore, a strong partnership of the SME sectors of the two sides is natural, said Mr Banerjee.

The 25 member CII delegation included entrepreneurs with interest in diverse sectors such as Energy – Power Generation and Distribution, Nuclear, as well as Renewable Energy, Cement, Mining, Steel, Metallurgy, Education & Training, Information Technology, Media, Entertainment, Manufacturing, Automotives, Engineering, Food Processing, Retail and Agri Business from across India. During their business-to-business meetings, the delegates interacted with their counterpart organisations from the US to explore opportunities for bilateral business cooperation such as Joint Ventures, collaborations and technology transfers.

The CII delegation was hosted by the Chicago Council on Global Affairs, the US India Business Council, the World Resources Institute, the Indiana Chamber of Commerce, the Indiana Economic Development Authority, the Cincinnati USA Regional Chamber, the Ohio Department of Development, and the India US Business Alliance. ■



13th Insurance Summit

Developing the Market, Improving Insurance Penetration

Despite tremendous growth over the past decade, India's Insurance Sector is today at an inflexion point. CII's 13th Insurance Summit debated the way forward in recasting business models to align with sustainable growth objectives



T S Vijayan,
Chairman, CII National
Committee on Insurance
and Pensions, and
Chairman, LIC



J Hari Narayan,
Chairman, Insurance
Regulatory and
Development Authority



Yogesh Agarwal,
Chairman, Pension
Fund Regulatory and
Development Authority

THE INDIAN INSURANCE industry has progressed significantly since it was opened up for the private sector in 2000. From four and eight players in life and non-life insurance respectively in 2000, today India has 23 players in life and 24 in non-life insurance, with the industry estimated to reach one trillion dollars by 2030. With 17% of the branches of insurance companies in the semi-urban and rural sector, the industry is also working on financial inclusion. By channeling domestic savings into various segments like infrastructure, it creates strong advances for the nation overall. The challenge, despite these positive indicators, remains growth. The Insurance industry is a major contributor to the economy as a channel of long term funds towards infrastructure and capital formation; almost 30% of household financial saving is in insurance and pension funds. The industry had strong growth over the last decade with life insurance growing at a CAGR of 25.8% and non-life insurance growing at 17%. Within the non-life segment, health and



S B Mathur, Secretary General, Life Insurance Council, Gerry Grimstone, Chairman, Standard Life Plc., Ashvin Parekh, Partner, National Leader – Global Financial Services, E&Y, J Hari Narayan, T S Vijayan, and S L Mohan, Secretary General, General Insurance Council, releasing the CII-E&Y Report on the Indian Insurance Sector

auto insurance saw tremendous growth accounting for 44% and 21% of the market respectively.

India's insurance penetration has also grown to approximately 7.6 in 2009. However many concern areas remain. A lot more needs to be done to further increase the penetration to the masses. It is believed that relaxing the FDI limits from 26 to 49% will bring in much needed capital to the capital-intensive industry as India is poised to become one of the most dynamic insurance markets.

While the Insurance sector has grown tremendously in the past 10 years, making a huge contribution to the economy in terms of bringing in FDI, generating employment and channeling capital to capital markets and infrastructure projects, the sector today is at an inflexion point with multitude of changes driving a rethink of the way the business was conducted. The industry is today on the threshold of change, in the direction towards sustaining the growth registered so far.

CII's 13th Insurance Summit, with the theme of **'Developing the Market: Improving Insurance Penetration,'** examined the issues facing the industry and debated the way forward in recasting the business models to align with growth objectives. The Summit focused on the following sub-themes:

- **Sustaining a Vibrant Insurance Sector**

A panel of CEOs debated on the economic and social importance of the sector and the new challenges facing the industry which would realign the growth trajectory of the industry.

- **Changing Paradigms for the Industry**

The discussion revolved around the recent regulatory changes and their expected impact on the growth of the industry, both in the near future, and in the long term.

- **Market Development**

The CEOs felt that low penetration and density

notwithstanding, the market also needed to focus on financial inclusion with additional challenges on distribution and the role of intermediaries.

- **Way Forward – Aligning Strategy**

Given the recent changes in the regulatory landscape, this session discussed what needs to be changed to align future strategy with the growth objective. The session also delved into how business could be recast in the near future, and sources of future growth.

A CII-E&Y report on 'Indian Insurance Sector: Stepping Into the next Decade of Growth' was released by Mr J Hari Narayan, Chairman, Insurance Regulatory and Development Authority, while inaugurating the Summit.

Delivering the inaugural keynote address, Mr Hari Narayan stressed that "The consumer should be the focus of the Indian insurance industry. If the industry wants to increase penetration, it has to be consumer friendly and make products which will be helpful to them. He gave the example of complex legal language used even for simple policies. "If we make products simpler and easier to understand, it will automatically increase penetration."

He highlighted the various ways in which regulation works, both to help consumers and insurance firms. "The primary focus of regulation is to ensure, enable and enforce the industry to make available products that are robust and fair. That is the promise to the Indian insurance consumer. Any product will be tested for the concept of fairness and robustness and only then will it be permitted into the market. This is the message that should be given to the consumer as well."

The Insurance Regulator further said that "to ensure that the product should be safe and robust, we have brought out surrender policies, ULIP guidelines. We will shortly come out with guidelines on universal life

products too, similar to ULIP guidelines.”

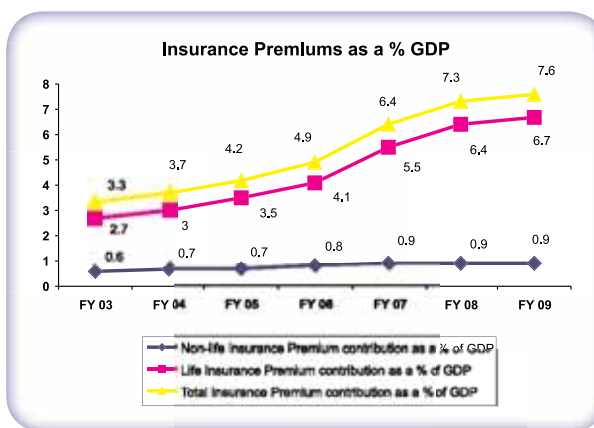
He continued, “Coming to the regulatory domain on the health side, which is of great interest, there are two or three areas where I think some work needs to be done and we are getting close to that. Firstly we should be allowing portability across products. Whatever is accredited to the extent of the cover already extended, to that extent there is portability. But that will cast a burden on insurance companies on sharing client information across companies when a client chooses to opt for a policy from another company. Sooner or later in the health space, we will be moving in that direction. I hope it is sooner rather than later,” he said.

Mr T S Vijayan, Chairman, CII National Committee on Insurance and Pensions, and Chairman, LIC, said that, “Conditions in India provide both challenges and opportunities for the insurance sector. Indian insurance is on the brink of an exciting journey. More than 70% Indians are uninsured and since more than two-third of India lives in rural areas, there’s a need for micro insurance to reach them.”

The Indian insurance industry has progressed significantly since it was opened up for the private sector in 2000. Yet, there are many concern areas that demand attention. Mr Gerry Grimstone, Chairman, Standard Life Plc., spoke about one such issue – FDI in insurance. Talking about the Insurance Bill that has been in Parliament for long, he said, “The Insurance Bill is not just about raising equity of a foreign investment company from 26% to 49% but also about allowing specialized insurers to do more work in the Indian insurance market. This will only help the insurance sector.”

Praising the work of the regulator in ensuring stronger insurance companies, he said, “Strong, well capitalized companies that are listed on the stock market provide well designed products that are fair to the customer and create a flow of finances that contributes to the infrastructure of the nation. The Insurance Sector can play a full role in the emergence of India as one of the great economic powers.”

“If you remove the people below poverty line, there are still 600 million Indians who are uninsured,” pointed out Mr. S L Mohan, Secretary General, General



Insurance Council. “With a strong track record, robust regulatory framework and well-set infrastructure, the Indian Insurance Industry has the capability and financial strength to insure them all. The challenge is how to devise products which are market driven and innovative, yet affordable. It is also time to give equal importance to distribution and after-sales service.”

Mr Ashvin Parekh, Partner, National Leader – Global Financial Services, Ernst & Young Ltd, reiterated the need for consumer focus when he said, “For years the insurance sector has been looking at grabbing the market. It is time to think of consumer needs and of servicing them satisfactorily.”

The CII-E&Y Report released at the Summit said that the Indian Insurance industry is on the threshold of a major paradigm shift in the way business was carried out. The high growth rates seen in the last decade might plateau or even move to a new trajectory, but keeping in mind the huge latent potential, the industry will see a sustained growth rate. Distribution channels have widened over the years, and are developing in line with the requirements and growth of the industry. Financial products still remain push driven and will require intermediaries to sell them, which might manifest in the emergence of Independent Financial Advisors (IFAs).

The report also highlights the impact of the recent and forthcoming regulatory changes on the Indian Insurance industry and how these will change the insurers’ business models over the next decade. The report feels that, despite the host of changes, the huge latent potential, exploring alternate distribution channels and increased transparency will sustain growth.

“The inter-relationships of the banking, investment and insurance sectors have generated important issues of systemic proportions that the regulators have to take cognizance of. The need of the hour hence is to agree on and evolve a common set of principles that must guide the regulation of the financial sector from a systemic point of view,” said Mr. Yogesh Agarwal, Chairman, Pension Fund Regulatory and Development Authority (PFRDA).

Rooting for the inclusion of different types of financial services rather than their exclusion, he said, “Different products are required to cater to different financial

needs like basic banking, credit, insurance, investment and pension. Though the market is the same, they are not mutually exclusive. Unfortunately, our response about what to sell to whom is segmented or industry-specific, leading to a loss of investor focus and mis-selling. This may work in the short term, but is inherently unstable for the entire financial system in the long term. There's hence a need for a collective solution to this problem."

He added that, "Regulatory and supervisory oversight faces major challenges in identifying the products, policies, practices and institutions that pose systemic risks, and in devising methods to deal with these."

Mr. Sanjiv Bajaj, Managing Director, Bajaj Finserv Ltd. reminded the gathering that the fundamentals of insurance will still ensure sustainability and long term profit. "In the rush for short term profit, we forget vision. Growth in the absence of a sound strategy would result in unprofitable and unsustainable business. It is hence sensible for companies to build a core focus for their business as success for most profitable companies has come from focusing on a few things. Remember always that capital is precious, customer comes first, profit is paramount and tighter regulation is a reality. Strengthen reputation; in

tough times, a good reputation is one's greatest strengths. Renew the trust of partners and consumers so they see you as long term partners," he advised.

Mr. Antony J Cherry, Partner, Beachcroft LLP, talked about the processes that companies can employ to increase profitability and sustainability, "In place of duplication, substitute limited skill assessment at an early stage; do proactive case management. Instead of inefficient use of people and skill, try segmentation of processes and teams." He talked about the dangers of businesses that rely on people skills only, as they are inconsistent, and pointed out that systems and processes have a large role to play in a complex market.

Mr Ravi Trivedy, Executive Director, KPMG, reiterated that, "Though opportunity in the insurance sector will continue to grow, even in less dense markets, to take advantage of it, one will have to improve sales force productivity, provide better focused incentive models and continue to variabilize cost-to-premium ratio."

The Summit drew the participation of more than 500 stakeholders and 26 CEOs from the Insurance Industry. Private Equity, legal and technology providers also exchanged their views on developing the market and improving Insurance penetration in India.

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Proteam



4th International Health Insurance Summit

Building a Foundation for Growth and Sustainability

THE HEALTHCARE DIVISION of CII has been spearheading the addressing of issues of Health Insurance. It played a prominent role in resolving the recent 'Cashless Issue' tussle between the payers and the providers, related to the disbanding of cashless treatment by the four public sector general insurance companies. CII brought all the stakeholders together and facilitated the industry in carving out a reliable and consistent future roadmap for Health Insurance.



Montek Singh Ahluwalia,
Deputy Chairman,
Planning Commission
of India

The 4th international edition of the **CII Health Insurance Summit** with the theme, **'Health Insurance: Collaborating to build a Foundation for Growth and Sustainability,'** was held on 9 -10 September in New Delhi. The Summit fostered debate on industry issues and disseminated best practices from all over the globe, to strengthen the spirit of collaboration and dialogue that is developing in the Indian health insurance industry. It was also an opportunity to present the work completed by the two CII Working Groups on Health Insurance, namely, 'Policy and Standards' and 'Communication and Awareness.'

Spread across two days in nine robust plenary sessions, including six technical ones, the Summit drew 500+ stakeholders, including speakers, from the United States,



J Hari Narayan,
Chairman,
Insurance Regulatory and
Development Authority

London, Singapore, Middle East, Singapore and Indonesia, as well as different parts of the country. The key findings and recommendations will be taken forward in representations to the government.

The government is keen to increase its contribution to health from 1% of GDP to 2-3%, said Mr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India, who was the Chief Guest at the Inaugural Session. He asked CII to present its views on whether the government should contribute by providing facilities

or supporting market-driven health insurance. He also felt that employers should mandatorily provide group health insurance to employees.

Mr. J Hari Narayan, Chairman, Insurance Regulatory and Development Authority (IRDA), who was the Guest of Honour, spoke of the need to improve underwriting practices, standardize forms and definitions, and build a common database across the country. He felt it was important to encourage cashless claims over reimbursement, making segmentation of markets essential. He also proposed that portability of insurance and removal of exit ages should be incorporated.

Mr. Analjit Singh, Chairman, Max India Ltd. called for two-way dialogues between regulators and other



Dr. Pervez Ahmed, CEO & MD, Max Hospitals; Shivinder Mohan Singh, MD, Fortis Healthcare Ltd.; Dr. Naresh Trehan, Chairman, CII National Committee on Healthcare, and Chairman, Medanta – The Medicity; A Vaidheesh, Summit Chairman, and MD, Johnson & Johnson Medical, India; M. Ramadoss, CMD, The New India Assurance Company Ltd.; and G. Srinivasan, CMD, The United India Insurance Company Ltd.



A Vaidheesh; Dr. Naresh Trehan, J Hari Narayan, Montek Singh Ahluwalia; Dr. Prathap C Reddy, Chairman, CII, National Council on Healthcare and Chairman; Apollo Hospitals Group; Analjit Singh, Chairman, Max India Ltd.; and Bhargav Dasgupta, Summit Co-Chairman, and MD & CEO, ICICI Lombard General Insurance Co. Ltd.

stakeholders. Dr. Naresh Trehan, Chairman, CII National Committee on Healthcare and Chairman, Medanta, stressed the importance of containing rising costs by making systems efficient. He also wanted decision-making procedures to be transparent. Dr. Prathap C Reddy, Chairman, CII Health Council, and Chairman, Apollo Hospitals Group, suggested forming a committee to tackle the issue of spreading awareness about health insurance. He also felt there was a need of funding to bridge the supply/ demand gap in hospital facilities.

Earlier, Mr. Annaswamy Vaidheesh, Summit Chairman, and Chairman, CII Sub Committee on Accessibility and Health Insurance, and Managing Director, Johnson & Johnson Medical, opened the proceedings by stressing the need to improve communication and awareness between various stakeholders, and the adoption of 'standard definitions' for commonly used terms.

In his theme address, Mr. Bhargav Dasgupta, Summit Co-Chairman, and Managing Director & Chief Executive Officer, ICICI Lombard General Insurance Co. Ltd., noted that India still lagged behind in infant mortality and life expectancy rates, while calling for collaboration and cooperation between stakeholders.

Later, in the session on 'Dissemination of the Report,' prepared by the CII Working Groups, Mr. Dasgupta made a detailed presentation on 'Policy & Standards.' Mr. S L Mohan, Mentor of the Groups, and Secretary General, General Insurance Council, pointed out that long-term market expansion, business development and consumer protection can only be possible by strengthening the financial stability of the insurer. Mr. S B Mathur, Mentor of the Groups, and Secretary General, Life Insurance Council, felt that data analysis is very important, as providers are scattered across the country. Industry data will also help in pricing and product design, he said.

In the technical session on 'International experience in medical insurance,' speakers from across the world

shared how healthcare is financed, provided and consumed in their countries, and the role of private and public sectors in different countries. Dr. Damien Marmion, Chief Executive Officer, Max Bupa Health Insurance Company Ltd. and Session Chairman, said that irrespective of health spending in different parts of the world, deficiencies in healthcare exist. He called for public private partnerships, chronic disease management and increasing education of the masses. Dr. David Muiry, Managing Director (Life & Health), Swiss Re Services Ltd, London, summarized the main features of healthcare systems in different parts of the world.

Dr. Jonathan Kolstad, The Wharton School, USA, identified a few flaws in the US health insurance system and felt that the cost and quality of insurance still needed to be tackled. Noting that India could learn from the US experience, he used the State of Massachusetts as an example to describe a successful health insurance system. Mr. Alan Watts, Vice President – Health Insurance, Reinsurance Group of America, felt that, around the world, large groups were the main cause for group insurance losses. He also cautioned that brokers generally present their viewpoint, which may not necessarily be beneficial for the clients. Mr. Kenneth George Neale from Australian Health summarized the key points of the health insurance system in his country, such as community rated system, same premiums for all, irrespective of age, loading on premiums for enrollers after age 30 and lifetime health cover.

The session on 'Improving the penetration of retail health insurance,' explored how insurers can reach out to the self-employed or the unorganized sector, such as product suitability, customer affordability and cost of acquisition. Dr. R K Kaul, Chairman and Managing Director, Oriental Insurance Company Ltd. and Session Chairman, highlighted the higher hospitalization cost and lower insurance penetration in India. Mr. Peter Akers, Chief Executive Officer, Munich Reinsurance Company, felt that products matter for certain segments but not



G. Srinivasan, K Sujatha Rao, Secretary - Health, Ministry of Health and Family Welfare; Manvi Dhillon, Resident Editor, NDTV, A Vaidheesh; Bhavdeep Singh, CEO, Fortis Hospitals Ltd.; Antony Jacob, CEO, Apollo Munich Health Insurance Co. Ltd.; and Dr. David Muiry, MD (Life & Health), Swiss Re Services Ltd, London

for the retail segment.

In the session on 'Social Insurance Schemes' a detailed presentation was made by the Session Chairman, Mr. Jerry La Forgia, Lead Health Specialist, The World Bank. Mr. G. Kumar Niak, Chief Executive Officer, Vajpayee Arogyashri, Karnataka emphasized the need to strengthen the public health system. He observed that sustainability can be maintained with reworking prices.

On Day 2, the Session on 'Reforming group health insurance' discussed group cover pricing and other best practices. Mr. G Srinivasan, Chairman and Managing Director, The United India Insurance Company Ltd, who chaired the session, pointed out that health Insurance accounts for 22% of total general insurance (Rs. 8,300 crores) in India. Almost 50% of health insurance is in group business and there has been about 40% growth in health insurance premiums this year, he added.

Mr. Krishnan Ramachandaran, Chief Operating Officer, ApolloMunich Health Insurance Company Ltd. made an elaborate presentation on the Group Pricing document prepared by the CII Working Groups.

The session on 'Increasing Confidence in Health Insurance' looked at mechanisms to strengthen the interaction between individual insurers and consumers, highlighting consumer building measures, standard accountability, information sharing and robust redressal system. Mr. M Ramadoss, Chairman and Managing Director, The New India Assurance Company Ltd. chaired the session.

The highlight of the day was the 'Discussion on Cashless Issue', chaired by Mr. Vaidheesh. Mr. Ramadoss, and Mr. Srinivasan, participated from the PSU companies, while the provider side was represented by Dr. Naresh Trehan, Mr. Shivinder Mohan Singh, Managing Director, Fortis Healthcare Ltd and Dr. Pervez Ahmed, Chief Executive Officer and Managing Director, Max Hospitals.

It may be recalled that the cashless medical facility was suspended by four PSU insurers—New India Assurance, United India Insurance, National Insurance and Oriental Insurance—from 1 July, after they alleged over-billing by

certain private hospitals. Dr. Trehan felt there should be standardisation of rates for all hospitals. He noted that the occupancy rates at hospitals have not been adversely affected by the withdrawal of cashless treatment facility by the PSUs but "it is the patients who are suffering." Mr. Singh observed that "This is the opportunity to do the right thing. Most of the people don't take insurance to go to nursing homes." The hospitals have given us their own version of rates based on which we are working towards arriving at a uniform rate structure, said Mr. Ramadoss. Categorisation of hospitals was suggested on the basis on infrastructure facilities and other parameters, which would eventually lead to higher premiums for treatment in super-specialty medical centers.

The session on 'Role of Enablers' discussed the role of various industry enablers ranging from data publications to transactional platforms to standards and legislative policies. Mr A. Reddy, Managing Director, FHPL, who was Chaired the session, opined that IRDA is the biggest enabler to promote health insurance. Mr. Sheeraj Deshpande of Future Generali General Insurance Co. Ltd, expressed concern that there was no penalty in case of fraudulent claims or malpractice by providers, apart from rejecting the claim. He wanted accountability for every stakeholder.

Summarizing the key outcomes in the concluding session on 'The Way Forward', Mr. Vaidheesh stated that the industry had taken the following significant steps:

- Standardization of definitions, forms
- Plan to set up a Health Insurance Council, separate from the General and Life Insurance Councils
- IIB plans to establish a portal providing easy access to health insurance data

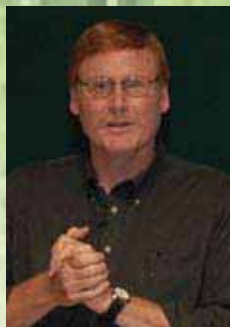
Ms. Sujatha Rao, Secretary Health, Ministry of Health and Family Welfare, felt that costs of care in the industry were too high. She also wanted standards to be incorporated in the industry, and public hospitals to be improved, while hoping that public insurance companies would continue to keep the insurance premium low, to be affordable for the poor. ■

Developing a Sustainability Framework for Business

The Business Leaders Programme emphasized the alignment of sustainable business with business strategy, to build both sustainability and business value



Y C Deveshwar,
Past President, CII,
Chairman, CII-ITC CESD
Advisory Council and
Chairman, ITC Ltd



Prof. Stuart L Hart,
Cornell University,
USA



Tarun Das,
President,
Aspen Institute India



Ratan N Tata,
Chairman,
Tata Sons Ltd

THE SUSTAINABLE WAY of doing business is fast becoming business-as-usual. Companies that act fast get the competitive advantage, and those that do not are threatened by the rapidly changing market dynamics, business trends and regulatory landscape. Sustainability challenges are the biggest opportunities on offer and companies need to reflect this in their business strategies. These challenges demand a radical shift in corporate roles and responsibilities.

Over 45 business people, mainly senior executives from diverse sectors, got together for the fourth edition of a 3-day residential '**Business Leaders Programme**' organised by the CII-ITC Centre of Excellence for Sustainable Development in association with the Johnson School Centre for Sustainable Enterprise at Cornell University, USA, on 11-14 September in New Delhi. The objective of the programme was to emphasize the alignment of sustainable business with business strategy, and help the participants define priorities, integrate sustainability throughout business, and build both sustainability and business value.



**CII-ITC Centre of Excellence
for Sustainable Development**

Representatives from companies like Larsen & Toubro, ITC, Tata Consultancy, Infosys, Tata Power, JUSCO, Jubilant Organosys, ONGC, NTPC, Microsoft, Philips Electronics, Tata Chemicals, Volkswagen, JCB, Kirloskar Brothers, Suzlon Energy, Wartsila, SABMiller and many more participated in the programme this year.

The programme was led by the internationally respected Prof. Stuart L. Hart, Samuel C Johnson Chair in Sustainable Global Enterprise, Cornell University USA. One of the world's top authorities on the implications of environment and poverty for business strategy, Prof Hart has published over 70 papers and authored or edited seven books. With Dr. C.K. Prahalad, he also wrote the path breaking 2002 article 'The Fortune at the Bottom of the Pyramid' (BoP) which provided the first articulation of how business could profitably serve the needs of the four billion poor in the developing world. His best-selling book, 'Capitalism at the Crossroads,' published in 2005, was selected by Cambridge University as one of the 50 top books on sustainability of all-time; the third edition of the book was published in 2010.

The co-faculty for the programme were Mr. Y C Deveshwar, Past President, CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development Advisory Council and Chairman, ITC Ltd. and Mr. Ratan N Tata, Chairman, Tata Sons Ltd. Mr. Deveshwar brought to the fore ITC's laudable initiatives in the social domain, while Mr. Tata conversed about the much-discussed Tata Nano case, which helped participants in understanding the concept of disruptive innovation.

The participants worked with Prof. Hart to identify the key sustainability strategies that are required to achieve long-term business success. The group learned about the latest sustainability tools including product stewardship, stakeholder engagement, green leap, embedded innovation and blended rigorous strategic logic with the 'view from sustainability lens'.

The group of business people was challenged to look beyond low hanging fruits - environment-friendly processes, community relations, and supply chain management – to identify markets in clean technology and at the bottom-of-pyramid. At the end of the programme, they were able to develop a sustainable value portfolio for their businesses.

The programme started with a moderated discussion on the role of corporations in our lives and how business can help in creating stakeholder (societal) value. The group discussed the evolution of sustainable enterprises of the century, and Prof Hart elucidated the concept of 'Triple Bottom Line'.

It was emphasised that, for corporates to succeed, it is crucial to develop a vision not only for what the company is trying to address and how they relate it to sustainability, but also for where the most appropriate markets can be found. The unmet needs of those at the base of the economic pyramid may present the best opportunity for firms to define a compelling trajectory for future growth.

'The Great Convergence' concept explained by Prof Hart recognises that successful BoP strategies must be environmentally sustainable to avoid taking all of humanity over the proverbial environmental cliff.

The most revealing were the discussions and debates that took place during the four 'learning team' sessions. In learning teams, the participants mapped and put

down the sustainability portfolios of their own businesses, identified the gaps, and designed strategic initiatives, which were presented on the final day.

With the help of facilitators, the teams tried connecting the dots and viewing the sustainability framework through the business lens. The value portfolio of sectors like construction, energy, chemicals, IT services, infrastructure and mining were presented by the learning teams. The teams also discussed and analysed a case study of Tata Motors on the Sustainable Value Framework.

From the experience of different participants in the learning teams, it seemed that it was easier for some to find complementary conceptual linkages between their renewed vision, existing capabilities, and strategic initiatives. Each participant had a clearly defined area of expertise, which made it easier to define the "business case" for sustainability, and their Sustainable Value Portfolio.

The Business Leaders Programme equipped the group with practical knowledge along with modern-day tools and frameworks to turn strategic ideas into actions for creating sustainable business. In order to examine the best practices of some of the world's most sustainable companies and to identify the important elements of winning strategies, a few sessions drew in guest faculty.

The lectures, discussions, case studies, and role plays, during the intensive three days proved to be a productive process to build capacity of the participants for creating sustainable businesses and improving strategic thinking, with a focus on sustainability actions. It also helped in developing strategies to gain competitive advantage through sustainability practices, including product and process innovation, and sustainable supply chain management; as well as learning frameworks to strike a balance between business and sustainability objectives while managing complex stakeholder relationships.



Participants at the Business Leaders Programme

The Challenges of the Dynamic Business Environment

A CONFERENCE ON 'The Challenges of the Dynamic Business Environment' in New Delhi on 7 September focused on the emerging challenges in the accounting domain, such as IFRS and XBRL. While IFRS refers to International Financial Reporting Standards, XBRL or eXtensible Business Reporting



T N Manoharan, Chairman, CII National Committee on Accounting Standards, Suresh Senapaty, Executive Director & CFO, Wipro Ltd; Sunil Verma, Dy Comptroller & Auditor General, and Chairman, Audit Board; and R Bandyopadhyay, Secretary, Union Ministry of Corporate Affairs

Language is a language for electronic communication of business and financial data which is revolutionising the creation, transmission, use or analysis of business reporting around the world. The conference also deliberated on the proposed regulatory changes to the Takeover Code.

Mr R Bandyopadhyay, Secretary, Ministry of Corporate Affairs, who was the Chief Guest, said the government is keen to implement IFRS in India, and this is purely in the interest of Indian companies. Convergence with IFRS would bring Indian companies at par with other developed countries. He also urged Indian corporates to voluntarily come forward to implement IFRS.

Mr. Bandyopadhyay also announced that the government is examining the feasibility of adopting XBRL, the new tool for financial reporting. He said the Government is examining the additional cost that would have to borne by Indian companies, since it would not like to burden Corporate India with a heavy cost burden.

Mr. Sunil Verma, Deputy Comptroller & Auditor General and Chairman, Audit Board, highlighted the need to implement XBRL for standardizing financial reporting.



C Achuthan, Chairman, Takeover Regulations Advisory Committee, SEBI; Girish Vanvari, Executive Director (M&A), KPMG, and Neelam Bhardwaj, General Manager, SEBI

Other eminent speakers at the Inaugural Session included Mr. Mr. T N Manoharan, Chairman, CII National Committee on Accounting Standards, and Mr. Suresh Senapaty, Executive Director and Chief Financial Officer, Wipro Ltd.

Mr. C Achuthan, Chairman of the Takeover Regulations

Advisory Committee constituted by SEBI, presented the highlights of the Committee's report. He assuaged industry's concerns on financing of 100% open offer, threshold limit, definition of control, etc and reiterated that the proposed takeover provisions would safeguard the interests of the small investors.

Ms Renuka Kumar, Joint Secretary, Ministry of Corporate Affairs, enumerated the benefits that Indian companies would derive from adopting the new XBRL tool.

The plenary sessions at the Conference revolved around the roadmap for IFRS implementation and XBRL adoption in India, and the realm of opportunities they bring. The key speakers included Ms Neelam Bhardwaj, General Manager, SEBI; Mr Tushar Das, Assistant Adviser, Division of Banking Studies, Reserve Bank of India; Mr S Santhanakrishnan, Vice Chairman, Accounting Standards

Board, ICAI; Mr. Rajendra Prasad, President & Chief Financial Officer, SRF Ltd; Mr K Sridharan, Chief Financial Officer, Ashok Leyland; Mr Jamil Khatri, Executive Director, KPMG; Mr S Swaminathan, Chief Executive and Founder, IRIS, and Mr. Girish Vanvari, Executive Director, KPMG. ■

Agenda for Agriculture

THE CII AGRICULTURE Council members, led by Mr. Rakesh Bharti Mittal, Chairman, CII National Council on Agriculture and Vice Chairman and Managing Director, Bharti Enterprises Ltd, presented the '**Idea to Rejuvenate the Indian Agriculture: Issues & Recommendations**' to Mr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission on 14 September in New Delhi.

The key focus of the meeting was on issues related to land leasing, APMC Act, Supply Chain Management, hybrid and GM seeds, research and extension, rationalizing subsidies, and the efficiency of Government schemes.

The other members of the delegation were Mr. Vivek Bharati, Chairman, CII Task Force on Food Regulatory Affairs, and Executive Director, Pepsico India Holdings P Ltd., Mr Sanjeev Asthana, Chairman, CII National Task



Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, with CII Agriculture Council Members

Force on Horticulture, and Founder & Director, Ifarm Ventures, Gokul Patnaik, Chairman, CII Task Force on Agri Marketing, and Chairman, Global Agrisystems P Ltd., and Mr Hardeep Singh, Chairman, Amalgamated Plantations P. Ltd. The meeting was also attended by a number of Government officials from different ministries.

NZ Apple Trade Delegation

A NEW ZEALAND Pipfruit Trade Delegation, led by Mr Peter Beaven, Chief Executive Officer, Pipfruit NZ, met the members of CII National Task Force on Horticulture, on 16 September in New Delhi. Mr Cliff Fuller, Trade Commissioner for New Zealand in India, was also present at the meeting.

The discussions mainly focused on how India and New Zealand can work together to build up the apple industry in the two countries by exchange of technologies and better germplasm, enhanced trade, and capacity building of the Indian farmers. The meeting saw the participation of different stakeholders in the apple industry, including members of farmers associations from Himachal Pradesh, retail operators and industry members.



The New Zealand Apple Industry Delegation with members of the CII Task Force on Horticulture

CII-NIFTEM Seminar

CII, IN COOPERATION with the National Institute of Food Technology Entrepreneurship and Management (NIFTEM), is organising a series of seminars on 'Opportunities in the Food Processing Sector.'

Addressing the Seminar-cum-Workshop in Bhopal on 23 September, Mr Uttam Ganguly, Chairman, CII Madhya Pradesh State Council said NIFTEM, being set up by the Union Ministry of Food Processing Industry, will cater to the needs of all the stakeholders such as entrepreneurs, industry, exporters, policy makers, government and other research institutions.

Mr Anil Shrivastava, Managing Director, MP State Agro Industries Development Corporation Ltd, said the State Government considers food processing a thrust sector, and is focusing on development of infrastructure in terms of food parks, cold storage, and perishable goods cargo hubs at Indore and Bhopal. It is also planning a multimodal logistics hub to support this sector, he added.

The workshop had three technical sessions: NIFTEM in development of future food technologies, entrepreneurship and management; Food Processing – Sunrise Sector in Madhya Pradesh, and Orientation for incumbent entrepreneurs.

Overview of Indian Space Sector

A **JOINT CII-ANTRIX-DELOITTE** Report on 'Overview of Indian Space Sector 2010' was released during the Bengaluru Space Expo (BSX) 2010. The report is the first-ever endeavour to give an overview of the Indian space sector, with glimpses of the international and Indian space scenario, trends of future development, the present state of Indian industry and the business potential for the industry.

India ranks among the top six space-faring nations of the world in terms of budget and technological capabilities. The country has already been collaborating and would further its engagement with developed as well as developing countries. The Indian space budget amounts to Rs 57.78 billion (\$1.26 billion) for 2010, an increase of about 22% from the previous year. The total space budget amounts to 0.14% of the total GDP. From 2003 to 2010, funding has increased 144% from Rs 23.68 billion (\$ 0.51 billion).

The Study indicates that space spending is expected to increase further by an average of 14.8% annually over the next four years and is estimated to reach Rs 100

billion (\$2.17 billion) by 2014.

The report comprehensively covers the nuances and stage-wise development of the Indian space programme. In addition to scientific and commercial aspects, the socio-economic contribution of the Indian space agencies has been remarkable.

Space has emerged as a crucial dimension for defence and also has a number of applications in homeland security. It has relevance in remote sensing, geo-stationary imagery, meteorological applications, agriculture, disaster management and tele-communication and tele-medicine.

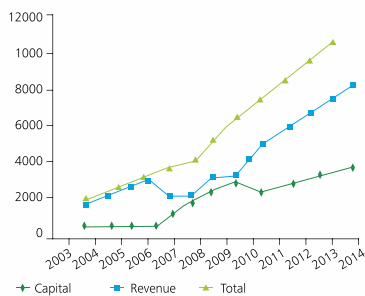
The report envisages a greater role for the private sector in the space industry. With the expansion of the Indian space programme and capabilities, the sector is going to grow even faster. As of now, about 500 small, medium and large scale industries are contributing to various space activities. These numbers are likely to grow.

Releasing the report Mr K. R. Sridhara Murthi, Managing Director, Antrix Corporation Ltd said that "With 22% growth in the space budget this year, India is well positioned to become a global leader supplying advanced technology at a fair price to established US and European space industry companies."

According to Mr Gurpal Singh, Deputy Director General and Head of Defence & Aerospace at CII, "India's space industry is different from its defence industry, which purchases much of its equipment from foreign suppliers. Indigenous suppliers provide an estimated 70% of the technology content, providing a solid foundation to provide technology innovation throughout the space industry value chain on a global basis." ■

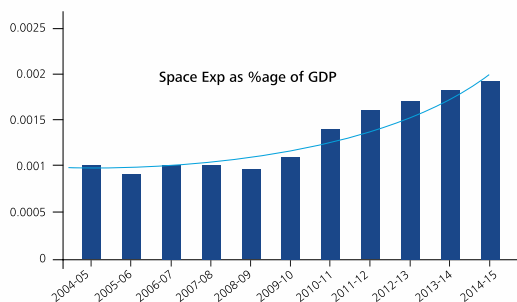


Budgeted Space Expenditure Forecast



Source: Union Budget of India. Available at: www.indiabudget.nic.in, Deloitte Analysis

Space Expenditure as percentage of Indian GDP



Source: IMF World Economic Database- October 2009, indiabudget.nic.in, Deloitte Analysis

3rd International Seminar & Exhibition on Battlefield Management Systems

The Power to the Edge

THE IT REVOLUTION has benefited the armed forces tremendously. It facilitates better designing, simulation and modelling of systems, more power for battlefield management and enhanced effectiveness of weapons. Increased transparency of the battlefield, due to highly lethal precision, timely response capabilities, enhanced mobility and range have changed battlefield requirements. Today, technological advancement is required to enhance the war fighting potential at strategic, operational and tactical levels.

Battlefield Management Systems (BMS) give commanders real-time accurate information

which enables them to make the right decision at the right time. However, the complexity of developing BMS for the Indian Army also involves linking the very basic unit i.e. foot soldier with the network. The Indian Army is 1.1 million strong and expected to grow.

While developing BMS, one has to keep in mind factors like diversity in terms of composition / soldier profile / size of the Indian army, terrains and most importantly our concept of operations. This requires indigenous solutions, stressed the **3rd International Seminar & Exhibition on Battlefield Management Systems, 'The Power to the Edge'** held on 21-22 September in New



MM Pallam Raju, Minister of State for Defence, inaugurating the BMS Exhibition. Also seen (L-R) Gurpal Singh, Deputy Director General, CII; Gen. VK Singh, PVSM, AVSM, YSM, ADC, Chief of the Army Staff; Satish K Kaura, Co Chairman, CII Defence Council; and Lt Gen PC Bhardwaj, Vice Chief of Army Staff

Delhi. The participants pointed out that Indian industry is mature, financially strong has global reach and above all is committed to support the Indian defence forces to whatever extent possible.

The programme, a joint endeavour of CII and the Directorate General of Information Systems (DGIS), Integrated Headquarters of MoD (Army), provided all the stakeholders enough space and opportunity to interact with each other. Mr MM Pallam Raju, Union Minister of State for Defence, and Gen. VK Singh, PVSM, AVSM, YSM, ADC, Chief of Army Staff, participated in the event.

Phasing out Ozone Depleting Substances

ISSUES OF GLOBAL environmental concern like the depleting ozone layer have potential implications for all, and the defence forces are no exception. India is a signatory to the Montreal Protocol to phase out production and usage of Ozone Depleting Substances (ODS). At the same time, our armed forces do need some ODS for mission critical preparedness, at least till new alternatives are found.

Switching to new technologies or phasing out ODS is a costly and time consuming affair. As a developing

country, as per the Montreal Protocol, India has 10 years' grace period and is also eligible for financial and technical support from the Montreal Protocol Multilateral Fund to phase-out production and consumption of ODS. The Government of India has performed really well to live up to the expectations of the world community. However issues like 'Halon Banking' and 'Alternatives of Halons' are still lingering.

Making use of the platform provided by the seminar on 16 September in New Delhi, industry and the defence



Rahul Chaudhary, Convenor, CII Defence Sub-Committee on R&D, Technology & Indigenisation, and CEO, Tata Power Strategic Electronics Ltd.; Lt Gen AKS Chandele, PVSM, AVSM, ADC DGEME & Sr Col Comdt, Integrated Hqrs of MoD (Army); Lt Gen PC Bhardwaj, PVSM, AVSM, VrC, SC, VSM, Vice Chief of Army Staff, Integrated Hqrs of MoD (Army); Prof SC Saxena, Director, IIT, Rourkee; and D Sundaresh, Chief Controller, R&D (ACE), DRDO

forces shared their requirements and capabilities. Industry also got to know what kind of products, particularly in refrigeration and air conditioning, fire extinguishers and chemical solvents, the armed forces would be looking at in the coming years. Industry also

showcased what it can offer at present and what it is planning to manufacture/produce in the future. Research and Development organisations like DRDO also shared their ongoing research to replace Ozone Depleting Substances.

‘Make’ and ‘Buy & Make (Indian)’

DESPITE THE FACT that the Defence Sector has been opened up for the private industry, defence procurement procedures are still very complicated and time consuming. In order to encourage industry to actively participate in defence procurements, a workshop on **Make and Buy & Make (Indian)** was organised by CII and HQ Integrated Defence Staff PP & FD (WSOI) Division on 30 August in New Delhi.

As a result of the consistent efforts of the CII and others, the Ministry of Defence, in 2009, created the provision of ‘Buy & Make (Indian)’ in addition to the already existing three main categories, namely ‘Buy,’ ‘Buy and Make’ and ‘Make,’ to provide more and exclusive opportunities to domestic private industry.

Under the ‘Buy & Make (Indian)’ category, a supply order will be placed only on capable Indian companies who in turn will have to negotiate with interested foreign companies for technical and other production arrangements. The Ministry of Defence has also agreed to publicise the long term technical and equipment

requirements of the armed forces. This has provided more time and space to Indian companies to enhance their in-house R&D and production capabilities.

Form the deliberations, the message that came loud and clear is that Indian industry is keen to contribute to the country’s defence modernisation plans. Participation of the Indian private sector is not only important to save foreign currency reserves that can be channelised into the equally important social sector but also to build up indigenised defence capabilities. India cannot afford to continue to rely on foreign companies as far as its critical and long term defence requirements are concerned.

Indian companies have created a niche in several sectors, notably IT. Industry and defence forces personnel unanimously agree that the encouragement to the private sector does not mean ignoring the capabilities and achievements of the PSUs and OFBs. There exists ample space for both private and public sector companies to flourish in a healthy competitive environment.



Cdr HS Jhaji, JDNP (Acqn); Chandrika Kaushik, AD (DISB) ; Cdre S Govind; Vice Admiral (Retd) Raman Puri, PVSM, AVSM, VSM; Brig Bishamber Dayal, VSM, DDG WE-1; and Col (Retd) RS Bhatia, Executive Vice President, CEO Bharat Forge Ltd



Financing of Solar Power Projects

THE SUCCESS

of the Jawaharlal Nehru National Solar Mission, launched by the Government of India, requires the active participation of the financing community to package the financing deals innovatively in order to manage risks for the investors and secure financing at a competitive rate.

CII, in partnership with the Ministry of New & Renewable Energy, the Ministry of Power and the Indian Renewable Energy Development Agency (IREDA), organized a Round Table on '**Financing Issues relating to Solar Projects in India**' on 21 September in New Delhi.

Mr Devender Singh, Joint Secretary, Power, highlighted the key features of the Jawaharlal Nehru National Solar Mission (JNNSM) and encouraged bankers to play a key role in achieving the solar power goals set out by the Government.

Mr A K Goyal, Chief Executive Officer, NTPC Vidyut Vyapar Nigam, (NVVN) made a presentation on Power Purchase Agreements (PPA) and Power Sales Agreements



Devender Singh, Jt Secretary, Power; Dr J M Phatak, CMD, REC; Gauri Singh, Jt Secretary, New & Renewable Energy; and Debashish Majumdar, CMD, IREDA

(PSA) for the sale of bundled power from solar PV and solar thermal projects under JNNSM.

Mr Debashish Majumdar, Chairman & Managing Director, IREDA; Mr Mukul Modi, Vice President, SBI Capital Markets Ltd; Mr Ajay Gupta, General Manager

(Project Finance), ICICI Bank Ltd; Mr James Abraham, Chief Executive Officer, Sunborne Energy; Dr J M Phatak, Chairman & Managing Director, Rural Electrification Corporation; and Mr Rajeev Sharma, Director (Projects), Power Finance Corporation, participated in a panel discussion.

They discussed key issues such as fine-tuning the payment security mechanism, technology evaluation and the need for project developers to work closely with bankers for project evaluation and due diligence.

Ms Gauri Singh, Joint Secretary, New and Renewable Energy, said the Government is aware of industry's request for budgetary support and is evaluating a few proposals.

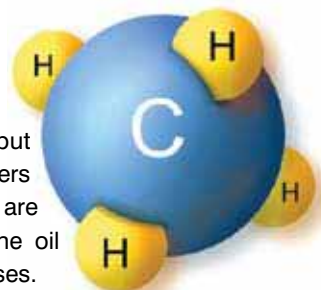
Tax Issues in the Hydrocarbon Sector

CURRENTLY, THE HYDROCARBON Industry in India is facing several tax-related concerns which need to be addressed on an urgent basis, to make the Oil and Gas Sector in India truly globally competitive. The inclusion of petroleum products under the GST ambit, and the issues related to Indirect/ Direct Tax are key concerns.

CII organized an interaction with Mr Ashok Chawla, Finance Secretary, Government of India, for members of the CII National Committee on Hydrocarbons on 27 September in New Delhi. The members made a request for bringing in all petroleum products under the GST

ambit, so that they can avail of input tax credit on them. The CII members pointed out that if these products are kept out of the scope of GST, the oil companies would incur huge losses.

CII also made recommendations on issues related to Service Tax on input services rendered by Oil and Gas field services and exploration and production companies which are generally liable to service tax, and the taxability of call money received by lead operators when commencing operations at the respective oil or gas block. ■





LM THAPAR
Centre for Competitiveness
for SMEs



CII-L M Thapar Centre for Competitiveness for SMEs

7 QC Tools

The CII-LM Thapar Centre for Competitiveness for SMEs organized a training programme on '7 QC Tools- A Way to Problem Solving' on 24-September in New Delhi. The seven QC tools are being used by quality conscious companies throughout the world to improve the quality of products and processes. They form the fundamental foundation for all problem-solving and quality control activities and are also an important element of Lean Manufacturing. These tools use statistical techniques and knowledge to accumulate and analyze data, and have become essential to improve the internal competitiveness of organizations.

Energy Management & Competitiveness



Energy Management Training Programme in Noida

Energy Conservation offers an excellent opportunity to reduce operating energy costs. To make Industry aware of the latest trends in reducing energy costs, to be globally competitive, a programme on 'Energy Management - A Road to Energy Efficiency' was held on 23 September in Noida.

New Product Development Tools



Session on New Product Development Tools in Hyderabad

New Product Development tools such as CAD-CAM-RP-CAE are gaining increasing importance for the SMEs to sustain competitiveness. A national seminar cum exposition on New Product Development

on 16 September in Hyderabad shared insights into the potential of these tools and their application for developing future products. Mr. M Jayadev, President, AP Plastic Manufacture Association, inaugurated the seminar, which drew more than 110 participants from 40 leading companies.

Employee Enhancement through 'Onboarding'

Large sums of money are being spent on technology upgradation, but the real backbone of any organization is its people. The importance of retaining good employees is reflected from the rule of thumb that "technology makes up 10 percent of a business, while business processes, employees and culture make up 90 percent." The programme on 'Employee Enhancement and Retention thru Onboarding' on 27 September in New Delhi discussed how to develop the vital link between the Employee and the Organization through the system-based Onboarding process.

Learning Delegation to Japan



Delegation in Japan

The Bureau of Energy Efficiency (BEE), Union Ministry of Power, organized a ten-member delegation to Japan from 26-30 September to participate in training on Total Energy Management and Small Group Activities and their benefit to the SME sector. This programme was conducted by the Energy Conservation Centre, Japan and involved brain storming sessions facilitated by eminent resource persons and also visits to plants to see and study their best practices.

CII was a part of the delegation, led by Ms. Abha Shukla, Secretary, BEE.

CII-Godrej Green Business Centre

Energy Efficiency Summit

The 9th edition of the **Energy Efficiency Summit 2010** was held from 1-4 September in Chennai, to initiate a national energy conservation movement.

The Summit provided a platform for information dissemination on the latest technologies, and catalysed business opportunities for energy equipment manufacturers and suppliers.

The four-day event was marked by the following sessions

- Energy Efficiency in Buildings
- 11th National Award for Excellence in Energy Management-2010
- Oil & Gas Meet
- Energy Auditors & Managers Meet
- Encon in Electrical Systems
- EnCon in Compressed Air Systems
- Encon in Thermal Systems

The **11th National Award for Excellence in Energy Management** was organised on 1- 2 September, as part of the Energy Efficiency Summit. The Award recognizes excellence in Energy Management in industries and facilitates the sharing of information by excellent energy efficient companies.



Dr Naushad Forbes, Chairman, Energy Summit, Dr Ajay Mathur, Director General, BEE, and L S Ganapati, Chairman, National Award for Excellence in Energy Management

Dr Ajay Mathur, Director General, Bureau of Energy Efficiency, (BEE) presented the 20 top industrial units with the Award on 2 September.

Earlier, out of the numerous entries to the Award, 38 companies were shortlisted. These companies have achieved an annual recurring saving of Rs. 914 crores in the past three years, which is equivalent to 96 MW savings. These savings were achieved by implementing 2467 projects.

On 2 September, a CD containing **Case Studies on Energy Efficiency** compiled from the CII-National Award

for Excellence in Energy Management conducted in 2007, 2008 and 2009 was released.

A Manual on **Best Practices in Thermal Systems** was released on 3 September. The Manual contains more than a dozen best practices which would lead to a 10-15% savings in energy consumption.



T T Ashok, Dy Chairman, CII (SR); Dr Ajay Mathur, and Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu

MoU on Water Management

The CII Water Institute inked a MoU with the Water Industry Alliance of South Australia on 6 September in Chennai. The MoU will facilitate both organizations to work together in the areas recycling, transfer of technology and sharing of best practices.



Signing of MoU on Water Management

Enterprise Risk Management

A seminar on Enterprise Risk Management was organised by the CII-Total Cost Management Division (TCM) on 17 September in Bangalore.

The seminar explored the risk management challenges facing global organizations, discussed leading practices and shared the perspectives of board members, investors, and corporate executives on building a risk resilient company.

World Green Building Week

The Indian Green Building Council (IGBC), a Founding Member of the World GBC celebrated World Green Building Week from 20-26 September. IGBC local chapters, certified projects and registered projects and other stakeholders also celebrated the Week across the country.

As part of the celebrations, the Centre invited school and college students to the building and briefed them on its green features.

CII-Suresh Neotia Centre of Excellence for Leadership



Leadership through Manufacturing Excellence



Achieving manufacturing excellence is a survival prerequisite for all organizations to remain competitive and sustain growth. For world-class manufacturers, minimal performance requirements include predictable year-over-year actual per unit cost reductions, reducing variation, improved product quality and excellence in customer service.

The National Seminar on 'Leadership through Manufacturing Excellence' on 2 – 3 September sought to integrate all the key drivers of manufacturing excellence. It focused on understanding the inter-relationships of how manufacturing companies are making substantial efforts to implement new technologies as well as introduce new products, designs and services. The seminar assisted companies to benchmark international best practices, recognize crucial success features for manufacturing in today's global economy, create benchmarks, and understand and adopt new manufacturing processes to increase productive performance.

Value Analysis and Pricing



Pricing is a key lever for increasing profitability. The impact of any change in Price on the bottom line is much more than with similar changes in Sales or Costs. Pricing decisions, though influenced by cost and competition, must ultimately be based on the customers' perception of value delivered by the products and services. Knowledge and implementation of strategic pricing tools is the key to long term profitability of the business.

The workshop on 'Value Analysis and Pricing,' held on 15 September, discussed the tools and techniques to analyze the value of a product and then deliver it to the customers at the right price. The workshop also enabled the participants to have a better understanding of pricing through various pricing concepts, case studies and exercises.

Mastering Entrepreneurship Series



The 'Mastering Entrepreneurship Series,' which looks at the four primary aspects of running a successful business, started with a session on Strategic Planning on 28 August. The series continued with a workshop on 4 September on Financing a New Venture. It talked about Sourcing Finance through traditional routes as well as through venture capital and IPOs. Risk management and Statutory Compliances were also discussed.

In a competitive market the future of a venture is integrally connected with the product being offered. Knowing how to create a differentiator and build a brand out of it is what the third session on 11 September was all about. The basics of marketing and brand building were exemplified through case studies.

The series was wrapped up on 18 September with a look at Production and Operations Management. This included supply chain management and vendor development. A discussion on HR issues concerning labour and trade unions completed the Entrepreneurship Series.

Understanding Financial Statements

Managers in any business must understand the impact of their decisions on the financials of the company. The workshop on Understanding Financial Statements, conducted on 23 September, provided the tools required to read financial statements through practical exercises. It

also looked at analyzing balance sheets, profit and loss, and cash flow statements, as well as the connection between them. The workshop provided an introduction to IFRS and the changes in financial reporting requirements.



Ethical Hacking and Computer Security

With the rapid expansion of IT, networks have become the vascular system of modern organizations.



They provide the passageway for information to flow throughout the organization. Susceptibility to cyber crime, however, increases with the use of IT. Within minutes, cyber attackers can not only extract information about a company assets, but also cripple its applications and digital systems.

The seminar on 'Ethical Hacking and Computer Security,'

conducted by Mr. Ankit Fadia, on 25 September, discussed ways to preempt such cyber invasions. It examined the threats we are exposed to and defense mechanisms to eliminate them.

HRM at the Plant Level

In the current day scenario, good management practices go hand in hand with good trade unionism. The Workshop on 'Human



Resource Management' at the Plant Level, held on 28-29 September, analyzed the current trends and practices in the Indian industrial relations scenario and the developments in the statutory environment which govern industrial relations. It deliberated upon the role of trade union leadership and the practices on contract labour with regard to motivation and commitment, skills development and training as well as absorption of contract labour. Largely based on experience sharing, the workshop sought to draw upon the experiences of veterans from the government, industry and also the trade unions to provide a 360-degree perception on the subject.



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Quality in Healthcare



Dr J L Meena, Quality Assurance Officer, Dept of Health & Family Welfare, Gujarat; Dr Lloyd Nazareth, COO, Fortis Hospitals; Dr V K Singh, Director, Healthcare, Asia, Simpler Consulting; Chris Lloyd, Vice President, Healthcare, Simpler Consulting; Suneeta Reddy, Executive Director, Apollo Hospitals; and Vinoy Singh, Head, Health Informatics, Srishtisoft

Officer, International Centre for Cardio Thoracic and Vascular Disease, touched upon organizational excellence, excellence in patient-care and leadership excellence in Healthcare. Mr. R Basil, Executive President, Healthcare,

THE HEALTHCARE industry needs to redefine quality aligned with the expectations of today's customers who are intelligent and technologically well equipped" said Ms Suneeta Reddy, Executive Director (Finance), Apollo

Hospitals Group in her keynote address at the National Conference on Quality in Healthcare, '**India@75: Quality and Affordable Healthcare for All**' organized by the CII Institute of Quality on 24-25 September in Chennai.

"Today, customers expect a Quality clinical outcome. Scaling up medical services and also reaching out to people in their locality would enable healthcare service affordable to the masses," she said. Highlighting that "we have 60 million cardio-vascular cases and 57 million diabetic cases," and that around 9.2 million man hours have been lost in our country due to lack of preventive healthcare she underlined the need for preventive care. Ms Reddy observed that technology and innovation would play a key role in accessing quality and cost effective healthcare services.

Dr. Nandakumar Jairam, Chairman, CII-IQ Healthcare Quality Task Force, and Chairman, Columbia Asia Hospitals, in his theme address, noted that the healthcare scenario in India has changed both demographically and economically in the past two decades. The Healthcare industry should focus on developing affordable, accessible and accountable basic services with Quality and sustainability as the key drivers, he said. The gap between the rural and urban healthcare facilities need to be bridged in order to achieve 'healthcare for all', he observed.

This year's National Conference attracted over 110 delegates from 30 organizations to further promote the CII Institute of Quality's initiative to promote quality and affordable healthcare for all.

In a special plenary session on 'Affordable Healthcare for All,' Dr K M Cherian, Chairman and Chief Executive

Apollo Hospitals, noted that emotional issues play a pivotal role in leadership in healthcare organisations.

In the session on 'Standardisation and Accreditation,' Dr Girdhar Gyani, Secretary General, QCI, pointed that the cost incurred on standardization and accreditation ultimately leads to an overall reduction in cost by removing non value-added processes. Accreditation is a risk reduction strategy to improve patient safety and reduce errors, agreed Dr Ashraf Ismail, Managing Director, JCI Middle East.

The session on 'Quality beyond Compliance' introduced the concept of the Healthcare Excellence Model, based on the EFQM Model, soon to be launched by the CII Institute of Quality. The model shall also form the basis for the CII Healthcare Excellence Award which would be operational from 2011.

Day 2 opened with a topic of utmost concern for the Healthcare industry: 'Outreaching Healthcare Services to Masses.' where it is needed the most. Dr T Sundaraman, Executive Director, National Health Systems Resource Centre (NHSRC) spoke about the various initiatives and steps taken in the field of public health by the Centre.

Other sessions discussed the 'Role of Medical Technologies and IT in Healthcare' 'Financing' and the need for skilled manpower in the healthcare industry.

Dr Satish Gupta, Senior Consultant (Cardiologist), JVV Global Hospital & Research Centre, in his valedictory address, spoke about the '3-Dimensional Approach to Total Wellness.' He explained how modifying our lifestyle, food habits and thought processes can reduce the risk of various chronic diseases.



Need for a Healthcare Excellence Model

THE HEALTHCARE SECTOR in India has registered a growth of 9.3 per cent between 2000-2009, comparable to the sectoral growth rate of other emerging economies such as China, Brazil and Mexico. The growth in the sector would be driven by healthcare facilities, private and public sectors, medical diagnostic and pathological labs and the medical insurance sector. It is expected that diagnostics would contribute US\$ 2.5 billion to the healthcare industry by 2012.

According to reports, the Indian healthcare market is expected to continue growing at projected rates of 10 to 12 per cent per annum. With average household consumption expected to increase by more than 7 per cent per annum, the annual healthcare expenditure is projected to grow at 10 per cent annually.

Medical tourism in India has emerged as the fastest growing segment of the tourism industry despite the global economic downturn. High costs and long waiting periods in the developed countries, and the lack of availability of specialised treatment in developing countries has been forcing patients from such regions to look for alternative and cost-effective destinations for treatment. The Indian medical tourism industry is at present at a nascent stage, but has enormous potential for future growth and development.

To take up this challenge, every healthcare provider needs to imbibe the concepts of quality care to the patients. Although quality consciousness in the healthcare industry is relatively new to India, it is taking root. We now have many ISO certified hospitals. To attract overseas patients, a few hospitals have even got JCI Accreditation. NABH has also launched national accreditation systems.

Every country has its own system of ensuring qualitative health care offerings. Lately, private and government healthcare providers are increasingly getting conscious of the need to provide quality healthcare to meet community aspirations.

Quality is beyond accreditation. Continuous quality improvement should be an integral constituent of the management system to provide quality healthcare at an affordable cost to the patients.

The CII Institute of Quality (CII- IQ) has taken initiatives to develop a healthcare excellence model to drive productivity, effectiveness and progress towards strategic goals in a healthcare organisation. The model, based on the EFQM model of excellence, is the first initiative in India to meet the specific needs of the sector. The model is being launched to form a basis for the Healthcare Excellence Award, to be operational in 2011.



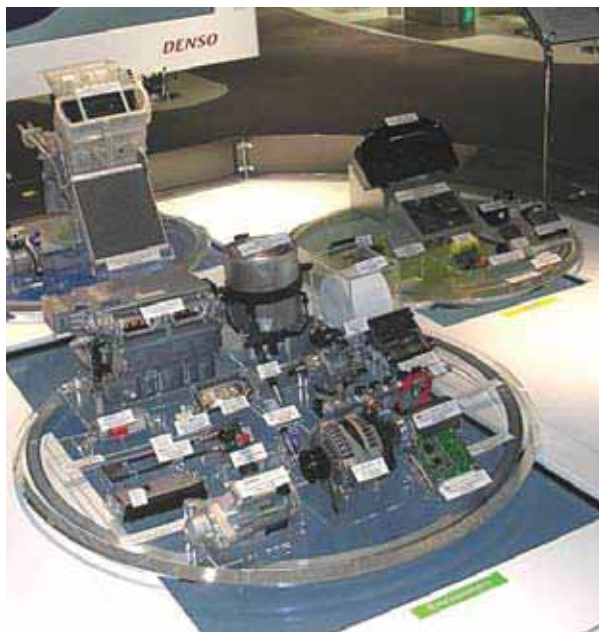
Future personal transport system at the Toyota Museum

1st Lean Manufacturing Study Mission to Japan

THE CII INSTITUTE OF QUALITY'S Lean Management Division organised its first Lean Manufacturing Study Mission to Japan from 23-27 August.

Twenty – six participants from 15 leading Indian companies visited Japan to understand the trend-setting methodologies practiced by leading Japanese companies in Manufacturing, many of which have developed their own specialized production system like the Toyota Production, Nissan Production Way, Denso Manufacturing Way-Monodzukuri, Nippon Production System, et al. The visit exposed the participants to live demonstrations on various techniques, tools and concepts of the different production systems being practiced successfully. The integration of the management philosophies in effecting day-to-day improvement activities was the key learning for the participants.

Besides the plant visits, the mission members also attended a seminar on Lean Production System conducted by JMA Consultants Inc., Japan.



View of Denso Gallery



Mission members at Toyota Motor Corporation, Motomachi Plant, Japan

KEY LEARNINGS

NISSAN Motor Company – Oppama Plant

- The Nissan Production Way (NPW) has ‘two Nevers’ – Never-ending synchronization of manufacturing with customer needs
- Never-ending quest to identify problems and put in place solutions
- Nissan provides a 3 months’ forecast plan to its suppliers, and firm 4 days of order. The Production Promotion Centre (PPC) plans the production based on fixed order books from the dealers, possible unknown customers and on market analysis.
- Seven suppliers are located inside the plant premises and delivery of parts takes place every 4 hours as per Kanban.
- TPM is practiced. Over 90% of the work is executed by robots. Loading and unloading is automated.
- Andon displays indicate each shift's target output, indicating which line has stopped or is running slowly, and which line is operating according to schedule.
- Workers involved in improvement activities through Kaizens are recognised and appreciated.

NIPPON Steel Corporation – Kimitsu Plant

- The plant practices three ecological approaches: Eco Processes, Eco Products and Eco Solutions.
- Environmental issues such as global warming, re-utilization of resources and waste management and environmental conservation are given primary focus.
- There is a recycling plant inside the facility, where 100% conversion takes place i.e. 20%-coke, 40%-coke oven gas, 40%-hydrocarbon oil. These re-born coke and coke gases are directly utilized in the steel plant.
- Wind power is used for sifting plastic materials (light weight) and heavy materials.
- Safety is accorded top priority.

Toyota Motor Corporation

- The effective use of tools like Kanban for JIT, and Andon for identifying problems in the production line, are the unique features of this plant.
- A first-hand view of the working of the Toyota

Production System, its robustness and real-time implementation was a good take-away.

- The most exciting part of this tour was ‘Challenge the Champions’ – a series of skill tests timed against plant workers via video recording. The champions (plant workers) remained unbeaten!

Toyota Museum

The Toyota Museum is a huge learning centre on the Toyota Production System. Video presentations and models of the productions explain the way Toyota works. They also show the history of Toyota’s culture, products and the emerging technological vehicles.

Denso Corporation - Takatana Plant



View of Denso Gallery

- Denso follows the ‘Denso manufacturing way, Monodzukuri’ which is based on both technology and human skill development. Their Production Promotion Centre gave a presentation on their Monodzukuri way of operations – the DNA to establish the skills

required for manufacturing, and how to use this concept to improve the overall quality of the products.

- The gallery view on the step-by-step manufacturing process and other shopfloor activities, offers a clear understanding of the Monodzukuri.
- The shop floor is clean and spotless, with everything in its rightful place along with proper markings, despite hectic machine operations happening all around.
- Denso has intensified its environmental impact reduction efforts. It is striving to achieve zero-landfill disposals and voluntary reductions in the use of chemical substances and conserving energy.

Management Innovation Center, Nagoya (MIC)

MIC is a leading training and consulting company under the Toyota group, providing tailored solutions in manufacturing management and performance improvement through TPS. As of 2009, over 26000 overseas trainees have completed the training at MIC.

The MIC works on two business areas:

- (1) Training: Education, shopfloor training
- (2) Consulting: Support for practicing.

The delegates were exposed to the training methodologies provided by MIC on TPS through a very interactive session at a well equipped simulation room in their campus.

Gifu Autobody Company Ltd, Nagoya

- The visit to the parts plant and body assembly enabled the visitors to see each workstation in operation, the Kanban pooling system between the factories and their suppliers with respect to the material supply system, the Andon system, and the Hijunka box- a visual scheduling tool for level production.
- A special red box is kept for collecting the defective items produced in the shopfloor. These defective parts are exhibited and then used for a detailed analysis so as not to produce such defects again.

Seminar on Lean Production System

The mission members were exposed to the Japanese way of production and how Lean Production is implemented in the companies. Mr. Takashi Asano President, JMA Consulting Inc, Japan, gave a brief on JMAC and the Lean philosophy. He explained how to develop a lean “mind-to-waste” to reduce life time loss, and stressed the importance of trusting/respecting people. He also discussed the Go & See ‘Gemba-ism’ for making any improvement, and the role of team work towards attaining a common vision.

Mr Kenji Mitsumoto, in the session on World Class Manufacturing through Lean Production and Monodzukuri - a Japanese production way, gave in - depth information on Jidoka and other lean concepts, and in-building quality in the manufacturing process.

The essential points for successful implementation of Lean Production system, he said, are to have a clear road map, start from an easily visible area where everybody can visualize before and after, and involve people. Managers should be role models in following the systems, he said.

Members were also exposed to the power of Monodzukuri innovation and how it spreads throughout the manufacturing from development to production and distribution. The 4 key elements of Monodzukuri Innovation, which builds competitiveness of companies, are:

1. Higher cost effectiveness for implementation: Orientation towards low cost, flexible automation, workerless shopfloor
2. Increasing quality strength: Quality initiatives and higher quality for customer delight features
3. Higher product development capability: Form a product development perspective and creation of uniqueness through products, giving a high contribution to turnover and income
4. Higher HR capability: Human Resource Development

FEEDBACK



Seiji Honda, General Manager, Nissan Oppama plant, addressing CII mission members

The visit to Nippon Steel gave a good insight into their manufacturing practices. The new learning was the Monozukuri concept. The visit to the Toyota shop floor was great to learn and see the actual implementation of the Toyota Production System.

Ganesh Iyer, Director, Six Sigma Alchemy (P) Ltd

The emphasis of Toyota’s ‘Customer First’ and its evolving HR practices, the Global Training & Integration Programme of Denso and the low cost yet effective assembly line of Gifu Auto were the salient takeaways of the Study Mission. The selection of companies covering different aspects of manufacturing was very good for learning.

G Sundararaman, AVP Quality, JCB India Ltd

Lessons in Kanban, Kaizan, Automation and Waste Elimination were further assimilated during this Mission. The Plant visit to GIFU Auto was very interesting.

D Y Leo Michael, Manager - New Projects & Development, Titan Industries Ltd. (Jewellery Division)

The Mission gave an opportunity to observe the Japanese work culture and standardization of work by breaking them into small work elements. We also saw waste elimination in a different light, especially in Nippon Steel.

Mandar Puranik, AGM - Plant Logistics Group, Tata Motors Ltd

We were able to see world class manufacturing facilities and the latest techniques adopted for improvements, visual communication, training methods and eco friendly approach in Manufacturing. The use of the Monozukuri concept to build manufacturing excellence was particularly interesting.

Umesh Kumar Handa,
GM Co-ordinator / MR, Orient Faishons Export India Pvt. Ltd.

CII-IQ contributes to NIFTEM

IN ORDER TO harness the full potential of the Indian Food Processing Industry, the Ministry of Food Processing Industries (MoFPI) has taken a pathbreaking initiative to set up the National Institute of Food Technology Entrepreneurship and Management (NIFTEM) at Kundli in Sonapat, Haryana. As an apex world class institute, this institute will cater to the needs of various stakeholders, including exporters, entrepreneurs and policy makers. The institute is slated to provide a major thrust to the food processing sector in the country.

NIFTEM would delve beyond traditional food technology and adopt a more holistic approach to food sciences by encompassing agri-business management, organization behavior, accountancy, macro and micro economics, food microbiology, food safety, sensory evaluation, food project planning and entrepreneurship and business development plan etc. A unique feature planned is 'Village Adoption' by students for a short period during each semester.

CII-IQ has been involved in three initiatives of NIFTEM:

- Taskforce for the development of course curriculum of B. Tech degree programme

- Taskforce for Infrastructural Development of Laboratories

- Interactive Workshop on Skill Development, and Consultancy in the Food Processing Sector.

For the B. Tech degree programme, CII-IQ contributed towards the development of course content in the areas of food microbiology and food safety, food additives, ingredients and contaminants, food plant utilities and sanitation, IPR and patents, food laws, standards and regulations and sensory evaluation of food.

Similarly, for the Infrastructural Development of Laboratories, the team identified various tests, equipment and apparatus required and tentative budgets for the same.

During the Interactive Workshop on Skill Development and Consultancy in the Food Processing Sector, the team identified various skill gaps in the area of Food Safety and Quality e.g. basic hygiene, cleaning and sanitation, sensory evaluation, pest management, packaging and labelling and waste management. The team also suggested a roadmap for each skill gap.

JIPM TPM Awards

THE JIPM TPM awards International Assessment Agency Forum meeting was held on 16 September in Taiwan. Agencies from UK (SMMT), Thailand (TPA), Taiwan (CSD) and India (CII) participated in this meeting along with JIPM, Japan, to discuss the way forward on the TPM awards and on how to develop and promote TPM across the world.

To mark its 20th Anniversary, Corporate Synergy Development (CSD), the TPM International Assessment Agency from Taiwan, organised a TPM Conference on 17 September. The other assessment agencies shared their experience on how TPM was developed in their countries and how industries have taken it forward. Ms Wei-Ji Can, Secretary General, Industrial Development Bureau, Ministry of Economic Affairs, Taiwan, was the

Chief Guest and delivered the inaugural address.

The team from CII visited Wrigley Taiwan Ltd to understand how TPM was implemented. The Wrigley team, led by Mr CT Lu, Production Manager, explained how TPM helped them in addressing their potential reduction in market share with competitors entering the market, increasing customer demands, cost rise, insufficient factory space, frequent changeovers in production line etc. Some of the intense TPM activities at their factory resulted in a saving of USD 2.6 million since the inception of TPM in 2004. Cumulatively, one million work hours without loss of working days, along with an increase in market share from 85% to 90% which is a phenomenal achievement, through TPM practices. ■



Tien, Kuei-Fen, GSK Corp, Taiwan, Yang, Kuo-Lin, Yieh Phui Enterprise Co., Ltd., Taiwan, Takenori Akimoto, Japan Institute of Plant Maintenance, Japan, Arthur David, SMMT Industry Forum, UK, Su Chin-ho, Corporate Synergy Development Center, Taiwan, Rajesh Parim, CII, India, Pornchai Yongwattanasoontorn, Technology Promotion Association, Thailand and Sam Hsu, Victor Taichung Machinery Works Co., Ltd., Taiwan



Knowledge & Innovation Initiatives



India Innovation Initiative –i3 Regional Fairs

With the mission of harnessing innovations for wealth generation and societal benefit, the regional fairs showcased innovations in various technology domains

18 TO 81 YEARS – there is no age bar for Innovations. This was amply proved by the 186 innovations short-listed at the i3 regional fairs in Mumbai, Durgapur, and Chennai, organised by CII, the Department of Science and Technology (DST) and Agilent Technologies under the India Innovation Initiative – i3 2010 Campaign.

Addressing the need to create an innovation ecosystem in the country, the India Innovation Initiative -i3 was launched as a nation-wide innovation competition for innovators above 18 years, in April 2009, to sensitize, encourage and promote innovators, and facilitate the commercialization of innovations.

At the regional fairs, high profile jury members from banking, CSIR institutes and industry scrutinised all the contributions to shortlist the best innovations, based on their technical feasibility, market potential and impact on industry, society and the environment, to compete with selected innovations from other regions for the i3 National Fair.

Around 890 projects were received in all from across the country, in the broad categories of

- Life Sciences & Agriculture
- Energy
- Telecom & IT



- Electronics
- Engineering & Technology (Mechanical/Automobile etc).

The focus areas were Water, Transportation, Energy, Environment, Healthcare, Agro/Food, Assistive Technology, Infrastructure, Internal Security Applications, Education and Space.

i3 not only recognizes the best innovations but also assists the innovators with incubation support, making business plans and help them commercialize their technologies with the support of its knowledge partners: Young Indians (Yi), the Center for Innovation, Incubation and Entrepreneurship (CIIE), the Society for Innovation and Entrepreneurship (SINE) of IIT Bombay, and the e-Cell of IIT Bombay. CII's Technology Development and Promotion Centres in Andhra Pradesh and Tamil Nadu (APTDC and TNTDPC) carried out the initial level screening of the projects. Additionally, SINE and the e-Cell of IIT Bombay will provide mentoring services to the awardees at the national level. SINE is one of the largest incubators in India and been adjudged the best incubator for 2009.

Around 50 innovations in various technology domains were

showcased and competed with each other in the **Western Region i3 Regional Fair** at IIT Bombay on 24 September. The best 15 were short-listed, including one from an 81 year old innovator!

Mr. G. Sunderraman, Vice President - Innovation, Godrej & Boyce Mfg Co Ltd, in his welcome remarks, described the Fair as a catchment area to get more and more Innovations. Prof. Shashikant Suryanarayanan, Founder, Sedemac Mechatronics, Mumbai, spoke about the challenges of converting an idea into a business.

About 73 innovations were selected to be displayed at the **Southern Regional Fair** in Chennai on 29 and 30 September. Mr. Hari Bhaskaran, Key Mentor, Member Strategic Committee – Chennai Cluster, Mr M Ponnaik, Provost, SRM University and Mr S Sivagnanam, Director, MME – DI, Union Ministry of Small Scale Industries, were present at the inauguration.

The innovators showcased innovations in prototypes,



posters and video demonstrations. Twenty-two innovations were short-listed for the National Fair from the Southern Region.

Around 40 innovations in various technology domains were showcased and competed with each other in the **Eastern Regional i3 Fair** on 30 September in NIT Durgapur. Significantly, most of the innovators were ready with their prototypes and proof of concept. The best 15 were short-listed for the i3 National Fair.

The i3 Eastern Regional Fair was inaugurated by Prof. Swapan Bhattacharya, Director, NIT. Mr. Sanjay Bansal, Chief Executive Officer, Asansol District Development Authority (ADDA), Durgapur, was the chief guest.

Some of the short-listed innovations included simple products with immense potential for problem-solving, such as an intelligent fan regulator, a lift operating on potential energy, a grabbing bucket, a new kind of innovation on cancer research, a patented product on hollow clay brick etc.

India-US Innovation Exchange Forum

There is a robust desire to create partnerships on technology and innovation in both India and the United States. The goal is to create private-sector collaborations from the 'bottom-up' with government playing a supportive role. The US-India Innovation Exchange Forum has been conceived with this in mind.

A high level US Innovation Delegation, led by Mr Aneesh Chopra, Chief Technology Officer, White House, recently visited India to identify concrete projects. Keen to get hands-on feel of the key issues, the US team visited a number of places in Delhi and Rajasthan to interact with various stakeholders. Their meetings included an interaction with Mr Nandan Nilekani, architects involved in green buildings and young parliamentarians.

Based on their interactions and experiences, an 'Innovation Roundtable' was organized as a 'way forward meeting,' jointly by the Department of Science

& Technology, CII, and the US Embassy in India on 14 September, in New Delhi. The delegation spelt out their experiences and discussed possible outcomes with Mr. Sam Pitroda, Advisor to the Prime Minister on Public Information Infrastructure & Innovations, Dr T Ramasami, Secretary, Science & Technology, India, and CII.

The discussions showed that while some projects can be immediately started without any new budgets and regulations, certain long term projects may require greater governmental intervention, and hence the projects need would be classified accordingly. Some areas of cooperation that have been identified for immediate closer interaction between the two governments are cooperation with the NIC for the e-governance project, and projects in public health and in education to train a million teachers on the use of IT as a leveraging tool. Some areas where the private sector could possibly collaborate immediately are in



Chandrajit Banerjee, Director General, CII; Sam Pitroda, Advisor to the Prime Minister on Public Information Infrastructure & Innovations; Dr. T. Ramasami, Secretary, Dept. of Science & Technology, India, and Aneesh Chopra, Chief Technology Officer, White House, USA

clean affordable energy and waste management. The focus should be to leverage technology to suit the Indian markets at lowest cost and then leverage that to storm the global markets.

Based on the interaction, 'Institutionalization' of this Indo-US Innovation Exchange Forum, would be looked at, to ensure that this partnership does not end with a couple of reciprocal visits. While the Forum could

work under the aegis of the DST from the Indian side, it should also have close links with the National Innovation Council. The US side too has to work out which agency within the Government should steer the Forum.

Mr. Alec Ross, Advisor on Innovation to the Secretary of State, USA, would collate and forward a definite action plan on various possible areas of collaboration.

Life Sciences

Training Course on Good Laboratory Practices

CII, in association with the National Good Laboratory Practice (GLP) Compliance Monitoring Authority (NGCMA), Department of Science and Technology (DST), Government of India, organized the Third Training Course for GLP Inspectors from 3-9 October in Gurgaon.

NGCMA is the apex body in the country responsible to ensure that the National GLP Programme functions

as per Organisation for Economic Co-operation and Development (OECD) norms and principles.

Thirty –two scientists participated in the training programme, representing major national research and academic organizations. Faculty from the UK, Germany, and South Africa, who are senior members of the OECD Working Group on GLP and also head the GLP Compliance Monitoring Authority in their respective countries, conducted a major part of the course, joining faculty from NGCMA and the industry.



Participants at the CII-DST Third Training Course for Good Laboratory Practice (GLP) Inspectors in Gurgaon



Development Initiatives

North East - Arunachal Pradesh

North-East Expo Itanagar

CII, with the support of the Ministry of Development of North Eastern Region (DONER) and the Government of Arunachal Pradesh organized the North-East Expo Itanagar from 29 September to 1 October at Itanagar, Arunachal Pradesh. The exposition focused on the emerging opportunities in the areas of Tourism, Handlooms and Handicrafts, Organic Farming and Horticulture. In an attempt to identify potential business exchanges in the region, the initiative created a unique forum to project the capabilities of Arunachal Pradesh.



Setong Sena, Minister for Finance, Trade & Commerce, Arunachal Pradesh, inaugurating the North East Expo in Itanagar

Mr Setong Sena, Minister for Finance, Trade & Commerce, Arunachal Pradesh, while inaugurating the Expo, said “in order to improve the economic well being of the people of Arunachal Pradesh, it is necessary to harness the agricultural, forestry, floriculture and human resource potential available in the state.” He highlighted the importance of developing the micro small sector first, to build confidence among the people, before undertaking bigger projects.

Alongside, a conference on ‘Sustainable Development of Arunachal Pradesh’ updated budding, young entrepreneurs aware about the schemes and opportunities available for setting up enterprises of various types.

Institutions like NEDFi, NSIC, NABARD, and NERAMAC were among the participants at the Expo.



Setong Sena



M Pertin, Commissioner, Industries, Trade & Commerce, Arunachal Pradesh

Assam

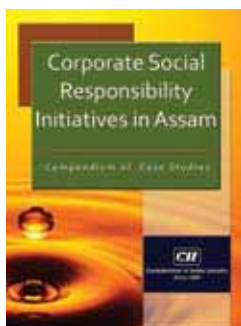
CSR Conclave

CII organized a conclave on **Corporate Social Responsibility –The Emerging Agenda to Promote Sustainable Inclusiveness**, on 23 September in Guwahati. The objective of the conclave was to sensitize and mainstream the CSR agenda, and align governmental developmental priorities with corporate response.

The conference looked at concretizing action plans for corporates to take on social responsibility, share good practices and sensitize the society at large.



Dipankar Chatterji, Chairman, CII NE Council & Sr Partner, LB Jha & Co., Naba Kumar Das, Chief Secretary, Assam, Dr Bhupati K Das, Chairman, CII Assam State Council, & MD, Numaligarh Refinery Ltd., and Atrayee B. Thekedath, Chairperson, Yi, Guwahati & Director, Web.Com (India) Pvt. Ltd., releasing the CSR Compendium



It provided a platform to Industry, NGOs, civil society and Government to sensitize and create awareness on the new and emerging scenario of CSR. Since the concept of CSR has undergone a tremendous change of going beyond charity and philanthropy, business

houses and the corporates need to integrate the social environment and ethical concerns into the company's business processes, and gradually realize stability and sustainability.

Inaugurating the Conclave, Mr N.K. Das, Chief Secretary, Assam, said the corporate sector could help



View of the exhibition during the CSR Conclave in Guwahati

create the right kind of atmosphere and development in the state, especially in the areas of education, skill development, healthcare, sanitation and women empowerment.

Skill Development in the Oil & Gas Sector



Manoj Jalan, Chairman, CII Upper Assam Zonal Council, and MD, Purvi Discovery Ltd, J K Singh Teotia, MD, Brahmaputra Crackers and Polymers Ltd, Dr Bhupati K Das, Bhupen Barpatra Gohain, MD, Assam Gas Company Ltd and Samrat Deka, Director, SRD Nutrients Pvt Ltd

The industrial landscape of Assam is going through a graduation transformation heralding new investments in existing, new and emerging sectors, spurring great demand for skilled manpower.

CII, in partnership with the Government of Assam, has undertaken various initiatives for skill development in the State. Recognizing the increasing demand of skilled manpower in the Oil and Gas Sector, CII, with the support of the Directorate of Labour & Employment, organized a Stakeholders Roundtable on Skill Development in the Oil & Gas Sector on 6 September in Dibrugarh, Assam.

Dr Bhupati K Das, Chairman, CII Assam State Council, and Managing Director, Numaligarh Refinery Ltd in his keynote address, highlighted the urgent need to

develop skill sets outside the contours of university education to meet the increasing demand in the Oil and Gas sector. Mr J K Singh Teotia, Managing Director, Brahmaputra Crackers Polymers Ltd (BCPL) said that the upcoming Rs 6000 crore project would raise a huge manpower requirement within the projects, and would also spur indirect demand for plastic processing to cater to the downstream industries expected to come up subsequent to the commissioning of BCPL.

Representatives of public sector undertakings like OIL, NRL, GAIL, BCPL, IOC(AOD), NEEPCO and the private sector participated in the deliberations, which focused on bridging the gap between the demand and supply of skilled manpower. ■



Chapter Updates

Bangalore

A 'Workshop on Corporate Wellness' was held on 10 September to create a healthy, happy and more productive work force. Dr. Narayan Murthy, Senior Cardiologist, BGS Global Hospitals, Dr. Mahendra P Sharma, Associate Professor, NIMHANS, Dr. Ajay Patwardhan, Director, India Medical Services, GE India Technology Center Pvt Ltd and Dr. Sudha, Senior Physician, Soukya International Holistic Health Center, shared simple doable ways to be fit.

Chandigarh

A Health Campaign from 21 - 25 September in various locations of the city, spread awareness on health issues like heart problems, diabetes, etc. Yi organised a blood



Blood donation camp in Chandigarh

donation camp, deworming drives, health check-up camp, eye check-up camp, session on cardiac care and diabetes, as part of the campaign, impacting 500 people across the city.

Chennai

On 24 September, Mr. Aman Mustafa, Vice President & Country Manager, ACS Global Operation Support – A Xerox Company, spoke on the topic 'Starting from Scratch – My Experiences.'

Coimbatore

Yi Coimbatore hosted many activities in September. On 14 September, a session on 'Business Leadership Through Emotional Intelligence Techniques & Martial Arts', by Mr. Paul Mracek JP, Speaker, Author, Trainer, Consultant and CEO Kotan, Australia, discussed ancient martial arts and their use in beating day to day stress.

On 21 September, a session was organised on 'Enhancing Creative Business Leadership through Spiritual Intelligence' with Prof. S A R Prasanna Venkatachariar Chaturvedi Swami, Speaker, Author, Management Guru and Head, Sri Sudarshana Peetam, and Founder and Managing Trustee, Sri Ramanuja Mission, and Founder-Director, Forum of Scientists aiming at Peace and Harmony.

On 24 September, Yi Coimbatore organised a session with the Mumbai Dabbawalas. The session was addressed by Dr. Pawan G Agrawal, Chief Executive Officer, Mumbai Dabbawalas' Association, President, Kamlabai Educational & Charitable Trust & President, Agrawal Institute of Management & Technology.

Finally on 26 September, Padma Shri Shekhar Kapur, academy award winning film director and producer, shared his love for cinema and film making; and his commitment to take India to the world stage, in an interaction with Yi members.



Shekhar Kapur,
Film Director
and Producer

Delhi

To sensitise students about the multi-faceted ecological movement and eco-responsible practices, Yi Delhi, along with the CII Delhi State Council, organised a visit to the ITC Green Centre in Gurgaon for a group of 25 students of Vasant Valley School on 24 September. The visit introduced the students to new affordable tools of water, energy and waste management and to new technologies used in Green Buildings.



Students at the ITC Green Centre in Gurgaon

Erode

On 2 September, Mr. E. Sarath Babu, Founder and Chief Executive Officer, Food King Catering Services, shared his life experiences and mantra of success with more than 1350 students.



E. Sarath Babu, Founder & CEO, Food King Catering Services,
addressing students in Erode

On 25 September, Yi Erode organised an interesting session with the Mumbai Dabbawalas.

Goa



Students at the All-Goa Drawing Competition on Environment

On 28 August, Yi Goa organised an 'All Goa Drawing Competition on Environment' as a part of the 'Yi National Heritage Week' celebrations, to create awareness on maintaining a sustainable environment. Around 100 students from various schools came up with original ideas and their aspirations for a clean and healthy environment.

On 1 September, in a special interaction, Mr. Sanjit Rodrigues, Managing Director, Goa State Industrial Development Corporation and OSD to the Chief Minister of Goa, discussed the various issues related to governance in Goa.

Yi Goa in association with the Village Panchayat of Quela distributed 220 fruit-bearing tree saplings in Marcaim constituency of Ponda taluka on 3 September.

Hyderabad

On 24 September, Mr. M K Patodia, Chairman and Managing Director, GTN Industries, shared his struggles and experiences to make GTN textiles one of the top textile companies in India. GTN industries have been winning the Best Exporter Award from the Government of India continuously for 18 years.

On the same day Yi Hyderabad Chapter's Ongole Net students organised a blood donation camp, where 163 units of blood were collected. Mr. Kanthilal Dhandai, Ongole District Collector, attended this camp.



Blood Donation Camp in Ongole

Indore

Yi Indore organised a seminar on 'Hemoglobin-Significance & Measures to increase it' at the Kasturba Gram Rural Institute on 5 September.

On 19 September, a computer literacy workshop was held to equip senior citizens with general IT skills like

e-mail creation, LIC policy online booking, online railway ticket reservations, etc.

Kochi

Yi Kochi organized a learning session on the 'Power of Branding' on 6 September, conducted by Mr. Ajayan Gopinathan and Mr. Rajan Krishnan of The Philosopher's Stone.

Kolkata

In a learning event on 17 September, Mr. Paul Jackson, Head of the Department of Strategic and Allied Management, Coventry University, UK, spoke about the different stages of his career, and discussed the economies and trade of various countries including UK and China.

Yi Kolkata also organised an interactive session on 17 September with Master Craftsperson Ms. Anuradha Sahu, Member Expert, Planning Commission, and National award Winner in 2005.

Madurai



Training camp on World First-Aid Day in Madurai

Yi Madurai organised a training camp on World First Aid Day on 14 September, at the Devadoss multi-specialty hospital to create awareness on first aid practices and handling of emergency situations for 700 auto drivers, students and citizens.

Pune

Yi Pune had an active month. On 7 September, an interactive session on 'Wildlife and Environment' gave the students of St. Joseph School insights on environmental conservation.

On 8 and 12 September, orientation programmes were held for the students of the I2 IT College and the Symbiosis College student nets respectively.

A fundraiser Golf Tournament during the 'Joy of Giving' Week on 30 September was well attended and enjoyed by all participants. The funds raised would be utilised under the education and environmental verticals of Yi Pune.

Raipur

On 18 September, Yi Raipur, in association with the Ambedkar Hospital Model Blood Bank, organised a Blood Donation Camp at Vandana Global Ltd. This was the ninth blood donation camp organised by Yi Raipur so far this year. ■



Asia

China

CII participates in Summer Davos

Mr Hari S Bhartia, President, CII, and Co-Chairman and Managing Director, Jubilant Organosys led a large delegation of Indian industry to the Annual Meeting, 'Summer Davos', in Tianjin, China from 13-15 September. Mr Kapil Sibal, Minister of Human Resource Development, India, and Mr BS Yeddyurappa, Chief Minister of Karnataka, addressed the meeting.

Mr Bhartia, as one of the mentors at the meeting, shared his views on how to translate a country's innovation challenges into commercially viable business opportunities, in the session on 'Building Innovation Capacity.' He also spoke at the plenary session on 'Driving Growth through Sustainability.'

Mr S Gopalakrishnan, Chairman, CII Southern Region, and Chief Executive Officer & Managing Director, Infosys Technologies Ltd, spoke on how to scale up systems throughout an organization to manage rapid growth.

Interactive session with Narayana Murthy

CII, in association with Infosys (China), organised an interactive session on 'Corporate Governance and Leadership,' in Shanghai on 18 September. Mr N R Narayana Murthy, Founder Chairman of Infosys Technologies, said that corporate governance and leadership plays an important role in building trust and transparency. He stressed on the need for extending values in public governance and policy making.

Ms Riva Ganguly Das, Consul General of India in Shanghai, and over 150 representatives of Indian and Chinese companies and MNCs, also attended the session.



Yunnan delegation in Kolkata

ACFIC visits CII

A 21-member delegation of the All China Federation of Industry and Commerce (ACFIC), led by first Vice President Mr Quan Zhezhu visited CII in New Delhi on 14 September, for an interactive meeting with CII officials and industry members.

Meeting with Yunnan Delegation

Members of CII Eastern Region met with a 12-member delegation led by Mr. Mi Dongsheng, Director-General, Development and Reform Commission of Yunnan province of China, on 17 September in Kolkata. Mr Kurush Grant, Chairman, CII Eastern Region, and Mr Viresh Oberoi, Chairman, International Trade Task Force, CII Eastern Region, called for cooperation between India and Yunnan, and asked the delegation to participate in various engineering, manufacturing and tourism shows held in this part of the country. Mr. Mi Dongsheng spoke about strengthening India - China trade and bilateral ties.

Suzlon Plans Expansion

Suzlon Energy Ltd, India's biggest maker of wind turbines, plans to expand capacity at its plant in China. It would make turbines with a combined electricity generating capacity of 1,000 megawatts each year at its China plant by 2013, 67% more than the current capacity of 600 megawatts.

India-China Financial Dialogue

China and India, during the fourth round of their financial dialogue on 2 September, agreed that maintaining continuity and stability in economic policy is important for



N R Narayana Murthy,
Founder Chairman,
Infosys Technologies

global economic recovery. The dialogue was co-chaired by Chinese Vice Finance Minister Zhu Guangyao and Indian Finance Secretary Ashok Chawla. Both sides vowed to further promote bilateral economic cooperation. The previous three rounds of the dialogue were held in April 2006, December 2007 and January 2009.

Huawei Investment in India

Huawei has confirmed plans to invest at least \$500 million in a manufacturing plant in India, with the first phase of the facility opening this year near Sriperumbudur. The investment will be staggered over the next 5 years. Huawei already has an R&D centre in India, its biggest outside China, employing around 2,000 people.

India-China Bilateral Trade (Jan-August 2010)

Trade	August 2010	Jan-August 2010
Indian exports to China	\$1.29 bn, up 61.78%	\$14.60 bn, up 73.9%
Indian imports from China	\$3.59 bn, 33.57%	\$25.73 bn, up 39.2%
Total trade	\$4.88 bn, up 40%	\$40.34 bn, up 50%
India's trade deficit	\$2.31 bn, up 22.3%	\$11.13 bn, up 10.19%

Foreign Trade (January-August 2010)

Trade	August 2010 Value and Change		Jan-Aug 2010 Value and Change	
Exports	\$139.3 bn	+34.4%	\$989.74 bn	+35.5%
Imports	\$119.27 bn	+35.2%	\$855.84 bn	+45.5%
Total trade	\$258.57 bn	+34.7%	\$18875.58 bn	+40%
Surplus	\$20.03 bn	-30.4%	\$103.9 bn	-14.6%

<http://www.customs.gov.cn/publish/portal0/tab1/info238258.htm>

Train Speed Record

A high-speed train running on the Shanghai-Hangzhou (capital of Zhejiang province) railway set a new speed record of 416.6 kilometers an hour on 28 September.

1.13 Billion Phone Users

China's phone subscribers rose to 1.13 billion by the end of August. China's internet users reached 420 million by the end of June, with the internet penetration rate hitting 31.8%.

Urbanization Rate

China's urbanization rate reached 45.7% by the end of 2008 – up from 10.6% in 1949. China has formed a multi-level urban system with metropolises at the center, small and mid-sized cities forming the backbone, and small towns as the base.

Tibet Railway Extension

China on 26 September began construction on an extension to the world's highest rail link, the Qinghai-Tibet Railway, to connect the Tibetan capital of Lhasa to Xigaze, Tibet's second largest city. The extension will create a 253 km railway line and would be completed in four years, with a budget of \$1.98 billion. This is the first extension of the Qinghai-Tibet Railway, which opened in July 2006.

Aid to Pakistan

China has pledged to give an additional assistance of \$200 million to flooded Pakistan, totaling its aid to \$250 million, its largest-ever humanitarian aid to a foreign country. China sent two international search and rescue teams to the worst-hit Thatta district in southern Sindh/ The Chinese army sent a 68-member medical team to Sehwan, in Sindh, and a 64-member rescue team with four helicopters to Hyderabad.

Power Generation

China's installed power generation capacity exceeded 900 million kilowatts on 20 September, after a reactor with the second phase of the Ling'ao Nuclear Power Plant began operation in Guangdong Province.

Japan

Japan, India reach FTA

Japan and India reached a bilateral free trade agreement in Tokyo on 9 September. The pact will eliminate import tariffs on most products traded between the two countries within 10 years. Mr Yoichi Otabe, Deputy Foreign Minister for Economic Affairs, led the Japanese negotiating team, while Mr Rahul Khullar, Commerce Secretary, headed the Indian delegation. The two countries are expected to sign the Japan-India Economic Partnership Agreement during Indian Prime Minister Manmohan Singh's visit to Tokyo in October 2010.

Economic Growth Up

Japan's economy expanded an annualized real 1.5% in the April - June quarter, more than the initially reported 0.4%, as data for corporate capital investment has been revised upward. The growth corresponds to an expansion of 0.4% from the previous quarter through March.

Current Account Surplus

Japan's current account surplus widened more than forecast in July as export gains outpaced imports, suggesting that companies are so far withstanding the

impact of the nation's appreciating currency. The gap expanded 26% from a year earlier to \$20 billion.

Interest Rate Steady

The Bank of Japan voted to keep interest rates at 0.1%, holding off on further measures to tackle a strong yen that is undermining the country's fragile economic recovery. The Central Bank has not changed the overnight call rate since December 2008. Prime Minister Kan has proposed a \$920 billion (\$10.9 billion) jobs-focused stimulus package.

FY 2011 Budget

Japan's general account budget for fiscal 2011 on a request basis reached a record-high 96.75 trillion yen due to swelling debt servicing and social security costs. The amount eclipsed the previous high of 95.04 trillion yen sought for fiscal 2010, giving the government the daunting task of trimming the bloated requests in the course of drafting the budget under severe fiscal constraints.

Cabinet Reshuffle

Prime Minister Naoto Kan, after winning the trust vote, reshuffled his 3-month-old Cabinet on 17 September, replacing 10 of the 17 Cabinet ministers.

Aging Problem

Currently, the ratio of retirees to working-age Japanese is 35.5%. In just 10 years time, retirees will make up 48%. By 2050, the ratio of retirees to working-age population will reach 76.4%.

Slow Export Growth

Japanese exports grew at their slowest pace this year in August as the impact of a strong yen and softening overseas demand illustrated the risks threatening a fragile recovery. Strong Asian demand for cars, high-tech products and factory parts have, in recent months, helped offset a weak domestic picture and enabled a tentative economic recovery. While demand for steel and automobile related products saw Japan's exports jump 15.8% to 5.22 trillion yen year-on-year in August, this was below July's 23.5% rise and the slowest pace since December 2009.

Health, Education Aid

Prime Minister Naoto Kan, at the Summit on the UN Millennium Development Goals on poverty reduction in New York, pledged that Tokyo will offer a total of \$8.5 billion over five years from 2011 to help improve the health of mothers and babies as well as education services in poor countries.

Interventions in Currency Market

Japan intervened in the currency market on 15 September for the first time in six years to weaken the yen, which had spiked to 15-year highs against the dollar, battering the country's vital exporters. The dollar bounced up to 84.52 yen from a low of 82.87 yen earlier after Japan's central bank stepped into the market to sell yen and buy dollars.

Laos and Cambodia

A 44-member industry delegation coordinated by CII, comprising members from India's leading industry chambers, accompanied Mrs Pratibha Devisingh Patil, President of India on her official visit to Laos and Cambodia from 12-15 September.



Sandipan Chakravorty, leader of the CII delegation, and Habib Md Chowdhury, President, Indian Chamber of Commerce, in Laos

The delegation, led by Mr Sandipan Chakravorty, Managing Director, Tata Steel Processing and Distribution Ltd, included representatives of major Indian corporates like TVS, Tata Steel, Jaguar Overseas, Kirloskar, Wapcos, Cosmos, Ruchi Soya, Amira Foods, Lucky Exports, Hallmark Infrastructure, Union Batteries etc.

In both countries, the delegation met and interacted with key ministers and senior ministry officials. In Laos, the delegation had extensive discussions with Dr Nam Viyaketh, Minister of Trade and Commerce; Dr Silavong Khoutphaythoune, Minister of Planning & Investment and Dr Soulivong Dalavong, Minister of Energy & Mines.

In Cambodia, Dr Cham Prasidh, Senior Minister and Minister of Commerce, made a presentation to the delegation on Cambodia's economic, industrial and commercial development. The delegation also met Mr Sok Chenda Sophea, Minister attached to the Prime Minister, and Secretary General, Council for the Development of Cambodia.

The business programme in each location kicked off with the delegation members meeting the President of India to apprise her of the existing nature and level of investments by Indian companies in the country, issues faced and opportunities that could be explored.

Business Forums were also organized with the local Chambers of Commerce in each country. The visit and meetings have helped delegation members get a better understanding of the business opportunities in these countries and would be helpful for planning their expansion activities in the ASEAN region and taking investment decisions.

CII and the Indian Chamber of Commerce in Laos signed a Memorandum of Understanding in the presence of the President of India and the Lao Minister for Commerce and Industry for cooperation in various areas like information sharing on business opportunities, exchanging business delegations and encouraging business partnerships between Indian and Lao companies.

Singapore



Tarun Das, Former Chief Mentor, CII, with Goh Chok Tong, Senior Minister of Singapore, in Singapore

South Korea

Economic Growth

South Korea is expected to have the fifth fastest growth rate among G20 nations this year. It is estimated that

the South Korean economy would grow by 6.1% this year, and will climb further to reach the fourth largest economic growth rate worldwide next year, at 4.5%.

Seabed Tunnel

Daewoo Construction successfully linked the last section of the underwater tunnel for Geoga Bridge in the city of Geoje, Gyeongsangnam-do in September. The project is a massive effort to build a direct roadway between the cities of Geoje and Busan. Nearly 4 km of the 8.2 km road lie under the sea. The entire Geoga Bridge project is expected to be completed by December this year.

G20 Seoul Summit

According to the Samsung Economic Research Institute, the total amount of both direct and indirect economic effects of the G20 Seoul Summit, scheduled to take place in November, is estimated to exceed 24 trillion won. The national brand of Korea is also expected to improve due to the hosting such a major international event.

High Fiscal Reserves

According to the International Monetary Fund, Korea has one of the highest fiscal reserve levels among developed countries, an important indicator of ability to normalize the economy during global financial crisis. Korea is one of few countries where the national debt is continuously decreasing, and the nation is expected to have the second lowest national debt in 2015 following Australia. Korea's national debt as a percentage of GDP was 32.6.

South Asia

Sri Lanka

A 15-member CII Business Leaders Mission visited Sri Lanka from 26-29 September to discover synergies and areas of cooperation between India and Sri Lanka. The mission members, apart from looking at market for their products and services in Sri Lanka, explored partnerships with Sri Lanka companies in healthcare, IT, training, hospitality, education, infrastructure development and agriculture.

The programme started with a briefing meeting with Mr Ashok K Kantha, High Commissioner of India to Sri Lanka, who



CII Mission members with Basil Rajapaksa, Minister of Economic Development & Tourism, Sri Lanka (centre)

gave an overall picture of Sri Lankan economy, Indo – Sri Lanka economic relations and opportunities for furthering economic cooperation between the two countries. The Government of India has provided about US\$ 1 billion line of credit for the infrastructure development projects including railways and transmission lines in Sri Lanka.

The CII delegates also had meetings with Mr Basil Rajapaksa, Minister of Economic Development; Dr Sarath Amunugama, Deputy Minister of Finance and Planning; Mr Rishad Bathiudeen, Ministry of Industry and Commerce; Board of Investment of Sri Lanka; Dr. Sunil Jayantha Nawaratne, Secretary, Ministry of Higher Education and Dr P B Jayasundera, Secretary, Ministry of Finance and Planning. The Ministers and Government officials reiterated that this was the right time to invest in Sri Lanka as the country has political stability, conducive environment, growth rate of 8.5 % which has doubled in the past five years, controlled inflation, and low unemployment. They highlighted infrastructure, tourism, IT/BPO, training, education, healthcare, renewable energy, shopping malls, agriculture/ poultry/ livestock etc as key areas for co-operation.

The Mission also met CII's MoU partner, the Ceylon



CII Mission members in Sri Lanka

Chamber of Commerce (CCC), followed by B2B meetings with leading Sri Lankan companies.

CII suggested a 7-point agenda to the CCC, which includes

- Setting up of a Joint Task Force by CII and CCC
- Joint promotion of investments
- Sending a CEOs delegation to India
- Participation in CII Partnership Summit 2011
- Joint skills development initiatives in Sri Lanka
- Made in Sri Lanka Show in India by CCC
- Sending learning missions to India

CIS & Russia

Kazakhstan

CII organized an India Kazakh Business Forum on 23 September in New Delhi, with a 20 member delegation from KAZNEX INVEST, the National Agency for Exports and Investments, Republic of Kazakhstan, led by Mr. Meierzhan Maikenov, Deputy Chairman, of the Agency. The delegation comprised of representatives from government agencies, industry, trade and agricultural sector of the Republic of Kazakhstan.

The Forum was attended by about 60 industry members from CII. The visitors made presentations on the opportunities in Kazakhstan for business. Individual company presentations were also made. Mr K K Sinha, Head Investment Promotion and International Cooperation, DIPPI, made a presentation on the investment policies of India and invited Kazakh businessmen to invest and seek joint ventures in India.

Ambassador V B Soni, Chairman, Infrastructure Alliances Ltd, who chaired the meeting, emphasized on the various avenues for cooperation to enhance bilateral trade and



Ajay Bisaria, Jt Secretary (ERS), Ministry of External Affairs, India; Amb. Doulat Kuanyshiev, Kazakhstan Ambassador to India; M Maikenov, Dy Chairman, Kaznex Invest and Amb. V B Soni, Chairman, Overseas Infrastructure Alliances Private Ltd

business cooperation between India and Kazakhstan. He pointed out the benefits of engaging with Kazakhstan due to its attractive investment and trade policies.

Mr Ajay Bisaria, Joint Secretary (Eurasia), Ministry of External Affairs, gave an overview of the Indo-Kazakh relations, both economic and geopolitical, and spoke about the government to government initiatives being taken to enhance and strengthen relations between the two countries.

Uzbekistan

CII organised a meeting with Mr I Khydarov, Minister for Light Industry, Republic of Uzbekistan, who visited India accompanied by a 5-member official delegation representing the offices of the Prime Minister of Uzbekistan, Ministry of Foreign Economic Relations and other investment agencies. Mr Khydarov and his team made a comprehensive presentation on the textile industry of Uzbekistan, including opportunities and scale for cooperation with India. He also shared 23 proposed projects of the Uzbek Textile industry, where he invited Indian Industry to participate.

The Meeting, held on 27 September in New Delhi, was



Rakhimov Furkat, Sr Officer, Prime-Minister's Office, Uzbekistan; Dr Salikh Inagamov, Ambassador of Uzbekistan to India; I Khydarov, Minister of Light Industries, Uzbekistan; and T Kannan, Chairman, CII National Committee on Textiles

chaired by Mr. T. Kannan, Chairman CII Textile Committee who gave a brief presentation on the textile sector in India. He also reiterated the tremendous potential that exists for beneficial cooperation between the textile sectors of both countries. Specific presentations were made by select Indian companies, which shared their capabilities and strengths in the textile sector.

Commonwealth Nations

Building Commonwealth Business Linkages

Market - driven economies, microfinance, frugal innovations, and similar market conditions shared by Commonwealth countries will help these countries form trade linkages more easily, said Mr. Gregor MacKinnon, Managing Director, Commonwealth Business Council, United Kingdom.

Speaking at a CII session on 'Building Business Linkages between India and Commonwealth Countries' in New Delhi on 5 October, Mr. MacKinnon added that multi-sectoral trade in sectors like healthcare, pharmaceuticals, education, skill development etc are where the broad opportunities lie. Indian trade with Africa will be more private sector driven.

Low cost products, new business models and application of micro finance, which are India's strengths, can be applied to the developing market and help the Commonwealth countries achieve synergies. The key areas which will forge business ties are infrastructure, manufacturing, logistics and industries with low carbon emission, added Mr. MacKinnon.



Chris Parsons, Chairman - India Group, Herbert Smith; Ajay S Shriram, Chairman CII Business Club India and Chairman and Sr. MD, DCM Shriram Consolidated Ltd; Gregor MacKinnon, MD, Commonwealth Business Council, UK; and Roy Newey, Board Director, A4e

Mr. Chris Parsons, Partner, Herbert Smith, a law firm, said that they were so impressed by the Indian model of outsourcing that they too were thinking of outsourcing some of their work to India.

India is a place to be in with a long - term strategy said Mr. Roy Newey, Board Director, A4e (Action for employment).

Mr. Ajay Shriram, Chairman CII Business Club, and Chairman and Senior Managing Director, DCM Shriram Consolidated Ltd said businesses between Commonwealth countries have to be linkages between people to people, as this will lead to stronger and more long – lasting ties.

Europe

Germany

Politics

Energy Plan

For the first time since 20 years an 'Energy Plan' has been approved by the German government to generate enough renewable energy to meet 60% of Germany's energy needs by 2050, extend the lives of Germany's 17 nuclear power plants by an average of 12 years, and enhance the national grid to transmit reliable and efficient the power from the off-shore wind parks to the south of Germany.

With 40% of energy used to heat the 18m buildings in Germany, the Government plans to raise subsidies for insulation, cutting energy used for heating homes and buildings by 80% over the next 40 years.

But many people are upset about longer lives for nuclear power plants. In Berlin, 100, 000 people went on the streets to protest about changes to the 'nuclear exit' agreed by Social Democrats (SPD) and Greens a decade ago.

Spending Cuts

The Minister of Finance insisted on his plan to cut spending by € 80bn over the next four years in spite of improving tax revenues this year. He announced that this year's net borrowing requirement would fall to € 50-60bn, well below the € 65bn mentioned in the August Report. The Minister rejected fierce criticism that his budget cuts would hit the poorest in the country most. More than half of budget spending was still focused on welfare, he said.

Rail Project

A new unexpected problem for the German government has arisen in Stuttgart – home of Daimler, Porsche, Bosch and many famous 'Mittelstand' companies. The cause is a contentious project to remove an old rail terminus to make way for an underground through-station for high speed trains. Every day nearly 10,000 people gather to protest against the project whose € 4bn investment they consider too hefty for minutes saved in train travel.

Economy

Germany's economy will still grow by 3% in 2010 in spite of the fact that exports fell in July and August. Economists do not expect a double-dip back into recession as German exports to Asia are expected to remain robust.

But beyond exports, imports too rose faster over the past year. In July imports were almost 25% higher than a year before.

The steady recovery in the German economy resulted in a further decline in the unemployment figures to a seasonal adjusted level of 3,1m, the lowest since the early 1990s.

The IFO business climate index rose again in September, but only by 0,1 to 106.8 points from a level of 106,7 points in August.

Businesses

Automotive

Domestic sales are still on a low level: registering -27% in comparison to last year's figure. However, exports at +12% are still very good.

BMW signed a contract with Saab Automobiles to supply the next generation of vehicles with fuel-efficient petrol engines.

Electrical & Electronics Industry

This industry has forecast an increase of 8% of its annual production, which means € 160bn revenues. It was 20% lower last year.

Banks

The German Government believes it could reorganize the troubled publicly-owned Landesbanken. Two of the biggest Landesbanken, Bayern LB and West LB, have started consolidation talks.

Deutsche Bank has warned of risks to the economy if banks compete in a race to exceed new global capital standards according to the Basel III requirements.

CII Activities

CII – CEO's Delegation to Germany

Under the leadership of Mr Hari S Bhartia, President, CII, a 7 member CII delegation participated in the BDI-Day 2010 in Berlin. Mr Bhartia not only gave an excellent welcome address at the BDI Evening on 27 September but also delivered the keynote speech at the BDI-Day. The CII participation in the panel discussion has also been highly appreciated.

A BDI-CII CEOs Roundtable was also held.

It was proposed that CII, after more than two decades, establishes a full-fledged office in Germany in order to match the importance of relations between both economies, with an offer to host this office in the BDI Building.

Latin America & Caribbean

Engaging with Latin America

An 11 member multi-sectoral CII Business Delegation visited Latin America to enhance ties with Brazil, Peru and Chile



Eduardo Sampaio Marques, Director, Agribusiness International Promotion, Ministry of Agriculture, Livestock & Food Supply, Brazil; Shubhendu Amitabh, Co-Chairman, CII LAC Committee & Sr President, The Aditya Birla Group; Roberto Paranhos do Rio Branco, President, Brazil India Chamber of Commerce; Jyotiraditya Scindia, Minister of State for Commerce & Industry, India; Roberto Giannetti da Foneseca, Head Director, Trade & Foreign Affairs, Federation of Industries of the State of Sao Paulo (FIESP); Dr. Vinod Sachdeva, Charge de Affaires, Embassy of India, Brazil; Chaitanya Prasad, Jt Secretary, DIPP, Ministry of Commerce & Industry, India; and J K Tripathi, Consul General of India, Sao Paulo, Brazil

CII India-Latin America Conclave, Brazil

Over 200 Brazilian businessmen attended the CII India-Latin America Conclave in Sao Paulo on 2 September. Joining Indian and Brazilian business leaders, the Government of Brazil was represented by Mr. Ivan Ramalho, Deputy Minister of Development, Industry and International Trade; and Mr. Eduardo Sampaio Marques, Director, Agribusiness International Promotion, Ministry of Agriculture, Livestock and Food Supply. The event was organized by CII, in collaboration with the Indian Embassy in Brazil, the Ministry of Commerce and Industry, Government of India, the Brazil India Chamber of Commerce, and the Federation of the Industries of the State of Sao Paulo (FIESP).

Mr Jyotiraditya Scindia, Minister of State for Commerce and Industry, India, inaugurated the CII India- Latin America and Caribbean Conclave (Brazil). In a special address on 'India-Brazil: Unfolding Synergies', Mr

India & Latin America

Aggregate trade between India and Latin America was \$2.3 billion in 2003-04. In 2009-10, aggregate trade crossed \$16.5 billion!

India's imports from Latin America grew by 14% even during the global trade slowdown in 2009-10, to cross the landmark of \$10 billion. Similarly, exports too expanded in this period, although at a slower pace, and reached \$6.2 billion.

The Latin American region is very important to India as an investment destination, as a source of inputs crucial to our growth process, and as a vibrant and growing market for our goods and services.

The two sides have increased their trade at a time when global commodity prices are falling and global trade has been very subdued. India has reason to be immensely bullish on India Latin America economic engagement in the future.

The Indian government instituted the Focus LAC programme that offers incentives to Indian businesses to engage with Latin America. This includes support for hosting events, export incentives, and providing lines of credit. Commencing in 1997, this programme has produced excellent results as can be seen in the increase in bilateral trade and investment.

Scindia aptly captured the growing India- Brazil relations and the vast similarities and complementarities that exist in the two large democracies.

Mr Scindia also met Mr Miguel Jorge, Minister of Development, Industry and Foreign Trade, Brazil. Both Ministers expressed satisfaction at the growing bilateral relations marked by regular exchange of high level visits in the past few years. They discussed the possibilities of further strengthening commercial relations and the prospects of further investments and joint ventures in key sectors of mutual interest such as Oil and Gas, Agriculture, Infrastructure, Sugar, IT, automobiles and renewable energy. Mr Scindia described the Focus- Latin America and Caribbean (LAC) programme of India's Ministry of Commerce to incentivize and encourage Indian exporters to

enhance trade and investment in the LAC region. Both sides expressed their hope to take India-Brazil bilateral relations to greater heights.



CII Delegates with Miguel Jorge, Minister of Development, Industry and Foreign Trade, Brazil

Mr. Scindia met CEOs of top Brazilian companies who already have interests in India as well as others who are keen to enter the Indian market as investors. He invited and encouraged the Brazilian industrial community to visit India. The Minister also had fruitful interactions with leading Brazilian media in which he highlighted that the existing trade volumes are just the tip of the iceberg, with huge potential yet to be tapped. Over 250 Brazilian companies participated in pre-arranged B2B interactions with the Indian delegates.

CII India-Peru Seminar and Business Meet

From Brazil the CII delegation continued to Peru on 6 September. The CII India-Peru Seminar and Business Meet (B2B) was organised in Lima in collaboration with Indian Embassy in Peru and the Lima Chamber of Commerce at Lima. About 150 Peruvian companies participated in B2B interactions with the Indian delegates to discuss business opportunities and joint projects for both trade and investments.

India and Peru have much to offer to each other. Peru has a wide variety of ores and natural resources that India needs for infrastructure development. Peru has also

done very well in agricultural products, capturing world markets. India can benefit from exporting manufactured goods to Peru. India is also keen to invest in Peru as well as develop joint ventures for common projects.

“In order to leverage bilateral complementarities, India and Peru can forge a much closer economic partnership. The global economic crisis, whose repercussions are still evolving, has initiated a new paradigm in cooperation between emerging economies. In this context, there are high aspirations set for the private sectors of both countries to create and develop commercial and investment linkages that will strengthen the bilateral economic relationship.”

Jyotiraditya Scindia, Minister of State for Commerce and Industry, India

Indian companies have already made inroads into sectors such as petroleum, pharmaceuticals, and IT education. They need to consider investments in mining, transport, and tourism, taking advantage of Peru’s liberal investment climate. The CII business meet highlighted these opportunities.

Located on opposite ends of the world, India and Peru naturally face difficulties in movement of goods. The lack of direct shipping routes and insufficient information deters the full flowering of bilateral economic engagement. The lack of logistics needs to be tackled on a priority basis by creating a facilitative climate for shippers and businesses

to build new supply lines. The information deficit can be bridged by establishing regular contacts between Indian and Peruvian businesses. The visitors urged the Peruvian business community to participate in India trade shows, and bring business missions to India. The industry associations of both sides can together reinforce trade ties by increasing



Carlos Durand Chahud, President, Lima Chamber of Commerce, Jyotiraditya Scindia, Dr. Martín Pérez, Minister of Commerce and Tourism, Peru, Appunni Ramesh, Ambassador of India to Peru and Shubhendu Amitabh, in Lima

the frequency of such interactions, it was felt.

It was recommended that both sides set up a bilateral government-industry panel to examine the trade potential and to explore ways to increase economic cooperation.

CII signed a MoU with the Lima Chamber of Commerce to promote economic and industrial co-operation between India and Peru with particular reference to the private sector, and to co-operate in activities for industrial and technological advancement.



Pedro Reus, International Manager, SOFOFA; Rajan Kapoor, CEO US Operations, Kohinor Foods USA Inc.; Santosh K Kulkarni, General Manager, Kirloskar Brothers LLC; Rathna Kumar, MD, Confident Engineering India Pvt. Ltd.; K B Vijaykumar, MD, Fowler Westrup (India) Pvt. Ltd.; Jyotiraditya Scindia, Pradeep K. Kapur, Ambassador of India to Chile; and Antony Lobo Merio, Special Director- International Operations, Ashok Leyland Ltd.

CII India-Chile Seminar and Business Meets

The Municipal Council of Valparaiso hosted the Indian delegation at Valparaiso, where they had an opportunity to interact with Mr. Jaime Varas Canessa, Acting Mayor of Valparaiso, Ms Marina Huerta Rosales, Alderman, City Council – Valparaíso and Mr. Maximo Silva Herrera, Alderman, City Council – Valparaiso. About 70 Chilean Business personnel attended B2B meetings which were organized by Camara Regional Del Comercio. Valparaiso, Chile.

In Santiago, CII, in collaboration with the Indian Embassy in Santiago, Chile and SOFOFA organised the CII India-Chile Seminar and Business Meets at Santiago on 8 September. The meeting brought forth more than 150 Chilean participants to meet and engage with their Indian counterparts.

India and Chile have shared a warm and cordial relationship in the past, with several high-level visits in both directions shaping and guiding the bilateral framework of interaction. The recent troubles in the global economy have reiterated the significance of such bilateral relationships as economies re-engineer to leverage emerging economic forces. The shift in the global engines of growth towards emerging economies which was perceptible before the global economic crisis has now become a widely acknowledged force.

In 1991, economic reforms and liberalization commenced in India, similar to the way in which Chile itself embraced reforms and globalisation in the 1990s. While Chile was quick to respond to the economic changes and could achieve an average 8% GDP growth during the 1990s,

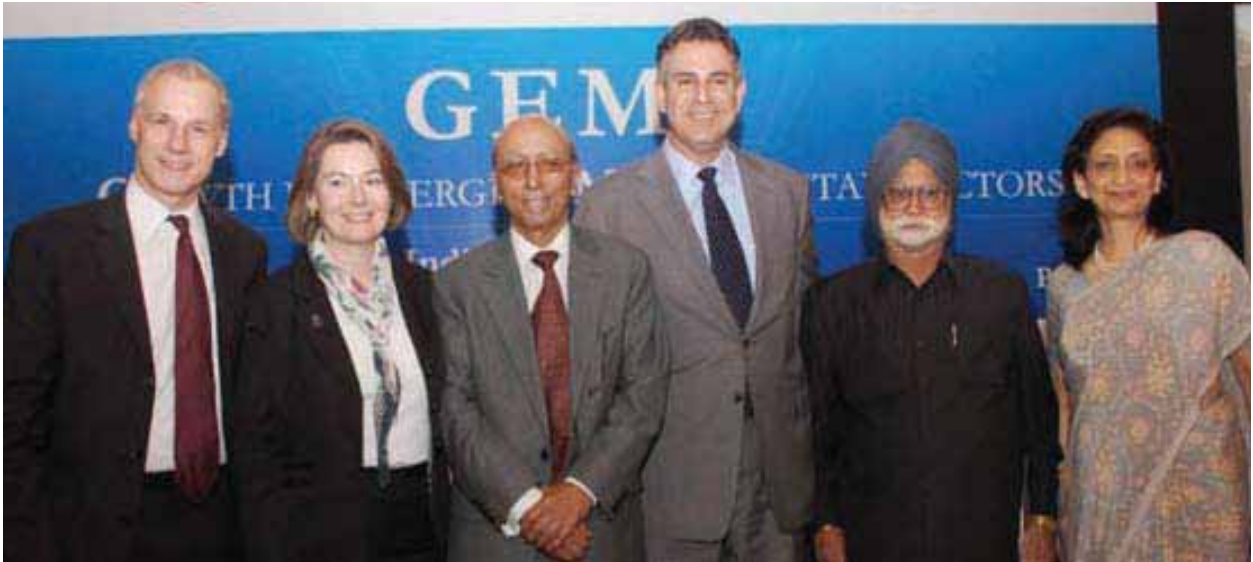
India attained a comparatively lower rate of 5-6% during these years.

However, India's trade with Chile has been a valuable component of our overall trade with LAC. Chile was our third largest export destination after Brazil and Mexico in 2008-09. Unfortunately, in 2009-10, exports declined to below \$300 million. However, Chile continues to be India's third largest source of goods in LAC. There is need to examine further complementarities in order to diversify the export basket and move up the value addition ladder beyond commodity exchange.

Strategic alliances between Indian and Chilean companies are on the rise. Indian companies are investing in mining, software, pharma and automotives manufacturing sectors in Chile. Chilean companies were invited to explore investment in India's growing markets and bring their expertise in areas such as food processing and agri-inputs to India. Partnerships and joint ventures between companies of the two sides would help in tapping the strengths of both sides. Issues such as language, divergent ways of doing business and complementary specialization can be resolved through such combined ventures.

At the governmental level, building on the success of the PTA and expanding into a more comprehensive engagement was emphasised. The transport costs are already high enough to deter trade, inordinate tariffs could prove a major impediment. Both countries can proactively lower tariffs on goods of interest to the other side for mutual benefit, and mutually be prepared to be flexible in this regard.

United States of America



Ron Somers, President, USIBC, Judy Reinke, Commercial Counselor, US Embassy, Tarun Das, Chairman, CII India-US Council, Francisco Sanchez, US Under Secretary of Commerce for International Trade, Mohansingh Rajpal, Mayor of Pune and Kiran Pasricha, Deputy Director General, CII

Under Secretary Sanchez's Visit to India

CII, in partnership with the US India Business Council (USIBC) organized the inaugural 'Growth in Emerging Metropolitan Sectors' (GEMS) conference on 28 September in Pune. The GEMS initiative, led by the US Department of Commerce, aims to venture out to Tier-II and Tier-III cities in India in an effort to identify opportunities for Indo-US business collaboration. Pune, as a rapidly growing city, exemplifies the emerging SME sector, necessary for the next level of economic growth and job creation.

Mr Francisco Sanchez, Under Secretary of Commerce for International Trade, International Trade Administration, US Department of Commerce, underscored the need to identify many cities in India, like Pune, where business opportunities can be found across sectors like clean energy, education, manufacturing and more. The promise of urbanization presents tremendous opportunity for business to fulfill the needs gap in products, services, infrastructure, he said.

The conference highlighted the need for new avenues for cooperation between the US and India in sectors like clean energy, retail, science and technology, e-learning and tracking climate change.

Mr Uday Kumar Varma, Secretary, Union Ministry of Micro, Small and Medium Enterprises, India, outlined specific recommendations to provide a boost to the

SME sector, such as creating an additional focus group for SMEs under the Indo-US Trade Policy Forum, and creating a CEOs Forum for SME as institutional mechanisms for exchange of ideas and technology. The upcoming visit of US President Obama to India exemplifies the US administration's deep commitment to strengthening relations with India. Business linkages, which lie at the center of bilateral relations, must grow across sizes, cities and sectors.

In New Delhi, CII organized a closed door meeting with Mr. Francisco Sanchez, on 29 September. The discussion revolved around SMEs collaboration, Energy, Agriculture, Manufacturing and the upcoming visit of President Obama. The meeting was chaired by Mr Tarun Das, Chairman, CII India-US Council.

Interaction with Under Secretary Robert Hormats

India is a natural partner to the US and the future of the two countries is intertwined, declared Mr. Robert Hormats, Under Secretary for Economics, Energy and Agriculture Affairs, US Department of State. Speaking at an interactive session on 'Indo-US bilateral economic relationship in the context of changing Global economic architecture', jointly organised by CII and the Aspen Institute India on 15 September, in New Delhi, Mr. Hormats underlined the importance of investment, energy, agriculture and global economic cooperation towards deepening the cooperation between India and US.



Chandrajit Banerjee, Director General, CII, Robert Hormats, Under Secretary for Economics, Energy and Agriculture Affairs, US Department of State, and Tarun Das

While welcoming Indian investments in US, Mr. Hormats expressed the need to restart negotiations on the Bilateral Investment Treaty (BIT) between the two countries. He also said that the US welcomes Indian companies as providers of capital, know-how, American jobs, dynamic innovation and highly talented people. He urged the Government of India to open up FDI limits in India in sectors such as insurance and defence, infrastructure and retail. The US will work even closer to strengthen the bilateral economic relationship, which includes the re-launch of a high level investment focus group under the US-India Trade Policy Forum in September 2010, he declared.

Mr. Hormats also talked about the high potential of India to be a pioneer in alternative energy sources, green development and low-carbon growth and expressed the willingness of his country to work with India towards sustainable and responsible economic growth.

India and the US have launched the US-India Agriculture Dialogue to usher a second Green Revolution in India and address the challenge of hunger and malnutrition. He added that the US wants to share its expertise and develop tools and resources to benefit the 'Aam Aadmi.'

Spotlight: CII-India Business Forum Members

SBI Targets

India's largest lender, the State Bank of India (SBI), is targeting 20 per cent of its net income from international operations in the next two-three years, a top official of the bank said.



L&T Financial Services

Restructuring of financial services is the first priority for Larsen & Toubro Ltd, according to Mr Y. M. Deosthalee, its Chief Financial Officer. The mode and timing of financial services (being offered under L&T Finance) restructuring would depend on many conditions including the market behaviour, he said.

US Economy and Policy Watch

Anti-Outsourcing Act fails to clear US Senate

The 'Creating American Jobs and End Offshoring Act' introduced by Senate Democrats failed to clear the US Senate after some Democrats rallied with Republicans to oppose the proposed law. The Act sought to end tax deductions for expenses incurred when companies in USA move jobs overseas; impose a new tax on products once made in the United States but now manufactured by foreign workers; and would have offered employers a two-year payroll tax holiday on jobs repatriated from overseas.

Ohio bans Outsourcing Govt IT Projects

The US state of Ohio has banned outsourcing of government IT and back-office projects to offshore locations. Ohio Governor Ted Strickland signed the executive order enforcing the ban, even though he had previously actively wooed Indian companies setting up operations in the state. The Indian IT industry has expressed concern about the protectionist move and the possibility of similar moves by other American states in the face of persistently high unemployment rates.

President Obama Signs Small Business Jobs Act

The US President has signed the Small Business Jobs Act, which gives small business owners tax breaks and better access to credit.

US-India Bilateral Update

India and IMF: International Monetary Fund head Dominique Strauss-Kahn has said the Indian economy is recovering well and New Delhi would get higher quota in the IMF board, a review of which is currently underway, reflecting its enhanced economic standing.

Nuclear Liability Law: The United States considers resolving its concerns regarding India's nuclear liability legislation an 'important priority', according to US Assistant Secretary for South and Central Asian Affairs Robert Blake.

India-US Partnership: The promise of India-US partnership "looms bright and unmistakable" ahead of President Barack Obama's historic India visit, says a senior US official praising Prime Minister Manmohan Singh for his role in forging the relationship. "As President Obama prepares for an historic state visit to India later this autumn, the promise of our partnership, built on strong bipartisan foundations in both our countries, looms bright and unmistakable," said Under Secretary of State William Burns.

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Investment & Interactive Meets in the USA

The United States of America is today home to one of the largest Indian populations in the world, comprising of a nearly 3 million strong Indian American community, specializing largely in the fields of IT, healthcare, education and services, as well as entrepreneurs and students.



To strengthen the engagement of the resourceful Indian community in the USA with 'Opportunity India', the Overseas Indian Facilitation Centre (OIFC), along with the Ministry of Overseas Indian Affairs (MOIA), the Consulate General of India, New York, and CII, hosted an Investment and Interactive Meet, in New York, on 13 September. The Asia Society, a leading global and pan Asian organization in the region, was the official partner of the Meet.

The Meet was organized to apprise Indian Americans about the host of engagement opportunities existing in India to tap their growing investment and intellectual potential.

A delegation from India, led by Dr A Didar Singh, Secretary, MOIA, and Chairman, OIFC, invited the Global Indians to partner in India's emerging growth story and connect with the country. The business delegation included prominent players from Indian industry such as BNP Paribas (infrastructure), Kotak Mahindra Bank, and Everonn Education Ltd, among others.

The Meet was attended by over 100 delegates comprising of professionals, HNIs, academicians and potential investors, of Indian origin, exploring the growing Indian market.

In his opening remarks, Mr Prabhu Dayal, Consul General of India in New York, appreciated the special initiatives of the OIFC and the MOIA to expand diaspora inter linkages with India. He stressed on India's growing economic achievements with a stable business environment and urged the diaspora to participate in India's progress.

Dr A Didar Singh described the various MOIA schemes to nurture and sustain the symbiotic relationship of the diaspora with India. Reiterating on India's emergence as a favorable investment destination, he invited Indian Americans to benefit from the opportunity that India provides.

Ms Shefali Chaturvedi, CEO, OIFC, and Mr G. Gurucharan, CEO, the Indian Council of Overseas Employment (ICOE), described their respective organisations' objectives and programmes. Industry delegates from India presented sector specific investment prospects.

In general, the diaspora expressed interest in investment opportunities in sectors such as infrastructure, manufacturing and services, and in finding suitable business partners for their potential ventures and outsourcing opportunities in India.

The Meet in New York was followed by an interactive session with the Indian diaspora, held on 14 September, in Washington DC, by the Indian Embassy in Washington.

India REGIONAL R O U N D U P

East

Region

Distribution of Books to Schools

8 September; Patna, Raipur, Kolkata



Distribution of Books to Schools in Raipur

Since 2008, CII and The Asia Foundation have partnered in distributing more than 18,500 books to Indian schools and universities. As a part of this initiative, books were handed over to the principals and the students of schools in Patna, Kolkata and Raipur, to mark World Literacy Day.

Roundtables on Internal Security

10 September, Ranchi
16 September, Patna
23 September, Bhubaneswar



Roundtable on Internal Security in Bhubaneswar

CII Eastern Region has constituted a Task Force on Internal Security, to provide a platform for industry to deliberate on Internal Security related issues, concerns and challenges faced in the region. A series of Round Tables on Preparedness in Internal Security were held in Patna, Ranchi and Bhubaneswar.

Performance Management Systems

23 September, Jamshedpur
25 September, Balasore



Workshop on Performance Management Systems in Balasore in progress

Workshops on Performance Management Systems were organized in Jamshedpur and Balasore, to help local industry increase efficiency, decrease cost and enhance quality.

Jharkhand

Leadership through Emotional Intelligence

15 September, Jamshedpur
Emotional competence is an important attribute of leadership. In a bid to enhance emotional intelligence of its members and ignite their creative genius, CII Jamshedpur Zonal Council organised a workshop on Achieving Leadership Excellence through Emotional Intelligence.

Safety for You

30 September, Ranchi
CII Eastern Region is organizing a series of Roundtables on Safety followed by membership interactions with the Safety Help Desk in different locations to address membership concerns and queries on industrial safety. The the second roundtable of the series, held in Ranchi, had a special focus on MSMEs.

Members' Meet

30 September, Ranchi
At a Members' Meet, Mr Kurush Grant, Chairman, CII Eastern Region briefed the members on the CII initiatives in the Region as well as the special initiatives in Jharkhand. Mr Ranaveer Sinha, Deputy Chairman, CII Eastern Region, also addressed the gathering.

A press meet was organised with an objective to appraise the media about the agenda, key initiatives and future action plan of CII.

West Bengal

Minerals 2 Metals

8 – 9 September, Kolkata



Sandipan Chakravorty, Past Chairman, CII (ER); H M Nerurkar, MD, Tata Steel Ltd; Rana Som, CMD, NMDC; and Biswadip Gupta, Jt MD and CEO, JSW Bengal Steel Ltd

The Steel and Iron-ore industry is on a growth trajectory. India produced 62 billion tons of steel last year which is targeted to cross 100 billion in 2010. Mr Rana Som, Chairman and Managing Director, National Mineral Development Corporation (NMDC), and Mr H M Nerurkar, Managing Director, Tata Steel, participated in the inaugural session of the two-day Conference and Exposition on 'Minerals 2 Metals 2010. On this occasion a CII – E & Y Study Report: 'Sun Rises in the East' was unveiled.

10th Supervisory Skills Competition

9 – 10 September, Kharagpur

The Supervisory Skills Competition is an important CII initiative for inspiring and motivating industrial supervisors, by providing recognition for individual merit and excellence in skills through an organised competition. Around 100 participants took part in the 10th edition of the competition.

Manufacturing Mission to Chennai

22 – 23 September, Chennai

CII Eastern Region organised a learning mission on manufacturing to Chennai. The 10 member delegation visited Saint Gobain Glass India Ltd, Hyundai Motor India Ltd and Rane (Madras) Ltd.

Direct Tax Code

25 September, Kolkata

The much-awaited Direct Tax Code (DTC) Bill, which aims to replace the existing Income-Tax Act, 1961, has finally been presented in the Parliament. Once approved by both Houses, it will be enacted as a law, effective from 1 April 2012. Mr Sunil Mitra, Revenue Secretary, Union Ministry of Finance, was the Chief Guest at a Seminar on the New Direct Tax Code.



Sunil Mitra, Revenue Secretary, Union Ministry of Finance

Healthcare East

28 September, Kolkata

Mr Suryakanta Mishra, Minister of Health & Family Welfare, West Bengal, was the Chief Guest at Healthcare East 2010. Dr Prathap C Reddy, Chairman CII National Health Council, and Chairman, Apollo Hospitals Group, was also present.



Suryakanta Mishra, Minister of Health & Family Welfare, West Bengal, inaugurating Healthcare East 2010

North

23rd QC Competition

15 September, New Delhi

16 September, Jaipur

21 September, Lucknow

29 September, Gurgaon

The preliminary rounds of the 23rd Quality Circle Competition, an annual feature since 1986, took place across the Northern Region, with presentations by Quality Circle teams of CII member companies. The top two teams from each of the preliminary contests would compete in the Regional Final in February 2011.

Infrastructure Project Management

9 September, New Delhi

If India doesn't create good quality infrastructure in the times to come, it will actually result in lower standards of

living amongst the populace, opined Mr. Amitabh Kant, Chief Executive Officer and Managing Director, Delhi Mumbai Industrial Corridor Development Corporation, at the conference on Infrastructure Project Management. The focus was on PPP arrangements for developing infrastructure in the country.



S. Sridhar, CMD, Central Bank of India

Finance & Investment 2010

27 September, New Delhi

The conference reiterated the need to strengthen the regional banking and financial environment with innovative practices and governance models for inclusive growth. Mr. S. Sridhar, Conference Co-Chairman

and Chairman cum Managing Director, Central Bank of India, presented his perspective of Public Sector Banks and Undertakings.

Chandigarh

Information Security Awareness

3 September, Chandigarh

The workshop was held to create information security awareness amongst all the end users of internet in the region and to protect them from the growing risks in internet usage and online dangers, Mr Shekhar Kapoor, Finacle Consulting & Products Strategy (CAPS), Infosys Technologies Ltd described various cyber threats that could risk business dealings and protective strategies to combat them. using antivirus, antimalware & firewall, SPAM.

Haryana

CII Manufacturing Excellence Mission

9 September, Gurgaon



Manufacturing Excellence Mission members

A 30 delegate mission visited Honda Motorcycle and Scooter India Pvt. Ltd., Hero Honda Motors Ltd., JCB India Ltd. and Whirlpool India Ltd. to learn best practices in the manufacturing sector. The visit included meetings with the top management, presentations, discussions and visits to key facilities for environment-friendly technologies for performance improvement, energy and water conservation, optimum utilization of natural resources and reduction in emissions.



Ahmed Sultan Qassimi, Senior Commercial Officer, Hamriyah Free Zone

Doing Business in UAE

21 September, Gurgaon

The session highlighted the wide range of international business opportunities available for the SME sector at the Hamriyah Free Zone, which provides competitive incentives and unique opportunities to establish a business in a tax-free environment, full company

ownership, exemptions from all commercial levies and repatriation of capital and profits.

Himachal Pradesh

Value Stream Mapping

13 September, Chandigarh

The workshop on Identifying and Decreasing Waste mapped out the activities in the manufacturing process with cycle times, down times, in process inventory, material moves, information flow paths etc.

Apne Lakshya Ki Prapti

18 September, Nalagarh

The workshop aimed to self-motivate workers to enhance productivity and work towards achieving organizational goals.

Uninterrupted Power Supply

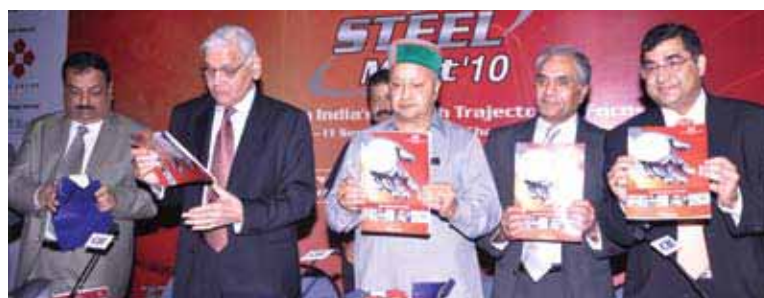
28 September, Baddi

The session addressed the issue of power shortage facing the Baddi, Barotiwala and Nalagarh industrial belt of Himachal Pradesh. Tata Power Trading Company and Himachal Pradesh State Electricity Board made lucid presentations on how to find a practical solution for the problem. It helped industries to create a road map for uninterrupted power supply to enhance their productivity and competitiveness.

Punjab

Steel Mart 2010

10-11 September, Chandigarh



Bipin Kumar Vohra, CMD, SPS Group; J Mehra, Chairman, Steel Mart 2010 and Director, Essar Group; Virbhadr Singh, Union Minister of Steel; R M Khanna, Chairman, CII NR) and J K Arora, President, All India Induction Furnace Association

The CII Steel Mart 2010 focussed on higher automation, focus on special products, high end products for both domestic and export markets and joint investments in technical manpower, to bring back the growth trajectory of the steel industry.

Mr Virbhadr Singh, Union Minister of Steel, made a strong statement that only value added products should be exported, and suggested a ban on iron ore exports.

The Government will set up a special mechanism to look after the interests of the secondary steel producers, he said.

The conference also showcased state-of-the-art technologies on carbon and special steel, and its new uses in the steel industry.

Supporting the CII relief and rehabilitation operations in Leh, the Essar Group and the SPS Group announced steel support for building houses in Leh.

Rajasthan

Krishi Utsav 2010

7-8 September, Sri Ganganagar, Rajasthan



Bharat Singh, Minister for Rural Development & Panchayati Raj; Gurmeet Singh Kunnar, Minister of State for Agriculture Marketing; and Murari Lal Meena, Minister of State for Technical Education (Agriculture), Rajasthan, inaugurating the exhibition

Krishi Utsav 2010 shared new techniques and ideas with the farmers through an exposition and the Krishi Paramarsh Kendra. The event highlighted the increasing need for sustainable and balanced development of the agriculture sector.

Mr Bharat Singh, Minister for Rural Development & Panchayati Raj, Rajasthan, inaugurated the Utsav, which was well attended by around 11500 farmers from the Bikaner division; was addressed by over 40 speakers.

CII-BEE Workshops

24 September, Pali
28 September, Jaipur

Promoting Energy Efficiency and Enhancing Competitiveness, the CII – BEE workshops continue at various industrial locations in the northern states. The focus sector in Pali was textiles, while in Jaipur, the sectors in focus were hotels, food processing, manufacturing, heavy power consumers and auto components.

Uttar Pradesh

Intellectual Property Rights

17 September, Kanpur



Dr Shashi Rana, Scientific Officer, Council of Science & Technology, UP; Capt R Vikram Singh, Municipal Commissioner, Kanpur, and Atul Mehra, MD, Tasty Dairy Specialties Ltd

The session, which highlighted the importance of intellectual property rights (IPR) such as copyrights, patents, trademarks, industrial designs, etc, was inaugurated by Capt R Vikram Singh, Municipal Commissioner, Kanpur.

Construction & Design of Concrete Roads

16-17 September, Lucknow

In the two day training programme, professionals from the state government and road contractors involved in the construction of concrete roads, learnt best practices in road construction with special focus on jointed plain concrete pavements, which are mostly used in India, and repair mechanisms of concrete roads.

Uttarakhand

Industry Institute Linkages in Energy

16 September, Dehradun

CII and the University of Petroleum and Energy Studies signed a MoU for building Industry-Institute linkages in Uttarakhand. The areas of cooperation include research and services to industry in energy efficiency, logistics, and supply chain.



Rajiv Berry, Chairman, CII Uttarakhand; and Dr Parag Diwan, Vice Chancellor, UPES; signing the MoU

South

Connect 2010

8-9 September, Chennai

The 10th edition of Connect 2010, with the theme 'ICT 2020: Surging Ahead' was broadly classified into three spheres comprising domestic and international 'out'sourcing, ecosystem, and innovation and entrepreneurship. The keynote panel discussion on domestic and international 'Out'sourcing, termed 'Smart'sourcing, ideated on developing sustainable growth models and identifying opportunities. The discussion on Ecosystem dealt with a complex and interdependent set of technical, social and business relationships. The panel discussions on Innovation and Entrepreneurship explored the facilities, investment and the necessary academic skills to move up the value chain and develop an agenda for the next ten years of growth in IT in India.



Nandini R, Chairman, CII Tamil Nadu; PWC Davidar, Principal Secretary, IT, Tamil Nadu; S Mahalingam, Chairman, Connect 2010, Dr Jung-Chiou Hwang, Vice Minister, Economic Affairs, Taiwan; V Narayanaswami, Union Minister of State for Planning & Parliamentary Affairs; and S Gopalakrishnan, Chairman, CII (SR)

The seminar promoted Japan as an investment destination for Indian makers of automobile parts. Besides an overview of the Japanese automotive industry, it also included a session on Nissan's strategies for growth in India.

Indo-Japan Cooperation

28 September, Chennai



Shekar Viswanathan, Chairman, Manufacturing Sub-Committee, CII (SR) and Dy MD (Commercial), Toyota Kirloskar Motor Pvt Ltd; Yosuke Yanagase, President, Global Alliance Network, Japan; Hirokazu Yamaoka, Director, Overseas Business Support Division, JETRO Tokyo; and Shinya Fujii, Director General, JETRO, Chennai

Andhra Pradesh

Industrial Growth in Andhra Pradesh

3 September, Hyderabad

At a Round Table session, the representatives of various political parties in Andhra Pradesh discussed how to develop a 'Conducive Environment for Industrial Growth in Andhra Pradesh'. They assured their support for industrial growth in the state, irrespective of recent developments and party ideologies. They also urged Industry to play a pro-active role in social development. The politicians also examined issues pertaining to industry like power, infrastructure, land allocation, skill development, promoting Tier II & Tier III cities, and natural gas, besides others.



G Kishan Reddy, AP State President, BJP; Dr. Jayaprakash Narayan, President, Lok Satta; B V Raghavulu, AP State Secretary CPI (M); K Vidyadher Rao, Sr Party Leader, PRP; Y Harish Chandra Prasad, Immediate Past Chairman, CII Andhra Pradesh; Shakti Sagar, Chairman, CII Andhra Pradesh; Dr. K Narayana, AP State Secretary, CPI; Dr. N Thulasi Reddy, Spokesperson, AP State Congress Committee; Y Rama Krishnudu, Sr Party Leader, TDP; B Vinod Kumar, Sr Party Leader, TRS; and Syed Jafri, MLC, AIMIM

CEOs Round Table on HRD

8 September, Hyderabad

The CEOs Round Table with Ms D Purandeswari, Union Minister of State for Human Resource Development, was organized on International Literacy Day, to encourage industry leaders to actively participate in the adult literacy initiative of Government of India popularly known as Sakshaar Bharat.



D Purandeswari,
Union Minister of
State for HRD

Emerging Technologies in Food Processing

17 September, Hyderabad

The seminar on Emerging Technologies in Food Processing Industry. Discussed the policy initiatives and interventions required to achieve a quantum increase in the growth of the food processing industry. It also deliberated on issues like infrastructure, finance, quality certification, packaging, Supply Chain Management and R & D technologies in food processing.

Conference on Infrastructure Development

25 September, Hyderabad



Jayadev Galla, Vice Chairman, CII AP; D Lakshmi Parthasarathy, Principal Secretary, Transport, Roads & Buildings, AP; J P Nayak, Whole-time Director & President (Operations), L & T Ltd; Aruna Kumari Galla, Minister for Roads & Buildings, AP; and Rajiv Yadav, Member (Admin), NHAI

The second edition of the Infrastructure Conference focussed on the Road Sector. It highlighted the importance of PPPs in the sector along with the policy initiatives and the impetus required to boost the sector. Mr. Rajiv Yadav, Member, National Highways Authority of India, emphasized the need for making the Private Public partnership projects more acceptable to the public.

Healthcare Reforms

30 September, Hyderabad

Dr. P V Ramesh, Principal Secretary, Health, Andhra Pradesh, urged all the stakeholders to contribute in the form of ideas, actions, partnerships and educating public, to enhance the healthcare standards of the state.

Dr. Varma Vegesna, Convenor, Healthcare Panel, CII Andhra Pradesh and Managing Director, Lazaurs Hospitals, suggested that the Government combine all the healthcare regulations in a single window, to facilitate more private investment in the sector. He

hailed the Public Private Partnerships in this sector in Andhra Pradesh, citing the examples of Aarogyasree and Emergency services of 108 & 104.

Karnataka

Industrial Relations & Employee Contracts

28 September, Bangalore



S N Murthy, Senior Advocate, Karnataka High Court;
Soumitra Bhattacharya, Convener, CII Karnataka HR/IR Panel;
Dr R Krishna Murthy, Director, Industrial Relations Institute of India;
and Aroon Raman, Chairman, CII Karnataka

The Conference on 'Challenges of Industrial Relations & Enforcement of Employee Contracts in a Globalised Indian Economy' discussed how to arrive at a win-win situation between industries, Government, unions and associates.

Interaction on Environment

16 September, Hubli

The interaction with Mr R Shyamsundar, Senior Environmental Officer, Karnataka State Pollution Control Board, enabled members to seek clarifications on issues of concern.

Environment Management System

16-17 September, Bangalore

Following the workshop held in the Bommasandra Industrial Area in June, the workshop in the Peenya Industrial Area was an excellent opportunity for industries to interact with environment management experts.

Corporate Wellness

10 September, Bangalore

The aim of this programme was to create a healthy, happy and more productive work force. Dr Narayan Murthy, Senior Cardiologist, BGS Global Hospitals, Dr Mahendra P Sharma, Associate Professor NIMHANS, Dr Ajay Patwardhan, Director, India Medical Services, GE India Technology Center P Ltd and Dr Sudha, Senior Physian, Soukya International Holistic Health Center described simple and achievable ways towards a fit life.

Transfer Pricing

9 September, Bangalore

The seminar provided insights and perspectives from consultants and industry experts on Transfer

Pricing Litigation issues in India. It focused on functional analysis, economic analysis, selection of most appropriate method, documentation, selection of tested party and financial transactions, nexus between transfer pricing and permanent establishment issues, etc.

Polish Indian Investment Forum

6 September, Bangalore

Mr Donald Tusk, Prime Minister of Poland, presented investment opportunities in his country to Indian entrepreneurs. An MoU was signed between the CII and the Polish Information and Foreign Investment Agency to facilitate exchange of professional experience, information about products and industrial processes, education and vocational training, promote joint ventures, facilitate growth of SMEs, organize joint seminars, missions and participate in trade fairs and exhibitions.



Aroon Raman, Chairman, CII Karnataka and Donald Tusk, Prime Minister of the Republic of Poland

CWG Queen's Baton Relay

3 September, Bangalore

The Organising Committee of the Commonwealth Games 2010 in partnership with CII organized a Road Show. Mr Aroon Raman, Chairman, CII Karnataka, said that the objective of the Business Club India is to promote India as a business and investment destination. Ms Ashwini Nachappa, former Indian Athlete, urged industry to support Sports at the grassroot level. Mr I R Perumal, Principal Secretary Youth Services & Sports, Karnataka, felt that growth in the sports sector is very insignificant compared to other industries.

Kerala

Manufacturing Study Mission

17 September, Madurai

The mission visited Sundram Fasteners Ltd: Hi-Tech Arai Ltd to understand good manufacturing management practices and their impact on organisations.

New Foreign Trade Policy and Procedures

17 – 18 September, Kochi

The programme covered the topics such as DEPB,

zero duty EPCG scheme. It apprised participants about the recent changes in the foreign trade policy and the related changes in the customs and excise laws and RBI dispensations.

Tamil Nadu

Leadership for Corporate Women

6-7 September, Chennai



Gayathri Sriram, MD, UCAL Auto Pvt. Ltd; Letika Saran, Director General of Police, Tamil Nadu; Pradipta K Mohapatra, Chairman, Governing Board, Executive & Business Coaching India Ltd, and Vijay Menon, Facilitator/ Coach

The session was organized to help women executives reach their leadership potential through collective learning. The focus was on increased self-awareness of natural leadership style and skills, personality and behaviors, tools for effective career/life success, and sharing best practices.

TN Water Summit 2010

21-22 September, Chennai



K Ranganath, Event Chairman, TN Water Summit 2010; Nandini Rangaswamy, Chairperson, CII Tamil Nadu and Vincent H Pala, Union Minister of State of Water Resources, signing the Voluntary Water Code

Mr Vincent H Pala, Union Minister of State for Water Resources, was the Chief Guest for the TN Water Summit 2010 'Achieving Universal & Sustainable Access.' Representatives of the Public Utilities Board (PUB), Singapore, also addressed and participated in the Summit.

The Water Directory and the Voluntary Aqua Code were released at the event.

'One Manufacturer'

23 September, Chennai



Session on 'One Manufacturer' in Chennai

The evening session on 'One Manufacturer' highlighted the various strategies organizations can adopt to attain one modus of efficiency throughout all operations, for greater control and productivity. The session was followed by a panel discussion on challenges and trends in manufacturing.

Cost Reduction through Value Engineering

29 September, Chennai

The workshop introduced members to a new approach to cost reduction through value engineering, interactive technical sessions and industry case study presentations.

Puducherry

2nd TQM Forum

13 September, Puducherry

The TQM Forum discussed the concept "Process Window Mapping" in detail. The members were taken through a Study, Approach, Procedures, Machine setting parameter, Visual Inspection Mapping, MVDT Status Mapping, Coil Resistance Mapping, DPMO Formula, etc. to understand "Process Window Mapping" and its usage at their workplace.

Productivity and Quality Improvement

15 September, Puducherry

The programme created awareness on 3M – 5S – 7 Waste Elimination as the base for any improvement initiative in Productivity & Quality. Successful industries made case study presentations on their expertise in 3m-5s-7 waste elimination concepts.

E-filing of Commercial Tax

16 September, Puducherry

Mr M S Vijayaraghavan, Chairman, CII Puducherry, called on Mr Raje Saker, Commissioner, Commercial Tax, to discuss issues on online filing of C Form through the internet.

Update on Urban Mission to Europe

17 September, Puducherry

The session was held to brief senior government officials about the forth-coming mission's objective, and opportunities available to meet leaders from Europe and India in areas such as Urban Planning, Heritage Conservation, Real Estate Development, Energy Management, Sustainable Development and Mass Rapid Public Transport Systems.

Investment Opportunities with JETRO

23 September, Puducherry

The objective of the meeting was to understand the economy and industrial climate in Japan through JETRO (Japan External Trade Organization) and how to make it viable with Industries and Trade in Puducherry.

MSME Developmental Initiatives

23 September, Puducherry

The meeting was held to understand the current status of upcoming SEZ, labour related issues which affect the growth of industries in Puducherry and MSME developmental programmes.

Skills Development for Employability

24 September, Puducherry

Mr V Vaithilingam, Chief Minister of Puducherry, chaired the meeting to discuss modalities for providing training and employment opportunities to the local people. Mr M Kandasamy, Minister for Labour and Employment, Puducherry, was the Vice Chairman for the meeting which was also attended by senior government officials, trade union leaders and representatives of other industry associations. CII suggested bringing out government policy on skills development so that different stakeholders could understand their roles and responsibilities in this regard.

Live Demo Session of Online Forms

29 September, Puducherry

The session enabled member companies to familiarize themselves with online issue of Form C & Form F and to file Form C & F through the internet. Mr Raje Saker, Commissioner, Mr Sridhar, Dy. Commissioner, Commercial Tax, and Mr M S Vijayaraghavan, Chairman, CII Puducherry, were present.

Zones

Chennai

Doing Business with Japan

21 September: Chennai

The seminar highlighted how Mizuho Corporate Bank Ltd

has signed a MoU with Guidance Bureau of Tamil Nadu, to boost future economic interaction between Tamil Nadu and Japan. Mr Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu, and Mr Daisuke Yamada, General Manager, Mizuho Corporate Bank, addressed the seminar.

Coimbatore

FINEXE 2010

24 September, Coimbatore



FINEXE 2010 in Coimbatore

FINEXE 2010 was organized in Coimbatore to enable MSMEs gain adequate access to financial schemes offered by banks and financial meetings.

Erode

How to become a Successful Manager

8 & 9 September, Erode and Salem

The programme presented 101 managerial concepts for organizational Development. Many case studies and puzzles were used to kindle the concept of lateral thinking.

Understanding the Factories Act

16 September, Erode

The session with Mr Alagesan, Deputy Chief Inspector of Factories, Erode District, helped members understand the new amendments and enforcements to the Factories Act.

Visakhapatnam & Vijayawada

Session on Environment

4th September, Visakhapatnam

Dr. T. Subbarami Reddy, Member of Parliament (Rajya Sabha) shared the steps taken by the Government of India for promoting science and technology as well as for protecting and conserving the environment in the country. He also addressed queries on the recently passed Nuclear Liability Bill. CII Visakhapatnam submitted a memorandum to the MP seeking a World Class IT incubation centre in the city.

Indo-US Co-operation for MSME Sector

15 September, Vijayawada



Y V Krishna Mohan, Vice Chairman, CII Vijayawada; Syed Mujtaba Andrabi, Economic Officer, US Consulate, Hyderabad; and J S R K Prasad, Chairman, CII Vijayawada

Mr. Syed Mujtaba Andrabi, Economic Officer, US Consulate, Hyderabad, emphasized that Indo-US relations are expected to grow on a very promising trajectory both in the near future and over the long term, with the focus on SME cooperation, bilateral trade agreements, climate change, besides others. He felt that Indo US cooperation in the SME sector holds great importance in the present recovery.

West

Dialogue on Turkey

20 September, Pune

21 September, Mumbai

24 September, Panaji

The interactions were held to share an overview of opportunities available for Indian companies in Turkey and project Turkey as the new growth hub in Europe. Mr Levent Bilman,

Ambassador of Turkey to India, said that Turkey is already the preferred alternate manufacturing hub for European companies, mainly because customs union



Ravi Choudhary, India Representative, Turkish Prime Minister's Office, and Chairman, CeNext Consulting Group; Ralph De Sousa, Vice Chairman, CII Goa; Levent Bilman, Ambassador of Turkey to India; Naveen Kapoor, Chairman CII Goa; and Ahmet Yoruk, Consul General of Turkey in Mumbai, at the session in Panaji

with the EU enables duty-free trade between Turkey and EU, and operating costs are less than one third of those in the EU.

Indo – UK Ties

20 September, Vadodara
27 September, Aurangabad

Mr Peter Beckingham, British Deputy High Commissioner, addressed CII members on the wider issues of Indo-UK relationship with a focus on increased cooperation in education, trade, security, and defense cooperation.

Gujarat

Promoting Vibrant Gujarat Overseas

20 August -1 September, Africa
4-19 September, Eastern USA and Canada
12-24 September, UK, Netherlands, Spain & Germany
12-24 September, Western USA and Canada



Eastern USA and Canada Delegation

A delegation visited Africa to promote Vibrant Gujarat – 2011 and ensure country participation in the event by way of business / government delegations. They visited Lagos and Abuja in Nigeria, Kampala in Uganda, and Nairobi in Kenya.

CII led a delegation of senior government and industry leaders from Gujarat to Eastern USA and Canada to disseminate information about investment opportunities in the State and mobilize interest and participation in the Summit. A separate delegation traveled to Western USA and Canada.

A delegation comprising of industry members, led by Mr Guruprasad Mohapatra, Managing Director, GACL and Commissioner, Commercial Tax, also visited UK, Netherlands, Spain and Germany. Road shows, seminars and meetings were conducted at all the four countries.

Workshop on Labour Laws

1 September, Vadodara

The workshop apprised the participants about various changes that have taken place in select labour legislations through amendments, court rulings and departmental circulars and the implications and compliance procedures as per the changes effected.

Winning Tech-preneur Course

4 and 25 September, Vadodara

CII launched a special course on techno entrepreneurship conducted by entrepreneurs, who have gone through the journey of entrepreneurship and are willing to devote time to teach. An orientation session was organized to brief the participants about the details of the course.

Contract Labour

7 September, Surat

The session apprised industry about the various issues involved in engaging Contract Labour.

CII – TDD Programme

7 September, Halol

CII is a partner to the Tribal Development Department of the Government of Gujarat for making tribal youths employable. The CII-TDD Gainful Employment Programme was been initiated in the tribal regions in February 2008. So far, more than 500 youth have benefited from this programme through 19 batches at various places in Narmada and Navsari districts. CII launched the 20th batch of 30 tribal youth at Halol centre in Panchmahal District.

Energy and Water Audits

14 September, Surat

The Energy Audit Cluster apprised industry about a systematic approach to energy conservation and energy efficiency. A presentation on the need for water audit was also made on the occasion.

Industry Institute Interaction

18 September, Rajkot

The interaction helped management students of the KNV Institute of Business Management to understand the skill sets required from industry perspective, and how they can align to match up industries' expectations.

Interactive Meet

23 September, Bhavnagar

Mr A V Shah, Regional Officer, Gujarat Pollution Control Board, briefed industry members about new initiatives taken by the Gujarat Pollution Control Board.

Developing Managerial Skills

23 & 24 September, Vadodara

The workshop explored the changing role of business managers in the current context.

6th Techno-Entrepreneurship Network

24 September, Vadodara

The speaker for this series, Dr Madhu Mehta, Chairman, Task- Force on Techno-Entrepreneurship, and Managing

Director, Anjaleem Enterprises Pvt. Ltd, discussed the book 'Start-up Nation'- The story of Israel's Economic Miracle.

Interaction with Labour Commissioner

28 September, Vadodara

The interaction with Mr K N Bhatt, Labour Commissioner, helped CII members understand the recent developments in Industry laws that would help them align their industrial welfare strategies better.

Madhya Pradesh

Members Meet & Road Show

4 September, Jabalpur

The meet was held to discuss the issues being faced by the industry and also to promote CII membership in the Mahakaushal zone.

Meeting on Industry Issues

7 September, Bhopal



Kailash Vijayvargiya, Minister for Commerce & Industry, Madhya Pradesh, with Uttam Ganguly, Chairman, CII MP State Council and MD, Bend Joints Pvt Ltd, Bhopal

CII members met Mr Kailash Vijayvargiya, Minister for Commerce & Industry, Madhya Pradesh, to discuss issues relating to the New State Industrial Policy, Development of Existing Industrial Areas, MSMEs Development and Amendments in various Acts & Rules.

Enhancing Memory

14 September, Indore

Mr David Thomas, Guinness World Record Holder, shared tips and techniques on how to enhance memory.

Dealing with HIV/AIDS

15 September, Indore

The conference on the 'Challenges and Opportunities of the Business Response to HIV/AIDS' showcased the partnerships between business, government and civil society which have extended the reach of the programmes through shared infrastructure and human resources.

The conference also highlighted the expected roles and responsibilities of different stakeholders, including

industry, to help expand access to quality health services.

Interactive Session on Taxes

29 September, Indore

The interaction with Mr Surendra Mishra, Chief Commissioner – Income Tax and Mr G S Baghel, Additional Commissioner – Commercial Taxes, promoted greater industry – government interface for the upliftment of region both economically and socially. It also helped to resolve issues facing industry. Various senior officials from the Income Tax and Commercial Taxes department were present during the session.

Good Housekeeping Practices

30 September, Gwalior

The training programme explained modern techniques for creating and maintaining Good Housekeeping at the workplace, to keep it free of clutter, well-organized and clean. These best practices can lead to less waste, better quality and faster lead times, making organizations more profitable and competitive.

Maharashtra

Environmental Guidelines for Maharashtra

7 September, Mumbai

CII Maharashtra and IGBC are partnering with the State Environment Department in the project for developing Environmental Guidelines for Maharashtra. The first core committee meeting was chaired by Ms Valsa Nair Singh, Secretary, Environment, Maharashtra, and co-chaired by Dr Naushad Forbes, Chairman, CII WR Climate Change & Sustainability Sub-Committee and Director, Forbes Marshall Pvt Ltd.

Investment Opportunities in France

1 September, Pune

CII, in association with Invest in France Agency (IFA) organized a seminar on investment opportunities in France – 'France, Expect More' to highlight the latest reforms implemented by the French Government.



Session on 'Investing in France'

Focused Improvement

13 -14 September, Pune

The seminar organised by the TPM Club of India addressed issues like Loss-Cost, Profit Erosion, Economic Maintenance, Optimum Utilization of Human Resources, High Quality Low Cost Purchase, Inventory-free Organizations, and Effective Delivery System.

Awareness Session on Malaria & Dengue

14 September, Mumbai

The session disseminated information about vector borne diseases. Dr R L Sathe Assistant Director, Directorate of Health Services, Maharashtra, Dr Daksha Shah, Assistant Health Officer, Epidemiology & MIS, and Dr Kishor (AHO (S), MCGM, updated members on the action taken by the State Government, and expressed their keenness to associate with CII to spread awareness on Malaria and Dengue.

Getting Ready for XBRL

17 September, Mumbai

The XBRL (eXtensible Business Reporting Language) system enhances the usability and transparency of financial information reported under existing accounting standards, simplifies disclosure, and allows users to communicate financial information more readily and accurately.



S Swaminathan, CEO, Iris Business Services Ltd, and Henry Richard, Registrar of Companies, Mumbai

Opportunities for Financial Services

20 September, Mumbai



Dr Subir Gokarn, Deputy Governor, RBI; Daniele Smadja, Ambassador and Head of Delegation of the European Union to India and Russell Parera, CEO, KPMG

The discussion was held to raise awareness about Asia/India-EU relations in terms of financial services ahead of the Asia-Europe Business Forum (AEBF) in Brussels on 4 October.

Seminar on TDS

21 September, Mumbai

The seminar, held in association with the Income Tax Department – TDS, focused on the procedural

and compliance issues, e-filing and new developments in TDS. Members raised queries and concerns on issues such as deduction on tax, deposit of tax, credit of TDS and rights of tax – payers.



Milon Nag, Chairman, CII Maharashtra, and CMD, K K Nag Ltd and A C Shukla, Commissioner of Income Tax-TDS, Mumbai

Building Global Business Capability

23 September, Mumbai

CII, in association with London Business School (LBS), organized this conference to celebrate the LBS - India connection and strengthen it. Leaders of Indian industry, LBS alumni, friends of the School and faculty members came together to explore the complexities facing both, business and society, as India steadily globalises.

HR & IR Conclave 2010

24 September, Pune



HR & IR Conclave 2010 in Pune

CII, in association with the Vishwakarma Institute of Management (VIM), organized the HR & IR Conclave 2010 with the theme 'Shaping Tomorrow Today'. The conclave focused on contemporary HR concepts to pave the path for new ways, strategies and insights for the future.

Roundtable on Investment Climate

24 September, Mumbai



Dr Ajit Ranade, Group Chief Economist, Aditya Birla Management Corporation Pvt Ltd; Maheshwar Sahu, Principal Secretary, Industries & Mines, Gujarat; A M Khan, Principal Secretary, Industries, Maharashtra and Arun Nanda, Chairman, CII (WR) and Director, Mahindra & Mahindra Ltd

The session deliberated upon the opportunities, policies and challenges for Goa, Gujarat, Madhya Pradesh and Maharashtra.

Round Table on Supply Chain

24 September, Pune



At the session on Supply Chain Management

The objective of this session was to make supply chains more resilient, to build more visibility in the supply chain, and to manage risks more efficiently.

IT for MSMEs

24 September, Mumbai

The seminar brought awareness of the latest changes in the IT sector, how IT can be leveraged to improve productivity and competitiveness, the latest options available and the costs and returns.

Business & Challenges Beyond 2010

24 September, Mumbai

CII organized a session with a delegation of mid-career professionals from the Gordon Institute of Business Science (GIBS), South Africa, which is a part of the University of Pretoria, South Africa. The Gordon Institute focuses on building personal and organizational business competitiveness for senior executives through its Global Executive Development Programme (GEDP). One of the key aims of GEDP is to build national competitiveness and to create greater interest among South African businesses in doing business with Indian partners.

Conference for Office Administrators

25 September, Mumbai

The Exclusive Conference for Secretaries, Administrative Professionals and Executive Assistants was held to inspire them to perform their roles in effective and efficient ways and to create awareness to set goals for their personal development. Mr Naresh Mehta Director – Human Resources, Raymond Ltd, moderated the



Pallavi Jha, Executive Chairperson & MD, Walchand PeopleFirst Ltd; Pradeep Bhargava, MD, Cummins Generator Technologies India Ltd; and Anjali Raina, Executive Director, Harvard Business School

panel discussion on the role of the secretary in the ever-changing corporate world.

Session with Amb. Blackwill

27 September, Mumbai

Aspen Institute India, in collaboration with CII, organized a session with Ambassador Robert Blackwill on “Does India have a Grand Strategy?” The session was well



Amb. Robert Blackwill, Former US Ambassador to India and Pradeep Mallick, Past Chairman, CII (WR)

attended by representatives of Indian industry from sectors such as education, environment, manufacturing, IT and ICT to name a few.

Enterprise 2010

28 September, Nashik



Buyer – Seller Meet in Nashik

This Buyer Seller Meet for Engineering, Automotive, Auto Components & Electrical Industries, showcased the latest trends in these sectors, and facilitated opportunities to source products and services from world class OEM producers and vendors. An exposition enabled SMEs to present their products, services and expertise, and conduct business, establish joint ventures and partnerships with the best names in the industry.

Warehouse & Inventory Management

28 & 29 September, Pune

This generic training module provided a deeper understanding of the breadth of problems likely to be encountered by modern warehouses and offered practical approaches to their solution. The participants got an overview of the key functions of Warehouses, Warehouse Management Systems, and Warehouse Activity Profiling and Zoning.