



Confederation of Indian Industry
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QUARTERLY NEWSLETTER FROM CII (SOUTHERN REGION)

Deccan Despatch

JANUARY - APRIL 2010

INSIDE THE ISSUE



6

CII pays Tribute to
C K Prahalad



28

Securing Business
and Beyond



44

CSR Corner



**Economic
Wellbeing
for All**
- An Agenda for **Business**

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Contents

- 5** Chairman's message
- 6** Tribute to Prof C K Prahalad –
A teacher, a mentor and a friend
- 11** CII Southern Region Annual Days
- 14** Southern Region Office Bearers 2010-11
- 17** Innovision
- 22** This Will Disrupt Everything For Marketers
- 24** Leadership – Making the Difference
- 26** Changing Role of India in Global IT Business
- 28** Securing Business and Beyond
- 35** Cyber Security
- 39** Global Health Problems: Ayurveda Solutions
- 44** CSR Corner
- 48** Deccan Doings
 - Regional, State & Zonal activities
- 64** In Focus
 - Building MSMEs
 - International Business
- 68** Young Indians in Action
- 70** Southern Region Network

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Chairman's Message

Dear Reader,

It is a great privilege for me to write to you as Chairman of CII Southern Region for the year 2010-11.

As you are aware, Southern Region continues to be in the forefront on economic development and the 5 Southern States of Andhra Pradesh, Karnataka, Kerala, Tamil Nadu & Puducherry contribute close to 26% of India's GDP; 21% of the country's FDI flows and continues to mark our position as the ideal destination of choice for investments into new generation businesses.

In order to sustain the growth, both in the economic and social spheres, we need to focus more on inclusiveness – i.e., growth in the bottom of the pyramid.

Keeping this as a focal point, this year, we have chosen our theme – “Economic Wellbeing for All – An Agenda for Business” in line with our National theme – “Business for Livelihood – Education, Employment, Innovation & Entrepreneurship”. We have drawn up a comprehensive work plan for the current year with key focus on Agriculture, Manufacturing, Services, Infrastructure; Education & Skill Development; Inclusive Society; Entrepreneurship and Innovation; Trade, Taxation & Globalisation and Climate Change & Sustainability.

As we continue to work with the Government, our priority this year would be to focus on policy interventions which would aid in building sustainable enterprises, leading to job creation and improving the livelihood of the masses.

This year, we would continue to give priority to the business development initiatives for the benefit of our members, especially MSMEs. CII would launch sector specific initiatives with an aim to provide our membership a networking platform to identify new global business opportunities.

I look forward to your continued support and involvement to ensure that we provide value added services to our membership. May I request you to provide few suggestions, at chairman.south@cii.in which we could take up this year as part of our work agenda.

S. Gopalakrishnan (Kris)

*Chief Executive Officer and
Managing Director - Infosys Technologies Ltd.*



CII pays Tribute to C K Prahalad – A teacher, a mentor and a friend

The Man, The Vision, The Legacy

In the passing away of Professor Coimbatore Krishnarao Prahalad, Paul and Ruth McCracken Distinguished University Professor, Ross School of Business, the University of Michigan, Confederation of Indian Industry and its members lost a great visionary, strategist mentor and guide.

Prof. Prahalad was widely acknowledged as one of the world's most significant forces in corporate thinking. He appeared within the top ten of every management strategy surveys worldwide for the past 10 years and was voted the world's most influential living management thinker - the first Indian-origin thinker to claim

India on turning 75. CII on 8 May 2008 launched the Mission India@75 and on 30 Jul 2009 released the vision document "India@ 75 - The People's Agenda" to create a movement wherein everyone contributes effectively to the society and Industry for the development and growth of India.



C K Prahalad (1941-2010)

"While we will miss him and always feel the void that he is leaving behind, we must work on the great ideas, thoughts and strategy that he has given to CII. These strategies and ideas, I think, are his very special and treasured gift only to CII,"



- Mr Chandrajit Banerjee
Director General, CII.

Alumnus of Loyola College, Chennai and IIM – Ahmedabad, Professor CK Prahalad completed his Doctorate in Business Administration from Harvard University. An ardent academician, he taught in premier business schools in India and USA, wrote many books and numerous award winning papers on 'Core Competency and Strategy' and virtually rewrote the lexicon of Business Strategy. His books 'Competing for the Future' and 'Fortune at the Bottom of the Pyramid' were rated as best-sellers worldwide, and have been printed in 14 languages.

the title. Globally recognized for his outstanding contribution in the field of Business Strategy, he received Lal Bahadur Shastri award for Excellence in Management in 2000, was elected Global Indian 2004, by a blue panel jury of business leaders in India and was conferred with Pravasi Bhartiya Samman and Padma Bhushan in 2009.

CII had long association with Professor Prahalad spanning more than two decades. Inspired by his vision for economically vital, technically innovative, socially and ethically vibrant

Besides being a great human being with an outstanding mind he had a deep sense of commitment for India. His strategies and ideas are a very special and treasured gift to CII. We have to learn to live without him physically in our midst. However, the greatest tribute that we can pay him is to live his deep sense of purpose and to make his vision for India@75 come true by following his famous words "Do not go where the path may lead, go instead where there is no path and leave a trail behind".

The VISION : India@75

In September 2007, CII in partnership with the Ministry of Overseas Indian Affairs, organised the first mini Pravasi Bharatiya Divas outside India, in New York, to mark India's 60th year of independence. At a luncheon session, Prof CK Prahalad delivered an inspirational address that radically changed India's perceptions about herself. Laying out a comprehensive vision for India@75, i.e. in circa 2022, Prof Prahalad proposed innovative new thoughts for achieving stretch targets. He made us believe that we could do it.

A summary of that memorable presentation....

Prof Prahalad began by saying that while India has a lot to celebrate at 60, accomplishments are in the past. Leadership is about the future, about change and about hope.

India@75 can actively shape the world order through its economic strength, technological vitality and moral leadership. In 2022, it has the potential for the largest pool of trained manpower, leaders in industry and commerce, 10% of world trade, global innovations through new business models of low capital intensity, focus on the Bottom of the Pyramid as a source of innovations, flowering of art, science and literature, and for becoming a new benchmark for coping with diversity and a new moral voice for the world.

To do this, India would have to balance aspirations and resources which is the essence of entrepreneurial transformation. The mismatch of aspirations and resources creates **innovations**. India should get more for every rupee spent or change the game to its advantage. Secondly, it has to imagine 'there' before it can get it. It needs to '**fold the future**' rather than extrapolate from the past in small clear steps.

Third, it must focus not on best practices but on '**next practices**'. This implies amplification of weak signals.

Incrementalism will not get us there and a radical rethink is needed. The key will be a shared commitment to goals. A distinct point of view about opportunities needs to be developed.

The agenda for this will be about the issues that are emerging:

- Income inequality rather than poverty
- Income levels to lifestyles
- Universality of aspirations
- Impacts on price performance
- Universal access to high technology
- Straddling the pyramid
- Environment

A new model of development needs to be found for a pluralistic country such as India.

A rapid movement away from poverty has led to increased income inequalities. India's Gini coefficient has increased and its HDI ranking is 121. This is a potent mixture for social revolution. Should the focus be on increasing incomes, income mobility or income inequality? Increase in income mobility is the antidote to income inequality. How to make globalization work for all is the question, rather than whether globalization is good or bad for the poor.

There is an emergence of urbanization, lifestyle measures and universality of aspirations, and rapid increase in income and aspirations with dramatic changes in price-performance levels. Price performance envelopes are changing faster than expected due to better technology, leading to a changing value equation between BOP, middle class and rich. This can lead to explosive growth in market size, and access to high technology for all. Thus **scale, focus on costs, access to new markets and technical insights create the emergence of a new social compact for business** – this involves collaboration with civil society.

Creating the conditions for growth – India ranks low in the corruption

perception index, which is linked to purchasing power parity. HDI is also linked to PPP. Thus human development is about less corruption in deployment of resources. Good governance leads to higher incomes. The focus on individual rights rather than group rights leads to rapid economic development. In 2022, India should have a per capita income of \$25000 PPP and rank 20 in HDI and 7.0/10.0 in Corruption Perception Index.

The prerequisites for this are change in mental models, data-driven not dogma-driven debate, individual rights rather than group rights, principles rather than rituals, treatment of corruption as treason, focus on performance and accountability, and focus on imagination rather than resources.

Coming to **environment**, sustainability is multidimensional, including energy, waste, water, etc. The poor are the most affected by environmental degradation. The ecosystem provides provisioning, regulating and cultural artifacts of nature. Degradation is increasingly visible in India. Poverty alleviation is not possible without sustainable development. Current development models are not relevant and emerging markets must become a source of innovations.

The dominant themes for companies in the future will be market based solutions, social equity in development, rule of law, scale, price performance levels, and ecologically sustainable development. We must embrace the imperatives of poverty alleviation.

The **sandbox of economic development** is constrained by these themes. They must not be violated. The accountability of performance is universal, resting on business, politicians, civil society, and bureaucrats.

In 1989, Prof Prahalad had predicted that China, India and Brazil would have global companies, and this has happened. The poor of India are ready for the new journey, but are the leaders ready? Transformation requires imagination, passion, courage, humanity, humility, intellect and finally, luck!

The Legacy

Prof CK Prahalad's Vision for India@ 75 is best expressed in his own words. In this foreword to the CII-Yi-BCG report on 'India@75: The Peoples' Agenda,' Prof Prahalad shared his thoughts on the progress made thus far, thus far, and the challenges ahead. Some excerpts

As I write the foreword to this report by CII-Yi-BCG on India@75: The Peoples' Agenda, I am filled with optimism and hope. When I took the opportunity at the India@60 celebrations in New York to outline my ideas for India@75, little did I imagine the impact it would have on a cross section of Indians.

The CII and Yi leadership has accepted India@75 as their agenda. They have made hundreds of presentations to various groups. So did I from schools to political leaders and senior secretaries to

the government. BCG moved the agenda further by organizing a large number of workshops and conducted interviews with a wide spectrum of individuals and organizations. They also worked with State level India@75 teams. As a result, India@75 has been stress tested as much as any idea in recent times in India.

Over 21 states have India@75 documents representing their priorities. 5,500 people in more than 120 seminars around the country have debated the idea of India@75. They include students, farmers, poor and the rich, rural and

urban, politicians, industry and religious leaders as well.

There is a singular message that is loud and clear from all Indians, all ages, all geographies and all income and educational classes. India@75 can now be truly called the 'Peoples' Agenda.' Indians want to imagine a New India; not just a minor tweaking of the India they see around them. *They want an India that is modern, socially equitable, fair and transparent. They want an India full of opportunities. They want to dream. They want to work hard to make it a reality.*

Five themes are consistent and stand out from all these interactions over 18 months. They are:

1. Education is a top priority for all people.

They want high quality education and are willing to make sacrifices to get it for their children. They want fair access



and at affordable prices, not reservations and sub-standard education. They want to compete. One young woman said: “Give me a fair chance and access; I don’t need reservations. I can compete.”. This attitude at the heart of rural India is so energizing. There is a clear focus on “fairness, not favors.” There is a clear focus on rights of individuals and individual accomplishment; not group rights.

There is also a great desire for “English” education. English education is often a code word for quality, employability, and access to higher educational opportunities. They recognize that English opens up new opportunities for them. A sweeper in Bengaluru knows that English and software (computer education) can get a new opportunity for her children. No need to convince her. She wants it. Just make it available. The fact that 35% of Indians are illiterate (meaning that they cannot write a simple passage in any language) and less than 15% get a high school diploma is a scorecard that India can ill afford to live with any longer.

2. Corruption is seen as a major corroding influence.

In all interviews and workshops, pervasive corruption was seen as a cancer eating away at the very vitality of India. This, participants overwhelmingly agreed, is the real impediment to what India can be. Corruption affects all; not just the people who want to win big government contracts. Getting a birth certificate, a license, and a land record, getting food from the government store, service from a public health clinic are all points of corruption. All contacts with the government remind people of the problem. Because it is so pervasive a whole generation of people have grown up thinking that that this is how “life is or can be.” They cannot avoid it. They understand its corrosive influence on all aspects of their lives. Call it poor governance or call it corruption, it is alienating people from their government, its institutions (police, judiciary,

India has the world’s largest pool of trained manpower

- India has the potential to build a base of 200 million college graduates (~16%)
- Additionally, India should build a workforce of 500 million certified and skilled technicians (~40%)
- Implicit in this future is universal literacy. This must happen for vision to succeed

India becomes the home for at least 30 of the Fortune 100 firms

India accounts for 10 per cent of global trade (Indian exports/World exports ~1.35%)

- India must become connected with the rest of the world
- This is a critical step in influencing others and the basis of learning from others

India becomes a source of global innovations

- New businesses, new technologies and new forms of businesses

India focuses on the Bottom of the Pyramid as a source of innovations for the world

- Create leaders in Health, Education, Energy, Transportation, Sustainable Development for all

India has a flowering of Arts, Science, Sports and Literature

- Why can’t India have 10 Nobel Prize Winners?

India has a renewal of Agriculture to reach world class productivity levels

India has 500 world-class cities through planned urbanization

India becomes the new moral voice for people around the world

- India as a country where Universality and Inclusiveness is widely practiced
- India becomes the most benchmarked country for its capacity to accept and benefit from its diversity

administration) and may lead to civil unrest. The Naxalite problem in 170 out of 520 districts of India has its roots in this form of injustice. Seen in this light, corruption is a national security issue.

3. Infrastructure is pitiful.

This should come as no surprise to anyone. Everyone can see poor roads, poor quality of water, untreated sewage,

overcrowded cities and slums, power shortages, no power, no access to clean energy and badly maintained schools and clinics. Everybody is affected by it. The sheer callousness with which infrastructure development is treated is amazing. Corruption makes it worse. The questions for all of us are: Is infrastructure a problem of resources or its efficient deployment? How much does infrastructure impede India’s progress?



Imagine if infrastructure- power, roads, education or health are deployed with the same efficiency as cell phones. The face of India and pace of its development can change dramatically. Further, if thirty people migrate from villages to cities every minute, we need new cities to accommodate three hundred million Indians who will live in cities in 2030. Urbanization of India is in progress. Are we planning 500 new cities over the next 15 years? Why not?

4. Sustainable development is the key.

Everyone recognises that already our natural resources systems are fully stressed. Water is scarce; not just availability but quality as well. Water harvesting was welcomed. The people of India recognise that our natural endowments are not unlimited- forests, fisheries, or quality of clean air. Businesses and government, civil society organisations and citizens are ready for the government to act - on water management, clean air, pollution, deforestation, planned cities, and moving away from a fossil fuel economy. A combination of regulation, incentives, public education and private sector initiatives are called for.

5. Innovation is the key to progress.

Almost all interviewed agree that innovation is at the heart of India's progress. Existing ways of doing business will not get us there. We need new institutional forms, new and advanced technology deployment, and a new approach to gain alignment of goals at the national and state levels. The British built the existing institutions to manage a colony. The system was oriented toward administration and status quo. We need to rethink institutional arrangements that are development oriented and modern. Whether it is e-governance, private public partnership, or more of Panchayati Raj, India must decentralize decision-making, hold people accountable and become more transparent. Institutional forms that impede these are "anti developmental." Innovation in how we manage our way to India@75 is crucial.

In India@75, I developed an economic development sandbox - the non-negotiables that we must all agree to. They are fairly obvious and are worth repeating here. The non-negotiables are that we must

- Become market based (transparent)

- Become socially equitable (inclusive)
- Focus on rule of law and individual rights (not just rights of groups which continuously fragments our people and politics)
- Develop global scale (to cover a large population)
- Accept the need for new price-performance relationships or significantly improved value (to ensure access and affordability for all)
- Become ecologically sustainable.

If we accept these constraints and innovate within that framework, we would have moved India forward dramatically.

The voice of the people of India is clear and unambiguous. At a minimum they want better and more education, less corruption, an infrastructure that works and institutional innovations that can support it. Needless to say, each state has its own priorities, as it should be. We need to capture the moment. The process of socializing the concept of India@75 and working with state level planners and a large cross section of society must now translate into a standing group of volunteers who will work full time - a India@75 Peace Corps- if you will. We need young people with passion, dedication, and a willingness to devote a few years of their time to build a new India: the India@75.

CII has internalized the dream to turn his 'vision for India' into a reality. He made CII think, through his vision, of its work in almost all spheres and guided it to add new dimensions to existing efforts. His strategy for CII can take it a long way in its aspiration to contribute effectively to society and industry. CII was truly fortunate to have experienced Prof Prahalad's boundless genius and affection at close quarters.

I do hope we can work together to realize the dreams of millions of Indians who struggle with hope and belief that tomorrow will be better than today. The poor are ready for the journey. It is now up to the elites to deliver.

CII Southern Region Annual Days

Annual Regional Meeting



The CII Southern Annual Regional Meeting in Chennai was celebrated with the theme **Innovision 2010**. A special session with Visionary Leaders was organized for membership to focus on 'Role of Industry in Nation Building'; 'Corporate Governance – Leadership Challenges and Opportunities' and 'Inclusive Growth – Challenges & Opportunities'. The session helped membership realize the importance of constant innovation and thrust on research and development to enhance global competitiveness of the Indian industry.

The session was addressed by key government officials namely Mr Dayanidhi Maran, Minister of Textiles, Government of India; Prof K V Thomas, Minister of State for Agriculture, Consumer Affairs, Food & Public Distribution, Government of India; and Mr Salman Khurshid, Minister of State (I/C) for Corporate Affairs, Government of India.

Speaking at the session on **Innovision 2010**, Mr. Dayanidhi Maran, Minister of Textiles, Government of India said that higher GDP growth in India required the creation of an ecosystem which would support and flourish high growth sectors.

At the Special Plenary Session on Corporate Governance – The Leadership Challenges & Opportunities, **Mr Salman Khurshid**, Union Minister of State for Corporate Affairs & Minority Affairs (Independent Charge), Government of India said that the proposed new Companies Bill would give more thrust to accountability, transparency and disclosure norms for corporates with more focus on minorities, especially in enabling them to access to information related to business.

In his special address **Mr. Venu Srinivasan**, President, CII said that the next wave of growth would happen in the East wherein India and China are poised to emerge as dominant players in the global economy. Within this changed scenario, he said that Indian industry needs to redouble its efforts at leadership, vision and innovation.

Mr N Vittal, IAS (Retd), Former Central Vigilance commissioner, Government of India; **Mr J K Dutt**, Former Director General, National Security Guards; **Mr Subroto Bagchi**, Gardener, MindTree Ltd provided insights on inclusive growth - challenges and opportunities for the corporate sector at a special plenary session

The deliberations highlighted that growth and development of the Indian industry required the following : growth in the power sector; focus on agriculture and manufacturing; building competitiveness of farmers; inclusive approach to corporate governance and engaging youth of India through innovative ways.



State Annual Day Session

Andhra Pradesh - Inclusive Growth in a Challenging Economy



addressed the Public Session of the Annual Day programme, urged the industry to come up with Vision Document and work towards its achievements.

The inaugural session was followed by a panel discussion on “Sustaining Inclusive Growth in a Challenging Economy”. The Governor also unveiled the CII ANDHRA PRADESH-TATA DOCOMO CRICKET CUP during the session and released a book “Samvridhhi”, which is a compendium of CSR Practices of CII Member Companies.

The year 2009, has been both tough and challenging for the Indian Industry. As in the previous years, this year as well, CII continued its focus on building competitiveness through Cooperation and Innovation, thereby creating collaborations across the cross sections of the industry and providing a platform to inspire the entire industry to sustain the economic, environmental and societal growth.

CII Andhra Pradesh had worked on its theme “Sustaining Inclusive Growth in a Challenging Economy” for year 2009-10 and focused on activities more related to developing people for inclusive growth in the challenging economy.

His Excellency Shri E L S Narasimhan, Hon'ble Governor of Andhra Pradesh, who



Karnataka - Brand Karnataka & Evaluating IT Options for SMEs

On the occasion of CII Karnataka Annual Members Day a Conference on Brand Karnataka was organised to create awareness on Brand Karnataka in its varied facets with respect to economic and industrial growth and help promote investment opportunities in the State. It also provided a platform to members to share their thoughts and deliberations with the Senior Government Officials as it goes forward to promote Brand Karnataka for realising the goal of making Karnataka the

Model Indian State.

Speaking at the conference, Mr S V Ranganath, IAS, Chief Secretary, Government of Karnataka called upon CII's active support and partnership in promoting Karnataka as the preferred investment destination.

The conference was also addressed by Mr V P Baligar, IAS, Principal Secretary Industries and Commerce Department, Government of Karnataka, and Mr Ashok Kumar Manoli, IAS, Principal Secretary,

Information Technology, Biotechnology, Science and Technology, Government of Karnataka.

The Chief Secretary also released the Report on Determining Business Value of IT Investments in Small and Medium Enterprises. The report is intended as an aid for managers in SMEs responsible for investment decisions in IT providing them with the process, tools and guidelines to better estimate and articulate business value of such investments.

Kerala - Global Health Challenges – Ayurveda Solutions

Mr Sanjaya Mariwala, Chairman, Kerala State Council had made a detailed presentation on the activities held during the year 2009-10. Mr C R Swaminathan, Chairman, Mr S Gopalakrishnan (Kris), Deputy Chairman, CII Southern Region addressed the members about the Southern Regional activities.

Coinciding with the Annual Day celebration, the first edition of the Global Ayurveda Summit was organized in Cochin. The summit was organized to create a global market place, achieve standardisation and quality in raw material, process and products, integrate health and tourism and leverage IT for delivering ayurveda services



The summit comprised a three day Conference and Exposition and focussed Business to Business meetings had approximately 1000 participants in total.

The exposition showcased 44 stalls with participation from 38 companies. Apart from inaugural / valedictory sessions, the conference featured 5 plenary sessions and a panel discussion with 43 speakers

Puducherry - Sustaining Industrial Growth in



CII had taken several new initiatives in Puducherry in the year 2009-10 focusing on key areas such as smooth transition of GST in the States, Power reforms, Infrastructure & Urban development, Agriculture, HR & Skill Development, etc. Regarding IR &

Labour, he stated that CIISR had taken up few important initiatives on IR & Labour and also met the Government officials of Southern States at various levels towards sensitizing the Government regarding the labour issues prevailing in some of the states. In this connection, a round table

meeting was also organized with all the Trade Union leaders in order to get their views on various HR & IR related issues.

Mr G Panneer Selvam, Director of Industries and Commerce, Government of Puducherry said in his inaugural address highlighted the Government's initiatives to bring more foreign investment. He also assured the Government's support to the growth of entrepreneurship in Puducherry.

The celebrations also included experience sharing of business in China by Mr A Natarajan, Past Chairman, CII Puducherry.

Tamil Nadu - Spurring Growth through Entrepreneurship

Innovation is often the bridesmaid of Entrepreneurship providing the base for paradigm-shifting entrepreneurial ventures that bring about economic, social and environmental change, often accompanied by path-breaking innovations. Given entrepreneurship's potential to support economic growth, it is the policy goal of many governments to develop a culture of entrepreneurial thinking.

Given the background, CII Tamil Nadu State Council organized an exclusive panel discussion on "Spurring Growth through Entrepreneurship" along with the state annual day celebration. Key personalities

who were a part of the panel discussion were Mr C K Ranganathan, Chairman & Managing Director, CavinKare Pvt Ltd, Dr A M Arun, Chairman, Vasan Healthcare Group, Mrs Hema Hattangady, Vice Chairman & CEO, Conzerv Systems Pvt Ltd, Mr Paul Basil, Founder & CEO, Villgro Innovations Foundation, Mr K P Balaraj, Managing Director, Sequoia Capital India Advisors Pvt Ltd and Dr Ashwin Mahalingam, Professor, Indian Institute of Technology – Madras amongst others.

Mr Rajeev Ranjan, IAS, Principal Secretary to the Government, Industries Department, Government of Tamil Nadu addressed the gathering. The



session also witnessed the release of the special publication - "CII Entrepreneurs Handbook".

Office bearers for 2010-11

CHAIRMAN



Mr S Gopalakrishnan

*Chief Exective Officer and
Managing Director - Infosys Technologies Ltd.*

DEPUTY CHAIRMAN



Mr T T Ashok

*Managing Director -
Taylor Rubbers Pvt. Ltd.*

STATE OFFICE BEARERS 2010-11

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Managing Director
ADP Private Ltd

VICE CHAIRMAN



Mr Jayadev Galla
Managing Director
Amara Raja Batteries Ltd

KARNATAKA

CHAIRMAN



Mr. Aroon Raman
Managing Director
Raman Fibrescience Ltd

VICE CHAIRMAN



Mr S Chandrasekhar
Managing Director
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Executive Director
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Mr Jose Dominic
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VICE CHAIRMAN



Mr Meenakshi Kumar
Managing Partner
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Managing Director
Grundfos Pumps India Pvt Ltd

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Administrator
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VICE CHAIRMAN



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COIMBATORE

CHAIRMAN



Mr J Balamurugan
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Mr S C Sarkar
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Larsen & Toubro Ltd

ERODE

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Mr G Sundaram
Managing Partner
R G Sundar & Co

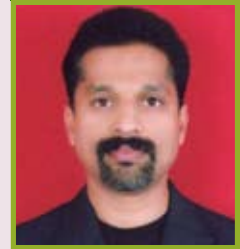
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Dr K M Abul Hasan
Managing Director
City Hospital

MYSORE

CHAIRMAN



Mr. Shaji Mathew
Associate Vice President
Infosys Technologies Ltd

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It's manufacturing sector that will drive economic growth

Mr Dayanidhi Maran, Union Minister for Textiles, speaks of the 'Queen Bee' effect, of having got Nokia to invest in Tamil Nadu, resulting in several ancillary industries following suit. Today, we can be proud of South India... the private sector is mainly contributing to growth, he says, and adds that a 25 percent growth in the power sector is needed to keep the growth going. Mr Venu Srinivasan, President, CII, says the corporate sector has to play a key role if India is to leverage the shift of world economic power to the South Asian region. He is convinced that if "we get agriculture and manufacturing going", the country can achieve 12 percent economic growth, and that a larger share of world trade is possible only if the agriculture and manufacturing sectors are strong. Mr Srinivasan is for more innovation and a high standard of professional management. Stating that corporate philanthropy is not enough, he stresses the importance of investing adequately in education and of meaningful development.

India's rise was due to its rapid industrialisation policy, said Mr Dayanidhi Maran, Union Minister for Textiles, speaking at the Chennai Trade Centre in Nandambakkam at the inaugural of Innovision 2010: A Session with Visionary Leaders, which coincided with the annual meeting of the Confederation of Indian Industry (Southern Region). "In the early 1960s, we were limited (restrained) in opening up our markets when government investment was the only source of industrialisation in our country," he said, pointing to the slow economic growth then, the Licence Raj and how the country suffered.

Mr Maran, the Chief Guest at the programme, talking about the role of industry in nation building, referred to calls from leaders such as Mr Anna Durai and present Tamil Nadu Chief Minister Mr Karunanidhi, highlighting that South India was "deprived". "It led the Government of India to pay more attention to the region and industries began to slowly come in. Today, we can be proud of South India. And today, the private sector is mainly contributing to growth."

Alluding to the growth of India and China, Mr Maran said that India also needed to be a manufacturing destination. It took a lot of convincing to get overseas investment into Chennai and Tamil Nadu, he said and referred to the 'Queen Bee' effect, of having got Nokia to invest in Tamil Nadu, resulting in many ancillary industries following suit. Today, Nokia's largest manufacturing hub is near Chennai. "Countries that are flourishing have a good manufacturing base. States in India having a good manufacturing base are showing consistent growth. Today, Tamil Nadu contributes 35

percent to automobile manufacturing in India; 45 percent of leather products are exported from Tamil Nadu; and 48 percent of textile products come mainly from Coimbatore, Karur and Erode,” said the Minister, adding “On the power front too, Tamil Nadu is way ahead of others states; there is continuous supply here. Tamil Nadu gives equal opportunities to women, reflective of a progressive state.”

Strong domestic consumption had propelled the textile industry, said Mr Maran. He had no doubt that India was a young, growing market. “We have a market of a billion people. We need 20-25 percent growth in the power sector to propel industrial growth.” He added that Tamil Nadu’s quota of compressed natural gas was due and that linking of rivers was essential. “Once in 10 years we in South India have a drought,” he said.

In his special address, Mr Venu Srinivasan, President, CII, said *Innovision 2010* was timely because the country had the youngest population in the world and the youth had to be given opportunities to innovate and implement. He saw China and India, China more, where major growth would take place in the coming 20-30 years. “How do we leverage the natural shift of economic power to this region? If we have to do this, the corporate sector, one of the key pillars other than the social and political, will have to play a very significant role. To achieve, you need innovation. You cannot do what others have done, what China has done, where the political leadership is different. In a democratic process, with a multitude of voices, how do we create a new India?” he asked the audience.

According to Mr Srinivasan, infotech and biotech sectors had carved for India a position in terms of a brand image that was of high quality, innovative, young and competitive and, most importantly, represented a high standard of professional management. Referring to the 60-year struggle with engineering systems, he said it was with the advent of infotech and biotech that India had gained a unique position of respectability

in the global business world. “Yet we are still coming back to improve our footprint on the manufacturing side as well. Our share of exports is very small – 2 percent of world trade. If you want a larger share you have to come back to manufacture and agriculture. And these two sectors have by and large played a significant role in the share of global exports. Despite industrial growth rates of 16 and 18 percent, in the global perspective our manufacturing sector does not play a role.”

Stating that the manufacturing sector offered a large potential for jobs, Mr Srinivasan was convinced that if “we got agriculture and manufacturing going”, the country could achieve 12 percent economic growth. The regulatory framework, according to him, did not favour building a competitive economy. Referring to shortage of power, a significant material cost, he said India faced a 15-20 percent cost disadvantage compared to China.

If infotech (a large part of it made up of BPOs, the lower end, according to him) and biotech sectors could be success stories, there was no reason why the country could not achieve success in manufacturing, Mr Srinivasan said. He urged for labour and factory reforms and for improvement in fundamental requirements such as logistics and power, for a country that had 25 percent of its GDP coming from manufacturing.

Agriculture growth, Mr Srinivasan pointed out, was stagnant at 2 percent. Seventy percent of labour was rural or rural-dependent and revolved around the agricultural economy, yet the sector contributed only 22 percent of GDP. “Productivity is thus significantly lower. There is labour shortage. Agriculture reform does not mean throwing more subsidies at the farmer. The farmer get a raw deal. We just give him electricity and subsidy but nowhere are we increasing his competitiveness or efficiency. Most of the agriculture produce rots in godowns or on the way to the market. Unless you bring organised management into play, government extension work cannot replace the vibrancy that can be created

by economic activity,” he explained, suggesting that contract farming was possible and giving the example of Gujarat where the CAGR (compounded annual growth rate) in agriculture had touched 8 percent, where farmers received 18 hours of power and had access to drip irrigation. “We are not delivering to the farmer what he deserves rightfully,” he said.

Dwelling on corporate social responsibility, Mr Srinivasan said that corporate philanthropy could engage people only around the factory; the exercise could not be easily extrapolated across the country. “Equality or equal opportunity is a birthright for all Indians. Those who are left behind will engage in activities that are counter-productive and which can actually tear the fabric of our country,” he said and called for affirmative action by the community. The Scheduled Tribe areas were the most neglected in India, he said, and mentioned how in Karnataka and Tamil Nadu a significant portion of service labour came from outside cities – from Orissa, Bihar and Assam. “So, if we create employment, people will migrate and move away from insurgency and become productive,” he said. He stressed the importance of investing adequately in education and of meaningful development.

Earlier, welcoming the gathering, Mr C.R. Swaminathan, Chairman, CII (Southern Region), spoke of how the corporate sector was playing a vital role in the development of the country. “Civil society and industry have realised that the public-private partnership model is a working model of growth,” he said and sought partnerships in areas of infrastructure, health, education, environment and rural development. “Education will be a critical area in nation building in the days to come. Many corporates through the CII platform have taken skill development as an area of intervention,” he said and mentioned how the Tatas, Birlas and Dalmias had set up schools and colleges in years gone by. The trend had continued, with more organisations doing the same, he added.

How mobile phones, micro-finance have changed the fabric of India

As a generation we were not programmed to think of opportunities, we were programmed to think of constraints, says Mr Subroto Bagchi, Gardner, MindTree Ltd, pointing out that by 2014 India will not only overtake the GDP of Japan but also be one of the top four richest countries in the whole world, a significant milestone in the country's history. Thereafter, India will progress to become a developed country and, for the first time, India's poor will not lack respectability, he says. Inclusiveness is not about caste, jobs and reservations, Mr Bagchi stresses. It means creating value for people twice removed from you without a sense of quid pro quo.

Mr Pradipta K Mohapatra, Past Chairman, CII (Southern Region) came up with some interesting figures while opening the stage for discussion about 'Inclusive Growth –



Challenges & Opportunities'. Providing details of a CII-sponsored demographic study conducted among 270 of its members, spread over small, medium and large sectors, Mr Mohapatra said the penetration of SC/ST employment in Southern Region companies was 15 percent; OBC/MBC accounted for 54

percent, while forward castes made up for the remaining 31 percent. For Tamil Nadu, the corresponding figures were 18 percent, 48 percent and 34 percent. In Karnataka, which had no legal mechanism for inclusiveness, the figures were 9 percent, 68 percent and 23 percent, respectively. The first-time study, conducted to assess how inclusive employers were, also showed that in Tamil Nadu 15 percent of those employed were women; the IT industry in the state employed 33 percent women.



However, it was the keynote address by Mr Subroto Bagchi, Gardner, MindTree Ltd, which raised several pertinent points. According to him, most Indians had no idea that by 2014 India would overtake the GDP of Japan. "As a generation we were not programmed to think of opportunities; we were programmed to think of constraints. 2014 is significant because for the first time India will be one of the top four richest countries in the whole world," he said.

Mr Bagchi said that landing in an Indian airport (in the major cities) today did not remind anyone that India was a poor country. "There is a certain irreversibility. What will happen after 2014? That journey is towards India finally becoming a developed country. Even people in this room have not internalised that in their and my time India will become a developed country. In a developed country there is work for anybody willing to work. So, for a time, two realities will run parallel and within our own lifetime they will begin to merge. For the first time in thousands of years, to be poor in this country will not mean you will not have respectability."

A poor person having access to a cell phone and micro-finance had changed the landscape. "Give a poor person a cell phone, funds, information... and the whole negotiating platform changes. The acceleration will happen in the next 10 years. It has not been comprehended even by economists, and when that happens patronage from government and industry will cease. In that context, the discussion about inclusive growth will shift – from caste to regions," said Mr Bagchi. He referred to increasing amounts of national space – in Kashmir, North East, Bihar, Orissa, Maharashtra, Karnataka and Tamil Nadu – that was becoming non-governable.

Mr Bagchi cautioned about four major things coming in the way – politicians, business people, bureaucracy and society.



The politician, according to Mr Bagchi, wanted to succeed at all cost. “Then you lose a sense of appropriateness. Politicians are emperors whom CII cannot reform; only the emperor must choose to be reformed by self-regulation.” Businessmen, Mr Bagchi said, could trivialise issues. As far as the bureaucracy was concerned, this was his take: “The right to govern in any society is a moral right. When scores of people have to flee places in Orissa, North East and Assam and they have to fear the terrorist or the uniformed services, on what ground are you going to talk about inclusion here? The government’s right to govern has to come back before you can talk about inclusion.” And society? “Does society have a sense of purpose? Because society breeds the politician, the businessman and government servant.”

Mr Bagchi was clear that inclusiveness was not about caste, jobs and reservation. “It simply means that you create value for people twice removed from you without a sense of quid pro quo. Society needs to understand that our future generations need to be secure, then we will do what it takes to shift from this narrow conversation to building a developed country, which for the first time is staring at you in the face, desperate to be taken, created. We have 10-15 years to make it happen and for the first time there is no foreign hand to be blamed. It’s a never-

before time. India’s time has come... the clock is ticking.”

Mr N Vittal, former Central Vigilance Commissioner, said that politics was all about managing contradictions, and yet politicians talked about inclusion all the time. Business was based on a win-win



situation, he added, giving the example of how corporate Japan adapted to American labour laws after World War II and how a problem was converted into an opportunity. “We should apply the win-win principle and spread the benefit of prosperity to all sections of society,” he said. Reservation, Mr Vittal said, seemed to be “a perpetual part of

our Constitution.” “Should they always have this victimisation and reservation?” he wondered, and added: “People need to give up this feeling of victim-hood and stop perpetually looking for sops and concessions as a matter of right.”

“You must constantly change your words, thought and action to match your grandest vision. Our existing practices do not keep pace with the expectations of the people of India. There is a need for greater transparency in government. Parliamentary democracy should be more reflective of people’s needs and aspirations. Inclusive growth means we move together as one. The Planning



Commission does not plan for only one man,” said Mr J K Dutt, former Director General, National Security Guards, while outlining the various security challenges of the times. Mr Dutt mentioned how he had “lived a lifetime” during 26/11 when he led the NSG operations against the terrorists holed up in various hotels and buildings in Mumbai. “Police as a state subject needs to be reviewed,” he stressed, highlighting the difficulties he underwent in getting simple things like a forklift or an aircraft to carry the NSG team to Mumbai during 26/11 when speed was of the essence.

A call for good governance, transparency, accountability

Talking about 'Corporate Governance – The Leadership Challenges & Opportunities' at Innovision 2010, Mr Salman Khurshid, Union Minister of State for Corporate Affairs and Minority Affairs, said that corporate governance had evolved – from control to regulation and now, to lightened regulation. Mentioning the special sense of purpose, accomplishment and determination he had felt when he arrived in Chennai, Mr Khurshid

to bring it out from obscurity, make it explicit, stark in black and white," he said. Touching upon the aspects of accountability, transparency, disclosure and participation (voting in elections) Mr Khurshid said corporate governance had to be about enhancing democracy and protecting minorities, partly by giving them greater say.

Moving on to the aspect of independent decision-making, the Minister was for



felt that corporate governance in its 'lightened regulation' form was essential in a free society. "We cannot dictate; in a liberal society we have to have a theory of mistake as well. But corrective measures have to be taken and society compensated for mistakes made. Events like this will help us refine our thought processes," he said.

Corporate governance, Mr Khurshid stressed, was no different from good governance in society. "The RTI Act is embedded in our Constitution, not necessarily explicit; like Article 21, the Right to live with dignity. We are trying

creating a gene pool of independent directors, people not beholden to anybody. "There is no standard formula applicable all over the world. Families have found ways of institutionalising corporate governance," he said. He pointed to nomination (of directors), remuneration and audit as three areas that needed independent and objective assessment within the company. Indirectly referring to the Satyam disaster (of governance), he said: "Government and industry have to find solutions with an open mind. We are not influenced by one black sheep."

Mr Khurshid also spoke about the

coming together of corporate governance and corporate social responsibility (CSR) and inclusiveness, in terms of greater participation of the average Indian. "We need to talk in a language the average Indian understands. This is not just for some people in a hall who are well-versed with all this. For example, the link between corporates and farmers must go beyond contract farming. We need to bring the Indian farmer into the corporate way of thinking. That will be the real success."

Earlier, Mr Kris Gopalakrishnan, Deputy Chairman, CII (Southern Region), said corporate governance was a cause CII had been championing for long – from 1998. CII, he added, had released a set of recommendations in November 2009, building on which the Ministry had also released guidelines, the following month. He was of the view that discourse and debate were needed for voluntary adoption of better practices. "The Satyam fiasco led to concern about IT practices. Infosys, with CII and NASSCOM, quickly put together a code of conduct for the industry. Satyam was seen as a one-off thanks to corrective measures taken and proactive government intervention," he said.

This article has been brought out by CII based on the deliberations at Innovision 2010 – A session with Visionary Leaders held in Chennai on 27 March 2010

This will disrupt everything for Marketers

A Report on Marketing Disruption – A Way forward from Brand Summit 2010

Whenever we hear a word ‘Disruption’ – somehow it leads to a negative feeling. After all, as humans we are averse to change and disruption by nature disturbs the normal rhythm of life and forces you to change the course. Now, let’s look at this word from a marketer’s perspective and it becomes even more dreaded! Who wants some tiny David to come and disturb Goliath’s party? But, the CII Brand Summit 2010 was a great success with views from thought leaders around the globe made this word a favorite amongst the participants.

While the summit Chairman Mr. Srinivasan K Swamy set a stage for the days to come, he demonstrated how the disruption is affecting our lives using some humorous cartoons and hard hitting facts from Indian and global perspective. Mr. Adi Godrej, Chairman of the Godrej Group in his key note stressed on the need for marketers to look beyond the traditional media mindset and spoke about how his company is trying to connect with a consumer in new world order. Dave Evans, Founder of Digital Voodoo has some interesting facts about how people are using newer technology and newer media to bring in the change. He shared his rich experience and enthralled the participation with some cool antics from his slides.

The discussion on ‘Disruption by the rise of new media’ saw two interesting panelists debating about whether the new media has really impacted the consumers as much as we are thinking or it’s just a myth. Talking about the subject, session Chairman and Executive Director & CEO of TV Today Network, Mr. G. Krishnan said that, “Disruption is a pluralistic approach and everyone has different views about

it, but the end objective is to understand and deal with the new age customers.” He stressed the need of a quality of a service or a product and development on emotional connect with consumers to become winner in the disrupted economy. He stressed that with a technology at hand, every consumer today is not only a media consumer but a



media creator as well.

Another panelist, Rahul Welde, VP, Media Services, Asia AMET Unilever, Singapore clearly stated that no media is dead and going to be dead. He believed that the media evolves with a time and no form of media will ever die. Customers will always look for creativity and quality content and whoever will provide them both of these, they will go for that media channel – traditional or social. His one line mantra was ‘Media is important, the type is irrelevant’ and marketers should go to places where they can find consumers and not the other way round.

The next session looked at a topic, “Disruption by Technological Advances” and the panelists shared their views on how the technology is becoming a centerstage of

every process or every discussion we have. Mr. Deepak Srinivasan, VP of Corporate & Business Development, Ankeena Networks Inc. USA emphasised the role of technology in distributing the content and need for improving the infrastructure to sustain the ongoing growth. He believed that better technology can help in increasing scale and reach of any media and gather required intelligence for the marketer to customise the offering.

Mr. Ivan Pollard, Partner of Naked

Communications Limited, UK emphasised on the role of technology in building today’s brands. He gave some practical guidelines to marketers to follow for using the technology for marketing –

- a) Add to experience
- b) Work together
- c) Play to learn and
- d) Be useful.

While the consumers are evolving much faster with technology, he mentioned that the brands must follow the consumers with insights and integration in the new technology driven superior world.

The interesting debate on ‘End of Television & Advertising as we know them’ seen Dr. Saul J Berman, Partner, Global & Americas Business Strategy Leader, IBM

Business Consulting Services, USA giving insights about his studies he conducted on consumers across the globe and shared some interesting facts through videos and words. He believed that consumers have now evolved and looking for digital videos with a full control on where to watch them and when to watch them. He believed that the game has just begun and soon there will be either integration of TV in the internet or the other way round. Only Innovation will survive and rest everything will end.

Saw an exciting start on Day II of the CII Brand Summit 2010 with some very interesting people on dais sharing their experience about 'Co-creation of Products, Commercial Content and Enhanced Consumer Experience'

Ms. Punta All, Executive Director, Marketing, PepsiCo India demonstrated a case where how the young generation can be involved with the brand without using TV as a prime medium and involving them in becoming partner or a co-creator of the product. If you give them right environment and right opportunity they will not only engage with your brand but also help you grow at a much reasonable cost. She emphasized that the brand is not about logo any more –but it's about consumer and what she thinks of your brand. The role of a marketer has changed from a brand manager to the consumer manager.

Another insightful presentation by Rohit Bhargava, SVP, Strategy & Marketing, Ogilvy 360 Digital Influence, USA demonstrated seven principles of enhancing consumer experience through his crisp presentation –

- 1) Have a brand personality
- 2) offer the context
- 3) Find your accidental spokespeople (consumers, fans)
- 4) Always answer the unanswered questions
- 5) Support co-creation,
- 6) Share controls, but don't give it up and last but not the least
- 7) Create more utility for the consumers.

He also gave couple of examples of how it can be done based on his experience

working with clients in the USA and other markets.

An interesting televised session of "Engaging with Customers through Celebrities" saw highly interactive session attracted the participation of both, panelists and audience. The main attraction of the panel was Vivek Oberoi, a noted Bollywood actor, who gave some witty answers to panelists who were not in favor of having celebrities as brand endorsers. However, the panel unanimously agreed that while celebrities play some role in engaging with customers if he or she matches with



the brand values with the brand he or she is associated with, it is important that creativity has to come first, even before celebrity. Celebrities are also having brand values and they have to select the brand carefully in order to maintain their profile amongst their own audiences. If a brand can have a complete immersive and interactive experience with customers using celebrities, they should focus on those aspects of branding too, rather than just TV commercials. The panel debated, discussed and finally reached some kind of conclusion that use of celebrity depends upon the product, the values that brand and celebrities both share and not at the cost of creativity. Creativity comes first - celebrities come second.

Mobile phones have become part of our life and in India almost every Indian has access to one. 'How can today's marketers engage with customers using mobile services?' was a very interesting topic addressed by

Rahul Singal, Chief Marketing Officer of Aircel. He spoke about how Internet on mobile has changed the marketing game and how companies are using it very effectively. It's always on and on demand model suits customers as well as marketers alike. He also emphasized that with mobile telephones the cost of reaching out to customers reduces and time taken is reduced dramatically.

Many a times, marketers forget that they just don't have to market out products or services but also enhance the overall value of they company so the shareholders also remain happy. Mr. Swaminathan, Managing Director of Customer Equity Solutions Pvt. Ltd. mentioned that brands are becoming a very important business assets these days and customers' first interaction with your organization is your brand and brand helps you enable those interaction with customers, which results in improving companies bottom lines and making shareholders happy. He demonstrated the power of information by way of having and using the right kind of database to reach out to customers, in order to know him better and serve him better using technology and various consumer metrics simultaneously.

Concluding the summit, Mr. Srinivasan K. Swamy, Chairman, CII Brand Summit 2010 and CMD of R K SWAMY BBDO Pvt. Ltd. aptly mentioned that the summit was an attempt to get under the skin of challenges faced by marketers in this era of continuous change and provided some direction to the gathering on how to be relevant and continue building brands.

The theme was potent and aptly timed at CII Brand Summit 2010 and it was a successful attempt to provide many unanswered questions about marketing in the rapidly changing world. Everyday, there is a new challenge and everyday there is a new medium to deal with – where does the marketer go? In which direction he/she looks? CII Brand Summit 2010, was a step on that direction and must acknowledge that it was one successful giant leap.

This report has been prepared by CII based on the interactions at Brand Summit 2010 held in Bangalore on 19 & 20 February 2010

Leadership – Making the Difference

No development possible without building a competitive society

Mr Venu Srinivasan President, Confederation of Indian Industry and Chairman & Managing Director, TVS Motor Company Ltd, says agriculture and factory reforms are areas that have been neglected ever since economic reforms began in India.

It was the Chinese example Mr Venu Srinivasan President, Confederation of Indian Industry and Chairman & Managing Director, TVS Motor Company Ltd, used, to drive home the point about competition and the need for India to buck up. Setting the tone at the inaugural of the TIDES Leadership Summit in Coimbatore, he said: “China is desperate to catch up and there are more students learning English in China than we have in India today. The number of people who go for secondary and tertiary education is larger in China.”

According to him, the Chinese had set up a new technical university that catered to more than 25000 students, more than all the IITs put together, and had professors from Columbia University and Massachusetts Institute of Technology teaching. “We may be better than what we were but we have to look at what is left to be done to get a competitive society. If you look at building a competitive society, you also look at balancing the country’s budget.”

Likening the balancing of the country’s budget to balancing household income or a company’s profit and loss account, Mr Srinivasan asked, “Do we have a balance between what we spend on personal welfare and what we spend on infrastructure? We are not spending

enough on our infrastructure, and not enough on the social sector in terms of delivery mechanisms.” Referring to health and education as critical sectors, he spoke about schools without teachers and medical centres without first aid or paramedics.



“We cannot ignore in the long-term that every society is competing with another society,” Mr Srinivasan said, giving the example of India and China presently and Rome and Europe in the past. He stressed that India would have to jockey for space in an economic war and create its own space. “Today, China occupies the manufacturing space in the world. If India has to create greater employment and 100 million jobs, we need to focus on

how do we build a competitive society, where we get a greater share of the global trade.”

Mr Srinivasan pointed to two areas that have remained neglected since the economic reforms (early 1990s) – agriculture and factory reforms. “For whatever jingoistic political reason”, agriculture retail was not open to international investment, he said, adding, “We are not exporting high-value crops; there is no extension service.” Ruining the lack of proper storage, procurement and quality checks, he was convinced that all that would happen only if foreign food processors and retailers were allowed to operate. He was for getting the mandis (wholesale markets) opened up so that people could buy directly without going to wholesalers who controlled the markets and gave the farmers a raw deal. He reminded the audience that 60 percent of the work force in India was still directly or indirectly dependent on the rural economy.

Regarding factory reforms, Mr Srinivasan said no reforms were initiated since the liberalisation of the economy in the early 1990s, which allowed foreign direct investment (FDI) and removed industrial licensing, allowing people to make what they wanted and to compete in the market place. “India can grow to 12, 13 or 14 percent if factories are managed in a rational manner,” he said, and referred to the Factories and Establishment Act of 1900 vintage. “We don’t need so many acts; no need for multiple inspectors. There has to be some flexibility for labour; not large-scale hire and fire,” he added. If 100 million jobs were to be created in the coming five years, he was in no doubt that it could be done only by providing inclusive growth and equitable opportunity.

One second, one small step can make a big difference

Mr Vijay Menon, academician and competency enabler, says that for excellence to manifest, human thought has to reach a certain level of sublimity and grace. He gives the example of Swami Vivekananda, a wandering monk in search of a way, who makes a mark at the Parliament of Religions.

Dwelling on the aspect of Human Excellence, Mr Vijay Menon, academician and competency enabler, gave the audience at the TIDES Summit in Coimbatore the example of a conversation between a disciple and his guru, with the disciple asking the guru what the difference was between success and failure and happiness and sorrow. The guru replied that as far as happiness and sorrow was concerned, the difference was only one second; and that between success and failure, one step. The guru's reply reflected the "profundity" of Indian culture and the depth in terms of conceptualisation and thinking. Mr Menon said, adding, "The human body is an amazing thing. The flow of blood happens at a sub-consciousness level; one second of impediment in the flow of blood can be disastrous."

Mr Menon provided the example of Hitler conquering nine countries in less than three years, countries such as France, Poland and Czechoslovakia that tottered under his might, finally ending in Nazi Germany's invasion of Russia and Operation Barbarossa, which signaled his death-knell. The invasion of Russia made all the difference – it was a single step that led to failure, he said.

Mr Menon gave yet another example – of two children in hospital, one critically ill. The one that was reasonably well was none too happy though. When asked the reason for the "bleak countenance", the child said: "In my case there is a postponement of the inevitable. I'm

not showing my happiness because my happiness at this point of time is acceptable but not justified." "Excellence dawns the moment thought reaches that level of sublimity and grace," the speaker said, "This is the tradition of our country. We never looked at outer personification alone. It has always valued, respected and acknowledged the quality of thought."



Urging the audience to look at the life of Swami Vivekananda with dispassion, Mr Menon spoke about the young monk in a robe with only five dollars to spare, who "goes all the way from Bengal to Chicago to participate in the World's Parliament of Religions in 1893, who represents India that was not known, an India that was misunderstood, misconstrued, an India that was looked upon with tremendous amount of disdain, contempt and skepticism."

Mr Menon went on about the "penniless wanderer who has come to represent the cause of India in Chicago" meeting a

young woman, Katherine Abbot Sanborn, on a train to Boston (Chicago, Swamiji found too expensive to stay) and her inviting him home after being impressed by his noble bearing and charming conversation. There Swamiji meets Prof John Henry Wright, a professor of Greek at Harvard University, supposed to represent the mighty American intellect. Eventually, the professor saw in the mendicant a lot of originality, a person of candour and honesty, and they ended talking for about four hours. So impressed was the professor that he took it upon himself to arrange for Swami Vivekananda's admittance to the Parliament of Religions. When Swamiji said he had no credentials to cite, the professor said: "To ask you, Swami, for credentials, is like asking the sun to state its reason to shine." Writing to the chairman of the committee for selection of delegates, the Prof Wright wrote: "Here is a man who is more learned than all our professors put together."

"We are so obsessed with the Western world, we have neglected, abused, and undermined the great heritage of this country. Go back to the Puranas, scriptures, epics, itihisas, we find people who stand head and shoulders above the rest – because of nobility and sacrifices. Our small acts of kindness radiate the person we are," Mr Menon said, giving the example of Jamsetji Tata for whom success was laced with purpose.

Referring later to which was more important, GDP or GNH, Mr Menon spoke about the King of Bhutan's thrust on Gross National happiness (GNH). He wondered whether, despite all the talk about GDP growth, India was really a happy country.

These articles have been prepared by CII based on speeches at the CII TIDES Leadership Summit held in Coimbatore on 12 & 13 March 2010

Changing Role of India in Global IT business



Over the past ten years, Global IT industry has grown at 5% CAGR from USD 1.52 Trillion to 2.45 Trillion ⁽¹⁾. In this timeframe, India has created a brand for itself as an IT Outsourcing destination of choice. India's success has been a result of a combination of various factors including the business models chosen by entrepreneurs, innovation, its education system, a significant cost arbitrage and most importantly - favorable governmental policies.

The expectation of global companies from Indian IT solution providers is fast changing from that of a support role to a transformation partner. Looking ahead, we recognize a world that is vastly different from what it was last decade.

- Globally, the CIO agenda for the future seems likely to be governed by challenges arising from continuing globalization, greater demands from stakeholders, stricter legislation, and rapid technological developments, among others.
- Today CIO's might need to provide "business value" i.e. enhance revenue, market share and manage growth

in addition to ensuring operational efficiency. Consequentially, they are increasingly being measured on Business SLA's and invited to participate in the risk-and-rewards of the business.

- IT is becoming more pervasive with technology improvements; interconnected and intelligent devices and more knowledgeable / demanding customers.
- The demand for IT services is growing fastest in emerging markets and BRIC economies.

Governments are increasingly using IT to meet challenges due to greater urbanization, population growth and demographic changes. Globally governments are using IT to address diverse issues such as healthcare delivery, resource management, revenue management, industrial security, pollution and urban traffic management.

These changes raise a multitude of challenges for CIO's and their service providers. As India is a large part of many CIO agendas, these changes could

have a cascading impact on the Indian IT Industry. In this environment, to remain competitive, Indian businesses might have to:

Explore new markets - Emerging markets of Brazil, India, China and Asia Pacific show the greatest promise of growth in the coming years ⁽²⁾. These markets represent significant challenges due to cultural, linguistic, economic and political factors. These markets require local solutions executed with world class efficiency. Indian service providers would have to evolve their delivery models to services a more global client base recognizing that the current Offshore/Onshore model is going give way to a Global Delivery model.

Innovate Business models - Current business models are geared towards providing a "support service" with little risk-and-reward sharing. IT providers need to review their value proposition to meet the raised expectations -not squeeze the lemon, but grow orchards. Indian businesses have to create strong Intellectual Property(IP) in order to remain competitive or risk competing on undifferentiated, commoditized services.

"Customers expect Indian suppliers to provide capability, capacity, knowledge in addition to cost arbitrage. They now expect us to question their processes and give them innovative ideas."

*- Dr BVR Mohan Reddy, Past Chairman
-CII Southern Region & Chairman,
Infotech Enterprises.*

Embrace workforce diversity - To meet the greater emphasis on demonstrating business value, especially as firms traditionally more internally focused embrace outsourcing, IT providers would need to employ a diverse workforce who are not just IT specialists but who understand business processes,

client markets, financial analysis and are able to tie all of these in, to provide unique solutions by leveraging technology.

“There are no IT projects, there are only Business projects. Never think IT, think only Business Processes”

- **Mr Paul Coby**,
CIO, British Airways,
United Kingdom.

Work with governments – Governments globally are tackling problems related to resource utilization, traffic management in cities, pollution reduction and security. Information Technology forms a major part of any solution to address these challenges in modern times. IT service providers would have to increasingly adapt to working with government entities as they could represent a significant portion of future markets.

“The competencies required for the changing role of IT are those that facilitate inclusiveness and innovation.”

Dr Ajay Kumar,
IAS Principal Secretary,
Information Technology Department,
Government of Kerala.

Service the domestic market - The Indian market represents one of the largest potential markets for global businesses – including the IT industry. The market is one of the most dynamic with a lot of “exciting problems” for entrepreneurs to solve. In addition to the greater focus on efficiency improvement by Indian industries and greater demand by consumers, the Indian government has started to embrace the benefits of Information Technology. Large e-governance initiatives are currently underway across the country.

“In the next ten years, Global IT industry will grow at 4% CAGR from USD 2.33 Trillion to 3.57 Trillion while Indian IT Industry is forecasted to grow at 11% CAGR from 82 Billion to 234 Billion”

- **Mr VK Mathews**,
Chairman, IBS Group.

The role of government IT will create 200,000 direct jobs and approximately one million indirect jobs every year in the next 10 years⁽¹⁾. This promise of long term job creation has got the interest of policymakers globally. Governments are courting IT firms to create jobs in their countries, sponsoring research within educational institutions and fostering incubators all in an effort to improve local employment. Favorable government policies continue to be essential for India to remain competitive. The next wave of IT revolution provides tremendous opportunity for India, given its large number of educated youth.

“Supporting IT is supporting people”,

Mr Sanjaya Mariwala,
Immediate Past Chairman CII Kerala
State Council.

To ensure that Indian businesses can benefit from the projected growth, Indian Government would have to address the following challenges -

Address workforce shortage - The need for skilled professionals continues to grow in all industries. While the Indian tertiary education system graduates large number of students each year, the employable workforce remains a low percentage. The government needs to improve the quality of college graduates to supply the growing industry or risk migration of jobs to other countries.

“Only 10% of government run ITI Graduates, many of whom come from humble backgrounds, opt for computing skills development. Industry-Government partnership is essential to improve quality and employability.”

Mrs. Neela Gangadharan,
Former Chief Secretary,
Government of Kerala

Encourage research and commercialization - While India has not been a traditional research & design hub, this is slowly changing. Fundamental research and development has started to happen in India. However,

a majority of research is conducted in-house for international firms with very low focus on commercialization.

“We should encourage more meaningful research through industry/ academia links”

- **Dr. M S Ananth**,
Director, IIT – Madras

Strengthen corporate governance and security concerns – In the wake of the Satyam corporate governance scandal and 26/11 attacks in Mumbai, companies are looking at alternative locations to India. In order to allay fears of outsourcing, India would have to strengthen its corporate governance framework and provide greater assurances of safety and business continuity.

Ensure more equitable growth – India’s IT Industry is concentrated in the Tier I cities putting large pressures on infrastructure. To encourage equitable growth, reduce urbanization pressures and reduce cost of operations;

“Tier-II and Tier-II Cities have the ability to provide nearly 40% of the manpower requirements of the IT/ITES Industry. Industry should support Government to develop these alternative destinations”

- **Mr C R Swaminathan**,
Immediate Past Chairman,
CII Southern Region

Encourage Entrepreneurship – Current government procurement policies do not encourage adoption of innovative or novel solutions. Entrepreneurs constantly challenge the status quo and provide new value propositions to clients. India Inc needs to encourage entrepreneurs and entrepreneurs in order to incubate new businesses and business models.

“While India has pockets of excellence in certain parts, it lacks the ecosystem that provides for consistent delivery of excellence and entrepreneurship.”

- **Prof. Kumar Parakala**
KPMG India

Securing Business and Beyond

No more fire-fighting; it's time to get basics right, use technology

Mr R. Srikumar, Chairman, CII (Southern Region) Task Force on Internal Security and former DG of Police, says archaic rules and blunt tools are hampering the effectiveness of the police force. Rothin Bhattacharya, Chief Executive Officer, HCL Security Ltd, feels “guns and guards” is not the solution, but thought leadership, technology and integration. Brigadier J. Anantharaman, Deputy Commandant, Officers Training Academy, Chennai, and Commodore Rajeev Girotra, Naval Officer In-charge (Tamil Nadu) point to the external and internal threats India face. Mr A. Hemachandran, Inspector General of Police, Thiruvananthapuram, says it is high time India pays attention to the basic structure of policing, how to strengthen it and what ails the police force.

New Delhi, the former police officer said that security threats had existed for more than two decades but there was nothing quite like 26/11, and it was after the latter that people began to talk about security in a different vein. “Terrorism is a fact of life now and we have to do something to increase our feeling of security. We have to plan for our security in advance. We are doing a fire-fighting job; we have archaic rules, blunt tools, our hands are tied and mouths shut,” Mr Srikumar said, adding that media perceptions had to change and reforms had to come in. “The secret of success in securing our borders lies in being prepared. Appropriate and affordable technology is the key, the force-multiplier. We have the capability, but we must work in tandem with private security forces.”

Security is like an umbrella,” said Mr R. Srikumar, Chairman of the CII (Southern Region) Task Force on Internal Security and former Director General of Police, Karnataka, “We take it out when there is rain and forget about it when it stops raining.” He was setting the ball rolling at the Conference on Advanced Technologies in Security Systems at the Hotel Accord Metropolitan in Chennai, which had the theme, ‘Securing business and beyond’ and had as its objectives the facilitation of knowledge flow, understanding the effects of high technology on internal security, and forging partnerships for collaborative research and product development.

Addressing about 250 senior management personnel from diverse industries in India, some from overseas, Mr Srikumar wondered whether the country was prepared to face internal



or external threats. Referring to the assassination of former Indian Prime Minister Rajiv Gandhi and the more recent attack on Parliament House in

Rothin Bhattacharya, Event Chairman and Chief Executive Officer, HCL Security Ltd, said the end solution did not remain with the “guns and guards”

but with thought leadership, technology, integration and collaboration. The integration approach that brought together best-of-class thoughts, technology, IT, policing and civil defence and ambulance forces was the key, he added.

Having entered an age of constant conflict, security today encompassed political, economic, social, moral and spiritual dimensions, Brigadier J. Anantharaman, Deputy Commandant, Officers Training Academy, Chennai, pointed out. "It is important to understand the complexity surrounding India's neighbourhood, one of the most populated areas in the world. Six of nine nuclear weapon states are in this region," he said. Brigadier Anantharaman dwelt on the growing might of China, Indo-Pak relations, India's relations with Nepal, Bangladesh and Myanmar, and Naxalite activity in 170 districts in several Indian states. He did not rule out the supply of arms to the Maoists from Nepal and China. "Internal security is also a cause for concern. There

is no substitute for good governance, with an inclusive policy," he said.

Referring to Maslow's law of diminishing marginal returns, Commodore Rajeev Girotra, Naval Officer In-charge (Tamil Nadu), said shelter and security were important for an individual. Pointing to India's vast coastline of 7000 km and an exclusive economic zone (EEZ) stretching 2 million sq km (200 nautical miles), he said maritime security in an area where other nations too had the right to resources, included the protection of ships and fishing vessels, offshore assets, prevention of misuse of EEZ, subversive activity and guarding vital points on the coast. India occupied an extremely strategic location and more than 3000 tankers transited its sea lanes every year. He said while Singapore and Hong Kong ports had the capability to screen entire containers, India was yet to develop such capability.

"All over the world a paradigm shift had taken place with regard to security but, unfortunately, we had to wait

for something like 26/11," said Mr A. Hemachandran, Inspector General of Police, Thiruvananthapuram. He referred to how policemen who were belittled in Hindi films finally got their due after 26/11 when even the elite from Mumbai came to light candles for the beat constable. "The security concerns of the 21st century will be dominated by non-state actors, with ideologies being triggered by religious fundamentalists. We cannot remain complacent; no nation is an island. Security has significantly changed – from conventional warfare to internal threats triggered from outside by hostile nations. We have to look at the basic structure of policing, how to strengthen it, what ails it etc. It is an area we have neglected a lot over the years. A thousand policemen get killed every year (in India), but it is just a number for all of us," Mr Hemachandran explained. He said technology imports from the U.S. and Europe had severe limitations. "When we adapt, we need to relate it to the field. We also lack in R&D, our investment (in it) is bad."

No internal security without upgrading systems, improving communication, revamping police force

On the aspect of security, synergy between industry and state is lacking, says Mr V.R. Raghavan, President, Centre for Security Analysis. South India is a potential target for terror attacks, he cautions. Mr Amit Verma, Head – Corporate Strategy, HCL Security, and Mr Subodh Vardhan, Director-Sales and Country Head, Enterprise Mobility, Motorola India, point to the need for adopting the latest technology and for improved communication. Major General S.G. Chatterji, Director-General (Resettlement), Ministry of Defence, says security will be meaningful only if backed by economic clout. Making a stark presentation of daily reality, Ms Maja Daruwala, Director, Commonwealth Human Rights Initiative, calls for all-round police reform and says the state has a responsibility to create an environment where there is rule of law and liberty.

According to Mr V.R. Raghavan, former Lieutenant General and now President, Centre for Security Analysis, Chennai, who chaired the session on 'Internal security – an overview of the role of the state', national security appeared at the bottom of the list in a poll conducted by his institution, which sought to find concerns that were uppermost in the minds of common citizens. Mr Raghavan referred to the extremely tight security employed in the capital during Republic Day as being symbolic of a security apparatus that was no longer relevant. "Synergy between industry and state is lacking. CII is best suited to tell the state how security can be obtained," he said.

Southern India, the best developed part of India, the best governed and having the highest foreign direct investment was a potential target, Mr Raghavan said. An attack on these parts would give the impression that India was not safe. The

past 10 years, according to him, had seen exponential growth in the mushrooming of companies providing security and a rise in the number of guards. "This is not relevant. We must look at emerging trends. All states respond too slowly, too late. The onus is on us as individuals to tell the state that in today's times there is huge technology to be garnered." Mr Raghavan was for a formal structure at a strategic level, with CII regularly meeting with security agencies in regions and states.

Providing a perspective of 65000 people having been killed in terrorist attacks and 9000 in all wars since Independence and how India was under a "severe" terror threat, Mr Amit Verma, Head – Corporate Strategy, HCL Security, said the country needed to constantly upgrade security systems. "The terrorist now looks at creating maximum impact with minimum investment. So you have to raise the bar by having integrated systems (comprising of security and IT). Ground intelligence is important. Response in the first couple of hours is critical. Today's prime targets, Mr Verma pointed out, were crowded places, critical infrastructure, hotels, schools and public transport; the targets were no longer only government institutions, politicians and VIPs.

"Unless you have communication, you cannot command and control. To be able to communicate effectively at the right time is extremely important. A private agency can be trusted to set up a network and run it. Multiple agencies need to respond in a given situation; there has to be a unified concept of communication," said Mr Subodh Vardhan, Director-Sales and Country Head, Enterprise Mobility, Motorola

India. He described the government radio network Motorola-HCL were readying for the Commonwealth Games in New Delhi. The single-platform, two-way radio network would support multiple government organisations in a given geographical area; it was a relatively new concept in Asia. The network was not only cost-effective and reliable; it scored over the cellular network that usually collapsed when traffic exceeded a preset limit during emergencies.

Major General S.G. Chatterji, Director-General (Resettlement), Ministry of Defence, in charge of a "pool of excellent



trained personnel", linked the turmoil to globalisation. Various parts of the world were in different stages of growth and although there was universal awareness, rules and regulations were not the same everywhere, he said. Security meant little without adequate economic clout, and the country had not worked out the elements of internal security properly, he added.

Coming to brass-tacks and presenting a blunt portrayal of reality as it were, Ms Maja Daruwala, Director, Commonwealth

Human Rights Initiative, asked, "Whose security are we looking at?" "If national security is far from people's minds, the ordinary citizen is concerned with his or her security," she said, giving day-to-day examples of the security problems faced by the man on the street, the woman on her way to work at night, and the girl who wants to get across two streets at night but is afraid to do so, and is afraid of policemen too.

"I have no great desire to epitomise dead people. Why are we allowing 1000 policemen to be killed (in response to an earlier speaker)? I'd rather talk about the policeman who works and comes back home to his family. The police are our last line of defence but they are not looked after well. Security cannot be left to private enterprise; the state has a responsibility to create an environment where there is rule of law and liberty," Ms Daruwala said. There was a need to revamp the police system, which according to her had worked for the colonialists who wanted to control the country. The police force, she said, had to be intelligence-led.

"There are too many lateral loyalties, too much vested interest at all levels. The result is the collapse of 'command and control'. The role of the political executive must be defined by legislation and the operational responsibility (management) must be with the head of police," Ms Daruwala pointed out. According to her, the police were hardly accountable and it was usually public outcry that led to some result. She stressed that everyday underperformance could not be changed unless the substrata of police management was looked at. "Today, even the public is for police reform. The idea is not to create a police state but a force we can trust – policing for the people."

Whither good governance, effective policing?



Modernisation of the police force is yet to take off in India, says Mr R. Srikumar, Chairman of the CII (Southern Region) Task Force on Internal Security, and wonders whether the country will ever see good governance. Motivation and opportunity, two elements that trigger disruption, are available in plenty in current times, says Mr Rajan Nagarajan, Head-Solutions, Corporate Group, Mahindra Satyam. Sudhi Ranjan Sinha, Director-Business Development, Building Efficiency, Johnson Controls; Mr Dato' Tunku Izham Yusoff, Chairman, Ronin Security Services, Malaysia; and Mr Dhruv C. Katoch, Additional Director, Centre for Land Warfare Studies, dwell on various security challenges.

Dwelling on non-traditional dimensions of security, Mr R. Srikumar, Chairman of the CII (Southern Region) Task Force on Internal Security and former Director General of Police, Karnataka, said police modernisation was yet to take off in the country. Recalling how as an IIT student he had come up with a software application for modernisation of the police force, which never saw the light of day, and how even in 2000 an IT initiative in Karnataka had got stuck in

red tape, with its user-level acceptance yet to be tested, Mr Srikumar blamed it on lack of good governance and wondered whether India would ever get to see good governance. Money spent for all-round reform must be spent properly, he cautioned.

Mr Rajan Nagarajan, Head-Solutions, Corporate Group, and Chief Information Officer and Business Continuity Officer, Mahindra Satyam, pointed to motivation and opportunity as two

elements that triggered disruption. In an age when information relating to an internal explosive device (IED) could be downloaded and raw material for assembling it was available over the counter, Mr Nagarajan said it was a “connected era” and the culture of policing had to change accordingly.

Sudhi Ranjan Sinha, Director-Business Development, Building Efficiency, Johnson Controls, said a breach of security was very expensive and damaging for business. Often corers of rupees were lost, as was reputation, business continuity and tourism. He called for a holistic and comprehensive approach, and to analyse different threat levels.

Providing a Southeast Asian perspective was retired Brigadier General Dato' Tunku Izham Yusoff, Chairman, Ronin Security Services, Malaysia. “Breach of security can happen despite the best precaution; the world’s greatest power can be a victim,” he said, adding that the security business was a business of opportunity, mostly in private hands. His country, where Gurkhas were still popular as a security force and better paid than the locals, suffered from brain drain and antiquated thinking, he said. He suggested India explore business (security) opportunities in Malaysia.

Retired Major General Dhruv C. Katoch, now Additional Director, Centre for Land Warfare Studies, dwelt on national security challenges and their impact on corporate India, the boundary dispute with China, Chinese help to Pakistan and China’s concern about the presence of the Dalai Lama in India. He was convinced that, if there was Chinese aggression, it would be preceded by a cyber attack and the attempt would be to destroy corporate India. Islamic terrorism also constituted a major threat, he said, and pointed to Pakistan launching attacks in cities such as Bangalore. “Internal stability is key for progress. There is a need for defence reforms and the private sector can play a role in defence production. We must put pressure on government to change policies,” he said.

In today's world, 'intelligent living' counts

Setting the tone during the brief session on 'Security – role of technology and case studies', Mr K. Muralikrishna, Co-Chairman, CII (Southern Region) Task Force on Internal Security and Vice-President & Head, Infosys Technology Ltd, said that irrespective of whether it was home, community, city or border, security was vital for business opportunity.

Stressing that criminal elements, too, had become "equally sophisticated", Mr Jens Hjelmstad, Director-Technology, National Security and Public Safety,

Ericsson AB, Norway, explained how the his company provided security at the Russian-Norwegian, Slovak-Ukraine and U.S.-Mexican borders.

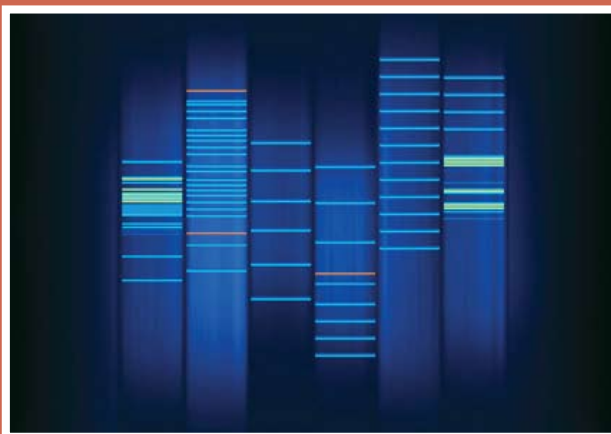
Retired Brigadier K.A. Cariappa, now Vice President (Operations), SDB Cisco Ltd, said economic centres were the prime targets and the country could not afford to be circumspect regarding security anymore. In the age of CCTVs, alarm devices, biometric technology and wireless data transmission, he hinted that investigation services should adopt an integrated man-machine-method approach.

Mr Pushkar Gokhale, General Manager, Godrej Security Solutions, said the need of the hour was a one-stop shop for all security needs and a move towards intelligent comprehensive solutions and intelligent living. He gave the audience an idea of what it was all about by showing pictures of a tyre-killer, a crash-rated barrier, 3D face recognition systems, the IRIS reader, biometric access control devices, man trap doors, swing gates, turnstiles, electro fences, perimeter intrusion detection systems, X-ray baggage scanners and inspection systems, and handheld metal detectors.

Video analytics, DNA mapping, data mining... it's a whole new world out there

Video analytics or "bringing pictures of interest" to the forefront was gaining importance in today's world of terror and clients were seeking "return on investments", said Mr Juzer Bharmal, Head – Business Development, Lookman Electroplast Industries. Video analysis, he was confident, helped fight organised crime or crime that went undetected; the analysis was also based on body language of suspects. The CCTV market in India was worth \$8 billion; in the U.K., the size of one large Indian state, the market was worth \$9 billion, according to Mr Bharmal.

Mr Venkatesh Valluri, President, Ingersoll Rand India, talked about predictive security mapping and data mining, what he termed as "one of the biggest challenges faced by the India Intelligence Bureau." The challenge was immense, he pointed out, giving examples of how difficult it was to pick up one signal from among thousands,



or similarly, a call from a terrorist. He also spoke about how DNA mapping (based on the tiniest material or clue such as a strand of hair on a T-shirt) was fast gaining ground. "Ninety-eight percent of what we do is deterrence, or prevention. Most of the corporate sector would do this," he said. Futuristic technology could enable people to lock or open the front doors of their homes using a Blackberry, he added.

"Over the past several years, a number of factors have sharply increased the

worldwide market for stronger identity management in the public and private sectors. Terrorism is no more a faraway blip on the radar in conflict areas. It is thumping at the doorsteps of our cities," said Mr Biren Mahendra Shah, Managing Director, Mascot See (I) Pvt Ltd.

Mr M.V. Sangameswaran, Regional Manager, Systems Engineering, Principal Compliance & Incident Management Specialist, Asia Symantec, stressed the need to ensure that infrastructure was properly protected. "We must secure end-points, protect email and the Web, defend critical internal servers and ensure proper backup. We need to develop and enforce IT policies," he said. Information, according to him, was poorly protected and there was a need to find out where sensitive information resided and to protect it, and to monitor how data was used.

The way ahead for security: Expert views



Evolving security challenges are insider abuse of access to data, theft of proprietary information, misuse of Internet access, infringement of intellectual property, and viruses, worms and spy ware. The use of unauthorised software has to be addressed through a right mix of governance, technology and automation. Security should be there by design, not as an afterthought.

Mr K. Muralikrishna, Vice President & Group Head, Computers & Communication Division, Infosys Technology

We are dealing with humans, anonymous humans. They are free to set the time and place of attack; extremely capable, they monitor our systems very closely. So, first understand the threat. Security is an art needed to understand the mindset of the attacker. After 26/11 we have to change perception and understand how to counter this kind of attack. The solution has to be holistic. We have to study past attacks to understand the threat, vulnerabilities. Constant training is essential to ensure systems are working efficiently.

Mr Offer Einav, CEO, Tops Securegate, Israel

Slow, uninformed, uncoordinated incident response, ageing systems, manual processes and limited budget are the barriers faced by security personnel.

Kumar Appan, Sr Consultant, Cisco Systems (India) Pvt Ltd

By 2050, city dwellers are expected to make up 70 percent of the earth's total population, or 6.4 billion. A city is a microcosm of the major challenges and opportunities facing the planet today. It is time to act because intelligence is being infused into the way the world works. We now have the ability to measure, sense and monitor the condition of almost anything. Our world is becoming 'instrumented', 'interconnected' and 'intelligent'. The IBM approach is to provide assurance, enable intelligence, automate processes and improve resilience.

Dr Nataraj Nagaratnam, Chief Technology Officer for Software, IBM India Software Lab

We need to harness resources really well. There has to be decentralised thinking. We have ourselves to blame because we buy everything and do not develop things ourselves.

Retired Vice Admiral Raman Puri, Network Centric Specialist

The key challenge lies in deciphering the intent of a target individual, the travel and movement of a person, email and communication patterns and linkages. The present platforms do not tackle the issue of semantics fully. There have been several serious attacks by international hacking communicates on Indian government IT networks.

Mr Ashish Sonal, Founder & CEO, Orkash Services Pvt Ltd

The Maoist challenge is a great threat to business and the economy. There are four major internal security threats – Jammu & Kashmir where 45000 people have been killed since 1949; the North East that has terrorist outfits wanting to secede from India; Pak-aided terror attacks; and Maoist and Naxalite attacks, a 43-year-old problem. In June 2008, three transmission towers in Bastar were blasted by Naxalites, resulting in a loss (business) of Rs 1500 crore. The following year, railway property, telephone towers, schools buildings, roads and culverts were destroyed by them. We do not have a single R&D unit; Naxalites have. Dealing with ideologues and intellectuals calls for a different strategy. Communism regimes have been junked in the countries of origin; here they are still active. We have to bring tribal people into the mainstream, have to win their hearts and minds by giving them some fruits of development.

Mr M.L. Kumat, former Director General, Border Security Force

We have lost too many lives and the frequency of attacks has increased. If the nuclear capacity of Pakistan is not taken control of by the superpowers, it could land in the hands of terrorists. The state police force is ill-equipped, ill-prepared, ill-trained. There is lack of understanding of their problems. We are a weak state, intelligence on the field is non-existent, and people are indifferent. We don't have a database, don't have the capacity to access information, there is no coordination or consciousness. It has taken 20 years for us to realise we have a challenge on our hands. We need to come together and think as a nation.

**Mr A.K. Pandey,
Inspector General of Police, Internal
Security Division, Karnataka**



Cyber Security

A collection of recommendations from the CII Conference on “Cyber Security” held in Chennai 24th April 2010



Cyber attacks and cyber terrorism are the new looming threats on the horizon and the country needs to focus on specific areas to guarantee cyber security. There could be attacks on critical infrastructure such as telecommunications, power distribution, transportation, financial services, essential public utility services and others. There is a need for International Police Cooperation against cyber crime here. With the number of cyber threats escalating our nation, the need for comprehensive security analysis, assessment, and actions have reached a critical juncture.

CII (Southern Region) organised a conference on **Cyber Security** with a theme of “**Emerging Cyber Threats & Challenges**” on 24th April 2010 in Chennai to address Cyber Security issues that affect the country. The objective of this conference was to discuss greatest emerging cyber threats across the

nation. The conference addressed cyber policy, academic, industrial, government for in-depth understanding of policy implications. This conference had panel discussions & presentations of experts and think tanks. The conference focused on Information Security, Secure Banking & Finance Security, ICT for Law Enforcement, Secure Electronic Transactions, Wireless Security, Cryptography & Crypto-analysis, Threat modelling, Intrusion detection and prevention, Intellectual Property, etc.

Cyber Security: Banking, Finance, Information Technology & Security Surveillance

The identity theft and phishing are the two important threats for the banking industry. All financial institutions should adopt multi factor authentication in the

banking business to protect the interest of the customers.

The emerging trends in cyberspace and the implications for online banking, the variety of risks that are posed in online banking should be looked into. There is a need to approach the issue holistically through addressing people, process and technology.

Banks usually have robust policies and governance structure to achieve a high level of security for their IT operations.

Database controls to secure backend access by employees, channels and partners are given required access, but others are stopped at the periphery. They must be managed by professionals who devote time and effort to keep systems secure.

There is no single agency to investigate cyber crime... CERT-IN (computer

emergency response team-India) is the nodal agency, but still depends on CBI and local police for feet on the street. A nodal agency needs to be created.

The Banking Industry is facing internal frauds time and again like credit / debit card fraud, phishing & identity theft. The Implication of such crimes is financial loss, impact to reputation, legal & regulatory implications.

Initiatives should be taken to counter cyber threats like two factor authentication (hardware tokens, dynamically generated passwords etc.,) SMS alerts to customers as additional validation, digitally signed emails, online fraud detection system etc.

Technology can certainly play a key role in online fraud prevention, but nothing can substitute better customer awareness / education when it comes to ensuring On-line transaction security.

Cyber Crimes: Digital Evidence and Cyber Forensics

The 5 “P” process in investigation and end to end discovery – *Plan, Preserve, Pave, Process and Produce* should be looked into. Almost 75% of respondents, as compared to 60% in 2008 survey - fraud in Corporate India had risen in the last two years. In today’s technology pervasive businesses - employees are colluding with outsiders to commit financial embezzlement. Fraudulent financial reporting increased online presence results in far greater vulnerabilities at the network level.

There is a need to share the best practices for cooperation in empowering law enforcement by creating cyber forensic tools.

The anatomy of a data breach where the root cause of data breaches are well meaning insiders, malicious Insider and targeted attacks, network access control, end point protection platforms; security Information and event management.

Cyber Act : Policies & Law

Companies must adhere to the IT Act. The awareness levels of the Companies on the IT Act are a cause of concern. The companies need to take notice of the relevant provision of the IT Act. Suitable policy initiatives are to be undertaken by the government to ensure that cyber crime risk awareness is substantially improved. To achieve this private sector companies need to be encouraged to either directly or indirectly undertake public awareness programs as a part of the CSR initiatives. For this purpose, Ministry of Information Technology, through CERT-IN should send an advisory to all companies through the Institute of Company Secretaries, Institute of Chartered Accountants, CII and other industry bodies to undertake mandatory public CSR initiatives towards building awareness of cyber crimes in the community.

Companies should be mandated to undertake employee training on Cyber Law Awareness. Improving the Cyber Law Compliance in the industry is mandatory. Schools and colleges need to be encouraged to include some aspect of cyber crime awareness in the curriculum and other activities of the School. ISPs must be mandated to ensure that every internet account holder takes up a Cyber Law Awareness quiz passing of which should be mandatory for obtaining an Internet account. Every bank should ensure that banking facilities are given complete suitable awareness quiz to the customers before the accounts are activated. All Banks should be mandated to introduce digital signatures for authentication of internet banking transactions. Companies should be mandated to take such due diligence steps as are mandated in ITA 2008 to prevent occurrence of cyber crimes using the facilities of the company by the employees or third parties. The improvement of cyber policing capabilities as Inter-state cooperation of cyber crime police should be ensured through setting up of a “National Cyber Crime Coordination

Center” and an “Inter State Cooperation Arrangement” to be endorsed by all State Governments. The coordination centre need not have investigation powers and hence may not require any legal changes. It should also provide an online cyber crime complaints receiving mechanism which may be forwarded to the DGPs of each state for further action.

Private sector industry organizations should initiate setting up of an “Incident Reporting Mechanism” including “Whistle Blowing”, to capture the cyber crime incidents that go unnoticed because of non reporting of the incidents due to fear of bad publicity. Appropriate de-identification of the entities involved may be managed to assure confidentiality through a system of “National Ombudsman for Information Security breach Incident Reports”.

Cyber Threats: Military, Industrial, Commercial and Societal

Communications technology which includes platforms like the internet, mobile and satellite telephone networks is another potential field for many countries and especially developing nations. In India alone there are an estimated 400 million mobile phone users. Modern communications technologies, that merge mobile and satellite telephones with the internet, heighten the quantum of disruption that could be caused by a hostile ‘attack’.

India is a potential target for Chinese cyber attacks. With India and its armed forces getting increasingly ‘wired’ and a number of Indian companies going hi-tech and global, enhancing cyber security must be a priority. This has to include indigenisation of critical communications networks along with the capability to trace, disable and counter-attack the source of cyber attacks.

Cyber Terrorism is referred as the World Wide Weaponisation. The criminals target the critical infrastructure like

Banking, Military, Telecom, Transport, Nuclear Fuel, Health etc. The IT Act where cyber terrorism is explained in Sec 66 F (1) of IT Act 2009 which mentions about the punishment for cyber terrorism is life imprisonment under Section 66 F (2) of the same Act.

The tools of the cyber terrorism are: Hacking; War Dialing; IP spoofing; Viruses; Worms; DOS; DDOS; Trojans; Phreaking; Phishing. China based cyber terrorists have recently attacked Indian defence and security establishments; Indian diplomatic missions; railway network, media houses, Times of India & commercial organisations.

Individuals and firms MUST adopt safe cyber practices – education & awareness. Greater co-operation and Intelligence sharing amongst nations are needed. Greater Govt-Private Sector co-operation, deterrent laws, cyber security audit of critical Infrastructure, creation of nodal agency in each country for monitoring and responding to cyber terrorism, R & D in technology to prevent anonymity and increase Security, co-ordination between hardware & software firms should be taken into consideration.

Top management of industries must consider cyber security as an integral and critical part of their job profile. They have to develop, deploy and enforce cyber security policy to prevent damage to its critical systems. Management should conduct periodic cyber security risk evaluation. Management should acquire and deploy enterprise wide security architecture. They should invest in acquiring, training and retaining in house talent for safe guarding critical systems. Management should establish enterprise wide access control systems with varying user privileges and logs. Management should also develop and deploy contingency planning and disaster recovery.

The future of cyber security is in terms of future hackers will be specialized, smart, intelligent and above all well-funded. The hacking is provided as service - money will be the motive for cyber attacks, future cyber attacks will be highly targeted, well planned and focused and people element will be exploited more and more. There must be a mechanism of monitoring hackers. The industries must follow the principles like Security as a 'forethought out' process.

Cyber War : The Emerging Security Challenges in the 21st Century

Intelligence agencies must share data and processed information with other agencies. Regular Cyber Warfare covers low intensity attacks on key installations; virus & worm attacks need to be monitored.

Guerilla warfare covers using specific vulnerability on target to cause damage to target. Use of attack from one country to hit at another country, the result is traced back not to the actual attacker but to the country specific.

The cyber crime threats, particularly in phishing and identity online frauds are increasing. Cyber challenges are common to all countries in the world but it is the readiness to protect and prevent that makes the difference.

The stakes in security are reputation - negative public attention; loss of future business, intellectual property - exposure of company secrets, loss of productivity; decrease in stock value, customers' and partners' privacy.

CYBER SECURITY - RECOMMENDATIONS

This Article on cyber security seeks to crystallize the essence of discussions recorded during the Conference on Cyber Security to develop a set of recommendations that would need to be implemented among industry, government, other agencies & citizens.

I. RECOMMENDATIONS TO THE GOVERNMENT

Government level initiatives / policy changes

- The government has to take initiatives to create awareness about cyber crimes through policy initiatives.
- The government should direct the private sector companies to undertake

public awareness programs as a part of the CSR initiatives.

- Companies should be mandated to undertake employee training on cyber law awareness.
- The coverage and definitions of cyber law are barely in tune with the present day scenario - they should be brought up to the current situation on a war footing.
- The Ministry of Information Technology, through CERT-IN

should send an advisory to all ISPs to undertake mandatory public CSR initiatives towards building awareness of cyber crimes in the community.

- Schools and colleges should be advised to include some aspect of cyber crime awareness in the curriculum.
- ISPs must be mandated to ensure that every internet account holder takes up a cyber law awareness quiz

and pass the same for obtaining an Internet account.

- Government to set up dedicated 'Cyber Cops Academy' and train a parallel professional stream of technology professionals. Such trained personnel should be posted at all important police stations.
- In order to improve cyber policing capabilities – Inter-state co-operation of cyber crime police through setting up of "National Cyber Crime coordination centre" and an "Inter State Cooperation Arrangement" to be endorsed by all State Governments.
- Need for a powerful legal system by the government for an international law and international policemen to handle crimes.
- Need to set up an effective cyber crime cell with qualified engineers to perform in a better manner.
- Companies should be mandated to take such due diligence steps as mandated in ITA 2008 to prevent cyber crimes committed by its employees or third parties.

Policing and Cyber Crimes

- Inter-state cooperation of cyber crime police should be ensured through setting up of a "National Cyber Crime Coordination Center" and an "Inter State Cooperation Arrangement" to be endorsed by all State Governments.
- One of the States that has excelled in preventing / detecting / investigation the cyber crime can take the leadership in setting up support services and share best practices with other States.
- The coordination center can also provide an online cyber crime complaints receiving mechanism which may be forwarded to the appropriate authority (DGPs) of each state for further action.

II. RECOMMENDATIONS TO THE INDUSTRY

Banking / Finance

- Every bank should ensure that its customers to whom internet banking facilities are given - complete suitable awareness quiz before their accounts are activated.
- Educate before you empower - mandatory course (1 hour) about the dangers of being online, specially doing business like banking.
- Mandatory use of mobile phones as a strong authentication device as they are pervasive by the banks.
- All banks should be mandated to introduce digital signatures for authentication of Internet banking transactions.
- Provide basic knowledge of internet crimes and fundamentals to the operators as a precaution.
- Companies should use hardware appliances which have hard coded browsers (do not allow anything to change once the box is shipped) - this will nullify any impact of spyware, malware, Trojans etc.
- Companies should address the need to protect the individual identity and the digital assets / devices.
- Companies should monitor the "fly-by night operators" – insiders who get involved in the cyber crime.
- Banks should review the existing 2Factor authentication process to make it more effective
- Banks should have an effective mechanism internally to detect & mitigate the risk of internal fraud
- Banks should do a effective KYC & Due Diligence process to ensure authenticity of the customer and avoid external frauds
- Banks should exercise caution while introducing any promotional offers to avoid misuse
- Banks to exercise due care and caution while engaging external

vendors / merchants for banking activity

Collaborative Incident Reporting Mechanism

Private sector organizations should come together and set up of an "Incident Reporting Mechanism" including "Whistle Blowing", to capture the cyber crime incidents that they are aware of or have happened within their organizations.

Appropriate de-identification of the entities or persons involved may be managed to assure confidentiality through a system of "National Ombudsman for Information Security beach Incident Reports".

The incident reports can also blacklist entities and individuals involved in such crimes and help the industry to sever relationships with such entities or individuals.

Corporate Policies

- Top management must consider cyber security as an integral and critical part of their job profile.
- The top management has to develop, deploy and enforce cyber security policy for the corporation to prevent damage to its critical systems.
- Management should conduct periodic cyber security risk evaluation.
- Management should acquire and deploy enterprise wide security architecture.
- Management should invest in acquiring, training and retailing in house talent for safe guarding critical systems.
- Management should establish enterprise wide access control systems with varying user privileges and logs.
- Management should develop and deploy contingency planning and disaster recovery.

– Document by Confederation of Indian Industry & Scope International Pvt. Ltd.

Global Health Challenges - Ayurveda Solutions

Traditional Medicine: The defining factor

1. The World Health Organisation defines traditional medicine as health practices, approaches, knowledge and beliefs incorporating plant, animal and mineral based medicines, spiritual therapies, manual techniques and exercises, applied singularly or in combination to treat, diagnose and prevent illnesses or maintain well-being. The sector covers a wide gamut including:

Raw Materials	Identification and sourcing of medicinal plants and herbs with a focus on standardization and purity contents
Manufacturing	Conversion of raw materials into finished goods / drugs after preclinical studies & clinical trials. Also envisages procedural documentation & formulation mechanisms
Research	Pharmacology for alternative formulations so as to enable faster delivery and new product developments
Training	Hospitals, Medical centers and academic institutes for research
Treatment	Therapeutic treatments covering both curative and preventive solutions

Indian AYUSH Sector

2. The Indian AYUSH sector comprises of Ayurveda, Yoga and Naturopathy, Unani, Siddha and Homoeopathy. The sector has been witnessing rapid growth and has generated great interest in the past few years. Some of the key facts about the sector for the year 2008-09 are:

Production	Rs. 23 billion with an annual growth rate of 8-9% as against production of Rs. 145 billion for the complete Indian pharmaceutical market. The annual turnover for the Indian herbal industry is however, around Rs. 35 billion
Manufacturing Units	9228 units providing a turnover of around Rs. 88 billion and with an annual growth rate of 10-12% with only around 100 firms posting a turnover of Rs. 0.05 billion and above validating the dominance of small scale operating companies
Exports	Rs. 10 billion with value added finished products contributing to 30% share and the rest being contributed by medicinal plants and extracts
Educational institutes	484 educational institutions with Ayurveda representing 50% of the total, Homeopathy 38% and rest spread across Unani, Siddha and Yoga & Naturopathy
Hospitals	25861 hospitals / dispensaries with Ayurveda representing 65% of total, Homeopathy accounting for 24% and rest spread across Unani, Siddha and Yoga & Naturopathy
Practitioners	751,926 registered practitioners with Ayurveda representing 61% of the total, Homeopathy 32% and the rest across Unani, Siddha and Yoga & Naturopathy

Kerala Ayurveda Scenario

3. Kerala, currently has around 1400 ayurvedic industries with a total turnover of Rs. 4 billion and exports of around Rs. 0.6 billion. The Kerala Ayurveda industry is however valued at Rs. 6 billion and is currently adopting measures for expansion and quality improvement.

Some of the key strengths of Kerala Ayurveda are:

- Strengths in all areas across the value chain including availability of raw materials, manufacturing practices, research and development centers, training infrastructure and therapeutic treatments
- Worldwide recognition by National Geographic Traveler and a developed healthcare delivery system helping it to create a global brand
- Availability of a gamut of therapeutic treatments with both dedicated hospitals and Ayurvedic resorts providing authentic curative and preventive therapies.
- Presence of large amount of herbs and medicinal plants in the state helping the research and development centers formulate newer product developments
- Offering Ayurveda in tandem with tourism by focusing on huge development of resorts, spas and Ayurveda centers that offer both treatment and comfort. The resorts see 90% of the visitors from the globe and hence, immense potential is envisaged
- Focus on traditional methods with ashtavaidya tradition still being incorporated and hence, leading to production of authentic Ayurvedic products
- Presence of well trained medical and para-medical staff on account of established history of Ayurveda in the state

4. Some initiatives taken to boost the global potential of the sector are:

CARe-Keralam	<p>First functional Ayurvedic cluster in the country with about 15 Ayurveda companies grouping to form a joint venture with Kerala Industrial Infrastructure Development Corporation (KIIDC) and Kerala State Industrial Development Corporation (KSIDC) and setting up a Rs. 0.3 billion project. The objectives of the park are:</p> <p>Promotion of exports Up-gradation of ayurvedic drugs Helping cosmetic manufacturers compete in international market Establishing a Kerala brand for Ayurvedic products</p> <p>The initiative acts as a sample case for setting up of various parks in the country as it includes a research and development center, common facility center for quality certification, bench marking and validation center, international marketing support centers, data center for patent protection, GMP training and technology center, common facility center for specialty production and packaging centers for initiatives for NABH accreditation.</p>
Alliances	<p>Joint ventures with state agencies to ensure uniform testing and manufacturing facilities</p> <p>Tie up of KTDC with Cochin based Amrita Institute of Medical Sciences that receive patients from 16 countries</p> <p>Tie up with various foreign universities for exchange programs</p>
Exports	<p>Setting up of Ayurveda export promotion council to boost exports</p>
Health tourism	<p>Health centers in hotels / resorts along with Kerala Tourism Dev. Corporation</p> <p>Opening up various Ayurvedic resorts by tying up with societies enabling authentic therapeutic treatments along with leisure</p>
Retail chains	<p>Setting up of various retail outlets across the state and country to promote the practice and increase the usage of Ayurveda medicines and drugs</p>
Marketing efforts	<p>Participating in various events like Information Technology Business for Ayurveda Masseurs, organizing road shows around the world and participating in world trade marts</p>

Indian Ayurveda Sector : Future Potential

5. The global pharmaceutical market is expected to reach USD 825 billion by the year 2010 with the Indian pharmaceutical market reaching USD 13 billion. The international herbal market is estimated at around USD 61 billion with world demand growing annually at 1% (USD 610 million). Indian exports currently are limited to USD 100 million as against Chinese exports of USD 3 billion. However, industry experts and practitioners feel that there is a huge potential for scaling up and rapid growth in the Indian Ayurveda sector.
6. The Government as well as the private sector are focusing on diverse initiatives for harnessing the potential. One of the fundamental areas of focus has been to identify various bottlenecks facing the sector and addressing the same. Coupled with this is greater emphasis on research and development in the sector, both for preventive and curative therapies.

Export market potential for different countries

According to **Mr Ranjit Puranik**, General Secretary to Ayurvedic DMA, the different levels of export potential of various countries are:

- **SAARC & CIS** – These countries have been classified as priority countries with possibility of full scope Ayurveda. Task forces and collaborations with MoC and MEA are required to realize bilateral negotiations along with implementation of GMPs.
- **ASEAN** – These countries have been classified for engagement purposes with a need to take advantage of Indian culture and Diaspora. Also, FDA equivalent liaison offices along with third party GMP audits are proposed.
- **USA** – USA has been classified as global health beacon and a need for pre-shipment quality assurances have been outlined for tapping the growing market.
- **LAC & Africa** – These countries are markets for the next three decades with a requirement to leverage the goodwill garnered by South-South cooperation.

Key Challenges in the Indian Ayurveda Sector

7. Some of the key challenges faced by the Indian Ayurveda sector include -
 - **Sourcing of raw materials and manufacturing practices**
 - No standardization of raw materials
 - Presence of impure contents in raw materials
 - No standardization of manufacturing practices
 - Poor documentation of manufacturing practices
 - Lack of adequate modernization
 - Lack of adequate infrastructure facilities
 - **Lack of accreditation**
 - **Fragmentation of market**
 - Dominance of MSMEs leading to lack of awareness
 - Lack of adaptation to economies of scale and scope
 - Poor infrastructure facilities
 - Poor technological framework and testing equipments
 - Absence of shared framework leading to high cost models
 - **Quality control and certifications**
 - Lack of quality assurance and quality control initiatives
 - Criticisms for harmful and non standard formulations
 - Poor evidence of efficacy of formulations on account of no documentation
 - **Regulations and policy framework**
 - Enormous trade related compliances
 - Partial compliance to world practice standards and manufacturing practices
 - Partial compliance to regulations
 - **Research and development with lack of investments**
 - Lack of reliable information about medicinal plants
 - No incentives for research and developments leading to limited formulations
 - **Market development and access**
 - No direct market access
 - Hesitations to cultivate medicinal plants due to lack of awareness

Different level constraints

According to **Dr A K Krishna kumar**, Head – Agri Business for IL&FS Clusters, there are constraints at various levels:

- **At cultivation level:** Sourcing of raw drugs from traders, hesitation to cultivate medicinal plants by farmers due to inadequate value of produce and lack of awareness on pre harvest and post harvest activities
- **At manufacturing level:** Testing requirement at raw material stage, technological constraints, lack of documentation on processes and IPR related issues
- **At marketing level:** Integration with mainstream markets, new market access, new product development and visibility coupled with branding
- **At policy level:** Regulations/tax implications on value added processes outside the manufacturers' premises, use of animal sources for some generic drugs and absence of insurance benefits for treatment under AYUSH

Scaling Up : A few initiatives

8. Various steps are being undertaken by different stakeholders of the sector to overcome the bottlenecks and scale-up. A few such initiatives have been illustrated below.

Accreditation councils and Clinical research centers
As per Mr Darshan Shankar , Executive Chairman – Institute of Ayurveda & Integrative Medicine, the foremost step for up-scaling should be creation of accreditation councils for clinics and hospitals along with steps like distributing free software for standardized documentation for clinical management. Other measures that could help the sector are establishing world class common facilities for quality control and using NMPs.
Raw Material Sourcing
<ul style="list-style-type: none">• Dr N B Brindvanam, Member – NMPB Technical Committee states that in order to increase the exports to the growing markets, India needs to focus on QMS with focusing on both good agricultural practices and good field collection practices.• According to Mr T Balakrishnan, IAS, Additional Chief Secretary Industries & Commerce Department, Government of Kerala, India need to promote cultivation of medicinal plants while implementing good agricultural practices and promoting single point sourcing of raw materials.
Manufacturing and Standardization
Poor standardization results in varying characteristics in products and hence, lesser acceptability in the global market. As per Dr Nimish Shroff , Director – Charak Pharma Private Limited, it is essential to achieve world standards through quality in process and adopting the global standards of GMPs of WHO to ensure exports to regulated markets. The GMP outlines practices to be incorporated for: <ul style="list-style-type: none">• QMS as documented in quality manual with focus on procedures, change controls, failure investigation, quality complaints and vendor development• Personnel with focus on qualification, training and responsibility of quality assurance/control• Premises and equipment with focus on cleaning and sanitization program, pest control, air handling unit systems, equipment identification, status labeling and maintenance• Documentation with focus on standard operating procedures, master formula cards, batch manufacturing records, material, equipment, utility and product specifications• Manufacturing with focus on technology transfer, stringent manufacturing operations and environmental monitoring• Quality control and assurance with focus on control of laboratory operations, sampling procedures, analysis certificates, control of retention samples and annual product review• Inspection with focus on regulatory inspections and self inspection
Integrating Ayurveda with Tourism
Integrating Ayurveda with tourism will also help promote not only the core competencies of Ayurveda but also tap the international market. <ul style="list-style-type: none">• According to Dr Anil Kumar, Executive Director, Kerala Ayurveda Limited, India needs to focus on curative aspects of Ayurveda while Mr Rajiv Vasudevan, Member -NABH Technical committee advocates Government to encourage more hospitals and medical centres to obtaining NABH accreditation (currently only 40 hospitals and 3 nursing homes accredited).
Policy and Certifications
It is an imperative for India to work further on a stricter guideline for herbal products in line with global forces like EU (THMPD), USA (DSHEA), Canada (NHPD) and Australia (ARGCM). <ul style="list-style-type: none">• As per Mr Anil Jauhri, Director – NABCB QCI, certifications at both domestic and international levels are required. In line to the requirements, a multi stakeholder committee has been setup by Department of AYUSH with technical and certification committee setup by QCI with main elements of the scheme being certification criteria and standards, certification process, internal quality assurance protocols and rules for using certification marks• According to Ms Shobha Hegde, Advisor to QCI, the Government in association with QCI are working towards developing regulations in line with international process of regulation due to drawbacks in the traditional process. An accreditation body will be working with conformity assessment bodies for ensuring voluntary certification and quality assurance. The regulators in the process are FSSAI for accreditation of CABs, WDRA for certifications of warehouses and inspection of commodities and DGCI for medical devices regulation. For AYUSH regulation, professional inspection bodies accredited to ISO 17020 will supplement the inspection machinery and primary onus of compliance will be on industry to get itself inspected by any of the inspection bodies. According to Mr Ranjit Puranik , General Secretary to Ayurvedic DMA, India needs to utilise full potential of CRISM and adopt a plan for implementation of THMPD as the current XIth year plan has outlined various promotion measures for AYUSH research and it is essential to work towards implementation.
Development of clusters
According to Dr A K Krishna kumar , Head – Agri Business for IL&FS Clusters, formation of clusters so as to counter the disadvantages, like lack of economies of scale and scope, of the fragmented MSME industry is a critical step for up-scaling the sector.

Conclusion: GROW framework

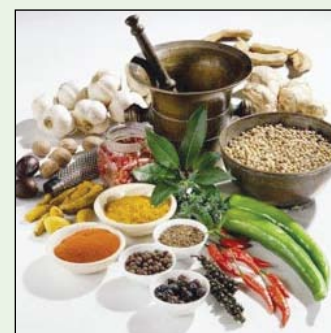
9. Ayurveda is slowly emerging as an independent medical knowledge system and to increase its acceptability and adaptability, India needs to focus on a GROW framework:

Globalization of Ayurveda	Need for adoption of standardized western pharmaceutical methods to comply with US, Europe and WHO guidelines
Responsible practices	Cultivating a system of sustainable harvesting and protection of species together with good agricultural, manufacturing and healthcare practices
Organizational approach	Shift from home based to mass scale production by adopting cutting edge technologies for identification of new pharmaceutical leads, creation of global brands and adopting technology for manufacturing and service delivery
Wealth sharing	Protection of traditional inventive and creative activity against misappropriation of third party patents and ensuring that the knowledge providers participate in the global market and get benefited

Abbreviations and Acronyms

Abbreviations	Details
ARGCM	Australian Regulatory Guidelines for Complementary Medicines
CAB	Certified Accreditation Bodies
CRISM	Centre for Research in Indian Systems of Medicine
DGCI	Drugs Controller General of India
DMA	Drugs Manufacturer's Association
DSHEA	Dietary Supplement Health and Education Act
FDA	Food and Drug Administration
FSSAI	Food Safety and Standards Authority of India
GMP	Good Manufacturing Practices
NABCB	National Accreditation Board for Certification Bodies
NABH	National Accreditation Board for Hospitals & Healthcare Providers
NHPD	National Health Products Directorate
NMPB	National Medicinal Plants Board
QCI	Quality Council of India
THMPD	Traditional Herbal Medicinal Products Directive
WDRA	Warehousing Development and Regulation Act
WHO	World Health Organization

Note: This document has been prepared by CII and Deloitte based on interactions and deliberations at the Global Ayurveda Summit 2010 held in Cochin on 25 & 26 March 2010.



Sneham - The CSR Wing of Infosys, Chennai

Infosys Technologies Ltd provides a complete range of services and solutions like technology consulting, application services, systems integration, product engineering, custom software development, maintenance testing and re-engineering to Global 2000 companies. Infosys operates out of two facilities in Chennai – Sholinganallur and Mahindra World City. The facilities have a combined strength of over 12,000 employees.

Sneham, the CSR arm of Infosys Chennai, was started in 1998 and has been helping the underprivileged through the constant support of more than 1000 employees. Sneham has moved to the next level of volunteerism from catering to individual request community development and having holistic approach on developmental issues.

Successful initiatives of the year:



Sneham Shiksha

Sneham Shiksha is a unique Initiative of Sneham to help rural students understand their potential, be confident and have high aspirations. It's a 12 weeks

program rolled out in 7 Rural Schools in and around M City and Shols DC. Over 150 Volunteers trained around 500+ the rural students with the interpersonal skills and computer education.

7 shiksha circles were formed to take care of each of the 7 schools (split by IBU). Volunteers visit the schools every weekend and take sessions (theory as well as practical for computer sessions, interpersonal skills and English). Teachers and headmasters of the schools have appreciated this initiative and feel the difference as students are more forthcoming in the classes and exude confidence.

Sneham Shiksha Camp:

Sneham's Shiksha Camp aims to train the children of migrated construction workers from Orissa, Bihar, Jharkhand and Andhra Pradesh and make them eligible for formal education in local schools. The Shiksha camp has been designed in a manner that attracts interest from these children to combine their learning experience with more comfort and ease.

The first phase was the inauguration of Shiksha Camp, which was conducted in Mcity DC on 10th April. The children were brought to the campus and had one full day of fun filled activities. The kids and the volunteers were in par when it came to the excitement level in skipping, frog jump, lemon and spoon, Tom and Jerry movie, bursting balloons, etc.! Excited and exhausted, the kids were safely dropped home after lunch.

Phase two consisted of a Summer Camp of ten days that started on 12th April. This phase was the ice breaking phase which had sessions of extracurricular activities like drawing, singing, indoor and outdoor games. Volunteers visited the camp everyday during the summer camp and got to know the kids better. Talents of every kid were identified

and were given more opportunities to showcase them in these ten days. By the end of this phase, our mission to make all kids comfortable was accomplished!

The third and ongoing phase, started on 7th May, consists of providing the kids with some basic learning lessons. A note book drive was organized to provide the kids with notebooks and other stationary for them to use during this phase. The kids were divided into groups based on their knowledge levels. Accordingly, the syllabus was framed, mainly consisting of English and Math. Volunteers visit the camp thrice a week and spend two to three hours in teaching the kids. In this process, every child's interest and grasping power is observed and suitable methods of teaching are incorporated.

Sanitation Facilities to Rural Govt Schools

Lack of proper toilet facilities in schools has a definite and significant impact on the dropout rate of girl children, particularly around the time they reach Class 6th to 8th. Barely 10% of the government schools in India have toilet facilities -- and where they do, they are hopelessly inadequate. As Infosys Always believes in Inclusive growth, IWIN along with Sneham has join hands together to help schools in Chennai especially

in remote rural areas by improving the sanitation facilities.

To start with we have constructed toilets in Paranur School near M City. This school did not have any toilet facility and now, with this initiative the 100+ girl students are benefited. Currently the construction is happening in another school in Mahindra City.

Water tank to Avanippoor Government School

In addition to toilet construction, water facilities in the schools was also identified as one of the basic needs for good sanitation. Sneham provided water facility for Avanippoor Government Higher Secondary School, located about 120 kms from Chennai. The school caters to over 1000 students from the surrounding villages.

Sneham donates wheel chairs

As a part of World disability day, Sneham donated 10 wheel chairs to deserving physically challenged ones through an NGO – Snegithan. All the beneficiaries are Polio affected ones and had been in need of Wheel Chairs for quite a while. The total cost was Rs. 45,000.

“SNEHAM Conducts Reading Session for visually impaired

Sneham has been associated with Nethrodaya for over two years now. They provide free boarding and lodging facilities for the visually impaired. They were in need of volunteers for reading out the books to the visually impaired inmates on a regular basis, during the week ends. A team of 6 people from Sneham visit Nethrodaya every Saturday for 3 hrs.

Nethrodaya - South India sports festival for visually challenged

Sneham volunteers have been conducting reading sessions for the children during the weekends for the six weeks. And also help with volunteers for sports festival organized by Nethrodaya for the visually challenged from South India on July 25 and 26. Eight teams from Tamil Nadu, Kerala, Karnataka and Andhra Pradesh participated in the event. Adapted versions of cricket, volleyball and chess were played. Sixty members from SNEHAM volunteered for the event. SNEHAM member received a memento from Nethrodaya for his services.

SNEHAM Starts Spoken English Center at Nethrodaya

Sneham has started a spoken English centre at nethrodaya and it has been operational from July 2009 onwards. All visually impaired people (Both the Inmates and Non Inmates) will benefit from this. The Idea of starting this Spoken English centre is to make them more sellable. The spoken English centre trains visually impaired people 5 days a week. Sneham's gives out Rs 4000/- from its kitty every month for this initiative.



“Become a Santa” Initiative

SNEHAM organized a Christmas/Newyear gift collection drive providing an opportunity for Infoscions to play the Santa for the underprivileged kids.. Sneham collected wish lists from 685 children across 10 orphanages in Tamil Nadu and two slum areas in Chennai. The wish lists were made available to Chennai Infoscions as gift chits placed in each building of Shols and MCity. The initiative was a huge success with more than 685 gifts [**School bags, dresses, geometry box, water colors, shoes, crayons, toys, watches, bats, balls, etc..**] collected from Chennai Infoscions. More than 650 Infoscions from Chennai DC (Shols and Mcity) participated in the ‘Become a Santa’ initiative organized by SNEHAM.



Notebooks distribution at Anoor School

Sneham has been distributing notebooks to the students of the school for the last four years. This year, the team distributed 425 notebooks to the students of Anoor School and schools surrounding Anoor, which include P.U. Primary School Aalavai, Kolappattu and P.V. Kalathur. In Sparsh:

Walkathon – Event to support the cause of Suicide Prevention

Sneham worked closely with Sneha, NGO that works towards suicide prevention and helped organize the walkathon event to create awareness about the various aspects of suicide prevention. More than 20 volunteers from Sneham actively helped with the registrations, setting up the venue with posters, distributing water bottles to the participants and guiding them en-route. Around 50 Infoscions participated in the walkathon and showed solidarity and support for the cause of suicide prevention. In

SNEHAM at Chennai DC provides food for flood victims

SNEHAM received a request for help from the Sholinganallur Panchayat as more than 1,500 people, whose houses had been flooded during the cyclone, had been evacuated and put up in a Government school. SNEHAM decided to provide food for the affected people and contributed INR 30,000 towards this cause. Chennai Facilities & Security teams took up the task of distributing food – both breakfast and dinner to the victims.

Old clothes collection drive

Sneham along with MFG Reach Team conducted an Old Clothes Drive in Chennai DC. The Old Clothes Drive was a great success and ended up collecting more than 6000 clothes of Men, Women and Children. Clothes collected were segregated, neatly packed and donated to Udavum Karangal, Women’s Rehabilitation Center, and to people in pattalam slum by SNEHAM volunteers.

Construction of school for Child Labourers in Sivakasi

CME- Sneham conducted a charity show on the lines of Kaun Banega Crorepathi, with the participants from delivery & BEF teams of Chennai DC. Chenfoscions were glad to contribute, as the cause was vital & they did so, generously. The objective was to construct a school for child labourers thus preventing child labour and also to educate under privileged children. **Child labor being most prevalent in Sivakasi**, the funds raised from this project (**approximately Rs.50,000**) is donated to build the infrastructure for the school in Thiruthangal, Sivakasi district.

SENHAM – ongoing/ continuous initiatives

Medical assistance

Whenever SENHAM receives any medical requests, our team visit the patient & assess the need. Snehamsponsored for various medical interventions like **Open Heart Surgery, Kidney Transplantation, Angioplasty, Brain Tumor, Throat surgery, Acute leukemia relapse, Renal Failure, Wheezing problem, Eosinophilia** etc. After validating genuineness, our team makes the payment directly to the hospital. SENHAM volunteers are in constant touch with these patients even after the surgery/operation & provide emotional support to their families. **SENHAM has disbursed close Rs. 2, 75000 /- to 43 medical requests during last one year.**



Educational scholarship

SNEHAM team has provided educational scholarship to deserving school students & college students. Education request team has validated every single request that came to us by personally visiting the student in their own place & assessed the family situation before granting educational assistance. Our criteria for selection are very stringent & only the meritorious & deserving students are offered scholarship.

SNEHAM team has distributed educational scholarship to the tune of 17.8 lakh rupees to 440 deserving students in the last one year.

Support to homes and orphanages

SNEHAM has adopted 12 orphanages/homes and our volunteers visit these homes during weekends (atleast twice a month). In addition to spending quality time with the inmates, our volunteers also teach various subjects to the students, particularly the ones in which they are weak. We also conduct special events/competition during festival season & take care of any other emergency needs. Our volunteers have spent more than 1000 hrs in the last one year visiting and spending time with the inmates of the home



Deccan Doings

Regional, State & Zonal Activities

Regional Activities

Train the Trainers Programme

**27 January – 1 February 2010 :
Salem & Pudukottai**

The programme was organized to train 130 master trainers on Work Skills who would in turn train 5005 youth belonging to Below the Poverty Line (BPL) from 13 districts across Tamil Nadu. Post training, forward linkages would be facilitated. The ToT program was conducted in Salem for 26 trainers and for 34 trainers in Pudukotai

Workshop on IR Issues for HR Managers

24 February 2010, Bangalore

The workshop was organized to create awareness on the latest issues and challenges faced by HR managers in areas such as retention and changes brought about by technology improvements. The workshop dealt with the definition of IR in the newer context in Blue Collars as well as White Collars and HR dynamics for outsourced Employees.

CEO Speak: Coimbatore College Excellence Cluster

**5 February 2010 :
Coimbatore**

150 students from the Coimbatore cluster colleges participated in the CEO speak session with Ms. Karuna Gopal, President of Foundation for Futuristic Cities (FFC). Her session covered topics related to entrepreneurship and career development.

Innovator 2009

12 February 2010

The first edition of Innovator saw the participation of 33 teams with 91 students from across the Southern Region. The day began with an exposition wherein teams displayed their technical, business or social ideas. This exposition was visited by close to 120 delegates from various colleges, entrepreneurs and industry members. The presentations were evaluated at the



Team presenting at the Elevator Pitch

Elevator Pitch of the competition. This was followed by final presentations and evaluations at the Elevator Pitch, subsequent to which Cognizant conducted a workshop on Innovation and entrepreneurship

Award winning projects included innovative ideas such as Providing free lane for ambulances on Highways well in advance; Adaptive e-learning for 3G Mobile Multimedia Systems; Innovative Shopping Assistance Cart; Integrating RFID Technology With Existing Teaching Mechanisms For Expedition Of The Learning Process Of Mentally Challenged People; and Electronic Lavatories.

Conference on CSR 2010

20 March 2010 : Chennai



Conference on CSR 2010, Chennai

The conference based on the theme 'From Awareness to Leadership: Making CSR an Actionable Business Agenda' aimed at enabling corporate houses from the Kancheepuram District to take up social development projects in line with the needs of the Kancheepuram District Administration. A Compendium of CSR Practices titled, 'Samvridhhi – Kancheepuram' was released by the Mr T R Baalu, Member of Parliament to highlight CSR practices of companies from the Kancheepuram District. The Tamil version of the Environmental Series, 'Stop! In the name of Earth' was also released for distribution among the 2 lakh students from schools in the Kancheepuram District.

Employee Volunteering Programme: Training On Environment to Government School Teachers through E-Modules

26 & 27 April 2010 : Kancheepuram



Master trainers from the Kancheepuram District being trained on the Environment e-module

"STOP IN THE NAME OF EARTH" is an animated, activity based advocacy initiative on environment by CII in an effort to connect with the younger generation. Under this initiative, the E-module training session was organized for 130 teachers from government schools in Kancheepuram district to increase awareness on Global Warming, Effects of Environmental Pollution and Protection of the Environment. These 130 teachers would in turn train other teachers from their respective blocks and thereby help reach out to all government schools in the district.

College Excellence Cluster : CEO Session An Interaction with Mr Subroto Bagchi

5 March 2010 : Coimbatore

The Coimbatore cluster colleges had an opportunity to interact with Mr Subroto Bagchi, Vice Chairman and Gardener, MindTree Ltd. Mr Bagchi addressed the students / faculty of the colleges on the need to develop quotients other than IQ and EQ. He dwelt at length on the need for compassion, honesty, interpersonal relationships, work-life balance, commitment to a purpose, and professionalism.

STATE ACTIVITIES

Andhra Pradesh

Seventh Meeting of TQM Forum for Organisational Excellence : 2009 - 10

9 January 2010 : Hyderabad

The forum of business executives and change agents from various companies met to informally discuss and exchange ideas relating to building excellence in the organization through Quality in everything that they do. Mr K Pradeep Kumar, Head (HRD), ITW India Limited & Mr Emmanuel David, Group HR Head, Ramky Group were made the presentations on “Best Practices in Human Resources Management”.



Seventh Meeting of TQM Forum for Organisational Excellence : 2009 – 10, Hyderabad



Ms D. Purandeshwari, Union Minister of State for Human resource Development, Delivering the Inaugural Address at the conference

Conference on Green Buildings

13 February 2010 : Visakhapatnam

Ms D Purandeshwari, Hon'ble Minister of State for Human Resource Development, Government of India inaugurated the Conference. The conference highlighted the Green Building Movement in India and dealt in detail on LEED Rated Buildings; Air Tight Building Envelops; VOC in Paints and its effect on Human Health & Environment; Energy Efficiency in Existing Commercial Buildings; Green Energy (Solar PV, heating, Geothermal, LED etc); Green Building Materials (bricks, paints); Soft loans for Green Building; and Building automation for energy efficiency.

Seminar on Engaging Workforce for Organizational Excellence

13 February 2010 : Hyderabad

Focusing on the role of management in engaging workforce in the process of organizational excellence, the seminar dealt with topics such as : Leadership and Motivation; Productivity Improvement at the Shop floor level; Material Handling and Material Management; Innovation at Workplace; Energy Management; Technology for Excellence; Shop Floor Safety Practices; 5S & Total Quality Management; Team Work and Communication at work place.



Mr D Sreenivasulu, IAS, Commissioner, Department of Labour, Government of Andhra Pradesh addressing the Seminar on Engaging Workforce for Organizational Excellence, Hyderabad

Seminar on Clean Energy 2010 – Opportunities & Challenges Ahead

19 February 2010 : Hyderabad

The seminar provided a platform for participants from industry, government agencies, academia, and NGOs to report on research and developments in the Clean Energy sector. It

focused on the importance of alternative energy sources like Wind energy, Solar energy, biomass, Hydro & Renewable energy certification, Feed-in-Tariffs and Clean Energy Technologies.

Agri Conclave 2010

20 February 2010 : Vijayawada

The conclave was a focused interaction on the challenges, latest developments and international practices adopted in Agriculture. It gave opportunity to meet experts from Industry, Government, Scientists, Technologists, and Progressive Farmers for evolving more effective strategies to boost agricultural production and enhance earnings.



Mr Anil Kumar V Epur, Past Chairman, CII (SR) & Convenor, Task Force on Agriculture, CII Andhra Pradesh, addressing Agri Conclave 2010, Vijayawada

CXO Advice

28 March 2010 : Tirupati

CII in association with IIM A Alumni Association organized CXO Advice (Chief Experience Officer) as a career guidance programme for MBA graduates. It was well attended by more than 1600 students from Chittoor, Cuddapah and Nellore Districts.

Participants of the Mission at Saint-Gobain Glass India Ltd, Chennai



Skills Development Conclave 2010

20 March 2010 : Hyderabad

Organized in association with the Government of Andhra Pradesh, the conclave focussed on how educational / vocational training institutions can improve partnership working with development agencies & industry to drive innovation and enterprise for economic growth. Sessions at the conclave covered: leveraging technology for quality and scale in skill development, sectoral manpower demand in major sectors for the year 2010 and the role of private sector in harnessing Skills Projects.



Skills Development Conclave 2010, Hyderabad

Best Manufacturing Practices Mission to Chennai (Hyundai Motor India Ltd, Saint-Gobain Glass India Ltd, Orchid Chemicals & Pharmaceuticals Ltd and Lucas TVS Ltd)

7 - 8 April 2010 : Chennai

The study mission on best manufacturing practices enabled member companies from Andhra Pradesh to equip themselves with insight on world class practices adopted in the 4 organizations and thereby increase their competitiveness in the market. It also motivated participating companies to undertake ambitious manufacturing initiatives, acquire specialized skills and improve manufacturing performance.

CII - Andhra Pradesh Tata Docomo Cricket Cup 2010

13 March – 17 April 2010: Hyderabad

The month long corporate cricket cup tournament of CII Andhra Pradesh ended with the Finals being played between Deloitte and Karvy teams. Karvy clinched the title by convincingly defeating Deloitte with an all-round performance.

Mr. Komati Reddy Venkat Reddy, Minister for IT&C, Youth Services & Sports, Government of Andhra Pradesh, gave away the winner's trophy to the Winning team – Karvy and congratulated CII Andhra Pradesh for organizing such events.

Mr Komati Reddy Venkat Reddy, Minister for IT&C, Youth Services & Sports, Government of Andhra Pradesh with participants of the tournament



Karnataka

Industry Awareness Session on Security Threats: Possible Solutions and Approaches

18 January 2010 : Bangalore

The session was organised to sensitize industry, especially SMEs on the various forms of security threats, the various measures available to counter these risks and sharing of best practices adopted by corporates.

Seminar on Goods and Service Tax (GST)

22 January 2010 : Hubli

The awareness building seminar was addressed by Mr Amitesh Bharat Shetty, Joint Commissioner Central Excise, Customs and Service Tax, Belgaum Commissionerate Government of India and Mr Keyur Shah, Manager, BMR Advisors.

Special Session for Promotion and Development of the Aero Space Sector in Karnataka

11 February 2010 : Bangalore

The session was organized in partnership with the Government of Karnataka to get views from the industry in finalising the agenda for attracting investment, promotion and development of the Aero Space sector in Karnataka.



Mr S V Ranganath, IAS, Chief Secretary, Government of Karnataka at the Special Session on Aerospace Sector, Bangalore

Interactive Session on Employees Provident Fund

24 February 2010 : Hubli

The session was organized to seek clarification on the procedural issues and to understand new initiatives of Employees Provident Fund. Mr P Veerabhadraswamy, Regional Provident Fund Commissioner, Employees Provident Fund Organisation interacted with members and participated in the deliberations.

CII Karnataka National CSR Seminar on Opportunities for Inclusive Growth

28 January 2010 : Bangalore

This Seminar attended helped increase awareness among corporates about the importance of adopting CSR as a part of their Corporate Governance initiative and provided a platform for sharing of knowledge on global trends in CSR, PPP role in CSR and employee volunteering.



The Chief Secretary releasing the Guide on Employee Volunteering

India 2039 – An Affluent Society in One Generation

Meeting with Dr C S Kedar, IAS, Director General, ESI Corporation

1 April 2010 : Bangalore

The CII Karnataka Chairman, Mr Aroon Raman and Vice Chairman, Mr S Chandrashekar, along with representatives from Member companies met with Dr C S Kedar, Director General of ESI Corporation. The Director General informed the gathering on the recent policy initiatives relating to ESI as well as his ideas and perceptions to help the membership in employee health insurance.



Dr C S Kedar, IAS, DG, ESI Corporation addressing the participants

Discussion on India 2039 - An Affluent Society in One Generation

12 April 2010 : Bangalore

At the discussion on the thought-provoking book “India 2039-An Affluent Society in One Generation”, the Author, Mr Harinder Kohli elucidated that economic successes are primarily due to India’s dynamic and competitive private sector and to the newly found can-do spirit of the newly confident middle class and youth, despite significant failures of government on many fronts. A discussion also emphasized the need for improvement in the delivery of basic services and the structural changes in administrative and governance systems to achieve this objective.



Kerala

One-Day Attitudinal Seminar on Simple Ways to Make Your Customers Happy

30 April 2010 : Thrissur

The seminar was organized for members to learn the ways to satisfy the customers of today, whose behaviour and expectations have changed and are better aware of their rights. The topics

Prof. (Er.) S A W Bukari, Management Educator & Consultant addressing the participants



Puducherry

Workshop on Supply Chain Management

23 January 2010, Puducherry

The workshop focussed on Supply-chain management, Purchasing, Outsourcing, E-procurement, Materials management, Keiretsu, Virtual companies.



Workshop on Supply Chain Management, Puducherry

Interactive Session with the officials of Central Excise and Service Tax, Puducherry

28 January 2010, Puducherry

The interactive session was organized to discuss various issues on Central Excise, Service Tax and Customs. Mr M V B Rao, I.R.S., Commissioner of Central Excise, Puducherry was the Chief Guest and interacted with Members on various issues.



Interactive Session with the officials of Central Excise and Service Tax, Puducherry

Session on 'Kit for Navigating for a Chaotic World'

29 January 2010, Puducherry

The session was organized to upgrade the personal operating system, to understand the big shifts in today's world and to protect oneself from systemic financial, economical, social and ecological crises.

Meeting with the Officials from Air India

8 February 2010 : Puducherry

The objective of the meeting was to discuss and get views on starting Air Service from Puducherry to other cities. Recommendations from members included early morning flight connectivity from Chennai to New Delhi and night landing facility at Puducherry airport.

First meeting of Task Force Committee of Higher and Technical Education, Government of Puducherry

10 February 2010 : Puducherry

The meeting with Mr MO H F Shahjahan, Hon'ble Minister for Higher Education, Government of Puducherry, was organized to discuss the suitability of establishing higher educational institutions in the UT of Puducherry, to suggest the market need for introduction of various courses /institutions and to suggest man power requirement in the primary, secondary and tertiary sector for the next 5 years

Programme on Building Competitiveness in Higher Education : The TQM Way

25 February 2010 : Puducherry

The programme was organized for senior faculty members from various colleges to understand improved results (academic and non academic), better utilization of assets and resources, optimization of time, enhancing participation and synergy of various stakeholders (Internal & external) and improvement in their satisfaction level, Imbibing the 'Process Approach' for continual improvement, improved communication across the Institution and common framework for excellence journey with shared vision, mission & values.



Programme on Building Competitiveness in Higher Education : The TQM Way, Puducherry

Programme on Value Engineering

18 February 2010 : Puducherry

The session deliberated on value engineering for cost improvements and process improvements. The session dealt



Programme on Value Engineering, Puducherry

with the functional requirements from the customer point of view; contribution of every component to function and cost; and identifying non value adding components or functions.

Meeting with the Chief Secretary, Government of Puducherry

17 Mar 2010 : Puducherry

The meeting with Mr R Chandramohan, I.A.S., Chief Secretary was held to share information on industrial scenario of Puducherry.

Meeting on Formation of Industrial Cluster in Karaikal

5 April 2010 : Puducherry

The meeting was held to discuss the modalities of various Job work to be outsourced by BHEL, Trichy by setting up Industrial cluster in 550 acres of land in Karaikal. Mr V Vaithilingam, Hon'ble Chief Minister of Puducherry, Mr E Valsaraj, Hon'ble Minister for Industries, Government and key government officials participated in the meeting.

Job Opportunities Session

**18 April 2010 :
Puducherry**

A total of 241 students from various Government Higher Secondary Schools in Puducherry attend this session which gave them adequate information on the job opportunities at member companies under different trades.



Students from Government Higher Secondary Schools attending the Job Opportunities Session

Programme on Realising and Using One's Inner Potential for Success

21 April 2010 : Puducherry

The programme was organized for member participants to realize the hidden powers within themselves and the methods to unleash it. Participants were elaborated on How to attract success and failure without our knowledge, Good communication skills through sound and body, Attitude corrections for better inter-personal skills, Creating and leading an effective team and Creating a 'comfort zone' for the Mind to learn and perform effectively.

Meeting with the Director of Industries & Commerce, Government of Puducherry - Puducherry Industrial Scenario

26 April 2010 : Puducherry

The meeting with Mr G Panneerselvam, Director, Department of Industries & Commerce, Government of Puducherry, Mr M S Vijayaraghavan, Chairman, CII Puducherry, other Government officials and industrialists was organized to brief them on the current industrial scenario in Puducherry and discuss future plans for industrial development.

Distribution of Appointment letters to the Vocational Stream students

26 April 2010 : Puducherry



64 vocational stream students were given job opportunities at Rajsriya Automotive Industries Pvt. Ltd., Hosur. Mr V Vaithilingam, Chief Minister of Puducherry, presented the appointment letters to the students.

*Mr Meenakshi Kumar,
Vice Chairman, CII Puducherry,
Mr T Rajarajan, Past Chairman,
Mr M S Vijayaraghavan,
Chairman and
Mr V. Vaithilingam,
Hon'ble Chief Minister of
Puducherry issuing an
appointment letter to a student*

State Activities Tamil Nadu

CII Tamil Nadu Emerging Entrepreneur Awards

18 April 2010 : Chennai

The entrepreneurial spirit is an ongoing characteristic of India's history, particularly visible in a number of communities engaged primarily in trading. In a view to showcase the Spirit of Entrepreneurship in Tamil Nadu, the first edition of the awards was organized to showcase the achievements of Emerging Entrepreneurs in the state.

This first time initiative sought to nurture, cherish and recognize the "cream of the cream" of emerging entrepreneurs who would scale up to be national and global players in the next two decades. The awards received overwhelming response with close to 170 entries from across Tamil Nadu. 24 unique entrepreneurs were shortlisted as finalists based on several criteria out of which 9 received the awards. The awards selection process was administered with great care and diligence by an inclusive jury committee.



Dr M K Stalin, Hon'ble Deputy Chief Minister of Tamil Nadu presented the awards to the 9 winners at the award ceremony.

The nine awardees were :

Dr A M Arun, Chairman, Vasan Healthcare Pvt Ltd

Mr R Dinesh, Managing Director, TVS Logistic Services Ltd

Mr X Durairaj, Chairman, Powergear Ltd & Reep Industries Pvt Ltd

Mr P C Duraisamy, Managing Director, Sakthi Masala Pvt Ltd

Mr P C Duraisamy, Managing Director, Sakthi Masala Pvt Ltd

Mr D Sathish Babu, Founder, Univercell Telecommunications India Pvt Ltd

Mr H R Srinivasan, Vice Chairman & Vision Holder, Take Solutions Ltd

Mr V Sundaramoorthy, Founder, Symbiotic Infotech Pvt Ltd

Mr T T Varadarajan, Managing Director, Maya Appliances Pvt Ltd



Study Mission on Total Employee Involvement to Carborundum Universal Ltd & Ashok Leyland Ltd

21 April 2010 : Chennai

The mission provided member companies in Tamil Nadu an opportunity to learn and examine business excellence models in the field of manufacturing and benchmark some of the best practices in Total Employee Involvement.

TN Education Summit 2010

04 February 2010 : Chennai

With a view to foster the education sector and build India towards a knowledge society, the 2nd edition of the TN

Education Summit was organized. The summit focussed on attracting the talent profession in teaching and research, igniting rural India through higher education, and creating an ecosystem for higher education through innovation and research.



TN Education Summit 2010, Chennai

The Air (Prevention and Control of Pollution) Act 1981, (Central Act 14 of 1981) - Rates of Consent Fees - Amendment of the Tamil Nadu Air (Prevention and Control of Pollution) Rules, 1983 issued

Environment and Forests (EC 1) Department G.O. Ms. No. 72 dated 26.5.2010

The CII Tamil Nadu representation on reduction of Consent Fee has been thereby considered by the Government of Tamil Nadu. A Government Order (G.O) has been announced by the Environment and Forests Department of the Government of Tamil Nadu.

In exercise of the powers conferred by clause (1) of sub-section (2) of Section 54 of the Air (Prevention and Control of Pollution) Act 1981, (Central Act 14 of 1981), the Governor of Tamil Nadu, after consultation with the Tamil Nadu Pollution Control Board, hereby makes the following amendment to the Tamil Nadu Air (Prevention and Control of Pollution) Rules, 1983.

Amendment

In the said Rules, in the Table under Rule 8, for SI Nos 21 to 23 in column (1) and the corresponding entries in columns (2) and (3) thereof, the following entries shall respectively, be substituted, namely :-

(1)	(2)	(3)		
21	Above Rs 5 crore and up to Rs 10 crores	Rs 70 per lakh	Rs 45 per lakh	Rs 30 per lakh
22	Above Rs 10 crores and up to Rs 50 crores	Rs 70000/- plus Rs 26 per lakh	Rs 45,000/- plus Rs 20 per lakh	Rs 30,000/- plus Rs 8 per lakh
23	Above Rs 50 crores and up to Rs 100 crores	Rs 1,74,000/- plus Rs 15 per lakh	Rs 1,25,000/- plus Rs 10 per lakh	Rs 62,000/- plus Rs 8 per lakh
24	Above Rs 100 crores and up to Rs 1000 crores	Rs 2,49,000/- plus Rs 3.50 per lakh	Rs 1,75,000/- plus Rs 2.50 per lakh	Rs 94,000/- plus Rs 2 per lakh
25	Above Rs 1000 crores	Rs 5,64,000/- plus Rs 1.75 per lakh (Rs 20,00,000/-) Maximum	Rs 4,00,000/- plus Rs 1 per lakh (Rs 15,00,000/-) Maximum	Rs 2,74,000/- plus Rs 1 per lakh (Rs 5,75,000/-) Maximum

Zone Activities

CHENNAI

Seminar on Effective Cost Management

10 February 2010 : Chennai

The experience sharing session on Effective Cost Management with leading manufacturing companies namely Wabco TVS Ltd, Carborundum Universal Ltd, SRF Ltd & Rane Madras Ltd helped understand and learn the various initiatives undertaken at different levels to tackle the effects of the global recession on the industry.



Seminar on Effective Cost Management, Chennai

COIMBATORE

Technical Session on Tax Reforms - The New Era on Goods & Service Tax (GST)

7 January 2010 : Coimbatore

At the session, Mr P Muthusamy IRS, Additional Commissioner, Customs, Central Excise & Service Tax addressed on the issues pertaining to the policy and procedures of GST.

Workshop on Contract Labour

06 February 2010: Coimbatore

At the session, Mr P C Prabhakar, an eminent advocate, a specialist in labour laws, addressed the session on contract labour management.

ERODE

One day session on Building Competitiveness in Higher Education: The TQM Way

22 January 2010 : Erode

The main objective of the programme was to make college faculties aware on quality in education and educational institutions. Dr A Senthil Kumar, Senior Counselor, CII Institute of Quality was the faculty for this programme.

Awareness Programme on 5S, 3M & 7 QC Tools for Textile Industry

26 March 2010: Erode

The session was organized in Erode to reach out to the textile industry in the zone and build competitiveness by creating awareness on Japanese concepts such as 5S, 3M and QC Tools.



Mr G Sundaram, Chairman, CII Erode Zone welcoming the Participants. (Right) Mr Suhail Upadheya, Counselor, L M Thappar Centre for Competitiveness.

KARUR

Programme on Building Competitiveness in Higher Education : The TQM Way

21 January 2010 : Karur

The objective of this seminar was to help institutions understand the fundamental principles of Quality, TQM and their application in educational institutions. The session focused on Developing a Road : Structure & Strategies in educational institutions.

Awareness Programme on SEDEX & C-TPAT

5 April 2010 : Karur

The programme highlighted the requirements of Supplier Ethical Data Exchange (SEDEX) & Customs Trade Partnership against Terrorism (C-TPAT) and its benefits to exporting units in Karur. The programme helped members understand the importance of SEDEX & C-TPAT in building cooperative relationships that strengthen and improve overall international supply chain.



Awareness Programme on SEDEX & C-TPAT, Karur

MADURAI

World Health Day 2010

7 April 2010 : Madurai

Celebrating World Health Day in Madurai, a “Walkathon” was organized to emphasize the importance of Healthcare among the citizens in Madurai. The theme for this year is “1000 cities, 1000 lives” stressing the need for 1000 cities to open up public



World Health Day 2010 - 'Walkathon' at Madurai

spaces to health and identify 1000 success stories of health champions who have had a significant impact on health in their cities. **Around 200 people from various industries, Hospitals and colleges participated in this walk.**

Session on Water Management

6 April 2010 : Madurai

In celebration of World Water Day, the session based on the theme “H₂O – A Healthy Perspective” covered the latest trends, techniques and the best practices in Water Management, Water Conservation, Water Management and Water Treatment.

Workshop on Team Building

20 April 2010 ; Madurai

The workshop focussed on the Importance of Team Building, Characteristics of Successful Teams, Identifying Barriers to Team Effectiveness, Overcoming Barriers. Participants at the programme helped understand how effective teamwork can produce incredible results.

Workshop on Financial Management for Non-Finance Managers

23 April 2010 : Madurai

The workshop deliberated on organizational objectives and Growth, Impact of Changing Environments, Financial Management, Cost and Return on Capital Investments and Investment Appraisal of New Projects.

MYSORE

Workshop on Family Managed Business

13 January 2010 : Mysore

The workshop began with the concept of Creation, Growth, Sustenance of Family business and dealt with finer details of: Professionalizing Family Business; Wealth Management in Family Business; Grooming the next Generation; Family Business in a Global Market Place; Role of women in Family Business. Participants gained clarity on components of family constitution as well as a sharper understanding of the issues confronting individual family members.



Workshop on Family Managed Business, Mysore

Meeting with Jet Airways on Air Connectivity, Mysore

15 April 2010 : Mysore

The meeting helped initiate dialogue with the service providers, airport users and the government on the need of air connectivity keeping in mind the business potential of Mysore. A survey on business potential to the service providers regarding the frequency of usage, destinations, cargo & courier apart from connectivity from Mysore to other destinations was collated from member companies and other airport users and presented to Jet Airways.

Seminar on GST

29 January 2010 : Mysore

The session was organized to provide a platform to bring together the key stakeholders, i.e., Central Government, State Government and Industry. It helped members understand the proposed GST framework, the roll-out plan and the impact on various business sectors.

THOOTHUKUDI

Explore Export 2010

6 February 2010 : Thoothukudi

The session was organized with the Indo-Japan Chamber of Commerce & Industry, JETRO, Hong Kong Trade Development Council to promote Thoothukudi as an export-import destination and also to look into unexplored business opportunities in Japan and Hong Kong.



Explore Export 2010, Thoothukudi

Mission to Karikal Port P Ltd

24 April 2010 : Karaikal

The mission to Karaikal port was organized for members to study the potentials and port growth strategies.



Delegates at Karaikal Port on 24 April 2010

TRICHY

Launch of First CII - BHELSSIA SME Cluster

6 January 2010 : Trichy

The SME cluster was launched to pave way for nurturing the select group of 10 companies from BHELSSIA in Trichy and encourage a healthy growth in their industry for sustainable advantage. Mr G Ramakrishna General Manager – Outsourcing Bharat Heavy Electricals Ltd, Trichy delivered the special address on the quality expectation from the industries. Mr Rajappa Rajkumar President, BHELSSIA & Managing Director, Kumar Industries, addressed the gathering on the importance and benefits of the cluster.



Launch of First CII - BHELSSIA SME Cluster

CII “ERA” (Empowering Rural Areas) - Green and Clean Pudukudi Village

5 January 2010: Pudukudi Village

CII Trichy Zone has adopted “Pudukudi Village in Central Tamil Nadu under the project “CII – ERA (Empowering Rural Areas)” to ensure the complete transformation of the Village suiting the fast moving world with the support of Industry. As a part of this project free guides were given to students of class X and a village cleaning initiative was organized to clean the premises in and around the school.



Students of class X cleaning the school, Pudukudi village

Workshop on Goods and Service Tax

3 February 2010 : Trichy

The session was organized to discuss about the first paper on Goods and Service Tax for the industry to identify and understand some of the potential issues so as to avoid the potential disruptions they could cause to the business. Members from 70 corporates benefited out of this programme.

One Day Interactive Workshop on Leadership and Team Building

16 April 2010 : Trichy

The workshop was organized to remove visible and invisible barriers to performance, build a “Cohesive and Performing Team” effective for improving business results and improve team and organizational performance through strategic planning, organizational redesign and problem solving.



Session on Management Challenges of High Growth Decade

8 April 2010: Trichy

At the session, Dr M B Athreya, Founder & Advisor of Athreya Management Systems gave a Special Address on Management Challenges of High Growth decade. He insisted that all the organizations should focus on Personal Social Responsibility (PSR) and ethics rather than concentrating more on CSR and business.

VISAKHAPATNAM & VIJAYAWADA

CII Vizag's First CEO Forum

8 January 2010: Visakhapatnam

In the first CEO's meet held in the city, the members interacted with Mr Raghava Naik, General Manager, District Industries Center, Visakhapatnam and Dr Vijay Iyer, Patent Licensing Associate, Temple University, USA. At the meeting, industries emphasized the need for increased Industry – Institute interaction to enhance the skills of the fresh graduates seeking worthwhile opportunities in the competitive and dynamic world.

Workshop on Organisation Brand Building

12 January 2010 : Vijayawada

The workshop enabled participants to appreciate brand building in a holistic perspective by providing insights into activities and processes that contribute to brand building.

Session on Sharing Safety

9 March 2010 : Visakhapatnam

The session was a part of weeklong celebration of the 39th National Safety Week announced by the National Safety Council of India. Safety officers from various industries in Visakhapatnam shared their best practices with their counterpart to promote safety of employees and public at large. The session also deliberated on common issues of concerns pertaining to industrial safety in Visakhapatnam. A workshop on 'First Aid' imparted by the Red Cross Society of India was also organized for the student representatives from various colleges and industries in the city.

Developing Next Generation HR Leaders

25 March 2010: Visakhapatnam

The one day training workshop focused on several key areas, which included Understanding HR in the current business scenario; Talent Acquisition; Talent Management; Performance Management; Training & Development; Workplace Ethics. HR experts from leading corporate entities like Tata Consultancy Services, Mahindra Satyam, HDFC-SLIC, Vizag Steel Plant and other addressed the participants.

Session on Quality Concepts for Business Excellence

10 April 2010 : Vijayawada

The session focused on the concepts of 5S Management, Kaizen QITs and Quality Circles and how adopting these practices at all levels in the organization would enhance team work in projects related to waste management, process improvement and process cycle reduction.

Interactive session with Ms Ratna Prabha, IAS

27 April 2010 : Visakhapatnam

The interactive session with Ms. Ratna Prabha, IAS, Principal Secretary, Department of IT & Communication, Government of Andhra Pradesh to facilitate an interaction between the Government and IT industry. Ms Prabha highlighted the government policies for promoting IT and ITES companies in the state and addressed queries raised by members.



Session on Sharing Safety, Visakhapatnam

In Focus

Building MSMEs in the Region

Seminar on Finance Availability for MSMEs, Hyderabad



Analyzing the finance availability to the MSMEs and help MSMEs explore funding opportunities available with the banks and financial institutions.

Seminar on Empowering MSMEs through Computerization, Kottayam



Increasing competitive advantage of MSMEs through adoption of new technologies and optimisation of resources in clusters

Seminar on Role of Technology in Enhancing Competitiveness of MSMEs, Karur



Leveraging technology in a cost effective manner across various business functions of MSME in order to increase overall productivity and competitiveness

MSME Expo 2010 : Visakhapatnam



Exploring enormous scope for design and development of critical components and spares needed by various departments in the Defence Ministry, Railways, public and private sector enterprises and Government departments. 165 exhibitors put up their stalls at the exhibition.

CII Karnataka SME Conclave: The World is Your Market, Bangalore



Exposing SMEs members to the various facilities and options available for accessing marketing opportunities outside India.

In Focus

International Business

The months January to April witnessed several interactions organized by CII for the Southern Region business community and international delegations from all across the globe. This included delegations from the United Kingdom, Europe, Middle East, Africa, East Asia, South East Asia, South America and the North Atlantic Region.

Highlights of these are the visits by heads of states and dignitaries to the region :

- **HE Dato' Sri Mohd Najib Bin Tun Abdul Razak**, Prime Minister of Malaysia
- **HE Dr the Hon Ewart Frederick Brown**, Premier of Bermuda and Minister of Tourism
- **H. E. Ms. Zilya Valeeva**, Deputy Prime Minister, Republic of Tatarstan

- **HE Levent Bilman**, Ambassador of Turkey in India
- **Mr Jean-Paul SOLARO**, Deputy Mayor, Lorient Town, France
- **Mr Md. Zainuddin Jalil**, Consul (Trade), Malaysian Embassy

Establishing economic ties with countries in Europe, CII organized the session on Doing Business in the United Kingdom to enable member companies in the region gain understanding on the investment opportunities in the United Kingdom. A seminar with the Netherlands Business Mission helped discuss the business opportunities in India in sectors such as agro, automotive and biotechnology.



Seminar on Doing Business with Netherlands

The interactive session with **Mr Jean-Paul SOLARO**, Deputy Mayor, Lorient Town, France promoted promote with the industry in Kerala. Areas of economic cooperation identified were, heritage and culture, maritime business (fishing, shipbuilding, sailing, marine and costal tourism) and urban development.

Exploring business and investment opportunities in UAE, a business forum organized was on the occasion of the visit of H E Sheikha Lubna Al Qasimi, Minister of Foreign Trade, United Arab Emirates and the accompanying business delegation. The business forum helped strengthen and promote the UAE – India relations. Leading Indian companies were invited to leverage upon investment, industrial and market access opportunities in Abu Dhabi, Dubai, Fujairah, Ras Al Khaimah, Sharjah. Members were also given an opportunity to interact with H E Sheikh Ahmed Sultan Bin Saqer Al Qassimi,

CII also organized a CEOs interaction with **H E Levent Bilman**, Ambassador of Turkey which served as a platform to identify opportunities for mutual cooperation. Members were given a glimpse into Turkey's thriving industries in the country namely Infrastructure, Automotive, Agriculture & Food Processing; Mines & Minerals; Manufacturing, ICT, BPO.



CEOs Round Table with Ambassador of Turkey

Senior Commercial Officer, Hamriyah Free Zone, Sharjah, who welcomed Indian companies to make use of the infrastructure at Sharjah's Hamriyah Free Zone (HFZ).



Business Forum on Why UAE

Session on Doing Business with UAE



Malaysia and Singapore have been India's longstanding trading partners. **The CEO's Round Table in Chennai with HE Dato' Sri Mohd Najib Bin Tun Abdul Razak, Prime Minister of Malaysia helped** exchange ideas on further strengthening bilateral co-operation with India in the areas of Biotechnology, Research & Development, Renewable Energy, Electricity, Medical Equipments, Construction and Information Technology. CII Members in **Puducherry were briefed on the Malaysian Economy by Mr Md. Zainuddin Jalil, Consul (Trade), Malaysian Embassy** in an interactive session with CEOs from Puducherry.



CEOs Round Table with Prime Minister of Malaysia

CII members in Coimbatore interacted with HE Mr S Iswaran, Senior Minister of State for Trade and Industry, Singapore, to strengthen collaborations between educational institutions in both countries.

CII is also working to foster ties between Indian and Japanese enterprises. The India-Hiroshima Prefecture Business Matching Seminar discussed areas of cooperation such as technical and collaborative research development, free movements of goods

and services, investment by small and medium-sized Japanese enterprises, and access to movement of people from India to Japan. The Seminar on Infrastructure Development for Greater Gateway Chennai explored the possibilities of Public Private Partnership (PPP) and Infrastructure Development in South India between Japan and India. The concept of "Core Nodal Development" was proposed by Ministry of Economy Trade and Industry, Japan to promote regional infrastructure and industry development in East Asia.



India-Hiroshima Prefecture Business Matching Seminar and B2B Meetings

China has become one of India's largest trade partners. The Seminar on **Business Opportunities with Jiaxing, China** provided a platform for industry members to explore opportunities for export and business development between Jiaxing region in China and India. The seminar was organized on the occasion of the visit of the Vice Chairman of the Standing Committee of Jiaxing Municipal People's Congress and the accompanying 13 member delegation.



Seminar on Business Opportunities with Jiaxing, China

Countries all across the world provide ample trade opportunities for India. To take hold of these opportunities and further ties with the rest of the world, India is now identifying new markets in regions such as Africa, South America, South East Asia and even the Bermuda Islands in the North Atlantic.

India and Nigeria have Huge Potential for Cooperation in Energy, Healthcare & Agri Sectors as identified in the CII – NIPC 3rd Nigeria Investment Business Forum held in Chennai. An interactive Session on Doing Business with Africa with Mr Mehreteab Mulugeta Minister Counsellor, Economics & Business, Embassy of Ethiopia was also organized to give members in Madurai valuable information on business opportunities in Africa.



Interactive session with Premier of Bermuda

Bermuda is the hub for financial services and presents huge business opportunities in insurance and reinsurance services in the country. The interactive session with **HE Dr the Hon Ewart Frederick Brown, Premier of Bermuda and Minister of Tourism** helped explore these opportunities. The investment friendly climate in the state of Tamil Nadu, the proactive government and the availability of skilled man power in Tamil Nadu were also presented to the Minister.



NIPC 3rd Nigeria Investment Business Forum

The interactive meeting with the visiting Tatarstan delegation led by **H.E. Ms. Zilya Valveea, Deputy Prime Minister, Republic of Tatarstan** elaborated on the investment opportunities in Tatarstan and called on members of the industry in Hyderabad to consider investing in Tatarstan.



Luncheon Meeting with H.E. Ms. Zilya Valeeva

CII also organized a **Meeting with Meeting with H.E. Mr Carlos Abad, Ambassador of Ecuador in Puducherry** to understand and exchange information on the industrial scenario in Ecuador and in Puducherry and thereby establish bilateral trade relations. Sectors identified for investment in Puducherry were IT, Solar/Wind Energy, Mining, Sea Food and Confectionaries. CII Members interacted with Mr Carlos on the economy of Ecuador, Culture, Currency, imports and exports.

Turning towards Vietnam in South East Asia, the **Vietnam - India Business Forum 'Towards a Strategic Partnership'** was organized in Bangalore on the occasion of the visit of H E Nguyen Phu Trong President of the National Assembly of Socialist Republic of Vietnam on The forum provided a platform for the Indian Industry to explore mutual areas of business and investment opportunities in Vietnam.

Vietnam - India Business Forum Towards a Strategic Partnership



BANGALORE

A Transformational Agenda for Yi Bangalore

The annual day of Yi Bangalore chapter was celebrated with the theme 'A Transformational Agenda'. On the occasion, Mr. Aroon Raman, Chairman, CII Karnataka delivered a special address on CII Karnataka and Yi – A Transformational Agenda. He exhorted the Young Indian members to take pride in being Indian and engage in building Brand India. He emphasized that the success of Yi rests solely on the initiatives taken by its members and their ability to make it happen.



intended to give the youth of India a chance to showcase their dreams and perceptions for India in the years to come. With this 'dream' in mind, the Net students had launched the website <http://www.vision75.in>

An ambitious competition for the high school and college students pan India was planned. Participants of the competition had to capture their vision for India in 2022 in their form of video clips.

CHENNAI

Green Debate on 'Development at the Cost of the Environment'

The CII-YI Green Debate was organized as a platform to discuss the pressing environmental issues with an objective approach that will lead to a wider understanding of the concerns at hand. The speakers were Mr T K Ramachandran, MD, Tamil Nadu Slum Clearance Board, Mr V Jayaraman, COO, GMR Group, Ms



Vidya Soundar Rajan, Senior Regional Advisor, Climate Change and Energy, British Deputy High Commission and Dr Ashwin Mahalingam, Assistant Professor, IIT Madras. The debate was telecast on NDTV-Hindu to further spread awareness among the masses.

Student Nets Vision 75 Competition

Yi Chennai Student Nets staged a unique national event – A Billion Dreams Project and Competition - A Youth Initiative towards Realising Their Developmental Aspiration. Based on Prof. C. K. Prahlad's vision for India at 75 and Dr. A.P.J Abdul Kalam's vision of a developed India by 2020, "A Billion Dreams"

COIMBATORE

Launch of 60th Yi Student Net

The 60th Yi Student Net was launched at Bannari Amman Institute of Technology, Coimbatore. Members were also a part of the session on Brand India '2010 – A year of Hope for Brand India' addressed by Mr Suhel Seth, Managing Partner, Counselage India & Founder, Equus.

*Mr Suhel Seth,
Managing Partner,
Counselage India
& Founder, Equus
addressing the members*



Yi Get Together at Baralikkadu

A get together for members of the Coimbatore Chapter was organized at Baralikkadu in the Athikkadavu range - 70 Km from Coimbatore. The get together was a great way for the members to interact with each other and understand Young Indians as a close knit community.

Understanding the Role of Education in Modern Day India

The chapter celebrated its Annual Day with a session on Role of Education in Modern Day India - A Youth Perspective' addressed by Mr. S Gurumurthy, Eminent Thinker & Chartered Accountant.

Mr. S Gurumurthy, Eminent Thinker and Chartered Accountant addressing a session on 'Role of Education in Modern Day India' at the Yi Coimbatore Annual Day

Learning from the Fastest Indian in the World

"The Fastest Indian in The World", Narain Karthikeyan had been honored by the Government of India by bestowing upon him the Padma Shri Award in recognition of his distinguished contribution in the sphere of sports. To inspire the youth in Coimbatore to achieve their dreams, Yi Coimbatore organized a session with Mr Narai Karthikeyan in which he spoke about the need to focus on the future at a young age. He also shared his experiences on working his way up to the F1.



Mr Narain Karthikeyan addressing Yi Members and Coimbatore Fans

HYDERABAD

Session with Mr Shrinivas Acharya, Principal Director, Vishwa Vishwani Institute of Systems and Management

Yi Hyderabad organized an interactive session with Mr. Shrinivas Acharya, Principal Director of Vishwa Vishwani Institute of Systems and Management to share with the members a story of establishing a successful institution. Mr. Acharya shared with the members the struggle and hardships he encountered in establishing the institution and making it the third largest Business School in the State of Andhra Pradesh with 52nd Ranking Business School in India in A+++ Category.

Fun filled Networking at Hyderabad

The Yi Members in Hyderabad were also taken for a retreat at Lahari Resorts along with their families. The fun filled networking platform included activities like special movie screening, playing paint ball and bowling for the members.

Yi members take up social cause

An interactive session with Mr. Raghuram, CEO, Mohan Foundation Ltd was organized to share with members his experience on starting the first and only organization in India to promote cadaveric organ donations. The members showed their desire to take this initiative nationally and encourage other chapters across India to advocate this cause.

THIRUVANANTHAPURAM

Exploring the world of Internet Marketing

The word change can perhaps be, exemplified best by the word 'marketing'. It is to this dynamic world of internet marketing that Mr M R Hari of Invis Multimedia Limited transported the members at Thiruvananthapuram. Through the session members learnt fresh thoughts on various aspects of online advertising and marketing. The session was followed by a question-answer session where members raised various doubts and queries regarding the topic.

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Airlines • BPO's • Corporate Business Houses
• Educational Institutions • Media House State Road
Transport Corporations • Tour Operators
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• Government Officials Senior Executives of PSUs
• Technicians • General Visitors • Delegations
from Technical Institutions


Automotive Component
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