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PARTNERSHIP SUMMIT 2014

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CII@Davos

10th India
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The 5th CEOs Roundtable on Broadcast discussed the challenges of digitization.

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The 10th edition of the India Healthcare Summit took forward CII's decade-long commitment to address key issues of the Healthcare sector in India.



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

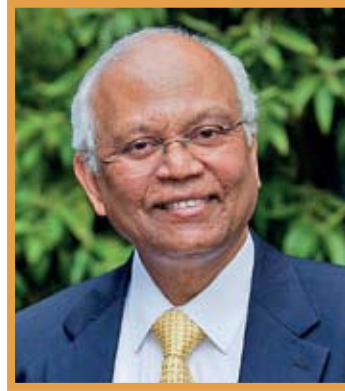
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JOURNAL OF THE CONFEDERATION OF INDIAN INDUSTRY

Congratulations **Padma Awardees**



Padma Shri
Ms Mallika Srinivasan
Chairperson and CEO, TAFE Ltd



Padma Shri
Dr Raghunath Mashelkar
President, Global Research Alliance, and
former Director General, Council of
Scientific & Industrial Research (CSIR)



Padma Shri
Mr Ravi Kumar Narra
Member, Affirmative Action Sub-Committee,
CII Southern Region, and
Managing Director,
Aditya Nirman (P) Ltd
Hyderabad



Padma Shri
Mr Rajesh Saraiya
Director
Steelmont Group of Companies

Monetary Policy

CII is surprised by the decision of the Reserve Bank of India to increase the repo rate, when all indicators suggest that a status quo was in order. While recognizing the overwhelming concern of the monetary authorities to keep inflation under check, it is also expected that the RBI should take cognizance of the faltering investment and consumption demand which is preventing the economy from realising its growth potential.



India has entered a cycle where high interest rates are leading to subdued demand conditions resulting in lower growth and investment. This, in turn, is aggravating the supply bottlenecks and adding to inflationary pressures, thereby inducing the RBI to hold on to higher interest rates. This circularity can be broken through a change in monetary policy stance.

With the growth slowdown getting entrenched across sectors, and low industrial production, CII strongly advocates a shift towards an accommodative monetary policy stance, sooner rather than later. The time is opportune to accord precedence to growth over inflation, especially as prices are trending downwards, core inflation is within the comfort zone of the RBI, and inflationary expectations are not unduly high, in view of a robust performance in Agriculture.

Telecom Spectrum

"While the decision on Spectrum Usage Charge (SUC) brings uncertainty to an end, we are not excited at the outcome. CII has been suggesting a charge of 2 to 3 %. TRAI, after careful deliberation and calculation, had recommended 3%.



The higher charge now proposed will add to the woes of an industry already burdened with high debt as a result of unduly higher taxes and levies. Further, it will make additional investment difficult, with serious social consequences since the expansion of service in rural areas will be seriously affected. At a time when Government is keen to expand broadband access, lack of investment capital will be a major obstacle. The revolution in equitable and inclusive access to information engendered by the telecom sector (especially through mobile telephony) has been stalling over the last few years, and an appropriate decision on SUC could have given the sector a new boost.

We now hope that the decision will be implemented in a pragmatic manner, especially on weighted average charges, so as to ensure that the industry - which has contributed so much to economic growth and to social equality - will be able to regain its earlier momentum."

Kiran Karnik, Chairman, CII National Committee on Telecom & Broadband, and Former President, NASSCOM

EXIM Trade Data

'The January 2014 trade deficit for India came in at USD 9.92 billion versus USD 18.97 billion in the same month last year. The reduction has been driven by a 18.07% fall in imports, which came in at USD 36.66, while exports grew at 3.79 % to USD 26.75 billion.



Despite the rise, exports seem to have lost momentum, after growing at a double-digit rate until October.

Economic conditions in the US and the Euro Zone are not very favorable for exports and we hope the Indian Government will help exporters by including more products and countries in the Focus Product Scheme and Focus Market Scheme, where we have a comparative advantage. This should be addressed on a priority basis to give the necessary push to Industry to meet the export target.

Also we need to relook at the SEZ Policy and Duty Drawback Rates. Funds for export are now available at higher cost. Timely refunds from schemes like Duty Drawback, Excise Rebate and VAT Refund will release funds and ease the liquidity.'

Sanjay Budhia, Chairman, CII National Committee on Exports, and MD, Patton International Ltd

Japanese Prime Minister visits India

CII organized the **India-Japan Business Forum** in New Delhi on 25 January, to mark the visit of Mr. Shinzo Abe, Prime Minister of Japan, to India from 25-27 January.

Japan is ready to provide financial and technological support to India in order to revitalize

its industry and economy, declared Mr Abe, at the Forum. He listed high-speed railways, medical care and medicines, agriculture, and thermal energy as special areas of cooperation between India and Japan. Japan's technology prowess and India's demographic advantage will create a win-win situation, Mr Abe said.

Mr Anand Sharma, Union Minister of Commerce and Industry, India, described Mr Abe's visit as a path-breaking event, which would redefine the Asia-Pacific region politically, strategically and economically. Appreciating Japan's commitment to India's economic development, Mr Sharma expressed India's readiness to closely work with the Japanese Government and industry. Besides the current focus of development on the Delhi-Mumbai Industrial Corridor (DMIC), the Chennai-Bangalore Industrial Corridor (CBIC) and the Western Dedicated



Anand Sharma, Union Minister of Commerce & Industry, India, Shinzo Abe, Prime Minister of Japan, and Vikram Kirloskar, Chairman, CII Japan Committee, and Vice Chairman, Toyota Kirloskar Motor Pvt. Ltd. at the India Japan Business Forum in New Delhi

Freight Corridor, the Government of India is also working on the Amritsar-Kolkata Industrial Corridor (AKIC) and the Mumbai-Bangalore Industrial Corridor (MBIC) as well as several other infrastructure development projects, with Japanese assistance, he said.

Mr Vikram Kirloskar, Chairman, CII Japan Committee, and Vice Chairman, Toyota Kirloskar Motor Pvt Ltd. said that Indian industry attached great importance to this visit, which would take the India-Japan strategic and global partnership to the next level.

The India Japan Business Forum included business sessions focusing on bilateral cooperation in the fields of Infrastructure, Medicare and Pharmaceuticals, and Agriculture. Over 300 delegates including representatives of Indian Industry, Academia and Government, as well as members of the Japanese business delegation accompanying Prime Minister Abe, participated in the Business Forum.

India-Japan Business Leaders Forum

On the sidelines of the visit of Prime Minister Abe, CII,



Indian and Japanese CEOs at the India-Japan Business Leaders Forum in New Delhi

in collaboration with its Japanese partner, Keidanren, organized a meeting of the India-Japan Business Leaders Forum (JBLF) in New Delhi on 25 January. The Forum members held intensive discussions on matters relating to bilateral trade and investment, the India - Japan Comprehensive Economic Partnership Agreement (CEPA), as also cooperation in strategic areas and cooperation in the Asia- Pacific region.

Meeting with Women Business Leaders

Several prominent women business leaders, including members of the CII Women's Empowerment Committee, had an exclusive interactive session with Mr Shinzo Abe, Prime Minister of Japan, on 26 January in New Delhi.

The session included discussions on women-related issues ranging from women's empowerment in the workforce, initiatives by the corporate sector in India to provide an equitable work environment, recent legislations passed by the Indian Government to address gender issues relating to the safety and security of women at the workplace, the rise of women as leading entrepreneurs in India, women's rights and their increasing role in the Indian political system.

Prime Minister Abe was keen to understand how these issues are being addressed in India.

He shared that Japanese women who enter the workforce find it difficult to continue after marriage and childbirth. The medical profession in Japan has been significantly affected by the fact that a number of women doctors discontinue to work after marriage, he said. Japan has put a place a number of enabling

initiatives such as flexi timings, baby care centres at the workplace, and additional allowances to working mothers, to promote women's participation in the Japanese workforce, he said.

Mr Abe shared that Japan is organizing a World Symposium for Women's Empowerment in September, to provide a good platform to share practices and learn from the experiences in different countries.

The CII members at this session included Ms Anuradha Prasad, MD, BAG Films Ltd; Ms Geetanjali Kirloskar, Chairperson, Sakra World Hospitals; Ms Zia Mody, Sr. Partner, AZB & Partners; Ms Shikha Sharma, Founder & MD, Dr. Shikha's Nutri-Health Systems Pvt. Ltd; Ms Naina Lal Kidwai, Group General Manager and Country Head, HSBC India; Ms Pallavi Shroff, Sr. Partner, Amarchand & Mangaldas; and Ms Rumjhum Chatterjee, Group MD and Head - Human Capital, Feedback Infra Private Ltd.

Interactive Session with Japanese MPs

CII organized an interactive session with a delegation of Japanese Members of Parliament on 6 January in New Delhi. This delegation was led by Mr Natsuo Yamaguchi, Chief Representative, New Komeito Party, a partner in the present ruling coalition in Japan.

Elaborating on bilateral economic relations, Mr Yamaguchi appreciated that many positive developments have taken place. Post the signing of the Comprehensive Economic Partnership Agreement between India and Japan, Japanese enterprises are exploring new business opportunities in India and good results are expected in the years to come, he said.

Mr Subodh Bhargava, Past President, CII, and Chairman, Tata Communications Ltd, said that CII fully supports the India Japan Strategic and Global Partnership. He commended the role played by Japanese institutions and experts like Prof Shiba in bringing technology and good plant management practices into India.

He said that there was vast potential for growth in bilateral trade and investment and requested the Japanese Government to eliminate the non-tariff barriers in the exports of Indian products like marine products, pharmaceuticals and IT services to Japan.



Members of the CII Women Empowerment Committee who met **Shinzo Abe**, Prime Minister of Japan, in New Delhi, for an interaction on women-related issues

India-Korea Business Forum

Ms Park Geun-hye, President of the Republic of Korea (ROK), paid a State Visit to India from 15-18 January.

President Park and Dr Manmohan Singh, Prime Minister of India, held a Summit meeting and discussed ways to promote bilateral relations. They expressed satisfaction with the strong development of India-ROK relations in line with the 'Strategic Partnership' and the expansion of ties in areas including foreign affairs, defence, trade and investment, science and technology, and people-to-people exchanges.

President Park addressed the **India-Korea Business Forum** organized by Indian industry on 17 January in New Delhi, which was attended by representatives of Indian industry, members of the business delegation accompanying President Park, government officials, academia and media. She emphasized the need to strengthen bilateral strategic communication channels in the political and security fields, consolidate the institutional framework for economic cooperation, and create favorable conditions for further expansion of trade and investment. She said that India and Korea should enhance cooperation to nurture a conducive environment for investors from both countries.



Rajive Kaul, Past President, CII, and Chairman, Nicco Corporation Ltd, greeting **Park Geun-hye**, President of the Republic of Korea, at the India-Korea Business Forum in New Delhi

Mr Rajive Kaul, Past President, CII, and Chairman, Nicco Corporation Ltd, in his welcome address, proposed cooperation between Indian and Korean enterprises in the SME sector and in the Manufacturing domain, in terms of cutting-edge technologies, electronic hardware manufacturing, telecommunication equipment, heavy industries, and rail transport management systems. He also called for closer cooperation in the Energy sector on a commercial basis, and enhanced Korean investments in India's infrastructure sector.

MoU to Promote Business Collaboration

Coinciding with the India visit of Ms Park Geun-hye, CII, the Korea Trade and Investment Promotion Agency (KOTRA), and the Engineering Export Promotion Council, India (EEPC) signed a Memorandum of Understanding (MoU) to encourage strategic business collaborations and forge business partnerships between Indian and Korean enterprises. The MoU to strengthen mutual economic cooperation in the areas of Infrastructure, engineering goods, etc., was signed by Mr. Ajay S Shriram, President Designate, CII, and Chairman & Senior Managing Director, DCM Shriram Consolidated Ltd; Mr. Young Ho Oh, President & CEO, KOTRA, and Mr. Anupam Shah, Chairman, EEPC India.

Ms. Deepa Dasmunsi, Union Minister of State of Urban Development, in a special address on the occasion, said the Government of India estimates around USD one trillion investment in Infrastructure during the current Five Year Plan (2012-17), almost 50% of which is expected through the private sector.

India and Korea enjoy a bilateral relationship that is based



Anupam Shah, Chairman, EEPC; **Deepa Dasmunsi**, Union Minister of State of Urban Development, India; **Young Ho Oh**, President & CEO, KOTRA; and **Ajay S Shriram**, President Designate, CII, and Chairman & Senior MD, DCM Shriram Consolidated Ltd, at the MoU Signing Ceremony in New Delhi

on the common values of respect for democracy and open society, said Mr Shriram. He noted that bilateral trade between India and South Korea has grown rapidly since 2001, when the total trade stood at US\$ 1.3 billion.

According to the Korea International Trade Association, during the last five years, the volume of bilateral trade has increased at an annual average rate of 31%. ■



PARTNERSHIP SUMMIT 2014

The Partnership Summit was a platform for dialogue and engagement among top leaders from across the globe, towards a greater understanding of the forces that are shaping our world, the challenges that need global policy attention, and the responses required to effectively manage change

The annual flagship Partnership Summit, organized by CII in association with the Union Ministry of Commerce and Industry, is a unique platform to enable a close examination of the partnerships and synergies that will spark the next phase of global growth and develop strong multi-country linkages and networks to assist the transformation of the global economy.

This year, the **Partnership Summit 2014** brought over 1000 multiple stakeholders and policy thought-leaders from 45 countries to Bangalore from 27-29 January to exchange ideas and find solutions to the most urgent challenges confronting the world today. The Summit,

Emerging



with the theme, 'Emerging Global Value Chains: Building Partnerships,' highlighted the investment opportunities emerging from rapid poverty alleviation in India and offered ideas on how a new class of consumers can become a dynamic for growth.

Mr Anand Sharma, Union Minister of Commerce and Industry, India, in his inaugural address, said that building global partnerships and value chains is a continuous and irreversible process that will be unhindered even if some countries adopt inward-looking policies in the face of economic challenges. He emphasized that global value chains, by their very nature, do not cause loss of jobs in countries that

Global Value Chains: Building Partnerships



Ajay S Shriram, President Designate, CII, and Senior Managing Director, DCM Shriram Consolidated Ltd; **Kaushik Mukherjee**, Chief Secretary, Karnataka; **Siddaramaiah**, Chief Minister of Karnataka; **Anand Sharma**, Union Minister of Commerce and Industry, India; **S Gopalakrishnan**, President, CII, and Executive Vice Chairman, Infosys Ltd, and **Chandrajit Banerjee**, Director General, CII, at the Partnership Summit 2014 in Bangalore

outsource manufacturing and service functions.

In his keynote address, Mr Siddaramaiah, Chief Minister of Karnataka, the Partner State for the Summit, pointed out that Karnataka is one of the fastest-growing States in the country, and that Bangalore is integrally linked with global value chains. The city, already a global hub for design and R&D, has been identified by the World Economic Forum (WEF) as one of the Top 4 innovation hubs in the world, he said. The Chief Minister said that while the State is determinedly driving the growth of IT/ITeS, biotech and other Service industries, there is also a strong focus on the growth of the Manufacturing sector.

Mr Siddaramaiah said that the world's first digital

media city is coming up in Bangalore. A report on a 'Roadmap for the Industrial Development of Mysore,' which is emerging as a major business and investment destination, was released by Mr Anand Sharma.

The Inaugural Session was also addressed by Mr Kaushik Mukherjee, Chief Secretary, Karnataka, Mr S Gopalakrishnan, President, CII, and Executive Vice Chairman, Infosys Ltd, Mr Ajay S Shriram, President Designate, CII, and Senior Managing Director, DCM Shriram Consolidated Ltd, and Mr Chandrajit Banerjee, Director General, CII.

Trade ministers and senior officials from around 25 countries addressed the Summit. Among them were Mr Milan Hovorka, Deputy Minister, Trade & Industry, Czech



Arancha Gonzales, Executive Director, International Trade Centre; **B Muthuraman**, Past President, CII, and Vice Chairman, Tata Steel Ltd; **Roberto Azevedo**, Director General, WTO; **Anand Sharma**; **Mustapa Bin Mohammed**, Minister of International Trade & Industry, Malaysia; **Dhruv M Sawhney**, Past President, CII, and CMD, Triveni Engineering & Industries Ltd; **S Iswaran**, Minister in Prime Minister's Office; Second Minister for Home Affairs and Second Minister for Trade and Industry, Singapore, and **William Danvers**, Deputy Secretary General, Organisation for Economic Cooperation and Development (OECD)

Republic; Mr Rizal Affandi Lukman, Deputy Minister for International Economic Cooperation, Indonesia; Mr Norihiko Ishiguro, Vice Minister for International Affairs, Ministry of Economy, Trade & Industry, Japan; Y.B. Dato' Sri Mustapa Bin Mohamed, Minister of International Trade & Industry, Malaysia; Mr Sayyad Abd - Al -Cader Hossen, Minister of Industry, Commerce & Consumer Protection, Mauritius; Mr. Hermann Call Schlettwein, Minister of Trade & Industry, Namibia; Mr. S. Iswaran, Minister in Prime Minister's office, Second Minister for Home Affairs and Second Minister for Trade & Industry, Singapore; Ms Janet Zebedayo Mbene, Deputy Minister for Industry & Trade, Tanzania; Mr Sultan bin Saeed Al Mansoori, Minister of Economy, UAE; Mr. Emmanuel T. Chenda, MP, Minister of Commerce, Trade & Industry, Zambia; Ms Arancha Gonzales, Executive Director, International Trade Centre, and Mr William Danvers, Deputy Secretary –General, Organization for Economic Cooperation and Development (OECD), and a galaxy of others.

The Kingdom of Bahrain was the Focus Country at the Summit. A high level delegation led by Mr Kamal bin Ahmed Mohammed, Minister of Transportation, and Acting Chief Executive, Economic Development Board, Bahrain, presented the vast opportunities arising for Indian business from the privatization and diversification currently being undertaken in the Bahraini economy, in a 'Focus Country Networking Session: Advantage Bahrain'. Mr Essam Abdullah Fakhro, Chairman, Bahrain Chamber of Commerce and Industry, shared that many Indian businesses such as Tata Group, ICICI Bank, and SBI have already established their footprint in the country, and are successfully collaborating with Bahraini companies. The session also featured a presentation by Ms Vivian Jamal, Executive Director, Economic Development Board, Bahrain.

Karnataka – The Partner State

In the Plenary Session on 'Karnataka – Surging Ahead' Mr R V Deshpande, Minister of Higher Education,



Vivian Jamal, Executive Director, Economic Development Board, Bahrain, and **Essam Abdullah Fakhro**, Chairman-Emeritus, Bahrain Chamber of Commerce & Industry, Bahrain



Siraj A Chaudhry, Chairman, Cargill India Pvt. Ltd; **Soumitra Bhattacharya**, Chairman, CII Karnataka, and Jt MD, Bosch Ltd; **R V Deshpande**, Minister of Higher Education, Karnataka; **Ajay S Shriram**; **B Santhanam**, Chairman, CII (SR), and President-Flat Glass, South Asia & Egypt, and MD, Saint-Gobain Glass India Ltd, and **Chandrajit Banerjee**



Dr Sanjaya Baru, Director, Geo-Economics & Strategy, International Institute of Strategic Studies; **Jayant Dasgupta**, Ambassador of India to the WTO; **Rizal Affandi Lukman**, Deputy Minister for International Economic Cooperation, Indonesia; **Sultan Bin Saeed Al Mansoori**, Minister of Economy, UAE; **Kamal Bin Ahmed Mohammed**, Minister of Transportation, and Acting Chief Executive, Economic Development Board, Bahrain; **Norihiko Ishiguro**, Vice Minister for International Affairs, Ministry of Economy & Industry, Japan; **Subodh Bhargava**, Past President, CII, and Chairman, Tata Communications Ltd and **Michael Yeoh**, Co-Founder & CEO ASLI, Malaysia

Karnataka, urged investors to take advantage of the immense growth potential that the State offers to business.

There has been a sea-change in the IT software industry that is now increasingly focused on high-end design software development, said Mr Kaushik Mukherjee, adding that Karnataka is making massive investments in physical infrastructure development, such as the elevated road linking Bangalore's international airport to the city. Mr Siraj A Chaudhry, Chairman, Cargill India Pvt. Ltd, giving an Industry perspective, shared why his company chose Karnataka over any other State in the country.

The session was also addressed by Mr Ajay S Shriram, Mr B Santhanam, Chairman, CII (SR), and President-Flat Glass, South Asia, Egypt & MD, Saint-Gobain Glass India Ltd, and Mr Soumitra Bhattacharya, Chairman, CII Karnataka, and Jt MD, Bosch Ltd.

World Trade Trends

A major highlight of the Summit was the address of Mr. Roberto Azevedo, Director General, World Trade Organization (WTO), his first in Asia after the conclusion of the historic WTO Ministerial Meeting in Bali in December 2013. Speaking on 'Entering into a New Trade Era Post Bali', Mr Azevedo emphasized that the 'Bali job' is not over. The focus now shifts to the effective implementation of the decisions taken at the Ministerial such that it leads to the conclusion of the Doha Round, he said.

The greater goal of the Bali Ministerial was to improve the well-being of millions of people around the world, he said, pointing out that the Bali Agreement came through at a time when the world is facing high volatility in capital

flows, high incidence of inflation in global economies, and monetary and fiscal imbalances in many regions. The Trade Facilitation Agreement could bring about 10-15% reduction in export and import transaction costs for countries, which will likely result in a significant expansion of world trade, he said.

Mr Anand Sharma said that the Bali Ministerial protected the right of the developing countries to stockpile food. The prospect of \$1 trillion addition to world trade volumes in the post-Bali period was no mean achievement, he observed.

Mr Mustapa Bin Mohammed, Minister of International Trade and Industry, Malaysia, Mr S Iswaran, Minister in the Prime Minister's Office; Second Minister for Home Affairs and Second Minister for Trade and Industry, Singapore, Ms Arancha Gonzales, Executive Director, International Trade Centre, Geneva, Mr William Danvers, Deputy Secretary General, Organization for Economic Cooperation and Development (OECD), France, and Mr B Muthuraman, Past President, CII, and Vice Chairman, Tata Steel Ltd, also addressed the session, which was moderated by Mr Dhruv M Sawhney, Past President, CII, and CMD, Triveni Engineering and Industries Ltd.

New Mega-Trading Blocks

The plenary session on 'Emergence of New Mega-Trading Blocks and their Impact on Global Trade' saw the participation of several key ministers from the Asia-Pacific region. Sultan Bin Saeed Al Mansoori, Minister of Economy, United Arab Emirates, which is a signatory to various bilateral trade agreements, said that the challenge is to maintain a balance between the interests governing bilateral agreements and the broad



Gopinath Pillai, Ambassador-at-Large, and Chairman, Institute of South Asian Studies, Singapore; **Aiyaz Sayed-Khaiyum**, Minister of Industry & Trade, Fiji; **Sayyad Abd-Al-Cader Sayed Hossen**, Minister of Industry, Commerce & Consumer Protection, Mauritius; **Dr Montek Singh Ahluwalia**, Deputy Chairman, Planning Commission of India; **B Santhanam**, and **Jerry Naumoff**, Minister for Foreign Investments, Macedonia

goals of multilateralism. He felt that the WTO should have a framework to bring about an effective balance between regionalism and multilateralism.

Mr Rizal Affandi Lukman, Deputy Minister for International Economic Cooperation, Indonesia, described regional integration in Asia and the development of Asian Regional Economic Cooperation as a step towards greater multilateralism.

Mr Norihiko Ishiguro, Vice Minister for International Affairs, Ministry of Economy and Industry, Japan, said that Japanese businesses would benefit from the integration of FTAs. The ambitious Regional Comprehensive Economic Partnership (RCEP) agreement is expected to boost trade in Asia, he said, noting that the WTO has paved the way for Japan to deepen trade ties with the developing world.

Mr Kamal Bin Ahmed Mohammed, Minister of Transportation and Acting Chief Executive, Economic Development Board, Bahrain, said that Bahrain is emerging as a highly integrated market.

Mr Jayant Dasgupta, Indian Ambassador to the WTO, said that transparency is the key to promoting the multilateral trading systems across geographies.

Mr Michael Yeoh, Co-Founder and CEO, ASLI, Malaysia, highlighted three important aspects of global trading: Competitiveness, Connectivity and Consumer Interest.

Partnerships for Growth

Addressing the session on 'Effective Pathways for Partnerships for Sustainable Growth,' Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India, referred to the global issue of carbon

emissions, and said there is a need for a global carbon emissions budget that is allocated so as to not unduly increase the burden on developing and emerging economies.

Mr Sayyad Abd-Al-Cader Sayed Hossen, Minister of Industry, Commerce and Consumer Protection, Mauritius, said that most global societies face the challenge of adopting climate change mitigations steps without undermining their own development goals.

Mr Aiyaz Sayed-Khaiyum, Minister of Industry and Trade, Fiji, called for greater objectivity in conceptualizing and implementing global sustainability goals.

Mr Gopinath Pillai, Ambassador-at-Large, and Chairman, Institute of South Asian Studies, Mr Jerry Naumoff, Minister for Foreign Investments, Macedonia, and Mr B Santhanam also spoke.

The Services Component

In the session on 'Services as Critical Component in Global Value Chain: Challenges for Developing Countries,' Mr Rajive Kaul, Past President, CII, and Chairman, Nicco Corporation, urged companies to focus on three key points: marketing, distribution and support to consumers, in terms of service delivery.

Mr Hermann Calle Schlettwein, Minister of Trade and Industry, Namibia, spoke about the importance of interconnection between the Manufacturing and Services sectors.

Mr M N Vidyashankar, Additional Chief Secretary, Industries and Commerce, Karnataka, spoke about the huge gap between the Chinese and Indian approach toward manufacturing costs.

Mr Cesar Fragozo, Minister for Asia Pacific, Mexican



Sanjay Budhia, Chairman, CII National Committee on Exports, and MD, Patton International Ltd; **Pan Sorasak**, Secretary of State, Ministry of Commerce, Cambodia; **Anup K Pujari**, Director General of Foreign Trade, India; **Sayyad Adb-Al-Cader Sayed Hossen**, Minister of Industry and Commerce, Mauritius; **Vikram Kirloskar**, Chairman, CII Innovation Council, Chairman, Global Innovation and Technology Alliance (GITA), and Vice Chairman, Toyota Kirloskar Motor Pvt Ltd; **M C Bimha**, Ministry of Industry and Commerce, Zimbabwe; **Janet Zebedayo Mbene**, Deputy Minister for Industry & Trade, Tanzania, and **Nalin Suri**, Former High Commissioner of India to the UK

Trade Commission, ProMexico, Mexico, emphasized the importance of the 'quality-quantity' approach.

Mr Pramod Bhasin, Vice Chairman, Genpact, also spoke.

South-South Cooperation

Addressing the plenary session on 'South-South Development Cooperation,' Mr Anup K Pujari, Director General of Foreign Trade, Government of India, underlined the importance of building trust among developing countries to increase the level of South-South cooperation.

It is important to understand the difference between development cooperation and development assistance, said Mr Nalin Suri, Former High Commissioner of India to the UK. The developed countries of the West have been trying to rope in the developing countries of the South to coordinate policies with them on aid, he observed.

Mr Sayyad Adb-Al-Cader Sayed Hossen, Minister of Industry and Commerce, Mauritius, talked about the issues linked with poverty alleviation, health, technology and infrastructure that still persist in many African countries.

Mr M C Bimha, Ministry of Industry and Commerce, Zimbabwe, discussed the social, cultural, political and technological dimensions of South-South Development Cooperation.

Ms Janet Zebedayo Mbene, Deputy Minister for Industry and Trade, Tanzania, said that developing countries who wish to progress cannot stay in isolation.

Urging the business community to look East, Mr Pan Sorasak, Secretary of State, Ministry of Commerce,

Cambodia, referred to the significant expansion of India-Cambodia cooperation in diverse fields.

Mr Vikram Kirloskar, Chairman, CII Innovation Council, Chairman, Global Innovation and Technology Alliance (GITA), and Vice Chairman, Toyota Kirloskar Motor Pvt Ltd expressed concern over the lack of appropriate technologies for South countries in areas like medicine, auto manufacturing, etc.

Concluding the session, Mr Sanjay Budhia, Chairman, CII National Committee on Exports, and MD, Patton International Ltd, pointed out that the traditional views of the developing countries are changing, and they are much more involved in South-South Development Cooperation. Supportive Government policies and rapid increase in cross-border trade have strengthened the developing economies, he added.

Doing Business Within Karnataka

"Together we can do a lot of great things, solve a lot of problems," said Mr S Gopalakrishnan, at the special Valedictory Session on 'Doing Business within Karnataka, Opportunities for Growth.'

Mr Krishna Byre Gowda, Minister of Agriculture, Karnataka, emphasized that the State is also a leader in the biotechnology sector, while Mr Kaushik Mukherjee talked about the State's commitment to create and encourage an environment for Industry to flourish and survive. Mr Maheshwar Rao, Commissioner for Industrial Development, underlined the importance of Karnataka in the value chains of several sectors. Mr Tushar Giri Nath, Secretary, Mines and Geology, MSME and Sugar, Karnataka, Ms Amita Prasad, Principal Secretary, Power, Karnataka; Mr B Santhanam and Mr Soumitra Bhattacharya also spoke.

Bytes



'Today countries are connecting to global value chains or global production chains. A product comes out of a country but is served by several others. For instance the I-pad may be manufactured by China but it has 17 countries attached to its manufacturing. This trend will continue and is only set to grow.'

Anand Sharma, Union Minister of Commerce and Industry, India

'As business people you will appreciate the change 10 to 15% can bring to your margins, in addition to increased investments in trade-related structures, particularly in the less developed nations. You will certainly support the rapid growth in trade between India and Africa, hopefully reaching the \$1.7 billion mark by 2015.'



Robert Azevedo, Director General, WTO



'We want to go a step further, to replicate our success in the Services sector and facilitate the next phase of development of Karnataka's Manufacturing sector. This will not only drive substantial employment opportunities but will also encourage equitable growth across the State and extend economic development to regions beyond Bangalore. It is the intention of our Government to create and sustain an environment conducive to risk-taking and long term investments.'

Siddaramaiah, Chief Minister of Karnataka

'The action of every country has externalities. Companies are also aware of this. A sensible approach to sustainability will have Government policies with the same rules across the board. Companies can pursue their macroeconomic goals subject to a regulatory framework.'



Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India



'Competition depends on a regulatory framework at home as well as internationally. We need to have a trade agenda that is reflective of these realities. The agenda should focus a little more on Services.'

Arancha Gonzales, Executive Director, International Trade Centre

'We export about \$30 billion of software. More than 100 global Fortune 500 companies have their headquarters in Bangalore.'



Kaushik Mukherjee, Chief Secretary, Karnataka



'When the first Partnership Summit was held in 1995, the world was a very different place, Globalization was still at a nascent state, and Manufacturing business was strategized for backward and forward integration. Since then, world exports have expanded by a multiple of four: from US\$ 43.7 trillion in 1993 to over US\$ 417 trillion in 2012! More important is the nature of world trade, which has increasingly shifted to disaggregated specialized components produced in different parts of the world, assembled in diverse locations, and finished in a third place, to be finally sold in markets across the world.'

S Gopalakrishnan, President, CII, and Executive Vice Chairman, Infosys Ltd

'The Partnership Summit series of CII aims at dialogue and engagement among top leaders from across the spheres of Government, business, institutions, academia, and media. The objective is to build greater understanding of the forces that are shaping our world, the challenges that need global policy attention and the response that stakeholders must institute to effectively manage change.'



Ajay S Shriram, President Designate, CII, and Senior Managing Director, DCM Shriram Consolidated Ltd



'CII has envisaged this platform as a vital and vibrant place for dialogue, for connectivity and for solutions. It is indeed gratifying that over the last two decades, the Partnership Summit has amply fulfilled its role, resulting in strengthening existing partnerships between different stakeholders and germinating useful new partnerships.'

Chandrajit Banerjee, Director General, CII

Building Businesses without Borders

Global Value Chains define the new age production process prevalent in the contemporary world, say Chandrajit Banerjee, Director General, Confederation of Indian Industry



The global financial crisis that began in 2008 forced the world to change in more ways than one. As nations and businesses began the long process of restructuring to adapt to the changed scenario, a change came into the way global value chains have been structured.

Not too long ago, one could assume that production took place in the East and consumption in the West. However, with the growth of the middle class in countries like India and implementation of policies that support demand, this paradigm is now changing. The driver of growth is now coming from the developing world rather than the developed world.

This has forced many companies to rethink their business strategies. For the first time in history, developing countries received more FDI than developed ones. In 1990, developing countries had a 20% share in global trade. Today, that figure is more than 40%.

Global value chains define the new age production process prevalent in the contemporary world. Production of goods and services is increasingly fragmented and spread out across the 'global village' to reap the benefits of specialization. This has been possible due to steady decline in the cost of transportation, electronic communications and technology since the 1980s. These global production networks have led to the creation of Global Value Chains (GVCs).

Interestingly, the concept of GVC is not new; what is new is their recognition. Conceptually, they were present and practiced by large MNCs. Developing countries and low income countries were either 'locked-in' at bottom of GVCs or 'locked-out'. But with the gradual liberalization of world trade and the reduction of trade costs, coupled with technological advancement, emerging economies like China utilized GVCs to transform their trade paradigm. China has become the largest trading power in the world in just over a decade's time.

India and the developing world can emulate China's example by participating in existing GVCs and building newer ones, and in the process emerging as major

contributors to global economic growth. In this regard, India must consider the following steps:

1. Create a conducive policy environment for SMEs to participate in GVCs: SMEs have to be introduced to global standards and trained for targeting GVCs. The Government can encourage MNCs to develop key vendor capabilities to help vendors move up the value chain and reduce transaction costs. The Government can also create funds for facilitating R&D among SMEs, and facilitate the ease of doing business.

In addition, India should work with developed countries to tap the potential of its SME sector to create jobs, increase investments and spur economic growth. This would also increase India's engagement with its traditional trading partners.

2. Bolster and diversify the Services sector to lend adequate support to Manufacturing growth: The growing importance of Services in Manufacturing demands greater efforts towards reforms in the domestic Services sector, and in due course, diversification of India's Services exports, which are heavily concentrated. In fact, Services are also a critical component of GVCs. By facilitating the transit of intermediate goods along a supply chain and making communication and coordination between its respective productive units possible, Services provide the conveyor belt that keeps supply chains moving. In addition, domestic manufacturing industries that are first or second-tier suppliers to international supply chains purchase Services from local utility, logistics or business Services providers.
3. Promote the role of Standards in Indian industry: Tariff barriers are gradually fading to irrelevance in global trade with the proliferation of RTAs and the MFN tariff regime maintained by WTO member countries. Instead, technical regulations in international trade are increasingly becoming a source of Non-Tariff Barriers (NTBs) across the world. These regulations consist of Sanitary and Phyto Sanitary (SPS) and

Technical Barriers to Trade (TBT) regulations. Often, industry members are unaware about the details of these laws and their implications to their business. Additionally, these regulations are dynamic in nature and countries either revise or come up with newer regulations from time to time. India should develop mechanisms that can disseminate information on standards and technical regulations to Industry. This would help Indian companies to proactively design strategies to counter any rejection of their export consignments in the world market. Also, this would create an environment where companies would concentrate on quality and benchmark their products with global standards.

4. Promote infrastructure development: While India has achieved a lot in terms of infrastructure, the country still has a long way to go to achieve an infrastructure environment that enables competitiveness and is world-class. Infrastructure challenges that present hurdles for Industry in India are primarily focused on supply-side constraints. For example, power

supply is a challenge, as is the high cost of capital. Cooperation at the international level to generate investments for infrastructure financing would only supplement India's efforts to develop state-of-the-art infrastructure, comparable to the best in the world.

5. Rejuvenate South-South Engagement and create new Value Chains: The traditional North-South trade equation is being increasingly complemented by a dynamic trade and investment relationship between developing countries, and this is becoming a major source of economic growth and employment generation. There is huge scope for intensifying these linkages and developing deeper South-South trading relationships. The India-Africa partnership in building sustainable value-chains across various sectors would only consolidate this South-South commercial relationship.

This article by Chandrajit Banerjee, Director General, CII, was first published in the Financial Express dated 21 January 2014.

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Mega Trading Blocs: Where Does India Stand?

Indian policy-makers and business would need to factor into their future plans the considerable impact of trade diversion arising from the implementation of mega trading regions treaties across the globe



An interesting transformation is taking place in the global trading environment with the emergence of mega-trading blocs which can change the way trade is conducted in the world. These huge trading regions are coming up in parallel with the WTO Doha Development Round that received a big boost with the successful conclusion of the Bali Ministerial Meeting. The Doha Round may have been rejuvenated but, given the divergent stance of nations depending on their development levels and domestic compulsions, it is likely to take a while to show results.

The Trans Atlantic Trade and Investment Partnership (TTIP) brought together two large trading entities of the world, the USA and the European Union, to negotiate on an agreement which is to be concluded by 2015. These two sides together constitute about half of world GDP and 30 % of world trade in goods and services. The US and the EU view this trade treaty as a way to kick-start their vulnerable economies and add some two million jobs.

The Trans Pacific Partnership (TPP) negotiations are being conducted among 12 countries on both sides of the Pacific Ocean, including some countries not exactly on the Pacific Rim. On one side of the Pacific are Australia, Brunei Darussalam, Japan, Malaysia, New Zealand, Singapore and Vietnam; on the other side are arrayed Canada, Chile, Mexico, Peru and the United States. A fast-track negotiation process aims at completing the treaty this year. These countries account for around 38 % of world GDP and 25% of global trade.

The third potential trading bloc is the Regional Comprehensive Economic Partnership or RCEP, comprising ASEAN plus Australia, China, India, Japan, Korea, and New Zealand, which extends to 45% of

world population and a third of world GDP, and includes two of the three largest economies in the world. It is proposed to be concluded by 2015, but would probably be delayed as well.

The impact of all these blocs on India, which is not included in the first two, would be significant. Although India has signed multiple free trade and economic partnership agreements, its track record in aligning its supply chains to these treaties has not been outstanding. Moreover, the secondary reason for the trade agreements, which were to incentivize domestic economic reforms and further globalization, has not been met as expected. So what should India look at vis-à-vis the mega trade blocs?

First, the rationale for these new trading blocs appears to be two-fold. To begin with, they seem to have been envisaged not as much for trade as for strategic purposes, and secondly, they assume that the global trade negotiation platform under WTO will either be delayed or will not be able to meet their aspirations adequately.

However, we are seeing a new format in trading rules under the TPP and TTIP, which also include rules on investment. These are now going beyond tariffs to encompass non tariff issues. These new interventions to trade include issues such as environmental sustainability, technical standards, public procurement rules, labour standards, intellectual property, and others. In some way, these are luxuries affordable by larger and more developed trading nations, while placing a cost on emerging economies that they find difficult to comply with.

To begin with, for India, trade diversion arising from the implementation of these mega trading regions may be considerable. It is likely that trade would shift to members of the trading regions and exclude

non-members. The TPP, in particular, includes several of India's proximate neighbors such as ASEAN members. The TTIP, on the other hand, may encourage India's top trading partners to look elsewhere for their markets and sources of goods.

Two, there will be an impact of increased trade regulations that India, at this stage of development, may not be able to comply with, given the high investments required. An elevated level of environmental and labour standards in the large trading regions could pose a challenge for global trade overall. Consumer preferences in our major markets of USA and EU could shift towards the new regulations.

Three, the investment component in these mega blocs may also divert some funds that might have come to India.

However, the impact of these developments might not be all adverse for India. India as a member of RCEP has the opportunity to be part of a mega trading bloc which is more aligned with its development status. The RCEP includes trade, investment and economic cooperation and extends to the most dynamic and fast-growing Asian economies. If properly handled, this could prove to be a stabilizing bloc for global trade and the Asian region. India would need to ensure that the concerns of developing nations are met in the RCEP negotiations.

Also, India has a number of FTAs and economic cooperation agreements in place already and is working on several more. For example, our economic cooperation treaties with Japan, Malaysia and Singapore are showing results and will ensure that these countries in our neighborhood would remain high on our radar. Similarly, the ASEAN-India FTA is being upgraded to include investments and trade in services. Australia and New Zealand are also working with India on FTA and are also members of RCEP. Hence, the impact on India may be moderated through these agreements.

Moreover, India is a huge market for global goods and services, and is likely to continue growing faster than most other markets for some time to come. It would be difficult for our trading partners to shift strategies away from India. In fact, given the investment opportunities arising across sectors of manufacturing, services and infrastructure, India would have to be part of business strategy for multinational firms.

At the same time, Indian policymakers and business would need to factor the mega-trading regions into their

future plans. For example, the task of competitiveness is never finished, and Indian companies need to greatly enhance their cost, efficiency and productivity parameters in order to effectively compete on the global stage.

A facilitative policy regime would be crucial to this endeavor, and the next Government must accelerate improvement in the climate for doing business with policies such as Goods and Services Tax, resource allocation, administrative procedures, clearances and other issues. The idea should be infuse competitiveness into the system and minimize transaction costs. Bridging the infrastructure gap would be crucial to this effort.

Another critical policy would be to ensure sufficient information on arising trade matters to Indian industry. Both opportunities arising from these issues as well as changing standards and regulations need to be sufficiently communicated to exporters so that they can institute response mechanisms well in time.

At the strategic level, the Indian Government must examine how to reconfigure the mega trading blocs to its advantage. One way of doing this would be to continue pressure on WTO to complete the Doha Development Round. Another could be to work with other countries on moderating some of the compliance and standards norms. A third area to be addressed would be strengthening the export marketing effort in partnership with Indian industry.

However, isolating India from the mega trading blocs is not an option since these are realities that we must deal with or lose out in the process. Similarly, Indian industry would need to understand the potential trade and non-tariff regulations and strategize to meet the requirements, as more and more such barriers evolve.

India enjoys warm and friendly relations with all countries and has been able to put forward its perspectives on the global platform to great effect. The large trading regions would therefore be expected to keep in mind the concerns of a large emerging economy like India and the impact of trade reformatting on developing nations as a whole. India would continue to accelerate its path to development and globalization and this would be mutually beneficial for all its trading partners.

This article was contributed by Sharmila Kantha, Member, Editorial Advisory Board, 'Economy & Industry' magazine jointly brought out by CII and Business Standard



Internal trade or domestic trade brings in many benefits not only for Industry, but also for the entire economy as a whole. Smoother internal trade leads to lower consumer prices, higher employment and higher growth of the economy. Internal trade is precursor to international trade. Thus, it is imperative to ease domestic trade in order to ensure sustainable growth of the nation.

Keeping this main agenda in view, the CII National Committee on Exports organized a series of Seminars across all the four regions to understand the main issues hampering internal trade and how these issues can be documented and addressed. The four seminars, held at Chandigarh, Visakhapatnam, Kolkata and Goa, all had good industry participation. All four seminars were addressed by Dr Purandeswari Devi, Union Minister of State of Commerce and Industry, and Dr Anup K Pujari, Director General of Foreign Trade, as well as Ministers in the respective States. A comprehensive report on all the issues would be released soon.

The seminars were also addressed by Mr Sanjay Budhia, Chairman, CII National Committee on Exports, and MD, Patton Group, Mr T S Vishwanath, Principal Adviser, APJ-SLG Law Offices, Mr Subodh Kumar Agarwal, Executive, Programmes, Friedrich-Naumann-Stiftung für die Freiheit, Mr Parminder Singh Dhindsa, Minister for Finance & Planning, Institutional Finance & Banking, Punjab; Mr C Rajendiran, Commissioner – Customs, Visakhapatnam, and Mr G Sambasiva Rao, Chairman, CII Visakhapatnam, and MD, Sravan Shipping Services P Ltd, as well as many industry representatives.

The main points discussed at the seminars were related to the challenges, opportunities, impediments to, and advantages of, internal trade. The domestic market in India enjoys several advantages. A strong rule of law, independent judiciary, increasing number of FTAs and

political stability help in the growth and development of a strong domestic market that encourages internal trade.

A major impetus for promoting the core industrial sector will create a higher consumption base, which, in turn will create employment and

Easing Internal Trade

further encourage the development of manufacturing industries.

However, there are many challenges like weak implementation of the law, inadequate infrastructure, lack of last-mile connectivity, and slow settlement process that impede domestic trade.

The implementation of the Goods and Services Tax (GST) will be a major enabler for easing internal trade. This will add to the nation's growth as well. GST has a lower compliance cost and will lead to a spurt in investment. However, industry feels that the exclusion petroleum and alcohol for human consumption could pose a major challenge in facilitating internal trade.

Attention needs to be focused on the development of road infrastructure in the country since the growth of the road network has not kept pace with the growth in the number of registered vehicles in the country. There is a lack of efficient and cheap transshipment facilities between rail hubs and sea ports. The development of ports and airports needs to be given impetus in the coming years. There is huge potential for moving goods through waterways, and this opportunity must be harnessed.

Harassment of truck drivers at check posts is another cause of concern. The number of check posts varies from State to State. Delays at check posts lead to an escalation of cost as well as loss of man-days and wastage of products. In this connection, it is imperative that the Way Bill is abolished, or at least that its purview is modified for the ease of business. Enhancing e-governance

will help track invoices and ensure transparency. This would also reduce delays at check points. Industry feels that firms should be allowed to issue Way Bills for the import of products used for repairing plants and machineries from other States.

Industry also feels that the number of

RTOs should be minimized and greater reliance should be placed on mobile squads to smoothen the flow of goods across State borders. It is the need of hour to build Regional Commercial Hubs in state capitals and major towns. This is primarily because metro cities and major towns have many pull factors like high per-capita income, high population density, high per-capita bank deposits and telephone density, to name a few. Building on the synergies provided by these regions, Regional Commercial Hubs must be developed to facilitate domestic trade. Moreover, inter-linking regional hubs across the country would be easier due to intensive commercial linkages. Further, greater harmony among states in making Industrial Policy is also required for promoting home trade.

The North East Region (NER) of the country needs special focus and attention. This is one of the richest regions of the country, and strategically placed as well, sharing its borders with Bhutan, Nepal, China and Myanmar.

Development of the NER by building adequate infrastructure can spur not only national trade but also international trade. The state of road and rail infrastructure is very poor. Only three of the NE States have a road density that is higher than the national average. The condition of rail

infrastructure is even worse. Only Assam has rail density higher than the national average. These factors severely deter internal trade. Thus, infrastructure development must accorded high priority.

In recent times, India has changed her focus from the Western economies to the Eastern economies in her 'Look East Policy.' The NER has the potential of becoming a good launch-pad for trade with east, south-east and south Asia. Since, internal trade is a pre-condition for international trade, development of this region will help India achieving the targets envisaged in the EXIM policy.

The growth of the Indian economy will be resilient and sustainable only if a very strong consumer base is developed. This objective cannot be achieved without enabling internal trade. Removing the hurdles of internal trade will further insulate India from external shocks and speed-up the pace of its transition from a developing to a developed nation. ■



R V S Raju, President, RHI Clasil Ltd; **Sanjay Budhia**, Chairman, CII National Committee on Exports, and MD, Patton Group; **Dr D Purandeswari**, Union Minister of State of Commerce and Industry; **Dr Anup K Pujari**, Director General of Foreign Trade, Union Ministry of Commerce & Industry, and **G Sambasiva Rao**, Chairman, CII Visakhapatnam, and MD, Sravan Shipping Services P Ltd, at the seminar on Ease of Internal Trade, in Visakhapatnam



T S Vishwanath, Principal Adviser, APJ-SLG Law Offices; **Subodh Kumar**, Executive- Programmes, FNF, **Parminder Singh Dhindsa**, Minister for Finance & Planning, Institutional Finance & Banking, Punjab; **Raman Saluja**, Chairman, Regional Committee on MSME, CII (NR), and MD, Oriental Engineering Works Pvt. Ltd, and **Rajender Guleria**, Co-Chairman, Special Task Force on Skills & Education, CII (NR), and President – BBN Industries Association, at the seminar on Ease of Internal Trade, in Chandigarh

India's first National Volunteering Week



A team of 122 leaders, 400+ NGOs, 13,000 schools and colleges, 7100 companies, 10 million street vendors, 30 million Dalits and millions of others gave their time, skills and talent, to reach out to 116.5 million people to make National Volunteering Week a reality



INDIA @ 75

MISSION 2022

India@75 celebrated the quintessential act of volunteerism from 12 – 18 January as India's First **National Volunteering Week**. This path-breaking pan-India initiative was undertaken by engaging people from all walks of life, NGOs, community groups, organizations, business houses and individual citizens, especially the youth, to give their time and skills, as a model for others to emulate. The celebrations commenced on 12 January, National Youth Day.

The late Prof CK Prahalad, the force behind the India@75 vision, believed that aspirations must always exceed resources; hence, India@75 has set an audacious vision. He also believed that the vision of India@75 can only be achieved through a collaborative and participative approach of Indians, and proposed to have a National Volunteer Corps. Thus began the journey to co-opt an entire nation in the process of selfless service and volunteering.

National Volunteering Week was supported by the Union Ministry of Youth Affairs and Sports. CII's Young Indians (YI) participated in the week-long celebration by hosting more than 100 volunteering



activities in all their 32 chapters across the country. GE volunteers hosted many activities drawing very good participation from their employees. Aries Agro organized several activities in the rural areas, taking the campaign to the grassroots level. India@75 is honoured to have the support of CII, the Godrej Group, Infosys (who created the 'Count Me In' portal, hosted at www.countmein.indiaat75.in), Madison World, Mere Dhun, National Confederation of Dalit Organisations (NACDOR), National Association of Street Vendors of India (NASVI), The Indian Stammering Association (TISA), WATConsult, Nidan, Maitri, iVolunteer, Anubandh, Etasha, Youth for Sewa, and IDF, amongst other partners. Twenty-two international volunteers from South Africa, Argentina, Brazil, Indonesia, Egypt and Singapore also volunteered with India@75 for three projects as a contribution to the Week.

A team of 122 leaders worked tirelessly, pro-bono for months and weeks to make the National Volunteering Week a reality, with 400+s NGOs, 13000 schools and colleges, 7100 companies, 10 million street vendors, 30 million Dalits and millions of others, giving their time, skills and talent.

The campaign reached out to approximately 116.5 million people! These millions are now eager to volunteer and host many more activities throughout the year. The outpouring of courage, conviction, passion and leadership saw human beings rise to challenges, and individuals go beyond their comfort zones, to bring happiness and joy to many.

This was a small step towards making the dream of 'Poorna Swaraaj' a reality for millions by bringing the issue of volunteerism into public debate, and thus effecting a change in mindset. The week-long activities provided adequate opportunity to people to participate in the contribution revolution called National Volunteering Week.

India@75 is now looking at the larger picture of creating huge number of volunteers in India and simultaneously a strengthening the demand side for better and more efficient deployment of volunteer energy. To this effect, an institution in the form of a National Volunteer Grid is envisaged to be in place shortly.





National Volunteering Week

Young Indian (Yi) partnered India@75 nationwide for the first-ever National Volunteering Week from 12-18 January, across all its 32 city chapters. The Week was an endeavour to inspire and encourage people to explore imaginative approaches to engage with communities. In addition, it also conveyed the idea of togetherness required for achieving goals.

Chandigarh



Dance Workshop at Yi Vividha, in Chandigarh

Yi Chandigarh organized a Dance Workshop for underprivileged children of Kaimbwala village at Yi Vividha, a learning and resource centre, on 12 January. Eight student-volunteers from the Indian School of Business (ISB), Mohali, conducted the workshop.

Chennai



Anti Corruption Campaign in Chennai

Yi Chennai organized an anti-corruption campaign with Yi Net student volunteers of the Women's Christian College Chennai, on 17 January.

Goa

In Goa, a Career Counseling Workshop was organized for Std XI students and faculty of the Government Higher Secondary School, Khandola, on 18 January.



Career Counseling Session in Goa

The session covered various steps of career planning including self-analysis, SWOT, personality test, information gathering and the importance of practical experience, etc. A comprehensive career database of about 190 career options was provided to the students.

Jaipur

Yi Jaipur, along with over 75 students of the Acharya Bhikshu Public School, organized a Rally on 13 January to spread awareness on Female Foeticide, by raising slogans and distributing placards. Around 1000 people, including many foreign tourists, were impacted by the rally.



Awareness Campaign on Female Foeticide in Jaipur

Kochi

Yi Kochi, in association with the Kerala Network of Organ Sharing (KNOS) organized an Organ Donation Drive on 14 and 15 January. A presentation was made to 20 leading corporate organizations to create greater awareness about Organ Donation.

New Delhi

Among several volunteering awareness programmes conducted during the week, the unique 'Horn-Not-OK-Please' campaign on 12 January sought to inculcate social responsibility in people, by bringing about awareness on noise pollution. The programme not only discouraged people from incessant honking but also encouraged responsible behaviour on the roads.



'Horn-Not-OK-Please' Campaign in New Delhi

Raipur

Yi Raipur, in association with the Red Cross Society Blood Bank and MGM Eye Institute, organized a Blood Donation Camp and an Eye Donation Campaign, at the factory premises of Godawari Power and Ispat Ltd, Siltara, on 17 January. Around 150 units of blood were collected and more than 50 people took a pledge to donate their eyes.

Early Signs of Economic Recovery, Albeit Fragile, Visible

Ruling out the possibility of any significant improvement in GDP growth in the second half as compared to the first half of the current fiscal, a recent CII CEOs' snap poll predicts GDP to grow in the range of 4.5-5.0% in the second half of the fiscal year. The economy had expanded by 4.6% in the first-half.

However, it is interesting to note that the survey revealed that the percentage of respondents expecting the GDP to grow higher (in a range of 5.0-5.5%) has increased sharply from 13% in the third quarter to 29% in the fourth quarter. This clearly means that a number of CEOs believe that the economy may have already bottomed out in the previous quarter, and that the recovery process may already be in place, albeit fragile.

Commenting on the snap poll results, Mr. Chandrajit Banerjee, Director General, CII, said, "while we note the early signs of economic

recovery, it needs to be built up by way of necessary policy interventions in the next several quarters. Though we expect election-related spending to provide some boost to domestic demand, it should also be supplemented by accelerating the momentum of clearances of held-up projects. To hasten this process, we have suggested that the Government halve the threshold limit of fast-tracking projects from the current level of ₹1,000 crore."

Substantiating the fragile economic recovery argument, most of the respondents (48%) expect only moderate recovery in gross sales in the fourth quarter over the previous one. Recovery in sales, even if moderate, is underpinned mainly by a revival in export demand

in the backdrop of improvement in global economic prospects. Over 60% of the respondents felt that their exports would increase at a moderate pace during the current quarter. Notably, improvement in sales is being supported by an improvement in capacity utilization, as more than half (53%) the respondents expect their capacity utilization to improve moderately in Q4.

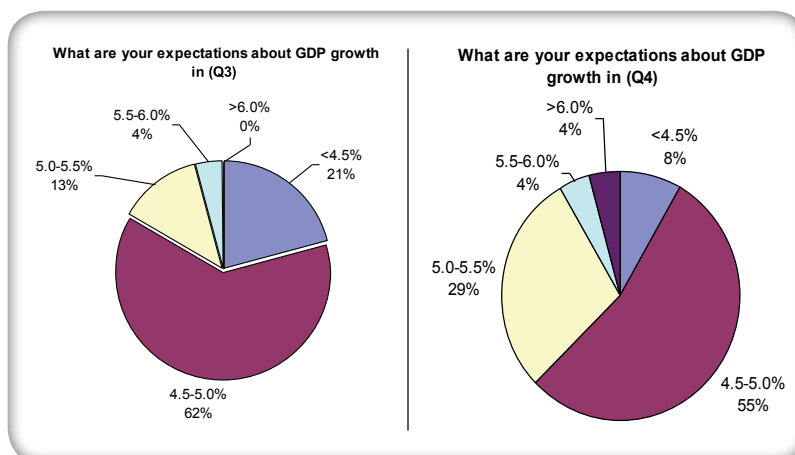
Even though most (38%) of the CEOs saw investment staying at around the same level in Q4 as in the previous quarter, 29% of the respondents expected it to increase moderately over the same time period. In view of the stagnation of investment expansion in a majority of cases, credit demand was also seen to stagnate in

Q4 by a majority (52%) of the respondents.

"For investment activities to pick up, a decisive revival in domestic demand for consumer goods is vital. High food inflation, growth uncertainty and rising borrowing costs have all impeded consumer

demand. With inflation showing some signs of moderation, it is time that the monetary policy is directed at stimulating growth," suggested Mr. Banerjee.

Indicating that the economy may have to deal with fragile recovery in the short-term, the survey indicates that a major turnaround in investment activities may not take place before the third quarter of the next fiscal. This is not surprising, given the political uncertainty that will continue till the formation of a new Government at the centre. When asked to rank the risk factors to their business outlook, a majority (58%) of the respondents cited political uncertainty as their biggest concern.



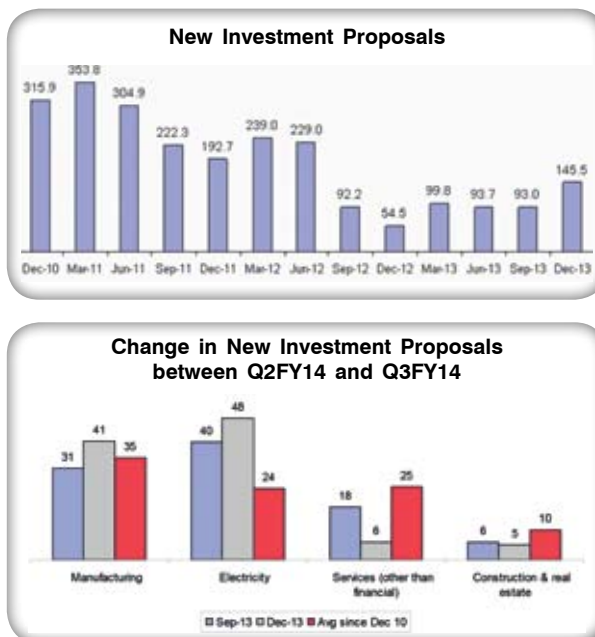
Tracking New Investment Proposals

While there is a case for cautious optimism, economic revival remains fragile and lopsided, calling for fiscal, monetary and other policy interventions to strengthen and broad-base the recovery momentum

At a time when various indicators are being keenly scrutinized to trace some signs of economic recovery, positive news comes from the figures on new investment proposals for the third quarter (Q3FY2014), which record the highest level in the previous five quarters! From ₹93,000 crore in Q2 of FY14, new investment proposals jumped to ₹146,000 crore in Q3. This sharp increase in new investment interest corroborates the results of CII's 55th Business Outlook Survey, which has predicted early signs of economic recovery in the third quarter.

Combined with positive signals emerging from other indicators such as improving export prospects, declining Current Account Deficit, reduction in exchange rate volatility and a downward trend in inflation, the jump in the value of new investment proposals in Q3 lends support to the beginning of an improvement in business sentiments. There is, however, a case for cautious optimism, as recovery remains fragile and lopsided. To strengthen the recovery momentum and spread its coverage to wider sectors, policy interventions – fiscal, monetary and others - would continue to play a critical role for several quarters to come.

An analysis of the sectoral (non-financial) performance of new investment proposals reveals that despite the sharp slowdown in Manufacturing production in the current fiscal so far, the sector has managed to pull in an impressive performance in Q3FY2014. This is evident from the fact that the share of new investment proposals in Q3FY14 stood at 41%, up from 31% in Q2 and much higher than the average of 35% since Q3FY11. Further, new investment proposals in Manufacturing have shown a mild uptrend over the



last several quarters, albeit with wide fluctuations. In view of the fact that growth in Manufacturing production has remained muted for the past few years, even as the sector is desired to grow in the range of 10-12% per annum, it is necessary for the Central and State Governments, local bodies and the Reserve Bank of India (RBI) to strengthen the uptrend by introducing various policy measures such as softer monetary policy, fast-tracking the clearance of held-up projects and encouraging new investments.

Electricity is the other sector witnessing a jump in new investment proposals in the previous quarter. Its share in total new investment proposals has risen from 40% in Q2 to 44% in Q3FY2014, much higher than the average of 24% since Q3FY2011, though this sector too has shown high volatility in performance over several previous quarters.

In contrast, new proposals in Non-financial Services (such as hotels and tourism, trading, transport services, communication services, Information Technology, etc) and Construction and Real Estate continue to draw diminished interest. The Services sector saw its share in new investment proposals shrink from 18% in Q2 to a mere 6% in Q3FY14, much below the average of 25% since Q3FY2011. An even greater concern is that this share has been persistently declining since Q2FY2012.

Similarly, the Construction and Real Estate sector experienced a contraction from 6% in Q2 to 5% in Q3FY2014, much below the average of 10% since Q3FY2011. The current fiscal has proved to be specially challenging for this sector, which is known for its high degree of forward and backward linkages with other

sectors of the economy. The poor performance of Non-financial Services and Construction can largely be linked to the slowdown in overall economic growth and rising interest rates.

In terms of ownership, it is interesting to note that the increase in new investment proposals has been led by the Government; the private

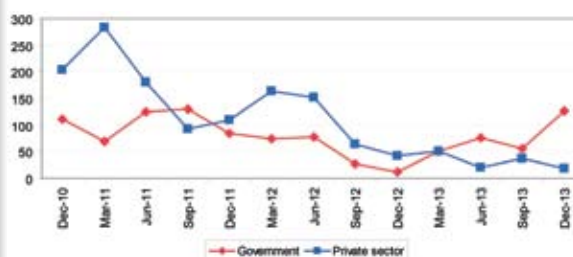
sector continues to witness downward momentum. The Government's new investment proposals, which were on a declining trend till Q3FY2013, have been picking up momentum in recent quarters, helping to mitigate the fall in private investments.

Worryingly, not only is the share of the private sector in total new investment proposals falling short of the Government's share in recent quarters, but the gap is also widening.

Alongside the necessity for large investments to take the economy out of the current rock-bottom slowdown, new investment by the private sector is equally critical for economic revival. It is here that concerted policy efforts are required to spur the private sector into making new investments, even as the Government continues to accelerate its own investment pace.

A State-wise analysis of the new investment proposals reveals that the major investing States continue to perform poorly. In the previous three quarters of the current fiscal so far, the list of top 10 States, accounting for over 80% of the total new investment proposals, sees the major investing States either lying low in rank or missing from the list altogether. In the list of major States with the largest new investment proposals in

**Trend in New Investment Proposals
Government and Private Sectors (₹ 000 crore)**



Source: Calculated from Capex, CMIE

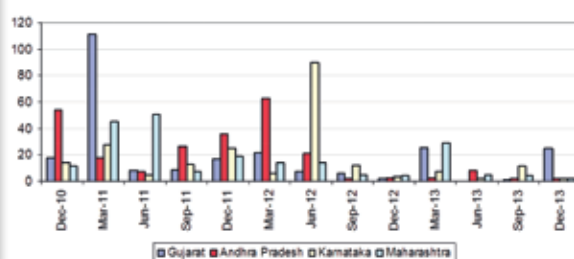
the long-term, (using data from Q3FY2011), Gujarat, Andhra Pradesh, Karnataka, and Maharashtra, which have accounted for nearly 40% of the country's new investment proposals since Q3FY2011, emerge as the 4 largest investing States. In the current financial year, however, these four States have been pushed down

in the ranking by smaller States. Notably, Maharashtra doesn't even appear in the top 10! The performance of these four States has been particularly lacklustre after Q1FY13. While non-prominent States must be encouraged to accelerate their investment activities, the major ones need to return to lead from the front.

A pick up in new investment proposals, led by Government-owned projects during the third quarter of the current fiscal is a welcome sign, especially as it originates in the Manufacturing and Electricity sectors. Maintaining the momentum, however, is crucial at a time when overall economic growth continues to remain tepid and Non-Financial Services along with Real Estate are not showing any signs of reversal in the downward trend. Further, the failure of major investing States like Gujarat, Andhra Pradesh, Karnataka and Maharashtra, to reflect any recovery in new investment proposals, adds to the concerns.

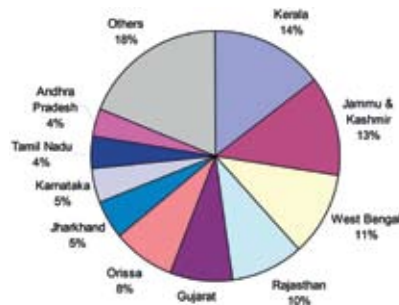
In order to help strengthen the early signs of economy recovery and make it sustainable, the acceleration in the Government's new investment proposals must be increasingly complemented with private sector investments. This, however, requires rigorous and continuing policy interventions by the Government as well as the RBI.

**Trend in New Investment Proposals in
four major States (₹ 000 crore)**



Source: Calculated from Capex, CMIE

**Average Share of States in Investment
Proposals in Q1, Q2 and Q3 FY2014 (%)**



Source: Calculated from Capex, CMIE

RBI Raises Interest Rates

The RBI continues to lay emphasis on controlling inflation, a move which is disappointing for Industry, already suffering due to a slowdown in growth

In its third quarter review of monetary policy, the Reserve Bank of India (RBI) raised interest rates by 25 basis points, disappointing Industry, which is already suffering due to a slowdown in growth. The rate hike came as a surprise as data recently released showed that inflation had moderated quite significantly. While Consumer Price Index (CPI) inflation declined from 11.2% in November 2013 to 9.9% in December 2013, Wholesale Price Index (WPI) inflation fell from 7.5% to 6.2 % in the same period. The moderation in both indices was driven by a sharp decline in food prices.

Presenting its argument to support the rate hike, the RBI said that even though food inflation has declined, overall CPI inflation remains high at nearly 10%. The recently-released Report of the Expert Committee to Revise and Strengthen the Monetary Policy Framework (headed by Dr Urjit Patel, Deputy Governor, RBI) has suggested a 'gliding path' for CPI inflation to be brought down to 8% by January 2015 and further to 6% by January 2016. In fact, the recommended target rate for CPI inflation is 4 % with a band of +/- 2%.

The Report heralds a switch from WPI inflation, which has so far been used as the target for setting monetary policy, to CPI inflation. The latter has traditionally been much higher than WPI inflation due to the higher weight of food and fuel items in the CPI basket (see table). While the total weight of food and fuel is 39.2% in the WPI, it is 59.2% in the CPI. It may therefore be pertinent to ask whether monetary policy will remain tighter than it would have been had we continued to target the WPI, at least during the transition period. The RBI's repo rate at 8.0 % is still far below CPI inflation.

Structure of CPI and WPI

Consumer Price Index (CPI)	weights	Wholesale Price Index (WPI)	weights
Food, beverages and tobacco	49.71	Primary Articles	20.12
Fuel and light	9.49	o/w food articles	14.34
Clothing, bedding and footwear	4.73	Fuel and Power	14.91
Housing	9.77	Manufactured products	64.97
Miscellaneous (includes medical care, education, transport, etc.)	26.31	o/w food products	9.97

Source: CSO and Office of Economic Advisor

On 29 January, a day after the RBI's monetary policy announcement, the US Federal Reserve announced that it would be further reducing its asset purchase programme beginning in February. This action, popularly called the 'taper,' has been sending shivers in emerging markets that require their Current Account Deficits (CAD) to be funded by capital inflows. When the US Fed announced the initial round of 'taper' from USD 85 billion to USD 75 billion in June last year, Indian financial markets had been seriously affected. This time, the US Fed has reduced its asset purchase programme from USD 75 billion to USD 65 billion.

Indeed, it is a relief that the rupee is not facing significant pressure currently, even as many other emerging market currencies are sliding. This is probably because India has been able to demonstrate some improvement in its fundamentals through a sharp correction in the CAD in Q2 of 2013-14. Emerging countries such as Turkey, Argentina and South Africa have been experiencing a lot of turbulence recently, in the wake of the US Federal Reserve's recent actions.

The RBI Governor's statement lays a lot of emphasis on controlling inflation. Inflation, according to him, not only erodes people's purchasing power but is also a risk for the value of the rupee. In the end, however, the statement struck a positive note by saying that if inflation continues to decline, further policy tightening would not be required.

There are several reasons for inflation to moderate over the next few months. Globally, commodity prices, including crude oil, remain soft as the dollar strengthens on account of the Fed's tightening moves. At home, weakening growth has contained the pricing power of producers while constraints on Government spending will keep a lid on inflationary pressures. The impact of the weakening rupee on domestic prices would also play out. However, while the WPI may moderate, it may still be difficult for the CPI to decline. The latter contains items such as housing, medical care and education, whose prices generally do not decline even in a downturn, as large demand-supply gaps exist. This remains a matter of concern, especially as the RBI has decided to use the CPI as a target for setting monetary policy. ■

This article was contributed by Bidisha Ganguly, Principal Economist, CII. She can be reached at bidisha.ganguly@cii.in

CII@Davos

A 125-member strong Indian delegation attended the **World Economic Forum (WEF) Annual Meeting** in Davos, Switzerland, from 22-25 January, where they highlighted the efforts being undertaken to turn around the Indian economy. This year's theme at Davos was 'The Reshaping of the World: Consequences for Society, Politics and Business.'

The annual fest of the rich and powerful from across the world in the snow laden resort town of Davos brought together nearly 40 heads of government along with than 2,500 global leaders from over 100 countries.

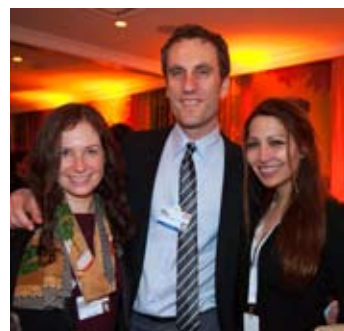
The participants from India included a number of Union Ministers such as Mr P Chidambaram, Finance, Mr Anand Sharma, Commerce and Industry, Mr Kamal Nath, Urban Development and Parliamentary Affairs, and Mr Jyotiraditya Scindia, Minister of State of Power, as well as Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India. Mr Prithviraj Chavan, Chief Minister of Maharashtra, was also present.

Mr S Gopalakrishnan, President, CII, and Executive Vice Chairman, Infosys Ltd, one of the Co-Chairs of this year's WEF Annual Meeting, highlighted the investor-friendly measures that have been taken in India, such as easing restrictions on foreign investment, resolution of bottlenecks in project clearance and taking steps towards fiscal consolidation. Other key industry representatives included CII Past Presidents like Mr Sunil Bharti Mittal, Chairman & Group CEO, Bharti Enterprises Ltd, Mr Sunil Kant Munjal, Jt. MD, Hero MotoCorp Ltd, Mr Hari S Bhartia, Co-Chairman & MD, Jubilant Bhartia Group, and Mr Adi Godrej, Chairman, Godrej Group, as well as Mr Cyrus Mistry, Chairman, Tata Sons Ltd, Mr Shiv Nadar, Chairman, HCL, Mr Uday S Kotak, Vice Chairman & MD, Kotak Mahindra Bank Ltd, Mr Baba Kalyani, CMD, Bharat Forge Ltd, Mr Pawan Munjal, MD & CEO, Hero Motocorp Ltd, Ms Arundhati Bhattacharya, Chairperson, State Bank of India, Mr N Chandrasekaran, CEO, and MD, Tata Consultancy Services Ltd, Mr Malvinder Mohan Singh, Executive Chairman, Fortis Healthcare Ltd, and Mr Chandrajit Banerjee, Director General, CII, to name a few.

Among top global leaders, Mr David Cameron, Prime Minister of the United Kingdom, Mr Tony Abbott, Prime Minister of Australia, Mr Shinzo Abe, Prime Minister of Japan, Mr Enrico Letta, Prime Minister of Italy, Mr Enrique Pena Nieto, President of Mexico, Ms Park Geun-Hye, President of South Korea, and Ms Dilma Rousseff, President of Brazil, addressed the meeting.

CII organized a number of events on the sidelines of the annual meet. The traditional annual 'India Reception' and the CII-BCG breakfast session were a great success. CII and Wipro together organized the Bollywood Nite, while Bajaj Auto hosted its popular Bajaj Nightcap. The Investment Round Table with Mr Anand Sharma was interactive and well attended.

Besides WEF meetings, the Indian leaders held bilateral and multi-lateral meetings with their counterparts in other countries, as also with the CEOs of many top companies from across the world.





5th CEOs Roundtable on Broadcast



Harit Nagpal, MD & CEO, Tata Sky; Sudhanshu Vats, Group CEO, Viacom 18 Media; Bimal Julka, Secretary, Union Ministry of Information & Broadcasting; Manish Tewari, Union Minister of Information & Broadcasting; Uday Shankar, CEO, Star India, and Dr Rahul Khullar, Chairman, TRAI, at the 5th CEOs Roundtable on Broadcast, in New Delhi

Mr Manish Tewari, Union Minister of Information & Broadcasting, chaired the 5th **CEOs Roundtable on Broadcast**, organized by CII on 24 January in New Delhi. Dr Rahul Khullar, Chairman, Telecom Regulatory Authority of India (TRAI) and Mr Bimal Julka, Secretary, Union Ministry of Information & Broadcasting, were also present, along with top CEOs from the Indian Broadcasting industry, to discuss the digitization challenges of Phase III and Phase IV.

The Government is committed to go ahead with Phase III and IV in a timely manner, said Mr Tiwari, highlighting the Government's priority in putting a legislative framework in place for the remaining phase of digitization, which has been very complex. He urged the Industry to make the consumer an ally and create awareness on the value for consumers from digitization.

The Ministry sees a huge opportunity for domestic industry to manufacture set top boxes, as approximately 14 crore STBs are required for Phase III and IV. Discussions are on with MSMEs for capacity-building in this regard, said Mr Tiwari. Alongside, he urged the industry to sort out the issues of revenue shares etc. amongst themselves, for the next phase of digitization. With around 795 – 800 TV channels and several applications still pending, there is market fragmentation, not consolidation, he said.

Dr Rahul Khullar discussed Vision 2020 with the proliferation of TV channels, changing business models,

and quicker and cheaper ways of broadband delivery. Echoing the views of the Minister on training and awareness of consumers, he pointed out that new better digital technology will lead to better quality but will also come at a higher price; there is thus a need to educate the public.

In most developed markets, premium content comes at a premium price as it is a niche market, said Dr Khullar, suggesting that the pricing of content must be liberalized to facilitate the flow of new content and delivery mechanisms. He announced that issues relating to the FM Radio licensing regime, DTH licensing regime and aggregators would close by end February.



Mr Bimal Julka said that the Ministry's focus has been to remove procedural regulatory hurdles, clear pending applications, and streamline and make available all information on the website in a transparent manner. On the issue of TRPs, guidelines have been put on the website, he added.

Issues relating to the provision of broadband through cable, procedural bottlenecks, regulatory approvals, bandwidth crunch, etc, were also discussed.

The key industry heads present included Mr Uday Shankar, CEO, Star India; Mr Sudhanshu Vats, Group CEO, Viacom 18 Media Pvt. Ltd.; Mr Harit Nagpal, MD & CEO, Tata Sky Ltd., Mr Sunil Lulla, MD & CEO, Times Television Network; Ms Anuradha Prasad, MD, BAG Films, and Mr Uday Singh, MD, MPAA, amongst others. ■

Strategic Partnerships in the Hydrocarbon Sector



Vivek Rae, Secretary; Union Ministry of Petroleum & Natural Gas; **B K Chaturvedi**, Member, Planning Commission of India; **Sashi Mukundan**, Co-Chairman, CII National Committee on Hydrocarbons, and Country Head, BP India; and **Rajesh Menon**, Deputy Director General, CII, at a meeting to explore partnerships in the Hydrocarbon Sector in New Delhi

CII, in partnership with the Oil and Natural Gas Corporation (ONGC) and PETROTECH – 2014, organized a Business Partners Meeting on ‘**Delivering Value through Strategic Partnerships**’ on 9-10 January in New Delhi. The conference provided a platform for hydrocarbon sector companies and their service providers to discuss ways of creating intellectual and physical capacity in the country through long-term strategic partnerships to address the emerging challenges of exploiting exigent hydrocarbon reserves. It also presented an opportunity to meet and interact and align expectations on products, services and technological requirements.

To place issues in perspective, Mr B K Chaturvedi, Member, Planning Commission of India, said that “Domestically, strategic partnerships are important as investments (deep water exploration) which were earlier financially unviable, are becoming viable. It is therefore critical for oil and gas companies to re-evaluate these projects and develop them jointly. Another key area for strategic partnerships within India is the gas pipeline sector. Indian oil companies and the Government, in particular the State Governments, need to work together to expedite the development of a gas network in India. On the policy front, it is essential to move towards market-related pricing which is aligned with international pricing to sustain strategic partnership and encourage investment in the sector.”

Talking about potential areas for partnerships in the global context, he suggested that India could undertake Research and Development jointly with countries like Japan and Canada in the area of gas hydrates. Also, Indian oil and gas companies could explore strategic partnerships with their counterparts in other countries to undertake the exploration of huge reserves in some

countries, such as the Canadian Oil Sands, which are relatively unexplored.

“Strategic partnerships are essentially at a Government to Government level and are driven by commonality of objective and purpose,” said Mr Vivek Rae, Secretary, Union Ministry of Petroleum & Natural Gas, in his Special Address. “Asian gas companies need to come together and negotiate better prices for LNG. Developing an

Asian gas grid and transnational pipelines have huge potential for strategic partnerships amongst governments and oil and gas companies,” he added. Referring specifically to the Indian context, he said, “Strategic partnerships between the Government and the Indian oil and gas companies are a promising area, as these will enable them to achieve their goals of ensuring energy security. It is also important to form and strengthen partnerships between Industry and academia.”

Mr Sudhir Vasudeva, Chairman, CII National Committee on Hydrocarbons, and CMD, ONGC Ltd, pointed out that while strategic partnerships are an implicit reality, there has been strong disinclination among established global players to meaningfully engage in this area. However, concerns surrounding the environmental impact of energy operations, technology insurgence (inspired by shale gas) and the emergence of new energy frontiers are key developments that have changed this defensive operating business environment. Emphasizing the importance of collaborations, he said that better delivery of complex projects, faster technology development, greater investments in the development of core competencies, achieving operational and cost efficiencies leading to shorter turnaround time, acquisition and assimilation of best practices and technology solutions are some of the benefits that can be reaped from long term and meaningful partnerships.



Acknowledging the huge opportunities in the Indian oil and gas sector, such as vast unexplored basins, significant planned investments in storage, pipeline and distribution infrastructure, and enhancement of refining and petrochemical capacities, Mr Sashi Mukundan, Co-Chairman, CII National Committee on Hydrocarbons, and Regional President and Head of Country (India), BP Group Companies, drew attention to the challenges, including a difficult business environment, lack of adequate infrastructure and significant energy-related subsidies, which were diluting the attractiveness of the sector. He called for resetting the context and thinking out of the box to articulate and lay down an energy pathway. Collaboration amongst national, international and private companies, along with governments of countries and communities as strategic partners, is the only way forward to realize sufficient scope and scale to ensure energy security, he stressed.

Making the theme presentation, Mr Vikas Kaushal, Partner and Head, Energy Process Industries for Asia Pacific, AT Kearney, said, "With India's demand for oil and gas expected to grow rapidly, strategic partnerships across multiple stakeholders would be the key to stimulate current business, enable disruptive change in the sector and build scale and efficiency to drive global competitiveness." In addition, these partnerships would improve operational efficiencies; spur innovation and R and D, and lead to infrastructure development, he added.

Japan-India Round Table on Renewable Energy

A strong Renewable Energy delegation from Japan visited India to explore opportunities for partnerships with Indian companies in the Renewable Energy (RE) sector. Smart grids, waste to energy, and storage solutions clearly emerged as areas where both Japan and India explored partnerships at the '**Japan India Public Private Round Table on Renewable Energy**' organized by CII, in partnership with the Union Ministry of New and Renewable Energy (MNRE) under the aegis of the Japan-India Energy Dialogue in New Delhi on 13 January.

In his inaugural address, Dr Satish B Agnihotri, Secretary, Union Ministry of New and Renewable Energy said, "Storage solutions are amongst the key RE technologies that need to be evaluated. Within storage solutions, it is important to look at hybridization, given the intermittent nature of solar and wind power. Hybridization increases the combined capacity utilization factor, thereby improving financial viability. India also needs to leverage the Japanese experience in smart grid deployment and efficient appliances," he added.

Stressing the importance of technology, Mr Takeshi Yagi, Ambassador of Japan, said, "Expansion of technology innovation is extremely important in the RE field. With both Japan and India witnessing a sharp increase in energy imports, RE is a key component of the energy mix. There is a need to harness its huge potential through the development of new technologies and their application to society. It is also important to utilize the private sector's know-how in the areas of waste to energy, storage batteries and smart grids," he added.

"New areas of co-operation between India and Japan could be in developing cutting edge technologies. Another opportunity is in the area of financing at an affordable cost," suggested Mr Alok Srivastava, Joint Secretary, Union of New and Renewable Energy.

Key Japanese companies accompanying the Ministry of Economy Trade and Industry (METI), Japan, included Mitsui Engineering and Ship Building (solar power), NGK Insulators (storage solutions), Mitsubishi Heavy Industries (smart grids), and Hitachi Zosen Corporation (waste to energy).



Hiromichi Moriyama, Director, METI, Japan; Takeshi Yagi, Ambassador of Japan to India; Dr Satish B Agnihotri, Secretary, Union Ministry of New and Renewable Energy, India; Alok Srivastava, Joint Secretary, Union Ministry of New and Renewable Energy, India; and Sunil Wadhwa, Co-Chairman, CII Climate Change Council, and CEO, IL&FS Energy, at the 'Japan-India Public Private Round Table' on Renewable Energy in New Delhi.



Scaling up the Pension System in India

Greater participation from the private sector is required to scale up the National Pension System on the foundation of providing safety and value for money for investors, declared Mr Rajiv Takru, Secretary, Financial Services, Union Ministry of Finance, at CII's **1st Pensions Summit**.

Commenting on the work by the Pension Fund Regulatory and Development Authority (PFRDA), Mr Takru said at the Summit, held recently in Mumbai, that the regulatory body has made progress, however, a lot remained to be done. He expressed the hope that with the statutory powers vested in it post the passage of the PFRDA Bill, the Authority would become an effective regulator and a developmental institution.

The Secretary, Financial Services, also pointed to the importance of a vibrant pension sector for the country to have options of long-term funding sources. Alluding to examples in Canada and the US, Mr Takru said that in India, the options for funding sectors like infrastructure have limitations in terms of the tenure of funding. A robust pension sector would provide flexibility of tenure for financing sectors such as infrastructure, he felt.

Responding to a point made on incentives for promoting the pension sector in India, Mr Takru opined that the current levels of incentives are adequate. What is required is a mindset and a plan for revenue

maximization, which would ensure that players in the field find the business sustainable, he said.

Mr Sanjiv Bajaj, Co-Chairman, CII National Committee on Insurance & Pensions, and MD, Bajaj Finserv Ltd, observed that the passage of the PFRDA Act has provided the much-needed policy push to the Indian pension sector, and has opened up the avenue for the sector to enter its most crucial phase of growth and evolution.

The stage is set for better governance of retirement plans in India, which would boost people's

confidence that their contributions in pension plans would be professionally managed, he said, adding that the permission of Foreign Direct Investment (FDI) in the PFRDA Act 2013 is expected to help in bringing appropriate global practices to India.

In his theme presentation, Mr Abizer Diwanji,

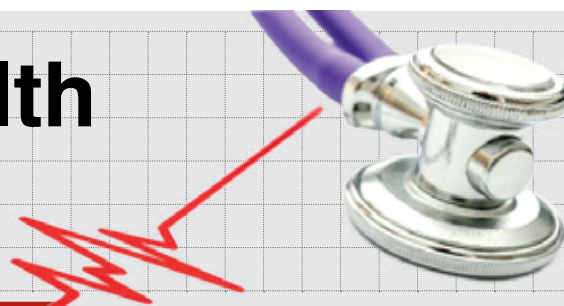
Partner & National Leader-Financial Services, EY India, stated that India's pension business has immense potential to grow, due to the fact that a large segment of its population has no access to a retirement fund. He highlighted the importance of pension funds in supporting the funding of long-term infrastructure projects, bringing stability into capital markets, and helping the elderly population to be financially independent.

A Report on 'Pensions Business in India' was released by Mr Takru at the Inaugural Session. ■



Abizer Diwanji, Partner & National Leader - Financial Services, EY India; **Rajiv Takru**, Secretary, Financial Services, Union Ministry of Finance; **Sanjiv Bajaj**, Co-Chairman, CII National Committee on Insurance & Pensions, and MD, Bajaj Finserv Ltd, and **Marut Sen Gupta**, Deputy Director General, CII, at the 1st Pensions Summit in Mumbai

10th India Health Summit



CII's India Health Summit is a unique multi stakeholder forum designed to bring the diverse Healthcare industry together to engage with key policymakers, especially the



Rahul Khosla, MD, Max India Ltd; Aditya Vij, Chairman, 10th India Health Summit, and CEO, Fortis Healthcare (India) Ltd; Dr Naresh Trehan, Chairman, CII National Committee on Healthcare, and CMD, Medanta - The Medicity; Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India; Shivinder Mohan Singh, Executive Vice Chairman, Fortis Healthcare (India) Ltd, and Chandrajit Banerjee, Director General, CII, at the 10th India Health Summit, in New Delhi

Union Ministry of Health and Family Welfare, to take stock, and deliberate on the way forward. The 10th edition of the Summit, **'Indian Healthcare 2013: A Transparent and Integrated Health System for the Next Decade'** held recently in New Delhi, took forward CII's decade-long commitment to address key issues of the Healthcare sector in India.

Over the past decade, the participation and involvement of the private sector has led to much needed growth and helped in reducing the demand-supply gap in skills, infrastructure and finance. Public-private partnerships are also reducing health costs for the urban poor.

In his inaugural address, Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India, called

on independent experts and stakeholders in Healthcare to generate ideas for the mid-term appraisal of the 12th Five Year Plan. He emphasized that while it was easy to lay down strategic plans for partnership for other industries, in Healthcare, there are social issues that have to be considered, making an effective PPP model difficult to achieve. He also said that rising medical costs are a concern both in the private and public segments. If CII made a presentation on the outcome of this Health Summit, it could go as the organization's viewpoint for the mid-term appraisal, he suggested.

The Plenary Sessions

The Plenary Session on 'Physical Infrastructure Gap

– Future Demand and Integrated Solutions' discussed the enormity of the issue and the demands of tomorrow, and emphasized potential strategies and options for public and private players to bridge this gap.

Issues regarding



Anil Saini, CIO & COO, RICOH; Dr Dharminder Nagar, MD, Paras Hospitals; Sindhu Shree Khullar, Secretary, Planning Commission of India; Dr Mandar Vaidya, Partner, McKinsey & Co; Shakuntala Gamin, Joint Secretary, Union Ministry of Health & Family Welfare; Varma Vegesna, MD, Lazarus Hospitals, and Sangita Reddy, Executive Director – Operations, Apollo Hospitals Group



Dr Arvind Lal, CMD, Dr Lal Path Labs Pvt. Ltd; **Daljit Singh**, President, Fortis Healthcare (India) Ltd; **Gajendra Haldea**, Advisor to DCH (Infrastructure), Planning Commission of India; **Abhilasha Mahapatra**, Deputy Secretary, Economic Affairs, Union Ministry of Finance, and **Amol Naikawadi**, Jt MD, Indus Health Plus

increasing the capacity of education (medical schools and district hospital PPPs) by private players, and increasing PG seats were examined in the session on 'Medical Workforce Gap – Solving the Problem in a Decade.' This session also looked at ways to improve the utilization of the existing workforce and possible solutions for expanding the health system in the short, medium and long term.



Dr Vishwas Mehta, Joint Secretary, Union Ministry of Health & Family Welfare

The session on 'Public Private Partnerships – Collaborating to meet the Country's Need,' explored the key features of the PPP model, and identified specific areas where such a model can work. The Planning Commission stated that it is willing to join hands with CII to build 2-3 sustainable models, which could include a multi-specialty hospital, a district hospital and a laboratory model.

A CEO's session on 'Trust with Patients – Bridging the Deficit,' discussed the experience of various players in managing patients' perceptions. The Panel agreed on the need to bridge the trust deficit with patients and discussed remedial measures that could be undertaken by various stakeholders to reduce the growing mistrust of the sector. CII agreed to play an important role in this regard.

Other key issues discussed at the Summit related to rising costs, dropping margins, need for health data, rising medico-legal liability and its implications on the Healthcare sector, as also the need to address rising patient awareness, and to be sensitive to feedback.

More than 400 participants from various segments of the industry participated in this year's Summit, which also featured an exhibition where companies showcased their expertise and services. ■

Voices



"Through Public Private Partnership we can use our resources effectively in order to serve the public. Private resources and private initiatives can fill the demand supply gap."

Keshav Desiraju, Secretary, Health, Union Ministry of Health & Family Welfare



"The Planning Commission can play an increasingly important role in bringing all stakeholders to the table to discuss the way forward. The private sector has a crucial role, particularly in the secondary and tertiary sectors, and in making existing national assets in Healthcare function effectively and efficiently."

Dr Naresh Trehan, Chairman, CII National Committee on Healthcare, and CMD, Medanta - The Medicity



"There is a mismatch between demand and availability. Schemes like AYUSH should have more linkages with the private sector to make them sustainable and to increase their reach."

Aditya Vij, Chairman, 10th India Health Summit, and CEO, Fortis Healthcare (India) Ltd



"There is a need for building trust with the patients to roll out an effective Healthcare system. Innovation, technology and grooming a talented group of medical practitioners and para-medical personnel are critical for developing a sound Healthcare system."

Shivinder Mohan Singh, Executive Vice Chairman, Fortis Healthcare Ltd



"There is need for pricing and standard protocols to evolve in the Healthcare sector, to build trust with patients and for self-regulation amongst players in the Healthcare value chain."

Rahul Khosla, MD, Max India Ltd



"Bridging the gap between the Government and the private sector has been one of CII's major achievements over the last decade. However, robust models for PPPs in Healthcare delivery are yet to evolve: this is one of the thrust areas of CII's work."

Chandrajit Banerjee, Director General, CII

Leveraging ICT for MSME Competitiveness

In the effort to enhance the productivity and global competitiveness of Indian Micro, Small and Medium Enterprises (MSMEs), both the Government and Industry are identifying new levers of growth for the sector. The adoption of Information and Communication Technology (ICT) is seen as one definitive way for MSMEs to step up their productivity levels and move up the global value chain.

In the past, most MSMEs viewed ICT as an optional tool. This approach caused the relative decline of many MSME manufacturing units, especially in sectors like textiles. Today, MSMEs are increasingly taking cognizance of the role of technology in building their competitiveness in an increasingly competitive and open business environment. However, this perception has not translated into action in most quarters of the sector.

The adoption of technology by MSMEs is critical not just for the enterprises, but for the Indian economy as a whole, considering that there are more than 8 million SMEs in the country which are engaged in the manufacture of intermediate and finished goods that collectively account for a sizeable share of India's industrial output.

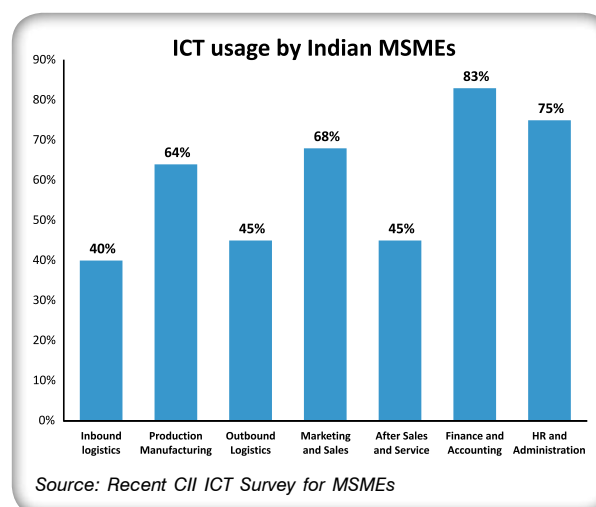
Technology has a key role in accelerating Manufacturing growth. An International Data Corporation (IDC) study titled 'Waiting to Connect'

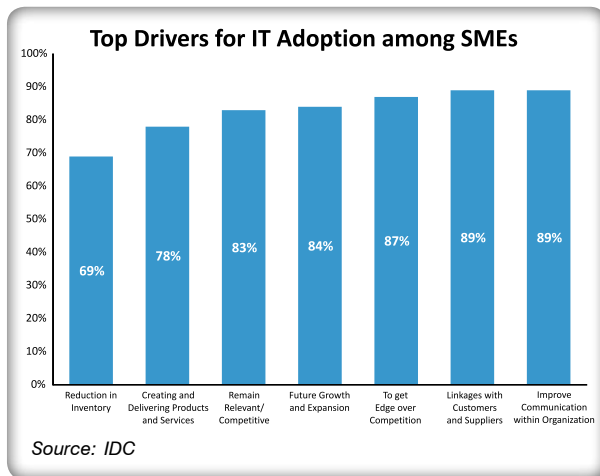
CII organized a series of roadshows in Tier II and III cities across the country to promote the adoption of ICT among MSMEs



on IT adoption in India's Manufacturing sector clearly established the correlation between IT usage by Indian businesses and their profitability and employment growth. The study pointed out that IT contributed to about 32% change in value-add and was the second largest contributor to increasing operating profits after plant and machinery, and before transportation equipment.

In terms of IT adoption among SMEs, it has been found that a majority of enterprises opted for IT to enhance communication within their own organizations, and to establish stronger linkages with their customers and suppliers. Other key drivers for IT adoption by SMEs include the imperatives to get ahead of competition, plan future growth and expansion, and to remain





relevant to market needs.

The nature of IT adoption by MSMEs has changed over time, with the focus shifting from using technology to bring about internal process improvements to achieving larger goals like meeting the current and future needs of technology-savvy customers and thus effecting significant cost savings. In fact, the adoption of new ICT like Cloud, is not only helping MSMEs become more efficient, but is also channeling the financial resources thus saved to spur Research and Development, and innovation.

Today, SMEs across the globe use a variety of technologies to power their businesses. These include a powerful combination of Cloud-based services and solutions; online, social and mobile capabilities; Voice over Internet Protocol (VOIP) and messenger tools; and productivity hardware and software.

A recent CII ICT Survey for MSMEs revealed that 83% of MSME respondents use ICT tools for finance and accounting, while 75% of the respondents reported that their companies use ICT tools for HR and administration functions, and 68% reported that their companies use ICT tools for marketing and sales. Notably, 64% of the respondents reported that their companies use ICT tools for production purposes. This figure could increase in a major way through Government and industry-led interventions and awareness programmes.

ICT adoption is not just a 'tick box' item. It has major revenue implications for enterprises. A recent survey on Indian SMEs revealed that if more Indian SMEs adopt the latest IT tools, there is potential for them to grow their overall revenue by ₹3 lakh crore and create 11 lakh new jobs! The findings also suggested that the revenues of IT-enabled SMEs grew 15% faster and

created twice as many jobs as compared to those that used less ICT technology.

Keeping the growth and productivity imperatives in view, CII took up the ambitious agenda to organize seminars in ten Tier II & III cities across the country to empower over 1,000 SMEs through ICT adoption in end 2013. These seminars, or roadshows, showcased the technologies that are most appropriate for MSME businesses. These events also provided a singular opportunity for various ICT service providers to connect with a large number of SMEs that participated in the deliberations and other meetings.

The project, executed under the guidance of the CII National Committee on IT and e-Commerce, chaired by Mr Bhaskar Pramanik, Chairman, Microsoft India, and Mr SD Shibulal, CEO, Infosys Ltd, was supported by various Government and private bodies such as NIXI (National Internet Exchange of India), CERT-In (Indian Computer Emergency Response Team, Department of Electronics and Information Technology, Union Ministry of Communications and Information Technology,) Microsoft, Airtel, Intuit and Lexplosion.

The road shows, organized by CII with the support of its regional offices and SME associations, generated an overwhelming response. More than 100 companies participated in each of the road shows organized in Ludhiana, Indore, Rajkot, Nagpur, Bhubaneswar and Guwahati. The roadshows organized in Kota, Jamshedpur, Madurai and Vizag – which was the final destination – generated equally encouraging results.

Taking note of industry's positive response to the road shows, both the Union Ministry of MSME at the Centre and MSME departments at the State level have come forth with specific initiatives to keep up the momentum of ICT adoption by this sector. As a case in point, Mr Panchanan Das, Secretary, MSME, Odisha, said that the MSME Department in his State would provide web space to all SMEs that do not have a portal of their own. Their websites will be designed free of charge.

Looking ahead, while the pace of ICT adoption in the MSME sector is expected to accelerate in the coming years, it is equally important for these enterprises to continually upgrade their ICT systems. This will largely depend on the cost of delivery of ICT solutions and the availability of reliable support services, particularly in Tier II & III cities. It would also be prudent to dovetail ICT adoption with MSME cluster development initiatives.

MSME Concerns regarding Delayed Payments



With the enactment of the Micro, Small and Medium Enterprises Development (MSMED), Act 2006, payments for the goods and services supplied by MSME units, have to be made by the buyers as follows:

- The buyer is to make payment on or before the date agreed on between him and the supplier in writing or, in case of no agreement, before the appointed day. The agreement between seller and buyer shall not exceed more than 45 days.
- If the buyer fails to make payment of the amount to the supplier, he shall be liable to pay compound interest with monthly interest to the supplier on the amount from the appointed day or, on the date agreed on, at three times of the Bank Rate notified by the Reserve Bank.
- For any goods supplied or services rendered by the supplier, the buyer shall be liable to pay the interest as advised above.
- In case of dispute with regard to any amount due, a reference shall be made to the Micro and Small Enterprises Facilitation Council, constituted by the respective State Government.

In spite of the Government taking various measures to curb the issue of 'Delayed Payments', a recent survey conducted by CII among its SME members highlighted 'Delayed Payment' as a major concern for MSME, impacting their growth. Many members also pointed to delayed payments as the major cause of sickness in the MSME sector.

The CII National MSME Council this year has come out with several programmes and initiatives for Indian MSME. To enable a continuous dialogue on policy issues impacting

the growth of MSME, a **Policy Dialogue Series** was established with the Union Ministry of MSME. The first session under this initiative, held on 28 January in New Delhi, focused on 'Delayed Payment' to MSMEs.

The Dialogue Session focused on all the issues related to delayed payments, bringing together representatives from the Government of India, banks, associations and institutes such as rating agencies and SME financing institutes, along with more than 80 MSMEs.

Stressing the importance and potential of MSMEs in India, Mr Deep Kapuria, Chairman, CII National MSME Council, and Chairman, Hi-Tech Gears Ltd. described Delayed Payments as a major concern, as it hampers the growth of, and leads to sickness among MSMEs.

Mr Surendra Nath Tripathi, Joint Secretary, Union Ministry of MSME, called for putting in place a system that would remove the policy inadequacies concerning MSME, as raised by all the panelists during the session. Some delicate issues between the Buyer and the Supplier need to be dealt with to implement the MSMED Act properly, he said.

Mr Tripathi suggested that delayed payments from Public Sector Enterprises (PSE) should be brought to the notice of the Government, wherein it can be taken up with the concerned PSE / Department of PSE. He also spoke about the achievements of the Union Ministry of MSME with

the enactment of the Public Procurement Policy, its impact and results. More PSEs have now started buying from MSME, earning a procurement of more than ₹80,000 crores, he said. ■



A Ramesh Kumar, MD, Asia Pragati CapFin P Ltd; **Devaprasad Mozumder**, Chief General Manager – SME, State Bank of India; **Surendra Nath Tripathi**, Joint Secretary, Union Ministry of MSME; and **Deep Kapuria**, Chairman, CII National Council on MSMEs, and Chairman, Hi-Tech Group, at an interaction on MSME in New Delhi

CII Annual Tourism Summit

'The Wonder that is India'

Tourism plays a key role in employment generation, poverty alleviation and sustainable development. It also contributes a substantial amount of foreign exchange. CII strongly believes that the growth of the Tourism Sector is intrinsically linked with the overall development of the country.

In order to keep the momentum going for this substantial and vibrant sector, CII organized its annual flagship **Tourism Summit** on 10 January in New Delhi, with the theme, 'The Wonder that is India.'

The Summit brought together leaders of the tourism fraternity to set the tone and direction for the further growth of this sector in India, in terms of enhancing both domestic and international tourism. The Summit drew participation from over 300 diverse stakeholders, representing the States, the travel trade, airlines, hotels, NGOs, railways, etc.

Addressing the Summit, Mr Parvez Dewan, Secretary, Union Ministry of Tourism, called for overcoming the "0.6% total tourist arrivals paradox" which is lingering over the Tourism sector's growth story, despite the rich heritage of India. Some areas of concern which



Nakul Anand, Chairman, CII National Committee on Tourism, and Executive Director, ITC Ltd; **Subhash Goyal**, President & Chairman, IATO, and STIC Travels P Ltd; **Parvez Dewan**, Secretary, Union Ministry of Tourism; **Mukul Sangma**, Chief Minister of Meghalaya, and **Arjun Sharma**, Co-Chair, CII National Committee on Tourism, and MD, Le Passage to India, at the Tourism Summit in New Delhi

require collective action are related to India's image, visa regime, cleanliness, poverty, security, and over-population, he said.

Mr Dewan noted some favorable developments for the growth of tourism in India, such as the 'I Respect' campaign, the 'Clean India' campaign, the fact that 83% of the visas to visit India are issued within 3 days, the 19% growth in domestic tourism last year, the 4.1% growth in inbound tourists in 2013, which is higher than the world average, etc. As India inches towards 0.7% of international tourists inflows, Mr Dewan emphasized that India should strive for attaining the level of 1% in the near future.



Talat Parvez, Director -Tourism, Jammu & Kashmir; **Mahesh Bhatt**, Film-maker; **Deepti Naval**, Film Actress, and **Ajay Jaipuria**, Founder, Travel Oyster India P Ltd, India, and Member on Board, Euro Vacations OU, Europe

Mr Mukul Sangma, Chief Minister of Meghalaya, who was the chief guest at the inaugural session, highlighted the need to explore the untapped opportunities in tourism. Although a strong foundation has been laid with the help of suitable policy decisions, India needs to strengthen its relationship with neighboring countries, and up-scale internal security. These measures, along


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21-22 February, 2014 | Mysore
 National Excellence Practice Competition

For further details, please contact:
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with strengthening cultural and environmental aspects, would help make Tourism a vibrant sector, he said.

Mr Nakul Anand, Chairman, CII National Committee on Tourism, and Executive Director ITC Ltd, felt that the time is ripe for usher in a new beginning for this sector, and called for efforts to 'pull' rather than 'push' tourism.

Exuding confidence in the potential of Tourism sector, Mr Arjun Sharma, Co-Chair, CII National Committee on Tourism, and MD, Le Passage to India, said that we not only need to strongly propagate the 'Atithi Devo Bhavah' concept, but also to aggressively promote 'Brand India' both internationally and domestically. He drew attention to the grey areas affecting the growth of Tourism in India and requiring urgent attention, such as visa policy, taxation policy, not granting of infrastructure status to this sector, India's Aviation Policy, international promotion and markets, and environment.

Despite numerous hindrances, Tourism in India has made dynamic progress, declared Mr Subhash Goyal, President & Chairman, IATO, and STIC Travels P Ltd. He suggested that the industry should work keeping in mind the overall national interest.

Mr Sujit Banerjee, Secretary General, World Travel & Tourism Council, India Initiative, suggested the addition of a new dimension to the concept of Public Private Partnership (PPP), by adding an additional other 'P' to represent the importance of 'Patriotism.' Tourism, he said, helps narrow the Current Account Deficit (CAD), thereby helping in economic revival.

The Summit saw lively discussions in diversified sessions such as Offbeat & Special Interest Tourism; Bollywood & Tourism; Launch of 10 New Golden Circuits / Promotions; Tourist Safety and Tourist Advisories; and the Role of Media in Facilitating Tourism, amongst others.

The Session on Bollywood & Tourism explored how the two sectors can go hand in hand. The discussion between Mr Talat Parvez, Director –Tourism, Jammu & Kashmir, Ms Deepti Naval, Film Personality, and Mr Ajay Jaipuria, Founder, Travel Oyster India P Ltd, India, Member on Board, Euro Vacations OU, Europe, was moderated by Mr Mahesh Bhatt, noted film-maker.

Other notable speakers at the Summit included Mr Navin Chawla, Former Chief Election Commissioner of India, and Former Tourism Secretary, Pondicherry, who Started Delhi Tourism in 1975-1976; Mr S K Misra, Doyen of Indian Tourism, former Secretary, Union Ministry of Tourism, and Chairman, Indian Trust for Rural Heritage Development (RHD); Mr Rocky Singh and Mr Mayur Sharma; hosts of the well-known TV show, 'Highway on my Plate' and Ms Deepti Bhatnagar, TV Anchor, amongst others.

Competitiveness Development Services

Golden Top 100 Companies

The Golden Top 100 Companies (GTC 100) programme enables medium and small companies from key sectors across the country to scale new levels of business growth and contribute to the national economy. It is modeled on the lines of the MSME Corporation in Malaysia, which, over the last decade or so, has helped SME grow rapidly and contribute strongly to national GDP.

Taking forward this initiative, CII is working with 47 companies with aspirations of high growth. Since these companies submitted their applications in October 2013, CII has worked with experts to develop three roadmaps for:

- **Manufacturing Excellence:** to improve throughput time, and reduce cycle time and operational inefficiency.
- **New Product Development:** to build capabilities in R&D teams for establishing new systems or improving existing processes, bring down overall time for development, and identify technology gaps.
- **Overall Business Management:** covering issues related to HR, Marketing, Sales, Finance and other support processes.

CII is working with these companies over the next 2-3 years to help them grow 2-3 times their current size.

An Awareness Programme on GTC 100 was organized in Gurgaon on 30 January, following which companies were given the option to sign up for the roadmaps and or opt for a 'general health check-up' to understand their business management capability gaps.

Champions for Societal Manufacturing

The Village Buddha programme is an initiative under the Indo-Japan Technical Cooperation Agreement, to bring industry and society together to help to build future societal business by working with village people.

Taking forward the initiative, a CII team visited villages around the plants of Maruti Suzuki India Ltd in Gurgaon and Manesar on 13 January to study the Corporate Social Responsibility (CSR) practices of the company. A joint site visit report was shared with Maruti.

Maruti's intervention in these villages started with changing the periphery of the school to create a better learning environment for the children through a collaborative approach with school authorities and the local Government. This included changing the furniture, the blackboard, installing tubelights and ceiling fans, doors, windows, etc inside the classrooms, as also improving the infrastructure outside the classroom through



Village Buddha team at a village school near Gurgaon

the construction of toilet blocks, laying floors, fencing of boundary walls, installing gates, renovation of the school building, tree plantation, creating greenery, etc.

The vision is to bring academic excellence to government schools by developing each of the adopted schools into a 'model school,' to benefit around 5500 students, mostly from underprivileged families of Molahera, Sarhaul and Bas Hariya, all around Gurgaon.

1000 Visionary SME Programme

The Batch 4 programme of the 1000 Visionary SME Project (Type 1 and 3) crossed its first major milestone, when the 10 Tier 1 participating companies, along with their 24 Tier 2 SME suppliers, went through the first CEO Review, under the guidance of Mr T Furuhashi, Chief Faculty, VSME, from 6 - 25 January.

The review was conducted in the specially designed 'war room' as well as at the shop floors of both the Tier 1 and Tier 2 companies. Earlier, the companies were taken through three modules, namely:

- Orientation to Breakthrough Management, in October 2013
- Mobilization Strategy, in November 2013, and
- V Map, in December 2013

The 10 participating plants in Batch 4 are:

Gurgaon: Anu Industries, Munjal Auto, Sandhar Automotive, and Sona BLW

Chennai: Behr India, Mahle India, and Mando Automotive

Mumbai: Technova Imaging

Pantnagar: Spicer India and Yazaki India



Shop-floor Review at Sona BLW Precision Forgings Ltd in Gurgaon



Knowledge & Innovation Initiatives



Workshop on Technology Acquisition in Ahmedabad

Technology

Facilitating Technology Acquisition

To enhance the contribution of the Manufacturing sector to India's GDP from the present 16% to an ambitious 25% by 2025, it is vital to increase the use of technology in the Manufacturing process. This can be done either through technology acquisition or technology development, and is an important element of the National Manufacturing Policy.

The Department of Scientific and Industrial Research (DSIR), Union Ministry of Science and Technology, has launched a scheme on Patent Acquisition and Collaborative Research and Technology Development (PACE) to facilitate technology acquisition by Industry, on an exclusive as well as non-exclusive basis.

CII, in partnership with the Gujarat Knowledge Application and Facilitation Centre (GKAFC) and the DSIR, organized a workshop on 'Facilitating Technology Acquisition' on 24 January in Ahmedabad. Around 150 representatives of the State and Central Governments, Industry and Academia, sectoral associations and research institutes, participated in the workshop.

Technology Partnerships

R&D in the Fuel Sector

CII and the Global Innovation and Technology Alliance

(GITA), in partnership with the Oil and Natural Gas Corporation (ONGC) and PETROTECH – 2014, India's largest oil and gas conference and exhibition, organized a special conference on 'Research and Development in the Fuel Sector' on 7-8 January in New Delhi under the aegis of the Union Ministry of Petroleum and Natural Gas.

The conference had focused sessions on Auto Fuel Vision and Policy; Augmenting Indian refineries for lower emission fuels to meet the futuristic emission standards; R&D in Aviation Fuel, Marine Fuel, Petrochemical Products and Lubricants; Innovation and Intellectual Property Policy; Next Generation Hydrogen Fuel; and R&D Initiatives for Green Fuels.

In his welcome remarks, Dr Sudhir Kapur, Member, CII National Committee on Technology, and MD, Country Strategy Business Consulting, said that oil imports are going to continue to account for a major part of India's import bill. Given the growing need to lower the carbon footprint and to enhance the nation's energy security, R&D in fuel conservation and fuel efficiency is critical, he said. In the alternate fuel segment, bio-fuels would be an important component of India's fuel policy as we move forward first with 5% and then on to 20% blending by 2017, he said.

Dr Saumitra Chaudhuri, Member, Planning Commission of India, highlighted multi-dimensional complex issues related to petroleum products, the automotive fuel mix and fuel efficiency as also providing



Dr Sudhir Kapur, MD, Country Strategy Business Consulting; Dr Saumitra Chaudhuri, Member, Planning Commission of India; L N Gupta, Secretary, Oil Industry Development Board; and I V Rao, Co-Chairman, SIAM Council on National & International Regulations & Executive Advisor, Maruti Suzuki India Ltd, at the Special Conference on R&D in the Fuel Sector in New Delhi

alternate options like electric vehicles, hybrids and clean fuels like CNG.

Emphasizing on the need for R&D in the sector, Mr L N Gupta, Secretary, Oil Industry Development Board, pointed out that between 2005-2010, oil companies in the country invested a huge sum of ₹30,000 crores for improvement projects to make fuel available for BS IV norms. These norms were implemented in 13 cities across the country in April 2010. The Union Ministry of Petroleum and Natural Gas now intends to expand the BS IV auto fuel norms to 50 more cities by 2015, of which 26 cities have already implemented the norms, he said.

Other prominent speakers at the event included Mr A K Dhussa, Adviser, Union Ministry of New and Renewable Energy; Dr R K Malhotra, Director (R&D), Indian Oil Corporation Ltd; Mr Pramod Chaudhari, Chairman, CII National Committee on Bio-Energy, and Chairman, Praj Industry Ltd; Mr I V Rao, Co-Chairman, SIAM Council on National and International Regulations and Executive Adviser, Maruti Suzuki India Ltd; Mr Harjeet Singh, Chairman, SIAM Two Wheelers Group, and Vice President, Hero Moto Corp; and Dr M O Garg, Director, Indian Institute of Petroleum, among others.

IPR

Copyright Protection for Software



Discussion Forum on Protection of Software Programs and Databases under Copyright Laws, in Hyderabad

CII and the Andhra Pradesh Technology Development and Promotion Centre (APTDC), in association with the US Consulate, Hyderabad, organized a discussion forum on 'Protection of Software Programs & Databases under Copyright Laws,' on 8 January in Hyderabad. The session was organized to sensitize members of the software and electronics industry on the need for greater protection for copyright in the digital age.

Mr. Michael Schlesinger, representative of the International Intellectual Property Alliance which represents over 3,200 companies producing and distributing materials protected by copyright laws throughout the world, spoke on issues related to copyright enforcement in the digital environment. ■

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CII-AVANTHA Centre for Competitiveness for SMEs



Indo-German Training Programme



1st Steering Committee Meeting, in Berlin, Germany

To further intensify the collaboration between India and Germany, the first Steering Committee Meet was held in Berlin, Germany, on 13 January. Senior officials from the Governments of both countries, and CII, agreed to make development cooperation more effective, and also resolved to send more participants from India to Germany for the Indo-German Manager Training Programme (IGMTP) each year.

So far, 150 participants in 7 batches have benefited from this programme that helps Indian enterprises establish contacts with German enterprises.

Total Cost Management



Workshop on Total Cost Management in Gurgaon

Cash flow is a key aspect of financial management for a business to plan its future cash requirements to avoid the crisis of liquidity. The nuances of Total Cost Management through Cash Flow Management were shared with participating companies in a workshop in Gurgaon on 16 January.

Training on Root Cause Analysis

Root Cause Analysis (RCA) is a problem-solving method aimed at identifying the root causes of problems or incidents. It is predicated on the belief that problems are best solved by attempting to correct or eliminate root causes, as opposed to merely addressing the immediate and obvious symptoms. By directing corrective measures at root causes, it is hoped that the likelihood of problem recurrence will be minimized and the efficiency of the enterprise enhanced. A training programme on RCA was held at Rudrapur, Uttarakhand, on 17 January.

Better Business Growth



Training programme on Essentials for Better Business Growth, in Gurgaon

Practical tools to enable Small and Medium Enterprises succeed in difficult and uncertain environments were discussed in a training programme in Gurgaon on 21 January. The workshop focused on helping SME deal with challenges like attracting and retaining talent; and creating sustainable growth. Participants were also apprised about the methods that successful businesses use to fight uncertainty and competition by building competitiveness.

Competitiveness Quotient

Techniques that form the '7QC Tools' were discussed in a training programme on 24 January in Chandigarh, for companies in the Punjab, Haryana and Chandigarh



Training Programme on QC Tools in Chandigarh

region. The programme focused on how to reduce rejects, customer complaints and warranty claims, thereby reducing cost of internal non-conformities. Benchmark companies across the globe are using these techniques to improve the quality of their products and processes.

Utilization of Human Capital

Better engagement of human assets leads to greater employee satisfaction and boosts productivity. A workshop in Rudrapur, Uttarakhand, on 30 January, demonstrated the importance of investing in people, and discussed ways to measure and improve the performance of the Human Resources department.

Energy Conservation

CII has been counseling and helping Industry reduce its energy consumption by around 10-30% annually.



Programme on Energy Efficiency in Chandigarh

A two day training programme on Energy Efficient Systems and Environmental Sustainability was held in Chandigarh on 30-31 January to help industries to not only maximize profits but also empower them to give back to society by adopting environment-friendly production techniques. ■

CII-Suresh Neotia Centre of Excellence for Leadership



Enabling & Empowering Subordinates



The CII Suresh Neotia Centre of Excellence for Leadership in Kolkata conducted a workshop on 'How to Achieve Outstanding Levels of Organizational Performance by Enabling, Empowering and Enriching Subordinates' on 21 January. The aim was to help progressive companies forge a competent and motivated workforce.

The workshop gave participants an insight into the practical aspects of motivation based on proven theories, including excellence goal setting, ways to identify and overcome mind blocks to excellence, active listening techniques, giving and receiving feedback, and situational leadership.

Good Shop Floor Practices

A case-based workshop on 22 January focused on tools and techniques of productivity improvement through education and training of shop floor level operators, to optimize resource utilization, shorten schedules, increase quality, eliminate waste and achieve dramatic cost savings on the shop floor, leading to high productivity and total customer satisfaction. The workshop also looked at methods to enhance equipment life and increase man-machine effectiveness. ■



CII-ITC Centre of Excellence for Sustainable Development



Recognizing India's Most Sustainable Companies

The CII-ITC Sustainability Awards demonstrate the CII-ITC Centre of Excellence for Sustainable Development's continued efforts to create awareness, promote policy and practices, and create capacity to mainstream sustainability practices. They reward exemplary enterprises for their pioneering efforts and help them to emerge as beacons of inspiration for others to follow.

Mr Sachin Pilot, Union Minister of State (Independent Charge) for Corporate Affairs, recognized India's Most Sustainable Companies at a special presentation of the CII-ITC Sustainability Awards 2013 in New Delhi on 20 December.

Several leaders of Indian industry, including Mr Kuldeep Kaura, CEO & MD, ACC, Mr TV Narendran, MD, Tata Steel, Mr Gautam Dalmia, CEO, Dalmia Cement, and Mr Mohan Saxena, MD & CEO, Ayurvet, received awards at the ceremony.

Congratulating the winners, Mr Pilot said that the



Suresh Prabhu, Chairman, Jury, CII-ITC Sustainability Awards and Chairman, Council for Energy, Environment and Water; **Sachin Pilot**, Union Minister of State (I/C) for Corporate Affairs, and **YC Deveshwar**, Past President, CII, Chairman, Advisory Council, CII-ITC Centre of Excellence for Sustainable Development, and Chairman, ITC Ltd, at the CII-ITC Sustainability Awards presentation in New Delhi

CII-ITC Sustainability Awards highlight and reward what companies do beyond balance sheets. "Human beings are custodians of natural resources. In tackling sustainability issues such as Climate Change, the poor will be most affected. It is our responsibility to empower them so as to conserve and nurture natural resources," he said.

Speaking of company efforts on sustainability, the Minister said that "top management and the Boards have to drive the agenda, and allow middle management the elbow room to execute. Sustainability has to be built into company ethos."

Mr YC Deveshwar, Past President, CII, Chairman, Advisory Council, CII-ITC Centre of Excellence for Sustainable Development, and Chairman, ITC Ltd said, "By depleting natural

resources we are not just borrowing, but stealing from future generations. Business has the genius, innovation capability and creativity to change this. Champions in Industry are investing in sustainability for their



Sachin Pilot; Suresh Prabhu and YC Deveshwar, with CII-certified sustainability assessors at the Awards presentation ceremony

competitiveness in the future. While business continues to be rewarded only on the basis of shareholder value, the CII-ITC Sustainability Awards encourage companies to become sustainable.”

Mr Suresh Prabhu, Chairman of the Jury, CII-ITC Sustainability Awards, and Chairman, Council for Energy, Environment and Water, described the rigour of the assessment process. “Finding the best is always challenging. Over the years, the Jury has witnessed a phenomenal change in the type of response and excellence among applicants. Sustainability has gone from fashion to passion. In my opinion every applicant is a winner in taking away enormous learning,” he declared.

The Awards were presented to 23 companies. Tata Steel Ltd, ACC Ltd and SRF Ltd received the Sustainability Prize, the second-highest recognition, and the highest awarded this year. The third level of recognition, ‘Commendation Certificate for Significant Achievement,’ was awarded to Yes Bank Ltd; Infosys Ltd; Ambuja Cements Ltd; The Tata Power Company Ltd; Shree

Cement Ltd; UltraTech Cement Ltd; Mahindra and Mahindra Financial Services Ltd; Mantri Developers Private Ltd; Nicco Parks and Resorts Ltd; Mahindra and Mahindra Ltd - Automotive Sector; Steel Authority of India Ltd-Rourkela Steel Plant; JSW Steel Ltd, -Vijayanagar Works; and Reliance Industries Ltd – Hazira Manufacturing Division.

The ‘Commendation Certificate for Strong Commitment’ was awarded to Dalmia Cements (Bharat) Ltd; Hindustan Zinc Ltd; Toyota Kirloskar Motor Private Ltd; Grundfos Pumps India Private Ltd; Ayurvet Ltd; Ambuja Cements Ltd – Maratha Cement Works; and Ambuja Cements Ltd – Bhatapara Unit.

This year, nearly 50 applicant companies underwent a rigorous evaluation process that included an on-site assessment by a peer team of CII-certified assessors, who spent approximately 1000 man-hours per application over a period of six months. The final shortlist of winning applicants was validated by a jury comprising leaders from Government, industry, civil society and academia. ■

Quality Counselling for HAL

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The CII Institute of Quality (CII IQ) has signed a Memorandum of Understanding (MoU) with Hindustan Aeronautics Ltd (HAL) to assist in enhancing its quality initiatives.

HAL Divisions have maintained QMS approvals from third party certification bodies and international

aerospace companies. However, the tightening of defence spending in India and other emerging economies implies increasing competition, where the quality of product design and manufacturing will be a key differentiator in the future.

The MoU has been signed to assist HAL in creating a Quality Vision for the Quality Assurance (QA) of the organization and to enhance the effectiveness of



Greeta Varughese, Executive Director & Head, CII Institute of Quality, and **Praveen Chander**, General Manager, Quality Assurance, HAL, signing the CII Institute of Quality-HAL MoU, in the presence of **Dr R K Tyagi**, Chairman, HAL, (standing, centre) and other senior officials from HAL and CII, in Bangalore

its quality structures, systems and practices. The services will also include developing a Quality measurement and award system for HAL, to foster quality competitiveness among its various divisions.

The MoU was signed by Ms Greeta Varughese, Executive Director and Head, CII IQ, and Mr Praveen

Chander General Manager, QA, in the presence of Dr R K Tyagi, Chairman, HAL, in Bangalore on 3 January.

Three verticals of CII IQ: Quality Management Systems, Business Excellence and Total Productivity Maintenance, will together provide counselling services to HAL under a jointly agreed action plan. ■

For more information on CII IQ services, please contact n.deep@cii.in

CII Sohrabji Godrej Green Business Centre

Green House Gas Management

CII, in partnership with the World Resources Institute, (WRI) and The Energy and Resources Institute (TERI), has launched the India Green House Gas (GHG) programme to build comprehensive measurement and



Jamshyd N Godrej, Past President, CII, Chairman, CII-Godrej GBC, and CMD, Godrej & Boyce Mfg Co Ltd; **Dipankar Sanyal**, CEO, TERI-BCSD and **Vivek Adhia**, Sr. Associate, Climate & Energy, WRI, at a Conference on Greenhouse Gas Management in Mumbai

management strategies towards reducing emissions and driving more profitable, competitive and sustainable business models in the country. The programme is supported by the Shakti Sustainable Energy Foundation, the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), and the Pirojsha Godrej Foundation.

Providing a fillip to this initiative, the CII Godrej Green Business Centre (GBC) organized a conference on Green House Gas Management on 10 January in Mumbai, to share the strategic value of the programme and generate awareness amongst the stakeholders in tackling GHG management issues.

GreenCo Forum Chapters Launched

CII, with the support of other stakeholders, has launched the GreenCo Rating to evaluate the environmental performance of companies. The first of its kind in the world, GreenCo provides companies a roadmap to further improve and drive excellence in all areas of environmental sustainability from energy efficiency, water conservation, renewable energy to product stewardship, and greening the supply chain.

As part of this initiative, GBC invited Dr A P J Abdul

Kalam, former President of India to, launch the GreenCo Forum at the GreenCo Summit 2013. The main objective of the GreenCo Forum is to learn about green practices, and disseminate this knowledge to drive the GreenCo movement at the city, state and regional level. The Forum also provides a platform to companies to collaborate, network and partner with other companies and service providers.

GreenCo Forums were launched at

- Pune: 22 January
- Chennai: 29 January

Green Power Market Development Group

In a key step towards promoting the concept of Renewable Energy (RE) in corporate India, the Green Power Market Development Group (GPMDG) was launched on a nationwide basis on 29 January in New Delhi.



Rohan Parikh, Head Green Initiatives, Infosys; **S Chandrasekhar**, Chairman, GPMDG – Karnataka, and MD, Bhorka Power Corp; **Jamshyd N Godrej**, Past President, CII, Chairman, CII Godrej GBC, and CMD, Godrej & Boyce Mfg Co Ltd; **B K Chaturvedi**, Member, Planning Commission of India; **Krishan Dhawan**, CEO, Shakti Sustainable Energy Foundation and **Ramesh Kymal**, Chairman, Renewable Energy Council, CII Godrej GBC, and CMD, Gamesa Wind Turbines Pvt. Ltd, at the launch of GPMD in New Delhi

After the successful completion of a year-long interaction and engagement with stakeholders in Karnataka, the GPMDG was launched on a national basis to facilitate the creation of an enabling policy and regulatory environment for scaling up the procurement of Green Power in the country.

The GPMDG initiative seeks to create demand for RE among corporates and help companies meet their renewable energy purchase obligations. It also works to make them sustainable in the long term.

The Green Power Market Development Group - India (GPMDG) is a joint initiative of CII and the World Resources Institute (WRI) with support from the Shakti Sustainable Energy Foundation. ■



At the launch of the GreenCo Forum in Pune

CII Naoroji Godrej Centre of Excellence

Finance for Non-Finance Executives

The programme on 'Finance for Non –Finance Executives,' held on 6 - 7 January in Mumbai, provided an insight into the key issues in finance and financial management, and the related tools and techniques. The programme gave managers, particularly those without a formal finance education background as well as those working in other areas, a broad overview of all aspects of financial management.

Root Cause Analysis



A Root Cause is a process factor which directly defines the reason for the problem when it is present, and influences the process and its output. Root Cause Analysis is a rigorous and long-lasting approach to solving problems.

A workshop held on 10 - 11 January helped engineers and managers in both reactive and proactive problem solving, in their own functional areas as well as across functions.

Financial Statement Analysis

This programme, held on 13 – 14 January, provided an insight into the financial analysis of companies from a management and shareholders' perspective. It explained the key ratios to be used for analyzing financial statements; working capital management aspect of a business; and how cash cycles operate for manufacturing companies, as also sources of finance for working capital. The theme –based programme also covered issues related to the capital structuring of a business, cost of capital, and regulations for banks relating to working capital loans.

Managing Risks in Enterprises

As modern enterprises become more complex, worldwide



sourcing and marketing create new risks, arising from political instability, exchange rates, carriage capacity, shelf life, and customer demand. A workshop drawn from the world-class Enterprise Risk Management framework was held on 17 - 18 January for managers to work on the holistic dimensions of enterprise risks, addressing various aspects of Risk Management.

Project Management Using MS Project

Microsoft Project is an easy-to-use but powerful business tool that allows a user to plan, monitor, and schedule projects



using resources such as people, equipment, time, and money. It provides charts, graphs, tables, and views to track a project and quickly identify when the project is not progressing according to plan. A hands-on interactive programme on MS Project was held on 17 - 18 January.

Project Planning Management

A module held on 20 - 24 January covered the management of 'projects' in the widest context of organizational activity with specific (limited) objectives and time scale, and constraints. It encompassed both product development and 'change' projects. Alongside a focus on the 'hard skills' of Project Management, the module also touched upon the 'soft skills' required of the Project Manager, and was structured around a practical computerized simulation exercise performed by

delegates in teams that had a project to manage.

The module was part of a series of modules on Engineering Business Management in India, offered by CII in partnership with WMG, University of Warwick, UK, a world class organization that is totally focused on manufacturing. WMG engaged this module on behalf of CII.

Improving Manufacturing Productivity

Today's tough competition requires shorter delivery periods, innovative and customizable products, with higher quality and performance at much lower cost. This calls for a change in processes, in thinking, as well as in policies. 'Workforce adaptation to new technology' and 'resistance to organizational change' are the biggest hurdles to overcome.

A two-day programme on 22 - 23 January trained the participants to become 'Change Leaders' in their organization for driving productivity improvement.

HRD Orientation for Senior Managers



Developing HRD skills is a core competency needed by every manager for managing the workforce and having cross-functional liaisons. A two-day

programme, held on 24 - 25 January to popularize the HRD ethos, also emphasized the importance of learning the concepts and practices needed to handle HR policies, systems and processes.

Understanding Export & Import Finance



The Foreign Exchange Management Act (FEMA) 1999 was introduced to promote the orderly growth of foreign exchange market and facilitate external trade. Since then, the Reserve Bank of India periodically issues amendments relaxing various provisions for smooth facilitation of international trade. A programme held on 25 January helped practitioners understand and interpret these guidelines. The discussions were based on the RBI's latest Master Circular dated 1 July 2013.

Course on Ultrasonic Testing

CII offers certificate courses designed and structured by the American Society of Mechanical Engineering (ASME) for the global engineering community. These courses provide a foundation for advancing technical knowledge.

A course on Ultrasonic Testing, held on 31 January - 1 February, provided hands-on application of pulse-echo Ultrasonic Testing techniques. ■

Provident Fund

CII wishes to inform its members that it is represented on the Board of Trustees of the Central Provident Fund Organization. It is also represented on a Special Committee, just formed, that would deal with issues concerning exempted funds.

Members having issues which could be raised with the Employees Provident Fund Organization (EPFO), are requested to email these to Mr. S Sen, Principal Adviser, CII, at s.sen@cii.in. We would also welcome hearing about members' general experiences in dealing with the Provident Fund Organisations, and any suggestions on policy/procedures and investments.

The 8th OIFC Market Place



Vayalar Ravi, Union Minister of Overseas Indian Affairs, inaugurating the OIFC Market Place in New Delhi, with Prem Narain, Secretary, Union Ministry of Overseas Affairs, and Chairman, OIFC



Dr. Manmohan Singh, Prime Minister of India, unveiling OIFC's annual publication 'Incredible Opportunities Back Home,' in New Delhi, with Vayalar Ravi and Datuk Seri G. Palanivel, Minister of Natural Resources and Environment, Malaysia

The 8th **Market Place Forum** was organized by the Overseas Indian Facilitation Centre (OIFC), a public private partnership between CII and the Union Ministry of Overseas Indian Affairs, during the 12th Pravasi Bharatiya Divas (PBD), which took place from 7-9 January in New Delhi. The Forum was inaugurated by Mr Vayalar Ravi, Union Minister for Overseas Indian Affairs.

Dr Manmohan Singh, Prime Minister of India, launched OIFC's annual publication 'Incredible Opportunities Back Home' that gives an insight on various aspects of interest to Non Resident Indians (NRIs) and Persons of Indian Origin (PIOs), during the Pravasi Bharatiya Divas. The book has been published by OIFC with Deloitte Touche Tohmatsu India as the Knowledge Partner.

The Market Place Forum creates unique opportunities to build relationships between OIFC's State Government and Knowledge Partners and PBD delegates in a relaxed environment conducive for business discussions. These meetings have proven to be extremely beneficial for the NRI and PIO delegates.

The OIFC's constant endeavour is to bridge the gap between the diaspora community and the country, thus helping them connect to their roots. The three-day Market Place Forum, which received a footfall of 700 visitors, consisted of:

1. **B2B Meetings:** A series of pre-scheduled appointments for B2B meetings offered numerous networking opportunities to do business and exchange ideas for the PBD delegates and OIFC Partners. The participants included OIFC State Partners from the Governments of Bihar, Gujarat, Haryana, Jharkhand, Kerala, Maharashtra, Punjab and Rajasthan; and OIFC Knowledge Partners such as Axis Bank, IL&FS Trust Company Ltd, Kotak Mahindra Bank Ltd, Life Insurance

Corporation of India, UCO Bank, Yes Bank, Ezy Laws, and the Small Industries Development Bank of India

2. **Presentations:** OIFC Knowledge Partners provided valuable insights to the visiting diaspora on Taxation, Market Entry, NRI Banking, etc.

3. **OIFC Talk Series:** Showcasing interviews with thought leaders, eminent Overseas Indians, senior professionals, etc from around the world, the series of 'webisodes' explored how the Indian diaspora has empowered itself as an economically, socially, and intellectually well connected community both in its host country and globally. The interviews were presented to guide and inspire the diaspora community to get involved in the network. Through these talks, leaders shared their struggles, re-inventions, innovations and efforts to be where they are today.

4. **VIP Visits:** The Pavilion was visited by prominent NRIs such Dr. Renu Khator, Chancellor and President, University of Houston; Mr. Neville Roach, Chairman Advisory Board, Tata Consultancy Group; Dr Satya Vrat Sharma, MBE, Chair, India UK Forum, and Vice Chair, BMA Regional Council, Western Midlands, UK; Ms. Ela Gandhi, peace activist, and granddaughter of Mahatma Gandhi; Mr. Yusuff Ali, MD, EMKE LuLu Group of Companies; and Dr. Rajindere Tewari, MD, Capital Investors Intl. and Managing Partner, Mahler Fund Management (Emerging Markets Investments), among others.

Visitors from the Government included Mr Naveen Varma, Principal Secretary, Industries, Bihar; Mr Vinod Ajmera - Commissioner, Rajasthan Foundation, and MD, Rajasthan Tourism Development Corporation Ltd; Mr P Sudeep, Director and CEO, NORKA Roots, Kerala, and Mr Salil Narang, General Manager, Investment Promotion Center, and Additional General Manager, HSIIDC, Haryana, to name a few.

Asia

Pakistan

India – Pakistan Joint Business Forum



Syed Yawar Ali, Co – Chairman, India – Pakistan Joint Business Forum; **Salman Bashir**, High Commissioner of Pakistan to India; **Khurram Dastagir Khan**, Minister of Commerce and Textile Industry, Pakistan; **Sunil Kant Munjal**, Past President, CII, and Co-Chairman, India – Pakistan Joint Business Forum, and **Supriya Banerji**, Deputy Director General, CII, at a meeting in New Delhi

CII organized a meeting with Mr Khurram Dastagir Khan, Minister of Commerce and Textile Industry, Pakistan, on 16 January in New Delhi.

Mr. Sunil Kant Munjal, Past President, CII, and Co-Chairman, India – Pakistan Joint Business Forum (IPJBF), who chaired the meeting, urged both India and Pakistan to work together to build confidence in their relationship. He pointed out specific measures to boost India-Pakistan trade ties such as upgradation of the integrated check post at the Wagah border and an improvement in the business visa regime of both countries. The India - Pakistan Joint Business Forum

has been set up between the two countries and 12 task forces have been formed under the Forum, he said.

Mr Syed Yawar Ali, Co – chair, IPJBF, from the Pakistan side, emphasized on the importance of the Forum in normalizing trade in various sectors between India and Pakistan.

Welcoming the Forum, Mr Salman Bashir, High Commissioner of Pakistan to India, congratulated both the countries for ensuring its smooth functioning.

Stressing that the Government of Pakistan is committed to bringing peace

and prosperity in the South Asia region, Mr Khurram Dastagir Khan emphasized on the importance of Pakistan having good relations with India. The private sector in both countries is best equipped to steer the bilateral economic relationship, he said, calling on both countries to overcome hurdles such as restrictive visa regimes, banking restrictions, mobile roaming and other non-tariff barriers to trade.

On the issue of Most Favored Nation (MFN) status, he suggested that both India and Pakistan need not get embroiled in the nomenclature, and rather focus on granting more market access to each other.

Europe

Serbia

Serbian Delegation visits India

CII organized an interactive session for a delegation from Serbia on 24 January in New Delhi. Mr Zeljko Sertić, President, Chamber of Commerce and Industry of Serbia, who led the delegation, briefed members of Indian industry on the various opportunities that exist for trade and investment cooperation between India and Serbia.

The meeting was chaired by Mr Deep Kapuria, Chairman, CII Regional Committee on Central Europe, and Chairman, Hi-Tech Group. Mr Jovan Mirilovic, Ambassador of the



Jovan Mirilovic, Ambassador of Serbia; **Deep Kapuria**, Chairman, CII Regional Committee on Central Europe, and Chairman, Hi-Tech Group, and **Zeljko Sertić**, President, Chamber of Commerce and Industry, Serbia, at an interaction in New Delhi

Republic of Serbia was also present at the meeting.

United Kingdom



CII IBF-UK members with **Chuka Umunna**, MP, and Shadow Secretary of State for Business; **Seema Malhotra**, MP, and Chair, Parliamentary Labour Party Business Interest Group; **Catherine McKinnell**, MP, and Shadow Exchequer Secretary to the Treasury, and **Virender Sharma**, MP, and Chair, Indo-British APPG on India, at a meeting in London

Interaction with Labour Party Members

Members of the CII India Business Forum in UK met with senior members of the Labour Party, the official Opposition party in the UK, on 22 January in London.

The meeting was organized as the first in a series of such meetings to keep engagement between the Labour Party and Indian business and Industry in the UK on track.

For CII members, the meeting helped them keep abreast with the Labour party's plans for business, trade and investment, especially for non-EU companies operating in the UK. It also provided CII members an opportunity to share their concerns



about a wide variety of issues.

Interaction with Indian High Commissioner

CII India Business Forum-UK members met with Mr Ranjan Mathai, High Commissioner of India to UK, soon after the High Commissioner joined office in London, at a reception hosted especially for the CII IBF members in UK.

The High Commissioner extended full support to the members for their business, and to CII for its India-UK business initiatives and engagements. The event was attended by approximately 100 guests including representatives from UK industry and organisations.



N S Shankar, Co-Chair, CII IBF-UK, and CEO, TCS, UK; **Anwar Hasan**, Director, Tata Ltd.; **Prashant Jhawar**, Chairman, CII IBF-UK, and Chairman, Usha Martin Group, and **Baroness Sandip Verma**, Minister for Energy and Climate Change, UK, at an interaction in London



CII India Business Forum Members with **Ranjan Mathai**, High Commissioner of India to the UK, at a reception in London

United States of America



Prof. Shoji Shiba at the manufacturing seminar in New York City

De-Briefing Session with Congressmen

CII and the US-India Business Council (USIBC) jointly hosted a de-briefing session addressed by Congressman George Holding, and Congressman Pete Olson, on 7 January in Washington DC to discuss their recent visit to India.

A Congressional delegation, drawn mainly from the House Foreign Relations Committee and led by Congressman Holding, visited India in December 2013. Although the delegation's schedule was impacted by a diplomatic spat between India and the United States, the visitors did hold very substantive meetings with Indian industry and came away with crucial insights about the US-India partnership as well as about domestic developments in India.

The delegation held meetings with several business houses, including the Tata Group, the Hinduja Group, and the Aditya Birla Group, which highlighted the critical role being played by Indian industry as drivers of economic growth in India. The delegation also had a productive visit to HCL in New Delhi. The company has a large

presence in Congressman Holding's home state of North Carolina, where it has created thousands of jobs.

Both Congressmen stressed that they saw the diplomatic spat as a bump in the road that both countries need to get past. There was realization that too much progress has been made in the relationship to let one

incident impact the overall partnership—this view was echoed in their interactions in India as well.

Congressman Olson expressed staunch support for the export of Liquefied Natural Gas (LNG) to India, saying that the US is India's only viable alternative as a source for natural gas, and for the US, India is the only reliable democracy in that part of the world. It is thus a 'win-win' proposition for both sides, he said.

Seminar on Manufacturing

CII hosted a day long management seminar focusing on the Manufacturing sector in New York on 23 January. The seminar was led and conducted by Prof. Shoji Shiba, a world renowned expert in Total Quality Management (TQM) and Breakthrough Management, formerly Adjunct Professor at the Sloan Institute of Management, MIT, USA. Prof Shiba who is the Chief Adviser to a national programme in India called 'Visionary Leaders for Manufacturing' which has been run by CII since 2007.

The intensive seminar was attended by 20 participants from several Manufacturing companies in the United States. It discussed best practices in Manufacturing and the ways in which companies can leverage some of these management learnings in their own businesses.



Prof. Shoji Shiba and company representatives at the manufacturing seminar in New York City, USA

East

Sessions on Monitoring of Projects

3 January, Raipur
7 January, Ranchi
31 January, Kolkata



Subir Chaki, Chairman, CII West Bengal, and Whole-time Director, McNally Sayaji Engineering Ltd; **Dr Krishna Gupta**, MD, WBIDC; and **Anil Swarup**, Additional Secretary, and Chairman, PMG, at an Industry Roundtable in Kolkata

Chhattisgarh will soon adopt the software which is being used by the Project Monitoring Group (PMG), Cabinet Secretariat, to facilitate faster commissioning of projects in the State, said Mr Anil Swarup, Additional Secretary, and

Chairman, PMG, at an interactive session with industry members in Raipur.

Also present were Ms Shruti Singh, Director, Directorate of Industries, Chhattisgarh; Mr N Baijendra Kumar, Principal Secretary to the Chief Minister, Housing and Environment, Commerce and Industries, and Chairman, Naya Raipur Development Authority, Chhattisgarh; Mr V P Joy, Joint Secretary, Cabinet Secretariat, Government of India, and Mr Manish Gupta, Chairman, CII Chhattisgarh, and Partner, Beekay Engineering Corporation.

In Ranchi, the Industry Roundtable with Mr Anil Swarup, was attended by several representatives of companies whose projects are stalled.

Addressing an interaction in Kolkata, Mr Anil Swarup revealed that the West Bengal Government has decided to set up its own Project Monitoring Group to help stalled projects worth less than ₹1,000 crore to be commissioned fast, on the lines of the one set up by the Central Government. Mr Swarup, who met Mr Sanjay Mitra, Chief Secretary, West Bengal, earlier in the day said the West Bengal is the 9th state in the country to have its own Project Monitoring Group.



Scott Fursessedonn-Wood, British Deputy High Commissioner, Kolkata; **Rajive Kaul**, Past President, CII, and Chairman, Nicco Corporation Ltd; **Sir Keith O'Nions**, President & Rector, Imperial College, London, and **Sudhir Deoras**, Chairman, CII (ER), and MD, TRF Ltd; at 'Innovation 2014' in Kolkata

Innovation 2014

8 January, Kolkata

A CII seminar, 'Innovation 2014: Enabling Ecosystem through Industry-Institute Linkage' highlighted the need for strong and sustainable industry-university linkages. Mr Scott Fursessedonn-Wood, British Deputy High Commissioner, Kolkata, Sir Keith O'Nions, President and Rector, Imperial College, London, Mr Rajive Kaul, Past President, CII, and Chairman, Nicco Corporation Ltd, himself an Imperial College alumnus, Prof Malabika Sarkar, Vice Chancellor, Presidency University, Prof Ajay Kumar Ray, Vice-Chancellor, BESU, and Mr Sudhir Deoras, Chairman, CII Eastern Region, and MD, TRF Ltd; among others, spoke on innovation management and innovation funding, and the need to narrow the chasm between industry and academia.

IR Conclave

24 January, Kolkata

Trade Union leaders, and senior representatives from business, Government and institutions shared their inputs and perspectives for a harmonious industrial relationship



At the IR Conclave in Kolkata

at the IR Conclave 2014. It was unanimously felt that long-term strategies for improved industrial relations are the key to enhanced productivity, economic growth and societal development, with management and trade unions working in a collaborative manner.

Mr Gotabaya Dasanayaka, Senior Specialist, International Labour Organization (ILO), Mr B K Sahu, Insurance Commissioner -Revenue, ESIC, New Delhi; Mr S K Roy, Regional Labour Commissioner (Central); Mr S K Gupta, Regional Provident Fund Commissioner-II, Kolkata; Mr R C Dutta, Chief Inspector of Factories; Prof Santanu Sarkar, XLRI, Jamshedpur; Mr Gautam Chatterjee, Joint MD, Exide Industries Ltd, Mr Vivek Chawla, Chief Executive, Eastern Region, ACC Ltd; and Mr Ramen Pandey, Working President, INTUC, West Bengal, among others, addressed the Conclave.



Dr Raman Singh, Chief Minister of Chhattisgarh, and D S Misra, Additional Chief Secretary, Chhattisgarh; with a CII delegation in Raipur

Chhattisgarh Government were Mr Sunil Kumar, Chief Secretary; Mr D S Misra, Additional Chief Secretary; Mr N Bajendra Kumar, Principal Secretary to Chief Minister, Housing and Environment, Commerce and Industries; Mr Aman Kumar Singh, Principal Secretary to the Chief Minister, Public Relations, IT and Biotechnology, and Principal Secretary, Energy; Ms Shruti Singh, Director, Directorate of Industries; Mr M K Raut, Principal Secretary, Health and Family Welfare, Urban Administration and Development, and Mr Sunil Mishra, MD, Chhattisgarh State Industrial Development Corporation Ltd.

Bihar

Awareness Programmes for MSME

21 and 29 January, Patna



Awareness Programme for MSMEs, in Patna

In a bid to enable MSMEs, especially the makers of footwear, brass and bronze metal utensils, to adopt the latest Quality Management Standards (QMS) and Quality Technology Tools (QTT), CII teamed up with the Union Ministry of MSME to organize separate awareness programmes on QMS and QTT. While Mr Pradeep Kumar, Director, MSME Development Institute, Patna, and Mr A K Sinha, Head, National Productivity Council, shared their perspectives in the first programme, the second saw Mr Naveen Kumar, Assistant Director, MSME Development Institute, and Mr Tulsi Prasad, Secretary, Pareo Bartan Kutir Udyog Samiti, Pareo, Patna, take part in the deliberations.

Chhattisgarh

Meeting with Dr Raman Singh

21 January, Raipur

A delegation led by Mr Manish Gupta, Chairman, CII Chhattisgarh, and Partner, Beekay Engineering Corporation met Dr Raman Singh, Chief Minister of Chhattisgarh, to discuss the CII report on 'Rapid Industrialization of Chhattisgarh'. Also present from the

Industry-Defence linkages

31 January, Raipur



Vendor Connect Seminar in Raipur

In a bid to maximize the potential of the Defence industry sector and strengthen its linkages with industry, CII Chhattisgarh organized the Vendor Connect Seminar and B2B meetings enable the private sector as well as Defence Public Sector Units to explore mutual business opportunities. Ms Shruti Singh, Director, Directorate of Industries, Chhattisgarh; and Mr P V Narsinga Rao, Member Secretary, Chhattisgarh Environment Conservation Board, participated in the event.

Jharkhand

Enterprise Jharkhand 2014

11-14 January, Jamshedpur

One of the high points of the 8th Enterprise Jharkhand 2014 was the formation of a CII-Jharkhand Government Joint Task Force to catalyze industrialization. The Joint Task Force, said Mr Hemant Soren, Chief Minister of Jharkhand, will provide inputs and advice to the State Government for speedy implementation of projects.

Enterprise Jharkhand 2014, the largest industrial exhibition and conference in the State, was held to maximize opportunities for entrepreneurs in Jharkhand as

well as other parts of the country through product displays and industry-related information.

Big and small industries will prosper by complementing each other, said Mr R S Sharma, Chief Secretary, Jharkhand. Ms Vandana Dadel, Secretary, Industries, Jharkhand, appreciated CII's dedicated efforts towards growth and development.

Concurrent events held during Enterprise Jharkhand included an Industry-NGO Interface and a national level Vendor Development Programme: Focus on Affirmative Action.



Sudhir Deoras, Chairman, CII (ER), and MD, TRF Ltd; **Hemant Soren**, Chief Minister of Jharkhand, and **T V Narendran**, Vice Chairman, CII Jharkhand, and MD, Tata Steel Ltd, at Enterprise Jharkhand 2014 in Jamshedpur

Odisha

Farm2Fork 2014

24 January, Bhubaneswar

CII Odisha partnered the Odisha MSME Department and the Centre for Agri Management, Department of Business Administration, Utkal University, to organize Farm2Fork 2014, a National Seminar-cum-Exposition on Agri Business and Food Processing Potential of Odisha. This strong platform for sellers to showcase their products and services was also a forum for decision-makers, policy-makers, researchers, producers and industry leaders to discuss important policies and issues.

Dr S C Jamir, Governor of Odisha, inaugurated the flagship event, while Dr Damodar Rout, Minister for MSME and Health and Family Welfare; Mr Debiprasad

Mishra, Minister for Agriculture, Fisheries and Animal Resources Development and Housing and Urban Development, and Mr Panchanan Dash, Secretary, MSME, Odisha, participated from the State Government. Three technical sessions discussed Public Private Community Partnerships, Investment Opportunities, and Policy Issues respectively, related to the development of food and agri-related businesses and allied sectors in Odisha.

UK - Odisha Partnership

28 January, Bhubaneswar

Representatives of 17 UK companies from sectors such as infrastructure, metal and mining, engineering, education, skill and training joined Indian industry leaders at a B2B meet organized by CII Odisha in association with the British Deputy High Commission, Eastern India, to strengthen linkages between India, particularly Odisha, and the UK. Mr Scott Fursedonn-Wood, British Deputy High Commissioner to Eastern India, said good governance and skilled manpower would attract investments from the UK to the state in sectors such as healthcare, banking and insurance.

Skill Coordination Centre in Kendrapada

29 January, Kendrapada



At the inauguration of CII District Office and Skill Coordination Centre at Pattamandai in Kendrapada

Mr Baijayant Panda, Member of Parliament, inaugurated the CII District Office and Skill Coordination Centre at Pattamandai in Kendrapada. Mr Panda, who also

unveiled a Report on the Need-based Analysis of Kendrapada District, said projects such as railway tracks, and an industrial park that are coming up in and around the district will open up substantial employment opportunities.



Panchanan Dash, Secretary, MSME, Odisha; **Dr Damodar Rout**, Minister for MSME, and Health & Family Welfare, Odisha; **Dr S C Jamir**, Governor of Odisha; **M K Gupta**, Chairman, CII Odisha, and MD, Gupta Power Infrastructure Ltd, and **Debiprasad Mishra**, Minister for Agriculture, Fisheries & Animal Resources Development and Housing & Urban Development, Odisha, at 'Farm2Fork' in Bhubaneswar

Jamshedpur Zone

Engagement with Central & Nordic Europe

10 January, Jamshedpur

CII, in partnership with the Union Ministry of Commerce and Industry, organized a Roundtable on 'India-Europe: Promoting Economic Engagement between India and Central / Nordic Region of Europe.' Mr Jiri Janicek, Head, Economic Section, Embassy of the Czech Republic and Mr Tomasz Wisniewski, Economic Counsellor, Embassy of Poland, interacted with CII members on economic and trade relations between India and Central and Nordic Europe.



S K Behera, Chairman, CII Jharkhand, and VC & MD, RSB Transmissions (I) Ltd; **Tomasz Wisniewski**, Economic Counsellor, Embassy of Poland; **Sudhir Deoras**, Chairman, CII (ER), and MD, TRF Ltd, and **Jiri Janicek**, Head, Economic Section, Embassy of the Czech Republic, at an interaction in Jamshedpur

North

Engaging with Central and Nordic Europe

22 January, Chandigarh



Ritva Haukilarvi, Counsellor (Economic & Commercial), Embassy of Finland; **Prof Piotr Klodkowski**, Ambassador of Poland; **S. Parkash Singh Badal**, Chief Minister of Punjab; **Sanjeev Pahwa**, Vice Chairman, CII Punjab, and MD, Ram Lubhaya & Sons, and **Man Mohan S Kohli**, Chairman, CII Chandigarh, and CEO, Aroma Group, in Chandigarh

A Roundtable was held to promote trade ties between India and the Central / Nordic Regions of Europe. The regions were represented by Prof Piotr Klodkowski, Ambassador of Poland to India, and senior embassy officials of Finland and the Czech Republic.

The diplomats, along with a CII delegation, also interacted with Mr Parkash Singh Badal, Chief Minister of Punjab, and other senior officials of the State Government to explore opportunities to enhance economic engagement between Punjab and the Central / Nordic Region of Europe.

A plant visit and meeting with Mr Srinivas P Kamisetty, President and MD, Claas India Pvt Ltd, Morinda, was also organized for them.

Chandigarh

Meeting with Mr Shivraj V Patil

9 January, Chandigarh

CII members met Mr Shivraj V Patil, Governor, Punjab,

and Administrator, UT Chandigarh, to apprise him about the forthcoming launch of the Chandigarh Chapter of the Indian Green Building Council (IGBC) on 21 March. The IGBC Chandigarh Chapter aims to reach out to a wider section of stakeholders for faster penetration of the Green building movement in Chandigarh, Punjab, Haryana and Himachal Pradesh.

Blood Donation Camp

16 January, Chandigarh

Organized as part of CII's Corporate Social Responsibility (CSR) initiative, the Blood Donation camp saw participation of many enthusiastic CII employees, CII members and volunteers from the tricity, industry and institutes. It was partnered by the Indian Society of Blood Transfusion and Immunohematology (ISBTI).

Members cum Induction Meet

24 January, Chandigarh

The meeting was organized to enhance CII's focus on membership engagement, and service delivery, and to seek ideas, perspectives and suggestions from members to strengthen CII's engagement with its stakeholders.

Haryana

Workshop on Gemba Kaizen

20 – 21 January, Gurgaon



Gemba Kaizen workshop in Gurgaon

Gemba Kaizen is a Japanese concept of continuous improvement designed for enhancing processes and reducing waste. The workshop imparted the key points for the participants to put effective Gemba Kaizen into practice at their own companies, and make it an established practice.

National Volunteering Day

17 January, Gurgaon

As a part of National Volunteer Week, Shivam Autotech Ltd and Munjal Showa donated computers, and Lumax Industries Ltd donated blackboards to the Government ITI, Gurgaon.

Himachal Pradesh

Creating Customer Delight

17 January, Chandigarh

The workshop discussed multi-dimensional customer expectation and perception models, customer care through employee care, and service quality.

Jammu & Kashmir

Industry Issues in J&K

6 January, Jammu



CII delegation with **Abdul Rahim Rather**, Minister for Finance, J&K, in Jammu

A CII delegation led by Mr Anil Mahajan, Chairman, CII J&K State Council, and Partner KC Paints Ltd, met Mr Abdul Rahim Rather, Minister of Finance, and Ladakh Affairs, Jammu & Kashmir, to brief him on financial issues faced by Industry in the State. The issue of VAT refund to Industry by the J&K Small Scale Industries Development Corporation Ltd (SICOP) was also raised.

Investing in Stock Market

15 January, Jammu

Conducting an awareness session on 'Investing in the Stock Market,' Mr Harbinder Singh Sokhi, Regional Manager, Investor Protection Fund, Bombay Stock Exchange, stressed the need to analyze a company's performance before investing in the share market. He also explained different aspects of Stock Market activities including Do's and Don'ts for investors, Trading and Settlement, and Risk Management. The session was jointly organized by CII and the Bombay Stock Exchange.

Interaction on Commercial Taxes

22 January, Jammu

At the interaction with Mr Kifayat Hussain Rizvi, Commissioner, Commercial Taxes, Jammu & Kashmir, issues related to VAT refund by SICOP, Form 65, Lakhanpur toll plaza, etc were discussed.

Pre Budget Memorandum

27 January, Jammu



Pre Budget Memorandum Meeting in Jammu

CII presented its Pre-Budget Memorandum for Jammu & Kashmir to the Finance Minister of the State. Issues such as the introduction of a New Industrial Policy for J&K, infrastructure development of Jammu and Srinagar, removal of entry tax on machineries for cold storage, removal of Service Tax on security services, exemption of work contract tax, removal of edible oil from the negative list and grant of VAT remission, were also discussed during the meeting.

Punjab

Industrial Development of Punjab

7 January, Chandigarh

To discuss the key takeaways from initiatives such as the Progressive Punjab Investment Summit and a Punjab-Punjab Cooperation session, a CII delegation led by Mr D L Sharma, Chairman, CII Punjab, and MD, Vardhman Textiles Ltd, met Mr Karan Avtar Singh, Principal Secretary, Industries and Commerce, Punjab. Issues such as land availability, power tariff for industries, revival of sick units of Mandi Gobindgarh, and development of MSME, were also discussed.



Karan Avtar Singh, Principal Secretary, Industries & Commerce, Punjab; and **D L Sharma**, Chairman, CII Punjab, and MD, Vardhman Textiles Ltd, at an interaction in Chandigarh

Session on Leadership

17 January, Jalandhar

The session on Leadership discussed the role and importance of leadership qualities and their effective implementation in the competitive world. Mr Harpal Singh,



Harpal Singh, Mentor & Chairman Emeritus, Fortis Healthcare

Mentor and Chairman Emeritus, Fortis Healthcare Ltd, and Mrs Kamna Raj Aggarwal, Co-Chairperson, CII NR Special Task Force on Skills & Education, and Director, GDPA Fastners shared their individual experiences and perspectives on leadership skills.

Awareness Session on HIV/ AIDS

24 January, Mohali

The session was held to sensitize Human Resource (HR) personnel, administration officers, welfare officers and in-house doctors, clinical heads etc on HIV/AIDS awareness and protection, and hence attain a multiplier effect to be disseminated to their co-workers, colleagues and friends.

Rajasthan

Opportunities from FTAs

9 January, Jaipur



Interaction on FTAs in Jaipur

The session highlighted the opportunities that Indian industry can explore from Free Trade Agreements (FTAs). Senior officials from the Union Ministry of Commerce and Industry interacted with members over various issues of international trade, and India's FTA engagement with ASEAN countries.

Interactive Session on Project Monitoring

24 January, Jaipur

The Government of India has set up Project Monitoring Group (PMG) under the Cabinet Secretariat to facilitate clearance of pending industrial projects worth more than ₹1,000 crore. A total of 407 projects with total value of ₹18 lakh crore were listed



Anand Singhal, Vice Chairman, CII Rajasthan, and Chairman, Desert Inn; and Anil Swarup, Additional Secretary, and Chairman, PMG, at an interaction in Jaipur

for help, said Mr Anil Swarup, Additional Secretary and Chairman, Project Monitoring Group (PMG), Cabinet Secretariat, at an interaction. The session had focused deliberations on upcoming mega projects in India and various issues related to clearance of stalled projects across different economic sectors.

Uttar Pradesh

Members' Meet and Roadshow

17 January, Kanpur

A Members Meet and Roadshow was organized to provide the much-needed impetus to the industrial development of this area and identify the major bottlenecks.



Members' Meet in Kanpur

GREAT Trade Roadshow

29 January, Lucknow

UK Trade and Investment (UKTI) India, in association with CII UP, organized the GREAT Trade Roadshow to highlight the opportunities in the areas of Energy, Infrastructure, Agriculture and Vocational Skills in the UK.

Uttarakhand

Relief & Rehabilitation Initiative

10 January, New Tehri

30 January, ITI Srinagar



CII - Akums Recruitment Drive at New Tehri

The CII Foundation - Akums recruitment drive was carried out under the banner of the CII Uttarakhand Relief and Rehabilitation initiative to provide employment to youth from the disaster-impacted districts. At Tehri, 43 youths appeared for the interview and 6 were finally selected for joining, while at Srinagar, 6 were selected out of 80 aspirants.

TB Awareness Workshop

13 January, Dehradun



TB Awareness Workshop at Tupperware India Ltd, Dehradun

An awareness/sensitization workshop for the industrial workforce of Tupperware India Ltd was organized to create awareness about the cause and effects, symptoms and treatment, of TB.

Supervisory Development Programme

22 January, Haridwar

The workshop focused on various concepts, techniques and methods for Supervisory skills. The exercises included practical issues and effective solutions for conflict management, attitude, behaviour and roles of supervisors.

Nanhi Chhaan - Girl Child Initiative

26 January, Dehradun

Taking CII's Nanhi Chhaan initiative forward, The Himalaya Drug Company presented saplings and ₹10,000 each to 12 worker families with a new-born girl child on the occasion of Republic Day. The initiative aims to spread the message of nurturing trees and the girl child.



Distribution of saplings under the Nanhi Chhaan Initiative, in Dehradun

Meeting with Governor, Uttarakhand

30 January, Dehradun

A CII delegation called on Dr Aziz Qureshi, Governor of Uttarakhand, to invite him to the CII Uttarakhand



CII delegation with Dr Aziz Qureshi, Governor of Uttarakhand, in Dehradun

Annual Session.

Western UP

Selling in Simple Way

10 January, Ghaziabad

The workshop presented important aspects of sales like preparation, prospecting, contact and presentation, closing, execution and follow-up. It also touched upon parameters such as loyalty through a differentiated customer experience, targeting potential customers through unique selling process, moving from customer satisfaction to customer delight, etc.

Career Guidance and Job Fair

22-23 January, Greater Noida

A Career Guidance and Job Fair was organized for around 4000 students from Noida, Bulandshar, Ghaziabad, Meerut, Aligarh and Mathura, of polytechnics and Industrial Training Institutes (ITIs), in partnership with the Uttar Pradesh Skill Development Mission. Around 15 companies joined as recruiting organizations.

South

Business Opportunities in Malaysia

29 January, Chennai

The seminar on 'Business Opportunities in Malaysia' gave industry members an opportunity to interact closely with Mr Mustapa Mohamed, Minister of International Trade and Industry, Malaysia, and the accompanying delegation, to understand the various business opportunities available to Indian industry in Malaysia.



Mustapa Mohamed, Minister of International Trade and Industry, Malaysia, and T T Ashok, Chairman, CII International Linkages Task Force, and MD, Taylor Rubber Pvt Ltd, at a seminar in Chennai

Business Delegation from Singapore

29 January, Chennai

The meeting enabled industry members to interact closely

with a visiting Business Delegation from Singapore to understand the opportunities available to Indian Industry in Singapore.

Online Master Class CSR Series

10, 17, 24 and 31 January

To educate Industry on various aspects of CSR and its implementation, CII Southern Region, in association with Samhita Social Ventures, conducted a series of online educative sessions on CSR by experts from the field.

The sessions focused on the approach to CSR in line with the law - formation of CSR policy, role of the board, investing for impact, tools and approaches for community investment, monitoring and evaluation, existing methods, reporting and communications, etc.

Preventing NCDs

23 January, Chennai

CII, in association with the Adyar Cancer Institute, organized a symposium on the role of 'Food and Exercise to Prevent Non-Communicable Diseases in the Corporate Community' to help corporates plan better health policies for their employees, and to increase awareness and scientific information on the role of food and exercise.

Andhra Pradesh

Session on Indo-US Bilateral Trade

2 January, Hyderabad



Nancy Powell, US Ambassador to India; **Ramesh Datla**, Chairman, CII National Committee on IP, and Chairman & MD, ELICO Ltd, and **Michael Collins**, Consul General of Hyderabad, at session in Hyderabad

CII Andhra Pradesh, along with the US Commercial Service - Hyderabad, organized a session on India-USA Bilateral Relations to promote investments in the USA through the Select-USA initiative of the US Department of Commerce. Ms. Nancy Powell, US Ambassador to India, explained why increased Indian investment in the United States is now easier than ever before, citing record low energy costs, a streamlined approval process, world-class universities and labour, and access to over 20 additional markets through high-level bilateral and multilateral international trade agreements.

I-LEAD

11 January, Hyderabad

The Indian Women Network Andhra Pradesh, in association with Talent Sprint, organized the I-LEAD leadership



IWN session in Hyderabad

exploration and development programme for women faculty from engineering colleges in Hyderabad. The session focused on the importance of understanding oneself, leadership styles and importance of values for a leader, etc.

Interactive Session with Japanese Companies

29 January, Bangalore



Dr. Rajat Kumar, Commissioner of Industries, Andhra Pradesh; **Dr. K. Pradeep Chandra**, Principal Secretary - Industries & Commerce, Andhra Pradesh; **T Parabrahman**, Former MD, Kirloskar-Toyota Textile Machinery Ltd, and **Anil Yendluri**, CEO, Krishnapatnam Port Ltd, at an interaction in Bangalore

CII, in association with the Industries and Commerce Department, Andhra Pradesh, organized an Interactive Session with select Japanese companies in Bangalore on the sidelines of the Partnership Summit 2014 to promote investments from Japanese investors and highlight the advantages of the State.

Session on Mauritius

30 January, Hyderabad

The session on 'Mauritius: An Investment Destination of Choice' was addressed by Ms. Shamima Mallam Hassam, Senior Director, Board of Investment, Mauritius. Dr. K Pradeep Chandra, Principal Secretary, Industries and Commerce, Andhra Pradesh, Mr. B Ashok Reddy, Chairman, CII Andhra Pradesh, and President, HR and Corporate Affairs, Infotech Enterprises Ltd, and Mr. S S Samant, Executive Director, I/C (Projects and Engineering) Indian Oil Corporation, Hyderabad, also addressed the session. A four member delegation from Mauritius was also present.

Karnataka

Interaction on Projects

10 January, Bangalore

CII organized an Interactive Session with Mr Anil Swarup, Additional Secretary and Chairman, Project Monitoring Group (PMG), Cabinet Secretariat, on his recent visit to Bangalore, to discuss various projects in the State Mr. Swarup



Soumitra Bhattacharya, Chairman, CII Karnataka, and Jt MD, Bosch Ltd, with **Anil Swarup**, Additional Secretary & Chairman, PMG, in Bangalore

said the PMG has so far compiled a list of 407 stalled projects for want of various types of clearances, entailing investments of over ₹19 lakh crores, which is about 25% of India's GDP.

Kerala

Workshop on Flow Manufacturing

10 January, Thrissur

The presentation on Flow Manufacturing, an approach that helps build a variety of products with as little waste as possible, covered topics such as cell design, line balancing, just in time techniques, Kanban, low cost automation and 3M (waste elimination techniques) etc.

Puducherry

Workshop on Jishu Hozen

22-23 January, Puducherry

The workshop on 'Deployment of Jishu Hozen (Autonomous Maintenance)' explored selective and simple ways of improving productivity and Quality in manufacturing companies by using the method of Total Productive Maintenance (TPM).

Tamil Nadu

TN MSME Summit 2014

8 January, Chennai



TN MSME Summit in Chennai

The 2nd edition of the TN MSME Summit, with the theme, 'Prospering in Challenging Times,' explored Government schemes for finance options and better financial management for MSME. Mr P Mohan, Minister for Rural Industries, Cottage Industries and Small Industries, Tamil Nadu, described the various schemes launched by the State Government for MSMEs.

TN HR Summit 2014

22 January, Chennai

The 2nd edition of the HR Summit explored the role of Human Resources in gaining competitive advantage. The Summit highlighted how to quantify HR with respect to how it delivers on the bottom line, and aligns itself to

the business, with greater accountability for delivering specific corporate objectives.

Zonal & District Offices

Workshop on School Excellence

9 January, Salem

The workshop on School Excellence, 'Teaching Learning Strategies for a Learner-centred Classroom' focused on Quality in Education to meet the current needs and aspirations of



Workshop on School Excellence in Salem

society. SMART Edutech made a presentation on their SMART board. Mr L Venkatachalapathy, Inspector of Matriculation Schools, distributed 1000 books from the CII-Asia Foundation to 10 schools. Around 15 correspondence schools participated in the workshop.

Empowered Women 2014

26 January, Salem

The workshop was held to enable and empower women, using the principles of Neuro Linguistic Programming (NLP), transactional analysis and other personal transformation methodologies, to impact the quality of the thought process, people engagement and overall personal well being.

Growth Prospects in Srikakulam District

4 January, Srikakulam



Session on Industrial Growth in Srikakulam District

The session discussed the opportunities and challenges for industrial growth in Srikakulam District.

How to Scale up your Enterprise

11 January, Visakhapatnam

A session on 'How to Scale up your Enterprise' was held, along with a road show for the CII SR Emerging Entrepreneurs Awards. The Awards aim to recognize the cream of emerging entrepreneurs from all the Southern States who can scale up to be national and global players in the next two decades.

Industrial Development in Vizianagaram

23 January, Vizianagaram

CII Vizag Zone organized a Session on Industrial growth



Session on Industrial Growth Prospects in Vizianagaram District

prospects and challenges in Vizianagaram District.

CEO's Speak

9 January, Vijayawada

CEOs from different industry sectors addressed a CEO's Speak Session at PB Siddhartha College to give students their perspectives on Employability, Infrastructure and Marketing.

IWN Sessions

9 January, Bhimavaram

10 January, Vijayawada

The Indian Women Network Andhra Pradesh organized sessions on 'Journey from College to Corporate' for about 200 MBA, MTECH and BTECH final year students of the Sri Vishnu College of Engineering for Women in



IWN Session in Bhimavaram

Bhimavaram, and for students of Stella Maris College in Vijayawada. The training sessions helped students equip themselves with problem solving and soft skills.

A faculty development programme on the 'Importance of Coaching' was also held in Bhimavaram.

Interaction on Krishna District

10 January, Vijayawada

Mr Raghunandan Rao, Collector, Krishna District, was the chief guest for a session that showcased the growth prospects for Industry in the Districts of Krishna, West Godavari, Prakasam and Guntur.

West

India-Canada Energy Partnership

15 January, Mumbai



The Hon. Joe Oliver,
Minister of Natural
Resources, Canada

CII Western Region, and the Consulate General of Canada, Mumbai, in collaboration with Natural Resources Canada, and the Government of Alberta, Canada, organized an exclusive networking reception for The Hon. Joe Oliver, Minister of Natural Resources, Canada, and Ms Alison Redford, Premier of the Province of Alberta, to build a Canada-India natural resources relationship. The discussions explored ways by which both countries could strengthen their partnership, in areas such as nuclear energy, fossil fuels (including LNG) renewable energy and mining.

Economic Delegation from Serbia

21 January, Mumbai

A six member delegation from the apex Chamber of Commerce and Industry of Serbia (CCIS), led by Mr Jovan Mirilovic, Ambassador of the Republic of Serbia to India, participated in an exclusive industry interaction. The focus was on sectors such as pharma, healthcare, IT, automotive, infrastructure, energy, metals, etc.



Interaction with delegation from Thailand, in Mumbai

Business Delegation from Thailand

21 January, Mumbai

CII, in association with the Thailand Board of Investment, organized an interactive session with a visiting Thai delegation followed by B2B meetings. The discussion focused on building partnerships and Joint Ventures with Indian buyers and sellers from the automotive, petrochemicals, plastic and paper, electronics and electrical (sensors and IC fabrications) sectors.

Goa

India & the Lusophone Market

14 - 15 January, Panaji

CII, in association with the Lusophone Congress



Manohar Parrikar, Chief Minister of Goa, addressing the International Congress on India and the Lusophone Market, in Goa

(comprising of Portuguese-speaking countries) organized an 'International Congress on India and the Lusophone Market', to promote bilateral trade and support cooperation in the fields of arts, charity, education, science and technology, etc.

Gujarat

HR Workshop on Talent Acquisition

8 January, Vadodara

The workshop was held to develop Competency-based Interviewing Skills in HR personnel.

Members and Media Meet

8 January, Bhavnagar

The interaction with Industry members and media representatives discussed the growth of industries based in and around Bhavnagar.

Workshop on Zero Defect Quality

10 January, Vadodara

The workshop explained the the basic techniques associated with Zero Quality Control (ZQC) and Mistake Proofing.

Vibrant Gujarat National Education Summit

10 - 11 January, Gandhinagar

The Government of Gujarat is focusing on the social sector, especially education, since the last decade, to improve the State's human development indicators.



Narendra Modi, Chief Minister of Gujarat, at the National Education Summit in Gandhinagar

Interactive Session on Companies Act

20 January, Gandhinagar

An interactive session on the Companies Act 2013 discussed the changing landscape in Corporate Social Responsibility.

Construction Technology Summit 2014

30 January, Vadodara

The Summit looked at emerging trends in modern construction technologies, including specific strategies

and implementation ideas, case studies and best practices, as well as cost optimization.

Emerging Trends in Corporate Governance

31 January, Vadodara

As the concept of Corporate Governance assumes centre-stage in the management of companies, the law and society at large, a session on 'Risk Manager Perspective' examined the responsibilities of the Directors.

5th Gujarat Water Summit 2014

31 January, Ahmedabad



At the 5th Gujarat Water Summit in Ahmedabad

The Water Summit brought together the best minds in the Water sector to understand key challenges and trends, share best practices, explore emerging opportunities for investment, and identify areas for joint engagement of the Government and private sector in enhancing water infrastructure, water management and conservation.

Madhya Pradesh

Awareness Sessions on 'Indore Food Expo'

23 December, Katni

7 January, Indore

10 January, Bhopal

13 January, Gwalior



Awareness session on Indore Food Expo 2014 in Katni

CII organized awareness sessions on the 'Indore Food Expo 2014,' the 6th MP Exportech-reverse buyer seller meet, organized by the Madhya Pradesh Laghu Udyog Nigam, in association with CII, from 14-16 February in Indore.

Interaction on Project Monitoring

27 January, Bhopal

CII organized an interactive session with Mr. Anil Swarup, Additional Secretary and Chairman, Project Monitoring Group, Cabinet Secretariat. Mr. Swarup is also a Board Member in the Prime Minister's Office and In-Charge of delayed projects, nationally.

Maharashtra

Launch of Krishi Vasant

12 January, Mumbai



Launch of Krishi Vasant 2014 in Mumbai

The Launch Ceremony of Krishi Vasant 2014 was attended by Mr Sharad Pawar, Union Minister for Agriculture and Food Processing Industries, Mr Prithviraj Chavan, Chief Minister of Maharashtra and Mr Radhakrishna Eknathrao Vikhe-Patil, Minister for Agriculture and Marketing, Maharashtra.

Kaizen Competition

15 January, Nashik



Kaizen Competition winning team in, Nashik

The 9th edition of the Maharashtra State-level Kaizen competition saw 130 teams from member companies from all over Maharashtra participate. The winning teams were from Greaves Cotton Ltd, Aurangabad (large scale category) and S B Reshellers Pvt Ltd, Kolhapur (small and medium scale category).

Pune

Welding Industry & Academia Partnership

10 January, Pune

Around 77 participants from Industry and institutes attended the seminar held to help industry create a pipe-line for 'better employable' engineers in the field of welding.

CII CEO Connect

15 January, Pune

Industry stalwarts representing diverse sectors interacted with students in two separate sessions, in different institutes, to create a link between young



CII CEO Connect Session in Pune

minds and business leaders.

Garnishing Talent

20 January, Pune

The CII-Eaton-Cummins College of Engineering programme on 'Garnishing Talent' equips students from vernacular, semi-vernacular and rural backgrounds with appropriate soft and social skills critical for individual and professional success. The programme leverages Eaton's association with leading academic institutions in the Pune region and facilitates interactive sessions between students and experienced trainers. Batch III of the programme was inaugurated.

CII Foundation-Symbiosis Finishing School

25 January, Pune



At the launch of the 22nd batch of the CII Foundation -Symbiosis Finishing School, in Pune

CII Pune and the Symbiosis's English Language Teaching Institute of Symbiosis (ELTIS) have been conducting the CII Foundation-Symbiosis Finishing School, an employability initiative, as a component of CII's Affirmative Action agenda. The course aims to bridge the gap between academics and industry requirements and enhance the employability of undergraduate and post-graduate SC / ST students. Tata Capital Financial Services Ltd. was the sponsor of the 22nd batch.

Visit of Malaysian SME Delegation

27 January, Pune

The mission exposed Malaysian SMEs from the Manufacturing, Automotive and Information Communication and Technology (ICT) sectors to international best practices, and facilitated an exchange ideas and expertise as well as networking opportunities with Indian companies. The delegation visited Precision Automation, Robotics India Ltd, and Thermax Ltd.