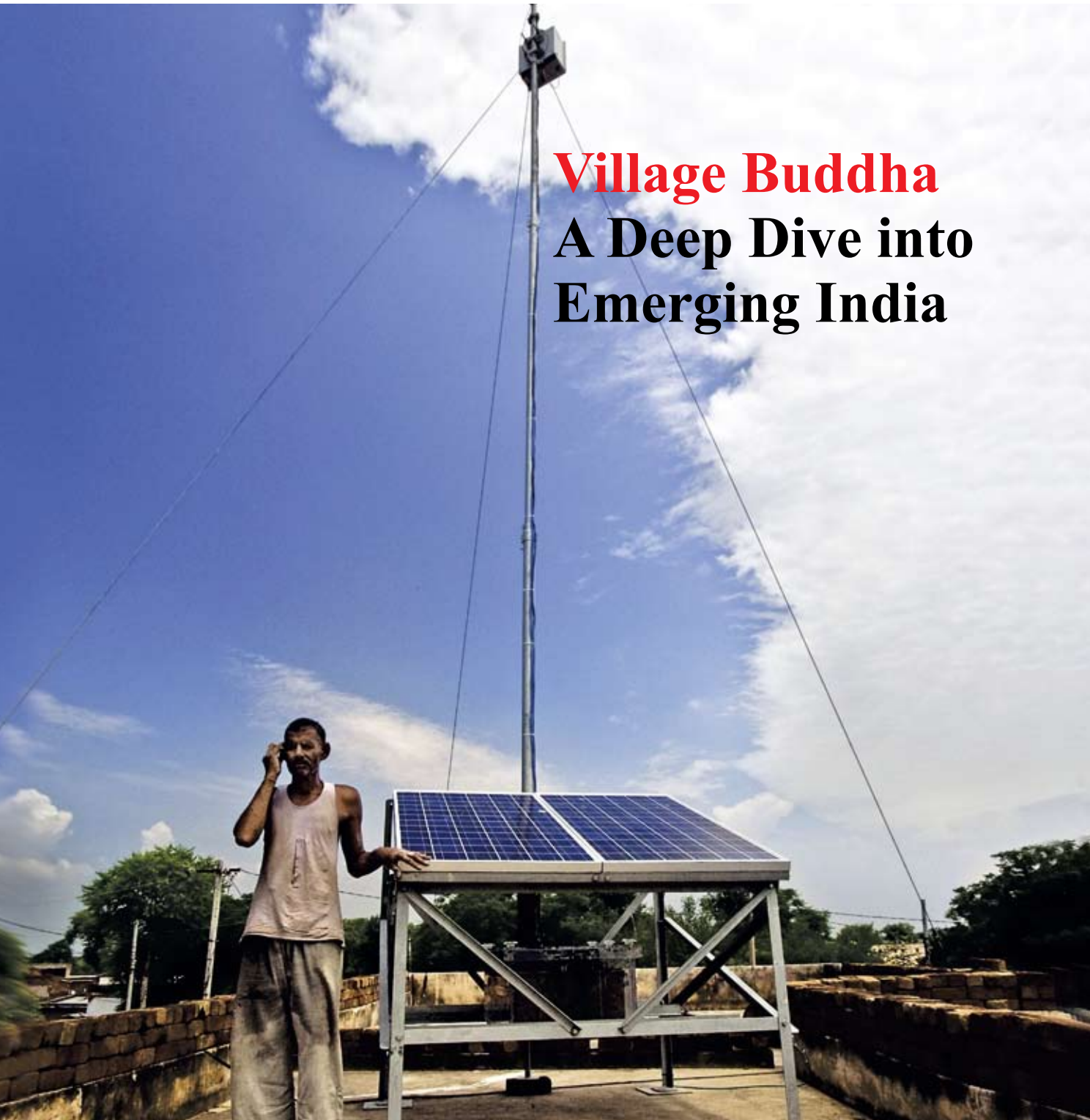


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Village Buddha A Deep Dive into Emerging India

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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

Trade Data

The December 2013 trade deficit for India came in at US\$10.14 billion versus US\$17.19 billion in the same month last year. The reduction was driven by a 15.25% fall in imports, while exports grew 3.5%.

Despite the rise in exports, the growth seems to have lost momentum, as exports had been growing at a double-digit rate until October.

The economic conditions in the US and the Euro Zone are not very favorable for exports. We hope the Indian Government will help exporters by including more products and countries, where we have a comparative advantage, for the Focus Product Scheme and Focus Market Scheme. Also, we need to relook at the duty drawback rates. These measures, if announced at the earliest, will give the necessary push to help Industry reach the export target.

Sanjay Budhia, Chairman, CII Export Committee, and MD, Patton International Ltd



IIP Data

The Index of Industrial Production for November 2013 continues to be in negative territory for the second month in a row. This is extremely worrisome. What is also causing concern is the performance of the Manufacturing sector, indicating that new investments are still not happening. The low base of last year magnifies the concerns.



However, going forward, it is hoped that good news, notably the rebound of the economies of the US and Europe, an upturn in exports, a good monsoon, and pragmatic Government policies, especially on fast-tracking projects, would help industrial production to rebound.

But much more needs to be done to revive investment. The Government should send out positive signals that it is renewing its focus on growth, such as ensuring that projects getting cleared by the CCI are implemented on the ground. At the same time, steps such as encouraging competition in the mining sector, starting legal mining in the ban-affected States, speedy implementation of DMIC, and fast-tracking NMP, among others, would bring industry back to the path of growth.

CII maintains that Government policies should be complemented by a shift towards an accommodative policy announcement by the RBI to revive investment and propel demand, especially in consumer durables, which are deep in the red.

Inflation

Inflation declined to a five month low of 6.16% in December 2013 from 7.52 % during the previous month, on the back of a sharp drop in food prices. The good news is that the prices of cereals, fruits and vegetables, onions and eggs, are trending downward after being on the ascendant for long. Going forward, the good harvest should further help contain food prices. Besides, manufacturing prices are reasonably stable, indicating that core inflation is within range.



The easing of inflation at a time when industrial growth continues to be in the red should induce the Reserve Bank of India (RBI) to review its monetary policy stance and cut its policy rates to rejuvenate growth, which has been hit by high interest costs, flagging investments and subdued demand.

To ensure that the easing of food prices is a sustained phenomenon, CII maintains that there is need for critical distribution reforms in agriculture. Taking perishables out of the APMC would improve the agriculture supply chain logistics and enable better price discovery. Further, there is a need for a clear plan and a strategy for using India's excess stock of food and vegetables, much of which goes waste every year.



Village Buddha

A Deep Dive into Emerging India

‘Village Buddha,’ a key component of the new ‘Champions for Societal Manufacturing’ project under the India-Japan technical co-operation agreement, seeks to leverage Industry’s competency, knowledge and experience, to meet current societal challenges

Indian industry has been demonstrating good growth and development over the last two decades. Today, Indian Manufacturing is poised to become a benchmark for others, by developing and adopting best practices for enhancing processes and productivity. However, the prevailing scenario, with a difficult economic situation, global slowdown, and changing regulations, is calling on Industry to make breakthrough changes (10X) to sustain the growth momentum for the next few decades. Incremental change would not be adequate.

Reflecting from the past, we can learn for the way forward.

‘India lives in her 700,000 villages. The future of India lies in its villages; if the village perishes, India will perish too,’ said Mahatma Gandhi. The Prime Minister of India, too, has stated that any development that is not inclusive and sustainable is not development.

These thoughts set the direction. The need for operational efficiency to go up each year by 5% to 10% is now a given for our Manufacturing industry to remain somewhat competitive, but not enough for it to become a leader. A leader needs breakthrough.

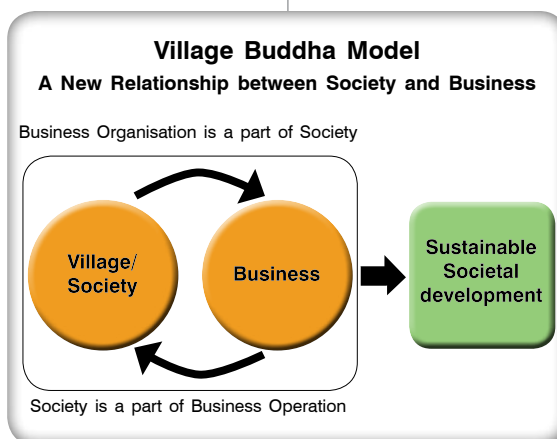
At present, two dimensions of India co-exist together. On one side, we have Manufacturing companies becoming world class, competing with multinationals, more MNCs coming and setting up their factories in India, Government policy announcements to make Manufacturing a key driver of GDP, rising skill, productivity and efficiency levels...and, on the other side, we have a large section of our society, mostly living in villages, with huge aspirations but unfulfilled and unmet needs. They seem to have been left behind in the developmental race. Is there some opportunity here? Can we take the wisdom of manufacturing excellence to our millions of villages?

A large number of companies are already contributing back to society by creating infrastructure for drinking water, sanitation, waste management, providing basic education and awareness for self-employment, generating awareness about energy and environment conservation, and more. With the current mandate under the new Company Bill, compulsory spending under Corporate

Social Responsibility, widely known as CSR, will surely expedite these activities.

However, what is needed is a transformation in the way Industry can engage with villages to transform its own approach for engaging with society. Such a transformation will enable Rural India and Industry to build a win-win relationship by growing together. This seems to be the right way, by bringing society and Industry closer, to utilize current Manufacturing competency, knowledge and experience to meet current societal challenges.

Today’s challenges and the unstated, unfulfilled needs of society could become the business opportunities of tomorrow. While the world is looking at India as an emerging market for the future, India can look to its villages for future growth.



This sets the context and a perfect platform for ‘Village Buddha,’ a key component of the new ‘Champions for Societal Manufacturing (CSM)’ project under the India-Japan technical co-operation agreement.

Manufacturing companies are doing several thousands of improvisation projects and generating millions of kaizens in the workplace. This project aims to diffuse the impact of such improvements and

breakthrough to a larger section of the population through a systematic approach.

As the ‘Village Buddha’ project is evolving, Prof Shoji Shiba, Chief Advisor, Champions for Societal Manufacturing Initiative, accompanied a CII team to observe the activities being undertaken as Corporate Social Responsibility (CSR) initiatives in the villages surrounding Kirloskar Brothers Ltd at Kirloskarwadi, and Godrej Industries Ltd (Appliance Division) and Lawkim Motors at Shirwal, in Maharashtra, in November 2013.

The Visionary Leaders for Manufacturing (VLFM) Programme, which was initiated in 2007, has developed more than 1000 visionary leaders who are not just driving growth, but have become engines of growth in their organizations. More than 300 companies have benefitted from this programme and are reaping the benefits; 26 Intellectual Properties with 200 success stories, captured in the form of a success story book, manuals, and case studies are exemplifying this success.

The interest in the book, '7 Dreams to Reality' published by Penguin, has encouraged the team to work towards realizing more such dreams.

How do we realize these dreams? It is so simple. Prof Shoji Shiba simply says, "Jump into the fishbowl!" He explains, "Instead of standing on the shore, with our hand folded and watching others do something for the village, if we jump into the village fishbowl and use simple observation, and simple understanding, for a simple improvement project, it will make an immense impact to the rural people and to the village."

Village Buddha extends the simple fishbowl principle, the practice of observation skills and application of simple improvement (kaizen) methods learned in the Manufacturing plants of Industry, to daily village life.

The village visit helped to establish three important aspects about rural India:

- There are very poor villages, semi-urban villages and almost becoming town villages.
- The semi-urban villages are changing very fast and catching up.
- The aspirations of the people, especially the children, in these villages, are like those of city-dwellers.

Many rural people want to continue to live in villages, and make their villages and their lives better, by improving their earning and spending capacity.

Rural entrepreneurs are doing jobs like milk collection and testing, promoting tourism, etc.

Industry's contribution in the traditional villages is generally by funding the setting up of toilets, water purification systems in schools, etc, through their CSR endeavors. In the semi-urban village set ups, which are connected to nearby industries, people are coming back



to their villages to contribute to development.

Village Buddha envisages the creation of teaching infrastructure to make the process of CSR more effective, and its activities more focused. The mission is to help Indian industry channelize its practices, processes, learnings and experiences to better connect with village India, to understand their concerns, and realize their dreams.

While this village visit has opened our eyes, there is still plenty more to learn and explore across our vast country. Learning visits to villages around Gurgaon in January and in Tamil Nadu in February, with support from local industry, have been lined up. This will help evolve and develop the model for engagement through practice and implementation with the participating companies.

The uniqueness of the Village Buddha project is its aim to create an ecosystem for all the stakeholders to develop capability by deep exploration and research. Currently, many companies are doing great work for the villages



with support from volunteers from within and outside the company. In the first phase of Village Buddha, the pilot will focus on training these volunteers by improving the concepts and process of activities of Kaizen in the villages. This will create a standard process for village development, a diffusion strategy for implementation of this standard process, to be followed by up-gradation and scaling up. As it is rolled out, more and more companies, with the mission of an inclusive agenda, are welcome and encouraged to become part of this national movement created by CII.

Subsequently, in the next phase, the programme will focus on supporting companies' village businesses, and creating new business opportunities for emerging markets. Though the idea is still in the infancy stage and is open to suggestions and discussion, the models would be demonstrated through pilots. CII would build up capacity to support and grow these activities over the next couple of years.

Real Change Agents in Action

"In just 10 rupees a woman can go through her entire pregnancy and deliver a baby here," exclaimed the lady doctor in charge of a rural public health centre in Maharashtra that the CII team visited.

"What's more, we provide free ambulance services, food, stay, and, of course, lots of care and love to them. As much as 95% of the deliveries of babies are now done in this rural centre!" she said, beaming with pride.

It was very inspiring to see the Government's 'National Rural Health Mission' initiative being realized, taking shape, and creating an impact on the ground.

The doctor continued, "Though I am qualified to take a better paying job in a private hospital in a city, I chose to work here, and will continue to do so."

Shaping the Future: Matching the Aspirations

What is your dream?

"I want to become a great scientist like Dr A P J Abdul Kalam.

I want to become a doctor.

I want to become an engineer...."

These are not the ambitions of children from well-off urban backgrounds, but the dreams of 8-12 year-old children in a Government school in rural Maharashtra. Though physically miles away from big cities like Mumbai or Pune, their aspirations closely match those of their more privileged counterparts.

During our visit to the dozens of villages surrounding Kirloskarwadi and Shirwal in Maharashtra, we heard kids in different schools echo a similar tune.

"I watch Chhota Bheem on TV when I go back home from school.

I have gone to Pune many times.

I have gone to Mumbai with my father."

What is happening here! Our imagination and perception of villages, village life and villagers is shattered. They are the same, just like any one in the city. The aspirations of people in India's villages are by no means different from those of any others...



Pranab Mukherjee, President of India, at the Global PSE Summit in New Delhi, with (L-R): M Narayana Rao, Chairman, Steering Committee, CII Global PSE Summit, and CMD, Mishra Dhatu Nigam Ltd; O P Rawat, Secretary, Department of Public Enterprises, Union Ministry of Heavy Industries and Public Enterprises; Praful Patel, Union Minister of Heavy Industries and Public Enterprises; S Gopalakrishnan, President, CII, and Executive Vice Chairman, Infosys Ltd; B P Rao, Chairman, CII Council on PSEs, and CMD, BHEL, and Chandrajit Banerjee, Director General, CII

Global PSE Summit

Strengthening Public Sector

The foremost challenge for Indian Public Sector Enterprises (PSEs) today is to increase their competitiveness to deal with market forces, stated Mr Pranab Mukherjee, President of India, while inaugurating the **Global PSE Summit** organized by CII in collaboration with the Department of Public Enterprises, Union Ministry of Heavy Industries and Public Enterprises, in New Delhi on 13 December.

Highlighting that PSEs have laid a strong foundation for the industrial development of the country, Mr. Praful Patel, Union Minister of Heavy Industries and Public Enterprises, pointed out that many parts of India would have remained underdeveloped had the Public Sector not ventured into those areas. Today, both the public and private sectors are moving hand in hand to contribute to the economic development of the country, he said, reiterating that the performance of PSEs was on par with that of the private sector.

Mr. O P Rawat, Secretary, Department of Public Enterprises, Union Ministry of Heavy Industries and Public Enterprises, stated that his Department is setting down guidelines to improve the governance of PSEs in line with global best practices. We need to review the performance of PSEs and allow them to withdraw from areas that are better served by the private sector, he said.

Mr. B P Rao, Chairman, CII Council on PSEs, and CMD, BHEL, noted that PSEs continue to operate under

multiple constraints. While the Government has taken several policy initiatives to strengthen the Public Sector, issues relating to Corporate Governance, Vigilance Mechanism, Human Resource Strategy, Joint Ventures, Partnerships, Procurement Policy, etc. need attention, he said, requesting the Government to take steps to address these areas, to create a level playing field with their counterparts in the private sector.

Mr. S Gopalakrishnan, President, CII, and Executive Vice Chairman, Infosys Ltd, observed that some good reforms are being made on the lines the Roongta and Arjun Sengupta Committee reports. The Cabinet processing of recommendations, through steps such as fixing the tenure of three years for chief executives of PSEs to improve accountability, transparency and efficiency, were welcome steps, he said. The unlocking of PSE assets, both physical and human, would bring huge resources into the ambit of the national exchequer and raise the productivity of units that are currently stagnant due to various circumstances, he felt. Mr Gopalakrishnan urged the Government to take a hard look at Article 12 which was restrictive for the competitiveness of PSEs.

Earlier, in his welcome remarks, Mr. Chandrajit Banerjee, Director General, CII, described PSEs as a formidable and integral force of the economy.

Mr. M Narayana Rao, Chairman, Steering Committee, CII Global PSE Summit, and CMD, Mishra Dhatu Nigam Ltd. delivered the vote of thanks, at the inaugural.



Key Points on PSEs made by the President of India

- Government has already undertaken a number of measures to help PSEs become more competitive by providing them with managerial and commercial autonomy through the scheme of Maharatnas, Navaratnas and Miniratnas.
- Listing of more PSEs on stock exchanges when the market is stable would augur well for transparency and accountability. This would allow millions of small and large shareholders to participate in the ownership of these enterprises, and this, in turn, would encourage the PSEs to better their own performance.
- PSEs need to focus on technology development and innovation, develop new products and processes, enter new markets and serve new customers, in order to promote growth.
- Less-successful PSEs need to emulate the business practices of the more successful ones, especially in areas such as Human Resources and skill upgradation.
- PSEs could set an example for the private sector in the area of CSR, as this has now been made mandatory for all enterprises under the provisions of the new Companies Act.
- PSEs should develop strategies to seize the commanding heights of the global economy and, in this connection, step up their engagement with the rest of the world.
- Indian PSEs could benefit by learning from the experience of PSEs in other countries and adapting these learnings in the Indian context.

Enterprises

The Plenary Sessions

The session on Strategic Role of State Owned Enterprises (SOEs) in the Economy focused on the role of PSE and SOEs in maintaining the flexibility and sustainability of the economy. Dr Sutanu Behuria, Secretary, Department of Heavy Industries, Union Ministry of Heavy Industries and Public Enterprises, while moderating the session, noted that SoEs in India have been established for strengthening and supporting the industrialization process especially in areas and sectors which require high investments, such the North Eastern region, and the Defence industry, where the private sector had its inhibitions, as maximising profit was not the PSE objective.

A background paper prepared by KPMG titled 'Public Sector Enterprises in India: Transformation, Empowerment and Sustainability' notes that China established a State-owned Assets Supervision and Administration Commission (SASAC) which launched a process of redefining the relationship between the central government and the so-called 'central enterprises.' Similarly, the report points out, in Singapore, Temasek



Vimal Wakhlu, CMD, Telecommunications Consultants of India Ltd; O P Rawat; Ajay Shankar, Member Secretary, National Manufacturing Competitive Council; B P Rao, and R S Butola, Chairman, Indian Oil Corporation Ltd



R Adm (Retd) A K Verma, CMD, GRSE; **Passang Dorji**, Director, Druk Holding & Investment, Bhutan; **R Srikumar**, Vigilance Commissioner; **S K Roongta**, Former Chairman, SAIL, and Head Al. & Power Business, Sesa Sterlite Ltd., and **Shardul Shroff**, Managing Partner, Amarchand & Magaldas & Suresh a Shroff & Co



Adil Zainulbhai, Chairman – India, Mckinsey & Company; **Siddharth Zarabi**, Editor- Economic Policy CNBC TV 18; **R S Butola**, and **Nalin Shinghal**, CMD, Central Electronics Ltd

Holdings was set up as the Government's private investment arm and the holding company of Singapore's PSEs.

Mr Zheng Changhong, CEO, China CSR Corporation Ltd, shared the model China has adopted to boost the growth of both the public and the private sector. Over the years, the Chinese Government has made significant policy changes, which have encouraged the public and private sector to work together. The private sector in China is a major supplier to PSE, and hence the goods manufactured are an amalgamation of public and private sector. He also described the assessment model that the Chinese Government has put in place to review business performance, progress, employment and Human Resource, etc.

The session on 'Relationship of State-owned Enterprise with its Stakeholders,' was chaired by Mr G C Pati, Secretary, Department of Defence Production, Union Ministry of Defence. Highlighting the expectations and relationship of PSEs with their various stakeholders, Mr A K Garg, CMD, MTNL, categorised the stakeholders as owner, customer, vendor and employee, and elaborated on their roles and expectations with PSEs. He also stressed on the need for reviewing and reprioritising the mission, vision and aims of the organisation as per the demand of the sector, in line with the changing times. Plenary Session III, on Governance of SOEs, saw an informative debate on the need for greater autonomy, and the impact on their performance due to greater accountability to Government agencies such as CVC, among others.

Mr R Srikumar, Vigilance Commissioner, Central Vigilance Commission, (CVC) who chaired the session, said there were a lot of expectations from SOEs. The Public Sector by its very definition was a 'state' and therefore remained accountable to the public, he said, disagreeing with the

perception that there was excessive interference by state monitors in the functioning of companies. The strain on revenue due to severe taxations and conflict of interest between the owner (Government) and management, peculiar to PSEs, deprived them of a level playing field in comparison to their private counterparts, he said. He suggested online clearance of recommended board-level candidates to fast track the process.

Mr S K Roongta, former Chairman, SAIL, pitched for reforms in the governance and functioning of Central PSEs, including more proactive roles by the boards, mergers and strategic partnerships, and better performance evaluation of employees. He called for an effective plan on technology development, and an empowered committee to strategize on procurement of new technology, and streamlining of recruitment at higher levels. Expressing concern that decision-making in PSEs was skewed, with major policy decisions being taken by Government-appointed directors, he felt that Public Sector companies should be empowered to conduct internal probes into procedural lapses and the CVC's role should be restricted to cases of malafide intention.

Bhutan has initiated reforms and brought some rethinking in the way of managing and governing PSEs, said Mr Passang Dorgi, Associate Director, Druk Holding and Investment (DHI), Bhutan. DHI, a single holding company for PSEs was set up in 2007, and all PSEs are consolidated into this one company i.e. DHI, which manages all the stakeholders, and is responsible for delivering the performance targets. DHI offers contract-based employment, he said.

Taking a fresh perspective on the issue of governance, Mr Shardul S Shroff, Managing Partner, Amarchand & Mangaldas & Suresh A Shroff & Co, discussed the new Companies Act, 2013, which makes comprehensive



Dr Sutanu Behuria, Secretary, Department of Heavy Industries, Union Ministry of Heavy Industries and Public Enterprises, and **Zheng Changhong**, Chairman, CSR Corporation, China

creation of an umbrella organization or trust to oversee the working of all PSEs and state-owned wealth, with the owners to decide whether the PSEs should be run as commercial business organizations or not.

Echoing these sentiments, Mr Nalin Shinghal, Chairman, Central Electronic Ltd, regretted that procedural delays in appointments and promotions were affecting the talent pool of Indian PSEs. He argued for a policy change in restrictive oversight mechanisms that made government employees,

especially in senior levels, averse to risk taking and innovations, which was affecting the efficiency of PSEs.

provisions to govern all listed and unlisted companies in the country. This new law has serious ramifications for companies and directors, who will be more accountable to stakeholders, he pointed out.

R Adm (Retd) A K Verma, CMD, Garden Reach Shipbuilders & Engineers Ltd, reiterated the need for more autonomy and a level playing field for SoEs. The inability to reward good performers hampers the efficiency of SOEs, he felt.

Thought Leaders Panel: Roadmap for Future

An intense discussion deliberated on the reforms needed in the governance of PSEs to increase their competency in the present global scenario and the constraints faced by the public sector in incorporating such reforms.

Mr Siddharth Zarabi, Editor – Economic Policy, CNBC TV 18, the moderator, said the present market situation calls for a lot of dynamism and willingness in the country's political leadership to make PSEs globally-competitive. Mr Adil Zainulbhai, Chairman, India, McKinsey & Company, outlined a five point vision for PSEs:

- 1) Achieve world-class scale
- 2) Become leaders in technology and innovation
- 3) Change HR policies to attract the best talent
- 4) Aspire for the best pool of talent and adapt the latest HR systems and recruitment practices
- 5) A high level of autonomy for PSEs is required to facilitate the other four reforms.

Mr R S Butola, Chairman, Indian Oil Corporation Ltd, however, cautioned that that scaling up Indian PSEs is easier said than done, due to the constraints faced by the Public Sector with regard to governance and disparity in compensation structures. Indian PSEs, he said, often lose out on major contracts because of strict guidelines which delay renegotiation of terms. He recommended the

Taking a completely radical view, Mr D Raja, MP, Rajya Sabha, spoke against privatization initiatives in PSEs. "I strongly support and believe in the Public Sector, which has played a major role in achieving our national and social goals," he declared, cautioning against Government plans to aggressively pursue privatization of PSEs. Mr Raja, however, supported the view that PSEs need functional autonomy, stating that "the Public Sector needs functional autonomy, and not political interference. In this regard, the issue is whether the Government decides to stand by the Public Sector or not."



D Raja, MP, Rajya Sabha

Mr Ajay Shankar, Member Secretary, National Manufacturing Competitive Council in his valedictory remarks, said that PSEs should publicly take pride in themselves on what they have achieved till date and build a brand for themselves. PSEs should be ambitious and have a risk-taking appetite. While PSEs should encourage their executives to explore 'disruptive innovation' where new ideas can evolve, the Government should give PSEs confidence and empower them to become global leaders, he said.

Mr. Vimal Wakhlu, CMD, Telecommunications Consultants of India Ltd. felt that Indian PSEs could do well by drawing from the Chinese experience, especially in terms of investment. China, he said, has a holding company for all PSUs that takes all the critical decisions in terms of investment and also provides monetary resources. He also called for the need for technological upgradation in PSEs. ■



CII India-Latin America and Caribbean Conclave



Suketu Shah, Chairman, CII Latin America & Caribbean Committee, and Joint MD, Mukand Ltd; **Jorge Glas Espinel**, Vice President of Ecuador; **Anand Sharma**, Union Minister of Commerce & Industry, India; **S Gopalakrishnan**, President, CII, and Executive Vice Chairman, Infosys Ltd, and **Chandrajit Banerjee**, Director General, CII, at the CII India-Latin America & Caribbean Conclave in New Delhi

Over 350 delegates including Vice Presidents, senior ministers, government officials and business leaders from the Latin American and Caribbean (LAC) countries and India engaged in nearly 400 one-on-one meetings, and projects worth more than \$35 billion were put on offer seeking Indian industry participation, at the **CII India-Latin America and Caribbean Conclave**, held from 9-10 December, in New Delhi.

The Conclave, organized with the support of the Union Ministries of Commerce & Industry, and of External Affairs, India, facilitated intense deliberations on diverse business and bilateral ties, and partnership opportunities that were of common interest to India and the LAC countries. The key areas discussed encompassed energy, infrastructure, ICT, agriculture, mining, commodities trade, investments, financing, logistics, pharma, chemicals, tourism, travel and developmental partnerships.

Reflecting on the renewed spirit of India-LAC partnership, Mr Anand Sharma, Union Minister of Commerce and Industry, India, in his inaugural address, said that the Conclave has assumed key significance for the two regions. He pointed out that, wherever Indian companies have gone, they have created jobs, overcoming the barriers of language and distance. He urged India and the LAC countries to create institutional linkages besides business-to-business partnerships.

Mr Jorge Glas Espinel, Vice President of Ecuador, said that the LAC countries are

increasingly focusing on innovation, knowledge-based activities, diversification of production, productivity increases, export promotion and import substitution. India could be a key partner to the LAC countries in achieving these goals, he felt.

Mr S Gopalakrishnan, President, CII, and Executive Vice Chairman, Infosys Ltd, Mr Suketu Shah, Chairman, CII Latin America & Caribbean Committee, and Joint MD, Mukand Ltd, and Mr Chandrajit Banerjee, Director General, CII, also addressed the inaugural session.

The following day, Mr Salman Khurshid, Union Minister for External Affairs, India, in his valedictory address, said that India and the LAC countries should look to deepen bilateral cooperation for poverty eradication in both regions. He suggested that India and the LAC region could also promote collaborations in Education, covering vocational studies, community colleges, etc. The Minister urged both regions to improve consular services and issuance of visas. This, he said, would act as a key support for business partnerships and build people to people contacts between the two regions.

Mr Khurshid observed that while India-LAC bilateral trade and investment flows have increased several fold in the last 10 years, the true potential of bilateral economic exchanges has not been realized so far. He called for closer cooperation between Indian and LAC Small and Medium Enterprises (SMEs).

Also addressing the valedictory, Mr Samuel



Samuel Santos, Minister of Foreign Affairs, Nicaragua; **Salman Khurshid**, Union Minister for External Affairs, India, and **Dhruv M Sawhney**, Past President, CII, and CMD, Triveni Engineering & Industries Ltd



S R Rao, Commerce Secretary, India; **Sanjeev Saksena**, Vice President - South & Central America and Europe, Mahindra & Mahindra Ltd; **Marie Pascale Theodate**, Member of the Cabinet, Ministry of Commerce & Industry, Haiti; **Ricardo Antonio Quijano**, Minister of Commerce & Industry, Panama; **Samuel Santos**, Minister of Foreign Affairs, Nicaragua; **Suketu Shah**; **Francisco Rivadeneira**, Minister of International Trade, Ecuador, and **Cesar Jesus Fragozo**, Minister for Asia Pacific, Pro-Mexico

Santos, Minister of Foreign Affairs, Nicaragua, noted that India and the LAC countries have many common socio-economic challenges. A better understanding of each other's capabilities will help both regions to tackle their emerging developmental challenges more effectively, he felt. The session was also addressed by Mr Dhruv Sawhney, Past President, CII, and CMD, Triveni Group, and Mr Suketu Shah.

The Conclave opened with a session on 'India-Latin America & Caribbean: Explore. Experience. Engage' wherein Mr S R Rao, Commerce Secretary of India, spoke about how India and the LAC region have emerged as the new nerve-centres of the global economy. Mr Rao observed that while India-LAC bilateral trade has recorded significant growth in the last 10 years, the bilateral trade volumes accounted for only a small part of the total trade of both regions. The Commerce Secretary and other speakers on the panel agreed that there is immense scope for increasing and broad-basing bilateral trade flows. India's trade with the LAC region has grown from a mere \$500 million in 1990 to about \$47 billion in 2012-13, it was pointed out.

Speakers from the LAC countries, in different sessions, made detailed presentations on the opportunities for Indian investments in their countries. The billion dollar projects described included the Nicaraguan inter-oceanic canal, the Panama Canal expansion project, and investments in power plants, oil and gas exploration and production contracts, IT/BPO sectors, infrastructure and pharmaceuticals.

Mexico pitched itself as the 'Manufacturing Hub of the Americas' and as the largest exporter of flat screen TVs, refrigerators and other appliances, and invited Indian companies to use the country as a base for exports to North America and 40 other countries with whom it has Free Trade Agreements (FTAs).

For the first time, a representative from Haiti invited Indian investment in the infrastructure and tourism sectors in the country.

Indian companies that have large operations in the region, such as Genpact, TCS, UPL and Mahindra, stressed the importance of employing local talent, and shared their successful experiences with their Latin American staff and managers. Indian executives also spoke of their experience of interacting with Latin American and Caribbean businessmen. Some companies such as Praj Industries called for more credit lines and support from India's Exim Bank. Overall, Indian exporters and investors were bullish about the future growth of trade, investment and joint ventures in the region.

Speakers from both the Latin America & Caribbean region and India highlighted the complementarities between the two sides in the energy and food sectors, given the surplus production of oil, gas, biofuels and food items in the former, and India's growing need to import crude oil, edible oil, pulses, etc. Markedly, Brazil is expected to become the world's largest food exporter and be among the world's top five oil exporters by 2020. Latin America, endowed with huge mineral resources, has become a regular supplier of minerals such as copper, coal, silver and gold. The Ambassador of Peru pointed out that Peruvian gold has been coming to India through Switzerland and called for direct dealings between India and Peru – which could reduce India's import costs by roughly 30%.

A panel discussion highlighted the cultural contiguity between the Indian and LAC people. Accepting that direct flights by Indian carriers to the LAC region may not begin in the near future, speakers called for improving air connectivity through code-sharing arrangements. Panama is in talks to get a Indian full-service carrier to start direct flights to the Central American country.

The two regions could learn from each others' successes and best practices in poverty alleviation, energy and biofuel production, technologies, education and healthcare. India's Commerce Ministry expressed its readiness to start FTA negotiations with Mexico, Colombia and Peru, besides expanding its ongoing PTAs with Mercosur and Chile. ■

Glimpses of the Conclave



The Indian Economy: Outlook for 2014



While there are early indications of a revival in the economy, it is by no means certain that a decisive turnaround will take place, says Chandrajit Banerjee, Director General, CII

For the Indian economy, 2013 has been one of the most disappointing years with GDP growth plummeting to sub-5% levels even as inflation has remained stubbornly high. It is therefore natural that industry is hoping for better times in 2014. While there are early indications of a revival in the economy, it is by no means certain that a decisive turnaround will take place. With the Lok Sabha elections taking place towards the middle of the year, an extra dose of uncertainty is added to an already uncertain outlook.

Recent indicators from the global economy have been positive. These positive trends, together with a more competitive value for the Indian rupee, have helped Indian exports to recover. At home, with a good monsoon in 2013, a substantial recovery can be expected in agricultural growth, leading to better demand for goods and services from rural India. With a turnaround in the rural economy and in exports, certain sectors are already seeing an improvement in performance. But for a stronger recovery to take place, what is really required is a pick-up in the investment scenario. The industrial sector has been plagued by a downturn in investments due to delays in clearances of projects in key sectors such as mining, power, roads and railways.

What gives me hope about 2014 is that some of these pending issues are getting resolved after the Government constituted the Cabinet Committee on Investments. The Project Monitoring Group (PMG) set up in mid-June 2013, to anchor the CCI, has resolved over 120 projects worth over ₹400,000 crore (around US\$ 67 billion). Of these, approximately 67% are in the power sector. These decisions to revive stalled projects are likely to bear fruit within the coming year. In fact, some pick-up in construction activity is already evident in the second quarter GDP numbers.

Another positive development has been the compression in our Current Account Deficit, which had become a major cause for concern. Although our imports have moderated following the depreciation in our currency, we now need to ensure that imports do not increase again with a recovery in the economy. In particular, we need to ensure that our imports of gold and oil do not keep increasing. These two items account for roughly 35% and 11% respectively of our total imports. In the case of oil, the removal of subsidies on the use of fuel products and a use of alternative energy sources would keep demand under control. For gold, the key would be to develop savings instruments that provide good returns and therefore control the rising demand for the yellow metal.

Even as the worst seems to be behind us, we must not forget the challenges that we will continue to face in the

coming year. Any new Government has to quickly address some policy concerns. The news on the inflation front has been discomfiting, reflecting enormous difficulties for the common man. Any new Government will have to seek much greater investment in the food sector, especially in the marketing and distribution of perishables. Indian Agriculture needs accessible and well-maintained infrastructure including water and power supply. Better infrastructure together with reforms such as elimination of restrictions imposed by the APMC Act could significantly improve the growth potential of the agricultural sector.

Progress will also be needed to put the Manufacturing Sector on a growth path. While the policy roadmap has been laid out in the National Manufacturing Policy, progress on implementation is required in order to build confidence. State Governments will need to acquire land to carve out manufacturing zones in which state-of-the-art infrastructure will have to be built. Simplified business regulations will enable a more conducive environment for doing business. I expect this process to gather momentum in the coming year. The resolution of issues in the mining sector is also expected, so that responsible mining can be resumed in a sustainable manner.

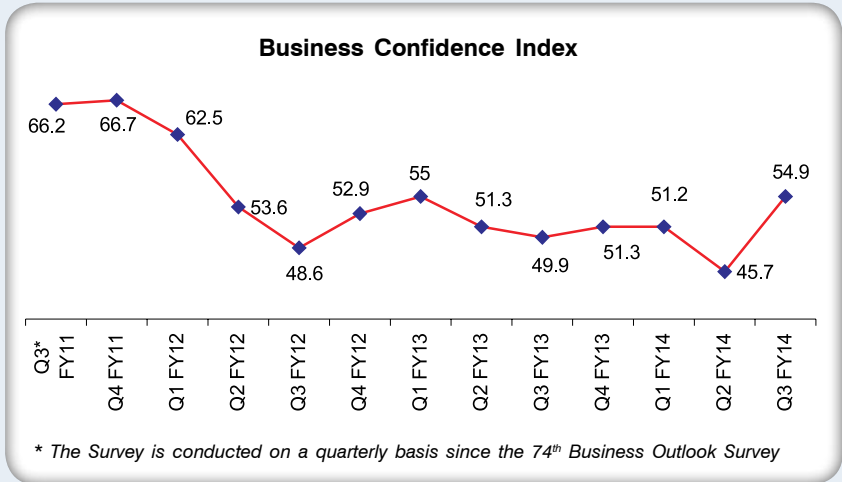
While the Government may be able to meet its deficit target for 2013-14, concerns remain on its commitment to fiscal prudence in the coming years. The growing level of Government spending has become unsustainable as revenue generation remains constrained. Income from non-tax sources such as disinvestment of Public Sector companies or telecom auctions has become a way to bridge the deficit. Any new Government will have to find ways to curtail subsidies on food, fertilisers and fuel, and make renewed efforts to increase revenue collection from the informal economy. Any news on the implementation of the Goods and Services Tax would be a welcome development in the coming year.

The Indian economy stands at a critical juncture today. It has successfully tackled macroeconomic problems such as the widening of twin deficits and the depreciation of the currency. But equally challenging problems in the form of a growth slowdown and rising food inflation continue to confront it. The new Government will have to hit the ground running on economic policy in order to provide confidence to investors, and put the economy back on track.

This article by Chandrajit Banerjee, Director General, CII, was first published on 3 January, 2014, in the Times of India

CII Business Confidence Index Indicates Turnaround

Despite the pick-up in business confidence in Industry, the downside risks to growth have not abated, and supply-side bottlenecks continue to pose a problem

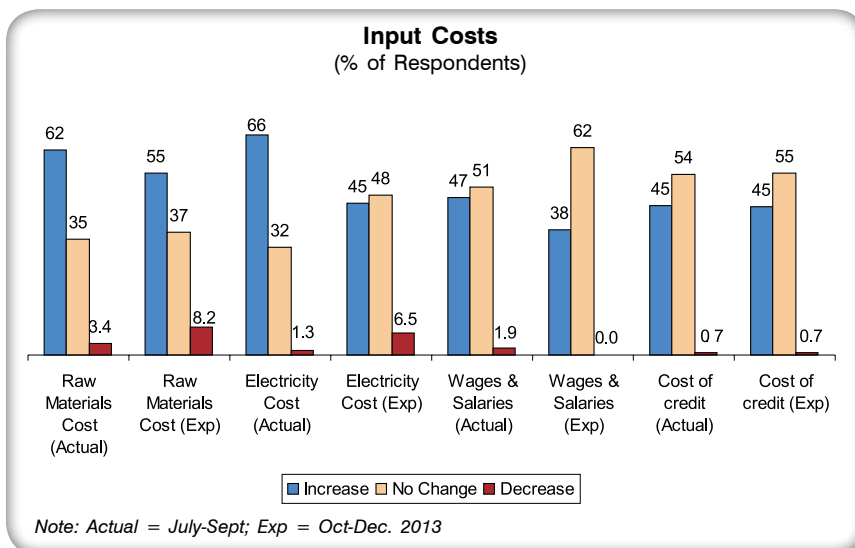


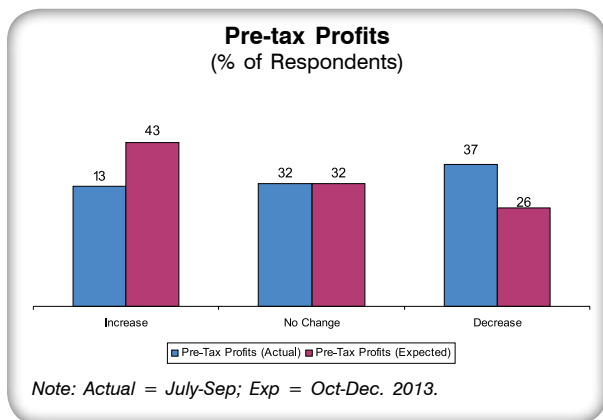
In an indication of early signs of revival in business sentiments, the CII Business Confidence Index (CII-BCI) rose sharply to 54.9 in the third quarter (October –December 2013) from 45.7 for the July-September 2013 quarter. This pick-up comes as a major relief for the economy which has been braving the onslaught of the slowdown for the last several quarters. However, the survey also strikes a note of caution as the downside risks to growth have still not abated, and supply side bottlenecks continue to pose a problem.

“With some positive signals emanating from the global economy, which find a resonance in our improved export performance, and are causing our Current Account Deficit (CAD) to decline, we believe that the slowdown in the domestic economy may have bottomed out in the second quarter and the trend could reverse henceforth,” observed Mr. Chandrajit Banerjee, Director General, CII.

The 85th CII Business Outlook Survey is based on responses from over 174 industry members. A majority of the respondents (63%) were from large-scale firms, while 12% were from medium-scale firms, and 25% were from small-scale enterprises. Further, 65% of the respondents were from the Manufacturing sector, while 35% were from Services.

Despite the fact that subsidies are likely to cross the budgeted target by a wide margin, and the impending Lok Sabha elections pose an upside risk to Government expenditure, as much as 53% of the respondents expect fiscal deficit to remain below the 5% mark, broadly in line with the





Government's target. While welcoming this, Mr Banerjee cautioned that "we need to be careful about the upward risk to fiscal deficit amid the scenario of weak economic growth translating into sluggish tax collection and the growing chances of disinvestment falling well short of target."

Even though the CAD moderated sharply to 1.2% of GDP in Q2, the final figures may be higher than 3.4%. Around 63% of the respondents expect CAD to settle in a range of 3.5-5.0 % of GDP in 2013-14, with only 7% expecting it to fall below 3.5% in the current fiscal.

The Survey reveals that 58% of the respondents expect an increase in their sales in Q3 of 2013-14, much higher than the 45% who expected the same during the previous quarter. A majority of the respondents also expect input costs to increase in Q3. The silver lining, however, is that the percentage of respondents who expect expenses on raw materials, electricity, and wages and salaries to increase has declined significantly from the last quarter.

Against the backdrop of an expected improvement in sales growth and a moderation in inputs cost, a majority of the respondents (43%) expect an increase in their pre-tax profit margin in Q3, much higher than the 31% in the previous quarter.

Another positive signal emerging from the Survey is that an improvement in capacity utilization is expected in the third quarter. As compared to 56% of the respondents experiencing less than 75% capacity utilization in Q2, only 45% of the respondents

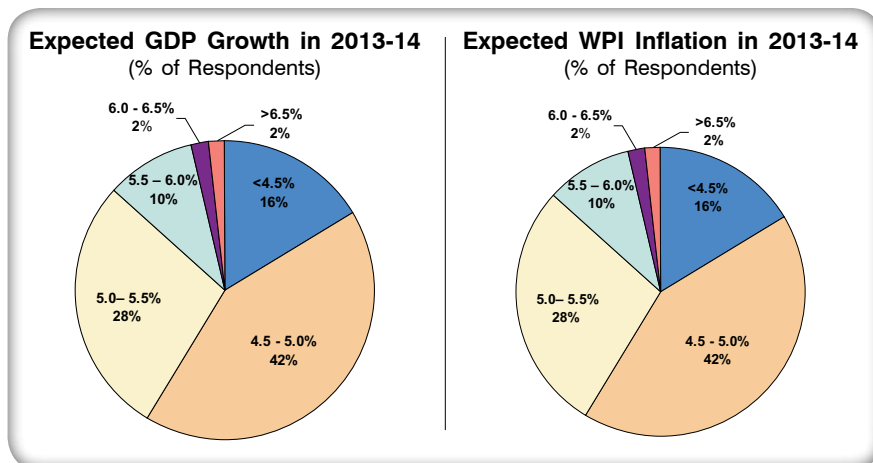
expect capacity utilization to fall below 75% in Q3. Underlining the need for continuing policy intervention to step up investment, 53% of firms do not expect their capacity to expand in the third quarter.

It is also encouraging to note that export prospects look positive in the third quarter, whereas imports are seen to be restrained: 53% of the firms surveyed expect their exports to increase in Q3, up from 49% in the previous quarter. Similarly, 56% of the respondents do not expect their imports to increase in the current quarter.

A majority of the respondents (42%) feel that GDP growth in the current fiscal would settle in the range of 4.5-5%, whereas only 28% expect it to be in the vicinity of 5.0-5.5%.

High inflation is another major area of concern which is exerting a downside risk to growth. The largest proportion (41%) of respondents expect inflation to cross the 7% mark during the current fiscal, which is a matter of serious concern. Mr. Banerjee suggested that, "Given that inflation is primarily being led by food products, the solution needs to be sought in the supply side in the Agriculture sector rather than by tightening monetary policy. The expectation of healthy growth in agriculture output in the current fiscal offers a great opportunity for managing the inflationary tendencies," he added. Among various measures to control food inflation, CII feels that the State Governments should immediately delist perishables from the APMC list and give farmers the freedom to sell the produce directly.

In the 85th Business Outlook Survey, domestic economic and political instability, slackening consumer demand, high level of corruption, persistent high inflation and risk from exchange rate volatility emerged as the top five current concerns, in order of severity, to most firms. ■



Setting up a National Industrial Relations Dialogue Process

CII, through its National Committee on Industrial Relations (IR), is working towards creating cohesive labour reform that gives flexibility to industry to remain competitive and thereby enhance employment generation.

Several critical and complex issues need to be resolved to achieve a flexible labour regulatory regime. In view of this, for many years now, discussions on these issues have tended to move in the same orbit

without the requisite and recognized convergence amongst the three main stakeholders: Government, Trade Unions and Industry.

Due to varied views, a unified industry position is still a work in progress. CII paved the way to set up a national dialogue process to enable multiple stakeholders to explore mutual and workable solutions for propelling employment creation, by initiating an extensive outreach programme within its membership, guided by the India Backbone Implementation Network (IBIN) Process. IBIN, driven by Mr Arun Maira, Member, Planning Commission of India, is striving to find solutions to critical issues through a consensus-building approach. Labour Law reform through a consensus-building process under the IBIN canvas has been identified as one of the projects supported by CII. The views of all stakeholders will be ascertained for achieving the overarching objective of employment generation by making Indian Industry competitive.



Ashok Singh, National Vice President, INTUC; **Tine Staermose**, Director, International Labour Organisation; **Arun Maira**, Member, Planning Commission of India; **Dr. Surinder Kapur**, Chairman, Sona Group, and **Indrani Kar**, Deputy Director General, CII, at the National Dialogue on IR, in New Delhi

The first workshop on mapping industry's views on IR issues was held on 29 July in New Delhi, facilitated by GIZ (the German Development Agency). Based on the output of this national-level interaction, CII replicated the workshop at the regional level to understand areas of concern for Industry, as also possible solutions. There were rounds of discussions in Kolkata in the Eastern Region, Puducherry in the Southern Region, Mumbai in the Western Region and Gurgaon in the Northern Region. The participants in these discussions were asked to write down the issues, possible solutions and best practices that they are aware of, related to the issues.

The regional discussions showed a lot of commonality in views and approaches to the key issues. Industry is in favour of having a labour regime that helps it to be flexible and competitive.

The culmination of this exercise, and the setting up of a national IR dialogue process took place on 29 November in New Delhi. Dr. Surinder Kapur, Chairman, National Committee on Industrial Relations, and Chairman, Sona Group, and Mr. Arun Maira contributed valuable insights and experiences. All the stakeholders concurred on the need for all to come together and discuss issues with an open mind. A participative approach, it was agreed, would lead to long-lasting solutions.

The Dialogue also showcased best international practices in labour, with special focus on Germany. ■



Workshop on IR issues in Puducherry

9th International Corporate Governance Summit

Companies Need to Adapt to Changing Social & Political Structures

CII's 9th International Corporate Governance Summit was organized on 20 December in Mumbai.

Inaugurating the Summit, Mr. U K Sinha, Chairman, Securities & Exchange Board of India (SEBI), drew attention to the strong upsurge towards democracy, accountability and transparency across the world in the last five years. He advised corporates not to ignore these social and political happenings in the larger society, as companies too are governed by the same considerations and guiding principles that govern the rest of society. "Adding to this," Mr Sinha said, is the US financial crisis where it was found that many corporations acted recklessly, took too much risk, went for short-term gains, had lax monitoring, and had policies that were not in the best interest of shareholders. These things have led to shareholder impatience and the strengthening of regulatory actions against corporates."

Mr Sinha announced that a new set of corporate governance guidelines for listed companies were being finalized, and were expected to be announced shortly. He called on corporates to go beyond how business is done in India and adopt international best practices in corporate governance to be in sync with a globalized world.

Responding to the submission by Mr Chandrajit Banerjee, Director General, CII, that the regulations should not be framed keeping the outliers in mind, Mr Sinha responded that non-compliance was becoming quite rampant. Pointing out that many companies are not complying with the Listing Agreement - Clause 40A on minimum public shareholding and Clause 49 on Corporate Governance, he said SEBI would be well within its rights to take action against them.

The Summit was chaired by Mr K V Kamath, Past



P R Ramesh, Chairman, Deloitte India; **Chandrajit Banerjee**, Director General, CII; **U K Sinha**, Chairman, Securities & Exchange Board of India; and **K V Kamath**, Past President, CII, Chairman, CII Council on Corporate Governance & Regulatory Affairs, and Chairman, ICICI Bank Ltd, at the 9th International Corporate Governance Summit in Mumbai

President, CII, Chairman, National Council on Corporate Governance & Regulatory Affairs, CII, and Chairman, ICICI Bank Ltd. In his Theme Address, Mr Kamath stated that Corporate Governance is a naturally evolving process and should be internalized. The regulatory nudge in the offing may turn out to be a hard shout to turn such practices from mere form to due processes, he said.

A joint CII-Deloitte publication titled 'Global Trends in Corporate Governance Since the Financial Crisis' was released by Mr. Sinha at the Summit. The paper gives an overview of both national as well as global trends in corporate governance.

The Summit featured insightful panel discussions on diverse related topics. These included effective boardroom behavior and how to manage diverse stakeholders' expectations; board governance and challenges in the current environment, with the renewed focus of the Companies Act, 2013 on disclosures and governance practices; and whether the disclosure requirements were excessive and obscuring meaningful information. They also talked about the possibility of reforms in these areas. ■

Interaction with Polish Delegation

CII organized an **India - Poland Industry Session** coinciding with the visit of a Polish Defence industry delegation to India. The Polish delegation was led by Mr Piotr Klodkowski, Ambassador of Poland, and Gen Leszek Cwojdzinki, Polish Army, while the Indian side was headed by Mr Sanjay Garg, Joint Secretary, Union Ministry of Defence, and Mr RK Sharma, Group President, Punj Lloyd Defence.

Issues pertaining to the development and manufacture of land systems, soldiers personal gear, tanks, communication systems, UAVs and land air defence systems were discussed during the interactive session,



RK Sharma, Group President, Punj Lloyd Defence; **Sanjay Garg**, Joint Secretary, Union Ministry of Defence, India; **Piotr Klodkowski**, Ambassador of Poland; and **Gen Leszek Cwojdzinki**, Polish Army, at an interaction in New Delhi

held on 11 December in New Delhi

Representatives from the Union Ministry of Defence, and Defence Public Sector Undertakings, as well as representatives from Polish defence industries and senior ranked officials from Polish Armed Forces participated in the discussions. Presentations were made by both sides.

Indo-Norwegian Defence Industry Seminar

CII, the Norwegian Ministry of Defence, the Norwegian Embassy in New Delhi, and the Norwegian Defence & Security Industries Association, hosted an **India Norwegian Defence Industry Seminar** in New Delhi on 12 December, during the visit of a Norwegian

Delegation to India. The Norway team was headed by Mr Øystein Bø, Deputy Minister of Defence, and Mr Eivind Homme, Norwegian Ambassador to India. Senior officials from the Indian Union Ministry of Defence and Defence Public Sector Undertakings participated in the seminar.

Innovation drives Norwegian Defence Industry. Though a majority of the requirements are met through imports, the



Morten Tiller, National Armaments Director, Royal Norwegian Ministry of Defence; **Rahul Chaudhry**, CEO, Tata Power Sed; **Øystein Bø**, Deputy Minister of Defence, Royal Norwegian Ministry of Defence; **Eivind Homme**, Norwegian Ambassador to India, and **Amit Cowshish**, Former Financial Advisor (Acquisition), Union Ministry of Defence, India, at an interaction in New Delhi

Norwegian Defence Industry also exports a lot of sub-systems and co-weapon systems across the globe.

The visitors from Norway gave an overview of their capabilities and requirements and expressed their interest in exploring the Indian Defence market. They also expressed their willingness to transfer key technologies to India and invest in the Indian Defence market with a long-term perspective.

Importing Power from Nepal

A sustainable growing economy requires a continuous supply of energy. Given India's energy deficit, one way to meet the growing demand for energy in the country is South Asia Energy Cooperation. South Asian countries have huge hydropower potential and mutual exploitation of these resources can reduce the energy deficit in the region.

Nepal is blessed with more than 80,000 MW of hydro potential, of which about 43,000 MW is technoeconomically viable. The current installed capacity of about 700 MW is also predominantly hydro. India, on the other hand, has more than 2.25 lakhs MW installed capacity with about 39,000 MW contributed by hydro. Given the huge power deficit in India and the technoeconomically viable hydro potential in Nepal, there is enormous scope for cooperation between the two neighbours.

Hydro power is recognized the world over not only as a renewable and low cost reliable source of energy, but also a tool for sustainable development in the region where it is developed. Such cooperation, would therefore, bring economic benefits to Nepal, as well as sustainable development, while India would gain reliable and cost-effective power.

In this setting, CII, with the Department for International Development (DFID) Government of UK, organized a workshop on 'Indian Commercial and Regulatory Aspects of Power Import from Nepal,' in New Delhi on 11 December.



Greg Briffa, Team Leader, Climate & Development, DFID, Government of UK; **Udaya Raj Sapkota**, Joint Secretary, Ministry of Energy, Nepal; **Umesh Narayan Panjiar**, Chairman, Bihar Electricity Regulatory Commission, and **Jayant Kawale**, Vice Chairman, CII National Task Force on Hydropower, and MD (Hydro Business), Jindal Power Ltd, at a workshop in New Delhi



Delivering the keynote address, Mr UN Panjiar, Chairman, Bihar State Electricity Regulatory Board, called for facilitating India-Nepal Hydro Power Cooperation, through the creation of a clearly articulated vision document, and a facilitative policy and regulatory framework for market-based energy exchanges. Building transmission infrastructure is critical to accelerate the development of a regional power market, he said, pointing out that such transmission interconnection would initially help Nepal bridge its shortages, and create goodwill and an investor-friendly environment for setting up export-based hydro power projects in Nepal for the benefit of the Indian economy. Besides the establishment of a regulatory body and a fast-track tariff regime in Nepal to deal with power export, other

immediate steps required are building a network of transmission lines between India and Nepal, synchronization of grid code, and the creation of an open access system, he said. Mr Panjiar also urged the Government of India to come out with a positive custom duty regime for import of power, exempting custom duties for long term power import.

Nepal is committed to energy cooperation with India, and is working for the creation of a regulatory body, stated Mr Udaya Raj Sapkota, Joint Secretary, Ministry of Energy, Nepal. Steps are being taken to attract more foreign investment in power projects, and Nepal is trying to ease the process of awarding projects to foreigners, he added. ■



Running IT as a Business was the theme of the **CIO Summit**, the launch event of CII's National CIO (Chief Information Officer) Forum set up earlier in 2013. The focus of the Forum is on the evolving role of the CIO, building awareness of newer technologies and their wide adoption, Information Technology (IT) policy compliance for large companies and MSME, sharing of best practices and case studies on IT adoption, and setting up an 'IT Maturity Level Framework' for all its members across different industry verticals.

important for delivering services effectively.

Mr. R. Mukundan, Chairman, CII Western Region, and MD, Tata Chemicals Ltd, said that CIOs are now a strategic connect between the company's business strategy and enabling technology architecture. From the Boardroom's perspective of IT vision strategy, he said that IT should be a part of a company's key strategy, and that CIOs should report to the Chairman and CEO rather than the CFO.



Rajesh Uppal, Co-Chairman, National CIO Forum, and Executive Director & CIO, Maruti Suzuki India Ltd; **Michael J Surface**, Executive Director / Partner, Advisory Leader, PwC India; **R. Mukundan**, Chairman, CII (WR), and MD, Tata Chemicals Ltd; **Rajesh Aggarwal**, Secretary, IT, Maharashtra, and **Varun Sood**, Co-Chairman, National CIO Forum, and Head – IT, Fortis Healthcare Group, at the CIO Summit in Mumbai

Mr Rajesh Uppal, Co-Chairman, CII National CIO Forum, and Executive Director and CIO, Maruti Suzuki India Ltd, pointed out that the focus is moving towards value-driven IT, rather than the cost it incurs, while Mr Varun Sood, Co-Chairman, CII National CIO Forum, and Head – IT, Fortis Healthcare Group, said that, in order to inspire higher levels of innovation in an organization, CIOs must leverage communication and collaboration technologies that enable people to work better.

The CIO Summit, held on 16 December in Mumbai, was attended by over 200 CIOs, CTOs, CxOs, top Government representatives, and influencers from across sectors. It highlighted how to leverage SMAC (Social Media, Mobility, Analytics and Cloud), emerging digital technologies, big data analytics, emerging boardroom-level recognition of CIOs and discussed transformational trends on how to run the IT department as a business, rather than a cost center.

Mr. Michael J Surface, Advisory Leader, PwC India, observed that enterprises would have to develop a comprehensive strategy around the manner in which they wish to organize their innovation, as well as ways to achieve the best possible results.

The CII-PwC White Paper on 'Running IT as a Business' was released by Mr Rajesh Aggarwal, Secretary, IT, Maharashtra. Emphasizing on the use of data analytics in a big way, Mr Aggarwal felt that, more than IT, business process re-engineering should be used for project evaluation, as the change in process is more

The Summit also discussed the Internet of Things and Gamification, and explored the future of Bitcoins (cryptocurrency), mindful apps and Real Time Data Analytics usage in organizations. De-risking of companies using IT and cyber security measures were identified as an important agenda for CIOs.

The Summit was supported by Cert-IN (India's Computer Emergency Response Team). The recent launch and use of www.secureyourelectronics.in and Hotline no 1800 11 4949 by Cert-IN was promoted during the event. ■

Roundtable on Real Estate



Getamber Anand, CMD, ATS Group; **Karan Bir Singh Sidhu**, Joint Secretary, Union Ministry of Housing & Urban Poverty Alleviation, and **Anshuman Magazine**, CMD, CBRE South Asia Pvt. Ltd, at a Roundtable on Real Estate in New Delhi

A CEOs Roundtable discussed the proposed Real Estate (Regulation and Development) Bill, and the need to stimulate Public Private Partnership (PPP) in affordable housing, on 11 December in New Delhi. Mr. Karan Bir Singh Sidhu, Joint Secretary, Union Ministry of Housing & Urban Poverty Alleviation, was the Chief Guest.

Mr. Getamber Anand, CMD, ATS Group, highlighted the key concerns of Industry regarding the proposed Bill, in an already challenging business environment for the Sector. His suggestions to the Government included

- The inclusion of all stakeholders within the ambit for timely approvals and bank disbursement and correct assessment of delay of project for which developers are not responsible
- Making the registration process online instead of manual or discretionary, which breeds corruption
- Removal of the provision of revocation of registration and very high penalties with wide jurisdiction to the Authority
- Rationalization of penalties and specifying defaults and quantum of penalties, removing the discretion of the Authority
- Appointing a politically non-aligned person like a sitting High Court Judge as the Regulator
- Connecting separate bank accounts to construction cost
- Modifying development control rules to carpet area instead of plinth area (to define FAR)
- Efficient redressal mechanism, among others.

Mr. Raghav Garg, Director, Landcraft Developers Pvt. Ltd, in his presentation on 'Stimulating PPP in Affordable Housing' highlighted some key challenges such as market forces; procedural framework-land use conversion, multiple window clearance, completion certificate; lack of support from Public Banks, in terms of interest rates, geographical penetration, credit assessing norms, and administrative reluctance. ■

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Solutions for Smart Cities

Dr. Sudhir Krishna, Secretary, Union Ministry of Urban Development, released a report prepared by CII in partnership with Cisco on an Indian perspective on smart cities at the **National Conference on Smart and Intelligent Cities – Integrated Solutions for Inclusive and Sustainable Communities** on 13 December in New Delhi.

The Report not only explores the definition of a Smart City in today’s context but also elaborates on how Information & Communications Technology (ICT) can be effectively implemented in areas like Governance, Healthcare, Education, Transportation and Utilities. It highlights specific ‘Cases’ in India where ‘Smart Planning’ has been implemented in these areas.

Addressing the Inaugural Session, Dr. Krishna emphasized on the need to enhance the role of technology in e-Governance to improve the quality of life, stimulate inclusivity and also focus on continuous innovation and its adaptation. Another area of intervention, he suggested, could be revisiting the Model Agreements for PPP across Urban Infrastructure verticals – Water Supply, Transportation and Solid Waste Management, among others. Planned urbanization and integrated urban utilities were no longer optional, but essential, he said. The cost we



would end up paying if this was not done would be too high, he said.

Mr. Ajay S. Shriram, President Designate, CII, and Chairman & Senior Managing Director, DCM Shriram Consolidated Ltd, called for sustainable urbanization in the 21st century.

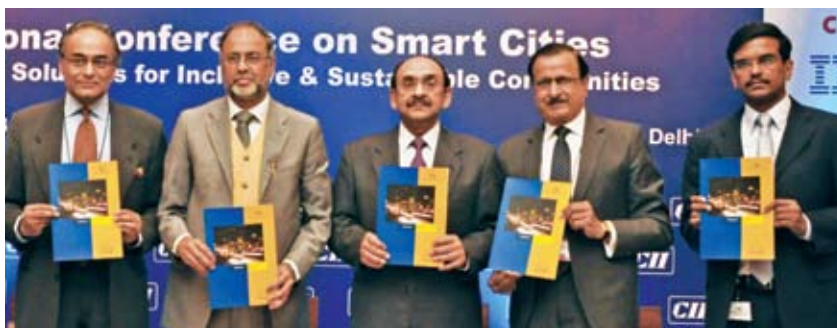
Mr. Anil Menon, Co-Chair, CII National Committee on Urbanization and Future Cities, and President, Globalization and Smart Connected Communities, CISCO Inc, highlighted the relevance of ICT in planned urbanization in the 21st century.

Improved infrastructure could stimulate greater contribution of cities towards the country’s GDP, felt Mr. M Lakshminarayan, Co-Chair, CII National Committee on Urbanization and Future Cities, and MD & Country Manager, Harman International India Pvt Ltd.

Setting the theme of the Conference Mr. Nilaya Varma, Executive Partner, Accenture Management Consulting

Ltd, in his keynote presentation, highlighted specific areas where Government and Industry can come together to design Smart and Intelligent Cities.

The Conference was well attended by diverse stakeholders including policy-makers, urban consultants, IT solution providers and technology providers, urban planning and development agencies, Green building solution providers, academia, and representatives of Urban Local Bodies (ULBs) and related Government agencies. ■



Anil Menon, Co-Chair, CII National Committee on Urbanization & Future Cities and President - Globalization and Smart Connected Communities, CISCO Inc.; **Dr Sudhir Krishna**, Secretary, Union Ministry of Urban Development; **Ajay S. Shriram**, President Designate, CII, and Chairman & Senior Managing Director, DCM Shriram Consolidated Ltd; **M Lakshminarayan**, Co-Chair, CII National Committee on Urbanization & Future Cities, and MD & Country Manager, Harman International India Pvt Ltd., and **Rajesh Menon**, Deputy Director General, CII, at the National Conference on Smart Cities, in New Delhi

New Growth Avenues for the Boiler Industry

The CII Boiler and Unfired Pressure Vessel Division, along with the Central Boiler Board, organized a seminar on ‘Boiler Industry: New Growth Avenues’ on 11 December in New Delhi. The seminar discussed the policy and regulatory framework, new technologies and innovation, new growth avenues etc. required for the overall growth of the boiler industry.

Dr. E M S Natchiappan, Union Minister of State for Commerce and Industry, who was the Chief Guest, acknowledged the need to revisit the current IBR Act and update it to keep pace with new technology. He urged the industry to engage in advance research for increasing the utilization of solar power, given the limitations of thermal and nuclear energy.

Ms. Madiha Kotb, President, American Society of Mechanical Engineers (ASME), in her keynote address, expressed concern over the challenges faced in globalizing the standards and regulations for boilers. The development of standards and technological development are the basic building blocks of Industry, for the economic development and progress of any nation, she said.

The discussions during the seminar focused on new areas that the Boiler Industry should tap, apart from the



S Sundrarajan, General Manager, BHEL; Dr E M S Natchiappan, Union Minister of State for Commerce & Industry; Madiha Kotb, President, American Society of Mechanical Engineers (ASME), and Pravin Karve, Executive Vice President - Boilers & Heaters, Thermax India, at the Seminar on the Boiler Industry in New Delhi

Power sector, such as Sugar, Chemicals & Fertilizers, Cement, Pharma, and Textiles. It also highlighted the need for better design, as well as the need to improve R&D and innovation; increase the use of alternative fuels such as biomass, fuels, etc. Exports were identified as a potential area of growth to enhance the competitiveness of the Indian boiler industry. The seminar also saw the user sector sharing its expectations and requirements from boiler manufacturers, especially in terms of technology upgradation.

International speakers from countries like Germany and USA addressed the seminar, which had participation from major boiler manufacturing companies such as BHEL, Gülde GmbH & Co, NTPC, ASME, L&T MHI, Rotork Controls, Lloyd Register, Bureau Veritas, Tata Steel, Bosch, ThyssenKrupp, Alstom, Veessons Energy Systems, Tata Projects, ANG Industries, Cummins, and Jindal Power, among others.

Valves Conference 2013

Bringing together end users, valve and actuator manufacturers, user industries and service providers on a common platform, the CII Valves and Actuators National Division organized the **Valves Conference 2013** on 13 December in Mumbai. The conference, with the theme ‘Indian Valves for the Global Market,’ focused on the current status of the Indian Valves Industry, challenges and opportunities, issues of concern, and technological development, to chart out a road map for growth and development of the sector. The conference also featured a display showcase of Valves and Actuators sector products in India.

“The Government of India is investing ₹1000 crores for the enhancement of the competitiveness of the Indian

Capital Goods industry, to be used for the creation of common facility, technology up-gradation, product improvement, market creation and skill up-gradation. This is a major input that we are putting at the implementation level. It will take around three months to be passed by the Cabinet, after which we hope to implement it in the four major clusters. This will further stimulate growth of the valve industry,” said Mr. Ambuj Sharma, Additional Secretary, Department of Heavy Industries, Union Ministry of Heavy Industries and Public Enterprises.

Mr Sharma named some other industries that are receiving a major push, which would will help the valves industry, such as steel, power-generation and industry, electrical equipment, and capital goods.

Besides this, he said, the Government could also help in acquiring technology and setting global OEMs in the country. He also said the Government would invest ₹1200 crore in R&D projects to develop advanced ultra-super critical technology for power generation, along with other countries. This will provide a huge impetus to the valve industry, he felt.



I S Malhotra, Vice Chairman, CII Valves & Actuators Division, and MD, Pentair Valves & Controls; **J P Nayak**, Chairman L&T Valves Ltd; **Ambuj Sharma**, Additional Secretary, Department of Heavy Industries, Union Ministry of Heavy Industries & Public Enterprises; and **Arvind K Goel**, Chairman, CII Valves & Actuators Division, and MD, Auma India Pvt Ltd, at the Valves Conference in Mumbai

“While the global trend has been low single digit growth, the valves industry in India has grown by over 20% in the last decade, and exports have even grown faster, registering 100% growth in the last three years. From a small size of just ₹500 crores in 1990, it has reached a creditable ₹10000 crores in turnover and ₹4000 in exports. All this has been achieved with minimal Government support. It is a matter of pride that Indian valves are being used in virtually all countries and all types of process industries to control safety critical processes, be it nuclear or thermal power plants, oil refineries, water treatment and supply projects, or metal smelters,” declared Mr Sharma.

The Indian valve industry is moving at a faster pace, where it generates its own technology, understands the market and gets its products accepted all over the world, said Mr J P Nayak, Chairman – Machinery & Industrial Products

Independent Company, Larsen & Toubro Ltd, and Chairman, L&T Valves Ltd. Another good indicator is the number of international valve manufacturers waiting to set up operations in India and take advantage of the infrastructure and talent pool available in the country. The nature of the industry is such that we will be in a position to make rapid

progress, by taking advantage of the opportunities arising from increasing investments in industries like oil, gas, power, etc. The results are clearly visible in the number of Indian EPC companies going and getting business, some Indian value manufacturers setting up operations outside India, the absorption of advances in technology, and the excellence in customization, he said.

Mr Arvind K Goel, Chairman, CII Valves and Actuators Division, and MD, Auma India Pvt Ltd, pointed out that India has emerged as a globally important place for the manufacturing of valves, despite a slowdown of domestic demand. CII is creating a valve standardization committee, the idea being to change India’s position from being just followers of standards to creating our own standards in the valve and actuator industry, he said.

Interaction on Pending Projects

CII has been advocating with the Government at various levels to provide fast track and speedy clearances to several projects in Manufacturing which have been delayed due to pending clearances by various Government departments. Continuing these advocacy efforts, an Interactive Session with Mr Anil Swarup, Additional Secretary, Cabinet Secretariat, and Chairman, Project Monitoring Group (PMG), was organized on 27 November in New Delhi, to discuss the delayed projects, especially in the realm of Manufacturing.

During the session, Industry shared its concerns regarding the delayed projects, and sought Mr Swarup’s views on the process adopted by the PMG, which acts as a solution provider to the parent/sponsor ministry, to expedite the clearance and review system.

Mr Swarup urged Industry members to submit the details of the delayed projects online at the portal www.cabsec.in

in, created by the Government. The PMG, he said, meets regularly thrice a week with the relevant ministries to facilitate resolving issues related to individual projects taken up for review.

The interactive session saw participation from companies such as Tata Steel, Jindal Steel and Power, Jindal Stainless Steel, Dalmia Cements, POSCO, Arcelor Mittal, ACC, Rio Tinto, Vedanta, JK Cement, Seetharam Cement, and Alstom, among others.

Earlier, CII submitted a list of projects, many of which are valued at ₹1000 crore and above, to the PMG, the Cabinet Committee on Investments (CCI) and the Department of Industrial Policy and Promotion (DIPP). Most of these Manufacturing projects are stuck due to pending clearances especially related to the environment, mining, coal and land. Once these projects are implemented, they are expected to boost the growth of Manufacturing in India. ■

13th CII National Marketing Summit 2013

Market-beating Performance in Uncertain Times



The prevailing volatile market conditions have led to a slowdown in growth, which has increased the pressure on corporate sales and marketing budgets, making it tougher for companies to manage pricing. In addition to the slowdown, marketers are facing an unprecedented set of advances in technology and connectivity. While this has created its own set of challenges for marketers, it also offers an opportunity to take a leap in managing the changed landscape to achieve market-beating performance, i.e. growing above the market rate and shaping the market itself to grow faster.

The 13th CII National Marketing Summit, with the theme, 'Market-beating Performance in Uncertain Times,' organized on 27-28 November in Mumbai, was extremely relevant given that market-beating performance has become of paramount importance for companies that are looking to maintain their past growth trajectories.

The Paper on 'Market-beating Performance through best-in-class Marketing & Sales Practices,' released by McKinsey & Company at the Summit, estimated that an organization's Sales and Marketing lever had between 50-60% EBITDA potential as compared to



Vikash Daga, Partner, Mc Kinsey & Company; **R Gopalakrishnan**, Director, Tata Sons Ltd; **Adi Godrej**, Immediate Past President, CII, and Chairman, The Godrej Group; and **Thomas Varghese**, Chairman, CII National Committee on Marketing, and CEO-Textile Business, Aditya Birla Group, at the CII National Marketing Summit 2013 in Mumbai

its Manufacturing and Procurement levers. This could therefore successfully help organizations navigate a slowdown. Careful alignment of strategy with fast-growing segments, solid key account management, and increasing sales productivity are potential keys to success in a B2B setup. Similarly, several opportunities to grow in a B2B2C setup can be grasped by making changes in go-to-market strategy. The new thinking on measuring Sales and Marketing RoI (Return on Investment) comprises primarily of two components: profitability and productivity.

The Paper identifies that organizations need to have eight capabilities and four enablers for Sales and Marketing success. It also forecasts three emerging themes which could be game-changers for market-beating performances by organizations:

1. Ensuring end-to-end availability for B2C organizations
2. Building sales capability to boost productivity
3. Leveraging analytics

The building of smart social media strategies and big data analytics in the Sales and Marketing plans of organizations portend great possibilities for change and growth. India is likely to have 330-370 million



Ian St-Maurice, Senior Expert, McKinsey & Company, Singapore; **Sunil Kataria**, Chief Operating Officer-Sales, Marketing & SAARC, Godrej Consumer Products Ltd; **Thomas Varghese**; **Sanjeev Kapur**, Chief Marketing Officer & Head, Customer Franchise Management, Citi India; **Prakash Nedungadi**, Group Head, Consumer Insights & Brand Development, Aditya Birla Group, and **Shantanu Bhanja**, Vice President – Marketing, Hindustan Times Media, at the CII Marketing Summit in Mumbai

internet users by 2015 (the second largest in the world). Most companies are increasing their spend on digital marketing, especially social media, and its power is common knowledge now.

Engaging and knowledge-intensive panels on topics such as Navigating the Slowdown-Best Practices in Marketing and Sales; Building Smart Social Media Strategies; Big Data Strategies for Marketing; The Game Changer - Upgrading Sales Capability; Getting the most from your investments in Marketing and Sales; and 360 Degree Marketing- Brand Strategy for a Changing World, brought together distinguished marketers and sales leaders from Indian and foreign companies.

These included Ms Anisha Motwani, Director & Chief Marketing Officer, Max Life Insurance Co Ltd, Mr Chandramouli Venkatesan, Regional Chocolate Category Head-Asia Pacific, Cadbury India Ltd; Ms Devita Saraf, CEO, Vu Technologies Pvt Ltd; Mr Nilanjan Mukherjee, Head - Marketing, ITC Ltd; Mr Rishi Vasudev, Senior Vice President & COO, Tailored Clothing & Sportswear Division (Arrow, Gant, Izod), Arvind Lifestyle Brands; Mr Girish Shah, Executive Vice President - Sales and Marketing, Godrej Properties Ltd; Mr Harish Bijoor, Brand Expert and CEO, Harish Bijoor Consults Inc; Mr Kartik Jain, Executive Vice President & Head, Marketing & Depository Services, HDFC Bank Ltd; Mr Prakash Nedungadi, Group Head, Consumer Insights & Brand Development, Aditya Birla Group; Mr Rishi Dogra, Head, Digital Marketing, PepsiCo India; Mr Sam Balsara, CMD, Madison World; Mr Saurine Doshi, MD & Country Head, AT Kearney Ltd; Mr Shantanu Bhanja, Vice President - Marketing, Hindustan Times Media; Mr Sunil Kataria, COO-Sales, Marketing and SAARC, Godrej Consumer Products Ltd; Mr Sanjeev Kapur, Chief Marketing Officer & Head, Customer Franchise Management, Citi India; Mr Satyaki Ghosh, Director-Consumer Products Division, L'Oreal India; Mr Samrath Bedi, Executive Director, Forest Essentials; Mr Vishal Bali, Group CEO, Fortis Healthcare International Pvt Ltd; Mr Vikas Ahuja, Chief Marketing Officer, Myntra.com, and Mr Vinay Bhatia, Customer Care Associate & Senior Vice President - Marketing & Loyalty, Shoppers Stop Ltd, as well as senior executives of McKinsey & Company, from India, Singapore, Kuala Lumpur and Tokyo.

The Summit was successful in enabling the delegates to discover what worked (and what did not) from specific real-world examples by leading brands, and to understand customers' perceptions, needs and desires. It

also helped them to understand how to rate competition as also the importance of balancing traditional and cutting edge practices of Marketing strategy to smartly and effectively face challenging business situations arising from market globalization, rapid technological development and never-ending competition in the digital world.



'The Godrej Group has, through perseverance, quality focus and conscious brand investment in rural marketing, penetrated the bottom of the pyramid and is one of the leaders in securing a large consumer base in developing economies. Today, the Godrej Group connects and touches the lives of 600 million Indian consumers through its products in both the consumer durable and personal products categories.'

Adi Godrej, Immediate Past President, CII, and Chairman, The Godrej Group

'Indian companies are now entering a phase of responsible marketing. Going forward, they must be both customer-centric and society-centric. Marketers need to imbibe and apply experimentation, common sense and intuition in developing effective marketing strategies for their companies and brands.'

R Gopalakrishnan, Director, Tata Sons Ltd

'Uncertainty has integrated itself into global economic structures and markets, and has climbed the 'to do' charts of Chief Executives across the world, who cite preparing for uncertainty as one of their top priorities. The panacea to remain profitable in unpredictable times is the formulation of retention strategies, and conversion of existing money, not the attraction of new money, to maintain growth and effective cost management.'

Thomas Varghese, Chairman, CII National Committee on Marketing, and CEO, Textile Business, Aditya Birla Group

Strategizing for Services Sector Exports



Sudhanshu Pandey, Joint Secretary, Commerce, Union Ministry of Commerce & Industry; **Rajeev Kher**, Special Secretary, Union Ministry of Commerce & Industry; **Dr Aaditya Mattoo**, Research Manager, The World Bank; **Lalit Bhasin**, Chairman- SEPC, and Managing Partner- Bhasin & Company, Advocates, and **Marut Sen Gupta**, Deputy Director General, CII, at Roundtable Discussion on 'Strategizing for Services Sector Exports - Way Forward' in New Delhi

To be a leader in international trade of Services in the next decade, India needs to set a target of doubling Services exports by 2025, and achieve a 5% share in global Services exports by 2025. For this, the Services sector in India needs a strategy, roadmap and a vision document for dealing with multi-lateral, pluri-lateral and bilateral Services negotiations. Industry's involvement is very important, as it is necessary to highlight sector-specific complexity in Services. The promotion of Services exports calls for multiple stakeholders' involvement, with an institutionalized discourse on Services in the context of trade.

The Roundtable Discussion on '**Strategizing for Services Sector Exports - Way Forward**' on 23 December in New Delhi, was addressed by Mr. Rajeev Kher, Special Secretary, Union Ministry of Commerce and Industry, Mr. Sudhanshu Pandey, Joint Secretary, Commerce, Union Ministry of Commerce and Industry, Dr. Aaditya Mattoo, Research Manager, Trade and International Integration, The World Bank, and Mr. Lalit Bhasin, Chairman, SEPC, and Managing Partner, Bhasin & Company, Advocates.

Both Industry and the Ministry have to work together on a sectoral roadmap and a reforms agenda, said Mr. Kher. We also need to look at horizontal policy changes, he added.

The discussions stressed that the Government has a strong convening power and can help India become a major Services exporter in not just IT and ITes but also in other Services, where we need to study our comparative advantage and build a strategy. Services and Manufacturing work on a complementary basis and Services do not exist in a silo. Thus, to boost Services exports, we need to explore new niches in existing sectors, diversify our markets and sectors, explore new modes of delivery, and overcome language barriers. Industry inputs can help address diversification, it was said.

Regulatory reform is required. To access external markets, we need internal openness too. While we need

to study external constraints and barriers, issues of mobility, recognition barriers and commercial presence barriers, a number of internal reforms are also needed such as overcoming the skill deficit, addressing issues related to standards and certification, strengthening institutional coordination, and robust data collection.

Presenting the industry perspective, Mr. Bhasin said that rationalization of laws, and of taxes, both at the Central and State level, is required for any industry to grow.

Mr. Sudhanshu Pandey agreed to all the three CII suggestions:

1. Formation of a joint Task Force with CII, focusing on six sectors: Logistics, Professional Services, Tourism, Health and Medical services, Creative and Entertainment Services, IT/ITes and Telecom
2. Formation of a National Services Competitiveness Council
3. Making the Services Conclave an annual event.

Dr. Aaditya Mattoo made six important observations highlighting India's strategy for strong Services export.

1. A non-compartmentalized view of reform and exports is needed, because reform in some Services sectors may shift comparative advantage towards Manufacturing.
2. Institutions and policies affecting skills and innovation may matter most in international Services markets
3. There is a need for rigorous impact evaluation
4. Demographic and economic changes are shifting relative endowments and demand, and creating pressures and new opportunities for India.
5. Balanced domestic regulatory reform would reconcile access to markets abroad with access to services at home
6. Pro-active international engagement should take newer, more ambitious forms, with broader regulatory cooperation

The session included an interesting industry consultation with members from varied verticals. ■

Roundtable on Fairs & Festivals



In terms of Tourism, Indian Fairs and Festivals, full of colour and culture, offer a unique opportunity to showcase the country. The **Roundtable on Fairs and Festivals of India**, held on 13 December in New Delhi, highlighted the need for tour operators to weave the amazing Festivals & Fairs of India into the tour packages of tourists, both domestic and foreign.

Cultural integrity will lead to national integrity, said Ms Chandresh Kumari Katoch, Union Minister of Culture. Tour operators must endeavor to project and market not only prominent but also lesser-known fairs and festivals, to the tourists, showcasing India's amazing diversity, she suggested.

Promotion of such events will help make India a major destination for tourists from all over the world, said Mr Girish Shankar, Additional Secretary, Union Ministry of Tourism.

The Kumbh Mela alone generates Rs 12,000 crore of revenue and more than 6 lakh jobs, said Mr Sujit

Banerjee, Secretary General, World Travel & Tourism Council (WTTC), India Initiative, pointing to the huge potential of Indian festivals and fairs for generating revenue and creating jobs. However, they need to be marketed in a systematic and well-thought out way, with the preparation of a yearly calendar of uniquely Indian events, he said.

Indian Fairs and Festivals, depicting a diversity of culture, lifestyle, language and religion, can be a huge attraction as tourists are keen to experience the deep roots of the culture, life and traditions of India, said Mr Subhash Goyal, President and Chairman, IATO, and Chairman, STIC Travels.

The widely attended Roundtable had participation from China, Singapore, Thailand, UK, Turkey, Malaysia, Nepal and many more countries. States like Gujarat, Uttarakhand, Madhya Pradesh and Rajasthan, as well as UNESCO, which promotes Fairs and Festivals in a big way, also presented their tourism offerings.



Ozgur Ayturk, Tourism Counselor, Turkish Culture & Tourism; **Girish Shankar**, Additional Secretary, Union Ministry of Tourism, India; **Chandresh Kumari Katoch**, Union Minister of Culture, India; **Sujit Banerjee**, Secretary General, World Travel & Tourism Council, India Initiative; **Subhash Goyal**, President & Chairman, IATO, and Chairman, STIC Travels Pvt Ltd, and **Runjuan Tongrut**, Director, Tourism Authority of Thailand, at the 'Roundtable on Fairs and Festivals of India' in New Delhi



Knowledge & Innovation Initiatives



Intellectual Property Rights

Intellectual Property Awareness Programmes



Cluster-level Intellectual Property Awareness Programme in Kanpur

The increasing significance of intangible assets in the global economy is forcing business organizations to actively manage the role of Intellectual Property (IP) as a key driver for building and sustaining competitive advantage.

CII, in collaboration with the Intellectual Property Office India (IPO), under the Department of Industrial Policy and Promotion (DIPP), conducted cluster-level awareness sessions on Intellectual Property Rights for four different Clusters across India.

The programmes were conducted to assess IP awareness, identify protectable innovations, suggest steps to transform innovations into proprietary assets, and offer advisory and protection services, for the

1. Auto Cluster at AIEMA Technology Centre, Ambattur, Chennai
2. Plastic/ polymer Cluster at North Orissa Chamber of Commerce & Industry, Balesore, Odisha
3. Textile Cluster at Dattajirao Kadam Technical Education Society's Textile & Engineering Institute, Kolhapur, Maharashtra
4. Leather Cluster at UPSIDC Leather Technology Park, Banthar Unnao, Kanpur

Regional Workshop and Exposition on Geographical Indications (GI)

A Geographical Indication (GI) is used to identify goods, agricultural, natural or manufactured, having special

characteristics, originating from a definite geographical territory.

The Agreement on Trade-related Aspects of Intellectual Property Rights (TRIPS), is an important Agreement under WTO for protecting Intellectual Property Rights and to reward creativity and inventiveness. In line with this Agreement, the Government of India has enacted the Geographical Indications of Goods (Registration & Protection) Act, 1999 to provide for the registration and better protection of GI relating to goods in India.

India has a long list of distinctive goods and services that provide livelihood to many and are popular in local and international markets, such as Darjeeling tea, Pochampally sarees, and Alphonso mangoes, to name a few. The awareness in our country on GI needs to be raised to get proper value addition on our heritage and products.

CII, in collaboration with the IPO, organized four Regional Workshops and Expositions on Geographical Indications covering GIs from all the 28 States of India. In total, 80 GI holders participated in the events held in Lucknow, Jaipur, Kolkata and Bangalore.

The workshops were held to increase stakeholders' participation in leveraging GI for IP protection for traditional products and processes, share experiences, chalk out collaborative measures for the effective use of GI, adopt effective solutions to leverage GI for market access and community development, address the issues faced by GI stakeholders, and suggest enforcement measures to protect GI items and processes.

Key recommendations and action points from the four regional workshops:

1. Quality control systems for all GIs should be put in place. It is essential to document the traditional processes and techniques for production, raw material used, uniqueness of each GI, its look and feel (for textiles), natural conditions including soil, climate etc. (for natural products) and so on. GI holders may not be able to fulfill this task on their own. The State and Central Governments, industry associations, development institutes under the Union Ministry of MSME, and other agencies could undertake these activities.



Regional Workshop & Exposition on Economic Generation for Indian Geographical Indications in Bangalore

2. GI holders should register themselves as micro enterprises to avail of the facilities provided under the MSME Act and other schemes for MSME.
3. GI products should use the bar code, for which assistance is available under the scheme of MSME. They should also avail of the assistance provided by the Union Ministry of MSME for participation in exhibitions and fairs, evaluation studies etc.
4. State Governments need to play a more active role in popularizing the GI of their respective States. State Governments should issue notification in the press about the legal aspects of GI, highlighting that falsifying GI is a cognizable offence.
5. The Registrar of GI, State Governments, NGOs, industry associations and the Intellectual Property Facilitation Centres established by the Union Ministry of MSME should join hands to launch a drive to identify and register authorized users.
6. There is a need to design a unique mark for GI which can be used for different kinds of products. for example, woven into textiles, engraved on metal products, and so on.
7. GI applicants may join hands with the State Governments to publicize GI at prominent spots such as tourist places, airports and railway stations.
8. GI holders must be encouraged and supported for participating in international events.
9. For each GI, a brief document or brochure needs to be prepared, highlighting its unique features, for wider awareness and marketing.
10. A survey must be undertaken to identify families and individuals engaged in producing GI products.

Innovation

Innovation Summit 2013

The Innovation Summit 2013 was jointly organized by CII and Hitachi on 16-17 December in New Delhi, with the central theme of 'Innovation as a solution for rapid urbanization.'

The Summit served as a platform for Government, Industry and members of society to explore innovative solutions to address urban challenges such as need for mass rapid transport systems, efficient logistics, clean water, energy and smart grid systems.

Dr. Ashwani Kumar, Special Envoy of the Prime Minister of India, who was the Chief Guest, shared his vision on rapid urbanization. Mr. S. Gopalakrishnan, President, CII, and Executive Vice Chairman, Infosys Ltd, Mr. Junzo



S Gopalakrishnan, President, CII, and Executive Vice Chairman, Infosys Ltd; **Dr. Ashwani Kumar**, Special Envoy of the Prime Minister of India; **Junzo Nakajima**, Executive Vice President and CEO for Asia Pacific, Hitachi, Ltd, and **Chandrajit Banerjee**, Director General, CII, inaugurating the Innovation Summit 2013 in New Delhi

Nakajima, Executive Vice President and CEO for Asia Pacific, Hitachi Ltd, Mr. Mukund Vasudevan, MD, Pentair Water India, Mr. Rajeev Jyoti, Chief Executive - Railway Business Group, L&T India, and Mr. Chandrajit Banerjee, Director General, CII, also shared their insights.

Mr. Sudhir Krishna, Secretary, Union Ministry of Urban Development, presented the Government perspective on urban development at a key session. Heads of institutions and organizations in the fields of Power (Mr. Reji Kumar Pillai, President Smart Grid Forum, Mr. Surinder Kumar Negi, MD, GETCO), Transport (Mr. Mangu Singh, MD, DMRC Ltd.) and Logistics (Mr. Amitabh Kant, CEO, Delhi Mumbai Industrial Corridor Development Corporation) provided key inputs and suggestions in their respective areas.

On Day 2, Mr. Rentala Chandrashekhar, in-coming President of NASSCOM, and Former Telecom Secretary, spoke on the importance of IT and mobile communication for rapid urban growth, covering current trends and future opportunities.

Successful entrepreneurs from the power, logistics, water and waste management sectors presented case studies.

Technology Development Partnerships

Jetco – Innovation Joint Working Group Meeting

CII and the Global Innovation & Technology Alliance (GITA), in cooperation with the Department of Industrial Policy & Promotion (DIPP), Union Ministry of Commerce & Industry, India, the Government of UK, the UK India Business Council and UK Trade & Investment, organized the JETCO – Innovation Joint Working Group Meeting on 9 December in New Delhi.

This Joint Working Group (JWG) would focus on the

theme of Affordable and Accessible Healthcare for the next 12 months. The meeting was co-chaired by Ms Anjali Prasad, Additional Secretary, DIPP, and Mr Loy Lobo, Director – Strategy & Innovation, BT Global Health. The Industry lead from India was Mr Partha Sarathi Guha Patra, VP & Head – Corporate Affairs, Wipro Ltd.

High-level delegations, representing Government and Industry from both India and the UK, deliberated on opportunities for cooperation in affordable and accessible healthcare, including tele-health/tele-medicine, mobile-health, electronic medical record systems, data analytics, diagnostic devices and sustainable business models for healthcare delivery.

Collaborative R&D opportunities under the 'India-UK Collaborative Industrial Research & Development Programme' were highlighted. This programme is promoted jointly by the Department of Science & Technology (DST), Government of India, and the Technology Strategy Board (TSB) of UK. GITA is implementing the programme on behalf of DST in India. Both Governments will fund industries in their respective countries for joint industrial R&D in Cleantech Energy Systems and Affordable Healthcare. The joint Request for Proposals (RFP) from industries in both countries was announced in November 2013. This initiative could be leveraged by industries and institutions to jointly develop innovative products and services in these two important areas.

The JWG will set up four sub-groups to work on:

1. Accessible Healthcare enabled by Primary and Secondary Healthcare Delivery Solutions
2. Affordable Diagnostics and Health Monitoring Devices
3. Data-driven Innovation and Improvement – focus on development of clinical data models, healthcare models to support analytics, informatics and medical research
4. Cross Agenda (to facilitate the progress of these three Groups and identify and address common issues)

Developing Critical Manufacturing Capabilities

CII, GITA, the Indian Institute of Technology (IIT) Bombay, and Research and Information System for Developing Countries (RIS) jointly organized a high-level brainstorming session on 'Strategic Technologies & Critical Manufacturing Capabilities for India – Role of

Academia/R&D Institutes and the Corporate Sector' on 23 November in Mumbai.

The focus of the session was on building Indian capabilities in Aerospace, Biotechnology, Nanotechnology, IT and Renewal and Clean Energy.

The session was addressed by Mr Shyam Saran, Chairman, RIS, and Chairman, National Security Advisory Board; Mr Jamshyd N Godrej, Past President, CII, and Chairman, Godrej & Boyce Mfg. Co. Ltd.; Dr Anil Kakodkar, Chairman, Board of Governors, IIT Bombay; Dr Naushad Forbes, Chairman, CII National Committee on Higher Education, and Director, Forbes Marshall Ltd.; and Prof Devang Khakhar, Director, IIT Bombay. Other senior representatives from Government, academia, R&D organizations and Industry also participated in the session.

Industry representatives felt that India should identify certain strategic technologies and manufacturing capabilities keeping in view our resource endowments, knowledge pool, cultural traditions and ability to assimilate and apply knowledge from both domestic and foreign sources.

The participants suggested establishing PPP facilities where Industry can work with the Government, with simplified efficient and time-based processes for R&D funding support. Creation of R&D and innovation infrastructure and promotion of the Cluster approach were other recommendations.

It was proposed to create smaller groups led by Industry from each of the identified sectors.

AP-TEC 2013 @ Warangal

The CII Andhra Pradesh Technology Development & Promotion Centre (APTDC), in association with the Acharya N. G. Ranga Agricultural University, Andhra Pradesh, organized AP-TEC 2013 @ Warangal, a



G. Kishan, Collector & District Magistrate, Warangal District, Andhra Pradesh, visiting AP-TEC 2013 @ Warangal

Conference and Exhibition on 'Technologies for Modern Agriculture' on 6 – 8 December in Warangal. The National Academy of Agricultural Research Management (NAARM), ICAR, was the Knowledge Partner for the event which was supported by the Departments of Agriculture & Cooperation of Andhra Pradesh, and the Government of India.

The exhibition showcased the latest agricultural machinery and products of 54 exhibitors, including Indian and MNC companies, Government Departments and institutions.

Affordable and Sustainable Technologies

The 'Conference on Affordable and Sustainable Technologies' was organized by the CII Tamil Nadu Technology Development & Promotion Centre (TNTDPC) on 20 December in Chennai, with the theme of 'Innovation and Strategy models for Emerging Economies.' The discussions examined opportunities and constraints for providing inclusive technologies for emerging economies in the areas of Energy, Environment, Mobility, Transportation, Healthcare,

Agriculture, Infrastructure, etc, as also ways to facilitate the flow of knowledge and technology from urban to rural sectors.

Dr. T. Ramasami, Secretary, DST, Government of India, stated in his inaugural address that "affordable and sustainable were two extremities, where affordable would be the short term, and sustainable, long-lasting." Calling for incremental innovation, he stressed that innovation models need to be conceptual and should meet local needs. He also showcased some successful models initiated by DST, noting that the National Innovation Council has identified 182000 innovation strategies, which are affordable for the country and also to the consumers.

Dr. Aravind S. Bharadwaj, Conference Chairman, and Head - Technology, TPDS, Automotive & Farm Equipment Sectors, Mahindra & Mahindra Ltd, said that the BRIC countries are showing notable improvement in Innovation and Design. He also stressed the importance of Reverse Innovation and Frugal Engineering for emerging markets.

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Interaction with German Parliamentarians



Dr. Hans Reichhart, Member of the Landtag; Dr L P Schmidt, Resident Representative to India, Konrad Adenauer Stiftung; Benedict Pöttering, Vice President, Youth of the European People Party (YEPP) and Member, Junge Union (Youth Organization CDU); and DNV Kumara Guru, National Vice Chairman, CII Yi, and Director-External Relations, ISB, at an interaction in New Delhi

The CII Public Policy Department organized an Interactive Session with Mr. Benedict Pöttering, Vice President, Youth of the European People Party, and member of the Junge Union (Youth Organization, CDU) on 11 December in New Delhi.

Mr. Pöttering, a young politician in the German Parliament, aims to promote the common values of the member states of the EU, and, at the same time, achieve a practical benefit for all organizations of YEPP.

He was accompanied by Dr. Stefan Heck, MP (Bundestag), Jan Metzler, MP (Bundestag), Tobias Josef Zech and Dr. Hans Reichhart, Members of the Landtag, and Mr Christian Wiermer, Correspondent Politics, Media Group, M. DuMont Schauberg (MDS).

The interaction was attended by a small and select group of Indian Parliamentarians, young entrepreneurs and Industry leaders to discuss 'Emerging Challenges and Opportunities with EU,' including aspects related to the Economy, and Defence.

The interaction was chaired by Mr DNV Kumara Guru, National Vice Chairman, CII Young Indians, and Director-External Relations, ISB. CII made a presentation on the Indian Economy, covering aspects of trade and commerce.

Mr Manicka Tagore, Mr Janardhan Swamy, Dr Balmuchu and Mr Ramakrishna Rangasayee, Indian Members of Parliament, actively participated in the discussions on the current political scenario in India.

The focus of the interaction was to seek collaboration in innovation, research and development in the areas of Skill Development, Education, and so on. The emphasis was also on encouraging investment in Manufacturing, especially in the Auto sector. Encouraging investment in MSME in India was seen as a win-win situation for both countries. ■





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Workshop on Uncertainty of Measurement in Testing & Calibration

30-3 February, 2014 | Mysore

Effective School Management And Leadership Programme

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Workshop on Uncertainty of Measurement in Testing & Calibration

18-19 February, 2014 | New Delhi

22nd Kaizen Conference

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CII-Suresh Neotia Centre of Excellence for Leadership



Dr. Raghuram Rajan, Governor, Reserve Bank of India, addressing the National Conference on Leadership, in Kolkata. Also seen (L-R) **Sumit Mazumder**, Vice President, CII, and Vice Chairman & MD, TIL Ltd; **S. Gopalakrishnan**, President, CII, and Executive Vice Chairman, Infosys Ltd; **Harshvardhan Neotia**, Chairman, CII Suresh Neotia Centre of Excellence of Leadership, and Chairman, Ambuja Neotia Group, and **Chandrajit Banerjee**, Director General, CII

5th National Conference on Leadership

The 5th National Conference on Leadership, held on 11 December in Kolkata, focused on laying down a road map for Indian industry against the backdrop of recent economic developments. High profile speakers from industry and the Government deliberated on the leadership challenges involved in an era of recession, the technology-related imperatives, and how to manage or assess new business opportunities in recessionary market conditions.

The Conference assessed the current economic scenario and the likely policy environment in the short term, the imperatives in the banking, insurance and the capital

market sectors in terms of the availability of finance for Manufacturing, Services, and infrastructure development, as well as the future growth prospects in these sectors. The National Conference also addressed the imperatives and challenges in the Manufacturing sector and the prospects for growth and business development.

Travel East 2013

CII organized 'Travel East 2013' to promote travel and tourism, at the CII Suresh Neotia Centre of Excellence in Kolkata, from 29 November to 1 December. The show had participation from State tourism boards, national and international destinations, package operators, travel agents, airlines, railways, hotels, restaurants and resorts, portals, and other travel-related services.

GenY Leadership 2013

Besides spearheading a drive for competitiveness in industry, the Centre also focuses on developing leadership capabilities amongst the youth – the country's future.

The 2nd edition of the GenY Leadership 2013 on 18 December provided an inspirational framework and vision for young people who will be the leaders of tomorrow, through lectures, competitions, and games, etc.



Lockett Chatterjee, Film Actress, and **Biswadeb Dasgupta**, MD, West Bengal Tourism Development Corporation Ltd. inaugurating Travel East 2013, in Kolkata



Prosenjit Chatterjee, Film Actor, inaugurating GenY Leadership in Kolkata, with (L-R) **Shirshendu Mukhopadhyay**, Author, **Dibyendu Barua**, Chess Grandmaster, **Sanjay Budhia**, Chairman, Entertainment Task Force, CII (ER), and MD, Patton International Ltd, and **Koel Mullick**, Film Actress

CII-AVANTHA Centre for Competitiveness for SMEs



CII-Godrej Interio Cluster IV Concludes

The concluding ceremony of the 12 month 4th CII-Godrej Interio Basic Cluster was held in Shirwal on 10 December. The six companies that participated in this cluster include Godrej Interio, Seagull Cooling Pvt. Ltd., V K Fabricators, Kiran Décor, Furniture Kraft Pvt. Ltd. and Khutale Engineering Pvt. Ltd.

The Cluster, said the Godrej management team, has helped them become a point of reference for their suppliers, in terms of Manufacturing best practices such as kaizens, poka-yoke, SMED, etc. A skit was staged by the employees showcasing the benefits of the cluster approach.

This cluster was unique in the sense that the Original Equipment Manufacturer and its vendors came together on the same platform to learn how to enhance their competitiveness.

CII-AVANTHA-Omax Auto Cluster



CII - OMAX-Cluster-Launch in Manesar, Haryana

The CII-AVANTHA-Omax Auto Cluster was launched in the National Capital Region on 12 December. This Cluster with the Omax plants, will be followed by a supplier cluster in April 2014.

Taking the Cluster Approach Overseas

The Centre met with Mr. Tomas Bata, grandson of the founder of Bata in November, and the President of Bata, China, on 12 December, to explore the possibility of doing Clusters outside India.

The CII-Bata Cluster that was launched in January 2013 in Kolkata and subsequently in New Delhi has greatly benefited Bata India in a very short span of time. The company appreciated that, besides financial savings and enhanced productivity, there has been a significant improvement in employee engagement as well. These factors are being reinforced and reconfirmed after tallying

the number of customer complaints before and after the cluster formation.

CII's association with Bata India is on an up-scale mode, with new cluster formations at numerous locations with more vendors being discussed. Human Resource Training would be an important focus area, moving forward, to further improve the work culture and ring-in more productivity plus positivity at work.

Smart Inventory Management



Training programme on Inventory Management, New Delhi

An Inventory Management training workshop, held on 13 December in New Delhi, explained how inventory management can be strategically integrated with the policies of the organization for overall manufacturing effectiveness.

Training Programme on Energy Efficiency

A Training Programme on Energy-efficient Systems on 19 – 20 December in Haridwar was held to accelerate the adoption of energy-efficient technologies and practices through knowledge-sharing and capacity-building across industry. The programme offered techniques for energy auditing, energy monitoring and implementing an energy efficient culture in the workplace.

Streamlining HR Pool

A training programme on HR Excellence in Ludhiana on 23 December demonstrated methods to achieve strategic Human Resource Management consonance among senior management.

Workshops on Manufacturing Excellence

The Centre conducted two workshops, on 'Good manufacturing practices through 3M, 5S and Kaizen' in Hyderabad, and 'Elimination of wastage through 5S and 3M' in Vijayawada, on 20 December and 24 December respectively.

The CII-AVANTHA Centre schedules and organizes training programmes covering all aspects of enhancing competitiveness at various locations. For more details visit www.ciiavantha.org

CII Sohrabji Godrej Green Business Centre



Winners of the CII 'Paint our Earth Green' Drawing Competition for School Children in Mumbai

Drawing Competition for School Children



Smita Godrej,
Chairperson,
CII Green
Education
Committee

The first edition of the 'Paint our Earth Green' drawing competition for school children in Mumbai, and the 6th in the series, was held on 8 December. Ms Smita Godrej, Chairperson, Green Education Committee, CII Godrej Green Business Centre (GBC), and Mr Gurmit Singh Arora, Vice-Chair, Indian Green Building Council (IGBC) Mumbai Chapter,

and MD, Rajco Metal Industries Pvt Ltd, awarded the winners.

Over 150 students from Std 4-8, from 35 schools, took part in the competition by designing posters on themes such as energy conservation, water conservation, usage of renewable energy, environmental protection and biodiversity conservation.

Energy Conservation in Cement Industry

A two-day training programme on Energy Conservation and Management in the Cement Industry on 5-6 December in Raipur provided a macro approach to energy conservation, by offering awareness on different equipment, energy-saving ideas, and latest techniques and advancements in energy management, with actual case studies, in the Cement Industry.

GreenCo Rating System

Today, pursuing 'Green' has

become the new driver for companies who seek growth, competitiveness and global excellence, by restructuring their business processes towards ecological sustainability. The CII GreenCo rating system, the first of its kind in the world, helps companies pursuing Green to assess where they stand, and define the path forward.

A training programme on GreenCo Rating System, held on 19 - 20 December in Chennai, covered topics such as Energy Efficiency, Water Conservation, Renewable Energy, Greenhouse Gas Emission, Waste Management, Material Conservation, Recycling and Recyclability, Green Supply Chain, Product Stewardship and Life Cycle Assessment.

Green Building Rating Systems

A two-day training programme on Green Buildings on 19-20 December in Hyderabad shared knowledge on Green Building concepts and best practices.



Training programme on Green Buildings in Hyderabad

CII Naoroji Godrej Centre of Excellence

Programmable Logic Controller

The PLC (Programmable Logic Controller) offers industry the combined advantage of process computers with the latest capabilities of high cost DCS, SCADA systems, at a fraction of their cost. Further, it is capable of working reliably even in harsh industrial environments, occupies less space and consumes much lesser power than its conventional relay-based counterparts. PLCs are therefore, increasingly becoming the preferred way to control equipment and processes in manufacturing and other industries.

A workshop was held on 6 – 7 December to expose participants to the benefits of PLC-based systems, as well as the need to ensure their normal functioning.

Quality Improvement Techniques

A structured quality improvement programme, held on 7 December, provided a hands-on opportunity for participants to understand how quality improvement can directly help firms to be more competitive, through practical examples and exercises. The programme was conducted by Dr. Angela Clarke, a part-time tutor with WMG, University of Warwick, UK, who has worked in quality management since 1988, both in the UK and in India, Hong Kong, Singapore and Africa.

Production Planning and Scheduling



A programme on 'Constraint-based Production Planning and Scheduling,' was held on 11–12 December, on Theory of Constraints (TOC) concepts, tools and practices, as applicable to Manufacturing. It addressed some crunch issues troubling organizations, such as the productivity challenge, identifying waste and using the Theory of Constraints to plug the waste.

Labour Laws for Corporate Managers

A two day programme on 16 – 17 December made corporates aware about the most important labour laws and their broad provisions. Broad fundamentals and compliance aspects of selected laws were covered.

Transforming Sales Managers



A workshop for Sales Managers was held on 17–18 December to develop competencies to enable them to become globally competitive in building, managing and leading teams.

Utilizing Energy

Towards enabling industry to utilize energy in the most efficient way, a programme held on 18 – 19 December discussed the efficient generation and utilization of steam, selection of fuel, treatment of feed water, boiler failures and their causes. The participants were guided by faculty with hands-on experience in installing, commissioning and operating a variety of boilers and steam distribution systems.

Enhancing Managerial Effectiveness

A developmental programme on Managerial Effectiveness, held on 19 – 20 December, was an opportunity for Managers and Senior Executives to develop themselves in areas related to leadership, delegation, mentoring, interpersonal skills, communication and creativity.

Assertiveness: Taking Charge



Assertiveness is essentially about being at ease with who you are, while retaining a healthy respect for others, and allowing them to be who they truly are.

Organizations benefit from employees having higher assertiveness, as such employees seek clarity, think win-win and inspire themselves and others to take charge of situations, versus those who either blame others or feel victimized.

A workshop on 20 - 21 December used a combination of games, activities, questionnaires and role-play, followed by individual reflection and group discussions, to explain Assertiveness. ■

CII-Jubilant Bhartia Food and Agriculture Centre of Excellence



Siraj Hussain, Secretary, Union Ministry of Food Processing Industries, **Meetu Kapur**, Head, CII FACE; **Mayank Jalan**, Co-Chairman, CII National Committee on Food Processing, and CMD, Keventer Group; **S Dave**, Adviser, Food Safety and Standard Authority of India (FSSAI); **Vivek Bharati**, Chairman, CII National Task Force of Food Regulatory Affairs, and Executive Director, PepsiCo India Holdings Pvt Ltd, and **Ravi Mathur**, Chairman, CII Expert Group on Food Safety & Quality, and CEO, GS1 India, at the National Food Safety & Quality Summit in New Delhi

8th National Food Safety & Quality Summit 2013

In order to recognize and reward the adoption of global best practices across the Food Value Chain in India, and to facilitate interaction between Government and private entrepreneurs and NGOs to develop overall capability in Food Safety, the CII-Jubilant Bhartia Food & Agriculture Centre of Excellence (CII-FACE) has been organizing the Food Safety and Quality Summit for the past 8 years. The **8th National Food Safety and Quality Summit**, with the theme of ‘Collaborate for Co-production of Food Safety across the Value Chain,’ was organized on 3-4 December in New Delhi.

This year, the added attraction was the recognition and rewarding of outstanding Street Food Vendors as a category under the CII National Food Safety Awards scheme, by Mr K

Chandramaouli, Chairman, Food Safety and Standards Authority of India (FSSAI), to encourage Street Vendors to adopt Food Safety best practices.

Key Speakers

- Mr. Siraj Hussain, Secretary, Union Ministry of Food Processing Industries
- Dr Gopi Ghosh, Assistant Representative, Food and Agriculture Organization (FAO)
- Mr. Vivek Bharati, Chairman, CII Task Force on Food Regulatory Affairs, and Executive Director, PepsiCo Holdings Pvt. Ltd.
- Mr Mayank Jalan, Co-Chairman, CII National Committee on Food Processing, and CMD, Keventer Group
- Mr. Ravi Mathur, Chairman, CII Expert Group on Food Safety & Quality, and CEO, GS1, India.
- Mr. John Carter, GFSI Board Member, and Senior Director, Metro Cash & Carry, Germany
- Dr Balwinder Bajwa, CEO, Edward Food Research & Analysis Centre Ltd
- Mr Raghu Guda, General, Manager, National Institute for Smart Government
- Mr Cor Groenveld, Global Head of Food Supply Chain Services, LRQA
- Mr Mark Proctor, Global CEO, BRC Global Standards

Inaugurating the Summit, Mr Siraj Hussain, Secretary, Union Ministry of Food Processing Industries, called for a collaborative approach for developing capability in Food Safety and Quality, among all stakeholders. Food Processing Industries, he said, contribute to 8.60% of GDP, while Agriculture contributes to 3.8% and Manufacturing Industry to 7.7% of GDP, respectively.

The other main points of his address were:

- Government and Industry need to accurately estimate the loss from food waste.
- Support of the Union Ministry of Food Processing Industries in the development of key infrastructure such as

food parks, and continued support in terms of subsidies to build cold chains.

- The increasing role of Industry, NGOs and the Government in Skill Development, for which the Government has opened a separate department.
- Greater collaborative approach within various ministries for developing appropriate standards and guidelines in the food value chain for food commodity storage, bulk transportation and procurement.
- Expediting the process of harmonization of Standards to leverage the market potential for new products.
- Increased vigilance with respect to the import of health foods and supplements.

In his keynote address, titled 'Collaborate for Coproduction for Food Safety across Value Chain,' Mr S. Dave, Advisor, FSSAI, and Chairperson, Codex Alimentarius Commission, stressed on the need for

- Increased incentives for value-addition within India to be benchmarked to global standards, as most developed countries encourage product innovation and value addition from commodity to value-added product.
- Quality and safe food products.
- Enhanced capability requirement in Food Testing. The plan is to have overall 105 labs by 2017 which are truly of international standards with NABL accreditation. The Central Government is providing ₹800 crore for the development and modernization of existing labs.
- Quick closure on the work done by 76 scientific committees on the development of horizontal and vertical standards, within the next few months.

Mr. Mayank Jalan, Co-Chairman, CII National Committee on Food Processing, and CMD, Keventer Group, described CII's efforts to sensitize industry and consumers on international standards, training through cluster models, supplier development initiatives and institutionalization of Food Safety Awards towards capacity-building. He stressed the need to address the challenges faced on food safety by street food vendors. He opined that FDI in retail would also give a big boost to consumer demands by strengthening the supply chain network in the food sector.

In his theme address, Mr. Vivek Bharti, Chairman, CII National Taskforce on Food Regulatory Affairs, and Executive Director, PepsiCo India Holdings Pvt. Ltd. complimented the Union Ministry

Recommendations from the Summit

1. Strengthen the collaborative approach for Food Safety amongst all stakeholders in the Food Value Chain, with more emphasis on capability-building on Food Safety tools.
2. Simplify and accelerate the process of product approval and standards harmonization to leverage market demand of new products, such as flavors, tastes and healthy ingredients
3. Build wider awareness through training of food business operators and consumers on FSSAI licensing requirements and regulations
4. Build capability in Industry through Skill Development, and explore collaboration with Governmental agencies
5. Benchmark import duty subsidy schemes similar to developed countries, for value-added food processing products
6. Work towards accurate measurement and reduction of food wastage
7. Migrate towards adoption of GFSI approved ISO standards in the food supply chain
8. Institutionalize Food Safety through Industry, Academia and Government partnership

of Food Processing Industries' various initiatives and schemes such as food parks, tax benefits to cold chain, etc, which have led to better living for millions of farmers. While appreciating the efforts of FSSAI in developing vertical and horizontal standards for Food Processing, he pointed out that product approval constituted 90% of the issues raised with the FSSAI Department, and called for its simplification, aligned with known global, accepted and validated Standards already available and being currently used in various food formulations.

Over 250 international and domestic delegates and faculty members from various Central and State Government Departments, FSSAI, commodity boards, certification bodies, consumer bodies, and academic and hotel management institutes, participated in the Summit. The event was organized in partnership with PepsiCo, EFRAC, Britannia, BRC Global, DS Group, NSF and Vimta.



Dr Balwinder Bajwa, CEO, Edward Food Research & Analysis Centre Ltd.; **John Carter**, GFSI Board Member, and Senior Director, Metro Cash & Carry, Germany, and **B Thiagarajan**, Executive Director & President, AC&R Products Group, Blue Star Ltd

Food Safety Awards 2013

Mr K. Chandramouli, Chairman, FSSAI, gave away the CII National Awards for Food Safety 2013, in New Delhi on 3 December. This year, recognition certificates were presented to three Street Food vendors, winners in a category which was introduced this year. As an incentive to encourage street vendors to embrace the principles of Food Safety and Quality in their day to day work, the Chairman, on behalf of FSSAI, handed over cheques of ₹5000 each to the three winners. Mr Chandramouli also handed over Award Trophies for Outstanding Performance in Food Safety to six winners and certificates to winners in various categories of Small, Medium and Large scale food businesses.

For the first time this year, CII-FACE introduced sector-specific Awards in Dairy, Beverages, Bakery, Food Ingredients and Intermediaries, and Catering.

Mr Hari Bhartia, Past President, CII, Chairman, CII Jubilant Bhartia Food and Agriculture Centre of Excellence, and Co-Chairman & MD, Jubilant Bhartia Group, pointed out that, despite the challenging and stringent demands of the award, there has been more than a five-fold increase in participation in the award applications this year, with more

Street food vendors from Mysore, Hyderabad and Bhavnagar were felicitated with the CII National Awards for Food Safety 2013

than 70% of the applications coming from the Small and Medium Business sector.

The Award programme is an endeavor by CII towards capacity-building of the Food Sector by involving the Industry in the assessment process. More than 100 man-hours per unit are spent for evaluating each nominated unit. Organizations at different levels of implementation have benefited

through the feedback process, which helps them understand where they currently stand on these practices and identify opportunities for improvement.

The Food Safety Award programme has helped CII-FACE reach out to organizations, their suppliers and co-packers in far-flung big and small locations like Srinagar, Pune, Jalandhar, Chittoor, Kheda, Mithapur, Thiruchitrambalam, Rudrapur, Kolkata, Howrah, Greater Noida, Ghaziabad, New Delhi, Thane, Jharkhand, Raigad, Mumbai, Daman, Medak, Coimbatore, Khurda, Dharwad, Jaunpur, Bengaluru, Kochin, Hubli, Haryana, Bellary, Anand, Mysore, Midnapur, Patna, Ludhiana, Bhavnagar, Chandigarh, Katihar, Hyderabad, Chennai, and others. It is planned to include new sectors like fresh fruits and vegetables and tea, coffee and spices in the Awards Programme 2014.

Winners : Awards for Outstanding Performance in Food Safety



Manufacturing: Medium Food Business
Global Green Co. Ltd., Oblapura



Manufacturing: Large Food Business: Dairy Sector
Kaira District Co-operative Milk Producers Union Limited
Amul Dairy, Anand



Manufacturing: Medium Food Business: Rising Star
Mrs Bectors Food Specialities Ltd, Phillaur



Manufacturing: Large Food Business: Rising Star
Pepsico India Holdings Pvt Ltd, Sathariya

Winners : Commendation Certificates

Manufacturing: Large Food Business



Britannia Industries Ltd, Kolkata



SMV Beverages, Jamshedpur



Givaudan (India) Pvt. Ltd, Daman



Vista Processed Food Pvt Ltd, Panvel



Aradhana Foods and Juices Pvt Ltd, Medak



Nectar Beverages Pvt. Ltd., Dharwad



Ganges Vally Foods Pvt Ltd, Hooghly



Britannia Industries Ltd, Rudrapur

Food Service: Medium Food Businesses



The AkshayaPatra Foundation, Toranagalli

Other Winners

Winners : Award

- DC 10, Metro Cash and Carry India Pvt. Ltd
- Hindustan Coca Cola Beverages (P) Ltd, Chittoor

Winners : Commendation Certificate

- Yum ! Restaurants (India) Pvt Ltd, KFC Restaurant, Mantri Square Mall, Bangalore
- Hindustan Coca-Cola Beverages Pvt. Ltd., Goblej
- Connaught Plaza Restaurants Pvt Ltd, McDonald's India, Ansal Plaza, Greater Noida
- Ameya Foods, Coimbatore
- Jubilant Food Works Ltd, Howrah
- KJS India Pvt Ltd, Medak
- Cargill India Pvt Ltd, Kurkumbh
- Hindustan Coca-Cola Beverages Pvt. Ltd., Khurda

Category Street Food



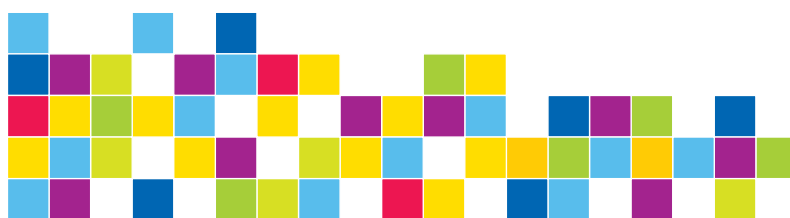
Chamundeshwari Fast Food, Mysore



Abhishek Food Vendors Shop, Dharwad



Self Employed Workers Organisation
Bhannagar



Learning Series with Jeff Hoffman in Chennai

Learning Series with Jeff Hoffman

Mr Jeff Hoffman is an accomplished entrepreneur and innovator in the fields of Internet, e-commerce and entertainment. He writes on innovation and entrepreneurship for Inc. Magazine, and works with the White House, the Executive Office of the President, the US State Department and the US Department of Commerce to support business and economic growth initiatives all over the world. Currently a founder and partner in ColorJar, LLC, an Idea Accelerator company that helps entrepreneurs launch and grow new business ventures, Mr Hoffman is perhaps best known as founder and CEO of the Priceline.com family of companies.

Yi invited Mr Jeff Hoffman on his first visit to India, to interact with Yi members and young people. He inspired thousands of people on his whirlwind 7 day tour of 6 cities, from 5-11 December. The highlights:

5 December, Pune

- Entrepreneurs boot camp
- Session on 'Commitment to Excellence' for members

6 December, Bangalore

- Session on 'Commitment to Excellence' at Infosys Technologies Ltd
- Exclusive interview with the 'Entrepreneur' Magazine

7-8 December, Chennai

- Session on 'Commitment to Excellence'
- Exclusive interaction with the Hindu Business Line
- Evening reception hosted by Ms Jennifer McIntyre, Consul General of the United States in South India
- Entrepreneurs' Boot Camp for Yi members
- Interview with the CEO of Smart Media Group

9 December, Coimbatore

- Breakfast meeting with Yi members
- Session on 'The 10 keys to Entrepreneurial Success' at the Kumaraguru College of Technology for students, faculty and CII members
- Session on 'Commitment to Excellence'
- Interactive session with students at the PSG Institute of Management

10 December, Ahmedabad

- Breakfast Meeting with Yi members
- Session on 'Commitment to Excellence'
- Interaction with Dean, IIM Ahmedabad
- Visit to the Learning Lab at the Riverside School, which encourages kids to use design thinking to solve real-world problems, an initiative engaging over 300,000 schools in 35+ countries

11 December, Mumbai

- Addressed the Child Lit Festival
- Interaction with Mr Peter Haans, Consul General of USA in Western India
- Session with technopreneurs in Mumbai
- Meeting with Yi office-bearers

Yi Eastern Region Summit

The Yi Eastern Region Summit was held on 13-14 December in Guwahati with the theme 'India: The Way Forward.'

The two day Summit witnessed discussions and debates on ideas, visions and aspirations encompassing the theme. Some of the key speakers included Ms Sanjukta Parashar, Superintendent of Police (SP), Jorhat District, Mr Swapnanil Barua, Commissioner, North Assam Division, Commissioner and Secretary Cultural Affairs, Assam, Mr OP Minocha, Consultant to World Bank and Asia Development Bank, and Former Senior Executive



At the Yi Eastern Region Summit in Guwahati

Fellow, JFK Harvard University, Mr Harsh Srivatsava, COO, Centre for Civil Studies, Mr Kishalay Bhattacharjee, Senior Journalist, and Mr Adil Hussain, Mr V Mohan Raman, Mr Jahnu Barua, Ms Monali Thakur, and Mr Nagesh Kukunoor, from the realm of cinema.

While Mr Swapnanil Barua highlighted the role of the youth in the development of all sectors of the Indian economy, Ms Sanjukta Parashar called on the youth to channelize their energy in a positive direction through self-reliance, for the growth and development of the nation.

Mr Debajit Chaliha, Director, Green Gold Assam Pvt Ltd, Mr Ashutosh Agnihotri, Deputy Commissioner, Kamrup (Metro), Mr Jarpum Gamlin, Founder, Eastern Sentinel, Mr Pradyot Deb Barma, Maharaja of Tripura, Mr Larsing Ming Sawyan, MD, Shillong Lajong Football Club, and Vice President, All India Football Federation, and Mr Manoj Jalan, Member, Equestrian Federation of Assam, shared their views on taking India forward in the coming years.

Concluding the Summit, Mr I Hemochandra Singh, Minister Phed/Labour & Employment, Manipur, urged

everyone to dream big and work hard towards transforming those dreams into reality.

The Summit was attended by delegates from different cities across India, as well as students from different schools and colleges.

Launch of Sikkim Chapter

Yi launched its first chapter in the State of Sikkim in Gangtok on 16 December. This is the 7th Yi Chapter in the Eastern Region.



At the launch of Yi Sikkim Chapter in Gangtok

The Chief Guest was Ms Keepu Lapcha, Founder, Lepcha Cottage.

A panel discussion on 'Youth Progress = Nation's Progress' was held on the occasion.

Mr Sony Virdi, Chairman, Mount Zion Kidzee School, is the first Chairperson of Yi Gangtok, with Mr Dewaker Basnet, Chief Learning Officer, 24 hrs, as the Co-Chair.



Government of Assam



Planning Commission
Government of India



Confederation of Indian Industry



Ministry of Development
North Eastern Region

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- » Local Entrepreneurs

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For participation and registration*, please contact:

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www.cii.in

* Prior registration is mandatory



Development Initiatives

Corporate Social Responsibility



Moving the Growth Story Forward through Inclusive Partnerships

The CSR-CSO (Corporate Social Responsibility – Civil Society Organizations Bridge) is a unique initiative which brings industry and civil society together. The 3rd edition of the event, held on 2-3 December in New Delhi, in partnership with the National Foundation for Corporate Governance, with the World Bank as an institutional partner, aimed to channelize the capacities of change-makers: both individuals and organizations, by integrating them with the CSR aspirations of corporates, to attain the goal of inclusive and sustainable development through collaborative arrangement.

Inclusiveness is an important goal in the growth story, said Dr Syeda Hameed, Member, Planning Commission of India, in her inaugural address. The Planning Commission has created a nodal window for receiving suggestions from grass-roots NGOs and Civil Society so that ideas are received from the people most impacted by the decisions taken, she said. Dr Hameed congratulated CII for creating a platform to enable the ingenuity of the corporate sector and the strengths of Civil Society Organisations to reach the



Vijay Mahajan, Co-Chairman, CII Industry-Civil Society Interface Committee, and Founder and CEO, Basix Social Enterprise Group; **Rakesh Bharti Mittal**, Chairman, CII Development Initiatives Council, and Vice Chairman and MD, Bharti Enterprises; **Syeda Saiyidain Hameed**, Member Planning Commission of India; **Pradeep Bhargava**, Chairman, CII Industry-Civil Society Interface Committee, and Director, Cummins Generator Technologies, and **Onno Ruhl**, Country Director – India, The World Bank, at the CSR-CSO Bridge in New Delhi

pockets of greatest deprivation.

Mr Onno Ruhl, Country Director – India, The World Bank, pointed out that the estimated Rs 20,000 crore that would become available to the country as a result of the 2% CSR contribution from the corporate sector would place India in a unique position, and enable it significantly to impact the gaps that exist in areas such as Education, Healthcare, Nutrition and Gender.

Mr Gopalkrishna Gandhi, eminent thinker and administrator, in his valedictory address, said that the new Companies Act, while personifying the integrated aspirations of various stakeholders, has some inherent anomalies. He compared Clause 135 of the Act, that necessitates companies



Gopalkrishna Gandhi, eminent thinker and administrator



Poonam Natarajan, Chairperson, National Trust, and Chairperson, Credibility Alliance; **Chhavi Rajawat**, Sarpanch, Soda Village, Rajasthan; **Salil Singhal**, CMD, PI Industries Ltd; **Yashashree Gurjar**, CEO, Avantha Foundation, and **Shabnam Sinha**, Senior Education & Institutional Development Specialist, The World Bank

to spend 2% of profits on CSR vis-a-vis Article 293 A 1A, a provision for corporate contribution to political parties up to 5% of their profits. Mr Gandhi stressed that CSR should

not be about palliating industry's conscience, but about activating it.

The Bridge saw the release of two important documents: a Handbook on Corporate Social Responsibility in India; and a Catalogue of Development Projects by Grassroots NGOs, featuring over 150 projects which have undergone due diligence.

The event included a CSO Haat, which showcased a shelf of NGO projects for corporates' participation and support.

Eminent speakers from Industry, Civil Society and the Government voiced the need to shed exclusivity to reach inclusive growth, to cross-pollinate expertise, and to build the capacity of NGOs. It was stressed that CSOs need to communicate well and position themselves as 'not for loss' instead of 'not for profit.' The Bridge brought to the fore the need for all stakeholders: Government, Corporate, Civil Society and Community, to participate in the developmental dialogue of the nation.

Diasaster Management

Role of Corporates in Managing Future Risks

The Corporate Sector must be an important stakeholder in the National Disaster Management agenda, and its engagement is of critical importance for managing future risks in the country, said Ms Margareta Wahlstrom, UN Special Representative of the Secretary-General for Disaster Risk Reduction.



S. Sandilya, Chairman, Eicher Group; Margareta Wahlstrom, UN Special Representative of the Secretary-General for Disaster Risk Reduction, UNISDR; and Dr Sudhir Kapur, Chairman, CSR Sub-committee, CII Northern Region, and MD & CEO, Country Strategy Business Consultants, at an interaction in New Delhi

At an interaction with industry leaders jointly organized by CII and the United Nations Office for Disaster Risk Reduction (UNISDR) on 18 December in New Delhi, she expressed concern on the Post 2015 Development Agenda and the challenges of bringing in Disaster Reduction as one of the clear developmental areas. Sustainable development is not possible without considering disaster risk as a critical aspect of business strategies, she said.

Disaster Management is an area of increasing importance as the incidence of disasters whether natural or human induced is rising world wide. Every year, disasters, besides causing considerable damage to the affected communities and the environment, cause huge losses to the GDPs of the concerned nations. As Industry draws its sustenance from the community, it is important that Industry be involved in disaster management in the interest of the community and its own interest, she said. Ms Wahlstrom also spoke of the need for business continuity practices and disaster risk-sensitive business planning.

Participants in the discussion called for policy measures that facilitate and promote the importance of identifying disaster risks in the overall planning scenario. Ms Wahlstrom was of the view that the insurance sector, the world over, needs to consider disaster planning as an important aspect of the insurance coverage provided for Industry.

Tracing CII's journey of focused work on relief and rehabilitation, advocacy, and its efforts to promote business continuity practices for disaster preparedness amongst Industry, Dr Sudhir Kapur, Chairman, CSR Sub-committee, CII (Northern Region) and MD & CEO, Country Strategy Business Consultants, said that CII would be privileged to work with UNISDR to take this critical agenda forward. He suggested that sectoral dialogues could be organized with industry members, to explore the possibilities of interventions by Industry for disaster risk reduction, and to utilize the capacities of Industry to combat disaster in a more inclusive manner. ■



Africa

Angola

CII Delegation to Angola



Jose Severino, President, Associacao Industrial de Angola (AIA); Debraj Pradhan, Ambassador of India to Angola; Jacinto Ukuahamba, Director of Judge, Ministry of Industry, Angola, and Harnet Luther, Regional Manager- Southern & Eastern Africa, Tata Motors Ltd, at the signing of the CII-AIA MoU in Angola

A 17-member CII delegation representing sectors such as infrastructure, power, water, agriculture, paints, cosmetics, renewable energy, healthcare, automobile and FMCG, visited Angola on 18 – 19 November.

CII, the Embassy of India, and Associacao Industrial de Angola (AIA) jointly organized a business seminar followed by B2B meetings. More than 70 representatives from local industries participated in the seminar, which was addressed by Mr. Jacinto Ukuahamba, Chief Guest, Director of Judge, Ministry of Industry; Mr. Jose Severino, President, AIA, Mr. Debraj Pradhan, Ambassador, Embassy of India, and Mr. Harnet Luther, Regional Manager- Southern and Eastern Africa, Tata Motor Ltd, who led the delegation.

A MoU between CII and AIA was signed on the occasion.

The CII delegation had a series of meetings with Angolan Ministers. Mr. Miguel B. Junior, State Secretary, Ministry of Geology & Mines, said his Ministry is looking forward to Indian investment, especially in diamond mining and exploration of oil, as also gold mining. He sought assistance from Indian companies in diamond cutting and polishing. The Angola Government, he said, has a project for 2013-17 focusing on exploration of petrol, while Ferrangol, the state-owned company, has projects in iron, manganese and gold.

Mr. João Baptista Borges, Minister of Power and Energy, briefed the delegation on the various rural and semi-urban electrification programmes being planned in 52

municipalities. He sought Indian expertise in developing low cost solutions in power projects.

Mr. Alvaro Augusto Soares Paixao Junior, Secretary of State, Ministry of Commerce, invited Indian companies to look for business opportunities in agrochemicals and food processing, especially tomato and mango.

In the final meeting of the day, Ms. Bernarda Gonçalves Martins Henriques da Silva, Minister of Industry, described various opportunities for partnership in Agriculture, Mining and SME development. The Angola Government is bringing out its Industrialization Policy 2013-17, she said.

Zimbabwe

Exploring Opportunities in Zimbabwe

A CII delegation, comprising of 15 members representing sectors such as infrastructure, power, water, agriculture, banking, cosmetics, renewable energy, healthcare, automobiles and batteries, visited Zimbabwe on 21-22 November.

CII, jointly with Embassy of India in Harare, organized a business seminar on 'Trade and Investment Opportunities between India and Zimbabwe.' Mr. Mike Bimha, Minister of Industry and Commerce, Zimbabwe, was the Chief Guest at the seminar, which was also addressed by Mr. J.K. Tripathi, Ambassador of India to Zimbabwe; Prof. Ashok Chakravarti, Treasurer, Zimbabwe-India Chamber of Commerce; and Mr. Yogendra Singhal, Country Head - Zimbabwe, Tata Africa Holdings, who led the CII Delegation. More than 100 representatives



CII delegation with Madam J T R Mujuru, Vice President of Zimbabwe, in Harare

from local companies attended the seminar.

The delegation called on Dr. Joseph Made, Minister of Agriculture, Mechanization and Irrigation. Pointing out that agriculture is the backbone of the economy, leading to food security and poverty eradication, he said industries related to agrochemicals, dairy and ethanol, are of prime importance in this sector.

Mr. Dzikamai Mavhaire, Minister of Energy and Power Development, called for investment, by individual companies or through JVs with the Government, to renew Zimbabwe's dilapidated and obsolete hydro and thermal power plants. Companies dealing with solar power are welcome to invest and will receive Government support, he said.

Mr. Fred Moyo, Deputy Minister of Mines and Mining Development, shared that this sector, a major foreign currency earner, faces energy and transport infrastructure challenges.

In an interactive meeting, Ms. Joice Mujuru, Vice-President of Zimbabwe, gave an overview of the newly-drafted ZIMASSET (Association for sustainable Socio-Economic Transformation) which has been crafted to achieve sustainable development and social equity anchored on indigenization, empowerment and employment creation, to be largely propelled by judicious exploitation of the country's abundant human and natural resources. She invited Indian companies to look for both short and long term engagement, especially in the Energy sector.

Dr. O Mpfu, Minister of Transport and Infrastructural Development, said the transport sector in Zimbabwe faces challenges of resource constraints, obsolete equipment and mismanagement.

Mr. Takoleza, Head of Operations, Zimbabwe Investment Authority (ZIA), showcased opportunities in sectors like mining and infrastructure. While the mineral sector offers opportunities in coal, manganese and diamond cutting, in the pharmaceutical sector, the ZIA is seeking Indian investment in providing affordable drugs. Agro-processing and textiles are of considerable importance for Zimbabwe, he said.

Asia

China

Haryana Government Delegation Visits China

A Government delegation from Haryana led by Mr. S.S. Dhillion, Principal Secretary to the Chief Minister of Haryana, visited China, to build on the rapidly-growing business interest of Chinese investors in Haryana.

The delegation focused on attracting Chinese investments in sectors such as automotive, electronic manufacturing,



S.S. Dhillion,
Principal
Secretary
to the Chief
Minister of
Haryana

industrial clusters/theme parks, industrial model townships/estates etc.

The Consulate General of India, Shanghai, and CII, jointly organized an 'India-China Business & Investment Forum' on 5 December in Shanghai. More than 120 representatives from Chinese companies participated in the seminar.

SAARC

Afghanistan

President Karzai Meets Indian Industry



Hamid Karzai,
President of
the Islamic
Republic of
Afghanistan

CII, jointly with other business associations organized a business meeting with Mr Hamid Karzai, President of the Islamic Republic of Afghanistan, on 14 December in Pune.

India, being a strategic partner of Afghanistan, is very well placed as the first beneficiary of the vast reservoirs of the country's natural resource said

President Karzai. He highlighted the huge opportunities for investment in Afghanistan, as well as in terms of selling Indian goods, products and services.

Mr. Ajay Sambrani, Vice Chairman, CII Pune Zonal Council, and MD, Sandvik Asia, described the developments in the Telecom, Agriculture and MSME sectors in India, and highlighted the potential for collaboration with Afghanistan in these sectors. He also proposed setting up an India-Afghan Business Forum (IABF) to promote and strengthen economic co-operation between the two countries.

President Karzai was accompanied by Mr. Zarar Ahmad Osmani, Minister of Foreign Affairs, and Mr M Shaker Kargar, Minister of Commerce & Industries, Afghanistan.

Maldives

Maldives invites Indian Investment

Mr. Abdulla Yameen Abdul Gayoom, President of the Republic of Maldives, invited Indian industry to invest



E M S Natchiappan, Union Minister of State for Commerce and Industry, India; **Abdulla Yameen Abdul Gayoom**, President of the Republic of Maldives; and **Subodh Bhargava**, Past President, CII, and Chairman, Tata Communications Ltd, at a business session in New Delhi

in Maldives, at a joint business session organized by CII and other business organizations in New Delhi on 2 January.

Stating that the Maldives strategic location – a stone's throw away from India – made it an ideal location for Indian investment, he pointed out that Maldives has the highest per capita income in South Asia and has met most of its Millennium Development Goals. However, the country remains heavily dependent on imports and is very susceptible to external shocks, as its economic base of Maldives is very narrow and relies on a few select industries, he said.

Inviting foreign investment especially from India, in areas such as fisheries, tourism and hospitality, transport and energy, Mr Gayoom expressed the country's goal of becoming a global financial sector hub.

During the Q&A session, the President of Maldives stated that the GMR's Male Airport issue was in arbitration and the two parties were seeking an out of court settlement. This, he hoped, would, remove a major irritant in bilateral trade and economic ties.

Dr. E M S Natchiappan, Union Minister of State for Commerce and Industry, described two major initiatives taken in respect to the Maldives. The first was the lifting of the ban on the export of stone to the Maldives. The President of Maldives welcomed this step as stone is critical to the construction industry in his country.

The Minister also announced the launch of negotiations for a Bilateral Investment Promotion and Protection Agreement (BIPPA) with the Maldives.

Mr. Subodh Bhargava, Past President, CII, and Chairman, Tata Communications Ltd suggested that the two countries could explore newer areas of economic cooperation in fisheries, tourism, and IT industry, and in promoting the island nation as a film location for Indian movies.

Nepal

CII Business Delegation to Nepal

Coinciding with the 12th Inter-Governmental Committee



At the Interaction on 'India - Nepal Trade and Economic Relations' in Kathmandu

(IGC) meeting between the Commerce Secretaries of India and Nepal, a 10-member CII business delegation visited Nepal from 20-22 December.

The CII delegation, led by Mr Deepak Amitabh, CMD, PTC India Ltd, participated in an interactive session on 'Nepal - India Trade and Economic Relations' organized by the Federation of Nepalese Chambers of Commerce and Industry (FNCCI) on 20 December in Kathmandu. The meeting was attended by the Commerce Secretaries of India and Nepal. Major issues pertaining to promotion of trade and investment including trademark and copyright protection to Indian companies in Nepal; dry port terminal at Raxaul; renewal of work permits; trade imbalance and other investment related issues were raised by CII members.

Mr S R Rao, Commerce Secretary of India, said that India recognizes the necessity of balancing trade with Nepal to make it more sustainable for both countries.

Mr Madhav Prasad Regmi, Commerce Secretary of Nepal, observed that India has been able to sort out many important bilateral issues which had remained in limbo for a long time. He agreed with Mr Rao that "Nepal has to do much more to reduce its trade deficit and India could help Nepal in this regard."

Nepal is the second richest country in the world in terms of hydro power resources. Mr Deepak Amitabh stressed that that all efforts need to be made to put hydro projects on stream, pointing out that here is great interest amongst several Indian companies to participate in the hydro power development process of Nepal.

The CII delegation also had meetings with Mr Radhesh Pant, CEO, Nepal Investment Board; Mr. Krishna Gyawali, Industry Secretary, and Mr. Bishwa Prakash Pandit, Energy Secretary, Nepal.

Europe

Macedonia

CII organized an interactive session with Mr Nikola Poposki, Minister of Foreign Affairs of the Republic of Macedonia and the accompanying delegation on 17 December in New Delhi.

Mr Poposki briefed members of Indian industry on the various incentives and policies introduced by the Macedonian Government to attract foreign investments into the country.

The meeting was chaired by Mr Deep Kapuria, Chairman, CII Regional Committee on Central Europe, and Chairman, Hi-tech Group.



Nikola Poposki, Minister of Foreign Affairs, Macedonia, with Deep Kapuria, Chairman, CII Regional Committee on Central Europe, and Chairman, Hi-tech Group, at an interactive session in New Delhi

Middle East, West Asia and North Africa (MEWANA)

Interactive Session with Diplomats



Maram Anwar Al Saleh, Charge d' Affairs, Embassy of Bahrain; **KKM Kutty**; Chairman, CII Gulf Council, and Chairman, South West Group; **Gurpal Singh**, Principal Adviser & Head, Gulf, Middle East and North Africa, CII, and **Mongy Badr**, Minister Counsellor, Embassy of Egypt

CII organized an informal interactive session with select diplomats, including Ms Khadija Radman Mohamed Ghanem, Ambassador of Yemen, Mr Mongy Badr, Minister Counsellor, Embassy of Egypt, and Ms Maram Anwar Al Saleh, Charge d' Affairs, Embassy of Bahrain, on 19 December in New Delhi.

The diplomats discussed various issues related to bilateral trade and investment between India and their respective countries. CII members also had one to one meetings with the diplomats during the session.

Iraq

Meeting with Iraq Delegation

A high-level delegation from Iraq, led by Mr Falih Faisal Fahad Al-Fayyadh, National Security Adviser, Republic of Iraq, met with CII members on 19 December in New Delhi.

Recalling the long-standing ties between Iraq and India, Mr Falih Faisal Fahad Al-Fayyadh invited Indian Industry to invest in Iraq, especially in defence and security related projects.



Ahmad Tahsin Ahmad Berwari, Ambassador of Iraq; **Falih Faisal Fahad Al-Fayyadh**, National Security Advisor, Iraq, and **KKM Kutty**, at an interaction in New Delhi

He assured them that Iraq is by and large peaceful, and reiterated that providing security is a prime responsibility of the Iraqi Government. Giant projects in petroleum are being executed by European companies from Italy, Germany, and Britain, he said.

Mr Al-Fayyadh also stated that his visit should be viewed as a follow up to the India visit of the Prime Minister of

Iraq in August 2013.

Mr KKM Kutty, Chairman, CII MEWANA Committee, and Chairman, South West Group, who chaired the meeting, called for stepping up bilateral trade by including defence and security industry dimensions. He assured the visitors that CII would provide more such platforms with engagement with public as well as private companies to achieve the set targets.

Lebanon

Opportunities for Tourism Sector in Lebanon



Anita Nayar, Ambassador Designate to Lebanon

CII members, especially from the Tourism sector, had an interaction with Ms Anita Nayar, Ambassador Designate to Lebanon, on 6 December in New Delhi. The members discussed various issues related to visas etc. being faced by Indians. Ms Nayar suggested that CII could organize a Tourism Sector- specific delegation to Lebanon.

Yemen

Doing Business in Yemen

CII organized a small interactive session with Mr Amri Lugun, India's Ambassador Designate to Yemen, on 29 November, in New Delhi. The members present at the meeting discussed their proposed action plans for Yemen as well as the issues they faced while doing business with Yemen. Mr Lugun suggested that Indian industry could explore possibilities for doing business with Yemen in sectors such as Pharma, Construction, Healthcare, and IT/ITES.



Ehtesham Ahmed Khan, Regional Manager (International Business), Escorts Ltd; **Dr. Walid Ali Bakili**, AIMS/Apollo Hospitals; **Amrit Lugun**, India's Ambassador Designate to Yemen, and **Gurpal Singh**, at an interaction in New Delhi

United States of America

De-briefing Session on India

CII, in partnership with the US India Business Council (USIBC) hosted a de-briefing session with Congressman Ami Bera on 5 December with regard to his visit to New Delhi, Mumbai and Ahmedabad in September 2013. The session, held on Capitol Hill, was also addressed by Ambassador Taranjit Sandhu, Deputy Chief of Mission, Embassy of India. A large number of representatives from US and Indian companies attended the session.

Congressman Bera spoke about his experiences in India, especially about how innovation and entrepreneurship appear to be changing the country. The Congressman highlighted the great interest amongst academic institutions both in India and the US in forging partnerships and collaborations in Education, as also the opportunities in the Agriculture sector (especially in the context of India's Food Security legislation), in Energy and Environment, and in advancing Science, Technology and the Knowledge Economy. He pointed out that India's political system had to be mindful of the aspirations and desires of the millions of Indians with regard to basic necessities—a major point of departure with the US system, which leads to different approaches to policy advocacy.

The Congressman and Amb.Sandhu also tackled some of the challenges in the US-India relationship including restrictions on Indian basmati rice; issues of affordability and accessibility in the Biotech sector; the ongoing debate on immigration reform in the US House of Representatives, and so forth.

Elections in India

With India preparing to conduct its 16th Parliamentary elections next year, Mr. V S Sampath, the country's Chief Election Commissioner, visited Washington DC to highlight the various preparations being made by the Election Commission to oversee a peaceful and efficient electoral process in India in 2014 and also to promote enrollment amongst Non-Resident Indians (NRIs).

On 13 December, Mr. Sampath addressed a packed audience of representatives from the US Government,

Capitol Hill, think tanks and universities, at a session organized by CII in cooperation with the Brookings Institution and the USIBC. This time, 780 million people are likely to cast their vote at over 800,000 polling booths, using over 1.18 million electronic voting machines, he said. He described some of the security arrangements that have been made by the Election Commission to prevent untoward incidents, fraud, or other mistakes in the election process through mechanisms such as the 'vulnerability mapping' initiative to chart out sensitive areas for heightened security deployment, the Voter Verifiable Paper Audit Trail (VVPAT) to confirm the vote cast by a person, and so forth. Mr Sampath also spoke about some of the new ways in which the Election Commission has been trying to educate the voter, as well as facilitate the enrollment process to ensure higher turn out on election day.

Mr. Strobe Talbott, President, Brookings Institution, observed that though calling India 'the world's largest democracy' had become something of a cliché, the cliché was absolutely true, and hence all the more remarkable. Terming the election process "the largest democratic undertaking in human history," Mr. Ron Somers, President, USIBC, lauded the efforts of the Election Commission and in particular noted the huge surge in enthusiasm amongst the youth which could play a critical factor in the Parliamentary elections.

On 16 December, CII organized an interactive session in collaboration with the Embassy of India in Washington DC where members of the Indian diaspora had the

opportunity to interact with Mr. Sampath on a range of issues related to enrollment and voting procedures. Mr. Sampath highlighted that the Government of India is keen to increase enrollment numbers amongst NRIs and invited suggestions on how voting overseas could be made possible. The Chief Election Commissioner

stressed that one of his key objectives in visiting the United States was to promote NRI enrollment so that when they are in India during an election cycle, they can cast their vote and exercise their critical franchise.



Ron Somers, President, USIBC, and VS Sampath, Chief Election Commissioner of India at a discussion in Washington DC

India REGIONAL R O U N D U P

East

Economic Value Generation for Indian Geographical Indications

12-13 December, Kolkata



Workshop on Indian Geographical Indications (GIs) in Kolkata

A two-day Workshop & Exposition on Geographical Indications (GIs) organized by CII in collaboration with the Intellectual Property Office, India, stressed the need for collective efforts to identify, market and popularize traditional Indian products such as Darjeeling Tea, Baluchari Sari, Himsagar Mango, etc in overseas markets. Attended by about 80 participants from West Bengal, Bihar, Odisha, Assam and Nagaland, the workshop aimed to create Economic Value Generation for Indian GIs and share experiences of some successful global GI products. The workshop, the last in these series of four regional workshops, covered 31 GIs from the five eastern and north-eastern states in India.

Water Exposition 2013

19-20 December, Kolkata

In an attempt to reduce loss and damage caused by floods, the West Bengal Government will soon install early warning system in all flood-prone districts in the State, announced Mr Rajib Banerjee, Minister for Irrigation & Waterways, West Bengal, at the Water Exposition 2013. Mr Ashwin Pandiya, Chairman, Central Water Commission, called for national-level policies and strategies to enable the country to brace for



At the Water Exposition 2013 in Kolkata

the challenges in the water scenario. Mr Dhiman Mukherjee, Principal Secretary, Irrigation and Waterways, West Bengal, and Mr Anil Vaswani, Co-Chairman, Environment Task Force CII Eastern Region, and Director, Wesman Engineering Ltd, also addressed the Inaugural Session.

IP Culture & Administration

18 December, Kolkata



Workshop on IP Culture and Administration in Kolkata

Industry experts, practising IP lawyers and officials from Government Departments shared perspectives at a workshop on IP Culture and Administration in India. A Patent Clinic was held alongside the workshop.

Krishi Vasant 2014

24 December, Kolkata

CII teamed up with the Government of India to organize a Road Show



Road Show on Krishi Vasant 2014

about Krishi Vasant 2014 scheduled for 9-13 February in New Delhi. Mr Pranab Mukherjee, President of India, will inaugurate what is going to be the largest assembly of farmers the country has seen. Mr C M Bachawat, Principal Secretary, Commerce & Industries, Food Processing, West Bengal, Mr K P Wasnik, Additional Commissioner, Union Ministry of Agriculture, and Mr Amit Saraogi, Vice Chairman, CII Bihar, attended the road show. CII is a strategic partner of Krishi Vasant.

Industry Roundtable

26 December, Kolkata

With the economic power centre steadily shifting from Europe and the US to Asia Pacific, it is time for East



Dr E M S Natchiappan, Union Minister of State for Commerce and Industry; **Viresh Oberoi**, Deputy Chairman, CII (ER), and MD & CEO, mjunction Services Ltd; **Sanjay Budhia**, Chairman, CII National Committee on Exports and Imports, and MD, Patton International Ltd, **Sumit Mazumder**, Vice President, CII, and Vice Chairman & MD, TIL Ltd, and **Sudhir Deoras**, Chairman, CII (ER), and MD, TRF Ltd, at the Industry Roundtable in Kolkata

Indian States, especially West Bengal, to forge deeper business ties with East and South East Asian countries, said Dr E M S Natchiappan, Union Minister of State for Commerce and Industry, at an Industry Roundtable organized by CII Eastern Region. West Bengal, he said, is the “logical destination” for companies from Japan, Taiwan, South Korea, Malaysia, Singapore, even China, as well as Myanmar, Laos and Cambodia, looking to expand. “There is a huge scope in sectors such as health, pharma and education in these countries,” he added.

Mr Sumit Mazumder, Vice President, CII, and Vice Chairman & MD, TIL Ltd underscored the need for reforms and governance and a strong focus on industry and manufacturing, to generate more employment. He congratulated the Union Ministry of Commerce & Industry on the e-BRC project which recently won the 2013 eASIA Award in the Trade Facilitation category. “This reassures us that our policies are heading in the right direction,” he said.

Mr Sudhir Deoras, Chairman, CII Eastern Region, and MD, TRF Ltd, listed the initiatives being taken by CII to spur industrialization in the region, including West Bengal. Mr Sanjay Budhia, Chairman, CII National Committee on Exports and Imports, and MD, Patton International Ltd, said reduction of high transaction costs is crucial to achieving export competitiveness.

Bihar

Finance for MSME

2 December, Patna



Session on MSME Finance in Patna

The session on ‘MSME Finance - A Key Enabler for MSME Development’ discussed the challenges that MSMEs face in getting funds. MSMEs not only drive economic and social development, they also serve as a nursery for young entrepreneurs, said speakers, stressing that MSMEs require an effective, efficient, flexible and innovative entrepreneurial spirit.

International Day of Persons with Special Ability

3 December, Patna



Session on International Day of Persons with Special Ability, in Patna
CII Bihar teamed up with Yi Patna to organize a session on the International Day of people with Special Ability, to sensitize society to treat them with the dignity they deserve. The theme of the session was ‘Break Barriers, Open Doors: For an Inclusive Society & Development for All.’

Interaction on France

4 December, Patna

Mr François Richier, Ambassador of France to India, shared some important updates on the economy and discussed ways to speed up industrialization in the state.



François Richier, Ambassador of France to India; **S P Sinha**, Chairman, CII Bihar, and MD, Bihar Hotels Ltd, and **Arnaud Mentre**, Press Attache, French Embassy, at an interaction in Patna

Capital Access for MSME

27 December, Patna



Session on Capital Access for MSME in Patna

CII Bihar, in association with the Department of Industries, Bihar, organized a conference on Capital Access for MSME, through innovating funding mechanisms such as SME Exchange, Venture Capital, Angel Fund, Distress Fund, etc.

Chhattisgarh

Modern Homeopathy

2 December, Raipur



Session on Modern Homeopathy in Raipur

Thanks to advancement in treatment, tools and technologies, Homeopathy is going through a phase of renaissance, said experts at a Session on Modern Homeopathy: Teaching, Treating, Transforming.

Odisha

26th Convention on QC Circles

6 December, Bhubaneswar

Nine teams participated in the QC Circle convention, where teams from Hindustan Aeronautics Ltd, Nalco Mining and Refinery Complex, and Tata Steel emerged as the winners.

West Bengal

Soft Skill Training for Taxi Drivers

14 December, Kolkata



At the launch of the Soft Skills Training Programme for Taxi Drivers in Kolkata

In an attempt to promote Kolkata as a tourist-friendly city, CII teamed up with the Department of Tourism, West Bengal, the Public Vehicles Department, and Kolkata Police to launch a Soft Skills Training Course for taxi drivers, who are the first points of contact for visitors to the city and environs. The course covered traffic rules and laws, behaviour and etiquette, crisis management, knowing your vehicle and information on important tourist places.

CII-JU Safety Management Course

9-14 December, Kolkata

In association with Jadavpur University in Kolkata, CII conducted a Safety Management Course to impart awareness about the need for a safe workplace

Zone

Haldia

Workshop on Industrial Safety

20 December, Haldia



Workshop on Industrial Safety in Haldia

The workshop on Industrial Safety highlighted the importance of behavioural safety, fire safety and personal protective equipment, as well as workplace stress management.

Siliguri

3rd Indian Tea Forum

13-14 December, Siliguri



Third Tea Forum in Siliguri

Over 200 participants, including delegates from Mozambique, and buyers from Gujarat, Delhi, Uttar Pradesh, Punjab, Bihar, Maharashtra, Assam and Kolkata, took part in the 3rd Tea Forum organized by CII in association with the Tea Board. The participants also included top executives from leading tea companies.

This was a significant initiative by CII to boost the tea industry, which engages more than 400,000 people in the region.

Jamshedpur

Empowering SMEs through ICT

10 December, Jamshedpur

The seminar on 'Empowering SME through ICT Intervention' was a bid to promote competitiveness and productivity for Jharkhand-based SMEs.



Seminar on Empowering SMEs through ICT Intervention, in Jamshedpur

North East

Assam

CSR-CSO Bridge

11 December, Guwahati



Dipak Chakravarty, Chairman, CII Assam, and MD, Numaligarh Refinery Ltd; **Barun Barpujari**, Co Chairman, CII Assam, and Executive Director, IOCL (AOD) Digboi Refinery, and **Bhaskar Barua**, President, Atma Nirbhar, at the CII CSR CSO Bridge in Guwahati

CII organized the 2nd 'CSR-CSO Bridge: Forging Partnerships in the North East,' to enable stakeholders to explore new avenues to forge partnerships for development and empowerment, and to understand the new CSR paradigm post the Companies Act 2013. The stakeholders also deliberated on ways to collaborate and strengthen the value chain to effectively reach the last mile on a sustainable basis.

Mr Bhaskar Barua, President, Atma Nirbhar, who inaugurated the programme, called for a bottom-up approach to CSR, by planning and preparing CSR activities in partnership with civil society, after

understanding the concerns of people at the grassroots level.

The CSR-CSO Bridge 2013 discussed in detail the CSR clause of the Companies Act 2013.

Mr Dipak Chakravarty, Chairman, CII Assam, and MD, Numaligarh Refinery Ltd, stressed on the need to evolve innovative partnerships. Mr Barun Barpujari, Co- Chairman, CII Assam, and Executive Director, IOCL (AOD) Digboi Refinery, urged corporates to be responsive to the needs of the most marginalized, through focused interventions for Inclusive Development.

Ms Hasina Kharbieh, Founder, Impulse Network, felt that CSR activities should be based on the result mode rather than the project mode, and should supplement Government initiatives in these areas.

Prof Sanjoy Mukherjee, Senior Faculty, Indian Institute of Management, Shillong, explored the possibility of integrating CSR policy with societal needs.

Mr Ronald van het Hof, MD, India, Women on Wings, highlighted the activities of the organization in the North East.

A case study described the Boat Clinic project that provides medical services in the Brahmaputra and its tributaries.

An exhibition organized on the sidelines of the conference showcased the strengths of NGOs across the North East. A compendium of NGO projects was also released on the occasion.

North

CII Tourism Fest 2013

5 - 7 December, Chandigarh

CII Northern Region organized a 3-day mega event - CII Tourism Fest, to boost the tourism and hospitality sector and showcase India as a top global tourist destination. Chandigarh was the Host City and Punjab was the Principal Partner State while Haryana participated as the Focus State for the fest, which drew participation from Madhya Pradesh, Andhra Pradesh, Himachal Pradesh, Uttarakhand, Karnataka, Maharashtra, Jammu & Kashmir, Tamil Nadu and Delhi, in addition to overseas participation from China, Philippines, Thailand, Malaysia, Indonesia, Turkey and Ethiopia. A CII - KPMG Report on 'Travel & Tourism Sector: Potential, Opportunities and Enabling Framework for Sustainable Growth' and Weekend Lifestyle Tourism was released on the occasion.



Shivraj V Patil, Governor, Punjab, and Administrator, UT, Chandigarh, inaugurating the CII Tourism Fest with (L-R): **Tanvi Garg**, Director - Tourism, Chandigarh Administration; **Man Mohan Singh**, Chairman, CII Chandigarh, and CEO, Aroma Group; **Anil Kumar**, Home Secretary cum Secretary Tourism, Chandigarh Administration; **Pikender Pal Singh**, Regional Director, CII (NR); **Sarwan Singh Phillaur**, Minister of Tourism, Punjab, and **Jayant Davar**, Chairman, CII (NR), and Co-Chairman & MD, Sandhar Technologies Ltd, at the CII Tourism Fest in Chandigarh



Glimpses of the CII Tourism Fest in Chandigarh

The Fest was inaugurated by Mr Shivraj V Patil, Governor, Punjab, and Administrator, UT Chandigarh. Mr KK Sharma, Advisor UT Chandigarh, Mr Sarwan Singh Phillaur, Minister of Tourism, Punjab, and Ms Usha Sharma, Additional Director General, Tourism, Government of India, participated in the event.

The fest also had concurrent activities. The International Chef Meet was North India's biggest culinary extravaganza, with a unique theme of 'Celebrating the Taste,' bringing over 30 world-renowned chefs together. An International Dance Festival, with the theme of 'Dance your way to God,' brought together more than 100 dancers from different Indian states, as well as from Thailand and Indonesia.

Northern Region Water Conclave

20 December, Chandigarh



Shivraj V Patil, Governor of Punjab, and Administrator, UT Chandigarh, (extreme right) at the Northern Region Water Conclave in Chandigarh, with (L-R) **Man Mohan Singh**, Chairman, CII Chandigarh, and CEO, Aroma Group; **Nikhil Sawhney**, Vice Chairman & MD, Triveni Turbine Ltd; and **Mukund Vasudevan**, Chairman, CII (NR) Committee on Water, and MD & Country Head, Pentair Water

CII Northern Region and the CII Triveni Water Institute came together to hold the Northern Region Water Conclave. The focus was on encouraging water conservation by minimizing wastage and ensuring its more equitable distribution.

Progressive Punjab Summit

9 - 10 December, Mohali

Leading industrialists from across the country converged



Parkash Singh Badal, Chief Minister of Punjab; **Mukesh Ambani**, CMD, Reliance Industries Ltd, and **Sukhbir Singh Badal**, Deputy Chief Minister of Punjab, at the Progressive Punjab Summit in Chandigarh

to Punjab for the first 'Progressive Punjab' Summit organized by the State Government, with CII as the Institutional Partner, to attract investment to the State. The Summit resulted in signing of 121 MoCs amounting to approx ₹65,000 crore. Mr Parkash Singh Badal, Chief Minister of Punjab, and Mr Sukhbir Singh Badal, Deputy Chief Minister of Punjab, invited industry captains to invest in the state, which, they said, was on the threshold of breaking into the big league of industrial development. A multi-sectoral business exhibition highlighted the industrial prowess of Punjab, while focused B2B and B2G meetings looked at building new partnerships and alliances.

Leaders from the corporate world who addressed the inaugural session included Mr Sunil Kant Munjal, Past President, CII, and Joint MD, Hero MotoCorp Ltd; Mr Mukesh Ambani, CMD, Reliance Industries Ltd; Mr LN Mittal, Chairman, Arcelor Mittal; Mr YC Deveshwar, Past President, CII, and Chairman, ITC Ltd; Mr Sunil Bharti Mittal, Past President, CII, and Chairman & Group CEO, Bharti Enterprises Ltd; and Mr Rajiv Singh, Vice Chairman, DLF Ltd, among others.

26th Regional Quality Circle Competition

3 December, Chandigarh



B Purushartha, Director, Technical Education & Industrial Training, Punjab, with the winning team from Godrej & Boyce Mfg Ltd, Mohali

Quality Circle competitions are organized to make industry more competitive, efficient and strive for

world-class excellence. Twenty-six circles from different companies participated in the 26th Quality Circle Regional final competition, where the team from Godrej & Boyce Mfg Ltd, Mohali, was awarded the Winners Trophy.

Social Entrepreneurship

12 December, New Delhi

Bringing together exemplary social entrepreneurs and companies seeking to support such entrepreneurs on a common platform, the 2nd edition of the Seminar on Social Entrepreneurship Development explored various aspects of social entrepreneurship in India.

Social entrepreneurs from Coca Cola India, Sri Aurobindo Foundation for Integral Management, Saath, Nidan, Udyogini, IL&FS Education, Godfrey Philips and the Jubilant Bhartia Foundation presented their innovative business models.

Private industry needs to work together with the Public sector for the holistic development of society, said Ms Rashmi Singh, Executive Director, National Mission for Empowerment of Women (NMEW), Union Ministry of Women & Child Development.

Affirmative Action in the Workplace

18 December, Gurgaon

An awareness session on Affirmative Action at the Workplace saw participants share the best practices prevalent in their organizations.

Chandigarh

Ties with Italy

9 December, Chandigarh

Mr Daniele Mancini, Ambassador of Italy to India, addressed a session aimed at promoting Indo-Italian business ties in the fields of renewable energy, agriculture, manufacturing and Information Technology. The session also looked at developing trade mechanism by dealership promotion and establishment of joint ventures.



D L Sharma, Chairman, CII Punjab, and MD, Vardhman Textiles Ltd; **Daniele Mancini**, Ambassador of Italy to India, and **Man Mohan Singh**, Chairman, CII Chandigarh, and CEO, Aroma Group, at an interaction in Chandigarh

Promoting Solar Energy

23 December, Chandigarh



Conference on Solar Energy in Chandigarh

A conference to promote the utilization of rooftop Solar Photovoltaic Systems in residential as well as commercial buildings was partnered by the Chandigarh Renewable Energy Science and Technology Promotion Society (CREST), The Energy and Resources Institute (TERI), the Union Ministry of New and Renewable Energy, and the Shakti Sustainable Energy Foundation (SSEF).

Mr Shivraj V Patil, Governor of Punjab, and Administrator, Chandigarh UT, called for the adoption of latest solar technologies, indigenous production of hi tech solar photovoltaic panels and efficient solar equipment, and most importantly, its acceptance by citizens, institutes and industry etc by aggressive promotion campaigns, to make Chandigarh a model Solar City.

Delhi

Conference on Governance

10 December, New Delhi



V Narayanasamy, Union Minister of State for Prime Minister's Office, Personnel, Public Grievances and Pension, addressing the Conference on Governance in New Delhi, with **Lalit Bhasin**, Managing Partner, Bhasin & Company; **Cristina Albertin**, Head, UNODC Regional Office for South Asia; **Arun Maira**, Member, Planning Commission of India; **Deep Kapuria**, Chairman, CII Task Force on Governance, and Chairman, Hi-Tech Group of Companies, and **Naveen Munjal**, Chairman, CII Delhi, and MD, Hero Electric Vehicles P Ltd

The conference discussed the importance of values, morality and accountability in implementation of effective governance across the entire Government and corporate system. Mr V Narayanasamy, Union Minister of State for Prime Minister's Office, Personnel, Public Grievances, and Pension, spoke about Government initiatives for the successful implementation of e-governance in Government departments.

Conference on Banking

21 December, New Delhi

The conference brought together financial institutions and corporates on the same platform in order to



Conference on Banking in New Delhi

build a healthy financial ecosystem. The impact of globalization on Indian Banking, and issues like Risk Management and Technology in the banking industry were also discussed.

Haryana

Conference on Women Empowerment

17 December, Gurgaon

The Conference on 'Women Empowerment – Bringing Women to the Boardrooms' brought together women corporate leaders, entrepreneurs and social workers, to discuss ways to empower women in Industry as well as in society. The issue of women's safety in the corporate environment was also discussed.



Conference on Women Empowerment in Gurgaon

Smart Urban Hubs

19 December, Gurgaon

Issues like sustainable settlements, ecological footprint, smart urban development, etc were discussed during the conference, which also helped in creating synergy between city planners, municipalities, public and private entities.



Conference on Urban Development in Gurgaon

Punjab

Punjab - Punjab Cooperation

14 December, Ludhiana

In an endeavor to strengthen business ties between the entrepreneurial and agricultural community of the Indian Punjab and the Pakistani Punjab, CII Northern Region hosted a unique interactive session. Mr Shahbaz Sharif, Chief Minister of Punjab, Pakistan, called for greater cooperation, especially in agri machinery and light engineering. Mr Parkash Singh Badal, Chief Minister of Punjab, stressed on the need to remove trade barriers between the two nations, besides also allowing trade through the Hussainiwala border.



Tariq Bucha, Co-Chairman, Pakistan Agriculture Task Force, (under IPJBF); Salman Bashir, High Commissioner of Pakistan to India; Sukhbir Singh Badal, Deputy Chief Minister of Punjab (India); Shahbaz Sharif, Chief Minister of Punjab (Pakistan), S. Parkash Singh Badal, Chief Minister of Punjab (India); and Rakesh Bharti Mittal, Co-Chairman, India Agriculture Task Force (under IPJBF) and Vice Chairman & MD, Bharti Enterprises, at a session in Ludhiana

Mr Rakesh Bharti Mittal, Co-Chairman, India Agriculture Task Force, (under IPJBF), and Vice Chairman & MD, Bharti Enterprises, requested the Governments on both sides to create an enabling environment to allow easier movement of goods and agri commodities, while building people to people contacts from both sides.

Rajasthan

ICT for SMEs

5 December, Kota



Session on ICT for SMEs in Kota

The session was held to help SMEs transition to competitiveness, productivity and and global outreach with the assistance of modern IT products and services.

Uttarakhand

CII Uttarakhand Cricket Cup 2013

7 December, Dehradun

The cricket tournament was organized to help corporates



Team from Simula Software Solutions, Jammu, winners of the Uttarakhand Cricket Club 2013, in Dehradun

learn to work together as a team, to achieve the desired results. The team from Simula Software Solutions & Research Centre Pvt Ltd, Jammu, emerged as the winner, whereas Bhavya Bhumi Industries Pvt Ltd, Rudrapur, was the runner up.

Felicitation Ceremony

13 December, Dehradun



Sandeep Jain, Chairman, CII Uttarakhand; Harak Singh Rawat, Minister of Agriculture, Uttarakhand; Vijay Bahuguna, Chief Minister of Uttarakhand, and Swami Chidananda Saraswati, President, Parmarth Niketan, Rishikesh, at a felicitation ceremony in Dehradun

Appreciating CII's efforts towards relief and rehabilitation work across the disaster-hit state, Mr Vijay Bahuguna, Chief Minister of Uttarakhand, felicitated CII members at a special ceremony held to acknowledge the contribution of corporate foundations and Civil Society organizations.

Recruitment Drive

17-18 December, Tehri

Continuing its efforts to provide relief to the disaster-affected people of Uttarakhand, CII reached out to 752 families from 118 villages. CII, along with Tupperware India Ltd organized a recruitment drive to help ITI pass-outs and other youth from the disaster impacted areas find placements in Industry. In all 21 youth were finally selected for employment.

Western UP

Destination IT: Uttar Pradesh

6 December, Bangalore

The roadshow was jointly organized by CII and the Government of Uttar Pradesh to promote Uttar Pradesh as an attractive investment destination for IT/ITeS companies. Mr Abhishek Mishra, Minister for Science & Technology, Uttar Pradesh, invited the IT Industry in Karnataka to venture into the State and capitalize on the advantages it offers.



Abhishek Mishra, Minister for Science & Technology, Uttar Pradesh

Workshop for Family Business

19 December, New Delhi

Participants at the workshop worked together to identify the common challenges faced by family-run businesses, share best practices and solutions, and come up with insights for action.

South

CII & Titan Career Counseling

The objective of this on-going project is to provide career guidance and placement opportunities to economically and socially disadvantaged students of society, thereby



CII Titan Career Counseling programme in Krishnagiri

bringing them into the mainstream of the society.

The CII-Titan programmes conducted at Government schools in Nandhivaram, Kancheepuram District, Chrompet, Chennai, and Krishnagiri benefitted 336 students.

CII & The Asia Foundation Project

2 December, Villupuram

6 December, Arrakonam

CII, in collaboration with The Asia Foundation, has embarked upon a literacy campaign, by way of distributing 25000 books to enhance the knowledge of teachers in the teaching methodology, for the primary and secondary levels and for universities. The campaign would cover more than 250 schools in Andhra Pradesh,



Books Distribution in Villupuram

Karnataka, Kerala, Puducherry and Tamil Nadu. Books were distributed to 20 schools in Villupuram and to 40 schools in Arakkonam.

Seminar on Zero Liquid Discharge

19 December, Chennai

The session provided the participants an insight into the best Zero Liquid Discharge treatments followed in companies, with their case studies. An interactive session with the Government Pollution Control Board described the initiatives taken by them.

Solar Power Generation

11 December, Chennai



Conference on Solar Power Generation in Chennai

The conference set a platform for all the stakeholders of the solar power industry - manufacturers, financiers, distributors, solution providers, consumers and policy makers, across the Southern Region to meet, network and interact.

Information Security for Business

18 December, Coimbatore

As organizations become increasingly dependent on Information Security (IS) for strategic advantage and operations, the issue of IS also becomes increasingly important in the interconnected electronic business



Conference on 'Enhancing Business efficiency through Information Security' in Coimbatore

environment of today. The conference on 'Enhancing Business Efficiency through Information Security' had eminent speakers from Industry, Police, Defence and the Legal sector.

Programme for Trade Union Leaders

18-19 December, Chennai

Thirty internal Trade Union leaders from various industries participated in an internal Trade Union Leaders programme. Mr Chandramohan, Labour Commissioner, Trade Union leaders, Industry leaders and HR experts gave useful insights.

Estate South 2013

19-20 December, Hyderabad



At Estate South 2013 in Hyderabad

The 7th edition of 'Estate South – A Regional Conference on Real Estate' was attended by more than 220 delegates to explore best constructing practices.

Andhra Pradesh

Business Delegation to Africa

8-18 December, Hyderabad



CII SR Business Delegation with Gaddam Dharmendra, High Commissioner of India to Zambia, in Lusaka

A CII Southern Region Business Delegation visited three African countries - Zambia, Mozambique and Tanzania, to encourage Indian exporters to explore access to the African countries. The mission explored the potential for investment opportunities and two way trade, especially in Agriculture, Infrastructure, Mining and Healthcare, through B2B meetings, business seminars, Industry visits, and meetings with trade ministers and other dignitaries.

Interactive Meeting on The Flanders Region

16 December, Hyderabad

Mr. Jayant Nadiger, Trade Commissioner of the

Flanders Region of Belgium, briefed Industry members in Hyderabad about the role played by the Trade Commissioner's office in Bangalore to facilitate trade and business between Andhra Pradesh and the Flanders Region of Belgium.

The EXIM Conclave 2013

18 December, Hyderabad



At the EXIM Conclave 2013

CII, in association with the Andhra Pradesh Trade Promotion Corporation, organized an Exim Conclave on 'Managing International Business in a Volatile, Uncertain, Complex and Ambiguous (VUCA) World.' The conference focused on currency risk management, and the role of institutions and service providers in facilitating international trade.

EmployAbility Conclave

21 December, Hyderabad



Release of Andhra Pradesh Skill Gap Report

The EmployAbility Conclave, with the theme 'Sustainable Models for Talent Transformation' explored challenges in skill gaps, to establish a continued collaboration among Government, academia and businesses for developing sustainable models in talent development.

Karnataka

Interactive Session with SIDBI

7 December, Hubli

CII Karnataka, in association with SIDBI conducted an



Session on MSME Business in Hubli

interactive session on 'MSME Business: Readiness for Growth: A Discussion on Challenges & Solutions' for 75 industrialists from Hubli, Dharwad, Belgaum, Bidar, etc. The programme highlighted SIDBI's role in addressing financial and non-financial gaps in the MSME eco-system, and various schemes available for the MSME sector.

Vision 2020: A Way Forward

9 December, Bangalore



Soumitra Bhattacharya, Chairman, CII Karnataka, and Jt MD, Bosch Ltd; **V Ravichandar**, CMD, Feedback Consulting; **Dr Vaman N Acharya**, Chairman, Pollution Control Board, Karnataka; **Dr Steffen Berns**, President and Country Head, Bosch India, and MD, Bosch Ltd; **Vikram Kirloskar**, CMD, Kirloskar Systems Ltd and Vice Chairman, Toyota Kirloskar Motor, and **L Krishnan**, MD, Taegutec India Ltd. at an interaction in Bangalore

The interactive session with top CEOs addressed key issues like the development of Bangalore City, and Manufacturing in Karnataka, which are acting as a bottleneck for the growth of the state. The interactions sought to lay out long term and short term goals for the development of Karnataka, towards framing a roadmap to showcase Karnataka as a preferred investment destination.

Holistic Leadership Programme for Women

13 December, Bangalore

The CII Indian Women Network '21st Century Career Woman - A Holistic Leadership Programme'

provided women with the

necessary know-how, case studies and role models to help them pursue an enriching career in a male-dominated world. The conference explored different styles of leadership and the necessity to adapt to different situations. It highlighted the need to take care not only of one's mind but body and soul too, to be a better and healthy person.

Credit Monitoring Arrangement (CMA)

14 December, Bangalore

A seminar cum workshop session on Credit Monitoring Arrangement (CMA), held in collaboration with the Bank of Baroda, discussed this lesser known aspect of financial assistance, and its role in facilitating access to funding from banks.



Holistic Leadership Programme for Women in Hyderabad

Kerala

India IT Summit

20 December, Kochi

The 4th edition of the India IT Summit covered topics such as business risk and opportunities; technology for healthcare, retail, hospitality and tourism; and transformative megatrends in IT.

Puducherry

Session on Growth of SMEs

20 December, Puducherry

A wide spectrum of speakers shared their knowledge in the areas of Funding Options for SMEs, Affordable IT, Process Orientation and Marketing.



N Rangasamy,
Chief Minister
of Puducherry

Tamil Nadu

Tamil Nadu Banana Festival

14–15 December, Coimbatore



At the Inaugural Session of Tamil Nadu Banana Festival 2013

The 2nd edition of this exhibition cum conference was held to promote the development of integrated cold

chain facilities in the State, promote the cultivation of different varieties of bananas and also to 'ensure global leadership for Tamil Nadu in banana cultivation and supply chain.'

Zonal & District Offices

Faculty Development Programme

7 December, Salem

CII Salem, jointly with AVS Engineering College, organized a Faculty Development Programme on Research Methodology for more than 100 faculty.

Leveraging Innovation

18 December, Chennai

The seminar on 'Leveraging Innovation' assisted the participants to take stock of new techniques that are available for creating innovation.

Awareness Session on Diabetes

10 December, Erode

CII, jointly with Dr Reddy's Laboratories, Hyderabad, organized an awareness session on Diabetes, and a free Diabetes Check-up Camp for over 80 employees of Venbro Polymers, Erode.

Higher Education Conclave

21 December, Erode

CII Erode, jointly with the CII Institute of Quality organized a 'Higher Education Conclave – Enhancing Curriculum Effectiveness for the 21st Century' to devise a need-based curriculum and syllabus for more than 80 principals, professors and faculty from in and around Erode district.

Monthly Magazine of top management of 7000+ companies

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A Journal of Confederation
of Indian Industry



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West



Justice (Retd.) B N Srikrishna, Chairman, Financial Sector Legislative Reforms Commission (FSLRC), Union Ministry of Finance, addressing the 2nd Financial Distribution Summit in Mumbai. Also seen (L-R): **Gaurav Dev Burman**, Associate Director - Financial Services Consulting, PwC; **Ranjeet S Mudholkar**, Vice Chairman & CEO, Financial Planning Standards Board India; **C Jayaram**, Chairman, CII Financial Distribution Summit 2013 and Jt MD, Kotak Mahindra Bank Ltd, and **Ninad Karpe**, Chairman, CII Maharashtra, and CEO & MD, Aptech Ltd

2nd Financial Distribution Summit 2013

12 December, Mumbai

A report 'Exploring New Horizons: Financial Percolation to the RURBAN' prepared jointly by CII and PwC was released by Justice (Retd.) BN Srikrishna, Chairman, Financial Sector Legislative Reforms Commission (FSLRC), Union Ministry of Finance, at the 2nd Financial Distribution Summit.

Developing Industry-NGO Connect

19 December, Mumbai



Conference on 'Developing Industry – NGO Connect, in Mumbai

The conference on 'Developing Industry – NGO Connect: Redefining Partnership' initiated discussions and debate aligning to CSR, and provided support and networking opportunities for members and Civil Society to engage in constructive partnerships for project implementation and developmental thought and actions by Industry. A website, www.ciispecialabilityjobs.in for the differently-able was launched by Ms Rajshree Birla, Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development.

Interaction with Japanese Delegation

2 December, Mumbai

A 4-member OSAKA-JETRO Pharmaceutical Business

Study Mission visited India to have a better understanding about the Indian pharmaceutical sector, interact with members from Indian pharma companies, and explore collaborations.

CII organized their interaction with a few pharma companies. A presentation by PwC Mumbai, titled 'India Pharma Inc. – Changing landscape of the Indian Pharma Industry' was also made.



Japanese Pharma delegation in Mumbai

Session with Ambassador-Designate to China

9 – 12 December, Mumbai



R Mukundan, Chairman, CII (WR) and MD, Tata Chemicals Ltd; **Ashok K Kantha**, Ambassador-Designate to China, and **Ninad Karpe**, Chairman, CII Maharashtra, CEO & MD, Aptech Ltd, at an interaction in Mumbai

An interaction with Mr Ashok K Kantha, Secretary (East), Union Ministry of External Affairs, and Ambassador-Designate to China, was organized to understand opportunities for bilateral trade in China, and areas of economic cooperation.

Meetings were scheduled for Mr Kantha with Mr Raghuram Rajan, Governor, Reserve Bank of India, Mr Anil Ambani, Chairman, Reliance ADAG, Mr Prashant Ruia, Group CEO, Essar, Dr Bharat K Singh, Chairman, Business Review Committee, Mr Dev Bhattacharya, Director Strategy, Mr Satish Pai, CEO, Hindalco, Dr V Rangaraj, Advisor-New Projects and External Relations,

Aditya Birla Group, Mrs Arundhati Bhattacharya, Chairperson, State Bank of India, Mr David Rasquinha, Executive Director, EXIM Bank, Mr Anand Mahindra, CMD, Mahindra, Ms Blaise Fernandes, CEO, Gateway House, Mr Ramadorai, Vice Chairman, Tata Consultancy Services Ltd (TCS) and Advisor to the Prime Minister of India on Skill Development, Mr Sanjay Ubale, MD, Tata Realty and Infrastructure Ltd, Mr. Shubh Srivastava - Head, International Business Development, Tata Power, Mr Stefan Berger – Vice President, Business Development, Tata Sons and ex-Head of Corporate Strategy, JLR, and Mr Ajoy Mukherjee, Executive Vice President, Global Head- Human Resource Development, TCS.

Enhancing India - Ecuador Partnership

11 December, Mumbai

Mr Jorge David Glas Espinel, Vice President of Ecuador, led an official delegation on his maiden visit to India to build trade and commercial linkages between Indian and Ecuadorian businesses, and encourage Indian companies to invest in Ecuador. The delegation



Jorge Glas, Vice President of Ecuador, with Ninad Karpe, Chairman, CII Maharashtra, and CEO & MD, Aptech Ltd., at an interaction in Mumbai

discussed specific projects in sectors like Tourism, Telecommunications, Pharmaceutical, Shipyards & Ports, Mining, Infrastructure and Services, Hydrocarbons, Fertilizers, Electricity, Cement, Engineering, Petrochemical and Biofuels.

Health & Hospital Tech 2013

5 – 7 December, Ahmedabad

The 3rd edition of Health & Hospital Tech, an Exhibition and Conference, carried the theme of 'Taking Healthcare beyond the Metros,' bringing together manufacturers and suppliers for the growing healthcare industry under one



At CII Health & Hospital Tech 2013 in Ahmedabad

roof. It showcased the latest and emerging trends in medical, healthcare and hospital equipment.

Energy Expo 2013

5-7 December, Ahmedabad

The 6th edition of Energy Expo had a special focus

on Renewable Energy. This national energy exhibition was supported by the National Small Industries Corporation



Energy Expo in Gujarat

(NSIC), Indian Transformers Manufacturers Association, India Energy Forum and the Solar Energy Association of Gujarat.

Goa

Smoothing Internal Trade Barriers

13 December, Candolim



Programme on Internal Trade in Candolim

CII, in collaboration with FNF- Friedrich-Naumann-Stiftung für die Freiheit, organized an 'Ease of Internal Trade' programme to facilitate public-private dialogue to support enhanced internal trade. The programme was followed by a CII Members Meet.

Gujarat

Showcasing Sydney and New South Wales

4 December, Ahmedabad



The Hon. Barry O'Farrell, MP Premier of New South Wales, addressing an interactive session in Ahmedabad

A delegation from Australia, led by the Hon. Barry O'Farrell MP, Premier of New South Wales, showcased investment and trade opportunities in Sydney and New South Wales.

6th India Energy Conclave

5 December, Ahmedabad

CII organized the 6th edition of India Energy Conclave with the theme: 'Energy to the People: Challenges in Ensuring

Reliable Access to Electricity' with the support of the Energy and Petrochemicals Department, Gujarat. The event was also supported by the National Small Industries Corporation (NSIC), the Indian Transformers Manufacturers Association and the India Energy Forum.



Craig Leonard,
Minister for
Energy and
Mines, New
Brunswick,
Canada

CFO Conclave 2013

13 December, Vadodara



CII's CFO Conclave 2013 in Vadodara

The 3rd edition of the CFO Conclave 2013 'Emerging Role of CFO- Challenges & Resources' was an opportunity for finance executives to discuss the transition of the role of a Chief Financial Officer (CFO) into a business leader, the role of the CFO in developing successful growth strategies, the challenges and issues currently affecting organizations, accounting and regulatory matters and the CFO's adaption to these.

Session on Entrepreneurship

16 December, Vadodara

Dr Harry Yuklea, an Assistant Professor from Israel who delivers lectures on Entrepreneurship and Innovation, was invited by CII members to deliver a lecture on Entrepreneurship and its challenges.



Interaction on
Entrepreneurship in Vadodara

Industry Delegation from China

17 December, Ahmedabad

The interaction with a visiting delegation from China was held to develop greater understanding between Gujarat and China. It provided a larger platform for entrepreneurs and enterprises of both sides to explore possible areas of joint economic cooperation such as technology transfer, joint ventures etc.

Seminar on Environment, Health & Safety

24 December, Bhavnagar

The Seminar on Environment, Health and Safety (EHS) discussed the Government perspective on Environment and Industrial Safety and Health, and issues related to EHS in local industries, and shared best practices.

Madhya Pradesh

Seminar on Cyber Security

5 December, Indore

CII, in association with the Police Radio Training School (PRTS), organized the seminar to increase awareness about cyber security. Mr Varun Kapoor, Inspector General of Police, and Director, PRTS, Indore, Mr Sudeep Goenka, DSP and Training Head, PRTS, Indore, Mr Ramesh Ramnani, Chief Manager, State Bank of India, and Mr Rakshit Tondon, Consultant, Internet & Mobile Association of India, Non-European member of the EU Commission on Cyber Crime, and Advisor, Cyber Crime Unit, Uttar Pradesh Police, Agra, conducted the session.

HR/IR Summit – 2013

14 December, Indore

The HR/IR Summit 2013 saw senior industry professionals examine 'HR



HR/IR Summit – 2013 in Indore

in the current economic scenario.' The key speakers included Mr. S Y Siddiqui, Managing Executive Officer – HR, Finance & IT, Maruti Suzuki India, Mr Vijay Nair, VP - HR, Mahindra & Mahindra Ltd, Mr Kartik Taneja, Head, Channel Sales and Premier SMB Partnerships, Google India, and Mr Sandeep Lakra, Head HR, Fortune Park Hotels, ITC Ltd, among others.

Interactive Session on Income Tax

18 December, Bhopal



Interactive Session on Income Tax in Bhopal

Mr S C Sonkar, Commissioner, Income Tax, Bhopal, addressed various issues faced by industry related to TDS and TCS.

Soft Skills for Taxi Drivers

22 December, Bhopal



Soft Skills Training Programme for Taxi-drivers in Bhopal

The programme trained drivers in soft skills and customer service, to improve the overall quality of their interaction with visitors and tourists.

Finance for MSMEs

23 December, Katni



Session on Finance for MSMEs in Katni

CII organized an interactive session with senior bank officials on 'Credit Facilities for MSMEs.'

Maharashtra

ICT for SMEs

25 November, Nagpur



Seminar on ICT for SMEs in Nagpur

The seminar was held to promote competitiveness and productivity for Vidarbha-based SMEs by adopting the latest Information & Communication Technology (ICT) technologies.

Safety, Health & Environment Awards 2013

5 - 6 December, Mumbai



CII SHE Open House Presentation in Mumbai

The 2nd round - Open House Presentation was conducted to shortlist companies for the factory visit. A panel of industry experts scrutinized presentations and shortlisted 13 companies for factory visits.

Discussion Session on 'The Big Leap'

10 December, Mumbai

The Discussion Session aimed at understanding the



Discussion Session on the 'The Big Leap' in Mumbai

effect of structural changes on Industry and society, and how Indian Industry stepped up post liberalization. The book, 'The Big Leap,' is a CII initiative narrating the stories of ten Indian companies post the 1991 economic reforms.

CII Water Conclave 2013

11 December, Mumbai



CII Water Conclave in Mumbai

The CII Water Conclave was a step towards building awareness in efficient water management, and to set in motion a few concerted and proactive actions to address the water crisis situation.

Anti-corruption Consultation

11 December, Mumbai

On International Anti-Corruption Day, KPMG, in collaboration with the United Nations Office on Drugs and Crime (UNODC) and CII organized an 'Anti-corruption Consultation with Indian B20 Companies.'

Essay Competition on 'The India We Want'

19 December, Mumbai



Launch of Essay Competition for Students in Mumbai

During a 'CEO Connect' session, where industry stalwarts interacted with students to create a link between young minds and business leaders, CII launched an Essay Competition, titled 'The India We Want,' to capture the aspirations of the youth in the form of essays, blogs and pictures.

Zones

Faculty Development for Tribal ITIs

5 - 6 December, Nashik

CII, in collaboration with Tata Motors organized a Faculty Development Programme for Tribal ITIs in Nashik. The programme was organized in the Nagpur and Aurangabad region, to help faculty train their students in soft skills and life skills.

HR Study Mission

5-6 December, Pune



HR Mission members at IBM, Pune

A two day mission shared insights and information on various spheres of Human Resource practices of member companies.

SHE Study Mission

12-13 December, Bangalore



CII delegates at Toyota Kirloskar Motor Pvt Ltd, Bangalore

A group of 26 delegates visited Toyota Kirloskar Motor Pvt Ltd, L&T Construction Equipment Ltd, ABB India Ltd and TaeguTec India Pvt Ltd, to understand their commendable work in the field of SHE, and share their best practices.

CEOs Roundtable

16 December, Pune

The session focused on breakout discussions and brainstorming on hurdles to business such as infrastructure



CEOs Roundtable in Pune

development, to address common problems through sharing and exchange.

Manufacturing Study Mission to North India

17-18 December, National Capital Region

A manufacturing mission visited Honda Motorcycle & Scooter India Pvt Ltd, Munjal Showa Ltd and Subros Ltd. to identify core advantages in manufacturing that would be relevant to their organizations.

Roadshow on Krishi Vasant 2014

21 December, Pune



Roadshow on Krishi Vasant 2014 in Pune

The Roadshow on Krishi Vasant 2014 – a National Agriculture Fair cum Exhibition to be held in Nagpur in February, was attended by senior representatives from Industry, Academia and Government.

Valedictory Session for the CII-Yi-Tata Motors, ITI Finishing School

19 December, ITI Morwadi

20 December, ITI Pimpri Chinchwad

23 December, ITI Aundh

Valedictory Sessions for the CII-Yi-Tata Motors ITI Finishing Schools were organized for 160 students of ITI Morwadi and ITI Kasarwadi (Girls), 107 students from ITI Pimpri Chinchwad, and 88 students from ITI Aundh.



Valedictory Session for the CII-Yi-Tata Motors ITI Finishing Schools in Morwadi