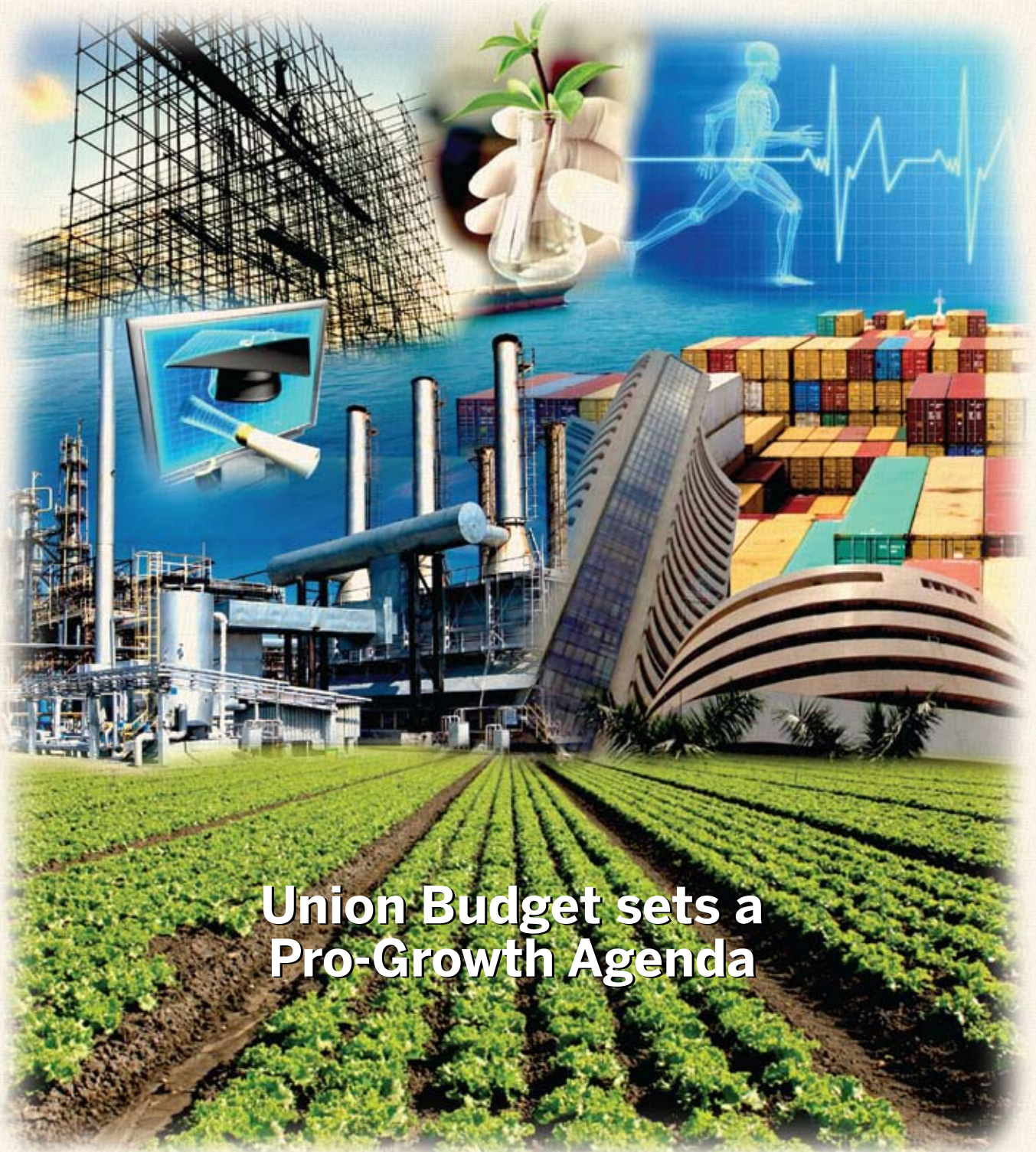


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We welcome your feedback and suggestions. Do write to us at communiqué@cii.in

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CII meets Chief Ministers of New States



K Chandrasekhar Rao, Chief Minister of Telangana, with **Ajay S Shriram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, and other members of a CII delegation, in Hyderabad

Telangana

A CII delegation, led by Mr Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, met Mr. K Chandrasekhar Rao, Chief Minister of Telangana State, soon after he assumed office as the State's first Chief Minister, on 2 June in Hyderabad.

The delegation discussed various issues related to power, Information Technology, investment promotion, economic growth and job creation, among others.

CII presented a 10 point agenda for the economic development and industrialization of Telangana,

and offered the Chief Minister its full support in the development of the new State.

Andhra Pradesh

A CII delegation led by Mr Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd., called on Mr. N. Chandrababu Naidu, Chief Minister of Andhra Pradesh, on 20 June, in Hyderabad.

The CII President made a presentation to the Chief Minister and put forward a 10 point agenda for joint action towards the growth and industrial development of Andhra Pradesh.



N. Chandrababu Naidu, Chief Minister of Andhra Pradesh, with **Ajay S Shriram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, and other members of a CII delegation, in Hyderabad



N Chandrababu Naidu, Chief Minister of Andhra Pradesh, with CII members in New Delhi

Mr Naidu expressed keenness to work with CII on a roadmap for development. The CII team, in its discussions, touched upon skills development, IT and ITES, infrastructure and logistics development, manufacturing, agriculture, power, green cities, and many other subjects.

Mr. N Chandrababu Naidu and other senior officials of the Government of Andhra Pradesh also met with select CII members in New Delhi on 26 June to discuss and strategize the economic growth of the State.

The meeting identified five key areas of partnership:

- Skills and Employment
- Agriculture and Food Processing
- Green Andhra Pradesh and Friendly Cities
- World-class Infrastructure and Logistics Hub
- AP as an investment destination of choice

The CII inputs were well received and the Government of Andhra Pradesh has shown keen interest in working with CII to take the economic agenda forward. ■

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Budget 2014-15 attempts a fine balancing act by taking steps to provide an impetus to economy and industry, reignite investment demand even while enforcing fiscal prudence, and contain food inflation through appropriate fiscal and supply side initiatives

Union Budget 2014-15, the maiden budget of the newly-elected Government, arrived at a time when the macro-economic environment, domestically and globally, continues to be challenging. GDP growth is down to sub 5%, while inflationary pressures persist. At the same time, declining industrial and manufacturing production, subdued consumption, stalled investments and high fiscal deficit indicate that recovery is still some distance away.

What is more, the Government has had to contend with elevated expectations from citizens anticipating the revival of 'Achche Din' from this regime. Under these circumstances, the Finance Minister has attempted a fine balancing act by taking steps to provide an impetus to economy and industry, reignite investment demand even while enforcing fiscal prudence, and

'The Budget contains a comprehensive package for economic revival and creation of jobs. It provides an extensive roadmap for all sectors of the economy and would lay a strong and stable foundation for boosting savings and investments. We are particularly happy that a large number of CII suggestions have found place in the Budget. This Budget is directional and aimed at the medium term.'



Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd

contain food inflation through appropriate fiscal and supply side initiatives.

Union Budget 2014-15 stands out for the pragmatic approach adopted by Mr Arun Jaitley, Minister of Finance, to lift growth, reignite investment, boost savings and provide a fillip to employment generation. A bold and reformist budget, it has rightly focused on the priority areas which would boost business confidence by providing an impetus to growth. The vision articulated in the Budget shows that the Government means business.

The Finance Minister has adhered to the path of fiscal prudence while presenting a credible medium term plan to bring down fiscal and revenue deficit, which

is indeed laudable. His Budget spells out a roadmap of gradually reducing the fiscal deficit to 3% of GDP by 2016-17 which would bring in the much-needed efficiency and certainty in Government finances. This singular measure, if effectively implemented, has the potential to be a game-changer for lifting business sentiment, and bolstering our credibility among foreign investors and rating agencies, and would send out a strong signal that the Government is committed to reforms.

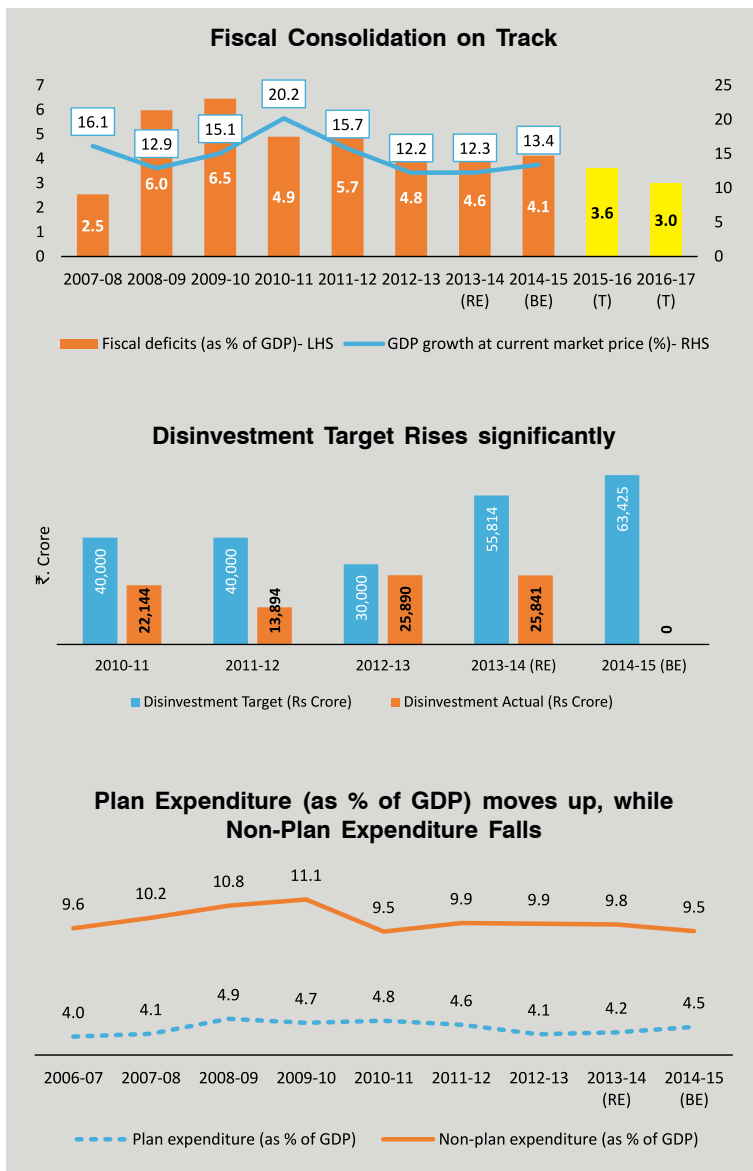
The most striking feature of the Budget is the attempt to rekindle business confidence and make India an attractive place for doing business for the domestic and foreign investor. It announces a stable, transparent

and non-adversarial tax environment with a focus to re-engineer tax administration and overhaul the dispute settlement mechanism so as to improve the ease of doing business in India. The announcement that the Government would not ordinarily change policies retrospectively is noteworthy.

The creation of a high-level committee by the Central Board of Direct Taxes (CBDT) to scrutinize all cases arising out of past amendments, changes in transfer pricing regulation, and widening the scope of authority of advance rulings are all steps in the right direction. Mr Jaitley has also given an assurance that the concerns of the States about loss of autonomy and compensation for loss of revenue will be resolved by the end of this financial year, which in turn would pave the way for the implementation of Goods and Services Tax (GST). This is a sure way to strengthen business sentiment and restore the faith of the foreign investor in the India growth story.

Infrastructure

With a view to incentivize development of infrastructure, the Budget has proposed a number of welcome measures which would make investment in infrastructure a viable business proposition. Rural infrastructure is to be promoted via PPP through the Shyamaprasad Mukherjee Rurban Mission, for which a grant of ₹ 500 crores has been set aside. The scheme would strengthen rural infrastructure and prevent rapid urban migration.





Sumit Mazumder, President Designate, CII, Chairman, CII Special Task Force on Railways, and Vice Chairman & Managing Director, TIL Ltd; Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, and Dr Naushad Forbes, Vice President, CII, and Director, Forbes Marshall Pvt Ltd, at the Union Budget Viewing Session in New Delhi

An institution to provide support to mainstreaming PPPs called 3P India will be set up with a corpus of ₹ 500 crores. Priority would be accorded to quick dispute resolution. Banks will be permitted to raise long term funds for lending to the infrastructure sector with minimum regulatory pre-emption. Infrastructure Investment Trusts are to be set up with tax incentives. These steps to provide long term affordable finance to the sector would, hopefully, provide incentives to banks for lending.

Apart from the overarching issues, specific sectors such as roads and highways, ports and airports, have also been offered new steps. In particular, urbanization has been given high priority with the intention of creating new smart cities and linking them to industrial hubs and corridors. With the accompanying steps to incentivize FDI in real estate, boost low-cost housing through interest tax relief and address water and sewage, there is hope that the expected population of 600 million in cities by 2031 would find clean and livable cities.

Agriculture

The Budget proposes wide-ranging initiatives to reinvigorate the agricultural sector. A new urea policy will be formulated, which will bring in efficiency in nutrient use. The Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) will focus on works that are more productive, asset-creating and substantially linked to agriculture and allied activities. Setting up of national markets and farmer markets at the State level is being encouraged. The allocation of ₹ 100 crores for an agri tech infrastructure fund, ₹ 5,000 crores to increase warehousing capacity, and development of integrated marketing infrastructure,

will help to facilitate linkages of farmers to the larger supply chain.

Water management has been encouraged through the Pradhan Mantri Krishi Sichayin Yojna, with allocation of ₹ 1,000 crores, a national adaptation fund for climate change with ₹ 100 crores, assured irrigation and risk mitigation and a new programme called Neeranchal with an initial outlay of ₹ 2,142 crores.

Agri R&D will gain impetus from the proposed agri research centres and universities. The announcement of schemes to provide soil health cards to farmers, and establishing 100 mobile soil testing labs, would lead to better soil health management by efficiency in nutrient use.

The target for agri lending has been set at ₹ 8 lakh crores and many steps have been listed to resolve farmers' access to credit.

Manufacturing

If the Indian growth story has to be sustained and adequate employment is to be generated, it is imperative that the share of manufacturing in GDP increases to upwards of 25% from the present share of around 15% of GDP. Hence, the Budget announces several measures to provide an impetus to the manufacturing sector, to enable it to help fulfill the developmental priorities of the country.

The setting up of 20 industrial clusters, a National Industrial Corridor Authority, linking of smart cities with industrial corridors, reviving SEZs, etc. are steps to provide support to the manufacturing sector and attract employment.

The increase in custom duty on imported flat rolled steel for stainless steel from 5% to 7.5% is a welcome

'In its first Budget, the new Government has activated a number of directional changes that would stabilize the economy, boost investments, and encourage savings with a view to reviving GDP growth to 7-8% in the near term. We believe this Budget would set the tone for quick recovery of GDP growth and generation of new jobs, and hope that it will be followed up by close monitoring and implementation of announcements.'



Chandrajit Banerjee,
Director General, CII

step. The Mining sector welcomes the announcement of changes in the MMDR Act. This will facilitate the mining of iron ore, promote investments and encourage sustainable best practices. However, royalty on minerals to enhance revenue for steel is a negative step, as it will affect prices.

MSME

The definition of Micro, Small and Medium Enterprises (MSME) will be revised, which is a major CII recommendation. The present definition of MSME based on investment is not in consonance with inflation rates and exchange rates, which have changed over time.

The fund of ₹ 10,000 crores for equity support for MSME, supported with a ₹ 200 crores corpus fund for technology is a much-awaited move and meets CII recommendations. A new committee will be formed, with representation from the Ministry of MSME and the Reserve Bank of India (RBI) to address the financing problems of this sector. The bankruptcy issue of MSME will be addressed, helping viable companies to survive. These were major CII recommendations.

Financial Sector

The Union Budget strikes a positive balance between prudent regulatory and policy reforms and a focused growth-oriented strategy for financial inclusion. CII welcomes the Government's decision to increase the composite FDI in insurance to 49%. It is a significant step in the right direction. The Budget also addresses the key challenges of banks like growing NPAs, capital infusion and infrastructure financing, towards strengthening the financial inclusion agenda.

Services

The proposed setting up of 12 Government medical colleges is hoped to address the acute shortage of doctors and specialists that is impairing the expansion of healthcare delivery, especially in lower tier cities and rural areas. The underlying thrust of the budgetary provisions for large scale disease prevention, expanded and decentralized infrastructure and build up of medical talent should serve the growing healthcare needs of the vast population of India. The proposed 15 Model Rural Health Research Centres should be able to facilitate identifying the incidence of local health issues and, therefore, target interventions better. The private sector can complement the Government in a significant way in this massive exercise through appropriately structured PPP models. CII looks forward to working with the Government in implementing this mammoth agenda. Greater integration of health insurance in the healthcare delivery agenda will also help leverage available resources for public health for higher returns.

The Finance Minister's announcement on the setting up of new institutes is a welcome step to address the larger agenda of increasing access to higher education. However, the core issue of faculty shortages in existing institutes and ways to strengthen the system has been left untouched.

Leveraging tourism as an employment generator, the Budget includes steps to provide visas on arrival, open up five integrated tourist circuits and encourage pilgrimage and heritage tourism.

Direct Taxes

Personal income tax slabs have been tweaked with additional incentives for investments in tax-exempt instruments and low cost housing. While this will add money in the hands of the consumer, companies too benefit from several measures. The Budget puts in place a specific taxation regime for the Real Estate Investment Trust (REIT) and the Infrastructure Investment Trust.

In order to encourage companies engaged in manufacture or production to invest in the acquisition and installation of new plant and machinery, deduction under Section 32AC of the Act has been allowed if the company on or after 1 April, 2014 invests more than ₹ 25 crores in plant and machinery in the previous year.

To encourage the growth of the manufacturing sector, the Budget proposes to extend the deduction to

investment made in plant and machinery up to 31.03.2017.

The tax holiday to the power sector has been extended up to 31 March, 2017 i.e. till the end of the 12th Five Year Plan. It is proposed to amend the Act to provide a roll back mechanism in the Advance Pricing Agreement (APA) scheme.

Indirect Taxes

Industry expected a firm target for roll-out of GST, and is disappointed that no dates have been set for this seminal indirect tax reform measure. However, the Finance Minister has stated his intention to work with the States and meet their concerns.

Regarding other rates, the customs duty has been left at the 10% level that has prevailed for several years. Several CII requests pertaining to anomalies have been addressed by changing the inverted duty structures. Basic customs duties have been imposed on electronic goods not covered under the international telecom agreements in order to provide some relief to

domestic manufacturers.

Excise rates have been tweaked in many cases, and raised for cigarettes and tobacco products. However, as the stimulus to certain capital and consumer goods was accorded in the form of rebate on excise duties last month, no further announcements were made for stimulating manufacturing, as expected. The Central Sales Tax too remains unchanged.

In the ultimate analysis, Budget 2014-15 is a strong statement on directional change in macroeconomic management. It is clear that the new Government would focus on incentivizing the private sector in taking charge of the economy, and would work towards facilitating business and investments. The definitive thrust on urbanization, manufacturing, capital markets, and a friendly tax system would go a long way towards building new growth forces and strengthening existing ones. Although more could have been done by way of skill development and employment creation, Industry is happy that many of its concerns have been addressed.

CII Meets Arun Jaitley, Minister of Finance, Corporate Affairs and Defence

Mr. Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, met with Mr Arun Jaitley, Minister for Finance, Corporate Affairs and Defence, for a Pre-Budget consultation meeting with the Government, on 6 June in New Delhi. Speaking at the interaction, Mr Shriram shared Industry's suggestions for a pro-growth budget. At a time when the Indian economy is struggling to regain its growth momentum and

investment sentiments, the economy is at an inflexion point and is awaiting remedial action, he said.

CII also had the opportunity to have an exclusive meeting with Mr Jaitley on 13 June in New Delhi. Mr. Ajay Shriram and Mr Chandrajit Banerjee, Director General, CII, briefed the Finance Minister about the priority areas of CII during the year and requested the Government's partnership in several initiatives.



Photo Courtesy: PIB

(R-L): **Arun Jaitley**, Minister of Finance, Corporate Affairs and Defence; **Ratan P. Watal**, Secretary, Expenditure, Ministry of Finance; **Amitabh Kant**, Secretary, DIPP, and **Ajay S Shriram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, at an interaction in New Delhi



At the Budget-Viewing Session in New Delhi



An Impressive Debut



The broad vision of the Budget reflects a market-friendly approach to the revival of growth and investment, says Ajay S Shriram, President, CII

Despite the short time that the Finance Minister had to prepare his first Budget, he has been able to address a large number of issues, including several brought up by Industry. First and foremost, he has boosted investor confidence by committing to a path of fiscal consolidation over the next few years. This will restore macroeconomic balance, enable interest rates to decline and bring about a revival in economic growth. At the same time, he has promised to resolve some of the tax-related issues that have been dogging investors. Stability in the tax regime with speedy resolution of disputes would make India an attractive destination for both foreign and domestic investors.

Union Budget 2014-15 augurs well for the domestic economy, as instead of focusing on the short term, the Finance Minister has aimed at the medium term. He has talked about fiscal prudence by maintaining inter-generational equity. The proposal of setting up an expenditure management committee is also very forward-looking. The announcements on GST implementation and a cautious approach to retrospective taxes have satisfied expectations. Additionally, the focus on skill development among the young, and amendment of the Apprenticeship Act is again bright for the future.

The Budget has taken several measures to encourage investment. The decision to allow higher levels of FDI in several sectors including defence and insurance is a step

in the right direction. Other measures include decrease in the limit for investment allowance on plant and machinery, announcement of several projects in the infrastructure sector and several measures to promote construction activity. With the urban population expected to reach 600 million by 2031, the focus on urbanization, smart cities and urban transportation is indeed welcome. Industry hopes that the pace of activity in sectors such as ports, roads and power will be stepped up.

The Budget also rightly announced the setting up of 3P India to resolve issues in the PPP framework for infrastructure development. It provides a ten-year tax holiday to power generation firms, and promotes low cost housing.

It is indeed commendable that, despite constraints, the Budget has been able to provide funds in a number of critical areas. In particular, the proposal to establish a venture capital fund of ₹ 10,000 crores will support entrepreneurship in the country. Given that MSMEs are critical to the country's industrial output and employment, the decision to review their access to finance is welcome. A higher capital ceiling to define MSMEs would be appropriate for current conditions. The entire eco-system for these enterprises needs to be improved by reducing regulatory requirements. Developing a better bankruptcy framework would be a step in that direction.

While the slowdown in infrastructure

creation has been addressed by initiating several new projects, the Budget also aims to ease access to long-term finance for such projects.

Public sector banks have for some time been plagued by rising levels of non-performing assets. Together with an effort to revive stressed assets, the Budget has also made provision for recapitalisation of banks. The Government is likely to lower its shareholding in public sector banks by selling shares to the public. Incentivising Real Estate Investment Trusts (REITs) and promoting Infrastructure Investment Trust would infuse more funds in the infrastructure sector and reduce the pressure on the banking system for funds.

Reviving sentiment in the capital markets can boost economic growth by creating better access to finance. The right signals will not only encourage large investors but also households to invest their savings in financial markets. Household savings in financial instruments are expected to increase with some of the measures taken in the Budget, such as the increase in the exemption limit for personal taxation and

the investment limit under Section 80C. A spate of issues from public sector entities is also expected to attract savers into financial instruments.

Recognising the synergy between agriculture and economic growth as well as tackling inflation, the Budget has provided a strong focus on agriculture and rural development. The commitment to sustain a growth of 4% in agriculture and usher in a 'protein revolution' through an accent on productivity improvement is timely. The creation of a Price Stabilisation Fund to address price volatility, encouraging State Governments to develop Farmers' Markets and reorienting their respective APMC Acts, providing for the establishment of private yards, and the creation of an Agriculture Infrastructure Fund are all welcome measures to improve the agricultural supply-chain.

The broad vision of the Budget reflects a market-friendly approach to the revival of growth and investment. It is a comprehensive package that addresses concerns in diverse areas. Indeed, it is an impressive debut by the Finance Minister.

This article by Mr Ajay Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, was first published in The Hindu on 11 July 2014.



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Budget Boosts Growth Drivers



Budget 2014-15 could set a solid foundation for reviving growth in the medium term, says Chandrajit Banerjee, Director General, CII

Presented at a time when the Indian economy is facing multiple challenges, Budget 2014-15 adheres to fiscal prudence while addressing multiple economic growth drivers.

In its pre-Budget memorandum to the Finance Ministry, CII had recommended areas for critical intervention as fiscal consolidation, promotion of savings, revival of investments and tackling agriculture to mitigate inflationary pressures. Manufacturing, in particular, was placed at high priority in order to generate jobs.

The macroeconomic agenda demanded strong fiscal discipline and the Finance Minister has adhered to the target of 4.1% for the fiscal year. This is critical to avoid further deterioration in the savings and investment rates which have been moderating for the last two years. The announcement of an expenditure reforms commission and an overhaul of subsidies implies that rationalizing both sides of the Budget accounts would be on the anvil. In addition, as the private investment rate touched a decadal low of 23.9% in FY13, the need of the hour is to rebuild the investment pipeline while also encouraging savings.

The Budget unveiled a slew of measures across different areas to meet these economic imperatives, revive investor sentiments and impart a fresh fillip to consumer confidence. On the savings side, the Budget provides for small savings

schemes and offers some relief to the taxpayer by raising the threshold of personal income tax exemption and savings under Sec 80c.

For promoting investments, the Budget has taken up issues in tax administration, FDI, PPP, long-term financing, and sectoral initiatives. The intention to avoid retrospective taxation and the commitment to a clear, stable and predictable tax regime would greatly reassure investors. Opening up of the defence and insurance sectors as well as e-commerce for FDI was also a much-awaited step. The establishment of a 3P institution to support public private partnerships could assist new projects. Long-term financing by encouraging bank loans, strengthening the bond market and liberalizing ADR/GDR would go a long way towards bringing new investments into infrastructure. The crux for reviving investments would be to keep the project pipeline flowing smoothly, with continuous monitoring of ongoing projects.

Agriculture has been accorded high priority by the Finance Minister. A noteworthy aspect is that supply chain linkages have been stressed, connecting farm produce to markets. Re-orienting the State APMC Acts to establish private markets, development of Farmers' Markets in towns, and encouraging farmer producer organisations would offer more selling avenues to farmers. The price stabilization fund of ₹ 500 crore contributes towards moderating inflationary pressures.

While rejuvenation of warehousing would help post-harvest lending, storage and cold chain infrastructure could have also received some benefits. A welcome initiative is on addressing power supply in rural areas through the Deen Dayal Upadhyaya Gram Jyoti Yojana.

For industrial growth, the route of corridors, transport connectivity and smart cities has been finalized, thus bringing together the objectives of promoting manufacturing and urbanization. As India increasingly shifts out of rural areas, the manufacturing sector must be geared towards providing more job opportunities. By integrating this with the urbanization process, the productivity of workforce could be enhanced, thus raising incomes. The proposed National Industrial Corridor Authority should look at long-term perspective planning, including land use.



It is very welcome that entrepreneurship and the MSME sector are high on the Budget priority list. CII had long recommended that redefinition of MSME was in order, as the previous capital investment limits had been set in 2006. We look forward to working with the Government on setting realistic thresholds to define Micro, Small and Medium Enterprises. We had also suggested that the investment allowance

floor at ₹ 100 crores should be brought down and this has now been set at ₹ 25 crores, which would greatly incentivize more investments from smaller companies. A fund of ₹ 10,000 crores is proposed to finance start-ups, and another fund of ₹ 200 crores for innovation and agri industry was also a much needed initiative. MSMEs would find it easier to exit once the legal bankruptcy framework is instituted. Budget 2014-15 addresses multiple issues in the power sector relating to extension of tax holiday for ten years for generation, distribution and transmission, and coal linkages. However, it stops short of revamping coal mining. The renewable energy sector receives many benefits including ultra mega solar power projects and customs duty reductions on some intermediates.

The Budget has also announced strong interventions for skill development, particularly in reforming the Apprentice Act. We hope that these policies would be rolled out without delay.

As the maiden financial statement of a new Government, Budget 2014-15 meets the expectations of Industry. We believe it would set a solid foundation for reviving growth in the medium term. ■

This article by Chandrajit Banerjee, Director General, CII, first appeared in the Hindu Businessline on 11 July 2014.

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Towards Boosting Industrial Development



Nirmala Sitharaman, Minister of State (I/C) of Commerce and Industry, Finance and Corporate Affairs, with a CII delegation in Hyderabad

CII CEOs' delegations met with Ms Nirmala Sitharaman, Minister of State (I/C) of Commerce and Industry, Finance and Corporate Affairs, in New Delhi, Hyderabad and Chennai, to share Industry's concerns pertaining to the slowdown in manufacturing growth, and present suggestions to spur demand creation and the investment cycle, to revive manufacturing.

Mr Ajay S Shiram, President, CII, and Chairman & Senior Managing Director, DCM Shiram Ltd, who led the delegation for the interaction on 12 June in New Delhi, called for balancing the need for fiscal prudence with the imperative for stimulating growth.

All avenues of raising non-tax revenue would have to be explored. Especially important would be raising ₹ 50,000 crores from disinvestments and saving another ₹ 50,000 crores from subsidy rationalization, he said. CII also pointed out that there are 67 sick PSUs, whose winding up or rehabilitation proposals is pending, and their assets need to be unlocked to strengthen the country's fiscal situation.

The measures suggested by CII include fast-tracking project clearances, encouraging development of Intellectual Property (IP), R&D and innovation, rationalizing corporate taxation, etc. Industry members

also highlighted the need to create industrial clusters for important sectors such as textiles, pharma and medical devices equipment, and ICTE hardware manufacturing, to stimulate growth in manufacturing.

With a view to making India an export-oriented economy and incentivizing exports in manufacturing, Industry urged the Government to review the prevailing Free Trade Agreements (FTAs) and analyze their benefits to India vis-à-vis other countries, and also approach the upcoming FTAs with caution, to enable India to reap the benefits of such agreements.

Ms Sitharaman acknowledged Industry's suggestions, and gave her assurance that their concerns would be addressed with urgency. CII members were heartened by the Minister's eagerness to work with Industry, and her eye for detail. This has given Industry reassurance, as it looks to the new Government to revive manufacturing in the country.

The senior CII delegation included Mr Dhruv M Sawhney, Past President, CII, and CMD, Triveni Engineering & Industries Ltd; Mr Vikram Kirloskar, Vice Chairman, Toyota Kirloskar Motor Pvt Ltd; Dr Raghupati Singhania, CMD, JK Tyre & Industries Ltd; Mr Deep Kapuria, Co-Chairman, CII National Trade Fair Council, and Chairman, Hi Tech Gears; Dr Pawan Goenka, CMD,



Nirmala Sitharaman at an interaction with senior CII members in Chennai

Mahindra & Mahindra Ltd; and Mr Zubin Irani, Chairman, CII (NR), and President, Building & Industrial Systems (India), United Technologies Corporation.

Interaction in Hyderabad

A CII delegation, led by Mr. R Seshasayee, Past President, CII, and Executive Vice Chairman, Hinduja Group, met the Ms Nirmala Sitharaman, on 7 June in Hyderabad. The discussion explored how the new State of Telangana could benefit from the development process that had, thus far, been concentrated in Hyderabad. Other subjects such as manufacturing, agri-processing zones, and the creation of more cities, were also discussed.

During the meeting, it was decided that CII would work with the Ministry and the Government of Telangana on a specific agenda to strengthen the State as an investment region. The priorities include

- Identifying and working on the development of 2-3 more cities in Telangana
- Reviving the concept of manufacturing zones in the State
- Working on skill development initiatives and ushering in Public Private Partnerships in this regard
- Creating an agri-processing zone
- Helping to identify companies interested in investing in Telangana, as also partner countries for key development projects in the State.

The CII members urged the Ministry and the State Government to speedily implement priority projects such

as a dry port, power projects, a couple of airports; and a food and agri processing park; along with promoting technology development for SMEs.

The members pointed out that companies / investors feel that the availability of land is crucial for the growth and development of the State. Stressing the need to create new cities or link existing cities to manufacturing zones, CII recommended working on the creation / linking of cities within the identified National Investment and Manufacturing Zones (NIMZ), integrating all Central Government schemes, and providing incentives for developing 2-3 more cities across Telangana to serve as the next growth centres for the State. Other suggestions to the Minister included the creation of a campaign to brand and market Hyderabad and Telangana as an investment destination in order to make it a hub for manufacturing, and developing industrial corridors and industrial hubs to gain a competitive advantage.

CII also highlighted the enormous opportunity for food processing in the State, by strengthening the presence and operations of the Agricultural and Processed Food Products Export Development Authority (APEDA). The Poultry sector in the State has a huge potential to grow and requires policy support to enhance international trade business, especially viz-a-vis China. Industry expressed eagerness to work with Government in addressing non-tariff barriers faced by the food processing sector, and highlighted the need to focus on IPR.

Telangana is a major centre for the pharma and

Interaction in China



Nirmala Sitharaman with Ashok Kantha, Ambassador of India to China, and Madhav Sharma, Chief Representative, CII China, at an interaction in Beijing

A group of CII India Business Forum China members met with Ms Nirmala Sitharaman on 29 June in Beijing. The representatives of Indian companies discussed various issues related to India – China trade and economic cooperation.

biotech industry: 70% of the country's bulk drugs are from Hyderabad. There is a need for an appropriate policy framework for the bulk drug industry to prosper in Telangana and industry sought support from the Commerce Minister, especially regarding issues related to the environment, drug regulation, clinical trials and taxation. For instance, the Supreme Court ban / order on clinical trials is hampering Indian companies from meeting with global testing standards, it was pointed out.

CEO Session in Chennai

A select CEOs Session with Ms Nirmala Sitharaman on 14 June in Chennai, discussed the revival of manufacturing, improving the ease of doing business, and infrastructure development.

The CII delegation, led by Mr Venu Srinivasan, Past President, CII, and CMD, TVS Company Ltd, comprising of senior leaders from various industry sectors, made a number of suggestions to the Minister for her consideration.

“We look forward to a glowing future under the new Government and expect clear solutions as we move forward” said Mr Srinivasan, post the meeting. Pointing out that manufacturing should be 25% of GDP but currently is just 15%, he called for several measures to kick-start it through comprehensive reforms, improving the ease of doing business, land acquisition and frameworks, exports competitiveness, etc. The manufacturing sector has the potential to double employment levels and ensure inclusive growth, he said.

CII Members recommended the early implementation of Goods and Services Tax as industries are suffering from input tax credit. Issues on the Southern gas grids were also highlighted by the members, who requested improvements in the Chennai – Bangalore corridor by resolving the differences between the States on this issue. Export incentives need to be re-evaluated as Tamil Nadu is a net exporter and the introduction of special incentives and development frameworks may be channelled to the southern districts of Tamil Nadu for growth and development, they said.

The Members expressed concern over the anomaly of the duty structure and called for its rationalization to create a level playing field for local manufacturers. The private sector can boost the rural economy through rural lending schemes/mechanisms with strict monetary conditions, it was felt.

Industry drew the Government's attention to issues such as the Company Bill, the inverted duty structure and the low availability and high cost of power. These need to be changed as they make Indian goods uncompetitive when compared to imported products, the members said.

Farm mechanization is viewed as very important for the agriculture sector both to meet the non-availability of labour and to enhance productivity. This may be supported through funding schemes, felt CII.

Export competitiveness has to be enhanced by reviewing the export duty and incentives based on products / process. Further, mid-term and long term plans for Green Technology may be considered for sustainable growth, it was suggested, along with addressing the key issue of skill availability.

CII expressed keenness to work closely with the Commerce & Industry Ministry in the areas of Free Trade Agreements(FTAs), SEZ Policy, improving the ease of doing business, and the implementation of GST. ■



The pick-up in business confidence for the current quarter should be approached with cautious optimism, as the downside risks to growth have still not abated. Plenty would depend on the announcement of necessary policy measures by the new Government to aid economic revival

Business Confidence Moves Up

Indicating a sharp improvement in investors' sentiments amidst heightened expectations that the new Government means business, along with some improvement in basic macro indicators, the CII Business Confidence Index (CII-BCI) for the April-June 2014 quarter moved up to 53.7 from 49.9 in the previous quarter. A score above 50 indicates positive confidence while a score above 75 would indicate strong positive confidence. On the contrary, a score of less than 50 indicates a weak confidence index.

On the economic front, the positive developments include recovery in export growth, improvement in the twin deficits, buoyant foreign capital inflows, a strengthening rupee and moderating inflation. On the political front, the formation of a new Government at the Centre with a decisive majority has boosted the confidence of the market and investors.

Domestic economic uncertainty, low GDP growth and high inflation were cited to be the top most concerns of the respondents, highlighting the need to step up efforts to improve business sentiments and remove supply bottlenecks.

The 87th Business Outlook Survey is based on responses from over 150 industry members. A majority of the respondents (50%) belong to the large-scale sector, while medium scale companies comprise another 13%. Around 31% and 7%, respectively, are from small-scale and micro firms. Further, 54% of the respondents were from the manufacturing sector while 45% were from Services. The respondents in the Survey were asked to provide a view on the performance of their firm, sector and the economy based on their perceptions for the previous and current quarter. The CII-BCI is then constructed as a weighted average of the Current Situations Index (CSI) and the Expectation Index (EI).

Most (46%) of the respondents expect GDP growth to settle in the range of 5.0-5.5% in 2013-14, while only 16% expect it to lie between

Quarterly Business Confidence Index (BCI)

Index	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	Q1 FY13	Q2 FY13	Q3 FY13	Q4 FY13	Q1 FY14	Q2 FY14	Q3 FY14	Q4 FY14	Q1 FY15
Business Confidence Index	62.5	53.6	48.6	52.9	55.0	51.3	49.9	51.3	51.2	45.7	54.9	49.9	53.7
Current Situation Index	62.6	52.7	47.7	54.7	51.9	47.5	48.6	47.1	48.7	46.1	51.0	47.3	50.1
Overall Economy	61.1	49.2	44.5	49.4	48.9	36.3	44.5	44.2	44.5	35.1	41.6	40.4	46.8
Own Activity Sector	61.8	51.8	46.0	46.9	46.9	44.6	45.9	46.3	46.1	43.9	47.7	44.0	46.8
Own Company	63.7	54.4	50.0	56.3	56.3	53.2	51.7	48.7	51.7	51.3	56.3	51.9	53.4
Expectation Index	62.4	54.0	49.1	51.9	56.5	53.2	50.6	53.4	52.5	45.4	56.8	51.2	55.5
Overall Economy	61.1	48.5	44.2	48.9	52.8	44.6	47.5	49.1	49.4	37.0	50.1	46.1	52.0
Own Activity Sector	61.1	53.7	47.5	46.9	53.5	49.8	48.1	52.2	50.6	43.6	54.3	49.1	54.6
Own Company	63.7	56.1	51.7	56.3	59.7	58.4	53.3	55.7	54.7	49.5	60.7	54.3	57.3

* The Survey is conducted on a quarterly basis since the 74th Business Outlook Survey

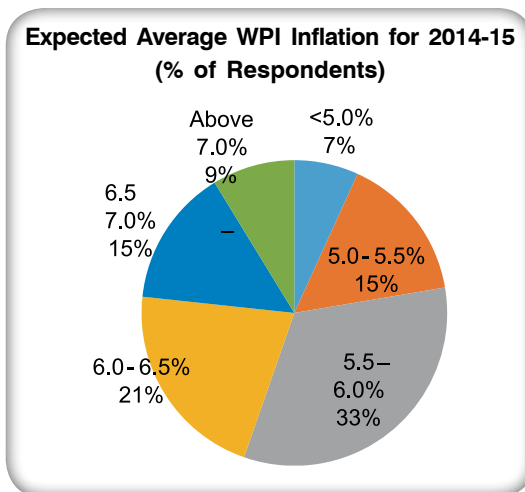
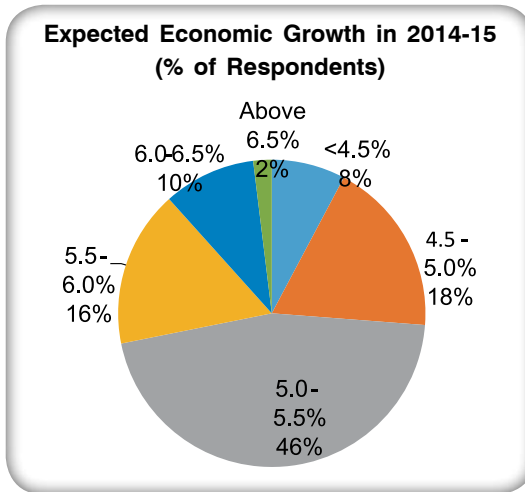
5.5-6.0%. Economic growth slowed down to 4.7% in 2013-14, the second consecutive year of sub-5% annual GDP growth. The expectation of improvement in the current year is rooted in optimism about the overall demand situation. Around 56% of the respondents expect their sales and new orders to increase in the first quarter of 2014-15, which is much higher than the 35% who expected this in the previous quarter. Similarly, a majority of the respondents expect their investment, domestic as well as international, to go up during the current quarter.

Further, 37% of the respondents expect their export orders to increase in April-June 2014, exceeding the 23% who expected this in the previous quarter. Correspondingly, 43% of respondents expect their exports to increase, vs 27% in January – March 2014.

As regards inflation, a majority of the respondent firms (53%) expect Wholesale Price Index

(WPI) based inflation to lie in the range of 5.5-6.5% for the current fiscal. This continues the moderation seen in inflation from 7.4% in 2012-13 to 6.0% in 2013-14. However, we need to maintain a cautious approach with regard to inflationary expectations given the upward risks of a deficient monsoon in 2014. However, on the flip side, inflation may be capped, as the lagged impact of previous rate hikes seeps through and a strong base effect from last year lowers headline inflation.

The improvement in the demand situation is also evident from the fact that businesses, besides increasing new investment, have started experiencing a rise in capacity utilization. In the Survey, 44% of the respondent firms expect their capacity utilization levels to exceed 75% in Q1FY15, up from 34% in the previous quarter. This augurs well for the turnaround of the economy.



An expectation of recovery in sales and a rise in new orders, coupled with near stagnation in input costs, encourages more respondents to expect an increase in profits: 34% in the April-June 2014, as against 21% in the last quarter. However, a majority of the respondents (around 47%), do not expect any change in net profit in the current quarter, which calls for continued policy efforts to improve business conditions in the country.

As far the twin deficits of fiscal and current account are concerned, 44% of the respondents expect fiscal deficit to lie in the range 4.5-5.0% of GDP in 2014-15, which is higher than the budgeted 4.1% for the year. Given that the fiscal deficit for the previous year stood at 4.5% of GDP, this indicates limited expectation of rationalization in the current year. To effect a significant reduction in fiscal deficit, the new Government would need to undertake numerous measures such as

fast tracking implementation of Goods and Services Tax (GST), implementing Public Sector Undertakings (PSU) disinvestment and addressing the subsidy situation.

Similarly, 32% of the respondents expect a Current Account Deficit (CAD) of 2.5-3.0% of GDP in 2014-15. It is pertinent to note that India's CAD narrowed sharply to 1.7% of GDP in 2013-14 from 4.7% in 2012-13. The CAD in the current year may move up with a faster increase in imports, as economic activities pick up.

The pick-up in business confidence for the current quarter comes as a silver lining for the economy. However, it should be approached with cautious optimism, as the downside risks to growth have still not abated. Plenty would depend on the announcement of necessary policy measures by the new Government to aid the growth pick-up.

Managing Food Inflation in a Deficit Monsoon Scenario

Deficit monsoon conditions are putting food inflation at a higher risk of escalation, with more pressure emanating from high value commodities. This highlights the need for greater focus on marketing reforms and better price information mechanisms to contain the price spread between wholesale and retail markets



The 2014 monsoon rainfall is expected to be deficient with a 70% chance of El Nino by July-early August. Despite the increasing resilience of the agricultural sector to weather fluctuations, the prospects of a deficit monsoon are likely to impact food inflation, which is still fragile, and a cause for concern for the Government.

As of April 2014, total food inflation (change in wholesale price index) was 6.3% and that of food articles and manufactured food was 8.6% and 2% respectively. The inflation pressure is high on fruits (16.5%) followed by rice (12.8%), eggs, meat, fish (10%), and milk (9.2%). Inflation in vegetables has drastically come down from an average of 76% between July and December 2013 to about 7% between January and April 2014, and is most susceptible to any likely supply disruptions.

During 2002-03 and 2009-10 (severe drought years in the recent past), food grain production declined by -18% and -7% respectively. In the case of food inflation, the situation has worsened – inflation in food grains increased from only 1.1% in 2002-03, to 14.5% in 2009-10. This, despite huge stocks of rice and wheat with the central pool (62 million tonnes in July 2002 and 52.5 million tonnes in July 2009) which helped augment domestic availability! Even for 2014-15, with existing stocks of grains, any shortfall in production is likely to be tackled comfortably. For

other categories, the less than 2% inflation in food articles in 2002-03 spiked to 15.3% in 2009-10, with similar trends in food products (from 5.2% to 13.5%), spiraling the pressure of high value commodities. Interestingly, in the case of vegetables, prices soared from a negative of (-5.1%) to 14%, and in livestock products, from less than 4% to more than 20%. With high value commodities, factors such as increasing demand for such commodities and weak supply chain responses have significantly impacted the prices. In 2013-14, inflation in vegetables has been the highest, at 40%, compared to 13% in meat, eggs and fish, and about 9% in food grains.

CII suggests urgent measures both from a short and long term perspective. In the short term, the Government should make use of open market sales and act swiftly on tariff policies, particularly with respect to pulses and milk, to make up for any domestic supply shortfalls and check inflation pressures. The Government needs to relook at the export of commodities (like onions) which are at a high risk of price escalation as a fallout of a deficit monsoon. Contingency plans that are prompt enough to compensate the farmers and mitigate risks will be extremely critical. The concern for the Government right now is to protect and/or compensate farmers against the losses accruing from crop damage or lower output and, at the same time, ensure that consumers do not bear the brunt of high

prices arising from supply shortages. The plan and outreach need to be prompt to tide over the immediate fallout of a drought-like situation.

It is heartening to note the preparedness of the Government in tackling the situation. It will be important to leverage the availability of large grain stocks and prompt the use of tariff policies to make up for any production shortfalls, and hence check food inflation from going out of bounds. Long term policies that aim at improving marketing chains, particularly for high value commodities, will be more effective in avoiding periods of price spikes, than going into a fire-fighting mode.

Going forward, there is a need to focus on less water intensive crops to improve food security. We also need to revamp the cropping pattern to shift the focus from growing water intensive crops in the rain-fed areas of the country to the water abundant regions of North East India, which have the potential of becoming the food bowl of the country.

De-listing fruits and vegetables from the Agricultural Produce Market Committee (APMC) list will enable direct marketing of these commodities, thereby arresting the wide price spread between wholesale and retail markets. Abolishing the Essential Commodities Act to enable the free movement of agricultural commodities will help smoothen regional supply shortages. Only a strong political will can bring in these long overdue

reforms and, more importantly, ensure their effectively implementation at the State level.

The right incentives for the adoption of advanced technologies like drip irrigation, developing drought-resistant quality of seeds, and promoting rainwater harvesting will be important. About 75% of the public investment in agriculture goes into medium and large irrigation projects, many of which are incomplete or under progress. These projects need to be completed to augment irrigation available for agriculture.

The private sector can play a meaningful role in food grain management by partnering with the public sector in the procurement and storage of grain. Increasing stocks of grains will require creating infrastructure facilities for storage. Also, to offload some of the burden of grain distribution through the fair price shops under the public distribution systems, private retail outlets can also deliver grains, pulses and other commodities. The private sector has a large role to play in bringing about technology innovations in facilitating biometric identification, smart cards, etc.

Devising ways to mitigate the risk of farmers and safeguarding their income is important. The design and extent of the outreach of weather insurance needs to be improved. Public private partnerships to provide these services to farmers and strengthen the scope of coverage can, to a large extent, bail them out of a credit burden.

Trends in Food Inflation and Rainfall Patterns since 2000-01

	Actual Rainfall as % of Normal Rainfall (all India)	% Deviation in Rainfall	Food Articles	Food Grains (Cereals + Pulses)	Vegetables	Fruits	Milk	Eggs, Meat & Fish	Food Products
2000-01	92	-8.0	3.0	-1.5	-1.9	8.3	10.6	6.9	-3.7
2001-02	92	-8.0	3.3	-0.8	23.2	14.1	1.8	2.5	-0.2
2002-03	81	-19.0	1.8	1.1	-5.1	5.5	3.3	1.5	5.2
2003-04	102	2.0	1.3	1.1	-1.7	6.3	2.5	-3.7	9.0
2004-05	87	-13.0	2.6	0.7	6.9	2.7	4.3	4.1	4.9
2005-06	99	-1.0	5.4	7.3	13.7	3.3	1.0	6.3	1.2
2006-07	100	0.0	9.6	14.1	0.5	6.2	7.9	6.1	5.3
2007-08	106	6.0	7.0	6.9	19.9	4.3	5.1	3.2	3.5
2008-09	98	-2.0	9.1	11.0	3.5	12.9	7.6	7.7	8.7
2009-10	78	-22.0	15.3	14.5	14.0	5.5	18.8	20.8	13.5
2010-11	102	2.0	15.6	4.9	13.0	19.8	20.1	25.5	3.7
2011-12	101	1.0	7.3	3.6	-2.0	14.2	10.3	12.7	7.1
2012-13	92	-8.0	9.9	14.6	17.2	1.3	7.2	14.1	8.1
2013-14	106	6.0	12.8	9.1	40.5	7.5	6.0	12.8	3.2

Source: Wholesale price index data from the Office of the Economic Advisor, 2014

RBI to look at post-Budget Scenario

A fiscally conservative stance by the Government could help the Central Bank take a more accommodative position on monetary policy

Starting April 2014, the Reserve Bank of India (RBI) has started reviewing its monetary policy stance on a bi-monthly basis. In its second bi-monthly policy review in June, the RBI left interest rates on hold, in line with market expectations. The only change was in the form of an increase in liquidity through a reduction in Statutory Liquidity Ratio (SLR) by 50 basis points and a simultaneous counteracting reduction of liquidity under the export credit refinance facility. The market is keenly watching for some changes in the upcoming policy review in August, which will take into account the fiscal outlook, as presented in Budget 2014-15. If the RBI is satisfied with the fiscal consolidation announced in the Budget, it may agree to further easing of liquidity conditions.

Most central banks around the world kept interest rates unchanged in their recent monetary policy reviews in May/ June. The US Federal Reserve maintained the federal funds rate in the target range of 0-1/4% but reduced its asset purchase programme from US\$ 45 billion per month to US\$ 35 billion, on the expectation of continued growth in the subsequent quarters. In the Euro zone, the ECB lowered its interest rates to 0.15% from 0.25% initially, in order to deal with the persistent disinflationary trend and quell the threat of deflation. The central banks in all the four BRIC countries kept interest rates unchanged as persistent inflation in India, Russia and Brazil, and a credit

bubble in China, continued to restrict the monetary freedom of the central bank even as economic growth continues to suffer.

The RBI is not likely to begin easing its monetary stance yet, although it could tone down its hawkishness. Risks to inflation have increased as the El Nino effect and geo-political tensions are likely to create an upward pressure on food and fuel prices in the coming months. Wholesale price inflation came in at 6% in May 2014, reversing earlier expectation of a downward trajectory. Meanwhile, consumer price inflation has remained stubbornly above the target rate of 8%. The monsoon rains till 25 June were 40% below normal, thereby affecting the summer crop, while geo-political tensions like the terrorist invasion in Iraq have already pushed crude oil prices higher. The uncertainty in terms of the inflation scenario in the months ahead and the rising inflation expectations elicit the continuance of the anti-inflationary stance adopted by the RBI.

The RBI also remains concerned about how fiscal consolidation will be achieved. Although there is a marginal improvement in the fiscal deficit to GDP ratio each year, the rupee amount has been rising, and hence the absolute amount of Government borrowing remains high. This will continue to keep upward pressure on interest rates. The high level of Government debt itself is a cause of worry, as it is detrimental to domestic growth not only because

Key Fiscal Indicators	2011-12	2012-13	2013-14
Fiscal Deficit			
(% of GDP)	5.7%	4.9%	4.5%
Revenue Deficit			
(% of GDP)	4.4%	3.6%	3.2%
Primary Deficit			
(% of GDP)	2.7%	1.8%	1.2%
Gross Government Borrowing			
(% of GDP)	5.7%	5.5%	5.0%
Government Debt (% of GDP)	51.9%	51.9%	51.1%

Source: CGA, RBI, Planning Commission, MOSPI




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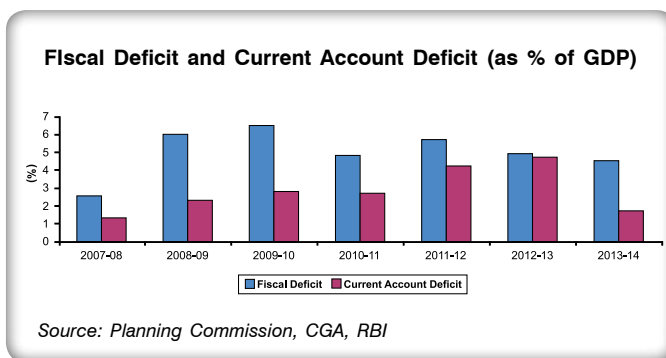
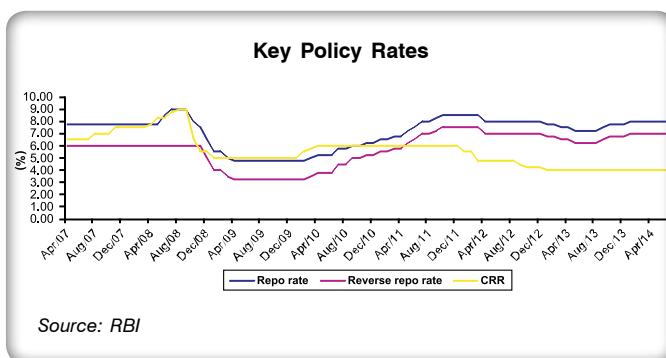
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it crowds out private investment but also because it fuels inflationary pressure. As for the Current Account Deficit (CAD), although there has been significant success in reining it in, the RBI will remain concerned about the impact of a revival in domestic economic activity. In 2013-14, CAD had been lowered to 1.7 % of GDP. However, a pick-up in economic activity could translate into greater imports for industrial production thereby putting upward pressure on the trade deficit and on the CAD.

Hence, for a sustained revival of the domestic economy, the Government will have to devise policies and reform agendas that will curtail the twin deficits by controlling unnecessary Government expenditures and promoting export activity.

CII recommendations for reducing the fiscal deficit include

- Modifying the subsidy schemes
- Embracing technology to help broaden the tax base
- Adopting GST for uniformity
- Removing uncertainty regarding tax policies.

Additional revenue could be raised by pushing for disinvestment not only in the Navratnas but also restructuring the loss making public sector enterprises.

Ultimately, a fiscally conservative stance by the Government will help the RBI to take a more accommodative position on monetary policy.

Finance Facilitation for SMEs

CII has set up an Online SME Finance Facilitation Centre to provide advisory and credit facilitation support to Micro, Small and Medium Enterprises



Kalraj Mishra, Minister of MSMEs, at the launch of the CII SME online Finance Facilitation Centre, with (L-R) **Deep Kapuria**, Immediate Past Chairman, CII National SME Council, Co-Chairman, CII National Trade Fair Council, and Chairman, Hi Tech Group; **Madhav Lal**, Secretary, Ministry of MSME; **Chandrajit Banerjee**, Director General, CII; **T T Ashok**, Co-Chairman, CII National SME Council and MD, Taylor Rubber Ltd; and the representatives of the Partnering Banks, in New Delhi

The Micro, Small and Medium Enterprise (MSME) sector is of critical importance in the Indian economy. While the Government has taken several measures to promote this sector, access to credit remains a major issue which needs urgent attention. MSMEs, which constitute 70% of CII membership, are facing a lot of pain due to rising costs, lower demand and high cost of accessing credit.

Responding to the pressing need to ensure that MSMEs are provided with credit at cost-effective rates, CII has set up an Online SME Finance Facilitation Centre to provide advisory and credit facilitation support to MSMEs, to meet their demand for working capital as well as for expansion and diversification. The Centre was launched by Mr Kalraj Mishra, Minister for Micro, Small and Medium Enterprises, in the presence of Mr Madhav Lal, Secretary, Ministry of MSME, on 16 June in New Delhi. Welcoming the CII initiative, both Mr Mishra and Mr Lal felt that the Centre would help address the financial needs of SMEs to a great extent.

The Centre will operate as a one-stop-shop, aggregating financing options from multiple large financial institutions. It will match the SMEs' financing demands with the banks and financial institutions, and also project large requirements for finance across financial institutions. Further, it has been observed that the delay and other issues related to credit delivery to such companies are primarily due to a lack of understanding of various

schemes offered by the banks and financial institutions as well as the procedures and documentation required for processing credit from banks. The Centre will play a role in sharing such information too.

CII MSME members can easily approach the Centre for their credit requirements through www.mycii.in. The Centre will facilitate the enterprises and link them to financial institutions.

According to the latest study of the International Financial Corporation, the debt gap addressable by financial institutions stands at ₹ 2.15 trillion and ₹ 0.78 trillion for the manufacturing and services

Services Offered by the Centre

- Linking MSMEs with banks and financial institutions to enable them to access financial services easily
- Providing updates on the latest financing policies and schemes of the Central and State Governments as well as financial institutions to MSME units seeking financial assistance
- Towards enhancing financial literacy, the Centre will provide online training modules on Financial Management through MyCII.in, and various CII offices across the country. The enterprises would be able to check their needs vis-a - vis eligibility and understand the criteria thereof.

sectors respectively. The manufacturing sector alone accounts for 73% of the debt gap prevailing in the sector. Manufacturing MSMEs often receive delayed payments - this increases their demand for working capital by approximately 50%. While the supplier's credit remains limited, the working capital demand of a firm is likely to exceed the short term borrowing limit allocated by financial institutions, resulting in a large credit gap. This shortfall in working capital tends to put further pressure on export-oriented MSMEs, since

delayed payments increase the vulnerability of currency rate fluctuations. Such export-oriented MSMEs are often underserved.

CII's Partners for the Centre are:

Indian Bank; Indian Overseas Bank; Federal Bank; Muthoot Fincorp Ltd; Religare Finvest; DCB Bank, and State Bank of Travancore

Please log on to www.mycii.in to visit the online SME Finance Facilitation Centre today!

Special Session on SMEs

MSME account for around 40% of the country's industrial output, employment and exports. Significantly, this sector has been consistently growing at a faster rate than the national GDP, making a compelling case for concerted policy interventions to build an enabling ecosystem for MSME to move up the value chain.

As the new Government at the Centre draws up fresh strategies to resuscitate the Indian economy, CII organized a Special Session with

Mr Kalraj Mishra, Minister for MSMEs, on 16 June in New Delhi, to direct attention on the factors that will spur MSME growth, to drive the country's manufacturing sector, and significantly impact employment generation. Mr Madhav Lal, Secretary, Ministry for MSME, Mr T T Ashok, Co-Chairman, CII National SME Council, and MD, Taylor Rubber Ltd, and Mr Chandrajit Banerjee, Director General, CII, also joined the session.

Emphasizing the need for skilling the youth in order to fight unemployment, Mr Mishra stated that the Ministry of MSME would take all necessary steps for skill the youth, and nurture their development into successful entrepreneurs. These successes would serve as role models to encourage others, he said. The Government is working on simplifying processes to create opportunities for young entrepreneurs and will initiate a separate policy for this sector, he said, emphasizing the need for an integrated approach.

Skill development, he stated, was equally important for labour, pointing out that there are over four lakh unregistered enterprises in India, which need to be



Chandrajit Banerjee, Director General, CII, felicitating Kalraj Mishra, Minister of Micro, Small & Medium Enterprises, in New Delhi

brought into the mainstream. This would need the identification of new sectors like Defence and Aviation, he added.

The Minister said that the Ministry is looking at revising the definition of MSMEs as per the MSMED Act, which could help resolve several issues hindering their growth.

Mr T T Ashok, Co Chairman, CII National SME Council and MD, Taylor Rubber Ltd, in a detailed presentation, shared CII's agenda over the short, medium

and long term, for the growth of the sector. The key CII recommendations include

- Revision of the MSMED Act 2006
- Effective implementation of the Public Procurement Policy
- Implementation of the recommendations of the Inter-ministerial Committees on 'Accelerating Growth of SMEs in Manufacturing' and on 'Boosting Exports from SME Sector'
- Provision of infrastructure for MSME

Mr Madhav Lal stated that the Ministry of MSME would work with CII on all the recommendations presented. The Ministry, he reiterated, is working on creating a conducive environment for accelerating the growth of the MSME sector in India.

The Indian MSME sector is capable of growing at a healthy double digit rate, thereby providing the necessary impetus for national GDP to achieve high single digit growth in the next two years, said Mr Banerjee. ■

Roundtable on Public Procurement Policy for MSMEs

CII conducted a Roundtable on the 'Public Procurement Policy for Micro and Small Enterprises (MSEs) Order, 2012' on 3 June in New Delhi. The Roundtable was attended by representatives from more than 14 Public Sector Enterprises (PSEs) and over 100 MSME members from various parts of the country. The Policy, which requires PSEs to procure 20% of their requirements from Micro and Small Enterprises, would be mandatory for all functional PSEs from 15 April 2015.

"We encourage MSMEs to market their products and increase their radius of selling and exporting," stated Mr M P Singh, Additional Development Commissioner and Economic Advisor, Office of Development Commissioner (DC), Ministry of MSME. Along with other stakeholders, MSMEs too have a major role to play in the implementation of the Policy by achieving the 20% procurement mark. The Ministry has initiated a number of vendor development programmes to create awareness and adaptability of the Policy, build competitiveness and increase the growth of the MSME sector, he said.

Dr Alka Kaul, Chair, Sub Group on Women's Empowerment, CII National SME Council, and Director - Quality Management Systems & HR, Horizon Industrial Products Pvt Ltd, who chaired the Roundtable, highlighted the policy related issues and constraints such as the complex registration process, short tender notice, delayed payments, inappropriate qualification criteria, etc. which are hindering the growth of the sector.

Ms Neha Nagpal, Technical Expert, GIZ, said that, out of 179 functional PSEs, only 32 have managed to fulfill the target of buying 20% of their procurement from MSEs, while the rest are expected to do so by April

2015. The GIZ, she added, is working to streamline the process to tackle current procedural constraints affecting both MSMEs and PSEs. Enabling practices will be presented to the office of DC MSME in the form of a Best Practices document, she said, calling for the support of all stakeholders – MSMEs, PSEs, Ministries, policy makers and advisory bodies, to achieve the goal of procurement.

The Ministry of Railways now makes all its procurement through e-procurement, i.e. 100% of purchase through e-tender, said Mr Sudhir Sharma, Director, Stores Directorate, and Ministry of Railways. With e-procurement in place, the Railways release 95% of the payment at the time when goods are received, he added.

Mr Rajesh Gupta, Director (P&C), Directorate General of Supplies & Disposal (DGS&D), Ministry of Commerce and Industry, described the role of the DGS&D in the implementation of the Public Procurement Policy. For instance, the Directorate works on the Rate Contract between suppliers and buyers. Therefore suppliers once registered under the DGS&D need not submit their tenders again, he explained. The DGS&D collects data, and can provide suppliers' details to buyers, he said. As the DGS&D is also a 100% e-procurement buying entity, this ensures full transparency. MSMEs can also save on costs through e-procurement, he added.

The Roundtable concluded with a very relevant interactive discussion, where MSMEs and PSEs put their queries to the panelists. Suggestions and inputs related to policy issues such as complicated vendor registration, timelines for e-procurement buying, IT upgradation of e-portals, contract renewals, inspections, specific grievance cells, buyer-supplier portals, database information, etc. were put on the table. ■



Rajesh Gupta, Director (P&C), Directorate General of Supplies & Disposal (DGS&D), Ministry of Commerce and Industry; **Sudhir Sharma**, Director, Stores Directorate, Ministry of Railways; **M P Singh**, Additional Development Commissioner & Economic Advisor, Office of Development Commissioner, Ministry of MSME; **Neha Nagpal**, Technical Expert, GIZ, and **Dr Alka Kaul**, Chair, Sub Group on Women Empowerment, CII National SME Council, and Director - Quality Management System & HR, Horizon Industrial Products Pvt Ltd, at the Roundtable on the Public Procurement Policy in New Delhi

CII Recommendations on Agriculture

A small delegation comprising of members of the CII National Council on Agriculture called on Mr Radha Mohan Singh, Minister of Agriculture, on 27 June in New Delhi.

Presenting CII's recommendations on key agriculture policy issues to the Minister, Mr S. Sivakumar,

Chairman, CII National Council on Agriculture, and Chief Executive-Agribusiness Division, ITC Ltd, said that CII is completely aligned with the agenda of the new Government which focuses on tackling inflation; developing resilience towards weather variations and harmonizing the subsidy regime. He added that the focus of CII is on 'how' Industry can look at these issues as business opportunities and work in partnership with the Government to achieve positive outcomes.

The strategy suggested by CII to tackle high food inflation is to reduce transaction cost, minimize wastage and take technology from lab to land by focusing on agri logistics hubs, processing and cold chain development, along with agri extension services. Support was sought on reforming the Agriculture Produce Market Committees (APMCs) to align demand with production and empower farmers through stronger extension services.

Speaking on APMC reforms, Mr Singh said that his Ministry has already de-notified fruits and vegetables out of the APMC purview in Delhi and has written to other State Governments for proactive action on this front. Further, a cold chain is extremely important for perishables and funding will be made available for cold chain projects, he said.

To build resilience towards weather variation, CII proposals included improving irrigation, bringing in quality seeds and providing risk mitigation through crop-based weather insurance. The private sector could pitch in with technologies on micro irrigation, improved seeds and insurance products, it was suggested. The Government needs to strengthen the capacity of water development teams in panchayats, align



Sharad S Nandurdikar, MD, Paradeep Phosphates Ltd; **S Sivakumar**, Chairman, CII National Council on Agriculture, and Chief Executive-ABD, ITC; **Radha Mohan Singh**, Minister of Agriculture; **Gokul Patnaik**, Chairman, Global Agrisystems P Ltd, and **Dr Arvind Kapur**, CEO, Rasi Seeds (P) Ltd, at an interaction in New Delhi

research approval protocols based on scientific evidence, and subsidize the cost of insurance premiums until the desired scale is achieved.

The Minister shared that the Ministry is working with the State Governments and farmer organizations to strengthen weather-based insurance schemes to ensure

better coverage and benefits to farmers. He said that a key focus area would be to strike a balance between the use of chemical fertilizers and sustainable farming and organic farming.

To channelize subsidies towards productive investments, the CII proposals called for a balanced use of fertilizers, unbundling the Food Corporation of India (FCI) and using Mahatma Gandhi Rural Employment Guarantee Act (MNREGA) funds for agriculture. CII called for urgent reforms in the fertilizer pricing and subsidy schemes, food grain management and capacity building. Agreeing to the need for efficiency in fertilizer usage, Mr Singh stated that issuing soil health cards to all the farmers in the country is a top priority for the Ministry.

Key CII recommendations:

- Adopt Model APMC Act 2003 in all the States in true spirit, and segregate the roles of the APMC Regulator and the Mandi Board
- Align production with demand by permitting Options under the Foreign Contribution (Regulation) Act 2010
- Empower farmers to access extension services and extend low-cost agri credit to farmers for payments to agri-services
- Bring Urea under the Nutrient-Based Subsidy and move towards direct transfer of subsidy

Mr Singh said that the Government is already proactively working in these areas and looks forward to receiving detailed industry recommendations, particularly in the areas of agriculture marketing, seeds and fertilizers.

Interaction on Food Processing

A Food Map is being developed by the Ministry of Food Processing Industries to help identify food clusters across the country, said Ms Harsimrat Kaur Badal, Minister of Food Processing Industries, at an interaction with CII industry members in New Delhi on 13 June.

The Food Map will not only help identify issues such as crop strength, production and processing, but also help the Ministry ensure the desired interventions to expand the Indian food export market and develop brand India, said Ms Badal. The Ministry, she said, is devising new schemes to provide last mile delivery to farmers, including 'Farm to Shelf' schemes such as mobile processing vans, small food processing units for business incubation and training, and processing centres at the village level, to ensure that farmers' produce is processed and reaches the markets.

Outlining the priorities for the Food Processing Ministry, Ms Badal stated that it is critical to curb food inflation by boosting food processing; mitigating post-harvest fruit and vegetable losses; driving and accelerating food processing industries growth; de-regulating and simplifying governmental systems, processes and clearances that delay food processing projects and cause huge losses to companies putting up projects; and, finally, reviewing the role of the Food Safety and Standards Authority of India (FSSAI) in the long delays in clearing product approvals.

Mr Piruz Khambatta, Chairman, CII National Committee on Food Processing, and CMD, Rasna Pvt Ltd, presented to the Minister specific recommendations and focus areas identified by CII to unleash the potential of the Food Processing sector, and described initiatives on the anvil. Around 40 CEOs of top food processing companies, from all the four regions of the country participated



Mayank Jalan, Co-Chairman, CII National Committee on Food Processing, and MD, Keventer Group; **Siraj Hussain**, Secretary, Ministry of Food Processing Industries; **Harsimrat Kaur Badal**, Minister of Food Processing Industries, and **Piruz Khambatta**, Chairman, CII National Committee on Food Processing, and CMD, Rasna Pvt Ltd, at an interaction in New Delhi

in the interaction.

Mr Khambatta suggested studying the Gujarat model of agricultural growth, which focuses on encouraging exports, promoting Industry-Government-Academia linkages, ushering in a favourable tax regime, rejuvenating mega food park schemes, facilitating skill development programmes that focus on women, promoting cold chain development, as also a

growth-oriented regulatory environment, and APMC reforms. He called for specific interventions relating to the need for science-based regulation and standards to enable product innovation and consumer safety, keeping taxation for food processing activities on par with agri production, including food processing in the curriculum of vocational studies, and provision for two to three anchor tenants with a strong existing demand base to give a boost to the mega food park scheme.

Given the inflationary pressure of deficient monsoons on perishables like horticulture and dairy products, supply chain management needs to be improved, stressed Mr Akshay Bector, Chairman, Agriculture and Food Processing Committee, CII Northern Region, and MD, Mrs Bector's Food Specialties Ltd. He suggested that the Mega Food Park Scheme be rejuvenated, and direct connections be established with farmers, to bridge the gap between wholesale and retail prices.

CII members also suggested the uniform implementation of the APMC Act across the States, the immediate delisting of perishables from the APMC list, and giving farmers the freedom to sell fresh, perishable produce directly to food processing companies, aggregators and retailers.

CII also laid out a seven-point agenda for the food processing sector. ■

CII's 7-point agenda for the Food Processing Sector

- Create farmer-industry linkages
- Develop robust infrastructure
- Establish an enabling regulatory framework
- Provide a focused fiscal environment
- Encourage demand-driven research
- Facilitate skill development
- Promote the 'Made in India' brand

India Delegation to BIO International Convention

CII, in partnership with the Department of Biotechnology, Government of India, and the Association of Biotechnology Led Enterprises (ABLE) participated in the BIO International Convention 2014 from 23-26 June at San Diego, USA. CII organized a delegation comprising of Government and industry professionals in biotechnology to participate in the event on a learning and knowledge-exchanging mission.

The delegation was led by Prof. K. VijayRaghavan, Secretary, Department of Biotechnology, with participation from organizations such as the Department

of Science and Technology, Uttar Pradesh; Karnataka Biotechnology and Information Technology Services; KIIT - Technology Business Incubator; GVK Biosciences Pvt Ltd; Shasun Pharmaceuticals Ltd; Biotechnology Industry Research Assistance Council; Lambda Therapeutic Research Ltd, Tichel Bio Park, and IIC Telangana, amongst others.

The Secretary listed seven areas in which biotechnology holds the most potential in India:

- Improving maternal and child health



Prof. K. VijayRaghavan, Secretary, Department of Biotechnology, inaugurating the India Pavilion at BIO 2014 in San Diego



Prof. Abhishek Mishra, Minister of State (Science & Technology), Uttar Pradesh, at the CII booth at the India Pavilion



Holly Vineyard, Deputy Assistant Secretary, US Dept of Commerce; Jonathan Goldberg, International Trade Specialist, ITA, South Asia, US Dept of Commerce; Dr. P.M. Murali, Chairman, Evolva, and President, Association of Biotechnology Led Enterprises (ABLE); Prof. K VijayRaghavan; Dr. Renu Swaroop, Advisor to the Department of Biotechnology, and MD, BIRAC, and Manni Kantipudi, CEO, GVK Biosciences Pvt Ltd, at the US-India Bilateral Discussion on Biotechnology, in San Diego



Indian delegation at Lambda Therapeutic Research Ltd

- Enhancing drug discovery for tropical diseases
- Facilitating the development of new vaccines
- Finding solutions for open defecation (therefore, an opportunity for toilet design innovation and waste treatment options)
- Food security (soil/ crop/ livestock)
- Fulfilling energy demands through biotech means
- Enabling large scale science transformation through skills development.

Several panel discussions were held during the three day programme on creating and leveraging partnerships for social and economic transformation in biotechnology and applied industries, exploring India's biotech potential, examining opportunities for public-private partnerships in developing the rotavirus vaccine, improving the regulatory landscape for clinical trials in

India and improving India's bio-manufacturing capacity by paying special attention to regulatory standards, training and economic incentives.

India Mission

The high-level mission led by Prof. K. VijayRaghavan, comprised of officials from the Department of Biotechnology, and the Department of AYUSH, from the Central Government, senior members from State biotech parks, and key industry representatives. It included visits to PaxVax for a scientific briefing, the University of California, San Diego, as and the Salk Institute, where the visitors toured lab facilities and interacted with students.

India Pavilion at BIO 2014

The 'India Pavilion' at BIO was inaugurated by Prof VijayRaghavan on 24 June. About 20 exhibitors, both from Government and Industry, exhibited their products, services and projects at the India Pavilion, which drew extensive footfalls from international delegates. Several one to one B2B meetings were held during the 3 day programme. An 'India Evening' complete with masala chai and savoury snacks was very popular with the visitors.

US-India Bilateral Discussion on Biotechnology

The US-India Business Council (USIBC), in collaboration with the Association of Biotechnology Led Enterprises (ABLE), the Biotechnology Industry Organization (BIO), and CII, hosted the India-US Bilateral Discussion on Biotechnology on the sidelines of the BIO Convention in San Diego.

The discussion was chaired by Prof VijayRaghavan, and Ms Holly Vineyard, Deputy Assistant Secretary, US Department of Commerce. The Industry Chair from USA was Dr. Romi Singh, Executive Director, Global Regulatory Affairs, Amgen, while the co-chairs from India were Dr. P.M. Murali, Chairman, Evolva, and President, ABLE, and Mr. Manni Kantipudi, CEO, GVK Biosciences Pvt Ltd.

Stakeholders on both sides emphasized the huge potential for collaboration between the two countries in leveraging synergies to enhance affordable drug discovery and biotech applications in other industries. They called for strengthening the entrepreneurship ecosystem through skill development, and putting in place financing structures to create biotechnology hubs. ■



Indrani Kar, Deputy Director General, CII; Prof K. VijayRaghavan and Dr P M Murali at the CII booth at the India Pavilion



Indian delegation at PaxVax Inc

Setting the Growth Path for MUTUAL FUND Industry

The 10th edition of the **Mutual Fund Summit**, with the theme, 'Indian Mutual Fund Industry: Challenging the Status Quo – Setting the Growth Path,' was held on 26 June in Mumbai. The Summit discussed the existing distribution models, penetration of mutual funds, products available, investor awareness, and optimum communication to investors about mutual funds as a potentially successful investment mode.

"In the last decade, the Mutual Funds industry has seen tremendous growth and successfully faced challenges. Yet, it has still not found mass acceptance because the grassroots investor does not know the place of Mutual Funds in the hierarchy of his savings. It is time for the industry to consciously brand itself as a different asset management class altogether as a long-term investment destination," said Mr U K Sinha, Chairman, Securities and Exchange Board of India (SEBI), at the Inaugural Session.

Echoing these sentiments, Mr Uday S Kotak, Chairman, CII Financial Sector Development Council, and Executive Vice-Chairman and MD, Kotak Mahindra Bank Ltd, called on the industry to "change its traditional mindset to that of thought leadership, to rise above narrow perspectives and to think of the sector as a whole."

A CII-PwC report, 'Indian Mutual Fund Industry: Challenging the Status Quo – Setting the Growth Plan,' released on the occasion, states that the asset management industry is poised for significant expansion. As per the report, assets under management (AuM) will

rise to around US\$ 101.7 trillion by 2020 from US\$ 63.9 trillion in 2012. It also says that AuM in South America, Asia, Africa and Middle East economies are set to grow faster than those in the developed world in the years leading up to 2020, creating new pools of assets that can potentially be tapped.

Mr A Balasubramanian, Chairman, CII Mutual Fund Summit 2014, and CEO, Birla Sun Life Asset Management Co. Ltd., said, "There is a lot that the industry stakeholders can do collaboratively to amplify the strength of distribution and move the product forward in the market. It is important for the industry to now position Mutual Funds as a long term investment vehicle."

Mr Sundeep Sikka, Chairman, Association of Mutual Funds in India (AMFI), and President & CEO, Reliance Capital Asset Management Ltd.; Mr R Mukundan, MD, Tata Chemicals Ltd. and Mr Gautam Mehra, Executive Director – Tax and Regulatory Services, PwC Pvt Ltd. also addressed the inaugural session.

The Summit had two interesting CEOs' roundtables on 'Challenging the Status Quo – Indian Mutual Fund Industry over the last 2 decades' and 'Setting the Growth Path – Managing the Market Sentiments in the Current Scenario' which were moderated by Mr Vivek Law and Ms Mini Menon respectively, from Bloomberg TV India. The discussions clearly highlighted that the growth of the industry over the span of two decades needs to be assessed from the perspective of distribution,



Arvind Sethi, MD & CEO, Tata Asset Management Ltd; **Ashu Suyash**, CEO, L&T Investment Management Ltd; **Milind Barve**, MD, HDFC Asset Management Co. Ltd; **Vivek Law**, Editor, Bloomberg TV India; **Leo Puri**, MD, UTI Asset Management Co. Ltd; **Alka Banerjee**, MD & CEO, Asia Index Pvt. Ltd, and **V Ganesh**, CEO, Karvy Computershare Pvt. Ltd.



R Mukundan, MD, Tata Chemicals Ltd; **Sundeep Sikka**, Chairman, Association of Mutual Funds in India (AMFI), and President & CEO, Reliance Capital Asset Management Ltd; **Uday S Kotak**, Chairman, CII Financial Sector Development Council, and Executive Vice-Chairman and MD, Kotak Mahindra Bank Ltd; **U K Sinha**, Chairman, Securities and Exchange Board of India (SEBI); **Gautam Mehra**, Executive Director – Tax and Regulatory Services, PwC Pvt Ltd, and **A Balasubramanian**, Chairman, CII Mutual Fund Summit 2014, and CEO, Birla Sun Life Asset Management Co. Ltd, at the Mutual Fund Summit in Mumbai

investor awareness, product design and the potential of schemes which are offered today. The speakers also deliberated on the current scenario which has seen addition in investors' folios with an increased amount of investment being channelized to equity.

The eminent panel of speakers at these CEOs' round tables included Mr Milind Barve, MD, HDFC Asset Management Co. Ltd.; Mr Leo Puri, MD, UTI Asset Management Co. Ltd.; Mr Arvind Sethi, MD & CEO, Tata Asset Management Ltd.; Ms Alka Banerjee, MD & CEO, Asia Index Pvt. Ltd.; Ms Ashu Suyash, CEO, L&T Investment Management Ltd., Mr V Ganesh, CEO, Karvy Computershare Pvt Ltd.; Mr Dinesh Kumar Khara, MD & CEO, SBI Funds Management Pvt Ltd.; Mr Sandesh Kirkire, CEO, Kotak Mahindra Asset Management Co. Ltd.; Mr Jignesh Desai, Joint MD, NJ India Invest Pvt Ltd.; Mr Puneet Chaddha, CEO, HSBC Asset Management (India) Pvt Ltd.; Mr N K Prasad, President and



Sangita Choure, Joint Secretary, Department of Disinvestment, Ministry of Finance

CEO, Computer Age Management Services Pvt Ltd. and Mr Avinash Kalia, Director, PricewaterhouseCoopers Pvt Ltd.

Ms Sangita Choure, Joint Secretary, Department of Disinvestment, Ministry of Finance, spoke on the 'Disinvestment Programme of the Government of India.'

The Summit explored important issues such as the right positioning of the product in the minds of the investor for meeting their financial goals, matching products and schemes to

a customer's appetite for risk, apart from exploring alternative business models which could be replicated in the Indian market to increase the breadth of the industry.

The second plenary addressed the issue of widening the distribution spectrum and drawing parallels from other industries. It discussed the use of technology as a game-changer for the industry,

The final plenary talked about imparting the right



N K Prasad, President & CEO, Computer Age Management Services Pvt. Ltd; **Jignesh Desai**, Jt. MD, NJ India Invest Pvt. Ltd; **Dinesh Kumar Khara**, MD & CEO, SBI Funds Management Pvt. Ltd; **Mini Menon**, Executive Editor, Bloomberg TV India; **Sandesh Kirkire**, CEO, Kotak Mahindra Asset Management Co. Ltd; **Puneet Chaddha**, CEO, HSBC Asset Management (India) Pvt. Ltd, and **Avinash Kalia**, Director, PricewaterhouseCoopers Pvt. Ltd.

message to the investor and also dwelled on what could be done to attract and retain investors, and make them channelize their savings into Mutual Fund products.

The Summit concluded with a session by Mr Anand Kumar, Founder of the Super 30 concept, and a globally-renowned philanthropist. Sharing the mantra of his success of making the impossible, possible, he inspired the gathering to introspect and take a fresh approach towards life.



S Subramaniam, CFO, Titan Co. Ltd; **Jaideep Bhattacharya**, MD, Baroda Pioneer Asset Management Co. Ltd, and **Sudhakar Ramasubramanian**, MD, Aditya Birla Money Ltd. & CEO, Aditya Birla Money Mart Ltd.



Charanjit Attra, Executive Director & Global CFO, 3i Infotech Ltd; **Harshendu Bindal**, President, Franklin Templeton Asset Management (India) Pvt. Ltd., and **Hansi Mehrotra**, MD, Hubbis

Managing Urban Growth

CII, as a strategic partner to the Urban Redevelopment Authority, Singapore, and The Centre for Liveable Cities, Singapore, participated in a forum on 'India In-Focus: Rethinking India – Managing Growth and Steering towards Sustainability' on 4 June, coinciding with the World Cities Summit in Singapore.

The Forum presented an update on the Delhi Mumbai Industrial Corridor (DMIC) project and highlighted the role of infrastructure and urbanisation in India's economic growth over the next 20 years. It outlined various development plans including the development of 100 smart cities as well as industrial and residential townships and waste water management as a part of massive infrastructure projects in India, estimated to

cost US\$ 1 trillion over the 12th plan.

Cities will account for 70% of India's GDP and house nearly 40% of India's population by 2030. The need for focus on policy, funding, technology and implementation, along with other key elements like connectivity, development of transit-oriented cities and walkability in cities was highlighted.

The forum also provided a platform for global city leaders, business leaders, policy-makers, senior industry representatives and experts to consider best practices in aligning different levels of Governments and city stakeholders to develop cohesive, safe and resilient cities, using planning and innovation to deliver long term value in an equitable and sustainable manner.



Manohar Khیاتani, President & Group CEO, Ascendas; **Talleen Kumar**, CEO & MD, Delhi Mumbai Industrial Corridor Development Corp Ltd, and Joint Secretary, Department of Industrial Policy & Promotion (DIPP), Ministry of Commerce & Industry, India; **Narinder Nayar**, Chairman, Bombay First; **Angshik Chaudhuri**, Chief of Staff + Connected Communities, and ED for Globalization, India Cisco Systems, Inc; and **Sanjeev Sanyal**, Global Strategist, Deutsche Bank, at a forum on Urban Development, during the World Cities Summit in Singapore

CEOs Roundtable on Media & Entertainment

CII organized the first major interaction of top CEOs from India's fast-growing Media and Entertainment (M&E) sector, with Mr Prakash Javadekar, Minister of State (I/C) of Information & Broadcasting, and Environment, Forest & Climate Change, and Parliamentary Affairs, on 19 June in New Delhi. The wide-ranging discussions at the roundtable spanned broadcast, films, DTH, cable, radio, print, and news broadcast.



Sudhanshu Vats, Chairman, CII Media & Entertainment Committee, and Group CEO, Viacom 18; **Bimal Julka**, Secretary, Ministry of Information & Broadcasting; **Prakash Javadekar**, Minister of State (I/C) of Information & Broadcasting, and Environment, Forest & Climate Change, and Parliamentary Affairs; **Ajay S Shriram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, and **Chandrajit Banerjee**, Director General, CII, at a CEOs Roundtable on Media & Entertainment in New Delhi

Mr Javadekar, gave an assurance that his Ministry would provide transparency and speed-up decision-making on pending policy initiatives.

Stressing that the potential of the Indian Media and Entertainment (M&E) industry is untapped, he endorsed the CII vision of taking the Indian M&E industry to \$100 billion by the end of this decade.

Mr Javedkar assured Industry that for Radio, the sunset dates for digitization would not change, radio phase III licensing would be processed faster, and news broadcasting on FM radio would be considered. The current DAVP rates would be reconsidered, and self-regulation would be advocated for the print medium, he said.

Mr Bimal Julka, Secretary, Ministry of Information & Broadcasting, said that the Ministry would serve as an 'enabler and facilitator' and would create single window clearance with no 'multiple grills.' The Phase III FM Radio auctions would be completed by December 2014, he said.

Earlier, Mr Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, in his opening address, said that the soft power of the Indian M&E sector could bring innumerable benefits to the Indian economy. The M&E industry provides direct employment to around 10 million people and has the

potential to double this number. This sector is also on the cusp of achieving the same global success that the Indian IT industry has achieved, he observed.

Mr Sudhanshu Vats, Chairman, CII National Committee on Media & Entertainment, and Group CEO, Viacom 18 Media, said accountability, clarity and foresight from M&E stakeholders would take the sector to new heights.

More than 40 industry leaders, including Mr Aroon Purie, Chairman & Editor-in-Chief, The India Today Group; Mr Siddharth Roy Kapur; Film Producer and MD, Walt Disney Company India; Mr Punit Goenka, MD & CEO, Zee Entertainment Enterprise Ltd; Mr Ravi Dhariwal, CEO, Bennett, Coleman & Co Ltd; Mr Uday Shankar, CEO, Star India; Mr K V L Narayan Rao, Executive Vice Chairperson, NDTV Group; Mr Prashant Pandey, CEO, ENIL (Radio Mirchi) and Mr Rahul Johri from Discovery Networks Asia-Pacific, amongst others, participated in the discussions.

Industry members were of the view that an innovative push from the Government in an enabling regulatory infrastructure and policy reforms would create a world class knowledge-driven entertainment industry in India. The Minister's positive remarks greatly encouraged the CEOs, who were optimistic that pending decisions would not be further delayed under the new Government. ■

Developing Strategies for Retail & FMCG



The annual **CII Retail and Fast Moving Consumer Goods (FMCG) Summit**, held on 24 June in Mumbai, highlighted the tremendous growth potential of these sectors in India, and the important contribution they can make to the nation's GDP, as also the boost they can provide to employment generation.

With the theme, 'Winning Strategies for Retail,' the Retail Summit highlighted the need to define a sustainable operating model delivering value for consumers and shareholders.

The FMCG Summit 2014, meanwhile, with the theme, 'The Changing Landscape of the FMCG Industry: Opportunities and Challenges Ahead,' focused on the need to define and refine the value proposition and the operating model to deliver value for consumers and shareholders.

Some of the key messages that emerged from the deliberations:

- Domestic brands and local companies remained dominant among the players operating in retail in India during 2014
- The availability of a wide range of brands, from luxury goods to basic private label products, gives the consumer more options to choose from, and has also boosted awareness of particular brands and products
- Service, quality, value, customer experience, and convenience are all critical differentiators in retail today, and need constant reinvention if retailers want to stay relevant to their customer base
- Indian retailers who seek profitable growth should use the transformation process to embrace new offerings, categories, formats and operating models.



Abheek Singhi, Senior Partner & Director, The Boston Consulting Group; **Rakesh Jhunjhunwala**, Partner, Rare Enterprises; **J Suresh**, Chairman, CII National Retail Committee, and MD & CEO, Arvind Lifestyle Brands Ltd; **Dr Naushad Forbes**, Vice President, CII, and Director, Forbes Marshall Pvt Ltd, and **Kurush Grant**, Chairman, CII National Committee on FMCG, and Executive Director, FMCG Businesses, ITC Ltd, releasing the CII-BCG Report at the CII National Retail and FMCG Summit in Mumbai



Prof Piyush Kumar Sinha, Chairperson, Centre for Retailing, IIM, Ahmedabad; **Mark Ashman**, CEO, Hypercity Retail India Ltd; **Kabir Lumba**, MD, Lifestyle International Pvt Ltd; **Mini Menon**, Executive Editor, Bloomberg TV India; **Ashish Dikshit**, CEO, Madura Fashion & Lifestyle; **Sanjay Purohit**, MD, Levi Strauss (India) Pvt Ltd and **Mohit Khattar**, MD, Godrej Natures Basket Ltd, at the CII National Retail Summit in Mumbai

BYTES

Retail and FMCG sectors form the direct path to the India growth story. These sectors offer great opportunity for both process and product innovation, which are critical to delivering profitable growth to the sectors.

Dr Naushad Forbes,

Vice President, CII, and Director, Forbes Marshall Pvt Ltd

FMCG is typically the last sector to slow down. Over the last three years – as sector after sector slowed down, FMCG was the one bright spot. However, over the last year, FMCG has also come under pressure, and hence the industry needs to think about what to it can do to recreate itself.

Kurush Grant, Chairman, CII National Committee on FMCG, and Executive Director, FMCG Businesses, ITC Ltd.

Organized Retail has been growing at 15%, and we hope this will grow to 30-35% by 2025. The Government is working to put economic growth back on track. The mood is positive. Once there is semblance of growth, funds will also pour into the sector.

J Suresh, Chairman, CII National Committee on Retail, and MD & CEO, Arvind Lifestyle Brands Ltd.

Organised retail would grow from US\$40 billion to US\$ 200 billion in the next 5 to 7 years. Successful models of retail, from food and grocery, to footwear and lifestyle products, have done exceedingly well on the Indian stock markets and given very high returns to the investor.

Rakesh Jhunjhunwala, Partner, Rare Enterprises

Transformation must reinvent not only the in-store experience for shoppers but all the components that contribute to this experience, including store mix and format, people, products, infrastructure, IT and supply chain.

- The demand for FMCG has grown 11% annually over the last decade. In the past five years, this growth has accelerated to 17%. Indian companies strive to keep up with ever-changing consumer preferences.
- To sustain profitability and drive growth in the markets, there is a need to understand the consumer better, and most importantly, keep developing the last mile connectivity – the distribution infrastructure.
- As consumer segmentation is becoming more difficult, it is necessary for FMCG and Retail players to continuously innovate to create differentiated offerings

The CII - BCG Report, 'Changing your Orbit – The Handbook for Transformation in the FMCG and Retail Businesses' was released at the Summit. The Report states that the long term consumption opportunity in India is large and attractive, and is expected to go from US\$ 900 million in 2010 to US\$3.6 trillion by 2020. It shows how an integrated top-down effort to drive successful transformation can be undertaken in the FMCG and retail industries, and defines several drivers that companies must consider as they seek reinvention and relevance in an ever-changing market place.

The Retail Summit had sessions on Transformational Strategies, Seamless Retailing Case Studies, and Leveraging Technology, as well as a Power Panel on

‘Creating a Retail Brand.’

The key speakers included Ms Andrea Morgan-Vandome, Vice President-Retail Strategy & Solution Marketing, Oracle Retail Global Business Unit; Mr Ashish Dikshit, CEO, Madura Fashion & Lifestyle; Mr Amitabh Mall, Partner & Director, BCG; Mr C K Venkataraman, CEO – Jewellery, Titan Company Ltd; Mr Jonathan Sharp, Partner & MD, The Boston Consulting Group, Australia; Mr Kabir Lumba, MD & Executive Director, Lifestyle International Pvt Ltd; Mr Ganesh Subramanian, COO, Myntra.com; Mr Mukesh Mathur, Executive Director & Business Head- Retail, Oracle India Pvt Ltd; Mr Mark Ashman, CEO, Hypercity Retail India Ltd; Mr Madhav Nishtala, Industry Expert – Retail, SAP; Mr Matt Hampton, Oracle Retail; Ms Mini Menon, Executive Editor, Bloomberg TV India; Mr Mohit Khattar, MD & CEO, Godrej Nature’s Basket Ltd; Prof. Prof Piyush Kumar Sinha, Chairperson, Centre for Retailing, Indian Institute of Management, Ahmedabad; Mr Sadashiv Nayak, CEO, Future Retail Ltd; Mr Sanjay Purohit, MD, Levi Strauss (India) Pvt Ltd., and Mr Vinay Bhatia, Customer Care Associate and Executive Vice President-Marketing, Loyalty & Analytics, Shoppers Stop Ltd.

The sessions at the FMCG Summit explored issues such as Developing the right value proposition for the consumer: New Trends; Successfully communicating the value proposition: Social Media; Being at the right place: The Distribution Landscape, and the consumer decision journey.

The speakers included Mr Chandramouli Venkatesan, Regional Category Head - Chocolate Division, Asia Pacific, Mondelez International; Mr Debashish Mukherjee, Partner, AT Kearney India; Mr Hemant Rupani, Vice President - Sales, Britannia Industries Ltd; Mr Neeraj Garg, Vice President- South West Asia & Juice, Coca Cola India Pvt Ltd; Ms Nimisha Jain, Partner & Director, BCG; Mr Neeraj Chandra, CEO - Consumer Care Division, Emami Ltd; Mr Piruz Khambatta, Chairman, CII National Committee on Food Processing, and CMD, Rasna Pvt Ltd; Mr Prakash MG, Sales Director, Mead Johnson Nutrition India; Mr Prashant Singh, MD - India Region, Nielsen India Pvt Ltd; Mr Rakshit Hargave, MD Nivea India Pvt Ltd; Mr Sandeep Verma, Global Brand Director & Category Head – Household Care, Hindustan Unilever Ltd; Mr Sanjiv Puri, Divisional Chief Executive, ITD, ITC Ltd; Mr Sameer Satpathy, Executive Vice President & Business Head, Marico Ltd; Mr Siva Nagarajan, MD, Mother Dairy Fruits & Vegetables Pvt Ltd; Mr Tarun Arora, Country General Manager – India, Danone Waters; and Mr Vivek Gambhir, MD, Godrej Consumer Products Ltd, among others. ■

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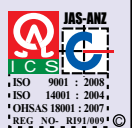
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Interactions with Central Ministers

With the institution of a new Government at the Centre, CII is undertaking a comprehensive exercise to present industry perspectives and programmes to the in-coming law-makers. As the new Cabinet and ministers took charge, CII drafted a detailed set of recommendations pertaining to relevant ministries which included policy suggestions that could be instituted immediately as well as over the medium to long term. CII is also familiarizing the new Government on the vast panoply of CII initiatives underway for strengthening the competitiveness of Indian industry and building markets.

CII office-bearers are engaging with new ministers in New Delhi and other cities, to share with them ideas and initiatives required for reviving growth, creating new jobs and improving the industrial growth rate.

It is indeed gratifying to note the importance attached to Industry's viewpoints and the positive response from the ministers. Suggestions on steps to be taken to resolve some of the issues confronting various industry sectors have been well-received and have drawn favorable comments.

CII would continue to engage intensively with the new Government, including ministers and senior officials, to highlight Indian industry's views and partner on calibrating a policy stance for the most favorable outcomes for India's economic development.



CII calls on Mr Ravi Shankar Prasad, Minister of Communications & Information Technology, and Law & Justice

A CII delegation met with Mr Ravi Shankar Prasad, Minister for Law & Justice and Communications & IT, on 31 May in New Delhi.

The delegation, while congratulating the Minister on his new role, emphasised that the unprecedented transformation in the Telecom sector has been primarily achieved through consistent reforms, innovative policies and putting together a vision of all stakeholders. It was highlighted that the opportunities in India are promising,

and the right regulatory environment and benefits, local content creation, manufacturing and services impetus can further accelerate growth of this sector.

Mr Prasad requested CII to submit specific actionable recommendations in the Telecom and ICT Manufacturing sector.

The CII delegation comprised of Mr Bhaskar Pramanik, Chairman, CII National Committee on IT, ITeS & e-Commerce, and Chairman, Microsoft Corporation (I) Pvt Ltd, Mr Vinod Sharma, Co-Chairman, CII National Committee on ICTe Manufacturing, and MD, Deki Electronics Ltd, Mr Chandrajit Banerjee, Director General, CII, and Mr Sujith Haridas, Deputy Director General, CII.



CII CEOs Interaction with Mr Narendra Singh Tomar, Minister of Mines, Steel, Labour and Employment

A CII delegation comprising of CEOs from the Steel and Mining sector called on Mr Narendra Singh Tomar, Minister of Mines, Steel, Labour and Employment, in New Delhi, on 19 June. The members took this opportunity to share the concerns and challenges faced by the steel and mining sector.

CII members put forth their suggestions towards enhancing the competitiveness of the domestic mining and steel sector. The key recommendations related to the Draft MMDR Bill, availability of raw material for the steel sector, and the need to streamline processes through a single window approach to avoid project delays.

Some of the specific measures suggested included providing infrastructure status for the steel industry, allocating the entire portion of coking coal reserves for the exclusive use of the Indian steel industry, bringing the Indian steel industry under the Ministry of Mines, rationalization of railway freight, revisiting bilateral trade agreements, re-evaluation of the new Land Acquisition Law and review of the tax and levies



Narendra Singh Tomar, Minister for Mines, Steel and Labour & Employment, interacting with a CII delegation in New Delhi

structure in mining.

Mr B Muthuraman, Past President, CII, Chairman, CII Manufacturing Council and Vice Chairman, Tata Steel Ltd highlighted the issues related to land acquisition and advocated for 'First Come First Served' basis for allocation while providing due weightage to value addition. He expressed concern over the high rates of taxes and royalties levied in India, and declared that further levies would make the mining sector unviable.

Industry members agreed to submit joint recommendations on the Draft MMDR Bill. CII would also work with the Government to put together a comprehensive agenda for mining sector reforms.

The members stated that capacity creation is possible only through continuous supply of iron ore and coal, and that it is essential to have captive mines for iron ore. It was suggested to have strong State-Central Government coordination for renewals, logistics, iron ore, and to have special mining zones for the steel sector. Members called for reviewing the cost structure for steel, given the alarming scenario predicted by World Dynamics.

Mr C S Verma, Chairman, CII National Committee on Steel, and Chairman, SAIL, made a presentation highlighting the issues faced by the steel sector.

Speaking on the mining sector, Dr Nik Senapati, Chairman, CII National Committee on Mining, and MD, Rio Tinto India Pvt Ltd, called for streamlining and simplifying mining lease clearances, granting of permits, and the licenses process.

Mr Sajjan Jindal, CMD, JSW Steel Ltd, expressed

concern over the export of iron ore and called for increasing the availability of iron ore in the country by allocating captive mines. He felt that the auction route must be used only for the steel industry, and between existing steel plants.

The Minister recognized the issues of concern and acknowledged Industry suggestions in this regard. He reiterated the Government's commitment to encourage this sector and implement a time-bound agenda for growth. CII, being the apex organization, needs to look at the industry as a whole and build consensus on issues of concern, he said.

Mr Tomar urged Industry to work fast and come back with very specific issues and recommendations for the Mining Bill, which has lapsed. He called for a comprehensive approach to reach the target of 300 million tons by 2025. Responding to Industry's concern over the auction of iron ore mines, he said his Ministry would set up a transparent mechanism for auction of ores. Fiscal and export-import related issues will be discussed with the Finance Ministry, he said, while coal issues would be resolved with the Coal or Environment Minister. He added that issues would be presented to Prime Minister too as required.

The senior CII delegation also included Mr P Madhusudan, CMD, Rashtriya Ispat Nigam Ltd, Mr Suketu V Shah, Joint MD, Mukund Ltd, Mr V R Sharma, Joint MD & CEO, Jindal Steel & Power Ltd, Mr Firdose Vandrevala, Executive Vice Chairman, Essar Ltd, Mr A K Tyagi, CMD, MECON Ltd, Mr Tom Albanese, CEO, Sesa Sterlite Ltd, and Mr P Balakrishnan, CEO – India, Anglo American Services India Pvt Ltd.



CII meets with Ms Smriti Irani, Minister of Human Resource Development

Among the first few people from industry to meet Ms Smriti Irani, Minister of Human Resource Development, were Mr Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, and Mr Chandrajit Banerjee, Director General, CII.

On 19 June, amidst chock-a-block meetings with officials in her ministry, presiding over presentations and taking stock of the education scenario in the country, Ms Irani met a small CII delegation, who presented to her CII's new vision and roadmap for making India a knowledge powerhouse. Mr Shriram also shared with the Minister the concerns of Industry regarding the prohibitively restrictive regulatory environment in higher education and the need for convergence of all stakeholders in the knowledge economy.

Ms Irani welcomed the ideas of the delegation and urged them to work on creating the blueprint of Rashtriya Aavishkar Abhiyan or the National Innovation Mission to popularize science as a subject among school children and make it more engaging for both students and their parents.

CII is now in the process of creating such a blueprint and is working extensively with both industry and academia, as well as various other ministries towards this end.



Interaction with Ms Maneka Gandhi, Minister of Women and Child Development

Women Empowerment is a critical piece of CII's agenda for driving inclusive growth through industry participation. CII has been working actively towards bringing about a positive change in businesses and society at large to address the issues related to women empowerment.

A senior team led by Mr Subodh Bhargava, Past President, CII, and Chairman, Tata Communications Ltd. met Ms Maneka Gandhi, Minister of Women & Child Development, on 5 June in New Delhi, to discuss various issues related to the safety of women, and their economic and political empowerment. They also explored possible areas of industry partnership in driving the overall agenda of women empowerment.

Some of the key CII suggestions related to setting up a National Women Helpline, as part of a holistic view towards women safety, to provide speedy support to women in distress; the institution of National Awards to recognize women achievers who have contributed significantly to the development process of the society and country at large; and developing a national mentorship programme for career women and women entrepreneurs.

CII will be working closely with the Government to draw up a roadmap for intervention in these areas of work.



Meeting with Gen V K Singh, Minister of State (I/C) of DoNER, External Affairs, and Overseas Indian Affairs

CII called upon Gen V K Singh, Minister of State (I/C) of DoNER, External Affairs and Overseas Indian Affairs, on 6 June in New Delhi.

Mr Chandrajit Banerjee, Director General, CII, informed the Minister about the multidimensional initiatives such as Skills & Entrepreneurship, Tourism, Agriculture and others being undertaken by CII in the North Eastern Region. Mr Sandipan Chakravorty, Chairman, CII North East Council, and MD, Tata Steel Processing & Distribution Ltd, described the robust potential of the Region and highlighted the significance of the 'Look East' Policy.

Gen. Singh, while appreciating the CII initiatives, expressed concern about some critical issues hampering industrial development in the Region, such as land availability, security, and others. He assured that the development of MSME, increased exports from the Region and new infrastructure projects in cooperation with neighboring countries are key focus areas of the Government for the development of the North East. Tourism is also a key intervention area for promoting partnerships between Industry and Government, he added.

Since the Region has a large English-speaking population, the Minister said that the Government would focus on developing the Services sector, which has the potential to provide mass employment to local youth. To take Industry – Government partnerships further, the Minister expressed keenness to interact with senior industry leaders and carve a strategy for encouraging private sector participation in the development of the Region.



Interaction with Mr Sarbananda Sonowal, Minister of State (I/C) of Youth Affairs and Sports, Skills Development and Entrepreneurship



Sarbananda Sonowal, Minister of State (I/C) of Youth Affairs and Sports, Skills Development & Entrepreneurship, with **Ajay S Shriram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, and **Chandrajit Banerjee**, Director General, CII, at an interaction in New Delhi

As part of CII's engagement with the new Government, Mr Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, and Mr Chandrajit Banerjee, Director General, CII, called on Mr Sarbananda Sonowal, Minister of State (I/C) of Youth Affairs and Sports, Skills Development & Entrepreneurship, on 30 May in New Delhi.

During the meeting, Mr Shriram briefed the Minister about CII initiatives, Centres of Excellence, and its special focus on the North Eastern Region. CII also presented its vision documents for Youth Affairs, Sports, Skills and Entrepreneurship to the Minister.

Mr Sonowal appreciated the CII initiatives and assured the complete support of the various Departments under his charge to take these forward.

Mr Rajeev Gupta, Secretary, Youth Affairs, and Mr Lalit Kumar Gupta, Joint Secretary, Ministry of Youth Affairs, were also present.



Meeting with Mr Santosh Gangwar, Minister of State of Water Resources, River Development and Ganga Rejuvenation

A CII team met with Mr Santosh Gangwar, Minister of State of Water Resources, River Development and Ganga Rejuvenation, on 2 June in New Delhi.

Mr Dhruv M Sawhney, Past President, CII, and Chairman, CII-Triveni Water Institute (CII-TWI), and CMD, Triveni Engineering & Industries Ltd, briefed the Minister about the vision of the Institute, its governance and operational structure, various activities being undertaken, and impact created for better management of the resource. He assured the Minister of CII's firm commitment towards meeting the larger objectives set by the new Government on improving water use efficiency and rejuvenation of river systems in the country, both from the availability and quality perspective.

Mr Gangwar appreciated the work of the CII-TWI in bringing about the much required transformation in sustainable water conservation and management practices, right from the grassroots level.

The meeting ended on a positive note, with both sides looking forward to exploring opportunities to work together. ■

Inputs for Companies Act

The Ministry of Corporate Affairs (MCA) has set up an Eco-system Innovation Centre (EIC) with the objective of encouraging stakeholders to offer constructive suggestions and new ideas for simplification of Rules / Forms notified under the Companies Act, 2013.

A web-link for receiving feedback and suggestions has been enabled on the MCA homepage portal under the caption 'Stakeholders' Corner.'

You may contribute your ideas / suggestions for further improvements to the MCA work process.

Suggestions and feedback can also be submitted through e-mail to: iap@mca.gov.in

India's Exports: Status and Prospects

With a new Government assuming charge, it is reasonable to expect changes in the architecture of economic policies as a whole, and for trade and commerce in particular. Foreign Trade Policy documents have been brought out each year since 2004, with a five-year plan for 2009-2014 and a Strategy for Doubling Exports in Three Years announced in 2011. Ahead of the Foreign Trade Policy for the coming years, it would be useful to take stock of India's global export position.

The good news is that India has crafted a definite mark for itself on the global trade platform. In 2006, India ranked 27th in the list of top global exporters, below countries like Norway, Australia and Thailand. In 2013, India overtook economies like Spain, Brazil and Malaysia, to emerge as the 16th largest exporting nation in the world. This 11-rank jump is truly a commendable achievement.

In fact, India's exports have trebled since 2006 from US\$ 121.2 billion to US\$ 336.6 billion in 2013. This is despite export contraction in 2009 in the aftermath of the global financial crisis and again in 2012 as the second-round ripple effects took hold.

In terms of share of global exports, India has managed to claw up from just 1.01% in 2006 to 1.87% in 2013.

However, since the country's imports have expanded faster than its exports, the trade balance expanded during the period, reaching levels of concern at almost 5% of GDP before drifting down due to stringent measures taken to curb gold imports.

Direction of Trade

The top five markets for the country in 2013 as per



A visionary and progressive Foreign Trade Policy that assists in strengthening export competitiveness, creating market access, and widening the export effort, would be key to India's strategic globalization process

the Intracen data were USA, UAE, China, Singapore and Hong Kong, almost the same as in 2006, although Hong Kong displaced UK. While little change has taken place in the top-five rankings, their share of aggregate exports has declined, indicating that India's markets have diversified over the years.

The shares of the top five markets individually too came down, particularly in the case of USA and China. Over the period, USA's percentage share in India's exports drifted south considerably from 15.4% to 10.1%, but since then, it has regained some ground to stand at 12.5% in 2013 with aggregate exports of close to US\$ 42 billion.

Developing economies figured higher in India's export profile as their share went up from 58% to 64% in 2006-2013. While Africa's share increased by over 2 percentage points to over 10%, the share of Asia as a market for India came in at 2.5 percentage

points higher in this period at 50%. The share of Latin America and the Caribbean has steadily crept up too, although from a low proportion, to reach 4.3%. The significance of EU 27 has dropped from 21.4% in 2006 to just 16.7% in 2013.

It is interesting to note that the world's top importing nations figure in lower ranks in India's exports. Germany, the 3rd largest importer, ranks 10th in India's export profile, and Japan, the 4th largest importer stands at 11th. France, the 6th ranking importer, is 18th in India's markets, while the Republic of Korea at 9th position ranks at a lowly 25th as a market for India. India could make more effort to tap the large importing nations.

Trade Composition

India's merchandise trade does not align with the

world's largest traded goods, which are mineral fuels, electronics, machinery, vehicles and plastics. Leaving aside mineral fuels in which India does not have natural resources, India's shares of global electronics and machinery exports stood at just 0.54% and 0.65% respectively in 2013. However, it is noteworthy that the share of both these in world exports has more than doubled in the period 2006-2013.

India is the second largest exporter in the world for cereals (HS 10) at US\$ 11.6 billion and cotton (HS 52) at US\$ 11.3 billion, and the 4th largest for precious stones and metals (HS 71) at US\$ 11.7 billion. It accounts for a share of 7.36% of the world's total exports of HS 71.

Although vehicles (HS 87) is India's third largest commodity of export, its global rank is 22nd with a share of 1.03%, trebling the 0.37% share in 2006.

Similarly, organic chemicals (HS 29), which are India's fourth largest export item, are the 13th largest in the world, standing at 2.95% of the world's total exports of the commodity.

India also ranks 25th in machinery exports globally, while the commodity figures at 5th rank in its exported goods. In electronics, the country's US\$ 11.3 billion worth of exports are its 9th largest export item, coming in at 28th in the world.

An anomaly in the Indian trade figures relates to 'Commodities not elsewhere specified' and 'Area not elsewhere specified.' India accounts for an overwhelming

share of global exports of 'commodities n.e.s' to 'area n.e.s' which touched almost US\$ 13 billion in 2011 and stood at US\$ 2.8 billion in 2013 (world totals for these years were US\$ 13.9 and US\$ 3.3 billion respectively). Such large figures distort overall trade data and must be avoided.

It is unfortunate that the share of manufactured goods in India's exports has come down to just over 60%. It may be argued that India's export basket is attuned to its comparative advantages, but for a large and diversified economy and industrial base, its low presence in top globally exported goods indicates good potential for the future. With appropriate trade policies, India could carve out a steep up-curve in the medium term, especially in sectors of interest for the global economy.

Recommendations

Under the FTP process, a complex agenda of incentives, subventions and exemptions has been put in place through various schemes. Navigating the procedures appears a daunting task, in addition to finding buyers, meeting global standards, and obtaining credit.

CII has submitted detailed recommendations to the Ministry of Commerce and Industry with respect to the Foreign Trade Policy. These relate to several areas. Transaction costs are a concern and simplification of administrative procedures has been suggested. E-filing of documents under eTrade with online access to relevant authorities, reduction in the number of documents and in the number of steps, and clarity on the guidelines could be addressed to greatly speed up the processes, time and effort involved in export clearances. Custom clearances and port loading should be a non-stop function with no delays. Similar steps could be taken for smooth implementation of incentive schemes.

The expansion of the Focus Product Scheme, (FPS), the Focus Market Scheme, (FMS) and the Market Linked Focus Product Scheme is a key recommendation coming from different sectors. It would be useful to include the top ten importing nations under the FMS in order to encourage more exports to larger markets. Market and export basket diversification could benefit from extending credit lines to untapped markets such as emerging economies in Africa, Latin America, and Asia.

Credit and foreign exchange rates figure high on the export to-do list. MSME exporters in particular suffer

India's Top Ten Exports (US\$ billion) 2006 and 2013

	Top ten exports	2006	2013	Rank in World
27	Mineral fuels	18	69.6	13
71	Pearls, precious stones and metals	15.8	44.2	4
87	Vehicles	3.7	13.8	22
29	Organic chemicals	5.8	13.3	13
84	Machinery	5	13.1	25
30	Pharmaceuticals	3	11.7	12
10	Cereals	1.6	11.6	2
52	Cotton	3.5	11.3	2
85	Electronics	3.7	11.3	28
72	Iron and steel	5.2	10.2	
	Total exports	121.2	336.6	16
	Share of top ten exports	53.9%	59%	--

Source: Intracen

from elevated cost of credit as compared to foreign counterparts. A program for protecting small exporters from vagaries of exchange rate could be worked out. A technology-upgradation effort for exporter-manufacturers is also required.

Building the India brand and marketing the country overseas is a huge task ahead. Currently, over 30 export promotion councils and boards undertake marketing and business activities overseas for specific products. This diffuses financial resources and efforts. For example, at an overseas trade fair, several export promotion councils, for products such as textiles, spices, tea, etc, may set up separate stalls. Professional marketing, networking and business-to-business connectivity for India as a whole is needed. A good model would be the UK Trade and Invest, set up with private sector participation.

Another key area to be considered is building the export competitiveness of firms. Industrial clusters often do not enjoy access to facilities such as market information, standards and testing laboratories, transport connectivity or training and upgradation. Tariff structures

and non-tariff specifications have to be negotiated, and knowledge and competitiveness gaps impede the participation of manufacturers in the export process. A multi-institutional effort to build competitiveness in industrial hubs could create more export capacity. In this respect, the Ministry of Finance has brought out the 'Report of the Inter-Ministerial Committee on Boosting Exports from MSME Sector' which lays out a comprehensive agenda.

In the future, global trade is set for a huge shift as pluri-lateral trade agreements such as the Trans Pacific Partnership (TPP) and the Transatlantic Trade and Investment Partnership (TTIP) are instituted. These are expected to bring in new standards on aspects such as clean manufacturing, labour, and energy efficiency, thus shifting the goalposts for emerging economies. Indian firms would need to factor in such developments into their future strategies. A visionary and progressive Foreign Trade Policy that assists in strengthening export competitiveness, creating market access and widening the export effort would be key to India's strategic globalization process. ■

HR Excellence Award Assessor Workshop

A three-day Assessor workshop was organized as part of the 5th edition of the HR Excellence Award from 2-4 June in New Delhi, to help the organizations participating in the Award understand the HR Excellence model in detail and the new developments in this regard.

The HR Excellence Award has been established to promote and strengthen HR processes and build capacity to perform better in competitive times.

Senior HR personnel from 15 participating companies attended the workshop.



Participants of the 5th CII HR Excellence Award 2014 workshop in New Delhi ■

CII Sohrabji Godrej Green Business Centre



Michael Amick Jr, President, International Paper; **Suresh R Chitturi**, MD Srinivasa Hatcheries Ltd; **Dr K Pradeep Chandra**, Special Chief Secretary & Commissioner for Industrial Promotion, Industries & Commerce Dept, Telangana; **K S Kasi Viswanathan**, Chairman, PaperTech 2014, and MD, Seshasayee Paper & Boards Ltd, and **Sanjay Singh**, Co-Chair, PaperTech 2014, and Divisional Chief Executive, ITC PSPD, at Papertech 2014 in Hyderabad

PaperTech 2014

To disseminate information on the latest technologies and facilitate the sharing of best practices among Indian pulp and paper plants, the CII Godrej Green Business Centre (GBC), in partnership with the Indian Paper Manufacturers Association (IPMA) organized the 8th edition of PaperTech 2014 on 20 - 21 June in Hyderabad.

Dr K Pradeep Chandra, Special Chief Secretary and Commissioner for Industrial Promotion, Industries & Commerce Department, Telangana, appreciated that the Indian pulp and paper industry, has over the years, adopted green practices to meet its growing energy and water needs, and has, through proactive measures, significantly reduced the effluent discharge.

The Government of Telangana is keen on facilitating economic growth and creating more jobs while supporting its mission of inclusive sustainable growth and development, said Dr Chandra. While tapping natural resources is vital, we should ensure that it does not lead to environmental degradation, he stressed.

Mr K S Kasi Viswanathan, Chairman, PaperTech 2014, and MD, Seshasayee Paper and Boards Ltd, said that the event aims to facilitate continuous improvement in the Indian pulp and paper industry, and assist it in moving towards world class standards. This year, the discussions would focus on promoting energy efficiency, water management, waste management, and renewable energy technologies, he added.

In his special address, Mr Michael Amick Jr, President, International Paper, highlighted the need and importance

of adopting environment-friendly business practices. Building reliable products and conducting ethical business is very important for building customer trust, he said, adding that reusable and recyclable natural resources create a healthy environment for communities as well as for the industry.

Paper as a commodity will always be in demand in some form or the other despite the rise of electronic media, declared Mr

Sanjay Singh, Co-Chair, PaperTech 2014, and Divisional Chief Executive, ITC PSPD. He urged the sector to improve its energy consumption patterns and use more renewable energy.

A Best Practices Manual, Pulp & Paper Industry: Vol. 7, was released at the inaugural session.

GreenCo Summit 2014

The CII GreenCo Rating System, the first of its kind in the world, is a holistic mechanism for evaluating the performance of companies on the ecological front and suggests the way forward. GreenCo is emerging as a strong brand and the CII GreenCo Rating System is becoming popular among manufacturing and services sector companies. Already, India has 26 GreenCo rated companies and over 100 companies are working on getting this rating.

By 2017, it is expected that there would be about 1,000 GreenCo rated companies in India, with an estimated saving of ₹ 2,000 crore in terms of energy and materials, making India well poised to lead the global green business movement.

Taking forward this initiative, the 3rd edition of the GreenCo Summit 2014 on 26-27 June in Chennai served as a platform to share and learn the best and next practices and technologies towards sustainable growth.

There should not be a conflict of interest between economic development and the use of natural capital. It is easy to stop economic activity but its consequences will be catastrophic, said Mr Suresh Prabhu, Chairperson, Council of Energy, Environment and Water, India, and

former Union Minister of Power. What is really necessary is to ensure economic development with judicious use of natural capital. Self-regulation would go a long way in addressing ecological issues and concerns, he said, presenting the GreenCo rating to 17 companies. Godrej & Boyce, Appliance Division, Shirwal, Maharashtra, gained the distinction of becoming India's first Platinum rated GreenCo Company.

Dr K U Mistry, Chairman, Gujarat Pollution Control Board, shared that that a large number of manufacturing units in Gujarat followed the zero-discharge norms and reprocessed hazardous waste materials, to keep the environment safe, green and clean.

Mr Rene Van Berkel, Chief, Cleaner and Sustainable Production Unit, United Nations Industrial Development Organization (UNIDO), noted that while industrialization has traditionally been defined by labour productivity, the focus is now on the use of natural resources, with a paradigm shift to resource productivity. "Going green is no longer a choice. It is a business imperative," he declared.

Mr Pradeep Bhargava, Chairman GreenCo Summit 2014, and Director, Cummins India Ltd. said that India, which is number two in the world in terms of green building footprint, can successfully demonstrate that economic development and sustainability can go hand in hand. Going the Green way should extend from Green Company to Green Community and Green Country, he added.

Green makes good business sense-it facilitates resource conservation, bottom line improvement and creates a Green corporate image, observed Mr V Narasimhan, Co-Chair, GreenCo Summit 2014 and Executive Director-Foundry, Brakes India Ltd.

Companied awarded with Greenco Rating at GreenCo Summit 2014

Godrej & Boyce, Appliance Division, Shirwal	Platinum	Engineering
ACC Ltd, Kudithini Cement Works	Silver	Cement
ACC Ltd, Kymore Cement Works	Gold	Cement
Dr. Reddy's Laboratories Ltd (CTO 2), Hyderabad	Bronze	Pharma
Godrej & Boyce, Locking Solutions & Systems, Mumbai	Silver	Engineering
Godrej & Boyce, Lawkim Motors Group, Shirwal	Gold	Engineering
Godrej Interio Division, Mumbai	Silver	Engineering
JK Tyre & Industries Ltd., Vikrant Tyre Plant; Mysore	Silver	Engineering (Tyre Manufacturing)
Kirloskar Brothers Ltd, Coimbatore	Silver	Engineering
Kirloskar Brothers Ltd, Dewas	Silver	Engineering
Larsen & Toubro (West Campus), Mumbai	Gold	Engineering (Specialty Products)
Mphasis Ltd, Mangalore	Bronze	Service
S P Textile Processors Pvt Ltd, Erode	Bronze	Textile
Shree Cement, Beawar	Gold	Cement
Sundaram Fastners Ltd, Madurai	Gold	Engineering (Auto Component)
Tata Motors, CVBU, Pune	Gold	Automobile
Tata Motors, PVB, Pune	Gold	Automobile

US Consul General Visits GBC

Mr Michael Mullins, US Consul General, Hyderabad, visited the Centre on 30 June. He was escorted on a tour of the building and briefed on GBC's activities and initiatives. Mr Mullins also planted a sapling at the Centre.



Representatives of GreenCo Rated companies at the GreenCo Summit in Chennai

CII-AVANTHA Centre for Competitiveness for SMEs



Corrosion Audit

The CII Corrosion Management Committee conducted an audit at Sree Rayalaseema Alkalies and Allied Chemicals Ltd., Andhra Pradesh, through a five member core team, from 11-14 June. The audit took forward the agenda of corrosion prevention and corrosion management in Industry.



Corrosion audit in progress at Sree Rayalaseema Alkalies and Allied Chemicals Ltd., Andhra Pradesh

It is believed that companies incur up to 40% of structural cost annually to repair damaged structures, which can be brought down drastically through proper application of paints and coatings and adherence to Standard Operating Procedures (SOP).

The plant was checked for metallic, structural and water-based corrosion. The audit also included two offsite training sessions coupled with practical industry experience for around 50 shop floor employees and 15 executives.

Advance Cluster Launch

The CII - Godrej Interio Advance Vendor Cluster was launched on 12 June in Mumbai. Godrej Interio started its 'Beyond Sourcing' journey in 2007 which included training of their vendors, using the CII Cluster approach. Since 2010, 33 vendors and two Godrej Interio plants have been part of the 4 basic clusters with the CII-Avantha Centre for Competitiveness for SMEs.

The launch of the maiden Advance Cluster with Godrej is an important step in strengthening the OEM-supplier bond and making industry globally competitive, with



Launch of the CII - Godrej Interio Advance Vendor Cluster in Mumbai

the aim of developing a perfectly functioning supply chain system and operational excellence.

Managerial Training in Germany

The Indo-German Manager Training Programme sends four batches of managers, from the general, healthcare, energy efficiency and mining sectors, respectively, to Germany each year.

Phase II of the interviews for the Energy Efficiency batch took place on 16 June in Gurgaon. Mr. David Fuchs, Project Coordinator from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany, and an official from CII, conducted the interviews to seek the correct match between the objectives of the prospective candidate and of the programme.

The Energy Efficiency and Mining batches will visit Germany for training in September. The General batch returned after completing their training in Germany on 21 June, while the Healthcare batch reached Germany on the same day.

Feedback Session with MSME Ministry



Madhav Lal, Secretary, Ministry of Micro, Small and Medium Enterprises, at a review meeting in New Delhi

A meeting, chaired by Mr. Madhav Lal, Secretary, Ministry of Micro, Small and Medium Enterprises (MSME), was held on 19 June in New Delhi, to review the impact of the International Study Mission to Japan. The mission visited Japan under the 'Enabling Manufacturing Sector to be Competitive through Quality Management Standards and Quality Technology Tools (QMS/QTT)' scheme.

Officials from the office of the Development Commissioner, Ministry of MSME, CII representatives and delegation members participated in the meeting. The delegation members made presentations on the key outcomes of the mission, and offered positive feedback on their learnings in Japan. ■

CII Naoroji Godrej Centre of Excellence



Workshop on 'Win-Win Negotiations-Strategies for Sustainable Results' in Mumbai

Win-Win Negotiations

A workshop on 'Win-Win Negotiations-Strategies for Sustainable Results,' held on 4 - 5 June in Mumbai, provided the participants with a powerful negotiation toolkit of the strategies, tools and techniques to develop long term mutually beneficial results. The workshop, through negotiation simulations and case studies, covered ways and means to systematically create mutual value in negotiations, reconcile conflicting interests, and strengthen relationships.

New Product Development

Successful management of the New Product Development and Commercialization (NPD&C) process has assumed great importance as competition intensifies, technology gets upgraded and product half-life gets drastically reduced. A programme, 'Conceive to Commercialize: Accelerate your New Product Development' was held on 6 - 7 June in Mumbai, to develop cross-functional orientation and skills for working in inter-organization and intra-organization teams to manage the key business processes of NPD.



Programme on New Product Development in Mumbai

Supply Chain and Customer Service

Customer service has several facets, but manifests itself either as human interaction or physical delivery. Physical delivery is backed by a supply chain that significantly impacts the service delivery experience across manufacturing and service sectors. A programme held on 10 - 11 June in Mumbai offered insights on result-critical aspects of supply chain planning, and

shared actual cases of well-known organizations to give the participants an appreciation of the cause-effect linkages of the processes.

Service Level Agreements

Service Level Agreements (SLAs) are effective tools to disseminate, introduce, implement, internalize and institutionalize internal service excellence among departments and people within an organization.

A training workshop on 13 - 14 June in Mumbai explained how SLAs can be implemented to reap organizational benefits.

Labour Laws for Corporate Managers

A two day programme was held on 16 - 17 June in Mumbai to make corporates aware about the broad fundamentals and compliance aspects of selected labour laws applicable for running a business organization.

Business Leadership

Successful business leaders must shape their organizations to be more agile and flexible, less hierarchical, and more networked - in short, better organized, to deliver value. Organizations need to build a strong leadership pipeline from within to face future challenges. A programme held on 19 - 20 June in Mumbai discussed the concept of Business Leadership for strategic management to balance bottom-line results with the top line, and with public good.

Presentation & Communication Skills

A programme was held in Mumbai on 20 - 21 June to help develop seasoned communicators. It differentiated between a pleasant talker and a persuasive communicator, and highlighted that communication is situational, and that participants must learn to first focus on the situation and then communicate, by overcoming physical, psychological and semantic barriers in communication.

Cost Management for New Product Development

As firms compete on functionality, quality and cost/price, New Product Development (NPD) is the only way for Business and Industry to survive. A two day programme held in Mumbai on 20 - 21 June, explored how the tools of NPD can help ensure that quality products are delivered within target cost.

Supply Chain with Advanced Technologies

In today's intensely competitive and largely interconnected world, companies with supply chains powered by advanced technologies such as RTLS, RFID, WMS, PTL, E-Tracking etc have a clear edge over their competitors. A programme held on 24 June in Mumbai explained the features of various advanced technologies and how they can be harnessed to build a tightly-knit and highly effective supply chain.

Problem Solving Tools & New 7 QC Tools

Data, Quality Tools, and Structure are three basic elements of effective problem solving. The 7 Quality Control (QC) tools are used to analyze the production

process, identify major problems, control fluctuations of product quality, and provide solutions to avoid future defects. The new seven QC tools, i.e. relations diagram, affinity diagram (KJ method), systematic (tree) diagram, matrix diagram, matrix data analysis, process decision programme chart and arrow diagram, are proactive tools which work in conjunction with the current, more reactive, tools of problem-solving. The new seven QC tools are not intended to replace the original 7 QC tools, but rather aid in addressing the challenges of the new quality control era. A two day workshop on 27 - 28 June in Mumbai covered various aspects of both reactive and proactive problem-solving. ■

leadership | towards excellence

CII Suresh Neotia Centre of Excellence for Leadership



Digital Marketing

A Workshop on Digital Marketing, held on 18 June in Kolkata, covered topics such as social media marketing, mobile marketing, search engine optimization, and online marketing and advertising. Real-life examples and case studies helped the participants understand the role of digital marketing in organizations, acquire the basic concepts of digital marketing, and develop and apply a digital marketing strategy for their organizations.

Practicing Balanced Score Card

The Workshop on 'Practicing Balanced Score Card,' held on 18 – 19 June, offered a comprehensive step-by-step understanding towards building and implementing Balanced Score Card, a state-of-the-art management tool practiced by about 70% of the Fortune 1,000 companies to attain sustainable competitiveness.



Workshop on 'Practicing Balanced Score Card in Kolkata

The Balanced Scorecard helps a company measure, control and improve performance, and develop a roadmap, strategy and action plans for driving change.

The subjects covered included SWOT analysis, identification of Key Performance Indicators (KPI), Lead and Lag Indicators, Critical Success Factors (CSF), X Matrix and more.

Effective Project Management

Held on 24 – 25 June, the workshop on Effective Project Management presented tools and techniques to help organizations to implement projects within time, cost and quality parameters. It covered project analysis, project mapping, and project risk analysis, spanning project procedures, planning, measurement and control, and work breakdown structures.



Workshop on Effective Project Management in Kolkata ■

CII Institute of Quality

23rd Kaizen Conference cum Competition



Winners of the 23rd Kaizen Competition with members of TPM Club India

To enable the Indian manufacturing sector, which is arguably the backbone of the Indian economy, to rapidly innovate and improve, organizations need to constantly seek new methods, techniques and processes to drive improvements in quality, costs and productivity. Kaizen conferences are extremely useful in helping India Inc. to do so.

The Total Productive Maintenance (TPM) Club India of the CII Institute of Quality organized the 23rd Kaizen Conference cum Competition in Pune on 1-2 July. This was successfully concluded with the announcement of 10 winners in different categories: Operator, Karakuri, Supervisor/Manager, and Senior Manager. A total of 78 Kaizens were presented from 58 companies.

The top two winners in the Operator and Supervisor category and the 1st winner of the Senior Manager and Karakuri category from this Championship, and the corresponding winners from the 22nd Kaizen Championship held in February 2014 in New Delhi,

will compete for the 'Best of the Best' for the Kaizen Championship Trophy to be held during the TPM National Conference in September this year.

Winners List

Position	Category	Company	Topic
1	Operator	Triveni Turbine Ltd	Easy to operate or monitor
2		Vardhman Textiles Ltd	Easy to clean, lubricate, inspect and tighten
3		Amtek India Ltd	Elimination of minor stoppages
1	Karakuri	Mahindra & Mahindra Ltd, Mumbai	Operator fatigue reduction
2		Hindustan Coca-Cola Beverages Pvt Ltd, Moula Ali	Operator fatigue reduction
1	Manager	Mahindra & Mahindra Ltd, Nagpur	Shutdown loss reduction or Decreasing MTTR
2		Godrej & Boyce Mfg. Co.Ltd, PESD	Management loss reduction
3		Durovalves India Pvt. Ltd.	Energy loss reduction
1	Senior Manager	Godrej & Boyce Mfg. Co. Ltd, Lawkim Motors	New technology introduction/process modification
2		Bajaj Auto Ltd., Waluj, Aurangabad	Equipment-related design changes

For more details on this Championship and other TPM-related programmes, please contact: preethi.peter@cii.in

17th TPM Facilitators Course

The Total Productive Maintenance (TPM) methodology is known to be best in class in providing proven manufacturing practices to equip industry to face the challenges of cost, quality, improvements, productivity, higher expectations and new techniques in the global economy.

The CII Institute of Quality's TPM Club India organized the 17th TPM Facilitator Course from 9 – 13 June in Mumbai to generate more awareness of the pillars of TPM.

This, the 17th course in the series, enabled the 30 participants from various organizations to upgrade their knowledge in a unique structured approach strictly in conformity with the methods of the Japan Institute of Plant Maintenance (JIPM), through classroom training. A series of case study presentations were followed by an assessment to qualify the participants as TPM in-house facilitators.



Participants in the 17th TPM Facilitator Course in Mumbai

The Facilitator Course series has, over the years, emerged as a preferred platform for companies to enhance their knowledge. So far, through this course, 470 facilitators from 301 companies have assumed the role of internal guides / champions / coordinators to guide their companies in TPM.

For more information on this course and other information on TPM Club India please contact preethi.peter@cii.in

CII-Jubilant Bhartia Food and Agriculture Centre of Excellence



Food Safety in the Spices Industry

The Collaborative Training Centre (CTC), an initiative of the CII Jubilant Bhartia Food and Agriculture Centre of Excellence and the Spices Board of India, is conducting a capacity-building exercise for Food Safety and Supply Chain Management of Spices and Botanical Ingredients. This 'Train the Trainer' programme is being conducted following the signing of a MoU with the United States Food & Drug Administration (USFDA) through the Joint Institute for Food Safety and Applied Nutrition (JIFSAN), at the University of Maryland, USA.

The 'Train The Trainer' programme has now entered Phase III, following the successful completion of Phase I and II. Three programmes have been conducted by Horticulture Officers (two in the North East and one at Idukki). For the first time, the programme was conducted for the Spice Trade, Industry and Exporters at Hyderabad.

Taking the capacity building initiative forward, the CTC conducted a programme jointly with the Indian Institute of Plantation Management in Bengaluru on 3 and 4 June. More than 34 participants from the

Spice Trade, including manufacturers, exporters, Government officials, and plantation farmers from all over the country attended the meeting.

Representatives from CII FACE spoke exclusively on 'Draft Risk Assessment and Management of Spices' which was recently released by USFDA in 2013.

The programme was well received. More such programmes are being planned in consultation with the Spices Board in Mumbai and in Kochi.



Participants of the CTC Training Programme on Food Safety and Supply Chain Management of Spices and Botanical Ingredients, in Bengaluru

Good Manufacturing Practices in Bakeries

In order to extend the concept of the Open House Quality Mega Week to in house consultancy, a programme on Current Good Manufacturing Practices (CGMP) on the Bakery Module was recently conducted at Paramount Nutritions, a co-packer of Britannia Industries Ltd, at Bidadi, Bengaluru.

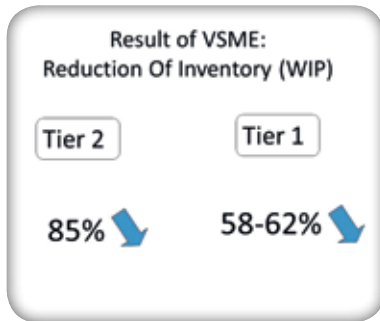
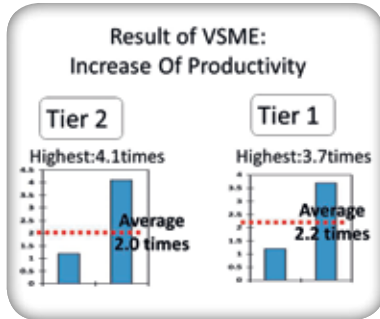
The programme was attended by 20-25 people from all levels including workmen, supervisors, executives, officers, managers and senior management, including the proprietors of the company. ■



5th Batch of 1000 Visionary SME Programme Launched



The 5th batch of the 1000 Visionary SME programme, under the aegis of the CII Visionary Leaders for Manufacturing (VLFM) initiative, kicked off with a CEO Seminar in Gurgaon on 16-17 June. The seminar was attended by CEOs and senior representatives of the 9 companies participating in the VSME programme: TAFE, Satyam Auto, Nikko Auto, Munjal Showa, Lucas TVS, Kirloskar, HERO Cycles, Gabriel, and Bajaj Motors. “Besides companies representing the auto and auto components sector, three new sectors have come in for the first time - tractors, pumps and bicycle manufacturing companies,” said Mr Sameer Munjal, Deputy Chairman, CII Haryana State Council, and CMD, Satyam Auto.



companies was carried out. This exercise ensured the alignment of the applicants’ expectations and programme deliverables, while preparing the mindset change which is a prerequisite for the success of the programme.

The 1000 VSME programme is being implemented between June 2014 to April 2015 under the guidance of Prof Shoji Shiba and Mr Furuhashi Takeyuki, experts from Japan. It will focus on transforming the customer-supplier relationship to create a win-win end result, i.e. growth and profitability for both customer and supplier. The 1000 VSME course develops a free flow highway for movement of information and material between Tier 1 and Tier 2.

The CEO seminar was held to

- Transform the mindset of leaders from small ‘m’ to big ‘M.’
- Help the CEOs acquire the skills to perceive/sense the environment and drive the 1000 VSME programme in their organizations.
- Facilitate leaders in manufacturing companies to acquire skills and capabilities to put in place an organization structure and systems for driving breakthroughs.
- Align the mindset and commitment of the company’s top management towards the principles and methods followed in the course and provide the necessary support to the programme.

In the last 5 years, the 1000 Visionary SME programme has helped to transform 301 Tier 1 & 2 companies (50 Tier 1 and 251 Tier 2) of the auto sector. Drawn by the immense benefits of the programme, several non-auto sector companies too are now keen to join it.

To ensure good results, a pre-induction survey of 15 applicant



At the VSME CEOs Seminar in Gurgaon



Knowledge & Innovation Initiatives



Technology Partnerships

Andhra Pradesh Technology Development and Promotion Centre (APTDC)

GI Tag for Dharmavaram Saree

The Andhra Pradesh Technology Development and Promotion Centre (APTDC), in collaboration with the Department of Handloom and Textiles, Andhra Pradesh, has facilitated the registration of Geographical Indication (GI) for the famous handloom silk sarees and silk skirts (pavadas), from Dharmavaram.

These silk sarees and skirt materials are pure hand-woven textiles in resplendent colours, woven only on pit looms, using 100% pure quality silk from mulberry cocoons, along with fine tested zari, with no prints on the materials. All the motifs are exclusively woven, usually depicting flora and fauna. Dharmavaram silks are considered to be unique, and are valued for their durability and rich beauty.



Dharmavaram sarees with rich zari work

Global Innovation and Technology Alliance (GITA)

India - UK Collaborative Industrial R&D Programme

The annual Request for Proposal (RFP) under the India-UK Collaborative Industrial R&D Programme was jointly launched by the Global Innovation and Technology Alliance (GITA) in India, and the Technology Strategy Board (TSB) in the UK, in November 2013 with a submission deadline of 9 April 2014.

The proposals requested were mainly in the field of Cleantech (with a focus on energy systems), and Affordable Healthcare.

The programme was open to Indian and UK-based businesses of all sizes, as well as research and academic organizations working in collaboration with business partners. The minimum collaboration desired was one business from India working in collaboration with one business from the UK. The joint project was required to be led by businesses, with a lead business partner from India and the UK.

The Project Evaluation Committee (PEC) for Affordable Healthcare was held on 9-10 June in Bengaluru, and for Cleantech on 13-14 June in New Delhi. The committees evaluated and graded the proposals received, and recommended the potential projects for the next level.

India-Republic of Korea Applied R&D Programme

The Global Innovation and Technology Alliance (GITA), on behalf of the Department of Science and Technology (DST), Government of India, jointly with the Korea Institute of Science and Technology (KIST), Republic of Korea, launched the Request for Proposal (RFP) 2014 on 17 June with a submission deadline of 30 August 2014.

The proposals requested are mainly in the fields of Robotics and Automation; Cleantech: Waste Management, Clean Water and Energy Efficiency; and Information and Communication Technologies (ICT) including Electronic System Design & Manufacturing (ESDM).

Under the programme, industries (companies) and collaborating R&D/academic institutes from India, and research institutes/universities and collaborating companies in the Republic of Korea may seek support for joint applied R&D projects and other activities intended to generate new or expanded research and technology-based partnerships between the two countries.

For more information, please refer to web link: http://gita.org.in/funding_india-ROK.html



Yi WORLD



Goa

Yi Goa, in association with the Rotary Club of Ponda, New Generation, organized a workshop on the Sexual Harassment at Workplace (Prevention, Prohibition and Redressal) Act, 2013 on 17 June. The Act has been made effective on April 23, 2013 by the Government of India to ensure a safe working environment for women, and provides for protection to women at their workplace from any form of sexual harassment. The workshop highlighted that sexual harassment in the workplace is a violation of women's right to gender equality, life and liberty.

Indore

Yi Indore celebrated 'World Environment Day' on 5 June, along with the Scientech Eco Foundation, by planting more than 500 saplings at Kasturbagram Vatika. The Chief Guest was Mr. R. R. Okhandiyar, Chief Conservator of Forests, Indore.



Tree Plantation Drive in Indore

New Delhi

The Youth Leadership Summit 2014 organized by Yi Delhi and the AIESEC was a unique platform for the youth to develop their leadership and entrepreneurial skills. Addressing over 170 brilliant young minds from across the city, speakers shared their life stories, entrepreneurial journeys and experiences, and also conveyed the importance of mobilizing people towards a positive determination.

Raipur

In a motivational session, 'Story of a Champion -Will on Wheels,' on 23 June, Ms Deepa Malik, Arjuna Awardee 2012, shared how her disability offered her the opportunity to convert adversities into success. Crippled at the young age of 30, Deepa was told that her life would remain confined to a room. But she did not let this curb her. "Whenever I set records by jumping into rivers, or driving cars on mountains, other women often ask me, 'Are you allowed to do it? Do your husband and in-laws let you do all



Deepa Malik, Arjuna Awardee

this?' I believe that women empowerment in the real sense is the ability to walk free," she said.

Srinagar



CII-Yi Table Tennis Championship in Srinagar

A Table Tennis Championship was organized at Islamia College of Science and Commerce, Srinagar, on 2 - 3 June, as part of the Yi youth engagement programme.

Thiruvananthapuram

Young Indians Thiruvananthapuram, in association with the Helping Hands Organization (H2O), an NGO for differently-abled children, hosted a donation drive for students' kits, 'Prateeksha 2014 - A ray of hope' on 1 June. Study materials sponsored by Chapter members and their respective organizations were distributed to 108 underprivileged children from 9 Government schools.

Trichy

Young Indians Trichy Chapter, along with Trichy City Police and the Indian Medical Association (IMA), organized an awareness session on Crime Against Women, on 10 June. More than 150 participants including college students, working people and police officials, attended the session which discussed crimes against women, child abuse, domestic violence, the importance of pre-natal diagnosis, and the role of the media in taking up issues such as workplace harassment.

Ms S Rajeshwari, Superintendent of Police, Trichy, emphasized the need for the economic empowerment of women. She also shared her experiences in handling cases of trafficking of women, such as prostitution, forced labour etc. Mr Shailesh Kumar Yadav, Commissioner of Police, Trichy, outlined the historical, sociological, religious, and psychological perspectives of crime against women in India. ■



Development Initiatives

Dialogue on Industry – Civil Society Partnership for Inclusive Development

CII organized a dialogue on how Industry and Civil Society can collaborate to usher in an India which is both a dynamic and growing economy, as well as a compassionate and diverse society, where the strengths of both are leveraged to best advantage in an environment of mutual trust, accountability and transparency.

The Dialogue, held on 5 June in New Delhi under the aegis of the CII Industry – Civil Society Interface Committee, discussed several initiatives undertaken by CII as part of this agenda. These include organizing platforms such as the CSR-CSO Bridge, which aims to promote strong sustainable linkages between Industry and voluntary organizations through a two day event of conference and exhibitions, developing a Catalogue of Development Projects, a compilation of over 150 projects proposed by NGOs, which showcase the possibilities for corporates and not-for-profits to work together, and preparing guidelines to help companies identify suitable NGOs as partners, to further their CSR aspirations.

The discussions focused on

- Need for synergy in the development efforts of Industry and Civil Society
- Creation of a platform to facilitate information

exchange between industry and NGOs

- Envisioning a role for industry beyond funding, in improving management capacities, sharing of expertise, imparting training and capacity building of NGOs
- Joint engagement on critical issues like land acquisition, climate, water etc.

The interaction was co-chaired by Mr Pradeep Bhargava, Chairman, Director, Cummins Generator Ltd., and Mr Vijay Mahajan, Founder and CEO, BASIX Social Enterprise Group, and drew the participation of well-known leaders such as Mr Ajay Mehta, President, Seva Mandir; Mr Amod Kanth, Founder and Secretary General, Prayas; Mr Kiran Karnik, Chairman, Oxfam India Ltd; and Prof Dipankar Gupta, Director, Centre of Political Affairs and Critical Theory, Shiv Nadar University, among others.

A series of issue-based conversations between Industry, Government and Civil Society across the country were recommended, which would help identify innovative and sustainable approaches to partnerships, as well as facilitate an enabling policy framework. Universal health and universal education emerged as the two critical areas which require a national focus involving all stakeholders. ■



Vijay Mahajan, Co-Chair, CII Industry-Civil Society Interface Committee, and Founder & CEO, BASIX Social Enterprise Group; **Pradeep Bhargava**, Chairman, CII Industry-Civil Society Interface Committee, and Director, Cummins Generator Technologies; **Subodh Bhargava**, Past President, CII, and Chairman, Tata Communications Ltd; **Jane Schukoske**, CEO, IRRAD; **Kiran Karnik**, Chairman, Oxfam India Ltd and Former President, NASSCOM; **Harpal Singh**, Chairman, Save The Children, and Mentor & Chairman Emeritus, Fortis Healthcare Ltd; **Ajay Mehta**, President, Seva Mandir, and **Arjun Uppal**, Vice President – Corporate Affairs, DCM Shriram Ltd, at the Dialogue on Industry – Civil Society Partnership for Inclusive Development, in New Delhi

India and the world



Africa

African Diplomats visit Dabur India Ltd



African Diplomats at the R&D Centre of Dabur India Ltd, in Sahibabad

CII arranged a visit of African diplomats to the R&D Centre of Dabur India Ltd at Sahibabad on 15 May to give them exposure to Indian manufacturing and services companies. A delegation of trade counselors of African countries like Malawi, Togo, Nigeria, Ethiopia, Kenya, Senegal, Mali, Lesotho and Cote D'Ivoire visited the centre, to understand the organisation and its activities, as also the drug discovery and development process. The diplomats were also briefed on Dabur's operations in Africa and plans for expanding its presence in the region.

Asia

China

Interaction with ZJFIC delegation

A 10-member delegation, led by Mr. Huang Zhengqiang, Vice Chairman, Zhejiang Federation of Industry and Commerce (ZJFIC), China, interacted with CII representatives on 20 June in New Delhi. The delegation included representatives of leading industries from Zhejiang province. The two sides discussed cooperation across industry sectors to promote bilateral trade and investment between India and Zhejiang province.



Dr. Anil K. Gupta,
Smith School
of Business,
University of
Maryland, USA

The Silk Road Rediscovered

CII and the Consulate General of India, Shanghai, jointly organized a talk on 'The Silk Road Rediscovered - The Past-Present-and-Future of Growing Economic Ties between India and China,' on 23 June in Shanghai.

Dr. Anil K. Gupta, Michael Dingman Chair in Strategy and Globalization at the Smith School of Business,

University of Maryland, USA, widely regarded as one of the world's leading experts on strategy and globalization, spoke about his recently-published book, 'The Silk Road Rediscovered: How Indian and Chinese Companies Become Globally Stronger by Winning in Each Other's Markets.' The book elaborates upon the China-India

economic relationship from a future perspective. Dr Gupta pointed out that by 2025, India will be the 4th largest economy while China will rank first. India will be the fastest-growing economy amongst G20 countries.

Mr. Naveen Srivastava, Consul General of India, Shanghai gave, the welcome address. Around 60 senior representatives from Indian, Chinese, and multinational companies, as well as from Chinese universities and organizations, participated in the session.

LMW Factory in China



At the inauguration of the new factory of LMW Suzhou Co.Ltd. at Wujiang, China

The Coimbatore-based Lakshmi Machine Works Ltd (LMW) has emerged as one of the three leading global manufacturers to produce a complete range of textile spinning machinery. LMW set up a wholly-owned subsidiary in China, LMW Textile Machinery (Suzhou) Company Ltd, in 2008, to manufacture and supply textile spinning machinery for the Chinese market. The company recently inaugurated its new manufacturing

facility at Wujiang, Suzhou County, Jiangsu Province, spread across 22,000 sqm. to offer technologically advanced spinning equipment to the Chinese textile spinning industry.

Singapore

Session on Water & Waste Management

The Public Utilities Board, Singapore, and the National Environment Agency, Singapore, with CII as a strategic partner, organized the 'India Business Forum' focusing on water and waste management in India on 4 June as part of the Singapore International Water Week in Singapore.

The Forum, which was addressed by eminent speakers from the Indian State Governments, think tanks and industry leaders, outlined the challenges in the areas of environment and water in India, highlighted the initiatives

taken by the State water boards, industry interventions, and opportunities in municipal, industrial, rural, and domestic water. It invited entrepreneurs, investors, technology providers, water companies, specialists, experts and service providers from Singapore and other countries to explore opportunities in India. It also outlined various development plans in select States in water and waste management.

The Forum deliberated on the availability of water, storage, ground water pollution, industry effluents, e-waste, handling of municipal waste water, non-revenue water, and desalination. The discussions highlighted that the challenges in supply, demand, billing, audit, distribution, maintenance and monitoring of water presented opportunities for investments, innovation, and technological interventions in the water sector that is expected to be worth about US\$

130 billion by 2030. The market potential for waste management and recycling is about 3000 MW of power generation from waste-to-energy. This translates to US\$ 5 billion of investment potential. The business potential for e waste in India is estimated at US\$ 120 million.

Ms Sonia Sethi, Member Secretary, Maharashtra Jeevan Pradhikaran, presented case studies on the Public Private Partnership (PPP) model to enhance efficiencies in operation and maintenance in select locations.



R S Tyagi, Member (Drainage), Delhi Jal Board; **Dr B Chandra Mohan**, MD, Chennai Metropolitan Water Supply & Sewerage Board; **Dr Isher Judge Ahluwalia**, Chairperson for the Board of Governors, ICRIER; **Mukund Vasudevan**, MD & Country Head (India), Pentair, and **Goutham Reddy**, MD & CEO, Ramky Enviro Engineers Ltd, at the India Business Forum at the Singapore International Water Week 2014 in Singapore

United States of America

Meeting with USIBC Delegation

CII organized a luncheon meeting with Mr Ajay Banga, Chairman, US-India Business Council (USIBC) and CEO, Mastercard, and a visiting USIBC delegation, on 25 June in New Delhi. The discussion was focused around the themes of India-US bilateral relations, trade and investment, concerns and expectations from the new Indian Government, and the various new areas for cooperation between both the countries.

Mr Banga stressed the need for CII and USIBC to continue the dialogue in a constructive manner together to add momentum to the relationship going forward. India should focus on sectors such as Manufacturing, Tourism and Infrastructure, he suggested.

Mr Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, said that the new Government is focusing on infrastructure, manufacturing,



Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd; **Ajay Banga**, Chairman, USIBC, and CEO, Mastercard, and **Chandrajit Banerjee**, Director General, CII, at the CII USIBC interaction in New Delhi

and skills development as building blocks for putting India back on its growth trajectory. It is also important to make India an attractive investment destination for foreign companies, he said.

India and US can collaborate on building capacity, technology and knowledge management, he said.

India REGIONAL R O U N D U P

East

Industry Roundtables on Project Monitoring



Anil Swarup,
Additional
Secretary &
Chairman,
(PMG), Cabinet
Secretariat

2 June, Raipur
13 June, Ranchi

In an attempt to get stalled projects off the ground, CII organized Industry Roundtables with Mr Anil Swarup, Additional Secretary & Chairman, Project Monitoring Group, (PMG) Cabinet Secretariat. Mr Swarup explained what an e-Project Management System (PMS) is.

Chhattisgarh is among the 14 States to have its own PMG to fast-track mega projects. The portal for Jharkhand's PMG was launched during the Roundtable in Ranchi.

Skill Conclave

20 June, Kolkata

Addressing the CII Skill Conclave, Mr Ujjal Biswas, Minister, Technical Education and Training, West Bengal said the State Government would rope in leading global and domestic companies to train the youth for quality jobs.

Mr Viresh Oberoi, Chairman, CII Eastern Region, and CEO & MD, mjunction Services Ltd, said Government and corporates need to come together to realize the vision of the National Skilling Mission of an additional 500 million skilled Indians by the year 2022.



Skill Conclave in Kolkata



Viresh Oberoi, Chairman, CII Eastern Region, and CEO & MD, mjunction Services Ltd; **Dr Nirmalya Kumar**, Member, Group Executive Council, Tata Sons; and **Rear Admiral (Retd) A K Verma**, Deputy Chairman, CII Eastern Region, and CMD, GRSE Ltd, at an interaction in Kolkata

Interaction on Leadership

20 June, Kolkata

In a lively interaction, Dr Nirmalaya Kumar, Member, Group Executive Council, Tata Sons, and thought leader and management guru, spoke of new ideas and fresh perspectives in leadership and organizational culture. Dr Kumar, who has figured on the lists of Thinkers 50, World's Best B-School Professors, and 50 Most Influential Business School Professors, has taught at Harvard Business School, IMD-International Institute for Management Development, Switzerland, Kellogg School of Management, USA, and the London School of Business, UK.



Keshav Varma,
Founder Director,
Global Tiger
Initiative

Global Tiger Initiative

20 June, Kolkata

Protection of wildlife, especially of the tiger, should be part of the boardroom agenda, said Mr Keshav Varma, Founder Director, Global Tiger Initiative, World Bank, and Founder Member, Global Tiger Forum, during an interactive session with senior CII members in Kolkata. "Protection of wildlife should form part of CSR activities as well," he said. The Global Tiger Initiative is a partnership of 13 tiger range countries.

Funding in Healthcare

21 June, Kolkata

A conference titled 'Evolving Healthcare Investment Landscape,' examined the scope of Private Equity,



Conference on Scope of Private Equity in Healthcare, in Kolkata

Venture Capital, Debt and Angel Fund in Healthcare, to address the opportunities and challenges in this sector. Experts felt that opportunities for healthcare providers and investors lie in tier-II and tier-III cities. With the industry expected to reach \$280 billion by the end of 2020, the route to faster growth is smart money through venture capital, private equity, debt funds and angel funds.

Mr Malay Kumar De, Principal Secretary, Health and Family Welfare, West Bengal, said there was 'enough scope for the private sector to come in.' He also disclosed that West Bengal will soon have three medical colleges under the PPP model.

ICTE B2B Linkages

25 June, Kolkata

The conference on 'ICTE B2B Linkages: Enabling Opportunities' was attended by top executives from major companies such as IBM, Capgemini, NIIT, TCS, Wipro, senior Government officials, and representatives of PwC. Since IT services and software products fuel the country's economic growth, B2B linkages between large and MSME ICTE companies are critical, they said.

Mr Satish Chandra Tewary, Additional Chief Secretary, Information Technology and Electronics, West Bengal, said the State has stepped up its efforts to set up electronic manufacturing clusters at Falta and Naihati.

Financial Market Conclave

29 June, Kolkata

A Financial Market Conclave brought together relevant stakeholders to discuss how to make best use of the new opportunities unleashed by the formation of a



Financial Markets Conclave in Kolkata

new Government at the Centre.

Dr V R Narasimhan, Chief, Regulations, National Stock Exchange of India Ltd, said the increased volume of trading in the stock market reflects the revival of investors' interest in the market and economy. Mr Muralidhar Rao, Executive Director, Securities and Exchange Board of India (SEBI), said SEBI has focused on retail and capital investment and has prepared guidelines on risk management. "What is also required is a reduction in the cost of transactions and rationalization of frameworks," he said.

Workshop on Offset Opportunities

28 June, Kolkata



At the Workshop on Offset Opportunities in Kolkata

The workshop discussed the implications and opportunities of the new Offset policy. Experts felt that the new Government's decision to allow the private sector to manufacture several products through de-licensing is a welcome step towards developing a robust indigenous defence industry.

Chhattisgarh

Meeting with Finance Commission

13 June, Raipur

A CII delegation led by Mr Dinesh Agrawal, Chairman, CII Chhattisgarh, and Executive Director, Godawari Power & Ispat Ltd, met Dr Y V Reddy, Chairman, 14th Finance Commission. The



Dinesh Agrawal, Chairman, CII Chhattisgarh, and Executive Director, Godawari Power & Ispat Ltd, greeting Dr Y V Reddy, Chairman, 14th Finance Commission, in Raipur

Commission reviewed the state's finances, deficit and debt levels in the light of the fiscal consolidation roadmap recommended by the 13th Finance Commission.

Workshop on Companies Act 2013

14 June, Raipur

A workshop analyzed the importance of several provisions laid down in the new Companies Act 2013, to prepare companies for the necessary changes in



Workshop on Companies Act 2013, in Raipur

auditing and accounting practices.

MSME Conclave 2014

26 June, Raipur

The MSME Conclave discussed a number of new financing models. The dignitaries present included Mr N Bajendra Kumar, Principal Secretary to the Chief Minister, Housing and Environment, Commerce and Industries, Chhattisgarh; Mr Sunil Mishra, MD, Chhattisgarh State Industrial Development Corporation Ltd, and Mr Amit Kataria, CEO, Naya Raipur Development Authority.

Odisha

Inauguration of Farmer Training School

2 June, Kendrapada

CII and Paradeep Phosphates Ltd jointly launched a farmer's training school at the CII District Office and Skill Coordination Centre at Pattamundai in Kendrapada district to train farmers in modern methods of farming, fisheries, poultry farming, etc. Mr Kishore Tarai, local MLA, Mr D S Ravindra Raju, Convener, CII Odisha Agriculture Panel, and COO, Paradeep Phosphates Ltd, and Mr Prafulla Mishra, Deputy Director, Agriculture, Odisha, were among those present at the inauguration.

CII meets Odisha Chief Minister

17 June, Bhubaneswar

A CII delegation led by Mr Ansuman Das, Chairman, CII Odisha, and CMD, NALCO, called on Mr Naveen Patnaik, Chief Minister of Odisha, to congratulate him on forming the Government for yet another term. The delegation,



Naveen Patnaik, Chief Minister of Odisha, with (L-R) **J B Pany**, MD, Radiant Telesystems; **M K Gupta**, MD, Gupta Power Infrastructure Ltd, and **Ansuman Das**, Chairman, CII Odisha, and CMD, NALCO, in Bhubaneswar

which included senior CII members such as Mr M K Gupta, Immediate Past Chairman, CII Odisha, and MD Gupta Power Infrastructure Ltd; Mr Santosh Mahapatra, CEO, Dhamra Port Company Ltd, and Mr J B Pany, MD, Radiant Telesystems Ltd, called for special attention to key sectors such as mining, agriculture, education and infrastructure, for the overall development of the State.

Demystifying CSR Rules

25 June, Bhubaneswar

The workshop on CSR Rules was a great learning session for business leaders, NGOs, consultants and professionals on sustainability, planning of CSR management programmes, etc.

Logistics Millennium

27 June, Bhubaneswar



At Logistics Millennium in Bhubaneswar

Dr S C Jamir, Governor of Odisha, who was the chief guest at Logistic Millennium 2014, stressed the importance of ramping up the logistics infrastructure in the State. The conference took stock of the investment scenario and underscored the need for innovation in technologies, improved infrastructure and efficient handling of cargo operations, particularly in the Eastern ports.

West Bengal

Help Desk for MSMEs

3 June, Siliguri



At the MSME Help Desk in Siliguri

West Bengal's Micro and Small Scale Enterprises and Textiles Department and CII Eastern Region jointly organized a Helpdesk post the Synergy Siliguri 2014 event to discuss and address issues arising out of the deliberations. The Help Desk facilitated one-on-one interactions with entrepreneurs on a range of pending issues – from short-term lease rent rates, long-term lease and maintenance of industrial estates to lease deed registration and power.

North East

Investors' Meet for the Tripura Rubber Park

12 June, Jalandhar

An Investors' Meet was held for the Tripura Rubber Park in Jalandhar, Punjab. Mr Jitendra Chaudhury, newly elected Member of Parliament from Tripura, who was the Chief Guest, made a detailed presentation about investment opportunities in Tripura. The strategic location of the State makes it an upcoming gateway to the North Eastern Region, he said, while its borders with Bangladesh and close access to Chittagong port make it an attractive investment destination for capturing South Asian markets.

Mr Chaudhury said that the growth rate of Tripura has been consistently above 10% for the last five years. High levels of literacy, good infrastructure and connectivity, as well as abundant energy resources are other advantages, he said.

Tripura, said Mr Chaudhury, also has abundant rubber resources, of the finest quality available in the country. The current production of 37,200 MT is expected to go up to 1 lakh MT by 2020. He appealed to investors to explore Tripura for sourcing as well as processing natural rubber.



Sarvit Singh Samra, Vice Chairman, CII Jalandhar Zonal Council, and MD, Capital Local Area Bank Ltd; **Jitendra Chaudhury**, Member of Parliament from Tripura; and **Sanjeev Pahwa**, Chairman, CII Punjab, and MD, Ralson India Ltd, at an Investors' Meet for the Tripura Rubber Park, in Jalandhar

While Industry members from Jalandhar appreciated the congenial business environment in Tripura, they also requested for favorable incentives for industry to set up units in the State. They expressed keenness in participating in a mission to Tripura, to understand the business environment there.

Mr Rohit Kapoor, Director, Kuber India Group, who has already invested in the State, spoke about the conducive environment for industry.

The interactive session was attended by about 36 prospective investors from Punjab.

North

Medical Health Camp

10 June, Kharar

A health camp, encompassing Orthopedics, Ophthalmology, Gynecology and Medicine, was held to identify and address the common health problems of the community and also to provide them with affordable healthcare.



Health camp in Kharar

Study Mission to ITIs

11-12 June, Nalagarh & Solan

The mission was organized to promote and share the best practices of the Industrial Training Institutes at Nalagarh and Solan, which are considered role models in the State. Around 60 principals, faculty members and administrators of ITIs from Punjab, Chandigarh and Haryana, participated in the mission.

Managing Supply Chains

20 June, Chandigarh

The training programme focused on evolving supply chain trends and their impact on organizations and provided a foundation for improving supply chain networks.

Interactive Session with SIDBI

20 June, New Delhi

In an interactive session, MSME members discussed various issues related to access to finance, with Mr N K Maini, Deputy MD, Small Industries Development Bank of India (SIDBI).



N K Maini,
Deputy MD,
SIDBI

Roadshow on Invest North

26 June, Chennai

CII is all set to unfold the 3rd edition of its mega flagship conclave - 'Invest



North' to revive investments in Northern India, scheduled for 24 - 25 July in New Delhi. A Roadshow was organized to attract potential investors from the Chennai region for

investment in the Northern Region.

Manufacturing Innovation Conclave

20 June, New Delhi

The Conclave examined how manufacturing organizations could become cost effective and competitive so as to attain optimal growth. It emphasized that innovation and quality could transform Indian Manufacturing, to enable it to attain global leadership.



Roundtable on 'Trade & Investment Opportunities with Nottingham' in Chandigarh



Ajay Shankar, Member Secretary, National Manufacturing Competitiveness Council; **Naresh N Shahani**, Founder & MD, Breakthrough Management Group International (India); **Sameer Gupta**, Vice Chairman, CII UP, and MD, Jakson Engineers Ltd, and **M M Singh**, Co-Chairman, Regional Committee on Manufacturing Competitiveness, CII (NR), and Chief Mentor, Maruti Suzuki India Ltd, at the Manufacturing Innovation Conclave in New Delhi

between Nottingham and India. The discussions were held to encourage investment and collaboration, and provide information on priority sectors of engagement like Life Sciences, ICT, Education and Infrastructure.

Communication Skills

27 June, Chandigarh

The workshop on 'Effective Communication & Presentation Skills' highlighted the importance of communication and presentation skills, and ways to overcome communication barriers.

Chandigarh

Awareness Session on Clusters

10 June, Chandigarh



Awareness session on Cluster Approach in Chandigarh

A session on the Cluster Approach created awareness among Micro, Small and Medium Enterprises (MSME) in the Chandigarh Region about how this approach can help them become globally competitive.

Transfer Pricing & Companies Act

13 June, Chandigarh

The seminar on 'Understanding the Nuances of Transfer Pricing & Companies Act, 2013,' gave the participants a better understanding of these issues. It also discussed the implications of the new Companies Act on private companies, directors, loans and related party transactions and Advance Pricing Agreements.

Bridges with Nottingham, UK

16 June, Chandigarh

A roundtable on 'Trade & Investment Opportunities' was organized in partnership with the Nottingham City Council, UK, to develop an investment bridge

Haryana

Dairy Industry in Northern States

24 June, Gurgaon



Conference on Dairy Industry, in Gurgaon

"Skilled manpower, improved management, cross breeding with exotic germplasm and indigenous animals are the keys to unlock the immense potential of the Dairy Industry in the Northern Region, said Dr N R Bhasin, President, Indian Dairy Association, at the conference on 'Giving impetus to the Dairy Industry in the Northern States.'

Punjab

Energy Efficient Systems

20 June, Ludhiana

The training programme updated industry representatives on the latest energy efficient techniques followed worldwide by manufacturing companies.



Participants of the training programme on Energy Efficiency in Ludhiana

Rajasthan

Promoting Water Awareness

7 June, Jaipur



Session on 'Promoting Water Use Efficiency' in Jaipur

The programme was held to create awareness amongst hoteliers, industries, private school owners and other stakeholders on promoting water use efficiency in industry and buildings. It also promoted rain water harvesting, water recharging, zero water discharge, waste water treatment, water audit, etc in industry.

Pre-Budget Meeting with Chief Minister

10 June, Jaipur

CII participated in the Pre-Budget meeting called by the Government of Rajasthan to seek inputs for the upcoming State Budget. The meeting was chaired by Ms Vasundhara Raje, Chief Minister of Rajasthan.

5th Infra Conclave Rajasthan

20 June, Jaipur

CII and the Indian Green Building Council (IGBC) Jaipur Chapter, in partnership with the Jaipur Development Authority and Rajasthan Housing Board, organized the 5th edition of the Infra Conclave. The event featured



At the Infra Conclave in Jaipur

a detailed Industry - Government dialogue on critical issues such as enhancing execution capabilities, embedding technology in service delivery mechanisms, urban transport, housing, public safety and security, promoting best practices and technologies amongst stakeholders, and solid waste management, optimal water management, proper utilization of waste water, rain water harvesting and green buildings.

Uttar Pradesh

Launch of PMG Web Portal

6 June, Lucknow

To facilitate faster clearance of big stalled infrastructure projects in the State, Mr Anil Swarup, Chairman, Project Monitoring Group (PMG) launched the web portal 'Online Projects Management System' for Uttar Pradesh at the CII UP State Office in Lucknow.



Anil Swarup, Additional Secretary & Chairman, Project Monitoring Group, Cabinet Secretariat with Sachin Agarwal, Chairman CII UP, and MD, PTC Industries Ltd at the launch of 'Online Projects Management System' for Uttar Pradesh in Lucknow

The Government of India has set up a PMG to facilitate the clearance of infrastructure projects by bringing all concerned ministries and departments on the same platform. The State Governments are now doing the same, with UP being the 5th state to launch it, after Orissa, Uttarakhand, Kerala and Chhattisgarh.

Uttarakhand

Initiatives in Uttaranchal

12 June, Dehradun

A CII delegation met with Mr Shailesh Bagauli, MD, State Infrastructure and Industrial Development Corporation of Uttaranchal, to discuss the ongoing CII Uttarakhand Disaster Rehabilitation initiative and Uttarkhand's participation in CII Invest North.

Western UP

Workshop on Dynamic Leadership

26 June, Ghaziabad

The workshop helped professionals working in managerial roles to identify and fine tune leadership qualities. It also helped them take their leadership skill to the next level – from leading functional teams to leading businesses.

South



Roadshow on Hamriyah Free Zone, Sharjah, in Bangalore

Roadshows on Hamriyah Zone

11 June, Chennai
13 June, Bangalore

Representatives of the Hamriyah Free Zone Authority of Sharjah, UAE, held roadshows to create greater awareness of the business opportunities in the Gulf and Middle East. The Hamriyah Free Zone is equipped with complete facilities to cater the needs of industry sectors such as oil and gas, manufacturing, petrochemicals, maritime, steel, construction, logistics, IT, micro business and SMEs.

CSR Conclave on Education

11 June, Chennai



At the CII - UNICEF 'CSR Conclave on Education' in Chennai

The CII - UNICEF 'CSR Conclave on Education' provided a framework to create sustainable CSR models focusing on education quality, taking into account the perspectives of different stakeholders including NGOs and corporates.

Interactive Session on Estonia

12 June, Chennai

In an interactive session, Mr Viljar Lubi, Ambassador of Estonia to India, spoke about the various business opportunities for India and Estonia to work together.



Ct P Chidambaram, Honorary Consul of Finland, Chennai; Mananathan R, Chairman, Manatec Electronics Pvt Ltd; and Viljar Lubi, Ambassador of Estonia to India, at an interaction in Chennai

Estonia is ranked among the top 25 countries in the World Bank's Ease of Doing Business Index, making it an excellent base for doing business.

Andhra Pradesh

Legal Metrology

10 June, Visakhapatnam

CII Visakhapatnam Zone organized a seminar on Legal Metrology and Packaged Commodities Rules to create awareness on the provisions of the new Legal Metrology Act 2009 and its implication on trade and industry in general, and licensing policies, regulation of weighing and measuring instruments and penal provisions in particular.

Smart & Healthy Living

12 June, Hyderabad

The Indian Women Network (IWN) Andhra Pradesh organized a session on Smart and Healthy Living to create awareness among career women about how they can maintain good health and wellness. The topics covered included balanced diet, fat reduction, as well pregnancy, fibroids, hypertension etc.

State Reorganization: VAT & CST

14 June, Visakhapatnam

Addressing a session on 'State Reorganization: VAT & CST - Key Implications,' Mr T Siva Sankara Rao, Deputy Commissioner, Commercial Taxes Department, said his department has received 500 new registrations after the State reorganization. The registration process is now faster and more transparent, he said.



T Siva Sankara Rao, Deputy Commissioner, Commercial Taxes

Launch of TQM Forum

20 June, Vijayawada

CII Vijayawada Zone launched a Total Quality Management (TQM) Forum for Organizational Excellence to provide



Launch of TQM Forum for Organizational Excellence in Vijayawada

a platform for members to network and learn industry best practices on quality management to enhance their competitiveness and develop business excellence.

Karnataka

SME Policy Roundtable

3 June, Bengaluru

A Policy Roundtable on Public Procurement Policy for Micro, Small and Medium Enterprises (MSMEs) looked at ways to effectively utilize the public procurement policy for the development and growth of both MSMEs and Public Sector Enterprises.

Roundtable on Non-Communicable Diseases

6 June, Bengaluru



Roundtable Session on Non-Communicable Diseases in Bengaluru

A Roundtable on Non-Communicable Diseases was organized to seek inputs in strengthening policies for Diabetes Control in PSUs and PSEs, for the 2nd National NCD Summit on 'Shaping Diabetes Policies in Public Sector Enterprises.'

Trade Ties with USA

20 June, Bengaluru

Officials from the United States International Trade Commission (USITC) met with members of CII Karnataka to work on a report on the investment climate in India for US companies. Ms Laura S. Bloodgood, Senior Trade Analyst, and Ms Tiffany Elder, International Trade Analyst, both from USITC, as well as Ms Manjushree Phookan and Mr Srinivasa Murty M from the Consulate General of USA in Bengaluru joined the interaction.

Kerala

Professional Selling Skills

13-14 June, Kochi

A training programme on 'Professional Selling Skills' helped the participants to understand the sales process by adopting a consultative approach.



Dr Anuradha Balaram, Member Secretary, State Planning Board

Women Leadership Conclave

24 June, Kochi

The CII Indian Women Network (IWN) conclave focused on women leadership in building business empires and managing organizations efficiently. It also called on women leaders to bring about a change in society, and play a more significant role in social entrepreneurship, arts and sports.

Puducherry

Materials & Inventory Management

20 June, Puducherry

The workshop for Materials Managers presented case studies on how to overcome issues in their work place such as inaccurate cycle counts, un-reported scrap, shipping errors, production reporting errors, etc.

Energy Efficiency & Carbon Footprint

25 June, Puducherry

The training programme provided a macro level approach on energy conservation, created awareness about the latest technologies and advancements in the field of energy management, and shared information on the latest energy-saving ideas with actual implemented case studies and thoughts on how industry could reduce its Carbon Footprint.

Tamil Nadu

Awareness Session on Cluster Approach

5 June, Tiruppur

CII Tiruppur District Council organized an awareness session on 'Enhancing Competitiveness and Improving Bottom Line Using the Cluster Approach' for SMEs.

Cancer Awareness Session

14 June, Coimbatore

The Indian Women Network, Coimbatore Zone organized a session to create awareness on cancer and to allay misconceptions about the disease.



IWN session on Cancer Awareness in Coimbatore

Salem Medical Expo 2014

20 June, Salem

Mr Edappady K Palaniswamy, Minister of Highways and Minor Ports, Tamil Nadu, was the Chief Guest



Edappady K Palaniswamy, Minister of Highways & Minor Ports, Tamil Nadu visiting the Salem Medical Expo

at the Valedictory Session of the 1st edition of the Salem Medical Expo. Mr K Maharabhushanam, District Collector, Salem, inaugurated the Expo.

Rally on Healthcare Awareness

20 June, Salem

CII Salem District organized a rally on 'Healthcare Awareness' as part of Salem Medical Expo 2014 to create awareness amongst the public on preventive healthcare, the importance of blood and organ donation, etc.



Sean Kelly, Australian Consul General for South India

Higher Education in Australia

20 June, Coimbatore

CII Coimbatore organized an exclusive interaction with Mr Sean Kelly, Australian Consul-General for South India and Mr Michael Carter, Trade Commissioner and Consul Commercial to showcase Australia as a leading destinations for quality education and living. The session also discussed opportunities for Indian institutions in the fields of Research and Training with their counterparts in Australia.

West

Action Agenda for India

16 June, Mumbai

Mr Sanjay C Kirloskar, Deputy Chairman, CII (WR) and CMD, Kirloskar Brothers Ltd, chaired an interaction, 'Getting India Back on Track: An Action Agenda for Reform' with Ms Jessica Mathews, President, and Mr Ashley Tellis, Senior Associate, Carnegie Endowment for International Peace (CEIP). Mr Tellis, who specializes in international security, defense, and Asian strategic issues, has served as Senior Advisor to the US Ambassador in New Delhi, and on the National Security Council staff as special assistant to the President and Senior Director for Strategic Planning and Southwest Asia.



Roundtable with US International Trade Commission in Mumbai



Ashley Tellis, Senior Associate, Carnegie Endowment for International Peace; **Jessica Mathews**, President, Carnegie Endowment for International Peace, and **Sanjay C Kirloskar**, Deputy Chairman, CII (WR) and CMD, Kirloskar Brothers Ltd, at an interaction in Mumbai

organized a roundtable discussion with Ms Laura S. Bloodgood, Senior International Trade Analyst, and Ms Tiffany M. Eder, International Trade Analyst, from the US International Trade Commission (USTIC). The discussions focused on the current economic climate in India, Indian policies and how firms respond to these policies, and their effect on business operations.

Goa

Understanding Exports & Imports

19 June, Panaji

The programme covered export and import documentation and procedures, along with import customs provisions related to classification and valuation, to facilitate a clear understanding of the formalities and documentation required, for the benefit of managers and executives in companies impacted by import and export matters and formalities, as also importers, exporters, service providers and entrepreneurs.

Interactive Session on Diabetes

21 June, Panaji

CII Goa, under its Life Sciences & Healthcare Panel,

along with the Diabetes Society of Goa, conducted an interactive session on Diabetes.

Gujarat

Delegation from China

2 June, Ahmedabad



Interactive Session with Delegation from China, in Ahmedabad

CII Gujarat organized an interactive session for industry members with a delegation from the Chinese Institute for Contemporary International Relations (CICIR), China. This research institute is devoted to the analysis of political, economic and security policy-related developments at the global, regional and national level. The session facilitated an understanding the business culture and opportunities in Gujarat, and in China.

Lean Manufacturing Scheme

5 June, Rajkot

An awareness session on the implementation of the Lean Manufacturing Competitiveness Scheme, under the National Manufacturing Competitiveness Programme, updated participants about the salient features of the scheme, as also the CII Cluster approach.

Workshop on Basic Life Support

11 June, Bhavnagar

The workshop on Basic Life Support (BLS) informed local industries about the different techniques for providing BLS to victims of life-threatening injuries and illnesses until they can receive full medical care at a hospital.

Visit to L&T's Safety Innovation School

12 June, Surat

The visit to L&T's Safety Innovation School, one of the best of its kind in India, equipped with tools, equipment, training classes and live workshops to provide necessary training on industrial safety, apprised



Visit to L&T's Safety Innovation School in Surat

members on the importance and best practices for safety at the workplace.

Automation in Textile Dyeing

13 June, Surat

The session updated members from the textile dyeing industry about how and where automation can be implemented. Availability of manpower is a major concern for this labour-intensive industry.

IR Conference

14 June, Vadodara



At the 3rd IR Conference in Vadodara

The 3rd edition of the IR Conference focused on preparing Industry to take on the new IR challenges, in a rapidly changing IR scenario in India impacted by technology, Government policies, labour laws, judicial pronouncements, and the approach of organizations towards their workforce.

Business Opportunity Mission

18 June, Vallabh Vidyanagar

CII organized a visit to Elecon Engineering Company Ltd to encourage members from the foundry industry to explore business opportunities for good and sustainable quality of castings.

Good Melting Practices

26 June, Bhavnagar

The seminar on Good Melting Practices updated foundries in Gujarat on the best in class melting practices, which can lead to cost reduction and improvement in quality. It addressed key issues of a foundry like reducing power consumption; introducing better practices and materials, and avoiding defects.

Maharashtra

Domestic Transfer Pricing & VAT

29 May, Aurangabad

The seminar on 'Domestic Transfer Pricing - Concept, Compliance & Litigation, and VAT Refund' discussed its applicability and compliance requirements and explored practical ways to mitigate potential litigation risk, and to form a strategy for early realization of VAT refunds.

Conference on Consumer Protection

10 June, Mumbai

The conference discussed possible frameworks for



Department of Heavy Industry
Ministry of Heavy
Industries & Public Enterprises



Confederation of Indian Industry

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CII-AVANTHA
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Amit Mehta, Trade Fair Division, Confederation of Indian Industry, 249-F Sector 18, Udyog Vihar, Phase IV, Gurgaon – 122 015, Haryana [India].
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Conference on Consumer Protection in Mumbai

consumer protection, to arrive at the most appropriate framework for India. Mr Mukund Bhogale, MD, Nirlep Appliances Ltd, added another R, Rethinking, to Reduce, Reuse, Recycle, and Refuse. Rethinking is the component that can encourage us to think differently about the way we purchase, use, and dispose of materials, he said.

BSE SME Exchange

13 June, Mumbai



Session on BSE SME Exchange in Mumbai

This session showcased the SME platform of BSE and created awareness of the BSE's newly launched Institutional Trading Platform (ITP) where SMEs can get listed without an Initial Public Offering (IPO). It also discussed how SMEs can raise capital, create visibility and grow their businesses.

Conference on Companies Act

18 June, Mumbai

The conference on the Companies Act, 2013, with the theme, 'Beginning of a New Era,' detailed aspects in the Act relating to capital raising, transactions, IPOs and acceptance of deposits; auditing and financial reporting; auditing aspects of related-party transactions; corporate governance and risk management; tax issues, etc. as well as Corporate Social Responsibility.



Conference on the Companies Act, 2013, in Mumbai

Energy Management

20 June, Nashik

The conference described the opportunities available to industries to improve energy efficiency and gain a competitive edge.

Real Estate Conclave 2014

27 June, Mumbai



CII Real Estate Conclave 2014, in Mumbai

The Conclave had the theme, 'Voice of Change - 2014: Building Growth Consensus for Real Estate in India.' A CII-JLL research report, 'Rowing the New Wave: Game-Changing Rules for Indian Real Estate' was released at the event.

Madhya Pradesh

Delegation to South Africa

6 - 15 June, South Africa

A high level delegation led by Mr Shivraj Singh Chouhan, Chief Minister of Madhya Pradesh, and Ms Yashodhara Raje Scindia, Minister of Commerce, Industry and Employment, along with other State Government



Shivraj Singh Chouhan, Chief Minister of Madhya Pradesh, paying homage to Mahatma Gandhi at Old Fort Prison, Johannesburg, South Africa

officials and industry representatives, visited South Africa to promote the Global Investors Summit 2014, being organized by the Government of Madhya Pradesh in partnership with CII.

The delegation conducted road shows at Johannesburg and Cape Town, and had meetings with South African Government officials including Mr. Rob Davies, Minister of Commerce and Trade, Pretoria, and Mr. Maemolla David Makhura, Premier, Gauteng, and other ministers. The delegation also interacted with members of the India Business Forum at South Africa, and the African National Congress (ANC)'s Progressive Business Forum, and met with experts from the Kruger National Park and the South African Wildlife College.



Launch of Indian Women Network Madhya Pradesh Chapter, in Bhopal

Indian Women Network Madhya Pradesh

7 June, Bhopal

CII launched the Madhya Pradesh Chapter of the Indian Women's Network (IWN), with Ms Bhavana Banerjee, Director, Training and Placement, VNS Group of Institutions, as the Chair. The IWN will focus on women's empowerment, entrepreneurship, financial literacy, and health and wellness.

Workshop on Foreign Trade

10 June, Indore

A workshop on 'Export Documentation, Procedure and Foreign Trade Policy (FTP)' also covered topics such as commercial and regulatory documents, ARE-1/2/3, certificate of origin, shipping bill, bill of lading, bank realization certificate, etc.

Impact of Companies Act 2013

20 June, Indore



Session on Companies Act 2013, in Indore

The session, organized in association with PwC, examined in depth the provisions and nuances of the new Act, which brings enormous changes in almost all spheres of corporate legislation.

Pune Zone

Affirmative Action Initiatives

2 June & 20 June, Pune

CII, in association with Forbes Marshall, inaugurated a training programme for fresh Mechanical Engineers in Steam Engineering on 2 June. The training programme for the 9th batch of Instrumentation & Electronics Engineers in Control Instrumentation was initiated on 20 June.

The courses have been designed to enhance the



At an Affirmative Action training programme in Pune

career opportunities of fresh engineers, with relevant theoretical inputs through classroom sessions and hands-on experience at Forbes Marshall. Joint certification by CII and Forbes Marshall Pvt Ltd will be given to the students on their completion of the course.

Manufacturing Study Mission

17 -18 June, Pune



Study Mission members at Volkswagen India Pvt Ltd, Pune

The mission visited Eaton India, Fiat India Automobiles Pvt Ltd, Mercedes Benz India Ltd and Volkswagen India Pvt Ltd to observe the real productivity improvements that are possible by introducing global practices and innovation in process systems, development of robust vendor network clusters, commitment to frugal engineering and integration of manufacturing with service.

Workshop on CSR

18 June, Pune

Mr Noshir Dadrawala, CEO, Centre for Advancement of Philanthropy, conducted this workshop to help companies understand the legal nuances and issues around compliance, and develop a better understanding and appreciation of CSR as being strategically good for the company.

Session on Provident Fund

24 June, Pune

In an open house interactive session with members, Commissioners of Provident Fund, Labour and ESIC, responded to queries relating to the PF transfer procedure.



D K Singh, Regional Provident Fund Commissioner-II