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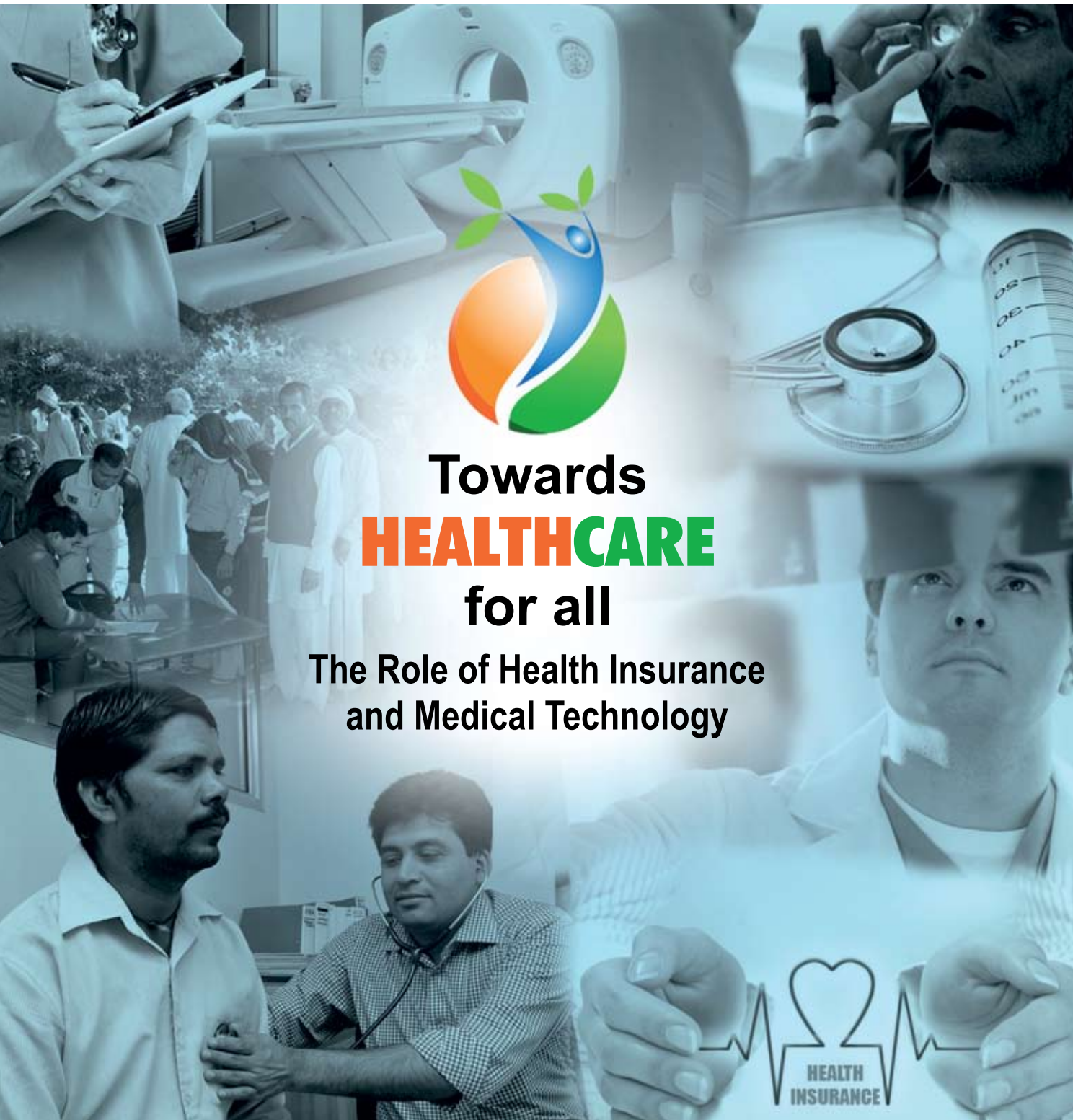
Journal of the Confederation of Indian Industry

Volume 36, No. 9  
September 2014



## Towards **HEALTHCARE** for all

### The Role of Health Insurance and Medical Technology



**INSIDE**

Fast-tracking the  
Reforms Agenda

Economic Recovery  
Strengthens

DGR Corporate  
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We welcome your feedback and suggestions. Do write to us at [communiqué@cii.in](mailto:communiqué@cii.in)

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JOURNAL OF THE CONFEDERATION OF INDIAN INDUSTRY

# A TRIBUTE TO



## **Mr K N Shenoy**

– A Visionary Leader

**C**II expresses deep sadness at the passing away of Mr K N Shenoy, who had led the organisation as its President, on 18 August. Industry has lost a visionary leader who served the business community for decades and played a key role in leading CII at a time when Industry in the country was working under numerous shackles.

Mr Shenoy was instrumental in making Indian Industry quality-conscious, and led CII's Quality movement from the front, including setting up CII's Institute of Quality in Bangalore, which he chaired for over a decade. As President of CII (formerly CEI/ AIEI) in 1986-87, and right till his end, Mr Shenoy continued to provide guidance to CII.

An Engineer from Banaras Hindu University, with a degree in Business Management from IMD, Lausanne, Mr Shenoy was a Fellow of the Institute of Engineers (India), and the National Academy of Engineers. He was associated with various Industry bodies such as the Indian Electrical and Electronics Manufacturers' Association, the Electrical Research and Development Association, the Management Association, and the Institution of Engineers (Baroda), and served on the Governing Council/ Board of institutions like the Central Power Research Institute, Bangalore, the Indian Institute of Management, Bangalore, TIFAC, New Delhi, the Centre for Technology Development, and the Xavier Institute of Management and Entrepreneurship.

Mr Shenoy, who joined ABB (then Hindustan Brown Boveri) in 1962, worked there for 40 years, until 2002, of which 22 years were as MD & CEO, and six as Chairman. He also served as Vice Chairman of Volvo India P Ltd, and as a Director on the Boards of GVK, Carborundum Universal Ltd and Sobis Software (India) P Ltd.

Industry will miss his sagacity and wisdom.





# Towards Healthcare for All

## The Role of Health Insurance and Medical Technology



We need to develop initiatives in a synergized manner to create an effective collaborative ecosystem for Healthcare delivery in India, says Dr Naresh Trehan

The provision of primary health was recognized as a tool for the attainment of 'health for all' more than three decades ago by the Alma Ata declaration, but it has not yet been attained. Even today, patients in our villages often have to travel over 100 kms for basic healthcare services. Access to care is also limited by low affordability. In order to provide basic rights, India needs to address issues at each level of the healthcare delivery chain. We need a multi-dimensional approach to provide healthcare delivery to 1.2 billion people with varied disease patterns and medical needs.

While the healthcare sector in India has seen consistent growth in the last decade, other health indicators, such as life expectancy, infant and maternal mortality, among others, remain low by international standards. Our healthcare system needs to place the patient's interests at the core of the agenda.

Though the network of delivery settings is in place, each of them works in isolation, leading to increased medical cost burden and an imbalance in the patient inflow. If India has to achieve universal healthcare for all, it has to ensure that the three pillars of healthcare, the healthcare providers, the Medical Technology industry and the Health Insurance sector work together in a collaborative fashion. CII has active verticals in all these sub-segments to enable the development of initiatives in a synergized manner, to facilitate the creation of an effective collaborative ecosystem for healthcare delivery in India.

One critical challenge in enabling healthcare access to the people of India is healthcare financing. All over the world, Governments are grappling with the complexities of structuring appropriate health financing programmes for their populations, the challenges of which vary from country to country.

The new Government's proposal for 'Health Assurance

for All' is very heartening and the mechanism spelt out by the Minister of Health for achieving this at CII's 8<sup>th</sup> Health Insurance Summit is indeed laudable.

There is no doubt that health insurance has to play a critical role in future models of health financing, especially for a country like India. There is a recognition of this in Government policies like the Rashtriya Swasthya Bima Yojna (RSBY) and similar insurance-linked secondary care schemes of some State Governments.

The recent spurt in such public health insurance schemes will act as a catalyst in improving the accessibility of tertiary care to a large segment of the under-served population. The Government's role of being a payer has the dual advantage of allowing patients the choice of treatment in the private sector while also providing the Government the flexibility to focus on primary healthcare infrastructure. CII is looking forward to the roll out of the 'Universal Health Assurance Mission.'

Another important and vital pillar of healthcare delivery, the Medical Devices and Equipment Sector, is seriously under-penetrated in India. For Indian healthcare to fulfil its promise in the next decade, the Medtech Industry needs to cater not only to high income populations in metros and Tier I markets, but also to the mid-income segment in urban areas, Tier II and Tier III cities, and in rural areas, with innovative solutions for different levels of customers/ payers.

There has to be a paradigm shift for manufacturing for local needs and investing in R&D and product innovation for affordable and low cost technologies with higher impact.

Given the significant challenges that this industry faces, especially lack of proper regulations and guidelines, I am happy to note that the new Government demonstrated its commitment to support the Medical Technology Industry at the 7<sup>th</sup> Medical Technology Conference, which saw the participation of three senior Secretaries. Mr Lov Verma, Secretary, Ministry of Health & Family Welfare cleared the regulations ambiguity, while Dr K Vijay Raghavan, Secretary, Biotechnology, Ministry of



Science and Technology, spoke about enabling Innovations and R&D, and Mr Amitabh Kant, Secretary, DIPP, Ministry of Commerce & Industry, discussed ways to enable manufacturing and exports.

Indian doctors, hospitals and infrastructure are comparable to the best in the world, and our credentials are well established. However, we need to break the barriers between the Government, the public, the private sector and the NGOs, and realize that everything belongs to India first, and then to investors or anyone else. We need to work together and put our efforts in the same direction.

Going forward, the action agenda is to foster a multi-stakeholder collaborative approach with the common objective of providing affordable healthcare to the masses.

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

**Annaswamy Vaidheesh**, Chairman, CII Sub-Committee on Accessibility: Health Insurance, and Vice President, Corporate Government Affairs and Policies, Asia-Pacific, Johnson & Johnson; **G Srinivasan**, CMD, The New India Assurance Co. Ltd; **Dr Harsh Vardhan**, Minister of Health and Family Welfare; **Dr Naresh Trehan**, Chairman, CII National Committee on Healthcare, and CMD, Medanta-The Medicity, and **Chandrajit Banerjee**, Director General, CII, at the 8<sup>th</sup> Health Insurance Summit in New Delhi

## 8<sup>th</sup> Health Insurance Summit Leveraging the Power of a Billion People

**T**he National Health Assurance Mission is a priority for the Government of India, declared Dr Harsh Vardhan, Minister of Health and Family Welfare, at the **8<sup>th</sup> Health Insurance Summit** with the theme 'Leveraging the Power of a Billion People,' organized by CII on 27 August in New Delhi. The Summit has become an annual all stakeholder platform for the Health Insurance sector in India, drawing participation from senior policy-makers from the Government, insurance, and re-insurance companies, TPAs, broking firms, and the Healthcare Industry.

This year's Summit examined the emerging landscape with regard to policy and markets. Besides discussing various health financing models, it also deliberated on ways and means to deepen the retail health insurance market and promote partnership between the payers and providers, including the Government.

"We have the capabilities and resources, but we need to utilize these resources



**Dr Sanjay Kinra**, Reader in Clinical Epidemiology, UK; **Dr Ascobat Gani**, Health Economist & Advisor to Ministry of Health, Indonesia; **Prof Ranjit Roy Chaudhury**, Advisor to the Minister of Health & Family Welfare, India, and **Elizabeth J Fowler**, Vice President, Global Health Policy, Johnson & Johnson, USA, at the 8<sup>th</sup> Health Insurance Summit in New Delhi

for better coordination to bridge all the gaps,” said Dr Harsh Vardhan. ‘For the Government, for the coming few years, the only goal is to make sure that every person’s disease is taken care of; every ailment is diagnosed as early as possible, no one is deprived of any treatment...A patient who visits a health system with a disease should be treated with sincerity, compassion, dedication and honesty. He should also be provided with enough information to protect himself and his family from various diseases,’ he said.

The Health Minister stated that the Government was evolving the National Health Assurance Mission to make sure that a list of “assured” health services is available to every Indian. The Assurance package is expected to consist of:

- A compulsory package of knowledge and information about prevention and positive health pertaining to each and every disease
- Assured availability of 50 medicines (essential drugs)
- Assured diagnostics

A committee of experts has been working on this and a concrete programme is being put in place, he said.

Dr Harsh Vardhan said that Health Insurance would be an important component of ‘Health Assurance for All.’ The movement envisages that the premium for the underprivileged, who cannot pay, would be taken care of by the Government, and for those who would

find it difficult to pay, the Government, on the basis of a large pool, would negotiate for affordable premium. He expressed confidence that “with the support of IT and other technology, this massive movement would be executed successfully with maximum benefit to the people.”

Reform in health financing holds the key to achieve universal and affordable health coverage said Mr Lov Verma, Secretary, Health, Ministry of Health & Family Welfare.

India would need to step up the level of public spending on health to a minimum of 2.5% of GDP by 2017 to provide a reasonable package of healthcare services to its citizens, he said. Roughly 70% of this has to be on comprehensive primary care, he added, as good primary healthcare minimizes hospitalization/tertiary care. Mr Verma emphasized that the dream of leveraging the power of a billion people attains significance only when the coverage is universal with no adverse selection.

India has 60% Out-of-Pocket-Expenditure (OOPE) on healthcare, one of the highest in the world, which is a major cause of impoverishment of the country’s population. The country has traditionally followed a tax-based supply-side strengthening process to address the challenge of providing financial protection, he said, observing that today, however, health insurance is a demand-side financing tool that is gaining popularity across the world.

### Insights from Overseas

This session featured three presentations by international speakers. Ms Elizabeth J Fowler, Vice President, Global Health Policy, Johnson & Johnson, USA, provided a background to Obamacare, its policy goals and implementation mechanisms. In addition, she described specific unique innovations in health insurance in the US over the past 25 years and their impact.

Dr Ascobat Gani, Health Economist & Advisor to the Ministry of Health, Indonesia, provided similar insights



**Shashwat Sharma**, Partner, KPMG Advisory Services; **Krishnan Ramachandran**, Deputy CEO, Apollo Munich Health Insurance Co. Ltd.; **Yashish Dahiya**, CEO, Policy Bazaar; **Asha Nair**, Director & General Manager, United India Insurance Ltd.; **Neelesh Garg**, Executive Director, ICICI Lombard General Insurance Co. Ltd.; **Yegna Priya Bharath**, Joint Director, IRDA; **Sanjiv Bajaj**, MD, Bajaj Capital Ltd, and **Sandeep Patel**, CEO, Cigna TTK

about Indonesia's journey towards universal healthcare access.

Dr Sanjay Kinra, Reader in Clinical Epidemiology, UK, talked about the UK National Health Service (NHS) and shared best practices.

Prof Ranjit Roy Chaudhury, Advisor to the Minister of

Health & Family Welfare, India, said that while scientific underpinnings are very important, as is prevention and promotion in public health, India should also leverage the vast knowledge it has in others streams of medicine such as Ayurveda, and Unani, among others.

## Retail Health Insurance

This panel talked about retail health insurance and the key imperatives for improving penetration in the retail segment. The panel shared ideas on increasing the efficiency of existing distribution channels and emerging distribution channels. Changing consumer expectations, trends in product innovation and the regulatory perspective were also discussed.

Ms Yegnapiya Bharath, Joint Director, Insurance Regulatory and Development Authority (IRDA) listed the major steps to facilitate deepening of the retail health insurance market in India and increasing the penetration. These are

- Having a combination of products consisting of a life-saving element and a health element
- Development of products (simple and easy to understand) for specific groups.
- Need for covering AYUSH
- Improved transparency for better awareness to consumers and claim minimization



**Dr M Madhavi**, Joint Executive Officer, Aarogyasri, Andhra Pradesh; **Meeta Rajivlochan**, Secretary-Public Health, Maharashtra; **Annaswamy Vaidheesh**; **G Srinivasan**, CMD, The New India Assurance Co. Ltd; **Manasije Mishra**, CEO, Max Bupa Health Insurance Company Ltd, and **Nishant Jain**, Deputy Programme Director, Indo-German Social Security Programme, GIZ GmbH

## Partnership between Payers & Providers

The session provided a vision on how the relationship between payers and providers can be turned into a deeper engagement to create a patient-centric ecosystem. Views on contracting terms, standardization of costs and treatment protocols, mechanisms for evaluating new technologies and emerging care delivery models were discussed. The panel also explored the use of technology as a catalyst for process and care improvement.

Mr R K Jain, Additional Secretary, Ministry of Health & Family Welfare, stated that there are about 1800 procedures under the Central Government Health Scheme. The number of procedures under different insurance schemes could be different, too, he said, with many insurance schemes and differing nomenclature. The Ministry is in the process of finalizing a master list of nomenclature of different procedures, he said.

Mr Jain urged both public and private sector insurance providers to follow the master list of nomenclature.

## Universal Health Assurance in India

This session depicted the potential road map that the nation can adopt to achieve Universal Health Assurance. It also touched upon the coordination of public delivery and insurance. Speakers called for simplification of the multitude of schemes, segmentation of beneficiaries,



**Somil Nagpal**, Senior Health Specialist, World Bank's Global Practice on Health, Nutrition & Population; **Amit Backliwal**, MD, IMS; **Pankaj Sahni**, COO, Medanta-The Medicity; **Dr Shubnum Singh**, Dean-Education, Max Healthcare Institute Ltd.; **R K Jain**, Additional Secretary, Ministry of Health & Family Welfare; **Annaswamy Vaidheesh**; **Tajinder Mukherjee**, Deputy General Manager, The New India Assurance Co Ltd; **Dr Sangeeta Pikale**, President, Association of Medical Consultants, and **Dr S Prakash**, Executive Director, Star Health and Allied Insurance Co. Ltd

beneficiary engagement and education, supportive systems for implementation, standardization of care and charges, measuring outcomes, etc.

Ms Meeta Rajivlochan, Secretary, Public Health, Maharashtra, said that while the issues of resources and manpower are being addressed, what is most important is the need for a knowledge management system. This system would put in place standard operating protocols, assist in information collection and dissemination, and help evaluate outcomes. There is a pressing need for norms and regulations, with the

involvement of all stakeholders, both from the private and the public sector, she said.

Mr G Srinivasan, CMD, New India Assurance Co. Ltd, suggested that a layered insurance coverage mechanism could be put in place. Also, to make universal health coverage work efficiently, the infrastructure gap needs to be addressed, with a mechanism for measuring the quality of treatment, among other measures. India needs to address the challenges of profitability, differential costs, fraud, and lack of regulation, to provide quality healthcare services and insurance for all, he said.

## Voices



'For the coming few years, the only goal has to be to make sure that every patient's disease is taken care of; every ailment is diagnosed as early as possible; no one is deprived of any treatment...'

**Dr Harsh Vardhan**, Minister of Health and Family Welfare



'Given the key healthcare challenges and financing and service delivery mechanisms in India, I am of the view that reform in health financing holds the key to achieve universal and affordable health coverage.'

**Lov Verma**, Secretary, Health, Ministry of Health & Family Welfare



'The context is different between India and Indonesia with respect to the roadmap to achieve universal healthcare, but there are similar issues that we can share and learn from each other, including how to reach the poor,

contain the cost, optimize the role of private insurance, and strengthen health promotion and prevention.'

**Dr Ascobat Gani**, Health Economist and Advisor to the Ministry of Health, Indonesia



'There are three key areas for focus and improvement in India: pre-approval assessment where data-driven systems and appropriate risk profiling is required; portfolio management where the focus should be risk management, and disease programmes and healthcare provision.'

**Dr Sanjay Kinra**, Reader in Clinical Epidemiology, UK



'We have a reservoir of knowledge, technology and human capital in the private sector which can be easily and voluntarily offered to Government facilities or any other facilities in a collective manner to plug the gaps that exist in healthcare delivery.'

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



'Even though the US spends 17% of its GDP on healthcare, there are issues regarding accessibility and quality. The key challenges are rising health insurance premiums, low scores on key health indicators, loss in employer coverage, and a growing number of uninsured and concentrated health markets. The Obama Government has introduced a new system which focuses on expanding coverage by building on the existing healthcare system, bringing in greater transparency, more efficiency, insurance market reforms and delivery and payment reforms, with a focus on prevention and wellness.'

**Elizabeth J Fowler**, Vice President, Global Health Policy, Johnson & Johnson, USA



'Just as the telecom sector leveraged the power of a billion people to increase connectivity, it is time for the healthcare sector to also leverage the power of a billion people. We need a comprehensive and hybrid model of health coverage that works for the country.'

**Annaswamy Vaidheesh**, Chairman, CII Sub-Committee on Accessibility: Health Insurance, and Vice President, Corporate Government Affairs and Policies, Asia-Pacific, Johnson & Johnson



# 7<sup>th</sup> Medical Technology Conference Realizing the \$50 billion Potential

The 7<sup>th</sup> Medical Technology Conference created a comprehensive stakeholders and decision-makers' platform to discuss and refine the roadmap to enable India to attain self-sufficiency in Medical Technology



**Anupam Shah**, Chairman, EEPC India; **Chandrajit Banerjee**, Director General, CII; **Amitabh Kant**, Secretary, DIPP, Ministry of Commerce & Industry; **Pavan Choudary**, Chairman, CII Medical Technology Division, and MD, Vygon India Pvt Ltd; **Himanshu Baid**, Co-Chairman, CII Medical Technology Division, and MD, Poly Medicure Ltd, and **Rahul Guha**, Partner & Director, The Boston Consulting Group, at the 7<sup>th</sup> Medical Technology Conference in New Delhi

India, as an emerging market, continues to be relevant to the global medical technologies space, not just from a market point of view, but also as a global hub for innovation and manufacturing. This sector, albeit its small size, is evolving as one of the most critical determinants of efficient healthcare delivery in the country.

As healthcare demands go up across the country, the med-tech industry has to play a vital role in providing affordable healthcare. However, today the sector confronts challenges like inadequate recognition of its critical role in healthcare delivery by stakeholders at

large, as well as low penetration caused by affordability and accessibility issues. These barriers are further compounded by ambiguous regulations and limited indigenous manufacturing.

To identify a roadmap to address this challenge and identify the key levers required to unlock the true potential of India, CII and the Boston Consulting Group (BCG) articulated a Vision Document for the Medical Technology Industry, 'Vision 2025 - A \$50 Billion Opportunity for India.' This document was released by Mr Amitabh Kant, Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce and Industry, at



**Milind R Shah**, Vice President, South Asia, R&D, India Medtronics; **G N Singh**, Drug Controller General of India, CDSCO; **Lov Verma**, Secretary, Health, Ministry of Health & Family Welfare; **Pavan Choudary**; **Sanjay Banerjee**, Regional MD, Zimmer South Asia, and **Dr Vibhav Garg**, Head, Health Eco & Gov Affairs, Boston Scientific

the 7<sup>th</sup> **Medical Technology Conference** held on 20 August in New Delhi. The conference deliberated on 'Revitalizing Manufacturing and Innovation to realize the \$50 billion potential in India.'

The Indian Medical Technology Industry can touch more than \$50 billion in the next decade with strong emphasis on local manufacturing, by both the industry and the Government, declared Mr Kant. This cutting edge area, that will see multi-dimensional growth in the coming years, must get the right impetus, he said, stressing that devices equipment, medical technology and diagnostics have to grow at a phenomenal pace to rapidly extend the healthcare spread to populations in rural areas, and in tier II and tier III cities.

Medical devices are all about technology and manufacturing and do not have any convergence with drugs and cosmetics, and should therefore not be clubbed with the latter for regulatory purposes, he said. The Government will extend support to give the much-needed revolutionary boost to this sector, he said.

### Overcoming Regulatory Barriers to Growth

Mr Lov Verma, Secretary, Health, Ministry of Health and Family Welfare, addressing a plenary session, called for an unambiguous regulatory framework for medical devices that was predictable, transparent, globally harmonized and appropriate, preferably based on a separate Medical Device Regulatory Act and governed by an independent regulatory body with specialized

### Medical Technology Vision 2025

CII and BCG assembled a think-tank of 40+ industry participants to brainstorm and determine the key levers required to unlock the true potential of India in Medical Technology. A series of workshops were held in Mumbai and New Delhi to discuss the right focus areas and develop a roadmap to unlock this potential. The deliberations have been captured in a vision document, Medical Technology: Vision 2025.

According to the Report, the global Medical Technology market is expected to be \$600 billion+ by 2025, and India can capture 10% of this share if provided with adequate support and policy guidance. Key recommendations from the Report:

- Need for a separate regulatory act for medical devices, which should be governed by an independent regulatory body, to ensure dedicated, predictable, transparent, globally harmonized and appropriate regulations for the medical devices sector.
- Need for manufacturing incentives, such as tax support, low cost funding, etc, to make the business case attractive.
- The Government needs to urgently usher in single-window clearance to ease the regulatory burden and reduce the bureaucratic red tape for approvals for development, technology transfer and manufacturing, for the sector.
- The Government should put together a 'National Innovation Policy' to reward innovation which is locally relevant to India.
- There is an urgent need to set up state-of-the-art medical technology hubs across the country to support complex medical technology manufacturing.
- Setting up of training centres around the manufacturing hubs would ensure a ready supply of trained talent to support these hubs.
- The Healthcare Sector Skill Council should take up the development of medical technology skill sets as a priority. Funds must be allocated to set up Centres of Excellence for medical technology training.
- Set up a Global Task Force to promote India as a manufacturing and R&D hub. Create industry sponsored programmes between local and global industry on joint collaboration projects.
- Address the capability shortfall in crucial areas by building partnerships in procurement, testing, calibration and clinical trials.



**Santosh Vijay**, Sr. Director, Philips India; **Mohit Malhotra**, MD, Stryker India; **Dr K Vijay Raghavan**, Secretary, Biotechnology, Ministry of Science & Technology; **Ajay Pitre**, MD, Pitre Enterprises; **J Sunderrajan**, Head-Strategic Sector Accounts & Business Development, Siemens Healthcare, and **Dr Anil Wali**, MD, Foundation for Innovation & Technology Transfer, IIT Delhi

regulators. This session sought to strike a critical balance between access, growth and regulation through a multi-stakeholder consultative approach towards pricing and reimbursement.

The Health Secretary stated that Medical Technology is a priority area in the Government's agenda, and is envisaged to play a major role in the rolling out of the Government's ambitious Health Assurance Mission, which proposes to provide free diagnostics to large sections of the population. The details on developing the linkages would be finalized after obtaining views and suggestions from CII and other Industry bodies, he said.

The Medical Technology sector should also focus on preventive healthcare as a part of CSR, said Mr Verma, calling on the sector to prepare a 10 point agenda for policy interventions from the Government. This is a sunrise sector with various initiatives already being undertaken by the Government to ensure its growth, he said, calling for discipline in self-regulation with proper quality standards.

The Drugs & Cosmetics Amendment Bill 2013 has come through after a series of multi-stakeholder consultations and marks the beginning of a new chapter for the Medical Technology industry, he added.

## Innovation Successes and Strategies

Dr. K Vijay Raghavan, Secretary, Department of Biotechnology, Ministry of Science and Technology, delivered the keynote address on the Innovation Culture in India.

Citing the extraordinary success of the cochlear implant as a medical device reflecting India's growing prowess in innovation, he stressed the need to promote local innovation for the medical technology sector to realize its true potential. There is tremendous value for the industry to work with Government agencies like the Department of Biotechnology and the Department of Science and Technology, he said, assuring the Government's willingness to play a leading and guiding role to ensure such partnerships.

Touching on the success of the Stanford India bio-design programmes, Prof Raghavan called for scaling up such initiatives to tap the huge talent potential that exists in India, with Industry and the Government working together. At the same time, he warned that even the growing science budget may not be sufficient to drive the entire range of innovation and entrepreneurship in these areas, and mooted partnerships with other ministries and with Industry to promote innovation incubation. ■

## Voices



'The Indian Medical Technology Industry can touch more than \$50 billion in the next decade if there is ample emphasis on local manufacturing by the Industry and the Government. It is an area that will see multi-dimension growth in coming years so it is very important that we give the right impetus.'

**Amitabh Kant**, Secretary, DIPP, Ministry of Commerce & Industry



'We are working on the National Health Assurance Scheme and will be able to launch it this year itself. An important aspect of the scheme is a basket of diagnostics and we intend to look at that closely and partner with the private sector. I think good times are around the corner.'

**Lov Verma**, Secretary, Health, Ministry of Health & Family Welfare



'One classic example of extraordinarily successful med-tech is the cochlear implant. Our science budget by itself cannot drive innovation and entrepreneurship in these kind of areas. It will have to be in partnership with other Ministries and with Industry.'

**Dr Vijay Raghavan**, Secretary, Biotechnology, Ministry of Science and Technology



'We believe in the simplification of regulatory frameworks and pathways, but we also demand stronger enforcement mechanisms.'

**Dr G N Singh**, Drug Controller General of India, Central Drugs Standard Control Organization



'The classification of medical devices as drugs burdens the process of investment with fiscal policy obstacles and regulatory hurdles. It impacts FDI, technology transfer, local investment, manufacturing, operations, innovation and exports.'

**Pavan Choudary**, Chairman, CII Medical Technology Division, and MD, Vygon India Pvt Ltd



'The Vision Document-2025 highlights the need for a dedicated, separate and globally harmonized regulation for medical devices.'

**Himanshu Baid**, Co-Chairman, CII Medical Equipment Division, and MD, Poly Medicure Ltd

# Fast-tracking the Reform Agenda

The most encouraging characteristic of the new Government has been its proactive solutions to speed up administrative procedures and decision-making processes, says Ajay S Shriram, President, CII



**I**ndustry has reason to be pleased with the direction and pace of reform initiatives taken by the Narendra Modi Government in its first 100 days. The commitment to revive economic growth, rejuvenate investor confidence and bring consumer demand back on track has been articulated effectively from day one. The overarching theme has been a strong market-friendly and investor-friendly tone, and the need for all sections of society to contribute to development.

The most encouraging characteristic of the new Government has been its proactive solutions to speed up administrative procedures and decision-making processes. CII had flagged India's low ranking in the World Bank's Ease of Doing Business indicators, at 134 of 189 countries, and had set up a task force to identify bottlenecks in specific areas. Many of these are being addressed by the Government, as can be seen in the effort to introduce e-biz in ministries and departments within this year. Improved processes by collapsing ministries and cutting down on the number of points of approval are also helping to fast-track projects and clearances.

The Finance Minister's commitment to a stable and predictable tax architecture was directed at reassuring investors that their concerns are high on the Government's radar. A committee has been set up to resolve disputed tax demands, and areas such as advance ruling, transfer pricing and GAAR were taken up in the Budget.

The pass-through status for infrastructure investment trusts would help to channelize more funds into infrastructure.

Investment from overseas is also a priority as FDI limits in defence and insurance have been relaxed to 49%. E-commerce and railways have been opened up as well, while FDI in smart cities will be encouraged.

The Prime Minister's strong emphasis on boosting manufacturing, evident during his Independence Day speech and earlier, is welcome. The sector's contribution to GDP, jobs and exports is far below potential and, as can be seen from the Q1 data, its revival can boost growth. Manufacturing will be the primary source of jobs for the large cohort entering the workforce each year. The Government has rectified some tax anomalies and has continued the excise-cut stimulus for a further period. Additionally, industrial parks and industrial corridors are expected to make rapid progress which will encourage manufacturing, particularly in critical sectors such as electronics and capital goods.

The Budget encourages entrepreneurship by promising to redefine the MSME sector and reducing the investment limit for tax benefits to ₹25 crore from ₹100 crore for manufacturing investments. A ₹10,000 crore fund for financing start-ups has also been announced. A key demand from the MSME sector was to enable easy exit from unsuccessful ventures, and the Budget talked about new bankruptcy

laws. A committee is proposed to make recommendations on credit availability for MSME, a critical roadblock for the sector.

A new deal is on the anvil for infrastructure, a glaring gap in the Indian economy. The railway sector is high priority with the announcement of new high-speed rail facilities, introduction of FDI in certain areas, and a hike in passenger fares. The power sector tax holiday for 10 years in generation, transmission and distribution facilities would help bridge deficits. Airport construction is reportedly being opened up to the private sector. Urban infrastructure like metro rail, sanitation and sewerage will also be addressed through a new urban development policy.

Going forward, these and many other steps are expected to lay the foundation for a higher growth trajectory. Key announcements of the new Government promise to redefine the shape of India's development. The smart city concept, which has been integrated with industrial corridors, is an innovative idea to create world-class infrastructure and also meet

the aspirations of millions of people who will be shifting to urban agglomerations in coming years. Digital India leverages technology to empower a rapidly-evolving society. The Jan Dhan Yojana, which has garnered immense response in the first week itself, would transform the model of the Government's social commitments. Abolition of the Planning Commission signifies that the new Government would rework the balance of the State and the private sector to build more efficient and open markets.

CII is confident that the arduous task of reforms would continue to be proactively taken up by the Government. Areas that require intervention are labour law architecture, land acquisition, cross-border interactions, and the financial sector. The sharp growth uptick in the first quarter of 2013-14 and a downward inflation trajectory, coupled with rupee stability and a narrowing Current Account Deficit are encouraging, and Industry looks forward to working with Government on fast-tracking the reform agenda. ■

*This article by Mr Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, appeared in the Financial Express on 3 September 2014.*



## JOINT VENTURES & TECHNOLOGY TRANSFERS







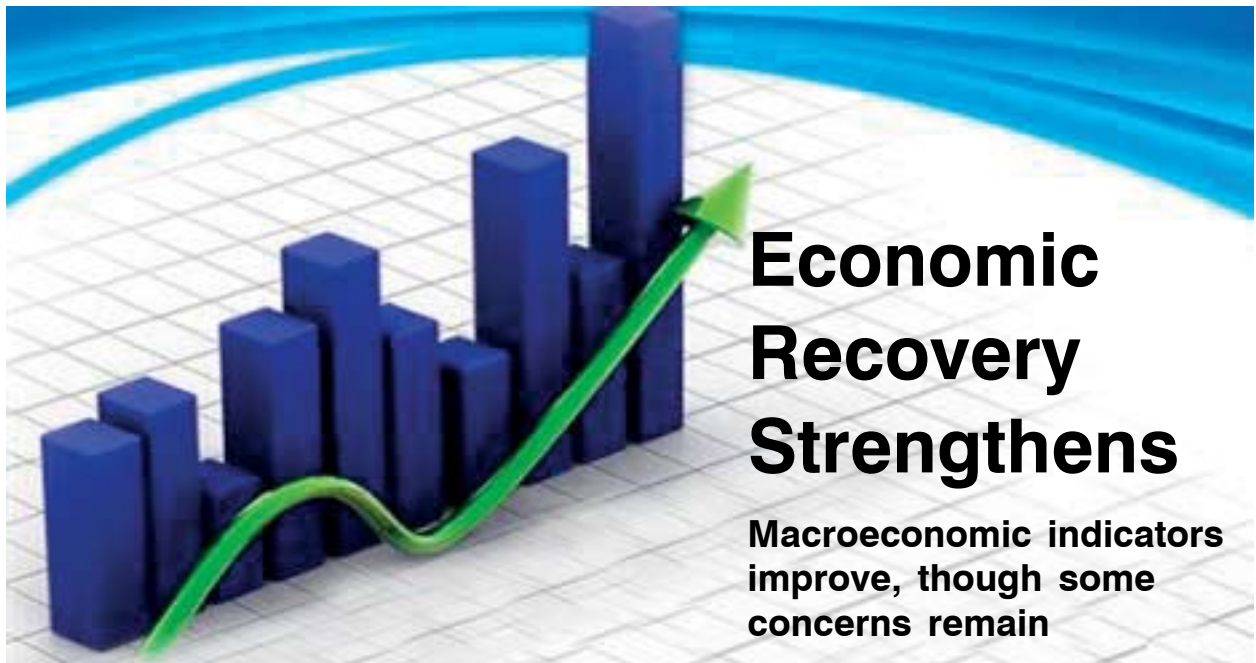
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Incoming economic data suggests that domestic economic activity appears to be reviving strongly. GDP figures for the first quarter of the current financial year (1QFY15) rose to a 9-quarter high, supported by recovery in domestic and foreign demand. Additionally, industrial production and exports growth too have firmed up, and the Current Account Deficit (CAD) remains under control. Even though fiscal deficit continues to be a worry, the softening of crude oil prices is expected to provide some relief. Retail inflation, measured by the Consumer Price Index (CPI), has shown signs of moderation. Hence, the requisite ingredients required for the growth recovery process are firmly in place.

We expect GDP growth to come in a range of 5.5-6.0% in the current fiscal, with the unlocking of stalled projects, on-going fiscal consolidation releasing resources for private enterprise, and external demand picking up.

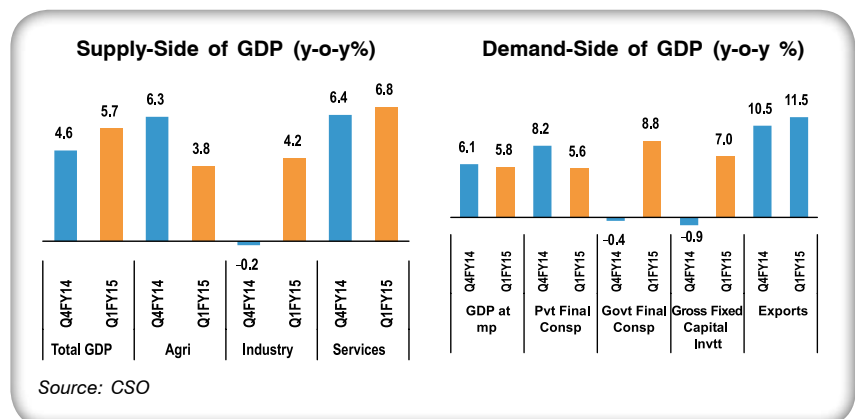
CII Business Confidence Index, released in June, had jumped to 53.7 for April-June 2014 from 49.9 in the previous quarter. But in a pleasant surprise, the quantum of improvement far exceeded average expectations.

In a favourable sign, the acceleration in economic activity has been broad-based, covering the major sectors of the economy. The agricultural sector grew by an impressive 3.8%, even though downside risks to growth are predicted for Q2 and Q3 in the wake of the expected deficiency in rainfall this year. Industrial growth posted a strong recovery (4.2%) in line with the strength in Index of Industrial Production (IIP) numbers witnessed over the first quarter. Manufacturing grew 3.5% after two consecutive quarters of negative growth.

At market prices, however, GDP grew at 5.8% in Q1FY15, lower than 6.1% in Q4FY14. Further, private consumption demand grew by 5.6%, lower than 8.2%

## GDP Numbers

There are strong indications that economic recovery has started taking roots. The new GDP numbers released on 29 August show that the economy during Q1FY15 registered a strong performance at 5.7% as compared to 4.6% in the previous quarter. This improvement was on the cards, given that business sentiments had improved significantly post the formation of a new Government at the Centre. The



in the previous quarter, indicating the need for monetary policy intervention. Government consumption, which rose by 8.8% YoY as compared to a contraction of 0.4% in the previous quarter, has helped revive demand. The recovery in demand has also received support from an improvement in exports, which grew by 11.5% in Q1FY15, compared to 10.5% in the previous quarter. The initial signs of demand revival have led to gross fixed capital formation posting the highest growth (7%) since March 2012. Given that these are early days of economic recovery, policy efforts have to be sustained to provide momentum to investment activities.

### Index of Industrial Production (IIP)

The Index of Industrial Production (IIP) in Q1FY15 registered a growth of 3.9%, compared to a contraction of 1 % in the same quarter last year. Manufacturing, mining, and electricity all recorded impressive improvement YoY. A strong growth of 13.9% in capital goods augurs well for the sustainability of the economic recovery, going forward. With proper interventions in the areas of land, labour and environment norms, IIP can return to a high growth trajectory soon. We are already seeing several policy reforms being considered by the Government in the spheres of labour, land, corporate laws, taxation etc., which will promote the ease of doing business in India and provide a new momentum to industrial growth.

### Inflation

Inflation has been a cause of worry for the last several years, forcing a tight monetary policy even as economic growth continued to decelerate to abysmally low levels. Encouragingly, Wholesale Price Index (WPI) inflation for April-July 2014 has moderated to 5.6%. However, at around 9%, food inflation continues to remain a worry. Fuel inflation has stayed high in recent months but its moderation in July 2014, which may continue for some more time following the softening in global crude prices, is a great relief. Consumer Price Index (CPI) inflation too has started to decelerate, standing at 8.1% in April-July 2014 as compared to 9.6% in the same period of last year. The recent moderation seen in CPI will help the Reserve Bank of India (RBI) reach its inflation glide path of 8% by January 2015 fairly comfortably. The CPI of food, beverages and tobacco moderated to 9.0% as compared to 11% over the comparable time period last year.

In view of the upward risks still hovering over inflation, the RBI kept the key policy rates unchanged in its third bi-monthly monetary policy review held on 5 August.

However, it did reduce the Statutory Liquidity Ratio (SLR) by 50 basis points from 22.5% to 22.0%, which is expected to release liquidity to the tune of approximately ₹40,000 crore into the financial system.

### Trade

Trade performance in Q1FY15 has been satisfactory, resulting in a comfortable situation with regard to the Current Account Deficit (CAD). The cumulative value of exports for the first four months of the current fiscal (April-July) was US\$107.8 billion as against US\$99.2 billion a year ago, registering a y-o-y growth of 8.6%. Imports during the same period stood lower, at US\$153.2 billion from US\$159.2 billion in the comparable time period last year, registering a degrowth to the tune of 3.8%. Amongst imports, oil imports in the period were valued at US\$55.0 billion, 6.7% higher than the oil imports of US\$51.7 billion in the same period last year. In contrast, non-oil imports in the comparable time period were valued 8.8% lower than comparable levels in the last fiscal. The rise in the growth of exports coupled with a decline in imports led to merchandise trade deficit narrowing to US\$45.3 billion in April-July 2014, from US\$59.9 billion in the same period last year.

The CAD in Q1FY15 measured 1.7% of GDP, much lower than 4.8% in Q1FY14. Sequentially, CAD widened to US\$7.8 billion in Q1FY15 as against US\$1.3 billion in Q4FY14. Strong capital inflows under the portfolio and FDI route supported the capital account surplus of US\$19.8 billion in Q1FY15. Lower CAD and stronger capital flows resulted in net accretion of US\$11.2 billion to India's foreign exchange reserves during Q1FY15, compared to a drawdown of US\$0.3 billion in the same period last year.

In Q1FY15, the CAD of US\$7.8 billion was easily

### CPI Inflation and its Components (y-o-y %)

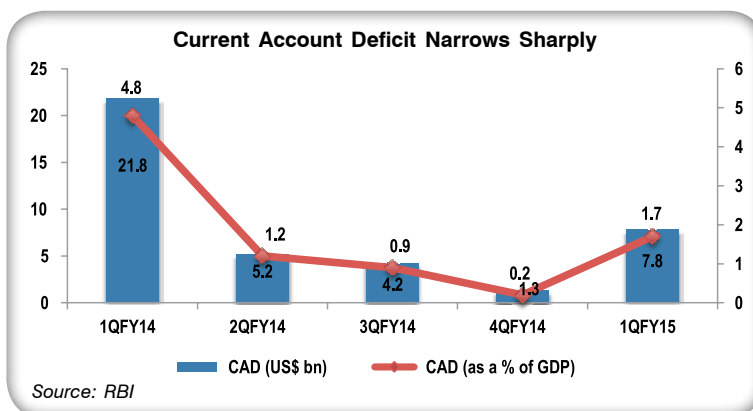
	Apr-14	May-14	Jun-14	Jul-14	Apr-July FY14	Apr-July FY15
CPI	8.6	8.3	7.5	8.0	9.6	8.1
Food, Beverages & Tobacco	9.6	9.2	8.0	9.1	11.0	9.0
Housing	9.7	9.2	9.1	8.9	10.6	9.2
Clothing, Bedding & Footwear	8.7	8.8	8.6	8.7	9.7	8.7
Fuel & Light	5.9	5.0	4.7	4.5	8.4	5.0
Miscellaneous	6.8	6.9	6.5	6.6	6.5	6.7

Source: Labour Bureau

financed through strong capital inflows. In the current fiscal, though the CAD is likely to widen from the level of the previous year, it is expected to be financed comfortably. Despite pressure from rising imports, the upside to CAD is likely to be capped due to faster growth in exports led by a global recovery.

In sum, there are strong signs of economy recovery taking root, aided by factors such as the revival in domestic and global demand, proactive Government policies, softening of inflation, reduction in CAD, etc.

Going forward, we expect the recovery to accelerate in the current fiscal on the back of continuing positive developments in the global and domestic policy scenarios. However, it will be pivotal for the new Government to implement the announced policy measures in right earnest in order to aid the growth pick-up. The management of inflation will be crucial, with the expectation of deficient rainfall this current year. This should be done through supply-side rather than demand side measures, to avoid any risk to early signs of economic recovery. As consumer demand continues to remain a weak area, a softer monetary



### External Sector Performance

(US\$ billion)	Apr-July 2013	Apr-July 2014
Exports	99.2	107.8
Imports	159.2	153.2
- Oil	51.7	55
- Non Oil	107.5	98
Trade Deficit	59.9	45.3

Source: Ministry of Commerce

stance could be a way out to support the recovery, and take the economy back to high growth trajectory in a year or so. ■

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# Corporate Sector Performance – A 10-year Perspective

**Corporate India’s performance will improve sustainably only if GDP growth recovers and inflation moderates over the next few years**

Post economic liberalization in the 1990s, Indian companies have had to compete in a globalized environment with little protection from external competition. This article tracks the performance of about 381 companies over a 10 year period, from 2002-03 to 2012-13, which covers both the pre-crisis and post-crisis period.

This analysis selected the BSE 500 Index and eliminated companies which did not have consistent data for the last ten years, hence arriving at a sample of 381 companies. The sample companies represent ~93% of the total market capitalization on the BSE 500 Index and are spread across diverse sectors including auto, oil and gas, banks and financial services, capital goods and consumer non-durables.

The analysis shows that, during the 10-year period, the aggregate market capitalization of this group of companies increased more than eight-fold to US \$ 863 billion in March 2013, despite severe volatility during the period of global financial crisis and domestic economic slowdown. The end-period market capitalization accounts for 46% of India’s GDP, rising from 4.8% in the beginning. Clearly, the Indian corporate sector has added value and created wealth during this period.

## Overall Economic & Corporate Performance

During this period, the trends in sales and profit growth

exhibited considerable volatility, especially around the global financial crisis in 2008-09 and 2009-10. Based on the behavior of sales and profit growth, the last 10 years can be divided into three phases, which can be explained by general economic conditions as follows:

**Phase I - Strong Growth in Sales & PAT (2003-04 to 2007-08):** This was a high growth phase, when the Indian economy registered an average GDP growth of 8.7% resulting in a strong growth in sales. Also, during this period, the cost of production was moderate, translating in higher profit margins.

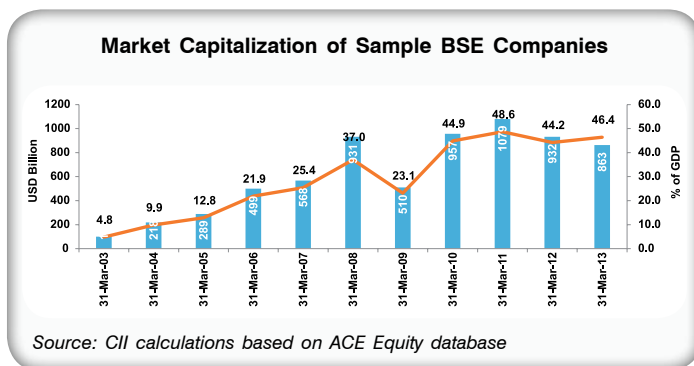
**Phase II - Both Sales and PAT Growth turn Volatile (2008-09 to 2009-10):** This is the phase of the global financial crisis, whose advent was first characterized by skyrocketing global commodity prices which impacted profit margins while sales growth sustained. In the following year, sales growth also took a hit, but moderating global commodity prices led to a recovery in profits.

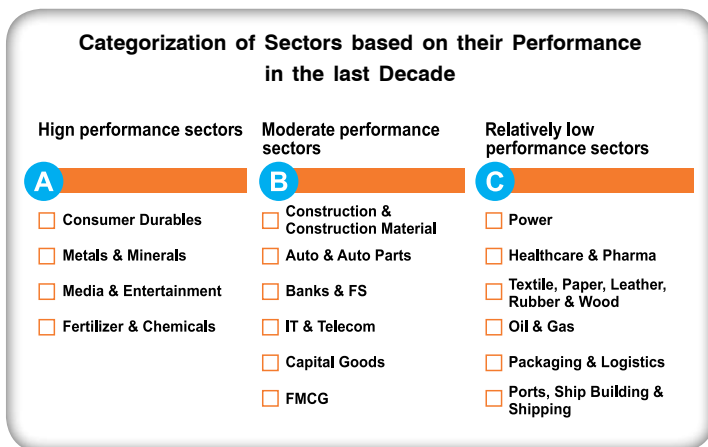
**Phase III - Recovery in Sales Growth but Moderation in PAT (2010-11 to 2013-14):** This emerged as a challenging period when both sales and profits came under pressure. In the backdrop of the economic slowdown, sales growth moderated while cost of production increased continuously, thus reducing profit margins. In fact, operating profit margins declined from a peak of 20.5% in 2009-10 to 16.0% in 2012-13.

Analysing the data for a smaller sample of 247 companies (for which data is available till 2013-14), we find that corporate performance is yet to recover. In fact, both sales and profit growth moderated further and have exhibited weakness in fiscal year 2013-14 as well.

## Sector-wise Corporate Performance

The trends in the growth of sales and operating profit of select sectors in the last decade reveal that the sectors can be categorized based on their performance.





The figure above gives the categorization of sectors. The sectors in which PAT growth exceeded 25% have been categorized as Group A, those in which PAT grew by 15-25% are in Group B and sectors where PAT growth was below 15% are in Group C.

During the ten-year period 2002-03 to 2012-13, corporate India was able to achieve sustained growth in its sales, profits and market capitalization. However, the journey through the decade was not been easy, marked by considerable volatility in sales and profit

growth, especially in times of crisis.

The impact of the financial crisis of 2008-09 and 2009-10 was not uniform across sectors. Some sectors, including FMCG, banks and financial services, and packaging and logistics, managed to emerge without any decline in either sales or profits. The only sector that suffered a decline in both sales and profits was oil and gas.

Corporate India has not yet recovered decisively, as indicated by the steady decline in profit margins since 2009-10. A recovery would require both sales and profits to grow on a sustained basis. A recovery in profit alone can

be achieved through improvement in cost efficiency, which cannot be sustained beyond a few years. Sales growth alone, without profit growth, would indicate that costs are growing at the same or a higher rate, which is likely during inflationary periods. Thus, corporate India's performance will improve sustainably only if GDP growth recovers and inflation moderates over the next few years.

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

## Interaction with German Parliamentarians



Indo – German Interactive Session on 'Policy & Business' in New Delhi

The CII Public Policy Council and Young Indians organized an interactive session with German Parliamentarians from the Bundestag on 'Policy and Business' on 14 August in New Delhi. The session also had participation from Indian MPs. The German delegation, under the aegis of Konrad-Adenauer-Stiftung, was led by Mr Lars Peter Schmidt, Resident Representative to India.

Mr Schmidt outlined the tremendous potential for business and economic cooperation between India and Germany. The participants at the session identified energy, defence and aviation as potential areas of cooperation between the two countries.

The session was chaired by Mr Jayant Davar, Co-Chairman, CII National SME Council, and Co-Chairman & MD, Sandhar Technologies Ltd.

# Investors' Perspectives on Corporate Governance

**W**ith the Indian corporate governance framework undergoing a sea-change with the notification of the new Companies Act, 2013, and revised Clause 49 of the Listing Agreement, CII organized a seminar



**Ramesh Ramanathan**, Manager, IFC; **Barry Lawson**, Director, Business Integrity & Compliance, CDC Group Plc (London); **Pratip Kar**, Former Executive Director, SEBI; **N Venkatram**, Partner, Deloitte Haskins & Sells LLP; and **Lopa Rahman**, Corporate Governance Specialist, IFC South Asia Advisory Services, at the Seminar on 'Investors' Perspectives on Corporate Governance' in Mumbai

to discuss '**Investors' Perspectives on Corporate Governance - Implications from the Companies Act, 2013 and Clause 49**' on 8 August in Mumbai. The seminar was organized in association with the International Finance Corporation (IFC) and the Indian Institute of Corporate Affairs (IICA), with Deloitte Touche Tohmatsu India P Ltd as the Knowledge Partners.

Capsule panel discussions were held on

- Corporate Governance–Investor Expectations
- Related Party Transactions–Expert Take
- Measuring Board Efficiency
- Advanced Internal Financial Controls
- Risk Management - Striking a Delicate Balance

Deliberating on the provisions of the Companies Act 2013, replete with requirements on clear responsibilities of Independent Directors, internal financial controls,

risk management, oversight of boards, enhanced disclosures, etc, the panelists discussed how the new Act aims to raise the governance profile of Indian companies and their boards, at par with the roles and responsibilities assumed by boards globally. They asserted that Clause 49, with its added requirements in several areas for listed companies, is expected to further strengthen the standards of governance. The discussions also included stakeholder expectations and implementation challenges in the new regime.

A CII-Deloitte publication titled 'Investors' Perspectives on Corporate Governance - Implications from the Companies Act, 2013 and Clause 49' was distributed at the seminar. IFC presented two publications: IFC Corporate Governance Advisory Services: Helping Companies to Operate More Profitably and Grow; and, Navigating Through Crises - A Handbook for Boards, to the delegates. ■

# DGR Corporate Conclave



Ajay S Shriram, President, CII, Chairman and Sr. Managing Director, DCM Shriram Ltd; Gen Dalbir Singh, PVSM, UYSM, AVSM, VSM, ADC, Chief of Army Staff; Air Chief Marshal Arup Raha, PVSM, AVSM, VM, ADC, Chief of Air Staff and Chairman, Chiefs of Staff Committee; Arun Jaitley, Minister of Defence; Admiral R K Dhowan, PVSM, AVSM, YSM, ADC, Chief of Naval Staff; Sangita Gairola, Secretary, Department of Ex-servicemen Welfare, Ministry of Defence; and Chandrajit Banerjee, Director General, CII, at the DGR Corporate Conclave, in New Delhi

**M**r Arun Jaitley, Minister of Defence, addressed the **Directorate General of Resettlement (DGR) Corporate Conclave 2014**, held on 19 August, in New Delhi.

Air Chief Marshal Arup Raha, PVSM, AVSM, VM, ADC, Chief of Air Staff, General Dalbir Singh, PVSM, UYSM, AVSM, VSM, ADC, Chief of Army Staff, Admiral RK Dhowan, PVSM, AVSM, YSM, ADC, Chief of Naval Staff and Ms Sangeeta Gairola, Secretary, Directorate of Ex-Servicemen Welfare, Ministry of Defence, Mr Ajay S Shriram, President, CII, and Chairman and Sr. Managing Director, DCM Shriram Ltd, Maj Gen Amrik Singh, Director General (Resettlement) and Mr Chandrajit Banerjee, Director General, CII, also attended the Conclave.

An MoU was signed between CII and the Directorate General of Resettlement at the Inaugural Session of the Conclave. This MoU, said Mr Jaitley, is a significant partnership to build ties between corporates and Ex Servicemen (ESM). Mid-career and late career stage jobs are relatively more available in the private sector than in public sector he said. Corporate India needs trained minds and personnel, while ex-servicemen constitute a huge resource of physically fit, trained and disciplined manpower, with a strong commitment to duty and high integrity, making for a good fit, he added.

Society owes a debt of gratitude to ESM, who are 'retired but not tired,' said the Defence Minister, noting that ESM are well suited to run Corporate Social Responsibility (CSR) programmes. "The CII-DGR MoU is the continuation of the act of gratitude and I am fortunate to be associated with this," he declared.

The CII-DGR partnership would benefit the corporate sector as well as ESM, said Air Chief Marshal Arup Raha.

## DGR-CII MoU HIGHLIGHTS

Given the youthful age profile of the retiring service personnel and the dearth of suitable manpower in the corporate sector, the CII-DGR MoU looks towards filling this gap by

- Organizing awareness sessions on the availability of skilled ex-servicemen for suitable placement in Industry.
- Conducting webinars to enhance awareness about the skill sets required for absorption into Industry.
- Conducting a National Annual Conclave on the subject in New Delhi.
- Circulating information from the DGR about location-specific availability of skilled manpower for Industry.
- Supporting job fairs / career facilitation seminars organized by DGR.
- Institutionalizing an award for recognizing the best corporate ESM employer.
- Assisting in formulating a web-based DGR job portal and its interface with the corporate clients.
- Identifying specific skill requirements for Industry and preparing ESM for them.
- Facilitating CSR mechanism for corporates.



Exchange of MoU between CII and DGR, in New Delhi

Mr Ajay S Shriram said that CII, with its vast experience in Skill Development, would be happy to work with the Ministry of Defence and help ex-servicemen reorient themselves for the second innings, either in Industry or as entrepreneurs. This focused initiative to promote partnership with Industry would greatly enhance the synergies of industry and ex-servicemen and create the required linkages, he added.

Maj Gen Amrik Singh, Director General Resettlement,

spoke on various issues related to ESM and DGR initiatives, and said the CII-DGR partnership would synergize the efforts from both sides.

Mr Chandrajit Banerjee, Director General, CII, said that with greater participation of the private sector in defence production and permission for enhanced FDI in defence, CII expects a resurgence in defence-related manufacturing and employment creation. CII remains committed to the reemployment of Ex-Servicemen, he said.

## Developing Strategy for the Aerospace Industry

Key issues related to the Indian aerospace industry, such as strategy for import substitution, skill development, and taxation impacting the industry, and how to develop and integrate Indian supply chains with global aerospace Original Equipment Manufacturers (OEMs) were discussed at the first meeting of the newly constituted CII National Committee on Aerospace, on 8 August in New Delhi.

The aim of the committee, chaired by Dr. R.K. Tyagi, Chairman, Hindustan Aeronautics Ltd, is to reinvigorate the aerospace manufacturing and service sector in India through active engagement of all stakeholders from the Government, PSUs, private sector, multi-national companies, research organizations, etc.

Dr. Tyagi said the committee would work closely with the Ministry of Defence and Civil Aviation, the IAF, the Director General of Civil Aviation, other strategic ministries, and State Governments, to create a conducive

environment for industrial growth and FDI in the aerospace sector. It would also suggest proposals on taxation reforms, policy framework, promoting R&D and an innovation culture, and on how to leverage the strength of the Service sector for the aerospace industry.

The committee has representation from companies such as RIL, BEL, Mahindra Aerospace, Walchandnagar Industries Ltd, L&T, Tata Sons, Maini Precision Products, Godrej & Boyce. SASMOS Technologies, Shinmayawa Industries, Bharat Forge Ltd, Mach Aero Components, Samtel Color Ltd, Gorwa Engineering Technologies, Astra Microwave Products Ltd, Hi-Tech Robotic Systemz Lterospace, Lockheed Martin, Boeing India, BAE Systems India, India Airbus Group, Airbus Helicopters, Rolls Royce, Honeywell India, SAAB India, Rosoboronservice (India) Ltd, Raytheon Inc, Israel Aerospace Industries Ltd, AAI, GMR Group, Air India, and Safran India. ■



Meeting of the CII National Committee on Aerospace, in New Delhi

# Showcasing the Food Processing Sector

The 5<sup>th</sup> Food & Bev Tech 2014, an International Exhibition & Conference, held together with the 2<sup>nd</sup> edition of Food & Bev 2014, presented not only the latest equipment and technology for this upcoming sector, but also a range of innovative food products

**C**II (Western Region) organized the 5<sup>th</sup> edition of **Food & Bev Tech 2014**, an International Exhibition and Conference, together with the 2<sup>nd</sup> edition of Food & Bev 2014, from 22-24 August in Mumbai. The event was strongly supported by the Ministry of Food Processing.

The Expo, showcasing innovative and new technology related to food processing, packaging, automation, and food safety, as well as offerings from the ready food products sector, was larger in scale with the presence of country partners like Botswana, Israel, Malaysia, Mauritius and Gambia. With Madhya Pradesh as the Partner State, the event was supported by the State Government of Chattisgarh, and institutions like Maharashtra Agro Industries Development Corporation Ltd (MAIDC) and the National Institute of Food Technology Entrepreneurship and Management (NIFTEM).

Speaking on the occasion, Mr. Piruz Khambatta, Chairman, Food & Bev Tech 2014 and Food & Bev 2014, Chairman, CII National Committee on Food Processing, and CMD, Rasna, said that India has the potential to position itself as the food factory of the world, and brand itself with 'Made in India' products which meet global standards and quality.

Mr R Mukundan, MD, Tata Chemicals, said that the key learning for the food processing industry is that food processing is not only about technology but also about brand, connect with customers, and uniqueness.

Mr Dinesh Shahra, Founder & MD, Ruchi Soya Industries, highlighted the critical role of the food processing sector in releasing India from the clutches of hunger by increasing the efficiency of the agriculture sector and reducing food wastage.



**Piruz Khambatta**, Chairman CII Food & Bev 2014, Chairman, CII National Committee on Food Processing, and CMD, Rasna, **Dinesh Shahra**, Founder & MD, Ruchi Soya Industries; **Dinesh Waghmare**, MD, MAIDC; **Anurag Shrivastava**, Commissioner, Horticulture & Food Processing, Madhya Pradesh; and **R Mukundan**, MD, Tata Chemical Ltd, at the inauguration of CII's International Food & Bev Expo in Mumbai

Madhya Pradesh is one of the fastest growing States in India in terms of agriculture output, said Mr Anurag Shrivastava, Commissioner Horticulture & Food Processing, Madhya Pradesh.

Presenting international innovation, Israel launched pure vegetarian ready to eat food products which look like non-vegetarian food, focused specially at the Indian consumer, at the expo. Gambia displayed products with sugar-free ingredients.

Lipra Nutriscience, which manufactures health and wellness products, launched 'green' coffee, which is low in caffeine content and rich in nutritional value, and turmeric juice in the processed form. Gadre Marine, a processing and packaging unit for frozen marine products, launched tilapia (a freshwater fish) fillets in the Indian market. Kaveri Foods presented South Indian

frozen food products which have a shelf life of 60 days, and Maiyas launched badam milk and lassi in the form of packaged drinks with a shelf life of 60 days.

While the Coconut Board of India launched packaged sweet coconut water from Kerala, the Coffee Board of India introduced a new flavor of filter coffee.

In terms of equipment, a new product from Eureka Forbes Ltd was the 'pneumatic transfer system' which helps the food processing industry create a safer, more hygiene and productive atmosphere. Atago showcased a simple compact hand-held digital model to measure the concentration of coffee, alcohol, salt, etc in food and beverages.

The Assocom Institute of Bakery Technology & Management conducted bakery workshops and also organized competitions for student groups visiting the exhibition.



**Forthcoming Programmes**

**September 2014**

**22-23 September, 2014 | Bangalore**

**29-30 September, 2014 | Pune**

Workshop on Uncertainty of Measurement in Testing & Calibration

**24-25 September, 2014 | Chennai**

14th TPM National Conference

**25-26 September, 2014 | Bangalore**

8th CII Regional & National Competition on Six Sigma

**25-26 September, 2014 | Bangalore**

Workshop on Innovation and Knowledge Management : From Best Practices to Next Practices

**26 September, 2014 | Sholinghur**

Best Practices in Manufacturing - Mission to Successful TPM Practising organisations

**26-27 September, 2014 | Goa**

New Workshop on "PMS in VUCA Environment of Business and Aspirational People"

**29-30 September, 2014 | Chennai**

PM Analysis

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# Best Practices in Manufacturing

**S**upported by CII, the Department of Industries, Odisha, and the Department of Industrial Policy & Promotion (DIPP), Government of India, jointly organized a ‘**National Symposium on Manufacturing & Best Practices to Improve the Business Environment**’ on 22-23 August, in Bhubaneswar.

Ms Nirmala Sitharaman, Union Minister of State (Independent Charge), Commerce & Industry, inaugurated the two-day Symposium, while Mr Naveen Patnaik, Chief Minister of Odisha, was the Chief Guest. Mr Shailendra Singh, Joint Secretary, DIPP, and Mr Chandrajit Banerjee, Director General, CII, as well as dignitaries from the Odisha Government, including Mr Debi Prasad Mishra, Minister of Industries, Mr G C Pati, Chief Secretary, and Mr Vishal Dev Commissioner-cum-Secretary, Industries, and CMD, IDCO, were present too.

Mr Ajay Shankar, Member Secretary, National Manufacturing Competitiveness Council (NMCC) chaired a session on Manufacturing and downstream industries.

“I am told that 40% of Odisha’s gross domestic product comes from Industry and the manufacturing sector,” said Ms Sitharaman. She said she would examine the proposal of the State Government for a National Investment and Manufacturing Zone at Kalinga Nagar in Jajpur district, adding that the new Government is looking for rapid growth of the manufacturing sector in the eastern part of the country. The Centre would also consider the State’s proposal for a national skill development centre at Kalinga Nagar, she said.

Mr Naveen Patnaik pointed out that Odisha is not



**Nirmala Sitharaman**, Minister of State (I/C) of Commerce & Industry, inaugurating the ‘National Symposium on Manufacturing and Best Practices to Improve the Business Environment’ in Bhubaneswar, in the presence of **Naveen Patnaik**, Chief Minister of Odisha; **Debi Prasad Mishra**, Minister of Industries, Odisha, and **Chandrajit Banerjee**, Director General, CII

only a leading State in mineral processing, but has also seen significant growth in primary metal-making, power generation and infrastructure capacity augmentation. “We are building new industrial parks, developing industrial corridors and planning large investment regions. Without reforms, it is not possible to build entrepreneurship and achieve the desired targets,” he said.

Mr T V Narendran, MD, Tata Steel; Mr Anshuman Das, CMD, NALCO; Mr Firdose Vandrevala, Executive Vice Chairman, Essar Steel India Ltd; Mr T S Venkatesan, Chief Executive

(Road, Rail & Bridges), L&T IDPL, Mr Satish Pai, CEO & Deputy MD, Hindalco Industries Ltd; Mr A Ganeriwala, Director & Partner, BCG, and Mr Richard Rekhy, CEO, KPMG India, shared their views on how the country can improve the business environment, develop world-class infrastructure and sharpen competitiveness in manufacturing.

Secretaries of the Industries Department and MDs of Industrial Development Corporations from a number of States also joined the symposium. The topics discussed included

- The integrated and comprehensive system for managing indirect taxes in Karnataka
- Labour management solutions and the single window clearance for industries, MAITRI, in Maharashtra
- Land-related interventions and the implementation of e-governance in pollution management in Gujarat
- Single Window Clearance mechanisms in Rajasthan and Punjab.



**Debi Prasad Mishra; Naveen Patnaik; Nirmala Sitharaman; Shailendra Singh, Joint Secretary, DIPP, and Chandrajit Banerjee**



# Redefining MSMEs

To discuss various issues faced by MSMEs in India and to streamline the process of revising the definition of Micro, Small and Medium Enterprises, CII conducted interactive sessions



**Swaran Singh**, Principal Secretary & Director of Industries & Commerce, Tamil Nadu; **Amarendra Sinha**, Additional Secretary & Development Commissioner, Ministry of MSME, and **T T Ashok**, Co-Chairman, CII National SME Council, and MD, Taylor Rubber Pvt Ltd, at a meeting in Chennai

with Mr Amarendra Sinha, Additional Secretary & Development Commissioner, Ministry of MSME, on 1 August in Chennai, and on 4 August in New Delhi.

A book on 'MSME Schemes' prepared by MSME-DI, Chennai, was released during the meeting in Chennai. Mr T T Ashok, Co-Chairman, CII National SME Council, and MD, Taylor Rubber Pvt Ltd, received the first copy of the book from Mr Sinha.

MSME members discussed the major issues and problems faced by them in the overall functioning of their enterprises. Their suggestions included

- Implementation of single window clearance
- Simpler labour laws
- Reduced record-keeping
- Revising the definitions and investment limits for SMEs
- Increasing the time limit for NPA norms to 180 days
- Effective implementation of the public procurement policy from the SME sector
- Creation of a special fund scheme for Green rating of SMEs

Some members expressed concern over the slow implementation of several schemes, rules and regulations, including the release of funds under the Lean Manufacturing scheme, the implementation of the Surfasi Act, delayed payments, etc.

Regarding taxation, members suggested that the central excise limit could be increased to ₹3 crores from the present ₹1.5 crores, and the exemption of service tax limit to ₹30 lakhs from the present ₹10 lakhs.

Referring specifically to Tamil Nadu, members called for upgrading the branch MSME Development Institute,

Coimbatore, into a full-fledged SME Development Institute.

Since GST will come into force from 15.01.2015, all problems related to Central Excise and Service Tax will be addressed, said

Mr Sinha, adding that several processes are being streamlined for approvals and fund release, and for tracking the status of applications online. Changes are being considered for simplifying the Labour Laws, and would be implemented soon, he said. While skill development for SMEs will be met by the existing and proposed tool rooms across the country, the incubation scheme is being revised and ₹15 lakhs per idea is being considered as a recommendation, he added.

In a similar meeting on 4 August in New Delhi, Mr Sinha invited focused suggestions on revisiting the definition of Micro, Small and Medium Enterprises in the MSMED Act 2006.

Members offered inputs for the definition based on the number of employees in an organization and the turnover of an enterprise. Suggestions for improving the policy environment for SMEs included single point registration, international benchmarking, extension of benefits to consulting and analysis enterprises catering to SMEs, creating a limit on the capital bank account, human capital investment, joint ventures, net turnover and others.

Mr Sinha stressed on the need for a policy framework for State Government policies and for integrating policy initiatives at the State and Central level, drawing from appropriate international best practices. He discussed the emergence of advanced IT systems, e-commerce and communication technology, as well as cost cutting, lean manufacturing, design clinics, etc to assist SMEs. He also stressed upon the need to clearly segregate a subsidy framework, a benefits framework and a growth framework for a policy regime, through targeted policy, marketing and promotional interventions, financial assistance and other support measures. The definition for Indian SMEs needs to be flexible and farsighted, he said.

# SME Policy Roundtable Series

**T**he CII SME Policy Roundtable Series concluded with a conference on 'EXIM Policy for MSMEs' on 28 July in New Delhi. The Roundtable contributed critical feedback and recommendations to the EXIM policy debate by representatives of the Ministry of MSMEs, members of the CII National SME Council and delegates, as well as others who joined via tele-conference.

In his opening remarks, Mr Jayant Davar, Co-Chairman, CII National SME Council, and Co-Chairman & MD, Sandhar Technologies Ltd, spoke about CII's continuing focus on improving the policy environment and providing support to the sector, and its close association with the inter-ministerial committee for boosting exports. Some CII recommendations accepted in the report include provision of PCFC credit to the MSME sector at LIBOR+200 basis points, provision of rupee export credit both pre and post shipment at 2.5% below the base rate, and as a refinancing measure to enable export competitiveness, need for clusters to promote the exports of traditional products in domestic as well as global markets, permitting the use of scrips for domestic purchase of capital goods or against import duties on imports of raw materials, chartered engineer certificates along with self-declaration from the importer, provision of the Duty Drawback Scheme benefit to the entire Electronics Systems Design and Manufacturing (ESDM) and Textile sector, and for MSEs to be brought under GST at much lower threshold levels.

Dr K Rangarajan, Head, Centre for MSME Studies, Indian Institute of Foreign Trade, discussed the current status of EXIM policy interventions for SMEs, and expressed concern over the declining contribution of SMEs to the country's exports. Drawing from international examples of policy, he offered recommendations to address the stagnant growth of exports by the sector, which he saw as a consequence of losing export share for some traditional products, as well as in some traditional markets, and the failure to capture a greater share in existing markets where more recent entrants have managed to surpass India's share. The reasons for



**Jayant Davar**, Co-Chairman, CII National SME Council, and Co-Chairman & MD, Sandhar Technologies Ltd; and **D K Singh**, Additional Director General of Foreign Trade, Ministry of Commerce and Industry, at the CII SME Policy Roundtable Series Conference in New Delhi

this include domestic as well as international competition, high cost of production, technological stagnation, tariff and non-tariff barriers, etc, he felt.

He called for a shift in focus from traditional products/markets to non-traditional ones, more focused policies, diversification through technology intervention and innovation support, marketing and brand building,

and product quality and productivity improvements.

Mr D K Singh, Additional Director General of Foreign Trade, Ministry of Commerce and Industry, observed that the mechanism for recording the share of exports attributable to MSMEs, generally accepted as 40% of total exports, is weak and inexact, and called for a more accurate method of estimation. The Ministry, he said, is working towards minimizing paperwork and maximizing a speedy transition to online documentation across the sector. In areas with a higher concentration of SMEs, like handicrafts, carpets, etc, the allowed incentives are higher, though resource limitations hinder the continuation of high incentives, he said.

On the subject of Common Facilities Centres, Mr Singh sought suggestions for the identification of relevant and unique services to attract and assist exporters. He welcomed the promotion of e-commerce as a tool to bring together exporters located even in remote places and sought the active involvement of State Governments, working in synergy with the Centre, to provide services like storage, transportation, linkages to ports and other infrastructural as well as technical support. The Centre has requested the States to submit a report about mainstreaming the States in boosting MSME exports, he said.

The panel invited questions, suggestions and recommendations on EXIM policy pertaining to SMEs. Some of the most noteworthy called for a supportive role by Indian embassies overseas; appropriate and low cost IT solutions; greater penetration of sector-specific testing facilities and laboratories; allowing privatization within the MSME sector; devising a performance-rating system for MSME exports; and the holding of exclusive MSME trade fairs and exhibitions, amongst others. ■

# CII Naoroji Godrej Centre of Excellence

## Technical and Business Writing

Business and technical professionals write for a variety of purposes. A programme held on 1 - 2 August in Mumbai offered a number of tools to improve writing, with hands on exercises to improve these skills through a deliberate, purposeful, and sustained effort - but in an enjoyable way. It also discussed aspects that have an impact on written communication, such as observation and awareness, communication skills in general and skill of expressing in particular, reading and listening skills, etc.

## Statistical Process Control



Statistical Process Control (SPC) is a proven technique to identify the presence of assignable causes of defects for corrective action at the instant of occurrence of defects, thereby avoiding costly post-mortem efforts. In an online mode, it displays when to take corrective action and when to leave the process undisturbed. Due to its proven utility, even the standard ISO/TS 16949: 2009 (E) under clause 8.1.2 emphasizes the knowledge of basic statistical concepts.

A two day workshop in Mumbai on 4 - 5 August helped supervisors and engineers understand the statistical theory behind SPC and control charts, to enable them to implement SPC with the correct methodology controls and tools.

## Managerial Decision-making

The correct approach for decision-making is to think anew, rethink the past and invent the future. Effective decision-making is a set of techniques which can be learnt by business managers just by adding strength to their natural abilities. A two-day programme on this topic was held on 5 - 6 August in Mumbai.

## Contemporary Business Finance

A programme held in Mumbai on 11 August provided an insight into all dimensions of the financing decision-making process. Specifically, it offered an understanding of the key issues in fund raising, including sources of finance, and contemporary tools and techniques of raising finances.

## The Power of Followership

In an interactive session in Mumbai on 13 August, Dr Bob Jones of the International Development Group, UK, highlighted the crucial ability of followers to transform a business. While acknowledging that leadership is crucially important, he stressed on ways to promote and unleash the huge untapped power of followership in order to raise the performance bar in a sustainable way.

## What Makes a Great Manager



A workshop was held in Mumbai on 18 - 19 August to help managers at all levels from various functional areas, understand how to motivate their people, get outstanding performance and select, develop and retain talent, thereby making a significant difference at their workplace and to the business results in the organisation they work.

## Purchase Focused Negotiations

A two day programme held on 20 - 21 August in Mumbai showed participants from purchasing and supply chain management functions how to prepare for and conduct a negotiation in a professional way. It explained how to set realistic and achievable negotiation objectives and targets, and how to develop a negotiation strategy. The art of questioning, active listening and the use of tactics and different persuasion techniques was also explored.

### Stress and Pressure Management

In every organization, people at all levels face daily pressures to perform, which affects their performance in their different actions. A two day interactive programme held on 20 - 21 August in Mumbai was an opportunity for the participants to help themselves in areas related to enhancing excellence of teams, inter-personal relationships and leadership challenges as well as decision-making, to manage and reduce stress, and bring positivity, purity and peace into their professional and personal actions to eventually enhance professional excellence and personal productivity.

### Managing Projects

A two day programme was held on 22 - 23 August in Mumbai to develop a perspective and approach to delivering projects on-time, within the budget, without



compromising the scope, through the application of various tools and techniques to manage the life cycle of a project. ■

## CII Sohrabji Godrej Green Business Centre

### Green Mission to China

The CII Indian Green Building Council (IGBC), in partnership with International Enterprise (IE) Singapore, and the Building and Construction Authority of Singapore, organized a Green Mission to Tianjin Eco City, China, from 29-31 July. The mission, led by Dr Prem C Jain, Chairman, IGBC, and Chairman, AECOM India, was supported by the Ministry of Trade and Industry, Singapore.

Tianjin Eco-City is a bilateral flagship project between the Governments of Singapore and China, which brings together the expertise and experience of both countries in urban planning and sustainable development. Tianjin Eco-City is envisioned as a sustainable and environment-friendly township with 3,50,000 residents, spread across 30 sq km in Tianjin's Binhai

New Area (40 km from Tianjin City Centre). As the world's largest projected eco-city, it could forecast the future model of urban centres globally.

The mission facilitated Indian companies to get an overview of Tianjin Eco City's development, understand the experience of a Public Private Partnership (PPP) model for developing ecologically superior and economically viable cities, and explore partnership and networking opportunities between China, Singapore and India. ■



CII IGBC Mission Members with **Khaw Boon Wan**, Minister of National Development, Singapore, in Tianjin Eco City, China

# CII-Jubilant Bhartia Food and Agriculture Centre of Excellence

## Rural Business Hubs Project



The CII-Jubilant Bhartia Food and Agriculture Centre of Excellence (CII-FACE) and the United States Agency for International Development (USAID), share a common interest to improve agricultural productivity and output in Eastern India, through the establishment of Rural Business Hubs (RBH). These RBHs are envisioned to function as a one-stop aggregation point for the integration of all elements across a value chain.

The project to 'Transform Eastern India's Economies through Innovative Rural Business Hubs,' referred to as the RBH project, is impacting a population of 8,000 farmers across 310 villages in four districts, two each in West Bengal and Bihar. The goal is to catalyze private sector investments in Eastern India economies and develop scalable and economically viable business models through RBH. The project is being implemented in partnership with Keventer Agro Ltd, Sahaj E-Village Ltd and the Kaushalya Foundation.

### Key Objectives

- Improve market efficiency by generating procurement linkages within value chains
- Increase agriculture productivity through agri-innovation, including technology, processes and services for improved management.
- Develop human capacity to strengthen responses to market opportunities
- Integrate stakeholders across the value chain

### Programme Strategy

The project is strengthening the private sector role in catalyzing agriculture productivity while integrating broader participation in select agriculture value chains, in order to increase farm incomes through inclusive economic growth.

The project aims to build value chain backward linkages to farmers to improve farmer capacity and productivity, post-harvest management including wholesale and retail marketing, and distribution systems. This involves working with the farmers, to form a private-private consortium to ensure quality and consistent supply of inputs like seeds, fertilizer, pest management, mechanization, extension finance and marketing services, agro-processing, and marketing and procurement systems, through a no-frills service economical model. The focus is on enabling farmers to

efficiently use resources to reduce opportunity costs.

Grassroot level implementation with community members is optimized and sustained through Common Service Centres (CSCs) at the Gram Panchayat level, run by a local Village Level Entrepreneur (VLE). These Centres have all the required infrastructure, including internet connectivity, at the door step of the villagers. The Agri-Business Centre (ABC) is a centralized facility for input resourcing and selling, collective output produce marketing, and advisory services to farmers. With location-specific priorities, each hub brings together project partners such as private sector companies involved in agricultural inputs, supply and marketing services, processing facilities, equipment manufacturers, public-sector research and extension agencies, universities, NGOs, and farmer groups.

### The Bihar Model

The project, promoted by the Department of Agriculture & Cooperation, Government of India, aims at operationalizing four Farmer Producer Organizations (FPOs) through skill development and business development to transform them into RBHs.

The FPOs have a well-organized governance structure and a strong network of member farmers, and function through the Agri-Business Centres for input sourcing and selling, collective output produce marketing, and advisory services to farmers. The objective is to provide products and services to small farmers to increase productivity, decrease the cost of production, and increase awareness of environment-friendly agriculture practices, to raise their incomes and improve the quality of their lives.

### The West Bengal Model

The RBHs are teaming up with public and private sector partners to demonstrate best practices and strengthen producer-processor-retailer linkages to better address the challenges related to production, price, and marketing, that farmers face in the region.

Banana has been chosen as the crop for intervention, as it faces numerous value chain inefficiencies including low production and poor quality despite suitable agronomical conditions in the project area. The project envisages cultivation of tissue culture banana of the Grand Naine variety through demonstration sites, community mobilization, capacity building, input supply and output linkages.

# Fortification of Edible Oil An Opportunity for Nourishing India



**Anuradha Prasad**, Joint Secretary, Ministry of Food Processing Industries; **Siraj Chaudhury**, Chairman, Cargill India Ltd; **J P Meena**, Additional Secretary, Ministry of Food Processing Industries; **Sudha Pillai**, Former Member Secretary, Planning Commission of India; **Dr Rajan Sankar**, India Country Manager, GAIN, and **Dr Amrbrish Mithal**, Chairman & HOD, Endocrinology and Diabetes, Medanta-The Medicity, at the launch of the CII-GAIN National Edible Oil Fortification Project in New Delhi

**T**he CII - Jubilant Bhartia Food and Agriculture Centre of Excellence (FACE), in collaboration with the Global Alliance for Improved Nutrition (GAIN), has initiated a project on Edible Oil Fortification. The project aims to create an effective multi-stakeholder alliance to strengthen and extend the current portfolio of fortified edible oils in India. There is merit in pursuing edible oil fortification in India given the mass penetration of the commodity and its effectiveness in addressing some of the challenges related to nutrition security. The project will entail engagement with various stakeholders (business leaders, technical experts, nutritionists and policy-makers) to build a consensus on taking forward the agenda of large scale fortification of edible oils.

The National Edible Oil Fortification Project was formally launched in New Delhi on 1 August by Ms Sudha Pillai, Former Member Secretary, Planning Commission of India. "The nation's health being paramount, the management of deficiencies warrants public health interventions. The Government has taken many initiatives but the interventions have not gone to the root cause. By using the model of public-private partnerships, we can bring diverse actors from the public and private sectors into a coalition, to work on improving nutrition together in a way that reflects local culture and conditions, fosters innovation and entrepreneurship, and works to create self-sustaining cycles of growth," she said.

Paradoxically, India's growth story is marked with exceptionally high levels of hunger and malnutrition,

## BYTES

'Coordinated and synergistic actions of all key stakeholders are required for success in such initiatives. Food processing encompasses many verticals and creates value-addition, and is not limited to just food processing/cooking. An effective communication strategy for building awareness on the benefits and necessity of fortification must create the platform.'

**Mayank Jalan**, Co-Chairman, CII National Committee on Food Processing, and MD, Keventer Agro

'Oil fortification has great potential for enriching the nutritional quality of food and in turn, enriching the life of millions of children; by giving them a healthy start to life which they rightly deserve. All that is required is a will to harness the potential for oil fortification, implement and scale it up.'

**Dr Rajan Sankar**, India Country Manager, and Senior Adviser, South Asia, GAIN

'Malnutrition issues can be addressed through many aspects ranging from sanitation to diverse diet to fortification. Vegetable oil is one of the best vehicles for fortification. As a business opportunity it creates competitive differentiation for the company.'

**Siraj Chaudhury**, Chairman, Cargill India Ltd.

'It is encouraging to see the involvement of private sector in India on fortification initiatives. Fortification is a gradual process and India requires alliance among all important stakeholders for effective implementation to overcome micronutrient malnutrition.'

**Torben Due**, Country Director, UN World Food Programme

particularly micronutrient malnutrition, which often goes unnoticed, even by those affected.

Multiple micronutrient deficiencies pose significant public health problems in India with serious consequences and a devastating impact on the health and the productivity of the population. Fat-soluble vitamins such as Vitamins A and D have multiple functions. Recent researches suggest that Vitamin D could play a role in decreasing the risk of many chronic illnesses, including osteomalacia and muscle weakness, common cancers, autoimmune diseases, infectious diseases, diabetes and cardiovascular disease.

The dietary intake of Vitamin A and D rich foods across India is very low. Also, the uptake of Vitamin A among children under the Government of India's Vitamin A supplementation programme is very low. Consequently, a high percentage of children suffer from sub-clinical Vitamin-A deficiency. Vitamin D deficiency is emerging as a big public health problem that affects populations across the spectrum of age and gender. Hence the fortification of edible oil with vitamins A and D offers one of the most feasible and cost-effective interventions.

Speaking on the occasion, Mr J P Meena, Additional Secretary, Ministry of Food Processing Industries, said that food processing, besides maintaining the shelf life of food, preserves food nutrients in transit, creates new products with enriched nutrients, fortifies products with essential micronutrients, and also provides assistance creating forward-backward linkages to maintain the nutritive value of the food product. The Ministry, he said, is developing a national food map / grid that will showcase all the agriculture and livestock produce, food processing potential States / Zones and clusters, to tap the strengths and tackle the weaknesses by suitable interventions, ensuring access and affordability of produce across the country. This would enable access to diverse food, thus ensuring a right mix of nutrients across the food chain, he said.

Other key speakers at the launch included Dr Ambrish Mithal, Chairman & HOD, Endocrinology and Diabetes, Medanta-The Medicity, Ms Sandhya Venkateswaran, Senior Programme Officer, Policy and Advocacy, Bill & Melinda Gates Foundation, Mr Greg S Garrett, Director, Large Scale Food Fortification, GAIN, and Mr Torben Due, Country Director (Acting In-charge), UN World Food Programme. ■

# CII Suresh Neotia Centre of Excellence for Leadership



## Leadership and Organisational Change

### Team Building and Motivation

The Seminar on Team Building and Motivation, held on 27-28 August in Kolkata, highlighted the importance of teamwork for organizational success, and discussed ways to enhance individual motivation, develop positive and collaborative behavior, identify different roles in a team and then match individuals with roles, and recognize personal goals as well as the big picture. It also provided insights into the process of team functioning and explored strategies for strengthening team spirit. ■



Seminar on Team Building and Motivation, in Kolkata

# CII Institute of Quality



## Six Sigma Competitions

The 8<sup>th</sup> Regional level Six Sigma competitions were held in New Delhi on 6 August, in Bengaluru on 13-14 August, and in Pune on 28 August. Each region had 35 participants. Two industry jurors selected the best Six Sigma projects, which will participate in the national level competition on Six Sigma in September.

The events brought Six Sigma professionals, academicians and key people from Indian Industry to a common platform to share best practices and learn from successful case studies to improve the capabilities of their business process.

Six Sigma helps companies do business and process improvements using a highly disciplined methodology, following a data-based approach. CII plays a proactive role in implementing and nurturing the Six Sigma culture in various organizations. The CII Institute of Quality conducts a Six Sigma Black Belt (Level-1) certification programme designed for easy adaptability in Indian industries, to facilitate defect reduction, cycle time reduction and cost reduction.

## Laboratory Management & Internal Audit as per ISO 17025

In order to establish a control on measurement systems in the laboratory, the ISO / IEC has brought out a standard ISO/IEC 17025:05 for developing competence and carrying out tests and / or calibration, including sampling. This standard, covering testing and calibration using standard methods, non-standard methods and laboratory development methods, is applicable to first, second and third party laboratories to develop their quality, administration and technical operations.

Four-day training programmes on Laboratory Management & Internal Audit as per ISO 17025 were held on 4-7 August in Bengaluru with 22 participants, and on 19-22 August in Pune with 24 participants. The programmes discussed all clauses of ISO/IEC 17025:05 for personnel competency and lab capability that are to be implemented and maintained by laboratories intending to generate testing and/or calibration reports and certificates acceptable by customers nationally and internationally.

*For more details on Six Sigma and QMS programmes of the CII Institute of Quality, please contact mamta.rai@cii.in*



Delegates at the Quality Maintenance Workshop in Bengaluru

## Quality Maintenance in Manufacturing

While the concept and methodology of the Quality Maintenance pillar has been discussed in various forums, the practical application of these concepts in the actual workplace has been challenging. A two day workshop on 'Quality Maintenance for Achieving Zero Defect in Manufacturing' on 21-22 August in Bengaluru detailed the approach and methodology to provide hands-on experience on how to use this excellent concept to achieve zero defect status.

## Manufacturing Mission

The Total Productive Maintenance (TPM) Club India of the CII Institute of Quality organized a mission to two successful TPM practising organizations in Hosur, Exide Industries Ltd, and Carborundum Universal Ltd. The delegates observed firsthand the TPM practices which have helped these companies achieve contemporary quality and productivity success at the global level.

## Enhancing Profitability through HR



Participants of the 'Enhancing Profitability through HR intervention' programme in Bengaluru

The role of HR is conventionally seen as one of recruiting and documentation of various details. However, the HR department too has the potential to be considered as a profit centre. The CII TPM Club India organized a programme on 'Enhancing Profitability through HR intervention' on 31 July in Bengaluru to help to develop agile organizations to meet volatile market requirements.

*For more details on CII Institute of Quality's TPM programmes, please contact preethi.peter@cii.in*



# CII-AVANTHA Centre for Competitiveness for SMEs



## Energy Management

The Energy Audit team of the CII-AVANTHA Centre of Excellence for Competitiveness for SMEs conducted detailed energy audits at Haldiram Snacks Pvt Ltd, Gurgaon; Max Speciality Films Ltd, Ropar; JMP Industries Ltd, Jalandhar; New Allenberry Works, Faridabad, NTC Concrete Products, Kala Amb, and Yerik International, Ludhiana, in August.



Energy audits in progress



Yerik International too has good scope of improvement in specific energy consumption for LPG-fired furnaces if proper air/fuel ratio is maintained, in addition to recovering waste heat, improving surface insulation and controlling operating temperature. The production capacity of the unit can be further increased through

optimum utilization of the induction furnaces installed in the plant.

An improvement in the power factor at NTC Concrete Products would also result in a significant reduction in the energy bill. Replacement of conventional motors with energy efficient motors and pneumatic grinders with electric grinders has good scope at New Allenberry Works, Faridabad.

CII has state-of-art instruments for measuring all types of energy parameters. So far, the Centre has conducted more than 1050 detailed energy audits across India and abroad. Companies thereafter have implemented energy saving projects and have so far achieved an annual energy-saving of ₹2100 million.

The Haldiram plants in Noida, Gurgaon and Rudrapur were first audited last year, and the results have been encouraging. Proposals for electricity and fuel savings in various equipments and utility systems were identified. At Haldiram Manufacturing Co. Gurgaon, verification of the implemented energy proposals have resulted in savings of 20 – 25% in energy cost.

Other units have undergone the energy audits just recently and have shown excellent potential for energy conservation. Short, medium and long term investment proposals covering capacity utilization, fine tuning and technology upgradation have been proposed.

The power saving potential in JMP Industries Ltd through alterations in the compressed air system has been pegged at about 15-20%. Improvement in the pumping network is expected to give additional savings of about 40-50%. It was also proposed that optimum utilization of the new furnace could result in better efficiency and more energy savings.

‘We are extremely thankful to the Energy Team of the CII-AVANTHA Centre for Competitiveness for SMEs for their guidance in helping us reduce our energy consumption and thereby reduce costs.

The results achieved by us under their mentorship are commendable. We have been able to save approximately 1.5 lac units of power each month, which means an annual saving of about ₹1.3 crore.’

– **Shivraj Choudhary**, Head, Engineering, Haldiram Manufacturing Company Ltd, Gurgaon

The response in terms of benefits achieved by companies through training programmes on Energy Management and Energy Efficiency is also very encouraging. Such sessions help industries consider energy conservation as a priority right from the design or commissioning stage.

# CII-Triveni Water Institute

## Developing Sustainable Common Effluent Treatment Plants

**T**he Indo-German Environment Partnership (IGEP) Programme forms a priority area of the activities under Indo-German Development Cooperation in India, which has 'Common Effluent Treatment Plants' as one of the core topics. It is implemented jointly by the Ministry of Environment and Forests, India, and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Ministry for Economic Cooperation and Development (BMZ).

The CII-Triveni Water Institute, in partnership with GIZ-IGEP, organized a national conference on 'Common Effluent Treatment Plants (CETPs) in India: Issues, Challenges, Opportunities & Way Forward, on 20 August in New Delhi, marking the culmination of an on-going project under the Indo-German Development Cooperation which has 'Urban and Industrial Environmental Policy and Management' as one of the priority areas.

India has around 150 CETPs catering to more than 15,000 units with a total capacity of 1190 million litres per day (ref: Baseline study of CETPs conducted by GIZ in coordination with CII). These plants face several challenges with regard to their operations, maintenance, and overall management.

The CII-Triveni Water Institute worked closely with GIZ to demonstrate innovative and financially sustainable solutions for CETPs for wastewater treatment through multiple stakeholder consultations, roundtables and training programmes over the past two years, involving the Central and State Pollution Control Boards, State Governments officials, CETP operators and managers, and other stakeholders.

The project was conducted in three phases. Phase 1 comprised of preliminary investigations on CETPs in the country, formal stakeholder consultations, preparation of a baseline document for CETPs in India and disseminating the information through a national-level

workshop in Hyderabad in 2012. The Institute consulted around 250 industry members to capture their comments for this document.

Phase 2 witnessed ground-level activities such as a study of existing CETPs to recommend measures to retrofit the plants, in-depth stakeholder consultations at the State level through city-level workshops, a CETP roundtable and training programme at the national level, visits to CETPs in select cities, etc.

Phase 3 documented all the findings of the work done over the last two years.

The findings from the project resulted in the preparation of a CETP Reference Document, which presents guidelines and solutions for successful implementation of CETPs in India. A draft version of this document, along with policy recommendations, was shared with stakeholders during the conference to seek their comments and suggestions.

Addressing the conference, Dr Manju Raina, Director (Scientific), Ministry of Environment and Forests, made a strong plea for another phase of evolution of CETPs in the country embracing an integrated approach. She highlighted the various issues plaguing the efficacy of CETPs due to lack of proper planning mechanisms. Setting up pilot CETPs would help address the concerns of Small Scale Industry (SSI) towards wastewater management in a holistic manner, she felt.

In the context of the looming water challenge, wastewater management is crucial for SSI for their sustainability and growth, said Mr Nikhil Sawhney, Member, Advisory Board, CII-Triveni Water Institute, and Director, Triveni Engineering & Industries Pvt. Ltd.

The CII-Triveni Water institute will roll out a joint certificate programme with GIZ for training wastewater operators of CETPs in India, in 2015. ■



**Dr Dieter Mutz**, Director, Indo German Environment Partnership (IGEP); **Dr Manju Raina**, Director, Scientific, Ministry of Environment & Forest; **Nikhil Sawhney**, Member, Advisory Board, CII-Triveni Water Institute, and Director, Triveni Engineering & Industries Pvt. Ltd.; **Dr Kapil Narula**, Executive Director, and CEO, CII-Triveni Water Institute, and **Gian C Narang**, Chairman, Zenner Aquamet India Pvt. Ltd, at the National Conference on Common Effluent Treatment Plants in India, in New Delhi

# Transforming Indian Manufacturing Through Visionary Leadership



VLFM Governing Body Meeting in Mumbai

## VLFM Governing Body Meeting

The 5<sup>th</sup> Governing Body Meeting for the VLFM Initiative was held in Mumbai on 31 July, during the 6<sup>th</sup> Learning Convention. The meeting was chaired by Mr Venu Srinivasan, Past President, CII, Chairman, VLFM Initiative, and CMD, TVS Motor Company. Mr Ajay Shankar, Member Secretary, NMCC, and Mr Shinya Ejima, Chief, Japan India Cooperation Agency (JICA), India, were invitees to the meeting, which had participation from stakeholders from IIT-K, IIT-M and IIM-C.

The VLFM initiative resolved to take up two new projects, Village Buddha and Double Digit Growth, to give an impetus towards realizing 100,000 graduates over the next two years.

## Breakthrough Management in Tata Motors

Tata Motors has selected a team of 10 people from various locations where it has a presence to come together in Pune and work for the next three years to help the organization in its transformational project focusing on 'Supplier Relationships.'

All 10 members of this A team will work strategically to implement Breakthrough in their supplier relationships, skilled and guided by Prof Shiba and Mr Furuhashi, Japanese experts in the subject, over the next three years.

## Process Improvement Workshop for IAS Officers

A 180-member strong team of Indian Administrative Service (IAS) Officers, of the 2012 batch, was immersed in a unique experience of understanding and practicing Quality, on 20-21 August at the Lal Bahadur Shastri National Academy of IAS Officers (LBSNAA), Mussoorie, during Phase II of the training programme.

Following a couple of hours of input, they spent more than half a day to map some key processes including

- Issue of ration cards
- Issue of income/caste certificates
- Mutation of property
- Allocation of houses to the poor and needy
- Building a database of homeless people in the districts

Using methods of process mapping and improvement, they came up with useful suggestions on how these processes can be simplified and made more effective.

The key takeaway was that 100% inspection is not the way to assure quality, the process needs to be robust. Another takeaway was that wherever there is a chance that subjective decisions can be taken, these should be brought into the public domain, and made transparent by creating appropriate checklists, to eliminate subjectivity. Some officers felt that the IAS in today's context should be working in the area of improving processes rather than just following them to the letter.

Mr Rajeev Kapoor, Director, LBSNAA, who had participated in a month-long training on TQM (10 days in India by CII and 20 days in UK) in the year 2000, took the initiative to organize this interaction.

The work done on TQM in departments in the State and Central Governments has been captured as success stories in a book published by Allied Publishers, which acknowledges CII's contribution. ■



Process Improvement Workshop for IAS Officers in Mussoorie



# Knowledge & Innovation Initiatives



## Intellectual Property Rights

### Managing IPR: Electronics and Software



Workshop on IPR in Ahmedabad

CII, in association with the Indian Space Research Organization (ISRO), organized a two day workshop on Managing Intellectual Property Rights: Electronics and Software, on 20 - 21 August, at the Space Applications Centre (SAC) in Ahmedabad.

The SAC, the only agency of its kind in the country, is one of the major centers of ISRO engaged in cutting-edge research on the design of space-borne instruments and the application of space technology for national development. There are multitude applications of such research, particularly in communication, broadcasting, navigation, disaster monitoring, meteorology, oceanography, environment monitoring and surveys of natural resources.

The workshop sensitized ISRO scientists about patents and open source/proprietary software licensing issues, apart from certain other IPR issues in IT and electronics.

## Technology Partnerships

### Andhra Pradesh Technology Development and Promotion Centre (APTDC)

#### FOODBIZ INDIA 2014

The Andhra Pradesh Technology Development & Promotion Centre (APTDC) and CII, in association with the Council of Scientific & Industrial Research (CSIR), and the Central Food Technological Research Institute (CFTRI) organized FOODBIZ INDIA 2014, an International Conference & Exposition on Post-Harvest Technologies & Food Processing on 8 August in Hyderabad.



Pradeep Chandra, Special Chief Secretary, and Commissioner for Industrial Promotion, Telangana; Dr. Ram Rajasekharan, Director, Central Food Technological Research Institute, and B Ashok Reddy, President, Cyient Ltd, at FOODBIZ INDIA 2014 in Hyderabad

Inaugurating the event, Mr Pradeep Chandra, Special Chief Secretary and Commissioner for Industrial Promotion, Telangana, said the State Government has made Agriculture and its allied industries a major focus area, and would support initiatives in these sectors. There is an urgent need for technology interventions for modernizing agriculture, which contributes 16% to Telangana's GDP, he added. Pointing to the tremendous business potential in these areas, he urged entrepreneurs to take advantage of available Central and State Government schemes to build post-harvest infrastructure.

### IPR & Biodiversity

The APTDC and CII, in association with the US Patent Office Global Intellectual Property Academy (USPTO-GIPA) organized a seminar on 'Intellectual Property Rights & Biodiversity' on 18 August in Chennai.

The seminar highlighted the intricate relationship between IPRs and biodiversity. It presented an overview of the Biodiversity Act and Rules in India, and discussed the framework and guidelines on access and benefit sharing.



Seminar on 'Intellectual Property Rights & Biodiversity' in Chennai

### **America Invents Act: Procedures & Practices**

The APTDC and CII, in association with USPTO-GIPA, organized a seminar on the 'America Invents Act (AIA): Procedures & Practices at USPTO' on 20 August in Bengaluru.

The seminar sensitized stakeholders on the AIA, which is expected to bring major legislative changes to the US Patent System.

### **Global Innovation and Technology Alliance (GITA)**

#### **India-Israel Initiative for Industrial R&D (i4RD) Programme 2014**

The Global Innovation & Technology Alliance (GITA), on behalf of the Department of Science & Technology, Government of India, jointly with MATIMOP, the Israeli Industry Center for R&D, on behalf of the Government of Israel, launched the Request For Proposal (RFP) 2014 on 1 August with the application submission deadline of 19 December 2014.

Applications are invited in the focus areas of Affordable Healthcare, Energy, Agro, Water, Information & Communication Technologies (ICT) and Telecom.

The i4RD Programme provides financial support for bilateral collaborative industrial R&D projects for the development of new processes/products, and services, leading to commercialisation and benefit to both countries.

Funding will be offered up to 50% of the total eligible Indian cost with a limit of ₹1.50 crores per project from the Indian funding agency over the total duration of the project. The funding is provided by way of secured soft loan (@3%, per annum, simple interest) and the partnering academic/research organizations (if any) could receive grants-in-aid up to 100% of their part of the eligible cost.

The programme brings Indian and Israeli companies together for the joint development of R&D projects. Industry may further collaborate with R&D labs/academia in their respective countries.

#### **Facilitating Funding for SMEs**

The Global Innovation & Technology Alliance (GITA) presented updates on GITA's funding mechanism for collaborative industrial R&D projects to CII SME members at the 2<sup>nd</sup> CII National SME Council, held on 4 August in New Delhi. Details of the ongoing Request for Proposals (RFP) under the Israel and Republic of Korea Programmes were shared.

Further, a bilateral programme with Sweden is

expected to be launched shortly. GITA also plans to launch a similar programme with the Department of Electronics & Information Technology (DeitY), Ministry of Communication & IT.

#### **10<sup>th</sup> India Innovation Summit**

Mr. Kris Gopalakrishnan, Immediate Past President, CII, Board Member, GITA, Chairman, 10<sup>th</sup> India Innovation Summit, and Non-Executive Vice Chairman, Infosys Ltd, shared details about the bilateral funding programmes being managed by GITA, at the 10<sup>th</sup> India Innovation Summit on 8-9 August in Bengaluru.

GITA is currently managing bilateral industrial R&D programmes with Israel, Canada, Finland, Spain, UK, South Korea and Sweden, on behalf of the Department of Science & Technology (DST), Government of India, he said. It assists Indian companies interested in applying for funding under this programme, in finding technology partners from the participating countries.

GITA is also in discussion with the Visvesvaraya Trade Promotion Centre, Karnataka, for launching an entrepreneurship funding programme in Karnataka, he added.

#### **India-Finland Industrial Technology, R&D and Innovation Programme 2013**

Collaborative R&D project proposals received under the Request for Proposal (RFP) under the India-Finland Industrial Technology, R&D and Innovation Programme were evaluated by a high-level Project Evaluation Committee (PEC) on 22 August in New Delhi. The PEC, comprising technical and financial experts, has recommended potential projects for the next level.

### **Gujarat Knowledge Application Facilitation Centre (GKAFC)**

#### **Towards Sustainable Electric Vehicles**

The Government of India through its National Electric Mobility Plan 2020 (NEMMP 2020) envisages 5 to 7 million electric vehicles to be on the roads. This requires:

- Developing appropriate infrastructure for acceptability of electric vehicles
- Generating awareness on operational and financial benefits of such vehicles
- Developing sustainable models.

A conference-cum-exposition was organized on 20 August in Ahmedabad to facilitate the adoption of electric vehicles as an alternate and appropriate mode



**Meenaxiben Patel**, Mayor, Ahmedabad Municipal Corporation; **Ambuj Sharma**, Additional Secretary, Department of Heavy Industries, Ministry of Heavy Industries & Public Enterprises; and **Chetan Maini**, Founder & CEO, Mahindra Reva Electric Vehicles P Ltd, releasing the CII GKAFC – Arya Market Research Survey Report on Consumer Perspectives towards E-mobility, in Ahmedabad

of transport, leading to a greener, non-polluting and energy efficient transportation solution.

Mr. Ambuj Sharma, Additional Secretary, Department of Heavy Industry, Government of India, in his inaugural address, spoke about the involvement of various ministries in developing the NEMMP 2020 and the budget outlay of ₹14,000 crore. He invited the active participation of State Governments in pilot projects, and urged urban local bodies to nominate some senior officials for the successful implementation of the Mission.

Various modes of transport have been covered in the mission plan with suitable models for pilot projects, such as two wheelers, e-autos, electric buses for BRTS, etc for intercity commuting.

### Intellectual Property Facilitation Cell (IPFC)

#### IPR in Electronics, IT & ICT

The Intellectual Property Facilitation Cell, Ahmedabad, of CII and the Ministry of Micro, Small and Medium Enterprises (MSME), in partnership with the Department of Electronics & IT, Government of India, and the Government of Gujarat organized a conference on



At the conference on IPR in Electronics, IT & ICT, in Ahmedabad

'Intellectual Property Rights in Electronics, IT & ICT' on 2 August in Ahmedabad.

With the objective of creating awareness and capacity-building on the implications of Intellectual Property Rights (IPR) for the Electronics, IT and ICT sectors, the conference discussed patent and copyright protection in software and electronics, case studies from these sectors on licensing trends, digital rights management and e-commerce, best practices on enforcement of IP to curb software piracy, reasonable and non-discriminatory licensing, open source software, and other forms of protection such as unfair competition and design rights.

The speakers were Dr Ajai Garg, Additional Director, Patent and IPR Division, R&D in IT Group, Department of Electronics & IT, Ministry of Communication and IT, Mr Kiran Kumar, Director, Space Application Centre, Indian Space Research Organization, Mr Yogesh Bajaj, Assistant Controller of Patents & Design, Department of Industry Policy & Promotion, Ministry of Commerce & Industry, Mr Vishal Verma, President & CFO, Hindustan Semiconductor Manufacturing Corporation, and Mr Anupam Saronwala, Country Leader, IBM Research Business Development, IBM India P Ltd, among others.

### Tamil Nadu Technology Development and Promotion Centre (TNTDPC)

#### Green Technologies for Auto Sector

Underscoring that Green technology is in the interest of the nation and Industry, the CII Tamil Nadu Technology Development and Promotion Centre (TNTDPC) organized a Conference on Green Technologies for the Automotive Sector on 8 August in Chennai with the theme 'Innovative Green Models for Profitability and Sustainability'.

The conference was chaired by Mr Atul Renavikar, Director, Michelin India Manufacturing Plant, while Dr K Karthikeyan, Member Secretary, Tamil Nadu Pollution Control Board, was the Guest of Honour.



Conference on Green Technologies for the Automotive Sector in Chennai



Session on 'Power of Branding' in Hyderabad

### Hyderabad

CII Young Indians (Hyderabad Chapter) organized a session on the Power of Branding on 23 August. While Mr Harish Bijoor, CEO, Harish Bijoor Consults Inc, delivered the inaugural address, other key speakers included Ms Santha John, Chairman Emeritus, JWT Mindset, and Founder Director, Coachlife Asia, Ms Priyadarshi Sahgal, Branch Manager, Lintas India Pvt. Ltd, Mr Indraneel Ganguli, Senior Vice President & Global Head- Brand, Marketing & Communication, Tech Mahindra, and Mr Atulit Saxena, COO, Futurebrands Ltd.

### Indore

Yi Indore organized Quizotainment, an inter-college quiz competition on 27 August. Six teams from various colleges participated in the final round, selected from about 250 teams from various institutes who had participated a preliminary written test.

The winning team from IET, was awarded ₹10,000, while Team SoE, the runner up, was awarded ₹5,000.

### Kochi

On 29 August, Yi Kochi held an interactive session with Mr Arvind Sanjeev, CTO, WearFin, whose products have been selected as one of the 15 best products in the world by Techcrunch to be showcased at the Hardware Battlefield competition during the Consumer Electronics Show 2014 in Las Vegas.



Interactive Session with Arvind Sanjeev, CTO, WearFin, in Kochi

Mr Sanjeev showed a video depicting an app developed by him to control a car – lock, unlock, operate the a/c and the lights, etc. He also demonstrated a prototype of the Google Glass made by him with just a cap and camera operated on battery, through

which one can record things seen while travelling and share through social media.

### Kolkata



Interactive Session with Shiv Khera, Author and Business Consultant, in Kolkata

Yi Kolkata organized a workshop with Mr Shiv Khera, Author and Business Consultant, on 9 August, with the theme, 'Lead Successfully, Communicate Effectively, Manage Professionally.'

"Good people are assets, others are liabilities. Goodness has to be cultivated against evil because evil happens. In business, we don't have problems, we have people's problems," he said. Values, he added, are about how we learn to think about how things ought to be or people ought to behave, especially in terms of openness, honesty and integrity. Attitudes are the ways of behaving with people or situations, which are based on the beliefs, values and assumptions we hold. Our behavior reflects our attitude, he said.

### Pune

An orientation session was organized at the Vishwakarma Institute of Management, Pune, on 4 August, for students as well as Heads of Departments and faculties from all departments.

An orientation session was also held for more than 200 newly-enrolled students of the Indira School of Business Studies on the same day.

### Thiruvananthapuram

Yi Thiruvananthapuram, and Indian Women Network (IWN) Thiruvananthapuram, jointly organized an exclusive interactive session with Ms Gita Gopal, Lead Evaluation Officer, Independent Evaluation Group, on 13 August.

The session started with a group discussion to identify



Interactive session on 'Gender Sensitization at the Workplace' in Thiruvananthapuram

different kinds of gender discrimination encountered in the workplace.

Ms Gopal holds a Doctorate in International Finance Law from the Harvard Law School, with a focus on International Arbitration.

### Tiruchirappalli

As a part of its special initiative under Project Komal on Child Sexual Abuse, Yi Trichy, with the Childline India Foundation and the State Commission for Protection of Child Rights (SCPCR), Tamil Nadu, organized an interaction on Child Rights on 9 August.



Interaction on Child Rights in Tiruchirappalli

The Chief Guest was Ms Kushal Singh, Chairperson, National Commission for Protection of Child Rights (NCPCR), while Ms Saraswathi Rangasamy, Chairperson, State Commission for Protection of Child Rights (SCPCR), Tamil Nadu, gave the inaugural address, and Dr. Paul Dhayabaran, Principal, Bishop Heber College, Trichy, gave the presidential address. Ms Jayanthi Rani, Member, SCPCR, Tamil Nadu, Mr Godwin Prem Singh, Dean, International Relations, and Director, Childline nodal organization, Bishop Heber College, Trichy, as well as more than 300 students and teachers from various schools attended the session. ■

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## Business Delegation to BRICS Business Forum

An Indian business delegation travelled to Fortaleza, Brazil, to participate in the BRICS (Brazil, Russia, India, China, South Africa) Business Forum and the BRICS Business Council meetings that were held on the sidelines of the BRICS Summit in July.

The opening session of the BRICS Business Forum meeting was addressed by the Chairmen of the BRICS Business Councils from all the five countries. In the following two plenary sessions, the delegates discussed the economic outlook for the BRICS nations as well as proposals for deepening economic integration amongst these countries. A structured business networking session was also organised as part of the BRICS



Vladimir Putin, President of Russia; Narendra Modi, Prime Minister of India; Dilma Rousseff, President of Brazil; Xi Jinping, President of China, and Jacob Zuma, President of South Africa, at the inaugural of the BRICS Business Summit, in Fortaleza, Brazil

Business Forum.

The members of the BRICS Business Council discussed and finalised the Annual Report 2013-14, that was later presented to all five Heads of State of the BRICS countries. The report suggests measures which the business communities and the Governments need to take in close coordination to enhance intra-BRICS trade and investment ties. Some of the suggestions made by

the business community to the BRICS Governments include:

- Make special arrangements on visas to facilitate and encourage BRICS people-to-people exchange
- Accelerate the establishment of the New Development Bank to promote trade, business, investment and



BRICS business leaders debate trade opportunities and new investments at the Fortaleza Meet

manufacturing ties amongst the BRICS countries and to mobilise resources for infrastructure and sustainable development projects in these and other emerging and developing economies

- Create a favourable environment to promote trade, business, investment and manufacturing ties amongst the BRICS countries and treat BRICS businesses, corporations and investments similar to local businesses, corporations and investments. Enhance logistics and connectivity amongst the BRICS countries

The members of the Council impressed upon the

Governments to hasten the pace of establishing the New Development Bank, and signing the Contingency Reserve Arrangement. These two decisions were, in fact, announced as part of the Fortaleza Declaration and provide an institutional underpinning to the BRICS grouping.

In addition to the meeting with the BRICS Heads of State, members of the Indian Chapter of the BRICS Business Council also got an opportunity to meet with Mr. Narendra Modi, Prime Minister of India, in Fortaleza. They apprised Mr Modi about the areas that Indian businesses would like engage in with their counterparts in BRICS nations.

## Africa



**Ambassador Abuk M. Manyok**, Deputy Head of Mission, Embassy of South Sudan; **Ernest Rwamucyo**, High Commissioner of Rwanda; **Ndubuisi V Amaku**, High Commissioner of Nigeria; **Vanitha Datla**, Vice Chairperson, CII Andhra Pradesh, and Executive Director & CFO, Elico Ltd; **E B Rajesh**, Regional Director – Africa, CII; **Florence Weche**, High Commissioner of Kenya; **Bothata Tsikoane**, High Commissioner of Lesotho, and **V S Murthy**, Head – Strategic Alliance, Tata Projects Ltd, at the Africa Seminar Series in Hyderabad

### Africa Seminar Series

Taking forward the CII Africa Seminar Series, a seminar on 'Trade and Investment Opportunities for Indian Companies' was held in Hyderabad on 8 August. The seminar provided a unique opportunity for the business community in Hyderabad to interact with Ambassadors, High Commissioners and senior representatives from several African missions.

The African dignitaries from countries such as Nigeria, Rwanda, Kenya, Lesotho, South Sudan, Congo and Tanzania, shared various trade and investment opportunities in their countries across sectors including infrastructure, agriculture, energy, tourism, IT and ICT, manufacturing, health, financial and related services, building and construction, education, pharmaceuticals, and

metals and mining.

Mr Abhilash Puljal, MD, Avignam, described the process of setting up operations in Africa, while Mr Ashish Shiwalkar, Relationship Manager - Commercial Banking, First Rand Bank, India, shared the various finance options available for Indian companies for doing business in Africa. Mr A Subrahmanyam, Deputy General Manager & Regional Head, EXIM

Bank of India, talked about the support assistance provided by the Government of India for doing business with Africa.

While Ms Vanitha Datla, Vice Chairperson, CII Andhra Pradesh, and Executive Director & CFO, Elico Ltd, spoke on India – Africa tie-ups, Mr V S Murthy, Head, Strategic & Business Development, Tata Projects, briefed the participants on 'Africa



African Diplomats at the CII Green Business Centre in Hyderabad

today and its long-term growth plan.’

The African dignitaries also visited the Tata Consultancy Services Development Centre and the CII Green Business Centre.

### African Diplomats visit Bajaj Processpack



African Diplomats at the manufacturing unit of Bajaj Processpack, in Noida

In order to give exposure to African Diplomats on Indian manufacturing and services companies, CII arranged a visit to the manufacturing unit of Bajaj Processpack Ltd in Noida on 12 August for a delegation of trade counselors of African countries like Ethiopia, Togo, Tanzania, Senegal, Egypt, Lesotho, Uganda, Mozambique, Gambia, Burkina Faso, Guinea, Mauritius and Cote D’ivoire, as well as the Ambassador of Algeria.

Bajaj Processpack Ltd is a leader in the food processing and packaging industry in South Asia. The company specializes in setting up turnkey projects for processing and packaging of fruits and vegetables, dairy processing, food processing and packaging, drinking water, juices etc and has been in this line for over 20 years.

The delegates discussed possible tie-ups to do business in Africa. They also visited a unit in Sahibabad for a live demonstration.

### Interaction with Heads of Regional Economic Communities from Africa



Rajeev Kher,  
Commerce  
Secretary

India seeks the cooperation of African countries at the WTO on the issue of Food Security and Trade Facilitation when the body re-convenes next month in Geneva, stated Mr Rajeev Kher, Commerce Secretary, Ministry of Commerce and Industry, at an interactive session with the Heads of Regional Economic Communities (RECs) from

Africa organized by CII on 20 August in New Delhi.

The Commerce Secretary pointed out that India’s stand at the WTO deliberations on the Trade Facilitation Agreement was endorsed by the G-33 and endorsed by 46 countries, including several from Africa. India, therefore, was not the sole country in the fray. There are 21 countries in the world who use public stockholding for food security purposes and many more are expected to resort to this in the future, he said, noting that many these countries could possibly violate the de minimis levels that were agreed upon.

India-Africa trade, said Mr Kher, had grown ten-fold over the past ten years. Africa is one of India’s most important trading partners, and the two regions should work together to develop regional value chains, he said.

In order to expand trade with Africa, Mr Kher pointed out that India had recently amended its Duty Free Tariff Preference (DFTP) scheme to cover around 98% of the tariff lines. The Government is in the process of disseminating this information. In addition, the Government is also considering expanding and augmenting the Lines of Credit (LoCs) extended to Africa, he said.

Representatives from various Regional Economic Communities in Africa, including Dr Richard Sezibera, Secretary General, East African Community (EAC), Amb Mahboub M Maalim, Executive Secretary, Intergovernmental Authority on Development (IGAD), Mr Ibrahim Sani Abani, Acting Secretary General, Community of Sahel-Saharan States (CENSAD), Dr Kipyego Cheluget, Assistant Secretary-General (Programme), Common Market for Eastern and Southern Africa (COMESA), Ms Margaret Nyirenda, Director (Food), Southern African Development Community (SADC) and Mr Sidjime Saleh, Director, Economic Community of Central African States (ECCAS), invited Indian industry to invest in their respective regions. Some of the areas highlighted included tourism, IT, agriculture and food security, education, and water conservation.

Earlier, in his welcome address, Mr Chandrajit Banerjee, Director General, CII, stated that Indian industry welcomed the formation of the Tripartite Free Trade Agreement being conducted amongst the SADC, COMESA, and EAC. The implementation of this FTA, he said, would give Indian companies access to a much larger market, thereby making it more attractive for them to do business with the region.



**Waven William**, High Commissioner of Seychelles; **Subhash Goyal**, President, IATO, and Chairman, STIC Travels P Ltd; **Alain St Ange**, Minister of Tourism, Seychelles; **Arjun Sharma**, MD, Le Passage to India / TUI India and **Marco Francis**, Chairman, Seychelles Chamber of Commerce & Industry, at an interaction in New Delhi

## Seychelles

### Delegation from Seychelles

CII organized an interactive session with Mr Alain St Ange, Minister of Tourism, Republic of Seychelles, on 5 August in New Delhi.

Seychelles, said the Minister, is not only a great tourist destination with special packages for budget travellers, but is also excellent for movie making locations. India exports agricultural products, medicines and medical equipment, and other items to Seychelles, but still has not fully tapped into the country's tourism potential, he said.

Mr Marco L. Francis, Chairman, Seychelles Chamber of Commerce, described the benefits of doing business with Seychelles. The country is a part of the Indian Ocean Rim, has 3 million tourists per year and private sector imports worth US\$ 60 million from India. Seychelles has free movement of goods and services in the SADC and COMESA region, he said, pointing to opportunities in medical tourism, education, cruise ships, financial services (banking and insurance), agriculture, aquaculture, renewable energy and infrastructure, among others.

Mr Arjun Sharma, Co-Chairman, CII National Committee on Tourism, and MD, Le Passage to India / TUI India, said that direct flight connectivity between India and Seychelles, to be resumed by the end of the year, would not only help tourism but also bolster trade and investment between the two nations.

Mr Subhash Goyal, President IATO, and Chairman, STIC Travels P Ltd, and Mr Waven William, High Commissioner of Seychelles to India, as well as eight senior representatives from Seychelles Government and business, participated in the interactive session.

## South Africa

### Opportunities for South African Companies in India

South African businesses, globally renowned for their competencies in infrastructure, finance and insurance, should take advantage of the new Indian Government's reform agenda, said Mr Virendra Gupta, High Commissioner of India to South Africa. He was inaugurating the business seminar on 'Leveraging Business Opportunities in post-election India,' organized by the Indian missions in Pretoria and Johannesburg in partnership with CII, held on 6 August in Johannesburg, South Africa.

Mr Gupta said that the India-Southern African Customs Union (SACU) Preferential Trade Agreement would be concluded soon to give a boost to bilateral business ties.

Mr Subhomoy Bhattacharjee, a senior Indian journalist, spoke on the proposed changes in India to attract FDI and to improve the business climate.

"The India-Africa trade and investment corridor offers immense opportunity and we need to develop connectivity between BRICS countries as well," said Mr Abdullah Verachia, Director, India-Africa Network, Gordan Institute of Business Science, Johannesburg. He urged South African companies to seek opportunities in Tier-II and III cities in India, rather than in just the metropolitan centres.

"India-South Africa bilateral trade in 2012-13 stood at \$13.9 billion. More than 100 Indian companies are present in South Africa with a combined investment of upwards of \$7 billion," said Mr Randhir Jaiswal, Consul-General of India in Johannesburg, South Africa. "Similarly on the South African side, majors such as Sanlam, Airports Company of South Africa, Life Healthcare and others have made significant investments in India," he added.

The seminar was one of a series of events in the Festival of India 2014 in South Africa being organized to mark 20 years of India-South Africa diplomatic relations, and 20 years of democracy in South Africa.



**Abdullah Verachia**, Director, India-Africa Network, Gordan Institute of Business Science, Johannesburg; **Virendra Gupta**, High Commissioner of India to South Africa; **Robert Appelbaum**, Head – South Asia, Webber Wentzel Group; and **Subhomoy Bhattacharjee**, Deputy Editor, The Indian Express, at a session in Johannesburg, South Africa

## Asia

### Afghanistan

#### Business Opportunities in Afghanistan

Addressing CII members in Hyderabad on 28 August, Mr Shaيدا Mohammad Abdali, Ambassador of Afghanistan to India, invited Indian companies to explore the vast opportunities available in his country.

Bilateral trade between the two SAARC nations stood at over US \$ 600 million last year, with the potential to reach US \$ 3 billion in a short period of time if certain MoUs could be inked with Indian Government, he said, inviting investments into his country. Afghanistan is a virgin market with ample opportunities for Indian companies to invest in sectors such as construction, telecom, mining and agriculture, he said, urging Indian Industry to take advantage of tax benefits, single window clearances and other pro-industry incentives offered by the Government of Afghanistan.

On the security situation, Mr Abdali said that Afghanistan had been a victim of cross border terrorism and had suffered a lot in the last three decades. He assured Industry leaders that the country has developed the capacity to tackle security issues on its own after the US-led international troops leave the country by this year end.

Mr Suresh Chitturi, Chairman, CII Andhra Pradesh, and MD, Srinivasa Hatcheries Ltd, described Afghanistan is a strategic economic partner of India in South Asia. Connectivity with Afghanistan would provide access to the West and the Central Asian markets, he said, adding that CII has been working intensively on enhancing economic cooperation between India and Afghanistan.

Mr Rakesh Kumar Gaur, Vice President, KEC International Ltd, shared the experiences of his company in projects for transmission lines, power stations and distribution systems in Afghanistan. Mr Pankaj Tandon, Senior Vice President-International Business, Gammon India Ltd, also shared his experiences.



**Rakesh Kumar Gaur**, Vice President, KEC International Ltd; **Pankaj Tandon**, Senior Vice President – Intl. Business, Gammon India Ltd; **Shaيدا Mohammad Abdali**, Ambassador of Afghanistan to India; **Suresh Chitturi**, Chairman, CII Andhra Pradesh, and Vice Chairman & MD, Srinivasa Hatcheries Ltd and **Sayed Mujtaba Ahmadi**, Economic Counselor, Embassy of Afghanistan in India, at an Interactive Session on Afghanistan, in Hyderabad

### Pakistan

#### India - Pakistan Joint Business Forum Meeting

Liberalizing the visa regime between India and Pakistan in order to promote business linkages was one of the key recommendations of the 4<sup>th</sup> meeting of the India - Pakistan Joint Business Forum, organized by CII and the Pakistan Business Council on 8 August in New Delhi. A high level 25-member business delegation from Pakistan participated in the Forum and Task Forces meetings.

Mr. Sunil Kant Munjal, Past President, CII, Co-Chairman, India Pakistan Joint Business Forum, and Chairman, Hero Corporate Services Ltd, suggested that multiple-entry business visas which are valid for one year should be issued to businessmen in order to promote bilateral trade between India and Pakistan. These visas must be non-city specific and non-police reporting. There should be no restriction on entry and exit points, he said.

Mr. Yawar Ali, Co-Chairman, India-Pakistan Joint Business Forum from Pakistan, and Chairman, Nestle Pakistan Ltd, was of the view that liberalizing visas



**Chandrajit Banerjee**, Director General, CII; **Sunil Kant Munjal**, Past President, CII, Co-Chair, India-Pakistan Joint Business Forum, and Chairman, Hero Corporate Services Ltd; **Syed Yawar Ali**, Co-Chair, Pakistan-India Joint Business Forum, and Chairman, Nestle Pakistan Ltd; and **Sikander Mustafa Khan**, Chairman, Pakistan Business Council, and Chairman, Millat Group, Pakistan, at an interaction in New Delhi

was fundamental to promoting bilateral economic engagement between India and Pakistan. The time was ripe for this step, he said.

The India – Pakistan Joint Business Forum, constituted by the Commerce Ministries of both Countries, aims to reinvigorate economic cooperation and trade relations between the two neighbours. It seeks to build closer understanding and trust, going beyond Governments to reach the business community on both sides to identify the impediments being faced and seek mutually agreeable solutions.

Before the Forum meeting, the task forces on various sectors, including Agriculture and Agri Products, Auto and Engineering, Textiles and Textile made-ups, Improving Connectivity, especially Wagah, Banking and Financial Services, and SMEs, also met to develop recommendations to improve bilateral cooperation between India and Pakistan in these sectors.

Some other major issues that the Forum is advocating to boost India and Pakistan ties include:

- Improving awareness about each other's competencies and business capabilities
- Investment promotion and protection agreement between the two countries
- Opening up new land routes for trade
- Improving infrastructure at the border
- Increasing air links between the two countries
- Allowing roaming facility for mobile phones between India and Pakistan
- Allowing bank branches of Indian and Pakistan to operate in each other's countries
- Facilitating trade in energy
- Ease of restrictions on agricultural trade
- Promoting skill development in sectors such as automobiles

- Developing an Inland Container Depot at Attari

The members of the India – Pakistan Joint Business Forum called on Ms Nirmala Sitharaman, Minister of State (Independent Charge) of Commerce & Industry, and Minister of State of Finance & Corporate Affairs, and Mr Piyush Goyal, Minister of State of Power (Independent Charge), Coal and New and Renewable Energy, in New Delhi.



**Muhammad Iqbal Tabish**, Secretary General, SAARC Chamber of Commerce & Industry (SCCI); **Ismail Asif**, President, SCCI; **Iftikhar Ali Malik**, Vice President, SCCI (Pakistan Chapter); **Ajay S Shriram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd; **Annisul Huq**, Former President, SCCI, and **Chandrajit Banerjee**, Director General, CII, at a meeting in New Delhi

## SAARC

### SAARC Chamber of Commerce & Industry

Mr Ismail Asif, President, SAARC Chamber of Commerce and Industry (SCCI) called on Mr Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, on 4 August in New Delhi. This was his first meeting with CII after taking over as the President, SCCI. The meeting was attended by Mr Iftikhar Ali Malik, Vice President, SCCI, from the Pakistan side, Mr Iqbal Tabish, Secretary General, SCCI, and Mr Chandrajit Banerjee, Director General, CII.

The SAARC region is a priority area of work not only for Government of India but also for CII, said Mr Shriram, pointing out that India's commitment to the region was well-demonstrated by the invitation extended to SAARC heads of Government for the swearing-in ceremony of



At the 4<sup>th</sup> Meeting of the India-Pakistan Joint Business Forum in New Delhi



At the 7<sup>th</sup> India – Singapore Strategic Dialogue in Singapore

the new Government in India, followed by Prime Minister Modi choosing Bhutan for his maiden visit abroad.

CII, said Mr Shriram, is committed to building a strong relationship with the South Asian region. Expanded trade and investment between the countries of the region will be critical to providing a sustainable foundation to this effort. However, connectivity, trade facilitation, transit and visa issues need to be addressed by respective Governments in the region, he stated.

Mr Ismail Asif observed that the intra-regional trade figures for South Asia are disappointing, as trade in the region constitutes only 1.4% of the total world imports and 1.2% exports, and merchandise trade is only 27.9% of GDP, the lowest in the world.

World Development Indicators, he said, reveal that South Asia's 1.4 billion world's population represents a large workforce, and tremendous business and investment opportunities. Although the region has significantly reduced import tariffs, the cost of trading across its borders is one of the highest in the world, with a number of non-tariff barriers impeding trade and increasing cost.

Mr Iftikhar Ali Malik reiterated the SAARC Chamber's commitment to deepening and widening economic and regional co-operation. The Chamber, established in 1985, also supports Government-Industry partnerships and remains engaged in dialogue with Governments of the region, he said.

Mr Chandrajit Banerjee said that CII has become a member of the SCCI, and has nominated two senior members to the SCCI Executive Committee.

## Singapore

### India – Singapore Strategic Dialogue

The 7<sup>th</sup> India-Singapore Strategic Dialogue was jointly organized by CII, the Ananta Aspen Centre, and the Institute of South Asian Studies, Singapore (ISAS) in Singapore from 10-12 August.

Amb. Tommy Koh, Ambassador-at-Large, Ministry of Foreign Affairs, Singapore, and Mr Jamshyd N Godrej, Past President, CII, and Chairman of the Board, Godrej & Boyce Manufacturing Co Ltd, co-chaired the dialogue.

### Session with Chief Minister of Telangana



CII Business Meet with K Chandrasekhar Rao, Chief Minister of Telangana, in Singapore

CII Singapore organized an exclusive session with Mr K Chandrasekhar Rao, Chief Minister of Telangana, on 21 August in Singapore, jointly with the Telangana Government and with support from the High Commission of India in Singapore. Mr E Rajender, Finance Minister of Telangana, and Mr J Narsing Rao, Principal Secretary to the Chief Minister, Mr K Pradeep Chandra, Special Chief Secretary, Industries & Commerce, Mr. Jayesh Ranjan, Vice Chairman & MD, Telangana State Industrial Infrastructure Corporation, and Mr. Harpreet Singh, Secretary, IT & C, along with other senior officials from the Telangana Government were also present. Ms Vijay Thakur Singh, High Commissioner of India in Singapore, also addressed the session.

Mr Suresh Chitturi, Chairman, CII, and Vice Chairman & MD, Srinivasa Hatcheries Ltd, outlined the various opportunities in the State from an industry perspective, while Mr Vish Iyer, Chairman, CII India Business Forum, Singapore, and President - Asia Pacific, Tata Consultancy Services, Singapore, shared specific ideas for Telangana and Singapore to work together.

## 'The Silk Road Rediscovered'

CII supported the recent launch and panel discussion of the book, 'The Silk Road Rediscovered: How Indian and Chinese Companies Are Becoming Globally Stronger by Winning in Each Other's Markets,' along with the Singapore Management University and the Institute of South Asian Studies, in Singapore.

Besides the authors, Dr Anil K Gupta, Professor of Strategy Globalization and Entrepreneurship, Smith School of Business, University of Maryland, USA, and Mr Girija Pande, Executive Chairman, Apex Avalon Pte Ltd, other speakers included Mr Jonathan Yap, CEO, Ascendas Property Fund Trustee Pte Ltd and Mr Pradeep Pant, President, Pant Consulting. The session was chaired by Ambassador Gopinath Pillai, Chairman, Institute of South Asian Studies.

## Vietnam

### Delegation from Vietnam

CII organized an interactive session for an 11-member delegation from Vietnam, led by Mr Nguyen Dinh Xung, Vice Chairman, People's Committee of Thanh Hoa, and Member, Standing Committee, Thanh Hoa Provincial Party, with select CII members in New Delhi on 8 August.

The deliberations focussed on how India and Vietnam



**Gurbal Singh**, Principal Adviser, CII; **Nguyen Dinh Xung**, Vice Chairman, People's Committee of Thanh Hoa Province; **Tran Quang Tuyen**, Minister Counsellor, Deputy Chief of Mission, Embassy of Vietnam in India and **Doan Hong Quang**, Senior Economist, World Bank Vietnam, at an interaction in New Delhi

bilateral trade, which has seen a quantum jump in 2013-14 reaching \$8 billion, can meet the target of \$15 billion for 2020 fixed during the visit of General Secretary Nguyen Phu Trong to India in November 2013.

Mr Gurbal Singh, Principal Adviser, CII, briefed Mr Nguyen Dinh Xung about the CII CLMV Conclave, initiated in 2013, to strengthen India's trade, investment and people to people engagement with the Cambodia, Laos, Myanmar, Vietnam (CLMV) region, with which India has been sharing close bonds for several centuries. He invited the delegation to participate in the 2<sup>nd</sup> CLMV Business Conclave to be held on 20-21 November in New Delhi.

Mr Nguyen Dinh Xung gave a presentation on the investment potential and opportunities in Thanh Hoa Province in Vietnam, especially in the Nghi Son Economic Zone and the Lam Son – Sao Vang Hi-tech Industrial Zone.

## Latin America and the Caribbean

### Peru

#### Peru Delegation Visits India

Mr Edgar Vasquez, Vice Minister of Foreign Trade, Peru, interacted with CII members on 22 August in New Delhi. He was accompanied by Mr Javier Paulinich,

Ambassador of Peru to India, and Mr. Jose Luis Castillo, Economist, Bilateral Affairs, at the Vice Ministry of Foreign Trade, Peru.

South-south relations are of increasing importance, bringing new trade opportunities and consumers, said Mr Vasquez. With Peru leading growth within Latin America, one thrust area of investment can be innovation and technology, specifically in the energy and telecommunication sectors, he suggested, emphasizing the value of not only commercial ties, but also the movement of opportunities in the form of skilled professionals.



**Edgar Vasquez**, Vice Minister of Foreign Trade, Peru; **Riva Ganguly Das**, Joint Secretary, Ministry of External Affairs, India, **Javier Paulinich**, Ambassador of Peru to India, and **Dhruv Sawhney**, Past President, CII, and Chairman, Triveni Engineering & Industries Ltd, at an interaction in New Delhi

Ms. Riva Ganguly Das, Joint Secretary, Ministry of External



Affairs, said that bilateral trade between the two countries has crossed the US\$ 1 billion mark and India and Peru are at the onset of a potential Free Trade Agreement (FTA).

Earlier, Mr Dhruv Sawhney, Past President, CII, and

Chairman, Triveni Engineering & Industries Ltd. opened the event with welcoming remarks on the suitability of India as an international business platform, where many multinational corporations are choosing to base operations.

## United Kingdom



**Rajesh Menon**, Deputy Director General, and Head-International, CII; **Dr Naushad Forbes**, Vice President, CII, and Director, Forbes Marshall Ltd; **Sumit Mazumder**, President-Designate, CII; and Chairman & Managing Director, TIL Ltd; **Rt Hon Nick Clegg**, Deputy Prime Minister of the UK; **Rt Hon Edward Davey**, Secretary of State for Energy and Climate Change, UK; **Rt Hon Lord Dholakia**, India Business Advisor to the Deputy Prime Minister, UK; **Dhruv M Sawhney**, Past President, CII, and CMD, Triveni Engineering and Industries Ltd, and **Analjit Singh**, Chairman, CII National Committee on Insurance & Pensions, and Chairman, Max India Ltd, at an interaction in New Delhi

### India and UK: Exploring New Avenues

The Rt Hon Nick Clegg, Deputy Prime Minister of the UK, interacted with CII's senior leadership, led by Mr Sumit Mazumder, President Designate, CII, and Chairman & Managing Director, TIL Ltd, on 25 August in New Delhi, to discuss areas where the two countries could partner for mutual benefit of their business communities.

The Deputy Prime Minister was accompanied by the Rt Hon Mr Edward Davey, Secretary of State for Energy and Climate Change, and the Rt Hon Lord Dholakia, India Business Advisor to the Deputy Prime Minister.

Although India is a major investor in the UK, and the UK is the largest G-20 investor into India, both sides felt the need to redouble efforts to cooperate both at the political and economic levels, as well as in multilateral issues like climate change. India has seen a spurt in growth in recent years, offering many opportunities for foreign investors, including those from the UK. Similarly, many global investors see the UK as a great place to do business, given the open economy, legal framework including favourable tax laws, liberalized rules, well developed financial markets, etc.

The Deputy Prime Minister shared insights into how

the UK was providing support to the private sector, particularly SMEs. He spoke about 'Catapult Centres,' physical centres where the best businesses, scientists and engineers work side by side on late-stage research and development, transforming 'high potential' ideas into new products and services in eight key areas, to generate economic growth. He invited CII to associate with these centres, particularly given its experience in aiding SMEs through its Cluster approach.

CII members shared their experiences in doing business in the UK in areas like non-conventional energy, waste-to-energy projects, etc., and also provided suggestions on promoting two-way business exchange in areas like SMEs, healthcare, etc. Views were also exchanged on the respective Governments' and Industry's commitments and action plans to tackle climate change.

The CII team included Dr Naushad Forbes, Vice President, CII, and Director, Forbes Marshall Ltd; Mr Dhruv M Sawhney, Past President, CII, and CMD, Triveni Engineering and Industries Ltd; Mr Analjit Singh, Chairman, CII National Committee on Insurance and Pensions, and Chairman, Max India Ltd and Mr Rajesh Menon, Deputy Director General, and Head-International, CII.

# India REGIONAL R O U N D U P

## East

### Safety Health and Environment Awards

1 August, Bhubaneswar  
26 August, Raipur

The Excellence Award in Safety, Health & Environment (SHE) is a tribute to the vision and exemplary commitment of a CEO and his team in protecting preserving the environment.

The 10<sup>th</sup> State-level competition on Best Practices in Safety, Health and Environment (SHE) in Bhubaneswar was a great platform for stakeholders to interact, exchange ideas and share best practices in SHE management.

In Raipur, 13 teams from large, medium and small organizations took part in the award process this year.

### ICT East 2014

8 August, Kolkata



**S Radhakrishnan**, Chairman, CII (ER) ICTE Sub-committee, and Director, Descon Ltd; **Dr Amit Mitra**, Minister of Finance, Commerce & Industry, and IT & Electronics, West Bengal, and **Viresh Oberoi**, Chairman, CII (ER), and CEO & MD, mjunction Services Ltd, at ICT East in Kolkata

The volume of software exports by companies located in West Bengal has grown by more than 18% in the past three years, said Dr Amit Mitra, Minister of Finance, Commerce & Industry, and IT & Electronics, West Bengal, at the Inaugural Session of ICT East 2014. Mr Firhad Hakim, Minister of Municipal Affairs and Urban Development, West Bengal, pointed out that, compared to other metro cities, the cost of running a business in Kolkata is significantly low.

The inaugural was also attended by Mr Abdul Latif Siddiqui, Minister of Posts, Telecommunications and IT, Bangladesh, who said his country's focus on

strengthening digital infrastructure offers a huge opportunity for Indian companies, especially those located in the Eastern Region.

Addressing a session on Day 2, Mr Nazrul Islam Khan, ICT Secretary of Bangladesh, said his country is looking at joint ventures with Indian companies in the ICT sector.

Earlier, Mr Viresh Oberoi, Chairman, CII Eastern Region (ER), and CEO & MD, mjunction Services Ltd, underscored the need for robust infrastructure and an enabling environment for business to grow.

Mr Satish Chandra Tewary, Additional Chief Secretary, IT & Electronics, West Bengal, Mr Vijay Thadani, CEO, NIIT Ltd; Mr Anuj Joshi, Partner & Development Manager (South India and Sri Lanka), Amazon Seller Services P Ltd; Mr V V R Babu, Chief Information Officer, ITC Ltd; Mr Shoab Ahmed, President, Tally Solutions; Mr Anthony Thomas, Chief Information Officer, Vodafone India Ltd; Mr S Radhakrishnan, Chairman, CII (ER) ICTE Sub-committee, and Director, Descon Ltd; and Mr Prabir Kumar Das, Co-Chairman, CII (ER) ICTE Sub-committee, and MD, Webel, also addressed the event.



**Viresh Oberoi** greeting **Abdul Latif Siddiqui**, Minister of Posts, Telecommunications, and IT, Bangladesh, at ICT East in Kolkata

### Hamriyah Free Trade Zone

11 August, Bhubaneswar  
12 August, Kolkata

Officials from the Hamriyah Free Trade Zone Authority, Sharjah, highlighted the benefits of the zone in enhancing business opportunities in the Gulf and Middle East. The zone has 22 million sqm of industrial and commercial land, offices, storage facilities, pre-built warehouses and a 14m deep port.



At the Energy Conclave in Kolkata

## Energy Conclave

12 August, Kolkata

Addressing Energy Conclave 2014, Mr Manish Gupta, Minister of Power, West Bengal, made several important announcements, including the State Government's decision to set up a 250-MW solar project in Purulia, the largest in the country, at an estimated cost of ₹1,400 crores. Around 40% of the funds would be sourced from the Central Government, and the rest from other sources, he said.

Noting that per capita consumption of power is an index of the growth and health of a country's economy, Ms Neerja Mathur, Chairperson, Central Electricity Authority, said capacity addition is a must to make sure every citizen has access to clean electricity at an affordable price. She felt that the two major challenges to the energy sector are an acute shortage of fuel and the poor financial health of discoms.

Mr Bhaskar Jyoti Sarma, Secretary, Bureau of Energy Efficiency (BEE), called for improved technologies and rationalization of logistics to ensure optimum utilization of resources. Mr N S Nigam, CMD, West Bengal State Electricity Distribution Company Ltd (WBSEDCL), called for concerted efforts to make sure the energy sector is not only linked to the financial market, but is also integrated with innovative financial instruments.

Mr Markus Wypior, Director, Indo-German Energy Forum, expressed his country's eagerness to help India transition from coal-based power plants to renewables, noting that India is more suitable to solar power than

Germany because of its climatic advantage.

Mr Aniruddha Basu, Chairman, Energy Task Force, CII (ER), and MD, CESC Ltd, said tackling fuel shortages, augmentation of generation capacities, improvement in transmission and distribution, reduction of AT&C losses, customer-driven and cost-effective technology interventions are some of the priorities.

## Manufacturing Conclave

22 August, Kolkata



**Dr Andreas Waldruff**, Chairman, UBF.B GmbH (Germany); **D P Deshpande**, Co-Chairman, Manufacturing, Quality & Technology Sub-committee, CII (ER), and ED, Tata Metaliks Ltd, and **Smita Pandit Chakraborty**, Chairperson, CII (ER) Manufacturing, Quality & Technology Sub-committee, and MD, Phoenix Conveyor Belt India Private Ltd, at the Manufacturing Conclave in Kolkata

While Eastern India, and indeed, West Bengal, are not as visible as some other Indian States, I firmly believe that the Region has the potential to catch up," said Dr Andreas Waldruff, Chairman, UBF.B GmbH, a global management consultancy firm with a focus on Indo-German business ties. Dr Waldruff, whose major clients include BMW, Audi, Volkswagen, Mahindras, etc., said top-class vocational training, accent on quality and R&D capability will determine how fast the Region will elicit global attention and attract investments.

## Session with Members of Parliament

28 August, Kolkata

In a lively session with Members of Parliament (MPs)



**Scott Fursessedonn-Wood**, British Deputy High Commissioner, Kolkata; **Viresh Oberoi**; **Prof M V Rajeev Gowda**; **Prem Das Rai**; **Dinesh Trivedi**; and **Prof Sugata Bose**, all MPs; **Ritwika Bhattacharya**, Founder & CEO, Swaniti Initiative; and **Umesh Chowdhary**, Chairman, CII West Bengal, and Vice Chairman & MD, Titagarh Wagons Ltd, at an interaction in Kolkata



Ravi Shankar Prasad, Minister of Communication & IT, and Law & Justice, and Sanjay Jaiswal; Ashwini Kumar Choubey; Pavan Kumar Verma; Dr Bhola Singh; Shailesh Kumar; Giriraj Singh; and Chhedi Paswan, all MPs from Bihar, at an interaction in New Delhi

on 'Ushering Good Governance and Sustainable Development in India: Role of an MP,' four MPs shared their experiences. Mr Dinesh Trivedi, former Railway Minister, related how he was once woken by an unknown caller at 3 am, saying, "My wife has run away." "I was at a loss to figure out how I can help him," said Mr Trivedi. "I don't really know what my role is. Some people think that MPs are magicians," he said, at the interactive session jointly organised by CII and the British Deputy High Commission, Kolkata, in association with the Swaniti Initiative.

Prof Sugata Bose, a first-time MP, said, "An MP has a very important role to play, but people should also know what exactly to expect from an MP."

Prof M V Rajeev Gowda, an MP from Karnataka, who taught Economics and Social Sciences at IIM-Bangalore, agreed that "expectations should be tempered with reality."

Mr Prem Das Rai, a chemical engineer from IIT, Kanpur, and an MBA from IIM, Ahmedabad, who is an MP from Sikkim, said young and aspirational Indians serve as a pressure group, and that's a good sign.

Earlier, Mr Viresh Oberoi, Chairman, CII Eastern Region, and MD & CEO, mjunction Services Ltd, called for accountability and unanimity, with a consensual approach by Industry and elected representatives.

### Interactive Session on Malaysia

30 August, Kolkata

Dato' Naimun Ashakli Bin Mohammad, High Commissioner of Malaysia to India, invited investors from the Eastern Region to put their money in one of the fastest-growing economies in Asia. "Malaysia would like to see more Indian companies, particularly those dealing in IT, food



Sanjay Budhia, Chairman, CII National Committee on Exports, and MD, Patton International Ltd; greeting Dato' Naimun Ashakli Bin Mohammad, High Commissioner of Malaysia in India, in Kolkata

production, bio-technology, education and tourism," he said, at an interactive session. Ms Aida Shafinaz, Minister Counselor (Economic), Malaysia, said India could become a close partner of Malaysia and the fast-expanding ASEAN market.

Mr Sanjay Budhia, Chairman, CII National Committee on Exports, and MD, Patton International Ltd, who is also the Honorary Consul General of Malaysia in Kolkata, said India and Malaysia look to achieve \$20 billion in bilateral trade by 2015.

## Bihar

### Interaction with Members of Parliament

11 August, New Delhi

The CII Bihar State Council organized an interactive session with a group of Members of Parliament (MPs) from both the Lok Sabha and Rajya Sabha, representing the State, and top executives from CII member companies in Bihar, to discuss issues concerning Industry. Prominent among the lawmakers present was Mr Ravi Shankar Prasad, Union Minister, Communication & Information Technology and Law & Justice.

### Get-together with Bureaucrats

12 August, New Delhi

CII Bihar organized an informal get-together with bureaucrats from Bihar deputed to the Union Government, to exchange views on a number of development issues.

### Investors' Meet on Food Processing

25 August, Kolkata

Towards making agri and food processing the showpiece industry of Bihar, a high-powered team led by Mr Naveen Verma, Principal Secretary (Industries), Bihar, urged potential investors to consider setting up food parks in the State. "Either you can buy land directly from farmers and start a food park or develop land and lease it out to others. The Bihar Government, which has already come out with a policy, will provide everything you need. Not only do we offer 35% subsidy on project costs, we will also provide Government-paid project



At 'Destination Bihar' in Kolkata

management advisers, to assist, guide and handhold investors until a project becomes operational," said Mr Verma at an Investors Meet on Agri & Food Processing: Destination Bihar, jointly organized by CII and the Bihar Government.

"Bihar, in the past five years, has recorded double digit economic growth, and accounts for 7-10% of the country's cultivation of rice and wheat," said Mr S S Nandurdikar, Chairman, Agriculture & Food Processing Task Force, CII (ER) and MD, Paradeep Phosphates Ltd. Mr S P Sinha, Chairman, CII Bihar, and Senior Adviser, Bihar Hotels Ltd, pointed out that Bihar is one of the few States to have a separate vision document on Food Processing, and offers subsidies for the promotion of food processing, including sugar cane, jute etc.

Earlier, Mr Arun Kr Singh, Director, Food Processing, Bihar, made a detailed presentation on this sector.

## Jharkhand

### Flag-Off for Chaibasa Gurukul

11 August, Chaibasa

As many as 53 students, who had received intensive 45-day training in waterproofing and tiling at the CII-HPCL Gurukul in Chaibasa, were given a warm send-off

to Bangalore, where they have landed jobs at Sobha Developers.

## West Bengal

### North Bengal Conclave

29 August, Siliguri



At the North Bengal Conclave in Siliguri

Addressing the North Bengal Conclave, Mr Gautam Deb, Minister of North Bengal Development, West Bengal, listed a number of projects coming up in the region. He said that, as suggested by CII, 50 acres would soon be identified for 14 entrepreneurs, who would invest ₹90 crores. Bank guarantees will be provided to 141 entrepreneurs for the proposed ₹200 crore tea park in the region, he said.

Mr Rajiva Sinha, Principal Secretary, MSME, West Bengal, sought CII's help in setting up an Industries Facilitation Centre. Mr Sayeed Ahmed Baba, Principal Secretary, Fisheries, West Bengal, Mr Prabir Seal, Chairman, CII North Bengal Zonal Council, and Mr Naresh Agarwal, Vice Chairman CII North Bengal Zonal Council, were also present.

## North

### CII CSR-CSO Bridge 2014

22 August, Chandigarh

The CSR-CSO (Social Responsibility-Civil Society Organizations) Bridge 2014 provided a platform for various stakeholders to discuss ways to strengthen social initiatives under the ambit of the new CSR



At the CSR-CSO Bridge in Chandigarh

Act 2013. Key areas of economic growth with wider perspective of social development were also discussed. Lt-Gen KJ Singh, AVSM, General Officer Commanding-in-Chief, Western Command, shared ideas on how the Indian Army can participate in CSR initiatives.

### Conference on ICT Innovation

26 August, New Delhi

Extending full support to the Government of India's 'Digital India' programme which envisions the creation of ICT infrastructure like high speed internet at all 2.5 lakh gram panchayats, to disseminate health and education and digital literacy to citizens, senior ICT Industry leaders pledged to innovate and offer the most advanced integrated technological solutions required by the Government to achieve this, at the conference.



At the presentation of the 5S Awards in Chandigarh

## 5S Excellence Awards 2014

29 August, Chandigarh

For the first time ever, CII Northern Region honoured small, medium and large scale companies from the Manufacturing as well as Service sectors with the 5S Excellence Awards. Mr Karan Avtar Singh, Principal Secretary, Investment Promotion, Punjab, presented Maruti Suzuki India Ltd and Hero MotoCorp Ltd the first and second prize respectively, in the large scale industry category.

## Chandigarh

### Building Higher Performance Teams

20 August, Mohali

Dr James M Schmidtke, Professor of Management, California State University, USA, emphasized the importance of developing skills, knowledge, attitudes, and abilities for effective leadership in a wide variety of organizations.

### Interactive Session on Aviation

25 August, Chandigarh

In an interactive session, Mr Mittu Chandilya, CEO, Air Asia India, the youngest CEO of the aviation industry, spoke about the unique features of the new airline.



Mittu Chandilya,  
CEO,  
Air Asia, India

### 27<sup>th</sup> Quality Circle Competitions

25 August, New Delhi

28 August, Rudrapur

The Delhi Preliminaries of the 27<sup>th</sup> Quality Circle



Winning team from Maruti Suzuki India Ltd, at the 27<sup>th</sup> Quality Circle Competition in New Delhi

competition brought together a wide cross-section of employees to exchange ideas and views, and share experiences and various approaches to problem solving, towards improving Quality.

At the Uttarakhand preliminaries, 11 Circles from 8 companies participated in the competition. The team from Maruti Suzuki India Ltd, Gurgaon, bagged the first position. The top three teams will now participate in the regional final as a pre-runner to the national competition.

## Delhi

### Infrastructure Management

20 August, New Delhi



4<sup>th</sup> Regional Conference on Infrastructure Management in New Delhi

The focus of the 4<sup>th</sup> Regional Conference on Infrastructure Management was on change and how people and organizations embrace change while they develop their operations and projects. Mr Yashpal Garg, Executive Director, Delhi State Industrial and Infrastructure Development Corporation (DSIIDC) and MD, DSIIDC Maintenance Services Ltd spoke about the challenges faced by the public sector in developing infrastructure projects and how private partnerships can help resolve them.

### Interaction with Korean Delegation

28 August, New Delhi

Industry members discussed business opportunities, possibilities for tie-ups / joint ventures etc, with an 11 member business delegation from Korea, led by Mr Park Young-Tahk, Vice Chairman, Korea Association of Machinery Industry (KOAMI).



Visiting Korean business delegation in New Delhi

## Conference on the Companies Act

28 August, New Delhi

The conference on 'The Companies Act 2013: A Reality Now!' provided in depth understanding of the new Act, which has far-reaching consequences on all companies incorporated in India.

## Haryana

### Interaction with MPs

5 August, New Delhi

An interactive session with Mr Rattan Lal Kataria, and Mr Ramesh Chander Kaushik, both Members of Parliament from Haryana, was organized to discuss the power scenario in the State.



Ramesh Chander Kaushik, and Rattan Lal Kataria, both Members of Parliament from Haryana, at an interaction in New Delhi

### 3<sup>rd</sup> Industrial Relations Summit

7 August, New Delhi

Important issues like labour reforms, management needs, industrial relations and contract labour were discussed at the 3<sup>rd</sup> Industrial Relations Summit, with the theme, 'Employee Champion Organizations: Embracing Global Practices.' Mr Anupam Malik, Joint Labour Commissioner, Haryana, said that management and labour need to be in convergence on commonality of interests to harness the demographic dividend in terms of workforce. Management needs to be the guiding force for the workforce. Strong and timely grievance redressal can prevent untoward situations, he said.



Arun Maira, Former Member, Planning Commission; Rajiv Kapoor, Co-Chairman, CII (NR) Taskforce on Employee Relations, and Chief People Officer, Fortis Healthcare Ltd; Tine Staermose, Director, ILO Decent Work Team for South Asia & Country Office for India; Anupam Malik, Joint Labour Commissioner, Haryana; Harbhajan Singh, Vice President, Honda Motorcycle & Scooters India Ltd; and Sameer Munjal, Vice Chairman, CII Haryana, and MD, Director, Satyam Auto Components Ltd, at the 3<sup>rd</sup> Industrial Relations Summit in New Delhi



At the Seminar on IT for SMEs in Faridabad

### ICT for SMEs

22 August, Faridabad

The seminar was held to encourage SMEs to adopt new age technology tools and use ICT for business growth. Speakers from Vodafone, Bharti Airtel, ZF Hero Chassis Systems Pvt Ltd, Getit Info Media (Askme), Symantec, Polycom, Regus, and Lexplosion provided insights about ICT solutions, platforms and tools.

## Himachal Pradesh

### CSR Conclave 2014

28 August, Baddi

Corporates, Governments and NGOs should innovate, collaborate and work in tandem towards a 'common goal' in the field of Corporate Social Responsibility (CSR) to bring about a positive change in society, said Mr Mukesh Agnihotri, Minister for Industry, Labour & Employment, Himachal Pradesh, addressing the conclave.

## Jammu & Kashmir

### Emerging Trade Trends

21 August, Srinagar

Dr Navneet Dhamija, Deputy Commissioner, Telemedicine, Ministry of Health and Family Welfare, spoke about the opportunities for Kashmir in the Wellness Industry.

## Punjab

### Manufacturing Mission

21– 22 August, Pune

A mission visited leading companies in Pune to understand the latest practices adopted for improving Quality being followed by these companies.

## Rajasthan

### 2<sup>nd</sup> Industrial Expo

8 - 9 August, Jaipur  
A Conference on MSMEs cum Buyer - Seller Meet was held during the 2<sup>nd</sup> Industrial Expo. Representatives from Industry made presentations about the current scenario in manufacturing and production, as well as the market structure. The programme also featured learning sessions for MSMEs on competitiveness enhancement, financing, and learning by sharing etc. Delegations from industrial areas based in Alwar, Ajmer, Kota, Udaipur, Bhiwadi, and Jaipur participated in the programme.



At the 2<sup>nd</sup> Industrial Expo in Jaipur

## Uttarakhand

### Interaction on Commercial Tax

8 August, Dehradun  
Issues related to VAT were discussed during the interaction with Mr Dilip Jawalkar, Commissioner, Commercial Tax, Uttarakhand. CII members also presented their recommendations to him.

## Uttar Pradesh

### CII (NR) Chairman's Press Conference

13 August, Lucknow  
"The big agenda of the New Government should be targeted towards reviving business confidence. Timely implementation of policies, fast-tracking of stalled



Sachin Agarwal, Chairman, CII UP, and MD, PTC Industries; Shreekanth Somany, Deputy Chairman, CII (NR), and CMD, Somany Ceramics Ltd, and Zubin Irani, Chairman, CII (NR), and President, Building & Industrial Systems (India), United Technologies Corporation; at a media meet in Lucknow

infrastructure as well as manufacturing projects, and the removal of various procedural and other bottlenecks associated with key industrial and freight corridors will provide the much needed fillip to growth in the North," said Mr Zubin Irani, Chairman, CII (NR) and President, Building & Industrial Systems, United Technologies Corporation India Pvt. Ltd.

## Western UP

### Manufacturing Study Mission

21-22 August, Bengaluru  
25-26 August, Chennai  
These Industry Missions enabled the participants to learn from the excellence models of leading Manufacturing industries.

## South

### Certificate Course on Industrial Relations

2 August, Chennai  
Module II of the Certificate Course on Industrial Relations focuses on essential statutory and labour laws for managers, with lectures by experts as well as factory visits. The 10-weekend course will conclude on 25 October.



Launch of the Certificate Course on Industrial Relations in Chennai

### Mastering CSR

5 August, (Live from Chennai)  
Realizing the need for building capacities required to handle CSR related activities in organisations, CII (SR) in collaboration with CSO Partners launched an Online Certificate Course on CSR. The 15-session course, designed to help industry members

develop a sound conceptual understanding and practical CSR managerial skills, will conclude on 18 November.

### Job Fair for Differently-abled Persons

8 August, Chennai  
CII Southern Region organised a Job Fair for differently-abled persons with an aim to provide inclusive employment. As many as 280 differently-abled persons participated in the fair, to seek opportunities in the fields of IT, front office assistance, data entry, telecalling, etc offered by 20 companies.



Job Fair for Differently-abled, in Chennai



## Japanese Production Management

12 August, Chennai

A training programme presented the significance of Japanese Production Management and its impact on business. Mr Norio Suzuki, President, Consulting, Bell Office Pvt. Ltd, Japan, spoke about concepts like TQM, TPM, and TPS, and how to establish improvement activities to continuously enhance performance.

## Prevention of Sexual Harassment Act

20 August, Chennai



IWN Session on 'Prevention of Sexual Harassment Act at Workplace (Prohibition & Redressal) Act 2013' in Chennai

The Indian Women Network (IWN) Tamil Nadu organized a workshop on the 'Prevention of Sexual Harassment Act at Workplace (Prohibition & Redressal) Act 2013 - Legal Overview on Employers Perspective' in partnership with Fox Mandal. The session explained the significance of the Act and Rules pertaining to sexual harassment at the workplace.

## Opportunities for Auto Sector in Thailand

21 August, Chennai

Mr Chanin Khaochan, Deputy Director Investment Promotion Bureau, Thailand Board of Investment, highlighted various

schemes and incentives offered to Indian companies investing in the automotive sector in Thailand.



Session on 'Opportunities for Investing in the Auto Sector in Thailand,' in Chennai

## Assistive and Rehabilitation Technologies

22 August, Chennai

The Conference on 'Assistive and Rehabilitation Technologies' provided a platform for industry members and business providers to share their ideas on assistive and rehabilitation technologies to improve differently



Conference on 'Assistive and Rehabilitation Technologies' in Chennai

abled persons to participate in day to day activities, education and employment.

## Manufacturing Mission to Germany

18-22 August, Germany



Mission Members at LEMKEN GmbH & Co. KG, Germany

A Manufacturing Benchmarking Mission to Germany enabled the delegates to learn some of the best manufacturing and management practices, and the deployment of innovation, in leading German companies.

## Presentation Skills

23 August, Chennai

A training programme to improve the presentation skills of participants offered tips to speak with confidence, and deliver clear and crisp presentations for more impact.

## Session with Chief Minister of Puducherry

23 August, Puducherry

Mr N Rangasamy, Chief Minister of Puducherry, addressed the members of the CII Southern Regional and Puducherry State Councils. Stating that his prime focus was to eradicate unemployment, he invited Industry to invest in Puducherry, which offers a good education system, healthcare facilities and an engineering talent pool. He said land would be offered to investors in Puducherry and Karaikal for generating employment for local youth.



N Rangasamy, Chief Minister, Puducherry



Members of Parliament from Telangana at an interactive session in New Delhi

## Andhra Pradesh & Telangana

### Interactive Meeting with Telangana MPs

5 August, New Delhi

CII organized a meeting with nine Members of Parliament, along with the Chief Representative, from the newly-formed State of Telangana. CII, in a detailed presentation, emphasized the need for rapid industrialization in the State with specific focus on manufacturing, IT, infrastructure, and development of MSMEs.

### MAN'EXE 2014

9 August, Hyderabad



**Hemendra Aran**, CEO & Founder, Aranca; **Harish Lakshman**, MD, Rane TRW Steering Systems Ltd, and President, ACMA; **Dr. K Pradeep Chandra**, Special Chief Secretary, Industries & Commerce, Telangana; **Suresh Chitturi**, Chairman, CII, and Vice Chairman & MD, Srinivasa Hatcheries Ltd, and **Vanitha Datla**, Vice Chairperson, CII Andhra Pradesh, and Executive Director & CFO, Elico Ltd, at MAN'EXE 2014 in Hyderabad

CII Hyderabad, in association with the Government of Telangana, organized Man'Exe – 2014: 11<sup>th</sup> Leadership Series on Manufacturing Excellence with the theme 'Innovation and Sustainable Growth.' The Conference, inaugurated by Dr. K Pradeep Chandra, Special Chief Secretary, Industries & Commerce, Telangana, looked at innovative and sustainable growth models in manufacturing with special reference to Telangana State.

### IWN Session

11 August, Vijayawada

CII Vijayawada organized a Session on Prevention of Sexual Harassment Act at Workplace – Legal Overview on Employers Perspective, to create awareness of the new law and advice the participants on how to effectively deal with reported or unreported incidents of sexual harassments at the workplace.

### Sharjah Airport Free Zone

12 August, Visakhapatnam



Session on Sharjah Airport Free Zone Authority, in Visakhapatnam

The session presented the Sharjah Airport Free Zone as a gateway to business opportunities in the Gulf and Middle East countries in sectors such as oil and gas, manufacturing, petrochemicals, maritime, steel, construction, logistics, IT, micro business, SMEs etc.

### Interaction with MPs from Andhra Pradesh

12 August, New Delhi

CII organized an interactive session with Members of Parliament from Andhra Pradesh to highlight the strategic imperatives for accelerating industrial development in the State of new Andhra Pradesh. The MPs said they would take up developmental issues pertaining to Andhra Pradesh with concerned ministries in the Government.



Interaction with Members of Parliament from Andhra Pradesh, in New Delhi

## Interaction on Provident Fund

22 August, Visakhapatnam

CII Vizag Zone organized an Interactive Session with Mr R K Sahoo, Regional Provident Fund Commissioner, to address the queries of industry members with regard to PF and ESI and to enable them to understand the procedural and legal aspects of these important statutory compliances.



**R K Sahoo,**  
Regional  
Provident Fund  
Commissioner

Region and also its engagement with policy makers at the State level.

Mr Aditya Vikram Bhauwala, Partner, Ernst & Young Ltd, made a detailed presentation on the Companies Act 2013.



**Navas Meeran**, Chairman, CII (SR) and MD, Eastern Condiments Pvt Ltd and **K E Shanavaz**, Chairman, CII North Kerala Zonal Council, and Jt MD, Peekay Steel Castings (P) Ltd, at an interaction in Kochi

## Kerala

### Interactive Session with Kerala MPs

4 August, New Delhi



Members of Parliament from Kerala at an interaction in New Delhi

Fifteen Members of Parliament from Kerala participated in an Interactive Session with CII members.

Mr Shyam Srinivasan, Chairman, CII Kerala, in a detailed presentation, highlighted initiatives required to be taken for the development of Kerala. District-wise projects were discussed and identified in the session.

### Session on Women Entrepreneurship

12 August, Kochi

The Indian Women Network (IWN) held a session on Women Entrepreneurship for the women students of Rajagiri Business School to inspire young women to take up entrepreneurship as a career option.



Seminar on Women Entrepreneurship in Kochi

### Interactive Session with Chairman, CII (SR)

14 August, Kochi

Mr Navas Meeran, Chairman, CII Southern Region, and MD, Eastern Condiments Pvt Ltd, described various CII initiatives for industrial development in the Southern

## Karnataka

### India Innovation Summit

8-9 August, Bengaluru

'Innovation for inclusive growth' was the theme of the 10<sup>th</sup> India Innovation Summit, which highlighted the latest trends in the innovation ecosystem for driving economic growth with a thrust on inclusive growth. Mr Siddaramaiah, Chief Minister of Karnataka, inaugurated the Summit.



**A M Muralidharan**, Vice Chairman, CII Karnataka, and President, Volvo India Ltd; **Srivatsa Krishna**, Secretary, IT/BT, Science & Technology, Karnataka; **Siddaramaiah**, Chief Minister of Karnataka; **S Gopalalakrishnan**, Immediate Past President, CII, and Executive Vice Chairman, Infosys Ltd; and **Sandeep Maini**, Chairman, CII Karnataka, and Chairman, Maini Group, at the 10<sup>th</sup> India Innovation Summit in Bengaluru

### Interaction Session on PF

13 August, Mysore



**Navin Kumar Kanaujia,**  
Regional PF  
Commissioner

Mr Navin Kumar Kanaujia, Regional PF Commissioner, EPFO, Ministry of Labour, explained the key functions of the newly-launched Universal Account Number (UAN) initiative, which aims to eliminate the dependency on the employer and improve the quality of service to subscribers.



CII Mysore Members at Kennametal India, Bengaluru

### Mission to Kennametal India

22 August

Over 40 members from various industries from Mysore and Nanjangud joined a mission to Kennametal India, Bengaluru, to learn best practices with regard to energy conservation, energy efficiency, water management and recycling of waste.

## Puducherry

### Leadership Conference for Women

22 August, Puducherry



Leadership Conference for Women, in Puducherry

The conference was held to recognize women achievers and also motivate other women to script their own success stories. The first Compendium of Women Achievers of the Indian Women Network, Puducherry, profiling successful women entrepreneurs and achievers from various walks of life, was released on the occasion.

### Members' Meet

23 August, Puducherry

The Members' Meet presented the various initiatives, activities and services undertaken by CII towards promoting inclusive growth, while enabling members to interact and network.

## Tamil Nadu

### Meeting with Member of Parliament

2 August, Erode

CII Erode Zone organized a meeting with Mr Selvakumar Chinnaiyan, Member of Parliament, Erode, to discuss industrial development in Erode District.



Selvakumar Chinnaiyan, MP (extreme left), interacting with CII members in Erode

### Recruiting the Best Match

6 August, Trichy



Conference on 'Recruiting the Best Match,' in Trichy

The conference on 'Recruiting the Best Match,' organized in association with Surgeforth Technologies Pvt Ltd, discussed issues related to employability and employment.

### Manufacturing Excellence Mission

11 August, Madurai

A 25-member mission visited Tractors and Farm Equipment Ltd and Hi-Tech Arai Private Ltd to learn their best practices in manufacturing, especially various quality and cost cutting measures.



Manufacturing Excellence Mission Members at Tractors and Farm Equipment Ltd, Madurai

### RTI for MSME

14 August, Chennai

Mr K S Sripathi, Chief Information Commissioner, Tamil Nadu, updated MSME members on the various benefits and proper use of the RTI.

### TQM for Business Competitiveness

14 August, Salem

The workshop on 'How to improve Business Competitiveness through Total Quality Management (TQM)' described the key benefits of TQM such as reduction in wastage and losses, increase in productivity and improvement in profitability.

## Award for Sakthi Masala Pvt Ltd

15 August, Erode  
M/s Sakthi Masala Pvt Ltd, an active member of CII Erode, was awarded 'Best Private Employer' for the year 2014 in recognition of its outstanding placement for differently-abled persons. The Award has been instituted by the Government of Tamil Nadu.



**J Jayalithaa**, Chief Minister of Tamil Nadu, presenting the 'Best Private Employer' Award to **P C Duraisamy**, MD, and **Santhi Duraisamy**, Director, Sakthi Masala Pvt Ltd, in Chennai

## Cricket for Corporates

23- 24 August, Trichy

CII Trichy Zone organized the 7<sup>th</sup> edition of the CII Cricket for Fellowship – an Inter Corporate Cricket Tournament in



Presentation of the CII Cricket for Fellowship Trophy, in Trichy

association with the Trichy District Cricket Association. Six teams participated in the tournament, where Veasons Energy Systems was the Winner and Amman – Try Pvt Ltd, the runner –up.

## West

### Networking Reception for Diplomats

13 August, Mumbai



Networking Reception with Consul Generals and Head of Diplomatic Missions in Mumbai

The reception was organized to enhance the engagement with the Diplomatic Community in Mumbai.

### Building Ties with South Australia

18 August, Mumbai



**Ashank Desai**, Co-Chairman, CII National Committee on HR; Chairman, CII WR Sub-committee on Cities of the Future, and Founder & Former Chairman, Mastek Ltd; **Jay Weatherill**, MP, Premier of South Australia; **Tim Harcourt**, Economist, Advisor, International Engagement Office of Premier of South Australia; and **Mark Pierce**, Consul General, Consulate General of Australia, at an interaction in Mumbai

In an interactive session, Mr Jay Weatherill MP, Premier of South Australia, described business opportunities in South Australia towards building a long-term partnership between the State and India. The discussions spanned investment, trade and business activities, as well as education, sport, culture, arts and sciences.

## Goa

### Session on Service Tax

1 August, Panaji



Session on Recent Changes and Decisions in Service Tax, in Panaji

The programme discussed recent changes and decisions in the context of the changes brought about by the Union Budget in Service Tax, Excise and Customs.

### Conference on Logistics

8 August, Panaji

The logistic sector has been given an important place in the Goa Investment Policy following the report submitted by CII Goa after the 1<sup>st</sup> Conference on



Conference on Logistics in Panaji

Logistics last year.

The 2<sup>nd</sup> Conference on Logistics, ‘New Coastal feeder Services: Boost for Goa’s Container Trade’, was an initiative to improve the logistics infrastructure and connectivity of Goa with the focus on making the transportation of goods more efficient.

## Gujarat

### Conference on Companies Act 2013

2 August, Vadodara



Conference on Companies Act 2013, in Vadodara

The Conference was held to give members a better understanding of the Act, the implications and the likely steps that companies will be required to take to address the new requirements and standards.

### Visit to Bhavnagar University

12 August, Bhavnagar

A CII delegation explored the various testing facilities available for Industry in the Physics Department of Bhavnagar University. The session also helped Industry and the Department understand how they can work together for mutual benefit.

### Enviro Tech 2014

21 August, Vadodara

The conference, with the theme, ‘Roadmap for Zero Waste,’ shared various latest technologies and concepts for achieving the goal of zero waste.



At Enviro Tech 2014 in Vadodara

### CII HR Conclave

22 August, Ahmedabad

This conclave focused on Talent Capability and how it can be a Competitive Advantage.

### Countering Office Politics

23 August, Ahmedabad

Nearly every organization has its share of workplace politics: personalities clash, agendas compete, office wars erupt. The workshop offered tips for working productively with colleagues-even the challenging ones, for the good of the organization and one’s career.

### Engineering Summit 2014

26 August, Vadodara



Engineering Summit 2014 in Vadodara

The 3<sup>rd</sup> edition of the Engineering Summit 2014 with the theme, ‘Driving Ideas to New Horizons,’ discussed how Engineering as a core function can help scale new heights. The Summit deliberated upon emerging challenges and the way forward for the Engineering sector, and evolved around Integrated Engineering to adapt change and retain sustainability, use of Engineering as a productivity enhancer, and Value Engineering as a force multiplier to attain the end goal.

## Madhya Pradesh

### Indian Women Network

23 August, Indore

The 2<sup>nd</sup> meeting of the Indian Women Network discussed the composition of the State Chapter, the calendar of events at the State level, and the project- Adopt a girl child. Two oaths were also taken by members: to give space to moving ambulances and to understand the value of life, and secondly, to not treat the maid’s child as a future maid.

### Training Programme on First Aid

19-20 August, Malwa

Knowledge in First Aid can help to save human lives from fatal injuries due to accidents, or natural or man-made calamities. etc. To train factory workers and office

staff in basic First Aid, CII Malwa Zonal Council, in association with Indian Red Cross Society, organized a two day certificate training course on First Aid.

## Interaction with Chief Minister

25 July, Mumbai



**Shivraj Singh Chouhan**, Chief Minister of Madhya Pradesh, addressing the audience at a networking dinner at Mumbai

As part of the investment promotion plan of the Government of Madhya Pradesh under the Global Investors Summit 2014, Mr Shivraj Singh Chouhan, Chief Minister of Madhya Pradesh, hosted a networking dinner with top industrialists, officers of the Government of India, and representatives from select countries. The interaction was preceded by one-to-one meetings between the Chief Minister and key industrialists to discuss potential investment projects.

## Maharashtra

### Interaction with MPs from Maharashtra

12 August, New Delhi



Members of Parliament from Maharashtra at an interaction in New Delhi

CII organized an interaction with Members of Parliament from Maharashtra to discuss how to enhance the progress of the State, share CII initiatives, and highlight Industry's concerns in various sectors. The major issues raised were about MIDC industrial areas, Mathadi Act, Power, GST, Octroi and Infrastructure. The MPs promised their support in raising these issues with the concerned authorities, and suggested member meets in their respective constituencies.



Roundtable on Process-driven Innovation in Mumbai

### Process-driven Innovation

19 August, Mumbai

The Roundtable on Process-Driven Innovation, for persons heading R&D, innovation and new product development functions, discussed topics such as how to make distributed design work, extending collaboration across the enterprise, management of complex programmes, product lifecycles, and how to leverage a scalable performance. It concluded with a panel discussion engaging eminent R&D Heads.

### Workshop on Energy Management

20 August, Thane

CII organized a workshop for SMEs on Energy Management with the support of the Thane Manufacturers Association. The event featured a special address on 'Greening your Business Profitably.'

### Manufacturing Innovation Conclave

27 August, Nashik



At the Manufacturing Innovation Conclave in Nashik

With the theme of 'Innovation as an Important Strategy for growth of Industries,' the Manufacturing Innovation Conclave featured a panel discussion on strategies for manufacturing innovation, and the importance of educational institutes as knowledge centres for innovation.

### Changing Dynamics of the Asian Market

27 August, Mumbai

With Asian markets gaining more traction in terms of the changing investment climate and the emergence of strong leadership, there has been a revival of positive sentiment of investors in Asia. A session to gain more insight into Asian markets featured an interesting panel discussion on 'Asian Economic Outlook' moderated by Mr Ken Koyanagi, Publisher, Nikkei Asian Review, featuring esteemed panelists from Industry.



**Ritesh Kumar Singh**, Group Economist, Raymond Ltd; **Govind Sankaranarayanan**, CFO & COO, Corporate Affairs, Tata Capital Ltd; **David Rasquinha**, Deputy MD, Exim Bank; **Ken Koyanagi**, Publisher, Nikkei Asian Review; **R Mukundan**, MD, Tata Chemicals Ltd; and **Saugata Bhattacharya**, Senior Vice President -Business & Economic Research, Axis Bank Ltd, at the Session on Asian Markets, in Mumbai

and Agriculture. The event was a platform for policy dialogue on creating a robust ecosystem and strengthening enablers for increasing investment, creating knowledge ecosystems, increasing technology intensity in products and services, knowledge-sharing, trading, business to business dialogues and updating stakeholders with latest technology trends in the focus sectors.

## Pune Zone

### Government Incentives for MSMEs

8 August, Pune

The session updated MSMEs on the various benefits and schemes available from the State Government, such as electricity duty exemption, power subsidies, industrial promotion subsidies, VAT subsidies, etc.

### West Tech Summit 2014

21 August, Pune

The focus sectors of the Summit were Industrial and Automotive Manufacturing, Defence, IT & ITES,



**Vikram Kirloskar**, Vice Chairman, Toyota Kirloskar Motor Pvt Ltd; **Chetan Tamboli**, Chairman, CII (WR) and CMD, Steelcast Ltd; **Dr Naushad Forbes**, Vice President, CII, and Director, Forbes Marshall Pvt Ltd, and **Sanjay Kirloskar**, Deputy Chairman, CII (WR) and CMD, Kirloskar Brothers Ltd, at the West-Tech Summit in Pune

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# Nigeria: A Business Manual



A new book by Amb. Mahesh Sachdev, former Indian High Commissioner of India to Nigeria, provides an in-depth insight into Nigeria as a trade and investment destination. It also gives essential information on how to make living in Nigeria more practical, safe and comfortable

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- *Nigeria: A Business Manual* will be soon available in soft version at Amazon Kindle.

## Note from the Author

This book is based on the experiences of my five years in Nigeria as Indian High Commissioner till my retirement in October 2013. It took slightly over 8 months from 'concept-to-product'.

With two forwards: the first by Sunil Bharti Mittal (Airtel has \$5 bn investments in Nigeria), and the second by Alhaji Aliko Dangote, Africa's richest man, worth nearly \$20 billion, the book has quotes from Adi Godrej, Rajiv Bajaj and the Dean of the Lagos Business School on the jacket.

Nigeria was the longest posting of my career. India has become the largest trading partner of Nigeria – Africa's largest economy. Our trade with Nigeria touched \$17 billion in 2013-14 – higher than our trade with the UK and a whisker's distance from our trade with Japan. Our exports and investments in that country tripled during my stint. Last year, some 20,000 Nigerian medical tourists contributed estimated ₹1,000 crores to our economy.

There is no denying that Nigeria is a challenging country for business – from Ebola to Boko Haram, from corruption to fraud and from poor infrastructure to governance deficit. Yet, Nigeria is considered a fairly good prospect for working, trading and investing by several foreign stakeholders - and Indians are on the inside track of this race. Why? It is Africa's largest market with huge import dependence (Nigeria was the world's largest importer of rice in 2012 - and we were its first source); yet thanks to oil revenues it had trade surplus. Although prices are high (the daily newspaper sells for ₹55/-), there is less competition due to various hassles, oligarchy, etc. Indian goods, technology and services are well suited to local conditions, and Indians are generally treated fairly well. Over a hundred Indian companies have footprints in Lagos - some for three generations.

As western economies recede, countries like Nigeria are going to be increasingly important. Africa may not be glamorous, but that is where growth is, as raw materials are extracted and consumption grows with spiralling population and prosperity.

How do you leverage the potential without being a casualty? *Nigeria: A Business Manual*, tries to provide some answers.