

CII

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northern notes

NEWSLETTER OF CONFEDERATION OF INDIAN INDUSTRY

NORTHERN REGION



Creating New Waves

IN THIS ISSUE

Agri Conclave • Pravasi Bharatiya Divas 2010 • Made in Pakistan
Renewable Energy Agenda for the North



Punjab Technical University



Confederation of Indian Industry
Northern Region

re-energise
your organisation with
Young Professionals

Job & Career Fair 2010

(A CII - PTU Initiative)

March 6 - 7, 2010

Punjab Technical University Campus
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(Near Pushpa Gujral Science City)

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For online registration:

Log on to : www.ciijobfair.com



Foreword

With the world conferring on the issue of global warming, it's surely one of the greatest challenges with mankind. This year we had a special focus on environment. This quarter saw a lot of interactions, workshops and conferences on balancing imperatives of industrial development & environment. The central and state governments, along with industry, institutions and civil society, were brought on a common platform for discussing policy initiatives on green industry through Renewable energy conference and Environment summit.

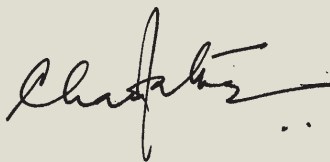
The region saw increased interactions with Governments for policy initiatives. The GST tax reform in India was of special focus.

Creating a new chapter on Indo Pak Dostana, CII brought 'Made in Pakistan', the first ever exclusive showcase from Pakistan in India. The show brought along the spirit of strengthening ties between people and business across the borders.

The eight edition of the Pravasi Bhartiya Divas 2010, was the biggest show ever. This time PBD had the largest ever participation in terms of areas of exhibition and the number of exhibitors. The Concurrent Trade & Industry Exhibition saw huge participation from Corporates, Financial Institutions, State Governments and NGOs.

Started with Agro tech, nurtured by Rajasthan, Agriconclaves, an outreach program for farmers, have become a rage with other states as well. Agri Conclave and the Agri Max in Jodhpur, Hisar and Jammu were resounding success in terms of participation and results. Identifying the areas of potential and inducing investment in agriculture and allied sectors in India, we feel will have a multiplier effect on the entire economy.

With this, looking forward to the Annual Regional Meet and high hopes for 2010, we wish for a prosperous year for all.



(CHARU MATHUR)

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spotlight

CII reaches out to farmers



NL Correspondent
 JAMMU, DEC 13: CII J&K State Council in collaboration with Sher-e-Kashmir University of Agricultural Sciences & Technology, Palampur, Jammu & Kashmir Department of Agriculture and Rural Development - NABARD and Indian Agriculture Research Institute (IARI), New Delhi, PAU Ludhiana and CSKIPK Palampur.

India needs to double its food grain production by 2020. This can be achieved through greater co-operation among scientists, farmers and the industry. Going with the need, Agri Conclave & Agro Max 2009 brought farmers face-to-face with the latest state-of-the-art technologies and agri-practices to empower them to look at the possibilities of moving up the value chain and ensure long-term prosperity.

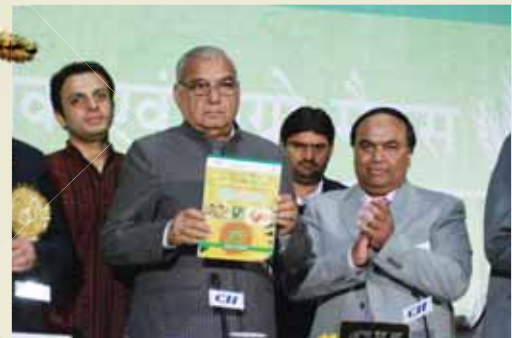
CII organised agricultural expositions featuring *Kisan ghostis* at three places catering to the regional agri requirements and addressing area specific themes. The *Kisan ghostis* started with Agro-tech, nurtured by Rajasihan; now the small *Kisan ghostis* outreach programme for farmers have become a rage with other states as well. Outreach programme through interactive sessions, demonstrative models, sharing of agri best practices to increase yields and cut down on wastage, methods of procuring new high-yield seeds, low cost agricultural machinery and large machines like high powered tractors caught the farmers' eye.

Agri Conclave & Agromax 2009: 'Towards Building Good Agriculture Practices and Latest Technologies'

29-30 November, 2009, Hissar

The FIRST ever in Haryana!

Complimenting CII for putting together the initiative in the form of Agri Conclave, the Haryana Chief Minister, Mr Bhupinder Singh Hooda said that by synergising the efforts of industrialists, agricultural scientists and farmers, it is possible to bring Second Green Revolution. The Chief Minister also released Annual Activity Review of CII-Yi-Aries Agro National Farmers Network.



Mr Rahul Mirchandani, National Chair, CII's Young Indians, said, "To enable the farmers have the exposure to the best practices, Young India has tied up with 56 universities under the programme, Uni Connect, to reach outfarmers and bridge the gap between lab to land. Another major initiative includes orientation of the farmers to the best as well next practices through 768 post offices under MC Ex wherein post offices staff is engaged to provide information to the farmers on train-the-trainer concept."

The two-day exposition was visited by **over 3000 farmers including large number of women** from the farming community from all across Haryana and neighbouring states.

Marwar *Krishi Utsav* - 'Bringing a new ray of hope in the life of farmers'

8-9 December, 2009, Jodhpur

Biggest ever Agri Conclave in Jodhpur

"Farmers in Rajasthan are competent but what is lacking is the awareness amongst them" said Shri Ashok Gehlot, Chief Minister, Rajasthan while inaugurating the two day conference cum exhibition. Department of Agriculture, Government of Rajasthan, partnered this event with CII. Mr Gurmeet Singh Kunwar, State Minister for Agriculture announced that **Rajiv Gandhi Krashak Yojna** will be implemented in a changed format from 9th December 2009. A report, prepared by CII and CCS National Institute of Agricultural Marketing, which was released on the occasion, covered various facets of agriculture in the Marwar area. Coinciding with Goshthis and exhibition, a separate small hangar was created by the name **Krishi Paramarsh Kendra** where several farmers sought advice from experts from various organizations on both the days. **Over 6000 farmers** from Jodhpur and other divisions of the state attended the two-day exhibition and goshthis.



Agri Conclave 2009 - 'Bringing New Techniques and Ideas to the Farmers'

12 December, 2009, Jammu

Ist major Agri Conclave in J&K

CII J&K in collaboration with Sher-e-Kashmir University of Agricultural Sciences & Technology, (SKUAST) Jammu, Agriculture Department of Jammu & Kashmir organised a one-day training session for the farmers from Samba, Jammu & Reasi. The Chief Guest for the session, Dr B Mishra, Vice Chancellor, SKUAST Jammu, appreciated CII for this initiative and said that agriculture conclaves like these where all stakeholders put their minds together, need to be done more often. The highlight of the agri conclave was the question answer session wherein the farmers asked various questions related to their respective fields. The session was attended by about 300 farmers.



Strong focus on extension services and out-reach programmes through a wide array of KISAN GOSHTHIS: A BIG success!

**3 states
Over 12000 farmers impacted**





A prominent member company, **Hi-Tech Gears Limited**, Manesar Plant, has been awarded "The Shingo Silver Medallion" as per the recommendation by The Shingo Prize Board of Examiners.

The organisation will be honored at the 22nd Annual Shingo Prize Awards Gala taking place at the Annual Conference in Salt Lake City in May 2010 - the 2010 Global Summit on Operational Excellence.

Conference & exposition on Renewable Energy: Agenda for the North

16 December, 2009, Chandigarh

CII organised an international conference cum exposition on Renewable Energy - Agenda for the North, at CII Northern Region Headquarters with Dr Farooq Abdullah, Union Minister for New and Renewable Energy, Mr Bhupinder Singh Hooda, Haryana Chief Minister and Mr Sukhbir Singh Badal, Punjab Deputy Chief Minister collectively resolving to make India a leading force in Renewable Energy Sector by the year 2020.

Dr Farooq Abdullah said that CII should join hands with the Ministry to draw up an actionable agenda to operationalise the Jawaharlal Nehru National Solar Mission of generating 20 GW from solar

Left to right: Synergy for renewable energy: Mr Harpal Singh, Chairman, CII Northern Region, Dr Farooq Abdullah, Union Minister for New and Renewable Energy, Mr Bhupinder Singh Hooda, Haryana Chief Minister and Mr Sukhbir Singh Badal, Punjab Deputy Chief Minister; Mr Prakash Singh Badal, Punjab Chief Minister and Mr Prem Kumar Dhupal, Himachal Pradesh Chief Minister, at the WATEC conference in Israel



power by the year 2022. He highlighted that India is amongst the very few countries to have an exclusive Ministry dedicated to promote renewable energy achieving about 15,500 MW of grid interactive installed renewable power, which is around 8% of the total installed grid capacity of the country.

Mr Vishwajeet Khanna, Secretary Science and Technology inviting the entrepreneurs to invest in renewable energy ventures in Punjab said that Punjab was the first state to have clear cut policy frame work for this sector.

Coinciding with the Conference, CII organised a focused exposition to encourage sharing of knowledge, expertise, new technologies and services between various stakeholders such as alternative & renewable energy companies, manufacturers & institutions.

CII-Government of Punjab Business Mission to Israel, Egypt and Dubai

16 -20 November, 2009

A mission comprising a high-powered CII delegation led by S Parkash Singh Badal, Hon'ble Chief Minister of Punjab visited Israel, Egypt and Dubai to study innovative irrigation technologies and modernised supply-chain infrastructure model, which is the most essential for agro industrial development, marketing of agri-produce and small-scale agro based units in Punjab. He called upon Minister of Industry, Trade and Labour of Israel, Binyamin Ben-Eliezer and both discussed ways of further promoting cooperation in areas related to trade and agriculture including water technology. Mr Badal also visited the WATEC Israel 2009, an international exhibition and attended the conference on water related technologies, being held in Tel Aviv.



MADE IN PAKISTAN

a new chapter on the INDO – PAK dostana!!

23-27 December, 2009, Chandigarh

The premier festival dedicated to Indo Pak 'dostana' was inaugurated by Mr Ram Niwas, Home Secretary, Chandigarh Administration. Showcasing in a big way with a treasure trove of unusual arts and crafts culled from all over the country, **the first ever exclusive showcase from Pakistan** in Chandigarh brought the exotic range of products under its umbrella. The fair pulled who's who in the city and among the dignitaries who visited the fair included Mrs Surinder Kaur Badal, wife of Punjab Chief Minister, Mr Parkash Singh Badal. Mrs Jean Rodrigues, wife of Governor of Punjab and Administrator UT Chandigarh, Gen (Retd) S F Rodrigues was visibly impressed by the décor items made out of onyx and rose wood. The fair was also visited by Mr Pradeep Mehra, Advisor Chandigarh Administration and other senior bureaucrats. "Made in Pakistan" was indeed a great event and would prove to be a major precursor to more such interactions between the trade and industry of the two countries," stated Mr Pawan Kumar Bansal, Minister of Parliamentary Affairs & Water Resources, Government of India, when he visited the fair on the concluding day. CII's ode to the spirit of Indo Pak 'dostana', witnessed huge crowds on all five days. The scene here at the show was very different from any other consumer fair. It was the sentiment, the emotion, sharing of good-old days in Lahore and Rawalpindi in rich Punjabi accent, handshakes and hugs.



25 December, 2009, Chandigarh

Exclusive session with Mrs Preneet Kaur, Union Minister of State for External Affairs

Session highlights:

- People to people contact will help strengthen the process of dialogue
- India can not be prosperous, dynamic economy and stable polity if our neighbours do not do as well and vice versa
- Enhanced trade cooperation between two 'Punjabs' will have far reaching benefits for the consumer, producer and the governments from either side
- Political will and atmosphere of trust critical to exploit the trade potential



As an add-on to dedicating the first edition of Made in Pakistan, to the spirit of strengthening ties, CII took another step forward on its social agenda by **contributing the proceeds from the fair to charity**.

From the proceeds, CII Northern Region initiated four development projects in collaboration with Department of Social Welfare, Chandigarh Administration and NGOs: an Electrotherapy Unit for Aasha Kiran, Computer Lab for Juvenile Centre, Scholarships for underprivileged girl students, and, Finance & Accounts Training for SC/ST youth, all of which were announced at the launch ceremony presided over by Mrs Jean Rodrigues, President, Indian Council for Child Welfare, as the Chief Guest, at Aasha Kiran.



Relax visa norms, make CII expo a regular feature, say traders from Pakistan



Visitors looking at bags on display at a stall at the CII fair in Chandigarh on Thursday.

Shaltee Dogra
shaltee.dogra@gmail.com

CHANDIGARH: Relaxation in government policies as well as visa regulations for traders would boost trade between India and Pakistan across the Aarti highway. This was the consensus...

der gathered by the Rawalpindi Chamber of Commerce and Industry have found that Pakistan at present exports dry fruits and clothes across the border worth US \$9 crore and there has been an increase in the figure by 25 per cent in...

Pakistani traders managed to bag orders of Rs 70,000 to Rs 1 crore, mainly for melamine goods, marble items and sports goods, especially bats. The expectations are high this time. "We are seeing bulk orders of Rs 1 crore and...

policy pulse



GST - Some critical areas

Pratik Jain
Executive Director, Indirect Tax, Tax & Regulatory Services
KPMG India

The existing indirect tax system in India would be replaced with a new Goods and Services Tax (GST) regime. Though it was initially proposed to be introduced from April 2010, it is now likely to be deferred by about 6 months to a year.

In order to facilitate this most important tax reform in India, various government agencies/ committees have been constituted to study and suggest a feasible GST framework. Till date, two official documents have been issued on GST viz. the 'First Discussion Paper' (Discussion Paper) by the Empowered Committee of State Finance Ministers (EC) and the subsequent report of the Thirteenth Finance Commission on GST (TFC report). While the former outlines the broad contours of proposed GST framework, the TFC report contemplates an ideal GST framework in India, which may not necessarily be attainable in the short run.

The delay in introduction of GST has come as a relief to the industry, which has been urging the Government to revisit the timelines, as there is lack of clarity on many important issues and the draft of the legislation is yet to be put up for public debate. Some of the key issues that need to be addressed while drafting the GST legislation have been outlined below:

Treatment of Stock Transfers

Many companies have warehouses in multiple states, where the goods are stock transferred from the factories for onward sales. Currently, stock transfers are not subject to VAT/ CST. Further, the State VAT laws generally provide for denial of partial input VAT credit, in case of stock transfers. Therefore, while such transactions do not attract and tax per se, there is often an additional tax cost in the form of credit denial.

The Discussion Paper proposes to tax inter-state sales, with a 'special treatment' for stock transfers. The TFC report also suggests that stock transfers should be subjected to GST. Hence, stock transfers may be treated at par with taxable sales and accordingly be subjected to GST.

From various media reports, a consensus seems to be emerging on taxation of stock transfers. This could be good news for the industry, as in case of non levy of GST on stock transfers, the transferer would need to claim refund of input GST from the originating State, while GST would need to be deposited in cash in the destination State.

Accordingly, bringing stock transfers within the ambit of GST obviates the undesirable situation of filing input tax refund claims.

Where it is decided to levy GST on stock transfers, the following points would merit consideration, while drafting the GST legislation:

Firstly, the Government would need to prescribe special valuation principles (e.g. cost plus/ wholesale price/ MRP less abatement) for determining taxable value in case of such transactions. In case of 'Cost plus' valuation, tax would be levied on cost of the goods transferred plus the profit attributable on such goods. The 'Wholesale price' valuation would involve determining the contemporaneous wholesale transaction value of the goods transferred on the date of stock transfer. In case of 'MRP based' valuation, stock transfers can be valued on the 'Maximum Retail Price' of the products, after providing for adequate abatement. While selecting the appropriate valuation method(s), one would expect the Government to consider the need for having a simple, easy-to-implement, and unambiguous valuation scheme.

Secondly, the Government needs to specify the ambit of 'stock transfers' i.e. whether the same would cover all transaction other than sale (such as goods sent on job work, intra-state movement of goods within branches, goods returns etc). In case the said transactions are subject to GST, a special valuation regime (like in case of stock transfer) would need to be carved out for them as well.

Area based incentives

The Government of India, with a view to facilitating industrial growth in Privileged States, has granted duty benefits/ concessions to industrial units established in these States. The State Governments have also extended certain VAT/ CST benefits to such industrial units. These States include Jammu and Kashmir, Himachal Pradesh, Uttarakhand, etc.

Key benefits extended include CENVAT exemption or refund of CENVAT to units set up in specified areas, subject to fulfillment of certain conditions. Further, concessional CST rate of 1% is applicable on inter-state sales of goods manufactured by units located in the States of Uttarakhand and Himachal Pradesh. Some states like Jammu & Kashmir provide for exemption from CST on inter-state sales of goods manufactured by units in the State.

While the Discussion Paper states that the existing incentives would be protected under GST in the form of cash refunds, it does not mention the mechanism for ensuring this. There is no clarity on important aspects such as manner of protecting the CST benefit, basis of valuation of existing incentives to be protected, etc. In principle, the industry would expect the following aspects to be given due consideration while framing the GST laws:

- The existing tax advantage that units in Privileged States enjoy over units in other states should be appropriately protected under GST regime;
- The protection mechanism should be such that it should not lead to any adverse cash-flow implications for these units;
- To the extent possible, the basis for quantification of the existing incentives, as well as the mechanism for claiming the same should be continued under GST with only essential minor modifications; and
- If for any reason the Government is unable to continue these incentives in the same form, then the estimated value of the incentive forgone (as per the existing framework) should be appropriately compensated to the impacted units, either in cash or through any other mechanism.

Any dilution of the current benefit would adversely impact the businesses which have made substantial investment in these states as well the ancilliary industry which has developed around these businesses.

To illustrate, CST is collected by the State from where the goods are dispatched and hence, such State may choose to reduce the CST rate for inter-state supplies made from the State. Under GST, the supplier's State would not have any authority to levy SGST on such inter-state supplies (as it would be levied/ collected by the destination State). Therefore, granting cash refund for a tax which has been collected by some other State does not appear to be a viable option. One would hope that this aspect is given due consideration while finalizing the GST framework.

Place of Supply Rules

Currently, under the Service tax and CENVAT laws, there are no special rules for determining place of supply of goods or services within the country. This is because these are Federal taxes, charged and collected by Central Government irrespective of place of supply within India. As regards goods, place of supply rules are prescribed under the CST laws for various purposes, such as to ascertain the nature of sale (i.e. local, inter-state or export/ import), and also to ascertain the sites of sale (i.e. the State competent to levy VAT on a local sale).

Under GST, a special set of place of supply rules would be required, in light of the following changes:

- Services would be taxed by the States as well, hence, the need to ascertain the relevant State for levying State Goods and Service Tax ('SGST')
- SGST on inter-state supplies would accrue to the destination State, and not the originating State (as is the case today under CST)

For inter-state supplies, the relevant criteria might be actual place of consumption or the billing address on the invoice where the goods/ services are delivered. Different rules may be prescribed for Business-to-Business and Business-to-Customer transactions.

While drafting the rules, the Government should ensure the following:

- The rules should be simple and comprehensive
- Due regard should be given to industry-specific requirements and if required, special rules/ exceptions should be made (e.g. for telecom)

- There should be a special mechanism to ensure that there is no double taxation under any circumstances. For instance, in case of ambiguity, if tax is wrongly deposited in any State, then the same should be directly transferred to the relevant State (instead of requiring the dealer to deposit tax in cash in the relevant State and claim refund from the other State)

This is an area, where India may place reliance on the place of supply rules applicable in EU and countries like Australia, which have implemented VAT recently.

Transition provisions

The Discussion Paper is silent on the transition provisions with respect to carry forward of credits, continuation of registration numbers, taxability of long term contracts etc. Transitional provisions for carry forward of credit need to be well thought of to ensure that there is no loss of eligible VAT and CENVAT credit lying in books of the dealers.

Further, appropriate provisions would be required for the tax paid goods lying at different stock-points in the supply chain. In order to avoid difficulties in handling such transition stock or spill-over contracts, the Government may even consider granting special relaxation in these cases.

Other issues

Other aspect which deserves special attention includes appropriate tax administration avoiding the need to have multiple touch points with the authorities, uniformity in laws at state level, robust dispute resolution mechanism, etc.

One would expect that all the stakeholders would examine these issues in detail and attempt to arrive at a consensus before plunging into GST. After all, history will not judge us by the speed of tax reforms and if a choice has to be made between the timing and the design, the choice should always be the latter one.

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CII interactions with government on GST

Mr C S Semwal Additional Secretary Finance, Government of Uttarakhand,
25 November 2009, Dehradun

Mr Abdul Rahim Rather, Hon'ble Finance Minister, Government of Jammu & Kashmir,
9 December 2009, Jammu

Mr D K Gupta, Additional Excise Commissioner, Mr N C Beakta, Deputy Excise & Taxation Commissioner, Government of Himachal Pradesh, *10 December 2009, Baddi*



Reversing the Continuing Marginalisation of North

Jayant Krishna
*Vice Chairman, CII UP State Council and
Principal Consultant, Tata Consultancy Services*

Introduction

While India's economic growth continues to be an enigma for the recession driven world, prosperity has eluded several parts of the country. Growth has been far from an inclusive one and the regional disparities are so significant that it sometimes creates an illusion as if there are not one but multiple countries that co-exist within India.

With one third of India's population living in the North that accounts for 30% of the country's area, this region still

continues to be the largest contributor to the nation's economy with an estimated GDP of around Rs 8,00,000 crore in 2008-09. However, the rate of economic growth in North has been substantially lagging behind the national average during most of the years in the current decade. Most sectors of the economy have experienced this drag. Not only that, the share of North in India's GDP has declined from over 28% at the beginning of this decade to around 27% now. During the same period, the share of South has increased whereas the West and East

have maintained status quo. If the current growth trends are any indication, South and West would get ahead of the North in terms of GDP within next couple of years.

UP and Rajasthan are the biggest constituents of North's economy contributing half of the region's GDP but they have had the lowest growth rates in the region. In addition, the higher dependence of the North on agriculture has also contributed to the region's lower growth rate since this sector has grown the slowest countrywide.

Languishing from Poor Investment Inflow

While North is second only to the West by way of cumulative domestic investments, most of the flagship domestic investments by Indian industry's big-wigs have been garnered by West, South and East in this decade. Over the last two decades, North attracted a mere 10% of the total domestic investments. This is a greater cause of concern since the homegrown Indian business conglomerates who understand the ease of doing business better, have preferred to invest in other regions of India.

North has also been deprived of most of the big-ticket foreign investments in this decade. Despite its size, North merely attracted one fifth of the FDI that has come to India in the current decade. Almost three-fourths of the FDI went on to further enrich the South and the West. Just three Southern states of Karnataka, AP and TN together with two Western states Maharashtra and Gujarat attracted 60% of the FDI coming to India since 2001. What makes the matters worse for the North is the fact that whatever FDI came there, 70% of that remained confined to the NCR. This clearly indicates that rest of North languishes with far from satisfactory FDI inflow. In addition, North has also lagged behind the West and the South in terms of getting technology from overseas.

Laggard on Most Development Levers

Absence of ports and inadequate air transportation are often said to be the key reasons behind North's dismal show on most fronts. To add insult to the injury, road and railway infrastructure in North is relatively poorer as compared to South and West. Barriers to inter-state trade in North are far too many. Even though power availability and tariffs are broadly comparable all over the country, the quality of power supply in North remains a concern as also the higher transmission and distribution losses. In the hospitality sector too, the number of 5 and 4 star hotel rooms available each in South and West far outnumber the North. Warehousing capacity in each South and West is bigger than North. On several other developmental levers, North continues to be a laggard.

South also scores significantly over the North in terms of education going by the density of schools, colleges, technical institutions as well as the number of pass-outs. Literacy levels as also the availability of technically skilled manpower in both South and West are far higher than those in North. Employability of students from North continues to be a challenge. Healthcare infrastructure in North is also scant vis-à-vis South and West by way of the Government's primary and tertiary hospital network as well as those medical entities set-up in the private sector. Although the Human Development Index (HDI) indicators for the North have been improving but those have been lagging behind the West and South. In addition, the underperformance of the North vis-à-vis all India has been an area of grave concern.

As a matter of fact, North also needs to catch up with the West and the South in terms of PPP in infrastructure projects.

The Silver Lining

With a food production of over 100 million tones, North accounts for half of India's overall foodgrain production. This surely is a strategic advantage with UP and Punjab being both being the leading agro producing states of the country whereas the hill states constitute a goldmine for fruit cultivation. UP is also India's largest vegetable and milk producing state. While North should not dilute its focus on agriculture, each state could also embrace the model APMC Act proposed by the Centre for bringing reforms in this sector. North should also lay greater impetus on agro-processing industry to increase the economic valued-added from such foodgrain commodities.

North is also a significant manufacturing hub with Haryana, Punjab and UP leading in automobiles. Punjab leads in hosiery and knitted items and Rajasthan is doing well in gems & jewellery. UP leads in handicraft, carpets and silk garments, in addition to sugar. NCR itself is doing rather well as one of India's fastest growing industrial hubs. However, North needs to intensify its efforts to attract more industrial investments with a great sense of urgency and at an unprecedented velocity.

Delhi-Agra-Jaipur, India's most celebrated golden triangle for tourists, is in North. The region is also blessed with the natural beauty of hills in J&K, HP and Uttarakhand. The desert state of Rajasthan is a delight for tourists. Apart from Agra-Varanasi-Lucknow circuit, UP also has several Buddhist shrines. While there are several attractions, an integrated tourism development plan for North with infrastructure development cutting across states can surely do wonders for a quantum leap in the inflow of tourists.

On the services sector, IT-ITeS, Retail and Healthcare sectors are well represented in the North. However, there has to be



a renewed focus on these sectors looking at the availability of talent as well as purchasing power in the North.

Construction, real estate, telecom, banking, insurance and transportation remain the fastest growing sub-sectors in the North and hold good promise for future as well.

Stop Playing Politics with the Development Process

What adds insult to the injury is the lack of hunger that most Northern states show to pro-actively solicit investments from India and abroad. In addition, most Northern states lack a sense of urgency to support, facilitate and approve investments under a single-window system. On the contrary, some of the states in the South and West often roll-out red carpet to induce potential investors intending to commit big-ticket anchor investments. Little wonder then, as per World Bank, states in South score over the North by way of 'ease of doing business'.

While, politicians who are indifferent to development may not be the exclusive monopoly of the North, the quality of governance in some states in the region leaves much to be desired. Political instability in some states makes things worse for the North. Even the change of Government in most states in West and South does not result into any economic discontinuity. As a contrast, many states in the North play politics with the development

process. Similarly, corruption is rampant and deep rooted in several states in the North which along with poor governance continues to play havoc for the region.

Reversing the trend of last two decades is going to be an uphill task. However, North must show the political will to remove procedural bottlenecks for investments and create an investor-friendly business environment. Law and order must improve in reality and perception and labour policies must also be rationalised.

Creating a Healthier Work Ethos

What intensifies this divide between North and the South-West continuum is a laid-back work culture and a 'chalta-hai' attitude'. With a few exceptions here and there, the professionalism and work culture in North continue to degenerate. Despite the mother nature being a great leveler by way of ensuring a comparable distribution of merit and intellectual quotient all across India, the throughput and productivity in North suffers vis-à-vis West and South. In addition, North also does not have any fire in its belly to aggressively formulate and adhere to any worthwhile developmental agenda. North clearly needs to be impatient for growth and development otherwise its marginalisation in India would only get accelerated and the region would miss the bus for all times to come.

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Simplification of Indian Labour Laws

A Special Focus on MSMEs

Post 1990, the economic, social and industrial climate of the country has undergone a radical transformation. Amongst the second generation reforms that are required for further growth of the Indian economy, Labour Reforms is an important area. In this age of globalisation, liberalisation, privatisation and competition some of the features of the existing labour laws are proving to be anti competitive for the Indian companies, especially those in the MSME sector.

Need for Simplification of Labour Laws in MSME sector

Worldwide, the micro small and medium enterprises (MSMEs) have been accepted as the engine of economic growth and for promoting equitable development. The major advantage of the

sector is its employment potential at low capital cost. The labour intensity of the MSME sector is much higher than that of the large enterprises.

In India too MSMEs make a significant contribution to the economy. As per 4th Census of MSME Sector, this sector employs an estimated 59.7 million persons spread over 26.1 million enterprises. It is estimated that in terms of value, MSME sector accounts for about 45% of the manufacturing output and around 40% of the total export of the country. Therefore facilitating MSMEs in the country will go a long way in achieving the dream of a developed India.

As on date more than 35 Acts are applicable on MSME's exactly the same way as they are applicable to large enterprises. It is practically impossible for a Micro and Small Entrepreneur to follow

and implement all the provisions of these Acts. As a result, the MSE becomes the victim of Inspector Raj.

Simplification of labour laws will make MSMEs more competitive. It will lead to reduction in compliance costs for the small firms, greater transparency and most likely higher employment.

Suggestions given by CII for the proposed legislations of Labour laws in MSME

- **Factories Act, 1948 [Section 2(M) Clause (I) and (II)]:** This Act establishes a long and extremely detailed list of steps for compliance like maintaining additional internal records, submission of forms/returns etc. As a result, SMEs are constrained by the cost of compliance. Recognizing the complexity of this Act, SMEs with certain number of employees should be exempted from this legislation.
- **Factories Act, 1948 [Section 59 Clause (I)]:** Presently, worker working beyond 9 hours a day or 48 hours a week is entitled for overtime at double rate of normal wages. This has resulted in an atmosphere where workers often claim overtime by remaining absent during the working hours. This can be avoided, if the proposal for overtime like working more than 48 hours in any week and entitlement of wages at the rate of 1.5x of his ordinary rate of wages is enforced.
- **Factories Act, 1948 [Section 64 Subsection (4) Clause (IV)]:** In the original legislation, it is provided for maximum of fifty hours of overtime for any one quarter. In the new proposal, the maximum permissible number of hours has been increased to 120 for any one quarter for SMEs. The reason being, in absence of availability of skilled and trained manpower it is very difficult to carry out operations and get expected manufacturing output to fulfill time bound commitments with relatively new people/casual workers.
- **The Employees' Provident Funds and Miscellaneous Provisions Act, 1952:** Considering the size and nature of SMEs and the complexities of various compliances/inspections/records/returns to be maintained under the Act, SMEs having less than fifty employees should be exempted from the application of this Act. This would help SMEs to focus more on the core activities. Infact such establishments were not covered in the first instance and it was only with effect from 1 January 1960 that the numerical strength of employees for coverage was brought down from 50 to 20.

Secondly, it is suggested that employee should be enrolled as a member of after having putting in at least three months of continuous employment. Infact, upto 21 September 97 the eligibility criterion was three months of service. Also most of the workers who leave before three months, deterred by the legal formalities and time required to withdraw their deposits let their 12% earned wage remain unclaimed.

- **Mode of Payment of Contribution (Para 38 of EPF Scheme 1952, EPS, 1995 and Para 8 of EDLI Scheme):** Instead of multiple deposits under different heads on account of EPF, EPS, EDLI and administrative charges, the details under different heads should be kept by the department and the employer shall only require to pay a certain percentage of wages through a single challan as employer and employee contribution. This change would simplify the process of payment of contribution, reduce paperwork and overcome administrative hassle. Moreover, to avoid any hardship to new SME establishments, provision should be made for exempting them for a period of three years.

- **The Employees' State Insurance Act, 1948:** To bring alignment with the coverage (proposed) under Factories Act SMEs having less than fifty employees should be exempted from the application of this Act. Such employees would be protected by the Workmen's Compensation Act 1923 for employment injuries. Under the ESI Act 1948 the employee has to make a contribution @ 1.75% of his wages, whereas he is not to make any contribution under the Workmen's Compensation Act.

- **The Industrial Disputes Act, 1947:** Section 11-A gives enormous powers to the Labour Court in reinstating the dismissed workmen on the grounds of punishment awarded which is disproportionate to the misconduct. As a result, majority of cases are decided in favor of the workman by the Labour Court even if the misconducts have been proven before the Lower Court.

It is necessary for the management to have the authority to enforce discipline. The Labour Court should have the right to reinstate the dismissed workmen only in the case of human right violations by the employer. Also the disciplinary proceedings for termination of employment are so elaborate, complex and technical in nature that SME unit is unable to cope up with the same. The same need to be simplified.

- **The Contract Labour (Regulation And Abolition) Act, 1970:** Contract labour encourages employment, reduces production cost, provides flexibilities to manufacturing units to increase or reduce labour quickly as per the demand conditions. Therefore, the industry should be freely allowed to employ contract labour without any restrictions. Unless the Contract Labour (Regulation & Abolition) Act, 1970 is amended, it will not be possible for the industries to withstand the global competition.

- **The Industrial Employment (Standing Orders) Act, 1946:** The provision of Fixed Term Employment provides greater flexibility to SMEs and encourages employment on fixed term basis with the benefits of regular employment. This has already been implemented by Govt. of Gujarat.

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Human Resource Strategies for the Reviving Economy

Sandeep Chatterjee
 HR Effectiveness Solution Leader North & East India,
 Hewitt Associates

After over a year of downturn blues, the economy seems to be on a rebound. The Asian economy is reviving faster than expected after braving the world's worst crisis since the Great Depression of 1930s. In a recently conducted survey by Hewitt Associates, across 283¹ companies in the Asia-Pacific region, majority of the organisations (76%) are projecting a slight improvement or stabilisation in their business in the near future. The same percentage



Figure 1: Opportunities from the slowdown

for India is 80%. Another indicator of this is seen in the salary increase trends, which in India are highest across the region since 2005 followed by China and Philippines. China, India & Philippines are Asia's fastest growing economies and there is a correlation with high salary increases in these countries. Most countries presented an optimistic outlook for compensation for the year 2010, indicating that the global economy has started to rebound. This is also evident from the fact that India's 2010 projection for salary increases is 46% higher than the 2009 and India has the highest voluntary attrition rate of 13.8% amongst all Asia Pacific countries, indicating that the job market too is opening up.

From an industry perspective, Pharmaceutical, Consumer Products and Telecommunications sectors have been witnessing high growth and continue to give among the highest salary increases. On the other hand, the impact of the economic downturn continues to linger on sectors such as IT, IT Enabled Services and Automotive/Vehicle Manufacturing sectors. The IT sector is showing improved sentiment with salary hikes expected to leap by a few percentage points next year after a long lasting lull of near zero percent increases this year. Another sector which

¹ Hewitt's Asia Pacific Salary Increase Survey 2009-10

It's a Global Downturn with Local Responses
Even Within Asia, Some Important Differences Exist

WHAT Actions Are You Taking?	China	India	Other Asia
Hiring Freeze	63%	28%	46%
Executive Salary Reduction	5%	11%	4%
Layoffs	31%	17%	20%
Special Communication	49%	71%	64%
Strategic Hiring	50%	76%	58%
<i>Treatment of Highest Performers</i>			
No Special Plans	7%	0%	9%
Additional Learning & Development	61%	59%	56%
Split Merit Pool	66%	53%	61%
Separate Discretionary Incentive	22%	35%	33%
Stock Award	14%	35%	26%
Retention Bonus	25%	18%	26%

Figure 2: Hewitt Survey—Impact of Economic Conditions on 2008/2009 Compensation Spending

is looking at faster growth are Professional Services firms', with biggest clients witnessing a rebound in sectors such as Financial Services and Information Technology, this sector is projecting a return of double digit salary increases, indicating optimism about the future salary increases.

Impact of the downturn on HR practices

The economic slowdown resulted in a period of apprehension and distress for many organisations and employees alike. Financial pressures resulted in organisations undertaking a range of measures aimed at cost reduction, many of which impacted employees at the time. Prior to the slowdown, organisations in India and other emerging markets had been experiencing high levels of growth, rapidly expanding their structure, operations and workforce size to match accelerated demand. In some organisations, this resulted in a range of efficiency issues emerging with the workforce, as organisations in their race for fast growth traded off some control on efficiencies.

One constructive aspect of the economic slowdown is that it has actually provided organisations with an opportunity to pause and consider the quality of their growth. As a result many organisations have discovered significant opportunities to improve profitability of operations by looking at ways to improve how they manage the time, effort and costs associated with employees performing their work. While the most visible actions

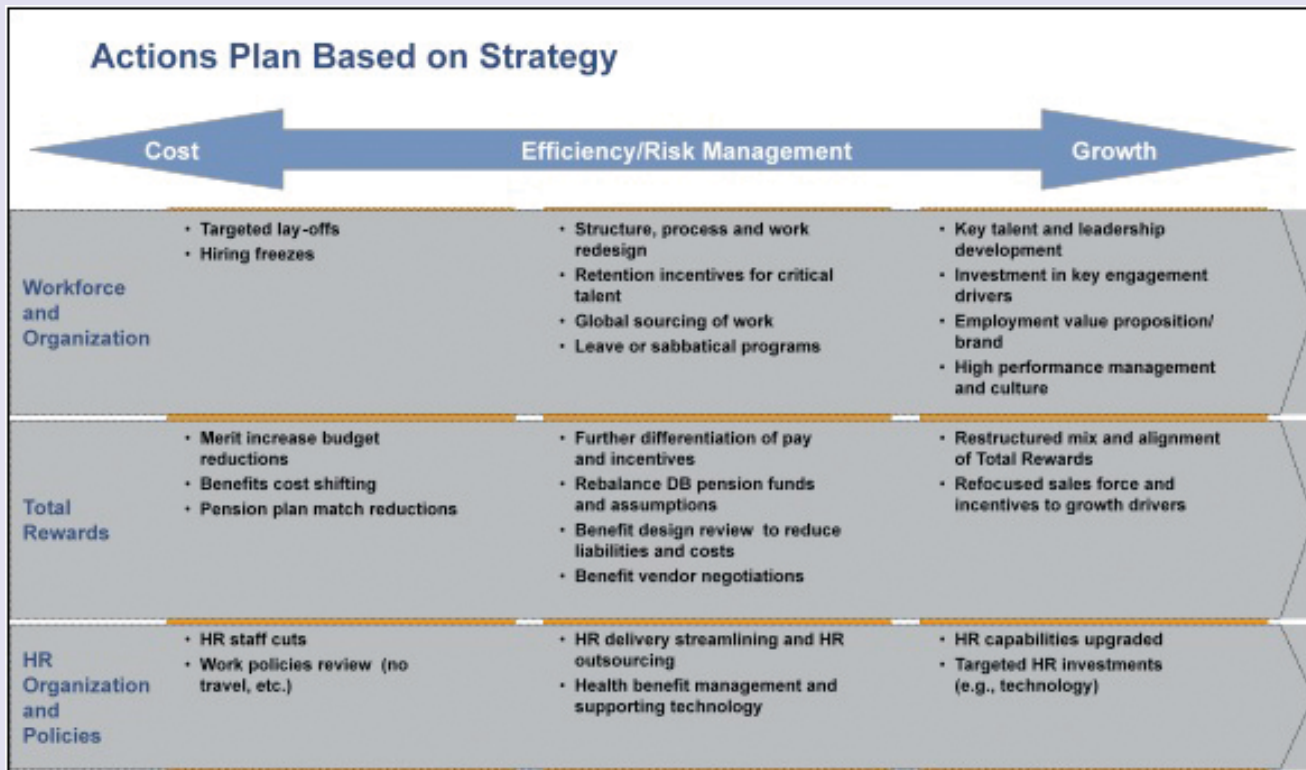


Figure 3: Strategies for dealing with Turbulent Economy

undertaken by companies during the slowdown include reduction in variable pay, overtime pay control and reducing promotions, there have also been initiatives around role and job redesign and workforce optimisation/re-deployment to enhance productivity.

While cost cutting was flavor of the period, some leading organisations focused on building & retaining high performing / high potential employees and saw it as a critical success factor and competitive differentiator for themselves. Some of the key retention measures used for high performing employees included: building ownership through discretionary stock awards, creating development opportunity in every assignment and providing right rewards that motivate people to contribute.

While variable pay has been steadily gaining popularity over the years and now most organisations have it in some form or the other, organisations are now resorting to pay at risk programs in light of the downturn. Companies that already have variable pay programs are expected to increase the percentage of variable pay as a part of total pay as an instrument for maximizing ROI on compensation spends. The days of large, almost assured bonus payouts are over and we will see variable pay becoming truly variable. In 2009, the actual variable pay spending as a percentage of payroll was on an average 1.5% lower than the targeted variable pay spending for 2009 across all employee groups, with top executives being the worst hit. The economic downturn has forced organisations to bring all compensation

plans under the lens. Variable pay plans in particular are being rigorously evaluated for their return on compensation spent. Given this context, one third of the organisations surveyed have made changes to 2009 Variable Pay plans. For retention at critical levels and targeted roles Long Term Incentives such as stock options, restricted stocks and performance shares are quite popular. Even though with stock markets crashing the values of stock options have taken a beating in most organisations, they are still seen as an important instrument for building ownership in employees. The most cited objective for offering long term incentives is employee retention, as reported by 88.6% of the organisations, followed by driving organisations' performance and driving employee ownership. The LTI plans are most prevalent in the ITES Industry, followed by the Pharmaceutical Industry and the Telecommunications Industry.

One of the biggest casualties of the slowdown has been staff welfare related expenses. Over 20% of the organisations surveyed are considering reduction in their staff welfare budgets. The maximum impact is on travel budget followed by recreation budget. Within training budget, the maximum impact has been on behavioral and leadership training as vast majority of the organisations reported a reduction in both the budgets.

Other compensation cost control strategies include salary freeze, pay cuts, reduction in bonus, delayed bonus payouts and salary reviews. Of the organisations that reported a salary freeze in

2009, most of the organisations implemented the freeze across all employee groups whereas reduction in salaries has been more prevalent for senior to top executives. A large majority of the organisations implemented salary cuts in the range of 0%-5%. One fourth of the organisations reduced their variable bonus payouts, of which around half indicated a reduction of more than 20%. A small number of organisations also reported delaying their variable bonus payout with the delay being in the range of 0-4 months. Of the organisations that reported lengthening the time of salary review cycle, majority are delaying the salary review cycle by a period of 0-4 months.

HR trends in the post slump period

With the economic recovery underway, leading organisations are now looking for ways to generate and lock in efficiency gains realized during the downturn without impacting their ability to grow. With expectations of GDP growth bouncing back and cautious optimism in the Indian economy, there is a definite focus on growth. Some of the Best Employers² in India are looking to capitalize on the turnaround by enhancing their sales force effectiveness by re-aligning their sales governance, structure, roles and incentives to market strategies. The focus is clearly on profitable growth which indicates that while there are likely to be investments in critical / customer impact areas, there will also be initiatives to drive employee efficiency and reduce costs in non-critical areas. While in the pre-slowdown period growth was at times reckless with focus on getting people on board to meet numbers, organisations are now more watchful to ensure that it is not just numbers that are added but factors like job-design, role clarity, process efficiency and business volumes are taken into account when planning workforce deployment.

Another aspect that organisations are looking at is to tighten accountabilities in the turbulent economic scenario. This has resulted in organisations focusing on higher differentiation between top and mediocre performers. This is evident from the fact that performance curves have become sharper with over 60% of employees having received a rating of 'Met Expectations' or below in 2009. Interestingly, employees who were rated as 'Far exceeding Expectations' have received a salary increase that is almost two times higher than that provided to employees who 'Met Expectations' (Ratio of 1:9). Higher focus on performance and productivity along with reduced budgets has led to the bell-curve getting sharper. Compared to 2008 there has been a drop in the number of employees being rated as 'Exceeded Expectations' or 'Far Exceeded Expectations', while at the same time there has been a slight increase in the number of employees being rated as Did not Meet Expectations.

With the economy on the way up another issue which has come back to the forefront is attrition. During the economic downturn,

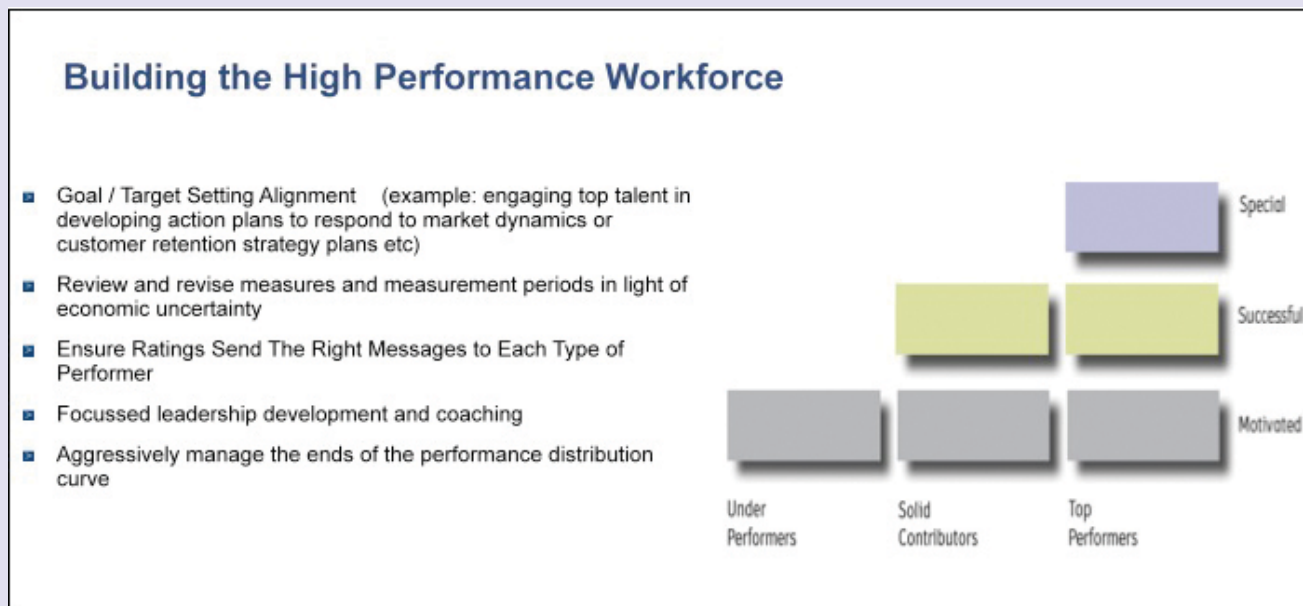


Figure 4: Hewitt Associates 'Rethinking Performance Management as a Business Tool to Spark a High-Performance Culture' Position Paper

² Hewitt Research on How Best Employers are Managing Employee Efficiency

voluntary turnover rates saw a decline across all industries. While some companies reduced manpower to cut costs, others did to restructure their business to be better prepared for the future. Business to Business (B2B) Sectors such as Chemicals and Automotive have traditionally seen low attrition and this trend continued in 2009. Business to Consumer (B2C) sectors such as Financial Services, Telecommunications, Professional Services, etc dominated the list of highest attrition levels. Better external opportunities, both in terms of pay and better roles continue to be the main reason for attrition. Another factor that emerged was that some employees braved the slump by taking career breaks and pursuing higher education. In response to the increasing attrition organisations continued to focus on career development opportunities and timely feedback from managers as a key means to retaining talent. The role of leadership assumed great importance in the economic downturn as employees were looking to their leaders to provide a clear direction and mobilize the workforce. In organisations where leadership was able to play the right role employee engagement got a boost and hence attrition levels were relatively lower.

In terms of workforce planning the most popular measures during the downturn included headcount freeze and hiring freeze with a few organisations looking at headcount reduction. A third of the organisations surveyed are resorting to head count freeze whereas a fifth of the organisations are implementing a hiring freeze in order to control the workforce size in 2009 or 2010. Of the organisations that have implemented a hiring freeze, a majority have frozen hiring across all employee levels. Out of the organisations that have reported that they are undergoing a reduction in staff or laying off employees, 63% indicated that layoffs are taking place across all employee levels. During the slump the hiring cycle time in most

organisations increased due to the need for approvals at higher levels for headcount and intermittent freezes in hiring. Now hiring cycle in most sectors is steadily gaining speed with demand from line managers to meet growth requirements driving urgency within the recruitment function. What should really be the approach in this scenario is strategic workforce planning in line with evolving business need rather than uni-dimensional focus on either hiring or headcount reduction.



Figure 5: Hewitt's Dynamic Workforce Planning Framework

In conclusion the emerging economic scenario in India is going to throw up some unique challenges and opportunities to organisations from a human capital perspective. While organisations that took initiatives to curb costs during the downturn may find themselves better placed in the short term on profitability, their ability to grab the opportunities that will be thrown up by a buoyant economy will be tested in the coming months. On the other hand organisations that invested in building robust HR processes and practices and focused on critical talent and leadership issues in the downturn will be well positioned to take advantage of the economic revival.

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Shorter Seasons in the Sugar Industry: Challenges and Opportunities

Tarun Sawhney
Executive Director
Triveni Engineering & Industries Ltd

A lot has been written about the sharp rise in the price of sugar over the past few months. The Central Government too has announced several initiatives and measures to control prices. While these measures, some short-term and other medium-term, may succeed in controlling the price to some extent, there is a need to take a long term perspective for developing a sustainable solution to the central issue at hand – lower

aggregate production of sugarcane on a national basis and the resulting shorter seasons in the Sugar Industry.

For any long-term solution, there is a need to include all stakeholders in the sugar industry – the Government and policy makers, both at the Central and State level, the Industry, the consumer and most critically the farmers, who collectively need to

work towards finding a practical and sustainable solution. There is a need for “inclusive growth” in all policy recommendations to Government both at the Centre and State levels. Such an approach would result in sustainable development of the Sugar Industry, despite the obvious challenges of the sector in particular and agriculture as a whole.

If the concerns and challenges of the Indian farmer vis-à-vis competing crops, timely payment and technological innovation and agricultural development are not addressed, as industry representatives and policy makers, the definition of a “short season” would change severely.

Food security has been a mantra of Government since independence. If there is a systemic shortfall in sugarcane production, the greatest challenge would be to meet the demands of the Indian public. The subsequent impact on prices would also leave all stakeholders at the mercy of international markets and long-term policy making would become increasingly difficult as India would become a perennial importer of sugar.

The impact on the State and Central exchequer would also be a factor of concern. Sugar is by far the largest agri-processing industry in the country and in the state of Uttar Pradesh. Any negative impact on tax revenues both direct and indirect would impact the industry.

From a supply perspective, there is already an anticipating increase in the levy quota from 10% to 20% in the next few weeks. Supply to BPL consumers is an imperative of the Central Government; however, it would have to be done at the cost of one of the industry stakeholders, thereby making the industry increasingly uncompetitive.

From the end consumers’ perspective, sugar is an integral part of the average Indian’s daily consumption. With an annual average consumption of just under 20kg of sugar per capita per annum and growing at 3% per annum, India finds itself as the largest consumer of sugar with an average annual per capita consumption significantly lower than countries such as Thailand, Brazil, Russia, USA and the EU.

In the years to come, market pundits predict a significant growth in direct and indirect consumption, and in fact it is not unforeseen that the demand curve could witness a plateau shift to higher consumption patterns as we witness growing economic development and increasing disposable income. In this regard it is important to note that in 2008; approximately 64% of supply of sugar was to institutional buyers. If domestic prices get linked to international prices, as they have done in this season of shortage, consumers can expect to witness vacillating prices of sugar and of products such as biscuits, soft-drinks,

sweet meats, etc., where sugar is a significant portion of their cost of production.

In shorter seasons there would be pressure (potentially self inflicted) to start the crushing season early. This opportunistic behaviour poses a significant challenge to the industry as a whole and would lead to a further shortfall in sugar production due to the crushing of immature sugarcane. It is also very damaging for the farmer who receives payment based on weight.

Another challenge for the industry is the under utilisation of assets. Across the country there has been substantial investment in the industry over the past five years and under utilisation of assets to such an extent would have an extreme impact on corporate strategy moving towards individual economic behaviour and of course, a negative impact from the stock markets. Fixed costs in the sugar industry has been inching up over the past few years and a shorter season would therefore increase the production costs of individual sugar factories, impacting profitability, sugarcane price payment capability and debt servicing capability.

Another challenge for the industry would include a move to a position of lower competitiveness on a global scenario. Lastly, a lower production of by-products would negatively impact the distillation sector and co-generation power plants. One could safely wager that the ethanol doping program, which is environmental and consumer friendly, would suffer a quick end.

There are several opportunities available to ensure that the sugar industry continues to be one of the most important agricultural based industries for the Indian economy. There are opportunities to utilise the CESS paid by sugar factories on the sale of sugar to support the industry. Current practice is for these accruals to flow to the Sugar Development Fund. An argument could be made that the charter of this fund can be changed to support sugarcane payment to farmers in times of financial difficulty for the industry or to support sugar prices for domestic manufacturers. These funds could also be used to procure levy sugar for the Public Distribution System, thereby transferring the burden of supplying low priced sugar to BPL consumers from the industry to the exchequer at times of crisis.

In Thailand, for example, the Government has adopted a similar strategy. The domestic industry is protected through trade barriers, to allow millers a fair return on capital employed. In addition, in years of financial difficulty, where millers do not have sufficient funds to pay farmers for sugarcane supplied, the Government steps in to cover the difference in the form of very low interest, long term loans. Interestingly, the Thai Government has yet to ask the industry to repay any of these loans to date.

The Government could also support the industry and farmers by placing some constraints on the unorganised sector – namely Kohlu's and Crushers. In Uttar Pradesh alone, in 2007-08, which was the highest sugarcane production year in Indian history, 42.18% of sugarcane was diverted to the unorganised sector, while mills received 46.44% of the standing crop. A significant opportunity would exist to regulate the unorganised sector, which in turn would assist the industry, the farmer and the consumer, especially during short sugarcane seasons.

If we are to come to terms with short sugar seasons, it is also necessary for us to reconcile to higher sugarcane prices which would increase the total income to farmers, resulting in a greater acceptance of newer and technologically advanced agricultural solutions. With proper education and flow of information, and with the help of industry and financing bodies, there is a need to push for greater farm mechanisation, better agronomic practices and a focus on yield enhancement. While all these areas have been of importance in the past, the limited disposable income of sugarcane farmers has made them reticent to these initiatives.

From the industry's perspective, there are several significant opportunity areas to explore in short sugarcane seasons. The first is a focus on new high sugared disease resistant, sugarcane varietal development. These efforts must be focused

on in partnership with the various state and National Institutes, to ensure the safety, efficacy and future development of the sugarcane crop. Not enough has been done over the past few decades and we are currently witnessing the results of limited research and development through rampant crop disease, fall in yields and lower recoveries.

For the industry to protect margins, it would be required to look at value addition at source, along the lines of additional processing, refining, etc which would allow the industry to shift focus from a pure conversion mindset to processing and potential brand-building. Internationally, such business model changes have given rise to healthier P&L's and consistency in terms of annual growth targets.

In a scenario, where if short seasons become a permanent feature, there would be some structural changes in the industry as well. The first, is a consolidation of the over 560 mills in the country. The second is a perennial higher price paid for sugarcane, which would help and persuade farmer to invest in the crop and possibly bring more land under coverage. Third, there is no denying that like this year, industry in India would be closer to global markets in terms of prices and market fluctuations. Lastly, there could be an industrial scenario where it may become the "survival of the fittest".

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Customer Relationship Management (CRM) in Hospital Management

Dr Rana Mehta
*Vice President Healthcare
 Technopak Advisors Pvt Ltd*

Overview

With the turn of the century, the dynamics of work, health and life have undergone a complete change. Every sphere has seen growth and opportunities in leaps with newer and better ways of doing things and also doing altogether newer things. The compression of technology in our palms to our ability to reform natural malfunctions, all herald the new era.

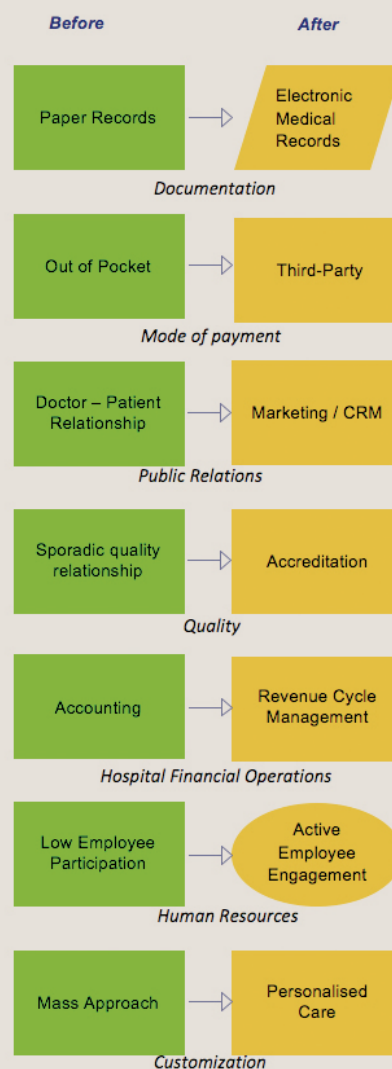
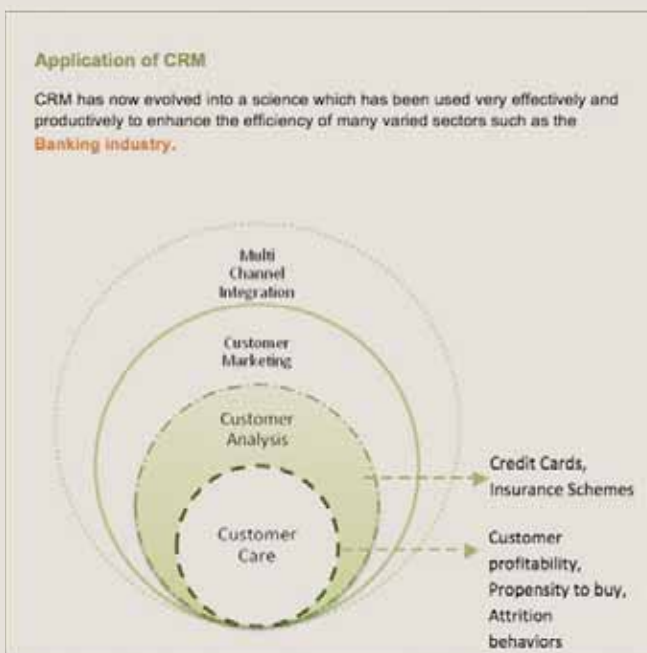
Although this wave of change has swept across every industry, such dynamism and corporatisation has completely changed the face of the healthcare industry. While there are an increasing number of patients there is also an ever increasing disease profile and burden. The disease pathway has become much more complex than the simplistic model of diagnosis and treatment. On the other hand, the implementation of Information Technology and advanced software skills have made the running of a hospital more professional and business-like.

Hence now more than ever, among this unprecedented growth, there is a growing need to review, re-analyze and make processes, infrastructure and our outlook more lean and specific.

From the softer skills of Customer Relationship Management to the more core activities of Revenue Cycle Management, hospitals are undergoing a complete overhaul of how they do business and more importantly 'who they do business for'.

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a way for an organisation to track, maintain and organize a database of its current and prospective customers. In the healthcare sector there is a wide difference between the customer and the consumer. While an ill patient is the consumer, a doctor prescribing medicines is an essential customer. Hence there are a series of relationships that need to be nurtured and managed.



CRM is increasingly being applied in the healthcare industry in the following ways:

- The consumer or patient in healthcare is not one, essentially by choice. Apart from the illness, the consumer finds himself dealing with financial burdens, anguish of medical procedures along with the on going mental agony. Here the intervention of an active CRM goes long way in building patient confidence and good will. It eventually becomes a deciding factor for the consumer when choosing a hospital again.

Customer satisfaction is one of the major drivers of repeat business.

- Another important consideration is that in a hospital the patient comes in contact with the entire hospital chain right from the receptionists, doctors, nurses, ambulance to the administrative staff. So a CRM is necessary to train every member of the hospital in providing quality care and service to the patient. It also plays an important role in preventing the loss of a patient to another hospital.

- The adage that retaining customers is ten times cheaper than acquiring new ones still holds true. The mathematical parameter of Customer Lifetime Value (CLV), where financial gains are defined in terms of Customer relationship, is of great significance here with Service now becoming the Differentiating Factor.

Application Illustrated through an example of a Hospital

Number of appointments / day	400*
Total number of weeks	48
Average consultation charge	Rs. 500
<i>No- Shows</i>	15 % =(60)
	= 400 app -60(no shows) * 6 working days * 48 * Rs. 500
Annual Revenue generated	= Rs. 4,89,60000 (Approx Rs. 4.9 crore)
Revenue Lost	= 60 app * 6 working days * 48 * Rs.500
	= Rs. 86,40000 (Approx Rs. 86 lakh)

Here even if CRM fills fifty percent of its cancelled appointments i.e. 60 appointments it equals to Rs. 86 lakh in savings. CRM program also reduces the inherent losses (such as fixed staff wages and facility costs) in missed and cancelled appointments.

* For a 200 bedded Specialty hospital

- Medical Tourism:** Today healthcare is global. India has a growing number of international patients and more and more hospitals are rushing to upgrade their services, infrastructure and most of all their technologies. The service they provide and the follow up, all contribute to a growing number of patients returning for new treatments.
- Savings in mass advertising and marketing:** The promotional efforts of hospitals have now changed directions. One of the major changes has been the central position given to the patients. Also from unfocussed widespread media targeting the approach is now more specific.

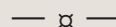
A new method making use of Database Marketing is proving to be very profitable and insightful wherein a specific customer is advertised to on basis of previous consumption and usage trends. A comprehensive database of all present customers, possible suspects and prospects is maintained. This method gives direction, flow and individualism to marketing which in turn results in huge cost savings and increased footfalls as the mode and message of advertising to women in child bearing age group is drastically different from, say, a sixty year old retired man.

Some Industry Illustrations

Tenet Healthcare Corporation (hospital chain in the United States) analyzed their \$60 million marketing expenditure for a particular division and realized that they were spending 75% of it on non directional media advertising.	CPM Corp. (a healthcare marketing firm) uses Neural network technology (an artificial intelligence tool) to sort prospects by service line, e.g. cardiology, pulmonary. They also use several insightful indices such as Consumer Healthcare Utilisation Index (CHUI) and Patient Disease Index (PDI) which help them to identify which customer is most likely to need which service and when.
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Perhaps the most important application of CRM is in disease prevention. It has been estimated that if patients are recommended preventive health check ups on the basis of their past medical history, 90 % of them are likely to come in for a check up.

Hence CRM is a very powerful tool that can be used by hospitals to benefit both the service provider and the consumer.





eventzone

Engaging the Diaspora: The Way Forward

PRAVASI BHARATIYA DIVAS

7-9 January, 2010, Vigyan Bhavan, New Delhi

Opportunity for overseas Indians to participate in skill development:
Montek Singh Ahluwalia

Opportunity to invest in pharmaceuticals and medical education:
Ghulam Nabi Azad

Chief Ministers of Gujarat, Maharashtra, Madhya Pradesh and Jammu & Kashmir, welcomed participation of overseas Indians in local growth and development at the Plenary Session with Chief Ministers. Mr. Sukhbir Singh Badal, Deputy Chief Minister of Punjab, in his address to the delegates at the State Session of PBD 2010, emphasised the Government initiatives for Overseas Indians, especially in matters related to dispute settlement. "Year 2010 will be observed as the year of governance reforms," he said. Mr. Omar Abdullah, Chief Minister of Jammu & Kashmir, invited investment in areas such as education and medical tourism. He assured that clearances will not take more than 15 days.

The Concurrent Trade & Industry Exhibition, with 98 exhibitors, had the largest ever participation in terms of area of exhibition (2594 sq. m). For the first time, a number of educational institutions/universities participated in the event. Also, for the first time, the exhibition had participants from a host of companies dealing in gems & jewellery and FMCG. A number of real estate companies and NGOs also formed a part of the exhibition.

dedicated freight corridor will pass through the 25 districts out of 32 in Rajasthan. Speaking on 'Industrial Infrastructure Development – Roadmap for Growth & Development' Mr Daisuke Matsushima, Senior Director, Japan External Trade Organisation (JETRO) mentioned about the best strategies for promoting the Japanese FDI in India through the development of Industrial Infrastructure. Dr L B Singhal, Director General, Export Promotion Council for EOUs & SEZs, Government of India, informed that 580 formal approvals have been given to SEZ projects and 101 SEZs have started with exports more than Rs 1 lakh crore per annum. Over 170 delegates from Rajasthan, Gujarat, Delhi, Gurgaon, Noida, Indore, Punjab and Mumbai were present at the conclave.

Environment Summit on 'Balancing imperatives of Industrial Development & Environment'

2-3 December, 2009, Dehradun

Organised on the occasion of the National Pollution Prevention and National Conservation Day, the key Summit themes were: making Uttarakhand a carbon neutral state by good laboratory practices, zero effluent discharge and conservation through green buildings. Shri Ramesh Pokhriyal Nishank, Hon'ble Chief Minister, Uttarakhand, was the Chief Guest at the Inaugural Session. He appreciated CII's proactive initiatives on environment and sustainable development in the State. Shri Bishan Singh Chufal, Hon'ble Minister Forest, Government of Uttarakhand, was the Guest of Honour.

Green Integrated Transport Solutions for World Class City

9 January, 2010, New Delhi

Setting the context for the Conference Ms Rumjhum Chatterjee, Chairperson, CII Delhi State Council said that Delhi would be hosting the first green Commonwealth games this year. Addressing the inaugural session, Dr Noor Mohammed, Member Secretary, NCR, Planning Board, shared the details of the Integrated Transport Plan for NCR that would involve reliable, affordable, environment friendly, comfortable and safe public transport system.

Infra Conclave Rajasthan 2009

12 November, 2009, Jaipur

During the Conclave, Mr Amitabh Kant, Chief Executive Officer, Delhi Mumbai Industrial Corridor Development Corporation (DMICDC) remarked, "DMIC has huge potential for Rajasthan as 40% of the

Punjab session with deputy CM, Sukhbir Singh Badal; The Pravasi Bharatiya Divas Exhibition





Ministry of Commerce & Industry
Government of India



Government of Rajasthan

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skills and HR

'Discover the Power Within' – Firewalk workshop

19 November, 2009, Amritsar

CII Punjab organised a highly energy packed entertaining transformational Neuro-Linguistic Programming (NLP) workshop on 'Discover the Power Within' - A Fire Walk Workshop. The workshop conducted by renowned NLP trainer Mr. PS Rathore was attended by business owners, CEOs and managers. It was aimed at helping them perform better at their workplace. The workshop focused on excellent state control, emotional stability, stress resistance, and self management.

Workshop on 'Developing supervisory skills for competitive workforce'

20 November, 2009, Chandigarh

To develop and bring the thought process of future leaders and of their organisations on the same level, CII Himachal Pradesh organised a one day workshop on 'How to Develop Supervisory Skills'. The delegates were also made to learn the tools that supervisor can use to plan, organize, communicate and monitor effectively in every situation. The main deliverable of the workshop was that the people are the core of any business and they have the power to build stronger and successful organisations. Delegates were made aware of the importance of well-knit and cohesive workforce for smooth and efficient running of an organisation.

The workshop saw participation from industry giants such as Dr Reddy Laboratories, Dabur India, Titan, Chandigarh Bottlers and Distillers, Vardhman Group, to name a few.

CII 22nd regional workskills competition

7-9 December, 2009, Chandigarh

Mr Vikram Hans, Convenor, MSME Panel, CII Chandigarh & Managing Director, Multi Overseas India Pvt Ltd said, "CII launched a nation-wide 'Skills Development Initiative' in 2004 to train large numbers of people across sectors, in various skills, to meet national requirements for truly world-class skilled workers. This is also directed at addressing the needs of the local economy in various parts of the country. Through this Initiative CII aims to accomplish the radical overhauling of the image and skill capabilities of the Indian workforce and make India, 'The Skills Capital of the World.'"

The Competition had industry representation from giants like ACC Bilaspur, Abhishek Industries Ltd, Bharti Teletech, Hero Honda Motors Ltd, Honda Siel Power Products, JSL Hisar, Nestle, Maruti Suzuki India Ltd, Moga, Nestle Samalkha, SRF Ltd, Mahindra & Mahindra, New Holland Tractors Ltd, Tata Motors. Below the 22 years category, Tata Motors Ltd, Lucknow bagged the maximum prizes and in above the age of 22 years category Abhishek Industries Ltd, Ludhiana, Maruti Suzuki India Ltd, Gurgaon, Hero Honda Motors Ltd, Gurgaon, SRF Ltd, Bhiwadi emerged as winners in different categories of trades including electrician, fitter, miller, turner, welder, filter, industrial electrician, instrument mechanic, tool and dye.

"Today, there is only one benchmark for skilled workers – and that is the world standard. It is heartening to note that CII has initiated many projects for skill development and enhancement while working closely with the government and industry," stated Mr Prithi Chand, Director, Technical Education, and Chandigarh Administration while speaking at the concluding ceremony of the 22nd Regional Workskills Competition. Mr Chand urged CII to consider if the frequency of this annual affair could be increased as it encourages skills development. The three-day work skills competition saw more than 100 participants.

Left to right: 'Discovering the fire within'- a participant performing the fire walk activity; 22nd regional workskills competition; Workshop on 'How to develop supervisory skill, in progress



exploring horizons



CII brings "Food Bowl of Australia" - Griffith to assist Indian Industry with Support, Contacts and Advice for New Business Investments

18 November, 2009, Chandigarh

CII organised an interactive session with Griffith City Council, Australia. Mr John Dal Broi, Managing Director, Joncondon Pastoral Company and Obledo Management Trust and Former Mayor, Griffith City Council, said "We are here to provide an industry assistance package for new business opportunities and expansion of already existing business." Explaining the role of Griffith Council in attracting investors, he added that the Council would help in providing support, contacts and advice to the investors, with targeted information and infrastructure. The session was well attended by industrialists representing various sectors in and around Chandigarh.

Seminar on 'Business Opportunities in British Columbia, Canada'

22 January, 2010, Chandigarh

Hon'ble Michael de Jong, Attorney General and Government House Leader of British Columbia, Canada addressed delegates at the seminar on 'Business Opportunities for Indian Companies in British Columbia, Canada' organised by CII. Leading a high profile 12-member delegation, comprising members from various ministries, Mr Michael de Jong, was here to explore strategic cooperation, market sharing and trade complementation between India and British Columbia. The session also discussed India's participation in global multilateral institutions and Indo-Canadian cooperation in fostering higher education, building infrastructure and reforming agriculture and augmenting productivity. Mr Partap Aggarwal, Chairman, CII, Chandigarh State Council welcomed the opportunity of mutual growth and partnership among both countries.

Discussion with US Experts on water distribution system for irrigation in Punjab

13 December, 2009, Ludhiana, Jalandhar, Chandigarh

A team of senior experts from world-renowned irrigation firm Valmont, USA interacted with prominent agriculturists, senior government officials and progressive farmers at CII Headquarters, Chandigarh to explore the feasibility of new irrigation equipments and offering solutions suited to our conditions. The delegation's visit was a follow up of Punjab Government and CII's joint delegation's visit to Israel, Egypt and Dubai from 16th till 20th November 2009. On the sidelines of this visit to Dubai, CII members also visited work site of Valmont in Jabel Ali (UAE) and met with their representatives and invited them to visit farms in Punjab. A delegation comprising visiting officials of Valmont Irrigation, Jain Irrigation Systems and CII officials visited farms of Bharti Del Monte at Ladowal near Ludhiana.

Study Mission on showcasing HR best practices

12-13 November, 2009, Mumbai

CII Delhi State Council organised a two-day study mission on showcasing HR best practices. The members visited Procter & Gamble Ltd, Cadbury India Ltd, Classic Stripes Pvt Ltd and ICICI Bank Ltd. The objective of the mission was to get an insight on various spheres of Human Resource Practices of member companies and to share views on the direction that needs to be taken to achieve excellence in Human Resource Management. The 15-member delegation was well represented by the HR leaders from, Cargo Service Centre India Pvt Ltd, Educational Initiatives Pvt. Ltd, Excel Crop Care Limited, Hero Honda Motors Ltd, InterGlobe Aviation, InterGlobe Technologies, InterGlobe Technology Quotient, KEC International Ltd, Network Solutions Pvt Ltd, Raychem RPG Ltd & TAFE Motors & Tractors Limited across the country.

Left to right: Participants at Classic Stripes Pvt Ltd; Delegates from CII & Valmont Irrigation visiting the farms of Mr. Pawanjot Singh in Jalandhar; Hon'ble Michael de Jong, Attorney General and Government House Leader of British Columbia, Canada, addressing seminar delegates



competitiveness corner



Workshop on managing technology & innovations

11-12 November, 2009, Shimla

CII Himachal Pradesh organised a workshop on Technology & Innovation Management to study innovation management, technology for economic development; technology evaluation, pricing & negotiation, and creation and management of intellectual property rights. The two day confluence of intellectual and business minds was well attended by 34 delegates from the industry.

Seminar on 'Engineering Innovation in Manufacturing'

17 November, 2009, Delhi

CII Northern Region organised a seminar on 'Engineering Innovation in Manufacturing' where eminent speakers dwell on experiences in their particular organisations with respect to Innovation. Mr David Wittenberg from The Innovation Workgroup, USA and Mr Atre from Munjal Showa shared their viewpoints along with other eminent speakers from various organisations.

Seminar on 'Cold Chain Development'

30 November, 2009, Jalandhar

To explore the opportunities that exist for cold chain and cold storage business in Punjab and to deliberate on issues and challenges faced by this sector in the state, CII Punjab and Government of Punjab jointly organised a seminar 'Cold chain development: affordable technologies in the new paradigm'. Mr N S Kang, Financial Commissioner, Development, Government of Punjab was the Chief Guest on the occasion.

Seminar on 'Institutional Initiatives for MSME Empowerment'

3 December, 2009, Lucknow

"MSMEs are one of the highest growing sectors in Uttar Pradesh," said Mohd Iftikhar-ud-din, IAS, Director of Industries, Government of Uttar Pradesh at a Seminar on 'Institutional Initiatives for MSME Empowerment' organised by CII in association with National Small Industries Corporation (NSIC). Among other speakers were Mr Subhash Joshi, DGM, Hero Honda Motors Ltd and Mr A K Singh, Senior Branch Manager, NSIC.

Seminar on 'Industrial Safety Management'

4 December 2009, Baddi

At the CII-organised seminar, Mrs Mamta Chaudhary, CEO, BBNDA, while releasing the booklet on industrial safety, highlighted the importance of creating awareness about Industrial Safety in today's complex workplace. Mr Sanjay Khurana, Consultant with Parashar & Co, Chartered Engineers, briefed delegates about the Compliance, Standards and Certification aspects of the industrial safety. The programme was well attended by 45 delegates from various industry segments of the state and the CII's endeavor was appreciated and acknowledged by all present.

Workshop on Autonomous Maintenance

21 December, 2009, Parwanoo

Mr K N Rattan, faculty for the workshop, shared his knowledge on autonomous maintenance, its team-based approach to maintain activities as part of a Total Productive Maintenance (TPM) process.

Left to right: Mr K N Rattan, Member, Manufacturing Competitiveness Sub-Committee, CII (NR) addressing the participants at the engineering innovation seminar; Air Cmde (Retd) S C Kumar – VSM, Senior Advisor, Leed Accredited Professional addressing the participants during the Green Building seminar; Empowering MSMEs - Delegates at a seminar in Lucknow; Delegates attending workshop on autonomous maintenance





Young Indians

"The Art of Leadership" with William S. Cohen Former United States Secretary of Defense

19 November, 2009, New Delhi

Young Indians Delhi Chapter along with Aspen India Institute organized a session on Art of Leadership with Sir William S Cohen, Former United States Secretary of Defence.

Mr Gautam Thapar, Chairman, Aspen Institute India gave a brief about Mr Cohen and touted him as one of the 200 leaders of world. He also mentioned that Sir William is a published author and a great poet. Mr Cohen commenced the session acknowledging Mr Tarun Das's suggestion to quote example from his own personal life. Mr Cohen said that there were many components of leadership like intelligence, self confidence, knowledge, ability to motivate & inspire, perseverance, sharing credit, being open minded, ability to look at things differently which largely depend on place, time and the prevalent culture.

The session was concluded by Ms Bhairavi Jani, Yi National Vice Chairman who thanked Mr Cohen for providing an excerpt from his personal life to showcase best practice for leadership.

Art and Wine Appreciation session arrests every motion towards raising funds for girl education

4 December, 2009, Chandigarh

CII - Yi's Chandigarh Chapter took another step forward towards supporting the education of under privileged girl children by organising high profile Art and Wine Appreciation session with the presence of city's glitterati, the proceeds of which would go towards supporting the cause.

Mr Y Saboo Past Chairman, Chandigarh Council & Founder President Chandigarh Wine Club said, "Wine has a great history and is a healthy drink; however I believe that more than great wine, it is important to focus on great wine appreciation." Adding to the ambience and so much in sync with spirit was the exhibition put up by Bhavmit Tiger Chandoak, Yi Member & CEO & MD, Tiger Wealth Management Private Limited which saw a huge response to the art and artifacts by the delegates.

Mr Mohit Chitkara, Chair, Yi Chandigarh Chapter, thanked the guests for the initiative they took towards the noble cause of girl child education through this appreciation session.

Online marketing, an effective & efficient mean to ensure right reach: Yi session

13 November, 2009, Chandigarh

CII's Young Indians encouraged industry towards internet marketing by conducting a session on 'Online Marketing' at CII Northern Region Headquarters. Dr Navita Mahajan, Co-Chair, Yi Chandigarh sharing her views said, "Online Marketing ensures reaching out to the various stakeholders effectively and efficiently, though there are various segments in our nation where Internet use is still limited."

Mr. Pancham Prashar, Director, Cue Blocks Technologies Pvt Ltd, said, "The interactive nature of internet marketing in terms of providing instant response is uniquely commendable as it not only ties creative & technical aspects of the internet but includes design, development, advertising and placing of media along different stages of customer engagement cycle."

Discussing on the various pros and cons of Internet marketing, Ms Avneet Sethi, Co-Founder of Cue Blocks said, "The Internet marketing is growing at an outstanding pace as it is relatively an inexpensive marketing tool when compared to the ratio of cost against the reach of the target audience." The conference was well attended by Yi members, professionals, entrepreneurs and marketing experts.



statescape



CHANDIGARH

Seminar on Competition Law and its Enforcement 7 November, 2009

The Punjab Governor and Administrator, Union Territory, Chandigarh, General (Retd.) Dr S F Rodrigues, PVSM VSM, said that India is on the threshold of being among the best economies of the world but is not prepared adequately, to meet the challenges of the fast emerging global scenario. Mr Manpreet Singh Badal, Finance Minister, Punjab, and Mr Y Saboo, Past Chairman, CII Chandigarh, also spoke on the occasion.

Gearing for 'post slowdown', 13 November, 2009

Mr Jaiprakash S Hasrajani, Director, Taaleem India made a presentation on 'Gearing for Post Slowdown' to help members prepare for 'post slowdown' and formulate effective strategies.

Session on ECGC & ITS Services, highlights the need for export credit insurance, 24 November, 2009

Mr S Roy Chowdhury, Branch Manager, Chandigarh, Export Credit Guarantee Corporation of India Limited made a detailed presentation on ECGC of India and its services to IT companies.

Session on Investor Relations by Mr Kevin Mamel, Chief Financial Officer, Quark, INC, 8 December, 2009



DELHI



Interaction with Mr Ramesh Negi, CEO, Delhi Jal Board, 14 December, 2009

At a meeting with Delhi Jal Board, Mr Lim Chee Onn, Special Advisor, Keppel Corporation, Singapore, on his visit to India on a Fellowship Programme organised by the Singapore-India Partnership Foundation (SIPF) shared that Singapore had pursued a very robust environmental and water policy, which had helped it become a self sufficient in water resources. While Singapore does depend on water being imported from neighbouring countries, it has also added three more avenues to collect water – water harvesting, recycling and de-salination. Mr Ramesh Negi, CEO, Delhi Jal Board said that Delhi Government would be keen to explore the areas of collaboration.

Panel Discussion on 'Enhancing Capacities of Construction Equipment for Up-Scaling Infrastructure Development' 12 November, 2009

At the CII-organised discussion, Mr Chetan D Sanghi, MD, Delhi State Industrial & Infrastructure Development Corporation was the Chief Guest for the session. Around 125 people participated in the programme.

3rd Meeting: Regional Core Group on Water

10 December, 2009

Convention on construction of concrete roads

15 December, 2009

Mr Chetan D Sanghi, MD-DSI IDC, deliberates with Singapore Delegation, 17 December, 2009

The Singapore Business Federation – South Asia Business Group (SABG) organised a business mission to Delhi to understand the opportunities available in New Delhi by networking with key business and government agencies in Indian cities.



HARYANA

Congregation to review Haryana's Industrial Policy

10 December, 2009, Chandigarh

Mr Y S Malik, Financial Commissioner & Principal Secretary, Industries, Mr Rajeev Arora, MD HSI IDC, Ms Surina Rajan, Financial Commissioner & Principal Secretary, Labour, Government of Haryana met delegates from several industrial associations and addressed issues in the Revised Industrial Policy being formulated by the Government of Haryana.

Interactions with

Mrs Urvashi Gulati, Chief Secretary, Government of Haryana

15 December, 2009, Chandigarh

Mr Chattar Singh Principal Secretary, Government of Haryana,

15 December, 2009, Chandigarh



HIMACHAL PRADESH

Meeting with Mr Atul Chaturvedi, Secretary-Steel, Government of India, 30 November, 2009, Shimla

The agenda of the meeting was to discuss the possibilities of setting up of secondary steel units in the State of Himachal Pradesh by central PSUs. The demand of CII members regarding establishment of RINL Steel Depot in or around Baddi was also addressed and it was assured by the Secretary of Steel that the RINL products that are being consumed by steel users of Himachal Pradesh will be made

available at the existing SAIL depots. The solution was appreciated by CII members. Other dignitaries present were Ms Asha Swarup, Chief Secretary, Government of Himachal Pradesh with her team of senior officials, Chairman, Steel Authority of India Ltd, CMD, Rashtriya Ispat Nigam Ltd, CMD, National Mineral Development Corporation and CII members.

Meeting with Smt Asha Swarup, Chief Secretary, Government of Himachal Pradesh, 2 January, 2010, Shimla

The agenda of the meeting was to permit renting out surplus built-up spaces in industrial buildings built after obtaining permission under Section 118. It was also discussed that the rent-sharing with the govt. is totally unjustifiable and hence needs to be reduced. The processing fee for the same also needs to be adjusted as against the actual. The Chief Secretary has assured to take up the matter in the next cabinet meeting.

Submission of Pre-Budget Memorandum to the Government, 18 January, 2010, Shimla

"The upcoming Budget of Himachal Pradesh should impart an impetus for growth through a reforms-based agenda. A comprehensive and composite plan needs to be made that addresses economic issues with the active participation of all the stakeholders. Special focus should be on infrastructure development, which is hampering the growth of industry in the State," said Mr Anil Sehgal, Chairman, CII Himachal Pradesh after submitting CII's Pre-Budget Memorandum 2010-11 to the State Government. Similarly, for tourism sector, CII recommended that there should be a quantum leap in the budgetary allocation to develop adequate infrastructure keeping in mind the huge inflow of foreign tourists.



JAMMU AND KASHMIR

Meetings with

Mr Anil Goswami, Principal Secretary, Industries & Commerce, Government of Jammu & Kashmir, 11 November, 2009, Jammu

Ms Sonali Kumar, Principal Secretary Agriculture, Government of Jammu & Kashmir, 16 November, 2009, Jammu

Mr Altaf Hussian, Additional Secretary Tourism, Government of Jammu & Kashmir, 20 November, 2009, Jammu

Mr Abdul Rahim Rather, Finance Minister, Government of Jammu & Kashmir, 24 November, 2009, Jammu



PUNJAB

Mission on sustainable growth: CEOs Meet

24 November, 2009, Ludhiana

CII organised a CEOs meet to press forward the concept of ecologically sustainable growth among Industry members in the State. Towards this end, Mr SK Rai, former Chairman, CII Punjab, addressed the session, along with other senior members from the State. The session was well attended by senior and prominent industry leaders of the State.

Awareness session on Green Building concept,

November 24, 2009, Ludhiana

CII in association with Indian Green Building Council (IGBC), Hyderabad organised an awareness session on the scope of Green Building concepts in India. S Raghupathy, Senior Director and head CII- GBC centre along with Jit Kumar Gupta, Joint Honorary Secretary of Indian Institute of Architects were the main speakers for the session.



RAJASTHAN

Interactive sessions on

Dr Jitendra Singh, Minister for Energy, GoR,

11 September 2009, Ajmer

Mr Anurag Bhatnagar, Director General, National Institute of Agricultural Marketing (NIAM),

10 November, 2009, Jaipur

Mr Rajendra Bhanawat, Managing Director, RIICO Ltd and Mr Ajit K Singh, Principal Secretary – Labour & Employment, GoR, 18 December 2009, Jaipur



Mr Ajit K Singh, Principal Secretary, Labour & Employment, GoR during interaction with State Council members of CII Rajasthan



UTTARAKHAND

Visit to SIDCUL Haridwar Industrial Area, 15 December, 2009, Haridwar

CII state office team visited Mahindra & Mahindra & ABB at SIDCUL Haridwar industrial area. The objective of the outreach programme was to explore possibilities of organising B2B industrial fair at Haridwar, understand the training needs of the industry and exploring the possibilities of initiating skill project.

Meeting with Mr P C Sharma, Principal Secretary Industrial Development, GoU, 17 December, 2009, Dehradun

Mr Rajiv Berry, Vice Chairman, CII Uttarakhand State Council met Mr P C Sharma, Principal Secretary Industrial Development, Government of Uttarakhand to submit the proposal for Assessment Report on IT Enabled SWS in the State. The objective of the report is to define the project vision, objectives and scope for an IT enabled Single Window System.

Meeting with Mr AK Tyagi, Chief Project Officer, UREDA (Uttarakhand Renewable Energy Development Asso.), 6 January, 2010, Dehradun

The meeting was held to explore possibilities of joint initiatives on energy conservation, trainings, competitions, audits and so on.

Participation at internal review of 'Draft Report on Tourism' prepared by HNB Garhwal University for GTZ, 7 January, 2010, Dehradun

Mr S K Gupta, DFO, Eco Tourism emphasised on promotion of eco tourism in identified two potential tourism pockets one each in Garhwal & Kumaon region of the State.

Meetings with

Mr Trivendra Singh Rawat, Minister for Agriculture, GoU, 11 November 2009, Dehradun

Mr M H Khan, Secretary Drinking Water, Watershed Management, GoU, 25 November 2009, Dehradun



UTTAR PRADESH

Lucknow. Mr Jayant Krishna, Vice Chairman, CII UP & Principal Consultant, TCS said, " Among the challenger locations listed in the NASSCOM-AT Kearney Study, Lucknow has a huge opportunity to emerge as an IT-BPO hotspot."

Awareness on Intellectual Property Protection of Identified Geographical Indications of Western UP

11 December, 2009, Meerut

In a unique, first of its kind initiative, CII Uttar Pradesh in partnership with CII APTDC Hyderabad and Export Promotion Bureau, Government of Uttar Pradesh is working on Intellectual Property Protection of identified Geographical Indications (GIs) of UP.

Geographical Indication (GI) is one form of Intellectual Property, which can protect these intangible assets for identity and reputation in the national and international market. In due course, with proper enforcement mechanism these GIs can provide business opportunities and wealth creation to the end users i.e. artisans, weavers and craftsmen.

Under the current project six products have been identified for GI registration in UP:

- Petha of Agra & Dalmoth of Agra
- Marble work of Agra
- Sports Goods of Meerut
- Patch Work of Rampur
- Locks of Aligarh
- Kebabs of Kakori - Lucknow

Session on Foreign Trade Policies & Procedures,

11 December, 2009, Meerut

CII Western UP Zonal Council, in association with Export Promotion Bureau, Government of Uttar Pradesh organised a seminar on 'Understanding the New Foreign Trade Policies & Procedures'.

The programme enabled the participants to :

- appreciate the New Policy and Procedures along with the relevant provisions in Central Excise and Customs
- sharpen their skills in choosing appropriate export promotion schemes, in anticipating problems and in improving documentation

The session was inaugurated by Mr Mahaveer Singh, ADM (City), Meerut and chaired by Mr Girish Kumar, Member CII. The session was well attended by 40 participants from the export oriented units of Meerut.

Interactive Session on IT-BPO Destination Lucknow

26 November, 2009, Lucknow

IT professionals' fraternity of Lucknow and CII organised a significant interactive session on 'IT-BPO Destination Lucknow' at the Tata Consultancy Services (TCS)'s Awadh Park campus. UP's Industrial & Infrastructure Development Commissioner, Mr Anoop Mishra, UP's Principal Secretary, IT Mr Chandra Prakash, and Vice Chancellor, UPTU, Prof Kripa Shankar took part along with representatives of IT-BPO companies from Lucknow. Mr Anoop Mishra, IIDC agreed in-principle to the need for a large IT-ITeS SEZ in Lucknow. Mr Chandra Prakash shared various e-governance initiatives in UP which would also give reasons to IT companies to locate delivery operations in



reaching out

HIV/AIDS initiatives

CII North's HIV/AIDS tollfree & online counselling helpline launched

CII has started a toll free service on HIV/AIDS in English, Hindi, Urdu and Punjabi languages. BSNL/MTNL users can call on 1800-180-2008, while other networks can dial 0172-266217 to speak to the counsellors and seek information regarding HIV/AIDS.

Mr FO Hashmi, Project Director, Delhi State Aids Control Society emphasised on "creation of networks to disseminate information, voluntary counselling and testing services as an effective instrument in reversing the effects of this viral disease" while highlighting the need to mainstream issues regarding HIV/AIDS through government's and private sector's participation. He was speaking at a session organised by International Labour Organisation (ILO), Delhi State AIDS Control Society (DSACS) and CII.

CII has also trained 38,500 people through workshops and infotainment sessions in order to strengthen corporate responsibility for a safer tomorrow. In addition, 463 professionals have been trained on antiretroviral therapy and 233 corporate members are signatory to HIV policy for CII.



Top: Uncovering the myths and misconceptions - HIV/AIDS session at M/s Engineering Enterprises, Lucknow on 5 December, 2009

Above: UNAIDS, World Bank official talking to HIV/AIDS counsellor

CII Initiatives...

CII exhorts members towards social responsibility at HIV/AIDS advocacy session, 13 November, 2009, Chandigarh

Visit of UNAIDS, World Bank officials to HIV Helpline facility 17 November, 2009, Chandigarh

Launch of Workplace Interventions programmes in member industries, 1 December, 2009, Mohali

'Be Aware Be Safe'- Awareness session on HIV/AIDS for workers, 5 December, 2009, Lucknow

Blood Donation Camp & Awareness session on HIV/AIDS 19 December, 2009, Chandigarh

Visit of Ms Kousalya, President, Positive Women Network, to HIV Helpline facility 16 January, 2010, Chandigarh

Water and Environment

In the realm of environment management, CII recognises that Carbon Credits has opened a window of opportunities. They provide a way to reduce greenhouse effect emissions on an industrial scale by capping total annual emissions and letting the market assign a monetary value to any shortfall through trading. CII organised a number of workshops on climate change and carbon markets.

- 9 December, 2009, Baddi
- 10 December, 2009, Chandigarh
- 12 December, 2009, Ludhiana
- 11 December, 2009, Dehradun

Training programme on 'Green Buildings'

19 November, 2009, Dehradun

CII Uttarakhand along with its Godrej Green Business Centre at Hyderabad organised this programme for sharing best practices on Green Buildings and imparting knowledge on Green Building concepts & LEED India NC rating system.

Session on Sustainable Technologies & Greening of Industry

21 January, 2010, Chandigarh

Taking forward the initiative of making Himachal Pradesh the first Carbon neutral State of India, CII submitted a proposal to the State Government with a specific focus on greening existing industry,



Session on Sustainable Technologies & Greening of Industry


CO₂ emission quantification and disclosure, and policy and road map for Himachal Pradesh.

Mrs Sarojini Thakur, Additional Chief Secretary, Government of Himachal Pradesh, mooted for a benchmark for the industries with an aim to help the State develop in a sustainable way to accomplish its goals of being carbon neutral, creating more jobs and livelihood and develop a health infrastructure. Mrs Seema Arora, Principal Councillor & Head, CII, ITC Centre of Excellence for Sustainable Development and Dr Nagin Nanda, Member Secretary, Himachal Pradesh State Pollution Control Board made their effective presentations. The session was well attended by over 45 participants from the industry based in Himachal Pradesh and other State Government officials.


Launch of Nanhi Chaan at The Himalaya Drug Co.

1 January, 2010, Dehradun

Another extension of Nanhi Chaan, a CII Northern Region Initiative, promoting gender equality and ecological conservation, was launched at Dehradun by Dr S Farooq, President, the Himalaya Drug Company.



HELP LINE



CII Membership Helpline Service

As part of our continuing endeavour to serve our members, CII has launched an exclusive telephone helpline service. The helpline will respond to queries / suggestions from member companies.

To reach CII, please call

00-91-11-435-46244 or 00-99-104-46244

The CII Helpline service will operate from 0900 - 1715 hrs on all working days including Saturdays. (The Service, would, over a period of time, be available 24x7 i.e. round - the - clock.) The Helpline will be manned by trained CII staff.

We invite you, and /or members of your organisation, to call us on these helpline numbers for any information on the various CII activities, any other queries or suggestions.

We also have an exclusive email ID on Membership, to respond to your queries / suggestions by e-mail. Write to us at membership@cii.in

Helpline Service

teleboard

Chandigarh vows to fight the virus

Of the 4,360 HIV positive patients being treated in Chandigarh, 296 belong to the city

TRIBUNE NEWS SERVICE
CHANDIGARH, JANUARY 14

CHANDIGARH, January 14 (TNS) - Chandigarh is committed to fight the virus, Chief Minister Pardeep Singh said today. He said the city government is committed to fight the virus and is providing free treatment to HIV positive patients. He said the city government is committed to fight the virus and is providing free treatment to HIV positive patients.



CHANDIGARH, January 14 (TNS) - Chandigarh is committed to fight the virus, Chief Minister Pardeep Singh said today. He said the city government is committed to fight the virus and is providing free treatment to HIV positive patients.

Time for another green revolution: CM

TRIBUNE NEWS SERVICE
JHANSI, NOVEMBER 28

Chief Minister Raghuraj Singh Hooda yesterday asked farm extension to usher in a second green revolution to meet food production targets for the future. Addressing the opening session of Agri Conclave and Agri Max organized by the Confederation of Indian Industry (CII) at Haryana Agricultural University here, he said over the years, resources had shrunk but the population increase had necessitated greater foodgrain production. This was a big challenge for the governments, farm scientists as well as the farmers.

He said "our farmers need to follow the Israeli water conservation and irrigation technology for judicious use of this scarce resource." The Chief Minister said climate change had posed more problems for farmers as well as farm scientists. He asked scientists to focus on developing new varieties of crops which could withstand the changes in climate. This, he said, was necessary if the country was to feed its people from its own resources. He lauded that over the years, research work in HAU had not been up to the mark despite occasional success. He said farmers should be involved

rate budget for research projects so that enough funds were available for the same. He added that HAU scientists would come up to the expectations of the people of Haryana and face the challenges of modern agriculture. Hooda's cabinet colleagues Pardeep Singh and Raghuraj Surjewala, HPCC chief Phool Chand Mallana, HPCC working president Kuldeep Sharma and Savitri Jindal and Ranpal Singh, Congress legislators, were also present.



Interactive session with Griffith City Council at CII

HT Live Correspondent
AUCKLAND, NEW ZEALAND

CHANDIGARH, January 14 (TNS) - The Griffith City Council of New Zealand visited Chandigarh for an interactive session with the Confederation of Indian Industry (CII) on Thursday. The session was held at the CII office and was attended by the CII Chairman, Chandigarh, and the Griffith City Council members. The session was held at the CII office and was attended by the CII Chairman, Chandigarh, and the Griffith City Council members.

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Climate Change Department to be set up in the State: CM

TRIBUNE NEWS SERVICE
DELHI, JANUARY 14

Chief Minister Pardeep Singh Hooda said today that a separate Climate Change Department would be set up in the state soon. He was speaking at the inauguration of the Environment Summit at Chandigarh. He said the government is committed to fight climate change and is taking various steps to reduce carbon emissions. He said the government is committed to fight climate change and is taking various steps to reduce carbon emissions.

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Badal invites Dubai-based cos to undertake low-cost housing projects

OUR DESK
DUBAI, U.A.E.

CHANDIGARH, January 14 (TNS) - Chief Minister Pardeep Singh Badal invited Indian Builders and Professional Council (IBPC) and Confederation of Indian Industry (CII) to jointly explore the possibilities of developmental housing in Chandigarh.

CHANDIGARH, January 14 (TNS) - Chief Minister Pardeep Singh Badal invited Indian Builders and Professional Council (IBPC) and Confederation of Indian Industry (CII) to jointly explore the possibilities of developmental housing in Chandigarh. He said the government is committed to provide affordable housing to the people of Chandigarh.

Over 250 units of blood collected at camp

HT Live Correspondent
CHANDIGARH, JANUARY 14

CHANDIGARH, January 14 (TNS) - Over 250 units of blood were collected at a camp organized by the Confederation of Indian Industry (CII) and the State AIDS Control Society (SACS) on Thursday. The camp was held at the CII office and was attended by the CII Chairman, Chandigarh, and the SACS officials.

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CII infra conclave moots investment roadmap

TRIBUNE NEWS SERVICE
CHANDIGARH, JANUARY 14

CHANDIGARH, January 14 (TNS) - The Confederation of Indian Industry (CII) Infra Conclave on Thursday mooted a roadmap for the development of urban, industrial infrastructure in Chandigarh. The conclave was held at the CII office and was attended by the CII Chairman, Chandigarh, and various industry leaders.



CII fair brings Pak nearer

TRIBUNE NEWS SERVICE
CHANDIGARH, JANUARY 14

CHANDIGARH, January 14 (TNS) - The Confederation of Indian Industry (CII) fair on Thursday brought Pakistan closer to Chandigarh. The fair was held at the CII office and was attended by the CII Chairman, Chandigarh, and various industry leaders.

CHANDIGARH, January 14 (TNS) - The Confederation of Indian Industry (CII) fair on Thursday brought Pakistan closer to Chandigarh. The fair was held at the CII office and was attended by the CII Chairman, Chandigarh, and various industry leaders.



CII donates electrotherapy unit to Aasha Kiran

TRIBUNE NEWS SERVICE
CHANDIGARH, JANUARY 14

CHANDIGARH, January 14 (TNS) - The Confederation of Indian Industry (CII) donated an electrotherapy unit to Aasha Kiran, a social welfare organization, on Thursday. The unit was donated to Aasha Kiran and will be used for the treatment of patients. The unit was donated to Aasha Kiran and will be used for the treatment of patients.

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Workshop helps executives beat stress in unique manner

HT Correspondent
CHANDIGARH, JANUARY 14

CHANDIGARH, January 14 (TNS) - A workshop on stress management was held at the CII office on Thursday. The workshop was attended by the CII Chairman, Chandigarh, and various industry leaders. The workshop was held at the CII office and was attended by the CII Chairman, Chandigarh, and various industry leaders.

CHANDIGARH, January 14 (TNS) - A workshop on stress management was held at the CII office on Thursday. The workshop was attended by the CII Chairman, Chandigarh, and various industry leaders. The workshop was held at the CII office and was attended by the CII Chairman, Chandigarh, and various industry leaders.



Cheers to art! CII's Young Indians' wine and art appreciation session ran to a full house

HT Correspondent
CHANDIGARH, JANUARY 14

CHANDIGARH, January 14 (TNS) - A wine and art appreciation session was held at the CII office on Thursday. The session was attended by the CII Chairman, Chandigarh, and various industry leaders. The session was held at the CII office and was attended by the CII Chairman, Chandigarh, and various industry leaders.



Marwad Kushi Utsav ka Aagaaz

TRIBUNE NEWS SERVICE
CHANDIGARH, JANUARY 14

CHANDIGARH, January 14 (TNS) - The Marwad Kushi Utsav was inaugurated in Chandigarh on Thursday. The inauguration was held at the CII office and was attended by the CII Chairman, Chandigarh, and various industry leaders. The inauguration was held at the CII office and was attended by the CII Chairman, Chandigarh, and various industry leaders.

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For more details on Agro Tech 2010, contact:

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