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Congratulations, Padma Awardees

— **Padma Vibhushan award winner** —



Ashok S Ganguly

Member, Prime Minister's Council on Trade & Industry, Member India USA CEO Council, Member, Investment Commission, and Member, National Knowledge Commission

— **Padma Bhushan award winners** —



Shekhar Gupta

Editor-in-Chief, Indian Express Newspapers (Mumbai) Ltd.



A M Naik

Chairman and Managing Director, Larsen & Toubro



Sam Pitroda

Chairman, National Knowledge Commission



C K Prahalad

Paul and Ruth McCracken Distinguished University Professor of Strategy

— **Padma Shri award winner** —



R K Krishnakumar

Director, Tata Sons, Chairman, Tata Coffee & Asian Coffee, and Vice-Chairman, Tata Tea & Indian Hotels



Narendra Modi, Chief Minister, Gujarat, Mukesh Ambani, Chairman, Reliance Industries, Ratan Tata, Chairman, Tata Group, K V Kamath, President, CII, and Raila Amolo Odinga, Prime Minister, Kenya



4th Biennial Global Investors' Summit 2009

Vibrant Gujarat, the 4th biennial Global Investors' Summit 2009 brought together business leaders, investors, corporations, thought leaders, policy and opinion makers to understand and explore business opportunities with the State of Gujarat. CII was the National Partner for this Summit.

Based on the theme – 'Gujarat Going Global', the Vibrant Gujarat: Global Investors' Summit 2009, held on 12-13 January in Ahmedabad, had resounding success this year. During the course of two days, 8662 MoUs worth US\$ 243 billion (over Rs. 12 lakh crore) were signed. The summit witnessed participation of over 20000 delegates of which over 600 were from overseas from 45 countries.

The who's who of Indian industry was present at the Summit. The leading corporates included Mr. Ratan Tata, Chairman, Tata Group, Mr. K V Kamath, President, CII, and Chairman & Managing Director & CEO, ICICI Bank Ltd., Mr. Mukesh Ambani, Chairman, Reliance Industries, Mr. Kumar Mangalam Birla, Chairman, Aditya Birla Group, Mr. Shashi Ruia, Chairman, Essar Group, Mr. Anil Ambani, Chairman, ADAG Group, Mr. Sunil Bharti Mittal, Chairman, Bharti Enterprises, Mr. Anand Mahindra, Vice Chairman & Managing Director, Mahindra & Mahindra Ltd, Mr. Baba Kalyani, Chairman & Managing Director, Bharat Forge Ltd, Mr. Arun Bharat Ram, Chairman, SRF Ltd,



K V Kamath with Narendra Modi

and Mr Ajit Gulabchand, Chairman & Managing Director, Hindustan Construction Company Ltd, among several other dignitaries.

Political leaders from countries such as Japan, UK, China, Russia, Canada, Israel, Poland, Korea, UAE, Malawi, Indonesia, Oman, Kenya, Italy, Singapore, Trinidad & Tobago, Vietnam, Uganda, Zimbabwe and Maldives also participated in the event.

Japan was the Partner Country to this Summit. This is the first time any country has agreed to partner with a State of another country. Japan External Trade Organisation (JETRO) was designated as the partner organization. Japan also reciprocated Gujarat's initiatives for mutual economic cooperation by sending two senior level delegations, led by Mr. Hideaki Domichi, the Ambassador of Japan to India and Mr. Heizo Takenaka, Former Minister of Economic & Fiscal Policy, Japan.

The maximum number of delegates too, was from Japan, totaling over 70 members.

The exhibition was organised in a grand manner. Spread over an area of 19,200 sq. mts, there were 232 stalls showcasing eminent companies of India. Sixteen international countries also participated in the exhibition, including Japan, Korea, UK, Kenya, Arab League, Russia, Netherlands, Trinidad & Tobago, Czech Republic, El Salvador and Uganda.

WEF Meeting 2009

Shaping the Post- Crisis World



Haruhiko Kuroda, President, Asian Development Bank, Philippines, Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India, and K V Kamath, President, CII



Azim Premji, Chairman, Wipro; Kamal Nath, Union Minister, Commerce and Industry, India, Deepak Puri, CMD, Moser Baer, India, and Kapil Sibal, Union Minister for Science & Technology and Earth Sciences, India



Hilde Schwab, Chairperson & Co-Founder, Schwab Foundation for Social Entrepreneurship, with Mallika Sarabhai, Dancer, India, Jose A. Abreu, Founder, Fundacion del Estado para el Sistema Nacional de Orquestas Juveniles e Infantiles, Venezuela, Jet Li, Founder, One Foundation, China, and Amitabh Bachchan, Actor, India, during the Presentation of the Crystal Awards

An 85 – member strong Indian contingent joined over 2500 delegates from all over the world to deliberate on the all –pervasive global economic crisis and ways to stabilize and re-launch the global economy. The participants included a record 41 heads of state or government, key finance, foreign, trade and energy ministers, along with religious, media and cultural leaders, social entrepreneurs and heads of non-governmental organizations from 96 countries.

Complementing the over – arching theme of ‘Shaping the post crisis world’ the Annual Meeting also pinpointed a number of interrelated global risks including climate change, food and water security. The programme followed six programmatic tracks that are high on the global agenda in 2009. These included Promoting Stability in the Financial System and Reviving Global Economic Growth; Ensuring Effective Global, Regional and National Governance for the Long Term; Addressing the Challenges of Sustainability and Development; Shaping the Values and Leadership Principles for a Post-Crisis World; Catalysing the Next Wave of Growth through Innovation, Science and Technology; and Understanding the Implications on Industry Business Models.

Chinese Premier Wen Jiabao, Russian Prime Minister Vladimir Putin, Federal Chancellor of Germany Angela Merkel, Prime Minister of the United Kingdom Gordon Brown; and Premier Taro Aso of Japan addressed participants at different sessions of the Meeting.



David Michael, Sr. Partner and Head, BCG, Greater China, Janmejaya K. Sinha, MD, BCG, India; Hans-Paul Buerkner, President and CEO, The Boston Consulting Group GmbH; Kamal Nath, K V Kamath, and David Rhodes, Sr. Partner, Global Leader, Financial Services Practice, BCG, at the BCG-CII breakfast session on 'Defying the Downturn: How Rapidly Developing Economies are Dealing with the Global Slowdown'

Indian Presence at the World Economic Forum Meeting

- 85-member Indian delegation comprising high-ranking government officials, CEOs of major Indian companies, media and civil society representatives
- Delegation led by Mr Kamal Nath, Minister, Commerce and Industry
- Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, Mr Kapil Sibal, Minister, Science and Technology and Mr Praful Patel, Minister, Civil Aviation, were the other members of the official delegation
- Mr Anand Mahindra, Vice-Chairman and Managing Director, Mahindra & Mahindra, was a Co-Chair the Meeting. The other Co – Chairs were
 - Kofi Annan, Secretary-General, United Nations (1997-2006)
 - Stephen Green, Group Chairman, HSBC Holdings, UK
- Rupert Murdoch, Chairman and CEO, News Corporation, USA
- Maria Ramos, Group Chief Executive, Transnet, South Africa
- Jeroen van der Veer, Chief Executive, Royal Dutch Shell Plc
- Werner Wenning, Chairman of the Board of Management, Bayer, Germany
- Amitabh Bachchan and Mallika Sarabhai received the Crystal Award
- Vishwanathan Anand, Chess Grandmaster and Current World Champion, also participated.
- 36 members of the Indian delegation had over 50 speaking roles in around 42 sessions over the four days
- Indian speakers lent an important Indian perspective to global issues ranging from the economic crisis to climate change, energy, skill development, innovation and culture.
- The programme also featured a session on India that looked at how the country can stimulate its economy, strengthen its regional relations and move forward with reforms in the face of the global slowdown, recent terrorist attacks and the national elections in 2009.
- CII and Indian companies organized several events on the sidelines of the Annual Meeting. While CII held its traditional annual 'India Reception' and breakfast sessions in partnership with Deutsche Bank India and The Boston Consulting Group, many Indian companies like Wipro, Infosys, TCS and IBEF organized private sessions and receptions.
- Wipro and CII jointly organized the annual Bollywood music evenings in Davos, featuring DJ Notorious.



Vijay Poonosamy, Vice-President, Intl Affairs, Etihad Airways PJSC, UAE, Prakash P. Hinduja, Chairman, Europe, Hinduja Group, Switzerland; Praful Patel, Minister of State for Civil Aviation, India, and Rahul Bajaj, Past President, CII & Chairman, Bajaj Auto Ltd.



Prince Henri d'Arenberg, Founder, GBA, Belgium, Deepak Puri, C K Prahalad, Paul and Ruth McCracken Distinguished University Professor of Corporate Strategy, University of Michigan, USA, Jamshyd N. Godrej, Past President, CII, & CMD, Godrej & Boyce Mfg Co. Ltd and Bernard Charlès, President and CEO, Dassault Systèmes SA, France



Chandrajit Banerjee, Director General, CII,
Usha Mittal and Lakshmi N Mittal,
Chairman and CEO, ArcelorMittal, UK



Adi B. Godrej, Chairman, The Godrej Group,
Mukesh D Ambani, CMD, Reliance Industries
Ltd and Nita Ambani



Manvinder S. Banga, President, Foods, Home
& Personal Care, Unilever, UK, Rahul Bajaj,
and M Shafiq Gabr, CMD, ARTOC Group for
Investment & Dept, Egypt



Aruna and Viswanathan Anand, Chess
Grandmaster, Bertrand Collomb,
Hon. Chairman, Lafarge, France, and
Rajendra S. Pawar, Chairman, NIIT Group



Indra Nooyi, Chairman & CEO, PepsiCo,
USA, with Chandrajit Banerjee



K V Kamath and Dr. Vijay Mallya,
Group Chariman, The UB Group

IBEF Initiatives at Davos

At a well-attended business session organised over breakfast at the Annual Meeting of the World Economic Forum at Davos on 31 January, a high-powered Indian panel highlighted the growth potential of rural markets in India. The theme of the session was 'Surviving the meltdown and Brand India', which dwelt upon the global economic crisis and Brand India.



Shekhar Gupta, Editor-in-Chief, Indian Express Newspapers (Mumbai) Ltd.,
Kapil Sibal, Kamal Nath and Anand Mahindra, Co-Chairman of the Annual Meeting 2009
and Vice-Chairman and MD, Mahindra & Mahindra

Addressing global business leaders from across sectors, Mr Kamal Nath, Minister for Commerce and Industry, emphasised that the Indian economy's fundamentals remained strong and that its growth trajectory would be led by its domestic demand driven growth model. He outlined that connecting people with the growth process, viz., inclusive growth, remained the biggest challenge. The rural growth story would be the future growth story of India, he said.

Joining him on the panel, Mr Kapil Sibal, Minister for Science & Technology and Earth Sciences, pointed out that low-cost technology would be the biggest generator of growth in the country. Equally, Mr Sibal assured the business community that India remained a safe and a secure place for business and investment.

Mr Anand Mahindra, Co-Chairman of the Annual Meeting 2009 and Vice-Chairman and Managing Director, Mahindra & Mahindra, referred to the rural markets as the 'flywheel of growth' that represented an incredible latent demand waiting to be tapped. The interactive session was moderated by Mr Shekhar Gupta, Editor-in-Chief of the Indian Express Newspapers (Mumbai) Ltd.

IBEF initiatives at Davos also included a nation messaging campaign that was broadcast on Bloomberg TV worldwide through the five days of Davos 2009. In this unique initiative, both Indian government and business leaders, along with select representatives of multinationals working in India, communicated several business messages of a resilient and reliable India.

15th Partnership Summit

Building Partnerships in a Post-Crisis World



Stockwell Day, Minister of International Trade & Minister for the Asia-Pacific Gateway, Canada, K V Kamath, President, CII, Sheila Dikshit, Chief Minister of NCT of Delhi, Kamal Nath, Minister of Commerce & Industry, India, & Chairman, The Partnership Summit 2009, Sunil Bharti Mittal, Immediate Past President, CII, & Co-Chairman, The Partnership Summit 2009, and Rt. Hon. Lord Mandelson, Secretary of State for Business, Enterprise & Regulatory Reform, UK

Over 1300 delegates and 30 speakers from 20 countries graced the Partnership Summit, CII's flagship event, in its 15th edition this year, to deliberate on 'Building Partnerships in a Post - Crisis World'. While the speakers, from Government and industry alike, underscored the gravity and far - reaching repercussions of the global economic crisis, they also pointed out that the challenges would bring opportunities to emerge stronger, if the lessons were learnt wisely and well.

The Summit was organized in collaboration with the Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, and the Delhi Government, on 19-20 January in New Delhi.

Emerging economies like India cannot remain isolated and insulated from the global financial and economic crisis. They must, in fact, be part of the solution through an inclusive approach to reflect contemporary realities, said Mr. Pranab Mukherjee, Minister for External Affairs, India, who was the Chief Guest at the inaugural session.

Calling for zero tolerance policy towards terrorism, Mr. Mukherjee wanted the international community, 'bound

together in a steadfast partnership against terrorism' to strictly act against countries that were found wanting in their commitment in this regard.

At a time when the whole world is trying to de-leverage, India continues to attract record Foreign Direct Investment (FDI) inflows, said Mr Kamal Nath, Minister of Commerce & Industry, India. Mr Nath, who chaired the Summit, noted that between April - December 2008, India received FDI inflows of US\$ 18.7 billion, which was two times the levels received during the same period last year. He invited global investors to maintain their investment momentum in India and reiterated that "the India Story has just begun". Mr Nath stressed that India still remains one of the most sought after investment destinations globally.

On the Doha Round of negotiations, Mr. Nath said India remains committed to the rule-based multilateral trading system, observing that healthy economies of developing countries like India are good for the global economy.

Rt. Hon. Lord Mandelson, Secretary of State for Business, Enterprise and Regulatory Reforms, UK, said "It is important to learn lessons from the great depression of 1930s, preserve the openness of trade, use the



Kapil Sibal, Minister for Science & Technology and Earth Sciences, India, and Sir Evelyn de Rothschild, Chairman, E.L. Rothschild Ltd

downturn to shift to becoming low carbon economies and conclude the Doha round within this year.” Though untested, the G20 has the potential to work towards bringing in a new world economic order, he said.

Mr. Stockwell Day, Minister, International Trade, and Minister for the Asia – Pacific Gateway, Canada, said that it was imperative to address the basics to overcome the global economic downturn. Protectionist sentiments were a facile solution to the crisis, he said, reiterating the Canadian government’s commitment to free trade.

Ms. Sheila Dikshit, Chief Minister, Government of NCT of Delhi, which was the Partner State of the Summit, said that the focus should remain on equitable, humane development, with concern for the environment. Whatever the percentage of growth, it is important to take right steps, she said.

India would play an important role in shaping the post crisis world, declared Mr. K V Kamath, President, CII, and MD & CEO, ICICI Bank Ltd, expressing the hope that the next 12 to 18 months would provide some respite from the current meltdown.

Mr. Sunil Bharti Mittal, Immediate Past President, CII, Summit Co- Chair, and Group Chairman & CEO, Bharti



Chandrajit Banerjee, Director General, CII, Khandu Wangchuk, Minister of Economic Affairs, Bhutan, and Anand Sharma, Minister of State for External Affairs, India



Pranab Mukherjee, Minister of External Affairs, India, and Kamal Nath

Enterprises, said that India faces a great opportunity out of the present crisis to sustain its growth momentum and move to a higher growth trajectory. Co-operation, along with competitiveness, is the need of the hour, he said, calling for innovation and efficiency across functions. Effective monitoring of key infrastructure projects is the key to the revival of the economy, he felt.

Mr. Venu Srinivasan, Vice President, CII, and Chairman, TVS Motor Company Ltd, while acknowledging the need to reform the global financial architecture, cautioned against a knee jerk reaction to the crisis.

Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, averred that economic revival is the top priority for the Indian Government. Stressing that the present crisis cannot and should not be compared to the “Great Depression,” because the industrialized countries have now realized the importance of fiscal stimulus, he said the effect of the prevailing crisis has been far beyond what was expected. Warning that year 2009 would be difficult, he held out the hope that things would look up towards the end of the year.

Mr. Tarun Das, Chief Mentor, CII, too, expressed the hope that the economy would revive during the latter half of the year.



Tarun Das, Chief Mentor, CII, and Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India



Patrick de Cambourg,
Chairman, Mazars Group



Prof Lord Meghnad Desai, Emeritus,
London School of Economics &
Member, The House of Lords



Dr. Bimal Jalan
Member of Parliament, India



Dr. Mary Nagu, Minister for
Industry, Trade and Marketing,
Tanzania

Stringent Regulations Needed

The global financial system needs more stringent regulations, declared Dr. Bimal Jalan, Member of Parliament, India, and former Governor, RBI, addressing a Plenary Session on “The emerging regulatory landscape.” Dr. Jalan noted that what seemed to be a high leverage bubble has turned into a full blown insolvency problem. The emphasis should be on connecting the financial world with the real economy, he stressed, saying “rules and regulations must meet current realities with greater disclosures and transparency.”

The financial irregularities at one of India’s IT majors have raised concerns about the role of credit rating and auditing firms, said Lord Meghnad Desai, Emeritus Professor, London School of Economics, and Member, The House of Lords, UK. He felt that organisations would be wary of inter-bank lending, given the vulnerability of such exposures as demonstrated in recent times, in different parts of the world. He underscored the need to ensure due diligence on the part of credit rating agencies as well as on the entire financial architecture.

Dr. Mary Nagu, Minister for Industry, Trade and Marketing, Tanzania, said that the global financial meltdown has had a ripple effect on developing countries. She emphasised the role of small and medium enterprises (SMEs) in creating business opportunities.

Mr. Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Service Ltd, noted that “regulation is imperative, but over-regulation is not required.”

Strategies for Corporates

Striking a balance between maintaining strong cash flows and optimizing on key investment opportunities is a major challenge for corporates in the prevailing context, said Mr Vittorio Colao, Chief Executive, Vodafone Group Plc. Addressing the Plenary Session on “Global Economic

Crisis – Challenges for Corporates,” Mr Colao noted that demand has become slow and uncertain due to lack of consumer confidence. The outlook for future investments, too, has become more pessimistic, even as the time horizon for investment has reduced substantially, given the high cost of finance for corporates, he added.

The Vodafone Group Chief Executive pointed out that cash-rich companies are better placed to capitalize on M&As and other competitive opportunities and carry out internal expansion plans. He urged companies to focus on maintaining strong cash flows and tap the investment opportunities in high growth emerging markets, as key strategies to meet contemporary challenges.

Exuding confidence in India’s growth potential, Mr Colao recommended that India should extend a welcoming hand to foreign investors in order to attract the much needed capital to keep its impressive growth levels on track. He felt that a suitably regulated yet liberal policy environment would benefit India’s growth prospects.

‘Corporate Governance Still Strong in India’

Prominent corporate governance experts discussed the roles and responsibilities of various stakeholders in the corporate governance domain, at the plenary on Corporate Governance - Roles & Responsibilities.

Reaffirming the credibility of India Inc, Mr. S Mahalingam, Executive Director & CFO, Tata Consultancy Services Ltd, said the Satyam saga must be considered as a ‘one-off’ event and does not point to a systemic problem.

Though there was undisputed agreement that deterrence should be heightened through enough safeguards and regulatory action, the experts acknowledged the swift action on part of regulatory bodies to bring the guilty to book. Mr Shardul Shroff, Managing Partner, Amarchand Mangaldas felt that immunity should not be available for non-executive directors for allowing management’s



Prof. G L Peiris, Minister of Export Development and International Trade, Sri Lanka



Vittorio Colao, Chief Executive, Vodafone Group Plc



Venu Srinivasan, Vice President, CII, & Chairman, TVS Motor Co Ltd



S Mahalingam, Executive Director & CFO, Tata Consultancy Services Ltd.

misdirection. The responsibility of the Audit Committee equals that of management vis-à-vis maintaining true accounts, he said.

Stressing that 'auditing' is a service and not a commodity, Mr Patrick de Cambourg, Chairman, Mazars Group, said that auditors need to be transparent about their businesses since they comment on the transparency of other's businesses.

Mr Pratip Kar, Dean, Finance & Corporate Governance, Tata Management Training Centre, felt that management should focus on the larger progressive cause.

Post the Crisis, an Asian Resurgence

Experts at the Summit expressed confidence that, post the crisis, Asia would resurge with fresh vitality in the new economic order.

Mr Anand Sharma, Minister of State for External Affairs, India, said that Asia, with its positive demographic profile, was well-equipped to help meet the skills shortage that the World is facing today. However, Asia can assume a significant role in the post crisis global economy only if the region works collectively to bring in changes in the global economic and political decision-making processes, he said.

Mr G L Peiris, Minister of Export Development and International Trade, Sri Lanka, said the post-crisis economic order can prove to be an Asian renaissance only if the global scourge of terrorism is eradicated.

Mr Khandu Wangchuk, Minister of Economic Affairs, Bhutan, felt that a balance between material, spiritual and emotional needs is what will lead to a nation's prosperity. Thus Gross National Happiness is a better indicator than Gross Domestic Product to measure a country's progress, he felt.

Mr Dhruv M Sawhney, Past President, CII, and Chairman & Managing Director, Triveni Engineering & Industries Ltd,

expressed optimism about Asia's growth story, given its vast skilled manpower and the innovative entrepreneurial drive of its people.

Sound Global Financial Architecture Needed

There is an urgent need to establish a sound global financial architecture and restructure multilateral institutional bodies like the World Bank and IMF, said Mr. Kapil Sibal, Minister for Science & Technology and Earth Sciences, India, at the Summit. The challenge lies in managing capital and risk which can only be addressed by drawing a line between excessive profits and corporate ethics. Mr. Sibal described the G-20 platform as a level playing field for developing countries to gain recognition of their rightful place in the global economy.

Sir Evelyn de Rothschild, Chairman, E.L. Rothschild Ltd. said that "Ethics are the key in whatever you do in life". Although the financial system is at the center of this turmoil, the ramifications will pervade throughout the broader economy. The root cause of the financial damage is the toxic paper of \$1 trillion which is floating across the globe, he added. Sir Rothschild suggested that credit rating agencies should be totally independent and subject to investigation. He also raised the important issue of licensing hedge funds.

This Partnership Summit saw the world at a crossroads in its development experience. Post the crisis, we need greater cooperation, coordinated action and closer and stronger partnerships. The 15th Partnership Summit reiterated the need for greater constructive mechanisms to build effective collaborations – between nations, between institutions, between enterprises, and between populations.

The current crisis situation is an opportunity to change the way the world operates. Building new partnerships for the post-crisis world must start now.



Amidst all the challenges thrown up by the current global economic slowdown, Kolkata was the proud host to the 5th India Rubber Expo, the largest Rubber Exhibition in Asia. Fifth in the series, the India Rubber Expo (IRE) 2009, held from 28 - 31 January, was jointly organized by the All India Rubber Industries Association (AIRIA) and



Mohammed Salim, MP, inaugurating India Rubber Expo 09

CII, and supported by CAPEXIL, IIT Kharagpur and the Rubber Board of India.

With participation from around 200 exhibitors from 15 countries, the India Rubber Expo 2009, spread over an area of 25, 000 sq m, showcased an impressive display of products and technologies covering the entire gamut of the Rubber Industry. A variety of products, technologies and services were on display from overseas participants at IRE'09, from countries such as Bangladesh, China, Germany, Italy, Japan, Malaysia, Spain, Sri Lanka, Taiwan, Thailand, UK and USA, etc.

Mr Mohammed Salim, MP, who was the chief guest at the inaugural ceremony, said that Indian industries which are being affected by the global slowdown must get their act together to fight back. Platforms like IRE 2009 are useful in this regard, he said. He laid special emphasis on the need for Government initiatives to smoothen certain aspects of the rubber industry like the

availability of natural as well as synthetic rubber and their marketing through proper channels.

Mr. Sajan Peter, Chairman, Rubber Board, said that the inauguration of IRE 2009 on a successful note only suggests of the resilience of the Rubber Industry despite a worldwide economic slowdown. He noted that, "From January to September in the current fiscal, the world consumption of rubber dropped by 3.2% with countries like UK, Germany, etc recording negative figures. But India remains in a better position, with the market remaining more or less flat without any alarming

negative dip. To sustain this it has been decided by the Rubber Board to go for controlled production in order to match production and consumption rate." He also informed that the current production target of rubber has been revised from 8.75 lakh tones to 8.61 lakh tonnes while the consumption level of natural rubber has been revised from 8.99 lakh tones to 8.62 lakh tones owing to slow down in demand.

Mr M F Vohra, President, All India Rubber Industries Association (AIRIA), said, at the inaugural session, that India, as the fourth largest producer and consumer of natural rubber, is gradually emerging as a hub for small cars. This offers immense opportunity to rubber component producers of other countries to relocate their units here, he added.

The inaugural ceremony of IRE 2009 was also addressed by Mr. Kamal Nanavaty, President, Reliance Industries Ltd, Dr. Joerg Starsburger, Managing Director, Lanxess India Pvt. Ltd, Mr. Sandipan Chakravorty, Chairman, CII (ER), Dr. Saugat Mukherjee, Regional Director, CII(ER) and Mr. T.K. Mukherjee, Chairman, IRE 2009 Exhibition.

The international conference, in collaboration with IIT, Kharagpur, organized concurrently with IRE 2009, was attended by over 400 delegates from around the world. Technical experts and industry leaders highlighted the latest technological advances and emerging market trends. A Buyer Seller Meet organized by CAPEXIL was attended by buying delegations from around 15 countries.

With around 6000 units manufacturing 35, 000 rubber products, employing around 4 lakh people, including around 25000 technically qualified support personnel, with a turnover of US \$ 8 billion and contributing US \$ 1.6 billion to the national exchequer through taxes, duties and other levies, the Indian Rubber Industry plays a core sector role in the nation's economy.

IRE'09 proved to be a perfect platform for the stakeholders in rubber industry to re-assess the present challenges and opportunities. The next edition of India Rubber Expo is scheduled for 19-22 January 2011 in Chennai.



Confederation of Indian Industry

5th India Health Summit

Optimizing Healthcare Delivery in INDIA: A Patient Centric Approach
15 – 16 December 2008

Two days of intensive deliberations / Over 500 Delegates / 61 National and International Speakers / 9 Plenary Sessions / Exhibition / Wellness Lounge / Special Session on, "Health Insurance INC - The Road Ahead"

The detailed proceedings of the 5th India Health Summit, including the presentations made by the faculty and the **four reports** released at the summit are available in DVD Format for Rs. 1500/- each, plus postal charges.

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Healthcare Workforce
Requirement in India

Report on
Enhancing Healthcare
Accessibility through
Financing

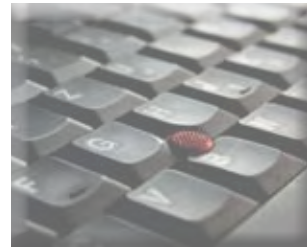
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The Power of Cause & Effect

What does 2009 hold for an electronic components manufacturer?



Dr. Eli Goldratt is a world renowned management guru, scientist, strategist, thinker and philosopher. He founded the concepts of the 'Theory of Constraints' (TOC) three decades ago. His most recent writing, 'The power of cause and effect,' shared with *Communique* readers in this article, offers a preview of how the current crisis can provide a window of opportunity to organisations

Last week, we spent time with a group of top managers of a Japanese company, a large electronic components manufacturer. It quickly became apparent to them that they have to answer the biggest business question they ever faced.

Can it be that almost everyone is grossly misreading the current situation; the newspapers, the investors, and even the most practical and experienced people – the top managers of the large companies? Is it possible that they are all mistaken, even though the relevant facts are readily accessible and all the causalities are well known? One does not expect to analyze a situation that the prevailing consensus regards as a major crisis, actually as the biggest crisis of the last 50 years, only to realize that it is just a relatively small downturn and, provided that the proper actions are taken, can be the best opportunity for growth.

After four days, they reached the conclusion that, as incredible as it is, and provided the proper actions are implemented, 2009 is likely to be the best year in their company's long history, and they are going to do their best to convince their company to act accordingly. Here is

Dr. Goldratt has applied the TOC philosophy to business through several of his books including the famous best seller 'The Goal' which has sold more than 9 million copies across the globe. His latest book 'The Choice' will be launched on 20 February.



Dr. Goldratt is the founder Chairman of Goldratt Consulting, a global consulting organisation with headquarters in Israel, which operates in several countries including India.

the analysis that was exposed to them. Would you reach a different conclusion than the one they arrived at?

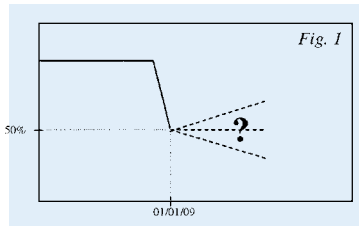
Let's start by describing their situation. In November 2008, the media was filled with warnings that the huge financial crisis – the collapse of so many pillars of the financial world, which was triggered by the scandal of the subprime – was quickly

developing into an economic crisis.

In line with media warnings, the company started to feel the impact at home. Their sales started to decline in November, and in December they registered the biggest meltdown in sales they had ever seen – incoming orders dropped by 50%. It's no secret that, not only they, but all their competitors, are now contemplating (some started) a massive cut in capacity, including stopping the employment of many thousands of people. The question that every company in their situation is asking (and around the world there are many companies in their situation) is: what forecast should guide their actions in the coming year?

After experiencing such a drastic fall in sales, and when the consensus is that the world economy has started a major downturn, it is clear to the company's management

that urgent steps must be taken to adapt to the new reality. To make things worse, their pre-crisis forecast for 2009 predicted a continued increase in sales, and accordingly capacity was increased. As much as they wish to avoid it, they realize they too will have to cut capacity and let many workers go. But in order to make a responsible decision, they should figure out to what extent capacity reduction is needed: how low are their sales expected to be in the following year? Will sales continue falling, or stabilize around the new low figures? Or maybe, hopefully, begin to climb up soon? Figure 1 is a graphic representation of the uncertainty they are facing.



It is very difficult to operate under such huge uncertainty, but in order to reduce the uncertainty more relevant data is needed. Is there any additional data that can be used to provide a better forecast? Data that will reduce the uncertainty they are facing?

Of course there is. This company, like most companies, is a part of a supply chain. They sell their products (mainly) to consumer electronics manufacturers (Original Equipment Manufacturers - OEMs) that in turn sell their products to retailers that sell to the end consumer. Overall, what the retailers sell has to be manufactured by the component producers. So, to get a good view into the future, one has to examine what happened recently to the sales of retail to the consumer. To get some hard data, we called our friends at *Nikkei* magazine and asked, "What happened to retail sales of electronic consumer goods in December?"

Their surprising answer was, "Yamada Electronics -114% relative to last year."

Probably, you are as surprised as they were. Why? Because we all read that consumers' sales went down. Dramatically. The first examples that jump to everybody's mind are cars and real estate.

Cars and real estate are unique in the sense that almost nobody buys them with cash; they are credit-dependent purchases. So, it's no wonder that when the financial system became paralyzed, when it became much more difficult to finance a new house or a new car, the sales of these credit-dependent products took a nose dive. Unfortunately, we extrapolated from those very visible products to the market in general, which is not credit-dependent; we erroneously took these two specific

cases as representative examples.

Relying only on the information that we received from *Nikkei* magazine, weren't we facing the danger of making the same mistake, the mistake of extrapolating from too few data points; one major chain in Japan? After all, the company is selling over 80% of its products outside Japan.

We were looking for data about the situation in the US, the country of origin of the financial crisis, and therefore the country where one expects that the initial impact is the biggest. And, just to be on the safe side, we were looking for the global retail picture and not just consumer electronics sales. Not before long, the answer was provided by their head office, the encompassing reliable data we were looking for (in retrospect, a search of the internet provides a good enough answer).

In short, no evidence of 'a huge economic crisis' is showing. If one insists on being pessimistic, and uses just the most distressing sources, the decrease in the last few months (excluding cars), constitutes a drop of less than 10%. Needless to mention, this is a far cry from the 50% scare. The data from all sources provides a solid proof that the market consumption is not experiencing (yet?) any meltdown.

This is far from anything the company's management team had expected. If no crisis occurred in retail, they are facing a big mystery: how come they and their competitors, actually all electronic components manufacturers, are experiencing a huge drop in sales? What can explain the sharp drop in sales they are experiencing, while the demand, as reflected by retail sales, is relatively stable?

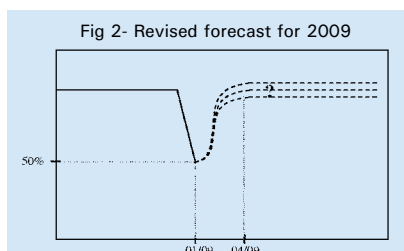
The answer is that retailers also read newspapers. The alarming headlines created the impression of an economic crisis, and retailers are especially sensitive to such developments. Typically, a significant part of the inventory they hold has a finite market life and the nightmare of a retailer is to get stuck with yesterday's merchandise. For this reason, the recession warnings brought retailers to almost instinctively take immediate precautions to reduce their inventories. To lower inventories, many retailers gave substantial price reductions in December to encourage sales, while cutting down on incoming inventories; ordering less from their suppliers.

This started a snowball effect. Due to the retailers' decision to reduce inventories, the OEMs now experienced a substantial decrease in orders. For the OEMs, this significant sales reduction was interpreted as a clear indication that the warnings about an economic

crisis were materializing. Like the retailers, they too reacted by lowering their inventory levels. Lowering inventory meant that they lowered their purchases from their suppliers even more than the level their sales had dropped. No wonder that the electronic components manufacturers suffered a dramatic 50% decrease in sales even though consumer demand stayed about the same. The same amplifying effect took place when the components manufacturers, in turn, dried up their orders to their material suppliers – which experienced an alarming sales drop. The media don't have any lack of stories to now further fuel the impression of an economic crisis.

So, when will the internal orders of the supply chains be again aligned with the real market demand? This is not a big mystery: when the surplus inventories will be flushed out. Since retail typically holds 3-4 months of inventory, probably as this article is written, retail is starting to increase its orders to the OEMs. It stands to reason that retailers are still cautious, and therefore will order in smaller quantities than they used to, albeit more frequently. The OEMs, once they experience this increase in demand, will follow in their footsteps and increase their purchasing levels. Yet, they will not act immediately, but rather wait to make sure it is not a fluke. Since OEMs hold about 1.5-2 months inventory, the component manufacturers should start to see a pickup of their sales already in February, and around April, the drop in orders crisis that they experienced will come to an end. But on what level will orders stabilize? In other words, since order levels will be again in-line with consumer demand, what is the market demand expected to be?

Every day the news is filled with reports of more people being laid-off by many sectors of business. This must have a negative impact on retail sales. How much? If a company's business is rice, it should not expect that even a big economic change will have a big impact on the market demand for its product. The opposite is true for a company that deals with relatively expensive jewelry. But for most products, the Gross Domestic Product is an excellent representation of the market demand (unless your industry has a specific characteristic that



was impacted, like the real estate industry is strongly impacted by the credit crisis). So, to get a

reasonable forecast, a forecast that considers the negative effect of increasing unemployment and the difficulty for a company to get credit lines but also the boost the economy must get from much lower oil and metal prices, we were looking for what the economists are now predicting for next year.

Economists also read newspapers, and being human, they are also impacted, but their statistical tools force them to evaluate all data sources. So even though the title attached to most such graphs is rightfully alarming, the forecast of GDP is actually quite comforting for the top managers of electronic components companies. Yes, every single country will be affected for the worse. In developing countries, growth will continue but at a slower pace. In the developed countries the trend of economy is reversed from growth to shrinking. But everywhere, the impact is just a few per cent; very modest relative to the scare of 50%.

Now we have a pretty good idea of how the company sales will be next year; the sales level is expected to stabilize around last year's figure, give or take a few percentage points. To capitalize on the recovery in sales, the company has to take two types of actions. Actually, the first is a non-action, **do not cut the capacity**. Cutting manpower is painful, and hiring, many times, involves the long process of training. Companies that lay people off now will most likely be slow to respond to the sales picking up shortly thereafter.

The other action that is required is to **help the material suppliers**. As we already noted, those companies were hit the hardest, and they will be the last to feel the recovery. If the material supplier is a small company, it might not last through the transition period. The component manufacturer might not be able to fully capitalize on the increase in sales due to material shortages. Provided that these two types of actions are taken, Figure 2 is a schematic presentation of the expectations for 2009. Compare it to Figure 1 to get a better grasp of the title of this article.

Unfortunately, most companies will not follow the above clear path; rather they will act in panic and trim their work force. Many have already done so. That implies that, for a while, until the capacity will be restored, the OEM will be struggling to get components and retail will be struggling to get merchandise. For companies that will act sensibly, a window of opportunity to increase market share is opening.

This article first appeared in the Hindu Business Line dated 2 February 2009.

3rd Sustainability Summit Competitiveness Redefined



Asia's role in the world economy has gained prominence over the last decade. Asia's Gross Domestic Product (GDP) grew at 8.3% (in 2006), and the region has averaged more than 7.5% growth since 2003, allowing it to reduce poverty levels in India, Pakistan and Bangladesh.

Backed by this accelerated economic growth, particularly in India, which accounts for about 80% of South Asia's GDP, the region had just begun to make significant strides towards eradicating poverty, hunger and securing a cleaner and a greener future. But the financial crisis and economic slowdown have come as a hurdle on the projected path of sustainability, leaving businesses and governments scrambling for solutions to remain afloat. These threats together have challenged the existing designs of institutions that act as guardians, drivers and protectors of human society. The effect may even be worse if the Asian economies are not aligned with the fundamental goal of attainment of sustainable growth.

However, these difficult economic times offer opportunities to improve resource efficiency, look for new markets, partner with key stakeholders, innovate for newer products and services and make profits on way to a more sustainable future.

This was the backdrop for the 3rd Sustainability Summit, organised by the CII-ITC Centre of Excellence for Sustainable Development in association with



Anurag Goel, Secretary, Corporate Affairs, Somnath Chatterjee, Speaker, Lok Sabha, and Y C Deveshwar, Past President, CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development, and Chairman ITC Ltd

Development Alternatives on 11-12 December in New Delhi.

The annual Summit of stakeholders in Asia and other parts of the world this time sought the answer to the universal question: what should businesses and governments do to remain competitive and emerge stronger towards the end of the current economic and environmental crisis? The focus areas this year were Innovation, Low Carbon Economy, South Asian Regional Co-operation, Corporate Sustainability

Management, Corporate Governance, Base of the Pyramid and Green Construction.

Inaugurating the Summit, Mr. Somnath Chatterjee, Speaker, Lok Sabha, India, urged both the private and public sectors to build partnerships to explore new economic activities and industrial enterprises to generate employment opportunities that do not overlook or bypass the poor. Reflecting on India's endeavours towards sustainability, he said, "today we have in place a National Action Plan on Climate Change, focusing attention on eight priority National Missions namely, solar energy, energy efficiency, sustainable habitat, conserving water, sustaining the Himalayan eco-system, a 'Green India', sustainable agriculture and strategic knowledge platform for climate change."

Reflecting upon the Ministry's idea of corporate governance, Mr. Anurag Goel, Secretary, Corporate Affairs, India, spoke of the need to re-think 'competitiveness'



Ahmed Naseem



Suresh P Prabhu



Dr. Subhash Pani



Anurag Goel



Prince Mustapha Zaher



R H Khwaja



Ernst R Ligteringen

and share knowledge. “Today, corporate social responsibility is increasingly shifting towards ‘inclusive growth’ and business responsibility. The challenge is to bring out an institutional framework for partnerships that can sustain these responsibilities.”



Dr. Atiq Rahman

Mr. Y.C. Deveshwar, Past President, CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development, and Chairman, ITC Ltd said, “inside everyone of us is an environmental terrorist: we consume more than we really need. We have to create conditions wherein business can create value not only for shareholders, but for society, through innovation and effective organisational structures. Business and business people are a resource for society to be able to add to the financial, natural and social capitals.” He cited the pioneering attempts undertaken by ITC Limited to become carbon positive, water positive, and near-zero solid waste enterprise, and a provider of livelihoods to over five million people.



Mark Lee



Dr. Ajit Ranade

Dr. Ashok Khosla, Chairman, Development Alternatives, observed that the global financial meltdown is not only due to the US sub-prime mortgage crisis; behind it are serious issues on how we deal with the issues of sustainability and corporate governance, amongst others. The affluent sections of society end up exploiting non-renewable resources, whilst the poor take the maximum stock of renewable sources, leading to a complete disorganisation in resource utilisation. We have to urgently address these issues, he said.



Gunter Pauli



Dr. P Vishakantaiah



Y C Deveshwar

Summit Themes

- Innovation for Sustainability
- Towards a Low Carbon Economy
- Competitiveness Redefined: Partnerships for South Asian Regional Co-operation
- Corporate Governance & Competitiveness in Transition
- Co-creating Value for the Base of the Pyramid
- Building a Green Future

Key Speakers

- Mr. Ahmed Naseem, Minister of State for Foreign Affairs, Republic of Maldives
- Dr. Ajit Ranade, Group Chief Economist & President, Aditya Birla Group
- Mr. Anurag Goel, Secretary, Corporate Affairs, India
- Dr. Ashok Khosla, Chairman, Development Alternatives
- Dr. Atiq Rahman, Executive Director, Bangladesh Centre for Advanced Studies
- Dr. Amit Kapoor, Honorary Chairman, Institute for Competitiveness, & Prof. of Strategy & Industrial Economics, MDI
- Mr. Ernst R Ligteringen, Chief Executive, Global Reporting Initiative
- Mr. Gunter Pauli, Founder & Director, Zero Emissions Research & Initiatives
- Dr. Kheya Bhattacharya, Joint Secretary (SAARC) Ministry of External Affairs, India
- Dr. Luiz Ramalho, Director, Sustainable Business Development, InWEnt-Capacity Building Internal, Germany
- Mr. Marcel Engel, Managing Director, WBCSD Regional Network
- Mr. Mark Lee, CEO, SustainAbility Ltd.
- Prince Mostafa Zaher, Director General, National Environment Protection Agency, Afghanistan
- Dr. Nik Senapati, MD, Rio Tinto, India
- Mr. Pradeep Kashyap, Founder & CEO, MART
- Dr. Praveen Vishakantaiah, President, Intel India
- Mr. Pratyush Kumar, President & CEO, GE Infrastructure, India
- Ms. Rajwant Sandhu, Additional Secretary, Panchayati Raj, India
- Mr. R H Khwaja, Additional Secretary, Environment & Forests, India
- Mr. Somnath Chatterjee, Speaker, Lok Sabha
- Dr. Subas Pani, Secretary, Planning Commission, India
- Dr. Subir V Gokarn, Chief Economist, Standard & Poor, Asia Pacific
- Mr. Suresh P Prabhu, Member of Parliament, India
- Mr. Y C Deveshwar, Past President, CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development and Chairman, ITC Ltd

CII-ITC Sustainability Awards 2008

'Recognising & Rewarding Excellence'

Indian Industry has been impacted significantly by the current global financial crisis. International credit has shrunk with adverse effects on India's corporates and banks. Global uncertainty is also tending to dampen investor sentiment. Corporate Sustainability can be ensured by longterm thinking in terms of investments, creating business models and risk abatement. Indian industry has recognized that companies with stronger environmental and social performance carry less risk, achieve greater efficiencies and are better positioned to take advantage of opportunities in a global marketplace where sustainability issues increasingly matter.

The CII-ITC Sustainability Awards 2008, for the third consecutive year, are continuing the pioneering effort of recognising and rewarding excellence in Corporate Sustainability in Indian industry. The awards go beyond the financial measures of corporate success to ensure mainstreaming of sustainability while managing financial, social and natural capital. Instituted by the CII-ITC Centre of Excellence for Sustainable Development in 2006, the Awards identify role models and recognize exemplary economic, environmental and social performance in Indian industry.

Companies of different sizes (large, medium and small), from various sectors competed for the Awards, which were conferred on 12 December as part of the 3rd Sustainability Summit: Asia 2008 at New Delhi. The Chief Guest at the event was Dr. Montek Singh Ahluwalia, Deputy



Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, presenting the award to V K Gulhati, Director (Technical), SAIL

Chairman, Planning Commission. Mr. Y. C. Deveshwar, Past President CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development Advisory Council, Mr. Suresh Prabhu, MP, Awards Jury Chair, Mr. Mostafa Zaher, Director General, National Environment Protection Agency, Afghanistan, and Mr. Chandrajit Banerjee, Director General, CII, were also present.

Dr. Ahluwalia observed that as consciousness of the importance of these issues increases, more and more companies will allow transparency into their management of social and natural capital, and participate in these awards.

Around 61 companies from both public and private sectors participated in the Awards process in 2008, including 24 large organizations, 11 medium businesses, 6 small businesses and 20 independent business units. (No company qualified for the 'Role Model' category, the most prestigious category of the Sustainability Awards. This recognition has not been conferred on anyone in the three years of Sustainability Awards.)

Commending the transparent and uniform methodology of assessment for the Awards, Mr. Suresh Prabhu, noted that as a jury member, he only had to endorse the practices of the companies, since the system was so transparent. The assessment of sustainability excellence of the applicant companies is based on the adapted European Foundation for Quality Management (EFQM) Excellence model. Equal weight is given to economic, environment and social dimensions of sustainability.

2008 Award Winners

Sustainability Prize	Large Business: Tata Steel Ltd. Independent Unit: Bhilai Steel Plant, SAIL
Commendation Certificate for Significant Achievement	Large Business: Chemplast Sanmar Ltd., Binani Cement Ltd. Medium Business: The Tinsplate Company of India Ltd. Independent Unit: JSW Steel Ltd., BHEL (Hyderabad Unit)
Commendation Certificate for Strong Commitment	Large Business: SESA Goa Ltd, ONGC, SAIL Independent Unit: Sterlite Industries India Ltd. (Tuticorin Unit), NTPC Faridabad, SRF Ltd. (Chemicals Division), NTPC Farakka, Philips Electronics India Ltd. (Mohali Light Factory)
Jury's Special Recognition	Biodiversity Conservation India Ltd. (BCIL), a small business, was recognised for their innovative business initiative in sustainable construction.

CII-Sohrabji Godrej Green Business Centre Fostering Ecological Sustainability

US Delegation Visit

A delegation from the US comprising of Hon. John P. Woodley Jr., Asst Secretary of the Army (Civil Works); Mr. Bruce A. Smith, Assistant for Interagency & International Affairs, Office of the Asst. Secretary of the Army; and LTC John S. Hurley, Military Assistant to the Asst. Secretary of the Army, visited the CII-Sohrabji Godrej Green Business Centre, Hyderabad on 6 January. The delegates toured the green building to understand its energy efficient, eco-friendly and sustainable features.



US delegation on Green Building tour



A K Balan, Minister for Electricity & Welfare of Backward and Scheduled Communities, Kerala

IGBC launched in Kochi

The ninth local chapter of the Indian Green Building Council (IGBC) was launched by Mr A K Balan, Minister for Electricity & Welfare of Backward and Scheduled Communities, Kerala, on 17 January in Kochi.

Endorsing the need to conserve

energy, the Minister accepted the suggestion made by the District Collector to convert one of the collectorates into an energy efficient building.

The chapter has already formed various task - forces to propagate the green building movement in the State and would endeavor to enroll 100 IGBC members and register 25 green building projects in 2009.

CII Institute of Quality Developing Food Safety Facilitators

As the first in a series of Food Safety and Quality Facilitators Workshops, CII-IQ launched the 'Food Safety Facilitators Course- Foundation level' in New Delhi on 13-16 January. The workshop aimed at developing and enhancing the competence levels of food safety team leaders, facilitators, trainers and suitable resource persons of food sector organisations who have embarked on their journey to competitiveness.

The 4 day workshop began by providing essential information on spoilage micro organisms and food borne pathogens through a session on Microbiology for Non Microbiologists - a must for all Food Safety resource personnel. This was followed by hands on training for conducting Hazard Analysis, Developing HACCP Plans

and deliberating on practical implementation guidelines based on customized interpretation of ISO 22000 Food Safety Management Systems.

Insights on conduct of Internal Audits to assess extent of conformance and Basic QC Tools and Problem Solving for addressing non conformances, preventing recurrence of problems and implementing continual improvement were also offered through tutor-led sessions, self-test questionnaires, case studies and role plays.

Interactive case studies and exercises for dissemination in their respective organizations coupled with knowledge and skills of cascading awareness and implementation of the topics covered were some of the many take-aways from the course.



Participants of the new facilitators course

For announcements of subsequent programmes, workshops and conferences on Quality, Lean Practices, TPM, Packaging and Transportation, Cleaning and Sanitation, Business Excellence and details about other customized training as per your requirement, please check the CII-IQ Training Calendar 2009-10 on our website www.cii-iq.in or contact anju.bist@cii.in



CII
Confederation of Indian Industry
LM THAPAR
Centre for Competitiveness
for SMEs

Enhancing Competitiveness



Clusters: A Solution during Slowdown

The formation of CII Clusters has not been hampered by the economic slowdown. In fact, industry, particularly the MSMEs, fully understands the importance of the Cluster Programme through which they can identify non-value adding activities, eliminate waste and finally reduce production costs.

The closing month of 2008 saw the formation of three clusters at Kolhapur, Vadodara and Ludhiana. These clusters have 14 committed companies who have decided to move on the path of Manufacturing Excellence. With this, CII and its strategic partners have, so far, reached out to almost 1200 MSMEs and provided manufacturing excellence intervention through 148 Clusters.

Successful Completion of CII Clusters



Proud CEOs of Cluster companies at the closure ceremony, Ludhiana

The Ludhiana Bicycle Cluster had a successful closure on 29 December. This Cluster of 9 companies achieved outstanding savings of Rs 4.85 crores.

The Munjal Showa Vendor Clusters at Faridabad and Gurgaon had a successful closure on 16 January, reporting huge benefits. The 14 companies in these two clusters had a combined saving of more than Rs 1.5 crores. Other benefits include improving Inventory Turn Ratio by 81%, Employee Involvement by 62%, Delivery Schedule achieved at 99.8%. The reduction of Customer Complaints has been up to 75% and Customer Returns to 78%.



Yogesh Munjal,
Chairman, CII
- Clusters for
Competitiveness
& MD, Munjal
Showa

Manufacturing Optimization for MSMEs



Training programme for MSMEs

To attain Manufacturing Excellence, productivity is the most important criteria that needs to be attained at the highest level. Today, it has become increasingly important for organisations to follow practices that can help them maintain a competitive edge in the challenging scenario. In this regard, the CII-LM Thapar Centre for Competitiveness organized a one-day training programme on 'Manufacturing Optimization- A Unified Approach on the Shop Floor' on 16 January in Faridabad.

Making Value Flow

Flow Manufacturing is an approach that helps build a variety of products with as little waste as possible. Equipment and workstations are arranged in a sequence that supports a smooth flow of materials and components through the process, with minimal transport or delay. When processes are balanced, the product flows continuously and customer demands are easily met. Flow Manufacturing is the linking of manual and machine operations into the most efficient combination of resources to maximize value-added content while minimizing waste. The most efficient combination implies the concept of process balancing. Only in a balanced process will the product continually flow. As a result, parts movement is minimized, wait time between operations is reduced, inventory is reduced and productivity increases.

A training session on Flow Manufacturing on 28 January in Flow Management programme at Gurgaon drew participants from various sectors of the manufacturing industry.

4th CII Corporate Governance Summit

India's Tryst with Corporate Governance

Corporate governance is a journey which has to be constantly examined and continuous efforts are necessary to make it fruitful, said Mr C B Bhave, Chairman, Securities and Exchange Board of India. While reiterating that regulatory responses were inevitable, Mr Bhave assured there would be no knee jerk reaction to the Satyam issue, at the 4th CII Corporate Governance Summit, held on 5 February in Mumbai.

The SEBI Chief called for voluntary and proactive measures from CII and industry in the corporate governance space. The regulatory responses in any systemic malfunction, he explained, would include immediate responses in order to analyze the causes and the measures needed to correct it; steps needed in the medium term and whether there were any systemic problems or human failures. In the Satyam issue, Mr Bhave informed that after the immediate action of superseding the Board and the CEO, the challenges for SEBI lie in the area of medium and long term action. He assured the huge gathering at the CII Summit that all steps in this regard would be taken by SEBI efficiently and speedily.

Speaking on the issues raised by the ongoing Satyam case which required an open public debate, Mr Bhave said SEBI is actively considering the desirability of rotational auditors; the need for an external agency to conduct internal audit in a listed company; the role of non promoter shareholders, especially institutional shareholders forming part of non promoter shareholders, and maintaining an appropriate balance between required and necessary legislative intervention. He shared that two actions currently being regarded by SEBI are to require all listed companies to get a peer audit done, and in case of pledging of promoter shareholding, to make this price sensitive information available to all other shareholders.

Complimenting CII and NISM for coming together to train directors, Mr Bhave called upon the industry and CII to proactively respond to the Satyam issue. Responding to

a suggestion for mandating a 'whistle blower' policy, the SEBI Chairman said it could be actively considered.

Mr K V Kamath, President, CII, and Managing Director and CEO, ICICI Bank, raised the pertinent issue of the role of shareholders, other than the promoter group. Mr Uday Kotak, Chairman, CII National Council on Corporate

Governance & Executive Vice Chairman and Managing Director, Kotak Mahindra Bank Ltd, observed that the key issue is institutionalization of trust. He emphasized the role of independent directors, auditors, management, lawyers, regulators and the Board in the context.

While corporate governance deliberations have largely focused on governance mechanisms, behaviour and accountability of the Board of Directors and the management, it is imperative that accountability mechanisms also encompass and govern all stakeholders including third parties. Third parties, such as accounting firms, legal firms and rating agencies, have a potentially critical role in effective corporate governance. To play this role, they need to be accountable not only to the management, but also to stakeholders at large and their role needs to be clarified and aligned within the larger corporate governance framework.

Deliberations at Plenary Session I on 'Role of third parties in Governance' chaired by Mr R Seshasayee, Past President, CII, and Managing Director, Ashok Leyland Ltd., focused on how each set of third party organisations can be more effective as agents of corporate governance.

Plenary session II, on 'Managing Risks: Role of Management and Role of Board' moderated by Mr Y M Deosthalee, Larsen & Toubro Ltd,

discussed how risk management can be used as an important corporate governance improvement lever in an organization given that risk management and corporate governance are strongly interlinked. Speakers stressed the need for a strong emphasis on incorporating an ethical dimension to risk management which, being an all-pervasive function, should not be departmentalised or attributed to a particular group. It must be a collective



C B Bhave,
Chairman, SEBI



K V Kamath,
President, CII, and
MD & CEO,
ICICI Bank



Uday Kotak, Chairman,
CII National Council on
Corporate Governance
& Executive Vice
Chairman and MD,
Kotak Mahindra Bank
Ltd.

responsibility of the board, management and staff members with the moral tone set by the Board of Directors flowing down the different hierarchical levels.

Plenary Session III, chaired by Mr Deepak Satwalekar, Independent Director, discussed the way forward. The speakers opined that it is time for India Inc to reflect on ways to demonstrate the quality of its governance to enhance the confidence of stakeholders. Three key aspects that Corporate India needs to pay greater attention to include strengthening of the charter of the compensation committee; recognising the importance of the nomination committee; and imbibing a board culture that provides for an effective board and peer evaluation.

The Summit concluded with a session on 'Regulation in Corporate Governance' addressed by Mr Naresh Chandra, former Indian Ambassador to USA, and Chairman, Task Force on Corporate Governance, CII, and Mr Manoj Arora, Director, Ministry of Corporate Affairs,

India. All stakeholders have a fundamental role to play in evolving and shaping the overall business environment and governance structure. While government and law-makers need to promote understanding of what is required for good governance and research and maintain data on how corporates report and disclose their particular governance practices; the regulators must use enforcement powers where non-compliance with law occurs. Industry must strive for exemplary corporate behaviour, design good corporate governance structures and processes with strong emphasis on reporting and disclosure, and ensure directors' responsibility for governance. The session put the spotlight back on principle-based governance backed by rules and regulations, directly overseen by the Regulators.

An opportune initiative by CII, the Summit was organized with Ministry of Corporate Affairs Government of India and the National Foundation for Corporate Governance.



India@75

The Emerging Agenda: An Update

CII's theme, India@75: The Emerging Agenda, reflects its aspiration to facilitate India's transformation into an economically vital, technologically innovative, socially and ethically vibrant global leader by the year 2022

Having captured the aspirations of people all across India, 16 States from the four regions, North, West, East and South, have vigorously been moving towards the creation of vision documents. The vision documents which emerge will be presented to the CII State Councils at the State Annual Day sessions.

In order to draw up an implementation plan for the projects identified by the vision documents, agenda setting workshops will be conducted with current and incoming State Office bearers.

A workshop was also conducted for the National Committee on Healthcare on 15 January in Delhi, to discuss the visioning process among states.

Dr S Narayan, Former Economic Advisor to the Prime Minister of India, was interviewed to understand his aspirations for India in 2022.

In the South, District Development plans are in progress. The DDPs for 7 districts namely Chennai, Coimbatore, Mysore, Palakkad, Kannur and Krishna, have been completed. The DDP for Chindwara district in Madhya Pradesh is also being created. Some of the developmental

themes covered under DDPs are infrastructure and urbanization, health, education and skill development, agricultural revitalization, government services and public administration, science and technology, etc.

The Boston Consulting Group has been interacting with government officials and bureaucrats at several levels, towards an agenda on 'Government @ 75'. In continuation to this initiative an interaction with a group of retired IAS officials of Tamil Nadu was held to seek their views and inputs to 'Government @ 75'. Some of the points of discussion which emerged from the interaction included :

- a broader group needs to be included in the visioning exercise
- re-engineer and simplify interactions with Government
- protection for whistle – blowers
- creation of a youth movement against corruption
- check 'career path' of politicians
- creation of a separate political vision with political leaders.

For more details on India@75, please log on to www.indiaat75.in

CII-USIBC Joint Task Force on Civilian Nuclear Energy

Coinciding with the 6th meeting of the CII-USIBC Joint Task Force on Civilian Nuclear Energy, the US India-Business Council organized a delegation to India of 50 senior US commercial nuclear executives, representing more than 30 of the world's leading commercial nuclear companies.

The delegation was exploring business opportunities in the nuclear power sector in India, post the signing of the 123 Agreement. As per the estimates, the agreement could open up around US \$ 27 billion in investments in 18 – 20 nuclear plants over the next 15 years.

The key issues emerging from the meeting held on 12 January in New Delhi were

- Operationalisation of 123 Agreement by US Government to be done before 8 May 2009.
- Nuclear Accident Liability Insurance to be addressed by Indian Industry.
- Siting for the Nuclear Power Plant including PPA



US Delegates from the Nuclear Energy sector

(Power Purchasing Agreement) and Environment Clearances should be in place to reduce the premium of financing the cost.

- IPR to be addressed for manufacturing by Indian companies.
- Independence of AERB needs to be established.
- FDI in nuclear power sector to be allowed.
- Import - export controls on Nuclear Materials to be done by amending Atomic Energy Act 1962.
- Atomic Energy Act to be amended for private participation in India.

Role of Industry in Optimal Utilization of Ground Water Resources

Industry, as one of the major users of water, has a tremendous impact on the current water situation.

This is particularly critical in water stressed pockets like Gurgaon. Consorted, coordinated and well planned efforts on the part of all the stakeholders, including Industry and various governing agencies, can play an instrumental role in increasing awareness about conserving and managing water resources well.

CII organised a sectoral meeting on 'Optimal Utilisation of Groundwater Resources by Industry' on 14 January in Gurgaon. The meeting was attended by members from the Central Ground Water Board (CGWB) and representatives from various industry sectors like real estate, chemical, breweries & distilleries, paper mills, hotels, soft drinks, automobiles, environment, consultancy firms, etc.

Dr S C Dhiman, CGWB Member and Mr S Bhattacharya, Senior Scientist, gave presentations on various aspects related to groundwater – pan India coverage, crisis, measures to be undertaken etc. There was also a presentation focusing on the Gurgaon water crisis and what actions need to be taken. The presentations were very comprehensive and informative, covering wide

issues related to groundwater management.

There was a positive interaction among the Industry members and CGWB officials on support CGWB can offer to industry to encourage measures like Artificial Recharge, Rainwater Harvesting, etc

CGWB members provided clarifications on issues of mandatory installation of rainwater harvesting structures/ sewage treatment plants, agencies to approach, what to do and what not to do for recharge of groundwater etc.

Industry members also raised issues related to water footprint, water audits, monitoring and what happens after clearance is given for projects.

Suggestions:

- Need for credible data bank for pointers on water usage by industry.
- Need for clarity on clearances from various governing authorities pertaining to usage of groundwater.
- More such meetings in various other parts of India. Active participation of industry in efficient usage of groundwater.
- Work on policy issues related to groundwater management.

Defence Expenditure to Rise: A K Antony

“With the security scenario undergoing unprecedented changes, the defence industry has come to occupy centre-stage like never before, not only in our country, but the world over”, said Mr A K Antony, Defence Minister. “In the backdrop of the prevailing strategic developments, the government will increase defence expenditure.”

Mr Antony was addressing the National Seminar on Defence Industry, organised by CII and Institute of Defence Studies and Analyses (IDSA) in New Delhi on 23-24 January.

Visibly enthusiastic about the dynamic prospects of the Indian defence industry and emphasising on self reliance, the Defence Minister noted that, “though India has a vast defence industrial base, we still are a long way from establishing ourselves as a major defence equipment manufacturing nation.”

The government is promoting private partnership with an aim of achieving self sufficiency in defence manufacturing from the present 30% to 70%. In DPP 2008 the provision of dual licensing for manufacturing of defence equipments has been done away with, he said.

Stressing on the need for developing critical technologies indigenously, Mr Pradeep Kumar, Secretary (Defence Production), Ministry of Defence, stated, “The Government of India has been undertaking conscious decisions to strategically align the future needs of defence equipment. Some of these include offset credit policy, private sector participation and ensuring a level playing field for the private industry players.”



A K Antony, Defence Minister and Pradeep Kumar, Secretary (Defence Production)

Mr. V K Mishra, Distinguished Fellow, IDSA, suggested developing ancillary industry to meet the need of the armed forces. He asked for sharing the potential long term order book for key requirements with concerned major private sector players before they could be expected to make long term and heavy investments. He noted that strong pleas have been made by the private sector in recent years to end the practice of nominating production agencies under the Ministry of Defence, even while competitive domestic options could well be explored.

Earlier, in his opening remarks, Mr N S Sisodia, Director General, IDSA, stressed on the need to strengthen the R&D environment in the Indian defence industry. He called for a long term road map and an advisory forum for public-private partnership in defence.

Dr Sarita Nagpal, Deputy Director General, CII, said, “We are at a threshold of new era, and the industry is optimistic with the policy initiatives. CII has been closely working with the government to address the defence industry’s concerns. Apart from conventional big-time manufacturers, we are hopeful that the large SME base would be utilised towards attaining self sufficiency in defence.”



Developing the Defence Sector



S Sen, Principal Advisor, CII and H K Pannu, Financial Advisor, Ministry of Defence, India

The Government of India is focusing on indigenous development of the defence sector, and is at present understanding on the prospects of adopting a high-tech module as way forward. The ministry is in the process of understanding the shortcomings faced by the industry players to tackle all the areas of concerns in this sector, said, Ms. H K Pannu, Financial Advisor, Ministry of Defence. Addressing a Defence Industry Roundtable in New Delhi on 21 January, she said the whole understanding of operationalisation revolves around the need for a nodal point in the ministry to address the apprehensions of the private players. Ms. Pannu also elaborated on the need for transparency in the system, especially in projects where foreign players are involved.

The roundtable was organized prior to CII's Aero India 2009, a flagship event for the aerospace (civil and defence) industry. The roundtable suggested an increase

in FDI cap from the current 26% to 49% in defence equipment manufacturing, and setting up a Defence Secretariat to address the private industry's concerns, amongst others.

Recommending an SEZ regime for better handling requirement challenges, Mr. Dhiraj Mathur, Executive Director, Pricewaterhouse Coopers, said, Offsets and SEZ policy can be leveraged to make India a regional / global hub for the defence manufacturing industry.

Describing the benefits for enterprises in adopting Life Cycle Costing, Mr. Jim Valentine of General Dynamics, said, "the costing model has long term sustainability, vis-à-vis the capabilities of the implementer. This model has been adopted by many western manufacturers."

Mr. S. Sen, Principal Advisor, CII, said it was disappointing to find the defence sector moving at a slow pace. The sector needs to be dynamic, as it has been many years that the government is working on the sector.

Mr. Satish Kaura, Chairman, Samtel Group, said, "DPP 2008 has provided opportunities to both overseas and Indian players to establish partnerships in defence production. It is imperative to understand the opportunities and ensure indigenous development of technology and defence capabilities."

Indo-German Co-operation

Coinciding with the 4th India German Defence Industry Co-operation Group meeting, CII organised an interactive session with Indo-German Defence Industry Group on 22 January in New Delhi. The German government delegation was led by Mr Michael Bode, Director General, International Armament, Affairs Federal Ministry of Defence, Federal Republic of Germany.



Rajesh Kakkar, VP, Strategic Planning & Business Devpt., Samtel Color Ltd, T Ramachandru, Jt. Secretary (Supplies), Defence, India, Michael Bode, Director General, International Armament Affairs, Federal Ministry of Defence, Germany, and Apurva Pathak, Jt MD, Rohde & Schwarz India Pvt Ltd

CII Cavendish International Capital Conference 2009

CII and the Cavendish Group, UK, organised a Forum to serve as a curtain raiser for the International Capital Conference 2009, scheduled to be held in London on 24-25 June.

The forum developed a consensus on greater trade interactions to face financial and market challenges. Putting in place the theme, the speakers touched upon the problems faced by western financial service providers and the importance of accessing new markets, as well as the opportunities presented by the conference for India and Indian companies.

In his message, Sir Richard Stagg, British High Commissioner in India, said, "Apart from London being the world's leading international financial centre and the UK a low-tax economy, Indian companies also appreciate the strength of the UK's R & D, and its design and marketing expertise. I take this opportunity to congratulate the Cavendish Group and CII for organising this curtain raiser and wish them all the very best for their upcoming London Conference in June 2009."

Mr Matthew Astill, CEO, Cavendish Group, stated, "We look forward to welcoming our Indian delegates with our partner CII to the International Capital Conference in London. We have confirmed high level financial services speakers and the world's leading private equity, banks and financial advisory companies to meet with Indian companies. Capital markets are tough but Indian companies have not lost their potential for growth, which western investors admire. London is still the world leader as a gateway city for companies to find financial partners."

Mr. Suhel Seth, Board Director, Cavendish Group, said, "The Conference is viewed as a foremost industry event. Using London as the hub, it will bring together India and the United Kingdom, and an exceptional prospect to interact with a variety of service providers from Europe and the USA."

We are glad to associate with the Cavendish Group for hosting this conference in London, which will serve as a platform for Indian trade to interact with global business fraternity said Mr. Chandrajit Banerjee, Director General, CII. "This is a one time opportunity for Indian enterprises. The conference will focus on a high level business and trade intelligence, complemented by one-to-one business interactions between Indian corporations and Western financial service providers."

The International Capital Conference 2009 will provide special focus on encouraging Indian business leaders to



Chandrajit Banerjee, Director General, CII, Suhel Seth, Non Executive Director, Cavendish Group, & Trustee, IBEF, and Mark Beilby, Non Executive Director, Cavendish Group

explore investment opportunities within Europe. Looking in detail at the latest private equity opportunities, M&A activities and IPOs.

Credit Monitoring Cell

The stimulus package announced by the Government for stimulating the economy has provided that 'special monthly meetings of State Level Bankers' Committees would be held to oversee the resolution of credit issues of micro, small and medium enterprises by banks. The Department of MSMEs and the Department of Financial Services will jointly set up a Cell to monitor progress on this front. Matters of MSMEs remaining unresolved with the Banks – SME Helpline for more than a fortnight may be brought to the notice of this Cell."

In pursuance of this provision, a MSME Credit Monitoring Cell has been constituted in the Office of Development Commissioner (MSME), Ministry of Micro, Small and Medium Enterprises. This cell will be overseen and reviewed by Ms. Sunita Chhibba, Additional Development Commissioner & Economic Adviser in the office of Development Commissioner (MSME).

For more details, please contact: Mr P K Mukherjee, Deputy Director, O/o DC (MSME) and Mr. Budh Prakash, Deputy General Manager, SIDBI, Tel: 91-11-23062219; Email: creditmon@dcmsme.gov.in

Collateral Free Loans for MSMEs

All banks have been requested by the RBI to extend collateral - free loans up to Rs. 5 lakhs to all new loans in the MSE sector (both manufacturing and service enterprises). Though this was advised by RBI to the banks, in September 2007, there were representations from various quarters that collateral security was being demanded from MSEs even for new loans up to Rs.5 lakhs. The RBI has thus reiterated that banks should extend collateral -free loans up to Rs 5 lakhs to all new loans to the MSE sector (both manufacturing and service enterprises) vide its notification (RBI/2008-09/352, RPCD. SME & NFS.BC.No 84/06.02.31(P)/2008-09).

CII & Cambridge University: Alliances for Entrepreneurship and Innovation

Confederation of Indian Industry and the University of Cambridge have partnered to initiate Entrepreneurship and Innovation in corporate India. Industry today needs new ideas for creating new products and new markets while intensifying efforts for cost reduction.

The Centre for Entrepreneurial Learning (CfEL) at Judge Business School (JBS), University of Cambridge, has run the Ignite programmed successfully over several years to create an ecosystem for developing a new idea into a commercially and technologically feasible plan. More than 120 experts from various areas of expertise give suggestions and feedback to such ideas. Three representatives from India participated in the 5 day Ignite workshop organized in Cambridge in June 2008, and have achieved impressive results.

To introduce the concept of Corporate Entrepreneurship, CII, and CfEL have partnered to launch a one day Mini-Ignite programme to help members set up this new competence within the company.

CII ran the first Mini Ignite in India at the CII Naoroji Godrej Centre of Excellence in Mumbai on 16 January. The Ignite Boot Camp, delivered by three key faculty members from Cambridge, successful serial entrepreneurs and Indian innovators, was a unique workshop to enable the 20 participants to turn their ideas into successful commercial enterprises.

CII proposes to organise similar Ignite Boot Camps across all regions and offer it as an in-house service to companies with a view to encourage enterprises to think out of the box and come out with radically different solutions. The workshop will encourage organisations to develop a mindset to innovate and use or develop incubators for developing new products, constantly working to achieve new horizons.

This workshop coincided with the visit of Prof. Alison Richard, Vice Chancellor, University of Cambridge, to India. During her visit, CII organized a half day seminar

titled “University – Industry Relations: Creating Alliances for Innovation” on 17 January. Professors from the University of Cambridge, members of Indian industry and academia shared successful innovations in areas of energy sustainability, innovations for the bottom of the pyramid and shared experience of successful university

industry collaborations.

The Vice Chancellor credited CII’s efforts in bringing the University and Indian industry closer together. She said that the University was keen to spread its network globally and in India CII had played an important role towards this objective.

Mr. Jamshyd Godrej, Past President, CII, and Chairman,

Godrej & Boyce Manufacturing Co. Ltd, said, “It has been CII’s endeavor to encourage innovation and spread the spirit of enterprise in the country. The Ignite programme encourages youngsters to think like entrepreneurs and leverage the resources available in the eco system”.

Professor Arnoud De Meyer, Director, Judge Business School, said; “Judge Business School is keen to collaborate with CII. We are confident that the specialised learning based on our highly successful Ignite programme can help invigorate entrepreneurship in the region. We hope that Indian industry will see the benefit of working in partnership with Cambridge.” Prof. De Meyer also visited India in October 2008 and interacted with Indian industry and media.

Both the workshop and the seminar are small but important steps in building a sustainable partnership for entrepreneurship and innovation. The focus is on building a mutually beneficial relationship between CII and University of Cambridge.



Jamshyd Godrej, Past President CII & Chairman, Godrej & Boyce Manufacturing Co. Ltd, Prof. Dame Sandra Dawson, Cambridge University, and Prof. Alison Richard, Vice Chancellor, Cambridge University



Panel Discussion at the University Industry Alliance programme

For IBM, Inclusion is a 'Business Imperative'



A number of member companies contribute to inclusiveness by employing people from diverse backgrounds. Through this series, CII Communique will share these initiatives with others, to create a positive and inspiring ripple effect in industry. We invite member companies to send in their case studies.*

At IBM, the culture of inclusion is a way of life. With a longstanding commitment to equal opportunity, IBM employs a talented and diverse workforce. Achieving the full potential of this diversity is a business priority that is fundamental to our competitive success.

IBM has been promoting diversity in every sphere of work and opened up the opportunity for people with disabilities way back in 1914. In the 1940s significant hiring and training programmes for people with disabilities were undertaken to replace workers inducted into the military for World War II. Accommodations were provided to them and to returning disabled veterans, three decades before the Rehabilitation Act of 1973.

In addition, IBM has been committed to bringing technology to people with disabilities. In 1975, IBM developed the Model 1403 Braille printer. In 1980, IBM developed a talking typewriter for people who were blind, and this was followed by a talking display terminal in 1981. As computers migrated to graphical user interfaces in the 1980s, IBM developed one of the first screen readers to work with that new technology. Since 1985, the Special Needs Systems group has developed technologies that assist people with disabilities. They recently developed the Home Page Reader tool, a self-voicing web browser.

“Business activities such as hiring, promotion, and compensation of employees, are conducted without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, disability, or age”.

– **S.J. Palmisano**,
Chairman & CEO, IBM

Since the recruitment of the first employee with disability almost a century ago, IBM has come a long way to create an inclusive work environment. Today people with disabilities have jobs in a number of roles at IBM, including project management, programming, consulting, operations, quality assurance, and human resources.

Taking this initiative to the next level,



IBM now trains teachers of visually impaired students, helping them to train hundreds of visually impaired students.

Building a Culture of Inclusion

More than one billion people across the globe have a disability and as the world's population ages, this number is expected to grow significantly. With almost a 100 year heritage of commitment, IBM's Policy for People with Disabilities (PwDs) revolves around 3As:

- **Accommodation** – The facilities IBM provides to enable

employees to work more independently and productively, including physical improvements such as ramps, Braille signage in elevators, lowered water fountains and wide doors.

- **Accessibility** - IBM provides people with disabilities the necessary tools and technologies to be effective at the workplace, such as voice recognition software and Home Page reader. Currently there are 10 Accessibility centres in IBM worldwide, each focusing on designing and deploying products appropriate for people with disabilities.
- **Attitude** – It is critical to changing the values and beliefs that some people have regarding people with disabilities to ensure a truly inclusive workplace. IBM promotes an Attitude of Non-Discrimination at workplace and offers opportunities to deserving individuals. Apart from multiple sensitization workshops, IBM offers a large number of e-learning resources that enables managers / employees to effectively work with team members who might be differently challenged. Additionally, IBM India organises a face to face Diversity & Inclusive Leadership training programme to promote an inclusive workplace.

Enabling Employees at the Workplace

IBM has invested heavily in research, technology, products, services and solutions that help improve productivity and mobility. Technologies such as voice recognition, wireless communications and speech output improve the ability to access IT for IBMers with disabilities.

Mr Niraj Saraiya, a SAP FICO functional consultant for IBM, who has muscular dystrophy, says, “this is a place to learn and take pride in ownership in whatever we do. At the end of the day, it is a very satisfying experience. I am given the opportunity to perform. My boundaries are decided by me. I am neither given favoritism because of my disability nor being prevented from taking actions because of this.”

IBM employees with disabilities have created a group called the EnAblers. This group works with new disabled hires at IBM, to help them assimilate faster in the company. The team also works with various NGOs that promote the cause of people with disabilities.



“IBMers have always made me forget my disability and encouraged me in my pursuit for achieving greater success, says Mr Rajesh H Mehta, a visually-challenged HR Program Manager who today facilitates training sessions for IBMers across India.

At IBM, we believe that a business needs to create an environment where people are secure in the knowledge that their efforts make a difference. This is only possible in an environment that has learned to respect all aspects of diversity and inclusion.

Visually impaired Mr Hari Raghavan, a solutions specialist for the banking sector in India, is the winner of Helen Keller award in the category of “Disabled persons who have been active as ambassadors of the cause of employment for disabled people and are a positive role model for the others”. He sums up his two years with IBM, saying, “The organization walks the talk on issues like diversity and integrity. I feel proud to be part of a truly great organization which stands for such values. Besides this, the professional learning has also been great and added a whole new dimension to my career.”

Driving Positive Business Impact

Cross-fertilization of ideas at the workplace has acquired new significance with tremendous emphasis being placed on leveraging individual differences to business advantage. IBM’s ability to draw upon a truly diverse workforce is fast becoming a key differentiator in enhancing the company’s bottom line as well as top line globally.

According to Mr Ramesh Narasimhan, Director, General Business, India/South Asia, & Executive Sponsor for Persons with Disabilities (PwD) India Constituency, “IBM is focused on/committed to creating/fostering a culture where people with disabilities are valued and productive. It helps develop, use and promote information technology that is universally accessible to all people. With a mission to attract, retain and promote talented and dedicated employees with disabilities, IBM works towards eliminating barriers to hiring, retaining, and advancing careers for people with disabilities and focuses on promoting people with disabilities within the workplace.”

* Please send in your case studies to rakhee.gupta@cii.in



**CII Institute of
Quality Your
Quality Training
Partner**

**Training Calendar
February – March 2009**

24-25 February, New Delhi
Machine Maintenance

24-25 February, Bangalore
Business Process Management

3-4 March, New Delhi
Strategic Business Planning

3-6 March, Bangalore
Assessor Training Programme

5-6 March, Bangalore
Business Continuity Management

12-13 March, Hyderabad
**Customer Relationship
Management**

13-14 March, New Delhi
**Workshop on
Integrating Management Systems**

16-20 March, Bangalore
**Lead Auditor Course on
ISO 22000: FSMS**

23-27 March, New Delhi
**Lead Auditor Course:
ISO 9001 : 2008**

For further details, please contact:
v.subramanian@cii.in

Visit us at : www.cii-iq.in

Awareness Sessions on IPR



Dr Balu Sarma, President & CTO, Praj Matrix, The Innovation Center, Benedict Ekka, Under Secretary, DIPP, Dr Ruchi Tiwari, Dy Controller, Patents & Designs, and Suhas Baxi, MD, Demag Cranes & Components Ltd

10 January, Indore

17 January, Pune

28 January, Bhubaneswar

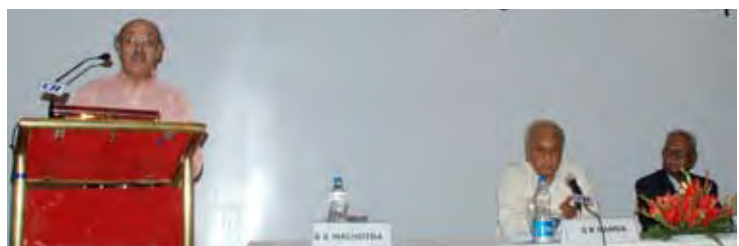
CII in collaboration with Department of Industrial Policy and Promotion (DIPP) under the Ministry of Commerce and Industry and the Office of the Controller General of Patents, Designs and Trademarks (CGPDTM) is organizing 14 nation wide awareness sessions on Intellectual Property Rights for various stakeholders, focusing the attention of the Industry on the Role & importance of Intellectual Property in their business.

As a part of this initiative, sessions were held in Indore, Pune and Bhubaneswar.

The session in Indore was addressed by Mr T C James, Director, DIPP, Mr Rajiv Bhirud, Chief – R & D and Environment, Tata International Ltd, Mr S S Singh, Assistant Controller of Patents & Designs, Dr Prithpal Singh, Examiner of Patent & Designs, Dr Swati Bal Tembe, Vice President & Head Patent Department, Piramal Life Sciences and Mr H Y Mehta, Advocate, Indore High Court.

In Pune, Mr Benedict Ekka, Under Secretary, DIPP, Mr Suhas Baxi, Managing Director, Demag Cranes & Components Ltd, Dr Balu Sarma, President & CTO, Praj Matrix The Innovation Center) and Dr Ruchi Tiwari, Deputy Controller, Patents & Designs, participated in the session.

A similar programme was held in Bhubaneswar to make local industries aware about the intellectual property system and the protection it can provide for their inventions, brands, and designs.



B K Malhotra, Under Secretary, DIPP, S K Nanda, Past Chairman, CII Orissa and P Rout, Consultant, Tata Steel Ltd



Yi World

Youth Affairs Presentation

2 January: Kochi

Towards starting a Yi Net, a presentation on Youth Affairs was organized at Bhavans Vidya Mandir, Girinagar. Ms Mala Patodia, Yi Kochi Chapter Chair; Mr Jacob Joy, Yi Kochi Chapter Co-chair and Ms Namrata Khona Samra, Yi Kochi Chapter Youth Affairs Chair interacted with the students.

Coimbatore Vizha 2009

3– 11 January: Coimbatore

Coimbatore Vizha was an effort to celebrate the spirit of the city that Coimbatoreans call home. The get-together celebrated various aspects of the city – its heritage, industrial legacy, entrepreneurial spirit, hospitable and honest culture, the multi cultural-ethnic confluence, etc. A flagship event for Yi Coimbatore, the Vizha began with Orumai Payanam –a multi-faith journey for peace. There



Coimbatore Vizha – Celebrating the Spirit of Coimbatore

were exhibitions such as History of Cars, Photographs of eminent visitors to Coimbatore, paintings and sketches of heritage buildings, and a tour of Geedee Museum. The sports element included a Run for Coimbatore - a mini marathon, inter-college cricket matches, and a treasure hunt on Brands of Coimbatore.

The realm of the Arts featured a western classical music concert, a piano concert, Marudhamalai Kuravanji, a dance performance; a concert of Yanni's music, and inter-faith bhajans. A Coimbatore Anthem was composed and sung by the students of the Shivanjali Temple of Fine Arts.

There was also a series of talks and lectures, on topics such as Textile History of Coimbatore, Kongu cuisine, Roman connection to Coimbatore, Urban Planning in Coimbatore, Coimbatore during the Great Depression, a book review 'India's New Capitalist', etc.

A tree plantation drive and a nature trek to the Salim Ali Centre for Ornithology and Natural History brought focus to Ecology and the Environment. Other events included a Heritage Trail, Cinema & Coimbatore – films screening and discussion on cinema, Ovia Sandhai - a unique street art market, blood donation camp etc. Contests such as a Quiz Competition, Articulate Kovai, Short Film Competition, Photography Contest and Digital Design Contest rounded off Coimbatore Vizha. Around three lakh citizens celebrated the spirit of Coimbatore by taking part in various events.

Blood Donation Campaign

4 January: Indore

As part of the on-going campaign under project Ansh, Yi Indore held a blood donation camp with Humad Yuva Association at two places in the city. Around 95 units of blood were donated.

Yi-Impetus Corporate Chapter

7 January: Indore

Towards launching a Yi corporate chapter at Impetus Infotech (I) Pvt Ltd, Yi Indore held a pre launch session describing the activities of Young Indians.

Evening with Young Diaspora

8 January: Chennai

The Young Indians hosted a Yi evening to interact with the young participants of Pravasi Bharatiya Divas and the Know India Programme.



Skit by Yi Chennai Net Students

'Is Gandhi Relevant Today?'

8 January: Chennai

The panelists at the Yi-Aspen Panel Discussion on 'Is Gandhi Relevant Today?' were Mr. Sam G Pitroda, Chairman, National Knowledge Commission; Mr. Shashi Tharoor, Chairman, Afras Ventures and former Under Secretary General, United Nations, and Prof. C K Prahalad, Professor of Corporate Strategy, University of



Panel Discussion on 'Is Gandhi Relevant Today?' In Chennai

Michigan Ross School of Business, USA. Mr Narayan Sethuramon, Past Chairman, Yi National and Mr. Tarun Das, President, Aspen Institute India and Chief Mentor, CII, also spoke. The discussion was moderated by Prof. Sugata Bose, Professor of History and Director of the South Asia Initiative, Harvard University, USA.

While Mr Pitroda and Prof Prahalad spoke of the relevance of Gandhi today, Mr Tharoor, although respectful of Gandhi's principles, did not think it relevant to "teach ahimsa to the jihadis".

Overall, the speakers agreed that even if some of the methods that Gandhiji used are not applicable today, the uniqueness and simplicity of these methods must inspire us to solve our problems.

Yi PCC LABS

8 January: Pune

Yi PCC LABS successfully completed its 9th batch of LABS (Livelihood Advancement Business School) with a valedictory session. Yi PCC LABS has crossed the target of 100 aspirants and was graded as an ideal LABS centre.

Entrepreneur's Experiences

9 January: Coimbatore

Yi Coimbatore as part of its Learning Platform organized a session with Mr Anand Chandrasekaran, Strategic Advisor e4e & Board Member Indee.tv along with Computer Society of India, Coimbatore Chapter. Mr Anand shared his entrepreneurial journey in the various projects that he headed.

Net Launch

15 January: Mumbai

Yi Mumbai launched a Yi Net with K. J. Somaiya Institute of Management Studies & Research. The MoU was signed between Mr Chintan Shah, Co-Chairperson-Youth Affairs, Yi Mumbai and

Prof Ghai, Director, K. J. Somaiya Institute of Management Studies & Research.

Akshara Centre Inaugurated

16 January: Kochi

Yi Kochi launched its 10th Akshara Centre at Nair Samajam School, Valoor. The centre was inaugurated by Mr B.D. Devassy, MLA, Chalakudy.

Green Collared Jobs & Careers

16 January: Pune

Yi in association with Indian Youth Climate Network, Pune, organised an interactive session on Green Collared Jobs & Careers, with more than 100 students of different institutes of Pune University. Speakers from industry highlighted their green businesses and the resultant emerging job opportunities.

Cornea Donation Awareness Programme

21 January: Pune

Yi Pune organised the first cornea donation awareness programme at Advik Hitech Pvt Ltd, a Yi member's company, for their employees.

Voices Campaign

21-24 January: Jaipur



Voices Campaign by Yi-ICG Net Students at Jaipur

CII-Yi ICG student net Jaipur has initiated the "Voices Campaign" to raise awareness and dialogue on issues of national importance. The initial phase of the campaign largely focused on the recent terrorist attacks. More than 2000 students participated in the 3 day campaign at the ICG Jaipur campus and expressed their views and support which were later presented in a formal set of books named 'Voices' personally to the Chief Minister of Rajasthan on the eve of Republic Day.

This unique initiative will continue to engage youth in action, debate and deliberations on various national issues.

Net Charter Day

22 January: Kochi



Net Charter Day at Bhavans Vidya Mandir

Youth Affairs activities were launched at Bhavan's Vidya Mandir Girinagar on Charter Day.

Tuck School Visit to Akshara

22 January: Chennai

A group of students from the Tuck School, USA, visited the Akshara Resource Centre in Chennai, to interact with children from slums and other poor backgrounds.



Visitors from Tuck School, USA, at the Akshara Centre in Chennai

Celebrating Girl Child Day

24 January: Ahmedabad

Yi - NIFT Gandhinagar celebrated National Girl Child Day by highlighting the various issues related to the girl child through a presentation, documentary and panel discussion. Eminent personalities from various fields like Ms. Manjula Shroff, Founder, Calorx Foundation, Mr J S Gulati, UNICEF and Mrs. Jaai Kakani, Managerial Trustee, NGO Krida, were present.

Tree Plantation Drive

26 January: Pune

Yi Pune chapter organised the planting of 100 trees on the occasion of Republic Day.

Climate Leadership Event

29 January: Ahmedabad



Climate Leadership Training Programme at Ahmedabad

Yi - Institute of Petroleum Management, Gandhinagar in collaboration with Indian Youth Climate Network organised Pranaya, a day - long Climate Leadership Training Programme for more than 250 students from seven colleges. The programme was designed on the lines of the Al Gore Leadership Training undertaken at various universities in the US. The group was led by Ms. Caroline Howe, who has worked with TERI and Infosys after graduating from Yale University in mechanical and environmental engineering, and now works full time with Indian Youth Climate Network. The participants suggested innovative ways to conserve the environment.

Security and Intelligence in India

30 January: Chennai

Yi Chennai held a panel discussion on 'Security and Intelligence in India.' The panelists spoke on the security concerns in the country, on the rise in terrorist attacks since 1993, the different agencies involved in combating terrorism and terrorist attacks and the preventive measures that the general public need to adopt to stop crimes like cyber crimes from occurring. They also reiterated the need for support for the government agencies.



Tree Planting drive in Pune

China

report

Third India China Financial Dialogue

The third India China Financial Dialogue was held in New Delhi on 16 January. Banking sectors and capital markets have been identified as areas where expert teams of both the countries can jointly work and evolve a time-bound strategy for closer engagement.

Sino-India Trade

According to China Customs' latest statistics, China's trade with India, its 10th trade partner, reached \$51.78 billion in 2008, up 34% year-on-year.

China's Foreign Trade (in US\$ billion)

Trade	December 2008		2008 (whole year)	
	Value	% Increase	Value	% Increase
Total trade	183.33	-11.1	2561.63	17.8
Exports	111.16	-2.8	1428.55	17.2
Imports	72.18	-21.3	1133.09	18.5
Trade surplus	38.98	72.4	295.46	12.7

Source: MOFCOM, PRC

China's exports fell two months in a row for the first time in a decade, reflecting the impact of the global financial crisis.

Economic Indicators (2008)

According to preliminary estimates

GDP:	30,067 billion yuan, up by 9.0%
Value added (primary industry):	3,400 billion yuan, up by 5.5%
Value added (secondary industry):	14,618.3 billion yuan, up by 9.3%
Value added (tertiary industry):	12,048.7 billion yuan, up by 9.5%
FDI:	Up 23.58% to \$92.4 billion
Forex Reserves:	\$1.95 trillion
Telephone subscribers (Dec 2008):	982 million
Consumer price index: (2008):	Up 5.9%
Retail Sales:	Up 21.6%
Urban unemployment rate:	4.2%

Auto Sales Fall

In 2008, the number of vehicles manufactured in China was 9.3451 million and the number of vehicles sold stood at 9.3805 million, recording growth rates of 5.21% and 6.70% year-on-year respectively, down by 16.81 percentage points and 15.14 percentage points compared with the same period the previous year. The sales growth of 6.70% marks a new low in the last 10 years.

Migrant Workers Return Home

About 20 million of China's migrant workers, about 15% of the country's 130 million migrant workers, have returned home after losing their jobs due to the global financial crisis.

Lenovo Cuts Jobs

China's Lenovo, the world's fourth largest personal computer maker, is preparing to cut 2,500 jobs, about 11% of its global workforce. The company will also cut \$300 million of spending in the fiscal year ending on March 31, 2010.

Overseas Trade with Yuan

China's central bank is planning to implement a pilot programme of settling overseas trade with the Chinese currency instead of the US dollar in 2009.

Nuke Plants

China is expected to start work on four nuclear power stations in 2009 in Haiyang and Rongcheng in eastern Shandong province, Sanmen in eastern Zhejiang province, and Yaogu in southern Guangdong province.

Oil Demand Wanes, Stockpiles Rise

China refined 27.27 million tonnes of oil in December, down 2.3% year-on-year, as demand shrank and product inventories piled up. In November, China processed 29.79 million tonnes of oil, up 7% year-on-year. Inventories at PetroChina and Sinopec, the two major oil refiners, hit record highs this month.

Manufacturing Output Contracts

China's manufacturing sector is close to a technical recession after output contracted at a record pace in December. The Purchasing Managers Index (PMI), which measures manufacturing activity nationwide, stood at 41.2 in December and although it was up from November's 40.9, overall output still contracted. A reading above 50 means the manufacturing economy is expanding, while a reading below 50 indicates an overall decline. The business climate index also fell to 107 during the final quarter of 2008 as economic conditions deteriorated sharply.

China Becomes 3rd Biggest Economy

China surpassed Germany to become the world's third-largest economy behind the United States and Japan after Beijing revised its estimate of economic growth in 2007. The government revised economic growth from an already high 11.9% to an eye-popping 13% for 2007, the fastest rate since 1994. That raised China's GDP to \$3.5 trillion at 2007 exchange rates, ahead of Germany's 2007 GDP of \$3.3 trillion. The United States is the world's biggest economy at \$13.8 trillion in 2007, followed by Japan at \$4.4 trillion.

Iran, China Oilfield Deal

Iran and China signed a \$1.76 billion deal on 14 January, for the initial development of Iran's North Azadegan oil field. This oil field has an estimated reserve of six billion barrels of oil and can produce 75,000 bpd for 25 years.

Restaurant Industry

China wants its restaurant and catering industry to achieve yearly average growth of 18% with a goal of \$478 billion in sales by 2013.

Interaction with Members of Parliament

CII and the Indian Association organized an interactive session with senior Members of Parliament of India during their China visit on 8 January in Shanghai. The four-member delegation was led by Mr. Bal Apte, and included Mr. Balbir Punj, Mr. Chandan Mitra, and Mr. Suresh Prabhu, former Union Power Minister. Over 35 representatives of Indian companies based in Shanghai attended the meeting.

The MPs shared the experiences of their visit to Beijing and Shanghai with the members of Indian business community. Mr Apte said that economic, political and social issues were discussed in their meetings with the leaders of the CPC, providing a good opportunity to understand China's relations with India and also with the South Asian and South East Asian countries. Mr Punj appreciated the growth of economic development in China and the national spirit of the leadership and the common masses. Mr Mitra urged the two countries to cooperate with each other for the economic development of the region. Mr. Prabhu spoke on the infrastructural development in China and investment in this field. Mr. J.J. Shrikhande, Chairman, CII India Business Forum, China, briefed the delegation on the various initiatives of CII in China and the activities of IBF.



Indian MPs: Chandan Mitra, Balbir Punj, Bal Apte, and Suresh Prabhu, with J J Shrikhande, Chairman, CII IBF China, in Shanghai

South East Asia

report

Southeast Asian Nations (ASEAN)

- India has appointed Mr N. Ravi as its ambassador to the ASEAN, of which it is a dialogue partner. The Secretary-General of the 10-member regional grouping, Mr Surin Pitsuwan, welcomed the decision and expressed hope that it will boost relations between India and the Asean. (India is the 7th Asean Dialogue Partner to have appointed its ambassador to the regional grouping. The other six are the US, China, Japan, South Korea, Australia and New Zealand.)
- The ASEAN will ink a free trade deal with Australia and New Zealand on 27 February during the ASEAN Summit in Thailand, allowing a freer flow of goods between the ASEAN region and both countries, with a combined market of more than 600 million people.

Cambodia

- The National Bank of Cambodia (NBC) will carry out more reforms to strengthen financial safety, said NBC governor Chea Chanto in an interview published by the Phnom Penh Post.
- Despite the economic downturn, Cambodian mobile phone operators say their expansion plans are on schedule for 2009 as the industry continues to grow. Cambodia's mobile market has grown rapidly in the past 5 years. Domestic mobile-phone usage surged 49% in 2007 but the national penetration rate remains a low 17%.
- Cambodia's GDP growth slowed to less than 7% last year due to lower demand from other countries for its main industries - garments, construction and tourism. The country which enjoyed double-digit economic growth yearly from 2004 to 2007, is expected to grow by less than 5% this year.

Indonesia

- Indonesia's economy expanded 6.2% in 2008, slowing slightly from 6.3% in 2007 when Southeast Asia's biggest economy enjoyed its fastest growth in a decade, reported Reuters. The central bank said economic growth this year would slow to between 4% and 5%, still making Indonesia one of Asia's top performers. Inflation in 2008 was 11.4% - in line with government forecasts - and the budget deficit was 0.1% of GDP.
- Indonesia's non-oil-and-gas exports are expected to grow between 4.3% -8.0% this year amid the global economic slowdown, after rising an estimated 18% in 2008.

- Indonesia's central bank has slashed interest rates by 0.5% and said it may cut further to spur economic growth. The rate cut aims to soften the impact of the global crisis on Southeast Asia's biggest nation, where economic growth, prices, jobs and poverty will be among the key issues for voters in elections later this year.
- A recent regulation makes public listed companies eligible for a 5% cut in income tax to help reduce their costs. Companies are eligible for the tax reduction if their shares are at least 40% owned by the public, with at least 300 parties holding shares and no single shareholder having more than 5% of total holdings. Corporate tax has been set at 28% flat this year, and 25% flat for 2010.
- Under another new regulation, service firms have been made eligible for a 2% tax slash based on calculation of gross revenue. Such firms having no tax registration number will have to pay double.
- Indonesian Trade Minister Ms Mari Elka Pangestu said a new export regulation would require the use of letter of credits (L/Cs) for export transactions of raw mining and plantation commodities. "The regulation is designed to improve discipline in trade, to support natural resource conservation programmes and to smooth the inflow of foreign exchange," she said. The government is also drawing up a trade financing insurance scheme. Several business groupings have opposed the policy, saying it would discourage foreign buyers by burdening them with extra costs and efforts.
- Indonesia's two-round presidential election will take place during the latter half of 2009. The first round will take place on 8 July, while the run-off contested by the strongest two candidates will be on 8 September. President Susilo Bambang Yudhoyono will be running for re-election.
- Indonesia will speed up development of new power plants. The government has already begun building new plants with a total capacity of up to 10,000 MW since 2008 and new plants with a further total capacity of 10,000 MW will be built next year.
- Indonesia's negotiations with Australia and New Zealand on their respective auxiliary treaties under the ASEAN-ANZ FTA are complete, paving way for the signing of the treaty at the Asean Summit. Under the bilateral deal with Australia, Indonesia will scrap 1,409 tariff lines in the automotive sector in stages, starting this year, opening up strong competition with the

established Japanese manufacturers which control 80% of the country's car, van and truck market. It will also offer New Zealand an elimination of tariff lines for four beef products and seven dairy products. In exchange, Australia and New Zealand will eliminate tariff lines on textile and garment products, as well as increase capacity building for Indonesian professionals.

Malaysia

- Mr Mohd Najib bin Tun Haji Abdul Razak, Deputy Prime Minister and Finance Minister said that Malaysia will need a second shot of government spending to boost its export-dependent economy, but details have yet to emerge on the size and timing of the package. The government's current boost to the economy worth MYR 7 billion (\$1.95 billion) has been criticized by businesses as being too small and too slow in helping to mitigate falling demand. Malaysia's budget deficit in 2009 is expected to be higher than the planned 4.8% of GDP.
- The Royal Bank of Scotland asked investors to go short of Malaysian debt due to the likelihood of a credit ratings downgrade thanks to the country's slowing economy and planned additional spending. The bank felt that Malaysian 5-year credit default swaps were expensive relative to its peers. Malaysia exports around 100% its of gross domestic product and exports have fallen for 2 successive months. The government is forecasting the economy will grow 3.5% in 2009 but private sector economists fear the country will fall into its first recession in 8 years. The central bank recently cut interest rates to 2.5%, their lowest level in more than 10 years, to boost the economy.

Myanmar

- Myanmar's trade surplus shrank in the first 9 months of 2008 on lower exports of gas. Natural gas exports, which account for about 40% of all export revenues, had dropped 28.5% in value.

Singapore

- Singapore's GDP growth is likely to be -5.0% to -2.0% in 2009, lower than the -2.0% to +1.0% growth range forecast earlier. The weaker outlook reflects the faster and deeper decline in global economic activity that is prompting stronger spillover effects on key sectors of the economy. The weak economic performance in the fourth quarter of 2008 already reflects this, and suggests that growth will weaken further in 2009. The electronics purchasing managers' index posted a record low in

December 2008. The chemicals cluster is expected to weaken with lower oil prices and lower global demand for other manufactured goods. Global trade in 2009 is expected to contract and affect trade-related sectors including transport and storage.

- The Singapore economy contracted by 3.7% in the fourth quarter of 2008, with manufacturing, wholesale & retail trade, transport & storage, information & communications, and financial services sectors registering further slowdowns. For 2008 as a whole, the economy is estimated to have grown by 1.2%, compared with 7.7% in 2007. The forecast for CPI inflation in 2009 has been revised to -1.0% to 0%, largely in expectation of a continued downward correction of commodity prices.
- Singapore's medical tourism industry is expected to grow at a CAGR of 9.1% through 2012 to generate total revenue of nearly \$1,700 million, according to the Asian Medical Tourism Analysis (2008-2012) report. Despite higher healthcare costs in Singapore than in the other four major Asian medical tourism markets (India, Malaysia, Philippines and Thailand), its developed market tag, quality of healthcare services, relative uniformity in infrastructure, resources and hygiene among private and public hospitals, the wide spectrum of healthcare services available, as well as being a famed tourist destination, have given it an edge.

Thailand

- Thailand's new cabinet has approved a package of tax cuts worth BHT 10 billion (\$286 million) following an economic stimulus package to counter the slowdown. Finance Minister Korn Chatikavanij said the stimulus measures would help boost economic growth to 2% this year, down from an estimated 4% percent in 2008. Premier Abhisit Vejjajiva has warned that the current economic crisis would be more difficult to handle than the 1997 Asian financial crisis. The Bank of Thailand has cut its policy rate aggressively to help the export-led economy and said its monetary policy will remain accommodative.
- Thailand's central bank said the kingdom's economy would likely grow by 0 to 2% in 2009, in line with government predictions, but added that growth is expected to improve in 2010.
- Thailand's telecoms regulator said it expects to issue new licences for 3G mobile services by the third quarter of 2009. This is a key step in reforming the sector since operators will be paying for a license to operate instead of a portion of their revenue as they

do currently. However, industry executives anticipate the overall mobile sector to grow only 4% as the industry nears saturation.

The Philippines

- The Philippines current account is expected to turn in a small deficit this year, and foreign reserves would decline slightly from last year's \$37.1 billion as remittance flow from Filipinos overseas take a dip owing to the economic slowdown, said Fitch. Remittances from abroad account for more than 10% of the country's GDP. Despite this, the central bank still expects remittance to grow by 6-9% this year. The ratings firm has also projected deceleration in economic growth to 2.5% this year and national government budget shortfall to widen to 2.3% of GDP.
- The Philippines lost a net \$1.4 billion in foreign portfolio investments in 2008, against a net inflow of \$3.5 billion in 2007, owing to heightened risk aversion. Gross portfolio inflows in the year represented a 46% drop from 2007, while gross outflows dropped 19% from the previous year. The country's balance of payments surplus is expected to dwindle to about \$500 million from an 8-year high of \$8.58 billion in 2007.
- The Philippine central bank has approved the relaxing of some rules to ease the private sector's access to dollars. The monetary authority started its liberalization reforms in 2007 to support freer flow of foreign exchange to attract more investors and boost the local economy.
- The Philippines expected to post a balance of payments surplus of at least \$500 million in January

thanks to \$1.5 billion of proceeds from the government's recent global bond issue. This had helped to ease the huge deficit of \$276 million in December. Official development assistance loans from the World Bank and Asian Development Bank which were due receipt in December, as well as proceeds from asset sales of state-run National Power Corp were also expected to help boost surplus. The central bank has yet to release an estimate for this year.

Vietnam

- Vietnam has revised downwards its trade deficit forecast for 2009 by 3.5% on expectations that both exports and imports will slow significantly, reported Reuters. Trade and Industry Minister Vu Huy Hoang forecast that both exports and imports would rise 13% this year, leaving a trade gap of \$19.2 billion. Vietnam said its 2008 trade deficit stood at \$17.5 billion.

Event

The Indian Republic@60: Challenges Ahead

The High Commission of India in Singapore and CII jointly organised a conference titled 'The Indian Republic@60: Challenges Ahead' on 23 January in Singapore, to commemorate India's 60th year of becoming a republic.

The conference brought together policymakers, academics, think tanks, media and business to discuss India's economy and globalization process, its evolving democracy, and its multidimensional relationships with the rest of the world.



S Iswaran, Senior Minister of State, Trade & Industry, Singapore



O P Bhatt, Chairman, SBI, Sat Pal Khattar, Chairman, Khattar Holdings Private Ltd, Singapore; Dr Sanjaya Baru, Visiting Professor, Lee Kuan Yew School of Public Policy, and the Institute of South Asian Studies, NUS, and S Ramadorai, CEO & MD, Tata Consultancy Services



Dr S Jaishankar, High Commissioner of India to Singapore



Dr Huang Jing, Visiting Professor, Lee Kuan Yew School of Public Policy, NUS, Sachin Pilot, Member of Parliament India; Dr C Raja Mohan, Professor, S Rajaratnam School of International Studies, NTU, and Ong Keng Yong, Ambassador-at-large (and former Ambassador of Singapore to India)

United States of America

report

Farewell to Ambassador Mulford



Hari S Bhartia, Co-Chairman and MD, Jubilant Organosys Ltd.,
Dr. David C. Mulford, US Ambassador to India and Tarun Das,
Chief Mentor, CII

CII organised a farewell luncheon in honour of Dr. David C. Mulford, US Ambassador to India, on 9 January in New Delhi. Ambassador Mulford said the transformation in the relationship between India and the US comes from well established shared values and growing common interests, and is widely understood and welcomed in both countries. Both the Americans and Indians benefit from the shared values of freedom, democracy, diversity, entrepreneurship, education and opportunity, he said. Dr. Mulford also stated that India has to liberalize and put its huge savings into the system.

Moderating the session, Mr. Tarun Das, Chief Mentor, CII, appreciated the Ambassador's efforts in bringing both the countries closer, and his leadership in creating and sustaining an environment of trust, friendship and partnership.

Mr. Hari S Bhartia, Co-Chairman and Managing Director, Jubilant Organosys Ltd., said that the civil nuclear agreement has really been a strong move forward for India to be self-sufficient in energy. A number of partnership collaborations have grown between both countries in the last decade, he added.

US Relations with India & the Region

CII, in association with the California-based The Asia Foundation, organised a session on 'Future Direction of US Relations with India and the Region' on 29 January

in New Delhi. Ambassador Karl F. Inderfurth, former US Assistant Secretary of State for South Asian Affairs, said that the future of the US is tied to the future of Asia, which is a reflection of the economic and strategic weight that the region carries. To further US-India ties, Ambassador Inderfurth recommended a seven-point agenda to the US Administration, which included: strengthening strategic ties; deepening economic ties; pursuing a broader nuclear dialogue; collaborating in higher education; supporting India's United Nations bid; collaborating in the neighbourhood and promoting a US-India-China cooperative triangle.

Releasing The Asia Foundation's report on 'America's Role in Asia: Asian and American Views', Ambassador Naresh Chandra, Former Indian Ambassador to the United States, hoped that the recommendations



Ambassador Karl F. Inderfurth, former US Asst. Secretary of State for South Asian Affairs;
John Brandon, Director, India Programs, The Asia Foundation; Prof C Raja Mohan, NTU, Singapore;
Ambassador Naresh Chandra, Former Indian Ambassador to the United States;
Ambassador Rajendra Abhyankar, Director, India Programs, The Asia Foundation and Tarun Das

contained in the report would serve as a useful guide for advancing India-US ties.

Delivering the keynote address, Former National Security Adviser, Mr. Brajesh Mishra, said that the US has a global agenda while India, despite its recently acquired nuclear status and an enviable economic performance, has a regional agenda. The difference in strategic objectives could give rise to divergence of interests, but India and the US must continue to work together in areas where their interests converge.

Amongst the key Indian and American speakers who addressed the gathering were Ambassador S K Lambah, Special Envoy to the Prime Minister; Mr. John Brandon, Director, India Programs, The Asia Foundation; Mr. Steven J White, Deputy Chief of Mission, US Embassy; Ambassador G Parathasarathy, Visiting Professor, Centre for Policy Research; Prof C Raja Mohan, Professor, S Rajaratnam School of International

Studies, Nanyang Technological University, Singapore; Mr. Pramit Pal Choudhury, Senior Editor, Hindustan Times; Mr. T N Ninan, Chairman and Managing Director & Editor, Business Standard Ltd.; and Ambassador Rajendra Abhyankar, Director, India Programs, The Asia Foundation.

US Economy: Challenges & Outlook



Siddharth Shriram, Chairman, Honda, SIEL Power Products; James M Poterba, President, NBER, and Prof. Abhijeet Banerjee, MIT

CII organized a session with Mr. James Michael Poterba, President, National Bureau of Economic Research and Mitsui Professor of Economics at Massachusetts Institute of Technology (MIT), on US Economy: Challenges & Outlook, on 9 January in New Delhi. Presenting his views on the short-term and long-term challenges to US fiscal policy, Mr. Poterba said that over the longer term, the challenge would be to manage unsustainable spending on items such as social security and health insurance. But in the short term, US policy makers need to set the contours of a stimulus package that will help revive the economy. Mr Siddharth Shriram, Chairman, Honda Siel, Products Ltd., delivered the welcome remarks while Prof. Abhijeet Banerjee, Ford Foundation International, Professor of Economics, MIT, moderated the session.

Indo-Canadian Trade

CII, jointly with the Indo-Canada Chamber of Commerce, organized a Roundtable discussion on Indo-Canadian Trade and Economic Exchanges with a special focus on sectors such as energy, pharma, higher education, and biotechnology. The session was organized in conjunction with the Pravasi Bharatiya Divas 2009 on 7 January, in Chennai. Some of the suggestions for strengthening Indo-Canadian ties included exchange of technology in solar energy, increased trade in nuclear energy, enhancing awareness programmes on tourism, and orientation sessions on Indian culture for the younger diaspora.

Deliberations relating to educational exchanges included the need for promoting and branding Canadian institutions to broaden exchange of students, simplification of visa



Senator Di Nino, Chair, Senate Foreign Relations Committee, Canada, Jean-Pierre Hamel, Consul & Senior Trade Commissioner, Consulate of Canada, Chennai, Asha Luthra, President, Indo-Canadian Chamber of Commerce, Deepak Obhrai, Parliamentary Secretary to the Minister of Foreign Affairs, Canada, and Pradipta K Mohapatra, Immediate Past Chairman, CII (SR)

procedures, and exchange of professionals in order to encourage the transfer of knowledge between the two countries.

In his keynote address, Senator Consiglio Di Nino, Chair of Senate, Foreign Relations Committee, Canada, highlighted the need for both countries to enter into a Comprehensive Strategic Partnership. He said that although trade between India and Canada is as low as US\$4 billion, Canada is now aggressively pursuing increased trade and investment with India. The Roundtable was also addressed by Mr. Deepak Obhrai, Parliamentary Secretary to the Minister of Foreign Affairs, Ms Asha Luthra, President, Indo-Canadian Chamber of Commerce and Mr Pradipta K Mohapatra, Immediate Past Chairman, CII Southern Region, among others.

'Buy American'

On 28 January, the US House of Representatives passed an economic stimulus package of US\$819 billion, largely targeted towards the funding of infrastructure projects such as highways, public works construction and public transportation. The Appropriations Committee of the House has added a provision sought by domestic steel producers to expand existing 'Buy American' laws to require the use of US-made steel in any projects included in the stimulus package.

The stimulus package's 'Buy American' provision is essentially the same as is applied under the current Buy American Act. The standard for steel requires exclusive use of steel 'produced' in the United States, which means that all essential steelmaking operations must have occurred in the United States. Current law allows a waiver of these requirements on three possible grounds: the first, vague but rarely invoked, is that public interest requires it; the second, when US steel is not timely available in sufficient quantities for the project;

the third, price differential, may be invoked if using domestic steel rather than a less expensive foreign alternative would increase the total cost of the entire project by at least 25 percent.

The new bill would apply these 'Buy American' standards with a few additions. One significant change is mandating new procedural requirements for granting waivers to the 'Buy American' rules on steel in covered projects. For instance, when a waiver is considered under any of the three grounds outlined above, the agency concerned would have to publish a 'detailed written justification' in the Federal Register and allow 'reasonable time' for public comment.

Many countries have expressed concern that this clause might cause global trade to shrink.

US-India: Bilateral Update

- India-US Trade (January-November 2008)

Trade	Value \$ Billion
Total trade	41.40
US's exports to India	17.60
India's exports to US	23.90
India's Trade Surplus	6.3

- Warner Brothers Pictures India, a subsidiary of the US-based Time Warner Inc, is set to invest Rs 200 crore in film production in 2009.
- Piramal Healthcare, has acquired outstanding capital stock of US-based RxElite Holdings for \$4.2 million, gaining ownership of RxElite Holdings' sales and distribution network in the US.
- The United States and India have increased bilateral cooperation in a range of defense, counterterrorism, and homeland security areas. This cooperation is helping increase trust and confidence between the two nations while fostering security, stability, and prosperity in Asia.

- Greeting India on its 60th Republic Day, US President Barack Obama said Indians has no better friend and partner than the United States.
- The FDA has opened two offices in India, as a part of an overseas expansion strategy aimed at monitoring the export of drugs into the United States.

US Economic Watch

- The US current-account deficit - the combined balances on trade in goods and services, income, and net unilateral current transfers - decreased to \$174.1 billion (preliminary) in the third quarter of 2008 from \$180.9 billion in the second quarter.
- Gross Domestic Product decreased at an annual rate of 0.5% in the third quarter of 2008, from the second quarter. In the second quarter, GDP increased by 2.8 %.
- US international trade deficit in goods and services increased to \$57.2 billion in October from \$56.6 billion (revised) in September, as exports decreased more than imports.
- In the wake of the ongoing economic recession in the United States, almost 200,000 job cuts have been announced in January. Adding to the discouragement, labor market experts said more layoffs are likely in the near term. The US economy lost 2.6 million jobs in 2008.
- The 2009 Index of Economic Freedom published by the Heritage Foundation and the Wall Street Journal shows that the United States dropped to sixth place in this year's index from 5th place a year ago.
- US Foreign Trade (January-November 2008).

Trade	Value (\$ Billion)
Total Trade	3172.6
Exports	1210.7
Imports	1961.9
Trade Deficit	751.2

International

news

Bangladesh

Round Table on India Bangladesh Trade

The newly elected Bangladeshi Government holds India as a strategic partner for development. However, trade between India and Bangladesh is yet to achieve desirable volumes. Towards achieving advantageous trade figures, both nations need to diversify trade with active industry participation, and decouple politics and trade, said Mr. Rajeev Kher, Joint Secretary, Commerce, India. He was addressing a CII Round Table on "India

- Bangladesh Trade & Economic Cooperation" on 30 January in New Delhi.

The forum saw discussion on Bangladesh's textiles sector which is highly integrated with demands from USA and European Nations. The speakers also felt that India and Bangladesh, both largely insulated from the global financial meltdown, should come together to strengthen their economies.

Mr. Kher felt that India should proactively develop a sub-regional approach towards Bangladesh, and assist in improving the railways network and Power and Energy



Debashish Neogi, Executive Director & Country Head, Marico Bangladesh Ltd; Ambassador Deb Mukharji; Rajeev Kher, Jt. Secretary, Commerce & Industry; Shyamal Ghosh, Executive Director, Sun Pharmaceutical (Bangladesh) Ltd and S Sen, Principal Adviser, CII

sectors. Ambassador Mr. Deb Mukherji, Former High Commissioner of India to Bangladesh, who chaired the session, suggested that Indian Industry should actively involve itself in Bangladesh's development process.

Highlighting the need for trade moderating exercises between India and Bangladesh, Dr. Nagesh Kumar, Director General, RIS, stated the need for better transit infrastructure across India and Bangladesh. Mr. Shyamal Ghosh, Executive Director, Sun Pharmaceutical (Bangladesh) Ltd., said Bangladesh-based corporations are seeking avenues of investment in North-Eastern India. Similarly, Bangladesh can be targeted by Indian entities to develop manufacturing hubs.

Mr. Debashish Neogi, Executive Director & Country Head, Marico Bangladesh Ltd. said, the trade imbalances should be minimised by Indian companies investing in Bangladesh, and by identifying newer areas of commerce exchanges.

Japan

Kankeiren Delegation visits CII

An 11-member delegation of the Kansai Economic Federation (Kankeiren), Japan, led by Mr. Teruo Aoyagi, Managing Director and Secretary General, visited CII during the Partnership Summit on 19 January and held an interaction with CII officials. Mr Aoyagi said that



Meeting with delegation from Kansai Economic Federation (Kankeiren), Japan

Kankeiren paid great attention to the economic growth of India and its one billion-population market.

The Kankeiren delegation also visited Bangalore, Chennai and Coimbatore for discussions with government officials, academia and industry representatives.

The delegation was briefed about the economic development of India, growth of external trade and potential

for deeper engagement in trade and wider economic cooperation between the two countries. The two sides also agreed to exchange information on issues like climate change, environment protection, water supply facilities, biofuel and cooperation in advanced technology. The two sides also agreed to send more delegations to explore business opportunities and strengthen cooperation.

Mr. Gurpal Singh, Deputy Director General, CII, said that the CII and Kankeiren jointly needed to play a vital role in the endeavour to intensify bilateral relationship.

Kazakhstan

Strengthening ties with Kazakhstan

Mr Nursultan Nazarbayev, President of the Republic of Kazakhstan, announced that India and his country has formed strategic partnerships for joint projects in many areas such as construction, oil & gas, minerals, metallurgy, as also supply of uranium to India for peaceful purposes.



Nursultan Nazarbayev, President of The Republic of Kazakhstan

Addressing a joint meeting of Indian chambers of industry in New Delhi on 24 January, Mr. Nazarbayev said that oil & gas is a highly promising area for collaboration, as his country has oil reserves for 50 years and gas reserves for 75 years. Soliciting investments from India, the visiting President also emphasized

the need for setting up manufacturing facilities in pharma in Kazakhstan, which imports medicines worth US\$ 500 million each year. He also sought cooperation in IT, financial and banking services.

In his keynote address, Mr. V S Shkolink, Minister of Industry and Trade, Kazakhstan, said that while Indo – Kazakh trade was increasing, there was great scope for expansion.

Dr. Ashwani Kumar, Minister of State for Industries, India, said India enjoyed one of the largest reserves of educated, skilled and semi-skilled cadres of professional and technical support. Matched with the steady growth of economy and education attainment, India is confidently forging ahead to achieve targets of progress and prosperity for its people. He cited areas with scope for active co-operation as oil and gas, information technology, health care, transfer of technology, textile and above all, tourism.

Mr. Shiv Vikram Khemka, Chairman, CII CIS Committee said that Kazakhstan occupied a position of immense political and economic significance, with vast reserves of oil and gas, and potential in agriculture.

Atameken Union:

A 20 member delegation from the accompanying Atameken Union National Economic



Azat Peruashev, Chairman, Atameken Union and Sandeep Garg, President, Caspian Region, Punj Lloyd Group

Chamber of Kazakhstan, led by Mr Azat Peruashev, Chairman, Atameken Union, had an interactive session with CII members in New Delhi on 24 January. Atameken Union is an MoU Partner with CII. Over 20 Indian business delegates representing various sectors such as auto components, Pharmaceuticals, Hospitality, Banking services, infrastructure and IT education, attended the session.

An Agreement (MoU) on forming a Joint Economic Council with Atameken Union was signed by Mr Azat Peruashev and Mr Sandeep Garg, Member CIS Committee, CII and President of Caspian Region, Punj Lloyd Group.

CII CEOs Mission to Maldives

A 14 - member CII CEO's delegation visited Maldives from 31 January to 2 February on the special invitation of Mr. Mohamed Nasheed, President of Maldives. The primary objective of the mission was to help Maldives to rebuild their economy.



Ibrahim Hussain Zaki, Special Envoy of the President; Amb. Kuldip Sahdev; Mohamed Nasheed, President of Maldives; Arun Bharat Ram, Past President, CII, and M V Subbiah, Past President, CII, (seated) with other members of the delegation

During the mission, CII signed 15 MoUs and committed itself to long-term cooperation with the Maldives Government and industry. Senior CII members also expressed their keenness to support the development of Maldives, especially in infrastructure, tourism, fisheries, training, energy, healthcare, skills development, education, IT, institution building etc.

CII made a presentation to the Maldivian Government on India's experience in Public – Private Partnership in infrastructure development.

CII has agreed to undertake initiatives such as setting up a 'Skills Development Centre' in Maldives; holding an international conference in Maldives to promote foreign investment inflow and organising road shows in different cities in India to promote Maldives.

CII CEOs met with top government officials including Mr Mohamed Nasheed, President of Maldives, Mr. Ibrahim Hussain Zaki, Special Envoy of the President; and ministers such as Dr Ahmed Shaheed, Foreign Affairs; Mr. Mohamed Rasheed, Economic Development; Dr Ahmed Ali Sawad, Tourism, Art and Culture; Dr Mohamed Jameel Ahmed, Civil Aviation and Communication; Mr. Mohamed Aslam, Housing, Transport and Environment, and Mr. Hassan Latheef, Human Resources, Youth and Sports.

CII also met the Maldives National Chamber of Commerce and Industry and signed a MoU to expand trade between India and Maldives and to explore other areas of economic cooperation.



Tarun Das, Chief Mentor, CII, and Dr Ahmed Ali Sawad, Minister of Tourism, Arts & Culture, Maldives, signing a MoU

Anti Dumping Procedures in India

This report, based on the Workshop on Trade Defence Measures organised by the Ministry of Commerce and Industry, discusses anti-dumping procedures in India and how industry in India can use them

One of the principles of the World Trade Organisation (WTO) is to promote free and fair trade. WTO believes in promoting competitive trade by discouraging the use of unfair trade practices like dumping of products in foreign markets and use of export subsidies. Article VI of the GATT 1994 (General Agreement on Tariffs and Trade) authorises member countries to levy anti dumping duties on dumped imports. Similarly the agreement on Subsidies and Countervailing Measures (SCM) prohibits the use of export subsidies on industrial goods.

In India the Customs Tariff Act, 1975 – Section 9, 9A, 9B & 9C (amended in 1995 and thereafter) forms the legal framework of dumping and subsidy in India. The use of anti dumping and countervailing measures are aimed to address unfair trade practices and these are source and exporter specific measures (not directed against any country).

This report, based on the Workshop on Trade Defence Measures organised by the Ministry of Commerce and Industry, discusses anti-dumping procedures in India and how industry in India can use them.

The initiation, investigation and recommendation of anti dumping duty in India is done by the Department of Commerce, while the imposition and collection of anti dumping duty is done by Department of Revenue under Ministry of Finance.

Dumping is said to have taken place when an exporter



sells a product in India at a price less than the price prevailing in the domestic market of the exporter. However, since it is not uncommon for exporters to charge different prices in different markets and for export prices to be less than domestic prices, there is nothing inherently illegal about dumping.

Dumping occurs when the export price¹ of a good is less than the normal value² of the like articles³ sold in the domestic market of the exporting country. The difference between export price and the normal value is called

the margin of dumping. The dumping margin is generally expressed as a percentage of the export price.

Designated authorities start dumping investigations only upon the receipt of a written application by or on behalf of domestic industry. Domestic producers accounting for at least 25% of the total production must support the valid application.

Also, it is incumbent upon the industry to prove that dumped imports are causing or are threatening to cause serious material injury. Material retardation to the establishment of an industry is also regarded as injury. The industry must support the allegation of dumping with significant evidence. The injury analysis can be divided into two major areas:

- The Volume Effect: Authority examines the volume of dumped imports, including the surge or potential surge in imports either in absolute terms or in relation to production or consumption in India and its impact on the domestic industry.

¹ Price at which the goods under complaint are sold in the domestic market of the exporting country, under ordinary course of trade (sales made to unrelated customers and sales which recover cost of production and selling, administrative and general costs). If between the exporter and the importer, dummy export price is constructed – price at which goods are first resold to an independent buyer.

² Price at which the goods under complaint are sold in the domestic market of the exporting country, under ordinary course of trade (sales made to unrelated customers and sales which recover cost of production and selling, administrative and general costs). If normal value cannot be determined by domestic sales, the alternative approach is to check the comparable export price to an appropriate third country or to construct the normal value (cost of production in the country of origin with reasonable addition for administrative, selling and general costs of profits).

³ Identical (alike in all respects). In the absence of such articles the criterion used is to look for product that is not alike in all respects but has characteristics closely resembling those of products under consideration.

- The Price Effect: Effect of dumped imports on prices in Indian markets for like articles, including the existence of price undercutting. The extent to which dumped imports are causing price depressions or preventing price increases is also taken into consideration.

The consequent economic and financial impact of dumped imports is evaluated, when there is actual or potential decline in the following:

- Sales • Output • Profits • Market Share • Productivity
- Return on Investment • Capacity Utilisation • Employment • Inventory/Stocks • Ability to raise capital or investment

For anti-dumping duty to be imposed a causal link must be established between material injury suffered and the dumped imports.

If the designated authority is satisfied that dumping is taking place, it can provide relief to domestic industry by levying anti dumping duties either on a specific basis or on ad valorem basis. However, as per the GATT rules national authorities cannot impose anti-dumping duty more than the margin of dumping. In India lesser duty rule – dumping margin or injury margin⁴, whichever is lower – is followed in determining the amount of anti-dumping duty.

Application Procedure

The Application is to be made by or on behalf of the concerned domestic industry to DGAD in the Ministry of Commerce & Industry. The period of investigation is not specified either in GATT or in Indian laws, however indications are that the period should not in any case be less than 6 months.

Investigation Procedure

The preliminary application is thoroughly scrutinized to ensure that it is adequately documented and provides sufficient evidence for initiation. If the evidence is not adequate, a deficiency letter is issued within 20 days of the receipt of application.

If assured, the designated authority issues a public notice declaring initiation of investigation on dumping. The notice is issued within 45 days of the receipt of properly documented application.

The designated authority expeditiously conducts the investigation, and normally within 150 days of the initiation of investigation, comes up with preliminary findings and the main reasons behind determination. The Central Government may impose provisional duty based

on the preliminary findings of the designated authority. The provisional investigation may be imposed only after expiry of 60 days from the initiation of investigation. The duty can remain in force for a period of at most 6 months, extendable up to 9 months.

The final determination is usually made within 150 days of the date of preliminary determination.

As per the Act, anti-dumping duty imposed is effective for five years, unless revoked earlier. Designated Authorities shall also review the imposition of duty – Mid Term Review (possible after one year), Sunset Review (After fourth year) – the need for antidumping from time to time. The authority is also required to carry out New Shipper review – for new exporter or producer from a country that is subject to anti-dumping, provided these exporters or producers are new and not related to any of the previous exporters who are subjected to anti-dumping duty on the product.



Confederation of Indian Industry

Directory of Members

The latest edition of the **CII Directory of Members 2009** is now available. The Directory contains comprehensive information of over 7000 member organisations - large, medium and small – both from the public and the private sectors, as well as MNCs /associations affiliated to CII, which together form the powerhouse of India's economic growth.

The Directory, in a CD format, is priced at **Rs 5,000** per copy (plus Rs 50 for courier and handling charges). There is a discount of Rs 1000 off the regular price for CII members, who would pay **Rs 4000** (+Rs 50) per CD.

You may buy your copy

1. Online from our website www.cii.in
2. In person from CII offices at New Delhi, Gurgaon, Mumbai, Chennai or Kolkata
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CII Publications

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⁴ Difference between the fair selling price and the landed value – assessable value under customs act plus basic customs duty.



India

Regional round up

east

Chhattisgarh

Discussion on Industrial Policy

Raipur, 11 January

A meeting to discuss the issues to be incorporated in the new Industrial Policy of Chhattisgarh was chaired by Mr. S K Jain, Chairman, CII Chhattisgarh and co chaired by Mr. Virendra Goel, Vice Chairman, CII Chhattisgarh. Heads of local industrial associations also attended the session.



The session in progress

Waste Management

Raipur, 22 January

In the process of production, many kinds of wastes are generated. Among them, wastage of time and resources are hidden wastes. The workshop highlighted how these wastes can be controlled by applying 5S, 3M & Kaizen techniques.

Jharkhand

Interactive Session with SP

Jamshedpur, 9 January

In an interactive session, Mr Navin Kumar Singh, Superintendent of Police, East Singhbhum, opined that terrorism and naxalism in certain parts of the country (including Jharkhand) are two burning problems for our country. Prevention and reaction are the two aspects to be kept in mind while dealing with terrorism and naxalism, he said.

ICT Jharkhand

Ranchi, 16 January

ICT is an agent of transformation of every facet of human life to develop a knowledge based society. The deliberations at 'ICT Jharkand: Creating ICT Opportunities' focused on making Jharkhand an ICT powerhouse and a front runner in the information revolution.



Subodh Kant Sahai, Minister of State, Food Processing Industries (IC), inaugurating ICT Jharkhand

Orissa

21st State – Level QC Convention

Bhubaneswar, 9 January

The State level 21st QC Circle State level competition had 13 participating teams. Tata Refractories Ltd., Paradeep Phosphates Ltd., and Nilachal Ispat Nigam Ltd. respectively secured the top three places.

Health & Safety Management

Balasore, 22 January

The CII North Orissa Zonal office in association with Bureau Veritas Certification (India) Pvt. Ltd organised a seminar on "Occupational Health & Safety Management in the Workplace."

IPR Awareness for MSMEs

Bhubaneswar, 29 January

CII Orissa, in collaboration with the Union Ministry of Micro, Small & Medium Enterprises (MSMEs), organised an awareness / sensitization programme on IPR for MSMEs, to raise their level of awareness and Interest / knowledge about IPR issues, and to improve protection and enforcement. The session was inaugurated by Mr. Panchanan Dash, Additional Secretary, Industries, Orissa, and Mr. B K Malhotra, Under Secretary, DIPP.



Panchanan Dash, Additional Secretary, Industries, Orissa

West Bengal

HR Challenges in the Economic Meltdown

Kolkata, 7 January

At this crucial juncture of economic downturn, Indian corporates are confronting HR challenges in terms of retaining existing staff and motivating them without taking higher cost burden. The Round Table on HR Challenges in the light of Economic Meltdown deliberated on the optimum HR strategy keeping in view the long term objectives of the organization.

Security in Industrial Establishment

Kolkata, 8 January

In the current environment, security in industrial establishments has become increasingly important. An interactive session with Captain Raghu Raman, CEO, Mahindra & Mahindra Special Service Group, discussed the nature of threats, their causes and possible solutions to prevent any crisis situation.

Doctor's Roundtable on Pollution

Kolkata, 17 January



Doctor's Roundtable in Progress

A Doctors' Roundtable on Pollution and its effects on human life focussed on high pollutant emission through various sources like automobiles, noise, effluent etc. The participating doctors, all top physicians in various disciplines, requested CII to champion a study on the effect of air pollution on traffic policemen.

Session with Canadian MP

Kolkata, 19 January

CII hosted an interactive session with Mr Jim Karygiannis, Liberal Member of Parliament, Scarborough – Agincourt, Canada, who serves on the Standing Committee on Citizenship and Immigration of the House of Commons. Mr Karygiannis emphasized on opportunities for collaboration between West



Session with Jim Karygiannis, MP, Canada

Bengal and Canada in agricultural technology and food processing. The MP also visited Bhubaneswar and New Delhi as a part of his Indian tour.

Infra East 2009

Kolkata, 21 January

CII selected PPP as the focal point for this year's edition of Infra East. The theme of the seminar was PPP - Developing through Partnership. A CII – Ernst & Young report on 'Creating a Roadmap for PPP Success in Infrastructure' was also released.

21st QC Circle Regional Competition

Kolkata, 21 January

QC Circles are a vital tool for fostering Total Quality Management practices in a company. CII has been organizing QC conventions all over the country to facilitate sharing of prevalent QC Circle practices amongst member companies. The 21st QC Circle East Regional Finals were held in Kolkata.

Provident Fund and Pension Scheme

Kolkata, 22 January

Mr. M. Narayanappa, Regional Provident Fund Commissioner-I and Mr. Sudeepta Ghosh, Regional Provident Fund Commissioner-II met representatives from various companies at an interactive session. They discussed various schemes and amendments for the coverage of PF contribution; multiplicity of rate of interest on EPF; notification regarding investment patterns; forms & returns and guidelines for grant of exemption under EPF and tremendous delay in disposal of claims. The Commissioners promised to look into their concerns.

Infrastructure in Haldia

Haldia, 29 January

The CII Haldia Zonal Office organized an interactive session with Local District Authority to discuss issues relating to infrastructure, availability of land for industry, law and order, etc, to create an investor friendly environment.

Session with Amb. Karl F Inderfurth

Kolkata, 30 January

CII organised a luncheon meeting with Ambassador Karl F Inderfurth, Professor George Washington University & Former US Assistant Secretary of State for South Asian Affairs. Ambassador Inderfurth said that India should have permanent seat in UN Security Council. He affirmed that both countries are engaged in the "fight against terror" and expected more mutual co-operation in defense expertise, intelligence exchange programmes etc.



Chandigarh

New Opportunities with US

Chandigarh, 5 January

A session on 'New Opportunities with USA under the Current Economic Scenario' found opportunities for growth in the State of Virginia (USA) in sectors like high technology, automobiles, aerospace, food processing, healthcare, education and manufacturing. Mr Grant Cothran, International Investment Manager, Virginia Economic Development Partnership (VEDP) Division of International Trade & Investment, Commonwealth of Virginia, noted that recession was a good time for business to form and strengthen ties, to benefit when the economy rebounds. The economy is still strong in certain regions and states in USA, he emphasised.

Interaction with Police

Chandigarh, 16 January

An interactive session was held with Mr S S Shrivastava, SSP, Chandigarh, to forge and enhance Police – Industry Partnership to wage a coordinated fight against terror. Mr Shrivastava described recent initiatives of the police such as Common Integration Police Application (CIPA), GPS based emergency tracking and technologically efficient and environmentally sound patrolling, Installation of CCTVs at select locations, Jan Sampark Centres, Helplines for Women, Senior Citizens, Traffic, ISO certification for all 11 police stations, etc.

Total Quality Management

Chandigarh, 23 January

The CII Institute of Quality facilitated a workshop on Total Quality Management to help industry develop in house skills, reduce costs and improve competitiveness, and improve the quality of products and services by incurring least additional costs.

Delhi

Green Mission to Bijwasan

Delhi, 6 January

CII Delhi State Council facilitated the visit of students of DPS School, Srinagar, to Bijwasan, to encourage innovative thinking in children towards recycling, use and reuse of water, to enable them to learn about new affordable techniques for rural masses, and informal interact with experts.

Soft Skills for DJB Employees

Delhi, 7 January – 17 February

The first module of the joint CII – Delhi Jal Board



Training programme for DJB employees

training programme for at DJB premises kick -started on 7 January. The two-day programme to improve service delivery will be followed by seven modules over the next two months for over 400 DJB employees. CII is facilitating the training programme.

Haryana

Study Visit for ITI Students

Rohtak, 12 & 15 January

CII Haryana State Council and Career Launcher Ltd jointly organised two study visits to Lakshmi Precision & Screws Ltd, Rohtak, for the students of ITI Hassangarh and ITI Meham respectively to observe best practices in industry.

Blood Donation Camp

Dhumuspur, 29 January

More than 100 workers from Sandhar Automotive Limited participated in a Blood Donation Camp organized by CII at the company facilities, in collaboration with The Indian Red Cross Society and Indian Business Trust for HIV/AIDS.

Himachal Pradesh

Industry in HP

Chandigarh, 30 January

An interactive session discussed various issues relating to local industry such as hazardous waste management, infrastructure, excise & taxation, power, etc. Mr Pushpendra Rajput, Deputy Commissioner, Sirmour, assured all possible help to industry in the region.

Jammu & Kashmir

Meeting with Industries Minister

Jammu, 20 January

A CII delegation led by Mr Sanjay Puri, Chairman CII

J&K State Council, met Mr S S Slathia, Minister for Industries & Commerce, and Labour & Employment, Jammu & Kashmir to raise issues of concern, including Single Window system and 12 % entry tax on the import of goods.

Subsequently, on 28 January, CII members met Dr Pawan Kotwal, Commissioner Secretary, Industries & Commerce, J&K, regarding a closure notice to various plywood industries in the state. As the units served with the notice were operating and conducting their business after obtaining all the necessary permissions/ licenses, the Commissioner Secretary was requested that the order be withdrawn immediately.

CII meets Mr Omar Abdullah

Jammu, 23 January



Omar Abdullah, Chief Minister, Jammu & Kashmir, with Chandrajit Banerjee, Director General, CII, in Jammu

A CII delegation led by Mr Chandrajit Banerjee, Director General, CII, called on Mr Omar Abdullah, Chief Minister of Jammu & Kashmir, to update him on CII's participation in the industrial and inclusive development of the state.

The constitution of a joint Task Force was announced by Mr Abdullah at this meet. The Chief Minister himself will chair the Task Force, with a Past President from CII co-chairing it. Members of the Task Force would be senior industrialists, local CEOs, economists, government officials. The Task Force will have a Working Group, headed by the Chief Secretary and co-chaired by CII. Members of this group will be select CEOs and government officials.

Mr Banerjee complimented the Chief Minister for his vision, and announced the opening of a CII office in Srinagar.

Members Meet

Jammu, 25 January

The agenda of the meeting was to discuss the issues of concern to the industry and building Industry – Institution partnerships.

Skill Development Initiative in Srinagar

Jammu, 28 January

CII J&K State Council, fulfilling its commitment to rehabilitate the October 2005 earthquake victims of J&K, conducted a six month training programme for 60 earthquake affected youth in Hotel Management covering Food Production, Food & Beverages Services and Housekeeping. The training was conducted in the Institute of Hotel Management, Srinagar.

Punjab

Punjab – The Next Agenda

Chandigarh, 7 January

An interactive session with Mr Ramesh Inder Singh, Chief Secretary, Punjab, sought suggestions from CII membership on the draft Industrial Policy so as to make it more robust and industry friendly. The focus of the new Industrial Policy will be to promote synergy between agriculture and industry, rejuvenate small scale sector and attract investments in the large scale sector.

The members present included Mr Salil Singhal, Chairman, CII (NR), Mr Harpal Singh, Deputy Chairman CII (NR), Mr Rakesh Bharti Mittal, Past Chairman, CII (NR), and Vice Chairman, Bharti Enterprises, Mr S P Oswal, Chairman & Managing Director, Vardhman Textiles Ltd, Mr Sunil Kant Munjal, Past President, CII, and Managing Director, Hero Corporate Services Ltd, and Mr Vinayak Chaterjee, Feedback Ventures.



Interactive Session on "Punjab – The Next Agenda for Growth"

Effect of Govt Stimulus Packages

Chandigarh, 30 January

Two economic stimulus packages have been announced by the Government of India to fight the current economic crisis. Mr Ramesh Inder Singh, Chief Secretary, Punjab, called a meeting to take the feedback of industry on these stimulus packages, as also to deliberate on issues faced by industry in the state.

CII Punjab State Council, while welcoming the initiatives, presented a set of recommendations to the Government to ensure the effective and time bound implementation of the measures.

Rajasthan

Meeting on Tourism

Jaipur, 13 January

A CII delegation led by Mr Apurv Kumar, Chairman, CII Rajasthan State Council, called upon Ms Bina Kak, Minister for Tourism, Art and Culture, Rajasthan, to brief her on the various activities and initiatives of CII in the tourism sector at Rajasthan and to share ideas on the developmental agenda for the state.

Uttar Pradesh

HIV/AIDS Sensitization Workshops

Lucknow, 12 & 30 January

CII organized two HIV/AIDS awareness sessions for girls at the Karamat Girls' Degree College and at the Community Centre, Faizullah Gunj.



HIV/AIDS awareness session for girls

Uttarakhand

Augmentation of Grassroots Innovations

Dehradun, 8 January

Mr Dinesh Jain, Chairman, Uttarakhand State Council, participated in a discussion on Augmentation of Grassroots Innovations organized by the Directorate of



Group Discussion on Grassroots Innovations

Industries, Uttarakhand. The objective was to explore the economic viability of grassroots innovations in the state and their use in solving local problems.

Banking for MSMEs

Dehradun, 14 January

CII Uttarakhand participated in the State Level Banker's Committee and presented recommendations for strengthening of MSMEs in the state. The recommendations included credit facilities, easy factoring system, specialized SME service centers, credit ratings for MSMEs, forex services, adaptation of the Code of Corporate Governance for SMEs, and rehabilitation of sick MSMEs.

Bridging the Resource Gap

Dehradun, 28 January

In discussion with the 13th Finance Commission on 'Bridging the Resource Gap of Uttarakhand', CII Uttarakhand presented its recommendations which include greater allocation of resources to the state for its non planned expenditure from the central pool.



India
Regional round up

south

MES Assessments

Chennai & Villupuram, 3 & 20 January

The Modular Employable Skills (MES) under the Skill Development Initiative Scheme (SDIS) is a strategic framework for skill development for early school drop-outs, existing workers with no formal certification and People who were previously Below Poverty Level (BPL).

Under the MES scheme, CII acts as an assessment body that tests the skills of candidates and approves



MES Wood Work assessment

them for NCVT certification. CII has identified and assessed school drop outs and below poverty level candidates to fulfill the objectives of the scheme. The assessments were made in Woodwork and Information and Communication Technology courses.

MoU for Skills Training

Chennai, 22 January

CII and the Tamil Nadu Corporation for Development of Women Ltd and Vazhndhu Kaattuvom signed a



Manikam Ramaswami, Chairman, CII Tamil Nadu, and T Udayachandran, MD, Tamil Nadu Corporation for Development of Women Ltd, exchanging the MoU

Memorandum of Understanding to impart specific skill training to the state's unskilled workforce.

Aided by World Bank, CII in collaboration with industry partners, would train 10,710 unskilled workforce in Tamil Nadu covering trades such as construction, manufacturing, fabrication, garments, automotive repair, logistics and electrical.

The initiative aims to provide skills that connect directly to work, and to help industry deliver internationally competitive performance using locally available, internationally benchmarked, skilled manpower trained in line with their requirements. Training will be imparted over a period of 12 months from January to December 2009. The candidates will be employed after the completion of their training.

Road Show on CII Services

Chennai, 23 January

The road show was chaired by Ms Gayathri Sriram, Vice Chairperson, CII Chennai zone. Mr T T Ashok, Past Chairman, CII Tamil Nadu, and Mr C K Ranganathan, Vice Chairman, CII Tamil Nadu, also spoke.

Managing Money, Material & Men

Chennai, 23 January

This session was structured to help organizations in the automotive sector optimally manage money, material and men, especially given the challenges facing this sector. Mr R Seshasayee, Past President, CII, and Managing Director, Ashok Leyland Ltd. as well as other senior representatives of the sector addressed the session.

Workshop on Trade Remedy Laws

Chennai, 31 January

Organised in association with the Indian Business Law (IBL), the workshop aimed at creating awareness about Trade Remedy Laws in the Chemicals sector.

Mr S Seetharaman, Partner, Lakshmikumaran & Sridharan, explained in detail the issues and scope of Trade Remedy Laws and their relevance in the current economic scenario. He also briefed the participants on Antidumping Law & Safeguard Law.

Understanding CSR

Chennai, 28 January

The first edition of the Member Fellowship Evening had special focus on 'Understanding CSR in its totality: Legal, Practical and Social aspects.'

Dr T V Somanathan, Secretary to the Chief Minister, (Monitoring & Special Initiatives), Department of Planning & Development, Tamil Nadu, and Dr Nachiket Mor, President, ICICI Foundation for Inclusive Growth, addressed the session.

Teaching of Economic Theory & Finance

Chennai, 30 January

Organized by the CII (SR) Education Sub-committee jointly with the Department of Econometrics, University of Madras, the seminar discussed the pedagogy suitable for a course on 'Economic Theory and Finance'. It called for strong institution-industry collaboration to impart employable skills at the higher education level. Papers were presented by invited researchers, economics faculty and experts and practitioners from financial institutions and industry.

States

Andhra Pradesh

Awareness Campaign on Voting

Hyderabad, 13 January

The campaign was conducted to develop awareness about the importance of exercising their right to vote. The meeting sought corporate's support in getting the employees of their organisations to register as voters, through simplified procedures. The campaign was



Utpal Sen Gupta, Chairman, CII Andhra Pradesh and A Bhaskar Reddy, Commissioner of Income Tax

addressed by Mr A Bhaskar Reddy, Commissioner of Income Tax. At the session, around 2000 employees applied for their voter identity cards.

Increasing Work Effectiveness

Vijayawada, 21 January

The training programme was held to help members increase their work effectiveness and productivity, achieve greater control of their daily activities and overcome stress.

Skills Development Conclave 2009

Hyderabad, 28 January

The conference highlighted the importance of Public-Private partnerships (PPP) in Skill Development, and assessed the HR demand in sectors such as Manufacturing, Construction, Healthcare & Pharma, Agriculture, IT & ITes and Retail & Financial Services.

Mr G Vinod, Minister for Labour and Employment,



G Vinod, Minister, Labour & Employment, Bhanwarlal, Principal Secretary, Labour & Employment and S Krishnan, Spl. Secretary, Labour & Employment, Andhra Pradesh

Andhra Pradesh, assured the State government's full support for skill development schemes initiated by private and public players. Mr Bhanwarlal, Principal Secretary, Labour and Employment, Andhra Pradesh, said the government would set up about 42 new industrial training institutes.

Mr V Rajanna, General Manager, Centre Head-AP Region, Tata Consultancy Services, Mr Ashok Reddy, Managing Director, Team Lease, and other eminent speakers presented their insights.

Kerala

Mission on Sustainable Growth

Kochi, 17 January

The Mission on Sustainable Growth initiative was launched in Kochi at the CEO's Meet on Mission on Sustainable Growth. The objective of the Mission is to



Sanjaya Mariwala, Vice Chairman, Umang Patodia, Past Chairman, and M S A Kumar, Chairman, Kerala State Council

promote and champion conservation of natural resources in Indian Industry without compromising on high and accelerated growth.

As a first step of the initiative, a CII - Code for Ecologically Sustainable Business Growth has been developed to seek voluntary commitments from companies to reduce their consumption of natural resources without compromising on business growth.

Mr Umang Patodia, Immediate Past Chairman, CII Kerala State Council gave details about the Code.

Puducherry

6th TQM Forum Meeting

Puducherry, 24 January

The forum discussed the 'Implementation of Occupational Health & Safety Management System with Global Standards'. Mr Gokul Suresh, Safety Officer, Cooper Bussmann India Pvt. Ltd, Puducherry made an excellent presentation on the topic followed by experience sharing among the participants.

Zones

Trichy

Kobetsu Kaizen Seminar

Trichy, 23 January

The seminar trained the participants on the Kobetsu Kaizen technique of eliminating losses in the organisation. Mr P M Janagiraman, Counsellor, TPM Club of India, CII, was the faculty of the session.

Impact of Economic Slowdown

Trichy, 30 January

Focusing on the theme 'State of Economy – The Way Forward', the forum deliberated on the initiatives taken by RBI and public sector banks in the current scenario.



Goa

Workshop on Contract Labour Act

Panaji, 9 January

A Workshop on Contract Labour Act discussed the practical aspects of the laws applicable to Contract Labour, the key legal issues involved, procedures of Contract Labour system, and offered tips on dealing with contractors. Mr. A G Belwalkar, Chairman, National Institute of Personnel Management, Bombay Chapter & Management Educator, was the faculty.

SMEs & the Global Meltdown

Goa, 23 January

Dr Ajit Ranade, Chairman, CII Economic Affairs Sub-Committee & Group Chief Economist, Aditya Birla Group, addressed SMEs on the “Current Meltdown and Its Effect on SMEs, and Dealing with the Impact of the Global Financial Crisis.”

Skill Development in the Pharma Sector

Goa, 23 January

The Skill Development Task Force of CII Western Region has developed a five-step approach for Skill Development, which is designed to examine and address skill deficiencies in sectors with the help of tools. These tools were piloted in the pharmaceutical sector in Goa. The detailed study required the team to map competencies needed in the pharmaceutical industry at the entry level and deficiencies observed therein. Additionally, gaps in the curriculum for the graduate and post graduate courses in Pharmacy were examined for the Goa College of Pharmacy.

Taking the initiative to the next step of establishing a partnership between industry and educational institutes to address skill development needs, a workshop chaired by Mr S Mahalingam, Chairman, CII (WR) Skill Development Task Force, facilitated discussion on the findings from the study.



Vivek Kamat, Director, Directorate of Technical Education, Goa; Arun Naik, Chairman, Managing Council, Goa College of Pharmacy and Director, Merit Pharmaceuticals, and S. Mahalingam, Chairman, Skill Development Task Force, (CII WR) & CFO, TCS

Gujarat

Enterprise Upgradation

Vadodara, 30 January

A seminar on Enterprise Upgradation offered innovative response strategies to SMEs to overcome the present economic crisis and sustain long term profitability. The eminent speakers in the seminar included Prof Y S Rajan, Principal Advisor, CII, Mr Gopal Patwardhan (Managing Director, Duke Equity, and Prof Ramesh Bhat, Dean, Management Studies, Narsee Munjee Institute of Management Studies.

Win – Win Negotiation Skills

Vadodara, 31 January

An advanced session on “Win-win Negotiation Skills” advised business managers on how to shift/ reorient their focus from immediate sales/ purchase to value addition to clients/ suppliers through a holistic and long term perspective.

Maharashtra

CII – Symbiosis Finishing School

Pune, 3 January



Pradeep Bhargava, Chairman, CII Maharashtra State Council; Vishal Gakhar, Director & Head, CII Pune; Shirish Sahasrabudhe, Director, ELTIS; Dr S D Ravetkar, Sr Director, Serum Institute & Farhad Forbes, Chairman CII WR Affirmative Action Committee

As part of CII’s Affirmative Action, CII in association with Symbiosis Group launched the fifth batch of Finishing School at ELTIS Center. The School will provide soft skills to SC/ ST students. Serum Institute of India has sponsored this batch of 45 students.

Mahawine 2009

Pune, 17 January

The two day exhibition cum conference on grapes and wine was an attempt to provide the much needed boost to the wine industry in the state.

Mr Vinay Kore, Minister for Non-conventional



Vinay Kore, Minister for Non-Conventional Energy & Horticulture, Maharashtra, inaugurating the Mahawine 2009 Conference & Expo

Energy and Horticulture, Maharashtra, informed that the State Government is planning to open two wine institutes in the State with Joint Ventures with foreign institutes for training and research in wine making. He also announced that a proposal to form a State Horticulture Board would soon be placed before the Cabinet.

Mr N B Patil, Principal Secretary, Agriculture & Horticulture, and Ms Malini Shankar, Development Commissioner, Industries, also addressed the participants, who included over 200 farmers, grape growers, CEOs and technical experts from leading national and international wineries, officials from nodal agencies and financial institutions.

A highlight of the event was a special session on French Technologies and know-how by experts from a French delegation of companies which participated in a big way in the event.

India-UK: Partners in Business

Mumbai, 22 January

CII, in association with UK Trade & Investment (UKTI)



Banmali Agrawala, Chairman, CII (WR) & Executive Director-Strategy & Business Devpt, The Tata Power Company Ltd, welcoming Lord Peter Mandelson, Secretary of State for Business, Enterprise & Regulatory Reform, UK

and UK India Business Council (UKIBC), organized a networking reception in honour of Lord Mandelson, Secretary of State for Business, Enterprise & Regulatory Reform, United Kingdom, and a high level delegation from UKIBC. Lord Mandelson urged both India and UK to work closer and explore opportunities in the international arena.

Responding to the Security Challenge

Pune, 30 January

CII, in association with the Kunzru Centre for Defence Studies and Research, organised an interactive session on The Security Challenge: Corporate India Responds to ensure the continuity of business operations while safeguarding the well being of employees and customers.

Toyota Production System

Pune, 28 January

CII Institute of Quality organised a Appreciation Programme on Toyota Production System to enable the participants to assess their current standing vis a vis the TPS Way, to decide on which initiatives to be taken up on priority, to make mid course corrections/modify the existing systems/initiatives, to devise their own production system and to see dimension of Processes, People, Partners and Problem solving, in unison.

QC Circle Competition

Aurangabad, 29 January

CII Western Region organised the 21st QC Circle Regional Level Competition with Mr Umesh Dashrathi, Managing Director, Rucha Groups of Industries & President, CMIA as the Chief Guest at the event. The winning teams were from Tata Motors Ltd., Pune, NTPC Ltd., Baruch, and Apollo Tyres Ltd., Vadodara, respectively.



QC winning team from Tata Motors