

S Y N E R G Y

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BANGALORE CHAMBER OF
INDUSTRY AND COMMERCE

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Smt. Pankajam Sridevi
President - BCIC

In its January 2018 Global Economic Prospects, the World Bank forecasts global economic growth to nudge upwards to 3.1 percent in 2018 after a much stronger-than-expected 2017. The recovery in investment, manufacturing and trade continues with stronger cues for the current fiscal year. As commodity prices have firmed up over the last few quarters, the Commodity-exporting developing economies have been benefiting, adding to the global growth.

However, at the same vein, World Bank also cautions that this upswing may be short-term occurrence. Over the longer term, slowing potential growth may put at risk the gains that has accrued over the last one year across the globe.

The World Bank states that the Risks for the potential slowdown outlook remain tilted to the downside. For instance, an abrupt tightening of global financing conditions could derail the expansion. Similarly, escalating trade restrictions, protectionism and rising geopolitical tensions could dampen confidence and global business activity. On the other hand, stronger-than-anticipated growth could also materialize in several large economies, further extending the global upturn.

On the home front, the International Monetary Fund (IMF) continues to be bullish on India's growth potential and has retained its GDP forecast for the country at 7.4 per cent in 2018. In its World Economic Outlook Update, IMF estimates that the Indian economy would grow to 7.8 per cent in 2019, which make the country the world's fastest-growing economy in 2018 and 2019, the top ranking it briefly lost in 2017 to China.

With demonetisation and GST rollout now pushed behind the hindsight, the Modi government is now looking at fast-tracking a few strategic reforms which will have a large bearing on the corporate good governance practices and streamlining tax processes that basically plugs leakages.

Leading data continue to point to an economic turnaround in the second half of FY 2017 - which runs from October to March - as the impact of recent reforms, including demonetization and the implementation of the Goods & Services Tax, ebbs out. Industrial output expanded at the fastest clip in five years in November, while both the manufacturing and services PMIs for December signalled improving operating conditions in the domestic economy. The risks of fiscal slippage, however, have increased recently. The government's cumulative fiscal deficit between April and November was at 112 percent of its full-year target, with expenditure on track to meet the target but revenues persistently lagging behind. Chances that the government misses its fiscal deficit target of 3.2 percent of GDP for FY 2017 have increased, and substantial public expenditure cuts may be needed before the end of March if authorities are to meet the target

Back to Karnataka, it is election time. Elections for the 16th State Assembly is scheduled for some time in Mid-May 2018. Three major political parties - the BJP, the Congress and JD(S) have already sounded the battle bugle. That invariably means, Government work will completely slowdown, reforms onus pushed for the next incumbent government and the pending work fast forwarded in a haphazard manner. With no major policy initiatives rolled out till the new government takes the mantle at Vidhana Soudha, the industry and trade has to cope with the status quo regime.



Seminar on “WhatsHapp Foods - v3.0 Bridging Gaps Through Vital Linkages and Synergies

December 5, 2017



Mr. Murali Ganesan, Chairman, Agro & Food Processing Expert Committee, BCIC setting the theme for the seminar

The Indian Agro and Food Processing industry is recording double-digit growth. Being the second largest producer of farm produce in the world and the third largest economy in terms of Purchasing Power Parity (PPP) India is a promising place to be in. With a massive food market that is fast-expanding, exciting growth in the retail sector and attractive economic policies and fiscal incentives, India's food economy is thriving.

Mr. Murali Ganesan, Chairman, Agro & Food Processing Expert Committee, BCIC said: "It is needless to stress that while there is an opportunity for growth, there is a need to focus on product conformity with global standards and quality, logistics traceability and safety, quality of packaging and delivery. All these are key drivers which needs to be taken care for a sustained and higher growth of the Indian agriculture and food processing sector."

Considering this as a backdrop, BCIC invited top industry and domain experts to share their thoughts with participants and provide them clarity on issues related to the industry so that they can effectively navigate the emerging landscape to sustain their businesses.

India's food industry will drive growth from research innovation, technology adoption and consumer participation.

This was stated by experts deliberating at WhatsHapp Foods Version 3.0, a seminar organised by Bangalore Chamber of Industry and Commerce (BCIC) in Bengaluru.



Mr. Hemant Malik, Chief Executive Officer, ITC Foods delivering a presentation at the Seminar



Dr. P Sadananda Maiya, Founder, Maiyas Beverages and Foods delivering the keynote address at the seminar

Mr. Hemant Malik, Chief Executive Officer, ITC Foods, said: "The last one year has not been easy for the food and beverage industry, because of demonetisation and the rollout of Goods and Services Tax (GST). But these two landmark developments are here to make the economy stronger in the long run".

"However, in this muted scenario, the consumer confidence slipped and the double-digit growth of the food industry was impacted. Now the food business sector needs to reinstate consumer confidence to tide over uncertainty," Mr. Malik stated.

During his keynote address, titled Managing consumer sentiment during times of uncertainty and beyond, he went on the state that the overall impact of GST, the government's milestone reform, was seen across rural and urban markets.

"Now one must ponder to see if there was a really a slowdown, or is this phase the beginning of exciting times," he added. "Therefore it is the vital for the industry to now brace up, increase their marketing efforts and invest in brands. There is a need to drive innovation to take advantage during the upturn and stay close to the consumers," said the ITC Foods chief.

"Further, it is also important to consider intelligent cost-cutting or devise strategic cost management plans to drive operational efficiency and keep an eye on competition," Malik added. "Although the last few quarters industry reported negative growth, we are confident that the consumption is expected to multiply. The future looks bright and strong and the economy will bounce back," he said.

"However the business landscape is transforming. It is fuelled by e-commerce, increased consumer participation and drastic changes through digitisation with preference of mobile wallets over cash," Malik added.

"We see the need to build brands in the digital space. The trends are towards healthy eating, and therefore the industry must stay relevant to the consumer needs, focus on supply chain, product packaging and pricing promotion. It is important for the industry to integrate India's progress to economic prosperity," he said.



Mr. S Venkataramani, Partner, SDU delivering a presentation on GST. Seen along with him are Mr. Raju Bhatnagar, Secretary General-BCIC, Dr. K C Raghu, CEO, Pristine Organics and Nutrition Expert and Mr. Pradeep Dubey, MD, Winter Logistics

Dr. P Sadananda Maiya, Founder, Maiyas Beverages and Foods, stated: "Innovation in product development and use of technology could drive brands to improve consumer experience."

Speaking about the branding of traditional foods, he added that his company pioneered concepts using nanotechnology which enabled increasing the shelf life of products. These included the development of sugarcane juice and curd rice, which are known to be unfit for consumption in a few hours. However, the use of technology enhanced their storage and freshness.

Sharing his experiences on the start-up success stories, Mr. Neeraj Kakkar, Chief Executive officer, Hector Beverages, said that Paper Boat's success was based on offering consumers authentic flavours of traditional beverages. "Food migration happens faster with entrepreneurs who take on concepts and make it a reality," he added.

Mr. Kushal Agarwal, Partner and CFO, Aspada Investment Advisors said: "Out of the 200 food companies, seven have gone public. This is a clear indication of confidence to raise funds and grow."

Other speakers who presented their thoughts included Ms. Rinka Banerjee, Founder & Director, Thinking Forks Consulting, Dr. K C Raghu, CEO, Pristine Organics and Nutrition Expert, Mr. Pradeep Dubey, MD, Winter Logistics and Mr. S Venkataramani, Partner, SDU.

This Seminar basically enlighten participants on how this crucial sector is evolving in the new and challenging industry environment, the impact of GST on this sector, innovations,

and start-Ups catering to discerning customer base and more importantly the reach of products through new age branding and marketing channels. Expert felt that there is an urgent need for these aspects to be understood at both macro and micro levels and integrate accordingly to the evolving framework.

The day-long seminar saw a record breaking participants breaching the 450-mark.



A section of the audience at the seminar

BCIC Felicitated Key Sponsors at the Seminar



BCIC Delegation visits IMTEX Forming/Tooltech 2018 Exhibition

29 January 2018



BCIC Delegation at the IMTEX Exhibition

Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of Industry Manufacturing Expert Committee visited IMTEX Forming/Tooltech 2018 Exhibitions organised by the Indian Machine Tool Manufacturers' Association in Bangalore.

A 50-members BCIC delegation led by Dr S. Devarajan, Chairman of Manufacturing expert committee got an opportunity to meet Manufacturers, suppliers, researchers and delegates from over 22 countries who were participating at the premier expo. The Industry Manufacturing Expert Committee of the Chamber over the years has kept its primary objective to impart best practices to its members and the visit to IMTEX was one such initiative.

The team was well received by IMTMA. A total of 504 exhibitors, 292 Indian and 212 Foreign exhibitors had their products and services exhibited at the BIEC Centre. International associations from Germany, Italy, Japan, Taiwan, UK and USA also participated in the exhibition. IMTEX this year showcased advancement and technological changes in the Metal forming area. More emphasis was on Robotic automation, Industry 4.0, sensors, data acquisition systems. As far, Metal forming was concerned, development in Laser cutting, Friction welding, robot welding, Automation were

showcased by exhibitors. High-end presses, laser cutting machines and technologies related to bending and tube drawing, Advanced technologies such as industry 4.0, Internet of things, automation, robotics, sensors, CAD/CAM and tools that were more related to support the metal forming user industries were also displayed.

Researchers from educational institutions also presented their R&D projects. BCIC team was also taken around IMTMA training institute, where a number of training on machining, inspection is being organized and members can take help in training SMEs - maintenance, engineer teams.

BCIC members who attended the Expo felt that one-on-one interactions with exhibitors and experts were very fruitful and they were keen to take the relationships to the next level. The Annual exhibition acts as a catalyst to enhance and stimulate growth of manufacturing by bringing together new and emerging technologies from India and other overseas nations.

To conclude, IMTEX Forming and Tooltech 2018 was a grand success. The strong presence of business visitors and policymakers from India and overseas made it a truly pan global event and paved the way for further growth of the Indian manufacturing industry.



Interactive Session on: “Hop, Skip and Digital Jump: India’s Path to a \$6 Trillion Economy”

December 7, 2018



Mr. Narayan Ramachandran, Chairman, RBL Bank and Mr. Derrick Kam, Executive Director, Morgan Stanley's Asia, Ex-Japan Economics Research Team interacting with industry captains

Bangalore Chamber of Industry and Commerce (BCIC) in association with RBL Bank organised an Awareness Session on “Hop, Skip and Digital Jump: India’s Path to a \$6 Trillion Economy” in Bangalore.

Mr. Derrick Kam, Executive Director, Morgan Stanley's Asia ex-Japan Economics Research Team and Mr. Narayan Ramachandran, Chairman, RBL Bank spoke on their vision for India's digital leap towards a \$6 trillion economy.

Mr. Derrick Kam who started off the decision said that the concomitant increase in e-commerce, consumption basket, financial products and investments will make India a significant market for global corporations. Most importantly, if India succeeds, it will become the template for other emerging nations. While increasing financial inclusion has been the policy objective across emerging nations, India can provide leadership with its unique model. Hence, it is very important for corporates, investors and policy makers across the globe to observe and understand these developments in India. Indeed, there may be lessons for developed countries too.



Mr. Raju Bhatnagar and Mr. T R Parasuraman at the session

Buoyed by demographics, reforms and globalization, India was already on its way to growing at a brisk pace over the next decade. Morgan Stanley Research finds that two major initiatives-digitizing its predominantly cash-based economy

and reforming its archaic tax system-have the potential to amplify India's expansion, making it one of the world's fastest-growing large economies over the next 10 years.

Morgan Stanley states that although the country faces near-term teething issues, investors can expect to see visible shifts in economic activity beginning in 2018. All told, India's economy is poised to leapfrog from its current seventh-place position to the third-largest economy by 2027 with \$6 trillion gross domestic product. Its equity market, now tenth in the world, could jump to fifth, with financial services and consumer discretionary stocks leading the way.



Industry captains at the interactive session

While companies in India are the most direct beneficiaries, the global implications are wide reaching. The associated increase in e-commerce, consumption growth, financial products and investments could make India a significant market for corporations worldwide. Most importantly, if India succeeds, it will become the template for other emerging nations. In fact, there may be lessons for developed countries too.



A Section of the audience

Specifically, India is moving from an archaic and complicated tax system to a unified and completely digital system. Derrick Kam said: "GST completely alters the way government finances are managed in India," adding that it is the country's most important reform since the early 1990s. "It will significantly expand India's tax net, a shift that, in our view, will provide a major boost to Indian government finances."

Mr. Narayan Ramachandran, Chairman, RBL feels that India was already positioned for strong long-term growth, but the combination of demographics, digitization and tax reform creates a powerful story. The bottom line experts feel is that: "We expect India to continue to be among the world's best-performing markets, with a potential 24 percent CAGR in U.S.-dollar returns over the coming five years."

Over 75 industry captains, domain experts and professionals participated at the Dinner interactive session with RBL and Morgan Stanley officials.



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Interactive Session with Omani Business Delegation

December 11, 2017



Mr. Hilal AL Hasani, CEO, PEIE, showcasing business opportunities in Oman

For the first time Bangalore Chamber of Industry and Commerce hosted the Oman Business Delegation. Omani economy has been on a steady transformation course through development plans, beginning with its first 5-year plan which started in 1976. The vision envisaged by His Majesty Sultan Qaboos Bin, plans to transfer Oman's economy into a world class one. Vision 2020 comprehensively outlines the Sultanate's economic and social goals that include:

- Economic and financial stability
- Reshaping the role of government in the economy and broadening private sector participation
- Diversifying the economic base and sources of national income
- Globalization of the Omani economy
- Upgrading the skills of the Omani workforce and developing human resources

Mr. Hilal AL Hasani, CEO, Public Establishment for Industrial Estates (PEIE), who led the business delegation said that Omani Government has a liberal outlook towards foreign investment and it offers a wide ranging Business Opportunities in Oman for Indian Enterprises. Highlighting

advantages of partnering with Oman he listed out a few gains to overseas companies:

- Oman is a Gateway for Asia, Africa, Europe and North America
- It is the centre of the east-west nexus joining markets in Europe, Asia and North America
- Non-Oil Exports account for US\$10.7 billion to 176 countries



Industry Captains at the interactive session



BCIC Members with Omani Business Delegates

- It attracted US\$19.3 billion FDI in 2014 highest ever
- It is a Signatory to WTO, GCC common market, GAFTA, FTAs with US and Singapore, Iceland, Norway, Switzerland and Lichtenstein
- It has a Flat 12% corporate tax on a profit over US\$77,720
- More so it allows 70% foreign ownership in most sectors 100% in special cases and specific economic zones
- It has a strong 1.7 million employees with over 239,000 registered businesses
- It is home to 55 tertiary institutes with strong industry links and thriving R&D culture
- Globally ranked ports, airports and roads and some of the most strategically placed ports in the world

Mr. Raju Bhatnagar, Secretary General, BCIC in his Welcome speech said that "India cherishes its relationship with Oman. Both nations recognize the importance of bilateral trade and the bilateral economic relations as it is deep-rooted in the existing framework including various trade agreements. I hope our bilateral economic relations will further boost in leaps and bounds in coming years. We have all the potential to achieve it."

Apart from Mr. Hilal AL Hasani, Mr. Khalid Salehi, Head of Marketing, Public Establishment for Industrial Estates (PEIE), Mr. Musallam Hedi, CEO, Shumookh Investment & Services and Mr. A K Tareen, Investment Representative, India & Australia, PEIE, Govt. of Oman also spoke at the interactive session.





Workshop on Theory of Constraints

December 20, 2017



Ms. Ira Gilani Lal,
Director, Time n Cash,
Principal Consultant
Goldratt India

Theory of Constraints (TOC) is a management philosophy developed by Dr. Eliyahu M. Goldratt (1947-2011), an internationally recognized leader in the development of new business management concepts and systems, author of the best-selling business book "THE GOAL". This Book has been on Time magazine's list of most influential business books for several years now. Jeff Bezos suggested that The Goal is one of the top three books that he recommends to his top team. Theory of Constraints (TOC) is a management philosophy developed by Dr. Eliyahu M. Goldratt (1947-2011), an internationally recognized leader in the development of new business management concepts and systems, author of the best-selling business book "THE GOAL". This Book has been on Time magazine's list of most influential business books for several years now. Jeff Bezos suggested that **The Goal** is one of the top three books that he recommends to his top team.

This Theory of Constraints is now being adopted in several companies, Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of Manufacturing Expert Committee organised a workshop on this important subject as a member-connect programme where best practices are shared and the same is replicated back in companies.

Do you know of any organization that reports infinite profits?

Certainly none. This verifies that something exists that limits your profits. That something is a constraint on the performance of the organization. This constraint might be production capacity, or ability to generate new orders, or capability to procure raw material, or even the market size itself! If you can find a way to manage the constraints you can dramatically increase sales, profit and cash without any significant investment.



"An hour lost on the bottleneck is an hour lost for the entire system...An hour saved on a non-bottleneck is a mirage."

— Dr. Eli Goldratt



Ms. Ira Gilani Lal, Director, Time n Cash, Principal Consultant, Goldratt India who conducted the workshop said: "TOC is a management philosophy that treats a corporation as an interlinked, interdependent system rather than just a collection of independent processes or functions. Just as the strength of a chain is governed by its weakest link, the overall performance of any company is governed by its constraint. So, what should we do to improve the performance of the system? Should we improve all links or all functions?"

She further added: "TOC is first and foremost, a systems philosophy that helps organizations focus improvements efforts on areas where it will have maximum impact on the system goal. Due to the overwhelming popularity of THE GOAL, most people assume that TOC is applicable to manufacturing only. Companies that have implemented TOC understand that it is a holistic philosophy, with as much application to strategy and marketing, as it does to production and operations."

TOC Thinking Processes provide a focusing process that helps managers answer the three questions of change:

- What to change?
- What to change it to?
- How to cause the change?

TOC begins with the system's goal and focuses on metrics and rigorous review processes that increase the throughput of the system. TOC, as a body of knowledge, has seen tremendous development and expansion over the last 30 years. It has evolved into a holistic management philosophy and set of focusing and critical thinking processes that enable us to identify and implement win-win solutions.

TOC's Five Focusing Steps:

- 1 Identify the constraint
- 2 Decide how to exploit the constraint
- 3 Subordinate everything else to the constraint
- 4 Elevate the constraint
- 5 If the constraint has shifted, go back to Step 1. Do not allow inertia to become the constraint!

Constraints are the key to unlocking potential

The constraint can be internal or external, tangible or intangible. For example, it could be an equipment or a policy. A particular type of machine, resource, or even shelf space can be the constraint.

Constraint will limit the output of the system whether we acknowledge it or not. When properly identified and managed, the constraint becomes the leverage point for quantum jump in performance. Lack of knowledge about the constraint may lead to unpredictable delays, daily changes in delivery schedules and fire-fighting. It is therefore crucial for any manager to make the most of the constraint and manage it well.

Over 5,000 organizations around the world have achieved breakthrough results with TOC, including well-known names such as Intel, Cadillac, Texas Instruments, Boeing, Ford Motors, General Electric, and Procter & Gamble.

Many Indian companies have also implemented TOC including Jindal Steel & Power Limited, Eicher Motors, Godrej & Boyce, Indo Asian Fusegear, Sheela Foam (Sleepwell),

Gokaldas Images, Paharpur Cooling Towers, Sona Okegawa, Flexituff International, to name a few.

TOC Implementation Results

Apart from significant growth in top line (minimum 25%) and bottom line, clients also achieve the following:

On Time in Full Delivery	Clients have been able to improve in time in full from less than 10% to over 95%
Lead-Time	TOC production scheduling solution enables shrinking lead-time by a factor of 2 to 6
WIP and FG	FG reduction ranges from 20%-50% along with WIP reduction in the range of 30%-80%
Receivables	Typical reduction in receivables is 20%-30%
New product development	TOC has proven track record in reducing new product development time by 30%-40%



THEORY OF CONSTRAINT = FOCUS. ALIGNMENT. SPEED...



VISION – 2025, a Conclave for Karnataka's Future

January 1, 2018



Mr. K Kishore Alva, Senior Vice President-BCIC addressing Industry captains at the Indian Express Conclave

Respected Shri. Siddaramaiah ji, Hon'ble Chief Minister of Karnataka, Distinguished Guests on the Dias, Off the Dias, Industry Captains, Officers from The New Indian Express, my dear friends and media personalities. A very Good evening and Happy and Prosperous New Year 2018 to all of you.

Today it gives an immense pleasure to me for having been with you and share this platform on this Vision 2025, a Conclave for Karnataka's Future, summit being organized by The New Indian Express. I sincerely express my gratitude to The Indian Express for hosting this Conclave.

Dear Friends, as you know our Karnataka State is one of the leading industrial states of India and has always been an industrially forward looking State. It holds 5th Highest GDP ranking among all Indian states. Our GDP growth is 17%, which indicates its potential for further industrial growth.

Dear friends, I believe that inclusive and sustainable industrialization is essential to achieve sustainable development. It unleashes dynamic and competitive economic forces that generate employment and income, facilitate international trade and enable efficient use of resources. As such, it is a major driver of poverty alleviation and shared prosperity.

Our State, irrespective of any Governance, is welcoming and garlanding the Industrial proponents across all the States. Global Investors Meet, Invest Karnataka Summit, Make in Karnataka, Pravasi Bharat are few of the events which has proved this.

I personally feel that further simplifying the ability to do business can ease the transition to a higher-income status. Investment plans are often abandoned, not because the concept or the idea lacked merit, but because the business conduciveness has too many barriers. Further reducing the ease of doing parameters can attract more investments into the State. Today Government is focusing on Ease of doing business, to facilitate the project proponents to establish their business and ease the process to set-up their trade. The concept of ease of doing business is backed by many parameters. But generally it has been always remained a debate that is really the concept of ease of doing business encourages project proponents to establish. Whether the process framed in the concept of ease of doing business is user friendly or needs lot of efforts? Though the Government is introducing policies and procedures with an intention to encourage the industry development, thereby framing the policy accordingly, it is we the Project proponents or Industrialists or Entrepreneurs or Traders who have to understand and experience the process and finally make suitable representation to the Government. At this juncture, the Industrial forums like BCIC, CII have to play a vital role in making voice to the Government. This type of Summit will also help in creating a platform and making way to reach the Government with ideas and way forward.

Of Course, it is not that the Karnataka government is not aware of this fact. We all know the fact that Karnataka has been



(From L) The New Indian Express Editor G S Vasu and General Manager (Karnataka) P Suresh Kumar present the compiled Vision Document to Chief Minister Siddaramaiah in the presence of actor Ramesh Aravind

working on a regular basis to assess regulations that pose challenges to investors, which has led to several reforms. Government of Karnataka's proactive stance has made it one of the best States to do business with, but with increased competition, the subject requires continuous monitoring and robust implementing.

Governments play a crucial role in improving or depressing the ranking of Ease with which business is conducted. Governments that look to support an economic system which contributes to development should take care about promoting fair and effective regulation and bring in transparency that aligns with its unique business and social climate.

A quick scan of top ranked countries reveal that they have traditionally had strong sure-footed Governments which have taken hard decisions on economic fronts, cut down red tape and introduced smart regulations aimed at facilitating easy interactions between Government, industrial agencies and private sector.

Vision:

The Vision Karnataka should represent growth strategies on various fronts.

Single Window Clearing System:

- Primarily, the nodal agency handling the new project proponents in the State must be restructured to make it as an effective Single Window Agency. Once a project is cleared it must interact with the other agencies and obtain approvals from them without making the investor / project proponents

visit each agency for individual approvals. The Government should specify timelines for completing the process.

- At present, in Karnataka there are two committees to give clearances for setting up industries – Single Window Clearance Committee (SWCC) chaired by the Chief Secretary to clear cases from Rs 15 Crores to Rs 100 Crores and the State High Level Clearance Committee (SHLCC) chaired by the Chief Minister for cases above Rs 100 Crores. Since the number of proposals coming before SHLCC is very small, the State Government can review merging of two committees. However, this committee must be empowered to clear all investment proposals and place such proposals as required under rules for cabinet's approval. This might speed up investment decisions.
- The prevailing laws in Karnataka State like the Karnataka Industries Facilitation Act, Karnataka Industrial Areas Development Act, Land Revenue Act and Land Reforms Act need to be suitably amended to provide a conducive regulatory environment for business to operate without any hassles.
- The nodal agencies / departments involved in promoting industry in the State must be restructured and made professionally strong to truly serve the purpose of rapid industrial development.

On the energy front, the reforms should be implemented in a progressive manner, so that the benefits of competition and innovation are delivered to the consumers. The State should aim at "A Surplus Power State" and "Energy Security State", Improve energy efficiency in the energy consuming sectors,

Ensure round-the-clock electricity supply in the rural areas and ensure highest customer satisfaction. Issues such as Open Access, Trading of Electricity, Power Exchange, Promotion of Green Energy, Minimizing aggregate technical commercial losses, conservation and efficiency should be timely addressed by the Government. To make the State with Self-Sufficient in terms of energy, the Government should think of having long term Power Purchase Agreements. The existing RTPS plant, which is nearly 30 years old, needs to be revamped.

On the Infrastructure Development front, State should ensure the availability of all the infrastructure facilities enabling faster set-up of the Industries. Infrastructure is the basic requirement of economic development. It does not directly produce goods and services but facilitates production in primary, secondary and tertiary economic activities by creating positive external economies. It is an admitted fact that the level of economic development in any country directly depends on the development of infrastructure. The developed countries have made a lot of progress due to tremendous growth of social and economic infrastructure. There has been revolutionary progress in transport and communication in our country also. Large financial facilities are available due to the existence of well organised banking and insurance.

Simply speaking, "Infrastructure means those basic facilities and services which facilitate different economic activities and thereby help in economic development of the country, Education, Health, Transport and Communication, banking and insurance, irrigation and power and science and technology etc. are the examples of infrastructure. These are also called social overhead capital. These do not directly produce goods and services but induce production in agriculture, industry and trade by generating external economies. For example, an industry situated on or near the railway line or national highway will produce commodities at less cost. Here railway line or national highways are the examples of economic infrastructure. They generate external economies and thus induce investment.

The infrastructure comprising of good and fastest connectivity from one place to other should be in place. No doubt, the Government is moving fast on the Metro connectivity in the urban areas. The rapid growing State like us also demands for the similar type of facilities in the rural areas too. The availability of ready infrastructures will always be an added advantage for the Industries set-up. Accordingly, the Government could think of having 8-Lane Inter-State express highways, making Helipads operational in the metro cities to ease the traffic, constructing steel bridges. To compensate the increase in the pollution with the Industries Development, Government can think of introducing more of electric vehicles for plying. Hope the Electric Vehicle (EV) policy will soon be implemented in the State.

The State should always have a vision to have a Sustainable Industrial Development and in order to promote the same, it should think of Industrial Diversification and upgrading based on latest technology in manufacturing industries. It should aim at achieving GDP to 25% by 2025 and create millions of job opportunities enhancing global competitiveness. The Industrial development should also aim at reduction of rural poverty and disparities between rural and urban areas.

The Government, on one hand should focus on the Industries Development and other hand, it should give the equal importance for the promotion of tourism in the State. It should emphasize on Social Afforestation, development of lakes in the city, construction of more recreation centres in the cities and also in the Industrial areas.

Let me now touch up the actual deliverables Now:

To the investors there is a notion that the entire development is focused on Bangalore.

In addition to Bangalore there are other 29 districts in Karnataka which are unique with its own strengths be it is agriculture, industry, generation of power and so on.

My humble suggestions at this conclave to see that the Karnataka stands at the top are as follows.

The political leadership should focus on 10 highly time-bound development projects in the entire state

To give you examples:

The state should have a crystal clear blueprint on developing two major international Airports,

Two major Ports in the coastal Karnataka may be in Karwar, Udupi and Mangalore

Railway connectivity across the State

High quality road infrastructure connecting all the district headquarters with sub road hubs in taluk headquarters.

Road Map for Bangalore

Though Metro is in place, there should be a direct high-speed connectivity Metro rail from Airport to Central Bus stand /Central Railway station.

Last mile connectivity to Vidhana Soudha, Vikasa Soudha, MS building and other industrial headquarters for the Investors.

Multi-level vertical parking is very essential

Development of Hebbal Lake to Showcase Bangalore as a clean and green city. As this lake is a gate to Bangalore city where all VIPs enter.

Expediting Outer Ring Road project

If comes to District Development

Select 5 districts to be promoted as II-Tier III-Tier districts to decongest Bangalore and push industrial development in these district hubs.

For Example Mysore for tourism hub, Mangalore/ Udupi in IT, Logistics hub and Beach tourism, Karwar for Beach tourism, Bangalore to Coorg Tourism.

There should be Five developmental projects directly supervised by the district in-charge minister so that they are completed in time. For example: Power generation, Agriculture development.

Lack of available infrastructure is the main bane for project proponents for not coming forward in districts. This needs to be addressed on a war footing if districts need to flourish.

There should be Five developmental projects directly supervised by the district in-charge minister so that they are completed in time.

Health City to be promoted in all districts, Well Connected DC offices.

Farmers community security

The state should provide health insurance for farmer's family. This security will protect the farming community.

Promote Integrated Agriculture development and also animal husbandry the way industry is developed. This is automatically promoting supply chain which in turn generates local employment.

Energy:

Growth in energy demand will be curbed by faster gains in energy efficiency and uncertainty as to how quickly global GDP will grow. Even so it seems clear that a significantly greater amount of energy will be required over the next 20 years to enable the global economy to grow and prosper.

Infrastructure

Karnataka needs to reinforce its infrastructure in order to sustain economic momentum.

Women Empowerment

Importance should be given to the women empowerment so that grassroot development takes place.

I want to stress a point here:

When it comes to Vision 2025: The State Government should have strong manifesto listing out 10 Major developmental projects for Bangalore and Five for all the 29 other districts. At the end of the five-year term, they should be able to clearly state that all these have been implemented. This is sufficient enough for the development of the state.

The Member of Parliament, Ministers, CEOs and the District Commissioners should be directly accountable for the implementation of the manifesto.

Political Will

Political leadership should be strong. They need to support the bureaucrats who are willing to travel that mile for developing the state. This is important as the governance plays an important role and it basically showcases the States' promotion of industries among investors.

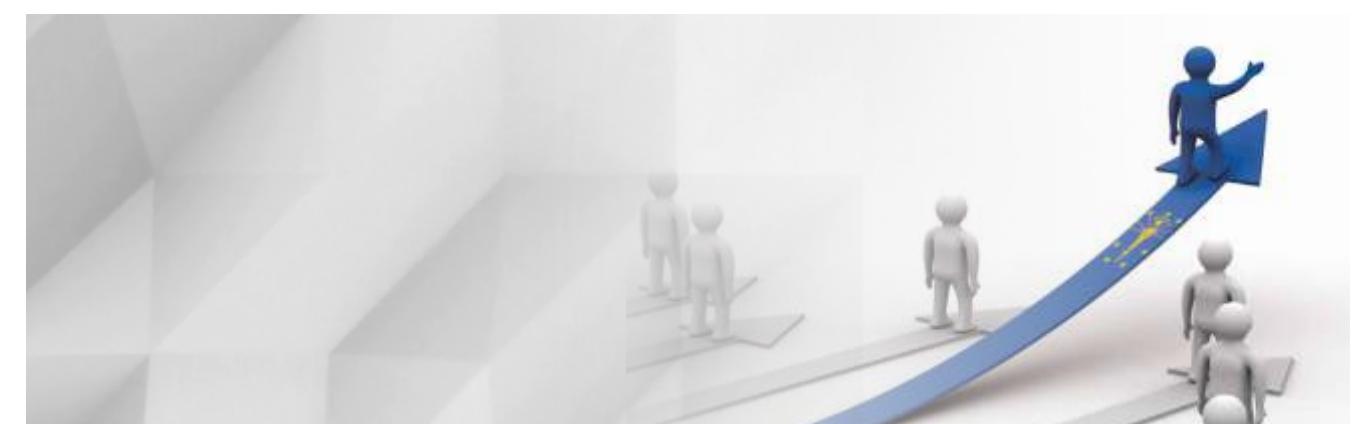
There should be time bound implementation right from the approval stage to the actual implementation of the project. This time-frame should be strictly enforced so that the credibility of the state is protected.



In this context, this event would evolve strategies for State Government and Industry Forums to work together on Industrial Development. This would also provide stage for Governments, Business, Financial Institutions and multi-lateral agencies for taking concern about the key issues for the prospects of Industries development in the State.

Businesses are an integral part of any society-impacting communities, regions, individuals and the environment. However, in the present competitive environment, businesses must find new ways to mitigate social, economic, environmental damages while managing attention, time and resources. This demands the alignment of CSR initiatives with corporate strategies to create truly sustainable businesses.

Conclusion: Before I conclude I like to thank Indian Express for hosting this conclave. My request to the host is that this conclave should see some concrete results so that the efforts of Indian Express is put to good use and at the same time the state also prospers.





Sharing of Best Practices

Industrial Visit to ITC Facility and Bangalore International Airport

January 8, 2018



Mr. Nirmallya Ghosal, Branch Manager, ITC Limited delivering a presentation on ITC's best practices

Continuing its journey of promoting good governance and sharing of best practices among member companies, Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of its Industry Manufacturing Expert Committees organized a day-long Industrial visit to ITC Facility and Bangalore International Airport on January 8, 2018.

The objective of the visit to these facilities was to provide a ground-zero experience to member companies to witness and share best practices that could be replicated in their own plants to improve overall efficiency, enhance production quality, improve competency and above all efforts on sustainability factor.

At ITC facility, located on the outskirts of Bangalore, the participants were taken through various utility management systems which has turned this place world class. Mr. Nirmallya Ghosal, Branch Manager, ITC Limited delivered a presentation on ITC's sustainability efforts in managing the vast facility. The water management, waste water treatment, Sewerage treatment facility, rain water harvesting system.

ITC is a board-managed professional company, committed to creating enduring value for the nation and the shareholder. It has a rich organisational culture rooted in its core values of respect for people and belief in empowerment. Its philosophy of all-round value creation is backed by strong corporate



BCIC member companies at the ITC facility



Delegates at the BIAL Facility

Similarly, a presentation by Mr. Dinesh E, General Manager & Head, Utilities & Environment Systems, Kempegowda International Airport Limited was very useful as he comprehensively took through the delegation on various Utilities and Environmental Systems managed by a set of efficient personnel at the airport. He touched upon issues related how BIAL manages its water resources by way of recycling a substantial amount of the used water, how it manages risks from wildlife movement, energy management to run the airport without any major power disruptions, smooth takeoff/touchdown flow of aircraft through efficient run-way supervision, Management of continuous flow of Passengers,



Mr. Dinesh E, General Manager, Utilities & Environmental Systems, BIAL delivering a presentation



Bangalore International Airport Limited (BIAL) is committed to establishing the Kempegowda International Airport, Bengaluru (KIAB) as one of India's leading projects in terms of quality and efficiency and set a benchmark for the future commercial development of Indian airports. The airport is built and operated at best international standards. KIAB is the third busiest airport in India, it is also the fastest growing airport in the country. KIAB aims to be the engine of economic growth for the region by connecting Bengaluru to the world. With newer routes being introduced, the airport is poised to become an important aviation hub for South India.



Study Visit of Department Related Parliamentary Standing Committee on Commerce Bengaluru

January 19, 2018



Mr. Naresh Gujral, Chairman, Parliamentary Standing Committee on Commerce on dumping of Chinese Goods interacting with Industry and Trade Bodies

A study visit of Departmental Related Parliamentary Standing Committee on Commerce comprising of Twelve Members of Parliament and Secretaries chaired by Mr. Naresh Gujral invited BCIC to deliver a presentation on how Chinese Goods dumped into Indian market is impacting domestic industry with a special focus on MSME sector.

BCIC made a forceful presentation point-by-point which was appreciated by the Chairman of the Committee. In his comprehensive presentation Mr. Raju Bhatnagar, Secretary General touched upon various pain points include, protection, improving technology, competitive spirit, imposing heavy import duty, tackling WTO clauses and other issues to check the onslaught of Chinese Goods coming in Indian market.

The one aspect which the Chairman of the Parliamentary Committee appreciated BCIC related to the Comment raised by the Chamber that "Indians should have pride in buying India-made brands," which will go a long way in checking the consumption of Chinese made products in the country.



Mr. Raju Bhatnagar, Secretary General, BCIC sharing Chamber's perspective on the dumping of Chinese Goods



Food Industry Leader Consortium for Organics & Millets (FILCOM) "Farm to Global Market Linkages"

January 20, 2018



Mr. Raju Bhatnagar, Secretary General, BCIC delivering a speech on the role of Industry in promoting Millets at the seminar

BCIC was invited to deliver a presentation on Future of Millets at the Organics & Millets 2018- trade exhibition organised by the Agriculture ministry, Government of Karnataka.

Mr. Raju Bhatnagar, Secretary General delivered a presentation at the conference. Mr. Raju said that to promote millets and organic sector, Government of Karnataka has launched the 'Karnataka Organic Farming Policy 2017'. This policy will basically enable the next level of development in Organic Farming.

The revised policy aims at bringing organic farming into the mainstream and transform agriculture in Karnataka into a sustainable remunerative occupation enabling production of nutritious food by promoting eco-friendly organic farming and marketing systems. Hence, he said that coarse cereals have a potential to bring rain-fed green revolution in the country provided a proper policy monitoring and implementation is in place.





BCIC IoT Day

January 24, 2018



Smt. Pankajam Sridevi, President, BCIC inaugurating the IoT Day event

The future of IoT is more fascinating than one actually visualises. Billions of smart devices will be interacting with each other and human intervention will begin to wane. IoT will bring paradigm shift in the way we humans live and work in the near future.

Already IoT applications have impacted our lives in several ways and there are several domains where this new technology will be making its entry. The new tech buzz is that the application of IoT is being explored to detect and provide solutions to environmental challenges which is a priority globally now.

As we all understand, IoT applications use different technical interfaces and models, each with its own intricacies and characteristics. However, four board communications genres labelled by the Internet Architecture Board include: Device-to-Device, Device-to-Cloud, Device-to-Gateway, and Back-End Data-Sharing. These models highlight the flexibility in the ways that IoT devices can connect and provide value to the user.

Smt. Pankajam Sridevi, President, Bangalore Chamber of Industry and Commerce inaugurating the event said that in real applications IoT can be used in the management of elder care. "Children can directly monitor the well-being of their elderly parents by way of Surveillance using IoT. Remotely the wards can monitor conditions of patients inside hospitals,

senior citizens' homes or at their own houses and help them in case of emergencies. Similarly, IoT can be used to monitor traffic congestions in the cities and divert traffic to a different route, thereby easing bumper-to-bumper congestion and fostering smooth traffic flow in the city."



Mr. KS Vishwanath, Vice President Nasscom delivering the keynote address at the event

IoT Technology is changing at a very rapid pace –Sensor technology, communications technology, IoT APIs, Edge computing, Industry Standards on IoT development platforms, the synergy and application of Artificial Intelligence and Blockchain in the field of IoT, IoT Security protocols, to name just a few. It is an ocean of opportunities now in front of us in this field, for the user industry to reap the benefits and for the IoT Technology organisations to bring out the best of IoT.

The Internet of Things is happening right now. It promises to offer a highly unconventional, fully connected smart world since relationships between objects, its environs and people begin to more closely intertwined. Yet the issues and challenges associated with IoT need to be realistically assessed and addressed in order to realise the potential benefits for individuals, society and the economy.

Companies across the world are eyeing to leverage the power of the IoT revolution for their products. These are not just small startups but also giants of the industry who are out in the open to benefit from IoT. A report cited by the MIT Technology Review estimates that by 2020, the number of connected "things" will reach nearly 50 billion.

Companies are now looking at their products, both new and old and evaluating how the IoT as a tool can get connected and improve them. With this increased awareness among organizations, the IoT is finding a comfortable-and growing-spot in product road maps worldwide.

A galaxy of speakers including **Mr. KS Vishwanath**, Vice President Nasscom, **Mr. Bipin RR**, CEO, iOrbit Digital Technologies, **Mr. Bharat Krishnamurthy**, SVP & Head of IT, Exide Life Insurance **Mr. Dhruba Sarma**, AVP and Head of Engineering - IoT Products, KPIT, **Mr. Ashish Sinha**, Founder – nextbigwhat.com, **Mr. Sunil Mehta**, GM & Head of Automotive Business Development, Department of Mitsubishi Electric, **Mr. Sudhir Rawat**, Senior Technology Evangelist, Microsoft, **Dr. Vijay Kumar**, MSRIT, HoD Information Sciences, **Ms. Bhawna Manchanda**, IoT Technology Evangelist, Happiest Minds, **Dr. Bharadwaj Amruthur**, Professor & Chairman, Robert Bosch Centre for Cyber-Physical Systems, Indian Institute of Science, Bangalore, **Mr. Anil Bhise**, Product Manager, Mitsubishi Electric, **Mr. S Ramanathan**, Sr. Manager – Automotive Products, Mitsubishi Electric, **Mr. Damodar Sahu**, Industry Advisor –





Mr. Manas Dasgupta, Chairman ICT Expert Committee, BCIC launching the Innovation Forum

Blockchain, Digital, IoT, Wipro, Mr. Anil Sharma, Director at Liradolf Information Technologies & Engineering Mr. Muralidharan Chandra, India Lead- Accenture Open Innovation Mr. Rajarama Nayak, Head, Embedded Systems Solutions, TCS, Mr. Chetan Kumar S, Co-Founder, Aikaan Systems, Ms. Swapna Bapat, Director Technical Sales, Microsoft, Mr. Shweta Gupta, Architect, Microsoft, Mr. Alex Jojo Joseph, Watson Programme Manager, IBM, Mr. Devesh Mathur, Director & COO at Dalisoft Technologies, Ms. Minatee Mishra, Lead, Security Centre of Excellence, Philips touched upon issues related to IoT in the manufacturing space, development of Smart Cities, Factory Automation, Using IoT in improving Operation Predictability, Embedding Security concerns in IoT and similar such issues.



A section of audience



“

The future of IoT is more fascinating than one actually visualises. Billions of smart devices will be interacting with each other and human intervention will begin to wane. IoT will bring paradigm shift in the way we humans live and work. Already IoT applications have impacted our lives in several ways and there are many more domains where this new technology will be making its entry. The new tech buzz is that the application of IoT is being explored to detect and provide solutions to environmental challenges which is a priority globally now... IoT applications use different technical interfaces and models, each with its own intricacies and characteristics. However, four board communications genres labelled by the Internet Architecture Board include: Device-to-Device, Device-to-Cloud, Device-to-Gateway, and Back-End Data-Sharing. These models highlight the flexibility in the ways that IoT devices can connect and provide value to the user...



— Smt. Pankajam Sridevi
President, BCIC

“

IoT Technology is changing at a very rapid pace. Sensor technology, communications technology, IoT APIs, Edge computing, Industry Standards on IoT development platforms, the synergy and application of Artificial Intelligence and Blockchain in the field of IoT, IoT Security protocols, to name just a few. It's an ocean of opportunities now in front of us in this field, for the user industry to reap the benefits and for the IoT Technology organisations to bring out the best of IoT.



— Mr. Manas Dasgupta
Technology Leader, ANZ Wealth, Chair of ICT Committee, BCIC,
Innovation Leader & Diversity Champion

“

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— Mr. Raju Bhatnagar
Secretary General, BCIC

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Seminar on Aerospace & Aviation Industry: Skill Development - Needs, Challenges, Opportunities, Road map and Way Forward

January 19, 2018



Shri. Anantkumar Hegde, Union Minister of State for Skill Development & Entrepreneurship delivering his keynote address at the Seminar

The Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of its Aerospace Aviation Expert Committee is organized a Seminar on Aerospace & Aviation Industry: Skill Development - Needs, Challenges, Opportunities, Road map and Way Forward Bangalore.

The Seminar basically focused on addressing key drivers of skill initiatives in the Aerospace and Aviation Sector bringing together experts from Foreign OEMs, Private Sector and the Government facilitators who will deliberate upon the challenges and opportunities in the skill development sector which is gaining traction especially in view of the fact that the Aerospace & Aviation sector is going to boom in the coming years.

Shri. Anantkumar Hegde, Union Minister for Minister of State for Skill Development & Entrepreneurship delivering his keynote address at the Seminar said that India is emerging as one of the largest Aerospace – Aviation markets in the world. India is Global Aerospace Aviation majors are eyeing India to set up Manufacturing, Design Engineering, MRO facilities

leveraging India's low labour cost, young and talented pool of Engineers, Technologists, Designers etc. The old HAL airport is looking to expand as a MRO hub which will create massive jobs opportunities.

Development and progress in the aviation and Aerospace sector touches a deep chord with our Government, because of two primary reasons:

1. It is a cutting edge technology demonstrator which immediately leapfrogs us into the community of technologically advanced nations, and
2. More importantly it provides significant opportunities for employment creation.

There are other aspects as well, like attracting global players to set up manufacturing and overhauling facilities, which not only saves considerable foreign exchange but also has the propensity to make India as an Aviation hub.



Mr. Ashok Saxena, Chairman, Aerospace and Aviation Expert Committee, BCIC and Mr. Devesh Agarwal, Vice President, BCIC interacting with the Minister

There are several areas where we have already made a mark in these sectors. The foremost is the Space Sector, where ISRO made international news a week ago with its 100th satellite successfully launched.

Mr. Devesh Agarwal, Vice President BCIC in his Welcome Speech said: "Skilled manpower is most critical and vital for the development of a High-Tech industry like Aerospace and Aviation. This has been recognised by the Chamber in full measure. To this end BCIC has pro-actively pursued with the NSDC, and has set up a Sector Skill Council in the field of Aerospace and Aviation at Bangalore; Bangalore being the aviation capital of the country.: He further said: "With phenomenal growth of Domestic & International Civil Aviation and availability of Domain Knowledge and Skills in Aviation, Airports in Bangalore, Mangalore, Mysore, Hubli, Belgaum and a number other Airports are being upgraded, Karnataka has the potential to emerge as the Major Centre for Maintenance, Repair and Overhaul of Civil Aircraft, Engines and Systems • Bangalore can accommodate two MROs, one each at KIAL and HAL Airports. These will have comprehensive facilities for Airframe, Engine and Systems. Karnataka has the Potential to become MRO Hub for Domestic and International Airlines."

Several experts who spoke at the seminar felt that Skills and knowledge are the two important driving forces of economic growth and social development for any country. India currently faces a severe shortage of well-trained, skilled workers. It is estimated that only 2.3 percent of the workforce in India has

undergone formal skill training as compared to 68% in the UK, 75% in Germany, 52% in USA, 80% in Japan and 96% in South Korea. Large sections of the educated workforce have little or no job skills, making them largely unemployable. Therefore, India must focus on scaling up skill training efforts to meet the demands of employers and drive economic growth.

The enormity of India's skilling challenge is aggravated by the fact that skill training efforts cut across multiple sectors and require the involvement of diverse stakeholders such as: multiple government departments at the centre and state



Mr. Ananthkumar Hegde Interacting with the Media at the seminar



Future Aerospace and Aviation experts at the seminar

levels, private training providers, educational and training institutions, employers, industry associations, assessment and certification bodies and trainees. All these stakeholders need to align their work together in order to achieve the target of 'Skill India'.

To this end the Government of India has set up a separate Mission to promote skilling in the country. **The targets set for the mission includes:**



Speakers at the Technical session

- Create an end-to-end implementation framework for skill development, which provides opportunities for life-long learning. This includes: incorporation of skilling in the school curriculum, providing opportunities for quality long and short-term skill training, by providing gainful employment and ensuring career progression that meets the aspirations of trainees.
- Align employer/industry demand and workforce productivity with trainees' aspirations for sustainable livelihoods, by creating a framework for outcome focused training.
- Establish and enforce cross-sectoral, nationally and internationally acceptable standards for skill training in the country by creating a sound quality assurance framework for skilling, applicable to all Ministries, States and private training providers.
- Build capacity for skill development in critical un-organized sectors (such as the construction sector, where there few opportunities for skill training) and provide pathways for reskilling and up-skilling workers in these identified sectors, to enable them to transition into formal sector employment.
- Ensure sufficient, high quality options for long-term skilling, benchmarked to internationally acceptable qualification standards, which will ultimately contribute to the creation of a highly skilled workforce.



Key Speakers at the Technical session

The Seminar was addressed by a galaxy of Aerospace and Aviation industry veterans including Mr. Ashok Saxena, Chairman, Aerospace and Aviation Expert Committee, BCIC Mr. A N Chandramouli, Aerospace and Aviation Expert Committee, BCIC, Dr. C G Krishnadas Nair, SIATI, Mr. F R

Singhvi, Joint MD, Sansera Engineering, Mr. Udayant Malhotra-Dynamics Technologies, Mr. Arunakar Mishra, MD & CEO, Genser Aerospace and Information Technologies to name a few. The Conclave saw over 250 delegates participating in the day-long event.





Understanding Disputes

Disputes can be managed in different ways – some ways have the propensity to leave parties in win/win situations with relationships intact and opportunities created while others carry a heavy toll on the parties and make for messy, difficult situations. Before we seek to understand the reasons for such different eventualities, it would be worthwhile to understand certain essential features of dispute.

Let's begin our discussion with a brief and quick look at the sequence of events of the well-known Stayzilla-Jigsaw dispute:

- Jigsaw Advertising claims Rs1.69 crores is owed by Stayzilla
- Stayzilla claims deficiency of service and denies any such claim
- Stayzilla is adamant and asks Jigsaw to take the matter to court if needed.
- Jigsaw accuses Stayzilla of the intention to defraud creditors
- Intimidating and harassing tactics used
- Criminal case is filed on Yogi.
- Yogi ends up in jail for 4 weeks.

The above (extremely brief) sequence of events depicts the inherent escalating nature of conflict. Conflict is an inevitable by-product of human relationships and cannot be avoided. How we manage it, however, is very much within our control. Some conflicts are nipped in the bud and effectively managed while some escalate beyond our control. To help understand why conflicts can take very different paths it is important to understand the anatomy of conflict.

WHY CONFLICTS ESCALATE?

The answer to 'why' lies in our brain. Yes, you read it right, our Human Brain. Our brain has three parts, the Reptilian - which regulates our basic reflexes of survival (e.g. breathing); the Limbic - which regulates our emotions and the Neocortex - which regulates our rational thinking and cognition. Be it any emotion - anger, fear, disgust, hatred, love, affection – it is first scanned by our Limbic System which then activates either our Reptilian System (fight, flight, freeze reflexes) or our rational thinking Neocortex.

In case of disagreement, we are high on negative stress. The Reptilian System is activated compromising the effective functioning of the Neocortex or the part of the brain that controls rational thinking. Effective dispute resolution mechanisms, therefore must focus on calming the Reptilian and Limbic Brain and activating the Rational Brain. We humans are emotional animals and as rightly expressed by Mr. John Steinbeck, "All war is a symptom of man's failure as a thinking animal."

HOW CONFLICTS ESCALATE?

Once we are in conflict mode, it is important to understand that we have an inherent capacity to escalate conflict. Friedrich Glasl, an Austrian conflict researcher, captured the escalating trend of conflict in the "Glasl's 9 Stages of Conflict Escalation". The stages are explained as follows:



Ms. Annapurna Sreehari
Lawyer, Centre for Advanced Mediation Practice (CAMP)



Ms. Isha Parasnis
Intern, Centre for Advanced Mediation Practice (CAMP)



STAGE 6

Strategies of Threats: The threats become strategic, in an attempt to manoeuvre the other side into behaving as one party wants. The basic sense of security between the parties is undermined. Parties expect each other to act of their respective threats, and usually do so to render value to the threats. Issuing legal notices, with the promise of taking the matter to litigation, is one such example.

STAGE 7

Limited Destruction: The other side no longer possesses human qualities. Hence, rules of human dignity do not apply while fighting. The motto is to damage the vital systems of the counterparty and during that course; the party is ready to face limited losses to oneself as long as the other loses more.

STAGE 8

Total Annihilation: The aim at this stage, is to destroy the counterparty and its support group by all means possible, so as to ensure that their decision-making capacity is compromised.

STAGE 9

Together into the abyss: The drive to annihilate is stronger than the self-preservation instincts. The only remaining concern is to ensure that the other side is destroyed, irrespective of whether one survives.

FORMAL DISPUTE RESOLUTION SYSTEMS ESCALATE DISPUTE

When parties reach the Third Stage of the conflict, they typically have reached their limit of Self Help and they approach a third party for intervention. Dispute resolution process that we typically engage with i.e. lawyers and courts are trained in the adversarial method of dispute resolution which by its very nature drives conflicts up Glasl's conflict escalation ladder. Pitching parties as adversaries where one wins and the other loses kicks the reptilian brain into full action and drives parties up into the "Conflict Trap".

However, instead of going up the adversarial route, if parties were directed towards collaborative dispute resolution processes like mediation, they have a higher chance of being pulled out of the conflict escalation ladder. Mediation is a process that involves a third-party neutral who creates a conducive environment for the disputing parties to communicate with each other, express their underlying needs and interests and through a facilitated negotiation process reach mutually agreeable solutions.

The mediation process addresses the neurobiological response of the human being in conflict and first works on calming the limbic / reptilian brain before engaging the rational thinking Neurocortex / prefrontal cortex. Using effective communication techniques that include Active and Empathic Listening, Reflecting and Reframing, Redirecting and

Summarizing, the Mediator is able to create an environment that allows parties to address the subjective and objective aspects of the dispute in a secure and trusting environment before entering the space of constructive negotiation. Negotiations that therefore take place in mediation are effective and efficient resulting in 80% of commercial disputes that go through the mediation process to settle, with 70% of them on Day 1.

Stepping out of the conflict trap with Mediation

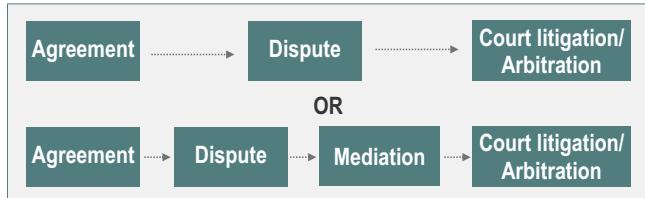
When faced with a dispute situation and you feel like your ability to effectively negotiate is compromised it is pertinent to visit Glasl's escalation ladder. Ideally, employ collaborative dispute resolution techniques like mediation at the Third Stage – when parties have reached their limit of self-help and need the intervention of a third party. That third party could be a mentor, a lawyer and/or a mediator. Keep a close pulse on whether the dispute is rising up the escalation ladder and if it is, give yourselves the benefit of the mediation process. Mediation can be used at any stage of the conflict – disputes that have been pending in court for 15 years have been settled effectively through mediation as have disputes that have just started brewing and have not yet entered the realm of a lawyer's office.

Mediation can be effectively used to settle any civil dispute. However, disputes that require the continued working

relationship of the parties; are high on emotion; entail differing perspectives of facts or deals with confidential subject matter, particularly benefit from mediation.

With this perspective on conflict, pause and ponder when you are next in conflict – is mediation the appropriate forum and when is the right time to approach the process. Do you really want to go up the conflict ladder or can you engage in a process that will support you and the opposite party to rationally address the dispute at hand? Parties today, increasingly, have a choice to mindfully approach conflict and dispute resolution – exercise that choice!

So next time, when in dispute, think which option you wish to opt for:



The hallmark of a civilized society is our ability to approach conflict rationally and mindfully. To quote Charles Darwin, "In the long history of humankind those who learned to collaborate and improvise most effectively have prevailed."



Sophie Le Ray

CEO, Naseba and Founder
Global WIL Economic Forum

The Sustainable Solution for India's Shrinking Economy

India is no stranger to volatile economics. At the start of the decade, GDP growth stood at more than 10 percent, one of the highest rates in the world. By 2017, it was down to 6.72 percent.

Many events have influenced the figures, but there is one factor which could be part of a sustainable solution.

In 2016, a McKinsey Global Institute report calculated that advancing women's equality could add US\$12 trillion to the global economy by 2025. India has the potential to generate almost 6 percent of this figure, equal to \$700 billion. You cannot make a clearer economic case to bring women into the workplace than this – it represents a huge opportunity.

But this opportunity doesn't come without equally unique challenges.

Over the last decade, female participation in India's workforce declined. The number of women in senior roles ranks the third lowest in the world. In fact, the number of businesses with no women in leadership roles is increasing.

For many organisations, actively recruiting women is becoming less of a priority in 2018 – the knock-on effect means that fewer women are being considered for senior and leadership roles.

Perhaps surprisingly, we are seeing similar trends echoed on a global scale.

Women's labour force participation has stagnated in recent years, falling from a worldwide average of 52 percent in 1990 to 49 percent in 2016. Across the US and Europe, female labour participation hovers around 47 percent, and is expected to decline further in the short term. Globally, fewer than 5 percent of CEOs are women.

If we want to change this and reap the economic benefits, businesses must pave the way.

This isn't a case of hiring more women to boost quotas or meet targets – it's a case of empowering women to succeed and it's a policy that must span education through to leadership.

In the workplace, barriers range from the provision of flexible working and parental leave, to tackling both unconscious and implicit bias. Simply put, women face challenges that their male counterparts do not, all while earning up to 50 percent less. In fact, for the first time since records began, the global gender pay gap widened in 2017.

In order to maintain a competitive edge and focus on sustainable success, a business needs talented and dedicated individuals on the team who display a range of skills, motivations and outlooks. This starts and ends with diversity and, as a result, gender diverse companies are 15 percent more likely to earn above-average revenue.

At the same time, we need experienced leaders to navigate the way – both male and female. In India, women are carving out leadership positions within the entrepreneurial ecosystem, supported by access to dozens of schemes and capital funds.

While it's great news for female entrepreneurs – despite the barriers still present in this area – it means employers must

now bring a more compelling offer to the table in order to attract and retain skilled talent.

Without addressing these factors, India will be unable to capitalise on innovation opportunities and new economic realities.

The millennial mindset, increased access to education and globalisation are bringing change – and we should expect to see more of this in 2018. Progression is on the rise, with a new generation of female role models. In 2017, Nirmala Sitharaman was appointed the second female defence minister in 35 years and Kirthiga Reddy was promoted from her role as CEO of Facebook India, to a global position at the company.

India has the potential to become the world's second largest economy by 2025 and, under the UN's Sustainable Development Goals, is committed to achieving gender equality and empowerment for all women and girls by 2030. With these goals in sight, the economic contribution of women in 2018 is imperative.

The progress made over the last year – not only in India, but in countries such as Saudi Arabia – demonstrates that change is possible and it's underway. There is still a long way to go, but the time for transformation is now – after all, who can afford to ignore \$12 trillion dollars?



MEETING WITH GOVERNMENT OFFICIALS



Karnataka Pre-Budget Meeting

January 01 , 2018



Mr. Darpan Jain, IAS, seeking feedback and inputs for the State Budget from Industry and Trade bodies

The State Government had convened a meeting of industry associations under the Chairmanship of Industries Commissioner Mr. Darpan Jain, IAS, to get feedback and inputs for the State Budget.

All major Bangalore-based Industry Associations participated. Some of the issues raised by the trade and business bodies included:

Reduction of Minimum wages, creation of COEs, Industrial Townships, Parks and SEZs, Subsidies for

Women entrepreneurs, Land on lease for industries, Food parks and Skill development funds for Associations to promote skills

BCIC specifically requested the government to hastened the process of MRO project in Bangalore as this global city is apt to be a global MRO centre. It also sought the intervention of the government to stop Chinese goods getting into domestic markets. Subsidies for Hybrid car and EV manufacturers was another point which BCIC placed before the government.

MEETING WITH GOVERNMENT OFFICIALS



ITRAF Workshop

January 24,2018



Bangalore Chamber of Industry and Commerce in association with International Tax Research and Analysis Foundation ITRAF hosted a Workshop on January 24, 2018 in Bangalore.

Some of the best known economists and financial experts including Dr. Parthasarathi Shome, Mr. K R Girish, Dr. Rohit Roy, Mr S Krishnan, Mr. K R Sekar, Mr. Ganesh Rajagopalan, Mr. Sunil Gupta, Mr. PVSS Prasad, Mr. Padam Chand Khincha and few others deliberated on a wide spectrum of topics like Taxation and Philanthropy, Impact of US Tax Reforms on India, M&A, Digital Economy, Copyright Laws, IBC, GAAR, Tax Payer rights to name a few.



Pre-Budget Meeting with Chief Minister Siddaramaiah

Chief Minister Siddaramaiah had convened a meeting of all trade and business associations to discuss pre-budget memoranda on February 2, 2018.

The Chamber of represented by Mr. N R Badrinath, Co-ordinator State and Indirect Taxes Expert Committee. BCIC submitted a wishlist to be considered by the State government. While there were 8 points listed in the memorandum, Mr Badrinath specifically highlighted three points:

- 1 Introduction of Summary assessments for registered dealers
- 2 GST Officers be allowed to approve declarations for purchase of HSD
- 3 Declaration in Form C-F be accepted even if there is a mismatch

All three just being procedural and needs no policy change, Mr. Badrinath requested the State Government to immediately issue a notification to this effect to smooth the process.



Mr. N R Badrinath, Co-ordinator State and Indirect Taxes Expert Committee, BCIC presenting a memorandum to Chief Minister Siddaramaiah

MEETING WITH GOVERNMENT OFFICIALS



Meeting with Mr. Bodhisattwa Mukherjee, Joint Director, Indian Chamber of Commerce, Kolkata

November 24, 2017

Mr. Bodhisattwa Mukherjee, Joint Director-Indian Chamber of Commerce paid a courtesy visit to BCIC to explore possible synergies on various initiatives that both Chambers can

collaborate and organize, especially to pursue on the strengths to enrich member-connect initiatives in the near future.



Meeting with Mr. Gitesh Agarwal, Commissioner – South Asia and Mr. Shashi Kalyan, Business Development Officer, Trade and Investment Queensland

December 19, 2017

Mr. Gitesh Agarwal who has newly taken over as the Commissioner – South Asia, Trade and Investment Queensland had called upon the Secretariat to explore the possibility of jointly organizing Interactive Sessions / B2B Meetings with various sectors.

Mr. Bhatnagar assured the support and cooperation of the Chamber in organizing the events at a mutually convenient date.



Connect Meeting with Travel Agents Association org by Dept. of Tourism, GoK

November 29, 2017

The meeting was convened to seek suggestions / inputs on promoting tourism in the State jointly by the State Government and various stakeholders.

Mr. Vineet Verma, Chairman, Tourism Expert Committee, BCIC; Secretary General Mr. Raju Bhatnagar and Secretary Mr. Prithvi represented the Chamber at the meeting convened by the Director, Department of Tourism, Government of Karnataka.



Meeting of the Karnataka Labour Welfare Board

November 29, 2017

A meeting was convened under the Chairmanship of Sri Santosh Lad, Hon'ble Minister for Labour and Skill Development, Government of Karnataka to discuss on the administrative policy, finance allocation and e-governance issues.

Mr. Raju Bhatnagar, Secretary General and Mr. K K Prithvi, Secretary represented the Chamber at the above meeting.



Meeting with delegation from Japan International Cooperation Agency (JICA)

November 30, 2017

A delegation comprising Ms. Kazuyo KANEKO, Sub-Project Leader / Investment Promotion Business Environment Improvement Expert, JICA, Ethiopia; Mr. Ichiro Fukajima, Investment Promotion Expert, Japan Industrial Location Center, Japan; Ms. Chiaki Bangalore Chamber of Industry and Commerce SHIBAYAMA, Project Coordinator/Investment Promotion Business Environment Improvement Expert, JICA, Ethiopia engaged in Industrial Promotion Project in Ethiopia headed by Mr. Chiaki Shibayama had called upon the Secretariat to

discuss on and explore possibilities on knowing about Indian investors interest to invest in African countries as possible manufacturing hub.

The Secretariat also facilitated their visit to M/s. Toyota Kirloskar Motors for discussions with their team and seek technical advice on industrial park development and investment promotion for promoting foreign direct investment to manufacturing industry in Ethiopia.



Advantage Assam – Bengaluru Roadshow

December 19, 2017

Mr. Raju Bhatnagar, Secretary General and Mr. B Shekhar, Asst. Secretary represented the Chamber at the above meeting being organized with the objective to interact with potential investors to showcase the investment opportunities in Assam.

"Advantage Assam" is a part of the Assam Government commitment to make Assam a globally competitive business region and to usher in socio-economic development in this part of the country.



NEW MEMBERS OF BCIC

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- Sahuwala Grains Pvt Ltd
- Layam Management Solutions Pvt Ltd
- Lub Solutions Pvt Ltd
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and many many more



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