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Foreword April 2019



Kishore Alva
President, BCIC

The latest World Economic Outlook report indicates that the global growth has slowdown with precarious recovery in the offing. This has sounded a warning bell not only on the well the first world economics but also the developing and Emerging market economies as these have direct bearing on them as well.

The World Economic Outlook report indicates states that after strong growth in 2017 and early 2018, global economic activity slowed notably in the second half of last year, reflecting a confluence of factors affecting major economies. China's growth declined following a combination of needed regulatory tightening to rein in shadow banking and an increase in trade tensions with the United States.

While the euro area economy lost more momentum than expected as consumer and business confidence weakened and car production in Germany was disrupted by the introduction of new emission standards; investment dropped in Italy as sovereign spreads widened; and external demand, especially from emerging Asia, softened. Elsewhere, natural disasters hurt activity in Japan.

The report indicates that trade tensions increasingly took a toll on business confidence and so, financial market sentiment worsened, with financial conditions tightening for vulnerable emerging markets in the spring of 2018 and then in advanced economies later in the year, weighing on global demand. However, a silver lining is that conditions have eased in 2019 as the US Federal Reserve signalled a more accommodative monetary policy stance and markets became more optimistic about a US–China trade deal, but they remain slightly more restrictive than in the fall.

As a result of these developments, global growth is now projected to slow from 3.6 percent in 2018 to 3.3 percent in 2019, before returning to 3.6 percent in 2020. Growth for 2018 was revised down by 0.1 percentage point relative to the October 2018 World Economic Outlook (WEO), reflecting weakness in the second half of the year.

While the global economy struggles to stabilise, India has gone on an election mode.

However, the second advance estimates for 2018-19 released by the Central Statistics Office (CSO) in February 2019 revised India's real gross domestic product (GDP) growth downwards to 7.0 per cent from 7.2 per cent in the first advance estimates. Domestic economic activity decelerated for the third consecutive quarter in Q3, 2018-19 due to a slowdown in consumption, both public and private.

On the positive side, however, higher financial flows to the commercial sector augur well for economic activity. Private consumption, which has remained resilient, is also expected to get a fillip from public spending in rural areas and an increase in disposable incomes of households due to tax benefits. Business expectations continue to be optimistic. Taking into consideration the above factors, GDP growth for 2019-20 is projected at 7.2 per cent with risks evenly balanced.

It is similar situation back in Karnataka as well since the state is also gone an election mode. Once the election process is complete, each of the parties have promised to provide the necessary fillip to further improve industrial conduciveness in the state.

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Meeting with His Excellency Mr. Hamza YAHIA-CHERIF, Hon'ble Ambassador of People's Democratic Republic of Algeria

April 4, 2019



Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. greeting H.E. Mr. Hamza YAHIA-CHERIF, Hon'ble Ambassador of People's Democratic Republic of Algeria

Bangalore Chamber of Industry and Commerce (BCIC) organised a meeting with H.E. Mr. Hamza YAHIA-CHERIF, Hon'ble Ambassador of People's Democratic Republic of Algeria in Bangalore

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. while welcoming the Ambassador briefed about the various activities that BCIC is involved in promoting trade and commerce in the State of Karnataka. He highlighted the Chamber's long-standing working relationship with several business and trade organizations and on interactions / B2B meetings hosted regularly with the visiting overseas business delegations. He accentuated the point that BCIC would be more than happy to

collaborate and work closely in promoting business and trade opportunities between India and Algeria with particular reference to Bangalore - Karnataka.

H.E. Mr. Hamza YAHIA-CHERIF, Hon'ble Ambassador of Algeria showcased business opportunities in the area of oil, natural gas, mining products and Pharma being offered by Algeria in general and the District of Setif in particular for Indian companies.

He said that Algeria is now looking at capitalizing the international markets and extending support in facilitating companies establishing result-oriented and effective partnerships. With considerable improvement in the overall

trade business and further impetus to petroleum and hydrocarbon sector he stated that both the nations look forward to witness mutual growth by way of cooperation, technology transfers and joint ventures.

As a way forward, the Ambassador proposed on signing of a bilateral Agreement (MoU) between Bangalore Chamber of Industry and Commerce (BCIC) and Chamber of Commerce and Industry of Wilaya of Setif, Algeria in the near future which he hoped would pave way for establishing and developing a friendly business relationship. The Ambassador expressed his desire to jointly structure action plans focusing on exchanging

constructive approaches in forging trade and business relationship in Start-Ups and ICT; Automobile; Waste Management; Agriculture and Food Processing, Tourism Sectors as well.

During the meeting, BCIC Representatives further deliberated on the huge potential for mutual collaborations and transfer of technology in Karnataka / India in various sectors mentioned by the Ambassador.

Mr. Manoj Seshadrinathan, Founder, CEO, Xelic Technologies and Mr. Khushwant Bansal, Head – BD, Xelic Technologies were also part of the delegation.

India Algeria Aiming For Better Bilateral Trade





Interactive Session with Business Delegation from Gaochun District-China

April 11, 2019



Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. delivering the welcome address at the interactive session

Bangalore Chamber of Industry and Commerce (BCIC) organised an Interactive Session Business Delegation from Gaochun District, China where top officials from the industrial belt forming part of the delegation.

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. while interacting with the business delegation said that BCIC has long-standing working relationship with several foreign trade and investment bodies. This bonding with foreign trade bodies has enabled us to work more closely in promoting business and trade opportunities between India and other nations. The Chamber regularly hosts business delegations and also organise B2B meetings with visiting countries.

He assured that BCIC will be happy to associate with CPC Gaochun Committee and would like to partner actively to promote trade and business between two entities.

BCIC already has a working relationship with Jiangsu Provincial Government, China, where it has supported it whenever a business delegation from that Province has visited

Bangalore to explore business opportunities.

China and India established diplomatic relations way back in 1950. India was the second country to establish diplomatic relations with China among the non-socialist countries. In 1954, Chinese Premier Zhou Enlai and Indian Prime Minister Nehru exchanged visits and jointly initiated the famous Five Principles of coexistence - Mutual respect, non-aggression, non-interference, Equality and cooperation for mutual benefit and Peaceful co-existence.

Studies have indicated that India and China have been acknowledged the world over as emerging power houses and will dominate the world economy in the 21st century. In this scenario, the opportunities for trade and investment between India and China are enormous.

Among the most encouraging recent developments in India-China ties is the rapid increase in bilateral trade. Today, India enjoys a positive balance of trade with China.

Mr. Kishore Alva also highlighted that ICT industry prowess to

Business Delegation from Gaochun District - China



- Mr. Wu Yongqiang, Secretary, CPC Gaochun Committee, Gaochun District
- Mr. Shi Jihang, Director, Development and Reform Bureau, Gaochun
- Mr. Kong Zhihui, Secretary, CPC Yangjiang Committee
- Mr. Liu Haijun, Chief, Qiqiao Town People's Government
- Mr. Ni Wangcheng, General Manager, Goachun, Assets Holding Group
- Mr. Han Mingming, Interpreter, Investment and Promotion Bureau of Jiangsu Goachun Economic Development Zone.

the visiting delegation. He said ICT industry has led the economic transformation and altered the perception of India in the global economy. India's cost competitiveness in providing IT services, cost savings of upto 50 per cent over parent countries, continues to be the mainstay of its USP in the global sourcing market. While China is a giant in the hardware sector, India is renowned for its software development prowess. We request you to create a synergy between these Information Technology segments to mutually grow.

BCIC assured the business delegation it is willing to support Gaochun Committee's agenda in any sector it wants by way of building new joint ventures and alliances in the form of

technology transfer, business collaboration or exchange of ideas.

The business delegation comprised of Mr. Wu Yongqiang, Secretary, CPC Gaochun Committee, Gaochun District, Mr. Shi Jihang, Director, Development and Reform Bureau, Gaochun, Mr. Kong Zhihui, Secretary, CPC Yangjiang Committee, Mr. Liu Haijun, Chief, Qiqiao Town People's Government, Mr. Ni Wangcheng, General Manager, Goachun, Assets Holding Group and Mr. Han Mingming, Interpreter, Investment and Promotion Bureau of Jiangsu Goachun Economic Development Zone.



Karnataka Government Forms Karnataka Tourism Society (KTS)

March 8, 2019



In order to promote tourism in the State of Karnataka and also to promote the interests of all persons engaged in activities connected with tourism, Karnataka Government has formed a Karnataka Tourism Society (KTS). Bangalore Chamber of Industry and Commerce (BCIC) is one of the active members of KTS and is represented by Mr. Vineet Varma, Chairman, Tourism Expert Committee.

MOU along with Rules and Regulations of the Society has already been prepared which comprehensively covers all aspects related to promotion of tourism in Karnataka involving all stakeholders concerned from both government and private sector.

Under the banner of KTS, it will invite and organise study tours of foreign tour operators, travel agents, tourism promotion agencies, Indian Tour Operators and Travel Agents, travel writers, travel related press, Bloggers, opinion makers, celebrities, to the State of Karnataka with the objective of disseminating information on tourism potential.

KTS will collect and disseminate statistical information on tourism within India and abroad, educate the members of the Society about the potential of tourism in the State of Karnataka and develop strategies to achieve such potential.

KTS will collate data related to arrival of tourists in the State of Karnataka, their places of origin, spending habits, places visited, and days spent, etc. while it will also undertake tourism promotion efforts in India and abroad by conducting road shows, seminars, workshops, participation in major travel shows and exhibitions, FAM to stake holders promoting India and Karnataka, study classes, works shops, publishing books, magazines, periodicals, travel guides, maps, information brochures and advertisements in print media, TV channels, online portals, SEO and Digital Marketing, etc.,

KTS will act as a spokesman of the tourism industry in the State of Karnataka and undertake and engage consultants for tourism promotion studies to identify opportunities and threats and disseminate such information to the members. Conduct



Karnataka is known for its rich Heritage, Culture, Flora and Fauna

skill development training to drivers, guides, Coolies working in Railway stations, taxi and auto drivers, executives working in tourism and hospitality,

KTS will also impart training programme for the staff and members of the Society and other interested students in the travel and tourism industry in Karnataka and all efforts to make known the activities of the Society to the public in general and to the travel, tourism and hospitality trade in particular.

The Society will also render help, arrange for and encourage and promote celebrations of national, cultural, social and such other festivals including fashion shows, events, celebrations, award functions, conducive to the objects of tourism promotion and represent the problems and issues concerning tourism trade to appropriate authorities in the Government or other agencies and obtain redressal of such grievances.

It will work with Ministry of Tourism in formulating state policies, annual plans, budgets, any new initiatives to promote

Karnataka including local authorities, corporations, tourism related inter departments, viz., Transport, Railways, Forest, Heritage, Culture, Public Works, Police, etc., that may have an impact on the tourism trade in general and also seek legal remedy on any problem of general nature faced by any or all members or the general public in the interest of justice.

To establish, promote, manage or assist in the establishment, promotion or management of any other body, association or Company or to amalgamate with such body, association or Company whose objects or aims are similar to that of the Society and to become a member of and/or to subscribe to such other body, association or Company for bona fide furtherance of the objects of the Society.

KTS is a Society not for profit and the income and the property of the Society will be applied solely towards the promotion of the objects of the Society. A CEO will man the entire operations governing KTS.



Seminar on Tax Deduction at Source: Recent Developments and Practical Issues

March 25, 2019



Mr. B R Balakrishnan, IRS, Principal CCIT - Karnataka & Goa Region, Bangalore was the Chief Guest and Keynote Speaker at the TDS seminar

Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of its Direct Taxes Expert Committee organised a Half-day Seminar on Tax deduction at Source – Recent Developments and Practical issues.

Mr. B R Balakrishnan, IRS, Principal CCIT - Karnataka & Goa Region, Bangalore was the Chief Guest and Keynote Speaker and Mr. Sanjay Kumar, IRS, Commissioner of Income Tax – TDS, Bangalore was the Guest of Honour at the event.

The key focus of the Seminar was to deliberate on interpretational issues, recent judicial pronouncements and practical challenges faced by the industry. The Session aimed at creating awareness on the important provisions of TDS to enable them to streamline their procedures and comply with the regulations which is turning more stringent with every passing day. The deliberation with the government provided an opportunity to participants to understand technical issues from the Department's perspective and the several initiatives that are being undertaken to make the TDS process hassle free.

A slew of critical tax issues related to viewing full TDS credit in ITBA by Assessing Officer, Notices received by the assesses regarding 143(1a), TDS challan adjustment, Refund of excess TDS deposited, Option to report FTC claimed at withholding stage in the eTDS return, Foreign company applying for TAN in India, Change of Address for a TAN in respect of a Foreign company, Tax remittance for a foreign company, Claiming credit for taxes (advance tax and TDS relating to amalgamating) by a merged company in its return of income filed for the year, Deletion of deductee details, Tax demand details against TAN in TRACES, Ticket resolution timeline, option to advance TDS credit in the ROI, Non-PAN case, correction of Amount, were raised at the interaction were some of the contentious issues that were deliberated threadbare from both the Department and the industry perspectives at the event. The Department assured the industry that all these tax concerns are relevant and will be resolved keeping within the legal frame.

Interactive Tax Session



Mr. Sanjay Kumar, IRS, Commissioner of Income Tax – TDS, Bangalore



Ms. Vandana Sagar, IRS, Commissioner of Income Tax – International Taxation



Mr. K R Sekar, Chairman, Direct Taxes Expert Committee BCIC



Mr. K Balasubramanian, Co-Chairman, Direct Taxes Expert Committee, BCIC



Key Speakers at the Seminar

The eminent panel of speakers enlightened the members on the challenges faced by the industry and debated on recent decisions relating to TDS and interpretational issues.

Key speakers including Ms. Vandana Sagar, IRS, Commissioner of Income Tax – International Taxation, Mr. Vinod Sharma, IRS, Joint Commissioner of Income Tax, Bangalore, Mr. K R Sekar Chairman, Direct Taxes Expert Committee of BCIC & Partner – Tax, Deloitte Haskins & Sells, Mr. K Balasubramanian, Co-Chairman, Direct Taxes Expert Committee, BCIC & VP and Global Head - Corporate Tax, Wipro Limited, Ms. Tapati Ghose, Coordinator, Direct Taxes

Expert Committee, BCIC and Partner, Deloitte Haskins & Sells and Mr. P Prakash, AVP – Corporate Taxation, Infosys Limited spoke comprehensively on issues related to TDS issues on domestic payments including salaries, CPC and TRACES issues, TDS issues in international tax.'

Several Chief Executives – Finance, Legal Executives Practising Chartered Accountants, Senior Auditors and Financial Professionals, Tax Consultants, Middle & Senior level executives dealing in Taxation participated in the half day educational series programme.



Special Session on Blockchain Series 2019: Healthcare Sector

April 4, 2019



Participants at the Blockchain Series on Healthcare Sector

As the concluding part of the Three-part series on Blockchain, Bangalore Chamber of Industry and Commerce (BCIC) in association with Futr Flux Technologies, which is part of Krishi Group's Innovative Technologies organised a session focusing on Healthcare sector

Blockchain referred to as the most significant development after the 'Internet', is a revolutionary technology where digital records are maintained on a distributed ledger system. It is a database that cannot be tampered or altered without the consent of every single participant in the distributed network. It facilitates highly secure management and sharing of records, provides superior trust, transparency and traceability.

Blockchain is being adopted by governments and private sectors across the world. Hyperledger – Strong industry support backbone to spearhead Blockchain-led transformations.

A Blockchain can either be a public or a private network where all the participating nodes –also known as stakeholders, on the network act via a common protocol and rule system to

simultaneously update records. Once updated, the records become permanent and auditable. There are some misconceptions that Blockchain and Cryptocurrency are related. However, while Cryptocurrency systems run on Blockchain, Blockchain is a technology which has several applications in traditional businesses.

Blockchain technology has the potential to transform health care, placing the patient at the centre of the health care ecosystem and increasing the security, privacy and interoperability of health data. This technology could provide a new model for health information exchanges (HIE) by making electronic medical records more efficient, disintermediated, and secure. While it is not a panacea, this new, rapidly evolving field provides fertile ground for experimentation, investment and proof-of-concept testing.

Why is blockchain suitable for Healthcare

- Trust: A Blockchain can bring about "automated trust". Sharing sensitive data while recording who has shared, who has viewed, who has modified that data

Blockchain Series - Healthcare Sector



Dr. Vikram Venkateswaran, Director, Deloitte



Mr. Abhinav, CTO FuturFlux Technologies



A section of the audience



- **Secure data transfer:** The concept of Blockchain smart contracts enables automation of record keeping, record sharing, and secure data transfer.
- **Data security:** Data security of personal health records, genetic records is paramount. Blockchain provides a provably secure system for this.
- **Single source of truth:** The blockchain acts as a shared, secure database that serves as a single source of truth to the entire history of record keeping

Challenges in adoption

Ecosystem: Healthcare records on a Blockchain requires all providers to come into the same system, hence requiring all to be onboarded into the platform.

Incentives: Applications such as drug traceability on a Blockchain requires correct incentives to be given to everyone in the supply chain to be "honest".

Switching cost: This isn't as much of a challenge as a Blockchain can initially layer on top of an ERP, after which a switch could occur.

Software regulations: Software standards such as IEC 62304 have to be followed and approved for the platform to be live on a healthcare application.

Dr. Vikram Venkateswaran, Director, Deloitte, Mr. Raghu Bhargava, CEO and Mr. Abhinav, CTO FuturFlux Technologies hosted the blockchain series on Healthcare sector.



Interaction and presentation on doHow Tool for MSMEs

March 29, 2019



Participants at the doHow Tool for MSMEs in Bangalore

Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of the Manufacturing Expert Committee organised an interaction and presentation on doHow Tool for MSMEs in Bangalore.

Mr. Dinakar Murthy Krishna, Managing Partner, Samuthána hosted the session on doHow@Tool, a handbook which chronicles process basics to help achieve optimal outcomes based on good-practices. The subscription comes at an affordable price and can be mass deployed, especially to help MSMEs to achieve sustainable and profitable growth.

Citing examples from case studies Mr. Dinakar Murthy presented on how the doHow Tool enables clients to achieve noticeable outcomes with execution excellence; getting inspired and effortlessly identifying actionable insights.

Mr. Dinakar Murthy also demonstrated in involving the

members to participate in an exercise that would help enhance overall excellence, inspiration and engage to strive for not only individual excellence but also achieve organization goals.

Mr. K Narayana Prasanna, Secretary, Laghu Udyog Bharati – Karnataka briefed the members on how the implementation of doHow Tool brought visible changes in the employees' perception and process improvement at his organisation.

The doHow tool, a Transformation Game in a playful manner, teaches the individual in a nonjudgmental way, redefining the implementation progress and accomplishments, identifying key challenges, adding fun routine to a serious topic of review thereby, allowing employees to give their best without fear, developing and fostering team spirit.

Over 25 delegates from drawn from various industry verticals participated at the interactive session.

Mr. Dinakar Murthy Krishna: doHow Management Coach

Mr. Dinakar Murthy Krishna, a Business Transformation, Manufacturing and Strategy Execution Expert. He holds a Bachelor’s Degree in Industrial Production Engineering from BMS College and is a Fellow of the Institution of Engineers.

His career of over 30 years, with almost half abroad in Brazil and Germany has been marked with driving change, while creating many global good practices. Among his achievements, the most commendable ones are developing and implementing manufacturing guidelines for the international production network with more than 25 locations in more than 10 countries as a Director and transforming the Bosch Jaipur Plant as a Vice-President.

He is a staunch proponent of conscious changes in a company; a lack of which, he believes freezes learning leading to erosion in value creation. As a Senior Assessor of Business Excellence, World Class Manufacturing, Zero-Defect-Zero-Effect, he has been assessing companies, MSMEs to MNCs, for more than 10 years.

Currently Holding the position of a doHow® Coach in Samuthána Consultant Coaching LLP, founded by him, his roles involve consultative coaching for companies, teams and individuals. based on the trademarked doHow®, created by him, Dinakar enables his clients to achieve amazing outcomes with execution excellence.

Knowledge Sharing Session for MSMEs





Industry-Academia Meetup on New Age Digital Skilling

March 29, 2019



Mr. Manas Dasgupta, Chairman, ICT & 3i Expert Committee, BCIC initiating the discussion at the Interactive Session

The Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of ICT & 3i Expert Committee organised an Industry-Academia Meetup on New Age Digital Skilling in Bangalore.

The intent of this session was to bring together all stakeholders on a single platform – Academia (through TPOs and Deans), Industry (Talent Acquisition and L&D Execs) and Enabling Stakeholders (Skilling and Ed-tech companies) to discuss on the challenges especially on the skills and supply that the Industry faces today in Graduate hiring and that academia faces in placements (skills and employability of engineers).

It was an open discussion forum on the demand-supply-skilling challenges between the Industry and Academia and actively sought solutions for the teething problem.

BCIC works with the triage of Industry-Academia-Government to suggest and support solutions on the challenges that exist. This intended interaction feeds directly into BCIC's initiative as a voice of the Industry-Academia and also brings the stakeholders closer to bridge the gap between them so that the student community benefits with the latest curriculum so that they are put on assembly lines with bare minimum training and orientation.

Mr. Manas Dasgupta, Chairman, ICT & 3i Expert Committee,



Total Cost of 4 Months of Training for 100 People at conservative IT Export rates is equivalent to USD 1 Million

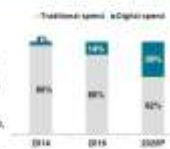
There is a Severe Shortage of Engineers on Digital Technologies in the Indian Market

Placements in Colleges in underserved areas are poor

Foundational Skills are missing in Students

DEMAND PICTURE

- India's \$67 billion IT services industry is expected to grow 3-6% for NASSCOM
- Companies like TCS, Wipro continue giving campus offers to the tune of more than 25,000+ and running a huge backlog of grad hires
- Between FY11 and FY15, the industry added between 1.8 lakh and 2.4 lakh employees on a net basis every year. In FY15, net loss fell to 1.1 lakh and diversified further to 1 lakh in FY16. Despite improving financial metrics, the sector's net loss are forecast to remain at 1 lakh in FY17 too.
- In 2014, the job demand and growth of digital technology skills were less than 12% of overall hiring and has almost doubled to 25% in 2017. For 2018, it is estimated to be in the region of 30%.
- NASSCOM expects digital revenues of the Indian IT industry to comprise 50 per cent of the overall pie by 2025 as compared to 24 per cent in 2016
- OTHER - Japan: The country immediately needs 2,08,308 information technology (IT) professionals, and the demand is likely to grow to 8,00,000 by 2018.



SKILLS IN DEMAND FOR 2018 and beyond...

- | | |
|--|---|
| <ul style="list-style-type: none"> Robotic Process Automation (RPA) Internet of Things (IoT) Artificial Intelligence (AI) Augmented and Virtual Reality (AR/VR) DevOps UI/UX Blockchain | <ul style="list-style-type: none"> Machine Learning (ML) Information Security (InfoSec) Data Science/Big Data Python Cloud Networking Industrial Robotics 3D Printing |
|--|---|

ROLE OF BCIC

- Working with Academia on conducting Emerging Technology workshops
- Faculty Development programs to support incorporation of Emerging Technology Curriculum
- Supporting
- Addressing the Internship Challenge
- Promoting Innovation in Academia
- Stakeholder Consultations



Dr. Venkatesh Sukund, Mentor, Insoft moderated the Grad Recruitment and Skilling Challenges for the Industry Session. Panellists included Mr. Anupam Srivastava - Director, Talent Acquisition, TiVo, Ms. Divya Philip - TA Leader, Danske Bank and Ms. Anjana KR - Head, University Relations for TCS



Ms. Bindu Sagadevan, Founder, Peelatu anchored the New Age Skilling and Placement Challenges for the Academia session. Panellists included Mr. Mohan Arun Das - Training and Placement Leaders, East Point Engineering College, Dr. Ramesh - Training and Placement Leaders - Reva University, Dr. Umesh - Training and Placement Leaders - SJBIT College



BCIC who initiated the discussion rolled out alarming statistics which are relevant to both industry and academia. He said the very basic foundational skills are missing in students which is leading to severe shortage of engineers on Digital Technologies in the Indian market that in turn resulting in retraining of passing out students burdening corporates of several crores.

Two panel sessions one related to Grad Recruitment and Skilling Challenges for the Industry and the other on New Age Skilling and

Placement Challenges for the Academia formed part of the session to seek more information on the challenges faced by the two important stakeholders—the industry and academia.

The panellists were of the opinion that a well-defined framework where both industry and academia come together and design the internship programme. This will be beneficial to both the student community and the industry.

Over 50 stakeholders representing the industry and academia participated at the brainstorming session.



BCIC-New Horizon AccelATHON - Inter College Hackathon

April 12-14, 2019



Mr. Devesh Agarwal, Senior Vice President BCIC lighting the Lamp at the Inter College Hackathon event, Dr Prashanth, Dean of Academics New Horizon College of Engineering, Mr. Manas Dasgupta, Chair, ICT-3i Expert Committee, BCIC and Mr. Manjunatha, Principal, New Horizon College of Engineering look on

The first AccelATHON event jointly organised by Bangalore Chamber of Industry & Commerce (BCIC) and New Horizon College of Engineering received a resounding response with over 270 students from 70 teams participating in the App development contest in Bangalore.

The three-day Karnataka-wide Inter-College Hackathon with the theme of “Social Innovation using Digital Technologies” saw 70 teams submitting extremely interesting Innovations on a wide range of subjects for mass common use.

This Hackathon was part of the BCIC’s ICT-3i Expert Committee’s vision and initiatives on working with academia and industry in the fields of uplifting Industry-Academia collaboration, incorporating emerging technology curriculum and promoting innovation through academia.

Mr. Devesh Agarwal, Senior Vice President, BCIC inaugurating the programme said that it is nice to see so many young and enthusiastic participants congregated to provide solutions to several social problems with the Use of Technology and Architecture, Completeness of Features, Accurate Working and of course with an element of Creativity. He advised the

students to focus on developing products for mass common use. He said: Time has come to showcase the technology prowess. We have endless opportunities to harness and develop apps for mass consumption. Let us meet the growing needs of India.

Skillenza, Danske, Indus Business Academy, Ascent HR, Course 5 and BigSail teams supported this innovative idea of hosting this power-packed, Rack-my-brain event.

Mr. Mohan Meghnani, Chairman, Mr. Manjunatha, Principal, Dr Prashanth, Dean of Academics and Mr. Ranjan Manish Head of Industry Collaboration from the New Horizon College of Engineering supported tirelessly worked behind the screen to the make this event a grand success.

As the theme was Social Innovation, BCIC sourced a few Problem Statements from two Social organisations – Enable India and S.R.I. Labs.

As a way forward, BCIC’s ICT-3i Expert Committee will connect the app development teams to organisation who can further incubate the solutions.

AccelATHON: Power-Packed, Rack-my-brain Event



Hats Off to the Winners...

Congratulations to the Winners

WINNER:

SHADOW KNIGHTS, New Horizon: Developed a smart stick for people with visual impairment, which alerts the user on obstacles on the way with a buzzer sound. Also, it can share the location of the user with contacts using geo-location.

Team Members: Moni Krithika S, Chaithanya DK, Karthiga R, Namratha LB

1st Runner Ups:

TEAM ACE, New Horizon: EVOLVE -Developed a Platform for students to seek and receive career guidance and mentoring from Experts.

Team members: Chandra Kishore, Prakash Kumar Nahak, Rakesh Kumar Sah, Chakramani Joshi, Darshan Shah

CODE WAY, New Horizon: Developed a fully functional Food Aggregation App for donating food by restaurants/supermarkets that may go waste and connecting them with NGOs.

Team members: G Eekshita, Savaj Raj, Vasu Chaudhary, Ashutosh Jha, Simran Sinha

2nd Runner Ups:

BITS & BYTES, BMS COLLEGE: A solution based on Artificial Neural Network to detect diabetes from scanned and tagged retina images data. Achieved 75% accuracy.

Team Members: Lakshwin Shreesha, Atheeth, Rohit Shrothrium

CONSOLIDATE, NEW HORIZON: Developed a Satellite bus which can be used for Nano-satellite payloads so that it makes deployment of Nano-satellites easier, faster and cheaper.

Team Members: Athira Ajayakumar, Nikhil R, Shyam S, Denzel George, Sanketh Huddar

WAFFLES: Developed an Artificial Neural Network based solution to avoid surgical narcotics for patients through Intelligent ultrasound.

Team Members: Nishant Jha, Ankit Tyagi

Jury members from the Industry and Academia, who provided valuable insights and assessments to arrive at a consensus on the list of winners.

- Vinit Bhansali –Vice President, Orios Venture Partner.
- GowriShankar Paramasivam - Leader Startup Accelerator - OceanPro by Maersk
- Manojkumar Parmar - Senior Innovation Technologist, Bosch
- Digvijay Desai - Program Manager Startup Hub, Shell
- Subhendu Dey– Program Director, Indus Business Academy
- Dr Swaroop, Dean Academics, ISME
- Deepa KC – Head of IaaS, ANZ
- Gautam Handoo – Associate development director, it infra, Danske
- Soumitra Bhattacharya – Site Leader – Akamai for Media Services
- Siddharth Munot - COO and Marketing Head, Aikaan Labs
- Vijay Talukapalli: Senior Architect, IBM
- Senthil Balasubramanian: Senior Architect, IBM
- Harihara Vishwanathan, Senior Architect, IBM
- Krishna P Prabhu – Program Director, IBM
- Premalatha Parthasarathy – COO, Cisco Launchpad





BCIC GST Help Desk



GST Council Meeting chaired by Mr. Arun Jaitley, Finance Minister, Gol in progress

Though Goods and Services Tax (GST) is a holistic financial reform ever launched in the country post-independence, it is a fact that Industry, especially MSME sector, event after more than a year, is still grappling with compliance and integration challenges, as the new Law is yet to be understood by various entities in its totality.

Though Corporates and Business entities have the necessary knowledge base and experience to handle the challenges posed by the new law, there are several practical issues which needs to be addressed by the department and the GST Council.

It is not that GST related initial glitches have been experienced only by India. Several other nations which introduced the one-nation one-tax accounting system have also faced severe challenges before they actually settled down and accepted by all the stakeholders concerned.

It is common that whenever any transformational indirect tax regime, such as GST is being implemented, several issues are

bound to arise at the operational, strategic, ERP implementation levels.

To help you manage this situation, the Chamber is happy to re-launch the GST Help Desk to support its members.

BCIC Help Desk is a one-point stop to facilitate a quicker and smoother migration to GST and is open to all BCIC member companies to access curated answers for all their GST concerns. Through www.withdia.com companies can access GST content in a contextual manner - with an easy to use, intelligent search along with other contextual content and comments from experts and relevant legislative provisions; personalized dashboard on GST, sharing relevant content with others on the portal directly are other features. Most importantly, you can post your questions for our IDT Expert Committee to answer.

The Indirect Taxes Expert Committee will be managing this helpdesk.



Technical Workshop Session on Internet of Things (IoT)

March 25, 2019



Participants at the Technical Workshop Session on Internet of Things (IoT), Hassan

Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of ICT -3i Expert Committee in collaboration with Happiest Minds and Government Engineering College hosted a Technical Workshop Session on Internet of Things (IoT) in Hassan as part of BCIC Karnataka's Academia Outreach program especially for Tier-2/3 cities in Karnataka. Already a number of cities outside of Bangalore have been continuing knowledge series on Information Technology.

The intent behind this session was to spark interest among students on topics like IoT Use Cases, Technology Trends, architecture and Components of an IoT Implementation, Use-Cases and Solutions Walk Through, IoT Products and others future platforms which are driving technologies that will take over and drive several aspects of our lives.

Internet of Things (IoT) is an ecosystem of connected physical objects that are accessible through the internet. The 'thing' in IoT could be a person with a heart monitor or an automobile with built-in-sensors, i.e. objects that have been assigned an IP address and have the ability to collect and transfer data over a network without manual assistance or intervention. The embedded technology in the objects helps them to interact with internal states or the external environment, which in turn affects the decisions taken.

An article by Ashton published in the RFID Journal in 1999 said, "If we had computers that knew everything there was to know about things - using data they gathered without any help from us - we would be able to track and count everything, and greatly reduce waste, loss and cost. We would know when

S P E A K E R S



Mr. Sandeep Agarwal
EVP, Happiest Minds Technologies



Mr. Huzefa Saif
VP, Solution & Technology Head - IoT COE, Happiest Minds Technologies

Knowledge Sharing Session on IoT



things needed replacing, repairing or recalling, and whether they were fresh or past their best. We need to empower computers with their own means of gathering information, so they can see, hear and smell the world for themselves, in all its random glory.” This is precisely what IoT platforms does for us. It enables devices/objects to observe, identify and understand a situation or the surroundings without being dependent on human help.

The team from Happiest Minds led by Mr. Sandeep Agarwal, Mr. Huzefa Saifee and Mr. Abhijit Roy shared their valuable insights with the students. The session covered a number of IoT industrial and household use cases of IoT delving deep into the architecture and technology helping the students

understand the nuances of the technology. One key point that was explained to the students was the breadth of knowledge that is involved in IoT – including various types of Sensors, communication technologies, Edge and Cloud Computing, Data Analytics, Machine Learning and so on.

As part of the series a paper presentation contest on IoT for the students was also organised. A number of case studies were presented and the students were invited onto the stage to present their submissions. Ms. Meghana a student from GECH who presented a paper on IoT- an experiment on how to Save Energy using consumption based on Environmental Factors was recognised for her outstanding contribution.

Over 150 students participated in the event.



Genjet GLJ 3X1 - A 2+7 seat Light Business Jet: Product Brief and Technical Session

April 20, 2019



Industry Captains at the Product briefing and Technical session

Bangalore Chamber of Industry and Commerce (BCIC) as an Outreach Partner with Genser and Mission aero (Aerospace Foundation of India) organized a product briefing and technical review outcome session of the 2+7 seater light jet named Genjet GLJ-3X1 in Bangalore.

Genjet GLJ-3X1, is an Indian initiative which has developed a 2+7 seat Light Business Jet. It designed to run on twin-turboprop Engines with cruise speed of 840 kmph and a range of 4100 km. The light jet can travel across India, within SAARC countries and similar range elsewhere in the globe.

The design and development work has been progressing at Genser Aerospace, under a collaborative model of aero for development of such high technology, high investment, high risk, long gestation aerospace products.

Among the stages involved were (i) Conceptual Design, (ii) Preliminary Design, (iii) Detailed Design and Mock Up, (iv) Prototyping, Testing, Certification and (v) Production. The first two stages have been completed and further stages are put on fast track.

The light jet fits into the philosophy of aero to enable ongoing efforts in aerospace product developments by its affiliates to reach fruition, by supporting and guiding them and if required,



Genjet GLJ-3X1 Aircraft: Ready to soar the skies

by enabling structures for collaborative development.

Genjet GLJ3X1 has been identified as one of the launch projects of aero to be taken up and supported under its collaborative model. Genjet GLJ-3X1 promises to bring most of the speed and luxury of corporate jets at a fraction of the operating cost and size.

Experts from Indian Aerospace Industry, Academic Mentors, Regulatory Authorities and State Government officials participated at the technical briefing session.



CSR Activity: Udupi Power Corporation Limited Grants Rs 40 Lakhs for Promotion of Education

March 24, 2019



Mr. Kishore Alva, President BCIC and President and Executive Director, Udupi Power Corporation Limited at the CSR Function

Adani owned Udupi Power Corporation Limited as declared a CSR grant of Rs 40 Lakhs for the promotion of education sector. Over 1600 bright students from in and around Udupi District will benefit from the CSR grant from the Group.

Speaking at the function Mr. Kishore Alva, President BCIC and President and Executive Director, Udupi Power Corporation Limited said: "We are playing a key role for the execution of CSR activities in Udupi District, basically focusing on Education, Health, Rural infrastructure Development and promotion of Rural Sports through Adani Foundation, a CSR wing of Adani Group. During March 2019 end, the scholarship worth Rs. 40 lakhs have been distributed to nearly 1600 meritorious students in Udupi District.

Mr. Kishore Alva has also kickstarted a programme called 'UDAAN', wherein School and College Students would be given an opportunity and invited to the Adani Power Plant at Udupi and understand the process of thermal power plant operations. As on date, more than 10,000 students have visited Adani Power Plant at Udupi under UDAAN programme.

Udupi Power Corporation Limited is a 2 X 600 MW imported coal based power project in the Udupi District of Karnataka. Situated in the western coastal region of India, the plant is situated in the village of Yellur, between Mangalore and Udupi.

UPCL is the first independent power project (IPP) using 100% imported coal as fuel in the country and was awarded the Gold Shield award for early completion of Thermal power project Unit-1 from Ministry of power, Government of India in FY 2010-11 and also the prestigious Golden Peacock Environment Management Award in FY 2014-15. The Udupi Power Project supplies 90 percent of the power it generates to the State of Karnataka and 10 percent to the State of Punjab.

Ever since UPLC set up a power plant in Udupi district, it has been actively participating in promoting the well-being of the villages around the district.

EDUCATION:

- o Scholarship to Meritorious Students
- o Distribution of Education Kits to the students studying in Government Schools.
- o Education Support for the students from financially weaker section
- o Infrastructure Development of the Schools. Construction of Toilets, Soft furnitures.
- o UDAAN programme

HEALTH:

CSR Activities



Adani Foundation Day



Bhoomi Pooja for road development at Bada GP



Bhoomi Pooja for road development at Yellur GP



Bhoomi Pooja for the flooring work at St. Piyus Church, Palimar



Distribution of Education Kits



Inauguration of Road in Tenka GP



Inauguration of Toilet Block at St. Francis Xavier Church premises



Kriya Yojana 2018-19 Yellur

CSR Activities



Vanamahotsava at R&R colony



World Environment Day



Mr. Kishore Alva, inaugurating the State Level Federated Under-13 Chess Championship 2019



- o Mobile Health Service Unit. Free Medical services for the villagers at their door steps
- o Insurance coverage to 14,000 villagers. Health Card distributed to the villagers to avail cash less medical treatment.
- o Medical Camp
- o Poor Patients Assistance Programme. Medical Grant to the needy patients, who are from financially weaker sections.

RURAL INFRASTRUCTURE DEVELOPMENT:

- o Installed and Maintaining Safe Drinking Water Plants at 5 villages. Providing potable drinking water to the villagers.
- o Special CSR Grant declared for the villages coming under the limits of 7 Grama Panchayats for Village Infrastructure Development works including development of roads, drains, rural electrification, foot-over-bridge etc.

SUSTAINABLE LIVELIHOOD DEVELOPMENT INITIATIVES:

- o Village Green Programme – Distribution of Fruit Bearing Saplings to the Government / Government Aided School Students.

- o Joining Hands with Government for VANAMAHOTSAVA programmes.

- o Distribution of saplings to the nearby panchayats

PROMOTION OF RURAL SPORTS AND CULTURAL ACTIVITIES:

- Kishore Alva, inaugurated the State Level Federated Under-13 Chess Championship 2019, held at Udupi District on 12.04.2019. This was organized by Udupi District Chess Association.
- The Hindu Newspaper had organized State Level Inter College Debate Contest at Alva's Education Society in Moodbidri on 09.04.2019. Kishore Alva inaugurated the contest, wherein nearly 5000 High School & College students across the State have participated in the event.

Mr. Kishore Alva said Adani Group's philosophy is based on sustainable value creation to the society. Its vision is: "To be a world class leader in businesses that enrich lives and contribute to nations in building infrastructure through sustainable value creation". The Group is meticulously working on achieving and sustaining this philosophy.



Interactive Session on “Manufacturing Excellence Through Kaizen”

April 19, 2019



Mr. A N Chandramouli, Past President, BCIC presenting a session on Kaizen

Manufacturing Excellence is not just the best way to do it today, but continually improve to the next level. Principles of Manufacturing Excellence is applied to achieve higher productivity, reduce Lead Time, achieve consistency in quality, improve operations, eliminate waste, create Lean processes and change the way people think and align their mind set towards achieving company’s set goals.

To highlights these concepts an Interactive Session on “Manufacturing Excellence Through Kaizen” was organised under the aegis of the Manufacturing Expert Committee Bangalore. Mr. A N Chandramouli, Past President, BCIC anchored the session on Kaizen tools and implementing the concept will have dramatic results to the industry.

Explain the applications of Mr. Chandramouli said that Kaizen is the Sino-Japanese word which basically means “improvement”. In business parlance, kaizen refers to activities that continuously improve all functions which involves not just the assembly line workforce, but the middle and top management as well.

Mr. Chandramouli said Kaizen involves identifying benchmarks of excellent practices and instilling a sense of employee ownership of the process. This in turn will result in

quality end use products which basically satisfy the needs of the end-consumer.

Mr. Mouli said that that any deviation from the standard practices will lead to quality issues, hence conformance to customer requirement is paramount to following standardised process. Faster, better and cheaper is the basic mantra that Kaizen propagates.

The knowledge sharing session is part of BCIC on-going series on Manufacturing Excellence. Over 20 participants representing different industry verticals participated in the interactive session.



Best Practices of Manufacturing Excellence leading to Business Excellence

GUEST COLUMN



A.N. Chandramouli

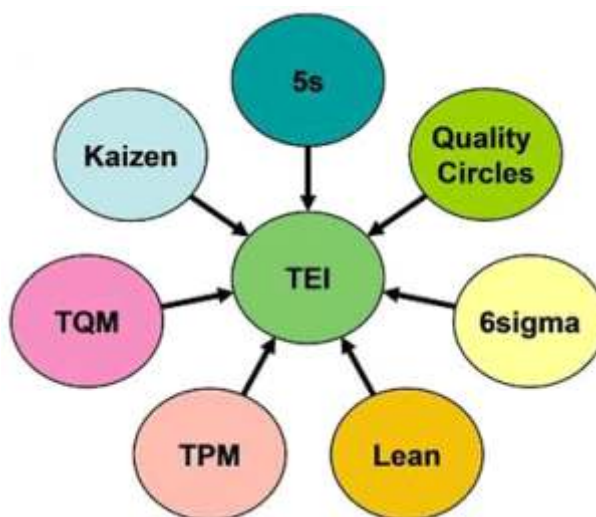
Past President, BCIC and
CEO, ANCM Management Consultants
anchandramouli.58@gmail.com
961176379

In line with our Monthly Lecture series started recently, I have proposed to launch a series of articles in our Synergy magazine under the title “Best Practices of Manufacturing Excellence leading to Business Excellence”.

To begin with, I think the most important thing a practitioner and a professional should understand and convey is the purpose of adopting and pursuing a certain methodology in his pursuits. In my own career cutting across four decades over six different industry domains, I find once the purpose is understood and accepted by one and all, the implementation is more consistent and also sustainable in the long run.

What are the so called “best practices”? (Fig)

We seem to have a big menu to choose from!



We all look for a line of reasoning that appeals to logic of doing new things, besides the human craving for benefits... “ what is in it for me?”In manufacturing, as in any other function or business process, it is all the more essential to address the ‘why’ of things because it is all about “physics” on the one hand and “psyche” on the other hand... I mean without people’s mind accepting the improvement ideas, nothing gets done leave alone maintained.

Let me begin my series with the most fundamental of all improvement ‘pedagogy’ namely that of ‘Kaizen’- as enunciated lucidly by Masaki Imaisan in his first book on Kaizen. Kaizen is defined as ‘small continual improvement’ in its basic form.

Here, the key motivating point is we need to understand is ‘Why Kaizen?’

It is not only a problem solving tool but also an improvement tool. It is like climbing a well to the surface (problem solving) and then climbing a mountain (improvement). It does not matter which industry or institution, which function or process. All have potential problems, concerns, agonies and difficulties. All of us have issues to be resolved to make our work faster, better and cheaper.

Other day when I was speaking on the Cluster Program on Kaizen, it occurred that I should go deeper on the need for improvement- actually it is twofold... happiness and peace! Why so? Because that is fundamental human need. Kaizen brings you that benefit in one stroke because it resolves problems that hinder happiness and peace, because Human processes are closely intertwined with physical processes in industries and institutions. The continuum between thought (idea generation), words (communication), and deed (implementation) is clearly emphasized in making a success and satisfaction from any human endeavor- Kaizen being no exception.

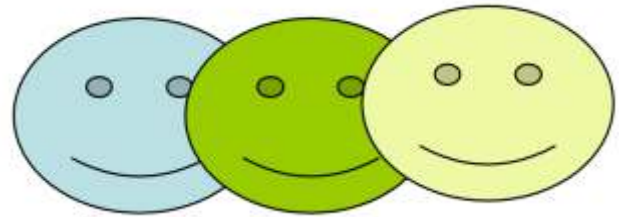
Many drops make the ocean... all rivers flow into same ocean... are some adages in our ancient parables that make sense when we understand the philosophy of Kaizen. A small improvement is easy to propose and execute at grass root levels rather than a quantum leap of innovation that requires huge resources, authority, risk evaluation through many levels of validations.

Kaizen has incremental impact with minimal risks, if something goes wrong, and also can be corrected, modified or even retracted, if any risk is uncovered at a later stage of the execution. Such improvement cannot be one-time or one-off because it is like walking on a treadmill and we all know what happens when we stop walking continuously on a treadmill. A snail that climbs 3 inches on a well and slides back 4 inches every hour never sees the outside world! Even sustaining requires improvement! Growing organizations need to grow more to retain their market position! Rabbit and tortoise adage is fresh in our memory.

Therefore the need for "Continual" improvement by which we mean 3 aspects:

1. Same improvement deployed horizontally and vertically across various processes
2. Also which implies improving the improvement further in width and depth.
3. Also which implies improving over time step by step to a state of very high standards after the essential stabilization after every improvement

No improvement is useful unless stabilized and validated over a necessary period of time, to see its full implications towards the various objectives of manufacturing or business excellence or customer satisfaction. Therefore we need to stabilize each improvement before undertaking the next round of improvement or before deploying horizontally or vertically. This process of alternate cycles of improvement and stabilization is akin to climbing a steep mountain in stages. As such we discriminate this methodology as 'continual' as opposed to 'continuous'. PDCA cycles are necessary in any program including Kaizen. SDCA cycles are now replacing PDCA cycles. (P=Plan; S=Standardize)



When continual improvement directly satisfies the needs of the people involved, Kaizen delights all 3 stakeholders (fig) - the Customer who gives business purpose, the Employee who makes it happen, and the Shareholder who is expecting a return on his investments. How? Let us probe further!



Only KAIZEN can deliver the "balanced scorecard" because it looks into 3 dimensional issues (fig)

- Mura, Muri & Muda(Japanese words)

Masaki Imai said that in a manufacturing subsystem (Gemba) there are only 3 types of problems (Mu) to be solved- which are also interrelated:

1. Deviation/Variability (Mura)- when reduced, improves Quality, conformance to requirements, higher performance, consistent performance
2. Difficulty/Strain (Muri)- when reduced, improves Delivery, throughput time, cycle time, uptime of equipment, productivity, flexibility
3. Wastage(Muda)-when reduced, improved Cost position, reduces NVA(Non Value Adding activities)

Therefore Kaizen aligns with the three goals of customer/operations/business:

Customer expectation is always three fold: QDC

- QUALITY(variety included)
- DELIVERY(flexibility included)
- COST(value emphasized)

• Customer is satisfied when above 3fold needs are fulfilled- I give below some explanations of QDC goals:

1. QUALITY

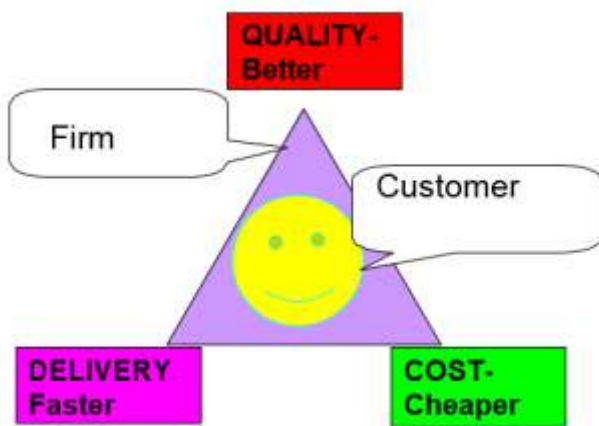
- a. It is “conformance to customers’ requirements”
- b. Its target is “zero defect”
- c. Its measure is “cost of nonconformance”
- d. Its system is “prevention”

2. DELIVERY

- a. Meeting the promised time
- b. Delivering by expected time
- c. Crashing lead-times & cycle times
- d. Meeting schedules

3. COST

- a. Value derived by customer
- b. Driver of Competitive advantage
- c. Non-value adding activities(NVA)-Waste
- d. The several losses(16 losses of TPM)



The Firm’s response to the customer’s expectations should be again 3 fold: BFC (fig)

- BETTER (Q), FASTER (D), CHEAPER(C)

The delicate balance between Effectiveness and Efficiency must be well understood in every business process:

- “Effectiveness” is when customer is happy(Q&D)
- “Efficiency” is when company is happy©
- “Excellence” is when business is both effective & efficient!

When this happens Firm develops “competitive advantage”:

- Firm shall be better, faster and cheaper than the rivals(

advantage over space)

- Firm shall be better, faster and cheaper than before(advantage over time)

What is required for your business to get Competitive Advantage? There are fundamentally 2 sources:

1. Differentiation- you have to be different from others to win in the customer’s mind and you have to sustain that advantage over time
2. Cost Leadership- you have to be the lowest cost producer and you have to sustain that advantage over time

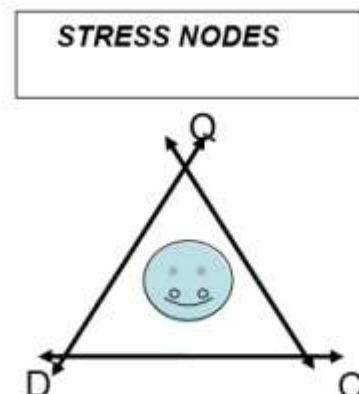
A company takes one of the above paths to win; in both, there is need for Continual Improvement to sustain the competitive advantage-market share gain or higher profitability or both

- Unique and Intense Q &D performance leads to DIFFERENTIATION STRATEGY
- Unique and IntenseC performance leads toC O S T LEADERSHIP STRATEGY

Improvement & internal consistency (fig)

Is there any conflict between the 3 pronged goals? Do we need a tradeoff? Is optimization a necessary to get best combination of results? Is the strategy of improvement internally consistent? Are the 3 goals pulling in different directions?

- Improve over time: Firm’s own past record
- Improve over space: Competitive benchmark
- Lead-time reduction(D)
- Waste Reduction ©
- Zero Defects (Q)
- All three can go hand in hand-Can there be a conflict??
- If so, Stress at nodes can be relieved through Kaizen



How to implement Kaizen: I would like to outline certain steps I introduced successfully in my organisations during my career:

1. Top Management Support in initiating, motivating, and rewarding Kaizen efforts
2. Formation of Kaizen Committee is an important step to make a sustainable effort
3. Identification of Kaizen Champions who will passionately implement in their respective functions and teams
4. Training on Muda/Mura/Muri principles, to identify potential Kaizen opportunities in the format of 4Mx 3Mu
5. Use of questioning techniques as elaborated by Masaki Imai under 4Ms (Man, Machine, Material, Methods)
6. Use of questioning techniques as elaborated by Masaki Imai under 5W+1H (Why, What, Who, Where, When & How)
7. Introduction of Record keeping of improvements (Before/After with realized Benefits)
8. Encourage self-implementation of Kaizen ideas by individuals or teams
9. Presentation by Kaizen teams/individuals in monthly forums to acknowledge and encourage
10. Encourage Horizontal deployment of Kaizen projects
11. Encourage Cross Functional Kaizens (Group Kaizens)
12. Emphasise low investment improvements
13. Celebrations and Awards (Non-Monetary)
14. Frequent review of the program in various processes of the manufacturing and business

15. Extend beyond Shopfloor- Design To Service including Supplychain, Human Resources and Finance functions

Concluding remarks:

Organizations where I introduced Kaizen, I find it does wonders. To mention a few advantages I have witnessed over other 'best practices':

1. It is easy to understand and implement.
2. It cuts across all functions and fosters teamwork.
3. It makes you a thinker and not only a doer.
4. It gives you all a feeling of involvement and engagement
5. It clears frustrations and bottlenecks.
6. It avoids surprises and inefficiencies.
7. It makes work enjoyable
8. It promotes creative and innovative approach.
9. It breaks the monotony in work so it is self-sufficient.
10. It makes internal customers happy
11. An atmosphere of healthy interaction blossoms
12. It breaks gossips, grievances, politics
13. Industrial relations are cordial and jubilant
14. It directly impinges on "Hexagon" goals. (Quality, Delivery, Flexibility, Cost, Safety, Morale)

I hope you all now have enough conviction to launch KAIZEN in your Organizations.

Feel free to contact me for further discussions to implement in your organisations.

Issue of Visa Recommendation Letter

Bangalore Chamber of Industry and Commerce (BCIC) has been successfully offering the following services to its Members / Non – Members at a very nominal fee for more than three decades. BCIC has excellent working relationships with all the High Commission/Trade Offices.

MEMBERS NON-MEMBERS	Rs.240 per Letter Rs.360 per Letter (Introduction Letter of any BCIC member is mandatory)	Please send in your request to visaletters@bcic.org.in
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Contact : Mr. Prithvi, Secretary



Bangalore Chamber of Industry and Commerce
 No. 3/4, 3rd Floor, C Block, Unity Buildings, JC Road, Bangalore – 560 002
 | Phone (91) (080) 22223321, 24-25 | Fax: (91) (080) 22232233 | Website : www.bcic.in

The Non-Silent Leadership

GUEST COLUMN



Mr. Suresh Iyer

Senior VP – Sri Sankara TV/AYUSH TV/
Director-Wintergreens -Training
Division- part of Shakthi Resorts/
Director-Tenora International

The previous issues saw facets of silent leadership, in this issue we will focus on the impact of non-silent leadership. You have seen the YELL, SHOUT, ABUSE and INSULT. Not to forget the PRAISE, COMPLIMENT, CONGRATULATIONS, etc always heard daily in the corporate world.

Organizations thrive on communications, rules, motivation, reprimand, caution etc. Many times, situations leads to anger, confusion, errors in process or operations etc All these demand intervention by managers in the lead or those who are in top position in companies to decide the next move. Not all this is done in silence. In fact, many times a sudden yelling by the boss on a subordinate gets the subordinate to resign, yet in some other instance the subordinate returns spectacular results.

The non-silent leaders are always there in the forefront, demanding action and results. Those in the middle rung of leadership (those who are of the talkative and aggressive kind) in most companies must sometimes bear the brunt from the top and give it those reporting to him/her. It sometimes said the best phase is the trainee phase and the top position occupied phase. There is some joy at learning something new all the time in these end phases. For the trainee the hope to go far up the ladder is motivating and for the person who reached the top the presence there is a challenge and so the pressure to do more and better.

The leaders from senior manager to the top management person forms attitudes, behaves, and acts in a way that is particular to him/her and can seldom change as he /she moves to the top. The one aspect that becomes a 'character' is the sound part, the noise that he or she makes. Be it in the way the greetings are uttered, or way discussions and meetings happen. The ones who makes the noise need not be good in the command, grammar and diction of the language. It is usually their understanding of the business, process or the way the work gets done. The connect to the owners or top management also echoes in the way these leaders speak with colleagues, seniors, juniors and outsiders. The executive assistant (EA) to the Chairman in some companies is more powerful than many executives in the company. If the EA can get the job done by a mandate or understanding with the Chairman, you would find these EAs doing all the loud mouth talking, discussing, negotiating etc with various stakeholders. Is there a need for leaders in companies to be loud mouth, shouting and abusing etc to get work done?

In history itself we will see a few words – single word, two words, three words etc in varied degrees been so powerful, without which much would not be accomplished. Try to do the same work without uttering the words and you may not see results. For e.g., the words – Attack- as a war cry/ Come here/ Meet me/ Let's Discuss/ Bring the report/Need more details/ That is not correct/ Come to the point/ Don't waste my time/etc are spoken in various tones and loudness impactfully. Various companies leaders use their own jargons for sales target/ production numbers etc for getting updated from their teams on the latest progress.

The loud mouth, debating and arguing kind of leaders in organizations many times, suppress others from talking or expressing their views in a one to one meeting or general meeting or in conference rooms. While it is their habit or intelligence that makes them speak, in some cases it is accepted by others in fear and in some cases accepted as "no other choice". The benefits of being silent is good but imagine a meeting in a conference room where no one shouts or blames and all aspects conducted smoothly even if there are grave issues and blaming, pinning responsibility etc have to be done. How would a

meeting be when all the sales team members have underperformed when the situation in market was in their favour and they could have easily achieved targets? It requires some imagination to see the meeting being conducted without a whimper, rather noise.

It is also noticed in some companies as any serious issue gets escalated to the top, the managers at higher level speak less or are calmer. They get to the solution and “action for resolving” stage soon logically, dramatically and seriously. In some companies this is not true, and the expletives heaped on the manager done the wrong is huge. Again, for the same issue one executive may get a serious reprimand and another just a feeble admonishing.

While knowledge, qualification, experience, communication skills etc being almost same managers differ in their abilities to respond to situations and this discerning ability make them a choice for leadership in their companies. It is not easy to

has the right.

Of late the loud mouth leaders are seen in public too. The mobile phone has made the connect easy and so some issues need to be discussed urgently. In some instances, you will find the leader manager shouting away and the other side executive or colleague may not be able to watch the scene the boss is creating.

Using technology and remoteness, “speaking leadership” methods can achieve good results. In railway stations, airports and public places the use of the public address system makes people do exactly what the announcer wants. Here the communication skills especially the content, clarity, speed, style and timing aspects make a lot of difference.

While the debate on the silent leader or non-silent leader as being effective cannot be judged or determined or settled as final, it is a combination of these people in all organizations



conclude if a silent or non-silent leader is preferred to be promoted to the top position. It is results achieved or the impact the person has in the team.

The world has always appreciated good non-silent leaders, and many are good orators. While the language and tone used by leaders in the companies/organizations may be used for getting work done and achieving results, the way they convey knowledge for their industry peers and practitioners is sometimes an audience delight. In conferences I have often heard about some speakers being good and must be heard.

The abusive and screaming bosses /leaders have their own logic and reason for their behaviour. In one company that I used to frequent, the boss used to tell me, “this is the only language these people understand”. He was the owner. He is right. He

that makes the progress or growth happen in companies or the decline. Imagine a company making an announcement that on a particular day all the employees will do the opposite of their behaviour- those who speak (or speak more) – will remain silent, and those who are silent must speak (speak more), the result needs to be checked. It will be interesting too. But one thing for sure, the chances that the non-silent leader will be silent is high, the same cant be said of the silent leader. Just seen this experiment in action and the result has been spectacular at least for the non-silent leader.

While we can write endlessly on leadership and qualities, there is one aspect that should not be missed, that is a compact holistic Leadership. The ideal kind. That is to come in a final note.

Healthy and Tasty – Will the Twain ever meet

GUEST COLUMN



Mr. Syed Haque
Founder & Principal
Stratfactor Consulting LLP

In popular perception about food, healthy and tasty don't go together. A deep rooted myth is, what is healthy cannot be tasty. The image of a tasty bite is often the ghee-soaked-ghee-dripping 'malpua' or the lip smacking curry with loads of spices and fat.

Partly this is also because of our feasting on processed food which often contains higher intensity flavours, that improve the mouth feel of the food (hydrogenated fat or refined sweeteners that are more intensely sweet than natural sugars found in whole, healthy food). After a period of eating preparations with these ingredients, our taste buds become conditioned to higher intensity of the taste, and by comparison, healthy foods may seem to be lacking the flavour and zing.

While health and nutrition as a need has a strong traction (with minimal above the line advertising, brands like Baggrys, Soulful, Manna have been able to build a strong franchise), the Indian consumer does not want to compromise on taste.

While a 'healthy' proposition with a dash of 'taste' has worked (Saffola's masala oats quickly climbed the charts to be the lead brand in the category), the other way round has not been easy. 'Better for you' propositions like baked wafers, PepsiCo's Aliva, marketed as a "baked savoury cracker", Parle's Monaco Smart Chips, so-called "non-fried" and many more such launches, despite high decibel campaigns featuring celebrity endorsement have failed to make the cut. Even Maggie atta noodles despite the heavy dose (rather overdose!) of celebrity endorsement did not get enough of a bite.

Despite the near universal need for becoming 'healthier', high voltage marketing and also the fact that snacking in itself is a growing trend, 'healthy snacking' propositions seem to be underperformers. Are brands chasing a chimera in 'healthy snacking'. The reasons for tepid response could be many – products failing to meet the sensorial expectations on the taste vector; products/brands anchored on 'indulgence' theme, find it difficult to layer in 'healthiness' or 'goodness' proposition.

Also important is the fact that most of the launches have been in categories like wafers, crackers – not inherently 'desi' and therefore to expect quick build-up of volumes is an unrealistic ask; brands are often not prepared for the long and slow burn required for category creation.

The 'desi' option

It will be interesting to see 'goodness' layered offerings in traditional Indian snacks – the bhakarwadis, samosas, bhajjis – where the consumption base is much larger and a small pie can also translate into large volumes. Also, snacks derived from healthy cereals like millets are finding traction and making their way to supermarket shelves. This is the zone in which there are exciting start-up ideas also operating (Variants of kale chips, quinoa puffs offered by 'Green Snack'). They are experimenting with product options, different delivery models as well (online orders delivered directly - monthly subscription of the munch). This space holds promise – brands that can conjure up superlative experience in the space are the ones to watch out for!

Meetings with Government Officials / Consulates / other Chambers / Institutions



Meeting with Dr. Veerappa Moily Chairman, Parliamentary Standing Committee on Finance and MP on February 22, 2019

President Mr. Kishore Alva extended a courtesy visit to Dr. Veerappa Moily. During the meeting President briefed on the activities of the Chamber including its working relationship with the State and the Central Governments by way of providing timely policy prescriptions on various issues.

President also extended an invitation to Dr. Moily to address the members of the Chamber and share his insightful thoughts on the Indian Economy and industry development.

Combined GST Regional Advisory Committee - (3rd quarter, Oct.-December, 2018) on February 28, 2019

Mr. Hanish Jain, Member, Indirect Taxes Expert Committee, BCIC represented the Chamber at the above meeting.

Meeting with Mr. Per Börjegen, Team Leader and Mr. T Jayarama, Advisor – Cluster, Bangalore, Indo-German Programme for Vocational Education and Training (IGVET), Private Sector Development, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on March 1, 2019

Mr. Per Börjegen and Mr. Jayarama had called upon the Secretariat to discuss and explore the possibility of jointly working in close cooperation with various projects that is being implemented by GIZ in India.

Mr. Prithvi K K, Secretary and Ms. Roopa Mohan, Sr. Manager represented the Chamber at the meeting.

The discussions evolved around:

- Together working towards addressing the skills gap in the Industry
- Work with the academia and Industry to bring continuous inputs and development of courses of global knowledge and best practices
- Projects to promote skilling / upskilling in the industry, specially the MSME segment;
- Information sessions on skills training programmes

- Special focus on Women empowerment initiatives

- To explore outreach to member organizations to obtain pilot / case studies with their expertise in the cutting edge technology or process and examples of successes that they have achieved.

Developing the plan, Road Map and concept note for strengthening the skill development activities & promoting participation of member companies in skill training schemes help design an approach on the cooperative VET schemes for the industry to upgrade with sufficiently skilled and trained manpower, leading towards enhanced productivity and competitiveness

Mr. Per Börjegen was very much appreciative of the activities of the Chamber especially on the outreach of the Expert Committee in providing the necessary impetus and direction in enhancing the overall levels of awareness and engagement with members.

Meeting convened under the Chairmanship of Hon'ble Minister for Large & Medium Industries to discuss the revision of industrial water rates on March 5, 2019

The above meeting convened by Karnataka Udyog Mitra was held under the Chairmanship of Hon'ble Minister for Large & Medium Industries Mr. K J George to discuss the revision of industrial water rates.

Mr. Ramesh Saligrama and Mr. Girish Navada, Chair and Co-Chair, Energy, Environment and Water Expert Committee, BCIC, Mr. Prithvi K K, Secretary, BCIC represented the Chamber at the above meeting.

Interaction with Mr. Jayaram, Chairman, KSPCB on March 13, 2019

President Mr. Kishore Alva had a meeting with Mr. C Jayaram who has recently taken over as the Chairman KSPCB.

Mr. Kishore Alva also extended an invitation to the Chairman for addressing the members over an interactive session to highlight on various measures being initiated by the State

Government to promote and bring in all round improvement in the quality of the environment in the State as well as create environmental awareness and compliance.

Meeting with Mr. G S Vrushabendra Murthy, Director, MSME on March 13, 2019

President Mr. Kishore Alva and Secretary Mr. Prithvi K K had called upon Mr. G S Vrushabendra Murthy who had recently taken over as the Director, MSME, Government of Karnataka.

During the meeting President and Mr. Prithvi briefed on the activities of the Chamber and in particular the Aerospace Aviation Expert Committee. The BCIC Representatives impressed upon the Director on the significant contributions of BCIC to the aviation sector in spearheading the initiative of setting-up the Aerospace & Aviation Sector Skill Council (AASSC). BCIC is one of the three promoters of AASSC, set up under "Skill India" initiative of the Government of India.

President expressed his grateful thanks to the Commissioner for accepting the request from the Chamber for including BCIC Representative on Board of Karnataka Aerospace Technology Centre (KATC).

Meeting with the visiting delegation from New Zealand High Commissioner office organized by Karnataka Udyog Mitra on March 13, 2019

A meeting was convened by the Karnataka Udyog Mitra to discuss on the proposal to hold a workshop on implementation of various reforms on Ease of Doing Business.

Mr. Gaurav Gupta, IAS, Principal Secretary to the Government, Commerce and Industries, Govt of Karnataka Chaired the Session; also present was Ms. Gunjan Krishna, IAS, Commissioner for Industrial Development & Director Industries & Commerce, GoK addressed and shared on the government initiatives at the event.

The New Zealand delegation was led by Ms. Emma King, Trade and Economic, New Zealand High Commission, New Delhi.

The meeting was attended by the Representatives of Industry and Trade Associations of Karnataka and also Officers from KSPCB, KUM, KIADB, Labour, Skill, BESCOM and other Departments of the State Government.

Meetings of the Karnataka Tourism Society on March 1 and March 14, 2019

Summary of discussions of the meeting held on March 1, 2019

The first meeting of the newly constituted Karnataka Tourism Society was held on March 1, 2019 to discuss on the Agenda: Selection / Election of Office Bearers and Committee Members; Society Logo and Website; To finalize Committees, viz., Membership Subscription and Development, PR, Fund Raising, Event Management and organizing Karnataka International Travel Expo (KITE).

Ms. Priyaanka Mary Francis, Director, Tourism Dept; Mr. Vijay Sharma, MD, JLR & Mr. Kumar Pushkar, MD, KSTDC

Members elected were:

President: Mr. K Syama Raju, President, The South India Hotels & Restaurants Association

Vice President: Mr. Vineet Verma, Chairman, Tourism Expert Committee, BCIC and Executive Director & CEO, Brigade Hospitality Services Ltd.

Patron Member: Minister of Tourism, Govt. of Karnataka

Hon. Members: Senior Representatives from Dept. of Tourism, GoK; KSTDC; JLR Ltd

The Board Member of the Society need to remit Membership of Rs. 10,000/- (one-time fee); An amount of Rs. 3,000/- is payable for those Stakeholders of Tourism Sector who wish to join the society.

Summary of discussions of the meeting held on March 14, 2019

The above meeting was convened to finalize Karnataka International Travel Expo (KITE) Committees; KITE preparations and action plan including budget and constitution of Committees, viz., Membership Development, PR., Fund Raising, Event Management, etc.,

Mr. Vineet Verma, Chairman, BCIC Expert Committee on Tourism and Mr. Prithvi K K, Secretary represented the Chamber at both the meetings.

Meeting convened under the Chairmanship of Managing Director, KSTDC on March 21, 2019

A meeting was convened under the Chairmanship of Mr. Kumar Pushkar, IFS, MD, KSTDC to discuss with the Representatives of various Industry Associations and other stakeholders on the preparations and structuring of programme for the proposed Karnataka International Travel Expo (KITE) scheduled to be held during August 2019 by the Government of Karnataka.

Mr. Prithvi K K, Secretary represented the Chamber at the above meeting.

Meeting of the Karnataka Aerospace Technology Centre (KATC) on March 20, 2019

The above meeting was convened under the Chairmanship of Mr. Maheshwar Rao, IAS, Secretary, Micro, Small and Medium Enterprises, GoK to strategize functioning of KATC. Ms. Gunjan Krishna, IAS, Commissioner for Industrial Development & Director Industries & Commerce, GoK and CEO, KIADB, Mr. G S Vrushabendra Murthy, Director, MSME were also present at the meeting.

The Government of Karnataka has set up a Karnataka Aerospace Technology Center (KATC) with its objective to nurture innovation, technology networks, incubate new technology companies, facilitate technology information dissemination, provide value engineering expertise, facilitate obtaining certification and qualification to international standards for MSMEs in Aerospace Sector.

Also, KATC has purchased 4 acres of land for Aerospace Sector at Hitech Defense and Aerospace Park, Devanahalli to set up Technology center to facilitate MSMEs in Aerospace Sector.

Mr. Ashok Saxena, Chairman, Aerospace Aviation Expert Committee, BCIC and Mr. Prithvi K K, Secretary represented the Chamber at the above meeting.

BCIC Representations to the Government

BCIC submitted following Representation to the Government:

Date	Subject	Authority
March 11, 2019	Representation on endorsement required on supplies made to SEZ	Mr. Manish Kumar Sinha Joint Secretary – TRU, Ministry of Finance, Dept of Revenue, Govt of India Mr. A S Naveen Kushalappa Joint Development Commissioner, Ministry of Commerce & Industry, Dept. of Commerce, Govt of India

New Members



- KC Mehta & Co
- PSN Construction Equipment Pvt Ltd
- Hajee AP Bava & Co Constructions Pvt Ltd
- Otis Global Services Center Pvt Ltd
- BlueCrimson
- Concept Engineering Services
- Algaeh Technologies Pvt Ltd
- Eternal Consultancy Services
- Takang Global Machine Tools India Pvt Ltd
- Nitte Education Trust – School of Management

Issue of Certificate of Origin

As you are all aware, Bangalore Chamber of Industry and Commerce (BCIC) has been authorized by the Directorate General of Foreign Trade (DGFT) to issue the Certificate of Origin to exporters for the products manufactured in India. This Certificate is an integral part of the export document.

We hereby request you to kindly utilize this unique service offered by the Chamber. The Secretariat has been strengthened effectively to provide you the Certificate within the shortest time keeping in mind your utmost requirement and convenience.

We therefore earnestly request you to avail this facility and also give us an opportunity to serve you and interact on a regular basis.

For Members we charge Rs.60/- per certificate

For Non Members we charge Rs.120/- per certificate







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- Art of Living **Yes+ Program** to handle Stress
- Foreign Study Tour for **Global Exposure**
- **Business Laptop** to Access Databases for Case Study & Data Mining
- Certificate programmes in **Entrepreneurship** by **NEN & EDII**
- **Foreign** Languages
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