



1



2



3



4



5



6

1. Mr. Kishore Alva, BCIC President at the Aerospace Conclave
2. Mr. Kishore Alva, BCIC President Met Dr. M Veerappa Moily
3. Mr. Kishore Alva, BCIC President Called on Mr. C. Jayaram, Chairman - KSPCB
4. 9th Edition of the BCIC Corporate Golf Tournament
5. Mr. Kishore Alva, BCIC President at the Interactive Session on Provident Fund
6. Mr. Kishore Alva, BCIC President at the Invest Japan meet





Digitize your Health, Safety, Environmental & Sustainability Management System with the most widely benchmarked solution

Gensuite is a suite of award-winning, cloud-based HSE applications, supporting HSE community across India & the Globe, to institutionalize HSE culture and providing solutions to engage different stakeholders in HSE

GENSUITE TODAY

20+ Years | 65+ Modules | 250+ Subscribers | 20,000+ Sites | 1,000,000+ Users
Unlimited User Licences | Fully Mobile Enabled | Analytics with Tableau



KEY PROGRAMS

Risk Management

Digitize all Process Safety elements while ensuring compliance to the new ISO 45001 standards with Gensuite's end-to-end Risk & Opportunity Management Solution

Incident Management

Report workplace incidents, investigate and track them to closure with Gensuite Incident Management Software

OTHER PROGRAMS

Contactor Management | Change Management | Environmental Compliance | Equipment Maintenance | Integrated Management System & Certification | Quality Management | Sustainability & Energy | Training Compliance

Chemical Management

Simplify approval process for adding new chemicals, manage inventory & communicate chemical hazards by ensuring updated MSDS are available in real-time

Audit and Inspection Management

Audits & corrective actions made easy with Audit Management Software that simplifies Audit, Inspection and follow-up processes

Foreword March 2019



Kishore Alva
President, BCIC

The Interim Economic report on global growth released early this month by Organisation for Economic Co-operation and Development (OECD) indicates that global expansion continues to lose momentum, amidst heightened policy uncertainty, persistent trade tensions and ongoing declines in business and consumer confidence. It states that Global growth slowed more quickly than anticipated in the latter half of 2018, to around 3 percent on a quarterly basis.

However, the Interim report indicates that a number of factors have cushioned the slowdown in growth. Improving labour market conditions continue to support household incomes and spending in many economies. Macroeconomic policies also generally remain supportive. Financial market conditions have improved and commodity prices are lower. Oil prices have also eased, despite continued supply restrictions by OPEC and Russia, helping to lower headline inflation around the world, and boost household real income growth.

The report advises Policymakers to ensure sufficient support for demand, prevent downside risks from materialising and enhance resilience. Supportive macroeconomic policies and ambitious supply-side policy reforms are required to strengthen medium-term growth prospects and improve opportunities for all. Enhanced multilateral dialogue to halt the slide towards protectionism and reinforce the global rules-based international trade system is needed to reduce policy-related uncertainties.

While the global economy is put on the edge, Moody's however, have indicated that Indian economy is expected to grow at 7.3 per cent in calendar year 2019 and 2020 and the government spending announced ahead of elections this year which will support near-term growth. The US-based rating agency said that India is less exposed to a slowdown in global manufacturing trade growth than other major Asian economies and emerging markets and is poised to grow at a relatively stable pace in the two years.

Moody's said the announcement in Interim Budget 2019-20 on direct cash transfer programme for farmers and the middle-class tax relief measures will contribute a fiscal stimulus of about 0.45 per cent of GDP. These measures will support growth through consumption over the near term, albeit at a fiscal cost.

On banking sector, Moody's stated although the overall strength of the system is improving. In February 2019, the government provided further capital infusions to public sector banks. These measures, combined with the application of the Prompt Corrective Action framework, which requires timely recognition of bad loans and resolution of bad loans through the Insolvency and Bankruptcy Code, are helping to address solvency and asset quality challenges.

As far Karnataka State is concerned, Chief Minister Shri H D Kumaraswamy has announced that Karnataka will host the Global Investors Meet (GIM) in January 2020. Shri Kumaraswamy hopes to attract further investment, create more jobs and establish global linkages for the State during the Global Investors Meet. During the last Invest Karnataka Summit in 2016 over 1,200 projects were approved and MoUs signed valued at Rs 3,08,810 crore. Over the past three years, the state has topped the list among all Indian states in terms of garnering investment proposals.

Editorial Board

- **Kishore Alva**
President
- **Devesh Agarwal**
Senior Vice President
- **T R Parasuraman**
Vice President
- **B Shekhar**
Assistant Secretary



Conclave On Indian Aerospace –Aviation Industry MSMEs Their Integration in Supply Chain Of Indian And Global Aerospace-Aviation Industry: Role, Opportunities, Challenges and Way Forward

February 18, 2019



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

Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of its Aerospace Aviation Expert Committee jointly with Hindustan Aeronautics Limited (HAL) and SIATI organized its flagship Conclave on Indian Aerospace Industry MSMEs in Supply Chain - Domestic and Global Role, Opportunities, Challenges and Way forward in Bangalore.

Delivering the Keynote Address at the Conclave on Aviation Industry: Opportunities, Challenges, growth Potential and the Way Forward organised by Bangalore Chamber of Industry and Commerce (BCIC) in Bangalore Mr. Madhavan said: “India needs to emulate the Israeli model wherein they manufacture aerospace and aviation products for the export market. Considering the huge global market that the Aerospace and Aviation industry offers, India needs to look more on the export

market as we have the requisite technology, skilled manpower, low cost base and system integration capabilities to cater to the global markets”.

He further said: “If Indian aerospace companies need to tap a sizable chunk of the global market, then they need to look at forming a consortium of MSMEs under the wings of a major aerospace player like HAL. It will be easy to tap and capture the global market pie. We need to work on this model.”

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. delivering the welcome address at the conclave said: “India is emerging as one of the largest Aerospace–Aviation markets of the world. 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." He further added: "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."

Mr. Ashok Saxena, Chairman, Aerospace Aviation Expert Committee, BCIC setting the theme for the conclave said: "Defence Procurement Policy makes it mandatory to have a minimum of 30 percent offsets obligation. As per current indication the generated defence offsets in the next 10-15 years would be in the range of USD 30 Billion. Offsets will facilitate export of manufactured aeronautical products, software packages, engineering services, creation of joint ventures, infrastructures, etc. Joint Ventures / Strategic Partnerships recommended for Offset Liquidation. It is here India particularly Karnataka can take advantage of the huge opportunities it offers in the coming years.

He emphasized that Indian MSME sector in aerospace has to proactively work on enhancing their competencies, capabilities, competitiveness to get integrated and become part of global supply chain of aerospace-aviation industry. He also requested industry professional bodies and the Government agencies to provide necessary support and assistance to achieve the objectives.

Mr. Chandramouli, Co-chairman, Aerospace and Aviation Expert Committee, BCIC who anchored technical sessions at the Conclave said that Aerospace and Aviation sector assumes greater significance for the simple fact that this industry vertical has tremendous potential to grow year-on-year as it is spread on a large canvas for not only domestic but also overseas players to play an important role. He said BCIC has taken a number of initiatives specifically targeted at promoting the Aerospace and Aviation segment in the State of Karnataka.

BCIC, under the Expert Committee, has been regularly organising events highlighting the potential and the opportunities in the State of Karnataka for establishing

Aerospace Conclave



Inauguration of the Conclave



Mr. Ashok Saxena, Chairman, Aerospace Aviation Expert Committee, BCIC setting the theme for the Conclave



Mr. Madhavan, CMD HAL delivering the Keynote address



Mr. Kishore Alva with key speakers

Conclave On Indian Aerospace : Technical Sessions



Aerospace and Aviation industry by the large, medium and MSME industries.

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.

A full-fledged Sector Skill Council is operational now with a full-time CEO appointed who is managing the Council.

Equally encouraging this sector is the State Government. To meet the demands of the Aerospace Manufacturing Industry, Government of Karnataka plans to introduce Dedicated

Technical Training Courses in ITIs and Diplomas.

Karnataka has the potential for scaling up offshore outsourcing in manufacturing to USD 5 – 8 Billion per year by 2025. Bangalore being the IT hub of India can meet a substantial portion of the global requirement.

India is emerging as one of the largest Aerospace–Aviation markets of the world. Global Aerospace Aviation majors are eyeing India to set up Manufacturing, Design Engineering, MRO facilities leveraging India’s low labour costs, young and talented pool of Engineers, Technologists, Designers, etc.

The Conclave which was addressed by a galaxy of Aerospace and Aviation industry veterans saw over 200 delegates participating in the day-long event.



“Japan- India Innovation Dialogue: To Co-Crete Future Innovation”

March 8, 2019



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

Japan External Trade Organization (JETRO), in collaboration with the Bangalore Chamber of Industry & Commerce (BCIC) and supported by NASSCOM, Carnegie India etc. organized a daylong session on “Japan- India Innovation Dialogue: To Co-Crete Future Innovation” in Bangalore.

The event coincided with the visit of a Japanese Delegation comprising of Large Japanese Companies who explored business opportunities with Indian Innovation Ecosystem to create future global market products.

The event focused on Governments and Industries to highlight business potentials of both Indian and Japanese ecosystems to further explore and facilitate business opportunities between the two nations. The first half of the session focused on the emerging Indian start up ecosystem and Japan-India collaborations followed by the second half session on Japanese innovation ecosystem and business opportunities in Japan.

The Japanese Government in order to further augment bilateral trade between India and Japan is now inviting Indian companies to explore business opportunities in the

Manufacturing and Healthcare sectors under the new Society 5.0 initiative.

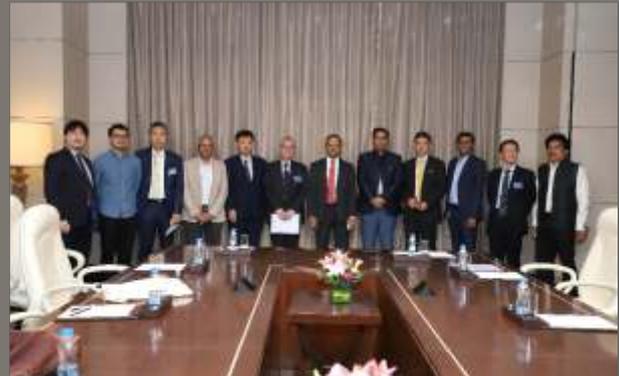
Addressing a cross section of industry captains at the Japan External Trade Organization and Bangalore Chamber of Industry and Commerce joint conference on “Japan- India Innovation Dialogue: To Co-Crete Future Innovation” in Bangalore today Mr. Shinya Fujii, Director, Service Industry Dept., JETRO HQ said: “Japanese Government has come up with the concept of new smart society, “Society 5.0” which envisions the concept to address various social challenges arising due to acute human resource shortage and the ageing society through the adoption of new age technologies like, Industry 4.0 i.e, AI, IoT, Big Data, Robotics, etc. Such initiatives would further create a great demand for Indian Information Technology, Engineering and Start-ups to explore several business opportunities especially, in the field of Manufacturing, Mobility, Healthcare and Agriculture etc.”

He further said: “As business opportunities between Japanese and Indian companies are expected to grow manifold in future,

Invest Japan meet



Mr. Guarav Gupta delivering the inaugural address



Mr. Kishore Alva with Jetro Delegation



A section of the audience

it will also increase the outward investment from Indian Technology companies to Japan. Japan already has a strong presence of over 80 Indian companies, mostly comprising of IT related and engineering companies, are expected to grow significantly in the coming years along with above mentioned “Society 5.0” move.”

In order to promote more investments from the Indian companies, JETRO has already established a dedicated Indian Desk under its “Invest Japan” initiative to assist and give step-wise support to Indian companies along with providing the incubation facilities. Uptil now, JETRO has successfully facilitated the investment of approximately 35 Indian companies. Also, JETRO is actively helping business expansion of more than 60 Indian companies in Japan.

Anticipating this trend, JETRO has broaden the scope of its services under Invest Japan program to assist overseas start-up companies as well. Apart from providing Incubation

facilities, JETRO will also extend services like mentoring, B2B facilitation and support in getting Japanese VC fund access etc. to the overseas starts ups.

On the other hand, delivering the Welcome Address at the conference Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. said: “The relationship between Japan and India has expanded significantly in recent years, particularly in light of the changes that have taken place globally. Japan as we understand is home to many successful businesses, big and small. It is also a home to a thriving and diverse business community –Life sciences, high-end technology, advanced manufacturing and business services to list a few. The incentives and benefits that Japan offers to businesses, makes it a great place to locate a company.”

Over 200 industry leaders and representatives participated in the daylong Invest Japan programme.



Roundtable Conference on Corporate Governance for CEOs

March 8, 2019



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

Bangalore Chamber of Industry and Commerce (BCIC) in association with Securities Exchange Board of India (SEBI) and National Institute of Securities Markets (NISM) organised a Roundtable Conference on Corporate Governance for CEOs in Bangalore.

In May 2018, SEBI had introduced the new Governance Code for publicly listed companies based on the recommendations of Uday Kotak Committee. It is important to mention that many of the mandatory requirements such as appointment of atleast one Independent Woman Director on the Board, Minimum number of Directorships in the Board, Cap on maximum number of Directorships, etc., would be in effect starting April 1, 2019.

Though SEBI had given almost one-year time for the listed companies to prepare themselves for complying with the new provisions, it is still unclear on the number of companies which have complied to the deadline.

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. delivering the welcome address said: In recent years, the issue of corporate

governance in India has been a hot topic of discussion in the corporate boardrooms. As India Inc. has grown by leaps and bounds, corporate India's attention has evolved from simple 'management' to 'governance' and now 'effective governance'.

In June 2017, Securities and Exchange Board of India, constituted a high powered committee under the chairmanship of Mr. Uday Kotak (Kotak Committee) with the aim of improving governance standards of Indian listed companies which came out with detailed recommendations. The Kotak Committee suggested numerous amendments to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, which will consequently impact all listed entities.

Mr. G Mahalingam, Whole Time Member, SEBI delivering his keynote address said that the changes brought about by the recommendations of Kotak Committee will keep errant promoters in check and will protect the interests of the weaker entities of the corporate world. Its Implementation could also pose immediate practical challenges for some listed entities as there will be an increased cost for compliance. But the good

International Trade Fair



Mr. G Mahalingam, Whole Time Member, SEBI delivering his keynote address



Dr. M Thenmozhi, Director, NISM



Mr. T V Mohandas Pai, Chairman, Manipal Global Education



Mr. Sanaulla Khan, Company Secretary, Wipro Ltd



Industry Leaders at the Roundtable Conference



thing is that, it will ensure better utilisation of the time of promoters and establish sound governance practices across all listed companies.

The roundtable provided a platform for direct dialogue between the Regulator and industry leaders of listed companies who got a broader picture on the rationale behind various corporate governance regulations and its implementation process. Dr. M Thenmozhi, Director, NISM, Mr. T V Mohandas Pai, Chairman,

Manipal Global Education, Mr. Sanaulla Khan, Company Secretary, Wipro Ltd, Mr. Shriram Subramanian, Founder & MD, Ingovern Research Services, Mr. Pradeep Ramakrishna, DGM, SEBI and Mr. P G Subramanian, Member, BCIC Expert Committee on Banking, Finance and Corporate Affairs also spoke at the roundtable. Over 40 industry captains representing diverse industry verticals were also part of the roundtable discussion.



BCIC President Mr. Kishore Alva Calls on Dr. M. Veerappa Moily Hon'ble Chairman, Parliamentary Standing Committee on Finance and Member of Parliament



Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. met Dr. M. Veerappa Moily, Hon'ble Chairman, Parliamentary Standing Committee on Finance and Member of Parliament

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. called on Dr. M. Veerappa Moily, Hon'ble Chairman, Parliamentary Standing Committee on Finance and Member of Parliament to discuss issues related to industrial development in Karnataka.

During the interaction the veteran politician Dr. Veerappa Moily said that Karnataka is one of the most preferred investment destinations in the country. He also said that the State Government is regarded as the best states for continuously improving the Ease of Doing Business Parameters, which is a vital criterion for attracting investments, both domestic and overseas.

On part of the Chamber, Mr. Kishore Alva, invited Dr. M. Veerappa Moily to address BCIC members so that Government gets first-hand inputs from industry leaders on the various challenges that are being faced by them. This in turn

would help State Government to further improve business conducive environment in the State.

Dr. Marpadi Veerappa Moily is one of the senior most politicians in Karnataka and also India. He represents the Indian National Congress from the Chikballapur constituency in Karnataka. In this long political career Dr. Moily has served various ministries including Petroleum and Natural Gas, Corporate Affairs and Power in the Indian government. Dr. Moily was also the Chief Minister of Karnataka during Nov 1992 –Dec 1994). He was elected to Karnataka state legislative assembly from Karkala constituency of Udupi district.

Currently Dr. Moily is serving as the All India Congress Committee General Secretary in charge of Andhra Pradesh. He is regarded as one of the senior members and an adviser for the Congress Party.



BCIC President Mr. Kishore Alva Calls on Mr. C. Jayaram, IFS (Retd.), Chairman, Karnataka Pollution Control Board



Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. called on Mr. C. Jayaram, I.F.S (Retd), Chairman, KSPCB. Mr. Prithvi, Secretary, BCIC is also seen

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. called on Mr. C. Jayaram, I.F.S (Retd), Chairman, Karnataka Pollution Control Board (KSPCB) to discuss issues related to environmental protect and its management in Karnataka.

During the interaction the Mr. Jayaram informed that over the last three years, Karnataka Pollution Control Board has been protective working along with the industry to effect a number of reforms so that the State complies with all environmental protection norms.

Mr. Jayaram said that the Karnataka State Pollution Control Board for Prevention and Control of Water Pollution was constituted by the Government of Karnataka 1974 in pursuance of the Water (Prevention & Control of Pollution) Act, 1974. The Water Act provides for the prevention and control of water pollution and maintaining or restoring of wholesomeness of water. After the enactment of the Air (Prevention & Control of Pollution) Act, 1981 the enforcing responsibility was entrusted to the KSPCB. As such, the Board was later renamed as the Karnataka State Pollution Control Board in 1985. The Air (Prevention & Control of Pollution) Act, 1981 is an enactment to provide for prevention, control and abatement of air pollution.

The Important functions of the Board under Water (Prevention and Control of Pollution) Act, 1974, and Air (Prevention and Control of Pollution) Act, 1981, (Section 17) are:

- (a) To plan a comprehensive programme for the prevention, control or abatement of pollution of streams and wells in the State and to secure the execution thereof;
- (b) To advise the State Government on any matter concerning the prevention, control or abatement of water pollution and air pollution.
- (c) To collect and disseminate information relating to water pollution, air pollution and the prevention, control or abatement thereof;
- (d) To encourage, conduct and participate in investigations and research relating to problems of water pollution and prevention, control or abatement of water pollution;
- (e) To inspect sewage or trade effluents, works and plants for the treatment of sewage and trade effluents and to review plans, specifications or other data relating to plants setup for the treatment of water, works for the purification thereof and the system for the disposal of sewage or trade effluents or in connection with the grant of any consent as required by this Act;

Mr. Kishore Alva, President, Bangalore Chamber of Industry and Commerce invited Mr. C. Jayaram, to address BCIC members so that Government gets first-hand feedback from industries on the hurdles and challenges being faced by them as far environment protection norms and its management is concerned.



Interactive Session on Supreme Court Decision on Provident Fund Contributions

March 22, 2019



Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. delivering the welcome address at the Interactive session. Mr. Rakesh S Sekhar, Regional PF Commissioner-II, Mr. K Kasturi, Senior Advocate, Karnataka High Court and Legal Member – EFSI, Dr. V Nagaraj, Professor of Law, National Law School of India University and Mr. P S Ponnappa, Chairman, HR Expert Committee, BCIC are also seen

The Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of its Human Resources Expert Committee and jointly with EFSI, Karnataka hosted a half day Interactive session on the recent Supreme Court decision on Provident Fund Contributions in Bangalore.

The Supreme Court on February 28, 2019, delivered a judgment, disposing off multiple appeals, on whether the special allowances paid by an establishment to their employees would form part of basic wages and consequently attract Provident Fund contributions. Although there have been past rulings by the SC on this subject, this judgment is extremely relevant as it elaborates on certain important principles for determining the salary on which PF is to be contributed by establishments and their employees.

The Employees' Provident Funds and Miscellaneous Provisions Act, 1952, defines basic wages as all emoluments paid in cash to an employee in accordance with the terms of their contract of employment, subject to certain exceptions. The employees are to contribute the mandatory 12 per cent of their Basic Salary or Wage towards their Provident Fund.

In spite of various judgments by Supreme Court and various High

Courts, in the past, there was still a certain amount of ambiguity prevailing among establishments on whether certain components are to be included in the definition of basic wages.

Over a period of time, many establishments/employers had introduced various elements of allowances/reimbursements/components in the compensation structure of the employees. Hence, there was extensive litigation on whether these components should be included under 'basic wages' for the purposes of PF contributions.

Presenting a judgment related to PF, the Supreme Court has ruled out that the allowances in question were essentially a part of the basic wage, masked as part of an allowance so as to avoid deduction and contribution accordingly to the provident fund account of the employees.

What essentially the Supreme Court judgment means is that, the PF contribution will be on the total amount including all the allowances paid to an employee and not just on the basic salary which is now being practiced by a large number of companies.

Supreme Court has stated that no evidence has been placed by companies to demonstrate that the allowances in

A few FAQs

What is the judgment?

The definition of 'Basic wage' in the P.F. Act, 1952 will include all allowances uniformly paid to all the employees employed in an organization or establishment. The basic wage does not include allowances which some employees are entitled and some employees are not entitled. The court has taken an illustration like House Rent allowances which may not be payable to all employees. In such a case, the House Rent allowance will not be part of 'Basic wage' for the purpose of compensation of Provident fund contribution. Similarly, washing allowance may not be earned by everybody, so it is not an allowance to be included in the definition of 'Basic Wage' for the purpose of calculating P.F. under the 1952 Act.

What is the impact of this decision?

Henceforth while deducting employee contribution all the allowances which are uniformly paid to all the employees must be taken into account for deducting the employee contribution and also while adding employer contribution to it. Obviously, the contribution amount goes up. The employer will end up paying more money. The cost to the company goes up.

When the wages are more than Rs, 15,000/-, what will be the impact?

Once an employee is covered under P.F. Act, even if his wages go above Rs. 15,000/- per month, still he will be covered under the P.F. Act and the P.F. will be calculated as if his monthly wage is Rs. 15,000/-.

Whether the judgement has retrospective effect?

The judgement has only prospective effect in so far as the organisations who are not parties to the decided case. To translate the judgment of 28th February 2019 into action, the P.F. Commissionerate will have to issue a notification.

Liability of employer for past period towards contribution, damages and interest in view of the judgment.

As the judgement is prospective in application none of the above liability in question arises.

Recovery of contribution from the employees for the past period - whether permissible.

Not permissible, in this case refer to question 5 above.

Incentives and variable earnings - whether wages?

Incentives if uniformly paid to all is included in wages. Similarly, variable earnings if payable to all or linked to basic wage as certain percentage it will be wages. If not paid to all employees in the establishment, then it is not wages.

Arrears of contributions for employees who have left / retired.

Not applicable

Effect of judgment on bonus and gratuity.

No effect as the decision is with respect to P.F. Act, 1952 only.

Contribution on encashment of leave?

In Hindustan Lever Employees Union v. Regional P.F. Commissioner and Others decided by the Bombay High Court (1995)2 LLJ 279 Bom – The encashment of leave has to be included in the basic wage as defined in Section 2(b) of the 1952 P.F. Act.

However, the Supreme Court in Manipal Academy of Higher Education vs. P.F. Commissioner (2008)5 SCC 428.

The Supreme Court has held that leave encashment being uncertain and contingent, is not universally, necessarily and ordinarily paid to all across board. Therefore, leave encashment is not part of Basic Wages for calculation of employers' contribution towards P.F.

The Supreme Court decision will prevail over the High Court decision.

Obligation of exempted establishments

Exempted establishments are not covered by the decision. However, the exemption would have been given subject to the condition that the exempted organization would maintain superior benefits as compared to the Statutory requirements under the

1952 P.F. Act. Hence, the definition of wages in exempted establishments will have to be given the meaning as per the beneficial interpretation given in the 28th February 2019 decision of the Supreme Court.



Interactive Session



Mr. Rakesh S Sekhar, Regional PF Commissioner-II allaying the fears of the members regarding Supreme Court judgment



Key Speakers at the Interactive Session



Dr. V Nagaraj, Professor of Law, National Law School of India University presenting his views



Ms. Saraswathi Kasturirangan, Partner, Deloitte Haskins & Sells LLP

question being paid to its employees were either variable or were linked to any incentive for production resulting in greater output by an employee.

The Court also felt that in order that the amount goes beyond the basic wages, it has to be shown that the workman concerned had become eligible to get this extra amount beyond the normal work which he was otherwise required to put in.

The impact of such a decision could be two-fold. One, the contribution towards EPF will be on a higher amount and hence less take-home pay for the employee. And, secondly, the retirement kitty will see more inflows as higher monthly PF contribution will move into the employee's PF account.

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. delivering the welcome address at the interactive session said that while there are still certain areas, for example whether the Supreme Court judgment is applicable retrospective or prospective, needs further deliberation. He further said that establishments may now start re-evaluating their employee compensation policies and documentation in this regard to ensure

compliances with the regulations under the PF Act.

The interactive session was designed to give member companies a comprehensive view on the compliance requirements, challenges related to basic wage calculations, Corporate and indirect tax implications and recent updates on other core aspects related to Employees Provident Fund.

The experts felt that the Supreme Court judgment has a wide ramification on how much contribution an employer would make towards Provident Fund. It is important that employers need to re-examine what constitutes basic wages is in accordance with the stipulations made in this judgment.

Several eminent experts including Shri. Rakesh S Sekhar, Regional PF Commissioner -2, Bangalore, Mr. K Kasturi, Senior Advocate, Karnataka High Court and Legal Member – EFSI, Dr. V Nagaraj, Professor of Law, National Law School of India University, Mr. K Manickam, Secretary General, EFSI, Ms. Saraswathi Kasturirangan, Partner, Deloitte Haskins & Sells LLP, Mr. P S Ponnappa, Chairman, Mr. Subramanyam S, Co-Chairman and Mr. Sachin Biraj, member HR Expert Committee, BCIC presented their views on this crucial subject at the interactive session.



Interactive Session with Kashmir Houseboat Owners Association

February 16, 2019



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

Kashmir Houseboat Owners Association jointly with Department of Tourism J&K organized a road show in Bangalore to showcase the valley's splendour. It received overwhelming response from travel and business fraternity from Karnataka.

Mr. Hamid Wangnoo, Chairman Kashmir Houseboat Owners Association invited the tourists to come and unwind in the pristine beauty of the J&K state. There has been surge in the tourist flow to Kashmir from South India which has encouraged the department to reach out to the travellers in South India.

Mr. Syed Hanif Balkhi, CEO, Gulmarg, J & K Tourism said Government of India has substantially funded for the tourism promotion and infrastructure development in J&K to tap the tourism potential in the state. Facilities are being created by the State and the centre government for the comfortable and safe stay of the tourists

Kashmir Houseboat Owners Association urged business

houses to explore the MICE tourism (Meetings, Incentives, Conventions, and Events) as the State has good facilities to host these events.

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. while introducing Bangalore Chamber of Industry and Commerce to the audience said that whatever support that is needed by the Kashmir Houseboat Owners Association, the Chamber would be happy to extend it wholeheartedly.

Mr. Kishore Alva said: We feel extremely happy to associate with Kashmir Houseboat Owners Association and would like to participate in your activities and promote tourism in the Kashmir Valley."

Mr. T K Anil Kumar, IAS, Secretary to Government, Tourism Department, GoK and several other dignitaries were present at the evening event.



Special Talk on Akshaya Patra – Story of Social Innovation

March 16, 2019



Mr. Shridhar Venkat, CEO, The Akshaya Patra Foundation being greeted at the programme

A Special Talk on Akshaya Patra – Story of Social Innovation was organized by the Bangalore Chamber of Industry and Commerce (BCIC) jointly with IIM Ahmedabad Alumni Association under the aegis of Start-Up Expert Committee, BCIC in Bangalore.

The Special Talk was in continuation with the Monthly Dialogue series envisaged by the Committee. Joining the illustrious list of Mr. Muthuraman (Tata Steel), Mr. Shekar Viswanathan (Toyota) was Mr. Shridhar Venkat, CEO, The Akshaya Patra Foundation.

Mr. Shridhar Venkat shared the exciting story of one of the greatest feats of Social Innovation, Akshaya Patra Foundation, a not-for-profit organization with a vision that 'No Child in India shall be deprived of Education because of Hunger'. Akshaya Patra is the World's largest school meal program run by an NGO feeding over 1.7 million children every day in 43 locations and 12 states in India. Akshaya Patra's mission is to feed '5 million children daily by 2020'. It has been rated as one of the top 100 NGOs in the world (ranking 23) by the Global Journal of Geneva.

Mr. Shridhar Venkat search for 'Existential Purpose' in life made

him quit a corporate career and join this social organization.

Harvard Business School has done a case study on Akshaya Patra. MIT has featured it in its technology review. Akshaya Patra has been covered by media the world over. Akshaya Patra has also received the Nikkei Asia Prize 2016 for Economic and Business Innovation category. It has been conferred with the prestigious Gandhi Peace Prize.





Interactive Session with Mr. B R Balakrishnan, IRS, Principal CCIT - Karnataka & Goa Region, Bangalore

March 15, 2019



Mr. B R Balakrishnan, IRS, Principal Chief Commissioner Income Tax - Karnataka & Goa Region, Bangalore seen along with Mr. K R Sekar, Chairman, Direct Taxes Expert Committee, BCIC, Mr. Sunil Dhareshwar, Co-Chairman, Direct Taxes Expert Committee, BCIC, Ms. Tapti Ghosh, Member, Direct Taxes Expert Committee, BCIC and Officers from the Income Tax Department

As part of enhancing Government Relations with the Chamber, Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of Direct Taxes Expert Committee hosted an Interactive Session with Mr. B R Balakrishnan, IRS, Principal Chief Commissioner Income Tax - Karnataka & Goa Region, Bangalore on issues pertaining to Direct Taxes which is impacting the industry in Bangalore.

While there is no doubt that the Income Tax Department comes up with clarifications on certain tax issues on a regular basis, there are several other concerns on which Tax Payers need clarity.

Issues related to Corporates, ITAT Appeal, Central Processing Centre, Transfer Pricing Assessment, Interest on refund due to the assessee, Clarification regarding relaxation in interest liability u/s. 234C, Refund to Foreign companies, Defective notices under section 139 (9)- Assesses, inputs received from TIN facilitation centre, Short issuance of refunds after online processing of tax return, Non-grant of correct FTC by the officer, Rectification for FY 2017-18 and several other issues

raised by BCIC member companies was taken up for discussion at the interactive session and most of the queries were addressed by the Department.

This interaction with the regulator was a good opportunity for BCIC member companies to get a case-by-case clarification directly from the Department itself. Over 40 BCIC member companies participated at the interactive session.



Mr. B R Balakrishnan, IRS, Principal Chief Commissioner Income Tax - Karnataka & Goa Region, Bangalore addressing BCIC members



Industry Visit - Sharing of Experiences at TVS and Ashok Leyland (Hosur)

February 28, 2019



BCIC Delegation at TVS Motor Company Ltd. plant

Top executives of select manufacturing industries based out of Bangalore had the rare opportunity of visiting TVS and Ashok Leyland, the two world class manufacturing units located in Hosur on the outskirts of Bangalore. Bangalore Chamber of Industry and Commerce (BCIC) hosted the industrial visit where participants were taken around the two facilities.

Mr. P S Ponnappa, Chairman, HR Expert Committee, BCIC and Vice President - Employee Resource Management, TVS Motor Company Ltd said that participants got an opportunity to see and experience the world class production assembly-lines eye-to-eye and learn best practices at the two facilities known the world over for their quality and precision rollouts.

While addressing the participants at TVS Motors Mr. Ponnappa said: Customer centric quality is the principal driving factor for our organisation to grow about in a sustainable manner. TVS' moto is to champion the cause of mobility in India which drives every employee's passion at TVS and this can be seen in all Product segments that TVS rolls out.

Mr. Jason Samuel, Head, ERM, TVS Motor Company Ltd. further explained how quality is practiced to the core at TVS

said that unlike in other workplaces, the concept of 'I produce', 'somebody checks' the Quality, 'somebody maintains' the Equipment and 'somebody Improves' the workplace. But at TVS he said: "The concept is 'I produce', 'I check' the quality, 'I maintain' the equipment and finally 'I am responsible' for improving my workplace. That is the major transformational change we at TVS effected over the years, among the employee base".

The participants also interacted with the senior leadership team on the lean management innovation that Ashok Leyland practices in its manufacturing processes. Mr. Laxmikant R Kulkarni, Divisional Manager, TQBM, Ashok Leyland shared key principles of quality Manufacturing philosophy with the visiting participants that basically focuses on embedding quality in the assembly lines itself.

At both the facilities, the visiting delegates experienced how meticulously each of the processes is planned at the manufacturing facility to roll out end-to-end finished products.

TVS Motor Co, Hosur Plant



BCIC Delegation at Ashok Leyland plant



Mr. P S Ponnappa, Chairman, HR Expert Committee, BCIC - and Mr. Jason Samuel, Head, ERM TVS receiving a memento



Ashok Leyland plant Head speaking to the visiting delegates

TVS Motor is one among the top two two-wheeler manufacturers in India and one among the top five two-wheeler manufacturers in Asia. TVS Motor is responsive to customer requirements consonant with its core competence and profitability. It provides total customer satisfaction by giving the customer the right product, at the right price, at the right time.

TVS Motor shared some of its best practices on achievement and maintenance of global quality and productivity; the key drivers of thorough reinforcement of basic Quality Systems, Production Systems and nurturing an appropriate climate and culture through total employee involvement.

Ashok Leyland, Hosur Plant

Ashok Leyland, flagship of the Hinduja group, is the 2nd largest manufacturer of commercial vehicles in India, the 4th largest manufacturer of buses in the world, and the 10th largest manufacturers of trucks. Headquartered in Chennai, 9

manufacturing plants gives an international footprint - 7 in India, one in UAE and one at UK. It has a well-diversified portfolio across the automobile industry.

Ashok Leyland shared some of the best benchmarking tools they have deployed to have a competitive edge and also witness some of their internal, functional, market driven and generic innovation in their commodity which is fiercely market-driven.

The industrial visit is part of Bangalore Chamber of Industry and Commerce's member-connect programme, wherein best practices are shared with member companies so that they replicate the top-end manufacturing culture back at their own plants.

The main objective of the visit to these two facilities was to provide a unique experience to BCIC members to witness and share good practices that could be replicated in their own plants to improve efficiency, production and competency etc.,



Industry Workshop Machine Learning To Deep Learning

February 23, 2019



Mr. Manas Dasgupta, Chairperson, ICT-3I Expert Committee, BCIC delivering the welcome address

As part of the outreach programme, Bangalore Chamber of Industry & Commerce (BCIC) organised a session on Artificial Intelligence (AI): Machine Learning to Deep Learning in Davangere. The Session was hosted at the auditorium of BIET Engineering College and was participated by over 300 students and faculty representing the four Engineering colleges – BIET, GMIT, JIT and UBDC.

The session was hosted by AI technologists from IBM Research Labs Mr. Abhirut Gupta, Ms. Sneha Mondal and Mr. Saneem Chemmengath.

The basic intent of the Industry Workshop was to give a dip-stick understanding and the essence of Artificial Intelligence (AI) as an emerging technology to motivate and inspire adoption and proliferation of this technology for careers of students who will approach campus interviews shortly. It was also to motivate Colleges to adopt AI in their Engineering curriculum for CS – Computer Science, IS – Information Sciences and MCA course.

Mr. Manas Dasgupta, Chairperson, ICT-3I Expert Committee, BCIC who is spear-heading this initiative of the Chamber, setting the context at the workshop, gave a snapshot of the emerging technologies that are in the making and how the student community needs to re-paradigm their skill sets to match industry needs which will be specifically scouting for

these skills-sets among the students at their campus interviews.

Delivering the Welcome Addresses Prof. Vrushbhendruppa, Director said that students should constantly look out for upgrading their knowledge base and be well prepared attune to the industry needs. On the other hand, IBM Research Associates followed up with the actual AI session showcasing the Machine Learning technology, its utility as a prediction modelling, explanation of Deep Learning, Conversational AI, Sentiment Analysis, Customer engagement and related technologies.

The session highlighted several technical solutions with live use cases for the students to understand the nuances of the process, including libraries and algorithms to be used. To make sessions more captivating live demonstrations were conducted for students carrying their laptops.

The session was deliberately designed to be interactive as the hosts wanted to share as much knowledge and clarifications that students may have on the emerging technologies so that they prepare themselves to have the right skill sets when they complete their academics and be ready to be put on career lines.

In conclusion, the objective of enlightening and motivating the student community on the emerging was succeeded



Special Session on Blockchain Series 2019



Participants at the Special Session on Blockchain Series 2019

Bangalore Chamber of Industry and Commerce (BCIC) in association with Futr Flux Technologies, which is part of Krishi Group's Innovative Technologies organised a three-part series on Blockchain in Bangalore.

The session focused on the Manufacturing sector was presented by three eminent speakers from the industry Mr. Abhinav Ramesh, Chief Technical Officer, FuturFlux Technologies, Mr. Rajiv Chandran, Founder, UBRICS and Mr. Rangaraj Sriramulu, Senior Vice President, Alorica.

The session included discussion and interaction on a number of use cases from the Manufacturing sector including Payables/Receivables, Supply Chain Tracking to origination and use of Blockchain in conjunction with IoT to invoke smart contracts based on contractual rules between parties. It was a deep-dive technical session wherein the speakers dealt in There was a detailed explanation from all the speakers on how Blockchain works and the benefits that it can potentially bring.

The session was very engaging as the format was more of an interactive in nature. It was hearty to notice participants representing a cross section of industry verticals with varied backgrounds.





Indo-German Programme for Vocational Education and Training Meeting

March 1, 2019



Mr. Per Börjegen, Team Leader and Mr. T Jayarama, Advisor – Cluster, Bangalore, Indo-German Programme for Vocational Education and Training (IGVET) visited BCIC

Bangalore Chamber of Industry and Commerce (BCIC) hosting a 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 in Bangalore

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 focused on issues vis-à-vis:

- Jointly work towards addressing skill gaps in the Industry
- Co-ordinate with the academia and Industry to develop course curriculum by including global expertise and best practices
- Projects to promote skilling / upskilling in the industry, especially in the MSME segment

Knowledge sharing sessions on skill training programmes

Special focus on Women empowerment initiatives

Explore outreach to member organisations to obtain pilot / case studies with their expertise in the cutting edge technology and process and examples of success stories that can be emulated

Developing strategy, Roadmap and concept note for strengthening skill development activities and 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 necessary impetus and direction in enhancing the overall levels of awareness and engagement with members.



9th Edition of the BCIC Corporate Golf Tournament 2019

March 9, 2019, Prestige Golfshire, Nandi Hills



Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. seen with the Golfers who are ready to hit the Greens

The Corporate calendar in Bangalore is incomplete without marking the date for the Annual BCIC Corporate Golf Tournament

Bangalore Chamber of Industry and Commerce's (BCIC) most eagerly awaited flagship annual Golfing event was kicked with a bang this time, as it was hosted on a much bigger scale with the crème de la crème corporate honchos, expats and Government officials present in full force to hit the greens at the Prestige Golfshire on the outskirts of Bangalore.

BCIC's Corporate Golf Tournament is gaining leadership position among corporate leaders, senior bureaucrats, Consul/Trade representatives and celebrities alike in the city as it is keenly contested with high sportsman spirits.

Mr. N Ahmedali, Chairman, Golf Committee, BCIC says: A game of Golf can be easily compared to our real life situations. You get bad breaks from good shots, you get good breaks from bad shots, but you have to play the ball where it lies.

Golf is a game which continually challenges the corporate leaders to improve the performance of a complex system



Mr. Puttaraj BN wins the coveted BCIC Trophy

Winner
Runner Up 1
Runner Up 2

Mr. Puttaraj BN 40 Points
Mr. Arvind Rathod 39
Mr. Murali Balgar 38

Closest to Pin
Straightest Drive
Longest Drive

Mr. Abhilash Nair
Mr. Yushi
Mr. K G Jagadeesha, IAS - GoK



9th Edition of the BCIC Corporate Golf Tournament 2019



through focused attention and the practice of well-disciplined routines. As pro golfer Tom Watson once observed, "To me, a great golfer illustrates two very precise pictures. One is proper fundamentals. The other is unencumbered motion. Without the first, it follows that the second is impossible to produce."

This is why one believes that the process of a golfer trying to play and improve his game is systemically identical to that of a manager trying to control and improve the performance of an organization. Both are faced with the challenge of enhancing the performance of systems that are far too complex for them to understand in any detail — and whose details, in any event, are inaccessible in real time.

Golf offers first-hand experience in the difficulties of organizational change and demonstrates the huge gap between good ideas and effective action. In short, the game gives its admirers a glimpse of the subtle relationship between discipline and freedom in complex systems. It shows how sound fundamentals, drilled into habit, can facilitate the unencumbered motion characteristic of expert performances in all kinds of complex environments, ranging from the human



9th Edition of the BCIC Corporate Golf Tournament 2019



We thank our Sponsors

- Government of Karnataka-Tourism Department
- JSW
- Toyota
- O3 Capital
- Britannia
- Citi
- Ascent
- TIEI
- TKAP
- Sona Group
- Cornocopia



body to teams to communities and corporations.

On weekends, the corporate boardroom tussle seamlessly integrates into the expanse of the greens. The style and lingo may change a bit but the expression and stoic-ness nevertheless remains the same. As one tees off the greens, changing strategies and new plans can be overheard. Only silence and applause are maneuvered with clubs and the white apple as caddies fail to follow discussion.

An 18-hole round of golf takes about four hours to play. It's important to focus on the stroke and make sure that each shot you take has the best chance of success. That means you have to let go of a bad stroke and play on without getting discouraged. Have each stroke you play be the only stroke you are playing. Similarly, a leader in business can take only one action at a time. You should take time to share the importance of the action with the people who need to know. Set your direction and set up your actions so they will be successful. Do whatever it takes today, right now, at this moment, to make it happen the way it should. Although you are aware that the game is in play and a longer game is happening, you must make sure that each action, each shot, counts.

Though Mr. Ahmed Ali didn't fail to mention that playing golf is also a test of skills, besides getting a reality check on "integrity and passion" which anyway are key constituents for running



9th Edition of the BCIC Corporate Golf Tournament 2019



zero-stress and successful enterprises he says: "Just like golf, leadership is a game that provides a lifetime opportunity for improvement. To improve in golf requires a focus and a willingness to make mistakes in order to progress. Leadership also requires a willingness to make mistakes and to focus on one shot at a time. This way you make every action count."

Chipping around that little white dimpled ball on lush expanses of green has for decades served as a great setting to talk business, network, revel in bonhomie and just lighten up.

Mr. Kishore Alva, President BCIC & President and Executive Director, Adani - Udupi Power Corporation Ltd. said that Golf is not only a very technically demanding sport; it is also an ideal field to draw out leadership lessons for the workplace. Many organisations are increasingly borrowing notes from golf on leadership. Perhaps this is the reason why often it is stated that Golf as a sport develops the spirit of 'ownership'.

Apart from the usual excitement that playing golf exudes, the ambience of the 'Greens' creates a stronger bonding among the corporate community for a more meaningful exchange of ideas and views on business with an emphasis on translating their competitive spirit of the game into their portals of business.

Over 100 golfers participated at the 9th Edition of the BCIC Corporate Golf Tournament 2019.



Karnataka Munnade: Interactive Session With Hon'ble Chief Minister H D Kumaraswamy



Hon'ble Chief Minister H D Kumaraswamy Chairing the Interactive Session

In order to seek inputs from Industry in Karnataka the Government of Karnataka organised an Interactive Session where Hon'ble Chief Minister H D Kumaraswamy himself was present to hear directly from the industry captains on various issues which is hindering the progress of industrial development in the State. Mr. Kumaraswamy sat through the entire session listening to various grievances raised by the industry in the State. Top industry leaders representing diversified sectors were invited for their inputs, ideas and suggestion to further improve business conduciveness in the State.

After patiently hearing at the conclave, Hon'ble Chief Minister H D Kumaraswamy assured industry leaders at the forum that all possible policy facilitation will be extended so that Karnataka in the course of time will turn into being the number one investment destination in the Country.

He also said that whatever issues have been raised in the forum will be passed onto specific Departments, so that they individually will address pain points raised by the industry leaders. He also directed ministerial heads to further get inputs and feedback on Ease of doing Business parameters and see that they are incorporated in the policy formulation.

Mr. Kishore Alva, President, BCIC and President & Executive

Director, Adani-Udupi Power Corporation Ltd. while speaking at the forum said that the State Government under the leadership of Hon'ble Chief Minister H D Kumaraswamy is doing an excellent work and this need to be further augmented to get more investments into the State. Mr. Kishore Alva believed that if more projects are cleared on fast track, industrial development will automatically happen, and this will directly support job creation in the State.

On part of BCIC Mr. Kishore Alva assured that the Chamber is willing to partner with the State Government and whatever way the Government wants.



Mr. Kishore Alva, President, BCIC and President & Executive Director, Adani-Udupi Power Corporation Ltd. at the Interactive Session



Mr. Kishore Alva Promoted as President and Executive Director for Adani Group's Udupi Power Corporation Limited



Mr. Kishore Alva

Here's a Leader who has not just Power, but energy galore, who believes not in a powerful position but has put relentless effort through his passion for sustainable energy striving for excellence and making a difference not only in the corporate world but also reminding himself of the social responsibility he has towards the society and environment.

Mr. Kishore Alva is presently working as President & Executive Director for Adani Group's Udupi Power Corporation Limited project and leading other projects of Adani in the State of Karnataka.

Mr. Kishore Alva is an alumnus from the well-known National Public School, Bangalore. He has a Bachelor's Degree from the prestigious St. Aloysius College, Mangalore and a Master's Degree from the reputed Mangalore University. His leadership style gained popularity during his college days while he was the President of the Student's Council at St. Aloysius College, Mangalore. He was also the President of All College Students Union for Dakshina Kannada and Coorg district, comprising of Mangalore University, Rajeev Gandhi University of Health Sciences and Vishveswaraya Technological University. He served as a President of Students Council of St. Aloysius College, Mangalore University and President of the Post Graduate Students Council, Mangala Gangotri, Konaje.

He has to his credit more than 24 years of his experience with

various Multi-National Organisations.

He has served in various capacities over the years. At the Lanco group, Mr. Alva's commitment elevated him from the position of the Assistant General Manager to General Manager and from General Manager to Vice President then to Sr. Vice President, from Sr. VP to Joint President and now to President / Executive Director.

He was the Senior Adviser in New Delhi to the United States Indian Business Council (USIBC), Washington DC, a business advocacy organisation for the US in India. He was well appreciated for the commendable job done during his tenure.

He also served as a Senior Adviser for Planning and Business Development in New Delhi at UNOCAL 76, (which is presently known as CHEVRON).

A laudable performance while he served as a Senior Advisor for China Light and Power International (CLP-I), Hong Kong.

He also held the position as a Senior Adviser at Cogentrix Energy Incorporation.

At present, he also holds the President at the Bangalore Chamber of Industries and Commerce (BCIC).

He also holds the position of Chairman for the Committee of Energy, Water Resources and Renewal Energy of BCIC.

He is associated with BCIC for the last 10 years and his contribution to the Industrial development is noteworthy.

He is also a Member of Board of Studies in English for St. Aloysius College, Mangalore.

He has been appointed as a Member of Internal Quality Assurance Cell (IQAC) in Mangalore University.

Mr. Alva was a sportsman and has taken part in Athletics and Represented Mangalore University. His wife, Mrs. Sheetal Alva, is a Post Graduate in Bio-Tech Engineering.



Visit to Saahas Zero Waste - Awareness on Waste Management Sector

February 27, 2019



BCIC Delegation at the Saahas Material Recovery Facility

Bangalore Chamber of Industry and Commerce (BCIC) under the aegis of the Energy, Environment and Water Expert Committee in its attempt to create awareness on Waste Management hosted a visit to Saahas Zero Waste (SZW) on the outskirts of Bangalore.

Humans create waste and most of us consider garbage to be a problem. In our current convenient and capitalistic society,

each individual creates an average of 11 Tons of waste over an average lifespan. 90 percent of the waste that we create can be transformed into resources, but we need reliable, simple and eco-friendly systems to do so.

It is here that Saahas Zero Waste (SZW) is playing a vital role in turning waste into resources. This in turn is not only reducing pressure on environment degradation, but also creating an



Managing the Waste



Mr. Ramesh Saligrama, Chairman, Energy, Environment and Water Expert Committee, BCIC addressing the delegates



Delegates at the Facility



Segregation of waste



Products made out of waste

eco-system for creation of jobs. SZW leverages Nature, People and Technology to holistically manage waste.

In its decentralized waste management model, SZW operates waste management units in large tech-parks, residential complexes, and institutions. Its focus is to help clients become zero waste entities.

Through the Zero Waste Management Programme Saahas operates on-site solutions for bulk waste generators including tech parks and residential waste management. For smaller generators, it offers holistic waste management programme which includes collection and process at its unit, Kasa Rasa.

In the Extended Producer Responsibility (EPR) program, Saahas partners with packaging companies and E-Waste producers to develop and implement a reverse logistics mechanism that facilitates in bringing back bulk volumes of waste into the recycling chain.

As a part of the 'closing the loop' initiative, SZW offer products made from waste including compost and a range of other recycled products.

Saahas Zero Waste has the capacity to manage 16,000 kgs. of

dry waste per day at the Material Recovery Facility (MRF). Each step of the process is recorded and reported through an MIS system. The entire team are permanent employees and all transactions with vendors are digitised, cashless transactions. This may be common in other industries but is a feat accomplished in an industry dominated by the informal sector.

MRF represents the future of the waste management industry. The largest of its kind in Bangalore, the MRF is a mechanised processing factory for dry waste. Here dry waste is sorted into 17-20 categories through a conveyor belt system. Each category is first compressed, then stored and finally dispatched to authorised recyclers. These recyclers are able to recover value from the waste by transforming them into products such as stationary, chip boards, and t-shirts to name a few.

A 7-member BCIC delegation led by Mr. Ramesh Saligrama, Chairman, Energy, Environment and Water Expert Committee, BCIC visited the Material Recovery Facility. Mr. Saligrama expressed appreciation for the work that Saahas is done and said that more companies need to join the hands with Saahas to keep waste at the minimal.

Webinar Master Series: Befriend Change - How to Become More Resilient



Ms. Hemali Bharani

Dale Carnegie Certified Trainer
and a Consultant

Bangalore Chamber of Industry and Commerce (BCIC) as the Outreach Partner with JobsForHer organised a Webinar on How to Become More Resilient as part of the Masterclass knowledge series Webinar in Bangalore.

Ms. Hemali Bharani who hosted the webcast is a Dale Carnegie Certified Trainer and a consultant. She conducts Corporate trainings and Coaching sessions for mid and senior managers and for students at University.

Her core competencies are – Advanced Business Communication, Art of Assertiveness, Consultative Sales, Customer Service Excellence & Client Centricity and other Behavioural & Soft Skills programs.

Change never seems natural. We repel it and want to go back to our comfort zone. It comes naturally to us. It's a common saying that "The only constant is Change" and it stands true.

In this masterclass series, Ms. Hemali emphasises on the fact that we need to identify, understand and accept the change that comes our way, instead of repelling it.

Why do we fear change - the most relevant answer to this seems to be the "uncertainty" the change brings into our lives. Our life is going smooth in one way and we often fear a change in routine, which makes us repel the change. In most cases the thought is negative, what if the change brings us the worse?

Ms. Hemali's advice is: Take a positive feather and think about it differently, what if the change does good and makes our routine even better?

Building acceptance to change - the first thing one needs to learn and teach their mind is that the change is inevitable and then work around it. That makes the task become easier to accept anything that the change brings about.

Acceptance is not the ending or final resolution, it's just the beginning. It's acknowledging what is right at that point of time.

Ms. Hemali said that Resilience is an art of striking back at life after a change, as strong or stronger than before. It's not a trait people are born with, it needs to be learnt and developed. And anyone can do it.

The ways to build resilience is different for different people since people react differently to a situation. However, we can generalise and identify the ways as:

1. Establish Connections - It's important to have people who love you, care for you and you can confide in. It allows one to open up when in trouble.
2. Accept that change is inevitable. As they say, "Fear is a prison", the more the fear, the deeper roots our negativity.
3. Believe in the positivity of thoughts, be confident about your strength to overcome any difficulty.
4. Set Goals - This helps us to divert our attention and thoughts from the negativity. We constantly have something to work for.
5. Look back at the events in life, learn from it .

Building Resilience helps us overcome troubles with minimum effect on our emotional, mental and physical well-being.

With business and economic environment across India and abroad currently witnessing the VUCA effect (Volatile, Uncertain, Complex and Ambiguous), building resilience is a critical aspect for the workforce to survive and succeed in the harsh corporate world.

Of late, cut-throat competition, mergers and acquisitions, growing risk of entrepreneurship and demanding Top and Bottom line growth are all mounting pressures on employees. Targets not being met resulting in redundancies for no fault of employees and cost cutting is driving replacements of high salary individuals with younger professionals. All these are now becoming a norm of the day in the corporate world.

Being resilient does not mean being resistant to stress, but it does mean adapting to and coping with stressful situations. It

can be acquired through learned behaviours, thoughts and actions. Those who can bounce back by building resilience are able to survive and succeed. Those who can't, may struggle and perish.

Being Resilient simply means that when life throws a lot of trauma and tribulations at regular intervals, the person should be able to bounce back to life like a rubber ball and at that too at the shortest possible timeframe. If that trait is embedded into the individual then, it will be a joyous work-life experience for the individual.

Research has shown that skills to bounce back can be developed over a period of time. By building resilience, leaders can help colleagues deal with stress while minimising the impact on their workplace, mental and physical well-being.

It is often said that "People who build Resilience are the ones who are most successful in the workplace."

Webinar Master Class Series Time to Handle Your Sabbatical Effectively



Ms. Neha Tripathi
Founder
JANUS

Bangalore Chamber of Industry and Commerce (BCIC) as the Outreach Partner with JobsForHer organised a Webinar on Time to Handle Your Sabbatical Effectively

as part of the Masterclass knowledge series Webinar in Bangalore.

Ms. Neha Tripathi who is the founder of JANUS was the host at the webcast. She-Rise is an institution for women with Sabbaticals. Ms. Neha is a Leading Employability and educational speaker on various topics ranging from stress to how can one overcome phobias.

The session was organised with the intent to help women who are on sabbatical, bridge the gap between what education provides and what corporates expect. The session focussed on planning sabbatical optimally, before deciding on the sabbatical, during and post it.

Often, women end up taking an unplanned career break without considering a mentor or an advice from another woman who has been/is on a break, which makes it difficult to get back, post the break.

While considering a pause, ask yourself, if it is actually required. Can you take up a flexible option instead of quitting and take a mid-way.

Ms. Neha while addressing webinar participants put through a perspective as to what goes through when a woman takes an unplanned break.

She said: "Initially during the break, most women are happy with the break. During the second phase their confidence takes a hit, because their life becomes monotonous and they start questioning their abilities. The third stage is when most women give up on their aspirations and end up settling down with what they have. This is the typical cycle of women on unplanned sabbatical.

As a forethought Ms. Neha said that if you are on a break, make sure you are in touch with industry trends, updated about new things coming up, reading about it, networking, taking up a volunteering activity or internship programmes.



Managing financials well is very much needed while on a break. Since only a single income comes into the family, it becomes essential to keep aside finance which can be used / invested on oneself while trying to get back after a sabbatical. The most effective way of organising financials is the 50-30-20 model where 50 percent of the income goes into essentials of the household, 30 percent into leisure activities and 20 percent into savings.

Getting back after a sabbatical is dependent on identifying three factors encompassing around it.

1. Is the sabbatical taken because of the people around, who do not want you to work...
2. Is the sabbatical taken because men around you who do not want you to work OR

3. Is the sabbatical taken because YOU do not want to work...

There are other things that one should analyse about self, vis-à-vis, are we working smartly towards getting back to work, are we maintaining a network and nurturing it, are we constantly in touch with the domain (previously worked and trying to get back to) etc.

Ms. Neha emphasises on the fact that Women need to Invest in themselves and plan for it. During a sabbatical, plan to attend sessions online or do some courses which will add value to the resume and help in skill building. The emphasis is on the fact, that women need to get out of their comfort zone and stretch a bit.

As a most important step, to get back on the career path, Ms. Neha said that identify a mentor who can understand your pain points, who can motivate you and who can bring in the passion in you.

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



Webinar Series: Key Changes in the Fema Regulations February 14, 2019



Ms. Neela Badami
Partner
Samvad Partners



Mr. Vishnu Kale
Associate
Samvad Partners



Ms. Samyuktha D
Associate
Samvad Partners



Mr Darren Tony Lobo
Associate
Samvad Partners

Samvad Partners in association with Bangalore Chamber of Industry and Commerce (BCIC) organised a webinar on “Key Changes in the Foreign Exchange Management (FEMA) Regulations”. With many new developments in the foreign exchange management regime over the past year, the general theme of the discussion was the intent behind the changes in the regulatory framework, the new issues they raise, and the experience so far. Ms. Neela Badami, Partner, Samvad Partners, provided an overview of the topics discussed and moderated the discussion. Mr. Vishnu Kale, Associate, Samvad Partners discussed the introduction of the Entity Master Form (EMF) and Single Master Form (SMF) for reporting of transactions to the Reserve Bank of India (RBI), as well as changes in the FDI policy as applicable to e-commerce marketplace entities. Ms. Samyuktha Damojipurappu, Associate, Samvad Partners discussed the changes in the External Commercial Borrowing (ECB) framework, and Mr Darren Tony Lobo, Associate, Samvad Partners discussed the introduction of the FEMA (Cross Border Merger) Regulations (2018) (Merger Regulations).

Introduction of EMF and SMF: This portion of the webinar discussed the introduction of form EMF and form SMF vide RBI Circular dated June 07, 2018, with the aim of simplifying reporting for foreign investment in Indian Entities under FEMA. The procedure for filing these forms has been provided in the user manual introduced by the RBI on September 01, 2018.

The RBI introduced an online portal called Foreign Investment Reporting and Management System (FIRMS) for implementation of the revised reporting structure, replacing the erstwhile e-biz portal. The EMF is a one-time reporting requirement with respect to existing foreign investment, which must be filed with the RBI. The purpose of EMF is for collation of common details of an Indian entity (Name, CIN, details of all foreign investment, including the entry route and sectorial cap applicable, etc.). SMF integrates nine forms under which reporting was done under FEMA into a single form. These changes were introduced in order to streamline the process of FEMA reporting. Further, changes such as introduction of a period of 5 (five) working days to approve or reject SMF forms, merging of Form ARF and FC-GPR into a single FC-GPR role, and addition of security measures such as verification of eKYC have all been introduced, with the intent of streamlining the process of FEMA reporting to the RBI.

Changes in the ECB Framework: ECBs are essentially commercial loans availed by eligible resident Indian entities from recognised non-resident lenders, and are required to comply with certain parameters such as minimum maturity period, permitted end use prescriptions and all-in-cost ceiling. The RBI recently integrated and consolidated the regulations on borrowing and lending in INR and foreign currency into one single regulation - the Foreign Exchange Management (Borrowing and Lending) Regulations, 2018 on December 17, 2018 (B&L Regulations). Further, it issued a revised ECB policy on January 16, 2019 (New ECB Policy) which has relaxed the current ECB framework considerably. The intent behind the New ECB Policy was to widen the scope and to harmonize the framework for borrowing by Indian Entities. This was implemented through various changes such as:



(a) Widening of the scope of 'Eligible Borrower' under the ECB Framework; (b) Removal of requirement for ECB lender to be a foreign equity holder of the borrower (unless the lender is an individual); (c) Merging of routes (tracks) through which ECBs can be raised into two main tracks – Foreign Currency denominated ECB and Rupee Denominated ECB; (d) Standardization of the Minimum Average Maturity Period (MAMP) across all ECBs as three years, whereas under the erstwhile ECB regime, the MAMP was based on the track under which the ECB was raised; (e) Standardization of the list of end uses across all ECBs (except if the ECBs are from a foreign equity holder); (f) Standardization of the individual limits for ECBs under all tracks to USD 750 million under the automatic route, etc.

E-commerce Press Note: On December 26, 2018, Department of Industrial Policy & Promotion (DIPP), published Press Note 2 of 2018 revising the FDI Policy as applicable to an e-commerce marketplace entity (New Rules). These have come into effect as on February 01, 2019. The New rules aim to tackle various structures that e-commerce players use to avoid compliance with the erstwhile e-commerce regulations. Some of the important changes that were discussed include: (a) A blanket restriction on an e-commerce marketplace entity to own or control inventory of products sold on its platform; (b) Introduction of a test of 'deemed control' of inventory of a vendor by e-commerce marketplace entities; (c) Restriction on the entities with equity participation from an e-commerce marketplace entity or its group companies to sell products on the platform run by such e-commerce marketplace entity; (d) Requirement that services to the vendors on the platform must be at arm's length basis and in a fair and non-discriminatory manner; (e) Prohibition on e-commerce marketplace entities mandating any seller for exclusive sales on their platform; and (f) Introduction of reporting requirements to the RBI by e-commerce marketplace entities. It remains to be seen how e-commerce marketplace entities respond to the New Rules, and

how the structuring of the business of e-commerce marketplace entities shall be affected.

Merger Regulations: As per the provisions of the Companies Act, 2013, cross border mergers typically require prior approval of the RBI. With the coming into effect of the Merger Regulations, any cross border merger in compliance with the Merger Regulations shall be deemed to have been approved by the RBI, and no separate approval would be needed. The Merger Regulations classified mergers into two kinds, (a) where the resultant company is an Indian company (Inbound Mergers); and (b) where the resultant company is a foreign company (Outbound Mergers). The guiding principle behind the Merger Regulations is to ensure that in cases of both Inbound Mergers and Outbound Mergers, the applicable FEMA regulations are complied with. It was discussed how in cases of Inbound Mergers, compliance with FEMA regulations concerning inbound investments, including pricing guidelines, entry routes, sectoral caps, reporting requirements, etc. should be kept in mind, whereas in cases of Outbound Mergers, compliance with FEMA regulations and reporting concerning outbound investments are of importance. Further, the offices of the transferor foreign company (in case of Inbound Mergers) and the transferor Indian company (in case of Outbound Mergers) should be complied with post-merger. Similarly, the applicable FEMA regulations governing guarantees and borrowings, bank accounts, acquisition of assets, etc. that should be followed by the resultant company. It is notable that in several situations, the Merger Regulations have provided for a period of two years for compliance with applicable FEMA regulations.

There have been widespread changes in FEMA introduced, with the idea of ensuring easier and more thorough compliance by individuals and companies. Such discussions about experiences with the changes in FEMA Regulations would assist organizations in identifying the important measures and the hurdles that they might face during their compliance.

Transportation, Logistics and Supply Chain Professionals – current & future needs

GUEST COLUMN

Archie D'Souza

**Consultant: Industrial Logistics,
Transportation & Warehousing**

India has consistently, for almost three decades, been among the fastest growing major economies of the world. While services have been a major contributor to this growth story, manufacturing isn't too far behind. This high level of growth has been riding on investments made by governments at the centre and states, the private & public sectors and through public-private-partnership (PPP), on infrastructure projects. Primary among these are ports, airports, roads, special economic zones (SEZ), industrial clusters & corridors, dedicated railway lines for freight and warehousing, to name but a few areas. Even as I write, the Adani Group has been awarded 5 airports.

These investments have resulted in a great deal of opportunities for professionals at every level. Thanks to this and various initiatives from the HRD and Labour & Employment ministers, there are courses being developed to train professionals in the field of Logistics & Supply Chain Management (SCM). The Ministry of Labour and Employment (MOLE) has come out with a number of vocational programmes to train people at every level in the field of Logistics. Details of these skill development programmes are available on the MOLE and National Skills Development Corporation (NSDC) websites. Similarly, universities, in their MBA programmes, have started introducing Logistics as an integral part of the courses that students have to undergo. We will look at courses later. Right now, let us look at the industry.

Another benefit that this high growth brings is a greater demand for goods of all kinds, across segments, whether they're luxury goods or products for mass-consumption. Wherever new manufacturing units are set up, plant and machinery need to be procured and installed. Once commissioned, these units need to procure, among other things, raw materials, components and packing materials to ensure that production takes place. These have to reach the factories. Similarly, finished goods need to be moved from plant to market. Agricultural products too need to move from farms to consumers. Before goods leave their origin, they, almost always, need to be packed. Also required is storage at the origins, destinations and in-between. All these activities need the services of professionals, called logisticians. The business of logistics requires crores of professionals, at various levels, taking part in myriads of activities.

What is so notable is the fact that while professionals in many industries may have observed a notable decline in skills amongst recent graduates, during the past couple of decades, the opposite is true in the field of SCM. I can safely ascertain that we've become a profession and a recognised one at that. As stated, several universities are offering specialised courses in these areas. This is the trend world over. Globalisation of the economy has become a reality that we can't run away from. Technology has been upgraded and supply chains have become very sophisticated. Therefore, good quality SCM professionals are a necessity without which no economy will survive.

In the past and to some extent in the present too, universities have not been working in sync with industry. However, in the field of Transportation and Logistics this trend is changing. The contribution to the world economy of shipping, aviation, road & rail infrastructure and every other sector related to the field of Logistics is tremendous. Without transportation there would be no trade and most of the world's populations would starve. Centres of production and consumption are no longer close to each other. International transportation infrastructure connects the two. Without shipping, air and land transport services this would never have been possible.

Food grains, fertilisers, cement, coal, ore and a host of products are transported in bulk

carriers; crude oil and other liquids as well as LPG & LNG and several petroleum products – crude and finished – move in container ships; container ships, ro-ro services, break-bulk, reefers, etc. – we can make a long list of the kind of shipping services available. Without shipping the entire world economy would collapse. Water is the most economic mode of transporting most goods. Only pipelines are cheaper for a single liquid or gaseous commodity moving in very large quantities. Shipping services also leave a much smaller carbon footprint compared to the mother modes of transportation. Here again, pipelines are the exception.

Air services also play a major role in international trade. Transportation of goods by air has reached unimaginable proportions. Today the world's major passenger carriers earn a great deal of revenues from cargo, more often than not, exceeding passenger ticket revenues. Several major airlines, e.g. Lufthansa Singapore Airlines and Emirates Airlines, have hived off their cargo divisions into wholly owned subsidiaries.

be no trade. Transportation is the most important component of logistics. There are several other components logistics. Professionals in this field, i.e. logicians, manage and coordinate the activities in the global pipeline to ensure an effective flow of materials and information from the time a need arises until it is satisfied; often beyond, e.g. equipment that is supplied needs servicing, viz. maintenance, repair & overhaul (MRO). Service providers need to procure, move and store spares for this purpose. This flow and storage of goods encompasses planning activities, implementation and control in both forward and reverse directions.

The sector currently employs several crores of people and will create many more jobs in the next two or three decades. Some of the activities or functions of industrial logistics include, order processing, inventory management, transportation, storage (viz. warehousing), packaging, customs clearance and several value-added services.



In addition, we have all-cargo airlines and integrators – cargo airlines offering door-to-door services for freight. The variety and range of services that all these airlines offer are numerous.

Airports, ports, truck & train terminals, courier service providers, etc. all require top quality logistics professionals. Apart from these, there are a range of intermediaries like freight forwarders, customs brokers, shipping & air cargo agents, etc. that need professionals. Manufacturing and service undertakings too require logistics and SCM professionals. So, the opportunities are virtually unlimited.

What is Logistics?

Logistics is the universal thread or pipeline that plans, coordinates and implements the delivery of goods and services to customers all over the world. Without trade there can be no economic development and without transportation, there can

Logistics involves so many critical business activities that nearly every business organisation, from the smallest to the largest, requires, either through direct employment or indirectly, professionals in the field. Needs range from CEO to drivers and handlers. In other words, besides qualified persons, a number of unqualified, but trained, people are needed. Also required are analysts, software developers and experts in robotics and artificial intelligence, the list seems endless.

Most of the jobs in the sector do not require highly qualified individuals. Universities and institutions across India and the world, offer certificate, diploma and degree courses in logistics, including an MBA. Indeed, the industry, as well as professionals employed here are poised for exponential growth.

[The writer is a former logistics professional and currently adjunct professor at Dayanand Sagar University]

The 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

In the past issues we have seen the aspect of no leadership and presence of leadership in the corporate world. In fact, organizations run on more than one parameter. Decision making is one of them. By management and its definition, we intend to suggest –the art of decision making. Most companies' top bosses are human too. They have emotions, joy, sadness, excitement, being calm etc in differing proportions. A decision for a project or activity is taken at times instantly or over several minutes, hours, days, weeks, months. In some cases, years.

This article will look at Silent Leadership aspects that has been result of years of watching various corporate leaders and executives in action.

Silent leadership companies are those that are not in limelight, yet contribute enormously to their own growth, employees' welfare, stakeholders' interests and nation's GDP. Silent leaders are those recruited specifically because of such trait to perform certain tasks that may require precision and task coordination, execution, completion, retain confidentiality, bring consensus in discussions etc and keep these going on consistently.

Silent leadership has many features and seen across corporate and nations. Rather a silent leader could be considered as a device or a person. As a device -companies must use them at the right place and situation to gain maximum control and direction for the next activity. For e.g. traffic signal as a leader ensures discipline without any human interference. Violators can also be detected and fined without any person working on this. The world is moving towards such a control and supervision. This supported by Artificial intelligence. Earlier we could access some areas in any company with a photo identity card and human check. Now we do it with digital access-finger, face or retina scan.

For the human reference of silent leadership, Mahatma Gandhi came close. Bill Gates and Warren Buffet are some more examples. Yes, we can find them in instances when the leader is angry or sad or is introverted or silent person. Some situation forces leaders to be or go on silent phase. In each of the human instance or as reference, the silence aspect is inclusive of a physical presence of a leader. In the military world, the parade or team can understand any gesture or presence of a senior and know what is to be done. In a spiritual centre the leader just gestures by hand or some action and the followers understand the instructions.

The silent leaders while carrying out their tasks inspire others more by their action than words, they trust others more in completing work and do not seek credit for their actions. Silent leaders are those that are found technically highly competent, mathematically endowed, financially astute, their dress sense modest, their eating habits simple, their mobile with few contacts, and seldom lie. They are more likely to accept failures in their stride than rationalizing. But will give more credible details to avoid failures again. Their commitment and assurances are usually reliable.

Silent leadership qualities are sought after by companies who have high confidential information and process of work involving intellectual churn out rather than a real product like FMCG etc. In the Research development section and production department of companies, you may find silent leadership in action. That brings to the point that introverts are silent leaders, that is not always true. Based on this we could surmise that silent leaders may be keen observers and listeners. It need not be that silent leaders are not quick thinkers or cannot take strong decisions or implement tough processes. The predictability of behaviour of a silent leader is more difficult than a non-silent leader. The

silent leaders are more of thinkers who value add to any management issue. This may be an advantage at times if the top leaders in various industries use this knowledge. Similarly, certain issues in organizations can be resolved more by silent mediation than loud discussions, debate and quarrel. Silent leaders don't display emotions easily and are not seen as selfish persons. They are humble and polite. They may be keener to help and collaborate and use logic and compliances of the company to do work. They perhaps have depth of content than breadth. They set standards and benchmark for others to follow, they are honest, they complete tasks they handle without fuss, they demonstrate and coach better, they may also be more tenacious and resolute which cannot be seen in their face and words they speak. They may seldom gossip or talk behind others, they are affable, yet may not have too much friends. Their demands on others will also be less. They may do work more precisely and will be good evaluators of projects and activities. Their routine daily will be well planned and could be pillars in many organizations.



In many companies while executives/managers leave the organizations the silent leaders remain. They continue guiding the new recruits about the company with authority, competence and knowledge. They offer only so much information that is required as appropriate for various levels of executives. The top management looks upon silent leaders for expert opinion in many projects. They read more and are well informed on their domain of expertise. They may not allow subordinates to do or try something new if they won't do it themselves. A silent leader would have a planned delegation of work or activity so that his/her absence is seldom felt in completion of tasks. However, for critical meetings and tasks the silent leader is sought after, more than others. Nowadays we have new divisions in companies like data analytics, digital marketing, ecommerce, and including the old the finance, legal etc all forming a great team of people who are known, prone, honed to be silent for success. Companies cannot have all silent leaders, they need those that can convey messages from the bottom rung to the top, many issues that needs glib talk, engaging conversations and debates and arguments.

While the world sees a winning leader as someone who speaks more and is loud, the vast work and process completion happens because there are more silent leaders who do work and accomplish things. In companies, where the will is to grow, and the faith is in its competence -it must choose leaders as silent or non-silent as may be the case for success. The pilot is silent, cabin crew is not, the bus driver is silent, the conductor is not and other examples.

There was a line for the corporate world- "It is always lonely at the top". I add- it is silent too for many at the top. All silent people are not leaders, but many leaders are of the silent type. This does not bring down the exalted position of leadership that the "loud-mouth", ready to talk leader is occupying. Rather we will need to see the best qualities of a conversational leader, ready to talk and always ready for success. Those aspects must be brought to the fore. Perhaps in the fourth of this leadership series.

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

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

IoT and Smart Cities

GUEST COLUMN



Dr. Alka Maurya

Associate Professor &
Corporate Consultant
Amity International Business School,
Amity University



Dr. Abhay Sinha

Senior Director, Pharmexcil

Every day we wake up to know about a new trend, which is bound to, directly and indirectly impact on our professional and personal life. IoT, Smart Cities, Big Data, Blockchain, Cloud computing, Artificial Intelligence, Augmented Reality, Virtual Reality are some of the terms which we hear and read about every day. From a layman's perspective all these terms seem to be something beyond their understanding, so this article is an attempt to explain some of these terms with the help of few examples of how these technologies are being used to make our life simple and easy.

IoT (Internet of Thing) and Smart Cities

All of us are familiar with Internet as a tool through which we are connected to each other through our desktops and laptops. In late 90s and early 2000, if there was a need to connect to the internet we had to rush to our homes, offices or cyber cafes, to access it through our desktops and laptops. However, when smart-phones were introduced we got the option of connecting to the World Wide Web while on the move through a handheld device and we got connected with everyone around us on a real time basis even when while we were on move.

Now imagine a situation that you have left for office and forgot to switch off your AC, or maybe on a hot summer day, when the outside temperature is 47o C you wish to enter your home having inside temperature of 18o C. In such a scenario you wished if you were some how connected to your AC as well. This is where the concept of IoT comes into picture. IoT or Internet of things, in the simplest terms is the advanced level of Internet where humans are connected not only to each other but also with their wifi connected devices like AC, Refrigerator, Geyser, Microwave, CCTV, digital door lock, smart cars etc.

Lets us look at another scenario, we daily use remotes to operate our electronic gadgets like TV, Home Theatre and AC etc. and can do so only within a particular range. Also until we have a universal remote we have to use different remotes for different devices i.e one remote to operate our TV, second one to operate our DTH device, maybe the third one for the Home Theatre, forth for your AC, to enjoy a movie with surround sound and dolby effect in the comfort of our homes, unless more effective surround voice of your spouse takes over!

Now, imagine, you had just one remote to operate all these devices without any distance and angle constraint, so when we use only one smartphone to operate all our wifi connected devices we are talking about an IoT ecosystem. (Figure 1)

In simple terms IoT is defined as “giant network of connected things and people – all of which collect and share data about the way they are used and about the environment around them” (IBM, <https://www.ibm.com/blogs/internet-of-things/what-is-the-iot/>)

These days technology is evolving faster than our ability to adapt it. Latest addition in the IoT ecosystem is Alexa and Google Assistant, with the help of these devices you can simply control all your wifi connected devices with your voice command. You just have to say “Alexa, switch off the TV” and it will be done much faster than your son or daughter or your spouse would have done it!

This IoT ecosystem is evolving very fast. Automobiles companies are working on making driverless smart cars, soon we will have robots managing our houses taking command from Alexa, Google assistant or similar devices, which will be a great boon for the working women worrying about the daily chores and availability of maid. There will be smart washing machines, which can handle the laundry themselves by scanning clothing labels for proper wash settings.

Figure 1 : IoT Ecosystem



Source : <https://www.sensorexpo.com/iot>

Figure 2 : Smart Cities



<https://internetofthingsagenda.techtarget.com/definition/smart-city>

So a home having interconnect devices is a smart home and if we take a bigger picture of smart homes we can think of smart cities. Though the definition of smart cities varies from country to country and person to person. Essentially, when we are talking about smart cities we are talking our urban dwellings where data and technology are extensively used to create efficient systems and processes to improve sustainability and thereby enhancing quality of life for people living in such cities (Figure 1). A city having following facilities can be thought of as a smart city:

- Free wifi at public places.
- Public transportation systems are connected to smart devices so that the busses can be tracked to determine the exact time of arrival and departure. Possibilities of ride sharing and availability of parking space in the city can be determined with help of apps and payment for the same can be made online. (Smart Transportation)
- Smart traffic management system is in place to efficiently handle traffic in peak and non-peak hours. (Smart Traffic Management System)
- Sensors are used to switch on and switch off the streetlights. Streetlights can be dimmed when pedestrians are not there so as to conserve electricity. (Smart Energy)
- IoT enabled vans to collect and dispose off waste. (Smart Waste Management)
- Sensors are attached to buildings to check wear and tear and ensure proper maintenance whenever required.

(Smart Buildings)

- Fitness or illness of the citizens can tracked through devices like smart watch or similar other devices that can keep a check on blood and glucose level, body temperature, heartbeat, cardiovascular problems, vision quality and chronic ailments so that medical attention is available on right time by the doctors who are monitoring the patients (Smart Healthcare)

The list is endless and is getting bigger day by day. Singapore has already installed sensors and IoT- enabled cameras to monitor the cleanliness of public spaces and the movement of locally registered vehicles. Dubai is using smart technology for traffic routing, parking, infrastructure planning and transportation. In Barcelona, Spain, free Wi-Fi, USB charging stations and bus schedule updates for riders are available at smart bus stops. Smart apps are available to look for opportunity for bike-sharing and to find out space for parking the vehicle where payment can be made online. Many other cities have already implemented these smart technologies or are in the process of doing so.

Every technology has its constraints and so is the case of IoT and Smart cities as well. Security concerns, Government approvals, faster connectivity, cost of hardware etc. are few of the hurdles. But making Smart cities is in the agenda of the Government worldwide, in India also Prime Minister has identified 20 cities to be transformed as smart cities. Tomorrow, we will be living in a smart home in a smart city, driving smart cars, but our only worry will be whether our next generation will be as smart (intelligent) as we were!

Meetings with Government Officials / Consulates / other Chambers / Institutions



Meeting with Representatives from the Office of Consulate General of Malaysia (Trade Section), Chennai on February 1, 2019

The Trade Consul of Malaysia Mr. Muzzafar Shah Hanafi called upon the Secretariat to extend invitation for the Chamber members for a Session on the Business Opportunities in Malaysia with special reference to the Infrastructure Sector.

The Trade Consul said that this was his maiden visit to India with the objective of exploring business and investment opportunities for the Infrastructure Sector coinciding with the proposed International Sourcing Program in conjunction with the International Construction Week and ASEAN Super 8 in Kuala Lumpur from march 18-21, 2019 at Malaysia International Trade and Exhibition Centre (MITEC) being organized by the Malaysia External Trade Development Corporation, an export promotion agency of the Government of Malaysia in collaboration with the Construction Industry Development Board (CIDB).

Meeting convened by Chairmanship of Hon'ble Minister for Tourism & Sericulture, Government on January 30, 2019

The above interactive meeting was convened under the Chairmanship of Mr. Sa Ra Mahesh, Hon'ble Minister for Tourism & Sericulture, Government of Karnataka to seek inputs from various stakeholders on the promotion of State Tourism.

BCIC Senior Vice President Mr. Devesh Agarwal, Co-Chairman of the BCIC Tourism Expert Committee Mr. Veerendra Shadakshari and Secretary Mr. Prithvi K K represented the Chamber at the above meeting.

Senior Officials from the Tourism Department presented on the various strategies Government pursued by the Government viz., Road shows, various themes on Adventure, Coastal line, Heritage and branding. They also mentioned on the proposed Roadshows being organized during Feb / Mar 2019 in Delhi, Mumbai and Amsterdam, Brussels and Düsseldorf.

Mr. Devesh Agarwal put forth his suggestion on framing themes / visits on similar line with Singapore Tourism Board

including Wine Tourism. He mentioned that the State Government could leverage IT for effective promotion in the hospitality and tourism industry that could help reduce costs, enhance operational efficiency, and improve services.

Mr. Veerendra Shadakshari and Mr. V M Manoj Mathew, General Manager, Vivanta by Taj – M G Road, Bangalore agreed to submit a proposal / actionable agenda for 2 – 3 days stay for tourists visiting Bangalore for a short trip / vacation.

Meeting to seek inputs from industry for the Karnataka Industrial Policy MSME 2019-23 on February 5, 2019

The above meeting convened by the Directorate, Micro, Small and Medium Enterprises, GoK was Chaired by the Commissioner Ms. Gunjan Krishna, IAS to discuss the issues and subjects to be included in the proposed Industry Policy.

During the meeting, Mr. Kishore Alva, President submitted the comprehensive wish list to the State Government highlighting various issues viz., Funding options, Regulatory Framework, Infrastructure concerning MSME's Challenges and Opportunities for the business growth in Karnataka.

Meeting with Ms. Supatra Sawaengsiri, Executive Director, Thai Trade Center, Mumbai on February 7, 2019

Ms. Supatra Sawaengsiri who had recently taken over as the new Executive Director, Thai Trade Center, Mumbai extended a courtesy visit to the Chamber and expressed their keen interest to interact with the members over an Interactive Session in furthering the bilateral trade relationships between Thailand and Karnataka. During the meeting, Mr. Kishore Alva, President, BCIC mentioned that BCIC and Thai Consulate / Trade Center have been working very closely and the Chamber has been facilitating lot of interactions with the visiting business delegations from Thailand from time to time.

NDTV Panel Discussion coinciding with the Namma Karnataka Conclave on February 17, 2019

BCIC President Mr. Kishore Alva and Secretary Mr. K K Prithvi represented the Chamber at a Panel Discussion organized by the NDTV coinciding with the Namma Karnataka Conclave which deliberated on the holistic development of the State from farmers to industry and how this development would touch the lives of the citizens.

With renowned speakers as the Panelists, the discussions deliberated on the Bangalore Infrastructure, Agriculture and Industry & Skilling issues.

The Conclave concluded with the Session addressed by Mr. H D Kumaraswamy, Hon'ble Chief Minister of Karnataka.

NDTV Panel Discussion coinciding with the Namma

Karnataka Conclave on February 17, 2019

A Panel Discussion was organized by the NDTV coinciding with the Namma Karnataka Conclave which deliberated on the holistic development of the State from farmers to industry and how this development would touch the lives of the citizens.

With renowned speakers as the Panelists, the discussions deliberated on the Bangalore Infrastructure, Agriculture and Industry & Skilling issues. The Infrastructure panel was chaired by Dr. Parameshwar, Dy CM and Agriculture panel was anchored by Mr. Krishna Byre Gowda. While the Industry panel was chaired by Mr. K J George,

The Conclave concluded with the Session addressed by Mr. H D Kumaraswamy, Hon'ble Chief Minister of Karnataka.

BCIC Representations to the Government

BCIC submitted following Representation to the Government:

Date	Subject	Authority
Jan 29, 2019	Pre-Budget Memorandum on State Taxes 2019-20	<ul style="list-style-type: none"> Hon'ble Chief Minister of Karnataka Additional Chief Secretary to Government, Finance Department, Govt. of Karnataka Commissioner, Commercial Tax, Bangalore
Feb 6, 2019	CFOs pan Indian before the Hon'ble GST Council in respect of issue of certain clarifications under the GST Laws	<ul style="list-style-type: none"> Hon'ble Finance Minister, GoI Chairman, CBIC Chairman, GST Council
Feb 18, 2019	Representation regarding issues arising out of implementation of Section 49A of CGST Act	<ul style="list-style-type: none"> Hon'ble Minister of Finance, Office of the GST Council Secretariat Commissioner - Central Excise, Central Board of Excise & Customs

New Members



- Celestain Technologies Pvt Ltd
- ADD Engineering Components Pvt Ltd
- Triumph Mechanics Pvt Ltd
- Reach Ajcon Technologies Pvt Ltd
- ISMS Bangalore
- Loiko Global Pvt Ltd

THE NEW INDIAN EXPRESS

Ninth edition of corporate golf tournament concludes in Bengaluru

Eskandh Alva, President BCIC & President and Executive Director, Adani-Ulaga Power Corporation Ltd



For representational purposes
By Express News Service
BENGALURU: The 9th edition of the annual corporate golf tournament held by the Bangalore Chamber of Industry and Commerce (BCIC) concluded this week with BN Chaitanya, Managing Partner of The Chaitan, bagging the trophy with 40 points. Bhatnagar edged out Anand Babbar, Senior Vice President, Virtusa by just one point to win the tournament. An annual event, the golf tourney has steadily gained traction among corporate leaders and over 130 golfers took part in this edition, according to BCIC with participation of golfers from companies like Tata, Toyota, Infosys, TCS, Wipro Technologies, Oracle, IBM and Samsung among others.

Kishore Alva, president BCIC & President and Executive Director, Adani-Ulaga Power Corporation Ltd

M Medium (USA)

Japan Opens up Manufacturing and Healthcare Sectors to Indian Companies



By M Staff
The Japanese Government is now inviting Indian companies to explore business opportunities in the Manufacturing and Healthcare sectors under its Society 5.0 initiative.

'The relationship between Japan and India has expanded significantly in recent years, particularly in light of the changes that have taken place globally. Japan, as we understand it is home to many successful businesses, big and small. It is also a home to a thriving and diverse business community - Life sciences, high-end technology, advanced manufacturing and business services to list a few. The offers to businesses, makes party,' said Kishore Alva, Executive Director, Adani-Ulaga Power Corporation Ltd.

M Medium (USA)

HAL CMD urges Indian Aerospace Industries to Emulate 'Israeli Model' for Exports

By M Staff
R. Madhavan, Chairman and Managing Director, Hindustan Aeronautics Limited (HAL) today called upon Indian Aerospace and Aviation industry sectors to emulate the 'Israeli model' when they specifically develop and manufacture products not only for their domestic needs but also fully focus on the global markets.

'Considering the huge global market that the Aerospace and Aviation industry offers, India needs to look more on the export market as well as the requisite technology, skilled manpower, live cost and system integration capabilities to enter in the global markets,' said Madhavan, while delivering the keynote address at the 'Global Aerospace Summit' organized by Bangalore Chamber of Industry and Commerce (BCIC) in Bangalore.



'If Indian aerospace companies need to tap a sizeable chunk of the global market, they may need to look at forming a consortium of JSRILs under the wings of a major aerospace player like HAL. It will be easy in age and capture the global market. We need to work on this model,' he added. 'India is emerging as one of the major players in the world's Global Aerospace Summit. The largest Aerospace-related summit of the world. Global Aerospace Summit requires one major India to set up manufacturing, Design, Engineering, MRO facilities leveraging India's low labour cost, young and talented pool of Engineers, Technicians, Designers etc.' He further added: 'Skilled manpower is most critical and vital for the development of a High Tech industry, like Aerospace and Aviation.'

THE NEW INDIAN EXPRESS

9th edition of corporate golf tourney concludes



By Express News Service
BENGALURU: The 9th edition of the annual corporate golf tournament held by the Bangalore Chamber of Industry and Commerce (BCIC) concluded this week with BN Chaitanya, Managing Partner of The Chaitan, bagging the trophy with 40 points. Bhatnagar edged out Anand Babbar, Senior Vice President, Virtusa by just one point to win the tournament. An annual event, the golf tourney has steadily gained traction among corporate leaders and over 130 golfers took part in this edition, according to BCIC with participation of golfers from companies like Tata, Toyota, Infosys, TCS, Wipro Technologies, Oracle, IBM and Samsung among others.



HAL CMD Madhavan calls to emulate Israeli Model to tap global Aerospace and Aviation business

By M Staff
R. Madhavan, Chairman and Managing Director, Hindustan Aeronautics Limited (HAL) today called upon Indian Aerospace and Aviation industry sectors to emulate the 'Israeli model' when they specifically develop and manufacture products not only for their domestic needs but also fully focus on the global markets.

United News of India

HAL CMD Madhavan calls to emulate Israeli Model to tap global Aerospace and Aviation business

By M Staff
R. Madhavan, Chairman and Managing Director, Hindustan Aeronautics Limited (HAL) today called upon Indian Aerospace and Aviation industry sectors to emulate the 'Israeli model' when they specifically develop and manufacture products not only for their domestic needs but also fully focus on the global markets.

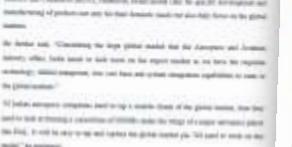


Japan throws open doors of manufacturing, healthcare sectors for Indian firms

By M Staff
The Japanese Government is now inviting Indian companies to explore business opportunities in the Manufacturing and Healthcare sectors under its Society 5.0 initiative.

BusinessLine

Emulate Israeli model to tap global biz opportunities in aerospace



By M Staff
R. Madhavan, Chairman and Managing Director, Hindustan Aeronautics Limited (HAL) today called upon Indian Aerospace and Aviation industry sectors to emulate the 'Israeli model' when they specifically develop and manufacture products not only for their domestic needs but also fully focus on the global markets.

BusinessLine

Emulate Israeli model to tap global biz opportunities in aerospace

By M Staff
R. Madhavan, Chairman and Managing Director, Hindustan Aeronautics Limited (HAL) today called upon Indian Aerospace and Aviation industry sectors to emulate the 'Israeli model' when they specifically develop and manufacture products not only for their domestic needs but also fully focus on the global markets.

NewsBoss

Emulate Israeli model to tap global biz opportunities in aerospace

By M Staff
R. Madhavan, Chairman and Managing Director, Hindustan Aeronautics Limited (HAL) today called upon Indian Aerospace and Aviation industry sectors to emulate the 'Israeli model' when they specifically develop and manufacture products not only for their domestic needs but also fully focus on the global markets.

BusinessLine

Japan throws open doors of manufacturing, healthcare sectors for Indian firms

By M Staff
The Japanese Government is now inviting Indian companies to explore business opportunities in the Manufacturing and Healthcare sectors under its Society 5.0 initiative.

'The relationship between Japan and India has expanded significantly in recent years, particularly in light of the changes that have taken place globally. Japan, as we understand it is home to many successful businesses, big and small. It is also a home to a thriving and diverse business community - Life sciences, high-end technology, advanced manufacturing and business services to list a few. The offers to businesses, makes party,' said Kishore Alva, Executive Director, Adani-Ulaga Power Corporation Ltd.

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



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

Rs.240 per Letter

NON-MEMBERS

Rs.360 per Letter

(Introduction Letter of any BCIC member is mandatory)

Please send in your request to visaletters@bcic.org.in

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) 2223321, 24-25 | Fax: (91) (080) 22232233 | Website : www.bcic.in



IBA - Bangalore



IBA
Ranked among
Top 1%
Institutes in
India
with Track
Record of
Excellent
Placements

**IBA Bangalore is 19th among the
45 B-Schools (out of 5000+ B-Schools in India)
to get an International Accreditation**

IBA Rankings

**24th All India by CSR (Competition
Success Review) 2018**

**28th All India by
Times of India Survey 2018**

Excellent Career Opportunities - Placements 2018-19

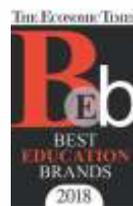
IBA - Bangalore

MAKING INDIA **Demonstrating BUSINESS LEADERSHIP across multiple specialities**

For Nearly
Two
Decades

IBA Advantage

- **Dual Specialization Course** (HR, Finance, Marketing, Operations, Retail, International Business, Entrepreneurship, Business Analytics & E-Biz)
- Student Community from **25+ States** & more than **20%** students upto 4 years of experience
- **Six Sigma Green Belt** Certification by KPMG
- **Capstone Business Strategy Course**, CAPSIM (USA) (also offered by Harvard, MIT, IIMs to their students)
- Specialization courses taught by Senior Practitioners
- Live **Project Management** Course
- 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
- **SAP/Navision** Course



Chosen among
Best Education
Brand 2018 by
Economic Times

AICTE Approved 2-Year PGDM

IBA - Bangalore:

www.iba.ac.in

Lakshmipura, Thataguni Post, Kanakapura Road
Bengaluru 560 062 •E-mail: placements@iba.ac.in

•Mobile: +91 93435 18946, +91 97418 11100

Disclaimer: 'Past record is no guarantee of future job prospects'