Planning Commission
(Industry Division)

Subject: Summary Record of Discussions in the Second Meeting of the Steering Committee on Industry held under the Chairpersonship of Shri Arun Maira, Member (Industry) on 30th May, 2011.
(List of participants is at annexure A)

1. Shri. Arun Maira, Member (Industry) welcomed the guests and discussed the agenda of the meeting. The Agenda of the meeting included the following:
   a. Discussion on current status of planning process
   b. Expert presentation from Boston Consulting Group (BCG) on growth of manufacturing in China
   c. Updates from working groups (WGs) on cross cutting issues
   d. Expert presentation from Prof. Pankaj Chandra from Indian Institute of Management on manufacturing in India
   e. Brain storming discussion on root causes of weakness in Indian manufacturing

2. Discussion on current status of planning process

   Mr. Arun Maira discussed the objectives and approach of the 12th manufacturing plan as decided in the first meeting of Steering Committee. He also emphasized the need for looking at the root causes of weakness of manufacturing in India, in order to achieve the targets as set out for the plan.

3. Expert presentation from Boston Consulting Group (BCG) on growth of manufacturing in China

   Mr. Olivier Scalabre, a partner in BCG subsequently gave a presentation to the group on manufacturing in China. The rise of domestic companies in an accelerated time frame was illustrated in the case of wireless telecom equipment industry. This highlighted the rise of the Chinese “Global Challengers”, i.e. domestic companies which have rapidly grown from being domestic entrants to being competitive in the global arena. The typical trend of development of industries in China was discussed.
Subsequently, the factors that led to this immense growth of the domestic companies in China were discussed. Some of the key factors identified were as follows:

**Domestic demand**: China holds a large share of the global demand in multiple sectors. This gives China an inherent advantage in terms of capturing the market and gives benefits of large scale production to manufacturers.

**Cost position**: Large scale production in specialized products helps Chinese manufacturers obtain significant cost advantage through scale. Lower labour costs also help enhance this cost advantage.

**Government Policies and Involvement**: The Chinese Government has been actively involved in helping manufacturing grow rapidly. The 11th plan targets set by the government have been over-achieved. Also, there are strong ambitions which are set in these plans with focus on specific sectors so as to have a greater impact. The government is also highly involved in shaping domestic demand and developing national champions via “SASAC”, which is the world’s largest company, owning ~130 state-owned enterprises. Measures taken by Chinese government such as creating alliance between several state owned companies throughout the value chain, creating domestic demand etc. has helped China grow its manufacturing sector tremendously. The government also shapes the IP policy to hugely promote indigenous innovation, through measures like local standardization, greater R&D spends, specific programmes to accelerate local innovation, government procurement regulations, etc.

**Development of Technology**: China operates a model in which transfer of technology plays a key role. Import items are localized in a short time frame and the technology for these products is transferred. This transfer of technology is progressively seeing shorter time frames, now at ~5 years. China also invests heavily on Research and Development (R&D) which has reduced China's dependence on import of technology from western countries.

**Export Strategy**: China has developed sufficient capacity in the high technology sectors which is in excess of what is required to meet its domestic demand. This excess capacity has supported exports from the country. Further, Chinese government has also supported export strategies by providing low cost funding to the exporters.

He also discussed that the model adopted by China for its manufacturing sector may not be applicable for India as India is an open economy as compared to the relatively closed economy of China.
He further discussed some key areas that need to be evaluated before deciding the final approach for growth of manufacturing in India. The points for discussion given by him were

a. Identifying the competitive advantage of India as compared to China
b. Defining strategic / focus industries as has been done in China
c. Setting ambitious targets to be achieved
d. Deciding on the strategy to control the Chinese global challengers in India
e. Supporting the Indian ecosystem and the Indian global challengers

4. Discussions by Working Groups

Each working group was subsequently asked to present their progress / findings.

4.1. Technology and Depth

Shri Arun Maira, Chairman of the Working Group on “Technology & Depth” gave a presentation on the strategy adopted by the Working Group and the current status of the sub-groups.

He explained that the WG on Technology and Depth has identified 3 key areas requiring attention to achieve the desired depth in technology:

a. Appropriate strategy for development of technology
b. Identification of trade and fiscal measures to encourage development of technology
c. Strategy for standardization, certification and accreditation

The WG has formed three sub groups along these 3 themes.

The first sub-group, on identifying strategies to improve technological development, has identified a few priority sectors like machine tools, advanced materials, casting and forging, etc. that need focus as well as some key issues like skill deficit, regulations, agreements and offset policies that need to be addressed.

The second sub-group, on trade and fiscal measures, has also identified some priority sectors based on some key drivers. These include defence, auto, electronics, pharmaceuticals, capital goods and high value metals and composites. This sub-group has begun its deep-dive into identifying trade and fiscal measures by benchmarking other countries and compiling some measures and recommendations from the industry.

The third sub-group, on standardization, certification and accreditation has developed a paper in which the current weaknesses in these domains are highlighted, along with
potential solutions and recommendations. These are largely to streamline the standards in India while strengthening conformity assessment.

**Suggestions given by the members of the Steering Committee**

- It is critical to learn from China in the evolution of priority sectors. The group should discuss the reasons why a sector has been selected as the priority sector and how this could vary over time.
- Funding for the development of technology is a critical area to be considered. This should ideally come out of internal operation. For this, size of operations is very important, and hence there is a need to develop scale in order to promote R&D spends.
- To attract the western technology in India a change in the current Foreign Direct Investment policy of India may also be required. A foreign investor may not bring in its technology in India if it is not allowed to have the controlling power in the venture.

### 4.2. Land and Water

Mr. B Muthuraman, as Chairman of the Working Group on “Land & Water”, informed that in the first meeting of the group held on 12 May 2011, two sub groups were formed for land and water to look at these issues separately. With regard to land, the group discussed on the need for creation of land banks, assessment of land price, digitization of land records, rehabilitation compensation for the people whose land are acquired, ascertaining the current and future need for land. The group also felt that the land needs to be earmarked for any industry 25-50 years in advance of actual development of the Industry, since in this time frame the dynamics of utilization changes significantly.

With regards to water the group felt that India has enough water, however the usage is not as per global norms and the supply of water is not well managed. This has lead to scarcity of water in country. There is hence a potential to introduce innovative concepts like “compensatory water harvesting” similar to “compensatory afforestation”.

The group has identified and will continue to identify these problems regarding land and water.

**Suggestions given by the members of the Steering Committee**

- Consideration need to be give to water harvesting, so that water is available at the place of land.
- In a time span of 25-50 years the demographic qualities of land may change which may lead to land becoming unusable for the purpose for which it is earmarked.
• Demarcation of land should be based on sectors. This is critical since different sectors can have different requirements and hence appropriate land allocation can greatly influence the growth and scale of these sectors.
• There is a need for satellite imaging and land mapping for India.
• The working group can take learning's from the development of SEZs and Haryana policy on land acquisition. Further, there may be anti social elements as well which may hinder the effective allocation of land.
• Industry should take responsibility for rehabilitating people from whom land is acquired for industry.
• There is a need to decide on who will allocate the land and on what basis. Pricing of land should be decided in such a way so as to put some pressure on industry to utilize this resource in an effective manner.
• Strategy needs to be formulated to demarcate uncultivable land.

4.3. Human Resource Development and Management
Mr. R.C. Bhargava informed that the WG has come to a consensus that India needs to improve on its manufacturing and this can be done only through people. The Group has created sub groups to consider the following issues:

a. Skill Development: To analyze the reasons for lack of quality of India's manpower and the measures required to upgrade skills

b. Manufacturing Management: The working group has identified that there is a lack of incentive for qualified people to work on and manage the shop floor. Hence, a sub group is created to discuss the possible measures to improve the management in manufacturing by motivating qualified personal to join the shop floor and engage in the actual production process.

c. Building co-operative relationships: between the management and the workers.

Suggestions given by the members of the Steering Committee
• The group suggested that while working on the above mentioned areas issues of MSMEs need to be given due consideration. The MSME group is to provide their inputs to this group.

4.4. MSME growth
The current status and relevant features of MSME sector were discussed. The work done by the PMs Task force was also acknowledged.
It was pointed out that, in India, the basis of giving the status of micro, small or medium enterprise is purely dependent upon the level of investment, whereas, in other countries it is done on the basis of investment, employment, turnover etc. This is an important issue which should also be addressed and resolved by this group.

First meeting of the WG was held on 25th May to discuss the mandates and proposed constitution of sub groups. The deliberations by the WG were as follows:

- Identification of key challenges faced by MSME sector including lack of credit, infrastructure, technology, marketing and skill development.
- Need to pay attention to the IT and IT enabled services in marketing and management.
- Involvement of Private sector in building infrastructure
- Focus on emerging technologies
- Focus on environmental sustainability
- Reforms in labor laws of country
- Khadi, Coir and unorganized sector need special attention as they have the potential for immense growth.

Suggestions given by the members of the Steering Committee

- There is a need to manage the skills of the small scale entrepreneurs.
- As 95 % of MSMEs are in unorganized sector hence, there is a need to build processes to collect more accurate data for these enterprises.
- There should be standardized norms for health, sanitation etc.
- There is a need to check the import of sub standard products which compete with the products manufactured by MSMEs.
- There should be enough incentives for MSMEs to grow and gain the status of a large scale enterprise. Further, there should be disincentives for an organization to remain small scale as most problems of these units are identifiable to their small scale.
- An autonomous body should be formed to carry out a detailed study on various aspects of MSMEs.
- Anciliarisation & competitiveness of these units should be promoted
- MSMEs should be encouraged to make efficient use of the available resources.
- MSMEs need to be aligned with the priority sector of India in both designing and manufacturing
- There is a need to make a distinction between small scale industries and small scale service providers
- There is a need to review the Factory Act with respect to MSMEs
- There could also potentially be a corporate framework for consulting MSMEs
4.5. **Clustering and Aggregation**

The discussion on clustering and aggregation focused around 3 different types of clusters. There are those existing clusters which have grown automatically for specific sectors like textiles, etc. There are also green-field clusters which are being developed proactively, as well as industry clusters. The Department of Industrial Policy and Promotions has specific programmes for the development of growth centers. A leading example of clusters which are being developed is the DMIC (Delhi-Mumbai Industrial Corridor).

The ideal target for clusters is that they reach self-sufficiency, with government support being provided only at the beginning.

**Suggestions given by the members of the Steering Committee**

- There is a strong connection between clusters and the business regulatory framework
- Standards of governance must be looked at while addressing the issue of clusters
- It is critical to clarify how we are looking at these clusters and which entities should be brought together in these clusters. Models of SPVs, etc must also be duly considered
- We need to clarify whether the government is only looking at their scale and not the business regulatory aspect
- Do we need a special framework in terms of freedom given to the players, as also in terms of government investment
- We also need to identify key issues in the existing clusters like management and processes, in particular for clusters of handlooms and handicrafts, etc
- It is also important to realize that different industries and their respective clusters are in different stages of evolution, and this must be factored when making recommendations and decisions

4.6. **Business Regulatory Framework**

Shri Arun Maira, as Chairman of the Working Group on “Business Regulatory Framework”, started by acknowledging the research and secretarial support of Shri Pradip Mehta and his team in CUTS. It was further discussed that Business Regulatory Framework and regulation as such is closely linked with the development of industries and their growth.

There are 4 key themes which have been identified, which lend themselves to the creation of 4 task forces:

1. National Competition Policy
2. Business regulation
3. Responsible business

4. Simplification of business procedures

The case of China was discussed, where the government takes a much greater role in instruction to the industry. In the case of India, it is essential to work laterally along with industry in order to build an effective relationship.

It was discussed that the primary objective of this working group is to successfully improve the quality of government-business-stakeholder relations, be it at the level of coordination within the government, or with business associations, trade unions or other stakeholder associations.

4.7. Environmental sustainability & Energy Availability

Dr. Renu Parmar gave a brief note on the first meeting of the working group which was held on 25 May 2011. The objective of the working group was reiterating as finding means of ensuring environmental sustainability which ensuring the industrial growth of ~12-14% (or 2-4% higher than GDP) that has been targeted. Some of the key issues discussed in the meeting were:

- What are the kind of green manufacturing techniques, i.e. green products, technologies and processes can be employed
- The Central Pollution Control Board, of which a representative was part of the meeting, has identified 17 highly polluting industries, a list of which will be shared with the Working Group
- How to manage the increasing demand of energy, especially given the concerns that industry is utilizing more energy than is needed. How can processes and technologies be deployed to improve this
- Financing of such initiatives is very important given that many environment friendly solutions are very expensive
- Effect of environmental laws on industry and how far have these laws hampered the growth of manufacturing
- Also, it was flagged that the MSME sector is a highly polluting section of industry, and this is of critical concern given the lack of technology and access to finance

The Working Group has constituted 2 sub-groups to deal with these issues:
1. Ensuring environmental sustainability
2. Promoting green manufacturing, including products, technologies and processes

It was also mentioned that Mr. Godrej, Chairman of the Working Group, would be unavailable for an extended duration, and that he has suggested that Mr. Naushad
Forbes represent him in this Working Group. Mr. Godrej would also be suggesting a list of industry experts who would be a part of these 2 sub-groups.

**Suggestions given by the members of the Steering Committee**

- Ministries should be adequately equipped with compliances from an environmental perspective; potential to create an adequate corpus with the appropriate ministry
- The issue of environmental sustainability should be a part and parcel of all the other on-going issues like clustering, etc
- There is need to create green jobs
- Need to review standards for imports and exports; issue of non-tariff barriers in our exports, especially for our big exportable products and high-growth potential areas

### 4.8. **boosting india's manufacturing exports**

In this Working Group, it was discussed that the export strategy that has been developed is a good starting point. There was subsequently a discussion on the approach taken by the Working Group in its meeting. This was to first identify a few sectors as growth sectors. The sectors that have been identified are:

- Engineering electronics and machinery
- Chemicals & Pharmaceuticals
- Textiles
- Other employment intensive industries like leather, gems & jewelry

Consequently, the Working Group has formed two sub groups for Export from MSMEs and export from high tech sectors.

**Suggestions given by the members of the Steering Committee**

- There are many compliances, e.g. WTO compliance, etc, around exports, which in a way hinder the growth of exports. Hence, the group should consider managing these compliances as well in their future deliberations
- Global environment need to be considered by the group
- In India the process to take approval from EXIM bank is very long and time consuming as compared to China. Hence, simplifying these procedures should also be considered by the board
- Cross-cutting issues specific to trade agreements, etc need to be considered
- There needs to be a benchmarking exercise on other countries for policies on export
4.9. **Reforming Role of PSEs**

Mr. Roongta gave a presentation to the group on the first meeting of the working group. In the meeting the group discussed the current status of PSEs in India and discussed the important issues related to the direction for reforming role of PSEs:

- The importance of PSEs in areas where the private sector does not have enough muscle was highlighted
- Measures required for making PSEs result oriented and getting them over the risk aversive approach
- PSEs need to adopt longsighted approach
- Relationship between Public and Private sector need to be improved
- There is huge area of land lying unutilized with PSEs. The working group will consider the ways of utilizing this land in an effective way.

**Suggestions given by the members of the Steering Committee**

- An example of mining was raised, where PSEs today go for well-established mines whereas for gaining competitiveness they need to go for the early stage bases. The current approach of PSEs would affect them adversely in the long run. This links to the risk-averse approach taken by the PSEs today
- A collaborative approach between the PSEs and the private sector is critical and must be addressed
- The issue of indecisiveness of PSEs was also raised. There are high documentation requirements and PSEs today have to prove to a great degree that all decisions are for public benefit. In order to overcome this, an ombudsman type institution could be established
- Another issue which was discussed was that the current CAG audits were focused on losses which have been made from decisions, but potentially one should alternately look at the losses which have been made as a result of indecision
- PSEs today are protected to a certain degree from competition. The group should look at how PSEs can face competition and thrive in a competitive atmosphere
- PSEs should also be aligned to the overall thrust areas which are being identified for manufacturing

5. **Expert presentation by Prof. Pankaj Chandra on Indian manufacturing**

Following the updates and discussions on the Working Groups, Prof. Pankaj Chandra (Director, IIM –B) gave a presentation on the current status of Indian manufacturing and
some common features of manufacturing units in India. The discussion started with exploring the state of manufacturing competitiveness in India. The weaknesses and mismatches that exist in the structure of Indian manufacturing were discussed in detail. This led into a discussion about potential reforms required in the policy regimes, and concluded on a session exploring some innovative and different ideas on changing the manufacturing landscape in India.

He also discussed the low levels of investment in research and development being made by large firms. He emphasized the need for policy reforms in India to encourage large scale units, development of correct skill set, improving availability of credit and building infrastructure.

Prof. Chandra concluded his session with emphasizing the need to think differently on the ways of improving manufacturing in India keeping in mind the constraints that are present in our country.

6. **Brainstorming Discussion on root causes of weakness in Indian manufacturing**

Towards the end of the meeting, Mr. Maira conducted a brainstorming session to identify the root causes of weakness in Indian manufacturing, in particular focusing on the causes leading to the stagnation of share of manufacturing in the GDP. All the members of the meeting were asked to brainstorm first in their individual groups around their respective tables. They were asked to first individually pen down their thoughts in a structured 5-why format, and subsequently discuss their ideas in their groups to shortlist 1-2 key high-impact causes. Subsequently, a representative from each table presented these ideas to the larger group. The groups identified the following as the important root causes of weaknesses in manufacturing in India:

- Lack of autonomy in Public sector
- The Indian system is divided into two parts i.e. large scale industries and SMEs. This environment is not conducive for SMEs to grow and become large scale enterprise. The fragmented value chain and few standards have lead to poor quality in production.
- The Indian system involves lot of complications in setting up a manufacturing unit and hence, there is lack of incentive to set up a manufacturing unit. Further, the bureaucratic ways of functioning and system of administration of government leads to resistance to change and unwillingness to take necessary steps to improve the manufacturing sector in India.
India has a political economy which is fiercely democratic and this leads to high levels of ignorance and inertia, which ultimately boils down to severe governance issues as the root cause.

The state has the attitude of treating the producers as dishonest which has lead to unhealthy relationship between the state and producers. Hence, there is little consultation between the state and the producers and there is no support from the state to producers which is one of the reasons of low growth of India's manufacturing sector.

The relations between the various stakeholders is full of suspicion and distrust, largely stemming from the political ideologies.

The India did not have a vision for manufacturing, which is critical to ensure development.

Planning process in India lacked the analytical approach towards the development objectives and measures. In India the emphasis has been on collecting many opinions and then adopting an approach of balancing all these opinions, rather than the most impactful ones. This has lead to insufficient growth of manufacturing in India. There is a need for India to make hard choices, and perform appropriate systems analysis to ensure that policy does not become the lowest common denominator.

7. Closing Remarks

Mr. Maira addressed the group and announced that the results of brainstorming session and the integration matrix will be analyzed and the outcome will be circulated within a few weeks. It was also decided that the next meeting of the Steering Committee will be held around July end and the dates of the meeting will be announced shortly.
## Annexure-A

List of Participants in the Meeting of Steering Committee on Industry held on 30.5.2011

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<tr>
<th>No.</th>
<th>Name</th>
<th>Designation</th>
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<tbody>
<tr>
<td>1.</td>
<td>Shri Arun Maira</td>
<td>Member(Industry), Planning Commission- Chairman</td>
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<td>2.</td>
<td>Dr. Geeta Gouri</td>
<td>Member, Competition Commission of India</td>
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<td>3.</td>
<td>Shri P.K. Mishra</td>
<td>Secretary, Ministry of Steel</td>
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<td>4.</td>
<td>Shri Ashok Sinha,</td>
<td>Secretary, Department Food Processing</td>
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<td>5.</td>
<td>Mrs. Rita Menon,</td>
<td>Secretary, Ministry of Textiles</td>
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<td>6.</td>
<td>Shri Mukul Joshi</td>
<td>Secretary, Department of Pharmaceuticals</td>
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<td>7.</td>
<td>Shri Pradeep S Mehta</td>
<td>Secretary General, CUTS</td>
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<td>8.</td>
<td>Shri Uday Kumar Verma</td>
<td>Secretary, Ministry of MSME</td>
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<td>9.</td>
<td>Shri Ashok Sahu</td>
<td>Pr. Adviser, Planning Commission</td>
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<td>10.</td>
<td>Shri Dilip Chenoy</td>
<td>MD, National Skill Development Corporation</td>
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<td>11.</td>
<td>Shri K.T. Chacko</td>
<td>Director, Indian Institute of Foreign Trade</td>
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<td>12.</td>
<td>Shri S.K. Roongta</td>
<td>former CMD, SAIL</td>
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<td>13.</td>
<td>Shri B. Muthuraman</td>
<td>Vice Chairman, Tata Steel</td>
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<td>14.</td>
<td>Shri R.C. Bhargava</td>
<td>Chairman, Maruti Suzuki India Ltd.</td>
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<td>15.</td>
<td>Shri V.K. Agarwal</td>
<td>President, FISME</td>
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<td>16.</td>
<td>Prof. Pankaj Chandra</td>
<td>Director, IIM, Bangalore</td>
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<td>17.</td>
<td>Shri Ajai Chowdhri</td>
<td>Chairman, HCL Infosystems</td>
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<td>18.</td>
<td>Shri Azeez M. Khan,</td>
<td>Pr. Secretary (Industries), Maharashtra</td>
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<td>19.</td>
<td>Shri S. Vijay Kumar</td>
<td>Addl. Secretary, Ministry of Mines</td>
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<td>20.</td>
<td>Shri Rajan Katoch</td>
<td>Additional Secretary, Deptt. of Commerce</td>
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<td>21.</td>
<td>Mrs. S. Bhavani</td>
<td>Sr. Adviser, Deptt. of Economic Affairs</td>
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<td>22.</td>
<td>Shri M.C. Singh</td>
<td>Sr. Economic Adviser, Deptt. of Industrial Policy &amp; Promotion</td>
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<td>23.</td>
<td>Shri M.P. Johnson</td>
<td>Deputy Director General, Department of Fertilizers</td>
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<td>24.</td>
<td>Shri R.K. Jain</td>
<td>Jt. Secretary, NMCC</td>
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<td>25.</td>
<td>Shri A.K. Ahuja</td>
<td>Executive Director, NTPC, representing Chairman SCOPE</td>
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<td>26.</td>
<td>Shri Saurabh Bandyopadhyay</td>
<td>Assistant Fellow, NCAER</td>
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<td>27.</td>
<td>Shri Harbhajan Singh</td>
<td>Jt. Secretary, Deptt. of Heavy Industry</td>
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<td>28.</td>
<td>Shri Sushil Lakra</td>
<td>Industrial Adviser, Deptt. of Heavy Industries</td>
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<td>29.</td>
<td>Dr. Sharat Kumar</td>
<td>Adviser, Deptt. of Public Enterprises</td>
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<td>Shri Samarendra Sahu</td>
<td>Adviser, MSME</td>
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<td>31.</td>
<td>Shri Ashok Kumar</td>
<td>Director, Department of Defence Production</td>
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<td>Shri Subhomoy Sen</td>
<td>Consultant, Department of Defence Production</td>
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<td>33.</td>
<td>Shri M. Kannan</td>
<td>Economic Adviser, Ministry of Civil Aviation</td>
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<td>34.</td>
<td>Shri Manoj Parida,</td>
<td>Jt. Secretary, Department of Consumer Affairs</td>
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<td>35.</td>
<td>Shri K.V.S.P. Rao,</td>
<td>Scientist ‘G’, DSIR</td>
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<td>36.</td>
<td>Shri Harpartap Singh</td>
<td>Deputy Secretary, Department of Land Resources</td>
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<td>37.</td>
<td>Shri Satyaparkash</td>
<td>Director(Industries), Haryana</td>
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<td>38.</td>
<td>Shri B.B. Sahoo</td>
<td>Assistant Director, Development Commissioner MSME</td>
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<td>Shri S. Sahu</td>
<td>ADC, Ministry of MSME</td>
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<td>40.</td>
<td>Shri Chandrajit Banerjee</td>
<td>Director General, CII</td>
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<td>41.</td>
<td>Shri Chetan Bijesure</td>
<td>Additional Director, FICCI</td>
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<td>42.</td>
<td>Shri S. Ramkrishna</td>
<td>Chief Corporate Officer, NOKIA (representing ASSOCHAM)</td>
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<td>43.</td>
<td>Shri Kuldip Goel</td>
<td>DGM, Larsen &amp; Toubro</td>
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<td>44.</td>
<td>Shri Vishnu Mathur</td>
<td>DG, Society of Indian Automobile Manufacturers</td>
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<td>45.</td>
<td>Shri Ashok K Gupta</td>
<td>SCOPE</td>
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<td>46.</td>
<td>Shri Varoon Raghavan,</td>
<td>DGM, TATA Communications Ltd</td>
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<td>47.</td>
<td>Shri Ashish Jain</td>
<td>Deputy Director, CII</td>
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<td>48.</td>
<td>Ms. Sarita Nagpal</td>
<td>Dy. Director General, CII</td>
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<td>49.</td>
<td>Mr. Sachin Nandgaonkar</td>
<td>Partner, Boston Consulting Group</td>
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<td>51.</td>
<td>Mrs. Seema Bansal</td>
<td>Principal, Boston Consulting Group</td>
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<td>Mr. Arjun Nath</td>
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<td>54.</td>
<td>Dr. Renu S Parmar</td>
<td>Adviser, Planning Commission- Member Secretary</td>
</tr>
</tbody>
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