

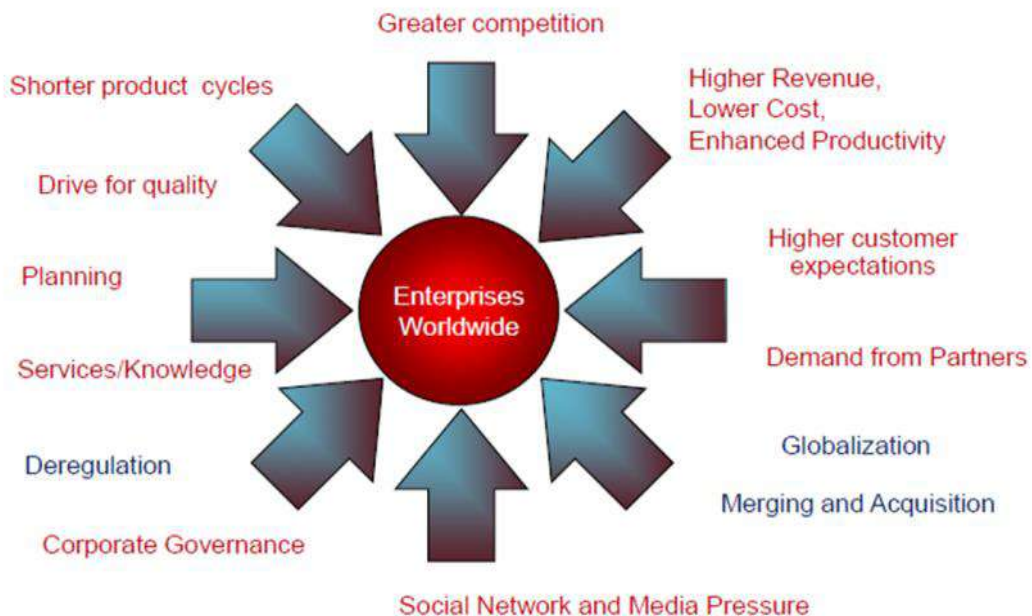
**IICA's Business Builder Programme (5<sup>th</sup> Edition):**  
**(3 Days)**

**“Strengthening Governance Process, Regulatory Compliance and  
Enterprise Risk Management (ERM) for Profitable & Sustainable  
Business Growth”**

**18-20 March, 2025 at Ahmedabad**

**Overview**

**Tough Challenges in Today's “Flat World”**



Today, businesses (big and small) across the globe are about seamless information exchange. The speed, content and integration are essential for any business to survive. Moreover, commerce is becoming borderless by the day and hence ICT applications catering to all areas of an enterprise are becoming increasingly indispensable, irrespective of the size of the enterprise. Digital transformation has created a level playing field for Indian companies to compete in the global market.

In an era, where technological disruption can rapidly transform entire industries, Indian companies must assess their capability to understand and guide digital transformation initiatives.

With India's Transition to Clean Mobility, Year 2024 witnessed green sectors like electric mobility, green hydrogen and solar power which has positioned India as a large market for renewables, coupled with a strategic and conducive business ecosystem.

Many Global companies are now looking to Indian companies for strategic partnerships of mutual benefit due to the innovative capabilities in niche manufacturing, competitive advantages of advanced engineering that set these enterprises apart from other national and international players in the sector.

In today's complex business environment, Indian companies are increasingly addressing emerging challenges such as cyber security, environmental sustainability & social responsibility.

More and more incidents of online frauds and hackings are being reported now. Lack of knowledge backed by inadequate security measures and protection is the reason behind online frauds including illegal money transfers.

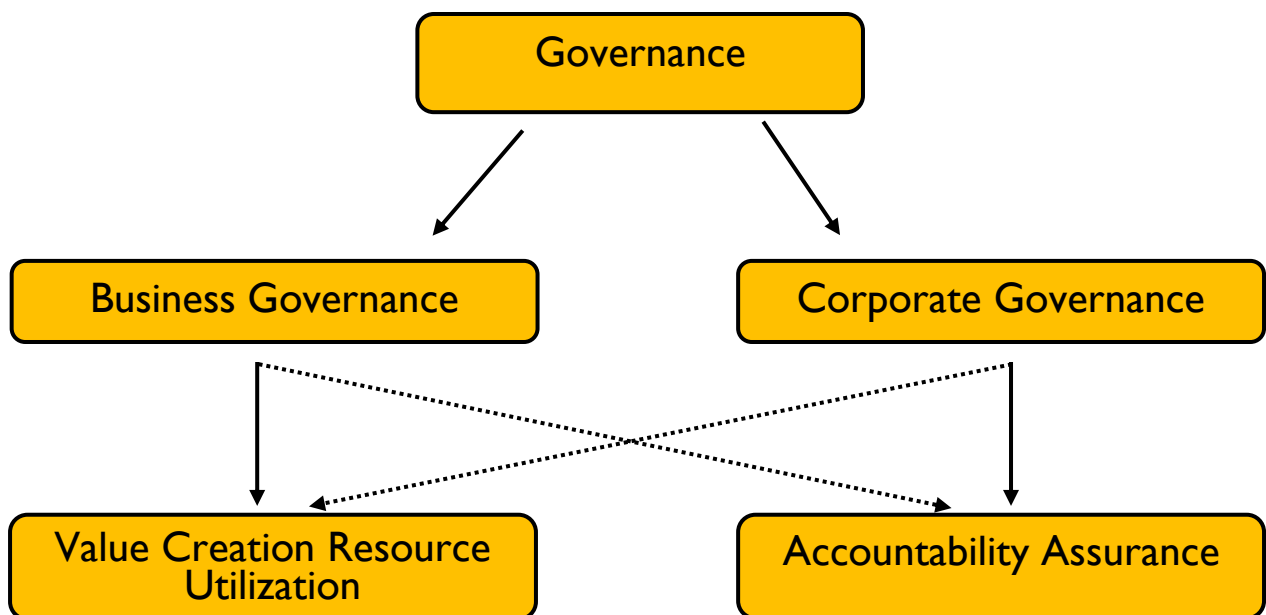
The digital technology has broadened the horizon of business in the times of crisis and hence the same needs to be leveraged by Enterprises in order to be globally competitive.

Digitalization means making the impact, saving time and cost with the maximum use of technology, Internet, resources and people's skill set. Taking the customer experience to the next level is winning in the digital economy.

Thus, it is imperative for organisations to assess their digital maturity and also where they want to reach so as to make most of the available opportunity to leverage digital tools. Hence, Enterprises need to take advantage of latest technology, up-skill and integrate business with emerging technologies.

### **Governance Framework**

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### **Corporate Governance responsibilities focus on stakeholders and include -**

- That effective internal control system is in place
- That the executive remuneration is comparable to other firms in the same industry and conforms to the statutory norms
- That effective steps have been taken with respect to the identification, prioritization, management, control, mitigation, and reporting of strategic, tactical and operational risks.
- That the systems generating financial and non-financial information are working within prescribed standards of accuracy and reliability and that such information reflects the true performance of the organization
- That the organization complies with all (other) relevant rules and regulations

## **Business Governance focus on strategy, value creation & resource utilization and include -**

- Establishment of a robust decision-making process, including the determination of risk appetite, oversight of strategy implementation and evaluation of the strategy's ongoing relevance and success
- Alignment of business operations and resource utilization with strategic direction and the organization's levels of risk appetite
- Identification of the critical points at which an organization needs to make decisions in response to changing conditions
- Business Governance dimension tends to take a forward looking view. Business Governance dimension centers on strategy and value creation.
- Thus, the Business Governance helps management to make strategic decisions to understand its appetite for risk & its key performance drivers.

The increasing complexity of global business operations demands Indian companies to evaluate their competencies annually. Similarly, the rise of Environmental, Social, and Governance (ESG) concerns has prompted Indian companies to assess their expertise in sustainability and social impact measurement.

## **Governance & Scaling your business**

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Entrepreneurs often start their journeys by doing everything themselves. In the early days of a business, it's typically just you, perhaps a co-founder or two, and your ambitious vision. As the business begins to grow, the team expands. You bring in marketers and designers, tech experts, HR professionals, and someone to handle the finances. Eventually, there comes a time when the business requires independent oversight to sustain and guide its growth.

Determining when and how to introduce independent oversight can be challenging, particularly for those unfamiliar with seeking external guidance. Unlike naming a director at Companies House when establishing a business, the timing is entirely within your control.

However, most businesses will eventually add independent directors to their board. This evolution often arises out of necessity—whether to secure financing (many investors require independent oversight), enhance governance, or gain an external perspective that helps steer the company in the right direction. Independent directors can offer invaluable insights, helping you navigate challenges and seize opportunities with a more strategic lens.

Understanding the drivers of success and failure is crucial for scaling your business. Independent oversight can play a pivotal role in this process, providing guidance on critical decisions and ensuring accountability. Additionally, a focus on unit economics is essential: assess whether your business model can attract a sufficient number of customers in a repeatable way to generate profit and fuel growth.

By proactively seeking independent oversight and refining your strategy with expert input, you can accelerate your company's growth while ensuring sustainable success.

## Compliance Frameworks and Good Practices

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In the current global business environment, compliance is an important element that enterprises need to be responsive to. Supported by various legal frameworks, all businesses and enterprises must comply with compliance standards. These compliances help in ensuring global competitiveness of the enterprises, sustainability of operations and improving the global presence of the enterprises.



Compliance automation – leveraging technology to augment efforts directed at accurate reporting and precluding regulatory lapses and its financial consequences – is certainly worth more than a cursory look. The vast sweep, tedium and repetitive nature of compliance coverage is better served with automation. That said, human supervision is imperative, considering expertise and judgement required in respect of critical decisions.

Indian companies, faced with increasing scrutiny and a rapidly changing business environment, have an incredible opportunity to rise to this challenge. Simply following the rules is not enough. To thrive in a global market, Indian companies need to look beyond compliance.

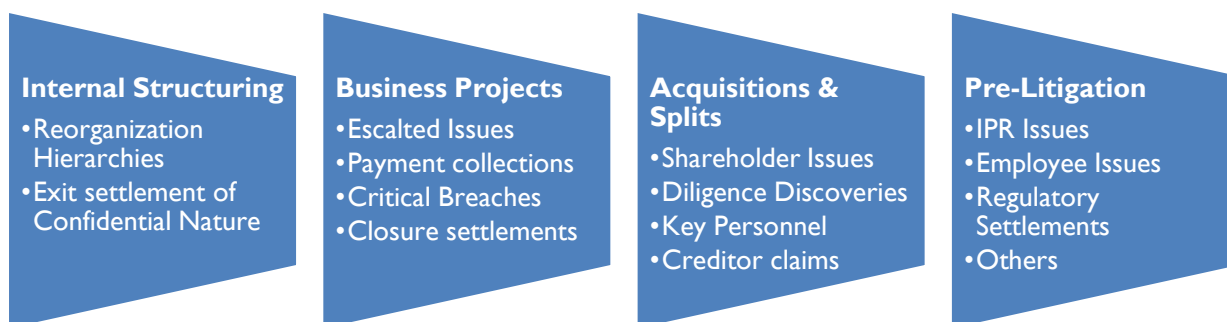
## Action Plan for Compliance & Risk Management as part of Governance Framework for Enterprises

Sr. No.	Activities	Month No.					
		1	2	3	4	5	6
1.	Study establishing existing organisational commitments & capabilities	■					
2.	Assess existing compliance framework to identify gaps	■					
3.	Developing of roadmap for bridging the gap (gap analysis & risk management)		■				
4.	Designing, defining & establishing the compliance framework			■			
5.	Implementing the framework (communication of the compliance framework)				■	■	
6.	Evaluation, monitoring & reviewing the framework					■	
7.	Continual improvement of the framework						■
8.	Motivational program						■

As organizations navigate through unprecedented challenges and opportunities such as digital transformation, ESG imperatives and global market volatility, a key focus is placed on evaluation methodologies, from internal self-assessment to externally facilitated reviews and the role of digital tools in advancing these processes.

**Enterprises should fine tune internal business operations especially working capital management, regulatory risk and rationalizing the business and financial structure.**

### Activities & Issues



In fact, plenty of challenges and opportunities lie ahead, both in day-to-day operations and in the long-term. In order to maintain its competitive edge in the constantly changing global scenario, Enterprises need to gear up and continuously introduce changes in controls, systems and procedures, within it-self. An intrinsically strong Enterprise is better equipped to withstand the challenges that it is constantly exposed to.

By learning from global leaders & using evaluation to strengthen governance, Indian organizations can unlock their full potential, attract investment and set a new standard for corporate excellence.

## Approach

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- Indian Institute of Corporate Affairs has been designed with a vision of providing a platform for dialogue, interaction and partnership between governments, corporate, investors, civil society, professionals, academicians and other stake holders in the emerging 21<sup>st</sup> century environment.
- IICA endeavours to actively participate in processes and activities that seek to harmonize activities and resources of Government, helping and supporting the Enterprises at National & International level.
- The program initiative at IICA, as a multi-stakeholder approach, endeavours to trigger a strategy for a new wave of enterprises leveraging the benefits of the entrepreneurial conducive ecosystem for India's growth.

## Micro Road Map for a Macro Vision for Enterprises

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**Keeping these imperatives in mind, Indian Institute of Corporate Affairs (set up by Ministry of Corporate Affairs) is organising IICA's Business Builder Programme (5<sup>th</sup> Edition): "Strengthening Governance Process, Regulatory Compliance and Enterprise Risk Management (ERM) for Profitable & Sustainable Business Growth" during 18-20 March, 2025 at Ahmedabad.**

Prominent organizations like Tamil Coir Business Development Corporation (TANCOIR), Ministry of MSME, Indian Navy, Bharat Coking Coal Limited, Reserve Bank of India (RBI)-Goa, Small Industries Development Bank of India (SIDBI), Axis Bank, MSME Development and Facilitation Office (MSME-DFO), Western Coalfields Limited, Khadi & Village Industries Commission (KVIC), IDBI Bank Limited (Associate Partner), Dun & Bradstreet Information Services India Pvt. Ltd. (Knowledge Partner), Brown Packaging System Pvt. Ltd., World Trade Center-Mumbai, Alccotech Building Materials Pvt. Ltd., have attended the intensive learning on Governance, Regulatory & Compliance Management for Competitive Advantage.

The State Directorate of Industries / Industry Department, Govt. of Himachal Pradesh and Government of Arunachal Pradesh, Directorate of Industries & Commerce, Bangalore (Karnataka), Directorate of Industries, Bhopal (Madhya Pradesh), Assam Industrial Development Corporation Limited, Department of Industries & Commerce, Chennai (Tamil Nadu) have appreciated the said program time to time for capacity building of their Nodal officers from the level of Deputy Directors, Joint Directors, Directors and General Managers of District Industries Centers to equip them to further educate and support SMEs to identify applicable statutes that SMEs have to abide as per the nature of their business and sensitize them about the compliances relating to licenses, approvals, returns records / registers, statutory dues and other compliances.

GIZ in partnership with Indian Institute of Corporate Affairs has organized the said program on “Strengthening Governance, Regulatory and Compliance (GRC) Management” to strengthen the secretariat operational capacity of Business Membership Organization (BMOs) that is Chamber of Commerce & Industry/Industry Associations.

## Primary Objectives

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- The capacity building program aims to:-
  - ✓ Strengthen governance consistency across group companies through standardized evaluation methods and integrated risk management
  - ✓ Combine family and professional governance, ensuring clear leadership transitions and sustainable growth
  - ✓ Have agility in governance practices to adapt to rapid growth and establish operational controls aligned with long term strategic goals
- The capacity building program will help the Enterprises to set in place their Business - Governance, Regulatory and Compliance (GRC) functions, to allow them to be compliant and gain insights about the business.
- This program will also equip the Enterprises with broad understanding about dealing with issues & challenges related to Governance & Compliance essentials as well as about the major issues of concerns & challenges having direct impact on Indian companies.
- **This training will enable participating companies to :**
  - ✓ Gain insights about strengthened long-term strategy and better oversight of risks
  - ✓ Enhanced collaboration, adoption of digital strategies and stronger competitive positioning
  - ✓ Improved transparency, stronger shareholder confidence and alignment with strategic goals
  - ✓ Deep dive into cyber risk culture
  - ✓ Inculcates a culture of compliance throughout the organization which in turn can be a business enhancer offering positive benefits to business.
  - ✓ Provides enterprises with a competitive advantage by enabling them to detect any violation at an early stage and take corrective measures to their advantage.
  - ✓ Obviates or reduces the costs and negative effects of litigation and regulatory intervention
  - ✓ Adopt a holistic view of risk exposure and improve alignment between strategy, risk and organizational performance
  - ✓ Understand Enterprise Risk Management (ERM) integration, Regulations and Technology
- The programme would enable Enterprises for better approaches & decisions, improved resources utilizations, reduce financial operational & strategic risks associated with products/services at the beginning of the process.
- Understanding of innovative methodologies for business aspect from Finance, Operation, Marketing through interactive sessions with subject experts and access and utilize these resources will equip participants to create the blueprint of their business.
- This Program would enable Enterprises fine tune internal business operations especially working capital management, regulatory risk and rationalizing the business and financial structure.
- Business & Industry leaders from participating organizations will get the detailed picture of business environment and policy supports and become more aware of the challenges and be better prepared to face them.
- Encourage Enterprises to constantly upgrade their quality standards in products and processes.



- Enterprise owners will develop a set of long-term goals for where they want their businesses to end up and how they picture getting there. This strategic governance & compliance framework serves to provide structure to this type of long-term planning by focusing on key elements like vision, mission, time frame and objectives. The handholding shall be aligned to the Indian enterprises long term vision.
- Innovative ideas of Accessing Finance.
- Networking opportunities for Enterprises to expand their networks. connecting with vendors, lenders, and other key stakeholders that are critical for business success.
- Enable participants to plan proactive strategies to identify & mitigate the potential risks to the business
- The capacity building program also aims to address that the present era is of Industry 4.0 which is based on control of data, knowledge and wisdom and hence whoever is able to generate, control and build on data/ information shall succeed.

### Target & Expected Participation

Business Enterprises Promoters / Owners	Banks / NBFCs / Fin-Tech Firms	Board Members	CMDs / MDs / CEOs / CFOs
Regulatory Authorities	Central & State Govt. Organizations / PSUs Directors & Officers	Key Managerial Persons (KMPs)	State Investment Agencies
Exporters / Importers	Women led Enterprises	Independent Directors	Financial Services Organizations
Corporate houses	Head of Finance/ Legal / Accounts / Audit	Academic Institutions	Professional & Independent Consultants
Member of ICAI, ICSI, ICMAI, IIA	Company Secretaries/ General Counsels	Internal and External Auditors	Trade Promotion Organizations
State Industrial Corporations	State Directorate of Industries	Trade & Commerce Deptt.	Defence OEMs and its vendors
Public & Private Sector Organizations	Economic Development Corporations	Multilateral & Unilateral Agencies	Emerging & Diverse Entrepreneurs / Suppliers
Founders & Promoters of Funds	Industry Associations and National Level Federations	Governance, Risk & Compliance Professionals	SMEs & Cooperatives
State Financial Corporations (SFCs), Embassies, World Bank, UNDP, Asian Development Bank (ADB), New Development Bank (NDB), OECD, SAARC Development Fund, NDDDB, NABARD, RBI, NSIC, SIDBI, National Bank for Financing Infrastructure and Development (NaBFID), NABARD, ZDH/SEQUA, GIZ, UNIDO, IFCI, IMF, European Bank for Reconstruction & Development (EBRD), WTO, Export Promotion Councils, Shanghai Cooperation Organisation (SCO), Decision Makers.			
C-Suite (including CEO, General Manager, Head of Innovation, Head of Payment, Head of Credit, Head of Strategy, Head of Technology, Head of E-Commerce, Legal, Professionals at all levels involved in risk management, operations, regulatory compliance, business continuity, project management, insurance and data protection) from Emerging & diverse companies engaged in manufacturing & services across multiple sectors such as construction, consumer products, energy, engineering, food & beverage, LED, health products, automotive & auto-components, textile & garments, food processing, electronics industry as well as services such as advertising, business services, communications, consumer services, e-commerce, financial services, education, environmental services, events management services, health services, human resources, insurance, IT management, IT system development, logistics & transportation, management consulting, marketing & PR services, media, retail, security, software development, travel & hospitality, wellness services, facility management etc.			



## Why Ahmedabad for outbound training



Gujarat serves as an inspiration for the entire country. One of India's most industrialized states, Gujarat's per capita GDP is almost twice the national average. The time is now ripe for the state to emerge as the country's most vibrant ICT Hub.

Gujarat has a strategic location - it is well connected to the major cities of the world both by air and sea routes. Gujarat is a state with the highest number of ports having 41 minor and 1

major port with connectivity across all the global ports.

Ahmedabad is the largest city in the state of Gujarat. Ahmedabad voted 3<sup>rd</sup> fastest growing city of the World by Forbes.

## Content / Coverage

### Day I (18 March, 2025 - Tuesday)

TIMINGS	SESSIONS
01:30 pm onwards	Check in (Residential Delegates) at the training venue
01:30 pm - 03:00 pm	Lunch at the assigned hall in the hotel
03:00 pm - 03:15 pm	Setting the Context & Introduction among the Participants
03:15 pm - 06:00 pm	<b>A primer on India's Economy &amp; the MSME sector in particular and detail understanding of MSME sector</b>
	<b>Enterprise – wide Risk Management &amp; Governance Framework for Indian Companies (SMEs &amp; Large enterprises)</b> <ul style="list-style-type: none"><li>• Principles of Risk Management</li><li>• Principles of Corporate Governance Framework</li><li>• Understanding key benefits of effective governance</li><li>• Unique governance needs and recommendations tailored to Enterprise – wide growth stages</li></ul>

## Day 2 (19 March, 2025 - Wednesday)

TIMINGS	SESSIONS
10:00 am - 01:00 pm	<p><b>Project Preparation skills and assessing viability of Projects</b></p> <ul style="list-style-type: none"><li>• Understanding the preparation of Project Report and Business Case</li><li>• Practical Case Study – Preparation of Project Report</li><li>• Project Evaluation Techniques</li></ul> <p><b>Project Appraisal and Data Analysis</b></p> <ul style="list-style-type: none"><li>• Project Appraisal Techniques</li><li>• Important Points for Project Appraisal</li><li>• Data Analysis</li></ul>
01:00 pm - 02:00 pm	<b>Lunch</b>
02:00 pm - 03:30 pm	<p><b>Overview of India's Taxation System : Key Features</b></p> <p>In recent years, India has taken concerted efforts to streamline, simplify &amp; automate its taxation regime to increase predictability &amp; fairness</p> <ul style="list-style-type: none"><li>• Direct Tax in India</li><li>• Indirect Tax in India<ul style="list-style-type: none"><li>✓ Key Concepts of National Goods and Services Tax (GST) &amp; Reforms needed</li><li>✓ GST Updates – Important updates</li></ul></li></ul>
03:30 pm - 05:30 pm	<p><b>Mergers and Acquisitions in India</b></p> <p>This comprehensive session provides an overview of India's M&amp;A regulatory landscape &amp; key processes involved in executing a successful deal</p> <ul style="list-style-type: none"><li>• Basics of Mergers &amp; Acquisition</li><li>• Business Valuations</li><li>• How to prepare for M&amp;A</li><li>• Managing the M&amp;A – Agencies &amp; activities involved</li><li>• Managing a Takeover bid</li><li>• Reforms under M&amp;A regulatory regime in India</li><li>• M&amp;A process : Key Steps</li><li>• Due diligence checklist for M&amp;A transactions</li></ul> <p><b>Exit of Business</b></p> <ul style="list-style-type: none"><li>• Exit Procedure for various types of businesses</li><li>• Succession planning for Business</li></ul>

**Day 3 (20 March, 2025 - Thursday)**

TIMINGS	SESSIONS
10:00 am - 11:30 am	<p><b>Company's Act, 2013</b></p> <ul style="list-style-type: none"> <li>• Analysis of Important Provisions under Companies Act, 2013</li> <li>• Related Party Transactions under Companies Act, 2013</li> <li>• Directors and their Responsibilities under Companies Act, 2013</li> <li>• Accounts and Audit</li> <li>• Other Misc. matters</li> </ul>
11:30 am - 01:00 pm	<p><b>Financial Statement and key metrics to track</b></p> <ul style="list-style-type: none"> <li>• To understand firms' financial position through balance sheet, income and cash flow statement</li> <li>• Understanding financial ratios and its impact on strategic decision making</li> <li>• Develop a business case for various strategic options by evaluating working capital requirements, computing net present value, free cash flows and terminal value of a project</li> <li>• Financial statement terminologies, users of Financial statements</li> <li>• How to Raise Money from Capital Markets, Bankers / NBFCs</li> <li>• Assessment of Working Capital Requirements</li> </ul>
01:00 pm - 02:00 pm	<b>Lunch</b>
02:00 pm – 05:30 pm	<p><b>Strengthening cyber security for Enterprises : Governance &amp; Risk Management</b></p> <p><b>Overview of Regulations such as:</b></p> <ul style="list-style-type: none"> <li>• Decoding Digital Personal Data Protection Law: Safeguarding Corporate India</li> <li>• Enhance cyber security to prevent cyber attacks</li> <li>• Protect personal data and privacy</li> </ul> <p><b>Business Planning, Business Plan Preparation &amp; Strategies to improve creditability &amp; creditworthiness of Indian enterprises</b></p> <ul style="list-style-type: none"> <li>• Essentials of Business Plan</li> <li>• The process of business planning</li> <li>• Types of business plans</li> <li>• In-depth analysis for business planning</li> <li>• Perfecting Business plan structure and content</li> <li>• Perfecting Business plans delivery &amp; presentation</li> <li>• Current Traction – What have you achieved so far – Product, Customers, Revenues etc.</li> <li>• Producing an effective business model</li> </ul> <p><b>Managing: Compliances to Competitiveness</b></p> <p><b>Technology integration and AI adoption in Enterprise Risk Management (ERM) and Regulatory Compliance</b></p> <p><b>Economical and Financial Compliances</b></p> <ul style="list-style-type: none"> <li>• Compliance System in India for Businesses</li> <li>• Important Compliance Requirements for Businesses</li> </ul> <p><b>Environmental Laws</b></p> <ul style="list-style-type: none"> <li>• Analysis of Environmental Protection Laws in India and related Compliance Requirements for businesses</li> </ul> <p><b>“Cracking” the New Labour Code: Perspectives and Perception</b></p> <ul style="list-style-type: none"> <li>• Legal Insights</li> <li>• Implementation &amp; Execution</li> <li>• An understanding of existing Labour Law Compliances in India</li> <li>• Major Labour Laws applicable to manufacturing &amp; IT sectors</li> <li>• Labour codes in India</li> <li>• How to handle labour and human resource related issues.</li> <li>• How reforms in labour laws &amp; lower taxes in labour intensive manufacturing sector would pave way for growth.</li> </ul>

## Registration & Program Charges

<b>Location / Venue</b>	<b>Hotel Nalanda, Mithakhali Six Road, Ellisbridge, Ahmedabad - 380 006. Gujarat</b>
<b>Training Date</b>	18-20 March, 2025
<b>Residential Program Fee</b>	INR 42,480/- (INR 36,000 + 18% GST) per participant
<b>Non-Residential Program Fee</b>	INR 25,960/- (INR 22,000 + 18% GST) per participant
<ul style="list-style-type: none"> <li>▪ <b>For Individual Nomination - No Discount is applicable</b></li> <li>▪ <b>For Standard Group of min. 2 &amp; upto 3 nominations from one organization - We will be offering a discount of 5% on Program Fee</b></li> <li>▪ <b>For Prime Group of minimum 4 &amp; above nominations from one organization - We will be offering a discount of 10% for the <b>additional participants</b>. (Example: in case of 6 nominations from one organization, 3 nominations will be eligible for 10% discount and 3 nominations will be eligible for 5% discount )</b></li> </ul>	

- IICA's Residential Program Fee includes 3 nights' accommodation, Breakfast, Lunch & Dinner on Buffet set up, AMT & PMT with cookies.
- IICA's Non-Residential Program Fee includes Buffet Lunch, AMT & PMT with cookies.
- The above program fee does not include transfer to the hotel/venue and airport, local travel and air-travel.

### **IICA RESIDENTIAL PROGRAMME SCHEDULE**

18 March, 2025 Day 1	19 March, 2025 Day 2	20 March, 2024 Day 3	21 March, 2025
Arrival day- Check in from 01:30 pm onwards	Breakfast Forenoon sessions	Breakfast Forenoon sessions	Departure day- check out by 11:00 am
Lunch (01:30pm-03:00pm)	Lunch (01:00pm-2:00pm)	Lunch (01:00pm-02:00pm)	
1/2 day post lunch sessions	Post Lunch sessions	Post Lunch sessions	
Dinner	Dinner	Dinner	

### **Bank Account Details:-**

S. No.	Particulars	Details
1.	Name of the Beneficiary	Indian Institute of Corporate Affairs
2.	Account Number	604810210000007
3.	Type of Account	Saving Account
4.	Bank Name & Branch	Bank of India, Manesar Branch, Haryana
5.	NEFT IFSC Code	BKID0006705

## Thanking Our Eminent Speakers & Delegates for the Grand Success of National Capacity Building Program - “Accelerate SMEs Business Transformation through Effective Governance, Regulatory and Compliance (GRC) Management (including Roadmap for MSMEs Output Growth)” (1st Edition)



The Centre for MSME, IICA in partnership with GIZ GmbH has successfully conducted the first series of the three day National Capacity Building Program - “Accelerate SMEs Business Transformation through Effective Governance, Regulatory and Compliance (GRC) Management (including Roadmap for MSMEs Output Growth)” during 17-19 December, 2019 at IICA Campus, IMT Manesar, Gurugram.

The aforesaid capacity building program is being organised under the German Bilateral Development Cooperation Project on “Programme for Modernisation and Innovation Promotion in Micro, Small, and Medium-sized Enterprises in India (MSME INNO)” witnessed engaged participation from 35 industry leaders representing major industry associations / chambers.

This capacity building initiative was organized with the objective to improve the MSME innovation ecosystem. The objective is to build the capacity at grass root level and equip BMO Managers to effectively take up operational roles towards sustainable growth of BMOs (industry associations / chambers) and also managing various activities like events, information dissemination, government advocacy etc. for promoting interest of MSME members.

The GIZ “Programme for Modernisation and Innovation in Indian MSMEs” (MSME INNO), on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), is supporting the Ministry of Micro, Small and Medium Enterprises (MoMSME) in strengthening the MSME ecosystem through promoting collaboration between the stakeholders.

Business Membership Organisations (BMOs) i.e. Industry Associations and Chambers serve as a critical link between entrepreneurs, government and other stakeholders and service providers. However, the universe of BMOs in India is huge, and they vary a lot in terms of their competency and outreach. Hence, the BMOs should be abreast with effective engagement techniques with MSMEs. They play a crucial role in terms of serving as a critical link between various stakeholders, defining the problems and implementation of solutions in MSMEs.

### Major Industry associations / Chambers:-

- Federation of Industrial & Commercial Organization (FICO)
- Chamber of Industrial & Commercial Undertakings (CICU)
- Mohali Industry Association
- Industrial Estate Association
- Associations of Women Entrepreneurs of Karnataka (AWAKE)
- Consortium of Electronic Industries of Karnataka (CLIK)
- All India Steel Re-Rollers Association
- Mahratta Chamber of Commerce & Industries (MCCIA)
- Marathwada Accelerator for Growth and Incubation Council (MAGIC)
- Chamber of Marathwada Industries & Agriculture (CMIA)
- Consortium of Women Entrepreneurs of India (CWEL)
- Chamber of Small Industry Associations (COSIA)
- eGrowth - The Leverage Platform
- Mohali Hightech Metal Cluster
- Rubber Association Punjab
- Rubber Association Punjab, Jalandhar
- Electronics Association, Nagpur
- VED, Nagpur
- Electronics Association, Nagpur
- MSME Chamber of Commerce, Sonapat Chapter
- MSME Chamber of Commerce, Delhi Chapter
- MSME DI – Karnal
- BCCI, Bahadurgarh
- Shanti Ispat Ltd., - IND Industries Association, GGN
- Kirpa Enterprises
- Cute Craft



Recognizing the need to strengthen the secretariat operational capacity of BMOs, Indian Institute of Corporate Affairs (IICA) in partnership with GIZ and Ministry of MSME organized Three days Residential “National Capacity Building Programme “Accelerate SMEs Business Transformation through Effective Governance, Regulatory and Compliance (GRC) Management (including Roadmap for MSMEs Output Growth)” during 17,18 ,19 December 2019 at IICA Campus, IMT, Manesar, Gurugram, Haryana.

**Key topics covered are as follows:**

- Need of Strengthening BMOs - *Mr. Sarabjot Singh Saini, Technical Expert, GIZ*
- Experience from field and Ideas on unlocking BMO potential - *Dr. Tamal Sarkar, FMC*
- Unleashing potential of BMO for economic development: Case of IAMSME - *Mr. Rajiv Chawla, Iam SME*
- BMO management- salient features, Role and importance of Secretariat staff and overcoming challenges faced by secretariat and Developing services portfolio of BMOs- Income generating services | Developing services portfolio of BMOs - Income generating services - *Mr. Chittaranjan Pattanayak*
- Initiative to strengthen MSMEs: MSE CDP - *Mr. O.P Singh, Dy. Director, DC MSME*
- Other Programs of Support - *Mr. CSS Rao, Dy. Director, DC MSME*
- Overview on Laws for MSMEs and Changes in Company’s Act - *Mr. Rajiv Bhargav, CA, CS & LLB*
- Overview on BMO survey and Information Service Management - *Mr. Sagnik Lahiri, FMC*
- Information and Knowledge Network - *Ms. Swati dayal, KNN*
- Marketing tools - *Zoho; Ms. Rithika Mahubani*
- Financial Perspective - *Mr. Harsh Rakesh, YES Bank*
- News and Linkage - *Economic Times Mr. Rohan Bharadwaj, Mr. Suraj Kumar*
- Technology Innovation (Energy Efficiency) - *Dr. Bhaskar Natarajan*
- Handholding BMOs to Promote Innovation: Concept of IFC - *Mr. Sarabjot Singh Saini GIZ*
- Case Study from MCCIA - *MCCIA Participant*
- Case Study from AWAKE/CLIK - *AWAKE/CLIK Participant*
- Activity Based Learning: Use of information and resources - *Mr. Gaurav Sharma GIZ*
- Overview of Task and Interest area identification, Formation of groups based on interest, Group working on developing action plan for next 6 months for addressing MSME interest areas, Presenting the action and aligning with project support - *Facilitated by GIZ*
- Need to Organize event Planning and recording guideline - *Ms. Victoria Hohenhausen*
- Summing Up and Key Take Away, Feedback session and Vote of Thanks - *Mr. Rajesh Batra, Head-Centre for MSME, IICA*



The pedagogy of the program was based on Interactive knowledge sessions on basics of BMO operation areas coupled with showcase of success stories and group activities on practical activities planning. Balanced learning module program was designed using the following tools:  
1. Instructor led training 2. Case studies 3. Team activities

**Program Flow:** The Course Deliverables spread over 3 days comprising of:-

- Information and Frontal lectures
- Guided debates/Case studies
- BMO Case Studies from India: (demand aggregation, Employment cell, Industry academia, intra cluster exposure impacts, disruptive low-cost technology deployment etc).



The three-day capacity building programme was started with welcome address & opening remarks by **Mr. Rajesh Batra, Head Centre for MSME/ IP&CC, IICA** and from **GIZ Mr. Chaman Lal Dhanda, Project Director - Programme for Modernisation and Innovation Promotion in Micro, Small and Medium-sized Enterprises in India (MSME INNO)**. The programme was concluded with closing session & remarks presided by Mr. Rajesh Batra, Head Centre for MSME/ IP&CC, IICA.





## Thanking Our Eminent Speakers & Delegates for the Grand Success of IICA's "Accelerate SMEs Advancement Program for Revitalizing MSME" (2<sup>nd</sup> Edition)

We would like to extend our heartiest gratitude towards all speakers & delegates present at the Three Day Capacity Building Conference - IICA's "Accelerate SMEs Advancement Program for Revitalizing MSME" (2<sup>nd</sup> Edition), a physical event held on 15<sup>th</sup> November, 2022 at Hotel Grande Delmon, Goa.

Three-Day Capacity Building Conference - "Accelerate SMEs Advancement Program for Revitalizing MSMEs - New Approaches & Strategies to enhance SMEs Growth & Competitiveness" was graced by eminent speakers and participants from Corporates, MSMEs & MSME Stakeholders, Government & Regulators fraternity during 15-17 November, 2022 at Goa.

The programme enabled MSMEs for better approaches & decisions, improved resources utilizations, reduce financial operational & strategic risks associated with products/services at the beginning of the process. The program was intended to promote Integration of growing manufacturing & service sector (including MSMEs integration) into Global Value Chains.

IICA's Accelerate SMEs Advancement Program focused on five major aspects to be considered when setting objectives for enhancing SMEs Growth & Competitiveness:-

- 1) Promoting Competitiveness and productivity in the MSME space.
- 2) Enhancement of Core Business Capabilities of MSMEs to enable them to become self-driven.
- 3) Making the MSME sector to Innovate, Automate, Adopt ICT, Reskill & Up-skill.
- 4) Strong presence in exports.
- 5) Improved managerial processes in Commerce & Industry Departments / Industry Associations/Chamber of Commerce & Industry / Trade Bodies, State owned support agencies such as State Directorate of Industries, MSME Development and Facilitation Office (MSME-DFO), Banks/ Fin-tech companies / NBFCs, Economic Development Corporations etc. for MSMEs.

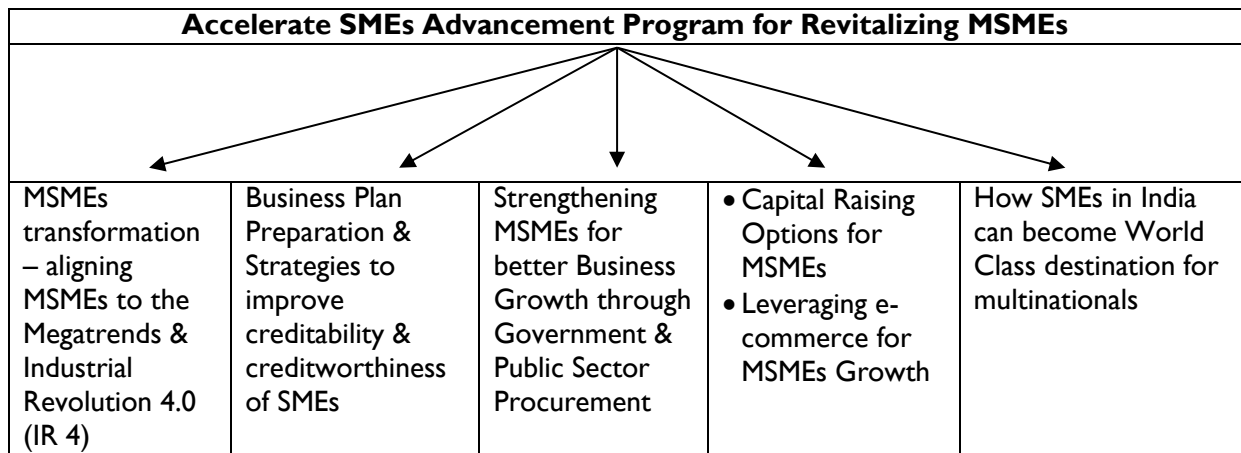
The participants attended the program were from:-

- IDBI Bank Limited (Associate Partner)
- Dun & Bradstreet Information Services India Pvt. Ltd. (Knowledge Partner)
- Goa Chamber of Commerce & Industry (GCCCI)
- Brown Packaging System Pvt. Ltd.
- Manav Creations
- Reserve Bank of India (RBI)
- Axis Bank
- Small Industries Development Bank of India (SIDBI)
- MSME Development and Facilitation Office (MSME-DFO)
- Western Coalfields Limited
- Khadi & Village Industries Commission (KVIC)
- World Trade Center, Mumbai
- Alccotech Building Materials Pvt. Ltd.

The programme organized by IICA, witnessed engaged participation from Professionals (G.M., D.G.M., A.G.M., Chief Manager, Manager) & Entrepreneurs, MSME owners/promoters, MSME Development and Facilitation Office (MSME-DFO), MSME Committee Members of the leading Chamber & Commerce of Industries as well as Banks & Apex Financial Organizations.

A total of eight (8) sessions covered the pertinent areas under MSMEs transformation – aligning MSMEs to the Megatrends & Industrial Revolution 4.0 (IR 4), Business Plan Preparation & Strategies to improve creditability & creditworthiness of SMEs, Strengthening MSMEs for better Business Growth through Government & Public Sector Procurement, Capital Raising Options for MSMEs, Managing for smooth running of business with working capital at lower side, Leveraging e-commerce for MSMEs Growth, How SMEs in India can become World Class destination for multinationals.

As an outcome of IICA's Accelerate SMEs Advancement Program, MSME owners developed a set of long-term goals for where they want their businesses to end up and how they picture getting there. This strategic framework served to provide structure to this type of long-term planning by focusing on key elements like vision, mission, time frame and objectives. The handholding was aligned to the MSME's long term vision.



### **Major Highlights**

- Each day with sharing in-depth knowledge, debating spiritedly & directing razor-sharp questions at each other enabled the participants to discover more about each other and set a baseline for future cohesiveness and bonding as a group.
- The referral of case studies followed by power point presentation and study material used as a guide during program delivery provided a source book to develop and implement appropriate Processes and tools in the organisation. It provided practical assistance and valuable inputs on best practices and analysis of the critical issues of today & the future.

The programme was started with Opening Remarks & Introduction by Mr. Rajesh Batra, Head-Centre for MSME, IICA. It was followed by –

- Key Note Address followed by Presentation by our Chief Guest - Smt. Mercy Epao, Joint Secretary (JS-SME), Ministry of MSME, Govt. of India



**Ms. Mercy Epao,  
Joint Secretary (SME), Ministry of MSME**

Ms. Mercy Epao, Joint Secretary (SME) - Ministry of MSME, Government of India, shared her insights during the Industry Interactive Conference "Accelerate SMEs Advancement Program for Revitalizing MSMEs - New Approaches and Strategies to enhance SMEs Growth & Competitiveness" from 15-17 November, 2022.

Inaugurating the IICA's 2<sup>nd</sup> edition of three day capacity building Conference on Small and Medium sized Enterprises (SME), Ms. Mercy Epao stated that these meetings and initiatives are being held with the objective to promote Competitiveness and productivity in the MSME space. She acknowledged that IICA plays an important role in creating awareness about the strengths, opportunities and challenges of MSMEs and providing hand-holding support to MSMEs through capacity building training and exchange of best practices.

- Presentation about 'Initiatives for MSMEs Growth' - Smt. Smita Chandramani Kumar, Regional Director - RBI, Goa



**Smt. Smita Chandramani Kumar,  
Regional Director - RBI, Goa**

Smt. Smita Chandramani Kumar, Regional Director, Reserve Bank of India (RBI) - Goa, shared her insight on importance of Capacity Building in the Financial Sector in the face of Emerging Challenges with her deep understanding of banking regulations vis-a-vis the customer and her ability to relate with bankers and SME customers both.

- Presentation by Mr. Ravibhushan Patil, DGM (Credit Solution Centre, Kolhapur Hub), IDBI Bank Limited (Associate Partner)



**Mr. Ravibhushan Patil,  
DGM (Credit Solution Centre), IDBI Bank Limited**

DGM (Credit Solution Centre), IDBI Bank Limited, informed about various Govt. schemes focussed on finance, technology upgradation, skilling & marketing to provide an extent benefits to local aspiring & existing entrepreneurs

- Technical session on ‘Criticality of Building Credibility for MSME’ by - Mr. Alok Kumbhat, Director – Data and Strategy, Dun & Bradstreet Information Services India Pvt. Ltd. (Knowledge Partner)



**Mr. Alok Kumbhat,  
Director-Data and Strategy, Dun & Bradstreet**

Director - Data and Strategy, Dun & Bradstreet Information Services India Pvt. Ltd, deliberated with the participants about the various steps essentials to empower MSMEs.

- Address by Shri Manguirish Pai Raiker, CMD-Brown Packaging System Pvt. Ltd.



**Shri Manguirish Pai Raiker,  
CMD - Brown Packaging System Pvt. Ltd**

CMD-Brown Packaging System Pvt. Ltd. & Advisor in various MSME Committees stressed that IICA’s Three Day Capacity Building Conference is an outreach program with all stakeholders of the MSME sector.

- Vote of Thanks by Shri Ralph de Sousa, President- Goa Chamber of Commerce & Industry



**Shri Ralph de Sousa,  
President- Goa Chamber of Commerce & Industry**

President - Goa Chamber of Commerce & Industry, expressed deep gratitude to Mr. Rajesh Batra, Head-Centre for MSME, IICA for this initiative and Ms. Mercy Epao, Joint Secretary (SME) Ministry of MSME and all distinguished delegates, Guests & Dignitaries for contributing to the discussions that will follow during the Three Day Capacity Building Conference.

## **Program Flow**



In this programme, in-house as well as outsource Subject Matter Experts were engaged as Resource Persons. The Resource Persons for the programme were:-

- Mr. Rajesh Batra, Head-Centre for MSME, IICA
- Mr. Alok Kumbhat, Director – Data and Strategy, Dun & Bradstreet Information Services India Pvt. Ltd.
- CA Rajeev Bhargav, FCA, FCS, LLB, M.Com, Registered Valuer (Securities & Financial Assets)

The Three-Day Capacity Building Conference was concluded on 17<sup>th</sup> November, 2022 with Valedictory Address by Mr. Rajesh Batra, Head-Centre for MSME, IICA followed by distribution of Certificates to the participants. The participants appreciated the programme content, Resource Persons and training sessions.



25 Officers & Professionals, MSMEs promoters came from across the country to attend the Three Day Capacity Building Conference



## Program Director & Facilitator

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**Mr. Rajesh Batra**  
Head-Centre for MSME  
Indian Institute of Corporate Affairs  
(Ministry of Corporate Affairs)

Rajesh currently works as Head of the Centre for Micro, Small and Medium Enterprises (MSMEs). Rajesh has held this position since 2014 with additional responsibilities including Chief Administrative Officer (CAO), Nodal Officer Projects – National CSR Award & Corporate Data Management (CDM) as well as Chairperson of various Committees such as Internal Monitoring Committee (IMC) and Tender Evaluation Committee (TEC) for all projects at Indian Institute of Corporate Affairs (IICA). Additionally, Rajesh has also worked as Head – Institutional Partnership and Corporate Communication (IP&CC).

Rajesh is currently responsible for several development activities through Capacity Building measures by taking serious initiatives in Entrepreneurship Education, Research and Consultancy, Collaboration for Policy Facilitation, professional endeavours for institutional strengthening, Sector guidelines and advocacy to develop best practices for SMEs.

Over the last 30 years, he has worked in different verticals / domains including 18 years of operational experience in public sector financial organization i.e. The National Small Industries Corporation Limited (NSIC) & Indian Institute of Corporate Affairs (IICA), established by Ministry of Finance & Corporate Affairs, extensively in the Policy development work, Business Strategy, Project Management, Programme management, Procurement / Supply Chain Management (SCM), Business development, working capital management, regulatory risk and rationalizing the business and financial structure as well as in areas such as promotion, development and financing of Micro, Small and Medium Enterprises, SME competitiveness enhancement and institutional strengthening.

Rajesh Batra is conferred with “National Award for Excellence in the field of Public Services – MSMEs taking into Global Arena” by H.E. Governor of Mizoram on 7<sup>th</sup> February, 2020.

He was appointed Sole Arbitrator under the Arbitration & Conciliation Act 1996 by the Chairman-cum-Managing Director of NSIC Limited for adjudication of disputes and differences between NSIC Ltd. and Private Business units. Besides, as a member of core team, he worked closely to lead / oversee the matters related with large scale implementation of Activity Plan / Programmes including govt. grant monitoring and administration under the Centrally Sponsored large Schemes of Govt. of India.

Rajesh has done his masters in commerce and postgraduate management courses in the areas of Foreign Trade and Marketing. Currently, Rajesh is working very closely with the industry and with different GOI offices at the Ministry level, State bodies, industry associations/chambers of commerce, entrepreneurship development institutes, SMEs, national and international supporting partners and banks/financial institutions to ensure capacity building at both ends: at the government level as well as at the industries. He gets invited to speak and chair sessions by organizations such as Ministry of MSME and its constituent institutions, Industry Associations and other leading International Institutions in India and overseas.

Before joining IICA – an autonomous institution under the Administrative Control of Ministry of Corporate Affairs, Government of India, Rajesh worked as Deputy General Manager (Heading up SMEs Government Purchase Division, SMEs Marketing & Business Development Division, SMEs Exhibition Division, SMEs training / incubation centres (TICs) on PPP mode with India’s apex SME development organization – The National Small Industries Corporation Ltd. (NSIC) – The Premier Mini – Ratna Government of India Enterprise under Ministry of Micro, Small & Medium Enterprises.

## Subject Matter Expert

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**CA Rajeev Bhargav**  
FCA, FCS, LLB, M.Com  
Registered Valuer (Securities & Financial Assets)

Rajeev is a Chartered Accountant from the Institute of Chartered Accountants of India, an Associate of the Institute of Company Secretaries of India, Law Graduate and Post Graduate in Commerce.

Rajeev is a practicing Chartered Accountant in Delhi and has expertise in Corporate Taxation, Company Law and foreign exchange laws. He is providing consultancy to many reputed companies on various aspects of Taxation and Compliances. He has keen interest in mentoring startups and entry level businesses by handholding them in managing their initial challenges and helping a number of entry level businesses under virtual CFO model. Rajeev is an active speaker on various matters related to Compliances and is also associated with Indian Institute of Corporate Affairs as Guest Faculty for its Seminars.

He is having over 20 years of experience in various aspects of Finance & Compliances. He has exposure to manufacturing and service industries across all size of companies.

He has worked with organizations like Itron (USA), Maccaferri (Italy), s.Oliver (Germany) and Orient Craft prior to founding his CA Firm 'R Bhargav & Associates'.

## Subject Matter Expert

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**Shri P. Udayakumar,**  
Former CMD, NSIC Ltd

Shri P. Udayakumar, EX-CMD, NSIC Ltd is a Postgraduate of the Indian Institute of Management - Bangalore and holds a degree in B.E. (Mech.). He has about 35 years of experience in various areas of Marketing and Policy formation related to the MSME Sector, Petroleum, and Fertilizer Sectors and has contributed significantly to the formulation of innovative strategies while working in different sectors.

### **Achievements as Board Member of NSIC:**

He joined as the Full Time Functional Director (Planning and Marketing) in the year 2010 and finally retired as CMD on 31-07-2022 after serving the Board for about 12 Years with unblemished records. He has been a key member of various task force teams and Strategic initiatives in different organizations he served.

The National Small Industries Corporation has started a separate business vertical for the distribution of Petrochemical products under his guidance. He is instrumental in developing contours for futuristic verticals in Defence Procurement, Machine Selling, Insurance, Waste to Energy, Software Selling, and e-Commerce, for the MSME sector in NSIC.

He is instrumental in launching NSIC Loyalty Card for the first time in NSIC and played a key role in designing the Corporate Logo with the consensus of all stakeholders.

### **Training, Skilling and Incubation in India and Abroad:**

He is instrumental in launching several Incubation and Entrepreneurship oriented programs in NSICs Technical Centres spread across India and commissioned 8 Livelihood Business Incubators in India with unique financial support system for the latest LBI at Rourkela. He has tied up with most of the leading Technology leaders for industry ready Skilling programs for all centres including a Centre of Excellence with LG Electronics Ltd in Okhla campus.

He finalised the MEA funded Training cum Incubation centres in several African Countries with one of the latest one in Mozambique which is acclaimed as one of the best in it's class .He has tied up with several African countries for conducting Business opportunity studies.

### **Other achievements:**

He has been participating as Chief Guest, Guest of Honor and Key Speaker at various prestigious events like Raw-Mat India 2019, Intec 2019, Vibrant Goa 2019, Bank's outreach programme of Bank of India, 8<sup>th</sup> DLF BUSINESS SUMMIT 2019, and EXIM Bank Regional Conclave on India-West Asia and North Africa in Cairo, Egypt etc. He has been a regular speaker in panel discussions in IIM Rohtak, IICA, Manesar, and other Management institutions.

He was a member of the Technology Award Committee of GITA, a CII initiative. He contributed inputs to the One-Man Committee formed for revamping the MSME Sector under the Chairmanship of Dr.Prabhat Kumar, Ex-Cabinet Secretary. He also led delegations to various countries and addressed Round Table Conference on the Topic "Impact of SME Section on the Global Economy" in Guangzhou, China in October 2016.

He fast-tracked the project of setting up of Vocational Training Centre in Mozambique by following up with the Government of Mozambique.

He has been instrumental in signing MoU with various National and International Organizations like the State Government of Sikkim, TANSIDCO, CSC, ARAMCO Asia, Coir Board, IEEMA, ITI Ltd and Mitutoyo for expanding NSIC's business and training areas. Materialized anMoU with the LG for a Centre of Excellence.Also with Arcelor Mittal, and Nippon Steels for Steel distribution and many more MoUs with Raw material producers and NEHDC.

### **In Private Equity Investment area thro Fund of Funds:**

He was a member of the Investment Committee of SRI Fund and same has created a record in onboarding 25 PE funds in a short span of 7 months resulting in investments in portfolio companies. He also chaired the Board Meetings of NSIC and NVCFL and approved the Accounts with one of the best performances in revenue and dividends in the recent past. He is much sought after by various domestic and international circuits for his lectures and views in MSME and PE areas.

He was instrumental in the launch of new schemes like the First Time Exporters scheme, Micro Subsidy scheme for MSMEart.com

### **Awards:**

He has been conferred with RASHTRIYA ICON AWARD in recognition of his contribution towards the growth of the MSME sector and LEADERSHIP AWARD for use of ICT in MSME by CMAI.



## Participants Voice & Experience Sharing

<p><b>“Program is very informative &amp; well designed”</b> Western Coalfields Limited</p>	<p><b>“Good Coverage of Topics”</b> SIDBI</p>
<p><b>“Very enlightening session”</b> SIDBI</p>	<p><b>“In-depth Knowledge about MSME Eco-System”</b> Western Coalfields Limited</p>
<p><b>“Very wonderful and informational presentations. Good to be a part of it”</b> Poonam Bharti Federation of Buying Agents</p>	<p><b>“Lovely presentation and overview of the MSME segment”</b> Manjari Desai Maharatta Chamber of Commerce, Industries and Agriculture (MCCIA)</p>
<p><b>“It is detailed informative session. Thank you very much for same”</b> Bhaskar V. Kulkarni Marathwada Association of Small Scale Industries &amp; Agriculture (MASSIA)</p>	<p><b>“Thanks a lot , it is very informative and in detail”</b> Mamatha BE Electronics City Industries Association</p>
<p><b>“Excellent Guidelines on MSMEs. Enjoyed the presentation”</b> Dr. Prakash Barjatia Indian Society of Lighting Engineers (ISLE)</p>	<p><b>“Will certainly motivate all of us”</b> Mohan Kathayat All India Printing Ink Manufacturers Association (AIPIMA)</p>
<p><b>“We will focus on improvement of the self and service to the MSMEs through the organization. Thank you Sir for the extensive presentation”</b> Malvika Singh Mohali Industries Association</p>	<p><b>“Very insightful session how good business plan can help businesses grow. Thank you”</b> Bhawna Singh Federation of Buying Agents</p>
<p><b>“The session is going very good, simple and understanding giving good lot of information”</b> Mamatha BE Electronics City Industries Association</p>	<p><b>“Lot of information, thanks a lot”</b> Mamatha BE Electronics City Industries Association</p>
<p><b>“Thank you so much you have motivated us”</b> Mohan Kathayat All India Printing Ink Manufacturers Association (AIPIMA)</p>	<p><b>“Thank you for organizing such an amazing, enlightening session”</b> Bhawna Singh Federation of Buying Agents</p>



## **CONTACT**

Mr. Rajesh Batra,  
Head-Centre for MSME

Indian Institute of Corporate Affairs  
Ministry of Corporate Affairs (Govt. of India)  
Plot no. P-6,7,8, Sector-5, IMT Manesar,  
Distt. Gurugram-122052, Haryana, India

E-mail: [rajesh.batra@iica.in](mailto:rajesh.batra@iica.in) , [cmsme.iica@gmail.com](mailto:cmsme.iica@gmail.com)  
Phone: 9871417394 , 8595690458