

IICA's Advanced Business Builder Accelerator (6th Edition): (Infrastructure & Commercial Real Estate Focus) (3-Day Immersive)

“A flagship accelerator designed to transform enterprises into financially disciplined, governance-driven, execution-focused, bankable and investment-ready organizations capable of achieving scalable and sustainable growth”

27-29 August, 2026 - Pune

OVERVIEW

India's infrastructure and commercial real estate sectors are at an inflection point—marked by scale, capital intensity, regulatory oversight and increasing reliance on institutional finance.

In this evolving landscape, enterprises are no longer evaluated solely on growth metrics. They are judged on their ability to demonstrate:

- **Bankability**
- **Governance maturity**
- **Execution credibility**
- **Risk intelligence**
- **Scalable operating models**

Yet, a large number of businesses remain **project-driven, promoter-dependent and financially under-structured**, limiting their ability to attract capital and scale sustainably.

The IICA Response

The **Advanced Business Builder Accelerator** is a flagship, high-impact initiative designed to transform such enterprises into: **Investment-ready, governance-led, execution-strong and scalable organizations.**

WHY THIS ACCELERATOR MATTERS

The Sector Challenge

- Increasing scrutiny from banks, NBFCs and investors
- Rising project complexity and capital requirements
- Persistent issues:
 - ✓ Cost overruns
 - ✓ Project delays
 - ✓ Cash flow stress
 - ✓ Governance gaps

India's Infrastructure Growth Requires:

- Governance-led enterprises
- Financial discipline
- Institutional credibility
- Execution excellence
- Capital readiness
- Risk intelligence

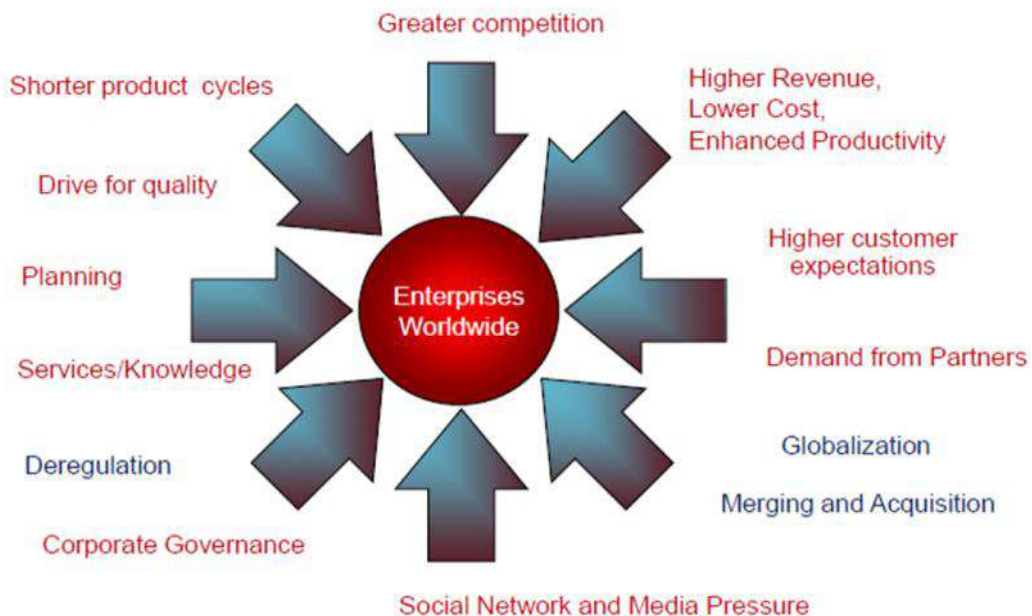
Yet Many Enterprises Face:

- Cost overruns
- Funding gaps
- Weak governance
- Working capital stress
- Promoter dependency
- Scalability limitations

This Accelerator Helps Enterprises Become:

- Bankable
- Investor-ready
- Execution-strong
- Governance-driven
- Scalable
- Future-ready

Tough Challenges in Today's "Flat World"



The Strategic Imperative

To compete and scale, enterprises must transition from:

From	To
Informal financial practices	Structured financial discipline
Promoter-led decisions	Governance-led systems
Opportunistic growth	Strategic, scalable expansion

What Sets This Programme Apart

- **Sector-Focused Design**
Tailored for infrastructure and commercial real estate enterprises
- **Integrated Approach**
Finance + Governance + Execution + Scalable Growth
- **Bankability and Capital Access -Centric**
Built from lender and investor perspectives
- **Execution-Oriented**
Practical frameworks, Industry practices
- **Outcome-Driven**
Participants leave with a **structured transformation roadmap**

STRATEGIC CONTEXT: WHY NOW?

India's infrastructure and commercial real estate sectors are at a decisive inflection point — characterised by record capital deployment, regulatory reform and intensifying competition for institutional finance. Enterprises can no longer rely on relationships alone.

WHAT LENDERS & INVESTORS NOW DEMAND	WHERE MOST ENTERPRISES FALL SHORT
Bankability & credit documentation	Project-driven, promoter-dependent structures
Governance maturity & board systems	Weak internal controls & compliance gaps
Execution credibility & milestone track record	Persistent cost overruns & delays
Risk intelligence & mitigation frameworks	Reactive, unstructured risk management
Scalable operating models	No systems for multi-project growth

WHY THIS ACCELERATOR

DIFFERENTIATOR	WHAT IT MEANS FOR YOU
Government Authority	Organised under MCA, Govt. of India — adds institutional credibility to your programme completion certificate
Sector-Focused Design	Curriculum tailored exclusively for infrastructure & commercial real estate — no generic business content
Lender & Investor Lens	Built from the perspective of banks, NBFCs, PE funds and DFIs — so you speak their language
Integrated Framework	Finance + Governance + Execution + Scalable Growth addressed together, not in silos
Actionable Transformation Roadmap	You leave with a personal 12–24 month enterprise roadmap — not just a certificate
Alumni & Ecosystem Network	Access to 5 edition cohorts — developers, bankers, PSU leaders, policy advisors
6th Edition Credibility	Proven track record across 5 successful editions with measurable participant outcomes

KEY TRANSFORMATION OUTCOMES

Participants will leave the Accelerator equipped to:

- **Enhanced Bankability** — structured financial approach + improved lender confidence
- **Governance & Credibility** — stronger decision systems + transparency that institutions trust
- **Execution Capability** — disciplined control over time, cost and delivery
- **Risk Intelligence** — proactive identification and mitigation of financial, regulatory and operational risks
- **Scalable Business Model** — systems and processes designed for multi-project growth
- **Capital Access Strategy** — readiness for bank appraisal, PE funding and DFI financing
- **Market Positioning** — stronger brand + client acquisition strategy in competitive sectors
- **Leadership Mindset** — discipline, ownership and execution accountability at the top
- **Transformation Roadmap** — clear, actionable 12–24 month plan personalised to your enterprise

THE IICA ENTERPRISE TRANSFORMATION MODEL

DIAGNOSE → STRUCTURE → GOVERN → EXECUTE → SCALE → SUSTAIN

BUSINESS CASE: CHALLENGES VS SOLUTIONS AND GOOD PRACTICES

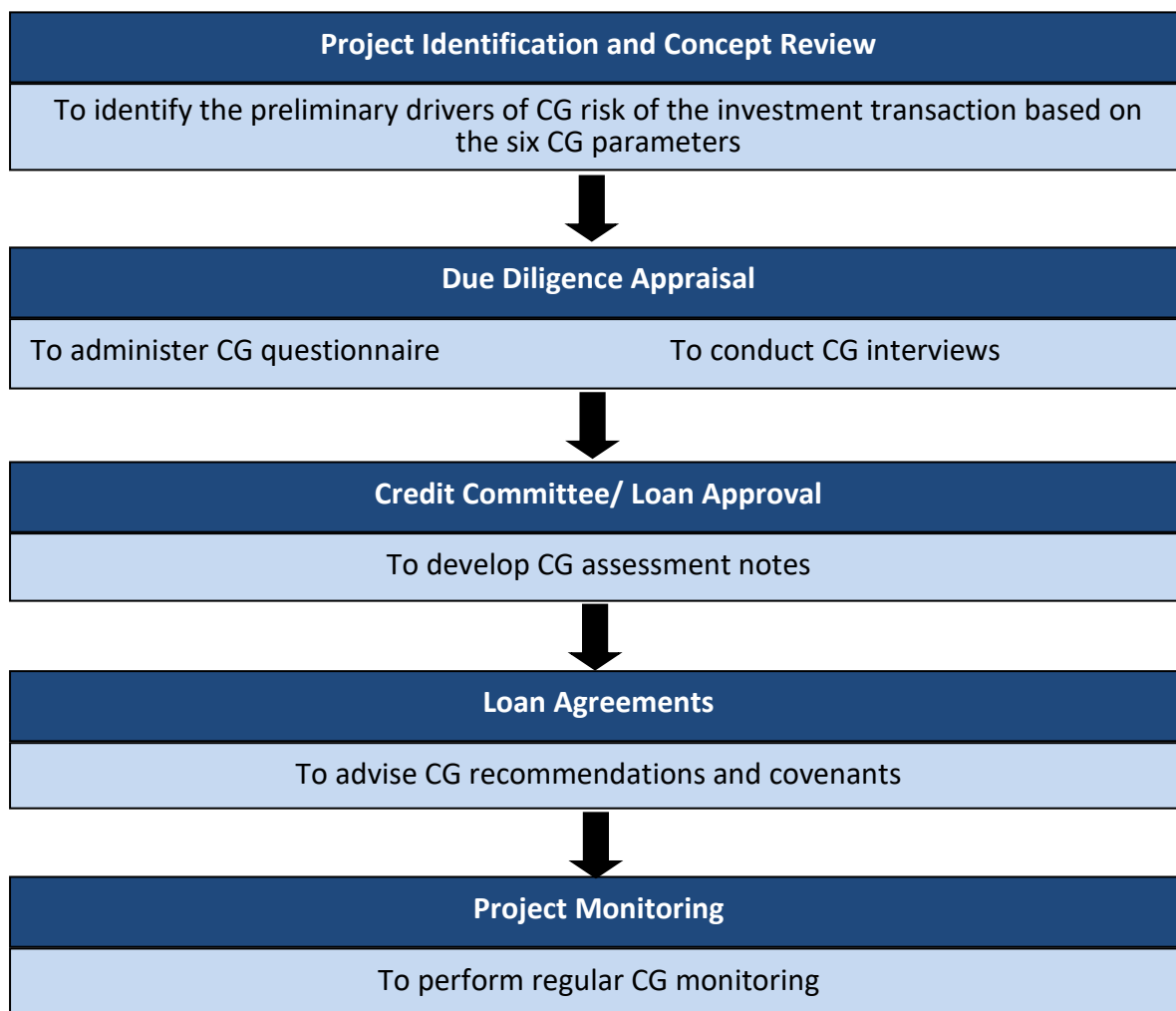
Industry Challenge	Programme Response	Impact
Growth without profitability clarity	Financial diagnostics & margin analysis	Sustainable profitability
Weak financial discipline	Budgeting, ROI & cost frameworks	Financial control
Limited access to capital	Bankability & credit readiness	Improved funding success
Project delays & overruns	Execution discipline frameworks	Predictable delivery
Governance gaps	Accountability & control systems	Institutional credibility
Poor risk understanding	Risk identification & mitigation	Business resilience
Inefficient operations	Process & system optimization	Scalable operations
Weak market positioning	Branding & client strategy	Stronger pipeline

SECTOR FOCUS AREAS

- Roads & Expressways
- Logistics & Warehousing
- Aviation & Airport-Led Development
- Urban Infrastructure & Metro Systems
- Industrial Parks, Clusters & Corridors
- Railways, Freight Corridors & Inland Waterways
- Energy & Renewable Infrastructure (Solar, CBG, Green Hydrogen)
- Digital & Future-Ready Infrastructure (AI, Data Centres, Electronics)
- EV Ecosystem & New Mobility (Manufacturing & Charging Infrastructure)
- Pharmaceutical & Medical Device Production
- Defence & Aerospace Manufacturing Ecosystem
- Textile, Leather & MSME Clusters

ASSESSING GOVERNANCE RISKS IN INFRASTRUCTURE PROJECTS

Governance risk checks are embedded across all investment stages to protect funds and ensure transparent, efficient execution.



GOVERNANCE & SCALING YOUR BUSINESS

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.

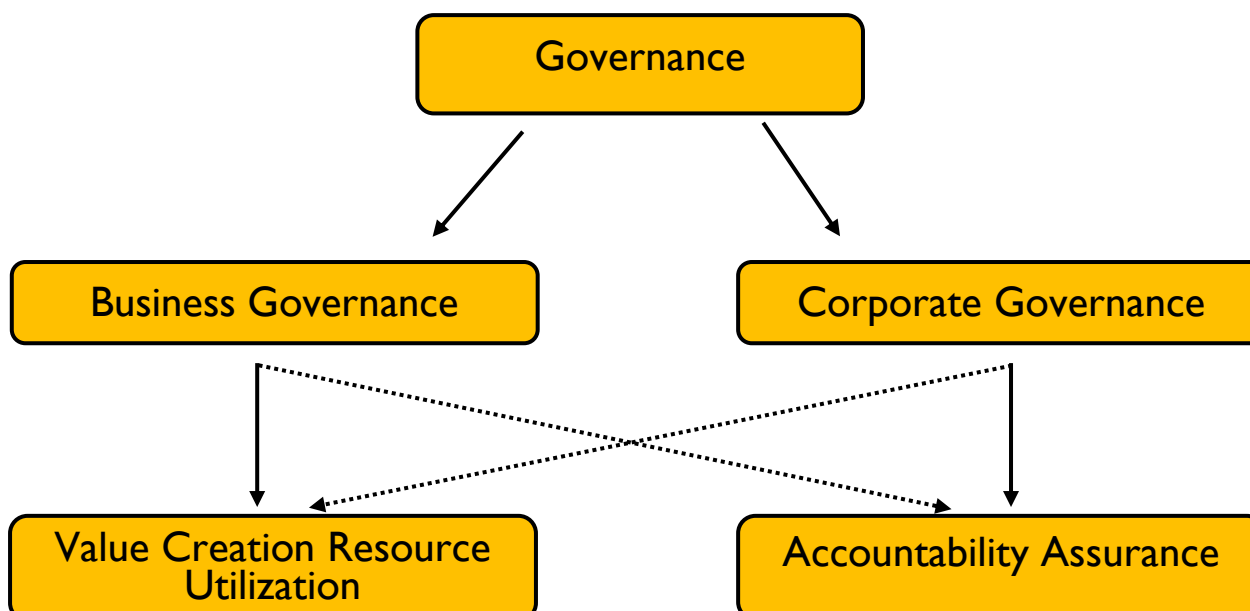
However, most businesses will eventually add independent directors to their board. This evolution often arises out of necessity—whether to secure financing (many investors require independent oversight), enhance governance or gain an external perspective that helps steer the company in the right direction. 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.

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.

GOVERNANCE FRAMEWORK



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 centres 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.

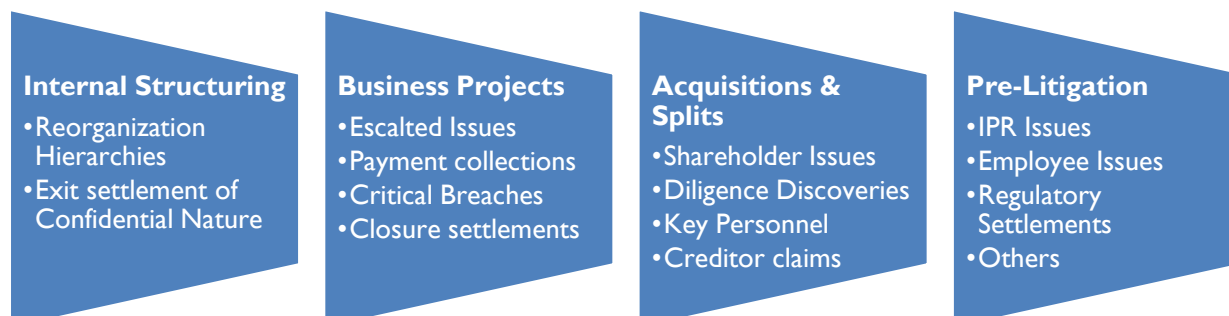
ACTION PLAN FOR COMPLIANCE & RISK MANAGEMENT AS PART OF GOVERNANCE FRAMEWORK FOR ENTERPRISES

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						



ENTERPRISES SHOULD FINE TUNE INTERNAL BUSINESS OPERATIONS ESPECIALLY WORKING CAPITAL MANAGEMENT, REGULATORY RISK AND RATIONALIZING THE BUSINESS AND FINANCIAL STRUCTURE.

Activities & Issues



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.

Program Purpose

To transform enterprises into **financially disciplined, governance-led, execution-strong and investment-ready organizations** through an integrated approach to **finance, governance, risk, execution and leadership**.

Transformation Objectives

1. Enterprise Diagnosis & Growth Readiness

- Conduct a structured assessment of **business fundamentals**—revenue quality, profitability, execution capability, and organizational maturity
- Identify **critical growth constraints** across capital, delivery, talent, and scalability
- Establish a clear baseline for **institutional transformation**

2. Bankability, Financial Discipline & Capital Strategy

- Strengthen **financial structuring, working capital efficiency, and forecasting discipline**
- Enhance **investment readiness and credibility** with lenders, investors, and institutions
- Enable access to **diverse financing pathways** aligned to infrastructure and real estate sectors

3. Governance & Institutional Frameworks

- Design and implement **robust Governance, Risk & Compliance (GRC) systems**
- Strengthen **board effectiveness, transparency, and regulatory alignment**
- Integrate **Enterprise Risk Management (ERM)** into strategic and financial decision-making

4. Execution Excellence & Operational Scalability

- Build capabilities in **project execution, cost control, and delivery assurance**
- Institutionalize **process discipline, performance metrics, and scalable operating systems**
- Align execution with **profitability, timelines, and stakeholder expectations**

5. Risk Intelligence, Compliance & Business Resilience

- Develop a **proactive risk culture** covering financial, regulatory, operational, and cyber risks
- Enable **early risk detection, mitigation, and strategic alignment**
- Reduce exposure to **compliance failures, disputes, and project-level risks**

6. Strategy, Market Positioning & Growth Enablement

- Define **clear long-term vision, growth strategy, and competitive positioning**
- Strengthen **market access across government, institutional, and private sector opportunities**
- Align business strategy with **policy ecosystem and sectoral opportunities**

7. Leadership Alignment & Organizational Capability

- Bridge **promoter-driven and professionally managed structures**
- Build **leadership capability, decision accountability, and execution ownership**
- Strengthen **talent strategy, team capability, and performance culture**

8. Digital, Innovation & Industry 4.0 Integration

- Promote adoption of **digital systems, analytics, and data-driven decision-making**
- Enable enterprises to leverage **technology for efficiency, governance, and scalability**
- Build readiness for **Industry 4.0-led transformation**

9. Ecosystem Linkages & Strategic Networks

- Facilitate connections with **financial institutions, investors, corporates, and government agencies**
- Enable access to **procurement ecosystems, global markets, and industry platforms**
- Strengthen integration with **incubators, accelerators, and sectoral networks**

10. Enterprise Transformation Roadmap

- Develop a **12–24 month actionable transformation roadmap**
- Integrate learnings across **finance, governance, execution and strategy**
- Ensure **immediate applicability and measurable business impact**

KEY TAKEAWAYS FOR PARTICIPANTS

1. Enhanced Bankability

- Structured financial approach
- Improved lender confidence

2. Governance & Credibility

- Stronger decision systems
- Increased transparency and trust

3. Execution Capability

- Better control over time, cost, and delivery

4. Risk Intelligence

- Ability to identify and mitigate key business risks

5. Scalable Business Model

- Systems and processes for multi-project growth

6. Market Positioning

- Stronger brand and client acquisition strategy

7. Leadership Mindset

- Discipline, ownership, and execution focus

8. Transformation Roadmap

- Clear, actionable plan for next 12–24 months

IICA's ACCELERATOR APPROACH

- 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.
- IICA operates under the Ministry of Corporate Affairs and combines **policy insight with execution capability**. We work at the intersection of **government, industry and financial systems**.

MICRO ROAD MAP FOR A MACRO VISION FOR ENTERPRISES



Keeping these imperatives in mind, Indian Institute of Corporate Affairs (set up by Ministry of Corporate Affairs) is organising IICA's Advanced Business Builder Accelerator (6th Edition): (*Focused on Infrastructure & Commercial Real Estate Sector*) "A flagship accelerator designed to transform enterprises into financially disciplined, governance-driven, execution-focused, bankable and investment-ready organizations capable of achieving scalable and sustainable growth" during 27-29 August, 2026 at Pune.

WHO SHOULD ATTEND

This accelerator is designed for decision-makers and professionals directly involved in scaling, financing, governing or executing infrastructure and real estate enterprises:

ENTERPRISE LEADERS	FINANCIAL ECOSYSTEM	GOVERNMENT & PSUs	ADVISORY & GOVERNANCE
CMDs, CEOs, CFOs Developers & EPC firms Infrastructure promoters SME & MSME owners	Banks, NBFCs, PE/VC Project finance professionals Investment advisors Fintech companies	PSUs & Ministries Smart city agencies Infrastructure boards State corporations	Independent directors Consultants & advisors Compliance & risk leaders Audit professionals

TARGET & EXPECTED PARTICIPATION

Business Enterprises Promoters / Owners	Banks/NBFCs/ Fin-Tech Firms	Project Finance Professionals	CMDs / MDs / CEOs / CFOs
Regulatory Authorities	Central & State Govt. Organizations/PSUs Directors & Officers	Key Managerial Persons (KMPs)	State Investment Agencies
Developers, Contractors	EPC Contractors & Consultants.	Independent Directors	Financial Services Organizations
Finance & Infrastructure Support PSUs	Head of Finance/ Legal/ Accounts/ Audit	Investment & Advisory Professionals	Industry Leaders: Infrastructure developers, EPC companies, logistics firms, industrial park developers
International Delegations: Trade bodies, global infrastructure companies, technology providers	Policymakers: Urban Local Bodies, Development Authorities	Business & Finance Leaders	Trade Promotion Organizations
State Industrial Corporations	Entrepreneurs & Developers (Infrastructure & Real Estate)	Telecommunications, Ports & Defence Infrastructure PSUs	Experts & Think Tanks: Policy advisors, consultants, academia
Investors & Financial Institutions: Private equity, sovereign funds, banks, multilateral agencies	Economic Development Corporations	Infrastructure PSUs and departments operating under various central ministries, engaged in developing roads, power, railways, and urban infrastructure	Emerging & Diverse Entrepreneurs / Building Material Suppliers
Railways & Transportation PSUs	Construction & Urban Development PSUs	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.			

CONTENT / COVERAGE

Day 1

TIMINGS	SESSIONS
01:00 pm - 03:00 pm	Arrival & Check-In / Networking Lunch
03:00 pm - 03:15 pm	Setting the Context & Participant Introductions
03:15 pm- 08:00 pm	Strategic Business Diagnosis & Scale Readiness <ul style="list-style-type: none">• Revenue quality vs growth illusion• Profitability and margin sustainability• Client concentration and pipeline risk• Project delays, cost overruns and execution gaps• Organizational capability and leadership bandwidth• Scale readiness across finance, operations and governance <p>👉 Outcome: Clear view of enterprise health, risks and scale potential</p>
	Financing India's infrastructure growth story - Financial Strategy & Capital Discipline <ul style="list-style-type: none">• Financial planning, budgeting and forecasting• Cost structures, margin optimization and efficiency• Working capital management in project-driven businesses• Project viability, IRR and capital allocation decisions• Financial decision-making using ROI frameworks <p>👉 Outcome: Stronger financial control, discipline and decision-making</p>

Day 2

TIMINGS	SESSIONS
10:00 am - 01:00 pm	<p>Project Preparation skills and assessing viability of Projects</p> <ul style="list-style-type: none"> • Understanding the preparation of Project Report and Business Case • Practical Case Study – Preparation of Project Report • Project Evaluation Techniques <p>Project Appraisal and Data Analysis</p> <ul style="list-style-type: none"> • Project Appraisal Techniques • Important Points for Project Appraisal • Data Analysis
	<p>Governance as a Driver of Credibility & Value</p> <ul style="list-style-type: none"> • Governance beyond compliance: trust, credibility and valuation • Decision-making structures and accountability systems • Internal controls, transparency and ethical leadership • Governance expectations of lenders and investors • ESG and digital governance (data, cyber oversight) <p>👉 Outcome: Enhanced credibility, trust and institutional strength</p>
	<p>Project Execution Excellence & Delivery Assurance</p> <ul style="list-style-type: none"> • Project lifecycle discipline and milestone control • Contract management and execution frameworks • Managing delays, cost overruns and site challenges • Leadership in high-pressure execution environments • Digital tools for monitoring, reporting and coordination <p>👉 Outcome: Predictable, efficient and credibility-enhancing execution</p>
01:00 pm - 02:00 pm	Lunch
02:00 pm - 03:30 pm	<p>Operational Excellence & Scalable Systems</p> <ul style="list-style-type: none"> • Process optimization and workflow efficiency • Vendor and supply chain management • Quality assurance and cost control mechanisms • Building systems for multi-project scalability • Technology-enabled operations and dashboards <p>👉 Outcome: Lean, efficient and scalable operating model</p>
03:30 pm - 05:30 pm	<p>Mergers and Acquisitions in India</p> <p>This comprehensive session provides an overview of India’s M&A regulatory landscape & key processes involved in executing a successful deal</p> <ul style="list-style-type: none"> • Basics of Mergers & Acquisition • Business Valuations • How to prepare for M&A • Managing the M&A – Agencies & activities involved • Managing a Takeover bid • Reforms under M&A regulatory regime in India • M&A process: Key Steps • Due diligence checklist for M&A transactions • Handling Deal structuring for a M&A Transaction <p>Exit of Business</p> <ul style="list-style-type: none"> • Exit Procedure for various types of businesses • Succession planning for Business

Day 3

TIMINGS	SESSIONS
10:00 am - 01:00 pm	<p>Financial Statement and key metrics to track</p> <ul style="list-style-type: none"> • To understand firms' financial position through balance sheet, income and cash flow statement • Understanding financial ratios and its impact on strategic decision making • 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 • Financial statement terminologies, users of financial statements • How to Raise Money from Capital Markets, Bankers / NBFCs • Assessment of Working Capital Requirements
	<p>Market Positioning, Growth Strategy & Client Acquisition</p> <ul style="list-style-type: none"> • Moving from execution-led to brand-led positioning • Client acquisition strategy and pipeline building • Pricing strategy and margin protection • Competitive positioning in infrastructure and real estate markets • Experience differentiation and customer value creation <p>👉 Outcome: Stronger market presence and sustainable growth strategy</p>
	<p>Capital Access & Funding Strategy</p> <ul style="list-style-type: none"> • Understanding capital structures: debt, equity and blended finance • How banks and NBFCs evaluate projects and enterprises • Preparing for credit appraisal and funding discussions • Financial documentation and investor readiness • Common reasons for funding rejection <p>👉 Outcome: Improved bankability and access to capital</p>
01:00 pm - 02:00 pm	Lunch
02:00 pm – 05:30 pm	<p>Building sustainable and resilient infrastructure systems - Risk Intelligence & Business Resilience</p> <ul style="list-style-type: none"> • Identification of financial, operational and project risks • Risk mitigation frameworks and controls • Managing execution and contractual risks • Business continuity and resilience planning • Digital and cyber risks in modern enterprises <p>👉 Outcome: Risk-aware, resilient and continuity-ready enterprise</p>

	<p>Leveraging digital infrastructure for next-gen industries - Innovation, Digital Transformation & Future Enterprise</p> <ul style="list-style-type: none"> • AI and data-driven decision-making in projects and business • Digital tools for planning, monitoring and cost optimization • Future business models in infrastructure and real estate • Sustainability as a strategic and funding lever • Building future-ready organizations and teams <p>👉 Outcome: Technology-enabled, future-ready enterprise</p>
	<p>Integrated Growth Roadmap & Enterprise Transformation</p> <ul style="list-style-type: none"> • Aligning finance, governance and execution strategy • Prioritizing growth initiatives and capital allocation • Building a scalable business roadmap • Leadership alignment for transformation • Action plan for next 12–24 months <p>👉 Outcome: Clear, actionable enterprise transformation roadmap</p>
	<p>Managing: Compliances to Competitiveness</p> <p>Technology integration and AI adoption in Enterprise Risk Management (ERM) and Regulatory Compliance</p> <p>Economical and Financial Compliances Compliance System in India for Businesses Important Compliance Requirements for Businesses</p> <p>Environmental Laws Analysis of Environmental Protection Laws in India and related Compliance Requirements for businesses</p> <p>“Cracking” the New Labour Code: Perspectives and Perception Legal Insights Implementation & Execution An understanding of existing Labour Law Compliances in India Major Labour Laws applicable to manufacturing & IT sectors Labour codes in India How to handle labour and human resource related issues. How reforms in labour laws & lower taxes in labour intensive manufacturing sector would pave way for growth.</p>

Key Discussion Points

- Infrastructure as a driver of economic competitiveness
- Leveraging digital infrastructure for next-gen industries
- Building sustainable and resilient infrastructure systems
- Logistics transformation and supply chain efficiency
- Airport-led economic zones and aerotropolis models
- Industrial corridor development and cluster-based growth
- Financing India’s infrastructure growth story

PROGRAM FEE / VENUE

Training Venue	Pune
Training Date	27-29 August, 2026
Residential Program Fee	INR 42,480/- (INR 36,000 + 18% GST) per participant
Non-Residential Program Fee	INR 25,960/- (INR 22,000 + 18% GST) per participant
▪ For Individual Nomination - No Discount is applicable	
▪ For Standard Group of min. 2 & upto 3 nominations from one organization -We will be offering a discount of 5% on Program Fee	
▪ For Prime Group of minimum 4 & above nominations from one organization - We will be offering a discount of 10% for the additional participants. (Example: in case of 6 nominations from one organization, 3 nominations will be eligible for 5% discount and additional 3 nominations will be eligible for 10% discount)	

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

IICA RESIDENTIAL PROGRAMME SCHEDULE

27 Aug, 2026 Day 1	28 Aug, 2026 Day 2	29 Aug, 2026 Day 3	30 Aug, 2026
Arrival day- Check in from 01:00 pm onwards	Breakfast Forenoon sessions	Breakfast Forenoon sessions	Departure day- check out by 11:00 am
Lunch (01:00pm-03:00pm)	Lunch (01:00pm-2:00pm)	Lunch (01:00pm-02:00pm)	
Post lunch sessions	Post Lunch sessions	Post Lunch sessions	
Dinner	Dinner	Dinner	

PAYMENT DETAILS

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

Program Director & Facilitator



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 7thFebruary, 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



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 also a Registered Valuer (S&FA) and FMVA certified from Corporate Finance Institute, USA.

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 finance, taxation, compliances and valuation and is also associated with Indian Institute of Corporate Affairs as Guest Faculty for its Seminars.

He is having over 24 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



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 its 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, 8th 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 an MoU 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 NVCFI 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.



CONTACT

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