

### **Three Day Capacity Building Program (4<sup>th</sup> Edition) on**

**“Effectiveness of the Governance, Regulatory and Compliance (GRC) Management (including Roadmap for SMEs Business Transformation & Output Growth - Key to Atmanirbhar Bharat)”**

**26-28 July, 2023 at ibis Coimbatore City Centre**

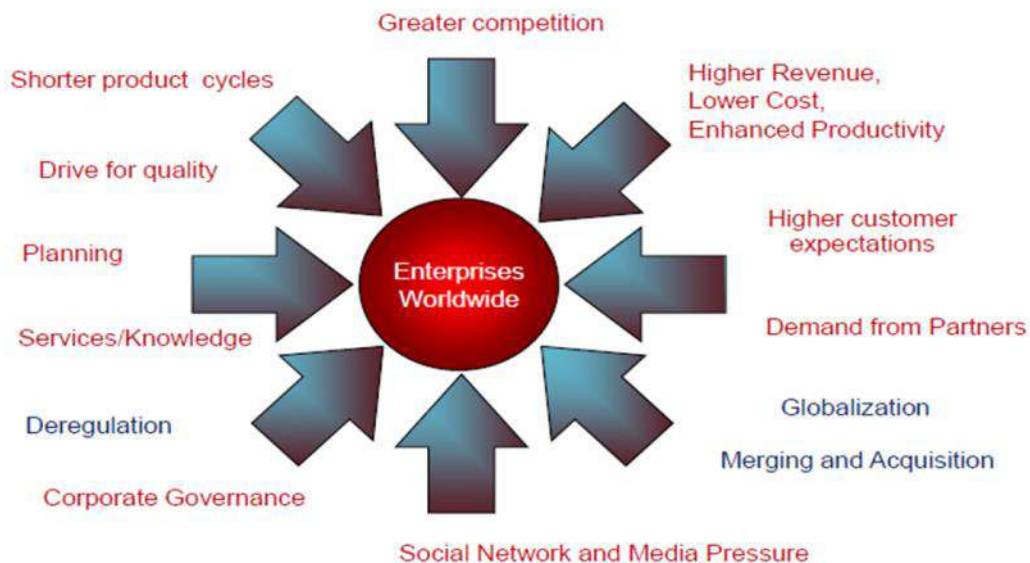
#### **Overview**

Starting its G20 presidency from December 1, India has recognised five significant issues such as growth and prosperity, resilient global value chains, MSMEs, logistics and WTO reforms.

India has continually demonstrated an ability to nurture its MSMEs into national & international corporations. The world’s economy is increasingly becoming interconnected. The emergence of new business platforms and the openness of the economy have allowed MSMEs to become global companies.

It’s difficult to understate all the changes the business landscape has seen in the past 5 Years and yet entrepreneurs have responded with incredible adaptability. Over the years, MSMEs faced many challenges but stood the test of time. Perhaps, that is one of the biggest reasons, MSME business owners are optimistic about the future. A great deal of this success can be attributed to the entrepreneurial ability of Indians, which is continually being demonstrated by Indian nationals and NRIs around the world.

## **Tough Challenges in Today’s “Flat World”**



## Compliance Frameworks and Good Practices

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



It has been observed that the prime focus of the MSMEs is on the operations of the enterprise that help in building and enhancing the business, but the focus on governance is considered an unnecessary burden because owners of MSMEs are not aware about the benefits of good governance and its long term impact on the business and organizational life. The result is that many MSMEs succeed on the business front, but their sustainability is often vulnerable to poor governance. Therefore, it is necessary to develop enterprise that are not only durable on the business front but also succeed in terms of creating effective governance and compliance frameworks for all business operations.

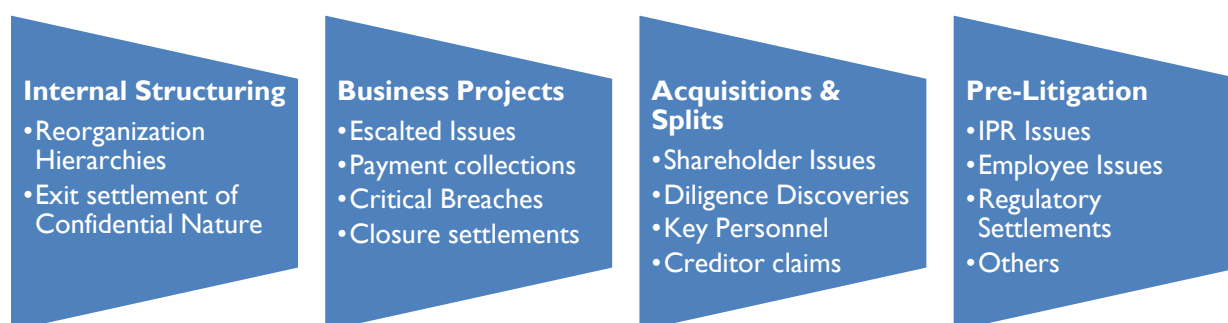
It is therefore, considered necessary to urgently address the specific requirements of micro, small and medium enterprises (MSMEs) relating to identifying opportunities pertaining to Domestic and international trade for entrepreneurs and MSMEs, along-with the regulatory challenges impeding their growth and sustainability.

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

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						

**MSMEs 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, MSMEs need to gear up and continuously introduce changes in controls, systems and procedures, within it-self. An intrinsically strong MSME is better equipped to withstand the challenges that it is constantly exposed to.

In the post-pandemic scenario, Liquidity / cash flow and regain demand / customers are the key factors for MSMEs to confront new issues / challenges in changed economic climate:

- Business continuity risks such as revenue shortfall, crashing supply chain, stressed cash-flow, depleted liquidity and severely challenged infrastructure and flight of manpower.
- Lack of operational cash flow.
- Drop in demand for Products and services
- Issues with changing business strategies to offer alternative products and services.
- Need for additional funding to meet operational liabilities built up, buy raw material and restart business.
- Consumer behaviour and demand already witness a sea-change in the near term before the new demand is set in the markets for the goods and services

### Factors affecting the overall functioning of MSMEs in India-

1. Expansion in the scope and characteristics of the Indian Market
2. Business Reforms – via reducing procedural complexities and digital governance
3. Changing outlook towards entrepreneurship
4. Technological advancements
5. International partnerships and engagements
6. Engaging E-Commerce into Ecosystems
7. Artificial Intelligence (AI) connects to Digital Marketing
8. Impressive growth, backed by robust demand from its large domestic markets.
9. Enabling regulatory regime and eased Foreign Direct Investment (FDI) norms.
10. The Evolution of Womenpreneur

With the Global Economy now showing positive signs of revival and the economic growth trajectory moving upwards, MSMEs owners / MSME Promoters need to keep their “Eyes and Ears” wide open. With fierce competition – both domestic and global – the only way ahead for MSMEs is to innovate.

### **What impedes the growth?**

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Dynamic MSMEs are widely acknowledged as a key driver of sustainable and inclusive economic growth. However, the presence of dynamic future aligned MSMEs particularly women owned and led, is neither automatic nor assured and requires an enabling business environment, conducive policies and systematic capacity building efforts.

#### **Information & Capabilities**

- Lack of knowledge, marketing facilities and information about latest technologies
- Lack of innovation capabilities
- Lack of awareness about Government policies

#### **Inadequate Industrial Infrastructure (Land, Electricity & Transport)**

- Cost of Credit & Finance
- Technology
- Very low share of high-tech exports
- Marketing & Procurement
- Labour (Skill Development)

#### **Policy & Regulation**

- High regulatory compliance burden
- Lack of quality control standards
- Difficulties in exiting the market

### **What do we want to achieve?**

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- Enhance MSME contribution to GDP from about 38% to 50% and in exports from 49% to 60%.
- Generate employment levels to the extent of 5 crore additional jobs in MSME sector in 5 years.
- Increasing share of MSME contribution across key public & private industry sectors
- Fulfilling increasing domestic demand, growth in exports, indigenization and import substitution

### **What have we achieved?**

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- Indian SME - 63.38 million enterprises
- Industrial output – 45%
- Exports – 48.5%
- Industrial units – 95%
- Employment – 110 million (4 times higher than large enterprise)
- Products – more than 8000
- Indian SME Market Value - \$ 5 billion

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 SMEs to compete in the global market.

With India's Transition to Clean Mobility, Year 2022 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.

**As an outcome of Three Day Capacity Building Program (4th Edition) on “Effectiveness of Governance, Regulatory and Compliance (GRC) Management (including Roadmap for SMEs Business Transformation & Output Growth - Key to Atmanirbhar Bharat)”**, the program aims to abreast participants representing MSME Promoters, National & International Organizations, Economic Development Corporations, Trade Promotion Organizations, Multilateral & Unilateral International Agencies, Department of Industries & Commerce, Investment Agencies, Chambers of Commerce & Industry, Banks & Financial Institutions to apply effective engagement techniques with MSMEs, existing & Prospective Entrepreneurs in areas like Perfecting the business plan and business verticals, preparedness and planning for improved control systems, Governance Overview and opportunities in Regulatory issues like Companies Act, 2013, Goods and Services Tax (GST), Resilient Supply Chain, Enterprise Risk Management (including latest Reforms and policy changes), raising equity capital, maximizing value & wealth creation.

Keeping these imperatives in mind, Indian Institute of Corporate Affairs through its Centre for MSME is organising Three Day Capacity Building Program (4th Edition) on “Effectiveness of Governance, Regulatory and Compliance (GRC) Management (including Roadmap for SMEs Business Transformation & Output Growth - Key to Atmanirbhar Bharat)” scheduled during 26-28 July, 2023 at ibis Coimbatore City Centre.

### **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 21st 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 MSMEs leveraging the benefits of the entrepreneurial conducive ecosystem for India's growth.

### **Objectives**

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- **The capacity building programme will help the MSMEs 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 MSMEs with broad understanding about dealing with issues & challenges related to Goods & Services Tax law as well as about the major issues of concerns & challenges having direct impact on MSMEs.
- Keeping in view the lack of sufficient focus on the statutory & legal compliance that are mandatory, the proposed Capacity Building Program will create awareness about the Compliance Management' and the process to track them on regular basis.
- **This training will enable participating companies to :**
  - a) **Implement high-functioning compliance management systems tailored to their needs and profile.**
  - b) **Inculcates a culture of compliance throughout the MSME organization which in turn can be a business enhancer offering positive benefits to business.**
  - c) **Provides small enterprise with a competitive advantage by enabling MSMEs to detect any violation at an early stage and take corrective measures to their advantage.**
  - d) **Obviates or reduces the costs and negative effects of litigation and regulatory intervention**
- 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 Institutes (DIs) for MSMEs, Banks/ Fin-tech

companies / NBFCs, Economic Development Corporations as well as promote local industry and improve MSMEs access to public procurement etc. (ist page of the letter as well as edm)

- The programme would enable MSMEs 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 MSMEs 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.**
- Promote adaptation of Quality tools/systems for manufacturing of quality products.
- Encourage MSMEs to constantly upgrade their quality standards in products and processes.
- MSME owners / MSME Promoters will be able to ensure Compliances to all Internal, Regulatory and Statutory norms
- **MSME 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 MSME's long term vision.**
- Gap analysis & Handholding for improving rating of MSMEs.
- Innovative ideas of Accessing Finance.
- Networking opportunities for small business owners to expand their networks, connecting with vendors, lenders, and other key stakeholders that are critical for business success.
- Exposure to latest developments in MSMEs banking and within markets regionally and nationally
- Comprehensive information about the Govt. Policies, Ease of Doing Business initiatives, loans, grants, waivers and more.
- Enable participants to plan **proactive strategies to identify & mitigate the potential risks** to the business

### Why Coimbatore for outbound training

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neighboring Kerala State and the very popular hill station of Udhamandalam (Ooty) is 70 kms from Coimbatore.

Coimbatore is the third largest city of the state, one of the most industrialized cities in Tamil Nadu, known as the textile capital of South India or the Manchester of the South India, the city is situated on the banks of the river Noyya. There are more than 25,000 small, medium, large scale industries and textile mills are situated. Coimbatore is also famous for foundry and automobile industries, manufacturing of textile industry equipment's, spares, motor pump sets, wet grinders and varied engineering goods and services. Coimbatore serves as an entry and exit point to



## Micro Road Map for a Macro Vision for SMEs



**Mapping of MSME units across various parameters through a Strategic Investment Plan (SIP) as part of Raising & Accelerating MSME Performance (RAMP) Programme and Economic Reforms will strengthen MSMEs competitiveness**

Goods and Services Tax (GST)	Insolvency and Bankruptcy Code	National Logistics Policy
National Infrastructure Pipeline (NIP)	Direct Benefit Transfer	GeM - Government e-marketplace
New Public Enterprises Policy	Atmanirbhar Bharat Rozgar Yojana	Make-in-India
Liberal FDI Norms	Export Promotion	Ease of Doing Business and Trade Facilitation
Definition of MSMEs expanded by increasing turnover & investment thresh holds	Corporate Tax cut to make India competitive vis-à-vis ASEAN countries	Faceless e-assessment for taxation & decriminalization of Companies Law
Labour Policy Reforms (Consolidation of labour laws into 4 codes)	Quality standards being notified by BIS for products to be sold countries	Preference for domestic manufacture in Government purchase Preference Policy
Production linked incentive (PLI) scheme extended to 14 sectors	Time bound Defence procurement process and faster decision vis-à-vis ASEAN countries	PM Gati Shakti

## Target & Expected Participation

MSME Promoters	Banks / NBFCs / Fin-Tech Firms	Members on Boards	MSME-DIs
Exporters/Importers	MSME Associations and National Level Federations	Key Managerial Persons (KMPs)	State Investment Agencies
Regulatory Authorities	Women led Enterprises	Independent Directors	Directors
Corporate houses & SMEs	MSME Cluster Bodies/SPVs	Academic Institutions	Financial Services Organizations
State Industrial Corporations	State Directorate of Industries	Trade & Commerce Deptt.	Trade Promotion Organizations
Public & Private Sector Organizations	Economic Development Corporations	Multilateral & Unilateral Agencies	Defence OEMs and its vendors
Founders & Promoters of Funds/Investing Entities	Central & State Govt. Organizations/ PSUs	Family Business Owners and Entrepreneurs	Emerging & Diverse Entrepreneurs / Suppliers
<p>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, DC-MSME, DC-Handlooms, DC-Handicrafts, National Bank for Financing Infrastructure and Development (NaBFID), NABARD, ZDH/SEQUA, GIZ, UNIDO, IFCI, IMF, European Bank for Reconstruction &amp; Development (EBRD), WTO, Export Promotion Councils, Shanghai Cooperation Organisation (SCO), National, Regional &amp; Local Government Officials, Commissioners of various Regulatory bodies, Decision Makers.</p>			
<p>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, Regulatory &amp; Compliance Management Professionals) from Emerging &amp; diverse companies engaged in manufacturing &amp; services across multiple sectors such as construction, consumer products, energy, engineering, food &amp; beverage, LED, health products, automotive &amp; auto-components, textile &amp; 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 &amp; transportation, management consulting, marketing &amp; PR services, media, retail, security, software development, travel &amp; hospitality, wellness services, facility management etc.</p>			



## Content / Coverage

### Day 1 (26 July, 2023 - Wednesday)

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 - 05:30 pm	<b>Business Planning, Business Plan Preparation &amp; Strategies to improve creditability &amp; creditworthiness of MSMEs</b> <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>
	<b>Time to change: MSMEs transformation – aligning MSMEs to the Megatrends &amp; Industrial Revolution 4.0 (IR 4)</b> <ul style="list-style-type: none"><li>• Assessment of MSME Landscape</li><li>• Key Concerns &amp; Challenges for MSMEs</li><li>• Enabling Infrastructure, Liquidity &amp; Risk Management for MSMEs</li><li>• Market turbulence &amp; the way out for MSMEs - choosing the right business</li><li>• Key funding and technology barriers for MSMEs</li><li>• Digital Revolution – Driving force for SMEs Growth</li><li>• Industry 4.0 –Impact and advantages for Industries and SMEs</li><li>• Enhancing SMEs digital competitiveness – the key to win the future</li><li>• Building a cost-effective implementation plan for digitalization.</li><li>• Empowering Women Entrepreneurs for business growth – Emerging business opportunities for women led business.</li><li>• Roadmap for the Future &amp; Trends to watch in MSME Eco-systems</li></ul>

**Day 2 (27 July, 2023 - Thursday)**

TIMINGS	SESSIONS
10:00 am - 01:15 pm	<p><b>Understanding Entrepreneurial needs in MSME Financing</b></p> <ul style="list-style-type: none"> <li>• Finance and Investment for the growth of SMEs</li> <li>• Capital Market Access to SMEs – Advantages and Opportunities.</li> <li>• Conventional methods like Bank/Financial institutions Loan etc.</li> <li>• Non-conventional methods like Private Equity (PE) Route – The need of the hour, Venture Capital, Angel Investor, BSE SME platform / NSE Emerge etc</li> <li>• Fundraising &amp; Investment due diligence – Do’s &amp; Don’t for SMEs</li> <li>• Fundamentals of Financial Management.</li> <li>• A Practical approach of Working Capital Management with techniques for control and management of Working Capital, Cash Management</li> <li>• Managing Working Capital Crisis</li> <li>• Managing Excess Working Capital</li> <li>• Attracting &amp; Accelerating business partners and investment partners, angel investors, venture capital firms</li> <li>• Techniques for evaluation of Financial Health and performance from Entrepreneur perspective</li> <li>• Supply Chain Finance for MSMEs – opportunities &amp; challenges</li> </ul> <p><b>Bridging MSME Financing gaps through Alternative Investment Fund (AIF) &amp; Innovative Financial Technologies (Fintech) Solutions</b></p> <ul style="list-style-type: none"> <li>• What is Fintech</li> <li>• Securities and Financial Assets</li> <li>• Regulated Investment Schemes &amp; Intermediaries</li> <li>• Pooled Investment Schemes</li> <li>• Angel Funds, Debt Funds, Private Equity Funds, Venture Capital Funds</li> <li>• Account Aggregators</li> <li>• Digital Lending through Online Platforms (TReDS)</li> <li>• Fintech Tribunals</li> </ul> <p><b>Banker’s perspective on lending to MSMEs</b></p> <ul style="list-style-type: none"> <li>• What do Banks look for, in granting loan to commercial enterprises</li> <li>• Techniques to evaluate the performance as per the norms of Bank/Financial Institutions</li> <li>• Insights from Financial Statements for sharpening Financial Intelligence</li> </ul>
01:15 pm - 02:00 pm	<b>Lunch</b>
02:00 pm - 03:30 pm	<p><b>Building a Smarter Future With Export : Best Practices for promoting export</b></p> <ul style="list-style-type: none"> <li>• Merits of Export Trade Plan <ul style="list-style-type: none"> <li>✓ How to develop robust export plan for your company?</li> </ul> </li> <li>• Export marketing and its expansion strategy</li> <li>• Resources, Trends and Trade Practices of Exports</li> <li>• Issues of importance in Export management</li> <li>• Advanced issues of exports</li> </ul> <p><b>Export Import Documentation and SEZ / EOU / EPCG Scheme relevant for the Industry</b></p> <ul style="list-style-type: none"> <li>• Procedural for Export of Goods</li> <li>• Procedural for Import of Goods</li> <li>• The Concept of SEZ and Sale to SEZ units</li> <li>• Incentives for Exporters</li> </ul>
03:45 am - 05:30 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>

**Day 3 (28 July, 2023 - Friday)**

TIMINGS	SESSIONS
10:00 am - 11:30 am	<p><b>Overview of India's Taxation System : Key Features</b> 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>
11:45 am - 01:15 pm	<p><b>Mergers and Acquisitions in India</b> 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>Setting up a Business in India</b> This comprehensive session is ideal for the companies who already have a presence here &amp; want to keep up-to date with the most recent &amp; relevant changes in critical policies &amp; processes but also for foreign investors / businesses looking to enter the Indian market for doing business in the country</p> <ul style="list-style-type: none"> <li>• Incorporate procedures of different entities</li> <li>• Transforming SMEs as emerging corporates</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>
01:15 pm - 02:00 pm	<b>Lunch</b>
02:00 pm - 04:00 pm	<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> <p><b>Managing Compliances</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>Labour Laws in India &amp; its Reforms</b> The comprehensive session provides an outline of regulatory provisions governing human resources in India, including the labour codes (likely to be implemented in 2023)</p> <ul style="list-style-type: none"> <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>

	<p><b>Developing Compliance &amp; Risk Management as part of Governance Framework for MSMEs</b></p> <ul style="list-style-type: none"> <li>• What is Risk Assessment</li> <li>• Why is Risk Assessment</li> <li>• Importance of Risk Assessment</li> <li>• When to conduct Risk Assessment</li> <li>• General factors to consider in Risk Assessment</li> <li>• How to conduct Risk Assessment</li> <li>• The risk assessment process</li> <li>• Compliance &amp; Risk Management for MSMEs</li> </ul>
<p>04:15 pm - 05:30 pm</p>	<p><b>Futuristic Opportunities for SMEs &amp; Corporate houses in Public Procurement through Offset policy and multiplier provisions</b></p> <p>In the private sector, many engineering majors have diversified and joined the Defence sector. The role of private sector will be very important. Defence and Aerospace offer huge opportunities for micro, small and medium enterprises (MSMEs).</p> <p>Offset Policy for Defense Procurement - Offset under defense purchases are suitably focused to support the SMEs &amp; Indian Corporate houses in the country, in upgrading their capacities, capabilities &amp; technology.</p> <ul style="list-style-type: none"> <li>• Understanding of off-set proposals.</li> <li>• Fulfilment of off-set obligations in terms of direct purchases and direct foreign investments</li> <li>• Offset Procedure</li> <li>• Defence offset Obligations</li> <li>• Compliance with the offset obligations</li> </ul>

## Registration & Program Charges

<b>Training Venue</b>	ibis Coimbatore City Centre Lakshmi Mills Junction, Puliakulam Road, Coimbatore – 560103, Tamil Nadu, India
<b>Training Date</b>	26-28 July, 2023
<b>Residential Program Fee</b>	INR 41,890/- (INR 35,500 + 18% GST) per participant
<b>Non-Residential Program Fee</b>	INR 24,190/- (INR 20,500 + 18% GST) per participant
<ul style="list-style-type: none"> <li>▪ For <b>Individual</b> Nomination - No Discount is applicable</li> <li>▪ For Standard Group of <b>2 nominations</b> from one organization - We will be offering a discount of 5% on Program Fee</li> <li>▪ For Prime Group of <b>minimum 3 &amp; above nominations</b> from one organization - We will be offering a discount of 10% for the additional participants.(Example: in case of 4 nominations from one organization, out of 4, 2 nominations will be eligible for 10% discount)</li> </ul>	

- **IICA Residential Program Fee includes** 3 nights' accommodation, 3 Breakfast, 3 Lunch, 3 Dinner on Buffet set up, study material in soft copy and does not include transfer to the hotel/venue and airport, local travel and air-travel.
- **IICA Non-Residential Program Fee includes** Buffet Lunch, AM & PM Tea/Coffee with cookies, study material in soft copy and does not include transfer to the hotel/venue and airport, local travel and air-travel.
- Seats are limited & on a first-come first-serve basis.

### **IICA RESIDENTIAL PROGRAMME SCHEDULE**

26 July, 2023 Day 1	27 July, 2023 Day 2	28 July, 2023 Day 3	29 July, 2023
Arrival day- Check in from 01:30 pm onwards	Breakfast	Breakfast	Breakfast
Lunch (01:30pm-03:00pm)	Lunch (01:15pm-2:00pm)	Lunch (01:15pm-02:00pm)	Departure day- check out by 11:00 am
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
- Maharashtra 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 I 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.

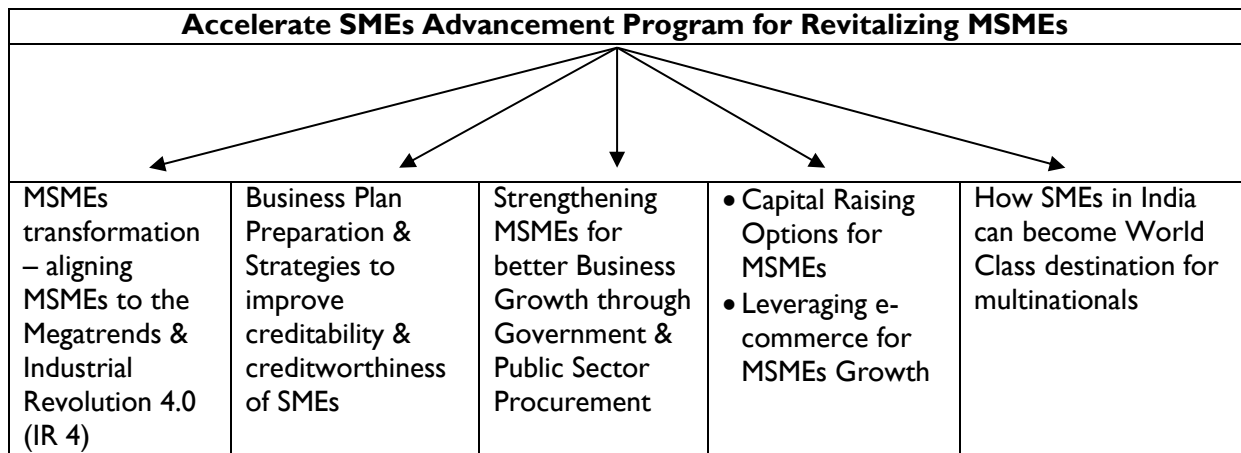
The participants attended the program were from:-

- 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 Batra is currently responsible for several development activities through Capacity Building measures by taking serious initiatives in Entrepreneurship Education, Information, 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 29 years, he has worked in different verticals / domains including 15 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, Imports, Programme management, Procurement / Supply Chain Management (SCM) and Business development. His work required focused attention to the credit analysis, fixing of credit limits for clients, disciplined approach to the collections and recovery, wherever practicable particularly combining critical competencies to fine tune internal operations especially 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 as well as Agriculture Rural Industries segments, SME competitiveness enhancement and institutional strengthening.

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 with Indian Institute of Corporate Affairs (IICA) as Head, Centre for MSME since 25th April 2014. He 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 Institutions as well as for select interaction meeting.

Before joining IICA – an autonomous institution under the Administrative Control of Ministry of Corporate Affairs, Government of India, he was working as Dy. General Manager 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.



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

## 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.

## 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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**Rakesh Ashtana**  
Senior Techno Commercial Professional

- BHU-IT (1980), IIM Calcutta (1983) with 30+ years of Business Management experience in Manufacturing based industry with Indian Corporates as well as MNCs.
- Presently associated with MSMEs as Advisor with focus on developing Blue Print for Profitable Growth, Internal Management Systems for Planning, Throughput Enhancement, Waste Reduction and Enhancing Cost Efficiencies.
- Completed an assignment with International Rubber Company, Dubai. Mandate was to assist Chairman in Business Turn around and Growth. Helped develop an upcoming start up AgNext in designing and prototyping a new Test Equipment, Associated with firms helping foreign companies in India Sourcing.
- Last assignment with JBM Group as Vice President. - Top and Bottom Line responsibility for two plants having a turn over Rs 400 Crores; Complete commercials (Business Development, New Product Development and Purchase) of 4 plants in Uttarakhand having a turnover of Rs.1200 Crores+.
- Served for 10 years as Managing Director, India for Trelleborg AB, Sweden, global leaders in Automotive and Industrial Rubber applications. Had the privilege of leading the company from a greenfield plant to No.2 position in the Indian market.
- Functions handled – Supply Chain Management, Purchase, Planning, Projects, Operations, APQP, New Product Development, Business Development.
- Management Style – fair, responsive and decisive. Grasp of technical aspects and ability to inspire, challenge and guide specialists

Additional Engagements – Visiting faculty BITS Dubai – Supply Chain Management

## 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>

