



AmCham Update



AmCham - The Voice of American Business in India

December 2015 | Vol IV | Issue 4



HIGHLIGHTS

- 8th AmCham Amateur Invitational Golf Tournament, New Delhi
- Annual Get-Together hosted by Dr. Amit Mitra, Honourable Minister of Finance, Excise, Commerce & Industries, Public Enterprise and Industrial Reconstruction, Government of West Bengal
- An excerpt from the winners of the HR Committee's "White Paper Competition"
- 5th Invitational Golf Tournament 2015, Bangalore
- "Unity in Diversity – Managing Diverse Teams" written by Saurav Ray, Dy. General Manager – Talent Management & Development, Federal-Mogul India
- AmCham Annual Christmas Ball 2015



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Chairperson's Message

This past winter has been quite eventful with numerous events through November to December. This newsletter will give you an insight into the key initiatives of AmCham. AmCham seeks to develop clear areas of knowledge, expertise and focus, which align with the priorities of the Government of India, the U.S. government in India or U.S. industry in India and emerge from the cumulative knowledge of our member base.

The last few months were focused on pursuing business opportunities for member companies in smart city and related initiatives under the U.S.-India agreement. Meetings with USTDA shed more light on the matter and led into discussion with their technical advisory team which will advise their Indian partners on best practices for integrated smart city planning and infrastructure development. Based on the understanding of the U.S. companies' capabilities and readiness to bid for and offer solutions. This technical team will be visiting three cities to do a needs assessment survey and provide on the ground support in Andhra Pradesh, Uttar Pradesh and Rajasthan to recommend solutions to their smart city planning and infrastructure development objectives.

Further on, the Aviation Summit 2015 advanced U.S.-India association in technical, policy and commercial areas. By bringing together key decision makers to deliberate on a range of vital matters, such as airspace utilization, air traffic management, airport infrastructure and development financing, aviation security, aviation safety, and general and business aviation development, the summit fortified commercial and economic ties between the U.S. and India.

In Mumbai, we met with the U.S. Consul General Mr. Thomas Vajda, to discuss significant initiatives and outcomes of the U.S. – India Strategic & Commercial Dialogue, the CEO Forum and to explore synergies and prospects of partnership with us. The interest for the U.S. government in joining hands with civil society and authorities in helping to develop India's digital infrastructure, water management and health policies, the need to bring India's supply chain infrastructure system on par with international standards and custom mapping to help identify the country's economic strengths were also deliberated.

An interesting interaction with Mr. R.S. Sharma, Chairman, Telecom Regulatory Authority of India (TRAI), helped to determine the need for cost based tariffs to service providers to offset high initial fixed costs when entering rural service areas. Mr. R.S. Sharma agreed that the objective was to provide broadband at low cost.

I led AmCham's National Executive Board Meeting, where we focussed on the the U.S. government's top most priority which was supporting U.S. business interests in India. Mr. Thomas L. Vajda said that there were positive outcomes regarding regulatory issues and Mr. George N. Sibley briefed members on the various meetings that took place in the U.S. in the last few weeks between the U.S.

A very thought-provoking session with Mr. Indranil Sengupta, India Economist; Director-DSP Merrill Lynch Ltd., shared his expert views on the country's economic outlook beginning with India's growth story as the 2nd largest emerging market after China in



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Mr. Ajay Singha

Executive Director
AmCham

the 2015 economy and the probability of India's overtaking France in becoming the 5th largest economy by 2019.

The AmCham Tax, Tariff and Regulatory Affairs Committee was invited by the Ministry of Finance to make a presentation on the pre-budget memorandum which had been submitted earlier. AmCham members said that the environment for business was positive and they would like to invest in India to reinforce its economy. The Revenue Secretary assured us that they were working towards streamlining and simplifying the tax system. With the introduction of GST, many of the issues raised by members relating to excise would be resolved.

The AmCham Supply Chain and Logistics Committee organized a presentation and interactive discussion where Mr. Dennis Yeo, Managing Director, Asia – Industrial and Logistics Services – CBRE Pvt. Ltd. shared the APAC economic overview, a 2016 forecast of real GDP growth, the Nielson Consumer Confidence Survey of Q3 2015 and a consumer price index. This discussion also touched upon the GST reform which is expected to spur large scale consolidation, warehouse network re-engineering and the demand for regional logistics facilities.

AmCham's HR Committee had the opportunity to interview Ms. Diane Gherson, Chief Human Resource Officer, IBM. She talked about innovative work that IBM is undertaking to keep the organization ahead of the curve in terms of talent management and how they are focused on creating an active organization. The committee also announced the winners of the white paper competition for millennials on "Leveraging SMAC for HR." In December, the HR talent toolkit was launched which discussed macro trends in the environment, their impact on the emerging workplace of the future, the talent challenges faced by organizations, the shifts required to move from the current to the future, and the best practices employed by organizations to prepare themselves for navigating talent management effectively.

The holiday season also had a fair share of fun with two AmCham golf tournaments. A total of 91 golfers participated in the 8th AmCham India Amateur Invitational Golf Tournament (North), held in Gurgaon. It provided an exceptional networking opportunity to play and deliberate business in an entertaining environment. AmCham's 5th Invitational Golf Tournament (South), held in Bangalore featured prominent corporate leaders from various American companies along with top bureaucrats.

The Christmas Ball was a fun filled night of networking, music, dance, raffles and games. A large number of AmCham members, U.S. Embassy officials and Indian government officials, along with their spouses, participated.

In the coming months we are looking forward to participating in the DIPP's "Make in India" Week, which will focus on innovation and sustainability in manufacturing for the next decade. In the new year we seek to proactively assess where the priorities of the Indian government and the U.S. government in India align and identify specific areas where AmCham, through its member companies, can contribute, particularly in the areas of global best practices and skill development.

I would like to thank all the member companies and the AmCham team for their contributions in making 2015 fruitful. Wish you all a very happy new year!

Ms. Vanitha Narayanan
Chairperson – AmCham

DELHI

Smart City & Infrastructure Roundtable with USTDA Director, Ms. Leocadia Zak

On 3rd November 2015, USTDA informed about their work and efforts for the chosen three smart city projects under the U.S.-India agreement. Companies are requested to keep in constant touch to benefit from emerging business opportunities. Members also mentioned the efforts made by AmCham in approaching other states and cities where smart city related business opportunities are coming up. Companies discussed some of the key challenges faced in terms of lack of transparency, market access and opaque bidding conditions for securing government business. Major U.S. MNCs engaged in some of the

smart city projects in India shared their positive and fruitful experiences. Valuable insights were shared by members in a closed door atmosphere and there was a consensus that some of the state governments are very supportive to bring technology solutions for infrastructure and keen to develop smart city projects across the country. It was decided to have regular conference calls to update members on smart city initiatives, to start an online discussion forum for members in this sector and organize at least two or three state level outreach programs for smart cities before end of the year.



(L to R) Ms. Katherine Michaud, Mr. Dillon Banerjee, Mr. Henry Steingass, Ms. Leocadia Zak, Mr. Ajay Singha and Ms. Zeba Reyazuddin



Ms. Leocadia Zak, Director USTDA addressing the meeting



Mr. Pratyush Kumar, President, Boeing India

The U.S.-India Aviation Summit 2015

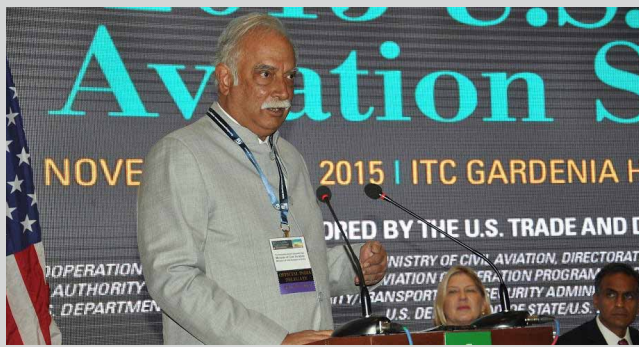
On 4th November 2015, the U.S.-India Aviation Summit encompassed two days of high-level meetings and discussions between public and private sector leaders from both nations to discuss ways to strengthen the bilateral aviation partnership. The American Chamber of Commerce in India was a key partner for this Summit

which was co-hosted by the U.S. Trade and Development Agency and India's Ministry of Civil Aviation.

The Aviation Summit advanced U.S.-India collaboration in technical, policy and commercial areas. By bringing together key decision makers to discuss a range of

important matters such as airspace utilization and air traffic management, airport infrastructure and development financing, aviation security, aviation safety,

and general and business aviation development, the summit strengthened commercial and economic ties between the U.S. and India.



Mr. Ashok Gajapati Raju Pusapati, Minister MoCA addressing the summit



(L to R) Ms. Lee Zak, Director USTDA, Mr. Richard Verma, U.S. Ambassador, Mr. Siddarmaiah, Chief Minister Karnataka



Mr. Rajiv Nayan Choubey, Secretary, MoCA



(L to R) Mr. Henry Steingass, Regional Director, USTDA, Ms. Sathiyavathy, Director General of Civil Aviation, Ms. Lee Zak, Director, USTDA and Mr. Rajiv Nayan Choubey, Secretary, MoCA



Ms. Sathiyavathy, Director General of Civil Aviation



(L to R) Mr. Rajiv Nayan Choubey, Secretary, MoCA, Mr. Rich Swayze, Assistant Administrator, U.S. FAA, Mr. Pratyush Kumar, President, Boeing India, Mr. R.K. Shrivastava, Chairman, AAI and Mr. Phee Tiek Yeoh, CEO, Vistara Airlines

AmCham Aviation Committee Meeting

On 4th November 2015, Rajeev Nayan Choubey, Secretary, Ministry of Civil Aviation of India, commented on the Revised Draft National Civil Aviation Policy, 2015 at the 'U.S.-India Aviation Summit 2015' at Bangalore. "We have no illusions about the draft policy on civil aviation; he said. The policy is not perfect. It falls short on several counts."

He said that the government was seeking inputs on the draft policy from stakeholders and the industry and invited a representation from the AmCham Aviation Committee. The members met to discuss and propose language changes for the recently announced draft National Civil Aviation Policy (NCAP) as per his advice.

Exclusive Interaction with Diane Gherson, Chief Human Resource Officer, IBM

On 5th November 2015, this networking and engagement session was held with Diane Gherson, Chief Human Resource Officer, IBM, who is ranked by HR Executive as one of *2015's Fifteen Most Powerful Women* in HR. Anuranjita Kumar, CHRO Citi India, moderated the session. Diane shared with the audience about her life

experiences and her work at IBM. She also talked about the innovative work that IBM is doing to keep the organization ahead of the curve in terms of talent management and how they are focused on creating an agile organization. The session ended with a Q&A session.

Meeting with Mr. R.S. Sharma, Chairman, TRAI

On 5th November 2015, Mr. Amit Sharma, Chairman, AmCham ICT Committee and Executive Vice President, President Asia, ATC Tower Company of India Pvt. Ltd., accompanied by Co-Chairman, Mr. Naveen Tandon, Director – IEA, AT&T Communication Services India Private Limited, and Ms. Madhvi Kataria, Deputy Executive Director, AmCham, called on Mr. R.S. Sharma, Chairman, Telecom Regulatory Authority of India (TRAI) in his office.

Mr. Amit Sharma discussed the need for cost based tariffs to service providers to offset high initial fixed costs when entering rural service areas. Mr. R.S. Sharma agreed that the objective was to provide broadband at low cost. Mr. Amit Sharma also requested for consultation with private sector before any policy framework was finalized. Mr. Naveen Tandon raised the issue of high cost of international cable landing charges. He also called for TRAI to open up internet connections.

Meeting with Mr. Munu Mahawar, Joint Secretary (Americas), Ministry of External Affairs, GOI

On 5th November 2015, Mr. Ajay Singha, Executive Director, AmCham and Ms. Madhvi Kataria, Deputy Executive Director, AmCham, called on Mr. Munu Mahawar, who recently took over as Joint Secretary (Americas) in the Ministry of External Affairs. Mr. Mahawar was joined by Dr. Acquino Vimal, Director (Americas).

Mr. Mahawar enquired about AmCham activities. Mr. Singha explained AmCham's initiatives towards smart cities and AmCham's contribution in providing various inputs for the U.S.-India Strategic and Commercial Dialogue. Mr. Mahawar said that he would be happy to meet with AmCham members and discuss U.S.-India economic and business issues.

8th AmCham India Amateur Invitational Golf Tournament

On 7th November 2015, a total of 91 golfers participated in the 8th AmCham India Amateur Invitational Golf Tournament (North), held at the Golden Greens course in Gurgaon. The event was sponsored by American Airlines, KPMG India, Lockheed Martin, Honeywell, Amway, Tupperware and Porsche. The links course was quite exciting and the morning mist added to the early morning challenge of keeping the first drive on course. Members and their guests had a great outing in a noise-free environment except the shotgun start. Peacocks,

parrots and partridges provided the background music and some of us spotted the elusive Indian jackal, wild hare and other wildlife species.

By noon the tired group was received with chilled beer and snacks before the prizes were announced and a hot buffet lunch concluded the annual event. Some of us complained about the poor quality of the approach road to the venue and everyone realized the need for massive infrastructure improvement opportunities in rural India as



All set for 8th AmCham India Amateur Invitational Golf Tournament, 2015 at the Golden Greens Golf Course, Gurgaon



AmCham golfer at pre-function area for the registration of AmCham India Amateur Invitational Golf Tournament 2015

well. To give all golfers a fair chance of winning the prizes we played the "Single Pierio" format in two categories below 18 and 18 to 24 handicap. We look forward to a continued and active participation by members next year as well. Members will now play the 5th AmCham India Invitational Amateur Golf tournament (South) on the 5th of December in Bangalore. Golf provides an excellent networking opportunity to play and discuss business in an enjoyable environment.



Mr. Ajay Singha, Executive Director, AmCham welcoming the participants during the AmCham Golf Tournament



Mr. Acquino Vimal, Director (AMS), Ministry of External Affairs plays the inaugural shot at AmCham Golf Tournament.

The results of the 8th AmCham India Amateur Invitational Golf tournament are as follows:

Overall winner	– Steven Gimre
Overall runner-up	– Sunil Mathur
Closest to the pin on hole #4	– Gaurav Gandhi
Longest drive on hole #9	– Avinash Desokar
Straightest drive on hole #14	– Dinkar Marla
3M focus contest on hole #18	– Kasvi Malik
Handicap 0 – 17 winner	– Sachin Maitra
Runner-up	– Harinder Bansi
Handicap 18 and above winner	– Dhruv Singh
Runner-up	– Jayant Kumar



Ms. Tyrena Holley, Commercial Attache, U.S. Commercial Service and her team getting ready for a game



Mr. Phuntsho Norbu, Counsellor (Political), Royal Bhutanese Embassy and Col. Rinzin Dorji of Royal Bhutanese Embassy, along with co - players at AmCham Golf Tournament



Refreshment time for the players



Thanks to the sponsors!



Mr. Dhruv Singh, Executive Director, Ministry of Railways winner of handicap 18 and above receiving a trophy from Ms. Tyrena Holley



Overall winner - Mr. Steven Gimre, Managing Director, Honeywell receiving a trophy from Mr. Jayant Kumar of KPMG

Meeting of AmCham's National Executive Board

On 17th November 2015, the fourth meeting of the National Executive Board of AmCham for the year 2015-16, under the chairmanship of Ms. Vanitha Narayanan, Managing Director – India / South Asia, IBM India Pvt. Ltd., was held in Mumbai.

Mr. Thomas L. Vajda, U.S. Consul General in Mumbai addressed the meeting. He said that supporting U.S. business interests in India was the top most concern of the U.S. Government in India. The U.S. Embassy was collaborating with AmCham members at the state level to advocate for ease of doing business. The U.S. Embassy's focus was on supporting trade and investment partnerships between India and the U.S. and supporting U.S. companies in India. Referring to regulatory issues,

Mr. Vajda said that there were positive outcomes on this account.

Mr. George N. Sibley, Minister Counselor for Economic, Environment, Science and Technology Affairs, U.S. Embassy, briefed members on the number of meetings that took place in the U.S. in the last few weeks between the U.S. and Indian governments. These included the Energy Dialogue, Health Dialogue, etc. which culminated into the U.S.-India Strategic and Commercial Dialogue in Washington D.C. in September 2015. The purpose of this strategic dialogue was to elevate the economic aspects of Indo-U.S. relations. Most of these dialogues were annual in nature to be held alternately in India and the U.S. Therefore, coming this summer we will observe a number of activities between India and the U.S. in India.

AmCham Tax, Tariff and Regulatory Affairs Committee Meeting

On 17th November 2015, the third meeting of the AmCham Tax, Tariff and Regulatory Affairs Committee for the year 2015-16, under the chairmanship of Mr. Indraneel Roy Choudhury, Partner, PwC, was held in Mumbai.

The focus of the meeting was to shortlist the issues to be raised during the pre-budget meeting with the Revenue Secretary on 10th December 2015.

AmCham Pharmaceuticals Committee Meeting/Call

On 27th November 2015, a meeting/call of the AmCham Pharmaceuticals Committee was organized on in New Delhi under the Chairmanship of Mr. Sanjiv Navangul, Chairman, AmCham Pharmaceuticals Committee and MD, Janssen India and Mr. Nick Mitchell, Co-Chair, AmCham Pharmaceuticals Committee and MD, Phenomenex. Other members who joined included representatives from APCO, KPMG, 3M, MSD and Abbott. Mr. Gaurav Mendiratta, Sector Manager, Medical Devices participated from the AmCham Secretariat.

The objective of the meeting/call was to discuss engagement of the AmCham Pharma Committee members with various state governments in coming months. Telangana and Maharashtra were the two states which the committee members decided to approach and engage. Members also deliberated on various other issues like ease of doing business, India Pharma Expo 2016 and increasing the membership base of AmCham Pharma Committee during the meeting/call.

AmCham Smart City interaction with USTDA's Technical Advisory Services team

On 30th November 2015, AmCham's Smart City Consortium members had a detailed interaction with USTDA's smart city specialists, the technical advisory team, at ACSA, U.S. Embassy. The technical advisory team will advise their Indian partners on best practices for integrated smart city planning and infrastructure

development. These experts led by Mr. Doug Shuster, President and CEO of Emerging Markets Infrastructure (EMI), interacted with our smart city group members, to understand the on-the-ground action and extent of involvement of U.S. companies in various smart city programs across a number of cities in India. Based on

the understanding of the U.S. companies' capabilities and readiness to bid for and offer solutions, the technical team will be visiting three cities to do a needs assessment survey and provide on the ground support in Andhra Pradesh, Uttar Pradesh and Rajasthan to recommend solutions to their smart city planning and infrastructure development objectives.

A number of issues and challenges as presented under the smart city campaign, for a robust U.S. private sector engagement were discussed – especially challenges

of cost competencies, procurement policies and implementation level capacity deficiencies. It was decided that a core group of interested members would lead engagements in several identified cities for which a city-specific approach will be taken and capabilities to counter the needs of those cities will be presented. Simultaneously companies wherever feasible, will make efforts to engage with technical consultants who are assisting the state governments in drawing up their smart city master plans.

Launch of AmCham HR Talent Toolkit

On 2nd December 2015, the soft launch for the AmCham Talent Toolkit was held at the Citi Office, Mumbai. As the natural next step to the creation of the Talent Toolkit, based on the inputs from the previous HR meeting, the talent committee had a soft launch of this toolkit to the extended HR committee members and business leaders. This workshop was facilitated with the objective of bringing together HR and business leaders to validate the content for the toolkit and also incorporate changes as per suggestions.

The workshop was well attended by senior management participants represented a cross-section of industry from BFSI, consulting, retail, technology and information services sectors. The program began with a presentation from the talent work stream, covering the various macro trends in the environment, their impact on the emerging workplace of the future, the talent challenges faced

by organizations, the shifts required to move from the current to the future and the best practices employed by organizations to equip themselves for navigating talent management effectively. The participants were introduced to the talent management framework that is being developed as a talent management toolkit to share among AmCham members in India.

Post this, the participants were segregated into smaller break-out groups to provide inputs for the challenges, trends, best practices as well as the toolkit. The talent workstream plans to build further on the framework by bringing together business leaders and managers of talent in a similar workshop, to test and reaffirm the recommendations of the soft launch of the toolkit. This will be scheduled soon in January 2016. Overall leaders and participants appreciated the toolkit and the committee is working towards the final output.

AmCham December Defense Committee Meeting

On 9th December 2015, the AmCham Defense Committee members met to brief the team on the discussions the core committee members had with the Secretary, Defense Production, Mr. A.K. Gupta and the Joint Secretary, Mr. Harbans Lal Khera. It was discussed that AmCham would

send a letter to Secretary, Defense Production office and while thanking him for the MoD's positive amendments to offset policy; would also reiterate on the other asks of the AmCham Defense Committee.

Pre-Budget Meeting with Dr. Hasmukh Adhia, Revenue Secretary, Ministry of Finance

On 10th December 2015, AmCham and the European Business Group (EBG) were invited by the Ministry of Finance to make a presentation on the Pre-Budget Memorandum which had been submitted earlier.

The AmCham team was led by Mr. Indraneel Roy Choudhury, Partner, PwC; and Chairman, AmCham's Tax, Tariff and Regulatory Affairs Committee, who made the presentation on direct taxes on behalf of both AmCham

and EBG. EBG made a presentation on indirect taxes.

Dr. Hasmukh Adhia, Revenue Secretary, was accompanied by:

- Mr. Najib Shah, Chairman, CBEC
- Ms. Rani Singh Nair, Member (L&C), CBDT
- Mr. Alok Shukla, Joint Secretary (TRU-I), CBEC
- Mr. Amitabh Kumar, Joint Secretary (TRU-II), CBEC

AmCham's Annual Christmas Ball

On 12th December 2015, AmCham's Annual Christmas Ball was held in New Delhi. The event was fun filled with music, dance, raffles, games, etc. A large number of AmCham members and officials from the U.S. Embassy and Indian Government, along with their spouses, participated.

- Ms. Pragya Saksena, Joint Secretary (TPL-I), CBDT

AmCham members said that the environment for business was positive and they would like to invest in India to strengthen its economy.

The Revenue Secretary assured that they were working towards streamlining and simplifying the tax system. With the introduction of GST, many of the issues raised by members relating to excise etc. would be resolved.

The event was supported by AmCham members:

Platinum Partners: American Airlines, Amway, Bank of America, British Airways, Boeing, Coca Cola, Discovery, Metlife, Pepsico

Gold Partners: Azure Power, Corning, Mars, Tupperware

Silver Partners: Bechtel India, Cisco, Herbalife



(L to R) Mrs. and Mr. Balvinder Kalsi, E. I. DuPont India, with Mr. Rajinder Sharma, Flipkart, enjoying the evening



Mr. Joseph Pomper, Counselor for Consular Affairs, U.S. Embassy with colleagues from the embassy



The band that rocked and rolled --- special thanks to Mr. Raja Bhattacharya and his band members



Ms. C.J. Collins, U.S. Federal Aviation Administration, with Ms. Manorie Mallikaratchy, Sri Lankan High Commission



(L to R) Mr. Raghav Chandra (NHAI), Mr. Rajiv Aggarwal (DIPP), Mr. Ajay Singha (AmCham), Ms. Madhvi Kataria (AmCham), Mrs. and Mr. George Sibley (U.S. Embassy) at the cake cutting ceremony



Mr. Krishan Sachdev of Carrier Midea India Pvt. Ltd., giving away the grand prize of a Carrier air conditioner to Mrs. Bakshi



Mr. Ajay Singha in conversation with Dr. Didar Singh, FICCI



(L to R) Mr. John William, Textron India, and Mr. Inderpreet Wadhwa, Azure Power, join the Sibleys on the stage for a rousing rendition of Jingle Bells

AmCham Events



Mr. George Sibley and Mrs. Lee Alison Sibley singing Christmas carols



Ms. Madhvi Kataria presenting a memento Mrs. and Mr. Sibley



Guests enjoying the evening



Mrs. and Mr. Paul Frost, U.S. Embassy, dancing together



Mrs. and Mr. Dillon Banerjee, U.S. Embassy, ready to dance the night away!



Mr. Ajay Singha and Ms. C.J. Collins swaying to the music



Mr. and Mrs. C. R. Dua, Managing Partner, Dua Associates with Mr. Sanjeev Soni, Vice President - Global Corporate Banking, Bank of America



Mr. H.S. Wadhwa and Inderpreet S. Wadhwa of Azure Power



Mrs. and Mr. Amber Dubey, Partner and Head - Aerospace and Defence, KPMG in India



Members at the Boeing sponsored table



AmCham members enjoying the entertainment



Mrs. and Dr. Didar Singh, FICCI, enjoying the music



These guests received gifts for being the best dressed, according to the golden and green theme



The winners of the couples game receiving their gifts



Mr. and Mrs. Sunil Takyar, Bechtel India



Mr. Romulus Marian Sirbu, Avon India, with Ms. Mamta Uppal, AmCham



Mr. and Mrs. Harish Krishnan, Cisco Systems



Mrs. Anasuya Ray, Wrigley India Pvt. Ltd. with spouse



Officials from the U.S. Embassy



Guests at the Christmas Ball



Thank you to our sponsors!

Meeting with Mr. K. Nagaraj Naidu, Director (Investments), Ministry of External Affairs, Government of India

On 15th December 2015, Mr. Ajay Singha, Executive Director, and Ms. Madhvi Kataria, Deputy Executive Director, AmCham, called on Mr. K. Nagaraj Naidu, Director (Investments), Ministry of External Affairs, GOI, in his office.

Mr. Naidu wanted to know specific issues faced by American investors in India. He welcomed issues and suggestions from AmCham on attracting American investment.

Meeting with Mr. Rajiv Aggarwal, Joint Secretary, Department of Industrial Policy and Promotion, Government of India

On 16th December 2015, Mr. Ajay Singha and Ms. Madhvi Kataria called on Mr. Rajiv Aggarwal, Joint Secretary, DIPP, GOI, in his office to express AmCham's interest in participating in the "Make in India" Week to be held from 13th to 18th February 2016 in Mumbai.

Mr. Aggarwal said that he was looking after the session on design along with India Design Forum. AmCham suggested that this session could be enlarged to include innovation and R&D.

AmCham ICT Committee Meeting

On 17th December 2015, The AmCham ICT Committee meeting under the chairmanship of Mr. Amit Sharma, Executive Vice President, President Asia, ATC Tower Company of India Pvt. Ltd., along with Co-Chairmen, Mr. Naveen Tandon, Director – IEA, AT&T Communication Services India Private Limited; and Mr. Vivek Vasishta, Country Leader – Government and Regulatory Affairs, IBM India Pvt. Ltd., was held through a conference call.

The meeting discussed issues relating to IoT policy, M2M guidelines, encryption policy, effective public procurement, BIS safety testing, security testing, cloud policy, and data localization. It was decided that AmCham would send representations on these issues to the concerned government authorities.

Meeting with Mr. Ajay Shankar, Chairman, Expert Committee on Regulatory Approvals

On 18th December 2015, Mr. Ajay Shankar, Chairman, Expert Committee on Regulatory Approvals, invited commercial representatives of key missions and country specific chambers, including AmCham, for an interaction. On behalf of AmCham, Ms. Madhvi Kataria along with Mr. Samit Ray, Director - Government Affairs, United Technologies Corporation, participated in the meeting.

The participants raised issues relating to infrastructure, availability of land, delay in approvals, security and quality testing, etc. Mr. Ajay Shankar said that he was aware of most of these issues and would be including them in the report that he will be submitting to DIPP.

AmCham-Cornell-Catalysts Knowledge Breakfast

On 18th December 2015, AmCham conducted a thought session on Redefining Innovation with Dr. Soumitra Dutta, Eleventh Dean and Professor of management and organizations in the Samuel Curtis Johnson Graduate School of Management at Cornell University.

The panelists presented great insights on the topic and this was followed by an interactive discussion.



Participants with Dr. Soumitra Dutta



Mr. Anand Dayal, Partner, Koura & Company, asking a question

KOLKATA

U.S. Consulate Kolkata Consular Section Chief, Ms. Shelly Dittmar gives B1 Visa Presentation

On 2nd December 2015, Ms. Shelly Dittmar, U.S. Consular Section Chief addressed members of AmCham Eastern Region on the updates and trends on the B-1 visa processing systems. She very aptly explained the process and gave some very helpful advice on the filing and interview system in place. In the networking session that followed, HR managers in charge of their organization's visa applicants were able to engage with Ms. Dittmar on a one-on-one basis. This also gave them the opportunity to field questions that were relevant to their own organizations.



Ms. Shelly Dittmar answering member's queries

Annual Get-Together hosted by Dr. Amit Mitra, Honourable Minister of Finance, Excise, Commerce & Industries, Public Enterprise and Industrial Reconstruction, Government of West Bengal

On Monday November 9, 2015 Dr. Amit Mitra, Honourable Minister of Finance, Excise, Commerce & Industries, Public Enterprise and Industrial Reconstruction hosted his annual get-together for heads of industry, diplomatic missions, honorary consuls, business chambers, ministers, secretaries of departments and members of the art and entertainment community, to meet the Chief Minister of West Bengal Kamari Mamta Banerjee in an informal gathering. In his welcome address the Minister said that the get-together was a celebration of Durga Puja, Kali Puja, Diwali and the upcoming Christmas season. Minister Mitra used the occasion to speak about the Steering Committee that has been set up by the government, comprising secretaries to the government and business leaders and pre-dominantly business-driven sector specific committees. He also mentioned that the West Bengal Government will hold a Bengal Global Business Summit – Bengal Leads 2016 on January 7th-9th 2016 in Kolkata at the Milan Grounds. He said that the

three day event would include panel discussions and B2B sessions, where participating business leaders would be asked to speak. Dr. Mitra said that the government would like the members of industry present to join this mega event to show case to India the renaissance of West Bengal.

The Chief Minister of West Bengal Kumar Mamta Banerjee also greeted the invitees and spoke about the investment opportunities in the state, she thanked industry for supporting her government in West Bengal. AmCham Eastern Region was represented by Chairman, Mr. Dinesh Agarwal and AmCham Regional Director, Ms. Amada Kidwai.



Written by:

Saurav Ray

Dy. General Manager – Talent Management & Development,
Federal-Mogul India



Unity in Diversity – Managing Diverse Teams

The challenge of leading groups of people from different backgrounds, with wide ranging aspirations and experience, of different gender and ages shouldn't be underestimated. In fact managing diverse teams continues to remain one of the success factors (and challenges !!) of large and old organisations. But, managing these teams can sometimes prove to be an Achilles' heels for many organisations.

In today's dynamic and fiercely competitive business environment, diverse teams have to be realised and leveraged as a competitive advantage as organisations are increasingly using work teams as functional tools to achieve their strategic objectives. As per Stephen Covey, "Strength lies in differences, not in similarities." The rationale for using diverse teams is that there are inherent synergies as teams allow both functional specialisation and collaborative interaction. These teams work best where operations are multi-product, multi-function and multi-location. And companies have realised that in order to foster organisational agility and ensure quick response times, having diverse and cross-functional teams is the way to go.

Challenges of managing diverse teams

Nowadays, workforces are becoming increasingly diverse with a mix of cultures, languages, functionalities and geographies that would not have been possible two decades back. Although this mix will bring increased range, expertise and adaptability to a company, it also presents several unique challenges for today's team leaders and HR managers.

One of the major challenges facing organisations promoting diverse teams is resistance. Every workplace has people who resist diversity and the changes it brings,

even in the most positive of environments. Negative attitudes can damage morale, slow down positive changes and decrease employee productivity.

Although gender diversity is now pretty much balanced in sectors like IT/ITES and service, women employees are still considered to be an unacceptable norm in manufacturing sectors. The manufacturing sector is heavily skewed towards male employees and the percentage of women employees in this sector is dismal. That too, whatever female employees are found in manufacturing are in support functions. You would see a rare instance of a female employee working in the shopfloor, which is quite unlike some countries like Europe and Japan where the number of women employees on the shopfloor are quite significant, although the trend now seems to be changing in India. Organisations like IBM have acknowledged diversity as a strategic imperative and have created special task forces to ensure that diversity is well accepted and encouraged in the organisation through forums like WILL (Women in Learning and Leadership).

Employee resistance can be handled through workshops on team building and employees getting to know each other in formal and informal settings.

Another challenge that greatly differing backgrounds can present is communication difficulties, which sometimes cause disruptions in the collaborative fabric of the team. Assuming you don't have team members who are overtly prejudiced against other cultures or nationalities, you could still face the challenge of strongly ingrained belief systems and expectations. Methods of communication that are normal for one group of people may appear ineffective or improper to another group. For example, Americans tend to be informal compared to many other cultures and may come across as excessively friendly

to someone, particularly an older person, from Europe or Japan. A person from a culture where loud voices and interrupting are not intended to be aggressive may intimidate someone from a culture that teaches a more reserved manner of expression. Learning in advance about the cultures of co-workers before you work on a team with them can help you understand their methods of communication. As the leader, you're the one expected to overcome these challenges and ensure that the team achieves the stated goals.

If you are an expatriate – leading an organisation in a country to which you are not native – the potential challenges take on a new aspect. The requirements for multi-national leaders can be daunting. Global executives need the same knowledge and capabilities as domestic executives, as well as special attributes and skills to deal in unknown and often radically different cultures and environments. Multi-national organisations like Honda, LG and Tata Motors, to name a few, have developed cross-cultural training modules which an expatriate is expected to attend when he or she comes to India. Likewise Indian employees being sent on a global deputation is also taken through these training sessions which focus on cross-cultural diversities and etiquettes. This enables the individual to overcome challenges of settling down in a new country with a new team.

Doing it right

Twenty-first century organisations are challenged by diversity in many arenas. Demographic changes in workforce composition and customer populations, combined with globalised markets and international competition are increasing the amount of diversity organisations must manage, both internally and externally. Leaving aside whatever challenges diversity management may pose, the cultural diversity in today's scenario adds lot of advantages to an organisation.

Organisations like Accenture have embraced diversity and leveraged it for competitive advantage. Accenture's enduring core values – stewardship, best people, client value creation, one global network, respect for the individual and integrity – have worked in support of inclusion and diversity since the organisation's founding. In 2003, Accenture formally established a 'Global Inclusion and Diversity' corporate function to provide strategic guidance and support for Accenture's diversity

programs and activities in all countries around the world. Companies like Hindustan Unilever is changing the paradigm of diversity in India. It's nail products factory in Haridwar is run by an all-women's team. Other companies in the FMCG space like Gits Food Products and P&G are also following suit.

Another company which has always ensured that its workforce has always reflected the communities in which it does its business is Ford Motors. Recognising the company's day-by-day growth in diversity in the company, Ford realised that it needed to strategically and effectively manage the diverse workforce to enable its implementation continue to work to the company's advantage. Ford therefore recognised some measures like its global diversity vision of diversity and inclusion to attract new diverse workforce.

Way forward

To summarise, on the one hand, workplace diversity not only covers the differences between coworkers and colleagues, but also the acceptance, understanding and celebration of those differences. Diversity in a company offers a variety of perspectives during decision making, access to a wider audience or client base and increased productivity, according to an article on Multicultural Advantage, an online business resource. On the other hand, establishing and managing a diverse environment has preventable and curable challenges that can be damaging to the company.

The only way of ensuring effectiveness towards diversity management is accepting it and embracing it with open hands. A first step towards popularising diversity management within an organisation is creating awareness amongst the employees through various communication channels and living it in letter and spirit. Employees should realise and appreciate that diversity and inclusion is a way of life within the organisation. The New Companies Act 2013 mandates greater representation of women on boards in India Inc., which will pave the way for including more women in the Indian workforce.

Diversity must be supported by a truly inclusive workplace, in which individuals are acknowledged and valued for all the different perspectives, ideas and experiences that they bring to their workplace. Only then can a diversity management program work for an organisation.

MUMBAI

Interactive Discussion Over Tea With CG Thomas Vajda

On 5th November 2015, AmCham's Western Region Committee met with the U.S. Consul General Mr. Thomas Vajda and senior representatives from the commercial section as well as the econ and political section of the U.S. Consulate in Mumbai. The meeting aimed to discuss significant initiatives and outcomes of the U.S. – India Strategic & Commercial Dialogue, the CEO Forum and to explore synergies and opportunities of partnership with AmCham India.

The meeting began with a welcome address by CG Tom Vajda. Ms. Camille Richardson, Principal Commercial Officer, U.S. Commercial Service shared a brief on the commercial law development programme and stressed the U.S. government's involvement in the strategic planning of smart cities in India. The interest for the U.S. government in joining hands with civil society and authorities in helping to develop India's digital infrastructure, water management and health policies, the need to bring India's supply chain infrastructure system on par with international standards and custom mapping to help identify the country's economic strengths were also discussed. The need to create an efficient and inclusive ethos that improves the investment climate and monitor ease of doing business were also touched upon.

It was decided that through the numerous meetings and initiatives by AmCham at both the regional and industry sectoral levels, AmCham members will identify core areas and challenges to present them to top level government officials with the support of the U.S. consulate.

Potential opportunities for the U.S. consulate partnering with AmCham to organize smart city events, government to business meetings, consulate advocacy, AGM co-ordination and social media collaboration were discussed. CG Tom Vajda kindly accepted to host a joint reception at the consulate premise for AmCham's Western Region members in early 2016.

Surabhi Wahal, Director-Western Region AmCham, shared a short presentation on AmCham's Western Region, its statistics in membership numbers, industry segmentation as well as select company profiles as an indicator on the regional representation.

CG Tom Vajda concluded by thanking AmCham and the members of the Western Region Committee for the highly engaging interactive session and looks forward to a positive and progressive future.

AmCham Supply Chain & Logistics (SCL) Committee Sharing and Learning Concall

On 18th November 2015, the SCL Sharing and Learning Concall opened with Mr. Nikhil Kush, Chairperson, Supply Chain & Logistics Committee welcoming the committee members and the guest speaker for the call, Mr. Tishey Sharma, Head Commercial, Wrigley India. Mr. Sharma shared an insightful presentation on 'Best Practices in Procurement at Mars India' beginning with their efforts in sustainability and its contributions to society through its various CSR initiatives. The highlight of the presentation was a detailed explanatory on supplier owned inventory (SOI) practice in procurement carried out at Mars India. An engaging interactive Q&A during and post presentation covered a range of queries from warehousing to KPI's. The sharing and learning session concluded with Surabhi

thanking Mr. Sharma for the valuable information shared through the presentation.

The session was followed by the SCL committee meeting which began with Ms. Surabhi Wahal sharing updates about the sectoral committees that were discussed at the recently held AmCham NEB meeting. The committee members agreed on adhering to the national agenda that will be set up by the board, and will put together a one-page document on it's the vision, mission and agenda statement to be shared at the AGM.

The core committee members shared updates and opened up to ideas from committee members on the forthcoming SCL face-to-face meeting and event

scheduled for Wednesday, 16th December 2015 at the E.I DuPont office in Mumbai.

Ms. Surabhi closed the call by thanking the members present for their participation and their efforts in making it an engaging and productive session.

Roundtable on India's Economic Outlook – What Lies Ahead!

On 19th November 2015, AmCham in association with Bank of America Merrill Lynch organized a Roundtable on India's Economic Outlook – What Lies Ahead!

The session began with Ms. Surabhi Wahal, Regional Director- Western Region, AmCham, welcoming the participants and the session's speaker, Mr. Indranil Sengupta. It was followed by Mr. Asit Bhatia, Managing Director, Global Corporate & Investment Banking, Bank of America, who ushered in the topic through his opening remarks.

Mr. Indranil Sengupta, India Economist; Director- DSP Merrill Lynch Ltd., shared his expert views on the country's economic outlook beginning with India's growth story as the 2nd largest emerging market after China in the 2015 economy and the probability of India's overtaking France in becoming the 5th largest economy by 2019. Through his presentation, Mr. Sengupta stated the improvement in macro- economic numbers in the last 2 years due to the move in trend from an easy monetary policy to an expectation of a tightened monetary policy. Global and domestic factors include investments, tightening of the RBI, the effect of the harvest seasons, the rural demand, low MSP hikes and the steady fall in rural wage growth greatly impacts GDP. The expectation that the 7th Pay Commission will stimulate consumption demand by 0.3-0.5% of GDP due to factors such as lower oil process, the doubling of car and housing loan limits and the government's implementation of the OROP scheme for the armed service were also discussed. Among the

numerous points put forth through the presentation, Mr. Sengupta also shared his views on the liquidity crunch and stated that a lot would depend on how the RBI addresses it. Mr. Sengupta shared his views on the relative value for when Fed hikes, that the U.S. recovery is positive for India due to the multiplier effect that it has on Indian exports that the RBI can cut even as Fed hikes and that the INR over-evaluation fears are overdone. The focus of the government – reforms to follows BJP manifesto, focus on irrigation, re-urbanization (a la the Gujarat model) and the Swaminathan formula that supports rural demand were discussed. Mr. Sengupta also stressed on the 5 point strategy for revival of the CapEx cycle – road projects, power, housing, easier infra-financing norms and FDI. The interactive and energetic Q&A that followed answered questions on economic reforms, the impact of the governance and IPR.

The event concluded with Mr. Mahesh Krishnamurti, Managing Director, Resources Global Professionals Pvt. Ltd. giving the vote of thanks to the participants with special gratitude to Bank of America Merrill Lynch and to Mr. Indranil Sengupta for sharing his expertise and for building such an engaging and passionate environment around the table. He commended Mr. Sengupta for his assertive and pragmatic views that brought out so factually the short term and long term challenges for the Indian economy and for bringing to light very tangible actionables that can be achieved with the support of AmCham.

AmCham Western Region Committee Meeting

On 19th November 2015, the AmCham Western Region Committee met at the Bank of America office in Mumbai. The meeting began with Ms. Kaku Nakhate, Chairperson of the AmCham WR Committee welcoming members and sharing an update on the recently concluded AmCham National Executive Board Meeting held on 17th November 2015 in Mumbai.

Three proposed events for the first quarter of 2016 were discussed; meeting with the office of CM Maharashtra- Mr. Devendra Fadnavis / meeting in Pune with senior government officials; a CSR focused event and an event on 'How has brand India changed in the past year'.

Members expressed interest in partnering with AmCham sectoral committees for industry specific events that

will interest and benefit member companies. During the course of the meeting, the minutes of the last WRC meeting held on 15th May were officially signed by Ms. Kaku Nakhate.

Ms. Surabhi Wahal, Regional Director, AmCham Western Region, shared a brief update on the events that were organized by the western region during the year 2015, as

well as a plan of action for the forthcoming year.

To gain greater traction to events in the coming year, members also discussed methods of communicating and engaging regional members. The meeting closed with Ms. Kaku Nakhate sharing the closing remarks and thanked the members for their valuable contribution.

AmCham Supply Chain & Logistics Core Committee Concall

On 26th November 2015, the Core Committee meeting (concall) of the AmCham Supply Chain & Logistics Committee's discussion included updates and ideas for the forthcoming SCL Committee event on 16th December 2015 in Mumbai. The event will focus on three key topics:

1. SCM competencies
2. Industrial and logistics services
3. Best practices in SCM at E.I. DuPont.

Industry experts will join as speakers from Becton Dickinson, CBRE and

DuPont will all be sharing the platform on the occasion.

It was decided to undertake a short survey with committee members to receive feedback on the activities organized in 2015 and set the tone for the year 2016.

The meeting concluded post active brainstorming and idea assimilation. Members were thanked for support and valuable inputs.

Presentation and Interactive Discussion on Industrial & Logistics Services, SCM Competencies

On 16th December 2015, the AmCham Supply Chain and Logistics Committee organized a presentation and interactive discussion on industrial and logistics services, SCM competencies at the E.I. DuPont India Pvt. Ltd office, Mumbai. The event, which was well attended by members of the committee and SCL leaders of member companies, aimed to be an informative and interactive session.

Mr. Nikhil Kush, Chairperson - Supply Chain & Logistics Committee, AmCham and South Asia Supply Chain Leader- E.I. DuPont India Pvt. Ltd. opened the event by welcoming the participants present. Mr. Kush aptly shared a brief note on the efforts of the SCL committee to be a platform that brings together supply chain professionals to address issues and challenges in the field.

The event's first speaker, Mr. Soumyakant Dwivedi, Head Supply Chain-Becton Dickinson India Pvt. Ltd., shared a presentation on the core competencies in supply chain management. The presentation was based on practices at Becton Dickinson, which is a leading global medical technology company. Mr. Dwivedi stressed on the

importance of creating a system that is simple, effective, efficient and safe while keeping in mind the customer's needs in today's rapidly changing environment. The need to build a core competency model to nurture future growth and skill development was the focus of the presentation. This core competency model through its assessment, review, training and sustainability when implemented will create self-awareness, promote continuous improvement, learning agility, a cross functional mindset among a highly motivated and capable workforce.

Mr. Dennis Yeo, Managing Director, Asia - Industrial and Logistics Services - CBRE Pvt. Ltd. took the afternoon forward with his presentation on the market outlook 2016 in the logistics sector with a focus of real estate. Mr. Yeo began by sharing the APAC economic overview, a 2016 forecast of real GDP growth, the Nielson Consumer Confidence Survey of Q3 2015 and a consumer price index. He stated that the key trends in logistics 2016 and the coming years are:

- E-Commerce - the key demand driver for modern logistics facilities

- Consolidation and cost-savings amid supply choices
- Conversion - redevelopment of old factories/warehouses

Mr. Yeo discussed revitalization and rezoning of old industrial properties. The discussion also touched upon the GST reform which is expected to spur large scale consolidation, warehouse network re-engineering and demand for regional logistics facilities.

The event concluded with Mr. Kush giving the vote of thanks to the speakers who through their presentations engaged the room in an interactive sharing of ideas and insights. Mr. Kush expressed his gratitude to the committee members and participants from the various AmCham member companies for attending in good number and contributing once again to help build the momentum for future supply chain events.

AmCham Supply Chain & Logistics (SCL) Committee Meeting

On 16th December 2015, the face to face SCL Committee meeting was held at the E.I. DuPont India Pvt. Ltd. office in Mumbai. The meeting commenced with the committee chairperson, Mr. Nikhil Kush, welcoming the members present. Members were updated on the decision of the NEB to select the top 5 sectoral committees and top 5 states, as well as the coherent need to present a plan of activities for the coming year. It was unanimously agreed upon that the committee should focus on external projection of its immense knowledge and efforts in the coming year - through government interaction, CSR outreach and collaboration with other industry forums.

The committee discussed means to garner greater traction not just for its events but more importantly to its membership. It was suggested to approach supply chain and logistics heads of AmCham member companies

to gain active members in the committee. AmCham as well as committee members would pool in their efforts towards the same.

The meeting concluded with Mr. Kush thanking the members present for their valuable contributions towards building a roadmap for the committee. The meeting was immediately followed by the SCL Committee event - Presentation and Interactive Discussion on Industrial & Logistics Services, SCM Competencies.

HYDERABAD

AmCham Sports 2015

The AmCham Hyderabad Sports 2015 began in September and ended on December 13, 2015. The 12 events included cricket, throwball, volleyball for men and women, football, basketball, badminton, table tennis, tennis, carom, chess, and athletics were conducted during this period every Saturday and Sunday.

Deloitte were the winners in most of the categories. In cricket, Deloitte reclaimed their title this year and Qualcomm were the runners up.

Approximately 23 corporates took part in these 12 events. We started with basketball on September 20th which was held at the C.A. India Technology premises. This was

followed by cricket which culminated on December 12th followed by carom on December 13th at L.B. Stadium.

We are grateful for our sponsors – DST Worldwide Services, Qualcomm, D.E. Shaw, S&P Capital IQ, Synchrony Financial and United Technologies Corporation and also our venue sponsors C.A. India Technologies for opening their venue for the basketball games and St. Jude Medical for hosting the chess event.

More than 1,300 people from AmCham member companies participated in AmCham Hyderabad Sports 2015.



Badminton at Yousufguda Indoor Stadium



Table tennis matches at Yousufguda Indoor Stadium



Tennis at NVK Tennis Academy Men Singles Finals – Qualcomm vs C A India



Women's chess at St. Jude Medical



Qualcomm Team-Runner up of Cricket AmCham Sports 2015



Mr. Milan Mahapatra, Country Head of iSpace handing over the 'Man of the Match' at the semi final event



Deloitte Team – Winners of Cricket – AmCham Sports 2015

BANGALORE

AmCham EY HR Forum

On 2nd December 2015, the American Chamber of Commerce, in association with EY India, recently hosted PAS at the Taj West End, which explored top-of-mind topics in the mobility space today. Over 200 clients and targets from HR, payroll and global mobility functions, attended the half-day event and networking lunch in Bangalore. This event offered actionable insight for all organization sizes, from globally established companies to new startups (of particular interest in India today). Evolving tax legislation, compliance issues for employees and employers alike, talent acquisition and retention, incentive plans and technology, were all key themes of the day and helped to make for a series of very interactive sessions, further facilitated by the use of technology.

Panelists included EY and business leaders (representatives from IBM, Capgemini, Fidelity, Wipro, Cognizant, HCL, TESCO and Mountain Trail Foods were included) alongside academics and the Indian Deputy Commissioner of Income Tax, K.R. Narayana. "The biggest success ultimately was in EY's ability and the AmCham network to create a common platform with industry and government leaders to address the mobility topics that are pressing for our clients today," said Amarpal S. Chadha, Partner and India Mobility Leader at EY.



(L to R) Mr. Amarpal S. Chadha, Partner and India Mobility Leader at EY and Mr. Inderjit Sial



Mr. Amarpal S. Chadha, Partner and India Mobility Leader at EY addressing the forum

AmCham 5th Invitational Golf Tournament

On 5th of December 2015, a total of 92 golfers participated in the AmCham 5th Invitational Golf Tournament, held at the Prestige Golfshire, Bangalore. Our partners for the event were Bren Corporation, Textron, Sheraton Grand and Towers, Sagezza, and Timken. The day started with breakfast on a bright sunny morning. Our partners the Fairfield by Marriott and the Courtyard by Marriott had kept the tempo on with their on-field refreshments for all our players.

By noon the tired group was received with chilled beer,

wine, and snacks and a hot buffet lunch followed by some exciting lucky draws sponsored by Courtyard by Marriott. The day concluded with a grand evening of entertainment at the Sheraton Grand and Towers along with the award ceremony. The format played was individual stroke play (net) on double Peoria System of handicapping in two categories, below 18 handicap, and 18 to 24 handicap. We look forward to a continued and active participation by members next year as well. Golf provides an excellent networking opportunity to play and discuss business in an enjoyable environment.



Participants anxiously waiting to tee off!

The results of the 5th AmCham India Invitational Golf tournament are as follows:

Straightest Drive : Nanje Gowda (Distance: On the line)

Closest to the Pin : Alan Whelan (Hole #17 Distance 11 ft.)

Longest Driver : Brian Walsh (Distance: 262 yards)

AmCham Results

Handicap 15 - 24 : Winner - Gaurav Singh 73 net

Handicap 15 - 24 : 1st Runner Up - Iqbal Sait 73 net (on countback)

Handicap 0 - 14 : Winner - NP Thimmaiah 73.4 net

Open Category Results

Handicap 15 - 24 : Winner - Puttraj - 70 net

Handicap 15 - 24 : 1st Runner Up - Sunnira Ly - 71 net

Handicap 0 - 14 : Winner - Srirag Jayaraman - 69.4 net

Handicap 0 - 14 : 1st Runner Up - Anuj Zinzuwadia - 70.4 net

Team Results

Winning Team : Naresh Shah, Anil Sama, Nikhil Raj, Shankar Gopal - 290.6 net

Runner-Up Team : Aiyappa Madappa, Gopi S, Varun Berry, Vikram Reddy - 293.2 net



Mr. Sial with guests from the Indian Airforce



Mr. Atul Ujagar with Mr. R.B. Tiwari



(L to R) Mr. Sunil Shetty, Mr. Atul Ujagar, Mr. Clarence D Souza and R.B.Tiwari



(L to R) Mr. R.P. Sharma, ADGP, Mr. H.C. Kishore Chandra, DGP & Mr. V. Umesh from the Government of Karnataka.



Mr. Inderjit Sial, President & Managing Director, Textron and Chairman, Karnataka Chapter, AmCham



Mr. Saurbh Bakshi, General Manager of Sheraton Grand, who had hosted the dinner and prize ceremony, with Ms. Sudeshna Ghosh, Regional Director – Bangalore, AmCham



(R) Mr. Iqbal Sait, Head of Asia Operations, Saggezza, receiving a trophy



The winning team along with Inderjit Sial (middle), Chairman of Karnataka Chapter, AmCham, with Dr. Raj Kumar Khatri, Principal Secretary, Dept. of Revenue (2nd from the left)



Winners of the golf tournament

An excerpt from AmCham HR Committee's White Paper Contest for Millennials

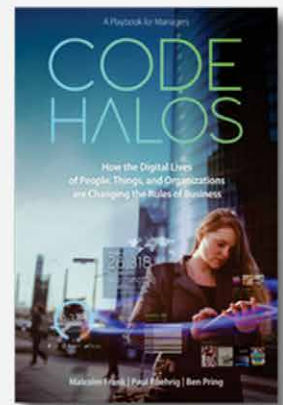
Company: Cognizant
Name: Jose and George Oommen

Winners of category A "Embracing SMAC"

The Navigator Journey So Far...

It was Cognizant that coined the term SMAC™ stack. SMAC is clearly a critical part of Cognizant's journey as one of the fastest growing IT organizations with a wide geographic footprint.

When Cognizant's HR organization had to envision a self-service based employee query resolution mechanism that was future-state, yet effective and efficient, the SMAC™ stack was the preferred choice. As part of this approach, Cognizant's Code Halo™ framework could also be leveraged to funnel contextual information to the associate. The Navigator program was thus born with the objective to engage and enable associates to find accurate and timely responses to their queries on internal processes & systems, while leveraging true self-service. The HR team would also gain from this **automated & self-learning query-resolution platform**, as they would be able to free up resources and shift their focus to designing & implementing value-added programs & policies, customized to associate needs.



The Navigator journey started in 2012 with a combined **Outside-In** approach (involving a consulting assignment with a leading HR Consulting Firm) and an **Inside-Out** approach involving intensive Executive Interviews / Focus Group Discussions / Design Workshops. The visualization given below captures the Navigator journey so far.



Savings related to effort reduction for Associates and HR



Increase in Visits Till Date



Annual Increase In Visits

Key Milestones



Design and Validate: Based on industry best practices and internal discussions, the Navigator's navigation structure was setup around the key milestones of an associate's personal and professional life in a checklist format. The **Design Thinking** approach was used to convert inputs into staged prototypes. Eventually, content creation will be a **Social crowd-sourced wiki-based** process, where FAQs from associate **discussion forums** will supplement the information base.



Develop: **Pareto Analytics** of our Helpdesk data was used to identify frequently sought content, so that the right information design could be prioritized. Self-service features were also included for content administrators to modify existing content. To enable quick yet meaningful product delivery timelines, **Lean Startup** and **Minimum Viable Product** methodologies were used to ensure continuous rollout of bite-sized features.



Rollout: In addition to the desktop app, Navigator was also rolled out as a **Mobile** app for on-the-go access. Content was further contextualized to the associate's working location. "Mini-Navigator" **widgets** were introduced into related applications to ensure content availability at the **point-of-transaction**. All content was naturally made **searchable** (google-like) using advanced tag mapping.



Sustain: Post launch, based on the **click-based usage analytics**, the quality & quantity of content is being continually improved. **Social user feedback** (i.e. Likes / Views / Shares) from associates, is also being used to optimize content.



Improve: In order to improve the content, the **Code Halo™** around the associate profile and Navigator usage statistics is being modelled to develop a **self-learning content model** that dynamically presents contextual information to associates, based on individual & peer preferences & utilization.

Navigator is set to exponentially enhance our employee self-help capability through SMAC.

SCREENSHOT OF THE NAVIGATOR APPLICATION

The screenshot displays the Navigator application interface. At the top, there is a search bar with the text "Type your query / keyword here..." and a "Welcome" button. Below the search bar, the main content area is titled "Enrollment and Coverage" and contains a paragraph about enrolling dependents. Below this, there are several interactive elements: "Life Event Description", "View Detailed Process Flow", "Life Event Process Flow", "Essential Process (2)", "Recommended Processes (1)", "Add-ons (1)", and "Prioritized Processes". A section titled "Related FAQs (69)" is also visible, featuring a FAQ entry about "What are the Medical Insurance Policy (Cognizant Base Policy)?" with a "Policy related to the FAQ" button. Below the FAQ, there are buttons for "Application related to the FAQ" and "Raise a Help Desk ticket". At the bottom, there is a "Social Feedback on the FAQ" section with a "Like" button and a "Current Rating" of 5 stars.

AmCham Welcomes New Members

Corporate Members



Ms. Michelle Chaing
Senior Public Policy Associate
Uber B.V.



Mr. Sanjeev Kumar Deshpande
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AMERICAN CHAMBER OF COMMERCE IN INDIA

Established in 1992, the American Chamber of Commerce in India (AmCham India) is an association of American business organizations operating in the country.

AmCham India has around 500 members, spread across the nation. The Chamber enjoys a close relationship with the U.S. Embassy, which supports its objectives and helps in fulfilling them. The incumbent U.S. Ambassador to India is the Honorary President of AmCham.

Mission

AmCham's principal objectives are to:

- Promote activities that encourage and stimulate investment by U.S. companies in the country.

- Support the business operations of its members.
- Encourage bilateral trade between India and the U.S.

These primary objectives are fulfilled by:

- Providing a forum for U.S. - based business organizations to discuss and identify common issues, economic and commercial interests in India and/or the U.S.
- Instituting Sectoral Committees which implement the primary objectives in their respective sectors.
- Reviewing policies and procedures in various sectors that affect the members as well as growth of foreign direct investment.

Affiliations

AmCham is affiliated to the following Chambers:

- Chamber of Commerce of U.S.A in Washington, D.C.
- Asia Pacific Council of American Chambers of Commerce (APCAC)
- AmCham's in other countries.

Regional Chapters

AmCham's National Secretariat is based in New Delhi with six Regional Chapters in Bangalore, Chennai, Delhi, Hyderabad, Kolkata and Mumbai.

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