

AmCham Update



AmCham - The Voice of American Business in India

October 2015 | Vol IV | Issue 3



HIGHLIGHTS

- AmCham's Annual Door Knock Delegation to Washington D.C.
- An Exclusive Interview with Mr. Pratyush Kumar, President, Boeing India
- An excerpt from the winning team of the HR Committee's White Paper Competition
- Interactive Session with Dr. Amit Mitra on Investment Opportunities in Smart Infrastructure, Future of IT and ITeS and Smart City in West Bengal
- "Innovate in India a Must for Make in India" Written by Ranjan Patnaik, Director, DuPont Knowledge Center India
- CSR 3rd Best Practice Visit – Women Empowerment by Federal Mogul

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Contents



08

Annual Door Knock Delegation to Washington D.C.



12

Interactive Session on "Theme Based & Smart Cities for West Bengal"



16

AmCham CSR Best Practice Visit



18

An AmCham Exclusive: Interview with Mr. Pratyush Kumar, President, Boeing India



22

Interactive Session with Dr. Amit Mitra

16

28

The 7th edition of the CLO Chief Learning Officers Summit



30

AmCham Sports 2015

40

An excerpt from the winning team of the HR Committee's White Paper Competition



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Chairperson's Message

Our objective as AmCham is to complement the efforts of U.S. companies in India and advocate for an equitable, transparent and predictable operating environment. Our work to date aims at leveraging our collective expertise across our member groups while promoting the ease of doing business in India.

This season we have been very busy with various engagements across September and October. This newsletter will give you an update of some of the key initiatives and activities of AmCham.

Accompanied by some members of our National Executive Board, I led AmCham's Annual Door Knock Delegation to Washington DC. We met several key people in the U.S. administration who are engaged with India on economic matters and conveyed a positive message of a changing and improving business climate in the country. The ease of doing business in India and efforts of the present government in converting India into an attractive business destination were discussed at length. We conveyed our collective concerns on infrastructure bottlenecks and lack of logistics support for companies but these were also seen as emerging business opportunities for companies engaged in the infrastructure space. Concerns on the aggressive tax environment and multiplicity of regulatory bodies also came up. The fact that the present government in India is actively engaged in stakeholder consultation and keen on incorporating the advice and suggestions of stakeholders across sectors was well received. The government is moving fast to make India a preferred investment destination. The genuine efforts of the central government is expected to take time to yield results. AmCham also projected success stories of some of the prominent member companies in a prepared note showcasing a positive and encouraging business climate.

With the Smart City policy of the central government in place the business activity is fast shifting to the state governments. We are in the process of reaching out to some of the concerned departments and agencies in the states related to urban development, infrastructure and energy. All members engaged in Smart City business are welcome to participate actively in our outreach efforts in Chhattisgarh, West Bengal, Andhra Pradesh, Telangana, Maharashtra and other states. In our interactions with the state government agencies, AmCham companies have offered solutions in infrastructure, ICT, healthcare, energy, waste management, environment and related Smart City sectors.

The revised draft of the National Civil Aviation Policy (NCAP 2015) has been released and I am glad to note that most of AmCham's suggestions have been incorporated

continued



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Mr. Ajay Singha

Executive Director
AmCham

in the policy. It is now a question of implementation and execution. The union ministry suggested that we increase our outreach to some of the state governments where regional connectivity has distinct potential and request implementation of the central policy on aviation. Regional connectivity, establishment of MROs and capacity building in civil aviation offer a large potential for some of our members. In the defence sector, our members have been meeting the concerned officials periodically to get our views across. The concerned committee of the Defence Ministry has given us sufficient hearing and conveyed some of our suggestions for inclusion in government policy especially on offsets.

We have increased our engagement in sharing experiences and best practices in HR, CSR and other segments. Consequently, the HR group organized competitions on SMAC proposals and came up with excellent presentations outlining unique suggestions on engaging the millennials in each organization. Site visits for members to examine select CSR projects undertaken by member companies in and around Delhi/NCR has been a new initiative where participation by members have been very encouraging.

The Hyderabad chapter organized a national healthcare conference for the third consecutive year. This was great success and we must regularly organise national events at the regional levels every year. The West Bengal government reached out to members not just in Kolkata but across Northern and Southern regions by hosting exclusive events for our members in Bangalore on IT and New Delhi on smart cities. This is a new trend in state outreach which some of the state governments would benefit by emulating.

DIPP has asked AmCham to list out the challenges and issues of individual companies which need to be addressed and resolved. AmCham has been submitting a list of issues and possible solutions on a regular basis and some of them were resolved satisfactorily. Our tax and tariff committee has taken extensive inputs from members and presented their tax proposals to the finance ministry. The medical devices sector continues to face challenges by the regulators and has been meeting regularly to prepare and present their views collectively.

Our activity calendar is sent to each member individually every week. This lists out the upcoming events, past events and programs at a national level. Do participate and encourage the relevant person from your company to be present at such events.

I request you to send us a note on concerns, challenges and problems that are faced by your company in doing business in India. We will highlight these issues with the DIPP, MEA and concerned ministry at the state and central government levels. I also request members to share information and make AmCham a truly representative platform for real time discussions on emerging challenges to the business environment and potential solutions.

Ms. Vanitha Narayanan
Chairperson – AmCham

DELHI

Interactive Session with the West Bengal Government

On 7th September 2015, AmCham members held an interactive session with the visiting Government delegation from West Bengal led by Dr. Amit Mitra, Minister-in-Charge of Finance, Excise, Commerce & Industries, Public Enterprise, Industrial Reconstruction, Commerce and Industry, Government of West Bengal, along with the Principal Secretary Urban Development Mr. Debashish Sen, Principal Secretary S. Kishore, Department of Commerce & Industries, Resident Commissioner Mr. R.D. Meena, and Dr. Krishna Gupta, Managing Director, WBIDC. The program focused on understanding the approach and programs of the West Bengal Government towards developing Smart Cities and related infrastructure projects. Dr. Mitra and his colleagues shared important updates in these areas especially on the State Government's plan for developing six theme-based cities along with the announced four smart cities, as allocated to West Bengal under the centrally announced Smart Cities program. A detailed discussion was held and participating U.S. companies

offering solutions and technologies under the various verticals of Smart Cities, expressed a desire to have a consultative program which focused purely on Smart cities, with the Urban Development Department of West Bengal, under the AmCham platform.

Dr. Mitra also suggested that an IT & ITES focused Investors meet is to be scheduled in Bangalore shortly, where U.S. companies' participation, through AmCham, was welcome. The program details will be worked out in consultation with the West Bengal Government and a program agenda is to be worked out accordingly. Additionally, it was also proposed to have AmCham member companies participate as Summit Partners under a common pavilion, in the upcoming West Bengal Global Business Summit (7-9 January 2016). The discussion outcomes from this meeting will be actioned in the coming weeks and a follow up on the proposed programs is underway.

AmCham-Telangana Government Health Department "Knowledge Workshop on Innovations in Medical Technology"



(L to R)- Mr. Gaurav Mendiratta, Sector Manager-Medical Devices, AmCham, Dr. Buddha Prakash M Jyothi, Health Commissioner, Government of Telangana, Mr. Prabal Chakraborty, Chairman-AmCham Medical Devices Committee and VP and MD, Boston Scientific, Shri. Suresh Chanda, Principal Secretary-Health, Government of Telangana, Mr. Michael Mullins, Consul General of the U.S. Consulate, Hyderabad and Mr. Amit Misra, Head-Consulting, IMS Health

On 7th September 2015, AmCham and Telangana Government Health Department organized a **Knowledge Workshop on Innovations in Medical Technology** in Hotel Taj Krishna, Hyderabad. The workshop was organized keeping in mind the following objectives:

- Creating awareness about the medical devices industry in India and showcasing the global developments/trends in the Medical Devices Industry
- Providing a platform for interaction amongst various stakeholders i.e. physicians, policy makers, providers and industry to establish the right position for the medical devices industry as the pivot for healthcare industry in the country.
- Deliberating on the possible role that State government and the industry together could play to make Universal Health Coverage (UHC) for the state a reality.

The Workshop was chaired by Shri. Suresh Chanda, Principal Secretary, Department of Health and Family Welfare, Government of Telangana. Mr. Michael Mullins, Consul General, U.S. Embassy, Hyderabad also attended the workshop. Other stakeholders included Dr. Buddha Prakash M. Jyothi, Health Commissioner, Government of Telangana and Medical Superintendents, specialist doctors from government hospitals of various districts and AmCham Medical Devices Committee members.

Welcoming the audience Mr. Prabal Chakraborty, Chairman-AmCham Medical Devices Committee and VP and Managing Director, Boston Scientific India congratulated the Health Secretary and his department for conceptualizing this knowledge workshop and emphasized on the important role of medical devices industry in managing the holistic healthcare for the state

by addressing the disease burden.

Commenting on the occasion, Shri Suresh Chanda, Principal Secretary, Department of Health & Family Welfare, Government of Telangana stressed on the early diagnosis and hence effective treatment of non-communicable disease (NCD) by use of innovative medical technologies. He was also of the opinion that optimal usage of innovative medical technologies has the potential to reduce the overall cost to healthcare in the state and the country.

Mr. Michael Mullins, Consul General of the U.S. Consulate, Hyderabad mentioned that Medical devices play a crucial role in diagnosing and managing diseases by allowing people to live longer, healthier and more productive lives and in health research, the United States and India have established a strong record of cooperation. The U.S. National Institutes of Health (NIH) has developed a robust relationship with India's medical research community in the biomedical and behavioral health sciences. New and ongoing research partnerships focus on diabetes research, low-cost medical devices, and vaccine development.

Dr. Buddha Prakash M. Jyothi, Health Commissioner, Government of Telangana spoke about need for more information sharing programs on new technologies which empowers the government to take informed decisions for the benefit of citizens of Telangana.

The workshop witnessed extensive participation from more than 100 doctors from various district hospitals, HODs, hospital administrators, doctors from Telangana Vaidya Vidhan Parishad (TVVP), Department of Public Health & Family Welfare, National Health Mission and doctors from other districts of Telangana.

AmCham India Delegation calls on President of Sri Lanka

On 10th September 2015, members of the AmCham delegation, led by Mr. Prabal Chakraborty, Vice President & Managing Director, Boston Scientific India Pvt. Ltd., called on the President of Sri Lanka, H.E. Mr. Maithripala

Sirisena, in Colombo. Hon'ble President said that the focus areas for Sri Lanka were agriculture, food processing, dairy farming, IT, tourism, healthcare and infrastructure. He invited U.S. companies to invest in these areas and

share their expertise. Sri Lanka offered a hassle free and transparent business environment for investors.

Mr. Chakraborty said that the U.S. companies were looking to forging stronger business ties with Sri Lanka.



AmCham's Delegation meets the President of Sri Lanka



The President with Mr. Prabal Chakraborty

AmCham-PwC Webcast on Transfer Pricing

On 14th September 2015, AmCham and PwC hosted a webcast on Transfer Pricing. The speakers from PwC were Mr. Sanjay Tolia, Leader, Transfer Pricing; and Mr. Sabine Wahl, Principal and APA Leader. They gave an overview of and insights into recent transfer pricing developments in India to enable the participants to gain a better understanding of the possible impact of the new developments on their business. The focus of the discussion was success of the India APA programme, recent High Court decision on AMP expenses, the recent introduction of the APA rollback rules that could potentially give taxpayers nine years of certainty, amendments to the tax law to address long standing concerns and the resolution of the deadlock between the U.S. and India Competent Authorities on several MAP cases and acceptance of bilateral APAs with India. These important developments would go a long way in addressing the challenging transfer pricing environment in India.

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

On 16th September 2015, at the invitation of Mr. Rajiv Aggarwal, Joint Secretary, Department of Industrial Policy & Promotion, Government of India, Mr. Ajay

Singha, Executive Director of the American Chamber of Commerce in India (AmCham India); and Mr. Rishi Shah from Deloitte called on Mr. Aggarwal to discuss the issues

presented in the document prepared by AmCham with the help of Deloitte for U.S.-India Commercial Dialogue which is scheduled to take place in Washington D.C. on September 20-22, 2015.

DIPP appreciated the presentation and work done for the Dialogue. A post dialogue assessment and “the way forward” would be organised with DIPP in the first week of November. Learnings from the U.S.-India Strategic and Commercial Dialogue would be discussed.

Annual Door Knock Delegation to Washington D.C.

From 20th - 22nd September 2015, the annual AmCham India Door Knock Delegation to Washington D.C. was led by Chairperson, Ms. Vanitha Narayanan, Managing Director - India / South Asia, IBM, to coincide with the U.S. – India Strategic and Commercial Dialogue. The delegation interacted with some of the key players in the dialogue and other decision-makers.

On the afternoon of Sunday, 20th September the delegation met with Mr. Arun Kumar, Assistant Secretary of Commerce for Global Markets and Director General of the Foreign Commercial Service, U.S. Department of Commerce and Mr. Vinay Singh, Senior Advisor – Global Markets, U.S. Department of Commerce.

Later in the evening the AmCham India delegation had a meeting at the Willard Intercontinental with Mr. Amitabh Kant, Secretary, Department of Industrial Policy and

Promotion (DIPP), Government of India. Also in the meeting was Mr. Rajiv Agarwal, Joint Secretary, Department of Industrial Policy and Promotion (DIPP), Government of India and Mr. John McCaslin, Acting Deputy Assistant Secretary for Asia in Global Markets, International Trade Administration, U.S. Department of Commerce.

On Monday, 21st September the delegation met with Senate Foreign Relations Committee Staff which included Ms. Carolyn Leddy, Senior Professional Staff Member for East Asia and the Pacific, Senate Foreign Relations Committee and Mr. Frank Polley, Policy Analyst, Senate Foreign Relations Committee.

The delegation also met with Congressman Ami Bera (D-CA), Co-Chair, Congressional Caucus on India and Mr. Akshai Datta, Senior Legislative Assistant for Congressman Ami Bera.



The AmCham delegation meets Congressman Ami Bera

In the afternoon the delegation proceeded to the Capitol Building and met with Senator John Cornyn (R-TX), Co-

Chair, Senate India Caucus and Mr. David Hanke, Counsel for National Security Affairs for Senator John Cornyn.



The AmCham delegation meets with Senator Cornyn



Ms. Vanitha Narayanan in conversation with Senator Cornyn

- U.S. Vice President Joe Biden
- Mr. John Kerry, Secretary of State, U.S.
- Ms. Sushma Swaraj, Minister of External Affairs, GOI
- Ms. Penny Pritzker, Secretary of Commerce, U.S. Department of Commerce
- Ms. Nirmala Sitharaman, Minister of State, Independent Charge, for Ministry of Commerce & Industry, GOI
- Mr. Piyush Goyal, Minister of State, Independent Charge for Power, Coal, and New & Renewable Energy, GOI

In the evening the AmCham delegation participated in the USIBC 40th Anniversary Leadership Summit. Featured speakers included:

On Tuesday 22nd September, the day began with a briefing by Ambassador Tim Roemer, Senior Director & Strategic Counselor, Global Political Strategies, APCO Worldwide (former U.S. Ambassador to India).



Meeting with Ambassador Tim Roemer, Senior Director & Strategic Counselor, Global Political Strategies, APCO Worldwide

Immediately following that, the delegation met with the staff of Senator Maria Cantwell (D-WA), Mr. Jonathan Hale, Senior Advisor to Senator Cantwell.

The delegation met the staff of Congressman Matt Salmon (R-AZ), Chairman, House Subcommittee on Asia and the Pacific (House Foreign Affairs Committee), Ms. Lorissa Bounds, Deputy Chief of Staff.

In the afternoon the delegation met with Ambassador Robert Holleyman, Deputy, U.S. Trade Representative and Ms. Dawn Shackleford, Deputy Assistant U.S. Trade Representative for India, USTR.

The door knock program concluded after meeting with Ms. Lee Zak, Director, United States Trade & Development Agency (USTDA). Others present in the meeting included:

- Mr. Henry Steingass, Regional Director for South and Southeast Asia
- Ms. Katherine Michaud, Country Manager, South Asia and Southeast Asia
- Ms. Jamie Merriman, Country Manager, South and Southeast Asia



In discussion with USTDA

The AmCham India Door Knock Delegation to Washington D.C. 2015

- Ms. Vanitha Narayanan, Managing Director – India/ South Asia, IBM India
- Ms. KakuNakhate, President & Country Head – India, Bank of America
- Mr. Madan Mohan, Executive Chairman, S&P Capital IQ India
- Mr. Phil Shaw, Chief Executive – India, Lockheed Martin India
- Air Vice Marshal (Retd) AJS Walia, Regional Executive – India & South Asia, Sikorsky
- Mr. Gaurang Pandya, President – United Technologies Corporation (Building & Industrial Systems) – India Region
- Mr. Samit Ray, Director Government Affairs, UTC India

- Mr. Chris Cerone, Vice President Global Government Affairs, Zimmer Biomet
- Mr. Ajay Singha, Executive Director, AmCham India
- Ms. Valerie Swope, Program Coordinator, AmCham India

HR Committee's Talent Workshop "Navigating Talent in a VUCA World"

On 30th September 2015, in a first of its kind initiative, HR and Talent Practitioners in Mumbai converged for the Talent Workshop *Navigating Talent in a VUCA World*.

Conceived and led by the Talent Management work stream of the HR Committee, this workshop was facilitated with the objective of bringing together HR and talent thought leadership and co-create a framework for managing talent in our workplaces of the future. The workshop was attended by senior management participants represented a cross section of industry from across BFSI, consulting, retail, technology and information services sectors. The workshop was kicked off 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.



Participants of the workshop contemplating ideas

Post this, the participants were introduced to the *Talent Management Framework* that is being developed as a talent management ready-reckoner for organizations, and were segregated into smaller break-out groups to brainstorm on the challenges and come up with their recommendations for managing talent of the future. As the participants, had already been familiarized with the Framework through a pre-work mechanism, they were quick to leverage the opportunity to share, discuss and define strategies for the talent management of tomorrow.

After animated discussions and exchange of best



(L to R) Ms. Apeksha Ahluwalia, Ms. Rajani Athreya and Ms. Radha Kumar - the main speakers at the workshop

practices within the break-out subgroups, each of the sub-groups presented their ideals to the larger group facilitating further discussion and augmentation.

The workshop, which ran well over 3 hours achieved two critical outcomes:

- Consolidating the Talent Management approach and best practices of a set of companies
- Building the blue-print for talent management practices for the future in the form of a Talent Management Framework, through the collective input and experience of over 20 HR and talent practitioners.

The Talent Work stream 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 this workshop and is scheduled for November 2015.



One of sub-group's presenting her ideas

Interactive Session on “Theme Based & Smart Cities for West Bengal”

On 5th October 2015, an interactive session was held at Bongo Bhavan, New Delhi, on **Theme Based & Smart Cities for West Bengal** for AmCham members to engage with the Urban Development Department of West Bengal Government. The Principle Secretary, Urban Development Department, Mr. Debashis Sen and Resident Commissioner, Mr. R.D Meena along with Mr. Sudip Datta, COO, II & FS, addressed the participants and informed them on a number of Smart City related initiatives that the West Bengal Government had introduced in the state.

Six theme based cities have been identified along with the four Smart cities of New Town, Vidhan Nagar, Haldia and Durgapur that are of immediate interest to the industry and the State Government. Members had an open



The Principle Secretary, Urban Development Department of West Bengal Government, Mr. Debashis Sen addressing the members



AmCham members with the Principle Secretary, Urban Development Department of West Bengal Government, Mr. Debashis Sen

interaction on a number of investment related concerns in the areas of Private sector partnerships, procurement, funding and PPP implementation models. It was decided that appropriate engagements will be initiated at the ULB working levels between concerned officials and member

companies to work out ways of a deeper level business engagement in the smart city initiatives of West Bengal. Participating AmCham members included companies such as Accenture, AECOM, HP, Dell, UTC, 3M, Pepsi, IBM etc.

AmCham Pharmaceutical Committee Meeting

On 5th October 2015, the first meeting of the AmCham Pharmaceutical Committee for the year 2015-16, was organized in Mumbai. Mr. Sanjiv Navangul, Chairman-AmCham Pharma Committee and MD, Janssen India chaired the meeting. The meeting was also attended by Mr. Nick Mitchell, Co-Chair-AmCham Pharma Committee and MD, Phenomenex India and other members of AmCham Pharma Committee which included representatives from Abbott, Hospira, MSD, KPMG, APCO Worldwide, West Pharmaceuticals, Biogen Idec and Avery Dennison. From AmCham, Mr. Gaurav Mendiratta, Sector Manager-Medical Devices and Ms. Surabhi Wahal, Regional

Director-Western Chapter, AmCham also attended the meeting.

The key objective of the meeting was to brainstorm on the activities to be taken up by the AmCham Pharma Committee in the coming months. A small working group was also formed comprising of representatives from the members present during the meeting. The working group will be working to build a framework for the committee and come out with a roadmap for the committee which will be finalized during the next committee meeting.

AmCham Defense Committee Meeting

On 8th October 2015, AmCham Defense Committee members discussed the letter submitted to Minister Parrikar commending the expert committee recommendations. Based on the earlier AmCham-FICCI Defense Committee collaborations; It was decided that AmCham Defense Committee would hold quarterly meetings with the FICCI Defense Committee. It would help the two

industry associations collaboratively address the potential issues in the sector and jointly make recommendations to the challenges. It was also decided that AmCham and USIBC Defense committees should have interactions on a regular basis. As the members were in both the committees it was decided that the USIBC secretariat should be invited to the AmCham monthly committee meetings.

AmCham HR Committee's White Paper Competition Finale

On 13th October 2015, AmCham HR Committee concluded its white paper competition – Leveraging SMAC for HR, at Mumbai. The White Paper competition was launched in June 2015. We received about 37 entries bringing the participation to total 74 HR Officials. 10 teams were shortlisted based on the abstract submissions. And finally after submitting 5000 word white paper and followed with a presentation on 13th, we had our winners.

Ms. Anuranjita Kumar, MD & CHRO Citi South Asia, Chair-AmCham HR Committee, Mr. Dilpreet Singh, VP-HR(India/South Asia)IBM India and Mr. Ajay Singha, ED-AmCham India were present to give away the awards.



AmCham HR Committee's Chairperson, Ms. Anuranjita Kumar, MD & CHRO Citi South Asia posing a question to one of the winners



▶ All the winners of the white paper competition along with the judges and sponsors

Category A

Topic	Prize	Company	Participant
1st Prize - Embracing SMAC	1 year Annual Subscription of the Harvard Business Review sponsored by Harvard Business Publishing	Cognizant	George Oommen
			Togy Jose
2nd Prize - Are you social enough?	Kindle e-Reader Sponsored by NCR Corporation	Deloitte	Sourajita Roy Paul
			Madhumitha Uday kumar
3rd Prize - Existing SMAC HR BLEND	Sennheiser Headsets Sponsored by Textron	Textron	Nipoon Tandan
			Usha Sriharsha

Category B

1st Prize - EmPower: Magic wand for HR professionals	Microsoft Lumia Mobile Phones Sponsored by Microsoft	Axtria	Rohit Yadav
			Ankit Kanojia
2nd Prize - Democratizing Corporate Learning through SMAC	Kindle e-Reader Sponsored by NCR Corporation	IBM	Pavithra Sampath
			Bharath Muralidhar
3rd Prize - SMAC Power for HR Challenges	Sennheiser Headsets Sponsored by Textron	Monsanto	Jyoti Abrol
			Sravani VL Bhaganagarapu



Ms. Akila, Director, Press & Finance, Harvard Business Publishing with the winners (Cognizant) of the white paper competition (Category A)



AmCham HR Committee's Chairperson, Ms. Anuranjita Kumar, MD & CHRO Citi South Asia with the winners (Axtia) of the white paper competition (Category B)

Interaction with Principal Deputy Assistant Secretary for Central and South Asian Affairs, U.S. Department of State

On 14th October 2015, AmCham and USIBC met with Principal Deputy Assistant Secretary for Central and South Asian Affairs at the U.S. Department of State, Ambassador William (Bill) Todd, during his visit to India. The discussion revolved around the business climate and operational challenges for U.S. companies in India.

Also present in the meeting from the U.S. government were:

- Mr. Sean Stein, Director, Office of India Affairs, Bureau of South and Central Asian Affairs, U.S. Department of State
- Mr. Erik Liederbach, Bureau of South and Central Asian Affairs, U.S. Department of State
- Mr. Ivan Boekelheide, Political Officer, Internal Unit, Political Section, U.S. Embassy
- Ms. Rachel Duran, Commercial Attache, U.S. Embassy

AmCham CSR Best Practice Visit

On 16th October 2015, AmCham CSR Committee witnessed their 3rd Best Practice Visit at Vidya School, Gurgaon facilitated by our member Federal Mogul. This time we had many new participants and was well

attended. We took a tour of the school which is being well managed by Vidya Integrated Development for Youth & Adults.



AmCham members visit Vidya School, Gurgaon

Exploring diverse options in vocational training for talented women, Federal-Mogul started this driving classes to motivate them to lead into an unconventional field, less travelled and challenging. The intention is to promote women drivers, which springs from the recent turmoil in Indian society. CSR Committee members toured Vidya's driving courses and noticed they do a phenomenal job of integrating driving training, attendant skills, vehicle maintenance, self-defense, and eventually the drivers become road savvy. These women were from economically weaker sections and belonged to nearby slum areas but the confidence and dedication was clearly shown on their faces and it was quite impressive.



Visit to Vidya's driving courses

AmCham Defense Committee Meeting

On 21st October 2015, AmCham Defense committee members met to discuss about the recent interaction with Minister Manohar Parrikar, Hon'ble Minister of Defence,

Government of India. As per his ask; AmCham members reviewed the recommendations for the Amendment to DPP 2013 for submission.

Meeting with Officials from the U.S. Embassy in Nepal

On 28th October 2015, AmCham organized a meeting with the officials from the U.S. Embassy in Nepal, Mr. Kevin C. Price, Economic and Commercial Officer; and Mr. Tapas K. Gupta, Senior Economic Specialist, in AmCham office. The U.S. Embassy officials explained the economic and political situation in Nepal. They said that there were great opportunities for American

companies in rebuilding of Nepal after the earthquake, particularly in the infrastructure sector. The other potential areas for U.S. investment included tourism, hydro power, medical services and diagnostic centres. Mr. Price invited AmCham members to participate in "Inspire Nepal 2016 – Business Forum and Expo" to be held from 22nd to 24th January 2016 in Kathmandu.

Interaction with Mr. Justin Antonpillai, Deputy General Counsel, U.S. Department of Commerce (USDOC)



Members interacting with Mr. Justin Antonpillai

the committee member's expert suggestions in regard to the "Ease of doing Business" issues to be discussed in the next U.S. India Strategic Commercial Dialogue. In order to be fact-based and comprehensive, the committee was advised to focus on the specific points outlined by the USDOC, including contract enforcement, insolvency, and transparency, the difficulties and specific suggestions for reform in these areas, things which could be successful, and items that can be accomplished by April 2016.

Mr. Anand Dayal, AmCham Anti-Corruption & FCPA Compliance Committee chairperson along with the co-chairperson, Ms. Ritika Rattiare keen to help USDOC for the mentioned document and have already started working on it.

AmCham Defense Committee Meeting

On 30th October 2015, the Anti-Corruption and FCPA Compliance Committee had a meeting with Mr. Antonpillai, Deputy General Counsel, U.S. Department of Commerce (USDOC), Ms. Dawn Hewett, DGC, Strategic Initiatives and Mr. Mohamed Badissy, Attorney Advisor which was scheduled at Hotel Imperial, Connaught Place, New Delhi.

Mr. Antonpillai marked the importance of this meeting and was happy to meet the committee. USDOC requested the AmCham FCPA committee to summarize and prioritize

On 30th October 2015, the AmCham defense committee members met to review the offset recommendations submitted to Hon'ble Raksha Mantri and it was decided that a follow on meeting with Hon'ble Raksha Mantri should be requested. The AmCham team also felt that it was imperative to submit key recommendations from the A&D sector to the AmCham Tax Committee for inclusion in their submissions to the Ministry of Finance for the Pre-Budget Memorandum.



Pratyush Kumar

President
Boeing, India

An AmCham Exclusive: Interview with Mr. Pratyush Kumar, President, Boeing India

Q 1. We understand that your global Chairman was in India. Can you please share his perspective on “Make in India?”

Soon after India's PM launched the Make-in-India initiative in September 2014, Dynamatic Technologies and Boeing inaugurated a plant in Bengaluru to manufacture critical parts for the Chinook Heavy Lift Helicopters. In a state-of-the-art facility of the Tata company in Nagpur, Boeing manufactures advanced composite floor beams that form the “spine” of the world's most advanced aircraft, Boeing 787-9. In July this year we announced a partnership with Tata to manufacture advanced aero-structures and aerial systems including unmanned. We have significantly upped our manufacturing activities in India, more than doubling our sourcing over the last year. Now, over half a billion dollar in products and services from India gets on our airplanes each year, and we are working to increase that. To further leverage India's deep engineering capabilities Boeing also plans to significantly expand its engineering footprint organically in the near term.

Q 2. What are your comments on the recent defence contract which has been granted to Boeing?

The recent contracts of 22 AH-64E Apache attack helicopters and 15 CH-47F Chinook heavy-lift helicopters further strengthens our position as a long-term strategic partner for India's defense modernization. Boeing is supporting mission-readiness and

modernization of India's defense forces. For example, the C-17s have played a stellar role in numerous relief and rescue missions and P-8Is have enabled the Indian Navy to monitor the vast region of the ocean from the Strait of Hormuz to the Malacca Strait. Apache AH 64E helicopters are the newest members of the combat-proven Apache family and one of the most advanced multi-role attack helicopters, combining performance and lethality with more affordable efficient maintenance. The CH-47F Chinook helicopter can carry tons of cargo, including heavy machinery, artillery guns and even light armoured vehicles to high altitudes. This acquisition will not only augment the Air Force's heavy lift capability for military tasks but is a vital addition for the construction of strategic roads and infrastructure projects in difficult terrains. Boeing will also continue to work closely with its defense customers to give superior mission readiness in servicing all our platforms.

Q 3. Is the Indian ecosystem mature enough to absorb the high tech from U.S. especially in the defence sector?

Boeing is working towards preparing the Indian industry for aerospace manufacturing. For example, we have founded the National Center of Aerospace Innovation and Research with IIT Bombay and the government's Department of Science and Technology. We also have existing tie-ups with many Tier-1 engineering firms who manufacture crucial components for some of our most advanced aircraft like the 787-9 Dreamliner. Many of our Suppliers are already at a global standard

of manufacturing. Boeing has been working with India's Tier-1 IT & Engineering Services providers with a significant spread of partner engineers and engineering work statements sourced during the past decade. Boeing subsidiaries like CDG and Jeppesen also have a significant and growing engineering footprint in India. Many other OEM's like us also have tie-ups with Indian partners for the manufacture of components now which is indicative of a growth in the aerospace manufacturing sector.

Q 4. Several member companies are in a 'wait and watch' mode vis-à-vis their expansion plans in India. What advice would you give them?

India is the fastest growing economy in the world and is an extremely important market as well. India is going to

remain a big aerospace player in the global market in both commercial and defense, and is poised to play a pivotal role in the evolution of the aerospace & defense industry. India has immense industrial capability, talent and resources that need to be tapped to explore the full potential that is on offer. If factors are favourable and the 'Make in India' initiative continues with the same momentum it has today maybe a shift may take place, moving 25% of the economy towards manufacturing from the existing 14%, to achieve the goal set by the Indian government.

KOLKATA

Talk on “Safety and Security: Taking Control of our Cyber Future”

On 23rd September 2015, AmCham in association with the Public Affairs office of the U.S. Consulate Kolkata organized a talk on *Cyber Safety and Security: Taking control of our cyber future*.

Ms. Amada Kidwai, Regional Director AmCham Eastern Region did the introductions, Mr. Dinesh Agarwal, Chairman AmCham Eastern Region in his welcome remarks spoke about the importance of safety and security of cyber space. Mr. Andrew Posner, Director of the American Centre introduced Ms. Melissa Hathaway to members present. Ms. Hathaway, former acting senior director for cyberspace at the National Security Council, has joined Harvard Kennedy School's Belfer Centre for Science and International Affairs as a senior advisor to its cyber security initiative, Project Minerva. It is a joint effort between the Department of Defence, Massachusetts

Institute of Technology, and Harvard University. The project explores a wide range of the issues within cyber security from the contexts of international relations theory and practice.

In her briefing, Ms. Hathaway said that modern societies are in the middle of a strategic, multidimensional competition for money, power, and control over all aspects of the Internet and the Internet economy. She spoke about the increasing pace of discord and the competing interests that are unfolding in the current debate concerning the control and governance of the internet and its infrastructure. Cybersecurity, she said, is a major concern at companies of all sizes and has a measureable impact on many facets of operations, and certainly profitability. Yet the scale of that impact is often obscured or lost in translating the size of the risk and the steps to mitigate it may not be clear. Instead, Hathaway says, the risks need to be translated into a language most directors know well: dollars and cents. She said that in our current state of cybersecurity, breach, crime, disruption and destruction are growing in unacceptable ways. Key indicators suggest that we are not making enough progress and in fact, are possibly going backwards. Hathaway gave an overview of the latest developments in cybersecurity from a U.S. and then global perspective—and discussed what is at stake for companies and nations.

The session was concluded by Mr. K.P. Sengupta who gave the concluding remarks and vote of thanks. The event was hosted by Data Core Systems.



Ms. Melissa Hathaway briefing members on the internet economy

Interactive Breakfast Event with U.S. Consul General, Mr. Craig Hall

On 28th September 2015, AmCham organized a “Welcome to Kolkata” interactive breakfast session for the U.S. Consul General Craig Hall at the Hyatt Regency.

Ms. Amada Kidwai, Regional Director gave the introductions. Mr. Dinesh Agarwal Chairman AmCham Eastern Region in his welcome address briefed the Consul General on the role of AmCham in Eastern India and spoke about the diversity of events held in this region.

He mentioned about the Road shows that AmCham Eastern India is organizing for the Government of West Bengal on investment opportunities in the state at New Delhi for AmCham members interested in doing business in this region. He said that this was being followed up at Bangalore in the coming months.

Mr. Shiv Bhowmik, Country Head, Joy Global spoke



U.S. Consul General Craig Hall addressing AmCham members

about the ease of living and working in West Bengal, Mr. Rajib Basu, Partner, Risk Consulting, KPMG gave a presentation on the Ease of Doing Business in West Bengal and Eastern India and Mr. Debdas Sen, CEO TCG Digital highlighted his group company's achievement in the state. NEB Vice Chairman Mr. Gulshan Sachdev also spoke about the Ease of Doing Business in Eastern India and highlighted AmCham East activities in the region.

Mr. Hall in his remarks mentioned that he was extremely pleased to be in Kolkata and his first impressions were very positive. He said that the role of the U.S. Consulate



Mr. Shiv Bhowmik, Country Head, Joy Global sharing his views



Mr. Dinesh Agarwal Chairman AmCham Eastern Region giving a welcome address

in Eastern India was to foster good relationship between various Eastern Region Governments and the U.S. He looked forward to working with AmCham Eastern India to encourage business investment both in the East and the U.S.

Mr. Suranjan Bhanja, past chairman of AmCham Eastern Chapter, in his concluding remarks and vote of thanks also spoke about the support the U.S. Consulate provided to AmCham and its members and looked forward to this continued relationship.

Interactive Session with Dr. Amit Mitra

On 13th October 2015, AmCham India (Eastern and Karnataka Region) held an interactive session with the visiting Government delegation from West Bengal led by Dr. Amit Mitra, Minister-in-Charge of Finance, Excise,



Dr. Mitra met with AmCham to attract U.S. companies to invest in West Bengal

Commerce & Industries, Public Enterprise, Industrial Reconstruction, Commerce and Industry, Government of West Bengal, along with the Principal Secretary Urban Development Mr. Debashish Sen, Principal Secretary S. Kishore, Department of Commerce & Industries, Resident Commissioner Dr. Krishna Gupta, Managing Director, WBIDC and members of his cabinet. The program focused on understanding the approach and programs of the West Bengal Government towards investment in the State particularly in the areas of **Smart Infrastructure, Future of IT and ITeS and Smart Cities and West Bengal Investment Opportunities**. Dr. Mitra and his colleagues shared important updates in these areas on Expansion plans of different organizations in the State.



Dr. Amit Mitra addressing members

Mr. Debashish Sen mentioned the details of **four smart cities** projects as allocated to West Bengal under the centrally announced Smart Cities program. These are New town, Rajarhat, Salt Lake; Bidhannagar and Durgapur. In addition to this he mentioned that the Government was also developing the following cities: Siliguri, 84 acres

focus would be on Health and Education; Bolpur, 135 acres focus would be on Art and Culture; Asansol, 59 acres focus would be on Industrial city; Kalyani, 50 acres focus on Analytics city; Dumurjala, 39 acres focus on Sports city; Baruipur, 86 acres focus on Wellness and Senior citizens.



(L to R) Principal Secretary S. Kishore, Principal Secretary Urban Development Mr. Debashish Sen, Minister-in-Charge of Finance, Dr. Amit Mitra

Dr. Mitra also highlighted the following developments: Maritime Ports & developments of highways being planned with funding from ADB. Mining, tourism, food processing, 8 built up IT parks were also available, optic fiber cable based network project led by Webel, 2 electronic manufacturing cities in Naihati & Palta being developed.

During the Q&A session members asked about the power situation. Dr. Mitra said that West Bengal had surplus power. Questions were asked on the image of WB, the minister responded "perception is worse than reality." Members asked about the labor scene in WB. The Minister said solutions were being derived by working with the Trade Union and that currently there was no labor problems in the state. He said that WB Grew by 10.48% as against India's growth of 7.5%. He said that the GDP

was 10.46%, and that West Bengal was the 5th largest economy in the country.

Dr. Mitra also proposed to have AmCham member companies participate as Summit Partners under a common pavilion, in the upcoming West Bengal Global Business Summit (7-9 January 2016).

The American companies that were interested in investing in the State had through this interactive session able to make direct contact with the relevant departments of the West Bengal Government

Regional Director Eastern Region, Amada Kidwai introduced Dr. Mitra and his cabinet to Members of AmCham. The welcome remarks was given by Mr. Inderjit Sial, Chairman of AmCham Karnataka. concluding remarks and vote of thanks by Mr. Indraneel Chaudhury, Executive Director, PwC.



Dr. Amit Mitra with AmCham members

All Chamber Meeting with Government of West Bengal

On 14th October 2015, Dr. Krishna Gupta, IAS Chairman WBIDC and Principal Secretary Commerce & Industry chaired the all chamber meeting. The purpose of the meeting with all the Chambers was to request them to have their member companies participate in the upcoming Bengal Global Business Summit 2016. He asked AmCham to share with their members the opportunities that were available in Bengal and mentioned that AmCham had already organized Road Shows in Delhi and Bangalore in this respect.

Additionally Dr. Gupta mentioned that the second day of the Summit is planned to have break out session divided in market sectors however he specifically requested a geographical sub sessions to be promoted by AmCham for all interested American companies.

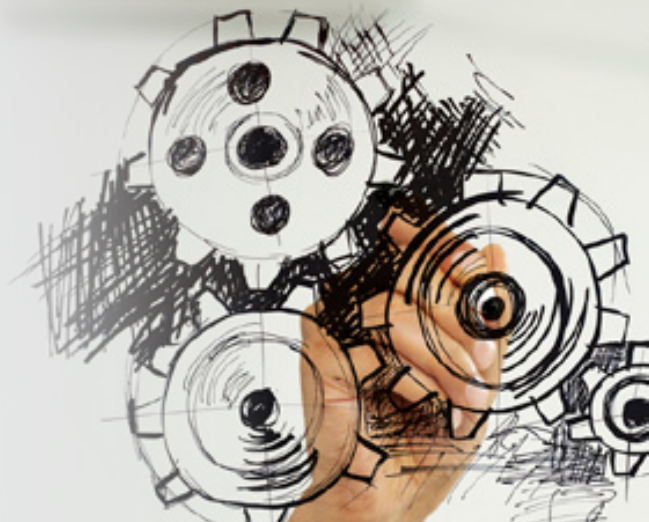
AmCham Eastern Region was represented by Vice Chairperson Britta Leick-Milde and Regional Director Amada Kidwai.

Meeting with U.S. Embassy Officials

On 15th October 2015, members of AmCham Eastern Region met with Daniel Keen, Economic and Commercial Officer, U.S. Embassy Dhaka, members of his team and Jonathan Ward, FCS Commercial Officer Kolkata. The Topics of discussion included cross-border trade issues and the U.S. Trade Show in Dhaka in November, 2015.

Mr. Keen explained the Bangladesh trade scenario and said that Investment opportunities in Bangladesh were very good in spite of the political uncertainty and that Bangladesh was one of the fastest growing economies in South East Asia.

Mr. Dinesh Agarwal, AmCham Eastern India Chairman spoke about the problems that investors faced in Bangladesh and give some specific examples. Mr. Keen said that he would look into these issues and invited AmCham India members to visit Bangladesh and said that he and his office would facilities any assistance that was required and the Embassy could help. Mr. Keen also said that the Trade Show scheduled for November was being postponed to March and he would send a fresh invitation with details. The discussion were very open and there was an excellent exchange of ideas between the two sides.



Written by:

Ranjan Patnaik

Director, DuPont Knowledge Center, INDIA

Technology Director, South Asia & ASEAN, DuPont

Innovate in India a Must for Make in India

Innovation is one of the most powerful drivers of economic growth. Undoubtedly, India has all the essential elements for a successful 'Make in India' programme - a large population of young and skilled workforce, an enabling economic environment and competitive wages. Under the policies of the current government, India's manufacturing capacity for innovation and infrastructure is poised for phenomenal growth.

The recently released Global Innovation Index (GII) 2015 reveals good as well as bad news for India. Though the Index ranks the country 81 out of 141 countries, the report revealed that middle income economies, such as India, China and Brazil are working hard towards decreasing the gap with the developed world on innovation quality. Additionally, India has been able to register its place along with 10 other developing countries, in being categorized as innovation out performers. I believe that with the present growth trend the future ranking for India is going to improve as the data gets revised and as the government continues to perform towards a development oriented growth path.

To realize the twin aspirations of 'Innovate in India' and 'Make in India', a focused impetus to innovation, research and development are essential. There is empirical evidence positively linking patents, innovation to productivity. Organizations must create an innovation mind set that permeates into every branch of the company. Similarly, the government needs to build a competitive, thriving environment by prioritizing scientific research with a strong innovation mind set. A robust research environment will encourage trade and investment in India, while fostering benefits such as high-paying skilled jobs,

transfer of technology, medical knowledge, and early access to technology and new medicines.

Innovation has a creative component to it, but it also has a discipline. I believe the key is in the marketplace. It is vital to get an in-depth understanding of the needs and wants of the customer, even if they are unspoken needs. That depth of understanding is what guides our innovation.

What makes DuPont a leader in science-based innovation is our broad network of strong core technologies coupled with our ability to selectively combine these technologies to achieve unique solutions to marketplace demands. Scientific breakthroughs over decades resulted in new product brands such as DuPont™ Kevlar®, DuPont™ Tyvek®, and DuPont™ Corian®/DuPont™ Sorona® that are recognized throughout the world. These innovations were made possible by uniquely combining our core technologies to deliver new technology platforms and differentiated functionalities that address various market needs. At DuPont, we believe that the most significant technological advances — the ones with the power to solve the toughest challenges of food, energy and protection and to transform society — come through the intersection of technologies. We call this Integrated Science.

DuPont is investing in science to develop market based solutions for India. DuPont Knowledge Center in Hyderabad is an integrated science facility that undertakes developmental activities to find solutions in the three areas of food, energy and protection under one roof. The DuPont India Innovation Center in Gurgaon is a part of a global collaboration effort to foster inclusive innovation.

The Indian marketplace offers incredible opportunities for DuPont to leverage science & technology through a collaborative approach for innovative market based solutions to address these challenges. Crop protection products such as DuPont™ Rynaxypyr® insect control are helping growers harvest more with the fastest-growing insect control program in the world and tailored, scientific approaches that take into account local conditions and practices. DuPont Pioneer® PHB71 hybrid seeds have proven to be the right choice for farmers not only due to their high yielding ability. These hybrid rice varieties are stress tolerant and not only help increase productivity but improve the overall agricultural ecosystem. There are many different examples where we are collaborating with local stakeholders to create solutions for India.

By its nature, research may be uncertain as to its outcome, but that is all the more reason why there must be a very disciplined and structured way to go about it. An organization needs to create innovation structures and formal linkages to bridge functional and business unit silos. At DuPont, we have put in place rigorous methods to qualify and quantify market opportunities; we use formalized operation processes for staging and launching our products. This means our customers are getting more innovative products, faster, and suiting their unique consumer needs.

Essentially, there is a need to build a vibrant culture of innovation in the country deeply rooted in scientific research. According to the Global Innovation Index 2015, despite India's notable achievements, the report contends that "India still needs to implement substantial reforms in its innovation policy to further improve its innovation performance." There is a need to create an ecosystem that provides financial stability to fostering early innovation leading to ease in doing business. Strengthening collaboration amongst scientific institutions can enrich the research and business ecosystem. It can also help more ideas blossom, more innovations materialize, and more enterprises grow and find solutions to unique business challenges. These linkages generate ideas that can be deployed to address market needs, connect small and new enterprises to large companies and align education with industry needs.

At DuPont, we believe that one company, one country or one industry is not going to be able to solve the big challenges of food, energy and protection facing the world today. We have to form partnerships, we have to collaborate and we have to be open. It's not just about DuPont or another company; it's about local talent networking with global talent, it's about all stakeholders working together to create innovative solutions to address unique challenges facing the people & the planet of today.

MUMBAI

Uttar Pradesh- Mumbai Investors Conclave

On 10th September 2015, the 'Uttar Pradesh- Mumbai Investors Conclave' a High Level Government delegation was led by the Hon'ble Chief Minister of Uttar Pradesh, Shri Akhilesh Yadav and comprised of other senior decision makers. The event, supported by AmCham India, was organised by the Government of UP and their Knowledge Partner Ernst and Young at Hotel Trident, Mumbai.

The event began with a welcome address by Mr. Alok Ranjan, Chief Secretary, Government of UP. Presentations on 'Advantage Uttar Pradesh' played in the backdrop highlighting positives and underling the significance of the state in the country. Pitching Uttar Pradesh as "Umeedonka Pradesh" Chief Minister Akhilesh Yadav urged industrialists and the film fraternity to not buy into the false perception of the state as created by the media but to



Shri Akhilesh Yadav, Chief Minister of UP addressing the Conclave

see the initiatives encouraged by the UP Government. The event witnessed heads of leading brands in electronics, food processing, dairy, infrastructure, IT, biotech and film industry sectors who have already invested in the state of UP share their experiences and urge other business to follow. Among the many industry leaders who attended the conclave were leaders of several AmCham member companies such as APCO Worldwide India Pvt. Ltd., GE India, PwC Private Limited and Xylem Water Solutions India Pvt. Ltd.

The upcoming Metro Rail Project in Lucknow, the Lucknow-Agra Expressway, the Leather Parks at Agra

and Kanpur and the smart city initiatives undertaken by the Government were highlighted. The unlimited potential of Uttar Pradesh in terms of business friendly policies, single window online clearances, power supply, surplus skilled and semi-skilled manpower, and a 20 crore population as consumer base markets itself for industrial investment.

The event also had a signing of intent for co-operation between companies and the Government.

The conclave ended with a vote of thanks by Mr. Mahesh Kumar Gupta, Principal Secretary-Infrastructure and Industry Development.

The 7th Edition of the CLO Chief Learning Officers Summit

On 10th September 2015, the 7th edition of the CLO Chief Learning Officers Summit India held at the Four Seasons, Mumbai was supported by AmCham India. The Summit offered a unique platform for aspiring young leaders and entrepreneurs to not only sharpen their skills but it was also an opportunity to learn from some of the luminaries in the industry today. There were engaging discussions through a series of sessions focusing on leadership development, coaching, development and a learning culture among various other topics. These sessions created an opportunity for promoting individual and organizational learning & development.

The Summit opened with an inauguration and welcome by Dr. S. Parasuraman, Director, Tata Institute of Social Sciences followed by an opening plenary session 'Leaders on Leadership'. The two days (10th & 11th September) entailed 21 sessions focusing on rebuilding learning and development functions, developing a

learning culture, innovative practices in L&D, engagement and technologies with speakers from Network 18, BSE, Twitter-India, Adobe, CitiBank, D.E. Shaw and Reliance Industries among others.

Among the many participants, the two day CLO Summit was attended by several members and representatives of AmCham member companies. AmCham India supported the event with member representatives from CA Technologies, Owens Corning and D.E. Shaw India who shared their expertise as panel speakers at the Summit.

The first day of the Summit also had a TISS CLO Awards Ceremony which was attended by the Chief Guest Ms. Poonam Mahajan, MP & National Secretary BJP. Twenty-five delegates who tweeted about their preferred topic had the opportunity to share their views with the audience at the closing session called the 'Unconference'.

AmCham's SCL Committee Conference Call - Sharing and Learning

On 16th September 2015, the meeting opened with Ms. Surabhi Wahal welcoming the members and giving a brief on the agenda of the conference call. A presentation on Best Practices by Owens Corning had been shared with the committee members via email, based on which an informative presentation was shared by Mr. Prakash Laxman, Supply Chain Leader, Owens Corning (India) Pvt. Ltd.

Mr. Laxman began with an overview of Owens Corning's vision, mission and values which form the base of its highly people centric organization. Through a very detailed and informative session, Mr. Laxman highlighted that Owens Corning has always maintained safety and people as its backbone, which can be seen by the numerous awards it has received in honor of these commitments. The practices that set apart Owens Corning from others in the field are its 'Talent and Leadership' development programmes, employee engagement in decision making, people empowerment, all of which are achieved because of its flat organization structure thus enabling a direct line of sight, accountability and cross functional sharing of knowledge. It is a data centric company, and efforts made by every department is integrated towards a common corporate goal. It is the constant practice of this open culture that results in its success. Some of the best practices in Supply Chain followed are open access

power purchase, partnering and supporting vendors and customers to take cost out of processes, level playing field for domestic industry, reverse auction on inland transportation, packaging material recycling and value creation initiatives.

Ms. Surabhi Wahal shared an update on the preparations for the SCL F2F meeting scheduled for 15th October. The venue had been changed to the Deloitte office, Gurgaon. Mr. Prasad Nair, DHL was confirmed as speaker for the forthcoming event. Ms. Devika Jain (Safe Express) and Mr. Batra (ISM India) were approached as speakers for Skills Development.

An update was also shared about the Industry visit scheduled for early December 2015 to the multi modal GE plant. AmCham has reached out to GE as a possible venue for holding a committee meeting and for arranging lunch. Honeywell has also been approached as one of the plant sites that could be visited in Pune. A date for the visit would be confirmed in the first week of December.

Mr. Nikhil thanked the members who participated in the sharing and learning on call, with special thanks to Mr. Prakash Laxman for sharing a truly insightful, valuable and detailed presentation on Best Practices in Supply chain at Owens Corning.

Roundtable on Global Mobility: How will you achieve the talent management agenda?

On 14th October 2015, AmCham in association with Deloitte Touche Tohmatsu India Pvt. Ltd. organised a Roundtable on 'Global Mobility: How will you achieve the talent management agenda?'

The session began with Ms. Surabhi Wahal, Regional Director- Western Region, AmCham India welcoming the participants and the speakers. It was followed by Mr. Divya Baweja, Country Leader- Global Employer Services, Deloitte Touche Tohmatsu India Pvt. Ltd who ushered in the topic of Global Mobility through his opening remarks.

Through an insightful and interactive presentation by Mr. S. V. Nathan, Senior Director & Chief Talent officer, Deloitte India, the various challenges that come with employee global mobility such as international dual career network, measuring ROI, compliance risks, security, confidentiality of data and expatriate packages among other were addressed. Companies in turn need to undertake Strategic moves, setting goals, evaluate success and track performances to enhance mobility.

AmCham's SCL Event - Round Table Discussion: With a Special Focus on 'Skill Development, Logistics & Infrastructure'

On 15th October 2015, AmCham's Western Region and Supply Chain Committee hosted an event- Round Table Discussion: With a Special focus on 'Skill Development, Logistics & Infrastructure'. The event, which was attended by members of the committee and SCL leaders of member companies aimed to be an informative and interactive session.

The afternoon began with Ms. Surabhi Wahal, Regional Director – Western Region, AmCham India welcoming the participants, and sharing a brief about the mission of AmCham's Supply Chain and Logistics Committee and its initiatives. Mr. Nikhil Kush, South Asia Supply Chain Leader, E.I. DuPont India Pvt. Ltd and Chairperson of the Supply Chain & Logistics Committee, AmCham India giving the opening remarks to usher in the event.

Ms. Divya Kumar, the young and dynamic Founder and Director, Safeduate shared an insightful Presentation on Skill Development - Ongoing Trends and New initiatives. She shared her experience of building Safeduate as an organization that focuses and promotes skill development in the field of supply chain through various courses. Her passion for the trucking industry and her belief that it is

Updates on tax return forms, SEBI regulations, an overview of Social Security Agreements and immigration updates for outbound assignments, with a special focus on major countries such as U.S., UK, Canada, Australia, Japan were shared through a presentation by Mr. Homi Mistry and Mr. Alok Agrawal, Deloitte Haskins and Sells LLP. The speakers also touched upon the next step of drafting India specific mobility policies, deployment modes and of existing as well as new deputations.

The stimulating Q&A session that followed had the participants engaged in clearing their doubts, seeking advice, sharing their ideas and experiences; thus creating very valuable learning content.

The event concluded with Ms. Surabhi Wahal expressing gratitude to the participants, speakers and to Deloitte Touche Tohmatsu India Pvt. Ltd. for their active participation in making the event a success.

the backbone of our economy inspired her to address issues face by truck drivers, engage, sensitize and educate them. Through Safeduate she aims to define standard systems and infrastructure facilities that are on par with our western counterparts.

The event also had Mr. Krishan Batra, President & CEO, ISM India share a presentation on Initiatives in Supply Chain by ISM India. Mr. Batra very aptly discussed *Procurement & Supply Chain Excellence- What It Is and How to Achieve It?* The ISM 'Supply Management Maturity Model' that works on 4 levels- Basic, progressive, advanced and world class help in the creation of a strategic advantage for the company. The presentation also raised awareness about best practices, mastery in procurement and addressed the problem of talent shortage.

An intensely interactive session followed that answered queries and brought forth valuable experience from supply chain leaders. The event closed with Mr. Kush thanking the speakers who shared their invaluable expertise and the participants for making this an enriching experience.

HYDERABAD

AmCham Sports 2015 (September)

The AmCham Sports began on 20th September with Basketball at the CA Technologies premises. There were nine member companies participating at this event.

The event was conducted on 20th, 26th and 27th September. The finals were held between Deloitte and Wells Fargo. Deloitte won with a good margin.

The Cricket matches started off on 3rd October at Vijay Anand Grounds and 4th October at NFC and ECIL Grounds, while Throw ball was conducted at the L. B Stadium grounds.

A total of 18 companies are participating in the Cricket tournament which will culminate in the second week of December. Throwball which is only for women, saw a participation from 10 member companies. However, due to the rains, the matches had to be called off and were postponed to the second week of October.

We thank the sponsors – DST Worldwide Services, D.E Shaw, Qualcomm, S&P Capital IQ, Synchrony Financial and UTC Fire and Security.



A glimpse of the basketball match



Cricket match in progress



Basketball champions - Deloitte



A participant bowling

AmCham Sports 2015 (October)

Basketball, volleyball (men and women) and throwball (women) and athletics (men and women) were completed as of 23rd October 2015.

Volleyball (men and women) matches were held at the L.B. Stadium Grounds along with throwball while athletics were held at the Gachibowli Athletics Stadium. In spite of

a slight disruption due to rains, the matches carried on after slight delay. The volley ball (men and women) and throwball, both matches were won by Deloitte.

The cricket matches continue to be held at Vijay Anand Cricket grounds Shivrampally, NFC and ECIL grounds at the NFC complex.



Ready, steady, go!



Men's volleyball game in progress



Deloitte proves to be the reigning volleyball champion



Women's volleyball game in progress

Ernst & Young SEZ Roundtable

On October 15, 2015, the AmCham –EY SEZ Roundtable was held at “the Evolve” Westin Mindspace.

Ms. Rithika Gupta, Partner, Ernst & Young made the presentation. She spoke on the Window of Opportunities for the IT/ITES Sector, and also on Concept and Incentives – Fiscal Incentive and Regulatory Incentives.

She gave a Bird's eye view of the Regulatory considerations for Consolidation and Tax considerations for setting up the SEZ Unit.



Ms. Rithika Gupta, Partner, Ernst & Young giving the presentation

Under the subject heading of Setting up SEZ Operations she touched upon

- Setting up SEZ Unit and consolidate existing operations
- Setting up SEZ Units
- Relocating existing STP unit in SEZ

She also spoke on the regulations of Department of Telecom with respect to IT and ITES sector and shared the OSP Guidelines. The meeting concluded with a round Q&A by the members present.



AmCham members posing questions to Ms. Rithika Gupta, Partner, Ernst & Young

CHENNAI

Tamil Nadu's Global Investor Meet 2015

On 8th September 2015, the prelude to the GIM 2015 was a cocktail dinner reception hosted by USIBC, IACC and AmChAM at the Taj Coromandel. This was attended by the USIBC executive delegation led by Ms. Dianne Farrell, Vice President, USIBC, members of AmCham, IACC members, select diplomats from the U.S. Consulate led by Consul General Philip Min and Tamil Nadu government officials. The event was a great networking opportunity. Ms. Dianne Farrell welcomed all guests and Consul General Philip Min said that Tamil Nadu has a very favorable investment climate to do business and that it is exciting times for the business community. Several AmCham members participated as well as bureaucrats from the state government, Consulate officers and other prominent city based business leaders.

On 9th September, Chief Minister J. Jayalalithaa inaugurated the Investor Meet at the Chennai Trade Center saying: "Our government is committed to making Tamil Nadu a new growth model among Indian states. I invite you all to be our partners in realizing my vision of making Tamil Nadu the numero uno among Indian states in all spheres of development." This is for the first time that the state hosted a large investor meet. The U.S.-India Business Council (USIBC), an official partner organization, led an executive delegation to the Tamil Nadu Global Investors Meet 2015. The delegation includes senior representatives from member companies including Amway, NCR Corporation, Uber, PayPal, SunEdison, Ford, IBM and General Electric.

Ms. Diane Farrell, Executive Vice President of USIBC

The participating AmCham member companies that made announcements of their decision to invest in the state are listed below:

S. No	Company	Investment in / Product	Amount in Rs. crore	New Jobs created
1	Amway	Expansion project of their existing plant manufacturing nutritional supplements.	250	NA
2	NCR	Augment its manufacturing capacity at the Mahindra World City SEZ near Chennai to manufacture ATM's and CD's	250	250
3	Sun Edison	Solar Power projects across several locations in the state	12,000	2,000
4	Cognizant	Development Center in Kancheepuram District near Chennai	1,000	20,000

having long supported Tamil Nadu's pro-business environment and this will be the first time Tamil Nadu has held a large-scale conclave to attract global investors as part of the 'competitive federalism' efforts that India is undertaking. The summit aims to help realize the state's vision of inclusive growth through foreign direct investment, job growth, and balanced regional development. The delegates met with key representatives from the Indian industry, Government of Tamil Nadu and the U.S. Consulate in Chennai from 8th – 10th September 2015.

With over 250 U.S. companies across several industry sectors already investing in Tamil Nadu, the Investors Meet was an opportunity to highlight the business-friendly approach undertaken by the state. Farrell added. "This Investors Meet will serve as an excellent opportunity for USIBC member companies interested in a wide range of sectors including aerospace, agriculture, infrastructure, informational technology, and renewable energy."

During the two-day summit, the Tamil Nadu government attracted investments worth Rs.2, 42,160 crores. Around 5,000 delegates from across the world attended with nine partner countries. State government officials said these investments would translate to around 150,000 jobs over the next three years. About 100 MoUs were signed over the two days. Union Minister of State for Commerce and Industry, Ms. Nirmala Sitharaman and Minister of State for Road Transport, Highways and Shipping, Mr. Pon Radhakrishnan presided over the event.

5	Sutherland	Development Center near Chennai	300	8,000
6	Uber	Taxi services	NA	30,000
7	Microsoft	Cloud	NA	NA
8	HP	Education, Health care	NA	NA
9	Intel	Education, Health care	NA	NA
10	Ford	Ford campus	5,000	NA

Some of the AmCham business leaders who addressed the participants were Mr. N. Lakshmi Narayan, Vice Chairman, Cognizant, Mr. Michael Boneham representing Ford, Mr. Rajat Banerji of Amway, Mr. R. Chandrasekhar of Cognizant, Mr. Pashupathy Gopalan, President of Sun Edison, Mr. David L. Schoch, Group Vice President and President of Asia Pacific at Ford Motor Co., Mr. Nigel Harris, President and Managing Director, Ford India and Mr. Navroze Dastur, Managing Director, NCR India.

New sectors that attracted attention during the Tamil Nadu GIM 2015 were the aero sector, renewable energy and food processing. The traditional sectors of auto components, thermal power, ports, chemicals, agriculture, automotive tyres, car manufacturing, two wheeler manufacturing, pharmaceuticals and energy have also attracted huge investment intentions.

AmCham Breakfast Meeting with Phillip A. Min, U.S. Consul General

Topic: Reflections – One year at the post in Chennai

It is been a year since U.S. Consul General took charge of the U.S. diplomatic mission at Chennai and AmCham members wanted to hear from Consul General Phillip Min, his experiences and thoughts on the past year.

On 29th September 2015, at the beginning of the meeting Consul General Philip Min said he was happy to talk to AmCham members in Chennai, emphasizing that the Consulate will continue to support AmCham in all activities and support American businesses. He further explained his role as the Principal Officer at the American Consulate General and his responsibility for the safety of both American and Indian personnel working at the mission. He added that the smooth working of various departments was part of his responsibilities. The territorial jurisdiction of the mission at Chennai extends to Tamil Nadu, Karnataka, Kerala, Pondicherry and the Andaman & Nicobar Islands besides Lakshadweep.

One of the first things Consul General Phillip Min did soon after arriving in Chennai was to interact with

other diplomats in the city to get a feel of the business environment and life in the state. From these meetings he learnt that the basic requirements were persistence and patience. He said that the Americans are very good at being persistent but they had over time mastered the art of patience.

The CG spoke about the recently concluded Global Investor Meet in Chennai and complimented the manner it was organized. He said that it would be in the states' best interest to follow up on the investment intentions as the state has great potential in terms of talent, infrastructure, ports etc.

Consul General Min also dwelt on how life in the south of India was good with very hospitable people. He added that for him and his wife, living in Chennai meant being at home, since they are quite used to living in the tropics.

He also said that all the officers at the Consulate and him are willing to be available to AmCham members to help American business grow. The meeting ended with a very lively interactive session with members.

AmCham Interactive Visa Workshop (The H - 1B and L - A & B Visa Process)

Guest Speakers:

- Charles E Luoma-Overstreet, Chief of Consular Services, Consulate General of the United States of America, Chennai
- Brock Fox, Vice Consul - Subject Specialist, Consulate General of the United States of America, Chennai

- Rami Fakhoury, CEO, Fakhoury Law Group, Michigan, USA
- Matt Morse, Partner, Fakhoury Law Group, Michigan, USA
- Prakash Khatri, Advisor, Fakhoury, CEO, Fakhoury Law Group, Michigan, USA

This visa workshop is the outcome of a need felt by Travel Managers and Immigration Specialist at member companies to fully comprehend the process for the 2 major "Employment" visas – the H 1B and the L 1 – Blanket & Individual.



Consular Chief Mr. Charles Overstreet speaking of the growing Indo U.S. relations at the workshop



Mr. Charles E Louma – Overstreet, Chief of Consular Services with Mr. Rami Fakhoury, Managing Director of Fakhoury law Group at the AmCham Visa Workshop

On 26th October 2015, the meeting began with opening remarks by Mr. Charles E Luoma - Overstreet, Chief of Consular Services, Consulate General of the United States of America, Chennai who had arrived to his new post in Chennai just under a month ago. He said he was glad to be addressing AmCham members as his first public engagement after assuming responsibility of the post. Mr. Overstreet gave participants a broad overview of the working of the Consular Department and general information on the visa issuances. He highlighted the fact that India is the largest beneficiary of the H 1B visa program and also the L visa program. Mr. Overstreet also spoke of the growing relationship between India and the



A section of the participants at the visa workshop

USA and the increasing volume of trade. He mentioned that visitors from India to the U.S. have grown by leaps and bounds and this is set to increase in the coming years.

The Guest Speakers Mr. Brock Fox, Mr. Rami Fakhoury, Mr. Matt Morse and Mr. Prakash Khatri made detailed presentations on Immigration aspects and the "Employment Visa" category. The highlights are:



A participant seeking clarifications during the interactive session at the visa workshop



Guest speakers at the visa workshop, L to R – Matt Morse, Rami Fakhoury, Prakash Khatri, Brock Fox and Charles Overstreet

H-1B: Person in Specialty Occupation - To work in a specialty occupation. The job must meet one of the following criteria to qualify as a specialty occupation:

- Bachelor's or higher degree or its equivalent is normally the minimum entry requirement for the position
- The degree requirement for the job is common to the industry or the job is so complex or unique that it can be performed only by an individual with a degree
- The nature of the specific duties is so specialized and complex that the knowledge required to perform the duties is usually associated with the attainment of a bachelor's or higher degree
- Hold a foreign degree that is the equivalent to a U.S. bachelor's or higher degree in the specialty occupation
- Have education, training, or progressively responsible experience in the specialty that is equivalent to the completion of such a degree, and have recognition of expertise in the specialty through progressively responsible positions directly related to the specialty

Application Process

- Employer Submits LCA to DOL for certification.
- The employer must apply for and receive DOL certification of an LCA.

- Employer submits completed form I-129 to USCIS.
- The employer should file form I-129, Petition for a Nonimmigrant Worker, with the correct USCIS Service Center. Prospective Workers Outside the United States Apply for Visa and/or Admission.
- Once the Form I-129 petition has been approved, the prospective H-1B worker who is outside the United States may apply with the U.S. Department of State (DOS) at a U.S. embassy or consulate abroad for an H-1B visa.

Labor Condition Application (LCA)

Prospective specialty occupation employers must obtain a certification of an LCA from the DOL. The application requires the employer to attest that it will comply with the following labor requirements:

- The employer will pay the beneficiary a wage which is no less than the wage paid to similarly qualified workers or, if greater, the prevailing wage for your position in the geographic area in which you will be working.
- The employer will provide working conditions that will not adversely affect other similarly employed workers. At the time of the labor condition application there is no strike or lockout at the employer place of business. Notice of the filing of the labor condition application with the DOL has been given to the union bargaining representative or has been posted at the place of business.

Period of Stay

All H-1B non-immigrants may be admitted for a period of up to three years. This time period may be extended, but generally cannot go beyond a total of six years, though some exceptions do apply under sections 104(c) and 106(a) of the American Competitiveness in the Twenty-First Century Act (AC21).

H-1B Cap

The H-1B visa has an annual numerical limit "cap" of 65,000 visas each fiscal year. The first 20,000 petitions filed on behalf of beneficiaries with a U.S. master's degree or higher are exempt from the cap. Additionally, H-1B workers who are petitioned for or employed at an

institution of higher education or its affiliated or related nonprofit entities or a nonprofit research organization, or a government research organization are not subject to this numerical cap.

Family of H-1B Visa Holders

The spouse and unmarried children under 21 years of age may seek admission in the H-4 nonimmigrant classification. Beginning May 26, 2015, certain H-4 dependent spouses of H-1B non-immigrants can file Form I-765, Application for Employment Authorization, as long as the H-1B nonimmigrant has already started the process of seeking employment-based lawful permanent resident status.

L-1A Intra-company Transferee Executive or Manager

The L-1A nonimmigrant classification enables a U.S. employer to transfer an executive or manager from one of its affiliated foreign offices to one of its offices in the United States. The employer must file a Form I-129, Petition for a Nonimmigrant Worker, with fee, on behalf of the employee.

General Qualifications of the Employer and Employee

To qualify for L-1 classification in this category, the employer must:

- Have a qualifying relationship with a foreign company (parent company, branch, subsidiary, or affiliate, collectively referred to as qualifying organizations); and
- Currently be, or will be, doing business as an employer in the United States and in at least one other country directly or through a qualifying organization for the duration of the beneficiary's stay in the United States as an L-1.

Doing business means the regular, systematic, and continuous provision of goods and/or services by a qualifying organization and does not include the mere presence of an agent or office of the qualifying organization in the United States and abroad.

Executive capacity generally refers to the employee's ability to make decisions of wide latitude without much oversight.

Managerial capacity generally refers to the ability of the employee to supervise and control the work of professional employees and to manage the organization, or a department, subdivision, function, or component of the organization. It may also refer to the employee's ability to manage an essential function of the organization at a high level, without direct supervision of others.

Period of Stay

Qualified employees entering the United States will be allowed a maximum initial stay of three years. For all L-1A employees, requests for extension of stay may be granted in increments of up to an additional two years, until the employee has reached the maximum limit of seven years.

Family of L-1 Workers

The transferring employee may be accompanied or followed by his or her spouse and unmarried children who are under 21 years of age. Such family members may seek admission in L-2 nonimmigrant classification and, if approved, generally will be granted the same period of stay as the employee.

Spouses

Spouses of L-1 workers may apply for work authorization by filing a Form I-765, Application for Employment Authorization with fee. If approved, there is no specific restriction as to where the L-2 spouse may work.

L -1 B Blanket Petitions

Certain organizations may establish the required intra company relationship in advance of filing individual L-1 petitions by filing a blanket petition. Eligibility for blanket L certification may be established if:

- The petitioner and each of the qualifying organizations are engaged in commercial trade or services
- The petitioner has an office in the United States which has been doing business for one year or more
- The petitioner has three or more domestic and foreign branches, subsidiaries, and affiliates
- The petitioner along with the other qualifying organizations meet one of the following criteria:

- Have obtained at least 10 L-1 approvals during the previous 12-month period
- Have a U.S. work force of at least 1,000 employees

The approval of a blanket L petition does not guarantee that an employee will be granted L-1A classification. It does, however, provide the employer with the flexibility to transfer eligible employees to the United States quickly and with short notice without having to file an individual petition with USCIS.

Where an L-1 visa is required

In most cases, once the blanket petition has been approved, the employer need only complete Form, I-129S, Non-immigrant Petition Based on Blanket L Petition and send it to the employee along with a copy of the blanket petition Approval Notice and other required evidence, so that the employee may present it to a consular officer in connection with an application for an L-1 visa.

L-1B Intra company Transferee Specialized Knowledge

The L-1B nonimmigrant classification enables a U.S. employer to transfer a professional employee with specialized knowledge relating to the organization's interests from one of its affiliated foreign offices to one of its offices in the United States. This classification also enables a foreign company which does not yet have an affiliated U.S. office to send a specialized knowledge employee to the United States to help establish one. The employer must file Form I-129, Petition for a Nonimmigrant Worker with fee, on behalf of the employee.

Specialized knowledge means either special knowledge possessed by an individual of the petitioning organization's product, service, research, equipment, techniques, management, or other interests and its application in international markets, or an advanced level of knowledge or expertise in the organization's processes and procedures.

L-1 Visa Reform Act of 2004

The L-1 Visa Reform Act of 2004 applies to all petitions filed on or after June 6, 2005, and is directed particularly to those filed on behalf of L-1B employees who will be stationed primarily at the worksite of an of an employer

other than the petitioning employer or its affiliate, subsidiary, or parent. In order for the employee to qualify for L-1B classification in this situation, the petitioning employer must show that:

- The employee will not be principally controlled or supervised by such an unaffiliated employer
- The work being provided by the employee is not considered to be labor for hire by such an unaffiliated employer

Period of Stay

Qualified employees entering the United States will be allowed a maximum initial stay of three years. For all L-1B employees, requests for extension of stay may be granted in increments of up to an additional two years, until the employee has reached the maximum limit of five years.

Blanket Petitions

Certain organizations may establish the required intra company relationship in advance of filing individual L-1 petitions by filing a blanket petition. Eligibility for blanket L certification may be established if:

- The petitioner and each of the qualifying organizations are engaged in commercial trade or services
- The petitioner has an office in the United States which has been doing business for one year or more
- The petitioner has three or more domestic and foreign branches, subsidiaries, and affiliates; and
- The petitioner along with the other qualifying organizations, collectively, meet one of the following criteria:

- Have obtained at least 10 L-1 approvals during the previous 12 - month period;
- Have U.S. subsidiaries or affiliates with combined annual sales of at least \$25 million or
- Have a U.S. work force of at least 1,000 employees

In order to qualify under the blanket petitioning process, the employee having specialized knowledge must also be a professional.

H-1B Filing Fee- No More Extra \$2000 Filing fee

In August 2010, USCIS has implemented Public Law 111-230 which requires H-1B dependent employers to pay an additional fee of \$2,000. This fee is only applicable to the employers who has 50 or more employees and has more than 50% of h-1b visa employees.

This law has expired on September 30, 2015. So, from October 1st 2015, the H-1B visa dependents will not be paying the additional fee of \$2,000. Removal of this fee will reduce a huge burden on companies that use this visa category.

Interactive sessions

There was an interactive session at the end of each presentation and participants greatly benefitted from the clarifications made in response to the queries and questions raised. The meeting ended with lunch and networking.

An excerpt from the winning team of the HR Committee's White Paper Competition

Company: Axtria India Pvt. Ltd.
Name: Rohit Yadav and Ankit Kanojia
Category: B

EmPower – A Magic Wand for HR Professionals

February 2015 saw the much awaited India budget being launched. In the time to come it will be exciting to see what measures are being taken to make claims like "Digital India" and "Make in India" come true, however there is no denying the fact that the success of Digital India is intrinsically linked to its ability to leverage cutting edge technology.

As workforce demographics shift and average employee tenure shrinks, the competition for hiring and retaining the best candidate is fierce and getting more so every day. As such, HR professionals of today face a host of challenges.

EmPower – an employee engagement analytics suite provides a platform to build your organization with EmPowered employees by helping you gain insights into employee engagement.

There are multiple gaps in traditional employee engagement solutions already available in the market. They leave us with more questions than answers –

- How can survey data be used to drive actionable and predictive insights?
- How can insights be personalized for different employee segments such as age, gender, designation, millennials, GenXetc?
- How can one understand the movement from last survey through ongoing understanding of employee behaviour?

We understand the need for granular and personalised actionable insights on an ongoing basis and this forms the bedrock of EmPower – an employee engagement management solution.

Key Imperatives

- **Tailor made insights** – cut down lag between survey execution and sharing of insights. Provide actionable insights around key drivers/themes and mining of textual comments by integrating unstructured data sources.
- **Attribute Identification** – identify employee engagement improvement opportunities using quantitative and qualitative employee feedback from multiple sources like social media sites, surveys etc. Identify drivers of engagement for each employee cluster.
- **Visualization** – consume information with ease through appropriate interactive visualizations and drill downs with various levels of granularity to meet various stake holder needs (CXO's, BU heads, Managers etc.)

The Mood of Millennials

The millennial generation or "digital natives" grew up with social and mobile technology and led the way in adopting these technologies. Today, job hunters often begin their interactions with employers via the social web, where they expect to become familiar with the employer's culture and brand, learn about available job opportunities and even directly engage with employers.

With millennials entering the workforce, employers need to offer flexible new approaches to getting work done, as well as understanding emerging market needs. To cost effectively transform talent acquisition processes organisations need to leverage solutions based on Social, Mobile, Analytics and Cloud Technologies (SMAC).

The ability to attract and retain the right employee is fast becoming a market differentiator. Organizations that can infuse their talent acquisition processes with social, mobile, analytics and cloud technologies will be ahead of the pack in attracting the best talent.

This whitepaper offered a prescription for modernizing key talent acquisition processes also.



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Director
The Chemours India Pvt. Ltd.



Mr. Mahendra Singh Rajawat
Director / President
KSS Abhishek Safety Systems Pvt. Ltd.



Mr. Ramesh Gogineni
Director, Head Engineering
FCA Engineering India Pvt. Ltd.

Additional Members



Mr. Priyanshu Singh
Country Manager
Honeywell Building Solutions, India



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West Pharmaceutical Packaging India Pvt. Ltd.



Mr. Alok Agrawal
Senior Director
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India Bulls Finance Centre



Mr. Subrata Bagchi
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Lives
Transformed

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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.

Published by Ajay Singha on behalf of American Chamber of Commerce in India,
Printed at Multiplexus (India), C-440, Narela Industrial Park, DSIIDC, Narela, Delhi - 110040
Editor : Tanya Paul, tanya@amchamindia.com



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