

■ Vision

To facilitate India's emergence as a global leader in green businesses by 2015

■ Mission

To promote green concepts by offering advisory services to Indian industry, thus enabling greater efficiency and sustainable development of the industry.

The CII-Sohrabji Godrej Green Business Centre (CII-Godrej GBC) is at the forefront of making India a green business powerhouse by 2015. Based in Hyderabad, it's primary objective is to sensitize key stakeholders towards environment-related issues and encourage them to adopt green practices. The Centre offers advisory services to industry on green buildings, energy efficiency, water management, environmental management, renewable energy, green business incubation and climate change activities.

Backed by the Government of Andhra Pradesh, Profsa Godrej Foundation and CII and with technical support from the USAID, the CII-Godrej GBC is a unique and successful model of public-private partnership.

■ Services Portfolio

Green Buildings
CII-Godrej GBC has been a leading evangelist of the green building concept in India. Appropriately, the Centre is housed in a green building which received the prestigious LEED (Leadership in Energy and Environmental Design) Platinum rating in 2003. This was the first Platinum-rated green building outside the US and the third in the world.

Green Building Certification Services
Certification Services for various IGBC (Indian Green Building Council) Rating Systems, which includes: Green Homes, Green Factory Buildings, Green SEZs, Green Townships, LEED-India - New Construction and Core & Shell.

Other services include: Indian Green Building Council Accredited Professional Examination and training programmes, amongst others.

Greeneco Rating System for Companies

This rating system is the first of its kind in the world which enables companies to take stock of their environment-related performance and plan the way forward. The rating system evaluates companies against performance parameters such as energy efficiency, water conservation and renewable energy, among others. It covers existing and new facilities of individual manufacturing companies as well as service organisations.

Mission on Sustainable Growth

The core purpose of the Mission is to promote and champion conservation of natural resources in Indian Industry without compromising on high and accelerated

growth. The Centre handholds agencies and industry foundations in sustainability and assists in reducing and conserving resources for participating companies, among other services.

New Ventures India

New Ventures India is a joint initiative of the CII-Godrej GBC and the World Resources Institute, Washington DC. Amongst its services, it offers mentoring and technical assistance to green SME entrepreneurs through an extensive network of financial institutions, business consultants and technical experts.

Energy Efficiency

In this space, the Centre conducts preliminary energy audits (complimentary service), comprehensive energy audits for the entire plant (both thermal and electrical) and facilitates achievement of world class standards in energy efficiency by industry, among others.

Environment Management

In this space, the Centre assists in the design and implementation of Environmental Management System (EMS) as per ISO 14001 and design and implementation of Occupational Health and Safety Management System as per OHSAS 18001. It also conducts life cycle assessment studies in companies and offers training on hazardous waste management, among other services.

Renewable Energy

The Centre offers services in the following areas:

- Pre-feasibility and feasibility studies
- International projects in partnership with bi-lateral and

multi-lateral developmental agencies and industry foundations

- Training programmes

■ EVENTS

- Green Building Congress
- Green Business Summit
- Investor Forum
- Energy Efficiency Summit
- Green Power

■ AWARDS

- National Awards for Excellence in Energy Management
- CII Environmental Best Practices Award

■ Partners

- Government of Andhra Pradesh
- United States Agency for International Development (USAID)
- U.S. Green Building Council (US GBC)
- World Resources Institute (WRI)
- United Nations Development Programme (UNDP)
- United States Environmental Protection Agency (USEPA)
- U.S. Department of State (USDoS)
- British High Commission/ UK Foreign and Commonwealth Office (UK FCO)
- Swiss Agency for Development and Cooperation (SDC)
- IVL Swedish Environmental Research Institute, Sweden
- Swedish International Development Cooperation Agency (SIDA)
- EMPA, Switzerland
- United Nations Industrial Development Organization (UNIDO)
- The Rockefeller Foundation

■ Achievements

- Launched Greenco Rating for companies, the first of its kind in the world
- As of November 2011, over 1,400 green building projects with a footprint of US\$ 1 billion sq ft. registered
- Conducted over 1,280 comprehensive energy audits, resulting in annual recurring savings of INR 210 crore (USD 42.64 million).
- Facilitated INR 122.88 crore (USD 25 million) worth of investments in 16 green SMEs
- Received commitments from 450 companies for the CII Code for Ecologically Sustainable Business Growth. Initiatives by these companies have resulted in a reduction of about 7,79,000 tonnes of CO2 annually.

■ Publications

- LEED India for New Construction
- LEED India for Core and Shell
- Directory on Green Building Material and Service Providers
- Low Carbon Roadmap for Indian Cement Industry
- Manual on Best Practices in Cement Industry
- National and International Best Practices Manual-Pulp and Paper Industry
- Energy Efficiency Guidelines and Best Practices in Indian Datacentres
- Manual on Best Practices in Indian Thermal Power Generating Units
- In Pursuit of 'GREEN' Excellence Case Study Booklet on Renewable Energy

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Dr A P J Abdul Kalam, Former President of India inaugurating the Centre on 14 July 2004



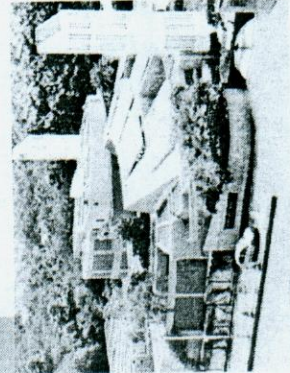
1st Green Building Conference



Launch of LEED 2011 for India - Core & Shell Green Building Rating System at Green Building Congress 2011



Launch of Greenco Rating System for Companies on 10 February 2011 at New Delhi



CII-Sohrabji Godrej Green Business Centre, Hyderabad

VISION

To become a world-class institute of knowledge and learning, providing training, information and consultancy on all aspects of leadership development

MISSION

To facilitate the development of leadership attributes, skills and appropriate business processes in industry and institutions, which would be the principal drivers for India to emerge as one of the global business hubs

The CII-Suresh Neotia Centre of Excellence for Leadership serves as the key facilitator for development of leadership and thus promote economic and industrial growth in the Eastern Region specifically and the neighbouring countries in South and South-East Asia. The Centre's main objectives are to provide cross-sectoral leadership through education, training and consultancy in order to:

- Develop and enhance leadership and upgrade change management skills
- Enhance the quality and effectiveness of business processes in collaboration with other institutions and CII Centres of Excellence
- Achieve business excellence in collaboration with other CII institutions and Centres of Excellence
- Promote and facilitate entrepreneurship development in collaboration with government, academic institutions and financial institutions.

It works towards these guided by values such as commitment to business excellence through quality leadership and commitment to leadership through corporate governance, to serve industry government and institutions.

Services Portfolio

The Centre offers executive/management development and facilitation programmes as well as consultancy in a wide variety of areas which include:

- Leadership thinking and best practices using system and design thinking
- Leadership practices in production processes using Kaizen, TPM, 5S, FMEA, Kanban, TPS and similar systemic approaches
- Retailing strategy and leading through customer relationship excellence
- Organisational development and design
- Business process leadership using Total Quality Management
- Lean - Training and Implementation
- Quality leadership through ISO - all standards (training, implementation, certification and audit: auditor/assessor)
- HR metrics and competency mapping
- Market leadership using new and emerging soft technology like Blue Ocean Strategy
- Constraint management training, consulting and facilitation using "Theory of Constraints"
- Project and programme management using the PMI(USA)Framework and critical chain project management
- BPR / BEM (Business Excellence Models, including Sigma Corporate Leadership, TBEM, Toyota)
- Human developmental leadership using tools like DISC Profiling, Neuro-Linguistic Programming, Type 360 Agile Multirater, etc.
- Financial systems and processes

- Business and financial analytics leadership process consulting, including statistical process controls
- IT systems and processes including soft technologies

Services Delivery Mechanism

The delivery mechanisms of these products and services include:

- Training and Certification Programmes
- Consultancy Support
- Assessment Services (DISC)
- Awards and Recognitions
- Seminars, Conferences and Events
- Best Practice Study Missions (domestic and international)
- Publications and Research

Events

- National Conference of Leadership
- National Seminar on Leadership through Organisational Change
- National Conference on Leadership through Manufacturing Excellence
- The Leadership Orator Series

Awards

The CII-SNCEL is in the process of drawing up the CII Leadership Best Practices Standard.

Partners

The Centre of Excellence for Leadership has partnered with the following international associations with a clear roadmap of facilitating and adopting best practices and emerging soft technologies which would directly or indirectly foster and facilitate leadership.

30, CII SNCEL has trained 2,111 incumbents from 433 companies across sectors.

It also organised the first Leadership Orator in September 2011 featuring Mr. Pramab Mukherjee, Union Minister for Finance, Government of India.

The Centre has been awarded the Green Building Silver rating by the Indian Green Building Council, the apex body in India for award of Green Building status, which is an internationally integrated standard accreditation for environment friendly ecologically responsible architecture.

CII-Suresh Neotia Centre of Excellence for Leadership

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Industry expert addressing a workshop at the Centre



Industry expert addressing a workshop at the Centre

■ Vision

To accelerate the creation of a cutting edge manufacturing culture in India with a focus on inclusive growth

■ Mission

To engage with companies in priority markets and sectors to establish an eco-system to nurture locomotive projects that will foster inclusive growth through manufacturing

The CII-VLFM Institute symbolises a unique Industry-Academia-Government partnership set up with support from Japanese and Indian Government, since 2007. Its aim is to enable breakthroughs in business models, products, business processes, thereby fostering inclusive growth while making India globally competitive. It works to build capacities in companies and academia to accelerate diffusion of VLFM concepts and transform the country by working with managers across levels as well as by working with students in schools and colleges.

■ Services Portfolio

- Leadership Skill Development
 - The VLFM Institute aims to develop leadership skills through various programmes to manage drastic change, become globally competitive and lead breakthroughs. These include:
 - Senior Managers Programme
 - Enables managers with over 15 years experience to sense the latent needs of the



Left: Prof. Shoji Shiba with Mr. Anand Sharma, Minister for Commerce and Industry, Textiles, Government of India



■ Achievements

Over the last four years, the VLFM Programme has achieved phenomenal results:

- Visionary Leaders: 500 plus
- Breakthroughs: 150 plus
- Breakthroughs with potential for significant impact on society: 3
- Research based publications: 17
- 50 plus, including Godrej, Ashok Leyland, BHEL, SAIL, TVS Motors, Sona Koyo, Anand Automotive, Hero Moto Corp
- Companies benefited

New Tools developed by Chief Advisor - Prof. Shoji Shiba

Prof. Shoji Shiba, Chief Advisor, VLFM, has created some tools in India such as:

- Five Step Discovery Process: a tool that helps participants collect facts and process them to gain new insights and widen perspective. This can help see the latent needs of non-customers. He has been the guiding force behind the creation and implementation of this initiative since 2004.
 - Self Initiated Research: A tool that helps participants study a new area and collect data in a new environment, be it another country or market. This is necessary for becoming a global leader/manager.
- Professor Shiba has been honoured by the Emperor of Japan with the Order of the Sacred Treasure for his work with Indian academia and industry, in 2011. He is one of the very few individual Deming Prize holders from Japan. He has been conferred the Nikket Quality Management Literature Award for his book Breakthrough Management. Prof. Shiba received the Grand Cross Order of Merit of the Republic of Hungary, the country's highest decoration for a person of foreign origin, in November 2006. For close to

■ Partners

This project is being implemented under an agreement signed by the Government of India and the Government of Japan. The implementing government agencies are: National Manufacturing Competitiveness Council (NMCC) and Japan International Cooperation Agency (JICA).

From Left to Right: Mr. Mikioya Seto, Leader of the JICA Mission, Prof. Suresh Dhande, Director, IIT Kanpur, Dr. Sarita Nagpal, Deputy Director General, CII, Prof. Shobnar Chaudhary, Director, IIM Calcutta, and Prof. Shoji Shiba, Chief Advisor, VLFM Project

15 years, Prof. Shiba conducted the 'Leaders for Manufacturing Programme' at MIT and worked with US industry to help it become globally competitive.

■ Faculty

Apart from Professor Shiba, at least four to five Japanese experts guide participants as part of the Indo-Japan association. A pool of about 30 'Demonstrators' has been trained in Indian industry at various levels, going up to the Master Level. These Demonstrators are mentored and skilled by Prof. Shiba, making them potential leaders for Breakthrough Projects. Some faculty is also drawn from partner institutes including IIT Madras, IIT Kanpur and IIM Kolkata.

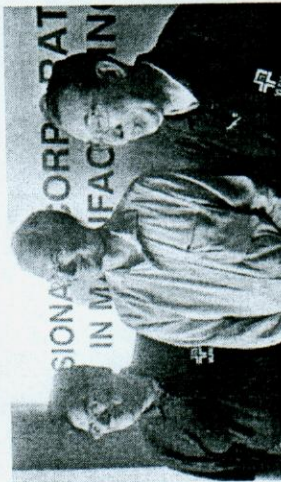
■ Publications

- Breakthrough Management
- Five Step Discovery Process Manual with Examples
- VLFM: A Learning Community History
- VLFM Programme - Success Stories
- A CEOs Guidebook for VSMF Programme
- Learnings From TPS
- ChotuKool: The Experience of the Development Journey

- Heijunka Manual - Case Study: A Model of Win-Win Supply Chain in Manufacturing
- V-Map Manual

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From Left to Right: Dr. Surinder Kapur, member of the VLFM Governing Body, Mr. Janshiv Gadre, Chairman, VLFM Institute and Prof. Shoji Shiba, Chief Advisor VLFM Project