

Message from the Chairman

Dear Friends,

Greetings!

We need to dream beyond what is possible. Everything we see today was a dream before it became a reality.

Live with enthusiasm, direction and a sense of purpose –

“where the vision is one year GROW flowers

where the vision is 10 years GROW trees

where the vision is eternity GROW people”.

To quote Preity Zinta – one of India’s famous female movie stars. “The journey of a thousand miles starts with a single step.”



Preity Zinta, India’s famous female movie star

Every day somewhere, somehow the ubiquitous glass ceiling is continuously being broken. Sometimes, the women who conquer unexpected challenges make headlines; often, they find themselves steering a course or cause with no acclaim or recognition. In whichever manner, they still man-

age to change the way in which other more ordinary women think and act. There is no such thing as a glass ceiling – Just look up and you will find a clear and open sky. The limitation is self made.

Let me share with you a simple story of a simple Santosini from a remote village of Orissa in eastern India. India is known for disaster stories of farmers. More often than not returns are very low. Farmers have to sell paddy at throwaway prices. Santosini was just a simple housewife in just a similar poverty stricken situation. She chose to take her life in her hands because she believed she could make things happen. She had read about medicinal plants. She visited farms in other parts of India; all were doing what she also wanted to do.

Now she was even more convinced about its workability. By investing INR 3 Lakhs (approx. US \$ 7 5 0 0) in her 3.5 acres of land, she made a reasonable margin, thus encouraging her to

take the next step forward. She had the **wisdom** to take on lease 15 acres of farmland belonging to other farmers and also had the **courage** to take a loan of INR 35 Lakhs (US\$90,000) from Andhra Bank (an Indian Bank).

She seriously started the cultivation of a wide variety of medicinal plants. In the 1st year itself she repaid INR 20 Lakhs (US\$50,000). She was comfortable and farsighted to use time tested organic- traditional fertilizers like cow dung – neem and chicken wastes. Today she is a role model for other farmers and employs 50 persons. She is a true women entrepreneur and now has ventured into trading and consulting. We salute her entrepreneurial skill. “**Good things don’t happen – we have to make them happen.**” Listen to your heart and follow your dreams.

Let me share with you a few of the scientific information on why women are not only the fairer sex, but also the superior sex. Allan and



Mukta Nandini Jain Chairman,
CACCI Women Entrepreneurs
Council

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Barbara Peace, authors of “Why Men don’t Listen and Women Can’t Read Maps”, thank nature because **“women are born with wider peripheral vision than men.** A woman has brain software that allows her to receive an arc of at least 45 degree clear vision to each side of her head above and below her nose. Men’s brains, on the other hand, are pre-wired for hunting, which is why they see a much narrower field, focusing on what is directly ahead of them.

Women are always more tactful while assigning tasks and attempt to ‘bond’ with who they are writing to. E-mail by women also tend to be

more polite than those typed by the boys, says a study conducted by the Indian Institute of Management, Ahmedabad, India.

A typical morning in every woman’s life usually goes something like this: brush your teeth, answer the phone, take down a number, prepare or organize breakfast, get kids, yourself and husband ready all at once – Nokia’s recent global online survey revealed **“women are better at multitasking than men”.** We always knew that, not only are we better **we are marvels at multitasking.** Women tend to use more parts of their brains to accomplish tasks.

Roberto Doll, President and Chief Investment officer at Merrill Lynch Investment Management U.S, says “While all investors make mistakes, **women make fewer mistakes and**

are less likely to repeat the same mistakes.” So is it any wonder that women are doing better at the stock market and heading several banks as well?

According to a study conducted over several years and covering over 900 managers from a wide range of companies, **women managers in 28 out of 31 outperformed males.** From producing high quality work, goal-setting, mentoring employees, to managerial skill areas, women tend to think through decisions better than men. **“Women get high ratings on exactly those skills needed to succeed in the global information age, where teamwork and partnering are so important,”** Harvard Business School Professor Rosabeth Moss Kauter said.

Today the world is asking all of you to give;

Your hands are soft yet capable;

Remember where you came from;
But never lose sight of where you are going.

Be modern and modest;

Fashionable yet family oriented;

Cling to your traditions lightly but never be afraid of change.

Today is ours, yours and mine.

I leave you with all this to think and act upon till the next time.



Mukta Nandini Jain

Background Success Stories of Asia's Women Entrepreneurs

An Entrepreneurial Scientist in Biotechnology



**Kiran
Mazumdar
Shaw**,

Chairman and Managing Director of **Biocon Limited**, is currently the richest, self-made woman entrepreneur in India and an icon for women.

From a simple middle-class background she pursued her education in brewing. The only girl in her class drove her to prove herself – brewing being a ‘man thing’. Her biggest asset: She was never insecure or diffident.

Started in a garage in 1979 to a Rs. 986 crore proprietary Biocon, a biotech products company employing more than 2500 people, has not been a cakewalk. Being the only woman around taught her to relate to men on a very professional level.

Most first-generation entrepreneurial knowledge-based industries empower people to take decisions, solve problems on their own and encourage interactivity among people. Kiran was no different. Her plus was that she is more sensitive to people's needs at a more personal level.

Her first break came when an Irish speciality chemicals company,

which had been trying to enter the Indian enzymes market signed her on as a JV Partner.

In enzymes, the company had built speciality products and that is what she wanted to do in bio-pharmaceuticals as well. She chose generic bio-pharmaceuticals as a stepping stone to proprietary products.

Biocon's transition from a pure enzymes play into generic bio-pharmaceuticals to proprietary biotech products has been an exciting and challenging journey.

By launching a blockbuster drug with the Made-in-India label -- oral insulin which has completed phase 1 -- the biotech queen is hopeful of creating history once again.

Biocon's discovery-led R&D focuses on the entire drug development pathway -- from process development to non-clinical and clinical research. The depth and breadth of their technological and scientific expertise enables them to develop new and affordable therapeutics for the world's most debilitating diseases. R&D's ability to leverage frontier science, from cloning right through to identifying novel clinical biomarkers, continues to advance Biocon's reputation as a leading in-



Kiran Mazumdar Shaw, Chairman and Managing Director, Biocon Limited

novator company.

The company has their R&D team, outstanding scientists from the best institutes around the world. Their hard-to-find skill sets, continuous interaction with international thought leaders and participation in technical programs to enable knowledge creation, positioning Biocon's R&D for challenging biopharmaceutical development.

The breadth and scale of Biocon's manufacturing technologies has dovetailed their transition from a niche player in specialty enzymes to a global provider of biopharmaceuticals spanning small molecules, recombinant proteins, peptides and monoclonal antibodies.

Khushi Kabir Active in Fighting for Women's Rights

In 1972, immediately after the liberation of Bangladesh, as part of a group of young people, **Khushi Kabir** began to work for the rehabilitation of the war torn country, being based in remote rural areas. Till 1980, I worked with the Bangladesh Rural Advancement Committee (BRAC) in developing field programmes, education materials, training modules, and implementing programme, particularly in the field of mobilisation and organization of the poor with equal emphasis towards women's empowerment.

Ms. Kabir was among the first women to work in remote rural areas in Bangladesh's NGO history. In 1980, she joined Nijara Kori as coordinator and since then she has worked as a key person. Nijera Kori is a development organization presently working in 39 thanas, 1,242 villages of Bangladesh, organizing 200,000 landless women and men in socio-economic struggles as well as facilitating better access to rural services and available resources, with a view to building self-reliance and sustainable and improved production, through mobilisation and collective action.

The main focus being on awareness building, and empowerment of the poor, as well sensitizing men on women's status and position within the family and in society, along with encouraging the poor and marginalised, particularly women to take up stronger and a more assertive

role as an integral process within society.

Since 1975, she has organized trainings, workshops, consultation on Women Development, Environment and Human Rights Issues, and participated in major conferences regionally and internationally. She has been actively involved in the fight for rights of Women, marginalised communities, environmental protection and against Fundamentalism and Communalism.

Since late 80's, she has been involved in raising the issue and creating mass awareness at National and International fora, regarding negative impacts of Export Led Shrimp Aquaculture on the Environment on People, their Livelihoods and the Human Rights Violations that this industry has become an integral part of.

As an NGO activist, she played an important role in developing NGOs into a strong forum and network, and also in building bridges and links to other networks, citizen's forum and groups, as well as with the Government.

Currently, she is Chairperson of the Association of Land Reform and Development (ALRD), a Network of NGOs and Citizens active in Land Rights, Trustee, Centre for Policy Dialogue, a Civil Society Think Tank, Member, Human Development Foundation, Convener, and Task Force on Citizen Social Charter for Bangladesh under South Asian Centre for Policy Studies (SACEPS), a



Ms. Khushi Kabir

thinktank for South Asia and so forth.

Ms. Kabir was trained as an artist and graduated from the Institute of Fine Arts Dhaka in 1969. Though not active any longer as a partner, she is very intimately involved in the Arts and Cultural movement in Bangladesh.

ALRD is the federating body of 273 NGOs, peasant's and landless organizations in Bangladesh, which are involved in the struggle to establish land rights, rights to food, rights to livelihood, and rights of the indigenous people of minorities. It is currently the main organization in Bangladesh working exclusively on land reform issues.

ALRD was set up in 1991 to respond to the problem of landlessness which continues to be one of the key challenges in the country. Misuse, mismanagement and maldistribution of land are recognized as some of the fundamental causes of mass poverty.

Anu Aga a Billionaire with a Personal Wealth of Over US\$5.5 Billion

Anu Aga, a billionaire with a personal wealth of over US\$5.5 billion, is one of the most admired businesswomen in India. Even now she holds close to 6% stake in her company.

She has been working with Thermax Ltd. since 1985. She took over as the Executive Chairperson of Thermax Group after her husband Rohinton Aga passed away in 1996.

Even after 11 long years and having headed its human resource division since 1991, the first few years at the helm proved to be difficult. Between 1998 and 2000, Thermax went through a slump. Profits declined by 40%. Those years set Mrs. Aga thinking of the difficulties in running an entity without professional help. Soon she appointed the Boston Consulting Group (BCG) to help turn around the company. Thermax took stock of BCG's recommendations.

Mrs. Aga says, "It was decided that we had to come out of many businesses which were adding to our top line but were eroding our bottom line."

"It was not easy," Mrs. Aga says, "My husband and I have always looked upon business as a means to generate employment, and to ask people to leave was one of the most difficult things I had to undertake."

The entire transition procedure which Thermax implemented is one of the best stories of turning around a cash-strapped organization into a

hugely cash-surplus one.

Mrs. Aga was able to do this simply because she has had the vision to separate ownership from professional management. This was the key factor in her success.

"As a business leader, my mother is assertive on issues she strongly believes in and has the humility to ask for help when required," says Meher Pudumjee, her daughter who took over the company's reins in 2004. She believes that these qualities are the biggest plus point in any businesswoman.

Ms. Anu Aga is on the Board of Thermax Limited, the Rs.1200 crores leading Indian player in energy and environment management. She retired as chairperson of the company in October 2004.

As chairperson, Ms Aga had facilitated four major turnaround initiatives at Thermax. Reconstitution of the board, shedding of non-core activities, rightsizing of operations and increased focus on the customer. She is also instrumental in driving a high performance culture at Thermax, especially at the senior levels.

Ms. Aga has been very active in various national and local associations like Confederation of Indian Industries (CII) and had served as the Chairperson of CII's Western Region. She has written extensively and given talks on the subjects of corporate governance, corporate social



Mrs. Anu Aga

responsibility, role of women and education.

She has done her BA in Economics and holds a post graduate degree in medical and psychiatric social work from Tata Institute of Social Sciences (TISS). She was selected for the Fullbright Scholarship for social workers to study for four months in the U.S.

Ms. Aga is keenly involved in the causes of communal harmony and human rights, especially women and children. She is a Member of the Commonwealth Human Rights Commission.

She also supports various organizations that promote education, in particular of underprivileged children from slums. She has started Centres for slum children in Pune with the help of an NGO from Mumbai called Akanksha, which means hope.

The Strength Within

Spending big money on brand building with customers is great, but organizations should equally invest in building good employer brand to enhance productivity.

An employee feels proud about his organization if he is kept motivated and well informed about its progress and future plans. Internal branding helps build a strong bond and a deep sense of belonging. Unless existing employees are happy and enjoying what they do, external branding will not be helpful in keeping them motivated, involved and productive.

It is as important to form an emotional connect with the internal customers – the employees as much it is to with the external customers. **Pallavi Jha**, Chairperson and Managing Director, Dale Carnegie Training India, states: “It’s more of creating the brand in every member of the organization by keeping them updated and involved in every initiative and dealings of the company in an innovative way.” Thus, it creates an employer brand in a sustainable and long-term manner. It is finally about creating a culture that embraces, nurtures and builds the brand for the benefit of the entire organization and makes it a great place to work in.

Many often tend to ignore that the real and potential brand ambassadors are right there on their payrolls. Well-nurtured employees could probably be among the most important and valuable branding tools.

Companies are grappling with ways and means to retain good, talented people. Organizations often forget to treat people as a resource.

What good internal branding practices do is create an environment that encourages people to stay in the organization for a longer time, thereby bringing down the induction and training costs, consequently pushing up productivity figures.

Large, multinational and women businesses that keep this in mind are able to retain their best resources, its employees, and save tremendous amount of resources and time; thereby, ending up having a better bottom line.

She graduated with an MBA from Syracuse University, New York and started her career in marketing with Procter and Gamble Ltd.

At a relatively young age, she took on the challenging assignment of Executive Director at HCC Ltd., India’s leading construction company. Her role involved Corporate Planning as a critical work area along with Credit Management and Public Issue Management.

She played a key role in the successful restructuring of the Walchand Group of Companies, one of India’s largest business groups with interests in civil construction, heavy engineering, automobiles, sugar and confectionary and finance and investment, involving several M&A initiatives.



Ms. Pallavi Jha addresses a press conference.

Subsequently, she has been responsible for transforming Walchand Peoplefirst, the 83-year-old flagship, into a new strategic business direction and making it one of the pioneering new businesses in the new economy.

She has also spearheaded the company’s new business operation in professional Training and Development in the area of performance improvement of people and is primarily responsible for bringing the global industry leader, Dale Carnegie Training to India for the first time.

She has held the prestigious office of Chairperson, CII Maharashtra Council and has in this critical role undertaken several initiatives towards development of economy and commercial interests for the State of Maharashtra.

Sultana Kamal Awarded for Human Rights Activities

Sultana Kamal, a Human Rights Activist, is currently the Executive Director of Ain O Salish Kendra (ASK), a legal aid and human rights resource centre. She was appointed as an advisor to the Caretaker Government in October 2006 from which she resigned with 3 other colleagues in December the same year.

Sultana was born to a family engaged in progressive movements of the sub-continent since the days before partition. She got involved in the women's as well as human rights movement almost automatically. Father Kamaluddin Ahmed Khan and mother Sufia Kamal both were in the forefront of the movement for intellectual freedom, freedom of thought and conscience in the beginning of their lives.

Sultana was active in Kachi Kanchar Mela, Sangskriti Sangsad, Struggles for Cultural Autonomy and the '69 mass upheavals as well as other social activities. She did Master's in English Literature in 1971 from Dhaka University. In 1971 she joined the Muktibahini and was one of the founders of the Bangladesh Field Hospital in Agartala for the freedom fighters. Sultana and her sister Saeeda were the two out of four women to get the CNC's Special Commendation for their role in the liberation war. During her work with the women in post war Bangladesh, she felt the need to study law and be-

came a lawyer with the hope to provide legal assistance to the disenfranchised, especially women. In 1981, she did Masters in Development Studies from Holland specializing in Women and Development. Starting her career as a teacher, she worked with Bangladesh Tobacco Company in the legal department. Her next job was in an international voluntary organization from 1976 to 1980. She mostly worked voluntarily in that area briefly working for the Vietnamese Boat People in Hong Kong as the Legal Consultant with UNCHOR(1989-90). She received the Ananya Top Ten Award in 1995 and the John Humphrey Freedom Award 1996 Canada for her involvement in the human rights and women's rights activities.

Sultana was a founder member of the famous drama group "Nagorik Natya Samproday" and has acted in leading roles in its earlier productions. She is also a trustee of Freedom Foundation, Transparency International Bangladesh, founded by Amartya Sen, a national council member of Bangladesh Mohila Parishad; and member of the Asia Pacific Forum for Women Law and Development (Regional Network), Women Living Under Muslim Laws(International Network), South Asians For Human Right and South Asian Partnership.

She is married with one daughter.



Ms. Sultana Kamal

Her husband, two brothers and two sisters are also well known in their own professional fields and for social activism.

She writes in the dailies and periodicals on social, legal and gender issues. She has published a book on women's legal rights titled "Manobir Nishanka Mon" translated into English under the title of "Her Unfearing Mind". Her latest publication is "Manabidhakar, Rashtra O Samaj" (Human Rights, State and the Society) -- a compilation of articles written by her over the last 20 years. She traveled to more than 30 countries in Asia, Africa, Australia, the Pacific, Canada and Europe in professional capacity to address issues related to human and women's rights. She lectured in various Universities including the University of Toronto and Queen Elizabeth Hall of Oxford University.

ASK provides free legal aid to the poor -- women, workers and child workers. It has a special consultative status with the United Nations Economic and Social Council (UNECOSOC).



CWEC Conference on Retail Marketing Held in Taipei on November 15-16, 2007

Some 60 women entrepreneurs from five CACCI member countries gathered in Taipei for the International Women's Conference on Retail Marketing held on November 15-16, 2007. The two-day event provided the delegates and several speakers with the opportunity to exchange views on the necessary skills and strategies required to make their respective businesses succeed, particularly in the area of retail marketing. The countries represented included India, the Philippines, Malaysia, Indonesia, and Taiwan.

The Conference was organized by **CACCI Women Entrepreneurs Council (CWEC)** to mark its first anniversary. The CWEC was formally established in November 2006 in Taipei during the 40th Anniversary of CACCI with the primary objective of promoting women entrepreneurship in the region, advancing the interest and cause of women entrepreneurs in the region, and encouraging co-opera-

tion among them.

Ms. Mukta Nandini Jain, CWEC Chairperson, in her Welcome Address, underscored the significance of the Conference theme. "Women are responsible for 83%

of consumer purchasing. We are the ones buying not only for ourselves, but also for our husbands, children, parents, family and friends. We are in tune with the markets because we study the data. We are the data. We respond instinctively and intuitively to what we see and what we hear and then we develop our expertise accordingly," Ms. Jain noted.

CACCI President Mr. Harvey Chang was also on hand during the Opening Ceremony. In his Special Remarks, Mr. Chang said that women are increasingly emerging to the fore in business as leading entrepreneurs and in management as CEOs and Senior Boardroom Directors. "The cracking of the glass ceiling will

propel more women to leadership organizations in enterprises and corporations," he added.

The Conference was conducted in six sessions:

Session One focused on "International Perspective: Women in Business." It featured speakers who shared their views on the necessary skills and strategies to succeed in moving outside of their countries and compete in foreign markets. The speakers included **Ms. Mei-Hsueh Lin**, Chief Secretary, SME Administration, Ministry of Economic Affairs, ROC; **Ms. Anna Marie Periquet**, Anna Marie Home Collection, Inc.; and **Ms. Dipali Goenka, Director**, Welspun Retail Ltd.

Session Two dwelt on "Human Resources". In this session, there was a sharing of experiences and practices in developing human resources through training programs that ad-

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Ms. Mukta Nandini Jain addresses the Conference.



Ms. Shelley Wang gives a vote of thanks during the closing ceremony.

CWEC Conference

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dress the emerging skill requirements associated with changes in production patterns, management styles, and market demand. The speakers were **Mr. Charles Wang**, President, Watson Wyatt Business Consulting Co.; and **Ms. Ratna Vira**, Associate Vice President for Communication, Quattro BPO Solutions.

Session Three addressed the topic "Retail Management". Discussions focused on the need to understand the dynamics of interaction between the various aspects of retail management (e.g., product and brand management, retail operations, merchandising, and personnel management). The invited speakers included **Mr. Pranay Sinha**, President & CEO, Select Infrastructure Pvt. Ltd., **Ms. Tilottama Shome Sinha**, General Manager-Retail Environment, SSIPL Retail Pvt. Ltd., and **Ms. Dipali Goenka**, Director, Welspun Retail Ltd.

Session Four was on "Marketing".

There was an exchange of ideas on how SMEs can establish new forms of partnership and strategic alliances among themselves and with large firms, in tapping

the international market. The invited speakers were **Ms. Alice Lu**, President, Avalue Technology; and **Dr. R. K. Dhawan**, Chairman (Northern Region), Federation of Indian Export Organizations.

Session Five focused on "Branding". It featured speakers who shared their views on what entails a comprehensive and effective brand strategy process. The speakers included **Ms. Winnie Chao**, General Manager, Kon Wen Educational Organization; **Mrs. Nelia Tumarao**, Corporate Treasurer and Chairperson of Project Development and Monitoring Unit of Davao City Chamber of Commerce



CACCI Women Entrepreneurs pose for a group picture.

and Industry; **Ms Anshu Khanna**, President, Goodword Communication; and **Ms. Bindoo Ranjan**, Director, K2K Designs.

Session Six addressed the issue of "Sourcing and Information Technology (IT)". Discussions focused on how firms can enhance their data systems into one capable of linking into a global network. The invited speakers were **Ms. Harjinder Kaur Talwar**, CEO, Comvision (India) and **Ms. Wendy Hu**, Senior Specialist, Trade Net Center, Taiwan External Trade Development Council.

Before the Conference ended, there was a special session on the "Long-Term Benefits of Pranic Healing for Corporate Excellence". **Ms. Manjaru Jain**, Trainer cum Healer at the Pranic Healing Foundation of Delhi in India explained some of the basic concepts of pranic healing.

Ms. Shelley Wang, Vice Chairperson of CWEC gave a vote of thanks during the closing ceremony.



The Conference is in session.

Awards Awards Awards Awards Awards Awards Awards Awards Awards Awards Awards Awards Awards Awards Awards



India's Women Entrepreneurs Among Winners of IWEC Awards

The International Women Entrepreneurial Challenge (IWEC) Awards are a joint project initiated by the Chamber of Commerce of Barcelona within President Valls programme, the Manhattan Chamber of Commerce with its President Nancy Ploeger and the Ladies Organization of the Federation of Chambers of Commerce and Industry from India (FICC-FLO) with its President **Mukta Nandini Jain**.

The IWEC Project, originated from the Business Bridge to Mumbai and Bangalore, was organized jointly by the Chamber of Commerce of Barcelona and the Barcelona City Council in November 2006 under Josep Maria Cervera, the Director of Business Internationalization.

The initial idea of this project was consolidated as the IWEC Awards in Barcelona, Spain in Feb. 2007. The IWEC project was hosted by the Chamber of Commerce of Barcelona and the Bank of Sabadell. Suchitra LK. Ella, president, Bharat Biotech International; Preeti Sharma, Pragati Software; and Nishi Gupta, Advance

Products Ltd. were the three women to be recognized and awarded in the presence of Nancy Ploeger, the President of the Manhattan Chamber of Commerce; Sunita Bajaj from New York; and FICCI-FLO President Mukta Nandini Jain, FLO Immediate Past President Usha Agarwala, FLO Executive Director Shipra and other Indian delegates. Ambassador Ruth A. Davis presided over the function. The IWEC Project aims at providing a boost for some of the best business initiatives developed by women to establish a channel of co-operation for the exchange of knowledge and facilitating access to international markets and business opportunities between the East and the West.

This year 12 woman entrepreneurs were awarded in New York on June

2-3, 2008. Three women from New York, New Jersey; three from Africa; three from Barcelona, Spain; and three from India. It is a matter of great pride that for the year 2008 three women from FLO have been selected. They were Mrs. Vidhi Singhania, Mrs. Dipika Jindal and Mrs. Nalini Sharma.

The project hopes to promote a global dialogue on women's entrepreneurship so that women entrepreneurs can exchange experiences, forge partnerships among enterprises worldwide and build personal contacts among women's business associations.

This year's IWEC Awards enabled to connect the four continents through the gathering of these women entrepreneurs. The next IWEC programme has been scheduled to be held in New Delhi, India in Feb. 2009.



Participants get together for a group picture.