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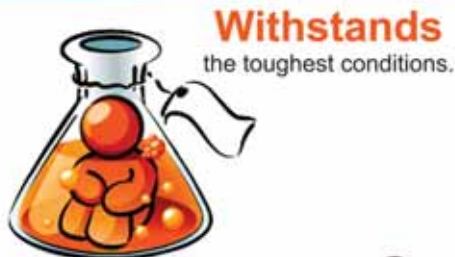
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PLASTICS INDIA

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Dear Friends ,

With the football bonanza fading out , we have the most awaited budget in recent years served to us . I am not an economist or an industry expert but every common man also desperately wants to put forward his opinion because everyone around him is doing the same. Moreover-News channels, information bulletins and opinion blogs seems to be overflowing with a 360 degree critical analysis of what could have been bettered in the Union budget' 14-15.



I believe in the concept of the Abraham Lincoln, that if you give me six hours to chop a tree, I will spend first four in sharpening the axe. Well, the way I take a cue from the famous saying is by mapping the Budget pronouncements with structuring and bettering business functioning and management. The deal here is to take the clandestine clue and make better the current business practices and systems currently deeply rooted in our organizational structure and hierarchy. A hypothetical yet naive example would probably help you better understand my perspective.

You have a toffee processing unit and you make toffee from inferior sugar and subservient quality of chocolate. One fine day, the morning daily shows a tax exemption in the sale of toffee and chocolates. You get all excited and take a fantasy trip of increasing your sales figures by a few zeroes. You dream of bigger factories with increased workforce. Terms like export, shares and IPO strike your mind. Your strategy of beating competition is by packing the product with glitter paper and hiring the latest buzz in Bollywood to endorse your toffee. The external environment changes but the real invisible soul remains the same. You don't think of improving your leadership skills, status quo rules and dented-and-painted archaic regulations and organizational norms that have been passed across like ancestral wealth. This to me is the core matter of concern and thought. There will be new policies now and in times to come, but what really matters is our ability to harness its true potential by making your organizational capabilities strong and change ready.

I leave it to you now- you may decide to work on the toffee or concentrate all your efforts to just better the packaging!

With this, I welcome you to the current fresh print of our monthly magazine .We have printed the highlights of the budgets for your quick reference

Have a great time ahead .

Happy Reading

Manish Kr. Bhaia
Editor



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PRESIDENTIAL ADDRESS



Dear Members,

General Election 2014, the thumping victory of one party, a stable new government at centre under Prime Minister Hon'ble Sri Narendra Modi. Hon'ble Sri Arun Jaitley has taken over as Finance Minister. The Union Budget 2014-15 was presented by the Finance Minister on 10th July, 2014 with much hype and expectations. The Minister has not disappointed our expectations. The overall budget seems good as major focus is on overall development. The Finance Minister has given weightage to almost all sectors.

The budget has adequately focused on energy in sync with the new Government's vision and announced various measures that will benefit in ensuring sustained growth for the sectors. The budget has provided much needed fillip to the insurance sector by increasing the FDI limit to 49%. It is also commendable that the government plans to create AIIMS in every state. The government in its first budget has addressed the current challenges facing the Indian economy by taking key measures to stimulate the investment climate, revive growth and create a sustainable growth model. Healthcare has received special attention in the budget and put greater emphasis on providing quality affordable healthcare and strengthening the existing healthcare infrastructure. In the budget, fund has also been allocated to set up technology development to provide necessary resources to public and private sector companies, including SMEs.

These are highlights of some of the budget proposals. Now let us see what has happened in IPF during the past few months. First - an addition of 20 new members. We started a free consultancy service for the members those who are interested in setting up plastic industry. For the first time we acted as marketing agent for IPF2014 – 9th Dhaka International Plastic, packaging and food Processing industry Exhibition held on 20 – 23 February 2014. We have started construction of IPF KC building at Sankrail after conducting Bhumi Puja on 12th February, 2014. We have been able to conduct seminars on 'Industrial Policy and Opportunity for Plastic Industry in West Bengal and Energy Saving' on 6.2.2014 at Golden Park, Kolkata, a Seminar on "Plastics in Piping – the Modern choice" on 2.5.2014 and also a seminar on 'Companies Act 2013 in association with ILEAD on 27.5.2014. All the seminars were well attended by members. It is not out of place to mention this year's HOLI MEET and IPF Cricket League arranged by the Federation as both stand first of its kind in IPF's history.

PLASTINDIA 2015 exhibition launch function was held at the Lalit Great Eastern Hotel, Kolkata on 26th March 2014. The arrangements made by IPF for the grand success of launch function were graciously appreciated by Plastindia office bearers. And the last - ours own **INDPLAS'15**, the date for 7th International Exhibition on Plastics to be held from 27 – 30th November, 2015 at Science City, Kolkata was announced. I request all of you to come forward and work together to make the INDPLAS'15 a grand success.

With Best Wishes

Pradip Nayyar
President

From the Desk of Hony. Secretary



Dear Members,

The new government has presented its first budget in Parliament on 10th July 2014. It is a very short time for any new government to present a budget but in this short period they have given some direction on the way they would like to take the nation forward. As per the suggestions received from various members regarding their wish list for the Union Budget 2014, the Federation has drafted a memorandum and sent the same to the Union Finance Minister for his consideration.

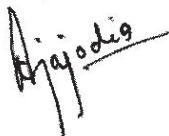
The year for the present committee is coming to an end and we have started preparation for the next AGM. The Federation has tentatively planned to hold its 55th AGM in first week of September 2014. The final date and venue will be informed to all members once it is fixed. On the day of the AGM, AGM Special Issue 2014 of our monthly Journal "Plastics India" – will be released. The AGM Special Issue will consist of a Members Directory which contains names, addresses, contact representatives, communication particulars and the activity of all our members as recorded with us. If any change has taken place in the membership details of any member since the last AGM, we request the member to kindly email the same alongwith supporting documents to office@ipfindia.org so that the updated particulars are printed in the magazine. We also request our members to kindly release their advertisement in the AGM Special Issue, the tariff of which is given in the inside pages. The AGM Special Issue has wide circulation and an advertisement in the same gives the advertiser considerable mileage.

We found from our record that some members subscription is due for previous years. We request those members to clear their dues at the earliest.

The Federation organised a Seminar jointly with iLEAD in association with Government of West Bengal on "Opportunities in Plastics Industry" on 25th & 26th July 2014 at iLEAD campus. The Seminar was designed for management students, budding entrepreneurs and businessmen to have an insight about the scope of business in plastic industry from experts. The West Bengal Industrial Development Corp. Ltd. (WBIDC) had also extended its support to this Seminar.

Preparation for Indplas' 15 is going on in full swing. Sponsorship schemes and stall rents has been finalised. The official website for Indplas' 15 is www.indplas.in. The website will start functioning by first week of August, 2014 for online booking of stalls. The Kolkata launch function has tentatively been scheduled for end August, 2014. We seek entire Plastic Industry support to make our "INDPLAS' 15" a grand success.

With best wishes,



Ashok Jajodia
Hony. Secretary

THE CURRENT ECONOMIC SITUATION AND THE CHALLENGES

- The state of world economy has been the most decisive factor affecting the fortunes of every developing country.
- The world economy has been witnessing a sliding trend in growth, from 3.9 percent in 2011 to 3.1 percent in 2012 and 3 percent in 2013.
- The economic situation of major trading partners of India, who are also the major source of our foreign capital inflows, continues to be under stress. United States has just recovered from long recession, Euro zone, as a whole, is reporting a growth of 0.2 per cent, and China's growth has also slowed down.
- The economic challenges faced by our country are common to all emerging economies. Despite these challenges, we have successfully navigated through this period of crisis.
- Apart from embarking on the path of fiscal consolidation, the objectives of price stability, self sufficiency in food, reviving the growth cycle, enhancing investments, promoting manufacturing, encouraging exports, quickening the phase of implementation of projects and reducing a stress on important sectors were the goals set in 2012-13.

STATE OF ECONOMY

Deficit and Inflation

- The fiscal deficit for 2013-14 contained at 4.6 percent .
- The current account deficit projected

to be at USD 45 billion in 2013-14 down from USD 88 billion in 2012-13.

- Foreign exchange reserve to grow by USD 15 billion in this Financial Year
- No more talk of down grade of Indian Economy by Rating Agencies.
- Fiscal stability at the top of the Agenda.
- Government and RBI have acted in tandem to bring down inflation.
- WPI inflation down to 5.05 percent and core inflation down to 3.0 percent in January 2014.
- Food inflation down to 6.2 percent from a high of 13.8 per cent.

Agriculture

- Agricultural sector has performed remarkably well.
- Food grain production estimated for the current year is 263 million tonnes compared to 255.36 million tonnes in 2012-13.
- Agriculture export likely to cross USD 45 billion higher from USD 41 billion in 2012-13.
- Agricultural credit to exceed the target of Rs. 7 lakh crores.
- Agricultural GDP growth for the current year estimated at 4.6 percent compared to 4.0 percent in the last four years.

Investment

- Savings rate at 30.1 percent and investment rate of 34.8 percent in 2012-13.
- Government set up a Cabinet Committee on investment and the Project Monitoring Group to boost investment. By end of January 2014, Projects numbering 296 with an estimated project cost of Rs. 660,000 crore cleared.

Foreign Trade

- Despite a decline in growth of global trade, our export have recovered sharply.
- The estimated merchandise export is estimated to reach USD 326 billion indicating a growth rate of 6.3 percent in comparison to the previous year.

Manufacturing

- The sluggish import is a matter of concern for manufacturing and domestic trade sector.
- Due to deceleration in investment, the manufacturing sector has witnessed a sluggish growth.
- The National Manufacturing Policy has set the goal of increasing the share of manufacturing in GDP to 25 percent and to create 100 million jobs over a decade.
- 8 National Investment and Manufacturing Zones (NIMZ) along Delhi Mumbai Industrial Corridor (DMIC) have been announced. 9 Projects had been approved by the DMIC trust.
- 3 more Industrial Corridors connecting Chennai and Bengaluru, Bengaluru and Mumbai & Amritsar and Kolkata are under different stages of preparatory works.
- Additional capacities are being installed in major manufacturing industries.
- Notification of a public procurement policy, establishing technology and common facility centres, and launching the Khadi Mark are steps taken to promote Micro Small and Medium Enterprises.

Infrastructure

- In 2012-13 and in nine months of the current financial year, 29, 350 MW of power capacity, 3, 928 Kms of National Highways, 39, 144 Kms of Rural Roads, 3,343 Kms of New Railway track and 217.5 million

HIGHLIGHTS OF UNION BUDGET 2014-15

tonnes of capacity per annum in our ports have been created to give a big boost to infrastructure industries.

- 19 Oil and Gas blocks were given out for exploration and 7 new Air ports are under construction.
- Infrastructure debt funds have been promoted to provide finances for infrastructure Projects.

Exchange Rates

- Rupee came under pressure following indications by US Federal Reserve of reduction in asset purchases in May 2013.
- Government, RBI and SEBI undertook a number of measures to facilitate capital inflows and stabilize the foreign exchange markets. As a result among emerging economy currencies rupee was least affected when actual reduction took place in December 2013.

GDP Growth

- The GDP slow-down which began in 2011-12 reaching 4.4 percent in Q1 of 2013-14 from 7.5 percent in the corresponding period in 2011-12 has been controlled by numerous measures taken by the Government. Growth in the third and fourth quarter of the current year is expected to be 5.2 percent and that for the whole year has been estimated at 4.9 percent.
- The declining fiscal deficit, stable Exchange Rate and reducing Current Account Deficit, moderation in inflation, increasing exports are reflection of a more stable economy today.

UPA's record of Growth

- In India growth is an imperative but sustainable and inclusive growth model must address the concerns of environment, inter generational equity, indebtedness etc.
- Un paralleled record of growth in 10

years of UPA Government.

- Production of food grains up from 213 million tonnes to 263 million tonnes, installed power capacity up to 2,34,600 MW from 1,12,700 MW, coal production 554 million tonnes from 361 million tonnes, 3,89,578 Kms of Rural Roads under PMGSY from 51,511 Kms, over a period of 10 years.
- The expenditure on Health & Family Welfare has reached Rs. 36,322 crore from Rs. 7,248 ten years ago.
- The expenditure on Education has reached Rs. 79,451 crore from Rs. 10,145 ten years ago.
- UPA-I & UPA-II Governments have delivered above the trend growth of 6.2 percent, which prevailed over a period of 33 years.

Report Card of 2013-14

- De-controlling sugar, gradual correction of diesel prices, rationalization of railway fares, were some of the courageous and long over due decisions taken by the Government.
- Applications were invited for issue of new bank licences.
- DISCOMS, mostly sick are being restructured with generous central assistance.
- 12.8 lakhs land titles covering 18.80 lakh hectare were distributed under the Scheduled Tribes and Other traditional Forest Dwellers Act.
- The oppressive colonial law of 1894 was substituted with the Right to Fair Compensation and Transparency in Land Acquisition Rehabilitation and Resettlement Act.
- National Food Security Act was passed assuring food to 67 percent of the population/households.
- The new companies Act replaced a law of 1956 vintage.
- The PFRDA Act was passed to

establish a statutory regulator for the New Pension Scheme.

Economic Initiative

- Centrally Sponsered Schemes were restructured into 66 Programs for greater Synergy. Funds under these programs will be released as Central assistance to State Plan, thus giving greater authority and responsibility. As a result, Central assistance to plans of States & UTs will rise substantially from Rs.136,254 crore in BE 2013-14 to Rs. 338,562 crore in 2014-15.
- Record Capital expenditure of Rs. 257,641 crores in 2013-14 by public sector enterprises.
- About 50,000 MW of Thermal and Hydel Power capacity is under construction after receiving all clearances and approvals. 78,000 MW of power capacity have been assured coal supply.
- Liberalised FDI policy in telecommunication, pharmaceuticals, civil aviation, power trading exchange, and multi brand retail to attract large investment.
- Approval to establish 2 semi conductor wafer fab units.
- Approval of IT modernization project of Department of Post.
- Kudankulam Nuclear Power Plant Unit-I achieved criticality and is generating 180 Million Units of power.
- Fast breeder Reactor at Kalpakkam and 7 Nuclear Power Reactors under construction.
- National Solar Mission to add 4 Ultra Mega Solar Power Projects each with the capacity of over 500 MW in 2014-15.
- Ministry of MSME will create the 'India Inclusive Innovation Fund' to promote grass root innovations with social returns to support enterprises

HIGHLIGHTS OF UNION BUDGET 2014-15

in the MSME sector with an initial contribution of Rs.100 crore to the corpus of the fund.

Social Sector Initiative

- A Venture Capital Fund to provide concessional finance to Scheduled Caste will be set up by IFCI with an initial capital of Rs.200 crore which can be supplemented every year.
- The restructured ICDS, under implementation in 400 districts, will be rolled out in remaining districts from 1.4.2014.
- A National Agro-Forestry Policy 2014 has been approved.
- A mechanism for marketing minor Forest produce has been introduced and an allocation of Rs. 444.59 crore has been made to continue the Scheme in 2014-15.
- A new Plan Scheme with an allocation of Rs. 100 crore has been approved to promote community radio station
- New technologies such as JE vaccine, a diagnostic test for Thalassaemia and Magnivisualizer for detection of Cervical cancer have been delivered to people.

Additional Central Assistance to some States

- A sum of Rs. 1200 crore as additional central assistance to North Eastern states, Himachal Pradesh and Uttarakhand in this financial year.

Space

- India joined a handful of countries when it launched the Mars Orbiter Mission.
- The Country has acquired capability in launch vehicle technology, cryogenics and navigation , meteorological and communication satellites.

- Several flight tests, navigational satellites and space missions are planned for 2014-15

Redeeming promises

- A Corpus has been created for 'Nirbhaya Fund' with a non lapsable grant of Rs.1000 crore. 2 Proposals to ensure the dignity and safety of women have been approved which will be funded from the Nirbhaya Fund . A sum of Rs. 1000 crore has again been provided in FY 2014-15
- The National Skill Certification and monetary reward schemes launched in August 2013 with an allocation of Rs. 1000 crore has been widely hailed as a success. A sum of Rs. 1000 crore is proposed to be transferred to the NSD Trust to scale up its programme rapidly.
- Government remains fully committed to Aadhar under which 57 crore Unique Numbers have been issued so far and to opening bank accounts for all Aadhar holders to promote financial inclusion.
- Through the Direct Benefic Transfer (DBT) Scheme, a total of Rs. 628 crore (54,20,114 transactions) has been transferred directly to the beneficiaries till 31st January 2014 under 27 Schemes.

OVERVIEW OF THE INTERIM BUDGET

- In order to sustain the pace of plan expenditure, it has been kept at the same level in 2014-15 at which, it was budgeted in 2013-14.
- Ministries/Departments which run key flagship programmes have been provided adequate funds in 2014-15 either equal to or higher than in the BE 2013-14. These include Ministries namely, Minority Affairs, Tribal Affairs, Housing & Poverty Alleviation, Social Justice & Empowerment, Panchayat Raj, Drinking Water and Sanitation,

Women & Child Development, Health & Family Welfare, Human Resource Development and Rural Development.

Railways

- Budgetary support to Railways has been increased from Rs. 26,000 crore in BE 2013-14 to Rs. 29,000 crore in 2014-15.
- It is proposed to indentify new instruments and new mechanisms to raise funds for Railway Projects.

SC Sub-Plan and Tribal Sub-Plan, Gender Budget and Child Budget

- Rs. 48,638 crore and Rs. 30,726 crore are allocated to the SC Sub-Plan and Tribal Sub-Plan respectively.
- Gender Budget and Child Budget has Rs. 97,533 crore and Rs. 81,024 crore respectively.

Non Plan Expenditure

- Non Plan expenditure is estimated at Rs. 12,07,892 crore.
- The expenditure on subsidies for food, fertilizer & fuel will be Rs. 246,472 crore slightly higher than the revised estimates of Rs. 245,453 crore in 2013-14.
- Rs. 115,000 crore has been allocated for food subsidies taking in to account, Government's firm and irrevocable committment to implement the National Food Security Act throughout the country.

Defence

- 10 per cent hike in Defence allocation has been given in comparison to BE 2013-14.
- Government has accepted the principle of one rank one pension for the Defence Forces which will be implemented prospectively from the FY 2014-15. A sum of Rs. 500 crore is proposed to be transferred to the Defence Pension Account in the current Financial Year itself.

HIGHLIGHTS OF UNION BUDGET 2014-15

Central Armed Police Forces

- A modernization Plan at a cost of Rs.11,009 crore has been approved to strengthen the capacity of Central Armed Police Forces and to provide them the state-of-art, equipment and technology.

Financial Sector

- All the announcements concerning the Financial sector made in the Budget Speech of February 2013 have been implemented.
- Rs. 11,300 crore is proposed to be provided for Capital infusion in Public Sector Banks.
- 5,207 new branches have been opened against the target of 8,023.
- Bhartia Mahila Bank has been established.
- Rs. 6,000 crore and Rs. 2,000 crore have been provided to Rural and Urban Housing Funds respectively.
- The target of Rs. 700,000 crore of Agricultural Credit is likely to be exceeded by the Banks. The target for 2014-15 is Rs.800,000 Crore.
- Rs. 23,924 crore has been released under the Interest Subvention Scheme on farm loans, with effective rate of interest on farm loans at 4 percent including subvention of 2 percent and incentive of 3 percent for prompt payment.

Credit to Minority Communities

- The number of bank accounts of minorities has increased to 43,52,000 at the end of March 2013 from 14,15,000 ten years ago. The volume of lending has soared to Rs. 66,500 crore from Rs. 4,000 crore in the same period.
- Loans to minorities stood at Rs. 211,451 crore at the end of December 2013.

Self-Help Groups (SHGs) Loans

- Ten years ago, only 9,71,182 women Self-Help Groups (SHGs) had been credit linked to banks. At the end of December 2013, 4,11,6000 women SHGs had been provided credit and the outstanding amount of credit was Rs.36,893 crore

Education Loans

- A moratorium period is proposed for all education loans taken up to 31.3.2009 and outstanding on 31.12.2013. Government will take over the liability for outstanding interest as on 31.12.2013 but the borrower would have to pay interest for the period after 1.1.2014. An amount of Rs. 2,600 crore has been provided this year and it will benefit nearly 9 lakh student borrowers.

Insurance

- LIC and the four public sector general insurance companies have opened around 3000 offices in towns with a population of 10,000 or more to serve peri-urban and rural areas.

Financial Markets

- Steps envisaged to deepen the Indian Financial Market :
 - ADR/GDR Scheme revamp, an enlargement of the scope of depository receipt
 - Liberalization of rupee denominated corporate bond market.
 - Currency Derivatives Market to be deepened and strengthened to enable Indian
 - Companies to fully hedge against foreign currency risk
 - To create one record for all financial assets of every individual
 - To enable smoother clearing and settlement for international investors looking to
 - invest in Indian bonds.

Commodity Derivatives Markets

- Swift action taken to sequester National Spot Exchange Limited (NSEL) after the payment crisis in the NSEL, this prevented spill over of the crisis to the other regulated segment of the financial markets.
- Proposal to amend the Forward Contracts (Regulation) Act.

Key Pending Bills

- The Insurance Laws (Amendment) Bill and the Securities Laws (Amendment) Bill have not been passed by Parliament for reasons that have nothing to do with the merits of the Bills.

Public Debt Management Agency

- Public Debt Management Agency Bill is ready with the Government. It is proposed to establish a non statutory PDMA that can begin work in 2014-15.

Vision For Future

- India poised to be third largest economy along with US and China, to play a leading an important role in global economy.
- 10 Tasks as part of the road map ahead include :
 - Fiscal consolidation : We must achieve the target of fiscal deficit of 3 percent of GDP by 2016-17 and remain below that level always.
 - Current Account Deficit : CAD will be inevitable for some more years which can be financed only by foreign investment. Hence, there is no room for any aversion to foreign investment.
 - Price Stability and Growth : In a developing economy, a high growth target entails a moderate level of inflation. RBI must strike a balance between price stability and growth while formulating the monetary policy.

HIGHLIGHTS OF UNION BUDGET 2014-15

- Financial Sector reforms to be completed as laid down by Financial Sector Legislative Reforms Commission.
- Massive investment in infrastructure : to be mobilized through the Public Private Partnership.
- Manufacturing sector to be the base of India's development : All taxes, Central and State that go into an exported product should be waived or rebated. There should be a minimum tariff protection to incentivise domestic manufacturing.
- Subsidies, which are absolutely necessary should be chosen and targeted only to the absolutely deserving.
- Urbanisation to be managed to make cities governable and liveable.
- Skill development must be given priority at par with secondary and university education, sanitation and universal health care.
- States to partner in development so as to enable the Centre to focus on Defence, Railways, National Highways and Telecommunication.

Revenues

GST and DTC

- Government appeals to all political parties to resolve to pass the GST Laws and the Direct Tax Code in 2014-15

Funding Scientific Research

- It is proposed to set up a Research Funding Organisation that will fund Research Projects selected through a competitive process. Contribution to that organisation will be eligible for tax benefits. The required legislative changes can be introduced at the time of regular Budget.

Off-shore Accounts

- The Government has succeeded in obtaining information on illegal off-shore accounts held by Indians in 67 cases and action is under way. Prosecution for wilful tax evasion have also been launched in 17 other cases. More enquiries have been initiated in to accounts reportedly held by Indian entities in no tax or low tax jurisdictions.

Changes in Tax Rates

- Following changes in some indirect tax rates are proposed:
 - States to partner in development so as to enable the Centre to focus on Defence, Railways, National Highways and Telecommunication.
 - The Excise Duty on all goods falling under Chapter 84 & 85 of the Schedule to the Central Excise Tariff Act is reduced from 12 percent to 10 percent for the period upto 30.06.2014. The rates can be reviewed at the time of regular Budget.
 - To give relief to the Automobile Industry, which is registering unprecedented negative growth, the excise duty is reduced for the period up to 30.06.2014 as follows:

Small Cars, Motorcycle, Scooters - from 12 % to 8% and Commercial Vehicles

SUVs - from 30% to 24%

Large and Mid-segment Cars - from 27/24% to 24/20%

- It is also proposed to make appropriate reductions in the excise duties on chassis and trailers - The rates can be reviewed at the time of regular Budget
- To encourage domestic production of mobile handsets,

the excise duties for all categories of mobile handsets is restructured. The rates will be 6% with CENVAT credit or 1 percent without CENVAT credit.

- To encourage domestic production of soaps and oleo chemicals, the custom duty structure on non-edible grade industrial oils and its fractions, fatty acids and fatty alcohols is rationalized at 7.5 percent.
- To encourage domestic production of specified road construction machinery, the exemption from CVD on similar imported machinery is withdrawn.
- A concessional custom duty 5 percent on capital goods imported by the Bank Note Paper Mill India Private Limited is provided to encourage domestic production of security paper for printing currency notes.
- The loading and un-loading, packing, storage and warehousing of rice is exempted from Service Tax.
- The services provided by cord blood banks is exempted from Service Tax.

Budget Estimate

- The current financial year will end on a satisfactory note with the fiscal deficit at 4.6 percent (below the red line of 4.8 percent) and the revenue deficit at 3.3 percent.
- Fiscal Deficit in 2014-15 estimated to be 4.1 percent which will be below the target set by new Fiscal Consolidation Path and Revenue Deficit is estimated at 3.0 percent.
- The estimate of Plan Expenditure is Rs. 555,322 crore. Non Plan expenditure is estimated at Rs. 12,07,892 crore.

Lubrizol First major global producer to construct CPVC

Compounding Plant in India

The Lubrizol Corporation announces the groundbreaking for a new TempRite® chlorinated polyvinyl chloride (CPVC) compounding plant in Dahej, India. Construction of this plant is an integral component of the company's previously announced \$400 million global expansion of its resin and compounding manufacturing capacity. Further solidifying Lubrizol's commitment to the Indian market, investment in this new plant marks Lubrizol as the first major global producer of CPVC to establish operations in India. The estimated investment in the new plant is more than \$50 million U.S., and it will have the capacity to produce approximately 55,000 metric tons of compounds annually.

The plant will be strategically located in the Gujarat Industrial Development Corporation (GIDC), which is one of the largest chemical parks in the country. Many of the raw materials required for Lubrizol's specialty chemical product portfolio are produced in GIDC. The plant is located near excellent infrastructure and is well-positioned geographically to serve the growing Indian market as well as support the emerging growth of the TempRite CPVC business in South Asia, the Middle East and East Africa.

"Our investment in India is a major step forward for our customers based in the region," explains Manoj Dhar, head of TempRite Engineered Polymers in South Asia. "With the projected growth of our FlowGuard® hot and cold plumbing system products, this plant will be instrumental in enabling us to better meet the growing demands in the market."

"Lubrizol remains committed to supplying our customers and manufacturing partners with quality piping solution products for their continued global growth," states John Nunnari, global general manager of TempRite Engineered Polymers. "Utilizing the most advanced compounding technology developed in the U.S., the India compounding plant is expected to provide us with a strong, reliable manufacturing base for India and other nearby markets."

A groundbreaking ceremony at the Dahej site on April 4 was attended by Eric Schnur, president of Lubrizol Advanced Materials; John Nunnari, global general manager of TempRite Engineered Polymers; Timothy Madden, managing director of Lubrizol Advanced Materials, South Asia; and various other members of the Lubrizol India management team.

Lubrizol is recognized as a global leader in reliability, quality and providing innovative solutions for its customers' high-performance application needs and remains committed to ongoing investment in its CPVC capabilities that support future growth. The company is dedicated to providing its customers with the highest quality piping product through its insistence on using only the best raw materials and strictly managing the resin and compound manufacturing processes.

Lubrizol's advanced polymer technology delivers exceptional performance for the plumbing, fire sprinkler, industrial and other building and construction related applications. The combination of Lubrizol's industry leading position in key global markets and its planned capacity expansion allows the company to better support its customers' growth with its FlowGuard®, BlazeMaster®, Corzan® and TempRite® brands.

Source: Modern Plastics India

Polymers help Addidas to launch lightest soccer boots and 2010 FIFA World cup match ball never seen before in the field

Leo Messi together with *David Villa*, helped Adidas AG launch lightest-ever football boot. The new boot weighs only 165 grams and made of various types of polyurethane. *Leo Messi*, playing for **Argentina** in the **World cup 2010**, will be the first player to wear the **F50** boot which has a distinct purple and white colour to it. However, 11 more world cup player will have the same privilege of wearing the **F50** boot.

The boot design provides a wider footbed and heel to uniformly distribute forces throughout the boot which is vital in any lightweight product. The SprintSkin upper utilizes a single layer of microfiber polyurethane fabric to decrease weight and to make sure the shoe fits snugly and comfortably. On the other hand asymmetric parallel lacing creates a large, clean kicking surface for optimal ball contact. Also, the boot has a perforated Ultra Light insole not only to reduce weight but to increase speed.

The soccer match Ball for the **2010 FIFA World Cup** also features a brand new, ground-breaking technology called a new **Grip'n'Groove** technology. The ball is designed to show power, swerve and control never seen before. Again, plastics make all the difference!

Comprising only eight, completely new thermally bonded 3-D panels of polyurethane, which for the first time are spherically molded. The ball is perfectly round and even more accurate than before.

Source: Plastics News

AN ENCOURAGING FIRST QUARTER FOR ITALIAN PLASTICS AND RUBBER MACHINERY EXPORTS

Will this third consecutive month of rising exports be enough to give Italian equipment manufacturers a much-needed injection of confidence?

To be sure, statistically speaking at least, we can now catch a glimpse of the long-awaited recovery in production (or at least a reversal of the downward trend), propelled precisely by exports which - as we well know - account for more than 65% of the Italian sector's revenues.

The analysis by Assocomplast (the Italian trade association, belonging to CONFINDUSTRIA, which groups together some 160 equipment makers) of the ISTAT figures for Italian foreign trade in the first quarter of this year in fact shows that exports are up by almost nine percentage points compared to January-March 2013. Extruders and blow moulding machines, to name just two of the most significant categories, showed especially strong growth.

Contributing to this general rise in exports was the double-digit growth in sales to some key countries, first and foremost among which is China. Other noteworthy positive changes were those for sales of Italian technology to destinations such as the Czech Republic, Mexico, the United States, Russia, and Turkey.

Running counter to this positive trend, exports toward Brazil were down, while sales to India performed below average: +4%.

Imports, meanwhile, continued weak – though to a lesser extent than in the previous months – reflecting a domestic Italian market that still hasn't found its feet.

Italian imports-exports of machinery, equipment and moulds for plastics and rubber (January-March – 000 euros)

	import		export	
	2013	2014	2013	2014
flexographic printing machines	4,505	1,822	17,425	17,794
injection moulding machines	13,103	15,772	28,793	23,957
extruders, extrusion lines	4,902	4,304	62,481	82,821
blow moulding machines	967	2,408	27,623	36,166
thermoforming machines	647	2,304	10,078	15,886
presses, various	1,675	4,599	21,997	20,868
machinery for moulding or forming	2,426	1,764	31,579	37,096
other machines	16,488	15,855	115,035	107,782
parts and components	35,274	35,587	80,561	92,543
moulds	62,011	56,560	165,432	176,106
total	141,998	140,975	561,004	611,019



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NEW PACKAGING

Australian packaging company Pact Group Ltd.'s high density polyethylene milk bottle design is on its way to amassing a trophy cabinet full of awards.

The bottles — used by Auckland, New Zealand-based dairy Fonterra Co-operative Group Ltd. since April 2013 — were judged best product from New Zealand at the World Tour by Sial product awards in Paris.

The annual awards, previously known as the Sial d'Or Awards, recognize the world's most innovative new food industry products.

Melbourne-based Pact Group's LightProof brand bottles will now compete against other global products for major awards presented at the annual Sial exhibition in Paris in October.

Sydney-based Good Design Australia Pty. Ltd. also awarded the bottles a good design selection award in the packaging and graphics category of its annual awards.

Fonterra was a finalist in the best dairy packaging innovation category in the 2014 World Dairy Innovation Awards for the Pact-designed bottles.

The annual awards, presented in Istanbul, Turkey, last month, are run by Bath, England-based FoodBev Media Ltd.

The bottles are manufactured from triple-layer HDPE which preserves milk and cream's nutritional value and taste by protecting the bottles' contents from sunlight and retailers' refrigerator lights. A black layer of HDPE is sandwiched between two white layers.

Last month, Pact signed a long-term extension to two technology licensing agreements with Copenhagen-based RPC Superfos Ltd. that will allow it to

continue its exclusive access in Australia and New Zealand to "leading-edge technology and know how," including future developments, in thin wall injection molding.

The extensions apply to Pact subsidiaries, Dunedin, New Zealand-based Tecpak Industries Ltd. and Melbourne-based VIP Plastic Packaging Pty. Ltd.

Pact Group has more than bottles driving its growth, though. The company is nearing the commercial launch of a plastic paint pail product, Perfect Paint Pail, developed by its design division, Inpack Innovation Pty. Ltd.

Inpack is a standalone division within Pact, with a team representing industrial designers, engineers, inventors and sustainability specialists.

And even as it is introducing new products Pact said in a presentation to the Australian stock exchange earlier this year that it is seeking acquisitions, especially in the Asian markets. It is especially focused on the potential acquisition of Indonesian plastics packaging company Dynapack Asia Pte. Ltd.

An Australian newspaper reported Dynapack is owned by Pact non-executive chairman Raphael Geminder's private company Geminder Holdings and Indonesia's Hambali family and had sales of A\$235 million last year (US\$220.7 million).

In May, Dynapack added to its operations when it bought a Chinese packaging company. The firm did not identify the name of the business it acquired.

Pact has blow molding, injection and compression molding and automated assembly processes of plastic packaging and components with 39 manufacturing plants across Australia, and another 23 in New Zealand, China, the Philippines and Thailand. There are

2,200 employees in Australia, 900 in New Zealand and 400 in Asia.

It reported sales of A\$567.6 million (US\$532.8 million) for the first half of its 2014 fiscal year.



Source : Plastics News

CHINA'S EDUCATION EVOLUTION LEAVES DOOR OPEN FOR PLASTICS APPRENTICESHIPS

My father didn't get to go to college after high school, thanks to the Cultural Revolution that left China's educational system in disarray. Instead, he started working as a clerk for a government agency.

After the Cultural Revolution, part-time college programs became available. He took up the opportunity and studied in the evenings and on the weekends.

When I was a baby, he used to take me with him to classes, since my mother had to work overtime. I was quiet but curious, so I've been told. He received a bachelor's degree well into his 30s. But he never stopped studying. He obtained multiple professional

certifications in his field. Then, he earned a master's degree in his 40s. And he finished his second bachelor's degree in his 50s. Now, in his 60s, he is studying English, because he was taught Russian in school during that special era in China. Because my father was deprived of education early on in his life, he has a powerful passion and drive for gaining knowledge. He appreciates the opportunity to study in a way that I and my generation (born in the 1980s) can never truly understand.

My father and his generation went through a lot. They put so much hope on their next generation's education as if it could make up for what they missed.

As a result, my generation embraced a huge wave of expansion of the education systems at all levels. Constant construction on campus and ever-growing class sizes are imprinted in my school memories, from kindergarten through college.

By the midpoint of the first decade of the 2000s, China started sending millions of college graduate into the job market each year.

The market value of a college degree dropped, in sync with the surplus. In the meantime, the expansion of college enrollment wasn't always supported with sufficient infrastructure and teaching resources.

While the economic boom created a great need for talent with immediately applicable knowledge and skills, universities oftentimes fell short on equipping the students with the right skills and capabilities.

Last year, only 72 percent of college graduates had jobs lined up by the time they graduated, a new record-low in history. The average starting salary for college grads was a mere 3,378 yuan (\$542) per month, lower than many plastics factory jobs.

That's exactly why apprentice programs, like the one Engel Machinery launched in Shanghai, have been quickly gaining traction in China.

Some education experts call 2014 the year of TVET (Technical and Vocational Education Training) in China, as major reforms are unfolding.

This week, the State Council issued a paper announcing the goal to build a "world-class" modern vocational education system by the end of this decade. That's only fitting for the world's manufacturing powerhouse.

The number of skilled workers is expected to double during this time period, despite an aging population, addressing China's current work force issues: a scarcity of labor and a surplus of college grads.

The government, in the announcement, encouraged industries and enterprises to participate in, cooperate with, and/or organize various forms of training. Modern apprenticeship is certainly a key part of it, helping students hone solid technical skills and absorb real business knowledge.

In Engel's case, its Shanghai-Austria dual apprentice program for computer-controlled machinery operators is a successful project that involves cooperation with a local partner, the Shanghai Information Technology College.

There's a lot China can learn from Europe's rich tradition of manufacturing training that has grown apprentices into world-renowned masters. And the Chinese are fully recognizing it. On social media, young people are circulating articles about German apprentice programs and their roles in creating some of the most legendary brands and businesses in the world.

If the education reform carries out as planned, it will upgrade China's new

generation of manufacturing workers and the products they make. Maybe, one day, "made in China" will become a preferred product label, rather than frowned upon, in the global market.

Source : **Plastics News**

CHINA'S AUTO INDUSTRY PUTTING INCREASED FOCUS ON CARBON FIBER

BMW spent 10 years developing the technology for the carbon fiber used in its i3 and i8 electric cars. Chinese automakers and suppliers are trying to jump start the composite development process.

It took BMW Group 10 years to bring carbon-fiber-reinforced plastics technology from its research labs to mass production in the i3 electric car, but some Chinese car companies are looking for a way to shorten that laborious process.

About 80 representatives from Chinese auto makers, their plastics suppliers and universities met April 22 on the sidelines of the Chinaplas trade fair, trying to kick-start more collaboration with CFRP and bring in more government funding.

China has two big draws for CFRP companies — it's the world's biggest car market and it has off-the-charts air pollution in its big cities.

Pressure is growing to find ways to cut emissions from vehicles, including by making them lighter, said Du Cao, vice president of global research and development for Chinese car maker Chang'An Automobile Group Co. Ltd.

and chairman of the industry group that organized the meeting.

Two commitments emerged from the forum, organized by the International Green Auto Materials Lightweight Technology Alliance, which is part of the Shanghai-based Sino-European Union Chemical Manufacturers Association.

One was to build stronger vertical links down the supply chain, better connecting materials makers to plastics processors and car makers. The second was stronger horizontal links between Chinese car makers.

The challenge is that the industry has just started its CFRP work. The group has been examining other lightweight technologies for several years, but the April 22 discussion was its first hard look at CFRP, and as a result, some participants said it was hard to determine where to focus their energies.

"This is the first time we are touching things we never discussed, like how to do it, how to use carbon fiber plastics," Cao said. "Of course it's messy, right. Everyone has all kinds of challenges and problems."

"But that's good news," he said. "At least we know each other and we get together and we would like to know more the efficient way to solve the problem."

Some global materials companies heavily involved in CFRP in other countries said it is hard to figure out what the Chinese industry wants.

Cytec Industries Inc. said car makers in North America and Europe have very systematic development processes that make it easier to understand their plans, said Hong Fang, the Shanghai-based general manager of industrial materials for Asia for Cytec.

They don't get that kind of information in China, he said: "As a materials maker we are confused by the Chinese market."

Germany's SGL Carbon AG, which is partly-owned by BMW and helped the company develop its CFRP components, said China's car market for CFRP is not well developed. SGL is still looking for a target project in China, and said the country needs time to accumulate knowledge, a company manager said.

"It's step-by-step and it needs, in my opinion, 10 years," said Oscar Yang, the Shanghai-based sales manager of carbon fibers and composite materials for SGL.

Some foreign attendees said they don't see the kind of specific CFRP and light-weighting plans from Chinese car makers they would expect, given global industry pressures to reduce emissions.

The forum heard that some Chinese car makers are working on CFRP projects. Great Wall Motor Co. Ltd., for example, said its working on three CFRP sample parts, including an engine hood and battery case.

Guangzhou Auto said it's very interested in the technology and faces tougher government requirements. China's car industry has made enormous progress in the last 20 years, but lags in light-weighting, said Jing Xiao, chief engineer with Guangzhou Automobile Group's Automotive Engineering Institute.

China needs more links between university research labs and car makers, as other countries have, he said.

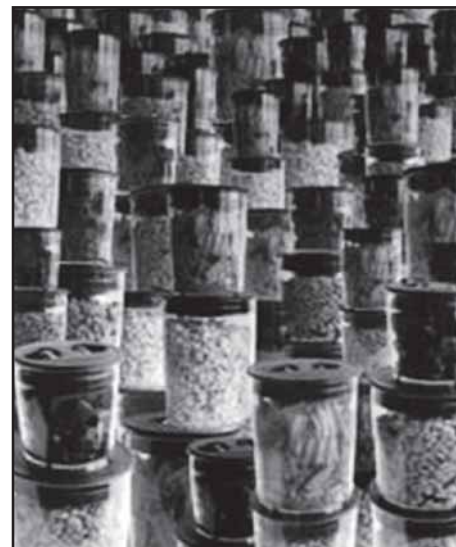
One goal of building closer links between car makers in China will be to present a stronger case for government support, said Chang' An's Cao.

"We want to get all the OEMs together to influence the government policies and get more government funding... to improve on these big challenges," he said.

Source : Plastics News

Health Canada: BPA is safe for use in food packaging materials

Bisphenol A (BPA) is back in the news again. Health Canada recently conducted a study on BPA and pregnancy, which found that dietary exposure to BPA through food packaging is not expected to pose a health risk to the general population, including newborns and young children.



The study, titled "*Phthalate and bisphenol A exposure among pregnant women in Canada - Results from the MIREC study*," was published in the July issue of the scientific journal *Environment International*. The study closely examined phthalate and Bisphenol A (BPA) exposure among pregnant Canadian women.

Health Canada called the results of the study "significant."

"They provide much needed information on the levels of phthalates and BPA present in one of our most susceptible

Contd Pg - 21

GLIMPSES

IPF KNOWLEDGE CENTRE CONSTRUCTION UPDATE TILL 17.07.2014

The construction work at IPF Knowledge Centre is going on in full swing with the piling work coming near to competition. Out of total 122 piles, till 17.7.2014 118 piling has been done. The work for foundation and pillars have started as well. IPF KC team consist of Mr. J. C. Agarwal - Chairman, Mr. K. K. Seksaria - Co-Chairman, Mr. Pradip Nayyar - President and Mr. Manish G. Bhaia - Hony. Jt. Secretary visited the site on Sunday 13th July 2015 to see the construction progress.



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- Manufacturing in plastics, generating lot of interest in new investors
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subpopulations, pregnant women, as well as a basis for continued monitoring," they wrote.

The MIREC study is a key deliverable under the Government of Canada's Chemicals Management Plan, which strengthens efforts to help protect Canadians' health and environment from the risks of harmful chemicals. The study, which is hosted at Sainte-Justine Hospital in Montreal, is co-funded by Health Canada, the Canadian Institutes of Health Research and the Ontario Ministry of the Environment.

Here are some key news items about Canada and BPA:

- In 2010, Canada was the first country in the world to prohibit the manufacturing, importing, advertising, or sale of polycarbonate baby bottles that contain BPA.
- BPA and Di(2-ethylhexyl) phthalate (DEHP) are both included on Health Canada's list of prohibited and restricted cosmetic ingredients.
- In 2010, Health Canada introduced the Phthalates Regulations that restrict the use of six phthalates in toys and child care articles in order to limit exposure to children and infants.
- Health Canada continues to place a high priority on the timely evaluation of pre-market submissions for BPA-free can coatings. A number of BPA-free can coatings have been assessed by Health Canada and deemed acceptable for packaging liquid infant formula, which are now widely available on the market.
- In 2012, Health Canada updated its assessment of BPA exposure from food sources, which provided a more

refined and detailed estimate of dietary exposure to BPA in Canada. Based on the overall weight of evidence, Health Canada continues to conclude that dietary exposure to BPA through food packaging is not expected to pose a health risk to the general population, including newborns and young children.

Shortly after Health Canada released its findings, the American Chemistry Council (ACC) sent out this comment from Steven Hentges of ACC's polycarbonate/BPA global group.

"With important new research results in hand, Health Canada once again reaffirmed its position on the safety of bisphenol A (BPA) in its press release today, stating 'Based on the overall weight of evidence, Health Canada continues to conclude that dietary exposure to BPA through food packaging is not expected to pose a health risk to the general population, including newborns and young children,'" he said.

"The biomonitoring study measured exposure of a large group of pregnant Canadian women to BPA," he continued. "While acknowledging that exposure to BPA is expected, the Health Canada study found BPA at lower average levels and in a lower percentage of women, compared to the overall Canadian population. These results indicate that typical exposure to BPA for pregnant women is more than a thousand times lower than the safe intake level established by Health Canada."

[Remember, BPA is a synthetic estrogen used to produce polycarbonate (PC) polymers and epoxy resins. The chemical has faced controversy due to

studies linking BPA to an array of adverse health effects, including cancer, obesity, abnormal brain development and reproductive problems.]

"The results are consistent with similar studies conducted in the United States by the Centers for Disease Control and Prevention, and Health Canada's current perspective on BPA is very consistent with the U. S. Food and Drug Administration (FDA)," Hentges said. "Earlier this year, FDA scientists published the results of a large-scale government-funded study demonstrating that low-dose exposure to BPA did not result in the development of adverse health effects. These most recent scientific results provide strong additional support for FDA's recent response to the question: 'Is BPA safe?' FDA answered with one word: 'Yes.'"

Source : **Plastics Today**

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LESSON IN LIFE

Baby Giraffes never go to school.

But they learn a very important lesson rather early in life.

A lesson that all of us would do well to remember.

The birth of a baby giraffe is quite an earth-shaking event.

The baby falls from its mother's womb, some eight feet above the ground.

It shrivels up and lies still, too weak to move.

The mother giraffe lovingly lowers her neck to smooch the baby giraffe and then something unbelievable happens.

She lifts her long leg and kicks the baby giraffe, sending it flying up in the air and tumbling down on the ground.

As the baby lies curled up, the mother kicks the baby again and again until the baby giraffe, still trembling and tired, pushes its limbs and for the first time learns to stand on its feet.

Happy to see the baby standing on its own feet, the mother giraffe comes over and gives it yet another kick.

The baby giraffe falls one more time, but now quickly recovers and stands up.

Mama Giraffe is delighted.

She knows that her baby has learnt an important lesson:

Never mind how hard you fall, always remember to pick yourself up and get back on your feet.

Why does the mother giraffe do this?

She knows that lions and leopards love giraffe meat.

So unless the baby giraffe quickly learns to stand and run with the pack ?

It will have no chance of survival.

Most of us though are not quite as lucky as baby giraffes.

No one teaches us to stand up every time we fall.

When we fail, when we are down, we just give up.

No one kicks us out of our comfort zone to remind us that to survive and succeed, we need to learn to get back on our feet.

ALWAYS be POSITIVE!

Life's Lesson :

The story about the tiny frogs...

There once was a bunch of tiny frogs, who arranged a running competition.



The goal was to reach the top of very high tower.

A big crowd had gathered around the tower to see the race and cheer on the contestants



The race began

Honesty : No one in crowd really believed that the tiny frogs would reach the top of the tower.



You heard statements such as :

"Oh, WAY too difficult!! They will NEVER make it to the top." Or: "Not a chance that they will succeed. The tower is too high!"

The tiny frogs began collapsing. One by one... except for those who in a fresh tempo were climbing higher and higher...



The crowd continued to yell "It is too difficult !!! No one will make it!"

More tiny frogs got tired and gave up.... But ONE continued higher and higher and higher... This one wouldn't give up!



At the end everyone else had given up climbing the tower. Except for the one tiny frog who after a big effort was the only one who reached the top!

THEN all of the other tiny frogs naturally wanted to know how this one frog managed to do it?



A contestant asked the tiny frog how the one who succeeded had found the strength to reach the goal? It turned out... That the winner was DEAF!!!

The wisdom of this story is : Never listen to other people's tendencies to be negative or pessimistic... cause they take your most wonderful dreams and wishes away from you, the ones you have in your heart.



Always think of the power words have. Everything you hear and read will affect your actions!

Therefore : ALWAYS be POSITIVE!

And above all : Be DEAF when people tell YOU that YOU can not fulfill YOUR dreams! Always think : I can do this!



Thought Massage for your Grey Cells !

A group of alumni, highly established in their careers, got together to visit their old university professor. Conversation soon turned into complaints about stress in work and life.

Offering his guests coffee, the professor went to the kitchen and returned with a large pot of coffee and an assortment of cups - porcelain, plastic, glass, crystal, some plain looking, some expensive, some exquisite ones.

Telling them to help themselves to hot coffee. When all the students had a cup of coffee in hand, the professor said: "If you noticed, all the nice looking expensive cups were taken up, leaving behind the plain and cheap ones. While it is normal for you to want only the best for yourselves, that is the source of your problems and stress.

What all of you really wanted was coffee, not the cup, but you consciously went for the best cups and were eyeing each other's cups. Now if life is coffee, then the jobs, money and position in society are the cups. They are just tools to hold and contain Life, but the quality of Life doesn't change. Some times, by concentrating only on the cup, we fail to enjoy the coffee in it."

So, what drives you?

Coffee or Cup ?

Think about it....

And enjoy your cup of Coffee...

% have a great time!



VALUE OF TIME



Value of year :

Ask a student who has failed in final examination

Value of month :

Ask a mother who has delivered a child before due date

Value of week :

Ask the editor of a weekly news whose edition is late by a week

Value of day :

Ask a daily wage labour who have 5 children to feed

Value of minute :

Ask a passenger who has missed the train going in front of him

Value of second :

Ask a driver who has averted an accident

Value of micro second :

Ask an Olympian sprinter who has received silver medal

**Past is History, Future is a Mystery !
Present is a gift !
Use it Properly**

IT'S CALLED MINDSET



As my friend was passing the elephants, he suddenly stopped, confused by the fact that these huge creatures were being held by only a rope tied to their legs. It was obvious that the elephants could, at anytime, break away from the ropes they were tied to but for some reason, they did not. My friend saw a trainer nearby and asked why these beautiful, magnificent animals just stood there and made no attempt to get away.

"Well", he said, "when they are very young and much smaller we use the same size rope to tie them and at that age, it's enough to hold them. As they grow up, they are conditioned to believe they cannot break away. They believe the rope can still hold them, so they never try to break free." My friend was amazed. These animals could at any time break free from their bonds but because they believed they couldn't, they were stuck right where they were. The powerful and gigantic creature has limited its present abilities by the limitations of its past.

Like the elephants, how many of us go through life holding onto a belief that we cannot do something, simply because we failed at it once before? How many of us refuse to attempt something new and challenging because of our so called MINDSET?

Your attempt may fail, but never fail to make an attempt....

&

CHOOSE not to accept the false boundaries and limitations created by the past...



**PLASTICS-
USE
WISELY...DISPOSE
RESPONSIBLY**

MAKING EFFORTS WORTHWHILE...

MAKING EFFORTS WORTHWHILE...

A giant ship engine failed



The ship's owners tried one expert after another



but none of them could figure out how to fix the engine



Then they brought in an old man who had been fixing ships since he was a young

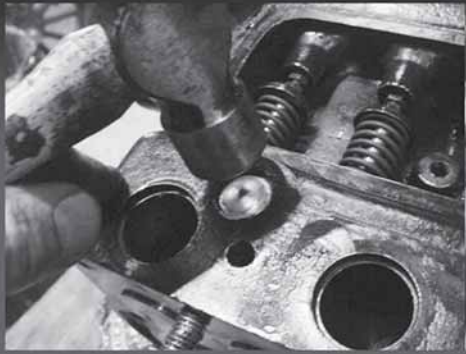


He carried a large bag of tools with him, and when he arrived, he immediately went to work. He inspected the engine very carefully, top to bottom.



Two of the ship's owners were there, watching this man, hoping he would know what to do.

MAKING EFFORTS WORTHWHILE...



After looking things over, the old man reached into his bag and pulled out a small hammer. He gently tapped something



Instantly, the engine lurched into life. He carefully put his hammer away. The engine was fixed!



A week later, the owners received a bill from the old man for 10,000 Dollars



'What?!' the owners exclaimed. 'He hardly did anything!'



So they wrote the old man a note saying, 'Please send us an itemized bill.'



The man sent a bill that read:

Tapping with a hammer.....	\$ 2.00
Knowing where to tap.....	\$ 9,998.00



Effort is important, but knowing where to make an effort makes all the difference!

LEADERS WHO CREATE LEADERS

Dr. Devdutt Pattanaik

Published 11th April, 2014, in The Speaking Tree

Story 1: Hanuman does not believe he can cross the sea and reach the island-kingdom of Lanka until the bear Jambavan reminds him of his childhood strength and sings songs in praise of his hidden prowess. Thus is Hanuman motivated to do the impossible.

Story 2: Hanuman, the monkey, returns from Lanka with news that he has found Sita. Ram is pleased with this news. Hanuman then adds that he set the city aflame as its king, Ravan, tried to burn his tail. Ram is not pleased with this news. Hanuman swears he will never do anything voluntarily henceforth. He will only obey Ram.

Story 3: During the siege of Lanka, Hanuman is given the mission to find the Sanjivani herb that will save Ram's brother. When he is about to leave, Jambavan says, "Please tell him

not just to find the herb but to bring it back with him. He is so obedient now that unless you clarify that he has to fetch it back, he may just find it and stay put there, awaiting further instructions."

Story 4: Ram allows himself to be abducted by Ravan's friend, Mahiravan. Hanuman is forced to take initiative, find Ram on his own. The burden of decision-making falls on him. He proves his mettle and rescues Ram singlehandedly, sprouting four more heads in the process, that of an eagle, a boar, a lion and a horse, thus becoming more than just a monkey. Henceforth, everyone calls him Mahabali, the mighty one.

All four stories from the epic Ramayana speak of Hanuman's transformation. In the first story, Hanuman is a devata. He needs to be cajoled and motivated to get him to have faith in himself and achieve a seemingly impossible task.

In the second story, the devata transforms into a karya-karta, a follower, who does what the leader tells him to do. Hanuman, the karya-karta, is Ramdas, the perfect obedient servant, who does what he is told to do without question.

In the third story, Ram realizes the danger of having a karya-karta, who only does what he is told to and does not take any initiative on his own. He realizes he has been focussing on Hanuman's compliance not his competency or his capability.

In the fourth story, Ram creates a situation arises where Hanuman is forced to be proactive when it comes to taking initiative and problem solving. In other words, the karya-karta becomes a karta. This can only happen because Ram behaves like a yajaman, allows the karya-karta to take a decision, which inherently involves a risk.

Every organization has these four kinds of people:

1. The follower who has to be cajoled and motivated, even coerced, into action: the devata.
2. The reactive follower who responds to command, does what he is told to do without any need for cajoling or coercion or motivation: the karya-karta.
3. The proactive leader who takes initiative and decision and responsibility: the karta.
4. The leader who creates more leaders: the yajaman.

Rajesh, an HR head, realizes that while he has initiated a Talent

Management Program, he is unable to harness talent as the CEO is very insecure and is so obsessed with control and predictable outcomes that he reviews everything and creates so many processes that all

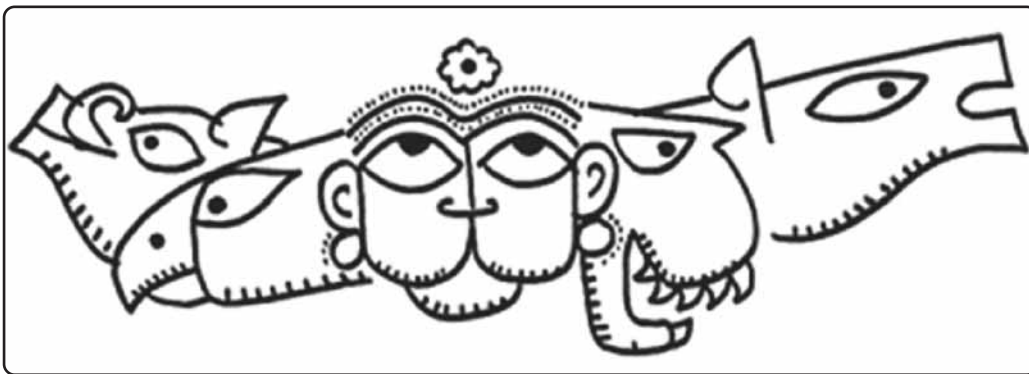
initiative by junior managers is destroyed. Good talent feels so controlled and inhibited that they leave seeking pastures where they have more freedom to take decisions. As a result, Rajesh's company is full of karya-kartas not kartas.

In fact, as the only karta of the company is not willing to be yajaman, many karya-kartas are becoming devatas – doing work only when cajoled or coerced to do so. Most leaders find that their team is full of devatas, followers who refuse to bear the burden of initiative and responsibility. That is why the popularity of 'motivational talks' by organisation on the importance and need for taking ownership.

Most leaders want a team of people who will be karya-kartas, those who follow commands unquestioningly. The power trip of being the commanding karta, telling others what they should do, is heady. But what organizations really need is yajamans, leaders who create leaders. And this is in massive short supply.

For most people, Hanuman is the ideal karya-karta, he who does what he is told to do. They see Ram as the leader who gets people to follow him. But Ram is not interested in followers. He is interested in creating leaders. He is a yajaman therefore. To be a yajaman it means allowing followers to take decisions whose outcomes you may not be comfortable with (burning of Lanka). Only then will a Hanuman be able to take initiative. For taking initiative is a huger risk. Things may not go as planned. The outcome may not be predictable. Only after a few mistakes can one have the confidence to be proactive.

To become a karta, a karya-karta needs a yajaman who stands by his decision and supports him through failure.





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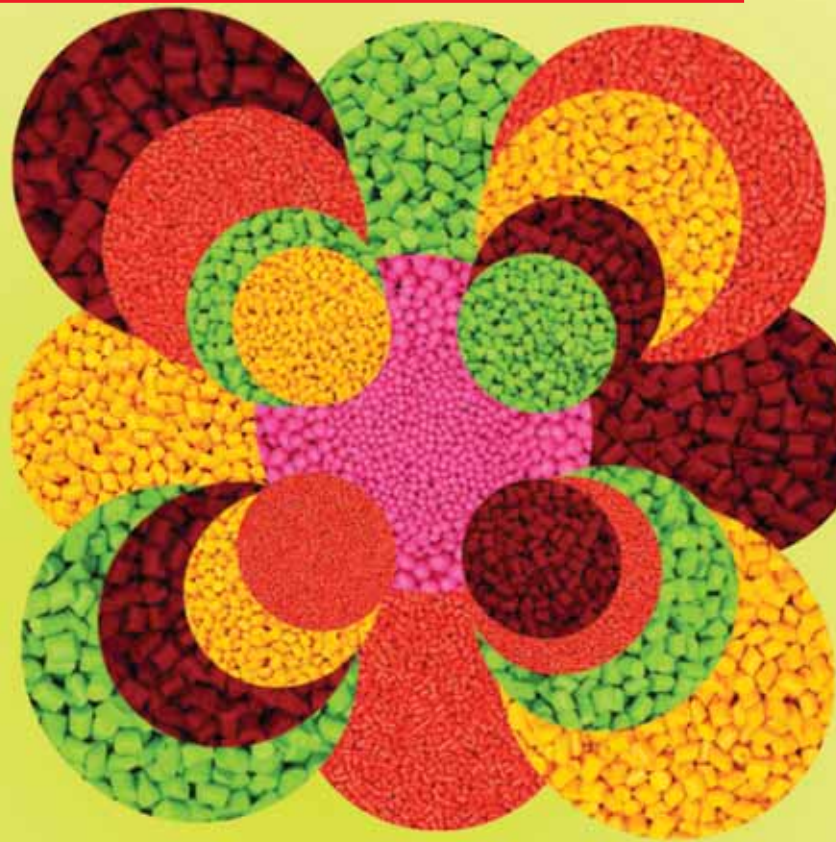
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