

EXECUTIVE COMMITTEE

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Bharat Varadachari, E&Y
David T Hopper, USC
Devendra Saharia, Ajuba
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Jayaram K, AMI
Kumar Subramaniam, Sanmina
Mark Russell, USC
Michael Boneham, Ford
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Ramkumar R, Cognizant
Rohit S Nepal, USC
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Chairman SPEAKS



Dear Members,

It has been a wonderful one year for me interacting with so many of you in different Amcham events. We have seen active participation from you and your families. This proactive interaction is what really makes the chapter vibrant and our efforts worthwhile. I do hope that we will continue to see more participation from all of you in the years to come.

I wanted to take this opportunity to thank the Executive Committee, Arvind Mathew, Vice Chairman, and Jayaram, Treasurer, for their outstanding support in making our chapter amongst the most active in the country. A special thanks to Aubrey Daniels for keeping us all glued and committed to Amcham (this is not an easy task given everyone's busy schedules and travel plans)

Thank you for giving me the opportunity to serve as Chairman. I am delighted that Ramkumar has agreed to assume the role and look forward to working with him and the EC.

Best Regards,
Dev

EDITORIAL TEAM

Bharat Varadachari
Devendra Saharia
R Ramkumar
Rohit S Nepal

FROM THE SECRETARIAT



Winds of change

Among the first tasks that Mr. Devendra Saharia undertook after assuming responsibility as Chairman of the Tamil Nadu Chapter was to meet with Members of the Executive Committee and draw up a blue print. The plan was to engage all members and provide value to the Amcham membership. With support from members after a brainstorming session to elicit suggestions, the Executive Committee rolled out a 'Plan of Action', some of which are described here.

TN Chapter EC - networking initiatives

The Tamil Nadu Chapter Executive Committee which meets every second Saturday, has put into action several new initiatives to engage the entire membership. Some of these initiatives are designed to foster camaraderie and all Amcham events organised by our Chapter are designed to provide a platform for networking. We also have programs involving the second and third level senior executives of member companies and enable them to network.

Monthly Breakfast Meetings

Our Chapter has regular monthly breakfast meetings, always held on the fourth Thursday of each month from 0745 am to 0930 am. The date and venue is fixed to enable members to lock in their diaries well in advance. Invitations are sent by email once the guest speakers and the program details are confirmed. The format is also fairly well set. After a power breakfast and networking, members introduce themselves after the welcome remarks of the Chairman. Each month, a member is invited to sponsor the breakfast and given the opportunity to make a Corporate Presentation - to let other members know about their operations. A Consular Officer gives members a report on the visa status and other consulate related information. This is followed by a talk or a presentation by a Guest Speaker. The invited Guest Speaker is usually a bureaucrat / person of eminence in his or her chosen field / a high profile visiting dignitary / or a distinguished professional / or senior management executive. The program ends with Q & A followed by breakfast for those who prefer a late breakfast. Members are welcome to suggest names for Guest Speakers or even inform the Secretariat when their Chairman or CXO is visiting Chennai, so that we can schedule the breakfast meeting to coincide with these visits.

Spouse forum and family get togethers

The Executive Committee has also planned and executed events that provide networking for the spouses and families of members.

Continuing Education Program

As part of the Continuing Education Program, the EC has organised Workshops and Seminars on topical issues that provide value to members and to the functional heads of member companies.

Newsletter

The Chapter produces an eNewsletter as an information sharing exercise. You are now reading the second edition.

Digital directory

We are in the process of producing a digital directory of members to enable members to interact when required.

Amcham Quarterly Talk Shows

In a bid to raise the quality of our programs and to provide value to members, the Executive Committee has decided to organise a talk show every quarter. The first event was a business event – where an eminent person who has attained a position of eminence is invited to share his or her views with members.

The first program in the series was held on August 23, 2007 at the Ball Room, Madras Club and the guest speaker was Mr. Lakshmi Narayanan, Vice Chairman, Cognizant and Chairman, NASSCOM in conversation with Mr. Sanjay Pinto, Bureau Chief, NDTV, Chennai. Since this event was a business related program only members and guests were invited. The evening began with a networking session over cocktails and ended with dinner as the cool Chennai breeze wafted in from across the Adayar River.

FROM THE SECRETARIAT



For the [second Amcham Quarterly Talk Show](#), the Executive Committee decided to invite members and their spouses as it was felt that the event was socially relevant and would be of interest to a wider audience.

The event held on November 28, 2007 featured Mr. S. Muthiah, a well known Madras columnist, historian and as he would like to describe himself – a 'story-teller'. Mr. Muthiah has an infectious passion for Madras that is Chennai. Mr. Muthiah began his presentation by narrating the origin of Madras with the aid of a map. He traced the growth of the first British outpost of the empire and ended it with a description of the various architectural styles that abound in the heritage buildings of Chennai that was Madras. The audience was spell bound right through the program that lasted about 105 minutes. Cocktails and dinner was served to all the guests.

The [Amcham Family Day](#) held on Saturday January 19, 2008, is the third in the series of programs designed to engage members. The Executive Committee spent valuable time discussing and planning the various aspects of the event to which members and their families were invited for a day program. The event began with breakfast, then spread over to party games, balloon flying, kite flying, mini golf, nine pins, hoopla race, limited over cricket - for the entire family, member, spouse and children. The event concluded with prize distribution and lunch. Mr. Sri Sriharan of Hotel Asiana very spontaneously agreed to sponsor the breakfast, lunch and refreshments. The principal sponsor was Cognizant Technology Solutions, while DSP Merrill Lynch and Kotak Securities were the other sponsors. Amcham expresses its thanks to Mr. Barry Clough and the very professional team at the American International School for permitting us to use the school as the venue for the Amcham Family Day. All participants were gifted sun caps and a ceramic mug with their caricature drawn on it. Fun prizes were awarded to most participants.

The Wizcraft team led by Mr. Basheer Ahmed provided all support by managing the activities to make the day memorable for those who attended. (Members who plan to engage an even management company for their corporate functions are advised to consider engaging Wizcraft).

The [fourth event](#) planned for April has been re-scheduled and will be held on June / July 2008'. The Guest Speaker is Mr. M Thiagarajan, CEO, Paramount Airways, based out of Madurai.

CSR

Amcham acknowledges the fact that almost all the American companies doing business in India are responsible corporate citizens and have contributed time and resources for various projects that in some way enhances the quality of life for the beneficiaries. We plan to document these activities and share the information with members, the government and the American Consulate.

The EC has plans to work on a heritage restoration project at Fort St. George, the seat of the Tamil nadu Government. The proposal is to clean up the moat around the Fort, fill it with water, give the walls a facelift, , create a green belt and erect a small fence to prevent litter being thrown into the water.

Feedback

The EC would like members to provide feedback on the programs and also provide their suggestions on how we could do things better. The EC is all set to do the best things better.

[To sum it all up](#), the entire membership is appreciative of the full platter of quality events brought to the table by the "involved EC".

MEET A MEMBER

Mr. Michael Boneham is the Executive Director, Operations at Ford India. Michael took this position in a newly created role in August, 2007 and will assume charge as President and Managing Director, Ford India with effect from June 1, 2008 from Arvind Mathew who will be re-locating to the United States.

Michael's responsibilities include Product Engineering, Purchasing, Manufacturing and Quality for Ford India. His significant international experience will support his strategic role in driving the aggressive growth phase in product launches and capacity planned for Ford India in the near and longer term.

In his previous role, Michael was Manufacturing Director, Asia Pacific and Africa. He was instrumental in driving a significant capacity expansion, across the region, an integrated regional Quality Operating system and the Ford Production System across a diverse region, incorporating fully Integrated Manufacturing facilities and CKD (Completely Knocked Down) operations.

Michael has held a variety of international senior level manufacturing positions, including Plant Manager, Powertrain Operations, Australia; General Manager, Vehicle Operations, Land Rover, Solihull, England; and Plant Manager, AAI (Auto Alliance Incorporated), Michigan USA, a Ford/Mazda joint venture. He has significant experience in new product launches, being a manufacturing lead for the new Range Rover in the U.K and the new Mustang in the U.S.

Michael joined Ford Motor Company in 1985. He holds a Bachelor of Education from Charles Stuart University in Australia.

Please describe the growth path of Ford India since its inception in India?

Ford India started operations in India in 1995 as a joint venture with Mahindra and Mahindra [M&M] and in 2005, became a wholly owned subsidiary of Ford Motor Company [FMC] after divesting of its crossholding portfolio with M&M.

Ford India, currently in its twelfth year of operations, is manufacturing from its modern integrated manufacturing facility at Maraimalai Nagar, a has a robust portfolio of cars in the B, B+ MAV segment and the premium SUV segment, including the Fiesta, Ikon, Fusion and the Endeavour. Ford India has grown its operations significantly and today has more than 2100 employees in its manufacturing operations alone.

Ford has other business establishments in India such as Ford Business Centre [FBSC], a captive BPO unit providing various accounting and financial services to Ford companies in other countries and ADS AP, an IT application development centre in Chennai, providing global IT capabilities to FMC. Both FBSC and ADS AP have more than 1600 employees.

What are the critical factors that have contributed to the success of the operations over the years?

It's maintaining the Ford's DNA across all our product offerings. Ford is committed to manufacturing cars that are fun to drive, stylish and technologically powerful vehicles combining solidity, robustness and agility. We continue to see high levels of acceptance for the Ford vehicles in India and have earned healthy market share in the segments we operate. For eg, Endeavour is one of the leading player in the premium SUV segment with its powerful styling, superior driving dynamics with class leading power & torque and enhanced interior comforts, while Ford's popular sedan Fiesta has redefined the benchmark in its segment with its fun to drive and class leading fuel efficiency.

The operations have grown and been successful. Critically, our Indian supply base has been growing with us. Nurturing a home grown supply base, which has capabilities to meet local demands and are recognized as having global standards and expertise has been a key factor in our success.

Our dealers are our partners and first point of contact to our customers. We have grown them year over year, emphasizing and bringing in best practices from the global Ford stable such as QualityCare service processes to ensure customer satisfaction.

At Ford India, we are constantly exploring new opportunities and assessing our business strategy in the country. We keenly investigate opportunities at both ends of the segments we currently operate in, to gauge where the future potential and volumes are. With a 6 model line up in the Fiesta, 3 in the Endeavour, Fusion/ Fusion Plus Petrol and Diesel range, and the Flair Ikon, Ford India already has a strong product portfolio that has been recognized for quality, fuel efficiency and superior technology. We will continue to expand the product offerings in the marketplace based on customer feedback.



MICHAEL BONEHAM
Executive Director, Operations, Ford India

HOBBIES

I enjoy most sports, golf, tennis and rugby in particular- although I'm a bit old to play rugby these days! Of course, here in India, it's hard not to get excited about the cricket!

FAVORITE TRAVEL DESTINATION

My favourite travel destination is Sydney. My three boys are in boarding school there. I miss them immensely, so every opportunity I get I want travel to see them.

BOOKS

Bangkok Eight
by John Burdett

Shantaram
by Gregory Roberts



MEET A MEMBER

What have been the learning's? What have been the challenges for the company and how have these been overcome?

In today's competitive marketplace, it's critical that a company continues to deliver exciting products that are of high quality. The company also needs to remain cost effective while improving consistently on its processes and operations.

To keep our portfolio fresh and contemporary and to meet the demands of our consumers, we have to either constantly look at introducing new well engineered models or offer innovations and updates to our existing models.

We recently launched Ford Endeavour Thunder + , announced a new line up on the Ford Fiesta range and added a top-end model to our Fusion range. As we grow in India, we will stay focused on our vision for the brand, which is about well-engineered cars with good quality and at a fair price. Ford's global shared technology is the way forward for developing new vehicles across the region. With global learnings' and greater regional integrations such as the recently announced global Purchasing and Product Development structure, we are able to develop new models faster, optimize engineering costs and continuously enhance customer delight.

Yet another challenge is about the services being offered in the automobile industry. The automobile service business is emerging as an industry today and is becoming fiercely competitive. The new generation consumer's mindset and expectations have radically changed and services once considered 'value added' are considered 'hygiene or routine' today. At Ford India, we believe in building consumer confidence and trust by constantly improvising and being innovative in providing the best sales and service support to our consumers throughout their ownership cycle.

The external environment is a key influencer of the growth of the industry. The announcements at the recent Union Budget pertaining to automobile industry have clearly kept away from issues like extension of excise sops across vehicle categories. Reducing the excise duty only on the small cars alone has actually widened the gap between small and other car segments. The excise duty on the mid-size car now stands at 24%, double that of a small car, which is disappointing for the customers of mid-size and larger cars. We think it's important to provide a level playing field to give impetus to growth.

What specific guidance / advice would you offer to new companies that are exploring a Greenfield operation in India / Chennai?

This is an absolutely great time for any automobile manufacturer to be in the Indian market as India poses a huge potential to emerge as an auto hub. OEM's needs to understand and get to the pulse of the Indian psyche and localize their products and offerings to meet specific demands of the Indian consumer and be at par with global standards at the same time. Even though the spending power and disposable income of the middle class has increased tremendously, the Indian customer is still most influenced by the 'value for money' of the product.

Also, newer companies should play close attention to external factors including government policies, regulations and framework and infrastructure – which plays a very important role in the automobile industry.

Future Plans for Ford Motor Company in India?

India is one of the fastest growing auto markets in the world. Ford Motor Company is accelerating its growth throughout Asia and is committed to the Indian market - which is one of the key drivers in this context. In the next coming years we will further strengthen our position in the Indian market by providing new and innovate product offerings.

Ford Motor Company, in January this year, announced plans to invest US\$500 million to expand its India operations, reaffirming its commitment to developing and implementing an aggressive growth strategy in the country. The new investment will fund several new initiatives, including the expansion of Ford India's current manufacturing facility in Chennai to begin production of a new small car within the next two years, and construction of a fully integrated and flexible engine manufacturing plant that will go online by 2010.

The overall investment plan for India has already commenced, and will be implemented in phases over the next three years. The first phase, already online in the will see Ford India locally producing diesel engines to feed into Fusion and Fiesta to satisfy domestic demand, from its all-new diesel assembly plant at the Chennai site.

Further, a significant part of the investment will be utilized for the development of new product programs, expand the Chennai plant and accommodate volume production of the new small car. Production of the small car is scheduled to commence within the next two years, increasing overall annual production at the expanded plant to 200,000 units by 2010.

Another major component of the investment plan is a new, state-of-the-art and fully-integrated engine manufacturing facility to be constructed adjacent to the current vehicle plant, which will bring the engine production capacity of our manufacturing facility in Chennai to more than 250, 000 units, with a potential to export and meet regional requirements and to satisfy local demands.

Our main focus over 2007 and 2008 has been to expand our dealer base aggressively. We added 20 outlets last year and currently have about 132 dealership outlets across the country. We are looking to add another 20 by the year end.

Investments in Indian Real Estate

A navigable maze?

Aswin Ravindranath & Vaishaka Bhat of Ernst & Young

Estimates abound, on the quantum of Foreign Direct Investment (FDI) inflows into the Real Estate sector. One such estimate puts the total investment inter alia in specific projects and in development activity, at US\$ 5 billion.

Expectations have tended to vary from significant profit realization (through land appreciation) to stable returns on capital, depending on the investor and project profile. However, more realistic pricing of property ownership/tenancy, focus on quality, the need for urban infrastructure and professionalism in delivery are likely to underline the next phase of growth in the sector.

On the funding side, FDI into the sector became an everyday phenomenon with the advent of the much acclaimed and widely read Press Note 2 of 2005. However, problems still persist, with several alternative and equally plausible interpretations being adopted by advisors and investors on specific issues, given the lack of clarity in the investment policy.

Issues continue to surface on basic matters such as the ability of an Indian company with FDI to invest in agricultural land provided it is used only for development of permitted Real Estate projects, adherence of pre-IPO private placements/ Foreign Institutional Investor (FII) investments to FDI norms, whether Industrial Parks should be considered Real Estate, whether investment is possible only in Greenfield projects and if so, what does the term "Greenfield" mean, etc. A Government FAQ on the subject is overdue, although the recent Press Release on Industrial Parks and FII investments has helped matters to an extent.

The advent of the "new" Industrial Parks scheme (for enabling income-tax exemptions) and the draft Securities Exchange Board of India (SEBI) regulations for Indian Real Estate Investment Trusts (REITs) in the recent past represent a mixed bag. The former has delivered a body blow to Information Technology Parks by excluding them from its ambit, and the latter, while well received, needs several amendments and a supporting taxation framework, if it is to be successful.

If teething issues are sorted out, REITs should emerge as an alternative and additional form of funding, to the bouquet of investment options already available – banks, promoters and High Net-worth Individuals (HNIs), private equity, domestic stock markets, and overseas markets such as the Alternative Investment Market (AIM) of London, the Singapore REIT market, etc.

Tightening of capital inflows has already been witnessed not just in Real Estate, but across all sectors. Cross-border lending for the sector, in the form of External Commercial Borrowings (ECBs) is prohibited and bank lending is constrained by the risk weightage/reserve requirements. The only viable modes of capital issuances to foreign investors for projects (apart from equity capital) are debentures and preference shares, provided these are fully and compulsorily convertible into equity. The eternal challenge in investment structuring for Indian projects is cash extraction with minimal tax leakage within the four walls of Indian laws.

With fiscal incentives/exemptions winding down, investors are now focused on reducing tax costs in their investment and development structures, on up-front planning for exit options and creative capital structuring. Needless to say, Revenue attention to this sunrise sector has already been diverted and inadequate thought to tax aspects of transactions will result in erosion of returns and unplanned litigation.

Wish lists for the Budget abound each year in February and so they did this 2008. Barring limited relief for specified hotels, not much has been forthcoming. Nevertheless, one thing is for sure – the Real estate story has just begun.



IS YOUR DATA SECURE FOR TOMORROW?

For long Data Storage and Protection has been one of the most critical areas for any organization. Storing data and backing up data regularly is all part of organization routines. Think of your e-mails - suppose you lost the ones that were only a couple of hours old! How would you retrieve them?

Traditional data backup solutions perform backups against a schedule, automatically or manually. Apart from the system and application use being interrupted, performing these backups often devours significant amount of time and system resources. Backing up data to tape is slow and as the amount of data on the network increases, it takes more time. How fast can you recover data from tape backups? The answer is that it depends on the volume of data to be restored and a few GB's may take a few hours to retrieve back into the system. Also, the backups are at best, done once a day or so, and you may not be able to get back data of, say a few hours ago, if there were to be a 'crash'.

But now data backups are made easier!

AMERICAN MEGATRENDS INC. (AMI) offers STORTRENDS® ITX the ultimate in storage technology with its IP SAN Storage Solution. With the implementation of our Snapshot Technology you can schedule your data backup real time without any disruptions in application or taking any more of your time. Our Snapshot Technology helps users rollback to a snapshot which is a minute or a month old; or even a few years old!

AMI has the 'best in class' snapshots, which can be taken every minute, with no perceptible degradation in performance of the system. This can be scheduled to be done automatically. AMI provides the software which helps rollback of the snapshots & mount data in a few seconds.

Compared to the tape backups, the snapshot feature is a boon which system administrators will love to use, and users/clients feel 'safer' as far as their stored data is concerned. While snapshots do not replace the tape backups, it is an additional tool to backup and retrieve stored data within seconds.

AMI's StorTrends is an enterprise class IP SAN storage solution which has many important state of art & 'best in class' features, such as SAS-SATA Drives, Continuous Data Protection, De-duplication Technology, Replication (for disaster recovery), Storage Resource Management; to name just a few!

Avian Influenza (Bird Flu)

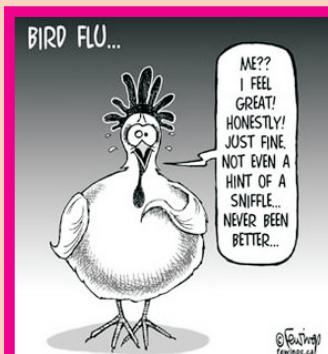
Avian influenza, more commonly known as bird flu is a contagious viral infection to all species of birds. This infectious disease is caused by type A strain of the influenza virus. There are about fifteen subtypes of influenza viruses of which H5N1 strain is of importance since it has the possibility of spreading to humans. Avian influenza H5N1 was first recognized in 1997 in Hong Kong, where people exposed to infected birds got affected and six died of the disease. Mass slaughtering of birds controlled the disease. In the last 5 years, H5N1 re-emerged in many countries of Europe, Africa and Asia.

The H5N1 avian influenza virus was first noticed in India in Nawapur district of Gujarat in 2006. Mass slaughtering and other precautionary methods controlled the disease in poultry. The recent outbreak in West Bengal in Jan 2008 caused severe losses to the poultry industry. The estimated direct loss is around Rs. 30,000 million... The government initiated mass culling of the birds – around 4 million chicks and several lakhs of eggs were destroyed in West Bengal. The government also banned the sale of chicken meat for some time, which has been lifted now. The H5N1 outbreak in West Bengal had its effect all through the country – reduction in the consumption of eggs & meat, the selling price crashed much below the production cost, which necessitated the hatcheries to destroy the hatchable eggs to balance the supply and demand. The poultry industry is slowly returning to normalcy from the all India outbreak in West Bengal. However, the skyrocketing commodity (maize and soya) prices have resulted in high production cost and have further impacted profitability of the industry.

WHO has stated that the H5N1 identified in West Bengal is very virulent one, however there is no report of human infection or death till date.

The H5N1 can spread to other species and humans especially those who are in constant contact with birds. Health experts are concerned that the co-existence of human flu virus with Avian flu virus especially H5N1 has the scope for mutation of virus into a virulent strain, which can cause pandemic - spread from Human to Human.

The symptoms of avian influenza in humans are akin to those of human influenza, fever, fatigue, malaise, myalgia, sore throat, and cough and in severe cases pneumonia. Conjunctivitis is seen in some patients.



Precaution is better than cure Do's & Don'ts for Humans

Do not eat or handle undercooked chicken meat or raw poultry, egg or duck dishes. Fully cooked egg and Chicken are safe to eat.

In India, it is safe to eat chicken dishes as Indian cooking involves cooking the chicken at high temperature. Chicken is rarely consumed in medium or rare cooked state.

Do not go to poultry farms and markets where birds are sold when there is an outbreak of the epidemic.

Avoid unnecessary contact with Bird Flu infected animals or humans.

Wear full protective equipment when cleaning suspected Bird Flu infected animal enclosures, particularly chicken pens.

Boil all suspected Bird Flu contaminated water, especially drinking water. Water collected from house roofs or open ponds, lakes and rivers may be infected from bird droppings. Do not bathe or swim in open ponds, lakes or rivers where water birds gather.

Do not transport live or dead chickens, ducks or other poultry from one place to another even if you think your birds are healthy.

If you develop a high temperature ($>37.5^{\circ}\text{C}$), visit a doctor or the nearest health care facility immediately.

Make sure to keep children away from dead or sick poultry.

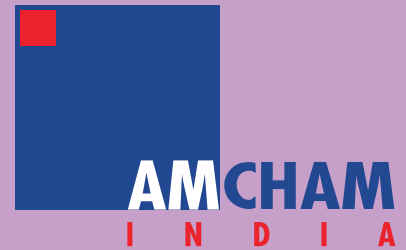
Call your health provider if you develop flu-like symptoms.

Diagnosis & Treatment

Avian influenza in humans can be detected reliably with standard influenza tests.

Recently discovered anti-viral drug, Tamiflu is considered as the only possible defense against an outbreak of human-to-human bird flu.

(Courtesy: Kemin Industries South Asia Private Limited)



Best Workplaces in India

Ajuba Solutions India Private Limited has been recognized as one of the Best Workplaces in India for 2008 by the Great Place to Work® Institute, India. This is the third time in a row that Ajuba has been recognized as one of the best places to work in the study conducted by Great Places to Work® Institute.

More than 200 companies across industries had participated in this prestigious survey this year. The results of the study reported by Great Place to Work® Institute, India indicated that organizations who participated were some of the best in their industry segments. For the study, all the companies were evaluated on various parameters - the Trust Index measuring credibility, respect, fairness, pride, and camaraderie and the Culture audit measuring the overall culture of the organization (voluntary turnover, ethnic breakdowns, tenure, employee perception, HR processes and policies, etc.)

Where do you go if you need help with Enterprise Solutions, Information Technologies and Engineering Services?

Barry-Wehmiller International Resources (BWIR) is an American-owned company headquartered in St. Louis, Missouri with primary operations in India. BWIR offers the combined benefits of the proximity and dependability of a US company with the affordability of distributed operations. BWIR services cover the entire spectrum of a manufacturing company from engineering services like CAD/CAM/CAE to the implementation of an ERP/PDM/PLM system. In India the company is focused on delivering and implementing enterprise solutions like ERP and PDM with integration to Engineering and third party tools. BWIR provide three core services - Enterprise Solutions, Information Technologies and Engineering Services.

Enterprise Solutions - BWIR is the preferred global implementation partner of a top ERP vendor specializing in the manufacturing domain. Under Enterprise Solutions we provide implementation & customization of ERP, SCM and CRM solutions. Strengths include all modules in manufacturing, supply chain, financial accounting, CRM, integrating third party tools, web portals, and eCommerce sites to ERP systems.

IT Consulting - BWIR offers expertise in custom application development, implementation and maintenance of enterprise solutions, business intelligence, legacy computing solutions & modernization, eCommerce solutions and web development.

Engineering Services - BWIR offers a wide-range of technical services including complex machine design and product design, 3D modeling, FEA, migrating a customer to the latest CAD technology and also component sourcing.

BWIR is listed in the Top 15 emerging companies to work for in India for the year 2007. This survey conducted by NASSCOM is based on the organizations which are poised to be the growth drivers of the Indian IT sector. With this recognition BWIR is rated as Exciting place to work characterized by an energetic workforce, an enthusiastic work environment and robust HR processes

Perot Systems - Most Fun Place to Work

Perot Systems is a worldwide provider of information technology services and business solutions. Through its flexible and collaborative approach, Perot Systems integrates expertise from across the company to deliver custom solutions that enable clients to accelerate growth, streamline operations and create new levels of customer value. Headquartered in Plano, Texas, Perot Systems reported 2006 revenue of \$2.3 billion. In the year 2006, Perot Systems was rated among the Top 10 Best Performing Global IT Services Firms. The company has more than 22,000 associates located in North America, Europe, and Asia. For the second consecutive year, Perot Systems has earned the #2 ranking on Fortune magazine's list of America's Most Admired Companies in the category of Information Technology Services. Perot Systems is also positioned in the Forbes Platinum 400 list of Best Big Companies in America for the 4th consecutive year.

Recently, Perot Systems' Consulting and Applications (CAS) and Insurance and Business Process Solutions (IBPS) Indian campuses received the "Most Fun Place to Work" award and Anurag Jain, president, CAS and IBPS was named "CEO of the Year with Strong HR Orientation." The most fun place to work award recognizes our pioneering efforts in creating a high energy, fun workplace setting. With the participative style of management that Anurag has adopted at CAS, the Breakthrough Program and the success achieved in infusing a new energy, he was well positioned for this honor.

The company's Insurance and Business Process Solutions has operations in multiple facilities in Chennai, Coimbatore and Manila. This business unit is a recognized leader in providing BPO services to some of the leading healthcare administrative service providers, insurance companies, financial services corporations and other Fortune 500 organizations. Perot Systems BPO business has also received recognition as the #6 BPO services Provider from the Global Services Magazine.

Perot Systems is an Equal Opportunity Employer. Dedicated to the highest standards of quality, Perot Systems provides thorough training and continuous professional development opportunities to prepare our associates for rewarding assignments and exciting global careers.



Ford Motor Company Announces \$500 Million Investment to Expand India Operations

Current manufacturing facility will be expanded to accommodate volume production of a new small car

A fully integrated and flexible engine manufacturing facility will produce petrol and next generation diesel engines for domestic and export markets

Ford Motor Company has announced plans to invest US\$500 million to expand its India operations, reaffirming its commitment to developing and implementing an aggressive growth strategy in the country. The new investment will fund several new initiatives, including the expansion of Ford India's current manufacturing facility in Chennai to begin production of a new small car within the next two years, and construction of a fully integrated and flexible engine manufacturing plant that will go online by 2010.

The new investment increases Ford's total financial commitment in India to more than US\$875 million, and underscores its plan to elevate India as one of the strategic production hubs for small cars in the Company's Asia Pacific and Africa region. In 2007, Ford announced a \$500 million investment to build small cars in Thailand, just weeks after launching production of small cars at a new \$510 million, state-of-the-art facility in Nanjing, China.

John Parker, executive vice president, Asia Pacific and Africa, said, "This new investment highlights the significance of India's role in our continued expansion and overall strategy for the Asia Pacific and Africa region. We have developed a long-term and strategic plan for India that is anchored on a substantial product program and new engine manufacturing facility."

The overall investment plan for India has already commenced, and will be implemented in phases over the next three years. The first phase currently underway includes the addition of a diesel engine assembly plant at the Chennai site that will have an initial annual capacity of 50,000 units. The first engines are scheduled to roll off the line in May, and will be used in the local production of the Fiesta and Fusion to satisfy domestic demand.

A significant part of the investment will be utilized for the development of new product programs, primarily to expand the Chennai plant and accommodate volume production of the new small car. Production of the small car is scheduled to commence within the next two years, increasing overall annual production at the expanded plant to 200,000 units by 2010.

"Ford India's small car will be a worthy addition to the already successful and robust product mix that we offer to Indian consumers, and will further strengthen our competitive position in this increasingly dynamic market," explained Arvind Mathew, president and managing director of Ford India.

The second major component of the investment plan is a new, state-of-the-art and fully-integrated engine manufacturing facility to be constructed adjacent to the current vehicle plant. This new flexible facility will be capable of manufacturing both petrol engines and Ford's next generation diesel engine. Initial annual production capacity is planned for 250,000 units, with the first engines coming off line by 2010. Production at the diesel assembly plant that's currently being set up will be integrated into the new facility.

"Our investment plan clearly signals Ford's intent to implement an aggressive and comprehensive growth strategy for the India market. Reaching volume production of vehicles and engines will not only allow us to participate in the future growth of India's auto industry, but really to help drive it, both in terms of domestic sale and export potential," asserted Mathew.

The new facilities and capacity expansion will create more than 9,000 jobs – including 1,500 direct and 7,500 indirect jobs – as Ford India considerably increases its supplier base to meet the expanded production volumes. This, in turn, will compound additional investment by its suppliers and vendors and contribute to the overall growth of India's auto industry.

"We'll be significantly increasing our local sourcing to meet the requirements of our expanded production. One of the factors in deciding this investment was Ford's confidence in the international standards and capabilities of India's supply base," said Mathew. "We're also committed to the ongoing development of our own human resources and we'll be providing skills training for the additional work force."



Monthly Networking and Business Breakfast Meeting

A monthly breakfast meeting (free to members) where members may meet each other and hear distinguished speakers and other persons who have excelled in their sphere of work, senior government officers, journalists etc. Member companies are given an opportunity to make a Corporate Presentation during the breakfast meeting. These meetings are always held on the fourth Thursday of each month.

Breakfast and Lunch meetings (free to members) with the visiting US Official and Business Delegations where members may express their views for onward transmission by the delegation to the Government of India / U.S.A officials. This has been a very effective means of communication.

Participation in Sectoral Committee Meeting at New Delhi

These committees discuss issues on policies and procedures of concern to the members in their respective sectors. Based on the inputs provided by the members, AMCHAM prepares Position Papers and initiates dialogue with the concerned authorities on all matters of concern and interest to the members.

Participation in Business Round Tables, Briefings and Seminars on subjects of wide interest organised by AMCHAM either independently or in association with other Chambers.

Participation in Core Groups

The Executive Committee is working towards engaging the entire membership in all programs and has formed 4 Core Groups. They are: PR / CSR, NEWSLETTER, HR, MANUFACTURING

BENEFITS OF MEMBERSHIP

Each of these Core Groups is headed by a member of the Executive Committee. We invite you to join any of the Core Groups mentioned above. The contact details of the members in the core group have been circulated to all members. We invite your active participation and support. Members are invited to send an email to the leader of the Core Group of your choice.

Meeting with the U.S. Embassy officials including the Consul General and other senior Officers attached to the American Consulate in Chennai, etc. who also attend AMCHAM meetings regularly.

Participation in AMCHAM sponsored business delegations and other AMCHAM delegations

Participation in OSAC Meetings

AmCham members are invited to all OSAC meetings. The Overseas Security Advisory Council is open to Managers and Senior Executives responsible for Safety and Security in their organisation. This forum affords professionals an opportunity to network and share their experiences and also to be a conduit for passing on related information. The Regional Security Officer at the American Consulate is present at OSAC meetings for interaction with members of this group.



BENEFITS OF MEMBERSHIP

Social Events

The Executive Committee of the Tamil Nadu Chapter organises a social event every quarter. Two events are business meets open to members and their senior colleagues. One event is for the member and spouse and will have a socially relevant theme, which appeals to members. One event will be a family event, which will have games and activities for each member of the large Amcham family. The EC encourages all members to participate in these events as it is a great way for members to get to know each other.

Business Briefing

AMCHAM provides business briefing services for US investors who seek to establish their operations in India. A group of experienced and senior executives of US companies based in Chennai and senior diplomats from the American Consulate will interact with the visiting team and brief them on the business and political environment in Tamil Nadu.

The briefing encompasses a wide area from economic conditions, social parameters, political stability, government initiatives, housing, education, availability of talent, taxation, company formation, statutory processes and approvals, labour laws, etc. Real time experiences are also shared with the visitors who get the complete picture on investing in Chennai - The Good, The Bad & The Ugly.

Meetings with Government Officials and one to one meetings are also arranged as part of this service.

Other Services

The Secretariat can assist in arranging for meetings with bureaucrats of the state government and officials of other statutory bodies and government departments.

Members can also contact the Secretariat for contact details of agencies or officials they wish to contact or pursue any official business.

The Secretariat provides a document of support for visa applications to countries in the Middle East, South East Asia, Far East, Latin America, Africa and Mexico. Members are requested to send an email giving full name of visa applicant, passport number, designation, purpose of visit, country and city of visit, duration of visit, name and address of company in the place to be visited. Usually the support document can be collected within one hour of sending the email.

The Secretariat also interfaces with the Chief Immigration Officer regarding issue of PIO cards and Overseas Indian Citizenship process.

Advocacy Issues

The Executive Committee meets every second Saturday and will consider advocacy issues that affect the normal working of an organisation and needs to be resolved with government agencies.

Workshops & Seminars

Based on the interest and support of members, the Executive Committee organises workshops, seminars and interactive presentations on topical subjects.



THINK IT OVER

SUCCESSFUL BUSINESS TRANSFORMATIONS

There are several compelling commercial reasons for US businesses to explore a formal India footprint be it as a liaison office or branch office to start with, or even as a joint venture or wholly owned Indian subsidiary. However, building a successful business in India requires a high degree of sensitivity and adaptability to the Indian business environment in general and employee mindsets, vendor behaviour and customer requirements in specific.

In the unfortunate event that an organization travels the distance but faces significant challenges down the road, it becomes imperative for the leadership to comprehensively re-assess their strategies, the processes and methodologies adopted for execution and often, even their organizational structures. Business and organizational transformations are anything but easy to achieve given the often-conflicting interests of multiple stakeholders. However, if approached with focus and intelligence, the related efforts could well deliver positive results.

While there can be no general prescriptions for implementing change, one approach suggests the following eight steps for consideration.

1. Acting with Speed and Establishing a Strong Sense of Urgency

- › Examining market and competitive realities
- › Identifying and discussing crises, potential crises, or major opportunities

2. Forming a Powerful Guiding Coalition

- › Assembling a group with enough power to lead the change effort
- › Encouraging the group to work together as a team

3. Creating a Vision

- › Creating a vision to help direct the change effort
- › Developing strategies for achieving that vision

4. Communicating the Vision

- › Using every vehicle possible to communicate the new vision and strategies to all stakeholders
- › Teaching new behaviors by example

5. Empowering Others to Act on the Vision

- › Getting rid of obstacles to change
- › Changing systems or structures that seriously undermine the vision
- › Encouraging risk taking and non-traditional ideas, activities, and actions

6. Planning for and Creating Short-Term Wins

- › Planning for visible performance improvements
- › Creating those improvements
- Recognizing and rewarding employees involved in the improvements.

7. Consolidating Improvements and Producing Still More Change

- › Using increased credibility to change systems, structures, and policies that don't fit in the vision
- › Hiring, promoting, and developing employees who can implement the vision
- › Reinvigorating the process with new projects, themes, and change agents

8. Institutionalizing New Approaches

- › Articulating the connections between the new behaviors and corporate success
- › Developing the means to ensure that the next generation of leadership personifies the new approach