Vadodara, like many post-industrial cities, faces significant challenges. We need to move to a sustainable economy, be able to plan ahead and adapt to change. As more and more people live in cities, we must get better at managing our resources such as energy and housing, and in times of severe financial constraints take a more joined up approach to how we deliver services such as healthcare, transport and education so that we can achieve economic growth, well-being and happiness in a sustainable way.

Advancements in technology, education and infrastructure have the potential to offer exciting solutions for new services provision and to create an environment that is more innovative and more efficient. An increasingly connected world creates the platform to analyse and approach situation in new ways – that supports better integration for manufacturers and service providers, stimulates innovation by SMEs and responds to changes the way citizens live – all leading to a better quality of life and more jobs.

Vadodara has already started its journey to becoming an inclusive City through a variety of projects, infrastructure developments, partnerships and collaborations. It is one of the most diverse and safe cities in India; its advancements in public sector, private sector and social enterprise, have already created a unique public-private partnership to operate Vadodara’s infrastructure. Its breadth of economic capability across technology, manufacturing, education and healthcare, and cultural diversity contribute to the state and national potential of service and product innovations from the city.

Vadodara city, the third largest city in the state of Gujarat, with an area of 159 sq kms and a population of 18.17 lakh residents (as per the 2011 census) making it 20th largest city in India by population. The city traces its existence to 1816 with high quality urban infrastructure viz. water supply, drainage, storm water, transport facilities, etc. in the first decade of twentieth century. At the time of country’s independence Vadodara had attained the status of an education and cultural centre of Western India. Post independence, the city witnessed quantum industrial and demographic growth with the city infrastructure supporting this growth.

Demographics:

Vadodara had population of 4.2 MN of which male and female were 2.2 MN and 2 MN respectively. Vadodara District population constituted 6.89% of total Gujarat population. The Population Growth Rate is ~14.38% in the population whereas the density of Vadodara district is 552 people per sq. km. with total area of 7,546 sq. km.
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Average literacy rate of Vadodara is 79% as compared to 71% of 2001, which makes it 44th most literate city in India. If things are looked out at gender wise, male and female literacy were 85% and 72% respectively.

India is in the top five for FDI receipt, where is Vadodara?

India was the fourth-largest recipient of FDI in terms of projects started in 2012, and in terms of value, it accounted for 5.5% of global FDI. Although the number of jobs declined slightly in 2012 (due to a drop in industrial projects), India still accounts for 9.4% of jobs created by FDI around the world.
Top 5 FDI Destinations in India

Emerging Cities

As per the survey, NCR & Bengaluru tops the “Most attractive foreign investment destinations” in India, followed by Mumbai, Chennai and Pune respectively.

The attractiveness index of Vadodara was as low as 2.3% as compared to neighboring Ahmedabad which was highest in the tier II cities at 20.7%.

Further, as per the State Commissionerate of Industries Report on Micro, Small and Medium Enterprises (MSMEs) of Gujarat, out of ~2.8 L units across Gujarat, only 5% are located in Vadodara, of which 10% were not functional. Vadodara stood 10^5 behind in terms of investment in plant and machinery for MSMEs.

In the past three decades, as per the State Commissionarte figures of districtwise investment in Gujarat IEM+LOI+LOP, out of 26 districts, Vadodara doesn’t fall even in the top 20% districts.
Vadodara has been short listed by the Ministry of Urban Development for receiving funds for Urban Infrastructure improvement under JNNURM Scheme. Approved investment plan for Vadodara indicates that the city will receive INR 1897 Crore over next five years. (Source: DMIC figures)

Vadodara Economic Drivers

- Delhi-Mumbai Industrial Corridor
- Exclusive producer of Dolomite and Fluorspar in Gujarat
- Presence of several government companies such as GSFC and GCIL
- Gujarat’s leading educational institutions
- Abundant skilled manpower
- Major center of Pharmaceutical and Chemical manufacturing
- Proximity - Connectivity to industrial centers: Ahmedabad, Ankleshwar, Bharuch & Surat
- Emerging hub of Glass and Automobile manufacturing

The situation is showing drastic improvement in the recent times. As per the reports now, there is a sharp rise in the number of companies willing to invest in the region. Even as Vadodara continues to attract big-ticket investments, a large number of micro-enterprises are now also showing interest in setting up units in the region, especially those seeking to set up cottage industry, as micro, small, and medium enterprises (MSMEs) increase focus on the region.

As per figures available with the industries commissionerate, over 490 entities have expressed interest in setting up units in Vadodara district during the Vibrant Gujarat Investors’ Summit 2013, which is a sharp rise over 99 MoUs signed during the previous summit. This is even higher than 47 MSMEs having expressed interest in investing in the region during the 2009 summit.

The sharp rise in the number of companies expressing intention to invest in the region during the 2013 summit was largely because micro-enterprise (those planning to put in a maximum Rs 25 lakh investment) — are coming up in large numbers in the region, drawn by skilled work force and better transportation connectivity. These enterprises are mainly into making stationary items, papad, wafers, mineral water; embroidery crafts works, interior designing, architecture, trading units and others.

Advantages of DMIC Node: 13 – Vadodara-Ankleshwar Industrial Area

- Proximity to the major urban center
- Connectivity through NH-8 & Golden Quadrilateral Corridor
- Development of Vadodara Airport
- Advantage of Vadodara-Ankleshwar Industrial Area
- Proximity to the alignment of Dedicated Freight Corridor

Proposed components

- Truck Terminal with Warehousing, Feeder Road & Rail links
- IT/ITES/Biotech Hub, Knowledge Hub/Skill Development Centre
- Development of Vadodara Airport, integrated Township
- Development of Captive Power Plant
A quick online survey was rolled out to obtain a comprehensive understanding of citizens’ views, expectations and priorities for idea of ‘Inclusive Vadodara: Vision 2020’. Around 50 Vadodarians from different segments were surveyed in the short timeframes. The survey intended to capture the participant’s experience of Vadodara and aspirations for Vadodara’s future. 7 major parameters and further detailed orientation for each parameter were rated on 7 point Likert scale.

For all the parameters, 1 was the minimum rating and 7 was the maximum possible rating, where 1 represents Negative/Needs improvement and 7 indicated Positive/Satisfied. A high score indicates positive endorsement of that orientation. Graphical representation is scaled version for better viewing.

**Economy Vadodara: Average Ratings**

**People Vadodara: Average Ratings**

**Governance Vadodara: Average Ratings**

**Mobility Vadodara: Average Ratings**

**Environment Vadodara: Average Ratings**

**Living Vadodara: Average Ratings**

Source: Faber Infiniti, Inclusive Vadodara Survey 2014 (Scaled version for closer view, surveyed on scale of 1 to 7)
According to the quick survey, the participants rated Governance, Mobility and Environment in Vadodara on the lower side. However the perception and overall living were rated high.

“As compared to Ahmedabad and Surat, today the situation with town planning, governance and catering to civic needs is of grave concern. Proactive actions should be taken to improve the situation else it might affect the future investments in the long run.”

* One of the respondents.

Survey Methodology

Primary objective was to obtain a comprehensive understanding of citizens’ views, expectations and priorities for idea of ‘Inclusive Vadodara: Vision 2020’.

Web based survey was conducted between February 13 to 15, 2014 with a random and representative sample size of ~50 participants.

Survey Participants were aged 18 years or older.

Efforts were made that final data was weighted to ensure age/gender and profile distribution. The objective of profiling was to ensure that the views of different segments are captured.

Participant Profile:

Source: Faber Infinite, Inclusive Vadodara Survey 2014
Mr. K Venkat Reddy
Managing Director - Kuesters Calico Machinery Pvt. Ltd

I moved to Vadodara in 1997 and have always found it be pleasant city to work. It is a small city with advantage of time due to its compactness. Basic accommodation facilities are good and affordable as compared to other cities in India. One can easily declare it as the safest city.

Vadodara's tryst with industries started as early as 1960s with public sector companies like IPCL and others. Otherwise it picked up only after the 90s when companies like General Motors and others came into Vadodara. Lately, Vadodara can also be termed as 'Transformer Capital of India' due to the flourishing transformer industry with old and new players like Alstom, ABB, Voltamp, TBEA and others. In addition to transformer industry, there are several other industries that have blossomed in past two decades. Vadodara took a big leap only in the last two decades when giants like Bombardier, L&T, Thermax and others entered.

It has helped Supplier base in and around Vadodara to grow. Vallabh Vidyanagar is close to Vadodara and also adds to the strength in terms of suppliers.

We are one of the best in emerging nations and Vadodara is at the top of the league. Quality consciousness is high as compared to other cities. Vadodara is competitive in terms of prices with regards to the standards it offers.

Vadodara can be compared with Pune and Coimbatore, and I find that availability of good engineering manpower is main challenge. In Vadodara, specific engineering skills like design, manufacturing and others are an issue.

Vadodara has been facing problems to attract talents from outside. It is not that attractive for the youngsters and gets difficult to retain talent.

Thrust areas to improve:

• Public transport should improve to ease pressure on traffic conditions.
• Air connectivity to Mumbai has improved however there is major requirement for enhancing rail connectivity to Mumbai.
• Availability of land at affordable costs in GIDC for SMEs is another issue to be addressed
• Traditionally, Vadodara is not business hub as compared to Ahmedabad and Surat, which needs be worked upon.

With vision 2020 in mind, Vadodara has more scope and room to grow as compared to other tier II cities, considering the costs and availability of resources.
Since early days, the growth of Vadodara is primarily due to process industries like petrochemicals, pharmaceuticals, fertilizers, dairy and others. Major costs of process plants can be attributed to engineering equipments such as pressure vessels, heat exchangers, Columns, water treatment plants pipelines and other fabricated items which involves fabrication skill set of welding, fitting, and inspection & testing. Fabrication skills - the core strengths are in grained in the city by nature of the community which was traditionally known for ‘smithing’ activities. This has helped the fabrication units in and around Vadodara to grow and develop. Had it been any other state, there would have been shortage of people!
However, in the long run the fabrication industry may struggle, if it depends only on the large organisations. Industry should think of export markets where, quality as well as capability has to improve to match the global expectations. Today global markets have graduated to an extent where high class finish, excellent aesthetics and shorter delivery time for capital goods like cryogenic tanks is very usual!

Ports, Roads, logistics and infrastructure availability are the USP of Vadodara region. Proximity to ports like Hazira, Pipavav, Dahej, Kandla and Mundra has facilitated heavy and large equipment manufacturing industries to develop exceptional export reach.

Vadodara has always been well connected and knowledge engine of Gujarat contributing to high-quality techno-commercial and entrepreneurial skills. It has in turn led to good investment scenario due to better approach and awareness. Industries have been striving for value addition and competitive edge.

As per the upcoming DMIC blue print, 40 kms stretch on either side of the corridor will be developed as industrial belt which will be a big boost to the region.

Vadodara will continue to enjoy commute luxuries and affordable land prices as compared to other cities.

For survival, industries will have to understand and incorporate the regulatory & statutory requirements of export markets. Good understanding of ASME code for US market and EN code for European market is the need of the hour. Around 20 to 30% material saving can be achieved by designing equipments to these codes.

Involvement of people should improve to achieve the same. Leisure lifestyle and laid back culture is an area of concern and it is yet to change! The upcoming auto plants may face problems if things don’t improve.

There has been scarcity of talent with sound technical knowledge, communication proficiency and all round skills. Situation is improving but not meeting the expected requirements. In premiere management institutes & engineering colleges very few students from Gujarat are eligible for admission. To improve the quality of students, multi-disciplinary education and interface with industry should be encouraged rather than focussing on mere grades.
Mr. S R Kulkarni
Head HR – L&T Power

Vadodara, due to its cosmopolitan culture, has always been very welcoming and hospitable without any discrimination. It has all the comforts of a good city without the negatives of a big city. The maintenance of law & order has made the city very safe for female colleagues to commute even at night.

Due to MS University and few others institutes, with Vallabhbhidyanagar & Ahmedabad being close; the workforce supply side is good. Several UG - PG courses availability and English medium teaching of MSU is an advantage when compared to other institutes in Gujarat.

Vadodara with regions like Nandesa and Savli has always been an industrial centre for petrochemicals and power industries. Companies like IPCL, GSPL, ONGC, ABB, Alstom, GIPCL, GAIL, BHEL and others have been present since long time whereas organizations like Bombardier, Thermax, Siemens, Suzlon, etc came in more recently. Vadodara is also home to several Engineering Co. such as EIL, PDIL, L&T, Jacobs and Linde. Because of companies with good employee and employment practice, lateral manpower sourcing availability also exists.

Affordability of housing as compared to Mumbai and many other cities also makes Vadodara attractive as it gives an opportunity of ownership. Good governance and the kind of development in last five years, adds to the attractiveness.

Several private educational institutes have mushroomed and at are different stages of growth, which has definitely augmented the quantity but still they have quite some way to go and lot of work needs to be done. Scaling up in terms of quality is important, for these institutes to come up to the level of BVM, MSU, Nirma Institutes, L&D College and others. Numerically large number of talent pool available quantitatively, but not qualitative.

Another institute similar to MS University, 20 years back would have helped!

Vadodara lost out in the country wide IT movement, which could have attracted younger and smarter people. Considering the peculiarities of the city, the elders might settle in Vadodara; however the younger crowd might move to other cities with better opportunities.

Noticeable improvements are being done in terms of road broadening, water logging but adequate attention needs to be given to civic and city planning. Traffic, discipline, health & hygiene may create ugly picture and affect foreign investments and talents.
Mr. N V Patel
Chairman – Vadodara Urban Development Authority (VUDA)

Vadodara is seat of education with several very well known and reputed educational institutes in and around Vadodara. To name a few, MS University, Navrachna University, Parul Group, Sigma, SVIT, BITS, Sumandep Medical College and others. Apart from medical and engineering streams, it gives platform to various faculties like home science, fine arts, social work, etc. Vadodara is known to be centre for homeopathy colleges with 8 out of 16 colleges in Gujarat are located.

Vadodara has large mass of trained and economic manpower resources. With other advantages like very affordable land availability, uninterrupted power supply, lesser transportation issues and other overheads; Vadodara has qualities to attract IT industry. Good infrastructure facilities and connectivity via air, rail and road are additions to it. A huge area has been earmarked for proposed IT hub in Vadodara.

Many old industries like textiles, foundry, ceramics etc have floundered or are almost nonexistent now. In the past, Vadodara was pharmaceutical hub, with almost 80% paracetamol was manufactured here; which is no longer the case. It is an issue of grave concern affecting income of people. More and more industries should be encouraged around municipal limits.

Infrastructure issues improved only after late 90s (in last 12 – 15 years), when different projects like flyovers, river crossing bridges, wide roads, etc picked up. Approximately INR 2200 Crs have been invested on different projects in past 4 years. Many flyovers and 132 feet ring road is in existence now. BRTS, 100 feet toll free ring road and couple of more flyovers are also envisaged in near future.

With several projects coming up, Vadodara is the fulcrum point of DMIC. It is also a key centre on the dedicated freight corridor, on Ahmedabad – Mumbai Bullet train & Expressway to Mumbai. A state of the art, Transport Nagar/ Logistics Hub spread across 56 hectares is planned with facilities like hospitals, workshops, cross docking hubs, super stores and residential facilities is planned near Vadodara.

Planned hubs for knowledge and health in Vadodara will boost the service sectors. Also, there is tremendous potential in terms of tourism with destinations within 100 kms radius and medical tourism with world class health care facilities.
Dr. K S Murthy  
Vice Chancellor - Designate – ITM Vocational Universe (proposed University)

Gujarat is fast becoming the most vibrant state with rapid industrialization, infrastructure and economic growth; making it favourite destinations for investors. Vadodara region is one of the key areas for Gujarat ecosystem and the growth of industrial clusters. In order to cater to the requirements of skilled manpower, efforts to create centres of excellence and innovation offering futuristic professional education at global standards is very critical. Providing seamless graded learning path leading to industry ready competence will help to resolve the prevalent skills issue raised by the industries. Focus on creating platforms for employability bridge courses; creating lifelong learning opportunities and vocational career paths is key to meet the priorities of the economy of the region. The belt from Vapi to Surat to Vadodara to Sanand to Dholera and Jamnagar will be known for the highest employment and technology production like the Tokyo-Osaka region in Japan or the Schengen-Guangzhou region in China. The major push should on the employability skills, affordability and acceptability of the training and skill development programs.

Mr. Premraj Keshyep  
Managing Director, KYB Conmat Pvt Ltd

Best part of Vadodara that it is extremely well planned city. The meticulous plan which was executed 100 years ago under the regime of Maharaja Sayajirao Gaekwad still leaves city un-crammed and very comfortable place to reside. On top of it, the culture and positivity of Vadodara enticed my family and me to stay back.

Several small engineering and ancillary units exist in industrial clusters like Gorwa, Makarpura and others. However, availability of core engineering expertise is an issue and it is in shortage with reference to the current requirements.

Educational institutes in and around Vadodara are world class, however technical skill availability continues to be a grave concern. Emphasis on the job learning has to improve!

Over and above, the governance & people attitude is hassle-free and very supportive. On the investment front, Vadodara has done just well. However, with upcoming DMIC & the Japanese investments, many positive changes are foreseen!

As compared to Ahmedabad and other cities, Vadodara is easy going, laid back and contented in nature which is affecting not in a positive manner and industries are feeling the pinch of it.

Even as compared to Rajkot and Ahmedabad, Vadodara needs to advance on competitiveness and innovation aspects.

Also, it has a lot of scope of improvements in the infrastructure, affordable land availability especially in the industrial estates. Better organized/ planned development in residential as well as industrial areas in need of the hour.

‘Brand Vadodara’ should be built & promoted for further growth and development of the city!
Mr. Tapan Patel
Executive Director - Gujarat Metal Cast Industries Ltd

Vadodara is known for its cosmopolitan crowd and education of the people. The major positive of Vadodara is that it has been opportunities presented by the history. Industries of Vadodara are not catching up with time and throwing away the advantages they are blessed with.

The presence of public sector companies and others like Jyoti, Alembic and others have assisted in creation of engineering base in Vadodara.

Apart from the switchgear and transformer industry, Vadodara needs to leverage on the opportunities like DMIC corridor and the possibilities of auto industry flourishing in and around Vadodara.

Innovation situation is changing gradually but not at great pace. Rather focussing on mere outsourcing, JVs or OEM demands, the SMEs should focus on improving applied R&D, capabilities and qualities to build brand and market! Government incentives are available and industries should avail the same. Across the world even in downturn, organizations have made money if self markets are created!

Lack of exposure to best practices is a major drawback. Competitive aspects like Quality, Cost and Delivery are areas of concern for industries in Vadodara. For industries, it is important to share knowledge and best practices and hence Centres of Excellence (for mechanical, electrical industries) should be established.

Lack of role models or world class companies in Vadodara has affected industries adversely when they compare with local benchmarks.

Industry has been talking about availability of quality talent, the big question is what have the industries done to groom and develop future leaders! Students should be given more exposure and incentives to improve the situation.

Prof. G D Karhadkar
Head of Mechanical Engineering Department – M S University

Vadodara is peculiar because practically any type of education is available here, may it be ayurvedic, medical, homeopathy, management, architecture, engineering and other streams. Several newer institutes have also sprung up which has helped.

However, the private institutes should participate further in research and development activities to develop real manpower. In addition, as per the AICTE survey, only 40% of the technical students get employment opportunities, rest have to look for other alternatives. To improve the situation in Vadodara, academia and industry should join hands and work more closely.

Interest expressed by corporate for long term commitment and improvement in terms of sharing resources like infrastructure and facilities would be of great benefit. As a part of PPP project, Siemens and GoG are coming up with Centre of Excellence worth 102 Cr INR for industrial automation at MS University. Its benefits can be availed by MSU, industry and other institutes from June, 2014.
Vadodara Opportunities & Challenges

Vadodara is sandwiched between two major growth magnets i.e. Ahmedabad and Surat. Though part of the golden corridor, Vadodara is yet to arrive at its peak and has lot of scope in various aspects. Few of them are listed below:

• It has seen fewer investments in setting up administrative centres within the city.
• Few industrial undertakings in the industrial areas are closed partially or struggling due to economic reasons,
• Lack of skilled manpower and lack of entrepreneurship in reinventing themselves in the wake of changes in Indian and global economy.
• Transport system and its management
• Tourism sector has shown great potential in India/ Gujarat and are yet to make any significant impact on the economy of Vadodara.

The Challenges for Vadodara
Vadodara is experiencing unprecedented change and these presents a series of broader challenges that defines and shapes the priorities for Inclusive Vadodara:

The economic challenge
Vadodara needs to create the conditions for employment growth to boost economic recovery, finding new ways to leverage the city's financial strength and develop new ways to help business to flourish.

The well-being challenge
It needs to radically rethink how we provide affordable health and social care services to respond effectively to the needs of a very mixed social-economic demographic

The mobility challenge
Vadodara also needs to ensure that the citizens can easily and affordably connect to work, leisure and healthy recreation and make more environmentally sustainable choices as they do so.

The environmental challenge
There is a need to secure access to affordable energy for all and at the same time meeting the obligations to satisfy the clean and green norms.
Inclusive City Vision for Vadodara

The Inclusive city ambition for Vadodara is huge – and represents the single biggest period of change in the city since it grew to become the “the big city in a small package” in recent past.

The inclusive city is about ensuring sustainable economic growth and prosperity
It presents a new frontier for innovation and enterprise where virtual and physical communities will thrive on collaboration, be supported to create and experiment; deliver new products and services in better, exciting and previously unimaginable new ways.

Inclusive Vadodara: how it should look and feel
• Best place to start and grow a business
• Well connected to information, opportunities, places and markets
• Open minded, collaborative and experimental thinking
• A great place to grow up and grow old
• An easy, friendly and attractive place to come together
• A pleasant, safe and fun city known for its great natural environment
• More choices and convenience, less waste, highly competitive

Opportunities for an Inclusive Vadodara
• More effective use of resources across multiple agencies, minimizing waste and increasing value adding activity; improving overall productivity.
• Provide more responsive services to meet increased citizen expectations Greater visibility that will enable early and targeted intervention across a range of services, with less duplication and more focus on continuity of intervention.
• Better predictive analysis and timely decision making to improve service outcomes that will address quality of life for citizens.
• Drive innovation and new value creation through the use of commercial and public assets to drive new business models and services.
• Stimulate market growth by enabling newer services, technologies and applications.

Future proofing Vadodara
The key priority areas of the roadmap to become an inclusive City, which should outline the plan to respond to the city’s challenges and realize the opportunities.

Conclusion
We have attempted through this report to understand and highlight the points relevant to Vadodara in the past few years. We express our sincere thanks and gratitude to all the respondents – the business leaders who gave their valuable time and contribution for this report. We hope the insights are understood, imbibe and form the stepping stones for further progress of this dynamic city in India. Faber Infinite is proud to be associated with many of the leading organizations in Vadodara, and based on the discussions and survey, with our respondents; we look forward to the future of this city with optimism and confidence.
Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 7100 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 90,000 enterprises from around 257 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

The CII Theme for 2013-14 is Accelerating Economic Growth through Innovation, Transformation, Inclusion and Governance. Towards this, CII advocacy will accord top priority to stepping up the growth trajectory of the nation, while retaining a strong focus on accountability, transparency and measurement in the corporate and social eco-system, building a knowledge economy, and broad-basing development to help deliver the fruits of progress to all.

With 63 offices, including 9 Centres of Excellence, in India, and 7 overseas offices in Australia, China, Egypt, France, Singapore, UK, and USA, as well as institutional partnerships with 224 counterpart organizations in 90 countries, CII serves as a reference point for Indian industry and the international business community.

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