

MSME TITBITS

MSME & START-UP PROMOTION BOARD



ICMAI
**THE INSTITUTE OF
COST ACCOUNTANTS OF INDIA**

भारतीय लागत लेखाकार संस्थान

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Behind every successful business decision, there is always a **CMA**

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“The CMA Professionals would ethically drive enterprises globally by creating value to stakeholders in the socio economic context through competencies drawn from the integration of strategy, management and accounting.”

VISION STATEMENT

“The Institute of Cost Accountants of India would be the preferred source of resources and professionals for the financial leadership of enterprises globally.”

ABOUT THE INSTITUTE

The Institute of Cost Accountants of India (ICMAI)- formerly known as the Institute of Cost and Works Accountants of India (ICWAI) is set up by an Act of Parliament (viz. Cost and Works Accountants Act, 1959) to develop and regulate the profession of Cost Accountancy in the country and is under the administrative control of the Ministry of Corporate Affairs, Government of India. The Institute is the 2nd largest Cost & Management Accounting body in the world and the largest in Asia. The Institute is a founding member of the International Federation of Accountants (IFAC), the Confederation of Asian & Pacific Accountants (CAPA) and the South Asian Federation of Accountants (SAFA). Presently, the Institute has about 1 Lakh members both in employment and practice and more than 5 Lakhs students on its rolls.



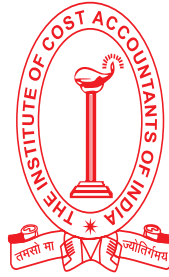
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President's Message

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President, The Institute of Cost Accountants of India



The 8th edition of MSME Titbits is presented as a continuing platform dedicated to informing, inspiring and supporting the MSME community. This initiative of the MSME & Start-up Promotion Board of the Institute is highly appreciated.

Micro, Small and Medium Enterprises (MSMEs) are widely recognized as a key pillar of economic development, contributing significantly to innovation, employment generation and inclusive growth. In an increasingly dynamic business environment, MSMEs are not only adapting to change but also demonstrating resilience, creativity and a strong capacity for growth.

This edition features important developments, emerging opportunities and practical insights designed to assist entrepreneurs and business owners in addressing current challenges. Key areas of focus include digital transformation, access to finance and relevant policy updates, with an emphasis on providing actionable and relevant information.

Looking ahead, collaboration, knowledge-sharing and continuous learning remain critical to strengthening the MSME ecosystem. Stakeholders are encouraged to engage actively, exchange experiences and make effective use of the resources available through this platform.

Appreciation is extended to all contributors and readers for their ongoing support. Continued collective efforts will play an important role in fostering a stronger and more dynamic MSME sector.

Jai Hind!

CMA TCA Srinivasa Prasad

President

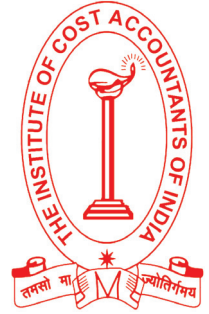
The Institute of Cost Accountants of India



Vice President's Message

CMA Neeraj Dhananjay Joshi

Vice President, The Institute of Cost Accountants of India



It gives me immense pleasure to present another edition of MSME Titbits, a platform that continues to highlight the resilience, innovation, and growth of Micro, Small, and Medium Enterprises (MSMEs).

The MSME sector remains the backbone of our economy, contributing significantly to employment generation, exports, and overall industrial development. In today's rapidly evolving business environment, adaptability and technological integration are no longer optional—they are essential. I strongly encourage all MSMEs to embrace digital transformation, enhance productivity, and explore new markets to remain competitive.

This edition brings together key insights, policy updates, success stories, and practical guidance aimed at empowering entrepreneurs and stakeholders. It is our constant endeavor to ensure that MSMEs are well-informed and equipped to navigate challenges while leveraging emerging opportunities.

I extend my sincere appreciation to all contributors and readers for their continued support. Let us work collectively towards strengthening the MSME ecosystem and driving sustainable economic growth.

Best Wishes,

CMA Neeraj Dhananjay Joshi

Vice President

The Institute of Cost Accountants of India



Chairman's Message

CMA (Dr.) K Ch A V S N Murthy

Chairman, MSME & START-UP PROMOTION BOARD, ICAI



It gives me immense pleasure to connect with you through this 8th edition of MSME Titbits.

Micro, Small, and Medium Enterprises (MSMEs) continue to be the backbone of our economy, driving innovation, generating employment, and contributing significantly to inclusive growth. In an era marked by rapid technological advancement and evolving market dynamics, MSMEs are demonstrating remarkable resilience and adaptability.

At MSME Titbits, our objective is to bring you concise, relevant, and actionable insights that empower your business decisions. From policy updates and financial opportunities to emerging trends and success stories, we aim to keep you informed and inspired.

The journey of MSMEs is not without challenges—access to finance, digital transformation, and global competition remain key areas of focus. However, with the right support, collaboration, and forward-thinking approach, these challenges can be transformed into opportunities for growth and excellence.

I encourage all stakeholders—entrepreneurs, policymakers, and industry partners—to continue working together to build a robust and sustainable MSME ecosystem.

Let us move forward with confidence, innovation, and a shared vision for progress.

Warm regards,

CMA (Dr.) K Ch A V S N Murthy

Chairman

MSME and Start up Promotion Board, ICAI



From the Desk of the MSME and Start-Up Promotion Board

The dawn of the fiscal year 2026-27 brings with it a transformative energy that reaffirms India's position as the most vibrant laboratory for entrepreneurship. We stand at a unique crossroads where your individual ambition meets a national mission to build a Viksit Bharat 2047. Today, being an entrepreneur in India is not just a career choice but a participation in a historic economic resurgence where the "small" is finally being empowered to become "champion."

Through a range of initiatives, we aim to support enterprises at every stage of their journey. We believe that collaborative engagement with stakeholders like you is key to unlocking new opportunities and driving inclusive economic development. We encourage you to explore our ongoing programs and take advantage of the support mechanisms available. Should you require any guidance or wish to partner with us, please feel free to reach out. A half-day interactive session titled "MSME: New Horizon... New Business Opportunities", held in Kolkata on 20th March 2026, organised by the ADAMAS University where the MSME and Start up Promotion Board (MSPB) participated as Knowledge Partner. The Chairman of MSPB CMA Dr. K Ch A V S N Murthy was the Chief Guest and CMA Chittaranjan Chattopadhyay, Chairman of BFSI and ACMB Boards of ICMAI was the Moderator for the programme. The objective of the event was to bring together representatives from banks, financial institutions, government bodies, MSME associations and industry professionals to deliberate on emerging opportunities and the evolving landscape of the MSME sector.

The MSME and Startup Promotion Board of ICMAI acts as the vital professional architect in this ecosystem, ensuring that the visionary provisions of the Union Budget translate into measurable business success. Our Board is dedicated to institutionalizing cost-competitiveness and fiscal discipline within your enterprises, deploying specialized CMA-led consultancy to help you navigate the new "Corporate Mitra" framework. By providing hands-on assistance in project report preparation, credit appraisal, and the implementation of Lean Manufacturing practices, ICMAI ensures that Indian startups do not just survive but scale profitably. We are committed to bridging the gap between grassroots innovation and institutional finance, making Ease of Doing Business a practical reality through rigorous financial mentorship and professional handholding.

The Union Budget 2026-27 serves as a powerful testament to this shift, moving beyond mere subsidies toward a strategic partnership between the government and the visionary founder, by placing MSMEs and Startups at the absolute centre of the growth story, the budget has unlocked a three-pronged support system focused on Equity, Liquidity, and Professionalism. With the introduction of the dedicated ₹10,000 crore SME Growth Fund, the government is now providing high-potential enterprises with the patient risk capital needed to scale without the immediate burden of debt. This is further reinforced by a significant top-up to the Self-Reliant India Fund, ensuring that even micro-enterprises have the fuel to ignite their journey toward global competitiveness.

To ensure that the growth is not restrained by administrative hurdles, the new budget has introduced a simplified Income Tax Act and expanded the TReDS platform to improve the cash flow. The Board encourage to embrace this era of digital transparency and quality-driven manufacturing. The bridge between a local idea and a global brand has never been shorter, and the resources to cross it have never been more accessible. Courage to Innovate is the bedrock of our nation’s resilience and we are committed to ensuring that every enterprise thrives in this new age of Indian excellence.

We look forward to your continued association and contribution to building a dynamic and resilient entrepreneurial ecosystem.

Warm regards,

MSME and Start up Promotion Board

Institute of Cost Accountants of India (ICMAI)

Glimpse of the half-day interactive session titled “MSME: New Horizon... New Business Opportunities”, held in Kolkata on 20th March,2026 where the MSME and Start up Promotion Board (MSPB) of ICMAI was the “Knowledge Partner”. The organiser was ADAMAS University and the Media Partner was the Business Standard







Finance Budget 2026-27 Highlights

“Champion SMEs”

“Recognising MSMEs as a vital engine of growth, I propose a three-pronged approach to help them grow as Champions”.

- Hon'ble Finance Minister Nirmala Sitharaman

The Union Budget 2026 Highlights primarily focused on agriculture, MSME development, skill development and emerging sectors like AI and robotic technologies. The Finance Minister presented the Union Budget 2026 on 01st February, Sunday.

The Union Budget 2026 sends a positive signal to India's start-up ecosystem by reinforcing a capex-led, reform-driven growth strategy aligned with the vision of Viksit Bharat. The government's emphasis on ease of doing business, technology adoption and access to capital creates an enabling environment for innovation led enterprises.

- Start-ups are expected to benefit from the strong push on manufacturing, electronics, semiconductors, biopharma, AVGC, AI and deep-tech, along with targeted measures to scale MSMEs and emerging enterprises.
- The proposed SME Growth Fund, Self-reliant India Fund, expansion of Trade Receivables Electronic Discounting System (TReDS), and improved access to risk capital are likely to ease funding constraints for growth-stage start-ups.
- Professional bodies such as ICAI, ICAI and ICSI and are empowered to develop ‘Corporate

Mitras’, supporting compliance and Ease of Doing Business for MSMEs and start-ups.

- Policy initiatives relating to data centers, cloud services, fintech infrastructure, education-to employment pathways and services exports open new growth opportunities for tech-enabled and platform-based start-ups.

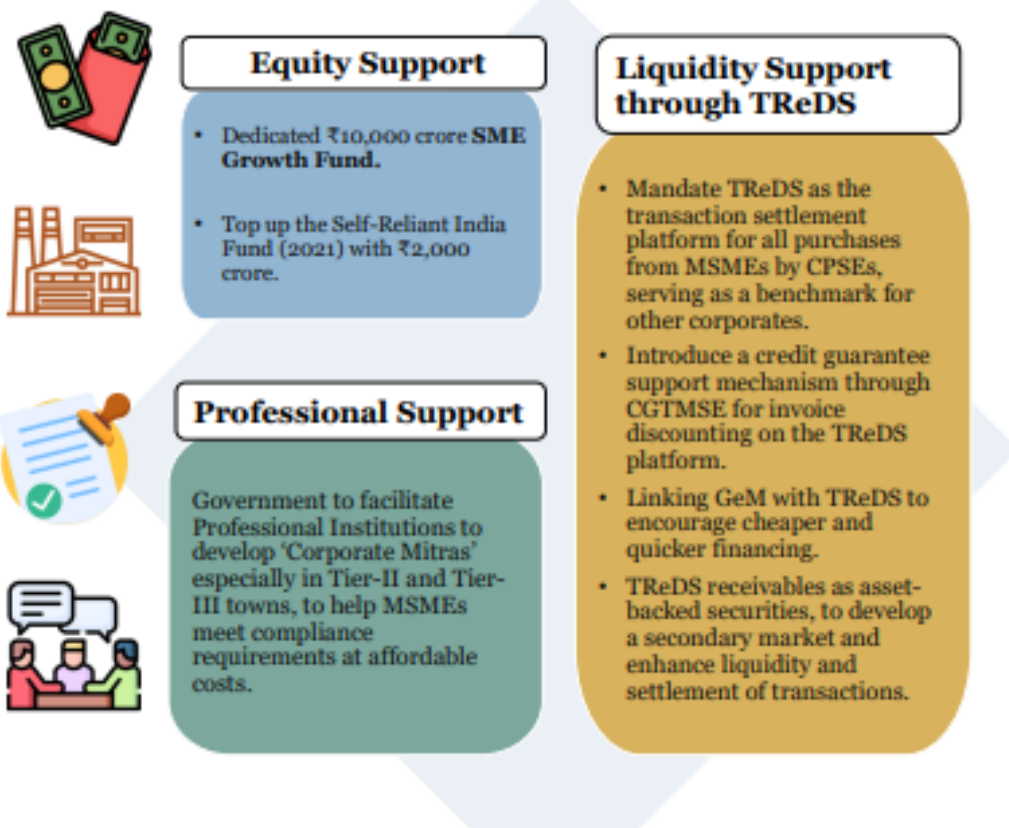
While there is no change in the corporate income tax rates, for companies which are under the old corporate tax regime, the MAT rate is reduced from 15% to 14%. Further, no MAT credit is allowed from 01 April 2026 if continued under the old corporate tax regime. Where the company switches to the new corporate tax regime (i.e., 22% without claiming any deduction) from FY 2026-27, set-off of brought forward MAT credit shall be limited to 25% of the tax payable from FY 2026-27. This essentially facilitates a smoother transition for corporates from the old corporate tax regime to the new corporate tax regime.

- Until now, buy-back of shares was taxable as ‘dividend’. With effect from 01 April 2026, buy-back of shares is taxable as ‘capital gains’. The tax rate on capital gains shall be applicable for non-promoter shareholders. For promoter shareholders, additional tax is applicable. The tax rate for corporate promoters is 22%, while that for non-corporate promoters is 30%.
- Safe Harbour TP margins for IT/ ITES/ KPO and contract R&D services relating to software development are proposed to be reduced to 15.5%.
- Foreign companies availing services from Indian data centers and earning income from such

services will enjoy an income tax exemption until 2027, reducing their tax exposure when operating through Indian reseller arrangements. A new exemption has been announced for non-residents visiting India to render services under a forthcoming specified scheme (details awaited).

- A comprehensive overhaul of the FEMA Non-Debt Instrument (NDI) / FDI Rules has been initiated to create a modern, simplified, and investor-friendly framework aligned with India's evolving economic priorities.

Three-pronged approach to help MSMEs grow as 'Champions'





List of Webinars Conducted by MSME and Start up Promotion Board (MSPB)

Sl. No.	Name of the program	Name of speaker	Designation	Month	Photo
1	Enhancing MSME Competitiveness through Innovation & Creativity	Dr. Sivapriya Chellappa	Co-Founder, JNANA VIKAS JAGRATI	December, 2024	
2	CMAs as Advisors to Taxation of Start-Ups and Start-up MSMEs	CMA Guruprasad V	Consultant	January, 2025	
3	Cost Optimisation for MSMEs	CMA (Dr.) Jayaram Ramakrishnan	Professor of Practice IFMR GSB, Krea University, Andhra Pradesh	February, 2025	
4	Ecosystem of MSME Sector in India	CMA Deenadayalan K S	Joint Director MSME Department Government of Tamil Nadu	February, 2025	
5	Decoding the MSME Act and Procedural Compliances	CMA Mahendra Bhombe	Practicing Cost & Management Accountant, Strategic Consultant	March, 2025	
6	MSME Schemes - CMAs Role	CMA Udaya Shanker Proddaturi	Management Consultant	March, 2025	
7	AI and MSME – A Perfect Match for Success	CMA Vikita Subudhi	Practicing Cost Accountant	April, 2025	

Sl. No.	Name of the program	Name of speaker	Designation	Month	Photo
8	Govt. Initiatives for MSME	CMA (Dr.) Priyanka Saxena	Consultant	April, 2025	
9	Empowering MSMEs with Tech: Cost Optimization & Smart Decision-Making with AI	CMA Vijay Kiran Agastya	Consultant	May, 2025	
10	Avenues of Bank Finance for MSME and Start ups	CMA Balbir Singh	General Manager, Panjab National Bank	June, 2025	
11	Uplifting Indian MSMEs - A Glance on Government Schemes	Dr. Sivapriya Chellappa	Co-Founder, JNANA VIKAS JAGRATI	June, 2025	
12	MSME - Value Creation & ESG Integration	CMA Siddhartha Pal	Management Consultant & ESG Expert	June, 2025	
13	Success Mantra for a Startups.	CMA Jyotsna Rajpal	Practicing Cost Accountant	June, 2025	
14	AI Powered MSMEs - The Digital Transformation	CMA Vikita Subudhi	Practicing Cost Accountant cum Faculty	June, 2025	
15	Importance of Cost Analysis & Process Mapping for Start-ups	CMA (Dr.) Jayaram Ramakrishnan	Professor IFMR GSB, Krea University, Andhra Pradesh	June, 2025	
16	SME Growth Navigation and Opportunities for CMAs	CMA Dr. Chaitanya Shah	Financial Advisor	September, 2025	

Sl. No.	Name of the program	Name of speaker	Designation	Month	Photo
17	Generative AI for MSME Growth	Shri Subbarao Mukkavilli	Founder of SkillCulture, Forcey Former Executive Director and CTO Registered Independent Director	October, 2025	
18	Do You Want to Be the Next Unicorn! Transform Your Business into a Billion Dollar Reality	CMA Pankaj Jain	Founder Jain Ventures Consulting Pvt. Ltd	December, 2025	
19	Strategic Thinking - A Guide to Align with the Rapidly Changing Business	Dr. Sivapriya Chellappa	Co-Founder, JNANA VIKAS JAGRATI	February, 2026	
20	Corporate Mitras Shaping the Future of MSME Liquidity Management	Mr. Vishal Kumar	Senior Director, M1xchange	March, 2026	
21	PRICING FOR PROFITS - B2B Perspective	CMA (Dr.) Jayaram Ramakrishnan	Professor of Practice IFMR GSB, Krea University, Andhra Pradesh	March, 2026	

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1

Government Initiatives for MSME

MSME Loans for Small Businesses

An MSME Loan is a form of business loan given to micro, small, and medium-sized businesses for the purpose of establishing a business, expanding a business, or paying other business needs. MSME loans are unsecured, and obtaining them is usually a simple process. However, there are strict eligibility requirements for this form of financing. MSME loans are defined as “loans for business enterprises for support in terms of finance, infrastructure, and, another area” by the Government of India and RBI.

Let’s look at some of the benefits of MSME Loans

1. Affordable MSME Loan Interest Rate

MSME loans are generally preferred not only because of their guarantee and convenience but also because they are affordable. Small businesses or startups can’t afford to spend a fortune on paying exorbitant amounts of interest. MSME loan usually comes with an affordable MSME loan interest rate which makes them an ideal choice for small businesses.

2. Collateral-free Business Loans

Business loans are collateral free loan meaning small businesses do not need to pledge any collateral for loan eligibility as it could hamper their productivity. This makes MSME’s an ideal source of funds for small businesses.

3. Flexibility

MSME loans are usually available for short-term capital requirements by small or medium enterprises. This allows a certain level of flexibility to the borrower, as there is no set of long-term commitment required on the MSMEs part. A short-term commitment allows businesses to allocate funds more efficiently and keep a close check on the cash flow.

4. Tax Benefits

MSME loans are usually availed by small business owners to grow and expand their company. Since it involves repayment which is an expense to the company, tax benefits are available on interest charges, so that small businesses can focus on their growth and expansion without worrying about the tax implications.

5. Accessibility

The most challenging things while running a business are the availability of startup capital, funds for sustaining the already established business, or expansion. Through an MSME loan, which requires minimum documentation and quick disbursement of loans, businesses can have a huge benefit. This can come in handy for small businesses when they are in urgent need of funds.

6. Uses of MSME Loan

- ▶ Purchasing of land for starting a business
- ▶ Purchasing a factory
- ▶ Purchasing machines and equipment
- ▶ Buying raw materials
- ▶ Bills payment, debts repayment, and employee wages
- ▶ Business Expansion
- ▶ Funds for marketing and advertising

MSME loans with appropriate interest rates ensure that, as compared to other conservative kinds of financial assistance, a very small amount is spent on loan repayment, resulting in savings. MSME loans are typically used by small firms for short-term needs. Because there is no long-term commitment, this gives the borrower some flexibility. Having a short-term commitment allows small and medium-sized businesses to manage their cash flow and deploy available resources more effectively.

Collateral-Free MSME Loans: Empowering the Future of Indian Businesses

In recent years, collateral-free MSME loans have become increasingly popular in the Indian economy, providing a lifeline for small and medium-sized businesses. Unlike traditional loans, they do not require collateral, making them accessible to those with lower credit scores. These loans can help businesses meet their working capital needs and grow in a competitive market. Join us as we explore the benefits and potential of collateral-free MSME loans for Indian businesses.

If you want to start or expand your business in India, collateral-free loans are available for MSMEs. These loans come with a low-interest rate, typically 8 to 16%. Each bank has its own policies for determining the maximum loan amount based on its norms, but

some organizations do not limit it. The repayment term for these loans can be up to 15 years.

Financial institutions, such as banks and NBFCs, provide loans to MSMEs, and the Government of India also launches new schemes to support MSMEs' growth. These loan schemes have a minimal interest rate and do not require collateral. Some popular schemes that offer collateral-free loans to MSMEs include CGTMSE and Mudra loans.

Benefits of a Collateral-Free MSME Loan

Get Easy Access

One of the most significant advantages of MSME loans is their accessibility. If you seek a business loan in India, you can apply for an MSME loan through multiple channels, such as traditional banks, authorized financial institutions, NBFCs, or Government-appointed nodal agencies.

Another significant benefit is that these loans are unsecured, meaning that businesses do not need to provide any security or collateral to obtain them. This makes MSME loans an excellent option for small businesses that may not have substantial assets to use as collateral.

Fast Disbursal

MSME loans are known for their speedy disbursal process. Banks and NBFCs can disburse the loan amount within a week, with some lenders even processing and paying the loan within a day or two. For example, the MSME loan scheme offered by the Government can disburse the loan amount in under an hour, providing borrowers with immediate access to funds.

As these loans do not require collateral and have simple eligibility and documentation requirements, the KYC procedure is not lengthy, and lenders can disburse the loan amount quickly. Overall, the MSME business loan is a hassle-free way for small businesses to obtain the funds they need to grow and expand.



Help to Deal with Seasonal Cash Flow Requirements

Running a small business in India's economic landscape can be challenging. Many MSMEs struggle with seasonal restrictions that affect their services. While they may have enough cash, they may find it challenging to carry out their day-to-day business activities at other times. A sudden cash crunch can be especially unfavourable for businesses in certain circumstances. The unpredictability of the market and cash flow can make it difficult for MSMEs to manage their finances effectively.

Owners Stay in Control

The MSME loan provides small business owners with complete control over their ventures. Unlike other financing methods, such as venture capital or angel investors, MSME loans do not require the owners to give up equity ownership in their businesses. With an MSME loan, lenders do not interfere with the management of the business, and their primary concern is the timely repayment of the loan amount.

This gives small business owners the freedom and flexibility to make decisions without the pressure of outside investors and allows them to retain full ownership of their ventures.

Affordable interest rate

For small-scale businesses, every paisa counts, and having access to more funds can help them take calculated risks and increase their profits. The MSME loan offers a low and affordable interest rate, making it easier for small businesses to repay the loan without feeling overwhelmed.

This can be especially beneficial for businesses that are just starting or those that are trying to expand their operations. With access to affordable financing, small businesses can invest in new equipment, hire more staff, and take other steps to grow and improve their businesses, ultimately leading to greater profits in the long run.

The freedom and control that come with the MSME loan allow small business owners to make decisions without outside pressure and retain full ownership of their ventures. In a country like India, where small businesses face many challenges, the MSME business loan can be a valuable tool to help these businesses succeed and thrive.

E-Commerce in MSME growth

The ease of setting up an online store and the low cost of entry have made e-commerce a game-changer for MSMEs, allowing them to compete with larger companies and tap into new opportunities. By leveraging the power of e-commerce, MSMEs can not only boost their growth but also contribute to the overall development of the Indian economy and remain relevant in the global market.

The role of e-commerce in the growth of Micro, Small and Medium Enterprises (MSMEs) is a topic of great significance in today's fast-paced and interconnected world. With the advent of technology and the increasing popularity of online shopping, e-commerce has become a crucial aspect of the Indian economy and the global market. It provides MSMEs with a platform to reach a wider audience and expand their business in the global markets.

1. Easy access to finance for Fin-Tech Players

Micro, Small, and Medium Enterprises (MSMEs) often need cash because of their business nature and the type of labour they use. They may need help in obtaining enough working capital, which can affect the smooth supply of raw materials.

This is where B2B e-commerce players come in to help. These players have formed partnerships with modern FinTech companies to provide MSMEs with convenient and timely access to finance when they need it most.

Through these partnerships, MSMEs can access

financing quickly and easily without going through the lengthy and complicated process of obtaining a loan from a traditional bank. This helps them to overcome their working capital challenges and continue their operations smoothly.

2. New age evaluation procedure and collateral-free loans

Financial technology (FinTech) companies have had a significant impact on various stages of loan operations. One of the most significant changes they have brought is the availability of collateral-free loans.

Collateral-free loans are loans that do not require the borrower to put up any assets as security for the loan. This is in contrast to traditional loans, which typically require collateral, such as a property or a vehicle, to secure the loan.

The ability to offer collateral-free loans has revolutionised the lending industry and has made it easier for people to access credit. It has also opened up new opportunities for those who may have not yet had access to traditional loans due to a lack of collateral.

FinTech companies have made it possible to assess the creditworthiness of borrowers through innovative techniques such as data analysis and machine learning. This has enabled them to offer collateral-free loans with a lower risk of default, making it a win-win situation for both borrowers and lenders.

3. Digitization of the distribution chain for speedier logistical turnaround time.

Ensuring fast delivery and meeting production schedules can become a challenge when there are continuous delays in getting raw materials and shipping finished products. This is where logistics

become a significant issue for Micro, Small, and Medium Enterprises (MSMEs), limiting their production capabilities.

To address this problem, e-commerce players have leveraged technology and human resources. This helps them to overcome the logistic hurdles and provide a smooth and efficient delivery process.

Moreover, B2B e-commerce platforms with a large network of suppliers can also play a crucial role in helping MSMEs secure high-quality raw materials at competitive prices. By partnering with these e-commerce players, MSMEs can access a wider pool of suppliers, improving their chances of finding the right raw materials for their production needs.

4. Contributing to the supply chain with cost-saving services

MSMEs (Micro, Small, and Medium Enterprises) often need help to connect directly with their suppliers and customers. This is due to the many intermediaries involved in the buying and selling process, which drives up prices and adds complexity to the transactions.

However, with the advent of online marketplaces, MSMEs can bypass these extra costs and intermediaries. It is to engage directly with their suppliers and customers. It is also worth noting the recent revision of the MSME definition by the Indian government.

5. Customer marketing via e-commerce

Expanding the consumer base generally needs investments that an MSME may need help to achieve. However, moving their business to an online marketplace enables an MSME to broaden its consumer base significantly. The increasing link between the B2B e-commerce sector with



Indian MSMEs is a promising start towards addressing some of the traditional difficulties in the industry.

One can observe the growth of trust and flexibility on both sides as B2B e-commerce platforms offer better, hassle-free, unique solutions to small firms. Continuous developments like digital payments, hyper-local logistics, analytics-driven consumer engagement and digital ads have helped the e-commerce industry in India to grow at a far faster rate.

Consequently, we are seeing a rising number of small firms getting onto the e-commerce bandwagon. From leveraging discounts as a strategy to focusing on profitability through ease to easy return policies, personalisation, time-bound services and a more accessible digital interface, B2B e-commerce has come a long way.

In conclusion, the role of e-commerce in the growth

of MSMEs has become increasingly vital in the modern business landscape. By providing MSMEs with an accessible and cost-effective platform to reach a wider audience, e-commerce has become a catalyst for growth and expansion in the Indian economy and the global market. The benefits of e-commerce are numerous, including increased exposure, access to new markets, and the ability to compete with larger companies.

Furthermore, the growth of MSMEs through e-commerce also positively impacts the Indian economy as a whole, creating new jobs and driving economic development. The future of e-commerce in the evolution of MSMEs is bright, and it is likely to play an even greater role in the future. To remain competitive and succeed in the ever-evolving business landscape, MSMEs must embrace e-commerce and the opportunities it provides.

Strategic Pricing Frameworks for MSMEs in the Indian Auto Component Industry: A B2B Perspective



CMA Dr. R. Jayaram

Sr. Consultant & Professor
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Abstract:

Micro, Small, and Medium Enterprises (MSMEs) constitute approximately 40% of the Indian auto component industry's revenue, yet they face systemic challenges in value-based pricing. This paper examines the pricing pressures exerted by global shifts, including the “China Plus One” strategy and the transition to Electric Vehicles (EVs). By analysing cost and non-cost inputs, this study proposes a strategic framework for MSMEs to move beyond “industry-standard” pricing toward a model that ensures long-term profitability and sustainable growth in both domestic and export markets.

Keywords: *MSME, Auto Components, B2B Pricing, OEM, Supply Chain, India, Export Strategy*

Introduction

The Indian auto component sector is experiencing a significant growth trajectory, with a projected 14% CAGR (FY20–FY25) and an estimated turnover of ₹6.73 lakh crore (US\$ 78.74 billion) by FY25. Within this ecosystem, MSMEs serve as a critical backbone. However, setting appropriate prices remains one of the most complex operational decisions for these firms.¹

Many small business owners remain tethered to traditional pricing misconceptions, often settling

for low-margin contracts that limit their ability to innovate or respond to shifting customer needs. This article provides a B2B perspective on pricing strategies, specifically tailored to the unique structural inequities and market pressures faced by small-scale manufacturers in the auto component sector.

2. Market Dynamics and Sectoral Outlook

2.1 Growth Drivers

The “China Plus One” strategy adopted by global Original Equipment Manufacturers (OEMs) has significantly increased the sourcing of castings, forgings, and precision parts from Indian MSMEs. Furthermore, as global Tier-1 suppliers pivot toward EV platforms, Indian manufacturers are increasingly becoming the “last man standing” in the Internal Combustion Engine (ICE) segment, capturing a widening supply gap for components such as crankshafts, gears, and axles.

2.2 Structural Vulnerabilities

Despite growth, MSMEs face significant headwinds:

- **Technological Gaps:** India’s global trade share in high-precision components remains modest (2–4%), necessitating urgent technology upgrades.
- **Macro-Economic Pressures:** Projected export volatility in US and European markets due to tariff adjustments and tepid vehicle registrations poses a risk to FY26 outlooks.
- **Compliance Costs:** Emerging regulations, such as the EU’s Carbon Border Adjustment Mechanism (CBAM), introduce new layers of cost complexity.

3. Analysis of Pricing Pressures

Small manufacturers operate under a “pincer movement”

of rising costs and stagnant pricing power. Key drivers of margin erosion include:

1. **Input Volatility:** High raw material costs and exchange rate fluctuations (in exports) with delayed pass-through mechanisms to OEMs.
2. **Information Asymmetry:** “Print to Draw” contracts leave minimal room for design-led value addition, reducing the supplier’s bargaining power.
3. **Working Capital Stress:** Delayed payments from OEMs coupled with high fixed overheads (rent, salaries) frequently lead to liquidity crises.

4. Proposed Pricing Framework

To ensure financial viability, MSMEs must adopt a dual-input data strategy when responding to Requests for Quotation (RFQs).

4.1 Non-Cost Strategic Inputs

- **Customer Profiling:** Evaluating the strategic intent of the partnership (e.g., entering a new market segment).
- **Product Compatibility:** Assessing how the RFQ aligns with existing manufacturing infrastructure.
- **Lifecycle Analysis:** Determining the maturity of the customer’s product line to estimate the longevity of the contract.

4.2 Comprehensive Cost Inputs

Academic rigor in costing requires moving beyond “Material + Conversion” formulas. Firms must factor in:

- **Bill of Materials (BOM) & Routing:** Detailed engineering inputs including cycle times, labour, and specialized tooling.
- **Quality Compliance:** The specific costs of

inspections, tracking facilities, and specialized packaging.

- **Logistics & Working Capital:** For export shipments (DDP/DDU), firms must account for the high cost of carrying receivables for upwards of 135 days.

5. Common Pitfalls in MSME Pricing

Evidence suggests that MSMEs frequently falter in the following areas:

- **Overhead Misallocation:** The tendency to apply a flat percentage for overheads fails to capture the nuances of specific projects.
- **Batch Size Inefficiency:** A lack of robust costing systems often leads to “bleeding” on setup costs for small-lot production.
- **Negotiation Tactics:** While OEMs often demand a 3–5% annual price reduction, savvy MSMEs should negotiate this strictly against the “Value-Add” component rather than the total selling price.

6. Conclusion

For MSMEs in the auto component sector, pricing is not merely a financial calculation but a strategic tool for survival. Profitability depends on the inclusion of contractual safeguards, such as raw material and exchange rate fluctuation clauses (reviewable quarterly). Ultimately, a successful pricing strategy must reflect a fair return on the firm’s risk, talent, and investment, ensuring the enterprise remains resilient amidst the technological transition to EVs.

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Silent Succession Crisis of Indian Family run MSMEs: Why India's Family-Run MSMEs Are Running Out of Time – and How CMAs Can Lead the Transition



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Abstract

India's Micro, Small and Medium Enterprises (MSMEs) are predominantly family-owned, and this structure has long supported India's entrepreneurial growth. Yet a quiet challenge is emerging. Many of these businesses are approaching a generational transition without adequate preparation. Evidence illustrates the scale of the issue: while nearly 80% of Indian businesses are family-controlled, only about 21% maintain a documented succession plan (Grant Thornton Bharat, 2023). Even fewer families possess a structured roadmap for leadership transition (Entrust Family Office / Business Standard, 2025). Cultural hesitation, financial uncertainties, and weak governance often delay planning until a crisis arises. This article examines the structural nature of the succession gap and proposes a CMA-led Succession Architecture Framework, positioning Cost and Management Accountants as key professionals to guide MSME succession in India.

Introduction: A Crisis Hidden in Plain Sight

India's Micro, Small and Medium Enterprises (MSMEs) form the backbone of the country's economic structure. As of November 2025, about 7.16 crore MSMEs, employing nearly 31.33 crore workers, are registered on the Udyam Registration Portal and the Udyam Assist Platform.^[1] Collectively, these enterprises contribute more than 30 percent of India's GDP and close to 45 percent of national exports, while also remaining the largest source of non-agricultural employment in the country.

Yet behind this impressive economic presence lies a structural weakness that has received surprisingly little attention in policy debates or academic discussions: the question of leadership continuity in millions of family-run MSMEs.

A large share of today's MSME founders established their businesses during the years following the 1991 Indian Economic Liberalisation. That generation is now gradually ageing, making leadership transition inevitable. The responsibility for running these enterprises must eventually pass to the next generation, to professional managers, or in some cases to strategic investors. However, the institutional and advisory infrastructure needed to support such transitions remains limited.

Although roughly 80 percent of Indian businesses are family-owned, only 21 percent maintain a formal succession plan (Grant Thornton Bharat, 2023).^[2] Furthermore, fewer than half of business-owning families in India have a documented transition roadmap (Entrust Family Office, cited in Business Standard, December 2025).^[3]

This article argues that India may be approaching a quiet succession challenge within its MSME ecosystem—one that could affect enterprise continuity, employment stability, and credit discipline. To address this emerging gap, the paper proposes a practical solution: the Succession Architecture Framework (SAF), a structured, multi-stage intervention model that places Cost and Management Accountants (CMAs) at the centre of MSME succession planning and transition management in India. The important data for Indian MSMEs as revealed by Grant Thornton Bharat in their study:

80%	21%
Indian businesses are family-owned	Have Formal succession plan

[Source: Grant Thornton Bharat, 2023]^[2]

Understanding the Problem: **Scale, Urgency, and Evidence**

1. The Generational Transition Wave

India is now entering the early stages of what

may become the largest intergenerational transfer of wealth and business ownership in its modern economic history. According to HSBC Global Private Banking data cited in IBS Intelligence (May 2025), nearly 70% of India's 334 billionaires (Hurun Rich List, 2024) are on the cusp of a USD 1.5 trillion intergenerational transfer — equivalent to more than one-third of India's GDP.^[4] This headline figure reflects the ultra-wealthy segment; the challenge at the MSME level is far more pervasive and largely invisible.

A 2025 HSBC Global Private Banking study found that while 88% of Indian entrepreneurs trust the next generation's ability to manage family wealth, a mere 7% of Indian heirs felt obligated to join the family business — a profound founder-heir disconnect that makes unplanned exit almost inevitable.^[4]

Among those who do intend to pass on businesses, the process is fraught: 52% say founder resistance is the greatest barrier; 21% are simply delaying out of uncertainty; and while 79% of founders intend to pass the business to family members, 45% do not actually expect their children to take over (Kotak Neo Insights, February 2026).^[5]

2. The MSME-Specific Dimension

The problem is not confined to large family empires. A peer-reviewed empirical study published in the International Journal of Organizational Analysis (Emerald Publishing, April 2025) specifically found that in Indian micro and small technology businesses, conflicts regularly arise during intergenerational transition, that succession without conflict has been a “significant issue to be addressed”, and that clear governance structures and defined role boundaries are essential for sustainable continuity.^[6]

For credit institutions, this uncertainty is a risk

signal. As Kotak Neo (2026) observes, “succession uncertainty makes lenders cautious, increasing reliance on private equity or strategic investors” — a dynamic that could erode MSME ownership structures and undermine the very fabric of India’s small business ecosystem.^[5]

“Only 21% of Indian family businesses have a succession plan in place, yet 80% are family-owned. This gap is not a statistical footnote — it is a structural crisis.” — Grant Thornton Bharat, 2023

Root Causes: Why MSMEs Fail to Plan Succession

1. Cultural and Patriarchal Barriers

Grant Thornton Bharat (2023) identifies four interlocking cultural barriers.^[2] First, the patriarchal power paradox: in most Indian family businesses, the founder wears the dual hat of family patriarch and business chief. In many cases, succession planning is subconsciously perceived as an admission of mortality or a loss of control, and therefore the discussion is quietly postponed year after year. Second, peace-keeping secrecy: to avoid family conflict, many founders deliberately withhold succession intentions, creating ambiguity that explodes into disputes upon their eventual passing. Third, cultural taboo: open discussion of a founder’s retirement, let alone death, remains socially sensitive in Indian family contexts. Fourth, monetary deterrents: stamp duties, capital gains implications, and legal costs of asset transfer cause many families to defer planning indefinitely.

2. Governance Gaps

PwC India’s December 2024 report on succession planning for family businesses reveals that while

9 out of 10 publicly traded companies in India are family-owned or controlled, only 63% have formal governance structures — including shareholder agreements, family constitutions, and wills.^[7] For unlisted, smaller MSMEs, this figure is almost certainly far lower. The absence of even a basic family constitution means succession disputes have no pre-agreed resolution mechanism.

3. The Heir Reluctance Problem

Perhaps the most structurally disruptive finding is that only 7% of Indian heirs feel obligated to join the family enterprise (HSBC, 2025).^[4] A 2025 paper published in the International Journal of Creative Research Thoughts (IJCRT) corroborates this, finding that Gen Z heirs prioritise personal ambition, entrepreneurial goals, and job security over inherited leadership roles.^[8] This generational shift fundamentally challenges the assumption that family MSMEs will naturally transfer within the family, demanding a proactive, structured response.

The Solution Path: CMA-Led Succession Architecture Framework (SAF)

The CMA profession is uniquely positioned to lead MSME succession transitions. CMAs possess integrated competencies across business valuation, taxation, financial restructuring, cost and management accounting, and governance — precisely the skill-set that succession planning demands. PwC India (2024) identifies the key building blocks of a robust succession plan as: designing the ownership framework, current structure alignment, legal and tax-comprehensive planning, and sensitivity to family dynamics.^[7] Each of these is directly within a CMA’s professional mandate.

The proposed Succession Architecture Framework (SAF) is a five-stage intervention model:

Stage 1 — Diagnosis and Discovery

The CMA conducts a comprehensive Business Continuity Audit (BCA): mapping ownership structures (company, LLP, partnership, proprietorship), identifying key-person dependencies, assessing informal knowledge held only by the founder, and evaluating the financial health and valuation of the enterprise. This stage produces a Succession Readiness Score (SRS) — a quantified indicator of how prepared the MSME is for ownership and management transition.

Stage 2 — Valuation and Financial Architecture

PwC India (2024) notes that “without a clear succession plan, business families with multiple members face conflicts on account of lack of clarity on roles, want of decision-making power, and distribution of remuneration”.^[7] The CMA resolves this by conducting an independent enterprise valuation, designing a fair equity distribution model, identifying optimal legal holding structures (trust vs. will vs. LLP conversion), and mapping the tax and stamp duty implications of each scenario. This stage transforms emotional disputes into evidence-based financial decisions.

Stage 3 — Governance Architecture

The CMA, working with legal professionals where required, facilitates the drafting of a Family Constitution, which establishes; entry and exit norms for family members in the business; a dispute resolution mechanism; dividend and remuneration policies; and protocols for bringing in professional management. This document is the cornerstone of long-term governance stability.

Stage 4 — Successor Development and Knowledge Transfer

Gera et al. (2025), in their study of Indian micro and

small technology businesses, found that professional mentoring and carefully managing ownership dilution are vital for ensuring sustainable succession.^[6] The SAF therefore includes a structured 12–24 month successor development programme — whether the successor is a family member, a professional CEO, or a hybrid arrangement — covering financial literacy, CMA-guided MIS review, exposure to strategic decisions, and a formal handover timeline. For MSMEs where no family successor is willing or capable, the CMA helps design an Employee Stock Option Plan (ESOP) or professional management buy-in structure.

Stage 5 — Transition Execution and Post-Succession Monitoring

The CMA oversees the legal execution of ownership transfer, files necessary statutory compliances (Companies Act, Income Tax Act, Stamp Act), monitors the incoming leadership’s financial performance for 12 months post-transition, and provides a quarterly Succession Health Report (SHR) to the family and lenders. This continuity of oversight is critical for maintaining lender confidence and credit access during the transition window.

Policy Recommendations

For the Sustainability, Acceptability and Feasibility (SAF) framework to achieve scale, institutional enablement is essential:

- (i) **ICMAI should develop a specialist CMA certification** — ‘CMA-SAF’ (Succession Architecture Facilitator) — with a structured curriculum covering business valuation, family governance, ESOP design, and MSMED Act compliance.
- (ii) **The Ministry of MSME should include**



succession planning as a module within the CHAMPIONS Scheme and RAMP Programme, with subsidised CMA advisory fees for micro and small enterprises undertaking formal succession planning.

- (iii) **SIDBI and CGTMSE** should offer preferential credit terms to MSMEs that present a CMA-certified Succession Readiness Score above a defined threshold, treating documented succession planning as a positive credit signal.
- (iv) **ICMAI Regional Councils** should launch an ‘MSME Succession Clinics’ initiative — monthly free diagnostic camps for MSME founders — modelled on the successful MSME Webinar Series already conducted by the MSME & Start-up Promotion Board.

Conclusion

India’s MSMEs are the engine of its Viksit Bharat 2047 ambition. But engines require maintenance — and the maintenance most urgently needed today is not technological or financial. It is generational. With only 21% of family businesses having a succession plan, with barely 7% of heirs feeling obligated to step in, and with lenders already growing cautious about succession-uncertain MSMEs, the cost of inaction is compounding every year.

The CMA profession has always been the unseen architect of enterprise value. The Succession Architecture Framework (SAF) proposed in this article offers a concrete, five-stage pathway for CMAs to lead India’s MSME succession transition — not merely as advisors, but as trusted architects of continuity. The silent crisis need not remain silent. The tools, the profession, and the urgency all exist. What is needed now is the will to act — before the next generation of India’s most resilient enterprises dissolves not from market failure, but from a failure to plan.

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Best practices in social entrepreneurship - CMAs role mapping



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Introduction

Social entrepreneurship wherein create business models by individuals or groups through funding, developing and implementing solutions. It focuses on poverty, sanitation, healthcare, education, environment, etc. This creates social impact with financial sustainability, benefiting both society and government through cost-effective solutions. Thus it brings in inspiration amongst the stakeholders to harness resources effectively and use them productively. The process ultimately enables evolving innovative approaches and brings value addition. This article covers environmental, social

and health related aspects. CMA can play a vital role in strengthening these models through cost efficiency, financial planning, performance evaluation, and strategic decision-making.

Sanitation – Public toilets and other facilities

Dr Bindeshwar Pathak was social entrepreneur and founder of Sulabh International established in 1970. He promoted human rights, sanitation, non-conventional energy, waste management and social reforms. Public toilets are equipped with many amenities such as drinking water, telephone booths, laundry services, health centres, lockers, cyber cafés, condom vending machines for prevention of HIV/AIDS.

Key initiatives and achievements includes: construction of household toilets (over 1.6 million); establishment of public toilets (over 10,000); development of school sanitation facilities (20,000); community toilets in urban slums (2,500); rehabilitation of more than 2,00,000 manual scavengers; conducting over 310 urban slum campaigns on health, sanitation, and safe drinking water. In order to be cost effective, training given to more than 12,000 women in hygiene and sanitation practices.

Introduction of financial sustainability of the “Pay-and-Use” model in 1974. This transformed sanitation services to enable accessibility and bring in hygiene standards. The revenue model includes 20% implementation charges on projects. The organisation is supported by volunteers to take care of construction and maintenance of facilities created.

Railway stations, bus terminals, and markets are identified for potential business with nearly 20 million daily users. This is based on demand to ensure feasibility. By virtue of this, government expenditure minimised in healthcare, improved groundwater quality, enhanced public hygiene and environmental sustainability.

Corporate Social Responsibility (CSR) initiatives in

collaboration with over 150 public and private sector organisations. The focus on water and sanitation, clean energy, skill development, and education. With the support of 60,000 volunteer social workers contributing to United Nations Sustainable Development Goals (SDGs), particularly Goal-4 (Quality Education) and Goal-6 (Clean Water and Sanitation).

This demonstrates how innovative, scalable, and self-sustaining social entrepreneurship can address public health challenges besides promoting dignity and inclusivity. It stands as a benchmark for integrating social impact with financial viability.

Sulabh International Museum of Toilets in Delhi exhibits ancient, medieval, and modern sections as an educational platform, highlighting historical evolution and societal importance.

Dr Bindeshwar Pathak was the Brand Ambassador for Swachh Rail Mission of Indian Railways. He was conferred Lal Bahadur Shastri National Award for Excellence in Public Administration, Academics and Management; Padma Vibhushan, posthumously and the Padma Bhushan.

CMA's role

Appraising the approach of moving from a government operations mode which is costly and not effective to public private partnership to transform business sustenance. The outcome is government spending is minimised towards these services, besides taking care of health and social costs. The movement is taking place by stakeholders due to the importance of sanitation and health care for the society at large.

White revolution - Dairy products

Dr Verghese Kurien, “Father of the White Revolution”, was a pioneering dairy engineer and social entrepreneur.

His birth anniversary, November 26, is celebrated as National Milk Day. He graduated in Physics and a master’s degree in Mechanical Engineering from Michigan State University.

In 1949, Dr Verghese Kurien was deputed by the Government of India to manage creamery at Anand. In 1950, he helped establish the Kaira District Cooperative Milk Producers’ Union, which became the iconic Amul. In 1965, he became the founding Chairman of the National Dairy Development Board (NDDB). Under his leadership, launched Operation Flood, which replicated the Anand Cooperative model across Gujarat and he brought all of them under the Gujarat Co-operative Milk Marketing Federation (GCMMF) to sell their products under the Amul brand. This initiative led to an increase in milk production, and by 1998, the country emerged as the world’s largest milk producer. In 1979, he established the Institute of Rural Management at Anand for training the managers involved in the milk cooperatives.

Dr Verghese Kurien extended the cooperative model into oilseeds, fruits, and vegetables. Under Operation Golden Flow, the Oilseeds Growers’ Cooperative Project (OGCP) wherein 5,00,000 farmers were part led to the launch of edible oil brand “Dhara” in 1988, which became successful before facing challenges due to liberalised imports in the 1990s.

Dr Verghese Kurien evolved indigenous processes for producing skimmed milk powder and condensed milk from buffalo milk. This was crucial, as the country had an abundance of buffalo milk compared to cow milk. It enhanced productivity and enabled Amul to compete effectively with global companies. He sought support from the Food and Agriculture Organisation, UNICEF, and the World Bank to strengthen the country’s dairy infrastructure.

Amul became a household name with its famous “Taste of India” positioning and the iconic Amul Girl mascot advertising campaign, a hand-drawn cartoon of a young girl, which comments on current events and



social issues with humor and wit — one of the longest-running campaigns in the country. The brand’s cultural presence extended into media and literature, including the television show Surabhi and a biography published in 2013 by Amar Chitra Katha the comic Verghese Kurien: The man with the billion litre idea.

The Amul model is based on a three-tier cooperative structure: village-level dairy societies; district-level unions; state-level federations like GCMMF. This structure ensures fair remuneration to 3.6 milk producing farmers, eliminates middlemen and builds trust and long-term sustainability. The model emphasises optimising returns to farmers rather than profit maximisation, while keeping consumer prices affordable.

Amul’s revenue streams include: dairy product sales, licensing and franchising, contract manufacturing besides ancillary services. Its marketing success is driven by: strong brand storytelling, affordable pricing, mass appeal and distribution, digital engagement and sports sponsorships

Amul exports a wide range of dairy products to over 50 countries (consumer and bulk packs). It competes with major players Mother Dairy, Britannia Industries, Nestlé, Parag Milk Foods, and Kwality.

The success lies in: empowering millions of small farmers, building efficient supply chains, ensuring product quality and trust, promoting inclusive rural development, innovative marketing strategies, involving the community at large for ownership.

Awards and recognition Dr. Verghese Kurien received are: Ramon Magsaysay Award (1963), Padma Shri (1965), Padma Bhushan (1966), World Food Prize (1989), World Dairy Expo as the International Person of the Year (1993); Godfrey Phillips Bravery Award for social bravery (1993); Order of Agricultural Merit (France) (1997), Padma Vibhushan (1999), Karavee Chakra Award (2011). He served as Chairman of the Tribhuvandas Foundation, a NGO focusing on women and child health in Kheda district, Gujarat.

This is a landmark example of social entrepreneurship combining technology, cooperative structure, and markets. It transformed the country’s rural economy and created global recognition.

CMA's role

Appreciate initiative under the cooperative system to bring together 3.6 million milk producers. It involves large scale procurement for cost optimisation. The product portfolio speaks of value addition in line with the markets both in terms of expansion and diversification. A unique marketing strategy to withstand international competition. The initiative resulted in scalability for cost effectiveness and a replication model across the country. This has empowered farmers and contributed significantly to the dairy sector.

Women empowerment - Shri Mahila Griha Udyog Lijjat Papad

The organisation was founded in 1959 in Mumbai by seven Gujarati women with Rs.80. In 1962, the brand name “Lijjat” (meaning “tasty” in Gujarati) was selected through a contest. This is all about the country’s most successful women-led social entrepreneurship. It is a home-based women’s worker cooperative engaged in manufacture of fast-moving consumer goods such as papads (in multiple flavours), khakhra, appalam, masala, vadi, wheat flour, bakery products, and chapati. The annual turnover is Rs.1,600 crore (2019), employing 45,000 women (2021), presence in 82 branches across 17 states, exports to 25+ countries.

The operations carried out on the Gandhian principle of Sarvodaya, emphasising: collective ownership - working members are co-owners (“sisters”); equal profit-sharing; consensus decision-making wherein every member has the right to veto decisions; only

women can be members; men serve only as salaried staff; there is no retirement age; and dignity of labour is central to its functioning.

There are divisions and manufacturing units: Vashi (flour), Cotton Green (masala and quality control laboratory, printing), Bandra (advertising and polypropylene packing). The unsuccessful ventures are such as cottage leather, matches, and incense sticks.

The central office purchases and distributes ingredients to maintain quality of the final product. In order to ensure consistency, procure and distribute raw materials such as: urad dal (Myanmar), asafoetida (Afghanistan), black pepper (Kerala). The committee makes surprise visits to branches to assure that production conditions are hygienic. When a new branch opens, a neighbouring branch guides and trains. Failure of a branch to abide by consistent quality and production, the central committee reduces the daily wages of its members. The members are rewarded for extra effort. For instance, in 2002, Rajkot branch received ₹.4,000 each as bonus, while at Mumbai and Thane branches received a 5-gram gold coin.

Everyone offers an all-religion prayer before beginning their activities. They are free to choose their activities and each activity is given equal importance. No one is asked to leave unless or until they go against the organisational principles. Emphasis obviously was on earning one's bread through daily work, all through one's life.

The Khadi and Village Industries Commission (KVIC) provided: working capital of Rs.8 lakhs, tax benefits, classifying processing of cereals and pulses industry.

Considerable publicity is through word of mouth and articles in vernacular newspapers. Lijjat Patrika, the in-house magazine published in many languages.

The organisation actively engages in social service: nutrition programmes for children, community marriages, education support, blood donation drives and health camps, disaster relief efforts (Latur and

Gujarat earthquakes), housing construction for affected families, plantation drives and even making donations to Government bodies. Inspired by Mother Teresa, members supported activities of Asha Dhan institution caring for destitute women.

In 1979, with UNICEF support organised a seminar on "Child Care and Mother Welfare". In October 1984, Bhadraben Bhatt represented at the UNESCO sponsored international workshop on "The role of women in the assimilation and spread of technological innovation". Alkaben Kalia represented Lijjat at the national level meeting on women convened by the National Commission on Self Employed Women. In 1999, Mumbai City felicitated Rukminiben B. Pawar, Lijjat President, as an outstanding woman in social work.

Lijjat has received recognitions: best village industries institution (KVIC) (1998–99 to 2000–01); business woman of the year at Economic Times for Corporate Excellence (2002); best village industry institution (2003); PHDCCI brand equity award (2005)

This stands as a model of inclusive growth and women empowerment, demonstrating how grassroots entrepreneurship can: generate sustainable livelihoods, promote gender equality and strengthen community development. It is just not a business, but a movement of self-reliance, dignity, and collective progress.

CMA's role

The learning outcome is women empowerment and movement of women of small size to a large network of persons across the country. Operations are carried out mainly from respective members' homes thereby bringing in cost effectiveness. To bring in quality dough prepared at a centre and distributed to members. The unique approach is no employees (working together for common cause) and no men involved in production. Systematic approach and self regulations has given fillip to business.



Dabbawala - carrying lunch boxes - logistics - innovative system

This is a 133 year old traditional business called tiffin wallah, a worker who delivers hot lunches from homes and restaurants to people at work, especially in Mumbai. In the late 1890s, Mahadev Havaji Bachche started the business. Most dabbawalas are related to each other, belong to the Varkari sect, and from a village in Pune.

Each member has a bicycle, wooden crate, white cotton kurta-pyjamas, and a white Gandhi cap. Each month there is a division of the earnings of each unit. Fines are imposed for alcohol, tobacco, being out of uniform, and absenteeism.

Operations are carried out using different modes of transport — foot, bicycle, and suburban trains. Operating with minimal reliance on technology, built a system that ensures near-perfect accuracy. The service is affordable, with an average charge Rs.800 per month, making it accessible to a wide customer base.

Members are of limited literacy (average 8th grade), therefore the dabbas (boxes) have a distinguishing mark on them. Operational strategies are: abbreviations for collection points; colour code for starting station; number for destination station; markings for handling dabbawala at destination, building and floor. This system identifies the destination and recipient.

The dabbawala sorts the lunch boxes into groups and puts them in the coaches of trains. At each station, boxes are handed over to a local dabbawala, who delivers them. The empty boxes are collected after lunch and sent back to the respective houses. They allow delivery requests through SMS.

Dabbawalas make less than one mistake in every six million deliveries. Impressed by the efficiency and complexity of the process by which tiffin boxes were sorted, transported, delivered and returned each day by

people who were mostly illiterate and unsophisticated.

Dabbawalas have traditionally been male, and a few women have joined recently. They can be either a foreman, mukadam, or delivery man, gaddi aged 15 and 20 years. Tiffin distribution is suspended for five days each March as they go home for the annual village festival.

Each dabbawala, regardless of role, is paid Rs.8,000 per month in 2014. Between 1,75,000 and 2,00,000 lunch boxes are moved each day by 4,500 to 5,000. The union initiated fee is Rs.30,000, which guarantees a Rs.5,000 monthly income and a job for life.

In 1930, Mahadev Havaji Bachche attempted to unionise. In 1956 Nutan Mumbai Tiffin Box Suppliers Trust formed, consisting of nine members elected every five years whose focus is collection of funds for dharmashalas. The commercial arm of trust was registered in 1968 as Mumbai Tiffin Box Suppliers Association. They held meetings in the open air and took up premises at Dadar in 1962.

This is one of the most remarkable examples of social entrepreneurship combined with logistics and innovation. This lunchtime delivery system offers valuable lessons on how urban supply chains can function efficiently, reliably, and sustainably.

The success is rooted in strong management fundamentals in terms of well-organised structure with clear roles and responsibilities; standardised processes ensuring consistency and reliability; strong organisational culture built on trust, discipline, and teamwork with contingency planning, having backup personnel available to handle emergencies. This holistic approach reflects effective grassroots management practices.

Time management is critical to their operations on account of 40 seconds to load crates onto trains at major stations and 20 seconds at intermediate stops. Such precision requires exceptional coordination, synchronisation, and productivity. Their operations

demonstrate effective scheduling and process discipline that can optimise last-mile delivery systems. The system is highly reliable, cost-efficient and environmentally sustainable. Minimal carbon footprint — due to non-motorised transport — adds to modern urban logistics.

To remain competitive in an evolving market, exploring alternative revenue streams, such as: delivery of groceries and essential goods besides expansion of customer segments. They have adopted digital tools, including route mapping and order management systems, to improve efficiency and reduce operational costs. This enables it to compete with major delivery platforms like Swiggy, Zomato, Uber Eats, and Deliveroo.

Powerful model of inclusive, sustainable, and efficient social entrepreneurship. It demonstrates that innovation is not always technology-driven; rather, it can emerge from process excellence, human coordination, and community-based enterprise models.

CMA's role

Identification of a unique market and making it sustainable. Adopting minimum technology interventions for cost effectiveness. Very unique approach of supply chain management. Most of the players are from one community and speak of the connectivity besides binding that brings business.

Conclusion

Motivation and inspiration takes place for everyone by virtue of understanding the commitment of an individual or group for the cause of society. It is in terms of providing employment, addressing issues of the government, operating business on the lines of sustainability. This is on account of personal experiences that drive to meet unmet needs of society at large. There is a need to understand the strategies adopted by various

players and enhance scope for operations. This kind of movement to be inculcated amongst stakeholders and others for serving common cause.

CMA's to understand insights and evolve strategies to improve the image of social entrepreneurs in the eyes of the public and internal stakeholders. This helps in risk and resource mapping, ensuring that the financial strategies used are profit-centered and sustainable. Their expertise leads to innovative solutions that address social and environmental challenges.

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Strategic Thinking – A Guide To Align With The Rapidly Changing Business



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Co-Founder, JNANA VIKAS JAGRATI
(MSME Consultancy & Training Firm)

Introduction

“Business Strategy is the battleplan for a better future”
– Patrick Dixon

In today’s competitive environment, strategy is a set of deliberate plans of actions and goals that guides how a business will win in a particular market or markets by taking some calculated risks. Organisational strategies have shifted from a rigid annual plan to a more dynamic form with better frameworks that are adaptable and constantly evolving to uncertainties. So basically, strategy:

- Determines how we are going to win in the long term.
- How these strategic initiatives are taken to create value for the organization, its stakeholders and to get a competitive advantage in the market?
- Most importantly, strategy is essential even before the product is produced or service is delivered and is crucial for organizational success.

Strategy as Framework

A good strategy is a framework, not a plan, that guides you in organizational decision-making. It is formed at each level and then deployed across the organization. It should then align the team to achieve the right outcome. A strategy should focus more on higher-level of visions and should be able to sustain organisation for years. Strategies that are changed yearly or monthly without any valid reason can be considered as a plan but not as a framework. Some of the points to be considered while taking up a strategic framework for your organization are the following:

1. It is essential to have a right strategic framework to explore opportunities, identify the risks, and plan your business strategy.
2. We need to ensure that the strategic framework model identified for the organization is comfortable and applies to our organizational way of thinking.
3. We can switch our strategic models as we grow and sometimes can use combinations of models.

Strategic Framework Models

Strategic frameworks outline plans to achieve long term goals and helps in identifying the firm’s strengths & weaknesses, provides clear insights on the business

environment, and also informs the best course of action. Mentioned below are some of the framework models:

Strategic Framework Models	How it works?
SWOT & PEST Analysis	<ul style="list-style-type: none"> ● SWOT is analysis on the Strengths, Weaknesses, Opportunities, and Threats of an organisation. This analysis is mostly used in the beginning of an organization’s strategic planning. Strengths and Weaknesses basically consider the internal factors & Opportunities and Threats consider external factors of the organisation. ● PEST (Political, Economic, Sociocultural, and Technological) which is similar to SWOT is also used. Here, the factors look at the business environment, and identify what could affect an organization’s health.
Gap Analysis	<p>Gap Analysis or Need Assessment is used to compare current position of an organization (where it is now) with where it wants to be. It looks for options to bridge the gap between the two. In this it analyses the specific internal deficiencies.</p>
VRIO Framework	<p>This framework checks on four aspects Value, Inimitability, Rarity, and organized.</p> <ul style="list-style-type: none"> ● Does your organisational product/service add value to customers? ● Is this product/service unique to your organization? ● Does your competitor need significant time & effort to replicate this product/service or can it be easily copied by your competition? ● How can your organisation leverage this competitive advantage?
Porter’s Five Forces	<p>It was developed by Michael Porter in 1979 and considers at forces that influence the profitability of an industry or a market. The five forces that it examines are:</p> <ul style="list-style-type: none"> ● Threat of entry: Can competitors enter the marketplace easily or there are some entry barriers? ● Threat of substitute: Is there possibility for buyers to replace your product with another easily? ● Bargaining power of customers: Is there chance for individual buyers to put pressure on your organization to lower costs? ● Bargaining power of suppliers: Is there chance for retailers to put pressure on your organization to reduce the cost? ● Competition & Rivalry: Position of your current competitors & any major growth? Chances of any new product or a new patent & its impact on your company?

<p>Balance Score Card</p>	<p>This framework considers Financial Perspective, Customer Perspective, Process Perspective, & Learning and Growth Perspective for any strategy to be achieved. Firstly, a strategic map is built by listing the objectives under each perspective. Learning and Growth is taken as the foundation of the strategic map. Progress on the objectives mentioned under each perspective is monitored using certain measures and targets. Selecting the right measures and linking these measures to the objectives in the strategy map is very crucial.</p> <p>It operates in a bottom to top approach starting from employee learning and growth, and subsequently building on process, customer, and finances of the organization.</p>
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Strategy Map & Balanced Scorecard

	Strategy Map	Balanced Scorecard	
	Objectives	Measures	Targets
Financial Perspective	↑		
Customer Perspective	↑		
Process Perspective	↑		
Learning & Growth Perspective			



Source: Harvard Business School Online

Strategy at various levels in the Organisation

In an organization there are three major levels of strategy, which are as follows:

1. **Corporate strategy** - It is strategy for the overall business and depends on company's context, resources, capabilities, and external factors like market trends and competitive landscape. There are various types of corporate strategy with examples such as Amazon's Growth Strategy,
2. **Business strategy** – It determines how each business competes, works on planning to achieve business objectives. Every business unit within the organisation has a business unit strategy and its

Coco Cola's Geographic Expansion Strategy, Google's Diversification Strategy, Facebook's Acquisition Strategy, Unilever's Sustainability Strategy, Dell Turnaround Strategy, Stability Strategy and Retrenchment Strategy (such as cutting cost, removing non-performing assets, focusing on core product and loyal customers, and change of leadership).

Head use this tool to compete in their individual markets. For example, consider the corporate-level strategy is to increase market share, then the business-level strategies can be:

- ▶ To improve existing product quality.
- ▶ Cut costs and charge lower prices
- ▶ Introducing a unique feature in the product

3. **Functional Strategies:** It is an integral part of a company's overall strategy. Here attention is paid on the activities and processes that are needed to achieve the business goals. These strategies outline how functional areas of the organization, such as marketing, finance, human resources, and operations, will work together to support the company's overall objectives.

It is important that all the three levels of strategies (Corporate, Business & Functional) are aligned and periodically checked for its effectiveness in achieving the final goal.

Innovation & Strategy

In the competitive business world, we need to constantly innovate to sustain our market. It's not just brainstorming ideas but we need to build an ecosystem for ideas to thrive. Few strategies to drive innovation in the organisation are:

- Building a culture of Continuous Learning
- Team Collaboration – Brings in knowledge sharing, enhances relationship, fosters ideas and multiple perspectives on idea should be taken into account
- Encouraging curiosity in the team – Curious team look for opportunities & growth
- Making Data driven decision – More reliable and reduces uncertainty
- Using Agile methodologies – Breaking down

to smaller steps/projects, testing and doing improvements.

Conclusion

As Michael Porter, strategy expert and professor at Harvard Business School, mentioned that a strategy should find ways on how the organizational resources, skills and competencies should be combined to get the competitive advantage. Definitely, it takes time to develop a good business strategy for your organisation that's in line with the organizational vision. Also, due to diverse needs of each function and team, it's quite common for organizations to have multiple strategies at each level. While handling multiple strategies, there might be conflicts on priorities, but with effective management, this can be mitigated. Above all, an effective strategy should set clear directions, turn ideas into meaningful actions, make the best use of resources, and deliver value for employees, customers, and other stakeholders of the organisation. *“A vision without a strategy remains an illusion.” – Lee Bolman*

**Complied from various internet sources*

3

Achiever Speaks

**Pallavi**

Founder & CEO

VAM AGRO PROCESSING

Interview

1. What was the specific moment or problem that made you realize this business needed to exist?

In 2018, Pallavi Patel was a professional at an IT multinational. While her career was stable, she felt like a “robot,” disconnected from her creativity and her roots.

Everything changed at an industrial expo in Pune. A single, profound conversation at an innovative stall by Udyogprerana with Mr. Atul Mardikar became her turning point. That day, Pallavi didn't just find a new career path; she found her purpose

With just ₹2,000 and a vision to bridge the gap between technology and the soil, she walked away from the IT world. Under the mentorship of Atul Sir, she launched PENS Associate, a consultancy that allowed her to master the complexities of food processing.

I grew up as a farmer's daughter, and the soil is in my blood,” says Pallavi Patel, Founder of VAM Agro Processing. “When I looked at my hometown, Jabalpur, I saw a ‘gold mine’ of beautiful produce. But it broke my heart to see so much of it going to waste. Our farmers were working so hard, yet their harvest was rotting before it could reach a plate.

In 2021, Pallavi returned to her roots to start VAM Agro Processing. She brought a technology to Madhya Pradesh that the region had never seen: Customized Combination Dehydration. This sustainable method keeps the vibrant color, taste, and nutrition of crops intact for an entire year without chemicals.

Beyond technology, VAM Agro is a movement for social empowerment. Pallavi has built a team that prioritizes empowering local women, giving them financial independence and a leading role

in the value chain. By focusing on sustainable agriculture, she is ensuring the land remains healthy while providing a consistent, high-quality supply of dehydrated ingredients to multinational companies.

My mission is to take our local strength to the world, By providing a reliable bridge between our farmers and global markets, we ensure that the ‘gold’ from our fields finally reaches the farmer’s pocket and the world’s table.”

Today, VAM Agro is proving that a daughter of the soil, armed with a little bit of courage and a deep love for her community, can change the future of an entire region.

2. What was the most effective channel for getting your first 100 customers?

Good will in the market and face to face meeting.

3. Can you describe a time you were close to quitting? How did you navigate that period?

The path of an entrepreneur is rarely a straight line. In 2023, Pallavi faced her most daunting challenge yet. A critical production error led to the rejection of an entire batch of material, resulting in a staggering loss of ₹30 lakh. For a growing startup, this was a potential breaking point.

It was a moment where I felt the weight of everyone’s trust on my shoulders,’ Pallavi recalls. ‘Especially Atul Sir, who had invested in my vision and trusted me blindly from day one. I felt I had failed him.

However, the true strength of the VAM Agro foundation was revealed in that crisis. Instead of withdrawing, Mr. Atul Mardikar stood firmly by her side. His unwavering patience and belief in Pallavi’s capability gave her the strength to navigate the storm. Rather than quitting, Pallavi

used the setback as a masterclass in operational excellence. She restructured her production protocols, strengthened her team’s training, and started again with even more precision.

Today, that period of struggle is a badge of honor. It proved that VAM Agro isn’t just built on technology; it’s built on unshakeable trust and the resilience to turn a ₹30 lakh setback into a foundation for global success

4. What is a piece of feedback you received from an employee or mentor that fundamentally changed how you lead?

The most impactful feedback I ever received wasn’t a critique; it was my mentor’s patience during a ₹30 lakh failure. When I felt I had failed his trust, he didn’t point fingers—he stood by me. That moment taught me that leadership isn’t about controlling every outcome like a robot; it’s about empowering people so they have the courage to start again after a fall. Today, I lead VAM Agro with the same belief: invest in the person, not just the process

5. What is the biggest threat to your business that keeps you up at night?

As an ex-IT professional, I was used to systems that followed logic. But in agriculture, the biggest threat is the unpredictability of the climate. One unseasonal rain or a heatwave doesn’t just destroy a crop; it threatens the livelihoods of the women and farmers who have finally started to believe in my vision.

What keeps me up at night isn’t just a financial loss.

we’ve built with our farmers. If they lose a harvest and I cannot z.provide them the ‘consistent supply’ or the ‘Global’ market I promised, we risk sliding back into the cycle of waste and poverty.



My mission is to take Jabalpur from ‘Local to Global,’ but that requires a consistent bridge. Every night, I am thinking about how to make our backward linkages even more resilient, so that no matter what the weather does, my team of women and our community of farmers remain financially secure

6. If everything goes perfectly, what does your industry look like in five years because of your company?

Exporting company.

USFDA, ISO, Halal, Kosher, BRC, Global gap, Organics all certifications will take for export.

7. What is the single biggest pain point your company is solving for customers right now?

The single biggest pain point VAM Agro is solving right now is inefficiency in the agricultural supply chain, which traditionally leaves farmers with low profits and consumers with lower-quality produce

8. Aside from financial success, how will you measure whether your career was a success?

Beyond the balance sheet, success at Vam Agro Processing is measured by the tangible transformation of rural lives and the restoration of the environment.

Success is seeing a measurable shift in the quality of life for farmers in the network. This includes seeing a farmer afford higher education for their children or upgrade their home because their income increased by 30–40% through Vam Agro’s value-addition model. It also means seeing a decline in high-interest private debt as farmers gain access to fair, direct markets.

A successful career also means leaving the land better than it was found. This involves measuring the number of acres transitioned from chemical-

dependent farming to regenerative, organic practices using the company’s soil-testing labs. Furthermore, every ton of “B-grade” produce that was previously wasted but is now dehydrated or freeze-dried into a premium product is a win for global food security.

Building an institutional legacy is equally important. This means ensuring the Farmer Producer Organization becomes self-sustaining and that local leaders develop the skills to manage global exports independently. It’s about being the “first call” for a village when they want to innovate, signifying a career built on integrity and shared value.

Finally, success is measured by consumer health impact. Knowing that thousands of families are consuming chemical-free, traceable food because of the supply chain you helped build is a significant achievement. Moving the needle on public health by making “Farm-to-Plate” the standard, rather than a luxury, defines true professional success.

9. What is the hardest thing you’ve had to say ‘no’ to in the last year?

The company prioritized building a self-sustaining ecosystem—including Common Service Centers (CSC) and specialized processing plants—over the lure of quick, low-capex trade deals that didn’t provide long-term value to the rural community.

By saying “no” to wider growth today, we are ensuring that their eventual expansion is built on a proven, unbreakable foundation of pure quality and rural trust

10. How do you maintain the company culture as you scale from a small team to a larger organization?

To maintain its core culture while scaling, Vam Agro focuses on mission alignment and distributed

leadership, treating its internal culture as a vital tool to ensure that founding principles of farmer empowerment and sustainable quality remain intact.

The company prioritizes values-based onboarding to ensure every new member aligns with its commitment to chemical-free production and ethical farmer relationships. As the organization grows, middle managers are developed into cultural ambassadors who demonstrate the mission in daily operations, ensuring the purpose behind the work isn't lost.

Transparent communication and ownership are also central to the strategy. By maintaining clarity about high-level goals and encouraging autonomy, employees feel personally responsible for the organization's health. Leaders also prioritize intentional touchpoints, such as regular town hall meetings, to bridge the gap between senior leadership and local processing teams, fostering a sense of community and trust.

Finally, Vam Agro uses storytelling—sharing the real-world successes and challenges of the farmers they serve—to connect new hires to the company's history and broader impact. By blending structured management with a focus on psychological safety, the company ensures that growth enhances rather than dilutes its unique farm-to-plate identity.



4 Multiple Progress Update

1. Infrastructure & Connectivity

The Push for “Gati Shakti” 2.0

- **High-Speed Rail Expansion:** Construction on the Mumbai-Ahmedabad bullet train corridor has reached 85% completion of civil works, with trial runs expected by year-end.
- **Green Expressways:** The Ministry of Road Transport reports that 15,000 km of access-controlled highways are now operational, reducing logistics costs from 14% to an estimated 9% of GDP.
- **Digital Twins:** The 2026 budget formally integrates “Digital Twin” technology for all new urban infrastructure projects to optimize maintenance and resource allocation.

2. Energy Transition & Sustainability

Mainstreaming Green Hydrogen

- **Green Hydrogen Mission:** India has successfully commissioned its first three commercial-scale green hydrogen plants. The 2026-27 budget allocates a 20% increase in subsidies for electrolyzer manufacturing.
- **Solar Saturation:** Under the PM-Surya Ghar scheme, over 15 million households have now transitioned to rooftop solar, significantly easing

the load on the national grid during peak summer months.

- **Circular Economy:** New mandates for “Battery Swapping” interoperability have been codified to accelerate EV adoption in the commercial logistics sector.

3. Technology & Digital Public Infrastructure (DPI)

The Rise of Sovereign AI

- **IndiaAI Compute Capacity:** The government has achieved its goal of 10,000 GPU clusters, now available to local startups at subsidized rates to build “Bhashini”-integrated LLMs for local languages.
- **Semiconductor Fabrication:** The first “Made in India” memory chips have officially rolled out from the Gujarat facility, marking a pivot from design-only to end-to-end manufacturing.
- **6G Roadmap:** The budget outlines the first phase of 6G testbeds in Tier-1 cities, aiming for a 2030 commercial launch.

4. Agriculture & Rural Economy

Climate-Resilient Farming

- **Digital Agriculture Stack:** 100 million farmers

are now onboarded onto the unified portal, providing real-time soil health data and direct-to-mill crop sales without intermediaries.

- **Natural Farming:** The transition to chemical-free farming has reached 5 million hectares, supported by a new “Green Bonus” incentive introduced in this year’s budget.
- **Storage Infrastructure:** The world’s largest grain storage program in the cooperative sector has completed 60% of its planned silos, drastically reducing post-harvest losses.

5. Skill Development & Education

Bridging the Employability Gap

- **Skill India Digital:** A new “Credit-Linked Skill Framework” allows vocational training hours to be converted into academic credits for university degrees.
- **R&D Innovation:** The Anusandhan National Research Foundation has cleared its first batch of 500 private-sector partnered grants, focusing heavily on DeepTech and BioTech.

5 Some Important Links as a ready reckoner

Contact Addresses of the Offices of M/oMSME and its Statutory Bodies

Sl. No.	Name and Address of the organisation	Website	E-mail	Telephone	Fax
1	Ministry of Micro, Small and Medium Enterprises, Udyog Bhavan, New Delhi - 110 107	www.msme.gov.in	min-msme@nic.in	011-23063800 23063802-06	011- 23062315 23061726 23061068
2	Office of Development Commissioner (MSME), 7th Floor, A-Wing, Nirman Bhavan, New Delhi - 110 108	www.dcmsme.gov.in; www.laghu-udyog.com; www.smallindustry.com	dcmsmeAnic.in	011- 23063800 23063802/06	011- 230623 15 23061726 23061068
3	Khadi and Village Industries Commission, (KVIC), "Gramodaya" 3, Irla Road, Vile Parle (West), Mumbai - 400056, Maharashtra	www.kvic.org.in	kvichq@bom3.vsnl.net. in, ditkvic@bom3.vsnl.net.in, dit@kvic.gov.in	022-267143 20-25/ 26716323/ 26712324/ 26713527-9/ 26711073/ 26713675	022- 26711003
4	Coir Board, "Coir House", M.G. Road, Ernakulam, Kochi-682016, Kerala	www.coirboard.gov.in	info@coirboard.org coirboardAnic.in	0484 - 2351900, 2351807, 2351788, 23519 54, Toll Free - 1-800-425909 1	0484- 2370034 2354397
5	National Small Industries Corporation Limited (NSIC), NS IC Bhawan, Okhla Industrial Estate, New Delhi - 110 020	www.nsic.co.in	info@nsic.co.in,	011- 26926275 26910910, 26926370 Toll Free 1-800-111955	011- 26932075 26311109
6	National Institute for Micro, Small and Medium Enterprises (NI-MSME), Yousuf Gauda, Hyderabad - 500 045	www.nimsme.org	registrar@nimsme.org	040- 23608544-46 23608316-19	040- 23608547 23608956 23541260
7	Mahatama Gandhi Institute for Rural Industrialisation, Maganwadi, Wardha-442001	www.mgiri.org	director.mgiri@gmail.com	0752-253512	0752- 240328

32 MSME- Development and Facilitation Office (MSME-DFO)

S. No.	Name and address of Offices/ Officers	Telephone/ Fax No.	Email /Websites
1.	MSME-DFO, Indranagar, (Near ITI Play ground), PO-Kunjaban, Agartala-799006	Ph : 0381-2352013/9742 Fax : 0381-2356570	dcdi-agartala@dcmsme.gov.in www.msmedi-agartala.nic.in
2.	MSME-DFO, 34, Industrial Estate, Nunhai, (U.P.), Agra -282 006. UP,	Ph : 0562-2280879 Fax : 0562-2280882	dcdi-agra@dcmsme.gov.in www.msmediagra.gov.in
3.	MSME-DFO, 65/1,G.S.T. Road, Guindy, P.B. 3746, Chennai -600 032. Tamilnadu,	Ph : 044-22501011 044-22501475 044-22501785 Fax : 044-22341014	dcdi-chennai@dcmsme.gov.in www.msmedi-chennai.gov.in
4.	MSME-DFO, Vikas Sadan, College Square, Cuttack -753 003. Odisha,	Ph : 0671-2548006 /077 /049 Fax : 0671-2611958	dcdi-cuttack@dcmsme.gov.in www.msmedicuttack.gov.in
5.	MSME-DFO, Tadong Housing Colony, P.O. Tadong, Gangtok -737102 Sikkim	Ph : 03592-231262 /880 Fax : 03592-231262	dcdi-gangtok@dcmsme.gov.in www.msmedigangtok.gov.in
6.	MSME-DFO, Opp. Konkan Railway Station. (Kepem Road), P.O. Box 334, Margao -403 601. Goa	Ph : 0832-2705092/93, 2725979 Fax : 0832-2705094	dcdi-goa@dcmsme.gov.in www.msmedigoa.gov.in
7.	MSME-DFO, Industrial Estate Bamuni Maidam, Guwahati -781021 Assam.	Ph :0361-2550052, 2550073 Fax : 0361-2550298	dcdi-guwahati@dcmsme.gov.in www.msmedi-guwahati.gov.in/
8.	MSME-DFO, Kham Bungala Campis, Kaladungi Road, Haldwani -263139 Uttaranchal	Ph :05946-228353 Fax : 05946-221053	dcdi-haldwani@dcmsme.gov.in www.msmedihaldwani.gov.in
9.	MSME-DFO, Industrial Estate, Gokul Road, Hubli -580 030 Karnataka,	Ph : 0836-2332334/2330589/ 2335634 Fax :0836-2330389	dcdi-hubli@dcmsme.gov.in www.msmedihubli.gov.in
10.	MSME-DFO, C-17/18, Takyelpat Industrial Estate, Imphal -795 001, Manipur	Ph : 0385-2449096 / 2449096	dcdi-imphal@dcmsme.gov.in www.msme-diimphal.gov.in
11.	MSME-DFO, 10, Industrial Estate, Polo Ground, Indore -452 003. MP	Ph : 0731-2420723	dcdi-indore@dcmsme.gov.in www.msmeindore.nic.in
12.	MSME-DFO, 22, Godown, Industrial Estate, Jaipur -302 006. Rajasthan	Ph : 0141-2212098/3099/ 0553 Fax : 0141-2210553	dcdi-jaipur@dcmsme.gov.in www.msmedijaipur.gov.in
13.	MSME-DFO, Industrial Estate, Digiana, Jammu -180 010	Ph : 0191-2431077 Fax : 0191-2450035	dcdi-jammu@dcmsme.gov.in www.msmedijammu.gov.in
14.	MSME-DFO, 107, Industrial Estate, Kalpi Road, Kanpur -208 012. UP	Ph : 0512-2295070, 0512- 2295071, 0512-2295073 Fax : 0512-2220831	dcdi-kanpur@dcmsme.gov.in www.msmedikanpur.gov.in
15.	MSME-DFO, Industrial Development Colony, Near Iti, Kunjpura Road Karnal -132 001 Haryana,.	Ph : 0184-2230910 Fax : 0184-2231862	dcdi-karnal@dcmsme.gov.in www.msmedikarnal.gov.in
16.	MSME-DFO, 111&112,B.T.Road, Kolkata -700035. W.Bengal	Ph : 033-25770595/598 Fax : 033-25775531	dcdi-kolkatta@dcmsme.gov.in www.sisikolkata.gov.in
17.	MSME-DFO, Industrial Area B, Ludhiana -141 003 Punjab	Ph : 0161-2531733 /735 Fax : 0161-2533225	dcdi-ludhiana@dcmsme.gov.in www.msmedildn.gov.in
18.	MSME-DFO, Kurla Andheri Road, Sakinaka, Mumbai - 400072 Maharashtra	Ph : 91-22-28576090 / 3091 / 4305 Fax : 91-22-28578092	dcdi-mumbai@dcmsme.gov.in www.msmedimumbai.gov.in
19.	MSME-DFO, C- Block, C.G.O. Complex, Seminary Hill, Nagpur -440 006. Maharashtra	Ph : 0712-2510352/0046 Fax : 0712-2511985	dcdi-nagpur@dcmsme.gov.in www.msmedinagpur.gov.in



S. No.	Name and address of Offices/ Officers	Telephone/ Fax No.	Email /Websites
20.	MSME-DFO, Okhla Industrial Estate New Delhi -110 020.	Ph : 011-26847223, 26838118/ 269 Fax :011-26838016	dcdi-haldwani@dcmsme.gov.in www.msmedihaldwani.gov.in
21.	MSME-DFO, Patilputra Industrial Estate, Patna -800 013. Bihar	Ph :0612-2262719 , 0612- 2262186, 0612- 2262208 Fax :0612-2261677	dcdi-patna@dcmsme.gov.in www.msmedipatna.gov.in
22.	MSME-DFO, Near Urkura Railway Station, Bhanpuri Industrial Area, Raipur(C.G)-493221 Chhatisgarh	Ph: 0771-2562312 Fax: 0771-2562719	dcdi-raipur@dcmsme.gov.in www.msmediraipur.gov.in
23.	MSME-DFO, Kokar Industrial Estate, Ranchi -834001. Jharkhand	Ph :0651-2546133/2546266 Fax :0651-2546235	dcdi-ranchi@dcmsme.gov.in www.msmediranchi.nic.in
24.	MSME-DFO, CHAMBAGHAT, Solan -173213. Himachal Pradesh	Ph :01792-230766 Fax :01792-230265	dcdi-solan@dcmsme.gov.in www.msmedihimachal.nic.in
25.	MSME-DFO, Kanjany Oad, Ayyanthole, Thrissur -680 003. Kerala,	Ph :0487-2360216/686 Fax :0487-2360216	dcdi-thrissur@dcmsme.gov.in www.msmedithrissur.gov.in
26.	MSME-DFO, Harsiddh Camber, 4thFloor, Ashram Road,(Gujarat), Ahmedabad -380 014. Gujarat	Ph :079-27540619 , 079-27544248 079-27543147	dcdi-ahmbad@dcmsme.gov.in www.msmediahmedabad.gov.in
27.	MSME-DFO, E-17/18, Industrial Estate, Naini, Allahabad -211 009. U.P,	Ph :0532-2697468/6810 Fax :0532-2696809	dcdi-allbad@dcmsme.gov.in www.msmediallahabad.gov.in
28.	MSME-DFO, Rajaji Nagar, Industrial Estate Bangalore -560 044. Karnataka,	Ph :080-23151540/582/583 Fax :080-23144506	dcdi-bang@dcmsme.gov.in www.msmedibangalore.gov.in
29.	MSME-DFO, Narsapur Cross Roads, Bala Nagar, Andhra Pradesh Hyderabad -500 037	Ph :040-23078857 Fax :040-23078131/32/33	dcdi-hyd@dcmsme.gov.in www.msmehyd.ap.nic.in
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31.	MSME Development Institute, 6th Mile, Sovima, Dimapur, Nagaland - 797115. (Near Nagaland Bamboo resource Centre)	Ph : 03862-248552	Brdcdi-dima@dcmsme.gov.in
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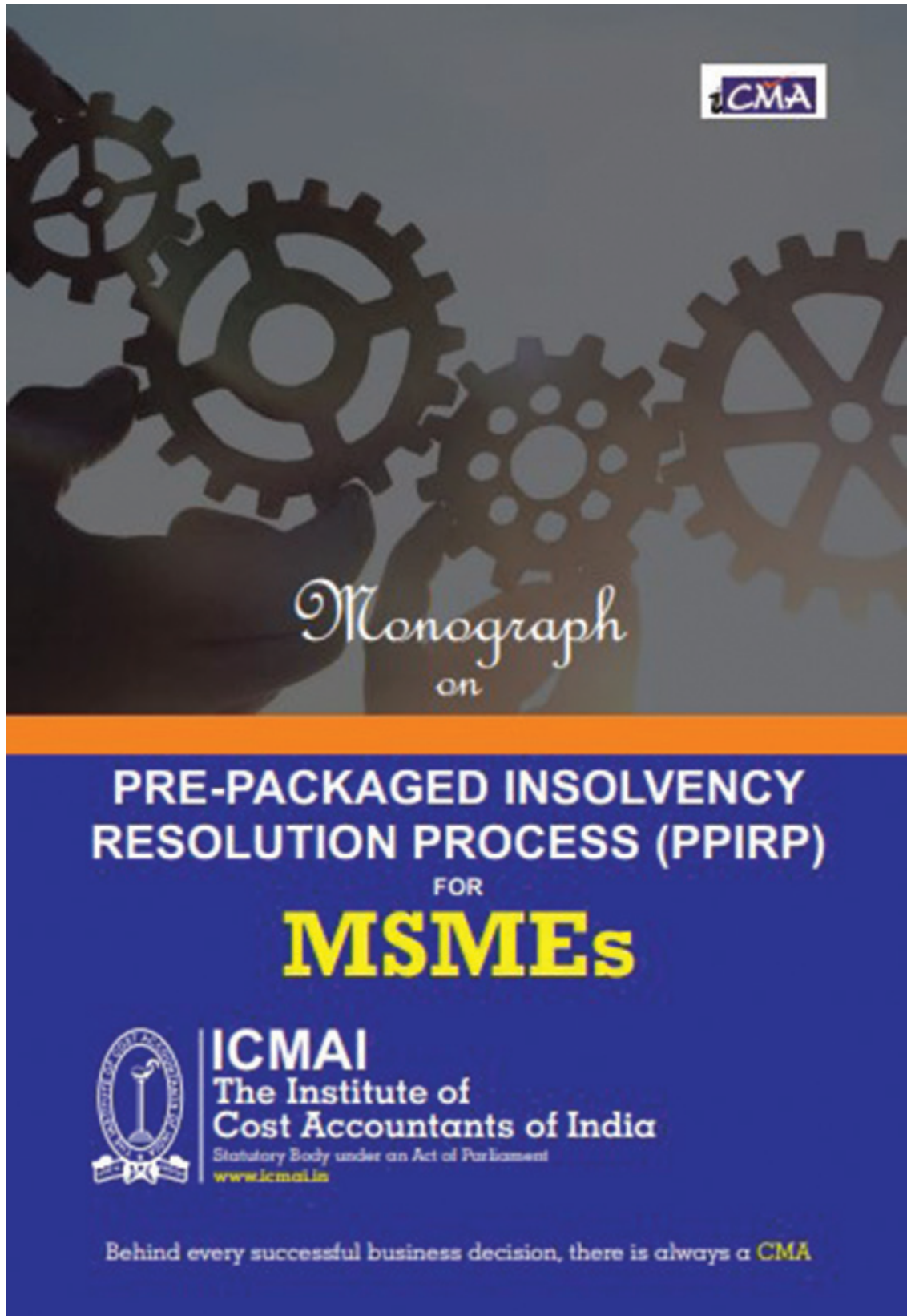
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14.	BR.MSME-DFO C-1 & 2, Industrial Estatem.S.K. Mill Road, Gulbarga-585102	Ph : 08472-420944	brdcdi-gulb@dcmsme.gov.in
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20.	BR.MSME-DFO, Upper Republic Road, Aizwal	Ph: 0389-2323448	brdcdi-aizw@dcmsme.gov.in



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25.	BR.MSME-DFO Plot No. PP11, TANSIDCO Industrial Estate, Melur Main Road, K Pudur, Madurai, Tamil Nadu,India - 625007	Ph : 0452 2918313	brdcdi.mdri@dcmsme.gov.in
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