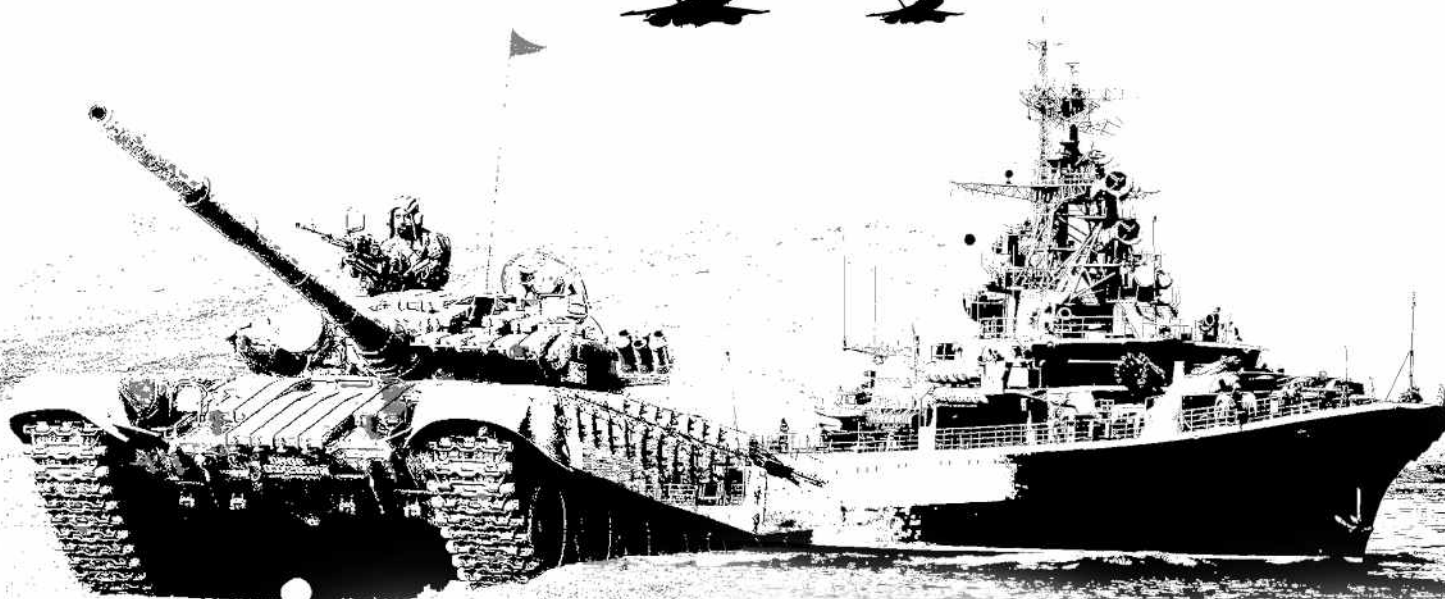


Seminar on

Outsourcing and Vendor Development by Defence PSU's and Ordnance Factories

Opportunities for Innovation, Collaboration
and Product Development

September 12, 2015



Key Highlights & Recommendations

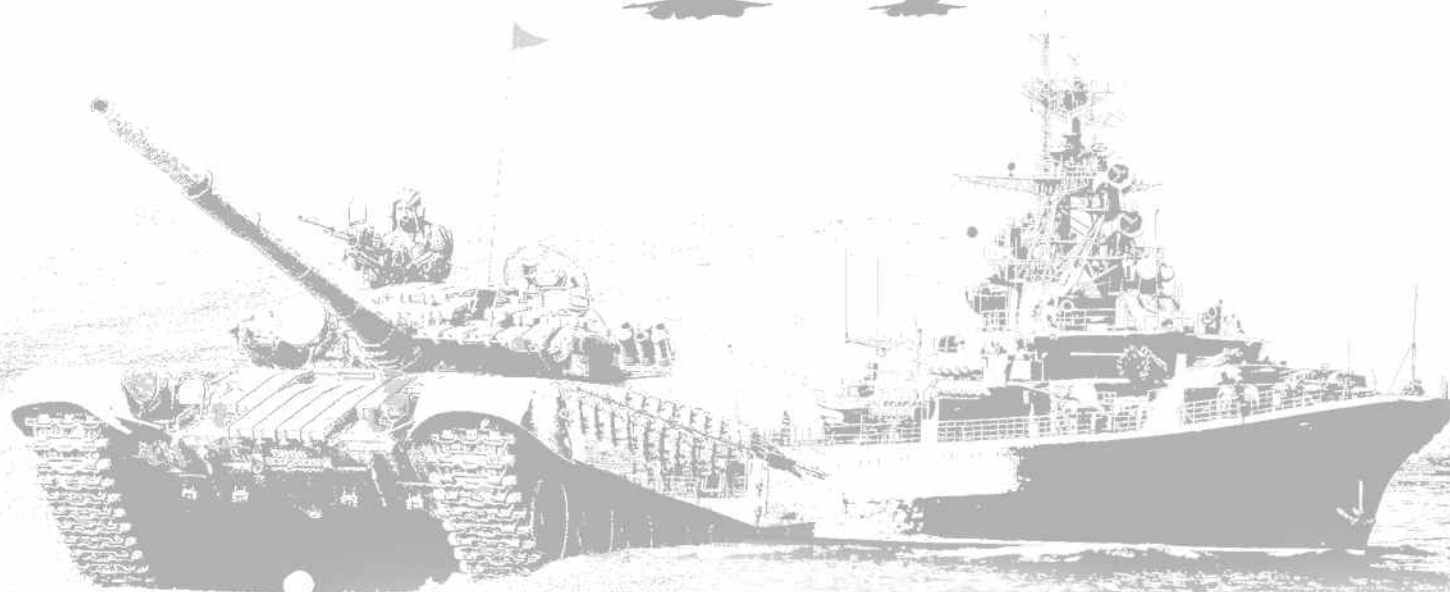


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Foreword

Modernisation of the Armed Forces is of paramount importance and is part of our national strategic planning. Without the modernised Indian Armed Forces, the economic growth and development trajectory will always be at constant threat from external and internal elements whose aim is to destabilise India.

FICCI welcomes the bold step of Government of India to emphasise on the need to strengthen the Armed Forces and establishment of Defence Industrial Base (DIB) in country. Hon'ble Prime Minister has on every opportune moment has emphasised on the need to strengthen our DIB and has also urged closer and harmonious relationship between the public and private sector for the establishment of DIB in country. With the hostile neighbourhood that we are living in, keeping our military equipment updated and providing the state of the art weapons, platforms and personal protection gears to our solders becomes a top priority for the government.

FICCI strongly believes in national mission where we advocate for utilisation of strengths of public and private sector towards development of defence products and platform for our national security and also for strategic exports to friendly nations. The seminar on Outsourcing and Vendor Development by DPSUs and OFs, held at FICCI on September 12, 2015 itself is an indication of sheer determination, vision and intent of Government of India to facilitate and expand the partnership between public and private sector.

I sincerely thank Hon'ble Raksha Mantri for gracing the occasion and expressing his confidence on public-private partnership for the success of Make in India for Defence industrial sector. FICCI assures of positive contribution towards the realisation of national aspiration of strong DIB along with greater indenisation and march towards self-reliance.

The day long proceedings during the seminar has generated enthusiasm amongst the industry. During the proceedings, the captains of public sector and private sector made critical recommendations during the breakout sessions such as Defence Electronics, Naval Systems, Aerospace and Land Systems & Missiles. FICCI believes Ministry of Defence will deliberate on industry recommendations and take appropriate decisions. FICCI is always ready to play the positive role as facilitator and will continue to closely work with government of India towards development of a conducive policy framework for the establishment of DIB in country.

I wish the recommendations are favourably deliberated within the ministry towards encouraging partnership between the public and private sector.

A handwritten signature in black ink, appearing to read 'A. Didar Singh'.

Dr. A. Didar Singh
Secretary General



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Seminar on

Outsourcing and Vendor Development by Defence PSU's and Ordnance Factories Opportunities for Innovation, Collaboration and Product Development

FICCI organized a seminar on Outsourcing and Vendor Development DPSU's and OF's: Opportunities for Innovation, Collaboration and Product Development on September 12, 2015. The Seminar was inaugurated by the Hon'ble Raksha Mantri while Shri. A K Gupta, Secretary (DP), Ministry of Defence delivered the keynote address. CMD's of 7 DPSU's and Chairman, OFB were in attendance throughout the day interacting with industries representatives. After the plenary session where a few DPSU's shared their current outsourcing policies and future plans, detailed discussions with industry were facilitated in four breakout sessions on Defence Electronics, Naval Systems, Aerospace and Land Systems & Missile Systems.



Photo (L to R), Dr Arbind Prasad, Director General FICCI, Mr Vijay Mathur, Managing Director, Inapex Pvt. Ltd, Dr. Jyotsna Suri, President, FICCI, Mr. Manohar Parrikar, Raksha Mantri, Government of India, Mr. Ashok Kumar Gupta, Secretary (DP), Ministry of Defence and Mr. Rahul Chaudhry, Co-Chairman, FICCI Defence and Aerospace Committee



Speaking at the Inaugural session Mr. Vijay Mathur emphasized on the need for a paradigm shift in the way MoD functions and decisions are taken. The public sector needs to have functional autonomy and has to be set free in professional terms in order to take the advantage of India's market positioning.

He Shared the Maruti revolution headed under the able leadership of Dr. V. Krishnamurthy who ensured no compromise on key critical aspects were made that could hamper in order to roll out the program successfully. Instead of tender (open competition), stakeholder negotiations were carried out. The intention and will to execute the program is evident from the fact that MoU was signed with Suzuki on 15th April (less than 2 months from the first offer by Suzuki on February 17, 2015). Maruti had prepared a roadmap and set a target of 18 months to start the production and was right on timelines. He suggested a similar approach to be followed to kick start establishment of aerospace manufacturing sector. In aerospace and defence sector, there is potential to create 4-5 million jobs in next 10 years, at the top of the employment pyramid.

Key elements of this success:

- To replicate the success of automobile Industry in Defence and Aerospace sector – MoD should be able to identify the major platforms/ technologies that are needed in an urgent time frame. A facilitative structure should be put in place so that there is clarity in policy. A relevant structure needs to be formalized such that our conditions, like offsets are communicated accurately. Unless such a mechanism is not established where the cost of production in India is lower than elsewhere, any number of contracts that the Government brings forth won't fructify.
- It needs to be recognised today when bringing somebody in that the cost of production for the first 4-5 years will be higher. Today Maruti produces the small cars lower than the cost in Japan. After Maruti, the next in line exporter of finished cars is Hyundai. They are exporting 200,000 cars a year.
- Building an aircraft carrier or submarine requires a scale completely different from building fighter aircraft. It's necessary to formalize basic approaches in terms of vendor development, such as who gets brought in, criteria and costing. Each is a separate segment which needs to be fine-tuned.
- In all of these areas, we need to bring in strong systems integrator. You have to recognise first whether it is automobile or aircraft. The system integrator represents only about 30-35% of the total costing. 70% or 65% comes out from the vendor base. It's necessary to give adequate attention to vendor base and create an eco-system. System integrator is key and we have the market to bring in new international system integrators. But when we bring him in, we must bring him in with very carefully constructive proposal that brings in his vendor base.

For this to succeed, India need to have a central monitoring group that sees the PMP through from beginning to end. We need to identify which has ability and power to see the system through. There will be lot of glitches but there has to be somebody who can handle it across the board.



Mr. Manohar Parrikar, Raksha Mantri, Government of India, sharing his vision on Outsourcing by DPSUs and OFs with the delegates

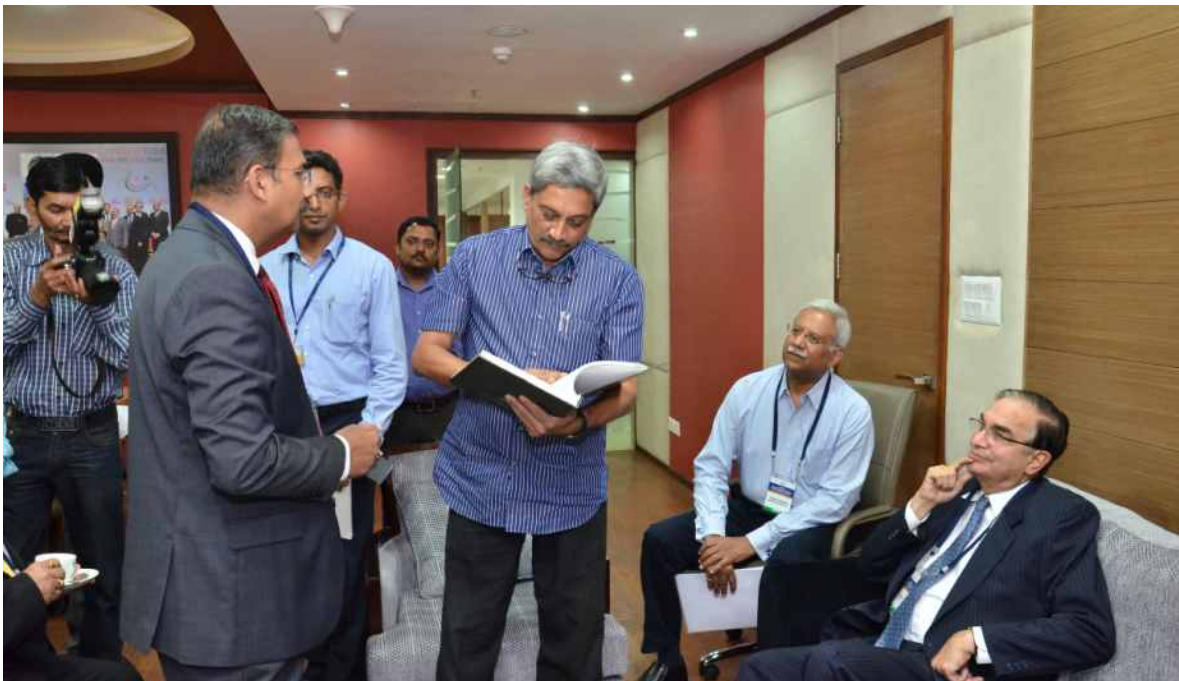
Delivering the Inaugural address Shri. Manohar Parrikar, Hon'ble Raksha Mantri called for paradigm shift in the mindset of the Ministry of Defence through creation of an environment of mutual trust with Industry. He mentioned Delegation of Power 'as the first stage where trust is paramount, however mindsets take time to change. He mentioned as Ministry of Defence is the single buyer and retains all command and control, it needs to stop the frequent shifting of goal post and create an environment which facilitates the delivery of a product in a timely manner and at reasonable rates.

He also emphasized on fare protection for private sector players. On the issue of blacklisting he opined that it was kneejerk reaction which benefited no one but the vendor as India did not get the product even when it paid for it.

Hon'ble RM mentioned that a high-level task force was constituted to identify 'Strategic Partner' under the chairmanship of former Defence Research and Development Organisation Chief Dr. V.K. Aatre and it will present its first report in three weeks. This task force is constituted on the basis of report of Shri. Dharendra Singh Committee, which has suggested pragmatic suggestions for the revision of Defence Procurement Procedure.

The six critical segments for 'Strategic Partnership' identified are –

- Aircrafts and their major systems,
- Warships of stated displacements,
- Submarines and their major systems,
- Armoured fighting vehicles and their major systems,
- Complex weapons that rely on guidance system, C4ISTR (Command and Control System) and
- Critical materials (special alloys and composites).



Mr. Manohar Parrikar, Raksha Mantri, Government of India, having a look at FICCI Seminar Report on Modernisation of Indian Army (2015)

Mr. Ashok Kumar Gupta, Secretary - Defence Production mentioned that self-reliance in defence is of vital importance both for strategic and economic reasons. The Government has over the years created capabilities in defence R&D, Ordnance Factories and Public sector undertakings to cater to the needs of Armed Forces. There are several parameters to assess the degree of self-reliance. These can be ownership of critical technologies design capabilities etc. but if we see from the perspective of manufacturing it is a percentage of indigenisation that matters the most. As far as procurement is concerned, about 65% is procured from Indian companies and as per rough analysis indigenous content in the total procurement is around 40%.



Mr. Ashok Kumar Gupta, Secretary (DP), Ministry of Defence, delivering Key Note Address during Seminar

There is need for DPSU's and OF's to identify their core and strategic operations and outsource the non-core activities to the Indian private sector. The outsourcing effort will add to their capacity enhancement, attain cost effectiveness and improve competitiveness in global market.

He opened that the first category of items that can be outsourced can be those which are low in cost, generic in nature and less technology intensive, for example, screws, rivets, push bearings, rubber items, springs wire harnesses, PCB's filters etc. They must be considered for outsourcing to private sector.

Second category of items can be those which are manufactured by DPSU's and OF's under transfer of technology from licenses or OEM's. Such items may need special manufacturing processes. The items may be sub systems or systems or higher assembly. Many sub systems or systems are strategic in nature and in consideration of this they may not like to outsource the entire systems or sub systems, however, machining or other operations which are not strategic may be outsourced to the Indian vendors.

The necessary technical assistance like manufacturing drawings, 3D models, process documentation, quality process etc. may be shared by them with potential vendors for initial learning and operational acquaintance.



Third category can be those which are not so technology intensive but imported by DPSU's OF's. Such items should be identified and assigned to Indian vendors for indigenous development. DPSU's OF's must also extend technical assistance to vendors to develop such import substitution items. Financial assistance should be extended to the potential vendor during developmental phase.

Fourth category is of technology sensitive, strategic and complex in manufacturing for which TOT is denied by the OEMs. These include Electronic / SW Products for which OEMs deny repair or maintenance for the entire life cycle. Even if they agree to support, they demand exorbitant support price. Hence, it becomes absolutely essential to develop or co-develop and indigenise these items to achieve self-reliance.

Indian industry, in general, and MSMEs, in particular, have crucial role to play. A robust military industry complex can exist only if it is supported by competent, viable, vibrant and growing MSMEs as Indian companies presently do not have adequate strength in terms of technology they are encouraged to partner with foreign companies to enter into technology transfer arrangements and tie ups.

GLIMPSES



Breakout Sessions



Session on Defence Electronics:

The Strategic Electronics (SE) sector in Aerospace & Defence presents an unprecedented opportunity as well as challenge for India. India's defence expenditure is among the world's top ten. India is the biggest importer of defence equipment importing thrice as much as China and Pakistan. Large scale modernisation of defence forces is on the anvil. The next decade is likely to see an exponential growth in combat systems as well as non-platform based defence strategic electronics programs, with the requirement for the 12th plan (2012-2017) being pegged at over Rs.100,000 crores. These would include:

- Tactical Communication System (TCS)
- Battlefield Management Systems
- Network Centric Warfare System (NCW)
- Future Infantry Soldier as System (F-INSAS)

- Tank electronics (Upgrade programs included)
- Air Defence systems
- Avionics, Navigation Equipment, Radars, Sonars
- Night Vision Devices and
- Host of associated and embedded electronics

The production of strategic electronics in India has been growing steadily from Rs. 5700 crores in 2007-08 to Rs.9000 crores during 2010-11. As per projected growth rates and industry estimates, electronics production in Defence Sector in India reached Rs.12,000 crores during 2012-13 and exceeded Rs. 13,800 Crores during 2013-14 recording a growth of over 15%.

Any military platform hosts as much as 40% or more of electronics and the efficacy of the platform is determined by the superior performance of Electronics in the platform. Also, the Armed Forces while holding onto their traditional legacy systems and platforms, are keen to upgrade them with modern electronics. Hence Electronics plays a key role in Defence Sector.

Electronics is pegged at number two in India's imports and if drastic measures are not taken, it is likely to assume the top slot leaving Oil imports behind.

Taking cue of the importance of the Strategic Electronics Sector, the session having deliberated on various aspects of outsourcing, has following recommendations to make :-

1. **Mission Statement.** Rather than identifying what can be outsourced, it may be important to identify, "What cannot be outsourced". The aim is to encourage outsourcing to high levels to involve the larger industry in Nation Building.
2. **Outsourcing Strategy.** Outsourcing necessarily demands that inherent knowledge of the system is available with the DPSU/Private Industry. What cannot be done, in any case is outsourced but then the entire dependency is on the outsourced entity. When the DPSU/OFB outsources what can be done by them, then they are able to hand-hold and support the entity technically as well as through other means. This is the true concept of outsourcing.
3. **Outsourcing by DRDO.** Though the seminar was specific to DPSU's and OF's, DRDO in R&D terms also needs to cultivate the spirit of outsourcing. Duplication of industry and DRDO's efforts needs to be avoided. Outsourcing R&D is very important if the nation wants to nurture innovation, outside of government R&D labs of DRDO, DST, CSIR, academic institutions like IITs, IISc, NITs etc. Industry challenge program will help fund good ideas and fund innovation by industries. Through ATAC or outside ATAC, mod can task



DRDO to establish a mechanism to fund industry challenge programs that will help fuel innovation through industry participation. DRDO and FICCI must evolve a mechanism jointly to support this new initiative of government. I am sure this will be a great hit with industries and the initiative will gain the support of industries from all fronts. DIITM/DRDO may champion this initiative to ensure outsourcing and enable industries with DRDO technology. The success of the DRDO-FICCI ATAC program must be (i) Strengthened to scale to higher industry participation and (ii) Replicate this for Defence Technologies. DRDO may like to put a great team that will implement it and demonstrate the success. Hon'ble RM's vision for Make in India will attain great success.

4. **Preference to Indigenous Design.** Demand side has to be kept high to ensure that the supply side dynamics do not break down. Else, all investments made by the industry will go waste and in absence of demand, they are likely to peter off. Preference to sourcing from Indian entities with indigenous design will help domestic companies to scale up knowledge and it also makes economic sense. A separate category under “Buy Indian and Buy and Make Indian” where preference is accorded to indigenous design. This can be taken up through single source tendering also.
5. **Development Partners.** Once DRDO has identified Development partners, and demonstrated success, thereafter when the acquisition process is initiated, it will be incumbent on the DPSU/OFB/Private industry winning the contract to involve the said Development partners in production. There should not be any need for the prime winning the contract to start discovery of new players at this stage. The price discovery is well established during the Development Process and price so arrived is robust and verifiable.
6. **Mandate for Outsourcing.** There was a unanimous proposal to mandate a minimum level of 60% outsourcing for all Primes winning contracts from MoD. This will include a minimum 20% outsourcing to MSMEs. The large primes must outsource and hand-hold MSMEs with development efforts, technology, production techniques and financial support where required to develop small industry. This will in the true sense strengthen the Defence Industrial Base. Globally, primes carryout only some 15 to 18% of the entire work related to the platform and the rest is outsourced.
7. **Government Responsibility.** MoD must take up ownership for development of MSMEs and incorporate such measures like mandate in RFP for outsourcing, financial support, waiver of EMD fees, BG fees and the like for MSMEs. The mandate in MSMED act must be enforced as required.

8. **DPP Mandate.** The provisions of MSMED Act need to be applied to private entities winning contracts from MoD, since it is Public money being spent and similar mandate as applicable to DPSUs must apply. The MSMED Act must apply to private sector as well through intervention in DPP.
9. **PMA Applicability.** PMA as evolved by DiETY must be made applicable to Defence Sector as well.
10. **Aggressive Involvement with Industry.** DPSUs/OFB must have regular interaction with industry utilizing various platforms such as seminars and conferences. There is a restricting mechanism holding back DPSUs/OFB to freely participating in various seminars since DDP has issued directives that any participation of DPSUs/OFB and they have also included DRDO in this ambit, wherein all such activities according to DDP directive, must be routed through DEO only. This restrictive order must be removed and it is recommended that the DEO may concentrate on Aero India and DEFEXPO and all the other seminars and conferences must be at the discretion of the DPSUs/OFB. This will also provide more freedom to the CMDs and GMs at various levels and also improve interaction with industry.
11. **Populate Products Reserved for MSMEs.** The present list of 358 products reserved for MSMEs may be revised to include all the products sourced by the indigenous directorates of the Armed Forces and also the ones that the DPSUs are presently sourcing from MSMEs. This figure may grow to something like 10,000 products or more and may be reviewed annually.



Session on Naval Systems:

1. Discussions

- a) The defence shipyards, in line with the directives of MoD, have formulated a clear procedure for vendor registration. The details of the same have been put up on their web sites. Names of the Nodal Officers have also been indicated.
- b) The shipyards have been out-sourcing 40 to 50 percent of their work. The main areas include piping, cabling, insulation, fabrication, engineering and a number of other services. Most of the shipbuilders' items which earlier used to be manufactured in-house are also outsourced to private industry.
- c) It was also mentioned that the shipyards have placed the list of such services, materials, manufactured items and equipment required for their on-going programs, on their website. Volumes / quantities as well as schedule for the same have also been indicated. Industry is welcome to interact with the nodal officers to seek further details.
- d) The shipyards also indicated their intent to take this effort further and seek participation of industry at higher level i.e. construction of mega blocks and consolidation process. The vendor could also undertake such tasks on the premises of the shipyard (Plant in Plant concept).

- e) The shipyards highlighted the lack of indigenous sources for propulsion equipment, many major machinery and weapons & sensors. This situation constraints the overall achievable **Indigenous Content (IC)** in a warship program. In any case, the shipyards do not have control on these sources since majority of such major systems are nominated by the user service or approved by the user service. During their presentation in the main session of this seminar, they had highlighted the implications of any change in a major component of propulsion, after the design has been finalised or midway through the shipbuilding program. The shipyards were therefore of the view that development indigenous sources of equipment or systems required for any program should be undertaken prior to finalisation of design. These should be undertaken by a dedicated organisation of the User service at initial design stage and also not be linked with an ongoing shipbuilding program.
 - f) The industry representatives highlighted that indigenous manufacturing or localisation of major systems such as Main Engine or Gear Box is slow and step by step process. Technology absorption and development of ancillary industry takes considerable time. Many times, low volumes may not make the effort economical.
 - g) An instance was highlighted by the industry wherein after indigenous development of an item, procurement from foreign OEM was preferred by the shipyard on account of lower cost. The situation arose due to change in Exchange Rate of the particular foreign currency. Such a step goes against the spirit of development indigenous sources.
 - h) In another instance, it was highlighted by the industry that they could not participate in a particular program due to lack of clarity on the requirements of Vendor Registration and Procedure. Necessity for a central and uniform vendor registration procedure was flagged.
 - i) The industry also brought out that there is a large scope for export of ships (OPVs, FACs, and FICs) built by Indian shipyards to neighbouring countries viz. Bangladesh, Myanmar, Mauritius, and Gulf states. It would be extremely beneficial for both defence shipyards and private shipyards to partner in this effort. Defence shipyard's standing / experience and the private shipyard's capacity can be combined to execute export orders without adversely affecting the on-going programs of the IN and CG.
2. Recommendations - The key points that emerged during the deliberations are listed below:-
- a) The defence shipyards have established a clear procedure for vendor registration and development and also achieved fairly good level of outsourcing. These need to be consolidated.



- b) Vendor registration procedure for all shipyards should be uniform. If feasible, it could be universalized so that vendor registration of any one agency is valid for all DPSUs.
- c) Indigenous sources, once developed, should be preferred over foreign source. Small cost variation, that too on account of ERV, should not come in the way. In fact, as long as the indigenous product meets all technical specifications and is not cost prohibitive, it should be preferred over foreign supply.
- d) Development of indigenous sources of supply for ship's equipment / systems should be undertaken by a dedicated organisation of the User service during the initial design of the ship. A phased approach should be adopted for establishing indigenous manufacture of major ships systems such propulsion machinery. Systems where requirement of large numbers (e.g. 250 KW marine engines) are evident should be taken up for indigenous manufacture on high priority.
- e) Export of warships built by Indian shipyards should be promoted. Defence shipyard's standing / experience and the private shipyard's capacity can be combined to execute export orders without adversely affecting the on-going programs of the IN and CG.
- f) Shipbuilding industry should be given the status of strategic industry, considering our nation's vast EEZ, maritime security and maritime trade requirements.



Session on Aerospace

Presentations in the morning session by various DPSU's, HAL in particular, indicated a very low level of outsourcing to the private sector. The reasons for such a low level of outsourcing were analyzed and discussed. Some of these are:

1. Due to govt. policies all defence manufacturing were restricted to public sector in the past. As a result the DPSU's have developed a culture that everything should be done within DPSU's. These are compounded by excessive manpower, recruitment that is not governed by skill levels and merit, and the pervasive influence of employee unions. As a result, production efficiency is low, costs are high and not competitive, and overheads are high due to excessive manpower. It results in poor quality control, delayed deliveries, poor product support, and unnecessary cost escalation due to penalties on delayed deliveries.
2. Outsourcing will enable DPSU's to bring better efficiency in production, cost control, quality control, and timely delivery. DPSU's should focus on their main role of system integration, system engineering, final assembly, quality control, product support and concept development. If this is to be done, then 80% of the work will need to be outsourced to private sector.

3. Since huge infrastructures have been built in the public sector, it needs to be reformed through reduction of Public sector manpower gradually and focus on their core areas. This way the infrastructure could be rented out to the private sector. Effectively this points to the direction of a very practical manner of Public-Private Partnership.
4. Outsourcing needs to be focused on components manufacturing and MRO services. Over the last 50 years India has made efforts to create manufacturing facilities for various products under license. The focus has been mainly on the final products such as tanks, ships, aircraft, guns etc. As a result, important intermediate stages of the ladder of production, components industry and MRO infrastructure have failed to develop. This is an area that can be developed only through private sector by outsourcing work along tier I,II, and III levels.
5. Aerospace ecosystem can be developed only through a robust MSME sector. These should be developed through long-term partnerships, encourage innovation, respect their IPR, and implement a strategy where the MSMEs become part of the global supply chain in the aerospace components industry. Most MSMEs have issues with respect to selection of vendors and the lack of long-term commitment. HAL indicated that they are concerned by government policies. Accordingly government will need to encourage the MSME sector, support exports, and force the PSUs to outsource at least 60% of their requirements.
6. Lack of transparency, CVC pressures, and the L1 system were blamed by both sides for ineffective MSME sector. It was highlighted that we need to follow the American DARPA model for vendor development. That will bring in transparency, multiple vendor development, long-term commitment, and it leads to innovation and effective R&D. This is a proven model over the last four decades in the US. India needs to adopt this model. It was highlighted that ISRO follows a somewhat reduced but a similar model which has produced very successful results. HAL Chairman indicated that at times HAL is held to ransom by a single vendor, which forces the company to go abroad for the product. The DARPA model addresses this issue by being transparent, and uses a strategy of developing multiple sub-vendors for the same product.
7. It is a unanimous view that L1 system has damage that good. The need is to combine L1 and T1 (Best technology and reliability) to select the winner of any evaluation. Most advanced countries follow this model.
8. There was concern expressed on the statement of BEL chairman that outsourcing will be limited to non-critical areas. It defeats the very purpose of outsourcing strategy. The HAL Chairman, however, clarified that no such limitation would be followed by HAL. This needs clarification from DDP.



Session on Land Systems and Missile Systems

1. Greater thrust needs to be given to vendor education and empowerment. Nodal officers are neither available to take the call nor are responsive. Hand holding mechanism and guidance/advise is required for optimizing the benefits to accrue out of the eco-system. It should be speeded and substantially enhanced. Industrial Organizations/ houses should examine setting of facilitation cells to not only develop the data base of vendors but also advise the existing industry how to be agile and adept to meet the future requirement.
2. Should the capability to innovate be demonstrated by the vendor, then assistance and risk management needs to be shared by the integrator and vendors assisted through technical and financial assistance.
3. Interactive site facilitating make in India in Defence is recommended.
4. Digitized registration of vendors involving simultaneous registration involving common capability in all identical entities can be avoided by using the digital tools. This should be applicable for a benchmarked capacity. Should additional capacity be required then additional formalities could be added.

5. Variation in payment norms was mentioned as one of the points between procedures followed in DPP/DPM and OFB/DPSU's. Uniformity in rules has been the recommendation.
6. RFP retraction should be an exception. It has become a rule.
7. Automatic indexation mechanism for dealing with delays in relation to tender inquiries and rise in cost needs to be introduced.
8. Holding of large amounts of EMD/Bank guarantees on account of delayed decision-making is not good for the eco system. In-fact it is detrimental to MSME Sector. This needs to be addressed on priority.



Photo (L to R), Mr Vivek Pandit, Head- Defence and Aerospace, FICCI, Air Marshal M. Matheswaran, AVSM, VM, PhD, Former DCIDS, MoD, Lt. Gen Anil Chait, PVSM, AVSM, VSM, ADC, (Retd), Chief of Integrated Defence Staff to the Chairman Chiefs of Staff Committee CISC, MoD, Mr. Ashok Kumar Gupta, Secretary (DP), Ministry of Defence and Mr. Jayant Patil, Chairman, FICCI Defence and Aerospace R&D Committee, R. Adm Pritam Lal, Member - Committee of Experts for Amendment to DPP-2013 and Col. K V Kuber (Retd), Member - Committee of Experts for Amendment to DPP-2013

Seminar on Outsourcing and Vendor Development by Defence PSU's and Ordnance Factories - Opportunities for Innovation, Collaboration and Product Development

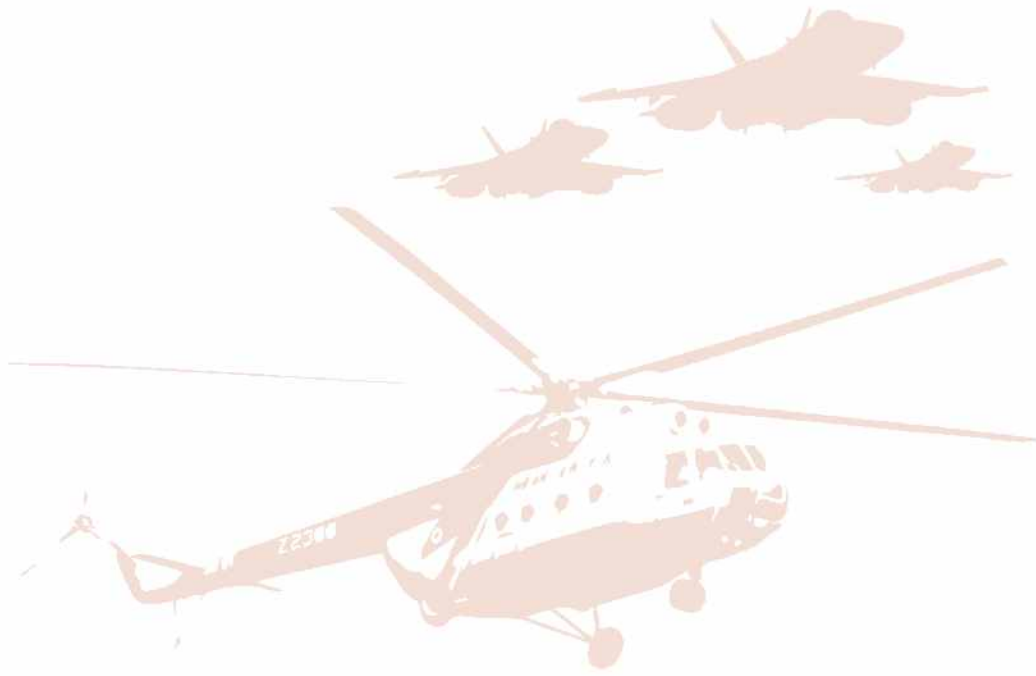
September 12, 2015, FICCI, Federation House, Tansen Marg, New Delhi

Programme

Inaugural Session 1000 – 1100 hrs Venue: Hari Shankar Singhania Commission Room	
0930 – 1000 hrs	Registration
1000 – 1005 hrs	Welcome Address by Dr. Jyotsna Suri, President, FICCI
1005 – 1015 hrs	Opening Remarks by Mr. Ashok Kumar Gupta, Secretary (DP), Ministry of Defence
1015 – 1025 hrs	Address by FICCI – Changing Dynamics: Setting up of Expectations
1025 – 1045 hrs	Inaugural Address by Mr. Manohar Parrikar, Hon'ble Raksha Mantri, Government of India
1045 – 1055 hrs	Vote of Thanks by Mr. Rahul Chaudhry, Co-Chairman, FICCI Defence and Aerospace Committee and CEO, Tata Power SED
1055 – 1130 hrs	Tea / Coffee Break
Presentation by DPSU's and OFB 1130 – 1300 hrs Venue: Hari Shankar Singhania Commission Room	
1130 – 1140 hrs	Opening Remarks by Session Moderator
1140 – 1155 hrs	Presentation by Mr S.K Sharma, CMD - BEL
1155 – 1210 hrs	Presentation by Ashwani Kr. Prabhakar, DGOF & Chairman – OFB
1210 – 1225 hrs	Presentation by Mr S. Raju, CMD - HAL
1225 – 1240 hrs	Presentation by R. Adm R. K. Sharawat (Retd), CMD – MDL
1240 – 1250 hrs	Industry Perspective (MSME)
1250 – 1300 hrs	Industry Perspective (Large)
1255 – 1300 hrs	Concluding Remarks by Session Moderator
1305 – 1430 hrs	Lunch Break



Breakout Sessions 1430 – 1600 hrs	
Sessions 1: Defence Electronics Session Moderator: FICCI Venue: HSS Commission Room	Sessions 2: Naval Systems Session Moderator: FICCI Venue: Conference Room
Sessions 3: Aerospace Session Moderator: FICCI Venue: Conference Room	Sessions 4: Land Systems and Missile Systems Session Moderator: FICCI Venue: Conference Room
De-Briefing of Day long Proceeding 1600 – 1700 hrs Venue: Hari Shankar Singhania Commission Room Session Moderator: FICCI Chair: Secretary (DP) Presentation by Session Moderators	
Summing-up 1700 – 1730 hrs Venue: Hari Shankar Singhania Commission Room - Welcome Address by FICCI - Address by Secretary (DP) - Vote of Thanks by FICCI	



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About FICCI

Established in 1927, FICCI is the largest and oldest apex business organisation in India. Its history is closely interwoven with India's struggle for independence, its industrialization, and its emergence as one of the most rapidly growing global economies.

A non-government, not-for-profit organisation, FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policy makers and civil society, FICCI articulates the views and concerns of industry. It serves its members from the Indian private and public corporate sectors and multinational companies, drawing its strength from diverse regional chambers of commerce and industry across states, reaching out to over 2,50,000 companies.

FICCI provides a platform for networking and consensus building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community.

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