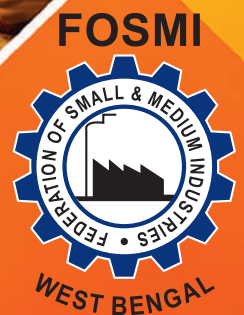


FOSMI

Federation of Small & Medium Industries WB

MSME *news*



4 >> Role & Opportunities of MSMEs in India with Special Reference to West Bengal

6 >> Why Lean Governance is a Survival Savior for West Bengal's MSME Sectors

LUBRICANTS • GREASES • SPECIALITIES



SINCE 1980

ISO 9001 : 2015 CERTIFIED COMPANY

SUN OIL COMPANY PVT. LTD.

Regd. Office : 10-B, British Indian Street, Kolkata - 700 069

Marketing & Head Office : M.K. Point, 6th Floor, Room No. 604 & 605, 27, Bentinck Street, Kolkata - 700 001

Contact Name & Ph. No. : **Office :** 033 2243 6192 / 7935, **Tapan Kanti Sen :** 9830679192, **Abhijit Roy :** 9836023560

E-mail : info@sunoil.co.in, **Website :** www.sunoil.co.in

CONTENTS



11 India uses BRICS chairship to drive focus on MSMEs and their development

12



A Session on -"AI for Export Growth : Opportunities for MSMEs"

15



An Entrepreneurship Awareness Programme on Export Facilitation for MSMEs



inCUbate'26 - Industry-Academia Mega Event and Buyer-Seller Meet

17



FOSMI's Networking Dinner

18



Celebration of World MSME Day & 67th Foundation Day of FOSMI

25



International Conference on Enhancing Productivity & Global Competitiveness of MSMEs

Office Bearers

President

Biswanath Bhattacharya
98310 08063

Vice Presidents

Gautam Ray ♦ 98300 15497
S K Kedia ♦ 98300 69059

Treasurer

J L Bardia ♦ 91638 30216

Advisor to the Board

D K Mohta ♦ 98310 47023

Publication Committee

Editor

K R Singhwi ♦ 93310 86283

Members

Pravir Shah ♦ 9163161903
pravir.shah1@gmail.com

CA Kaushik Ghosh ♦ 9830369339
ca.kausikghosh@gmail.com

Participation/reaction/comments are most welcome. Contributions of article/ letters should be sent preferably by e-mail, without attachment. Authors should disclose this connection or relationship with the subject of their comments. All letters must include an address and phone numbers. We reserve the right to edit letters for clarity and space. FOSMI is always there to assist its members. "Views expressed by individuals and contributors in the Bulletin are their own and do not necessarily reflect the views of FOSMI. Advertisements, commercial features, profiles etc. are provided by the respective companies. FOSMI does not accept any responsibility of any direct, indirect or consequential damage caused to any party due to views expressed by any one or more persons. All disputes are to be referred to Kolkata Jurisdiction only."

Federation of Small & Medium Industries, WB

23, R. N. Mukherjee Road
Kolkata 700001, West Bengal, India
Tel : +91-33-2210 4075
e-mail : fosmi.cal@gmail.com
fosmi.2016@gmail.com

Editorial



West Bengal at a New Industrial Crossroads

West Bengal has undergone a historic political transition, with the BJP forming the Government in the State in 2026. Shri Suwendu Adhikari has assumed office as Chief Minister, with the same political party now leading both the Union Government and the State Government.

For the first time in several decades, this political alignment has created a new context for Centre-State cooperation. For the industry, particularly the MSME sector, expectations are high that this new environment will translate into greater industrialisation, employment generation and accelerated economic reforms.

For years, the State's development programmes have faced challenges arising from differences with the Centre, with several centrally sponsored schemes and initiatives encountering delays or differences in implementation. The new political alignment could provide an opportunity for closer coordination and more effective implementation of development programmes.

West Bengal now has an opportunity to unlock substantial development potential by creating a stable, transparent and industry-friendly environment. Such an environment can encourage greater private investment, attract new industries and motivate existing businesses to expand their operations in the State. For the MSME sector, this is particularly important. Easier access to finance, better infrastructure, faster clearances, improved logistics, skill development and a predictable regulatory environment can significantly strengthen the competitiveness of small and medium enterprises.

The industry will look forward to meaningful reforms, effective governance and constructive Centre-State cooperation. If these opportunities are translated into concrete action, West Bengal can strengthen its position as an attractive destination for investment, enterprise and employment.

For the business and industrial community, the coming years therefore carry renewed expectations—and an opportunity to contribute actively to West Bengal's next phase of economic growth

With Warm Regards

Kishan Raj Singhwi

krsinghwi5@gmail.com

FOSMI's Journey Towards Innovation Competitiveness & Future-Ready Enterprises

When Industry and Academia Walk Together, Innovation Becomes Practical, Knowledge Becomes Power, and Enterprises Become Future-Ready.

As we continue our journey of purposeful engagement with the MSME fraternity, FOSMI remains committed to creating meaningful platforms that empower our members through collaboration, innovation and institutional partnerships. In an era of rapid technological advancement and evolving business models, enterprises must remain agile, knowledge-driven and future-ready.

Recognising this need, FOSMI has consistently worked to bridge the gap between Industry and Academia, enabling our members to access new ideas, skilled talent and practical solutions that enhance competitiveness and sustainability. These efforts are aligned with our broader vision of building a resilient and innovation-driven MSME ecosystem.



Biswanath Bhattacharya
President, FOSMI

A key initiative in this direction was the “Academia Meets Industry” interactive session organised in collaboration with JIS Group, Kolkata. The session facilitated constructive dialogue between academic experts and entrepreneurs—the industry partners—opening avenues for industry-linked student projects, internships, faculty consultancy, skill development and technological support. Such engagements help enterprises adopt modern practices, improve efficiency and access a skilled workforce aligned with industry needs.

Further strengthening this initiative, FOSMI enabled member participation in innovation platforms such as inCUBate’26, hosted by the University of Calcutta under RUSA 2.0 Entrepreneurship Hub. The platform provided opportunities to engage with start-ups, innovators and researchers across emerging sectors such as healthcare, sustainability, semi-conductor design and clean energy.

FOSMI celebrated its 67th Foundation Day and World MSME Day on 30th June 2026 at The Park, Kolkata. On this occasion, a special seminar was organised successfully on the theme “MSMEs & Bengal’s New Growth Story: Driving Industry, Innovation and Exports” bringing together market leaders and entrepreneurs from diverse sectors, along with representatives from Government Departments., banking, AI applications, renewable energy and other emerging sectors. Their participation made the event highly informative, engaging and successful. A significant highlight of the occasion was the signing of an MoU with JIS Group for Industry-Academia Collaboration.

For the third consecutive year, FOSMI has successfully organised the International Conference on “Enhancing Productivity and Global Competitiveness of MSMEs”, with the approval of the Ministry of MSME, Government of India. This remarkable achievement reflects FOSMI’s unwavering commitment to strengthening the MSME sector by promoting innovation, productivity and global competitiveness. The conference facilitated knowledge exchange and collaboration among industry leaders, policymakers, academia and international experts. The continued approval and support of the Ministry of MSME is a testament to the growing significance of the conference and its valuable contribution to the development of India’s MSME ecosystem. Such initiatives will help MSMEs improve productivity and enhance their competitiveness in the global market.

The Government of India continues to take significant steps to strengthen the MSME sector and create a more enabling business environment. Recent initiatives focus on technology-driven solutions, easier access to finance, faster resolution of delayed payments, improved procurement practices, market development support and wider digital access to government services. The integration of multilingual and AI-enabled platforms is expected to make these services more accessible. These initiatives reflect the Government’s continued commitment to building a resilient, inclusive and future-ready MSME ecosystem that contributes significantly to employment generation and economic growth. These amendments are also in line with the Government’s commitment to the vision of Viksit Bharat @2047.

FOSMI remains committed to working closely with industry, academia, Government and other stakeholders to create new opportunities, strengthen enterprise capabilities and ensure that MSMEs remain competitive, innovative and future-ready.

Role & Opportunities of MSMEs in India with Special Reference to West Bengal



DR. Dipankar Sen
M.Sc , Ph.D (chemistry)
Chemtreat Technologies
Senotech

MICRO Small and Medium Enterprises (MSMEs) play a vital role in the economic development of India by promoting entrepreneurship, generating employment, and contributing significantly to industrial production and exports. MSMEs are widely regarded as the backbone of the Indian economy, supporting inclusive growth, particularly in

rural and semi-urban areas.

As per the Government of India's revised classification, MSMEs are categorized based on investment in plant and machinery or equipment and annual turnover. This classification enables enterprises to access various government schemes, financial assistance, and policy benefits.

Key Advantages of MSMEs

MSMEs enjoy several advantages such as easy and free online registration under the Udyam system, collateral-free loans, priority sector lending, subsidies on capital investment and power, technology upgradation support, and assistance for quality certification. MSMEs are also protected under the Delayed Payment Act, ensuring timely payments from buyers.

Major Areas Covered by MSMEs

The MSME sector covers a wide range of activities including manufacturing, food processing, textiles,

engineering, chemicals, packaging, services, and trading. MSMEs contribute substantially to exports and innovation while maintaining flexibility, cost efficiency, and local employment generation.

Potential MSME Business Opportunities

Manufacturing MSMEs (Investment ₹5–50 Lakh)

- ▶ Paper cups and plates manufacturing
- ▶ Jute bags and eco-friendly packaging
- ▶ Fly ash bricks / AAC blocks
- ▶ LED bulbs and electrical fittings assembly
- ▶ Disposable medical products (masks, gloves, caps)
- ▶ Plastic moulded household items
- ▶ Incense sticks (agarbatti) with automatic machines

Medium Investment Manufacturing MSMEs (₹50 Lakh–₹2 Crore)

- ▶ Food packaging materials (laminated pouches, containers)
- ▶ PVC pipes and fittings
- ▶ Auto components and sheet metal parts
- ▶ Footwear manufacturing (leather and non-leather)
- ▶ Small engineering fabrication units
- ▶ Solar panel mounting structures

Agro-Based & Food Processing MSMEs (High Demand)

- ▶ Rice milling and value-added rice products
- ▶ Spice grinding and packaging (turmeric, chilli, cumin)
- ▶ Tea blending and packaging (very strong potential in West Bengal)
- ▶ Cold-pressed edible oil (mustard, groundnut)
- ▶ Dehydrated vegetables and fruits
- ▶ Ready-to-eat snacks (namkeen, makhana, puffed rice)
- ▶ Mushroom cultivation and processing
- ▶ Organic food products and millet-based foods

Textile, Handloom & Traditional MSMEs

- ▶ Handloom sarees and ethnic wear
- ▶ Readymade garments and school uniforms
- ▶ Embroidery and value-added textile units
- ▶ Home furnishings (bedsheets, curtains, cushions)
- ▶ Silk and cotton yarn dyeing units

Chemical & Allied MSMEs

- ▶ Industrial adhesives
- ▶ Paints and coatings (small batch)
- ▶ Cleaning chemicals (phenyl, floor cleaners)
- ▶ Detergent powder and liquid soap
- ▶ Water treatment chemicals

Engineering & Repair MSMEs

- ▶ CNC job work and machining
- ▶ Electrical motor rewinding
- ▶ Pump and compressor servicing
- ▶ Agricultural implements manufacturing
- ▶ Tool room and precision parts

Service-Based MSMEs

- ▶ Digital marketing agencies
- ▶ Accounting and GST services
- ▶ E-commerce seller and private label brands
- ▶ Logistics and last-mile delivery services
- ▶ Skill development and IT training institutes

Healthcare & Wellness MSMEs

- ▶ Diagnostic lab collection centres
- ▶ Ayurvedic and herbal products
- ▶ Medical equipment servicing
- ▶ Elder care services
- ▶ Physiotherapy clinics

Green & Future-Ready MSMEs

- Solar installation and maintenance
- EV charging stations (small scale)
- Recycling units (plastic and e-waste)
- Bio-fertilizers and organic manure
- Sustainable packaging solutions

Export-Oriented MSMEs

- Handicrafts and home décor
- Leather goods and footwear
- Jute products
- Processed foods and spices
- Engineering components

MSME Growth Perspective in West Bengal

West Bengal has immense potential for MSME growth due to its skilled manpower, fertile agricultural land, strong handloom and jute base, and strategic location. Skill development should be prioritized over formal degrees, with greater emphasis on practical training, entrepreneurship development, and industry-oriented learning.

Schools and colleges should promote skill-based education, internships, industry visits, seminars, and motivational talks by successful entrepreneurs. The involvement of retired professionals as mentors can significantly support startup development, as practiced successfully in several European countries.

Agriculture-based MSMEs should be promoted aggressively using modern farming practices, expert guidance from agricultural universities, and value-added processing. MSMEs must focus on quality control, continuous research and development, and strong marketing strategies to compete at national and international levels.

Conclusion

With strong support from central and state governments, financial institutions such as NABARD and SIDBI, and industry bodies like CII, FOSMI, Bengal Business Council etc MSMEs can become the primary drivers of economic growth in West Bengal. A focused approach towards skill development, quality enhancement, innovation, and market access will not only strengthen MSMEs but also generate employment, reduce migration, and improve overall livelihoods. ❖❖❖

From BLEEDING CAPITAL to SUSTAINABLE CASH FLOW & MARKET EXPANSION

Why Lean Governance is a Survival Savior for West Bengal's MSME Sectors



ANINDITA GHOSH

Senior Strategic Leader &
Operational Excellence Consultant
Certified Lean Six Sigma Black
Belt & ISO Lead Auditor
(9001/14001/45001)

1. Introduction : The True Cost of Capital and the Chemistry of Profit

Every entrepreneur and investor in West Bengal knows that running a manufacturing enterprise today

For West Bengal's MSMEs, rising capital costs, tight cash flows, quality inconsistencies, workforce challenges, and operational disruptions can quietly erode profitability. Many businesses remain dependent on reactive, person-driven management rather than structured, data-based systems. Lean Governance offers a practical way to identify and eliminate hidden waste, improve productivity, strengthen safety, and unlock working capital without major capital expenditure.

is a masterclass in resilience. We operate in an industrial ecosystem where capital is expensive, credit lines are tight, and every single rupee of working capital must be fiercely protected. As business owners and investors, your primary focus is keeping the wheels turning—managing cash flow, securing orders, and protecting the bottom line.

Over my 21 years leading operations, process engineering, and quality governance across chemical and mechanical sectors in India,

I have observed a quiet, invisible financial leak in many of our state's units. It is what I call the challenge of reactive management.

Because promoters are stretched thin by intense administrative demands, compliance requirements, and daily factory-floor firefighting, a clear pattern has emerged: day-to-day operations are run on a person-dependent, ad-hoc, as-and-when required basis, while international certifications or safety audits are viewed strictly as

temporary compliance hurdles to be cleared for an auditor.

When we treat systems as paperwork rather than active tools, we inadvertently trap our own capital. Automating an inefficient process only creates automated waste. This operational disconnect shows up in three heavy financial drains that directly erode investor returns:

❖ **The Cost of Quality Inconsistency** : When standard operating procedures (SOPs) live in office binders instead of workforce habits, scrap and rework rates fluctuate unpredictably, quietly consuming your margins.

❖ **The Drain of Trained Workforce** : A high-stress, crisis-driven shop floor frustrates skilled operators and supervisors, driving up recruitment, retraining, and onboarding costs.

❖ **The Financial Shock of Lost Time Injuries (LTIs)** : Safety compliance on paper does not stop a floor incident. Preventable injuries disrupt production lines, invite regulatory penalties, and damage your brand's reputation among top-tier clients.

As a fellow manufacturing professional who has managed multi-site operations and generated over \$35 Million in cost savings, I am not writing this from the perspective of an outside auditor. I am writing this as a peer who understands the midnight anxieties of a promoter.

My journey has taught me a fundamental truth: when you build an ethical, data-driven, and systematic management structure, profitability and sustainability follow naturally. Lean Management is not an administrative burden; it is a financial strategy designed to unlock trapped cash from your existing infrastructure without requiring heavy capital expenditure.

2. Breaking the Iceberg : The MNC Myth vs. The MSME Reality

Whenever I get opportunity to sit down for a warm cup of tea with different factory owners or the top

tier management personnel, and mention the structural frameworks used by global giants, I often encounter a familiar common hesitation. Promoters tell me: *"These quality systems look great on paper, but they are for rich MNCs with massive cash flow. We are small, we run on tight margins, and we cannot afford luxury systems."*

This is an understandable skepticism. As your peer who has spent 21 years inside both large-scale manufacturing and MSME supply chains, I want to share a perspective that completely flips this assumption on its head: **MNCs did not implement data driven lean management because they were rich; they became rich through the journey of process driven system where Lean Governance plays a major role.**

For an MSME, Lean is not a premium corporate luxury; it is an emergency financial saviour. Consider the distinct differences in how waste impacts a capital-rich corporation versus a lean, ad-hoc family business:

❖ MNCs use Lean to optimize wealth; MSMEs must use Lean to stop bleeding cash.

❖ MNCs can afford to wait for monthly audits; MSMEs need daily data-driven tracking to survive the week.

❖ MNCs spend millions on high-end automation; Lean allows MSMEs to extract maximum capacity out of their existing, old machinery for free.

When your operations run on a person-dependent, ad-hoc basis, your profitability is entirely at the mercy of daily crises. Lean governance does not require you to build an expensive IT department or hire an army of engineers. It simply gives you and your existing supervisors the visual tools to see where money is quietly leaking out, allowing you to plug those leaks instantly.

3. The Ripple Effect : Skill Development and National Pride

Adopting Lean Management extends far beyond corporate

balance sheets; it is an act of nation-building. When an MSME eliminates waste, it becomes highly competitive on a global scale. This newfound competitiveness allows our local businesses to confidently substitute expensive imports, expand into lucrative export markets, and generate sustainable, high-quality local employment right here in West Bengal.

Furthermore, Lean is fundamentally about people, not just processes. It demands continuous skill development and knowledge enhancement. By patiently training our local workforce in Lean problem-solving techniques, we elevate the baseline capability of West Bengal's industrial workforce. This shifts the shop-floor culture away from reactive troubleshooting and transforms traditional blue-collar jobs into highly skilled, data-driven roles. When our workers take ownership of their machines and processes, quality consistency follows naturally, allowing us to proudly position West Bengal's products in the international arena.

True market expansion happens when our factory floor matches our commercial ambition.

By implementing structured Lean Governance, a local workshop transitions from a localized supplier into a world-class manufacturing competitor. Lean establishes the documented, standardized process controls that premium buyers demand during strict pre-qualification audits. Instead of being disqualified due to high defect rates or missed deadlines, a Lean-certified MSME positions itself as a top-tier contender for high-value government contracts and global supply chains.

4. The Macro Philosophy of Lean : Maximizing Return on Assets

A common misconception among manufacturing promoters is that Lean Management is merely a cost-cutting tool designed to reduce headcount. In reality, Lean

is a supportive, asset-optimizing philosophy focused on maximizing customer value while relentlessly eliminating waste (Muda), built on a foundation of deep respect for the workforce.

**Value Defined
by Customer**



**Map the Value
Stream**



**Create
Uninterrupted
Flow**



**Establish Pull
System**



**Pursue
Perfection /
Kaizen**

For an ambitious MSME, Lean serves as an operational framework driven by objective data, proactive risk management, and reliable contingency planning. It moves the business away from subjective guesswork and toward measurable, real-time facts.

Lean categorizes operational waste into Eight Distinct Dimensions (DOWNTIME), which frequently hide within purely administrative compliance systems and quietly drain your cash flow:

1. Defects (Expending time and materials on reworks, killing product margins)
2. Overproduction (Manufacturing items before the next process or customer requires them, locking up capital)
3. Waiting (Operators and machines standing idle due to breakdowns or delayed material deliveries)
4. Non-Utilized Talent (Overlooking the practical problem-solving insights of shop-floor workers)
5. Transportation (Moving materials and work-in-progress excessively due to unoptimized plant layouts)
6. Inventory (Tying up valuable liquidity in excess raw materials or finished goods)

7. Motion (Wasted physical movement by operators searching for misplaced tools or files)

8. Excess Processing (Performing more work on a product than the customer requires or values)
By identifying these areas, entrepreneurs can see that squeezed margins are rarely caused by external market factors alone.

They are often driven by internal process inefficiencies and hidden operational waste that can be systematically resolved to boost profitability.

5. The Technical Arsenal : Core QM and Lean Tools for Financial Recovery

Moving a factory floor from an administrative compliance focus to a data-driven system relies on a practical, time-tested toolkit. These Quality Management and Lean methodologies can be smoothly integrated into daily operations to secure major bottom-line improvements:

Value Stream Mapping (VSM)

Before investing in new machinery or high-end automation, it is essential to map the existing flow of production. VSM visually details the movement of materials and information from raw material receipt to final delivery. By distinguishing actual value-added time from non-value-added delays, management can see exactly where delivery lead times and cash cycles are stalled. In my past assignments, reengineering these workflows has reduced delivery lead times by up to 15 days without requiring major capital expenditure.

The 5S System (Visual Workplace Governance)

5S (Sort, Set in Order, Shine, Standardize, Sustain) is the foundation of shop-floor discipline and organization. It replaces cluttered, stressful working environments with clean, highly visual workspaces. When tools, gauges, and maintenance lists are assigned clear, standardized

locations, search times drop to zero, and safety hazards are exposed immediately. Implementing 5S is one of the most effective, low-cost ways to improve workplace safety, reduce LTIs, and optimize space utilization.

Total Productive Maintenance (TPM) & OEE Tracking

Relying on reactive maintenance ("fixing things only when they break") shortens machine life and disrupts delivery schedules—a risk multiplied in regions with fluctuating utility supplies. TPM shifts basic care—such as cleaning, lubrication, and visual inspections—to the machine operators themselves. By tracking Overall Equipment Effectiveness (OEE)

(Availability × Performance × Quality), owners gain clear, data-driven visibility into actual equipment performance, replacing subjective explanations with hard facts.

Poka-Yoke (Mistake Proofing) & Standardized Work

Relying on final inspection to catch errors after they have occurred is both expensive and late. Poka-Yoke introduces simple, physical mechanisms that prevent errors from happening in the first place (such as asymmetric fixtures that only allow parts to be loaded correctly). When paired with Standardized Work—where the most efficient sequence for a task is documented and followed consistently across all shifts—rejection rates can realistically drop from historic averages of 6% to below 1.5%.

Kanban and Pull Systems

Instead of pushing material through production based on unverified forecasts, a Kanban system uses simple physical cards or visual signals to trigger production based on actual downstream demand. This keeps work-in-progress (WIP) inventory low, frees up warehouse space, and directly improves cash flow.

Failure Mode and Effects Analysis (FMEA) & Root Cause Analysis (RCA)

Resilient management relies on proactive risk reduction. FMEA allows cross-functional teams to

review manufacturing processes, predict potential failure points, assess their financial and operational impact, and implement preventative measures before a defect or safety incident occurs. When variations do happen, tools like Fishbone Diagrams and the 5

Whys help teams identify the underlying systemic cause, avoiding quick, temporary fixes.

6. The Bifurcated Value Matrix : Short-Term Liquidity vs. Long-Term Valuation

To support MSME owners effectively, a structured operational approach must deliver both immediate financial relief and long-term business viability. Lean management is uniquely structured to provide results across both timelines.

Short-Term Wins : Operational Stabilization & Liquidity

- **Unlocking Cash Flow:** Implementing Kanban systems and optimizing raw material buffers quickly releases working capital trapped in excess inventory, providing immediate liquidity.
- **Immediate Productivity Gains:** Applying 5S and standardizing work sequences eliminates wasted motion, typically yielding a 10% to 15% capacity boost within the first 60 to 90 days of Lean Implementation.
- **Rapid Safety Enhancements:** Incorporating basic safety checks directly into standard work instructions leads to a quick drop in floor incidents, building workforce morale and cutting insurance and medical liabilities.

Long-Term Strategic Value: Sustainable Scaling & Profitability

- **A Supportive Enterprise Culture :** Continuous Improvement (Kaizen) loops engage workers at every level. This shifts the workplace culture from passive compliance to active problem-solving, which naturally lowers employee attrition and associated hiring costs.
- **Consistently Superior Quality:**

Moving from a crisis-response model to a "First Time Right" methodology builds deep market trust, helping the business secure premium clients, expand market share, and gain global tier-1 supplier status.

- **True Process Resilience:** Systemic governance, regular FMEA updates, and standardized documentation protect the business from sudden operational shocks, vendor dependencies, and leadership transitions, heavily increasing the enterprise valuation for future investors.

7. The Road Ahead : Partnering for Change and Financial Growth

The daily operational challenges facing West Bengal's MSMEs—including quality fluctuations, thin profit margins, and workforce turnover—are rarely due to a lack of effort by their owners. Instead, they are often the result of long-term process gaps that remain hidden within instinctive, reactive, and ad-hoc troubleshooting habits.

The transition to Lean is fundamentally a journey of deep cultural and operational transformation. It cannot be achieved through a simple "do-it-

yourself" checklist or superficial paperwork. It requires strategic guidance from seasoned industry veterans who understand complex manufacturing dynamics, who have spent decades on the shop floor, and who can translate global best practices into localized, practical solutions.

For the visionary industrialists, choosing to transition from purely instinctive troubleshooting to an active, ground-level management system is a highly strategic business decision. Real profitability is not achieved by cutting corners; it is the natural byproduct of a robust, well-governed operation.

West Bengal stands at an important industrial crossroads. By embracing structured Lean Governance, our MSME sector can bridge the gap between traditional resourcefulness and modern operational excellence. It is time to eliminate hidden operational waste, empower our workforce, and position West Bengal as a beacon of high-quality, efficient, and highly profitable manufacturing on the national stage. We have the talents, we have the resilience; now, let us build the systems to claim the profits and large-scale markets our hard work truly deserves. ❖❖❖

About the Author

Anindita Ghosh is a Senior Strategic Leader and Lean Transformation Consultant with over 21 years of deep industrial expertise across chemical process plants, mechanical assemblies, and global manufacturing ecosystems. A B.Tech in Chemical Technology, an MBA in Project Management, and a certified Lean Six Sigma Black Belt, Anindita has dedicated her career to operational excellence, generating over US \$35 Million savings for global giants like ICI Paints, Praxair & Caterpillar (Gainwell Group) and also have a long term association with Indian MSME like Auropol India.

Driven by a profound commitment to nation-building and economic empowerment, Anindita has transitioned from senior corporate management to apply her world-class knowledge where her roots lie. Her mission is to catalyze a transformational cultural and operational shift across West Bengal's MSME landscape. By unlocking hidden human potential, eliminating deep-seated operational waste, and delivering high-impact training, she bridges the gap between grassroots local manufacturing and world-class competitiveness.

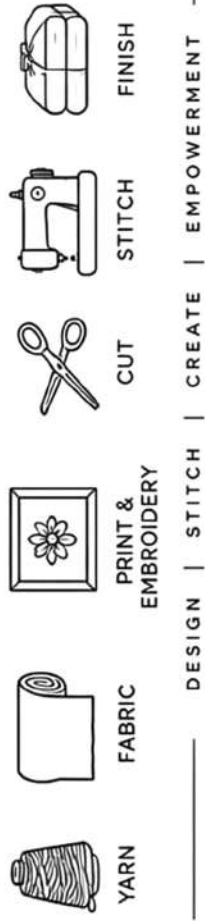
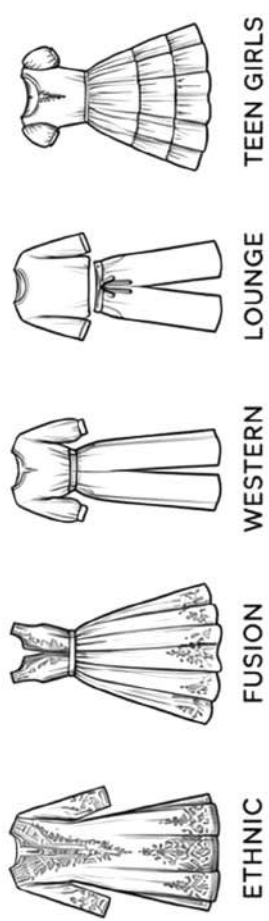
For Lean diagnostic audits, custom shop-floor workshops, or strategic business reengineering consultations, Anindita can be reached at aninditaghosh15@hotmail.com or via whatsapp to @aninditaghosh15.

JANGLOOS

CHANDAK CREATION PVT LTD

Manufacturer of Womens Wear

FASHION | QUALITY | SCALE | TRUST



*Fashion
for a Better
Tomorrow*

Largest value apparel
manufacturer in
Eastern India



➔ **Registered Office: "Jangloos House"**
88, Balam Dey Street
Near Girish Park Metro Station
Kolkata - 700006

☎ 9831794818 | 8336917246

🌐 www.jangloos.com

✉ info@jangloos.com

India uses BRICS chairship to drive focus on MSMEs and their development

- ✓ MSME Growth & Global Value Chains
- ✓ Innovative Finance for MSMEs
- ✓ Opposition to Unilateral Trade Barriers
- ✓ Reform of Global Institutions



THE New Delhi Declaration, adopted by the BRICS nations at their 18th Summit in New Delhi on Saturday (September 12, 2026), devoted significant focus to the needs of micro, small, and medium enterprises (MSMEs) and ways to help them move up the global value chain. India is the chair of BRICS in 2026, with China taking over the chairship in 2027.

The latest declaration also carried forward most of the economic issues raised during the last Summit in Rio, including concerns about the “rise of unilateral tariff and non-tariff measures”, the “imposition of unilateral coercive measures”, trade in local currencies, and the need for reforms in the World Trade Organization (WTO), International Monetary Fund (IMF), and World Bank. The BRICS nations also advocated for the accession of Ethiopia and Iran to the WTO.

MSMEs in focus

The declaration acknowledged

the initiatives by the SME Working Group and commended India's Chairship for convening the inaugural BRICS SME Forum in Agra and releasing a report titled ‘Advancing MSME Competitiveness in BRICS: Strengthening Access to Finance & Technology and Sustainable Growth’.

It further recognised this report for its potential to foster cooperation, exchange best practices and promote inclusive growth among MSMEs across BRICS countries.

“We reaffirm our commitment to strengthening the internationalisation of MSMEs as a driver of economic growth and prosperity,” the declaration said. “We acknowledge that access to affordable finance remains a primary bottleneck and structural constraint, limiting MSMEs’ participation in trade and integration into Global Value Chains (GVCs).”

“We understand the importance of promoting innovative financing

mechanisms, including digital and platform-based multistakeholder solutions for facilitating easier access to trade finance for MSMEs,” it added.

It further welcomed the Jaipur Consensus to study the establishment of an Invoice Discounting Mechanism for BRICS members aimed at facilitating invoice discounting, which would help MSMEs unlock working capital and strengthen their participation in international trade.

The declaration also mentioned several initiatives of cooperation between the BRICS nations in areas of Special Economic Zones, manufacturing, value addition, diamonds and precious metals, customs facilitation, logistics, railways, aviation, and industrial upgradation.

Trade Restriction Concerns

“We voice serious concerns about the rise of unilateral tariff and non-tariff measures which distort trade and are inconsistent with WTO rules,” the declaration said. It noted that such measures threaten to further reduce global trade, disrupt global supply chains, and introduce uncertainty into international economic and trade activities, which could potentially exacerbate existing economic disparities and negatively affect prospects for global economic development.

The declaration added that BRICS would work together to enhance the WTO's responsiveness to trade disruptions and the needs and priorities of emerging markets and developing economies (EMDEs).

“We condemn the imposition of unilateral coercive measures that are contrary to international law, and reiterate that such measures, inter alia in the form of unilateral economic sanctions and secondary sanctions, have far-reaching negative implications for the human rights, including the rights to development, health and food security, of the general population of targeted states, disproportionately affecting the poor and people in vulnerable situations, deepening the digital divide and exacerbating environmental challenges,” the declaration said.

Contd. on page 43



A Session on “AI for Export Growth : Opportunities for MSMEs”

Organized an insightful session on “AI for Export Growth: Opportunities for MSMEs” on 28th May 2026 at Rotary Sadan, Kolkata.

The session was conducted by renowned international business strategist and export expert Dr. Jagat Shah, who shared valuable insights on how Artificial Intelligence (AI), market intelligence and strategic planning can help MSMEs expand their presence in global markets.

Dr. Shah emphasized that in an increasingly competitive global environment, MSMEs must leverage technology-driven solutions to enhance productivity, identify export opportunities, manage customer pipelines, and improve decision-making. He highlighted the transformative role of AI in market research, buyer identification, demand forecasting, customer relationship management, and export marketing.

A significant part of the discussion focused on the expectations of Indian businessmen from the Government. Participants expressed the need for lower and simplified taxation, rationalized GST procedures, faster refund mechanisms, and relief in capital gains taxation. The importance of easy access to affordable credit, simplified lending procedures, and enhanced financing support for MSMEs was also highlighted. **contd. on page 47**

5 key highlights from the session :

AI for Export Growth – AI can help MSMEs identify buyers, analyze markets, forecast demand, manage customer pipelines, and improve export efficiency

Emerging Global Markets – Africa, Southeast Asia, and Latin America offer growing opportunities for Indian exporters, alongside traditional markets such as the US and EU.

Ease of Doing Business – Simplified taxation, affordable credit, single-window clearances, reduced compliance, and better infrastructure are essential to strengthen MSME competitiveness.

West Bengal's Export Potential – Tea, leather, jute, seafood, and engineering goods are key export sectors, supported by the state's strategic location, port connectivity, and proximity to Southeast Asia.

Technology-Driven Export Strategy – AI tools, CRM systems, digital platforms, predictive analytics, and automated documentation can help MSMEs discover credible buyers, optimize product positioning, and build sustainable global markets.

जीतन राम मांजरी
JITAN RAM MANJHI



मंत्री
सूक्ष्म, लघु और मध्यम उद्यम
भारत सरकार
Minister of
Micro, Small & Medium Enterprises
Government of India

MESSAGE

I am delighted to learn that the Federation of Small and Medium Industries, West Bengal, is organizing its **65th Annual General Meeting on 25th September 2026 in Kolkata**. I am equally pleased to note that an **AGM Souvenir and FOSMI MSME News** is also being brought out to commemorate this significant occasion.

Organisation of 65th Annual General Meeting (AGM) is a significant milestone and reflects the Federation's long-standing commitment to the growth, development and welfare of small and medium industries in West Bengal. Over the years, the Federation has played an important role in representing the interests of entrepreneurs and industries, while contributing to the promotion of a vibrant and sustainable industrial ecosystem in the State.

I extend my warm greetings and best wishes to the office-bearers, members and all other persons associated with the Federation. I wish the Annual **General Meeting**, a grand success and hope that the Federation continues to achieve greater milestones in the years ahead.

(Jitan Ram Manjhi)

2nd Floor, Kartavya Bhavan-3, Kartavya Path, New Delhi-110001, Ph.: 011-24011271, 011-24011272
E-mail : min-msme@nic.in



ISO 9001: 2015

BRIQUETTING & CRUSHING SOLUTIONS - SINCE 1968

Precision, Performance and Perfection – the three key words for industrial production. To keep up with today's fast industrial growth one cannot make any compromise with quality and specifications.

Premur, a dynamic growth-oriented house is conscious of its great task. Born five decades ago, **Premur** is engaged in Manufacturing Compacting – Briquetting, Crushing, Pulverising, Mixing, Screening & Bulk Material Handling Equipment for Refractory, Ceramic, Mineral, and Chemical Processing Industries.

We strive for excellence in all our endeavors and have developed a cutting edge infrastructure to achieve this goal. Our facilities are updated from time to time to keep ourselves abreast with the latest trends in the market.

We understand the significance of Research & Development in progress and growth of an organization being open to all the new ideas, concepts and innovations that might prove beneficial in improving upon quality or technology.

We promise the following in every
"PREMUR" Product

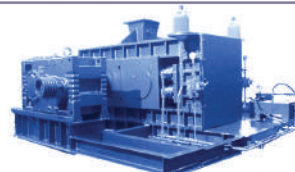
PRECISION | PERFORMANCE | PERFECTION

TURNKEY SOLUTIONS OFFERED

- ☐ Briquetting Plant for Coal, Coke, Ores & Mineral Fines
- ☐ Coal Crushing and Handling System
- ☐ Mineral Grinding Plant
- ☐ Mineral Benefication Plant
- ☐ Metal Recovery Plant (MRP System)
- ☐ Spices Processing Plant Etc.

PREMUR IMPEX LTD.

10 Burnt Salt Gola Lane, Howrah - 711101
+91 98307 26865 • +91-85840 74698
www.premurimpex.com • contact@premurimpex.com



HYDRAULIC ROLLER BRIQUETTING PRESS



DOUBLE SHELL
ROTARY DRIER



TWIN PADDLE U-MIXER



SINGLE PAN MIXER



MULTI-MULLER MIXER



VIBRO SCREEN



VIBRO FEEDER



JAW CRUSHER



SINGLE ROLL CRUSHER



DOUBLE ROLL CRUSHER



SWING HAMMER MILL



DISINTEGRATOR



IMPACT PULVERISER



3-ROLLER MILL



DUPLEX DIAPHRAGM JIG

An Entrepreneurship Awareness Programme on **Export Facilitation for MSMEs**



An Entrepreneurship Awareness Programme on Export Facilitation for MSMEs was organized by the MSME-DFO Kolkata, in association with FOSMI in the FOSMI Conference Hall on 20th February 2026, with active collaboration from India Post.

The programme aimed to create awareness among MSMEs about structured export mechanisms and the institutional support available for entering international markets.

Mr. Sitanath Mukherjee, Deputy Director, MSME-DFO, Kolkata, initiated the session by emphasizing the importance of exports for MSME growth and the need for simplified procedures and reliable logistics support. Representatives from India Post, including Mr. Debanjan Paul (ME, Co-Pool) and Mr. Rishav Saha, Marketing Executive, delivered a comprehensive presentation on Dakghar Niryat Kendra (DNK) as a one-stop export solution.

inCUbate'26 - Industry-Academia **Mega Event and Buyer-Seller Meet**



FOSMI actively participated in inCUbate'26, the Industry-Academia Mega Event and Buyer-Seller Meet hosted by the University of Calcutta at its College Street Campus on 21st February 2026.

Mr. Gautam Ray, Vice President, FOSMI, was one of the distinguished panellists in the Buyer-Seller Meet session. He eloquently introduced FOSMI before the august gathering, highlighting its role in strengthening MSMEs through policy advocacy, industry facilitation,

capacity building, and collaborative initiatives. During the interactive discussion, Mr. Ray explained how FOSMI can actively support startups by providing industry connect, mentoring, market linkage, and guidance on compliance and growth strategies. The session witnessed vibrant interaction among panellists and participants, fostering meaningful dialogue between academia, startups, and industry—truly reflecting the spirit of collaboration and innovation.

PAGODA GROUP (ELEVATOR DIVISION)

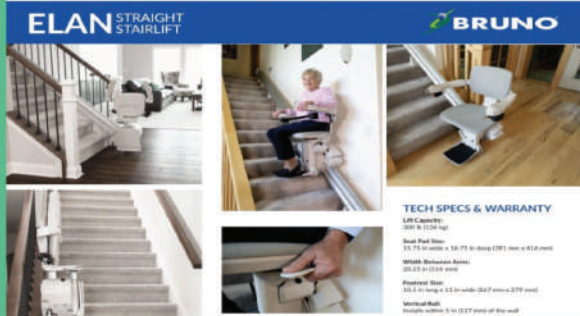
India : Astra Tower ANO 211, 2nd Floor, AA/2C, Newtown Kolkata-156
China : 1118 Xinan Road Nanxun Huzhou. Zhejiang, China
Egypt : 1101, Lebanon Square, Mahandaseen Cairo.

+91 70034 59668 / +91 98754 92114

Email : ss@pagodagroup.biz, mkt@pagodagroup.biz
Website - www.pagodagroup.biz



FLIT-PAGODA Circular LIFT



**Glass Lift at
Bengal Jewellery**



**Glass Lift for Senco
(DELHI NCR)**



KITCHEN LIFT AT SPICE HOTEL



STRAIGHT STAIR LIFT - BRUNO USA



**PLATFORM STAIR LIFT AT DELHI
(MADE-IN-AUSTRIA)**



FUJI-PAGODA WORKSHOP



2 Tons GOODS LIFT FOR "COOKME FACTORY" WESTBENGAL



LIFT AT SPICE HOTEL

PAGODA ENGINEERING PVT. LTD.



FOSMI's NETWORKING DINNER

On the evening of 23rd July 2026 FOSMI hosted a warm and cordial welcome Networking Dinner to extend its hospitality to the distinguished foreign speakers who have arrived to participate in the International Conference organized by FOSMI scheduled for the following day. The dinner was graced by Mr. P. K. Das, Director and Mr. Sitanath Mukhopadhyay, Deputy Director, MSME DFO, Kolkata, Ministry of MSME, Government of India, Dr. Anupam Gayen, Zonal General Manager, NSIC Zonal Office, Kolkata along with other esteemed guests, FOSMI Office Bearers and Members. The informal gathering provided an excellent opportunity for the meaningful interaction among the delegates, industry representatives and international experts. The evening reflected FOSMI's commitment to promote international cooperation and creating a welcoming environment for all participants setting a positive tone for the conference ahead.



*Celebration of World MSME Day &
67th Foundation Day of FOSMI*

MSMEs & Bengal's New Growth Story

Driving Industry Innovation & Exports



FOSMI has organised two significant occasions- first, the 67th Foundation Day of FOSMI, a tribute to over six decades of dedicated services to the MSME sectors in West Bengal and beyond and the second, celebration of World MSME Day 2026 followed by a seminar on the theme: "MSMEs & Bengal's New Growth Story: Driving Industry, Innovation and Exports" on 30th June 2026 at The Park, Kolkata.

INAUGURAL SESSION :

Overview of the Welcome Address of the President

Mr. Biswanath Bhattacharya, President, FOSMI, delivered a warm welcome, setting an optimistic tone for the event. He welcomed Dr. Mou Sen, Joint Director, Directorate of MSME, Govt. of West Bengal, distinguished



Shri Biswanath Bhattacharya

dignitaries, industry leaders, entrepreneurs, members and guests to the celebration of FOSMI's 67th Foundation Day and World MSME Day.

He highlighted FOSMI's remarkable journey of nearly seven decades as the leading voice of MSMEs in West Bengal, consistently advocating for the growth and development of small and medium industries. Emphasising the seminar's theme, "MSMEs & Bengal's New Growth Story: Driving Industry,

Innovation & Exports," he underlined the pivotal role of MSMEs in generating employment, promoting manufacturing, boosting exports and driving inclusive economic development.

The President expressed confidence that MSMEs would remain the backbone of India's journey towards becoming a developed nation. He further mentioned the felicitation of successful entrepreneurs in recognition of their outstanding contributions to the MSME

sector. Concluding his address, he thanked the Government of West Bengal, sponsors, partners, media and FOSMI members for their continued support and called for collective efforts to make West Bengal a preferred destination for manufacturing, innovation and exports.

Launching of FOSMI Members' Directory – 2026



Dr. Mou Sen, Joint Director, Directorate of MSME, Govt. of W.B. unveiled FOSMI's Members' Directory-2026. This directory will serve as a valuable platform for networking, collaboration, and business growth among the members of FOSMI.

Signing of MoU with JIS Group



Mr. Biswanath Bhattacharya, President, FOSMI signed an MoU with JIS Group Educational Initiatives, Kolkata aimed at strengthening industry-academia collaboration and developing future-ready talent. Mr. Haranjit Singh, Joint Managing Director, JIS Group joined the session for formal signing of the MoU.

Overview of the Address of the Guest of Honour



In her address, Dr. Mou Sen, Joint Director, Directorate of MSME, Govt. of W.B., representing the Govt. of W. B., expressed her sincere appreciation to FOSMI for its continuous efforts in promoting the growth and development of the MSME sectors. She acknowledged FOSMI's significant role in bringing together industry stakeholders, policymakers, and entrepreneurs on a common platform to discuss challenges and identify

opportunities for strengthening the MSME ecosystem.

Dr. Sen observed that FOSMI has been playing a vital role in representing the concerns of entrepreneurs and contributing to industrial development across the state. She emphasized that MSMEs are the backbone of West Bengal's economy, generating employment, fostering entrepreneurship, and driving inclusive industrial growth. She noted that organizations like FOSMI serve as an effective bridge between the Government and industry, helping formulate practical solutions for the sector's sustained progress.

Speaking about the Government's commitment, Dr. Sen stated that, the State Government is giving high priority to the development of MSMEs and is working towards introducing a pragmatic, industry-friendly MSME policy. The proposed policy aims to simplify regulatory procedures, improve access to finance and infrastructure, encourage technology adoption, promote innovation and skill development, and enhance the competitiveness of enterprises. She further assured that the Government is carefully reviewing existing challenges faced by MSMEs and is committed to addressing long-pending issues through constructive dialogue with industry associations. She reaffirmed that the Government would continue to work closely with FOSMI to build a vibrant, competitive, and sustainable MSME sector in West Bengal.

Felicitation of Successful Entrepreneurs

FOSMI also honoured and felicitate the successful entrepreneurs who have distinguished themselves through their outstanding achievements, innovation, and exemplary business practices.



Mr. Sanjeev Kr. Modani of M/s Synchro Pack Ltd.



Mr. Anirban Bhattacharya of M/s. S. N. (Mechanical) Enterprise Pvt. Ltd.



**Mr. Shankar Lal Agarwal of
M/s. Infrafusion Engineering Ltd.**



**Mr. Naresh Goel and Shri Aayush Goel of
M/s. Goel Alloy & Steel Pvt. Ltd.**



**Mr. Probhas Bondhu Chakraborty, of
M/s. Mendine Pharmaceuticals Pvt. Ltd.**



Mr. Goutam Das of M/s. Das Roto Print

Vote of Thanks by the Vice President, FOSMI



The inaugural session was ended with the warm vote of thanks, delivered by Mr. Gautam Ray, Vice President, FOSMI, acknowledging every hand that contributed for the event's success.

SEMINAR SESSION: "MSMES & Bengal's New Growth Story: Driving Industry, Innovation & Exports,"

The seminar session was one of the highlights of the celebration provided MSMEs an excellent platform for sharing insights, exchanging ideas, and exploring opportunities that can further strengthen the MSME ecosystem and enhance Bengal's contribution to industry, innovation, and exports.



**Presentation by
Dr. Neeraj Saxena,
Pro-Chancellor, JIS
University**

Dr. Neeraj Saxena, Pro-Chancellor, JIS University, delivered an insightful address highlighting the importance of strengthening collaboration between academia and industry 4.0 particularly with MSMEs. At the outset, he expressed his sincere gratitude to FOSMI for providing a platform to build meaningful partnerships that would benefit both educational institutions and the MSME sector.

Introducing the JIS Group, Dr. Saxena outlined its commitment to quality education, innovation, research, and skill development. He emphasised that the institution is committed to producing industry-ready graduates by aligning academic learning with practical industrial requirements. A key focus of his address was the need for students to work on real-life problems faced by MSMEs. He proposed that students, through project work, internships, and research assignments, could develop innovative and practical solutions to address challenges in manufacturing, productivity, quality improvement, digital transformation, and sustainability.

Dr. Saxena also highlighted the future roadmap of JIS Group in collaborating closely with FOSMI and MSMEs. He informed the audience that Artificial Intelligence (AI) is being integrated into the academic curriculum to equip students with emerging technological skills that are increasingly required by industry.

Explaining why MSMEs should partner with JIS Group, he stated that such collaboration would pro-

vide industries with access to talented students, faculty expertise, research support, innovation, and technology-driven solutions. He further pointed out that interns from JIS can assist MSMEs in identifying and solving business challenges through structured academic projects and fresh perspectives.

Concluding his address, Dr. Saxena explained that a strong industry-academia partnership would be mutually beneficial. While MSMEs would gain innovative solutions and skilled manpower, students would receive practical exposure, enhancing their employability and entrepreneurial capabilities. He expressed confidence that this collaboration between FOSMI and JIS Group would create a sustainable ecosystem of innovation, skill development, and industrial growth, ultimately contributing to the competitiveness of MSMEs in the global market.



Presentation by Mr. Ravi Dalal, Regional Branch Banking Head - East 1, Axis Bank

Mr. Ravi Dalal, Regional Branch Banking Head - East 1, Axis Bank and Ms. Siboli Banerjee of

Axis Bank delivered an insightful session highlighting the evolving Axis bank's role of the banking sector in supporting the growth and global competitiveness of Micro, Small and Medium Enterprises (MSMEs). The speakers emphasized that India's economic growth model is increasingly being driven by the MSME sector, which contributes significantly to employment generation, exports, and industrial development.

The presentation highlighted that the coming decade presents a tremendous opportunity for Indian MSMEs to emerge as global champions. West Bengal was identified as the Eastern Corridor of Commerce, owing to its strategic location, strong industrial base, and connectivity to neighbouring countries and North-East India. The speakers stressed that the State has immense potential to become a gateway for trade and manufacturing.

A major focus of the session was the need for future-ready banking solutions to meet the changing requirements of MSMEs. Traditional banking services are no longer sufficient, and enterprises require faster, technology-driven, and customised financial solutions. In this regard, Axis Bank showcased its comprehensive 'One Axis MSME Suite', offering a wide range of banking products and financial services designed to cater to the distinct needs of MSMEs at different stages of their business lifecycle.

The speakers also introduced NEO by Axis, the Bank's digital banking platform, which provides seamless and convenient banking services, enabling entrepreneurs to manage their finances efficiently. They fur-

ther explained specialised banking offerings, including Burgundy Private, demonstrating Axis Bank's commitment to providing customised financial solutions for diverse customer segments.

Concluding the session, Mr. Dalal and Ms. Banerjee delivered an inspiring message to MSME entrepreneurs, encouraging them to embrace digital transformation, innovation, and modern banking practices to enhance productivity, improve competitiveness, and seize emerging business opportunities. They reaffirmed Axis Bank's commitment to partnering with MSMEs in their growth journey by providing innovative financial products, expert guidance, and customer-centric banking solutions. The session was highly informative and motivated participants to leverage modern banking services for sustainable business growth and long-term success.



Presentation by Mr. Syed Mazhar Imam, Partner, Syyaim Enterprises

Mr. Syed Mazhar Imam delivered an insightful technical session on the Introduction of Artificial Intelligence

(AI) for MSMEs, highlighting how AI is transforming business operations by enabling smarter decision-making, improving productivity, and strengthening competitiveness. He explained that AI is no longer a technology limited to large corporations but has become an essential tool for MSMEs seeking sustainable growth and operational excellence.

Mr. Mazhar emphasized that, AI powers smarter intelligence by analysing large volumes of data, identifying patterns, and supporting faster and more accurate business decisions. He discussed the practical uses of AI in manufacturing, business management, quality control, finance, and customer service, demonstrating how MSMEs can leverage AI to improve efficiency and reduce operational costs.

A significant part of the session focused on cybersecurity risks associated with increasing digitalisation. Mr. Imam stressed the importance of building secure software systems and adopting AI-driven security measures to safeguard business data and prevent cyber threats. He also outlined a five-step AI delivery process, explaining how AI solutions can be systematically implemented from planning and development to deployment and continuous monitoring.

Introducing the concept of Safeguard IQ, he underlined the importance of preventive action, stating that businesses should detect and address risks before they lead to serious consequences. He highlighted AI's role in identifying manufacturing crises, detecting fatal flaws in production processes, providing 24x7 monitoring, and creating an end-to-end AI safety pipeline to ensure uninterrupted and safe operations.



The speaker also introduced Sayyam EIQ, an integrated AI-powered platform that brings everything together in one system. Describing it as "an ERP that thinks," he explained its capabilities in automating business functions such as auditing, salary management, and intelligent business monitoring. The platform can perform routine tasks even outside working hours, allowing entrepreneurs to focus on strategic decision-making while AI efficiently takes care of day-to-day business operations.

The session provided MSMEs with valuable insights into adopting AI responsibly and effectively, demonstrating how intelligent technologies can enhance productivity, strengthen cybersecurity, improve operational efficiency, and build globally competitive enterprises.

Presentation by Mr. Soumyajit Ghosh, Regional Sales Manager, Tata Power Solar

Mr. Soumyajit Ghosh, Regional Sales Manager, Tata Power Solar delivered an informative session highlighting the

role of the TATA Group in promoting sustainable industrial growth through reliable energy solutions.

He began by providing an overview of the TATA Group, emphasizing its legacy of trust, innovation, ethical business practices, and its diversified presence across various sectors of the economy. He explained how TATA Power has emerged as one of India's leading integrated power companies, committed to providing clean, efficient, and sustainable energy solutions.

The speaker then elaborated on TATA Power's robust supply chain network, explaining how the company ensures timely delivery, quality assurance, and efficient execution of projects through a well-coordinated ecosystem of suppliers, partners, and service providers. He highlighted the importance of a resilient supply chain in maintaining operational efficiency and cus-

tomers satisfaction.

A significant part of the presentation focused on the benefits of adopting solar energy. Mr. Ghosh explained that solar power offers substantial savings on electricity bills while reducing dependence on conventional energy sources. He emphasized that rooftop solar installations are an environmentally friendly solution that helps industries lower operational costs, improve energy security, and contribute to sustainable development by reducing carbon emissions. He encouraged MSMEs to explore solar energy as a long-term investment that enhances competitiveness and supports India's transition towards clean and renewable energy.

Presentation by Dr. (Prof.) Rohan Mukherjee, Associate Professor and Area Chair – Management Information Systems & Analytics, IMI Kolkata

An insightful technical session on "AI for Industry &

Enterprise – Artificial Intelligence and the Future of MSMEs" was delivered by Dr. (Prof.) Rohan Mukherjee, Associate Professor and Area Chair – Management Information Systems & Analytics, IMI Kolkata. The presentation highlighted how Artificial Intelligence is emerging as a transformative force for MSMEs by enhancing productivity, improving operational efficiency, and strengthening global competitiveness.

Dr. Mukherjee explained the fundamentals of AI, including Machine Learning, Natural Language Processing, Computer Vision and Predictive Analytics, and demonstrated how these technologies are becoming increasingly accessible to small enterprises due to affordable cloud computing, India's robust digital public infrastructure, and the availability of no-code AI tools. He emphasized that AI is no longer confined to large corporations but is now within the reach of MSMEs.

Highlighting the immense opportunities, he noted that AI has the potential to unlock significant econom-





ic value for India's MSME sector by automating routine business processes, improving operational efficiency and enabling data-driven decision-making. The session also showcased the growing digital transformation among Indian MSMEs through digital payments, cloud adoption, e-commerce integration, cybersecurity and digital marketing, which together provide a strong foundation for AI adoption.

The speaker presented successful AI adoption models from states such as Gujarat, Maharashtra, Karnataka and Tamil Nadu, illustrating how dedicated AI policies, Centres of Excellence and supportive digital ecosystems have accelerated industrial growth. Practical case studies from India and abroad demonstrated the application of AI in agriculture, manufacturing, logistics, retail, predictive maintenance and cross-border e-commerce, resulting in higher productivity, improved quality and reduced operational costs.

Focusing on West Bengal, Dr. Mukherjee highlighted the state's strong MSME base, skilled workforce, industrial clusters and emerging infrastructure such as Bengal Silicon Valley. He observed that sectors like foundries and garments possess immense potential for AI-driven quality control, demand forecasting and export competitiveness. He advocated the establishment of a dedicated Bengal AI Centre of Excellence for MSMEs to support technology adoption, innovation and capacity building across industrial clusters.

Addressing the challenges, the speaker identified high implementation costs, shortage of skilled professionals and limited awareness as the key barriers to AI adoption. He concluded by recommending a practical roadmap centred on AI skill development, financial support for AI tools, creation of a collaborative AI ecosystem and prioritising high-impact business processes. The session provided valuable insights into how AI can become a catalyst for accelerating the productivity, innovation and global competitiveness of MSMEs, while contributing significantly to West Bengal's industrial growth story.



**Presentation by
Mr. Chiranjit Mandal,
Assistant General Manager,
Kolkata Branch Office,
SIDBI**

The Small Industries Development Bank of India (SIDBI) is the main organization that provides finance, promotes, and develops Micro, Small, and Medium Enterprises (MSMEs). The bank has a number of schemes that aid in the development of MSMEs, as well as schemes that help new businesses get started, increase innovation, and competitiveness.

Mr. Chiranjit Mandal delivered detailed presentation on the scheme named SMILE (SIDBI Make in India Soft Loan Fund for Micro, Small and Medium Enterprises), which provides soft loans to promote new ventures and the expansion or modernization of existing businesses. This scheme helps manufacturers and service providers by giving them accessible credit. He explained that, the bank also has Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) that helps lenders provide collateral-free loans to MSMEs. This scheme ensures that new business owners can get loans despite having no valuable assets to offer as security. SIDBI has Stand Up India Scheme that helps women entrepreneurs, as well as members of the Scheduled Caste and Tribe, to get bank loans for starting new ventures. Green Finance and Energy Efficiency schemes help MSMEs by providing them with the resources to adopt clean energy technologies and cut down on energy use. The organization has a Fund of Funds for Startups (FFS) that aids in creating an extensive venture capital ecosystem in the country.

Mr. Mandal concluded the presentation by saying that, the schemes of SIDBI help to create jobs, promote innovation, and ensure financial inclusion. The bank's programs also help increase the competitiveness of MSMEs and contribute to economic growth in the country.

The programme concluded successfully with enthusiastic participation, insightful deliberations and positive feedback from all attendees, making it a memorable and highly successful event. ❖❖❖



SD ENGINEERING WORKS

Manufacturers of Electro Magnets & Permanent Magnets

Innovative Electromagnets, Engineered to Perform.

At SD Engineering Works, we design and manufacture high-performance electromagnetic solutions that deliver reliability, efficiency and durability in the toughest industrial environments.



Precision Engineering



Innovative Solutions



Rugged & Reliable



Customer Commitment

Quality | Performance | Durability | Trust

OUR PRODUCT RANGE



WHY CHOOSE US?



High-Grade Raw Materials



In-House Design & Manufacturing



Stringent Quality Testing



After Sales Support You Can Rely On

**BUILT TO LAST.
DESIGNED TO EXCEL.
TRUSTED BY INDUSTRY LEADERS.**

Custom-engineered solutions for maximum performance and long-term value.

SERVING INDUSTRIES



Steel



Mining



Cement



Power



Recycling



Bulk Handling



LET'S BUILD A STRONGER FUTURE TOGETHER.

Connect with us for reliable, efficient and custom-engineered electromagnetic solutions.



+91 8838776754 | +91 8017984456



kulkarnisarvesh374@gmail.com
sdeworksindia@gmail.com



S D Engineering Works,
Sankrail Industrial Park, PO Kanduah,
Dhulagarh Howrah- 711302

International Conference on Enhancing Productivity & Global Competitiveness of MSMEs

Key Insights, Global Best Practices & Future Strategies



FOSMI under the approval of Ministry of MSME, Govt. of India, organized an International Conference on “Enhancing Productivity and Global Competitiveness of MSMEs” to address the evolving challenges and emerging opportunities for the MSME sector in a rapidly changing global economy, held on 24th July 2026 at NOXX Residency, 29/1, Kalabagan Lane, Howrah - 711 104, West Bengal, India. The conference witnessed the presence of 5 (five) foreign speakers who joined the conference physically and there were 2 (two) foreign speakers from Philippines and Serbia who joined virtually.

The conference was inaugurated with the Lighting of the Lamp Ceremony, attended by the Minister, dignitaries from the Govt. Officials and speakers of the conference set a symbolic tone, illuminating the path towards sustainable practices. Following the enlightening ritual, as the National Song “Vande Mataram” resonated, every participant joined together and sang the National Song as mark of reverence and unity.

The distinguished dignitaries who joined to inaugurate the conference :

Ms. Moumita Biswas Misra, Hon'ble Minister-of-State,

Key Highlights

International Participation & Global Collaboration :

The conference, organized by FOSMI under the Ministry of MSME, Government of India, brought together experts from India, Taiwan, Vietnam, Indonesia, Nepal, the Philippines, and Serbia to share global best practices for MSME development.

MSMEs as the Backbone of India's Economy :

Speakers highlighted MSMEs' significant contribution to India's GDP, manufacturing output, exports, and employment, emphasizing their critical role in achieving the vision of Viksit Bharat 2047.

Digital Transformation & AI Adoption :

Artificial Intelligence, Industry 4.0, automation, predictive maintenance, computer vision, and digital finance were identified as essential technologies for improving productivity and strengthening global competitiveness.

Government Support for MSMEs :

Discussions covered key Government of India initiatives such as CGTMSE, ZED Certification, RAMP, TReDS, GeM, and Udyam Registration, which enhance access to finance, quality standards, and market opportunities.

elco

*Beautifully
Young*



+91 9073912510



www.elcocosmetics.com

Follow Us on :



Industries, Commerce & Enterprises, Govt. of West Bengal as the Guest of Honour.

Mr. Biswanath Bhattacharya, President, Federation of Small & Medium Industries West Bengal (FOSMI).

Mr. P. K. Das, Director, MSME-DFO, Kolkata, Ministry of MSME, Govt. of India, as the Guest of Honour.

Prof. (Dr.) Sadhan Kumar Ghosh, Director General, Sustainable Development & Circular Economy, ISWMAW; Ex Dean & Professor, Faculty of Engineering & Tech, Jadavpur University, as the Session Chair.

Mr. Gautam Ray, Vice President, Federation of Small & Medium Industries, West Bengal (FOSMI).

Overview of the Welcome Address of Mr. Biswanath Bhattacharya, President, FOSMI:



Mr. Biswanath Bhattacharya, President, FOSMI, warmly welcomed the Ms. Moumita Biswas Misra, Hon'ble Minister-of-State, Industries, Commerce & Enterprises, Govt. of West Bengal, dignitaries, distinguished guests, international experts, industry leaders, academicians, entrepreneurs and delegates to the International Conference on "Enhancing Productivity & Global Competitiveness of MSMEs". He expressed sincere gratitude to the Ministry for entrusting FOSMI with the responsibility of organising the conference and acknowledged the presence of the Ministers from the Government of West Bengal, senior officials of the Ministry of MSME, and eminent experts from India and abroad.

Emphasising the vital role of MSMEs in India's economic growth and the vision of Viksit Bharat 2047, he observed that productivity, digital transformation, Artificial Intelligence, Industry 4.0, sustainability and global competitiveness are essential for future success. He expressed confidence that the conference would provide practical solutions, encourage collaboration and equip MSMEs to compete effectively in global markets. He concluded by thanking the organising committee, speakers and participants, and wished the conference every success.

Unveiling of Conference Abstract Book:



Ms. Moumita Biswas Misra, Hon'ble Minister-of-State, Industries, Commerce & Enterprises, Govt. of West Bengal, revealed the Conference Abstract Book, a pivotal moment attended by esteemed dignitaries on the dais, speakers and participants. The Abstract Book, a repository of enriched wisdom of the eminent speakers who took part in the discussion and that stands as a testament of true insight of the conference theme.

Overview of the Addresses of the dignitaries during the Inaugural Session:

i) Mr. P. K. Das, Director, MSME-DFO, Kolkata, Ministry of MSME, Govt. of India, as the Guest of Honour

Mr. P. K. Das, Director, MSME Development & Facilitation Office (MSME-DFO), Kolkata, Ministry of MSME, Govt. of India, delivered an informative and thought-provoking presentation on the theme of enhancing productivity and global competitiveness of Micro, Small and Medium Enterprises (MSMEs).

He highlighted the pivotal role played by MSMEs in India's economic development, emphasizing that the sector contributes over 31.1% of the country's GDP,



Key Highlights

West Bengal's Industrial Growth Strategy:

The Hon'ble Minister outlined the State Government's commitment to introducing a progressive MSME policy focused on ease of doing business, innovation, entrepreneurship, investment, and employment generation

Productivity Through Digital HRM

& Workforce Development : Experts demonstrated how Digital HRM, knowledge management, workflow automation, continuous performance monitoring, and employee upskilling can significantly improve MSME efficiency.

Sustainability & ESG as Competitive

Advantages : International experts emphasized ESG compliance, resource recovery, circular economy practices, wastewater management, and green productivity as key drivers for accessing global markets.

Global Competitiveness Through

Collaboration : Speakers stressed that international partnerships, industrial clusters, community networks, quality assurance, and adoption of global standards are essential for expanding into international markets.



DEBSON ENTERPRISE

Complete Healthcare, Medical & Surgical Supply Solutions

Quality Products
for a Healthier
Tomorrow

Established 1997 | Kolkata, West Bengal | PAN-India Supply

Medical Gauze	Ribbon Gauze	Cotton Roller Bandage	Abdominal Swab / Mopping Pad	Latex Examination Gloves	Medical / Eye Drapes	Maternity Napkin	Hospital Uniform / Staff Wear
Surgical Scissors	Surgical Blades	Medical Catheter	Infusion Tube	Digital BP Monitor	Pulse Oximeter	Elastic Crepe Bandage	Suspensory Bandage
Insulation Screen cloth							



MANUFACTURING

Quality Products | Reliable Process



BULK & INSTITUTIONAL SUPPLY

Large Orders | Competitive Pricing



PAN-INDIA HEALTHCARE DISTRIBUTION

From Our Factory to Your Facility



Hospitals



Clinics



Nursing Homes



Medical Stores



Distributors

Gauze • Bandages • Surgical Dressings • Medical Disposables • Surgical Instruments • Hospital Supplies



For Bulk Orders, Dealerships & Healthcare Supply Enquiries



Call / WhatsApp:

9474197790 | 8336841771



business@debsonenterprise.com



debsonenterprise.com

35.4% of manufacturing output and 48.58% of India's merchandise exports, while providing employment to more than 32.82 crore people. He also underlined the significance of Udyam Registration, which has enabled over 8.7 crore enterprises to access formal credit, government incentives and digital financial services.

Mr. Das highlighted the state's traditional strengths in textiles, handlooms, leather, jute, food processing, engineering, chemicals, metal fabrication and hand-crafts. He particularly emphasized the importance of industrial clusters in Howrah, Durgapur-Asansol, Hooghly, Haldia, Bankura, Birbhum and Purba Medinipur, which continue to drive industrial production, employment generation and regional economic development.

Mr. Das elaborated on several flagship Government of India initiatives designed to improve MSME productivity and competitiveness. These included the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), Self-Reliant India (SRI) Fund, Zero Defect Zero Effect (ZED) Certification, Raising and Accelerating MSME Performance (RAMP) Programme, Trade Receivables Discounting System (TReDS) and the Government e-Marketplace (GeM).

Addressing future opportunities, Mr. Das highlighted the growing importance of friend-shoring, cross-border e-commerce, supply chain diversification, and Global Value Chain (GVC) integration. He stressed that Indian MSMEs must embrace AI-enabled manufacturing, Lean Manufacturing, automation, digital finance, quality compliance, and logistics modernisation to remain globally competitive. Concluding his address, he stated that sustained policy support, technological innovation, infrastructure development, and continuous skill enhancement are essential for transforming India's MSMEs into globally competitive enterprises, thereby contributing significantly to the vision of Atmanirbhar Bharat and sustainable economic growth.

ii) Ms. Moumita Biswas Misra, Hon'ble Minister-of-State, Industries, Commerce & Enterprises, Govt. of West Bengal, as the Guest of Honour.



Delivering her address in the International Conference on "Enhancing Productivity and Global Competitiveness of MSMEs", Hon'ble Minister Ms. Moumita Biswas Misra expressed her appreciation to the Federation of Small & Medium Industries, West Bengal (FOSMI) for organising such a timely and significant conference.

The Minister highlighted the Government of West Bengal's commitment to strengthening the MSME ecosystem through progressive and industry-friendly initiatives. She outlined the State Government's strategy for the overall growth and development of Bengal's MSMEs,

with emphasis on improving ease of doing business, encouraging entrepreneurship, promoting innovation and creating greater employment opportunities.

Ms. Biswas informed the gathering that the Government is in the process of formulating a pragmatic and forward-looking MSME policy that will address the present-day needs and challenges of the sector. The proposed policy, she stated, aims to create a more conducive environment for industrial growth, investment and competitiveness.

The Minister further assured the participants that shortcomings and unresolved issues inherited from previous policies would be carefully reviewed, and necessary corrective measures would be taken to ensure that the new policy is more responsive to the requirements of MSMEs. She reiterated the Government's resolve to introduce a truly MSME-friendly framework that would support sustainable industrial development across the State.

Concluding her address, the Minister reaffirmed the State Government's commitment to taking every possible progressive step for the advancement of MSMEs and assured the industry that their concerns and suggestions would receive due consideration in shaping future policies and initiatives.

Vote of Thanks by Mr. Gautam Ray, Vice President, FOSMI

At the conclusion of the Inaugural Session of the International Conference on "Enhancing Productivity and Global Competitiveness of MSMEs", Mr. Gautam Ray, Vice President of FOSMI, delivered the vote of thanks.



Mr. Ray expressed his sincere gratitude to all dignitaries, delegates, speakers, industry leaders, academicians, entrepreneurs and participants whose esteemed presence contributed to the resounding success of the event. On behalf of FOSMI, he conveyed heartfelt thanks to the Hon'ble Minister Ms. Moumita Biswas Misra for gracing the occasion and reaffirming the Government's steadfast commitment to the growth and development of the MSME sector.

He extended his sincere appreciation to the FOSMI President Mr. Biswanath Bhattacharya for his insightful and inspiring welcome address, which effectively set the tone for the conference by outlining the key challenges and emerging opportunities for MSMEs. He also thanked Mr. P. K. Das, Director, MSME-DFO, Kolkata, for his informative address highlighting the pivotal role of MSMEs in India's economic advancement and the imperative of enhancing productivity and global competitiveness.

He further acknowledged the Ministry of MSME, Govt. of India for giving the opportunity to FOSMI to hold the program. He also thanked media representa-

tives and delegates for their active engagement and support. Concluding his address, Mr. Ray placed on record his special appreciation for Mr. Anirban Bhattacharya, the Organising Committee, volunteers, and the FOSMI Secretariat for their dedicated and tireless efforts in successfully organising the conference, expressing confidence that the deliberations would significantly contribute to empowering MSMEs and fostering sustainable industrial growth.

Technical Plenary Session – I :

i) Introduction on the Concept - Productivity vi-a-vis Global Competitiveness for MSMEs by Prof. Dr. Sadhan Kr. Ghosh:



Dr. Sadhan Kumar Ghosh in his introductory Speech explained the difference and similarities between productivity and global competitiveness. He said that in the MSME sector, productivity is the internal measure of how efficiently a business turns inputs into outputs (e.g., producing more goods per hour), while global

competitiveness is the external market validation of whether those products can win against international rivals. Productivity and competitiveness are complementary to each other. The productivity corresponds to a measure to verify how well the resources are employed to produce a certain result. Inputs correspond to resources used in the production process as raw material, equipment, labor and other factors of production, while outputs correspond to the results of the production process, obtained through the use of these resources. Competitiveness can be conceptualized under different perspectives or dimensions. Competitiveness can be measured according to their level of analysis: country, sector, company. The competitiveness of the company depends of the connection between the competitiveness in country and sector level, as well as its own level of competitiveness. The first level, country competitiveness, includes variables such as macro-economic stability, access to international markets or the complexity of regulation for the business sector; the second level, sectoral competitiveness, refers to the regional infrastructure; and the third level explains the competitiveness of the company, in what must be turned to the internal analysis of the organization.

The Asian Productivity Organization (APO) defines productivity as more than just a simple efficiency ratio. It measures how effectively resources are converted into goods and services. The framework encompasses Labor Productivity, Total Factor Productivity (TFP), and Green Productivity, balancing economic growth with social and environmental sustainability. Labor productivity measures output per worker or per hour worked, primarily reflecting how much a worker produces with

the tools they have. Total Factor Productivity (TFP) is a broader metric that accounts for all inputs (both labor and capital). It measures efficiency, capturing technological innovation and better management practices. The World Economic Forum defines global competitiveness as "the ability of a country to achieve sustained high rates of growth in gross domestic product (GDP) per capita." The competitiveness may be elaborated as the set of institutions, policies, and factors that determine the level of productivity of a country.

He stated that a few experts from Taiwan, Vietnam, Indonesia, Philippines, Nepal and Serbia will share their experience from the field and will discuss how the productivity and global competitiveness can be increased and the business can be expanded.

ii) Dr. Howard Lo on the theme - *Global Competitiveness Framework of MSME'S for Prosperity: Enhancing Productivity and Global Competitiveness of MSMEs through Sustainable Resource Innovation with case studies in Taiwan:*

Dr. Howard Lo said that it was a great honour to represent Taiwan at the Conference for Enhancing the Productivity and Global Competitiveness for MSMEs held in Kolkata, India. The conference provided an excellent platform for participants to exchange experiences and best practices in the development of MSMEs.



To be more competitive globally in the business the MSME units should expand their collaboration by organizing joint initiatives with the identified counterpart in the focused countries. One possible example would be to establish a working group to develop common standards and specifications for different products range, for example, natural fibers, aviation components, engineering components and machinery, thereby promoting international cooperation and facilitating sustainable industrial development. As the examples he narrated his experience of working with natural fibres and other products and shared how the productivity was increased providing training and technical inputs to the workforce as well effective monitoring by the management. He also narrated a few points, like, adoption of international standards, quality assurance systems, compliance to environmental performance beyond the legislative requirements and recovery of wastes.

Enhancing the productivity need to develop competence of the workforces in the MSME and imparting knowledge on the requirements of how different activities can impact the productivity of the organisation. Overall, the conference was highly successful and achieved its original objectives. It also laid a solid foundation for stronger collaboration among participating countries in the years ahead.

iii) *Dr. Nhung Tran on the theme - Digital HRM integration to improve productivity & efficiency in MSMEs: case studies in Vietnam :*

Dr. Tran discussed about the importance of HRM in enhancing productivity and global competitiveness.



HRM builds a centralized Knowledge Hub — stop employees wasting time searching for scattered policies and documents; make information searchable and always up to date. She stated how the Digital HRM can transform MSMEs into opportunities for higher efficiency, stronger

work-force capability, and better business performance. Through practical business cases and actionable examples, participants will explore how Digital HRM addresses productivity challenges in three key areas: a) What is Digital HRM? - Hidden cost of poor HRM and Ability Motivation Opportunity model, b) How can digital HRM support to remove productivity barriers? - Common issues of knowledge waste, repetitive training, overloaded administration and Two cases from Vietnam: Turkey and Halcom, and c) How to build digital HRM? - Principles to build digital HRM system, Technology tools available and Implementation roadmap.

To replace the repetitive instruction with self-serve tools, like, an SOP library, short videos, and FAQs and let the managers become coaches instead of repeat instructors. She emphasised on automate HR administration, for examples, digitize leave requests, recruitment, and paper forms with workflow automation and employee self-service, freeing HR for strategic work. Onboarding digital experience may be redesigning the checklists, videos, and a learning roadmap to get new hires productive far faster than traditional binder-and-buddy onboarding.

It is necessary to capture institutional knowledge before it walks out the door by using SOPs, update knowledge hub periodically so expertise doesn't disappear when experienced staff leave. Moving from annual appraisals to continuous feedback, namely a monthly KPI dashboard catches performance problems early, before they escalate. Manage with data, not intuition, use HR analytics to track turnover, training, absenteeism, and recruitment for better decisions.

Data management is another important aspect for effective communication to enhance productivity and global competitiveness. Treat productivity as a systems problem, output depends on People + Process + Technology working together, not headcount alone. Use Artificial Technology (AI) and technology as a support layer, not a replacement — apply it to job descriptions, interview questions, training materials, SOP drafting, and meeting summaries; it assists managers, it doesn't replace them. Implement these in phases, not all at once

but in steps of — Foundation → Digitization → Optimization over 6–12 months, so digital HR is adopted sustainably rather than all at once. This way the digital HRM integration in the whole system may help the MSME to improve productivity & efficiency and enhance the possibilities of inducing to global competitiveness.

Technical Plenary Session – II:

i) *Prof. Dr. Mishbah Zulfa Elizabeth on the theme - Social Capital, Community Networks and MSME Competitiveness: A Study of Community-Based Economic Ecosystems in Indonesia :*

Prof. Mishbah Zulfa Elizabeth in her speech narrated her experience in working with mostly smaller and micro enterprises in Indonesia. She stated that for MSMEs to Enhance Productivity and Global Competitiveness, MSMEs grow faster when entrepreneurs collaborate rather than compete individually. Strong communities create strong businesses. Building trust among entrepreneurs, customers, suppliers, and institutions reduces transaction costs and creates long-term business sustainability. Trust is an economic asset. Regular exchange of ideas, experiences, and business practices enables smaller and micro enterprises in Indonesia to adapt more quickly to changing markets and this knowledge sharing sometimes accelerated innovation.



Networking with government agencies, financial institutions, universities, and business associations expands access to resources and new markets. Community networks open wider market opportunities. Joint promotion, shared events, collaborative marketing, and mutual support strengthen competitiveness for all members, collective action is more effective than working alone. Digital transformation strengthens community collaboration which may improve efficiency but also facilitate communication, information sharing, and market expansion among MSMEs. Successful MSMEs continuously learn from customers, fellow entrepreneurs, and changing market demands. Innovation grows from continuous learning process.

The social capital functions for MSMEs acts as a strategic productive resource rather than merely a complementary social asset. Trust-based relationships reduce transaction costs, strengthen customer loyalty, facilitate information exchange, and encourage collaborative problem-solving among entrepreneurs. Community networks provide access to knowledge, market opportunities, mentoring, and collective learning, enabling MSMEs to improve product quality, adapt to changing market demands, and expand business opportunities despite limited financial and technological resources. The women and community organizations

play a pivotal role in sustaining entrepreneurial ecosystems through social mobilization, networking, and trust-building. These relational resources generate forms of competitiveness that are difficult to replicate because they are rooted in long-term social relationships and community legitimacy.

Local culture creates competitive advantage in smaller and micro enterprises. Community traditions, local identity, and cultural heritage add unique value to products and strengthen market differentiation. Government, communities, universities, and businesses

work together to support the small units. A sustainable MSME ecosystem requires collaboration among multiple stakeholders rather than relying solely on entrepreneurs. The global competitiveness begins with a strong local ecosystem. MSMEs become globally competitive when they are supported by strong local communities, mutual trust, shared values, and sustainable collaboration. She brought a few products made by the Micro Units in Semarang, Indonesia to demonstrate the quality of the food products they made which were tested by the delegates in the conference.

**ii) Engr. Henry Gonzales Supan on the theme
- From Factory Floor to Global Platform: An
MSME journey in Philippines:**

Mr. Henry shared his experience of his working with different MSMEs and big industries. He has specifically pin-pointed following framework to be followed by the, SMEs in practical sense and implementing those sincerely and with result-oriented targets.



Framework	Applies To	Components	
3C's	Production Objectives	Commitment (on -time delivery) · Conformance (quality) · Cost (profitability)	On-time delivery, Conformance to quality requirements and · Cost effectiveness with profitability are key to a business.
A.E.I.O.U.	Continuous Learning	Adopt · Execute · Integrate · Optimize · Utilize	Learning should be a permanent objective that will help in continual improvement process and to be updated with global business requirements.
C.O.R.E.	Buyer Relationships	Commitment · Optimization · Reliability · Efficiency	Buyer-Customer relationship builds stronger dependability and reliance for business in long term relationship.
S.O.F.A.	Management Teamwork	Sales & Marketing · Operations/QA · Finance/Accounting · Administrative	Understanding the customer requirements in domestic and international market and translating those into business are the need.
A.R.A.	Delegation	Authority · Responsibilities · Accountabilities	
A.S.K.	Workforce Performance	Attitude · Skill · Knowledge	
A.R.E.A.	Floor Walkthroughs	Assess · Review · Evaluate · Align	

INTENTIONALITY — Why frameworks stick

Intentionality is what turns a good initiative into a sustained result instead of an improvement effort that fades. Improvement survives a busy production floor only if someone owns it, measures it, and defends it when the pressure to revert kicks in — and that pressure always comes.

Define “done.” You cannot sustain what you never defined as achieved. This is the difference between change that’s announced and change that’s assured.

These are tested, simple, straightforward frameworks — “plug and play” for MSMEs to enhance the productivity and strengthening global competitiveness. He advised the MSMEs to follow the above aspects and enhance visibility in business. He gave a few examples from Philippines.

The Plenary Sessions I & II ended with a lively Q&A session.

Technical Plenary Session - III on the topic “Enhancing Productivity MSMEs in Global Completeness – Strategies and Opportunities”:

The post lunch session was the Technical Session III which was the panel discussion delved into the “Strategies to enhance the productivity and global competitiveness in MSMEs” featuring insights from experts worldwide who joined virtually with other Five foreign speakers who were physically present in the conference. The session was moderated by Session Chair, Prof. (Dr.) Sadhan Kumar Ghosh.

Panel Discussion Opening Remarks:

Prof. Sadhan Kumar Ghosh commenced the session by welcoming all participants and introducing the esteemed panellists. He highlighted the critical importance of Training, competence building, quality assurance, productivity, environmental and supply chain sustainability, innovation and access and acceptability to international markets in enhancing the productivity and global competitiveness in MSMEs.

Dr. Yu-Jen Huang, Managing Director, India Operations, Ever-Clear Environmental Eng. Corp. (EC), Taiwan:

Mr. Huang shared his experience while working in difference industries mainly in waste water treatment business as well with the MSME vendors the way the productivity and global competitiveness were enhanced in a few of those. He stated that the following aspects should be the main focus areas for the MSMEs. Global Market will be more accessible by meet-



ing strict Environmental, Social and Governance (ESG) compliance unlocks international orders. ESG Compliance is an important need for the MSMEs. For wastewater management units, proper chemical and wastewater management secures a "Clear Stream" rating.

Zero Downtime can be achieved adopting reliable treatment infrastructure ensures continuous factory operation (OEE). Water Independence may be improved by recycling process water via Zero Liquid Discharge (ZLD) secures a steady internal water supply.

Resource recovery pathways create a circular economy and generate new profit streams and enhance productivity which sometimes termed as Waste-to-Wealth. Built in system of resource recovery pathways and circular economy enhance the global competitiveness which will be helpful and attract the international buyers. MSMEs can recover precious metals (like Gold and Copper) and valuable ions directly from wastewater. Anaerobic treatment produces biogas, significantly offsetting factory power costs. Efficient treatment lowers sludge production, heavily reducing external disposal fees. Advanced treatment protects against tightening environmental regulations (e.g., CPCB). Strict legal compliance prevents fines and ordered factory closures.

Industries in Taiwan performed very well in global competitiveness because the MSMEs in the country aware conscious about the above points and demonstrate their commitments by showing relevant outcomes.

Dr. Nawa Raj Khatiwada, Senior Research Specialist, Nepal Development Research Institute (NDRI), Lalitpur, Nepal:

Dr. Nawa Raj Khatiwada stated that, the policy implications are profound for enhancing the competitiveness of Nepalese MSMEs. A paradigm shift from traditional top-down 'empowerment' models to a framework of structural 'liberation' is required. Rather than treating grassroots entrepreneurs as passive actors, policymakers must focus on removing the external institutional barriers, legal obstacles, and market failures that actively block their potential.

He further added that, to scale productivity to a level capable of competing globally, MSME frameworks should explicitly embed these diagnostic parameters into national evaluation metrics. Strategies must bridge the gap between formal frameworks and informal establishments, upgrade technical education for green skill acquisition, and counter the deficits delaying Industry 4.0 technological readiness through targeted human capital interventions. Dr. Khatiwada emphasised that, by transitioning toward data-driven, structurally liberating economic policies, MSMEs can unlock its innovation capacity and elevate domestic enterprises into competitive participants within global markets.



Dr. Dmitrii Pshichenko, *Chief Technology Officer, Integrated oil and gas group, Serbia:*



Dr. Dmitry stated ten key points on how artificial intelligence that can help MSMEs improve productivity, resource efficiency, circularity, and global competitiveness.

He said to start with resource losses, not with AI technology. MSMEs should first identify where materials, energy, water, working time, or production capacity are being lost. AI

should then be applied to a clearly defined source of waste or inefficiency. Use AI to measure material and energy consumption. AI-based analytics can combine data from meters, production equipment, ERP systems, and manual records to identify excessive consumption, abnormal losses, and opportunities for resource optimisation. Apply predictive maintenance to extend equipment life. Predictive maintenance can detect early signs of equipment failure, reduce unplanned downtime, avoid unnecessary replacement of components, and extend the useful life of machinery.

Use computer vision to reduce production defects and waste. AI-enabled visual inspection can identify defects, contamination, incorrect dimensions, or packaging problems at an early stage, reducing rejected products and unnecessary use of raw materials. Improve production planning and reduce overproduction. AI-based demand forecasting and production scheduling can help MSMEs manufacture closer to actual customer demand, reduce surplus inventory, and minimise expired, obsolete, or unsold products. Optimise inventories and enable the reuse of materials. AI can analyse stocks of raw materials, spare parts, by-products, and reusable components. This helps companies avoid unnecessary purchases and identify materials that can be reused, repaired, refurbished, or sold to other enterprises.

Creating digital product and material records and very important. MSMEs use AI to classify technical documents, product compositions, maintenance histories, and recycling information. Such digital records support repair, remanufacturing, responsible disposal, and future product-passport requirements. Use AI to find value in waste and industrial by-products. AI can help classify waste streams, estimate their composition and volume, and identify potential applications or buyers. What is waste for one enterprise may become a useful raw material for another.

Optimise logistics and reverse supply chains. AI can improve delivery routes, vehicle utilisation, packaging use, and collection of returned products. It can also support reverse logistics for repair, reuse, recycling, and recovery of valuable components. Measure both economic and environmental results. Every AI project should be evaluated using practical indicators such as

productivity, cost per unit, energy consumption, material losses, waste volume, equipment lifetime, recycled content, and carbon emissions. Solutions should be scaled only when they demonstrate measurable business and sustainability value

So, the central message is that AI and the circular economy should not be treated as separate initiatives. AI provides MSMEs with practical tools to identify resource losses, extend the life of assets and products, reduce waste, optimise material flows, and create new revenue from resources that were previously discarded. MSMEs do not need expensive and complex AI platforms to begin. They can start with one production line, one type of equipment, one material flow, or one waste category, measure the results, and gradually scale successful solutions across the enterprise and its supply chain.

This approach enables MSMEs to improve productivity and reduce operating costs while also meeting the growing expectations of European customers, international supply chains, investors, and regulators regarding resource efficiency, traceability, and environmental responsibility.

He said that, a demo of practical AI tools for MSMEs focused on productivity, resource efficiency, and circular economy: www.testmod.site. The contents may be transferred and the tools to the main ISWMAW website and make them available to conference participants and MSMEs.

Question & Answer Session :



The panel discussion on Strategies for Enhancing Productivity and Global Competitiveness of MSMEs, moderated by Prof. Dr. Sadhan Kr. Ghosh, witnessed an engaging exchange of ideas and concerns from participants. Key questions raised included the feasibility of challenges to increase the productivity and how to get acquaintance with the global enquiries. What is the role of government and export promotion councils for support. The panel collectively addressed these con-



cerns by emphasizing the importance of collaborative efforts, such as forming alliances with export promotion councils and small groups sectors or consortium in specific areas of business. They highlighted the value of phased implementation, where MSMEs can start with small, impactful steps that align with their capabilities. Practical examples and strategies were shared, reassuring participants that enhancing productivity, complying with the requirements of international standards will be helpful in enhancing global competitiveness and visibility. The discussion took place also how to get more exposure to the students in technical institutes in abroad.

Vote of Thanks:



Mr. A. K. Sengupta, Secretary, FOSMI, delivered the Vote of Thanks and concluding remarks at the end of the International Conference on "Enhancing Productivity and Global Competitiveness of MSMEs." He expressed his deep appreciation to everyone whose support and participation contributed to the success of the conference.

He conveyed heartfelt gratitude to the distinguished international speakers for sharing their invaluable knowledge, practical experiences and global perspectives on enhancing MSME productivity and competitiveness. He acknowledged the insightful presentations of Dr. Howard Lo (Taiwan), Dr. Nhung Tran (Vietnam), Prof. Elizabeth Mishba (Indonesia), Dr. Yu-Jen Huang (Taiwan), and Dr. Nawa Raj Khatriwada (Nepal), noting



that their expert deliberations provided participants with valuable international best practices and innovative ideas for strengthening the MSME sector.

Mr. Sengupta thanked Ministry of MSME, Govt. of India for the given opportunity to FOSMI to hold the conference.

He placed special emphasis on the outstanding contribution of Prof. Sadhan Kumar Ghosh, Director General, Skill Development & CRC, ISWMAW, India, for his dedicated efforts in bringing together the distinguished panel of international experts and for his excellent moderation of the technical sessions. He remarked that Prof. Ghosh's leadership and coordination were instrumental in making the conference highly informative and successful.

He also thanked the delegates, industry leaders, academicians, entrepreneurs, and participants for their enthusiastic involvement and meaningful exchange of ideas throughout the programme. Acknowledging the collective efforts behind the event, he expressed sincere appreciation to the President, Office Bearers, Council Members, Secretariat, volunteers, and the organising team. He made special mention of the Convener and Council Member Mr. Anirban Bhattacharya, Joint Secretary Mr. Ujjwal Mukherjee, and Assistant Secretary Ms. Debjani Roy for their untiring efforts in ensuring the smooth execution of the conference.

Concluding his address, Mr. Sengupta thanked all attendees for their valuable presence and support and expressed confidence that the conference would strengthen international collaboration while inspiring MSMEs to achieve greater productivity, innovation, and global competitiveness. ❖❖❖

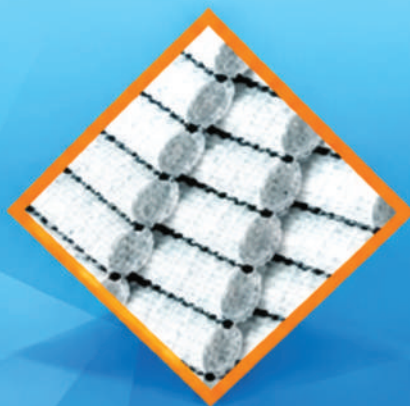
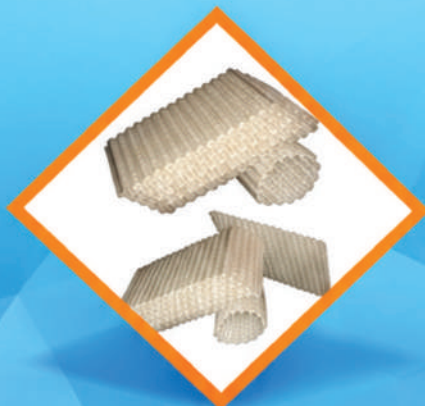


KE TEX

HOUSE OF TECHNICAL TEXTILES

F.G. FABRIC FOR AL_u FILTRATION / ROPE/ GASKET

High Porosity High Performance Lower ER Gauntlet



DARAMIC®
A POEXFOAM Company

**Excellent Quality
Float & Plastic Products for Battery**



High Performance PE Separator



ISO 9001:2015
AMALA UDYOG
A MARKETING & DISTRIBUTION HOUSE
Kolkata



+91 9433222510, 9933353531



kamala1992cal@yahoo.com



The Kolkata Gazette
Extraordinary Published by Authority
PART I—Orders and Notifications by the Governor of West Bengal, the High Court, Government Treasury, etc.

**GOVERNMENT OF WEST BENGAL, FINANCE DEPARTMENT REVENUE
 NOTIFICATION**

No. 1407-F.T.

Dated, Howrah, the 18th day of August, 2026

Whereas the West Bengal State Tax on Professions, Trades, Callings and Employments Act, 1979 (West Ben. Act VI of 1979), (hereinafter to be referred as the said Act), has been amended and published in the Kolkata Gazette, Extraordinary, Part-I vide Notification No. 756-L dated 07.08.2026;

And Whereas the present Schedule under sub-section (2) of Section 3 of the said Act is not necessary;

And whereas it has been considered necessary to introduce a new SCHEDULE under sub-section (2A) of section 3 of the said Act;

Now, therefore, in exercise of the powers conferred by sub-section (3) of section 3 of the said Act, the Governor, is pleased hereby to amend the SCHEDULE of the said Act in the following manner;

The proposed amendment is published in the Kolkata Gazette, Extraordinary, for information of the persons likely to be affected thereby and inviting objections or suggestions from such persons with regard to proposed amendment of Schedule by the following Schedule. Any objection or suggestion received within fourteen (14) days from the date of publication of this notification will be duly considered.

Amendment

In the said Act, for the existing Schedule, the following Schedule shall be substituted:

“SCHEDULE

[See sub-section (2A) of section 3]

Sl. No.	CLASS OF PERSONS	RESTRICTIONS AND CONDITIONS	Rate of Tax
PART - A			
(1)	(2)	(3)	(4)
1	Employees earning monthly salary or wages or remuneration or reward or compensation etc.	a) Not exceeding Rs. 20,000	NIL
		b) Above Rs. 20,000 but not exceeding Rs.30,000	Rs. 100 per month
		c) Above Rs. 30,000 but not exceeding Rs.50,000	Rs. 140 per month
		d) Above Rs. 50,000 but not exceeding Rs.100,000	Rs. 170 per month
		d) Above Rs. 1,00,000	Rs. 208 per month



FRP MOULDERS



GRINDING SHEARING KNIVES

With best wishes from:

D. Kapur Private Limited

**FRP MOULDERS AND GRINDING SHEARING KNIVES
FOR THE PRINTING INDUSTRY.**



**Udayan Industrial Estate,
3, Pagladanga Road, Plot No. 66,
Kolkata – 700 015.**



**CONTACT NUMBERS:
+91 33 2323 0137
+91 91633 71129**

2	Persons being individuals, engaged in any profession or calling (other than those mentioned in PART-B or PART C of this SCHEDULE)	Where the annual gross income in the preceding year or part thereof of such person is -	
		a) Not more than Rs. 2,50,000	NIL
		b) Above Rs. 2,50,000 but not exceeding Rs. 5,00,000	Rs. 1000 per annum
		c) Above Rs. 5,00,000 but not exceeding Rs. 10,00,000	Rs. 2000 per annum
		d) Above Rs. 10,00,000	Rs. 2500 per annum
3	Persons, engaged in any profession or calling or trade involving supply of goods or services or both (other than those mentioned in PART-B or PART C of this SCHEDULE)	Where the annual gross turnover or annual gross receipt in the preceding year or part thereof of such person is -	
		a) Not more than Rs. 10,00,000	NIL
		b) Above Rs. 10,00,000 but not exceeding Rs. 20,00,000	Rs. 1000 per annum
		c) Above Rs. 20,00,000 but not exceeding Rs. 40,00,000	Rs. 1500 per annum
		d) Above Rs. 40,00,000	Rs. 2500 per annum

PART-B

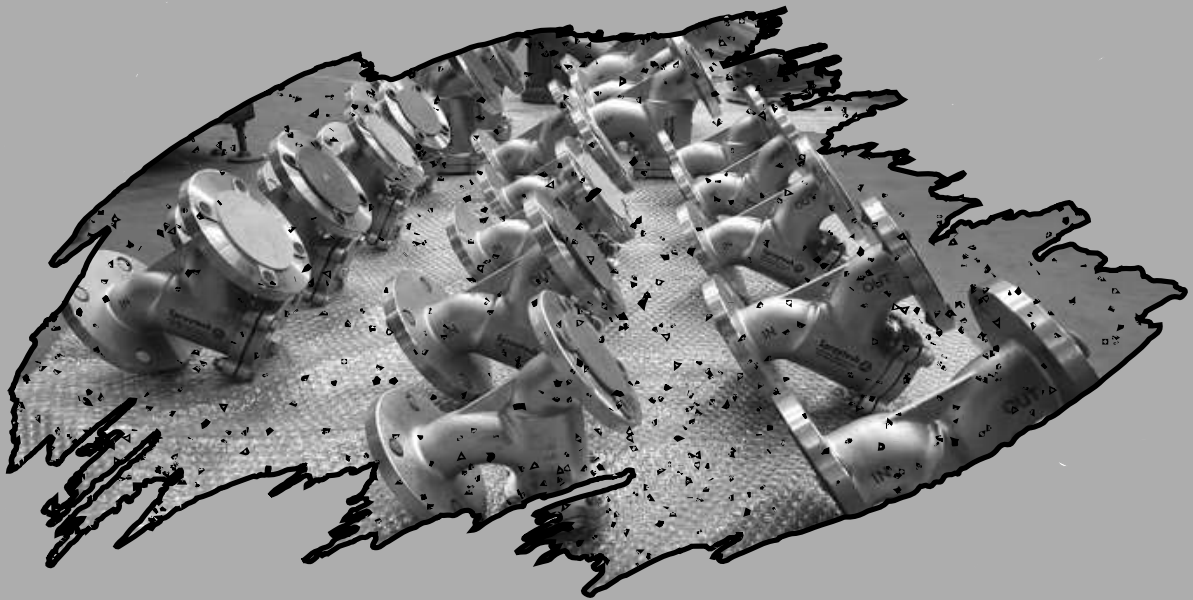
Sl. No.	CLASS OF PERSONS	RESTRICTIONS AND CONDITIONS	Rate of Tax
(1)	(2)	(3)	(4)
1	Class of persons already exempted as per notifications issued from time to time by the State Government under section 26 of the said Act.	As specified in notifications vide notification no.s 941-F.T. dated 7-3-1981 & 368-F.T. dated 28-3-2013.	Nil
2	Persons on active duty of the Border Security Force of India	Persons coming under 'active duty' as defined in Clause (a) in sub-section (1) in Section 2 of the Border Security Force Act, 1968.	Nil

PART-C

[Persons engaged in any profession, trade, or calling mentioned below in West Bengal are liable to pay Rs. 2500 per annum, irrespective of their "annual gross income" or gross "annual gross turnover" or "annual gross receipt" as the case may be.]

Sl. No.	CLASS OF PERSONS
1	Estate agents or promoters or brokers or commission agents or del credere agents or mercantile agents;
2	Stevedores, clearing agents, customs agents, licensed shipping brokers or licensed boat suppliers;
3	Occupier, owners, lessees or licensees of jute mills and rice mills;
4	Occupier, owners, lessees or licensees of all shops, commercial establishments or units inside a shopping mall or multiplex;
5	Owners or lessees of petrol/diesel/gas filling stations and service stations and agents or distributors thereof including retail dealers of Liquefied Petroleum Gas (LPG) or Compressed Natural gas (CNG);
6	Owners or occupiers of distilleries, breweries and bottling plants;
7	Holders of licences for retail sale of liquor under the West Bengal Excise Act, 1909, whether for consumption on the premises, off the premises, or both;

**Your Industrial
Valves and Automation
Solution Partner**



Halcyon Valves Automation

Valves, CNC VMC Job Work

30, Lakshmi Narayan Chakraborty Lanem Kadamtala Howrah-711101

Contact : 9674332885 Mail us : sales.dept.halcyon@gmail.com

8	Owners, licencees or lessees of premises let out for social functions or any other purposes;
9	Owners, licencees or lessees of air-conditioned beauty parlours or spa or hair dressing saloons;
10	Owners, licencees or lessees of air-conditioned restaurants, cafeteria, eatery or any food business, in whatever name called; Air-conditioned hotels, resort, boarding houses, short-term rental (STR), vacation rental, serviced apartments or home stay in whatever name called;
11	Owners, licencees or lessees of air-conditioned Gym, slimming centres, or wellness centres of all types and descriptions using weights and/or machines or equipments;
12	Individuals or institutions conducting chit funds and lotteries and authorised stockists of lottery tickets;
13	Licensed money lenders under the Bengal Money Lender Act, 1940 (Ben. Act X of 1940);
14	Owners, lessees or licensees of factories liable to get registered under the Factories Act, 1948;
15	Banking companies as defined in the Banking Regulation Act, 1949 (10 of 1949);
16	Companies registered under the Companies Act, 1956 (1 of 1956) or the Companies Act, 2013 (18 of 2013);
17	Persons holding permits granted or issued under the Motor Vehicles Act, 1988 (59 of 1988), for transport vehicles, which are adapted to be used for hire or reward, where the number of wheels of the said vehicle is more than four;
18	Directors (other than those nominated by Government) of Companies Registered under the Companies Act 1956 (1 of 1956) or the Companies act, 2013 and Banking companies as defined in the Banking Regulation Act, 1949 (10 of 1949);
19	Persons providing services in relation to the security of any property or person, by providing security personnel or otherwise and including the provision of services in relation to investigation, detection or verification of any fact or activity; Persons providing services in relation to physical or digital security, including manned guarding, cyber-security auditing, remote electronic surveillance, and private investigation or verification services;
20	Owners or occupiers or licencees or lessees of Hospitals, Nursing Homes, Pathological Laboratories, Diagnostic Centres (including Imaging & Radiology), and specialized Day-care centres & IVF centres;
21	Bookmakers and trainers licensed by Royal Calcutta Turf Club or any other Turf Club in the State;
22	Persons engaged independently in cloud computing and development operations like cloud architecture, Site Reliability Engineer (SRE), Cloud Security Engineer; professionals in data science and advance analytics, Block chain development, Cyber security analysis, software architecture, User Interface or User experience (UI/UX) Designers & Product Managers and similar digital, online, consultancy, creative, technical or platform-based professions or callings;
23	Online Educators & EdTech Founders, Tele-medicine Platform Operators, Digital Marketing Agency Owners;
24	Production Houses or producers who develop content in any form for streaming cinema, advertisements, OTT platforms, Television serial;
25	Management consultants, Financial consultants, Strategy consultants, IT & digital consultants, Marketing & Sales consultants, HR consultants.

Explanatory Notes–

(1)	Notwithstanding anything contained in this Schedule, where a person is covered by more than one entry in this Schedule, the higher or the highest, as the case may be, rate of tax under such entries shall be applicable.
(2)	For the purposes of this Schedule, “annual gross income”, in relation to a person, shall mean the aggregate of the amounts including fee, remuneration, reimbursement, commission or any other sum, by whatever name called, relating to his profession or calling in West Bengal, receivable by him, during the immediately



Shree Krishna
INDUSTRIES

- Built on Trust.
- Strengthened by Transparency.
- Defined by Reliability.

Contact Details:

+91 9163905657 / +91 9874445657



033-2651-0077



founder@skiinfra.com

skivalves@gmail.com



www.skiinfra.com

- ❖ Machined Castings
- ❖ Manhole Covers & Gratings
- ❖ Valves
- ❖ Pipe Fittings



एन एस आई सी
N S I C



MSME
MICRO, SMALL & MEDIUM ENTERPRISES
सूक्ष्म, लघु एवं मध्यम उद्यम



Company Profile



Manhole Covers &
Gratings Catalogue



Valves Catalogue

preceding year.

- | | |
|-----|---|
| (3) | For the purposes of this Schedule, “annual gross turnover” or “annual gross receipt”, as the case may be, in relation to a person, shall mean the aggregate of the amounts including valuable consideration, fee, remuneration, reimbursement, commission or any other sum, by whatever name called, relating to his profession or trade in West Bengal, receivable by him, and that of all the branches or offices in West Bengal in respect of a firm, company, corporation or other corporate body, any society, club or association, during the immediately preceding year. |
| (4) | The rate of tax payable by each branch or office of a firm, company, corporation or other corporate body, any society, club or association shall be the same as that payable by that firm, company, corporation or other corporate body, society, club or association, as the case may be, in accordance with any entry of this Schedule. |

- N.B.:** (1) Sl. No. 1 of Part A, whole of Part B and whole of Part C of the Schedule will come into force with effect from the 1st day of October, 2026.
- (2) Sl. No. 2 & Sl. No. 3 of Part A of the Schedule will come into force from the financial year starting on and from the 1st day of April, 2027.”.

By order of the Governor,

SANJAY BANSAL, IAS
Secretary to the Government of West Bengal.

Contd. from page 11

India uses BRICS chairship Strengthening Global Bodies

The BRICS nations re-declared their “unwavering support” for reform of the WTO and for strengthening a “non-discriminatory, open, equitable, transparent, fair, inclusive, predictable and rules-based multilateral trading system”, with the WTO at its core.

“Echoing the aspirations of the Global South to fully integrate into the multilateral trading system, we strongly support Ethiopia and Iran’s bid for accession

to the WTO,” the declaration said. “We acknowledge China for expanding its zero-tariff treatment to cover 53 African countries with which it has diplomatic ties.”

The declaration also went on to call for reforms of the World Bank, the United Nations (UN), the UN Security Council, and the IMF. “We reiterate the urgent need to reform the Bretton Woods Institutions (BWI) to make them more agile, effective, credible, inclusive, fit for purpose, unbiased, accountable, and representative, to enhance their legitimacy,” the declaration said. “The voice and representation of EMDEs in the BWI must reflect their relative position in the global economy,” it added.



**Filtotech Air Control
System Pvt. Ltd.**

WHENEVER YOU THINK ENVIRONMENTAL CONTROL THINK OF US

**DRIVEN BY SINCERITY.
DEFINED BY EXCELLENCE**

Filtotech Air Control System Pvt. Ltd.

Leading AHU Manufacturer &
Cleanroom Engineering Specialists



Our Services



HVAC Systems



BMS & EMS



Electrical



Clean Rooms



**Barrier Isolation
System**



Process Piping



Validation



OFFICE ADDRESS :

ASO111, Astra Tower, New Town,
Kolkata - 700161



FACTORY ADDRESS :

Bodai Panchayat Road, Jugberia Industrial
Estate, Jugberia, Lane No 3,
Kolkata - 700110

CONTACT : Mr. Pradyut Ghosh
+91 -7003259863



filtotech@yahoo.in



AGI SMARTTEC

INDIA PVT LTD

Get Connected. Get IoT

CIN: U47190WB2023PTC262628

WHAT DO WE DO?

Increasing efficiencies in manufacturing companies basically means doing more with less.

It includes three main things:

- **Cost efficiency** – Spend less money to manufacture the same product.
- **Operational efficiency** – Make the manufacturing flow smoother. That means fewer delays, faster processes and better planning.
- **Equipment utilization** – Use machines properly and keep them running more without breakdowns. If a machine lies idle or keeps stopping, the company loses money.



WE ALSO DO DEVELOPMENT AND SUPPLY OF MACHINED AND FABRICATED COMPONENTS:

Using reverse engineering, we design and make machine parts and metal structures based on your drawings, samples, or a visit to your site — ensuring the perfect fit and smooth working every time.

INCREASE EFFICIENCIES BY:



CONSULTANCY SERVICES

Experts who study how the factory works and give smart suggestions to improve productivity, reduce waste and save money.



PROCESS AUDIT

Checking every step of production carefully — from raw materials to finished goods — to find delays, mistakes, or unnecessary work, and fix them.



REAL-TIME DATA ANALYSIS

Using live data from machines and operations to make quick decisions. This helps catch problems instantly, avoid breakdowns, and keep everything running smoothly.



SENSORS AND DEVICES



WETNESS · SENSE

Diaper Sensing

Real-time wetness detection per resident — change on need, not on fixed rounds. Protects skin health and dignity.



SUPPLY · STOCK

Accurate Inventory Control

Live diaper stock counts and usage trends per unit and per resident — never run out, never over-order.



RTLS · TELEMETRY

Precise Indoor Location Telemetry

Room- and zone-level positioning for every wearable beacon, updated continuously across the facility.



SAFETY · ALERT

Rapid Position Detection *

Instant alerts on sudden position changes, day or night, so staff can respond within seconds.



DEVICE · OTA

OTA Controllers + Remote Support

Push firmware over the air and resolve issues remotely — no site visit, no downtime, always current.



AMBIENT · ENV

Environment Monitoring

Continuous temperature, humidity and ambient conditions across every room and zone.



ACTIVITY · REPORTS

Per-Resident Activity Tracking & Reports

Movement and activity trends for every single resident — delivered as clear, ready-to-share reports on the cadence your facility needs:

Daily

SNAPSHOT

Weekly

TREND

Quarterly

REVIEW

Half-Yearly

SUMMARY

Annual

REPORT



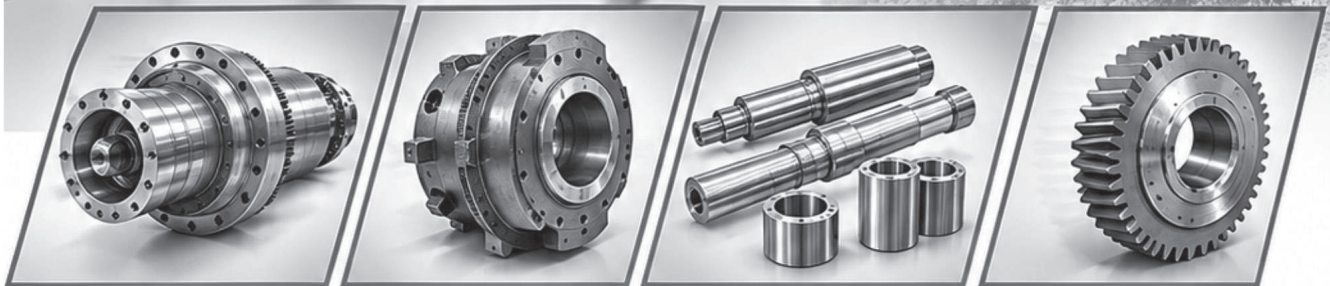
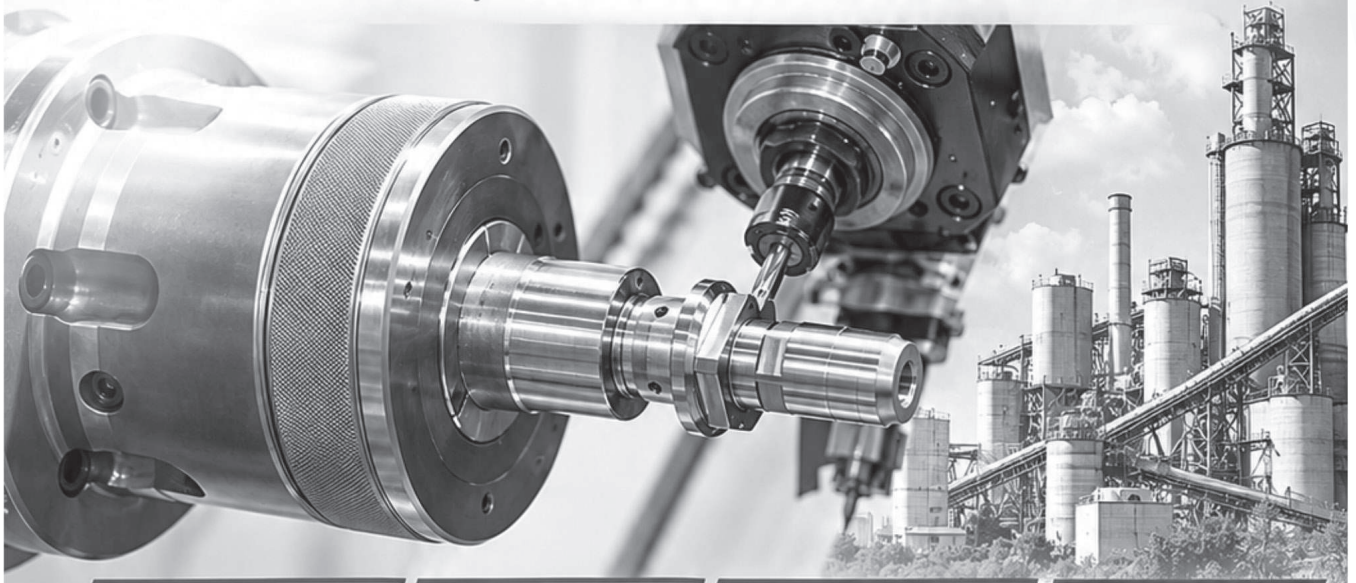
www.agismartec.com



JAY KAY ENGINEERING

MECHANICAL ENGINEERS & FABRICATORS

**SPARES MANUFACTURER FOR
CEMENT PLANTS, POWER PLANTS & GRINDING UNITS.**



Customers

UltraTech
CEMENT
The Engineer's Choice

adani
Cement

NUVOCO
VISTAS CORPORATION

Dalmia
Bharat Cement

Contact : R. KARMAKAR

☎ 9830323315 / 9836319699 / 9674083722

✉ : kunal.karmakar@gmail.com

Contd. from page 12

A Session on “AI for Export.....

The session further examined issues relating to housing, insurance, and pension reforms, including increased tax incentives on housing loans, wider insurance coverage, and stronger incentives under the National Pension System. Dr. Shah noted that a business-friendly ecosystem requires policy support that encourages investment, entrepreneurship, and long-term financial security.

Addressing the theme of Ease of Doing Business, Dr. Shah advocated for single-window clearance systems, simplified licensing procedures, reduction of compliance burdens, and infrastructure support for key sectors. He emphasized that reducing procedural delays and improving transparency would significantly enhance the competitiveness of Indian enterprises.

The discussion also covered sector-specific growth opportunities. Particular emphasis was placed on strengthening export competitiveness through Free Trade Agreements (FTAs), promoting research and innovation, supporting digital commerce platforms, and facilitating MSME participation in global value chains.

On export market development, Dr. Shah outlined practical strategies for entering international markets. He advised businesses to identify niche products, maintain global quality standards, participate in trade fairs, utilize digital platforms, and collaborate with export promotion agencies. He stressed that successful export expansion requires systematic market research and a clear understanding of consumer demand across different regions.

The importance of effective export pipeline management was also discussed. Dr. Shah encouraged exporters to diversify markets, build long-term relationships with buyers, monitor market trends continuously, and use modern CRM and analytics tools to manage leads and opportunities efficiently.

Analyzing global trade patterns, he observed that while traditional markets such as the United States and the European Union remain important, emerging opportunities are increasingly available in Africa, Southeast Asia, and Latin America. Exporters must therefore adapt to changing consumer preferences, sustainability requirements, and geopolitical developments.

Reviewing India's export performance, Dr. Shah highlighted the strong contribution of sectors such as pharmaceuticals, information technology, textiles, and engineering goods. Government initiatives such as Make in India and Production Linked Incentive (PLI) schemes have strengthened competitiveness, although challenges relating to logistics costs, compliance requirements, and global market volatility continue to

persist.

Special attention was given to West Bengal's export potential. The state has emerged as an important export hub, particularly in tea, leather, jute products, seafood, and engineering goods. Its strategic geographical location, port connectivity, and proximity to Southeast Asian markets provide significant advantages. Ongoing improvements in logistics infrastructure, cold-chain facilities, and MSME support mechanisms are expected to further enhance the state's export performance.

The presentation also explored advanced strategies for exporters, beginning with approaches to discovery of buyers, where businessmen are encouraged to leverage trade fairs, B2B platforms, and digital networking tools to identify credible international partners. Effective market pipeline management was emphasized as critical for sustaining growth, requiring diversification of markets, disciplined lead tracking, and nurturing long-term buyer relationships through CRM systems and predictive analytics.

A global analysis of trade maps highlighted shifting demand patterns, with emerging opportunities in Africa, Southeast Asia, and Latin America, alongside continued reliance on traditional markets in the US and EU. The session also covered AI product positioning and catalogue creation, demonstrating how artificial intelligence can optimize product placement, tailor catalogues to buyer preferences, and enhance visibility in competitive markets. Finally, the role of AI tools was underscored, showcasing their ability to analyze trade data, forecast demand, automate documentation, and streamline compliance processes. Together, these approaches highlight how exporters can combine traditional market intelligence with modern digital solutions to remain competitive in the evolving global trade ecosystem.

Concluding the session, Dr. Jagat Shah emphasized that sustainable export growth requires a combination of market intelligence, technological adoption, innovation, and disciplined execution. He underscored the growing relevance of AI-driven solutions in helping MSMEs identify opportunities, improve efficiency, and compete successfully in international markets.

The session was highly interactive and provided valuable guidance to entrepreneurs and MSMEs seeking to explore export opportunities and strengthen their global competitiveness. Participants appreciated the practical insights shared by Dr. Shah and expressed confidence that the adoption of AI and strategic export planning would open new avenues for growth and international business expansion.



Inspiring Business Growth Quotes

"Growth is painful. Change is painful. But, nothing is as painful as staying stuck where you do not belong."

– **N. R. Narayana Murthy, Indian businessman**

"To be successful at anything, the truth is you don't have to be special. You just have to be what most people aren't. Consistent, determined, and willing to work for it."

– **Tom Brady, American football player**

"Everyone wants to live on top of the mountain, but all the happiness and growth occurs while you're climbing it."

– **Andy Rooney, American journalist**

"Careers, like rockets, don't always take off on time. The trick is to always keep the engine running."

– **Gary Sinise, American actor**

"Success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome."

– **Booker T. Washington, educator and author**

"Without continual growth and progress, such words as improvement, achievement, and success have no meaning."

– **Benjamin Franklin**

Avail FOSMI's Free Consultation Services for its Members:-

<i>Consultant</i>	<i>Services Offered</i>	<i>Contact Details</i>
Shri Santanu Chatterjee <i>Advocate</i> <i>High Court, Calcutta</i>	Specialized in Constitutional Writ Jurisdiction, Civil Suits, Criminal Cases, Company and Arbitration matters including delayed payment	9830174203 santanu1411@gmail.com
Shri Apurba Mitra	Labour Law Compliances and HR Management Services	9830269783 apurbamitra269@gmail.com
Shri Asim Bhaumik	Accounts, Legal, Trade Mark, Taxations (IT, GST, P. Tax, etc.) and statutory compliances	9830914009 samadhantogther@gmail.com
CA Gaurav Agarwal	Finance & GST	9874273138 agarwalgnassociates@gmail.com
Shri Govind Goenka	International Trade and Export Import Procedures	9830174792 pacificcontinentalresources@gmail.com

*For more details Call : **Ujjwal Mukherjee, Joint Secretary**, 033-2210 4075, 99030 19892*

PATHAK INDUSTRIES (SINCE 1960)

PATHAK MACHINE TOOLS PVT. LTD.



late Sri Jagdish Pathak

“In loving memory of Late Jagdish Pathak visionary founder of Pathak Group, who revolutionized machine tool sector with passion and innovation. Your legacy lives on in every success of your company. Forever remembered, forever missed.”



"PYARA-DHAM", NH-6, (BOMBAY ROAD), PROSASTHA, HOWRAH - 711302

CITY OFFICE: 65 GANESH CHANDRA AVENUE, KOLKATA - 700013

Harpreet Singh | M : 098780 19247
pathakodisha@gmail.com

Pulak Chatterjee | M : 098360 13352
pathakmachines65gca@hotmail.com

Ritesh Pathak | ritesh12@hotmail.com
 M : 098764 29247, 098310 39247

www.pathakmachines.com

Prakash

SOLAR

PRADHAN MANTRI

SURYAGHAR

MUFT BIJALI YOJANA

ROOFTOP ON-GRID SOLAR PLANT FOR
DOMESTIC CONSUMER AND HOUSING SOCIETIES.



CLEAN ENERGY
CLEANER TOMORROW



RELIABLE TODAY
SUSTAINABLE ALWAYS



POWERING PROGRESS
EMPOWERING INDIA

- ✓ We, Prakash Solar Industries Pvt Ltd will help you from Registration on SuryaGhar portal to Commissioning of Solar Plant on your Roof top. Up to 10Kw plant is permitted for Individuals. We can Assist in getting Bank finance and getting Subsidy credited to your account. Just call us for further information.
- ✓ Group Housing Societies and Residents Welfare Associations can install Rooftop Solar Plants up to 500Kw (@3Kw per House) for Common Services and EV charging. Subsidy of ₹ 18,000.00 per Kilowatt of Installed Plant Capacity is available. With the upper limit for subsidy being inclusive of individual rooftop plants installed by individual residents in the society.



MONTHLY CONSUMPTION IN UNITS 	SOLAR PLANT SIZE 	ESTIMATED COST ₹ OUR COST VARIABLE AS PER SITE APPROX 	GOVERNMENT SUBSIDY 	REQUIRED ROOFTOP AREA UP TO (SQ.FT) 	MONTHLY SAVINGS ELECTRICITY UNITS UP TO 	ESTIMATED MONTHLY SAVINGS IN BILL UP TO
<200	1 Kilowatts	₹69,515.42	₹30,000.00	100 Sq Ft	90	₹ 550.00
200 - 250	2 Kilowatts	₹1,39,029.84	₹60,000.00	200 Sq Ft	200	₹1200.00
250 - 300	3 Kilowatts	₹2,08,546.26	₹78,000.00	300 Sq Ft	300	₹1800.00
300 - 450	4 Kilowatts	₹2,78,061.68	₹78,000.00	400 Sq Ft	450	₹2400.00
450 - 550	5 Kilowatts	₹3,47,577.10	₹78,000.00	500 Sq Ft	550	₹3000.00
550 - 650	6 Kilowatts	₹4,59,731.46	₹78,000.00	600 Sq Ft	650	₹3600.00
750 - 850	8 Kilowatts	₹5,43,234.34	₹78,000.00	800 Sq Ft	850	₹4800.00
950-1050	10 Kilowatts	₹6,26,737.22	₹78,000.00	950 Sq Ft	1050	₹6000.00

- ✓ Subsidy amount will be credited after Grid connection.



LOANS AVAILABLE

Loans for Individuals up to ₹ 2,00,000.00 at reasonable Interest rates are available from Government Banks up to 10 years term for up to 90% of Plant Cost whichever is less. Initial Investment can be recovered in few years.



CLEAR OWNERSHIP

One must have clear title / right over the roof where the plant is to be installed.



HURRY CALL US ON

9932259603 | 9831022032

or drop a WhatsApp message on these numbers, we will call you back.



GOVERNMENT **SUBSIDY** SCHEME IS ENDING ON

31ST MARCH 2027.