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MSME TITBITS



ICMAI
THE INSTITUTE OF
COST ACCOUNTANTS OF INDIA

भारतीय लागत लेखाकार संस्थान

Statutory Body under an Act of Parliament
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Behind every successful business decision, there is always a CMA

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

VISION STATEMENT

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

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



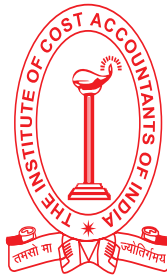
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President's Message



CMA TCA Srinivasa Prasad

President, The Institute of Cost Accountants of India

It is a privilege to address the esteemed readers through the 6th edition of MSME TITBITS, a publication that continues to document the resilience, ingenuity and transformative potential of the Micro, Small and Medium Enterprises (MSME) and Start-up sectors, widely acknowledged as pivotal drivers of India's inclusive growth trajectory.

The present economic environment presents both significant challenges and remarkable opportunities. As the nation navigates global economic complexities, the vision of Aatmanirbhar Bharat reinforces the central role of MSMEs in advancing national development. The collective endeavour remains focused on enhancing global competitiveness, deepening innovation and securing sustainable financial strength across the MSME ecosystem.

A critical priority for the MSME and Start-up ecosystem is embracing Digital Transformation. This extends beyond technology adoption to fundamentally reimagining business models, supply chain integration and customer engagement. Cost and Management Accountants (CMAs) play a vital role in assessing the return on investment of digital initiatives, establishing strong data governance frameworks and ensuring that automation results in tangible cost advantages. In an era of shifting global supply chains, Indian enterprises must also strive to achieve world-class quality standards and develop distinctive intellectual property to enhance their global presence.

The progression toward Environmental, Social, and

Governance (ESG) compliance has rapidly evolved into a business imperative, particularly for enterprises aiming to access global finance and integrate into leading corporate value chains. For MSMEs, this necessitates embedding sustainable practices, ensuring ethical labour standards and maintaining transparency in reporting. CMAs are capable to contribute significantly by developing non-financial metrics and reporting mechanisms that demonstrate ESG performance, thereby unlocking access to sustainable finance and strengthening long-term resilience and brand value. The Institute remains committed to ensuring that financial and operational decisions across the sector are guided by robust data-driven insights, facilitating scalable and sustainable growth.

The MSME and Startup Promotion Board deserves special appreciation for its continued efforts in publishing this valuable bimestral compendium of knowledge, case studies and regulatory developments. Continued collaboration among entrepreneurs, professionals and policymakers will be instrumental in steering the sector towards an era of unprecedented advancement, thereby contributing meaningfully to the national vision of Viksit Bharat 2047.

Jai Hind!

With warm regards,

CMA TCA Srinivasa Prasad

President

The Institute of Cost Accountants of India

Vice President's Message



CMA Neeraj Dhananjay Joshi

Vice President, The Institute of Cost Accountants of India

It is with great pleasure and a deep sense of purpose that this 6th edition of MSME TITBITS, the bimstral journal published by the MSME and Start-up Promotion Board (MSPB) of The Institute of Cost Accountants of India (ICMAI), is presented to the esteemed readers, entrepreneurs and professional fraternity.

The Micro, Small and Medium Enterprises (MSME) sector continues to be recognised as a key driver of the Indian economy and a principal pillar of the Atmanirbhar Bharat vision. Its extensive footprint across manufacturing, services, and trading, reaching rural and semi-urban regions, positions it as a critical instrument for inclusive, broad-based and equitable national development.

The significance of MSMEs is not just in their number, but in their tangible impact on India's socio-economic landscape, as demonstrated by the most recent data:

- **Gross Domestic Product (GDP):** The sector consistently contributes over 30% to India's Gross Value Added (GVA), forming a critical mass of economic output that drives the national growth trajectory.
- **Employment Generation:** MSMEs stand as the largest non-agricultural employer, sustaining the

livelihoods of approximately 30 crore citizens. This massive employment base ensures economic stability and fosters demographic dividend utilisation.

- **Global Trade & Exports:** In the international arena, MSMEs are indispensable, contributing around 45% of India's total exports. This reflects their growing capability to compete globally and their essential role in strengthening India's balance of trade.
- **Formalisation and Resilience:** The success of initiatives like the Udyam Registration Portal, which has brought over 6.5 crore units into the formal economy, showcases the sector's enthusiasm for regulatory compliance and formal credit access, reinforcing its foundation for future scaling.

For these dynamic enterprises to truly accelerate their growth and transition seamlessly from 'Micro' to 'Small' and 'Medium' status, they require robust financial architecture and strategic management. This is where the expertise of Cost and Management Accountants (CMAs) becomes paramount. CMAs are uniquely positioned to partner with MSMEs, offering invaluable guidance on:



- **Cost Competitiveness:** Implementing Total Cost Management (TCM) to ensure price advantage in global and domestic markets.
- **Operational Efficiency:** Optimising supply chains, inventory management, and resource allocation.
- **Sustainability and Governance (ESG):** Helping MSMEs integrate environmental, social, and governance practices for long-term value creation.

The ICMAI remains deeply committed to fostering an ecosystem where MSMEs thrive through financial discipline, technological adoption and strategic foresight. We urge all CMAs to view themselves as catalysts of this economic transformation, helping entrepreneurs navigate policy frameworks, leverage schemes and overcome challenges such as delayed payments and credit constraints.

Let us continue to collaborate, innovate and work towards a future where every MSME becomes a global champion, propelling India towards becoming a developed nation.

My sincere appreciation goes to the MSME and Start-up Promotion Board and all the contributors for curating this insightful publication.

With best wishes,

CMA Neeraj Dhananjay Joshi

Vice President

The Institute of Cost Accountants of India

Chairman's Message



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

Chairman, MSME & START-UP PROMOTION BOARD, ICAI

It is with immense pleasure that I address you all through MSME TITBITS Vol.6, the dedicated bimestral journal of the MSME and Start-up Promotion Board (MSPB) of the Institute of Cost Accountants of India (ICMAI). This publication serves as a vital platform for sharing insights, best practices, and the latest developments crucial for the growth of the Micro, Small, and Medium Enterprises (MSME) sector and the vibrant Start-up ecosystem in our country.

The Engine of Economic Growth

The MSME and Start-up sectors are not just segments of our economy; they are its very engine of growth, driving innovation, generating employment, and fostering inclusive development. They embody the entrepreneurial spirit of India a spirit of resilience, adaptability, and aspiration. Recognizing their pivotal role, the ICAI, through the MSME and Start-up Promotion Board, is committed to equipping these enterprises with the necessary financial acumen and strategic support to thrive in an increasingly competitive global environment.

Navigating the Future with Strategic Acumen

In the face of technological disruption and evolving

market dynamics, success for MSMEs and Start-ups hinges on more than just a great product or service. It requires strategic cost management, efficient resource allocation, and sound financial planning. This is where the expertise of Cost and Management Accountants (CMAs) becomes invaluable. Our professionals are uniquely positioned to guide your enterprises in optimizing operations, enhancing profitability, and ensuring sustainable growth.

I strongly encourage all MSMEs and Start-ups to leverage the specialized knowledge offered by our Institute and the content within this journal. MSME TITBITS aims to provide practical, relevant, and actionable intelligence from understanding compliance requirements and accessing government schemes to mastering the intricacies of supply chain cost optimization and capital structuring.

A Call to Action for Growth

Let us view the current landscape not just for its challenges, but for the immense opportunities it presents. Embrace innovation, prioritize governance, and commit to financial discipline. The MSME and Start-up Promotion Board of ICAI stands ready to partner with you on this journey of progress.



I extend my best wishes for a future filled with success and sustainable growth for MSMEs and Start-ups. May this journal inspire new ideas and empower you to reach unprecedented heights.

Wishing you all A Very Happy, Healthy & Prosperous New Year 2026!

Best Regards,

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

Chairman

MSME and Start up Promotion Board, ICAI



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

India's economic strength is deeply rooted in its dynamic MSME and startup sectors constantly evolving hubs of creativity, enterprise and inclusive progress. These sectors serve as vital pillars of the national economy, generating jobs, driving innovation and significantly contributing to India's overall growth. Acknowledging their crucial role, the MSME and Start up Promotion Board (MSPB) of the Institute of Cost Accountants of India (ICMAI) is dedicated to advancing initiatives that nurture, support and empower Micro, Small and Medium Enterprises, as well as emerging startups across the country.

Our Board's distinct advantage lies in its focus on applying cost accounting expertise to meet the specific requirements of MSMEs and startups. In today's fast-paced and competitive business environment, effective cost control, strategic financial management and optimal resource utilization are indispensable for sustaining growth and profitability. The knowledge and skills of cost accountants enable enterprises to streamline operations, make well-informed decisions and strengthen their long-term success.

Over the years, we have implemented numerous significant programs to address the changing needs and challenges of the MSME and startup community. Our commitment to education and awareness is demonstrated through monthly webinars covering a wide range of essential subjects from cost optimization and risk mitigation to regulatory compliance and fostering innovation. These initiatives are designed to provide entrepreneurs and professionals with practical knowledge and tools to confidently manage their

businesses in a complex marketplace.

The MSME TITBITS a bimstral journal, now in its Sixth volume, remains a flagship publication of our efforts. The special edition, Vol.3 released in June 2025, in celebration of MSME Month, continues to be a key source of insights, policy updates and best practices, emphasizing the critical importance of cost accounting in helping MSMEs and startups develop sound financial strategies.

As India moves forward into an era defined by innovation and sustainable development, the MSME and Start up Promotion Board reaffirms its commitment to creating an environment that encourages excellence, resilience and progress. We aspire to see every entrepreneur, equipped with robust financial expertise and strategic vision, realize their potential and play a vital role in the nation's inclusive growth story.

We would like to express our sincere appreciation to all entrepreneurs, professionals, policymakers, contributors and members of the MSME and Start up Promotion Board for their unwavering support and collaboration. Together, let us continue to foster innovation, financial discipline and sustainable development as we work towards a stronger and more prosperous India.

Wishing you all a very Happy New Year 2026. May this new year bring you prosperity, health and good fortune .

Warm regards,

MSME and Start up Promotion Board

Institute of Cost Accountants of India (ICMAI)



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

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

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

Sl. No.	Name of the program	Name of speaker	Designation	Month	Photo
17	Generative AI for MSME Growth	Shri Subbarao Mukkavilli	Founder of SkillCulture, Forcey Former Executive Director and CTO Registered Independent Director	October, 2025	
18	Do You Want to Be the Next Unicorn! Transform Your Business into a Billion Dollar Reality	CMA Pankaj Jain	Founder Jain Ventures Consulting Pvt. Ltd	December, 2025	

MSME Notification

2 THE GAZETTE OF INDIA : EXTRAORDINARY [PART II—SEC. 3(ii)]

(iii) खंड (iii) में,-

(क) "पचास करोड़" शब्दों के स्थान पर "एक सौ पच्चीस करोड़" शब्द रखे जाएंगे;

(ख) "दो सौ पचास करोड़" शब्दों के स्थान पर "पांच सौ करोड़" शब्द रखे जाएंगे;

2. यह अधिसूचना 1 अप्रैल, 2025 से प्रवृत्त होगी।

[फा. सं. पी-11/3/2023-नीति-डीसीएमएसएमई]

डॉ. रजनीश, अपर सचिव एवं विकास आयुक्त

नोट: मूल अधिसूचना भारत के राजपत्र, असाधारण, भाग- II, खंड 3, उपखंड (ii) में संख्या का.आ. 2119 (अ), तारीख 26 जून, 2020 द्वारा प्रकाशित की गई थी।

MINISTRY OF MICRO, SMALL AND MEDIUM ENTERPRISES

NOTIFICATION

New Delhi, the 21st March, 2025

S.O. 1364(E).—In exercise of the powers conferred by sub-section (1) read with sub-section (9) of section 7 and sub-section (2) read with sub-section (3) of section 8 of the 'Micro, Small and Medium Enterprises Development Act, 2006 (27 of 2006)', the Central Government after obtaining the recommendations of the Advisory Committee in this behalf hereby makes the following amendments in the notification of Government of India, Ministry of Micro, Small and Medium Enterprises number S.O. 2119 (E), dated the 26th June, 2020, published in the Gazette of India, Extraordinary, Part-II, Section 3, sub-section (ii), dated the 26th June, 2020, namely:-

1. In the said notification in paragraph 1,—

(i) in clause (i),-

(a) for the words "one crore", the words "two crore and fifty lakh" shall be substituted;

(b) for the words "five crore", the words "ten crore" shall be substituted;

(ii) in clause (ii),-

(a) for the words "ten crore", the words "twenty five crore" shall be substituted;

(b) for the words "fifty crore", the words "one hundred crore" shall be substituted;

(iii) in clause (iii),-

(a) for the words "fifty crore", the words "one hundred twenty five crore", shall be substituted;

(b) for the words "two hundred and fifty crore", the words "five hundred crore" shall be substituted;

2. This notification shall come into force with effect from the 1st day of April, 2025.

[F. No. P-11/3/2023-POLICY-DCMSME]

Dr. RAJNEESH, Addl. Secy. & Development Commissioner

Note: The principal notification was published in the Gazette of India, Extraordinary, Part-II, Section 3, Sub-section (ii), vide number S.O. 2119(E), dated the 26th June, 2020.

Uploaded by Dte. of Printing at Government of India Press, Ring Road, Mayapuri, New Delhi-110064
and Published by the Controller of Publications, Delhi-110054.

Here is the classification in a table format:

Category	Investment in Plant and Machinery or Equipment	Annual Turnover
MICRO	Not more than Rs. 2.5 crore	Not more than Rs. 10 crore
SMALL	Not more than Rs. 25 crore	Not more than Rs. 100 crore
MEDIUM	Not more than Rs. 125 crore	Not more than Rs. 500 crore

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1

Government Initiatives for MSME

PM Vishwakarma & SC-ST Hub Conclave Held in Odisha

The Ministry of Micro, Small, and Medium Enterprises, Government of India, organised the PM Vishwakarma and National SC-ST Hub Conclave in Baripada, Mayurbhanj, Odisha. The Conclave was co-chaired by Shri Jitan Ram Manjhi, Hon'ble Union Minister of MSME, and Shri Mohan Charan Majhi, Hon'ble Chief Minister of Odisha. The dignitaries inaugurated the Conclave with a ribbon-cutting and lamp-lighting ceremony. Shri Mohan Charan Majhi, Hon'ble Chief Minister of Odisha, highlighted the achievements of the PM Vishwakarma and National SC-ST Hub schemes, and how the people of the state have benefited from the support of the Ministry and its initiatives. Further, Shri Jitan Ram Manjhi, Hon'ble Union Minister for MSME, highlighted the crucial role played by the MSME sector in

job creation and improving livelihoods. He emphasised the significance of the PM Vishwakarma and National SC-ST Hub schemes, along with the contributions of the Coir Board and Khadi, in empowering individuals and enhancing economic opportunities. In the event Hon'ble Minister stated that the Ministry of Micro, Small and Medium Enterprises (MSME) continues to play a pivotal role in driving entrepreneurship and economic development across the country. The ministry's sustainable efforts and initiatives will boost the MSME sector in Odisha, driving significant growth and contributing to a self-reliant India.

Review of PM Vishwakarma Scheme

Union Minister for MSME, Shri Jitan Ram Manjhi, chaired a review meeting on the PM Vishwakarma Yojana at Udyog Bhawan, New Delhi. Minister of State



for MSME, Sushri Shobha Karandlaje, also attended the meeting. The discussions focused on the progress of the scheme, challenges faced during its implementation, and the way forward to empower traditional artisans. The meeting emphasized the pivotal role of artisans in contributing to the vision of Atmanirbhar Bharat and reiterated the Ministry's commitment to ensure the effective execution of the scheme.

'Harit Yoga' Initiative Marked with Tree Plantation at MSME Development Office

As part of the "Harit Yoga" initiative, Hon'ble Union Minister Shri Jitan Ram Manjhi and Minister of State Sushri Shobha Karandlaje participated in a tree plantation drive at the MSME Development Office, Connaught Place, New Delhi. The event witnessed the presence of senior officers from the Ministry of MSME and the Office of the Development Commissioner (MSME). The leaders also deliberated on the preparations for the International Day of Yoga 2025, with a special emphasis on Harit Yoga a unique initiative that integrates environmental sustainability with holistic well-being.



Review of PMEGP and SFURTI Scheme

Hon'ble Union Minister of MSME, Shri Jitan Ram Manjhi and Hon'ble MoS Sushri Shobha Karandlaje chaired a review meeting with MSME officers to assess the progress of PMEGP and SFURTI schemes.

They emphasized timely implementation and directed officers to ensure effective execution.



Shri Jitan Ram Manjhi, Hon'ble Union Minister Visited the Common Facility Centre

Hon'ble Union Minister for MSME, Shri Jitan Ram Manjhi, visited the Common Facility Centre (CFC) in Bhubaneswar, Odisha. The CFC has been established under the Ministry's Cluster Development Programme to support the pharmaceutical manufacturing sector. During the visit, the Hon'ble Minister conducted a detailed walkthrough of the facility, reviewing its infrastructure, operations, and role in enhancing production efficiency for local MSME.



Review Operation at Central Tool Room and Training Centre, Bhubaneswar

Shri Jitan Ram Manjhi, Hon'ble Union Minister for the Ministry of MSME, visited the Central Tool Room and Training Centre (CTTC) in Bhubaneswar, Odisha. During the visit, the Hon'ble Minister reviewed the activities of the centre and engaged in detailed discussions with the tool room staff. He also interacted with officers and gained insights into ongoing initiatives through a brief presentation. The visit was attended by representatives of the Tool Room and senior officers from the Ministry of MSME.



4th National MSME Council Meeting Focused on Inclusive Growth and State-Centre Collaboration

Hon'ble Union Minister for MSME, Shri Jitan Ram Manjhi chaired the 4th meeting of the National MSME Council under Raising and Accelerating MSME Performance (RAMP) on 12th June 2025 in New Delhi. The meeting witnessed active participation from senior officers of all States and Union Territories, along with representatives from related Central Ministries. During the deliberations, States shared their success stories and best practices in MSME development. Addressing the gathering, Hon'ble Minister emphasised the need for inclusive policies at both Central and State levels, with a strong focus on promoting SC-ST and women

entrepreneurs. The Hon'ble Minister assured full support from the Central Government to States for the promotion and holistic development of the MSME sector.



Hon'ble Minister of MSME Shri Jitan Ram Manjhi inaugurated the 'Chikankari' Hostel at ni-msme

Hon'ble Union Minister for MSME, Shri Jitan Ram Manjhi, inaugurated Hostel Block C at ni-msme, which added 10 extra rooms for trainees. He also inaugurated the exhibitions of National SC-ST Hub, PMEGP, and PM Vishwakarma beneficiaries at the Diamond Jubilee Hall. These exhibitions remained open for two days. Further, he inaugurated the Special VDP of the National SC-ST Hub and interacted with the invited representatives of five CPSEs, encouraging them to fulfill the mandated procurement under the Public Procurement Policy (PPP).



CHAMPIONS Portal to Strengthen MSME Support

Sushri Shobha Karandlaje, Hon'ble Minister of State for the Ministry of MSME, chaired a review meeting at Udyog Bhawan on the CHAMPIONS Portal, a vital one-stop solution for MSME. During the meeting, she discussed strategies to enhance the portal's accessibility, emphasised the need to make it multilingual, and focused on improving overall user experience. The Minister directed officers to ensure swift grievance redressal and provide effective support to nurture a robust and thriving MSME ecosystem.



CGTMSE and COWE Organised MSE Awareness Programme in Noida

CGTMSE, together with the Confederation of Women Entrepreneurs of India (COWE), organized



an awareness programme in Noida, Uttar Pradesh on 29th April 2025. Ms. Shobha Karandlaje, Hon'ble Minister of State for MSME, attended the event as the chief guest. The programme highlighted CGTMSE's important achievements in supporting the MSE sector and showed its dedicated service and contribution to entrepreneurship and enterprise growth.

Empowering Rural Artisans Through Toolkit Distribution

Hon'ble Minister of State, Sushri Shobha Karandlaje, attended as the Chief Guest at the Toolkit and Equipment Distribution Programme under the Gramodyog Vikas Yojana (GVY), held at GKVK, Bengaluru. The initiative marked a significant step towards empowering rural artisans and entrepreneurs by providing them with essential tools to enhance productivity and promote self-reliance. The Minister extended her best wishes to all the beneficiaries for a prosperous and self-sustained future.



Empowering MSMEs Through CMA-Led Digital Transformation: A Strategic Opportunity



CMA Venkataramani R

Director, Westcott Pvt. Ltd., Chennai

Introduction

Micro, Small, and Medium Enterprises (MSMEs) form the backbone of India's industrial and economic landscape. With over 6.5 crore micro units, 4.75 lakh small enterprises, and 35,000 medium-sized firms, MSMEs contribute significantly to employment, innovation, and exports. Yet, despite their scale and potential, many MSMEs struggle with operational inefficiencies, lack of financial insight, and limited access to professional advisory services. This article explores a transformative opportunity for the Institute of Cost Accountants of India (ICAI-CMA) and its practicing members to bridge this gap. By developing a cloud-based, modular, and affordable enterprise resource platform tailored for MSMEs, the Institute can empower these businesses with better financial, material, and quality control systems—while simultaneously enhancing the professional reach and relevance of CMAs.

MSME Landscape: Focus on the Small Enterprise Segment

The MSME classification is based on investment and turnover thresholds:

Category	Investment Limit	Turnover Limit
Micro	₹2.5 crore	₹10 crore

Category	Investment Limit	Turnover Limit
Small	₹25 crore	₹100 crore
Medium	₹125 crore	₹500 crore

While micro units dominate in number, the small enterprise segment—those with turnover between ₹10 crore and ₹100 crore—offers the most strategic opportunity. These units are large enough to benefit from structured systems but often lack the resources to hire full-time financial or operational consultants. Targeting approximately one million such units, including marginal micro and medium enterprises, presents a scalable and impactful opportunity for CMA professionals.

The Problem: Fragmented Systems and Lack of Decision-Grade Information

Most MSMEs operate with basic financial accounting software, often limited to compliance and bookkeeping. However, critical areas such as material accounting and inventory control, costing and pricing decisions, capacity utilization and make-or-buy analysis, and quality control and ISO documentation remain underdeveloped or entirely manual. This leads to poor cost visibility and pricing inefficiencies, inventory leakages and working capital stress, underutilized production capacity, and missed opportunities for process improvement. Moreover, while many MSMEs are ISO-certified and generate rich non-financial data through quality records, this information is rarely translated into actionable financial insights.

Let us not attempt to create a new costing system for MSMEs and instead combine the information available in financial accounting and non financial information available in quality records to achieve a hybrid costing system using Marginal costing and Standard costing principles.

The CMA Advantage: Bridging the Information Gap

Cost and Management Accountants (CMAs) are uniquely positioned to address these challenges. Their expertise in cost control, standard costing, performance measurement, and decision support aligns perfectly with the needs of MSMEs. By leveraging quality records, production data, and inventory flows, CMAs can convert non-monetary data into financial insights, enable real-time costing and profitability analysis, support strategic decisions like pricing, outsourcing, and capacity planning, and enhance transparency for lenders and investors. However, to scale this impact, CMAs need a digital platform that integrates these functions in a user-friendly, affordable, and customizable format.

The Solution: A CMA-Led Mini-ERP for MSMEs

The Institute can spearhead the development of a cloud-based, modular software platform tailored for MSMEs. This “mini-ERP” would include:

Core Modules

- **Financial Accounting:** Basic ledger, invoicing, GST compliance, and reporting; designed for simplicity and integration with existing systems.
- **Inventory and Material Accounting:** Bill of materials, stock movement, wastage tracking, material cost reconciliation, and consumption analysis.
- **Quality Records Integration:** ISO documentation, inspection logs, rejection rates, and conversion of quality metrics into financial impact.
- **Decision Support Tools:** Standard costing, variance analysis, make-or-buy, break-even, and



capacity utilization models; dashboard for pricing, profitability, and working capital insights.

Technical Architecture

Built using open-source free platforms like Apache OpenOffice Base, Zoho Creator and many others. At very low cost several cloud-based data-based management systems are also available. Cloud-hosted with offline sync options. Modular design for phased adoption. Customizable templates for different industries (textiles, engineering, food processing, etc.).

Relevant information at appropriate levels on perpetual basis.

Capturing both monetary and non-monetary information on perpetual basis is possible through both financial accounting and quality records is very much important. Recording, analysing and passing on relevant inputs to the functional managers as well as the promoter frequently is the need of the hour. For example, performance of available resources on daily basis with proper reporting to functional heads as well as consolidated daily reporting system to the promoter is the need of the hour. This could be addressed through mini-ERP system and results could be made available through a mobile application tool will improve all round performance on continuous basis.

A sample daily information sheet meant for the promoter is enclosed in the annexure which tracks daily contribution and break-even analysis.

Institutional Model: Section 8 Company for Development and Deployment

To ensure operational independence and financial

sustainability, the Institute can establish a Section 8 company to develop, maintain, and upgrade the software; license it to practicing CMAs at nominal cost; provide training, certification, and support; and ensure data security, compliance, and version control. This entity would operate on a self-financing basis, reinvesting revenues into product enhancement and outreach.

Role of Practicing CMAs: From Compliance to Strategic Partnership

Practicing CMAs can become certified operators and advisors for the platform. Their role would include customizing modules for client-specific needs, training MSME staff on usage and interpretation, providing monthly/quarterly performance reviews, supporting loan applications with structured MIS, and offering virtual CFO services at a fraction of the cost. This model allows CMAs to serve clients across geographies, including international MSMEs, thereby earning foreign exchange and expanding India's professional services footprint.

Strategic Benefits

For MSMEs: Affordable access to structured systems, improved cost control and profitability, better compliance and creditworthiness, enhanced competitiveness and scalability.

For CMAs: Expanded professional opportunities, recurring revenue through advisory retainers, enhanced visibility and relevance in the MSME ecosystem.

For the Institute: Stronger industry connects and brand equity, scalable impact aligned with national priorities, revenue generation through licensing and training.

For the Nation: Improved MSME productivity and exports, better credit discipline and NPA reduction, foreign exchange earnings through global deployment.

Implementation Roadmap

Phase	Key Activities
Phase 1	Feasibility study, stakeholder consultations, module design
Phase 2	Prototype development using open-source tools
Phase 3	Pilot with 50–100 MSMEs across sectors
Phase 4	Training of 500+ CMAs as certified operators
Phase 5	Launch of Section 8 company and national rollout
Phase 6	International outreach and multilingual versions

Conclusion

India's MSMEs are poised for a digital leap—but they need the right tools and partners.

By developing a CMA-led, cloud-based mini-ERP tailored for small enterprises, the Institute can unlock a new era of cost efficiency, data-driven decision-making, and sustainable growth.

The scope of opportunities is not limited to India but could be enlarged throughout the world.

This initiative is not just a service innovation—it is a strategic imperative. It aligns with national goals of Atmanirbhar Bharat, digital inclusion, and export competitiveness.

It also repositions CMAs as indispensable partners in India's industrial transformation. The time to act is now. With vision, collaboration, and execution, this initiative can redefine the future of MSMEs—and the role of CMAs in shaping it.

Daily Information Sheet To The Promoter		
	(₹) in lakhs	
Targetted monthly production	10000	Units
Selling Price	1000	Rs
Material cost (Variable Cost)	700.00	70%
Contribution perunit	300.00	30%
Budgetted contribution	30.00	Lakh ₹
Fixed costs during the month	15.00	Lakh ₹
Profit Before Depn & taxation	15.00	Lakh ₹
Number of working days	25	
Monthly sales target	100.00	Lakh ₹
Variable Cost	70.00	Lakh ₹

Working day	Sales	Contribution (Daily)	Contribution (Cumulative)
1	360	1.08	1.08
2	370	1.11	2.19
3	380	1.14	3.33
4	380	1.14	4.47
5	375	1.13	5.60
6	370	1.11	6.71
7	360	1.08	7.79
8	380	1.14	8.93
9	380	1.14	10.07
10	375	1.13	11.19
11	375	1.13	12.32
12	370	1.11	13.43
13	370	1.11	14.54
14	370	1.11	15.65
15	370	1.11	16.76
16	370	1.11	17.87
17	380	1.14	19.01
18	370	1.11	20.12
19	370	1.11	21.23
20	375	1.13	22.35
21	370	1.11	23.46
22	375	1.13	24.59
23	370	1.11	25.70
24	380	1.14	26.84
25	370	1.11	27.95
	9315		

It may seen from the above, on 14th working day the unit achieve

Break Even Point

Top Management should work to advance the break point date for the unit
to make profit

M SMEs: Navigating the Challenges and Building Resilience with Government Supported Consulting and Counselling in Indian context



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Abstract

Micro, Small, and Medium Enterprises (MSMEs) have expanded steadily across the world over recent years, reflecting a observable rise in entrepreneurial ambition and comparatively easier entry into business activities. In most economies today, MSMEs constitute the bulk of business establishments. However, beneath this growth trend, however, lies a persistent concern: a considerable share of these enterprises discontinues operations within a relatively short span of time.

The above pattern is not unique to any single region. In our country, in particular, structural inefficiencies and weak support ecosystems often heighten exit risks for small businesses. Many enterprises have to operate with limited access to reliable decision-oriented data or timely professional guidance, and psychological mentoring remains largely absent. Over time, unmanaged stress and isolation can weigh more heavily than competitive pressure, pushing even capable entrepreneurs to withdraw prematurely. In this context, the case for publicly funded consulting and counselling institutions becomes compelling, especially since evidence from local advisory frameworks suggests a meaningful improvement in not only enterprise survival but also to bring back the owners from the failure to turn around and make their effort successful.

Introduction:

Globally Micro, Small, and Medium Enterprises (MSMEs) occupy a unique position in every country's economy. For many entrepreneurs, these are not merely business ventures but expressions of autonomy, local engagement, and economic self-determination. They form the living backbone of the global economy. They are not merely economic units; they represent livelihoods, aspirations, family legacies, and local innovation. Across regions and income levels, MSMEs account for

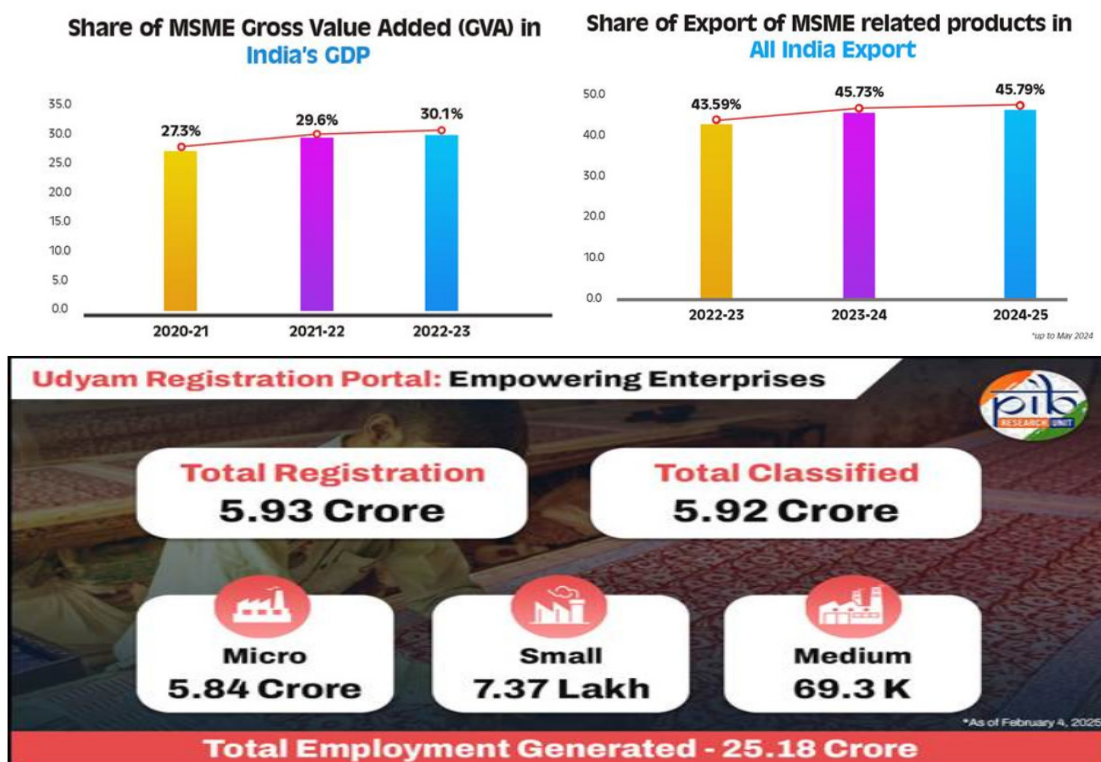
nearly 90 percent of all formal business establishments worldwide and employ more than 70 percent of the global workforce, while contributing roughly half of global Gross Domestic Product^[1]. Importantly, this dominance is not limited to emerging economies; even in advanced industrial nations, MSMEs continue to anchor employment and supply-chain stability.

As per World Bank, formal SMEs contribute up to 60% of total employment and up to 40% of national income (GDP) in developing economies^[2]. MSMEs are essential for innovation diffusion, skill formation, and regional balance. They often operate in semi-urban and rural areas where large enterprises find it unviable to invest. India offers one of the most compelling illustrations of MSME significance. As of March 2025, the country hosts an estimated 62 million registered MSMEs, making it the world's largest single-country MSME ecosystem "Understanding Indian MSME Sector Progress and Challenges - in SIDBI report of May 2025"^[3].

This huge number of MSME units contribute nearly a third of India's nominal GDP and account for over 40 per cent of the country's exports. More importantly, they play a crucial role in employment, generating over 22 crore jobs^[4]. MSMEs in India range from traditional handloom units to export-oriented manufacturers and technology-driven service enterprises. Their diversity and spatial spread make them indispensable for economic resilience.

Yet, despite this importance, MSMEs remain disproportionately vulnerable. Entry into entrepreneurship is rising, but sustainability remains fragile. This contradiction signals that enterprise formation alone does not guarantee enterprise survival.

Indian MSME sector – Its share in GVA and Export of Indian business and the indicating numbers of Udyam Portal of Govt of India illustrates the major indicators of growth of this sector are as follows.



[Source above 3 figures: Budget 2025-26: Fuelling MSME Expansion: 04 FEB 2025 5:27PM by Ministry of MSME, PIB Delhi, Link: <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2099687®=3&lang=2>

MSME Failure across countries:

Global experience makes it clear that MSME failure is not an exception; it is a structural feature of contemporary capitalism. Studies across Europe, North America, Asia, and Africa indicate that large section of small enterprises cease operations in their initial years of inception. In USA as per the report of FORBES, the rate of failure of SME units justifies this failure rates. These exits occur not only during economic downturns but also in periods of stable growth. Following table displays that the rate of growth as well as failure are almost running at same pace. It demonstrates the hidden alarm below the carpet about the failures of MSMEs. MSME start-up failure in the initial years in USA is quite discouraging as evident from the following table^[5]:

Period in years	Failure rate (%)
First year of formation	20%
First 3 years of formation	39%
First 5 years of formation	50%
First 10 years of formation	65%

A key insight from research studies is that many MSMEs fail quietly and gradually. Unlike large firms, they seldom enter formal insolvency proceedings. Instead, they reduce scale, delay payments, exhaust personal savings, and finally exit the market without policy visibility. One persistent cause is the lack of structured management information systems that alert owners to emerging risks. Without reliable cash-flow projections,

cost analytics, or demand forecasts, corrective action is often delayed.

Indian MSMEs and Structural Vulnerabilities:

Indian MSMEs face all global challenges, compounded by domestic structural constraints. Access to timely finance, delayed receivables, compliance burden, infrastructural gaps, and demand volatility interact in complex ways. However, structural weakness alone does not fully explain failure.

Many Indian MSME owners manage operations primarily through experience and intuition rather than formal data systems since organised data and its access both are not available to MSME units to the extent it is required. While experiential knowledge is valuable, it becomes insufficient during prolonged stress. The absence of reliable business diagnostics means that entrepreneurs often misjudge both the depth of crisis and the feasibility of recovery. The number of winding up of MSME units in India also claims detailed study and remedial measures to sail the MSME towards national economic development at desired pace.

MSME failures – Major reasons and its impact:

The result of analysis by various organizations depicts the following major reasons for the failures of MSME units:

Major reason (India MSMEs)	Impact on society	Impact on economy	Impact on personal life	Impact on mental health
Finance & cashflow stress	Local job loss, lower incomes	Lower output, higher NPAs	Debt, asset sales, family strain	Anxiety, worry, insomnia
Weak management & data	Viable firms shut down	Misallocation of credit/support	Regret, loss of confidence	Rumination, fear of retrying
Tech & skill gaps	Poor quality, fewer opportunities	Low productivity, weak competitiveness	Long hours to “cover gaps”	Fatigue, irritability

Major reason (India MSMEs)	Impact on society	Impact on economy	Impact on personal life	Impact on mental health
Compliance & infrastructure issues	Perception of unfair system	More informality, lower tax base	Time lost on paperwork, travel	Tension, feeling “trapped”
Poor market access & mentoring	Fewer choices, weak local clusters	High business mortality, less innovation	Isolation in decisions, distress pricing	Burnout, hopelessness
High psychological stress & stigma	Discourages others from entrepreneurship	Reduced entrepreneurial dynamism	Shame, social withdrawal	Depression, in extreme cases selfharm risk

Psychological Stress, Burnout, and Entrepreneurial Exit:

Entrepreneurship is mentally demanding, yet policy discourse rarely addresses psychological dimensions. MSME owners routinely confront income uncertainty, social expectations, creditor pressure, and family responsibility. When stress becomes chronic, decision-making deteriorates. Research shows that unmanaged stress significantly increases the likelihood of premature exit, even where businesses remain technically viable. The importance and relevance of this aspect of the entrepreneur and the enterprise success or failure is well researched. One such paper gives a detailed study on entrepreneurial well-being aspect as elaborately discussed in “The entrepreneur’s well-being: current state of the literature and main theories” in December 2024 issue of *Journal of Global Entrepreneurship Research* ^[6].

In the Indian context, where entrepreneurship is closely tied to household security, emotional pressure is magnified. Fear of social stigma often prevents entrepreneurs from seeking help, reinforcing isolation.

Data Deficiency as a Silent Killer:

Data deficiency operates as a silent killer of MSMEs.

Without accurate records, banks and policymakers can’t target support effectively, and many small businesses end up left out. Even when they try to join the formal sector, confusion between different databases slows them down. Fixing data systems and making reporting easier can help MSMEs get the support they need to grow and survive. Most enterprises do not collapse due to sudden shocks but from accumulated inefficiencies that go unmeasured. Weak cash-flow discipline, pricing errors, and customer concentration risks remain hidden until liquidity dries up. Simple diagnostic tools, if deployed early, can dramatically change outcomes. However, data literacy among MSMEs remains limited.

Entrepreneurs well being and effective Mentorship Gaps in MSME Ecosystems:

Mentorship bridges the gap between knowledge and judgement. Experienced mentors help entrepreneurs contextualise data, weigh risks, and avoid cognitive traps. Yet, mentorship mechanisms in India remain fragmented and informal. First-generation entrepreneurs suffer the most from this absence. NASSCOM deep-tech club of global community of mentors spreads its wings of support to entrepreneurs as mentors covering areas like, establishing powerful connections, solve problems and build successful business together as published in NASSCOM deep-tech club website ^[7].

International Models of Institutional Support:

International experiences demonstrate that publicly funded MSME support institutions can coexist with market mechanisms. International policy trends connected to business development services operate in integrated advisory systems is presented in the OECD SME and Entrepreneurship Paper No.23 (2021) [8]. The systems focus on prevention rather than post-failure relief. Combined expert guidance with practical tools, helping MSMEs identify risks early and adapt quickly. They also foster collaboration between government, industry, and academia, ensuring that support is tailored and effective. By focusing on prevention, these models can help MSMEs achieve greater resilience and long-term success. Such concept if meaningfully applied in India, will foster the growth of MSME sector of our country too.

Need for Professional Consultancy at Affordable Cost for Indian MSMEs:

Professional advice is most valuable when a business begins to show early signs of strain. Ironically, this is precisely the stage at which MSMEs find consulting services unaffordable. Market-based advisory services are designed for larger firms with stronger balance sheets. Consequently, MSMEs either postpone assistance or rely on informal advisors, whose guidance may be incomplete or outdated.

Proposed Indian Model of Consulting and Counselling Bodies:

This article proposes Government-initiated and Government-funded Consulting and Counselling Bodies

(CCCBs). These would engage retired professionals and domain experts to provide timely, affordable, and credible guidance. The emphasis is not supervision, but support. These bodies would be accessible at the local level, ensuring guidance reaches even the smallest enterprises. By leveraging the experience of experienced and/or retired professionals/ academicians panelled and funded the cost by the Government, they would provide practical, relevant advice tailored to real business challenges. Such support can empower MSMEs to navigate uncertainties, build resilience, and sustain growth over time.

Role of Chambers of Commerce:

To make the above proposed model for MSME sector's overall healthy progress, it is pertinent to ensure extending offices of the Chambers of Commerce (as conduit) to even the remotest corners of the country so that almost all such MSME enterprises are not left behind. By establishing branches at the grassroots, these bodies can offer localized support and guidance to entrepreneurs facing unique regional challenges. A dedicated team of consultants and mentors should be made available at each branch, equipped to address the specific needs of local MSMEs. This approach not only strengthens trust but also ensures that expert advice reaches the most underserved and isolated businesses, fostering inclusive growth. Chambers of Commerce already possess trust, reach, and familiarity with local enterprises. Leveraging these platforms minimises infrastructure costs while maximising accessibility.

Conclusion:

The challenges confronting MSMEs today are not just financial or operational—they are deeply personal too. Owners and managers often carry the weight of uncertainty,



isolation, and relentless pressure, leading to chronic stress and burnout. These psychological burdens, rarely addressed in policy discussions, silently erode decision-making and resilience, pushing even capable businesses toward early closure. The absence of structured emotional and psychological support only magnifies the problem, leaving entrepreneurs to face crises alone.

The proposed solution—a network of government-funded consulting and counselling bodies, delivered through Chambers of Commerce at the grassroots—goes beyond traditional advisory models. By making expert guidance accessible and affordable, and embedding psychological counselling and mentorship, this approach acknowledges the human side of entrepreneurship. It empowers owners to manage stress, build emotional resilience, and seek help without stigma. Last but not the least, Government support is needed to ensure continual opportunity to get market for their products and service from large enterprises by giving some reservation and incentives to the larger enterprises for such action. Such a system can possibly transform the MSME ecosystem, ensuring that both the business and the person behind it are equipped to navigate challenges, recover from setbacks, and sustain growth in the long run.

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Champions of MSME Growth



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Introduction:

The MSME sector plays a crucial role in India's industry and employment. To strengthen this sector and enable MSMEs to compete internationally, the Ministry of MSME launched the MSME Champions Scheme. This comprehensive, tech-focused initiative aims to modernise businesses and boost productivity by combining elements from the earlier Credit-Linked Capital Subsidy and Technology Upgradation Scheme (CLCS-TUS) into a single framework from 2021-22 to 2025-26. The scheme is a transformative effort to empower Indian enterprises with technology, innovation, and sustainability, making it a key driver of industrial excellence. The name "CHAMPION" reflects its vision, emphasising Competitiveness, Holistic

Growth, Advancement, Modernisation, Productivity, Innovation, Optimisation, and National Outreach, each representing the goal of developing MSMEs prepared for the global market.

Vision and Purpose of the MSME Champions Scheme

The scheme employs a comprehensive, cluster-to-enterprise approach to enhance competitiveness, promote sustainability, reduce production inefficiencies, and support the scaling-up of Indian MSMEs. Its objectives include:

- Modernising industrial processes through technology and design intervention.
- Reducing waste, enhancing productivity, and improving resource efficiency.
- Fostering innovation at the idea, design, and commercialization stages.
- Digitally empowering MSMEs, enabling them to adopt Industry 4.0 technologies.
- Expanding domestic and global market reach through quality enhancement and zero-defect manufacturing.
- Encouraging green, sustainable practices across MSME units.

By combining multiple sub-schemes, it aims to support enterprises throughout their entire value chain, from ideation and prototyping to scaling and global outreach.

Who Can Apply:

All MSMEs registered on the Udyam Registration Portal are eligible for ZED and Lean components. Eligibility for incubation, design, and IPR components depends on the specific intervention, whether it involves students, individuals, incubators, or MSME units.



How Can Apply

Applications are submitted via dedicated portals:

- ZED Certification: www.zed.msme.gov.in
- Innovation/Design/IPR: <https://innovative.msme.gov.in>
- Lean Manufacturing: <https://lean.msme.gov.in>

Each portal offers guidelines, eligibility requirements, and online application features to ensure a seamless process.

Structural Components of the Scheme

The MSME Champions Scheme comprises three active components, with a digital element to be integrated across all modules.

MSME Sustainable (ZED) Certification

MSME Sustainable (ZED) Certification promotes Zero Defect Zero Effect manufacturing by helping MSMEs improve quality, productivity, and environmental impact. It offers graded bronze, silver, and gold certifications with subsidies of up to 100%, along with support for testing, technology upgrades, and consultancy. The scheme helps reduce waste, enhance resource efficiency, and prepare MSMEs for both national and international competitiveness.

Benefits & Support

- The MSME Sustainable (ZED) Certification offers bronze, silver, and gold levels, with certification fees ranging from ₹8,000 to ₹72,000.
- Subsidies on certification fees-80% for Micro, 60% for Small, 50% for Medium, and 100% for women-owned MSMEs.

- Additional subventions of 10% for SC/ST, NER, Himalayan, Island, and aspirational district MSMEs, and 5% for units under SFURTI or MSE-CDP.
- Financial assistance up to ₹50,000 for testing and certification.
- Handholding supports up to ₹2 lakh.
- Technology upgradation support up to ₹3 lakh.

These incentives make ZED one of India's most powerful quality enhancement frameworks for MSMEs.

MSME-Innovative (Incubation, IPR & Design)

This pillar drives India's innovation ecosystem by supporting idea development, design competitiveness, and intellectual property protection. It aims to transform creative concepts into market-ready products.

Incubation component:

The program supports breakthrough ideas with up to ₹15 lakh through approved Host Institutes (HIs), such as technology centres, engineering colleges, R&D institutions, and incubators, helping innovators turn concepts into prototypes and products. TBIs can get up to ₹1 crore for plant and machinery to enhance infrastructure, fostering advanced facilities for emerging tech enterprises.

Design component:

The initiative aims to boost product aesthetics, functionality, efficiency, and market appeal. MSMEs get 75% government support for micro units and 60% for small and medium units, making design services affordable. Projects can be funded up to ₹40 lakh, covering redesign, packaging, prototyping, testing, and consultancy. It also supports student innovation projects.

with grants up to ₹2.5 lakh, turning academic ideas into real-world applications.

IPR (Intellectual Property Rights) component:

Supports MSMEs' creativity by reimbursing costs for patenting and IP protections. It offers up to ₹5 lakh for foreign patents, ₹1 lakh for domestic patents, and aid for registering GI, industrial designs, and trademarks. By promoting legal protection, the IPR component boosts MSME competitiveness, prevents idea theft, and helps develop unique market identities with enforceable rights. This component guarantees that ideas are safeguarded, developed, and turned into sustainable enterprises.

MSME Competitive (Lean) Scheme

The MSME Competitive (Lean) Scheme advocates for Lean principles to minimize waste, optimize processes, enhance quality, and increase productivity. By offering support at Basic, Intermediate, and Advanced stages, it promotes efficiency and continuous improvement within MSMEs. The goal is to eliminate waste, streamline workflows, and boost competitiveness through lean manufacturing practices. The scheme targets reducing rejection rates, improving space and material use, and conserving energy, water, and resources. Additionally, it emphasizes quality and safety while encouraging innovation and growth innovation.

Benefits:

- Basic Lean: Free
- Intermediate Lean:
 - ▶ Govt. Support: Up to ₹1,08,000
 - ▶ MSME Contribution: 10% (up to ₹12,000 + taxes)
- Advanced Lean:
 - ▶ Govt. Support: Up to ₹2,16,000
 - ▶ MSME Contribution: 10% (up to ₹24,000 + taxes)
- An extra 5% GoI contribution is available for units in SFURTI clusters, women/SC/ST-owned units, and MSMEs in NER.
- A notable benefit is the OEM/Industry Association route, under which OEMs receive ₹5,000 per MSME upon completing all lean stages.

Digital MSME -To Be Launched

The forthcoming digital component will integrate with all other segments. It aims to:

Promoting Industry 4.0, like :

- IoT, involves using internet-connected sensors to gather real-time data and improve operations. In MSMEs, IoT monitors equipment, automates processes, tracks inventory, reduces downtime, enhances quality, and supports data-driven decisions. It makes manufacturing more innovative, efficient, and digital.
- AI refers to computer systems that think, learn, and decide like humans. In MSMEs, AI automates tasks, predicts machine failures, enhances quality checks, analyses customer behaviour, optimises production, and reduces errors through intelligent data insights.
- Cloud computing enables MSMEs to store data, run software, and access digital tools online rather than invest in pricey hardware. It supports remote work, real-time data sharing, secure storage, lower IT costs, easy scaling, and smooth integration of IoT and AI.
- Expanding access to digital tools helps MSMEs automate processes, reduce errors, and enhance efficiency. By utilising software, intelligent machines, and automated systems, they can gain greater consistency, lower costs, and increase output to compete in a tech-driven market.
- Enhancing cybersecurity and digital literacy ensures MSMEs operate safely in a digital



environment. Strengthening online threat protection, training staff, and adopting secure systems prevent data breaches. Improved digital literacy enables enterprises to use technology confidently, safeguard data, and maintain business continuity.

- Creating a unified digital ecosystem for MSMEs consolidates platforms, services, and tools into a seamless environment, enhancing access to resources, government schemes, market linkages, and financial services. It promotes transparency, encourages innovation, simplifies compliance, and boosts MSMEs' competitiveness across sectors.

This will help build a future-ready MSME base aligned with global standards.

Strategic Importance of the Scheme

Economic Impact

The economic impact of the MSME Champions Scheme is substantial, as it boosts productivity, reinforces the manufacturing value chain, and encourages MSME growth. By enhancing efficiency and quality, the scheme supports export expansion and helps create jobs across various sectors.

Technological Transformation

The scheme promotes technological transformation by encouraging the adoption of modern manufacturing techniques, advanced machinery, and digital tools. It also supports research, development, and market-driven

innovation, helping MSMEs remain competitive in rapidly changing global markets.

Sustainability & Global Alignment

A strong emphasis on sustainability and global alignment ensures that MSMEs adopt eco-friendly practices, improve resource efficiency, and reduce environmental impact. By aligning enterprises with international quality and environmental standards, the scheme enhances their export readiness and global credibility.

Inclusive Growth

The scheme promotes inclusive growth by offering targeted benefits to women-led enterprises, SC/ST entrepreneurs, and units in the North-East, Himalayan regions, Islands, and aspirational districts. This support fosters balanced regional development and ensures equitable access to opportunities for various MSME segments.

Conclusion

The MSME Champions Scheme marks a significant update to India's MSME support system. By integrating innovation, quality, sustainability, and competitiveness into a single program, it helps Indian MSMEs become global leaders in manufacturing and services. Supported by strong financial incentives, digital tools, and a transparent certification process, the scheme not only enhances productivity but also supports India's goal of building a self-reliant, technologically advanced, and competitive economy.

Market and Customer Segmentation

A Positioning Tool for Unique Insight about Consumers



Dr Sivapriya Chellappa

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Introduction

Understanding your target market and ultimate customer is critically important for your business. It directly impacts the product development, marketing and sales.

Market and customer segmentation is a hot topic today and it helps you identify the key business opportunities, assess the customer value and leads you to take strategic decisions in the business.

To gain the competitive edge it is essential to meet your customer needs, build loyalty and give them better experiences. Market segmentation helps in segregating the consumer market in a more effective way and also identifies the most promising market to target with for the business to flourish and get that competitive edge.

Market Segmentation Vs Customer Segmentation

Market and Customer Segmentation are almost the same but with few grouping differences. Market Segmentation uses criteria such as demography, geography, behaviour, or psychographic to segment the target market.

Table 1: Market Segmentation

Segments	Variables
Demography	Age, Gender, Income, Education, Marital Status, Nationality
Behavioural	Usage rates, User Status, Purchase habits, Benefits Sought, Customer Journey and brand loyalty
Geographical	Rural /Urban, Location, Climate, Cultural Preferences, Country, Region



Segments	Variables
Psychographic	Lifestyle, Value and Interests, Beliefs, Opinions, Interest & Hobbies, Social Status

Benefits of Market Segmentation

1. Helps in identifying the best Marketing Strategies & Tactics
2. Helps in designing focused ads for specific target segment
3. Identifies new market opportunities
4. Effective Marketing Campaigning
5. Cost efficient
6. Gives a competitive edge over others
7. Increases Profitability

Customer Segmentation is a subset of Market Segmentation and it focusses more on the company's customer rather than on the whole market place. In this the segments are based on the value the customer brings in, based on their differing needs and other sharing attributes. Customer Segmentation provides business with plenty of data and is one of the best strategies to understand the customer well and give them personalised experience.

Example: A sport shoe company may further segment the market as golf players, running race players and basketball players. They can also segment as "Discount seekers", "Frequent buyers" etc. Customer Segmentation looks into distinct groups with similar traits and needs.

Benefits of Customer Segmentation

1. Identifies valuable customers and its segments
2. Improves revenue and sales
3. Data drive decision making and enhanced customer target

4. Helps in serving better the repeat customers
5. Improves customer loyalty by product customisation
6. Helps in giving improved customer service & experience
7. Helps in customer retention
8. Pushes the Return on Investment (RoI)
9. Removes any wastage and makes efficient use of resources
10. Increases revenue

Market Segmentation in Market Forecasting

Segmentation supports in better forecasting by creating more accurate predictions for each group. This helps in framing better strategies, product development and resource allocation. Some of the best practices in market segmentation are:

1. Using multiple data source for better reliability is important for market segmentation. Integrating multiple data source from social media, sales, surveys etc can give you more insight on the customer. Both qualitative and quantitative data can give more clarity on market segment.
2. Updating the segments periodically is crucial as customers preference keeps changing, competitors introduce new innovative products and trends also change. So, to keep pace with the competition we need to update our segments regularly.
3. Before finalising your segment, testing and validating it with customer surveys, feedback, campaigns is better. This brings effectiveness and more accuracy from the segment.
4. Considering behavioural and geographic criteria in your segmentation is also better. Don't rely on

just demographic alone. Behavioural can help you in analysing the future actions of customers and geographical can give you the variations in rural and urban.

5. Integration of information from all departments such as marketing, sales, customer service and product development can get you deep insights on the market segmentation. It is a teamwork and needs cross functional collaboration for better accuracy and futuristic segmentation.

Social Media Role in Market Segmentation

Today social media has enabled real time data collection and personalised engagement easier. Social media has facilitated businesses to group their customers to even smaller groups based on behaviours and interests. This made delivery of tailored contents and ads possible to attract the target market. There is a shift from traditional segmentation to more dynamic and real time segmentation due to social media and its continuous user interaction. Let's see how social media enhances segmentation:

1. The platform provides data on interests, demographics and behaviours for businesses to analyse it further and to identify new markets.
2. Delivery of segment focussed ads is possible now with sophisticated tools. Different content types based on the segments can be directed to audiences. Ads with voice & tone, visuals and topics suitable for segments can be targeted.
3. Social media interactions have enabled real time feedbacks.

4. Social media has access to interest-based communities where brands can target their customers very easily.
5. Social media has made possible for companies to monitor their competitor's strategies. By this they can refine their own marketing tactics and strategies.

Social media is a very good enabler for online market segmentation. The data collected through this platform have to be analysed properly and segmented to reach the right audience.

Conclusion

Understanding the unique needs and preferences of your customer is very critical for marketing. Without addressing the right segment, marketing efforts are of no value and in turn it increases cost and doesn't generate revenue. An effective market and customer segmentation facilitates businesses to understand their customers better, remain competitive and maximize growth. With growing competition, segmentation stays as a vital strategy for businesses to target a specific group among the broader market. It helps in framing branding strategies, market forecasting, in marketing mix strategies and in product differentiation.

AI (Artificial Intelligence) is booming and it is currently revolutionising the way companies are approaching market segmentation. Netflix and Amazon are using AI to personalise recommendations. With real time data from social media interactions and AI support, an effective segmentation can take your business to next level and more profitable with a satisfied customer travelling along.

**Compiled from various internet sources.*

MSME and Capital Market: An Overview



CS Subrata Kumar Ray

Professor of Law and Management,
MAKAUT (WB)

The Micro, Small, and Medium Enterprises (MSME) sector is widely recognized as the backbone of the Indian economy, playing an important role in employment generation, export promotion, and huge contribution to GDP. Soon after independence, Govt. recognised small business sector as an important constituent of the economy and started taking various factors. Year after year, with Govt. support and proactive approach towards small businessman, this sector made its substantial place in Indian economy, vis-a-vis other sectors. Despite their importance, MSMEs face significant structural challenges, including restricted access to finance,

technology gaps, skill deficits, and market access issues. The institutional support, now, is robust with Government bodies, financial institutions taking the lead. There are specific schemes of apex institutions like the Ministry of MSME, SIDBI, and NSIC etc.

Defining MSMEs

The Micro, Small, and Medium Enterprises (MSMEs) are defined under the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006, with revised classification criteria based on investment in plant and machinery/equipment and annual turnover, effective from July 2020, both the criteria must be complied with. According to the notification issued under the MSMED Act:

Category	Investment in Plant & Machinery/ Equipment	Annual Turnover
Micro	Does not exceed ₹1 Crore	Does not exceed ₹5 Crore
Small	Does not exceed ₹10 Crore	Does not exceed ₹50 Crore
Medium	Does not exceed ₹50 Crore	Does not exceed ₹250 Crore

Significance of MSMEs

MSMEs are critical to India's socio-economic development, demonstrating high resilience and potential for innovation. Their contribution highlights their strategic importance:

- **Contribution to GDP:** MSMEs contribute approximately 30% of India's Gross Domestic Product (GDP), with a substantial share in both manufacturing and service activities.

- **Employment Generation:** They are the second largest employer in India after agriculture, providing livelihoods to over 110 million people.
- **Exports:** The sector is a major player in international trade, contributing nearly 40% to India's total exports.
- **Inclusive Growth:** MSMEs promote balanced regional development by setting up units in rural and underdeveloped areas, fostering entrepreneurship, and reducing regional economic disparities.

Challenges faced by MSMEs

Despite their robust contribution, MSMEs are inherently susceptible to various challenges that institutional support seeks to mitigate.

Technology Adoption and Modernization

Many MSMEs operate with obsolete plant and machinery and lag in adopting modern production techniques, digital platforms, and automation tools. This deficiency adversely affects productivity, product quality, and their ability to compete effectively at global market place. The cost and lack of awareness are primary barriers to technological upgrade.

Skill Gaps and Labour Shortages

The sector often faces a shortage of skilled manpower and managers. Larger enterprises attract top talent with better wages, leaving MSMEs struggling to recruit and retain a good and effective workforce. This skill deficit impacts the quality of output and the efficient implementation of new technologies. Since they cannot match the compensation package of the large sector, they have no choice but to hire second grade employees.

Market Access and Competition

MSMEs often face intense competition from large domestic and international players. They also struggle with **inadequate marketing strategies**, weak supply distribution linkages, and limited access to both domestic and global markets.

Regulatory and Infrastructural Hurdles

Complex and often changing **regulatory framework** related to labour laws, taxation, and other economic laws take away time and money and other resources. Deficient infrastructure, including unreliable power supply, poor logistics, and transportation, affects production schedules and operational efficiency. The Indian Government has established a multi-tiered institutional framework to address these challenges, operating at the central, state, and district levels.

Financial Support and Credit Facilitation

Scheme	Nodal Institution	Objective
MUDRA Yojana (PMMY)	SIDBI/Banks/NBFCs	Provides collateral-free loans up to `10 Lakh to micro and small enterprises for income generation activities.
Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE)	CGTMSE (SIDBI & MoMSME)	Offers collateral-free credit guarantee cover up to `5 Crore for term loans and working capital to eligible MSMEs, easing the collateral burden.
Interest Subvention Scheme for MSMEs	Banks	Provides interest subvention (subsidy) on fresh/incremental term loans or working capital limits, reducing the cost of credit.



Scheme	Nodal Institution	Objective
Emergency Credit Line Guarantee Scheme (ECLGS)	Banks	Launched during the COVID-19 pandemic to provide fully guaranteed and collateral-free additional credit to MSMEs to help them meet operational liabilities.

Listing of MSME in Stock Exchange

Benefits of listing

Benefits to the company

- (i) Assured source of long term capital
- (ii) Easy loan as better debt: equity ratio
- (iii) Improved governance which result in positive public perception and trust
- (iv) Increased visibility as wide shareholding base
- (v) Scale up business
- (vi) Enhances value by through market cap or otherwise.

Benefit to promoters

- (i) Get richer by enhanced valuation of shares

- (ii) Get richer by off loading of holding in IPO/ otherwise

Benefits to Investor

- (i) Good long term investment to enhance value
- (ii) Easy liquidity, due to active trading in the market
- (iii) Easy monitoring of companies due to financial disclosures are available from time to time.

Benefits to Govt.

- (i) Growth of the particular sector of business
- (ii) Public money employed in the system
- (iii) Increase in GDP
- (iv) More trade, more revenue
- (v) Growth in capital market

Listing requirements of MSME

The table below is very short, crisp and primary comparison in between requirement of SEBI, BSE and NSE

Matter	SEBI	BSE	NSE
Name of the platform	NA	SEBI-MSE	MSE-Emerge
Issue Paid-Up Capital/ issue size	Post issue at least `10 cr. (t 235 cr. in few cases)	Not more than `25 crores. Net Worth: At least `1 crore each of the immediately preceding two consecutive financial years	Same as of BSE
Track Record	Must be in business for last one year	Company or promoter with at least 3 years of track record. Proprietorships, partnerships, or LLPs which got converted into companies can take into consideration their earlier operational track record.	do

Matter	SEBI	BSE	NSE
Name of the platform	NA	SEBI-MSE	MSE-Emerge
Net worth	Do	I cr.in preceding FY	Do
Leveraging ratio	NA	3:1	Do
Financials	Min. profit of Rs 1 cr.(EBITDA) in 2 , out of 3 yrs.	Same as SEBI	Do
Dematerialisation	Must for promoters' present and future holding / new investors	Do	Do
Promoters	Same co. for last one yr. In case of conversion, after one yr. of conversion.	Do	Do
Website	Mandatory	Do	Do
Default	No pending default of co. and promoters	Same as of SEBI. Additionally, no disciplinary proceeding in IBC etc.	Same. Further legal due diligence
Board of Directors	As per CA, 2013	As per SEBI	do
Total listed MSME	NA	670	492

IPO from promoters' holding

- Not to exceed 20% of the issue size
- Partly paid shares to be made into fully paid
- 75 % firm financial arrangement shall be funded by proposed means of finance, other than proceeds of IPO and internal accruals.
- Issue proceeds not directly or indirectly for repayment of loans and advances taken from the promoters or group.
- The number of shares offered by each selling shareholder shall not be more than 50% of their pre-issue shareholding on a fully diluted basis.
- Directors/promoters are wilful defaulters or

fraudulent borrowers as declared by banks or financial institutions or fugitive economic offenders.

Road ahead

Streamlining Regulatory Compliance:

MSME company shall comply with relevant provisions of:

- Securities Contract Regulation Act
- Companies Act, 2013
- SEBI Act
- Any Rules, regulations, circulars relating to above Companies Act



Govt. should work towards an unified and simplified MSME-specific compliance portal that minimizes the number of filings and inspections, thereby improving the easy filing, timely and proper compliance.

Low interest rate through proper Credit Rating:

Credit rating in the micro, small and medium enterprise sector refers to the formal assessment of the financial strength, business performance and repayment capacity of an enterprise by an approved credit rating agency. It helps lenders evaluate the level of risk involved in extending loans to such enterprises.

The purpose of credit rating is to make credit more accessible and affordable for small businesses. A good credit rating enables an enterprise to obtain loans at lower interest rates, receive quicker approvals and improve its credibility with banks, suppliers and investors. The Ministry of Micro, Small and Medium Enterprises promotes credit rating through specialised schemes that provide subsidies for getting the rating done.

Credit rating evaluates several aspects of an enterprise, such as financial statements, management quality, business stability, market conditions and repayment history. It brings transparency into the lending process and encourages enterprises to maintain better financial discipline. Overall, credit rating plays an important role in bridging the credit gap and strengthening the financial ecosystem for micro, small and medium enterprises.

Liberalised Financial Planning

Financial liberalisation in the micro, small and medium enterprise sector refers to the process of easing financial regulations, widening access to institutional credit and encouraging competition among financial institutions to support small businesses. It aims to remove restrictive policies that earlier limited the flow of funds to this sector.

Banks, non-banking financial companies and other lenders were encouraged to provide more credit to small enterprises by adopting flexible lending norms, risk-based pricing and simplified procedures. Reforms such as priority lending guidelines, collateral-free loans, credit guarantee schemes and the entry of private and foreign financial institutions expanded credit options for small businesses.

Financial liberalisation has helped improve credit availability, reduce dependence on informal moneylenders, promote entrepreneurship and support the growth of small industries. It has also increased transparency in lending practices and strengthened the overall financial ecosystem for micro, small and medium enterprises.

The future growth of the Indian economy to achieve the 'Viksit Bharat' goal is intrinsically linked to the sustained growth of the MSME sector. Continuous refinement and robust implementation of the institutional support mechanisms are essential to transform these enterprises from beneficiaries of assistance into independent, global engines of economic prosperity.

3

Achiever Speaks



Jeetendra Nayak

B.E. (E&C) Manipal Institute of Technology

Jeetendra Nayak is a technology entrepreneur with over 30 years of experience building engineering, mining, and energy-sector enterprises. A graduate of Manipal Institute of Technology (E&C, 1990), he has founded and scaled multiple companies focused on hydraulics, controlled bolting, mining equipment services, onshore drilling systems, and advanced testing technologies.

He established Ankseals Pvt. Ltd. and Minar Hydrosystems Pvt. Ltd., both now recognized for innovative hydraulic solutions and critical maintenance services across India and the Middle East. Through Minerva Automotors, he has driven long-term partnerships in heavy mining tippers, drilling rigs, and upcoming hydraulic rig manufacturing. His recent ventures include technology collaborations with Astronics USA and service operations in pipeline integrity through Fracwell Miners Pvt. Ltd.

Interview

1. What inspired you to start your business and how did you identify the opportunity?

I finished my graduation in BE Electronics in 1990 and while I had opportunity to get a job in the Middle East, I decided to stay back with my parents who were retired by then in Nagpur. So initially I joined my

parent's restaurant venture and was just about getting to understand the business.

My elder brother and my Uncle encouraged me to start an engineering business in hydraulic seals manufacturing with technical collaboration from an Austrian company which had revolutionized the way seals were made.



So if you ask me I didn't really plan this. It was all happenstance right from the technology we chose, to the industries we served. It was like jumping into the water and then learning to swim. I just got lucky.

2. What was the biggest challenge you faced in the early stages and how did you overcome it?

So we made a survey for the seals market in our area and found Coal mining would be our major consumer. Based on this we invested, but soon realized that the mining industry is tied to the equipment OEMs and would not risk buying from the open market even if the products were on par or better.

We soon started scouting for other sectors and soon realized that the steel industry is the perfect customer as their OEM support for aftermarket was generally deficient and we found our major customer base.

3. How do you validate your ideas before investing time and resources into them?

I generally get ideas and product knowledge after speaking to existing customers who talk about their difficulties. So then I visit national and international exhibitions and seminars and then follow up on the leads I get. Generally, we find partnerships with technology companies for the Indian market and then we set up the marketing and after sales services.

4. What key values or principles guide your decision-making as an Owner?

We work very closely and loyally with our Principals for as long as the market accepts their technology and pricing. Such associations help us understand the technology and as good engineers we are able to conceptualize next level technologies in those sectors. But we never, as a principle, work around the partnership.

Many times our experience with such OEM's ends

in going our separate ways and then we build our own technology and engineer better and innovative products for the indigenous market which increasingly is favouring Make in India products.

Our main ethos is to adopt Best Industry Practices at any cost.

5. How do you handle failure or setbacks in your entrepreneurial journey?

By making a deep analysis. Learning lessons and then never looking back.

There is no time for loss aversion...failures are situations to learn from.

6. What strategies have been most effective in growing your business?

I think, we stuck to our core in hydraulics technology... that helped us focus and we have developed high level of expertise as a result of this strategy.

7. How do you build and maintain a strong team culture?

We keep our HR policies very employee friendly and always try to be more than fair to our people not just as per law of the land but also we try to accommodate their needs with changing environment, especially rising inflation and costs of living. this despite our being an SME. We try to match industry standards to retain our people who are our real strength.

8. What is one decision you made that significantly changed the trajectory of your company?

Post pandemic, I decided to pitch for bigger ticket jobs, which meant investing in innovation and developing better technologies. We also started pitching for larger projects and that meant changing orbits. We have been fortunate to have found some good breaks in the fast

growing industry segments where we could find our niche in the last 4 years.

9. How do you stay innovative and adapt to changing market conditions?

We always believed in innovation and reverse engineering. that is Modus Operandi. So well before there is a market for a technology, we invest our time and resources in something interesting, and then once we have made it applicable with good results, we pitch it to the industry. This has many times worked out well for us.

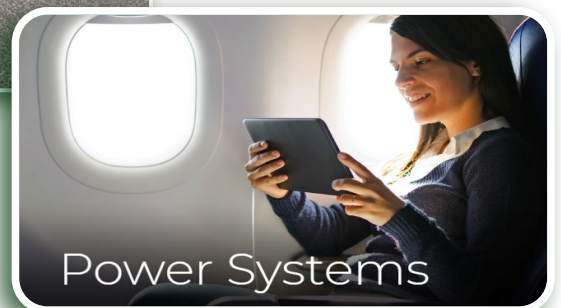
10. What advice would you give to aspiring entrepreneurs who are just starting out?

I am not sure I am qualified to advice, as these days' young entrepreneurs are launching startups which are never at scratch level. They start by jumping several orbits and hit the ground running, so to speak.

We are brick and mortar people and all I can advise is take your chances with your ideas, run with it as far as possible, leave no stone unturned and never distrust your gut instinct.

This is the sign of a good entrepreneur who can succeed with some help of Lady Luck and serendipity.

Product Images



4

Multiple Progress Update

1. MSMEs can now pay Professional Tax via KSWIFT

Micro, small, and medium enterprises (MSMEs) in the state can now register for professional tax through the single-window online platform KSWIFT, launched by the Kerala State Industrial Development Corporation (KSIDC). This new feature eliminates the need for multiple physical visits and simplifies the process, said industries minister P Rajeev. By uploading the required licences and certificates, businesses can now apply for and manage professional tax registration entirely online. This move allows entrepreneurs to focus on running their businesses while avoiding cumbersome paperwork and personal appearances before local authorities. Professional tax is levied by local bodies—municipalities, corporations, and panchayats—on employees, professionals and businesses, and is a mandatory compliance requirement for MSMEs. The Kerala Single Window Interface for Fast and Transparent Clearance (KSWIFT) was developed as part of the state's broader effort to enhance ease of doing business.

2. Flatted factory in Gr Noida to boost MSME sector

In a significant move to boost Uttar Pradesh's MSME sector and strengthen push towards becoming a trillion-dollar economy, the Yogi Adityanath govt is set to construct a state-of-the-art flatted factory in Greater

Noida. "The initiative is part of the broader vision to transform the state into a leading industrial hub, with a strong focus on supporting MSMEs alongside heavy industries," a govt spokesperson said. Yamuna Expressway Industrial Development Authority (YEIDA) has drawn up a detailed plan for the flatted factory complex. The factory will be developed in Sector 28 of Greater Noida, Gautam Budh Nagar, with a total investment of Rs 125 crore. Preparatory work, including the master plan and related reports, is currently underway, with construction expected to be completed within 24 months. This project is aimed at accelerating the growth of MSME sector by offering state-of-the-art infrastructure to small businesses within a shared complex. The flatted factory will provide fully equipped units with all essential facilities, enabling production and operations.

3. Bengal to hold 'Shilper Samadhane' from Nov 10-28 to boost MSME biz

The Bengal govt will hold the 'Shilper Samadhane' initiative from Nov 10-28 in all blocks of the state, coming just a week after the conclusion of the 'Amader Para, Amader Samadhan' programme on Nov 3. 'Shilper Samadhane' will help provide easy loans to entrepreneurs to boost MSME sectors through the Bhabishyat Credit Card scheme and it would be held in all municipalities and KMC wards as well, an official said. "'Shilper Samadhane' is an initiative by the Bengal govt to reach out to entrepreneurs with the

target to sponsor at least 2 lakh applicants under the Bhabishyat Credit Card scheme. Entrepreneurs would be guided on how to apply for Bhabishyat Credit Cards, which provide an easy loan up to Rs 5 lakh and also aid youths to set up project reports. They will be taught to apply on the Udyam portal,” the official added.

4. DBS Bank India waives prepayment and foreclosure charges for registered micro, small and medium enterprises

DBIL has waived prepayment and foreclosure charges for all micro, small and medium Enterprises (MSMEs) borrowers registered with UDYAM, making it easier for businesses to access credit and manage cash flow. Announced on MSME Day, this move reflects the bank’s continued commitment to supporting India’s MSMEs. The waiver is effective going forward and applies to both new and existing active borrowers.

5. KFC’s new scheme to aid MSMEs expand operations

Kerala Financial Corporation (KFC) has launched a new financing scheme to help micro, small and medium enterprises (MSMEs) invest in new machinery and equipment. KFC Machinery Loan Scheme for MSMEs is designed to support established units looking to expand or modernise their operations. The scheme offers loans up to Rs 5 crore, covering 80% of the machinery cost. Unlike traditional financing options, no collateral security is required as loans will be backed by Credit guarantee fund trust for micro and small enterprises (CGTMSE). Borrowers will have a repayment period up to seven years, including a moratorium up to one year. The interest rate starts from 5% for units that qualify under chief minister’s entrepreneurship development programme (CMEDP). To qualify, promoters must hold a minimum CIBIL score of 700 and the enterprise’s CIBIL rating should be between 1 and 5. KFC placed eligibility filters to ensure the financial

soundness of applicants. The enterprise should be registered with MSME-Udyam and GST. It must have been in continuous operation for at least three years, showing profit and maintaining positive net worth during the previous two financial years.

6. Delayed Payments: New Penalties Under Consideration

The central government is considering amendments to the MSMED Act to automatically levy interest on overdue payments beyond 45 days. Additionally, there’s a proposal for a 2% levy on the turnover of large buyers who delay payments. The issue is important because delayed payments to MSMEs reportedly amount to ~₹ 9 trillion annually.

7. Procurement from MSMEs Soars

In H1 of FY 2026, government procurement from micro and small enterprises (MSEs) via the Government e-Marketplace (GeM) reached ₹ 1 trillion, which is about 45% of total public procurement. This rise is linked to the redefinition of MSME criteria, which expanded the number of businesses eligible for procurement benefits.

8. Major MSME Reform Package in the Works

The government is preparing a big reform package (to be announced by end of 2025) focused on: reducing financial and raw material costs, improving logistics, strengthening innovation, and easing regulatory burdens. This includes aligning cluster-level workshops and zonal conferences to gather input from MSMEs.

9. New Infrastructure for MSMEs in Uttar Pradesh

A flatted factory complex is being built in Greater Noida (Sector 28) with a ₹ 125 crore investment to provide MSMEs with well-equipped shared manufacturing facilities. The project is expected to be completed within 24 months under an EPC model.

**10. Infusion into Credit Guarantee Fund**

The government is injecting ₹9,000 crore into the Credit Guarantee Fund Trust (CGTMSE) to boost liquidity. This move is projected to unlock an additional ₹2 lakh crore in credit for MSMEs. Also, from April 1, 2025, the loan guarantee ceiling increases, and “up to 90% coverage” is being offered under some schemes

11. Vizag hosts AP MSME export development convention

Andhra Pradesh stands at the threshold of a remarkable transformation, powered by visionary leadership and an unyielding commitment to innovation, said Kondapalli Srinivas, Andhra Pradesh minister for MSMEs. He inaugurated the AP MSME export development convention 2025 in Visakhapatnam on Sunday. The event was organised by India SME Forum in collaboration with the Andhra Pradesh MSME development corporation, with support from

the Union government and the World Bank. With 18.6 lakh MSMEs operating in the state, the event is designed to empower entrepreneurs with greater access to global markets, finance, and technology. Speaking on the occasion, Srinivas said that under the guidance of chief minister N Chandrababu Naidu, Andhra Pradesh is embracing futuristic technologies, building robust industrial clusters, and enabling MSMEs to scale from micro enterprises to global businesses.

12. Next-Gen MSME Reforms in the Works

The Indian government is preparing a major reform package (called “third-generation reforms”) for MSMEs. These reforms aim to simplify registrations, compliances, and inspections to reduce the regulatory burden on MSMEs. Wider consultations across MSME clusters are expected in December, and the package might be rolled out by year-end or in the Budget 2026-27.

5

Some Important Links as a ready reckoner

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

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



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

S. No.	Name and address of Offices/ Officers	Telephone/ Fax No.	Email /Websites
1.	MSME-DFO, Indranagar, (Near ITI Play ground), PO-Kunjaban, Agartala-799006	Ph : 0381-2352013/9742 Fax : 0381-2356570	dcdi-agartala@dcmsme.gov.in www.msmedi-agartala.nic.in
2.	MSME-DFO, 34, Industrial Estate, Nunhai, (U.P.), Agra -282 006. UP,	Ph : 0562-2280879 Fax : 0562-2280882	dcdi-agra@dcmsme.gov.in www.msmediagra.gov.in
3.	MSME-DFO, 65/1, G.S.T. Road, Guindy, P.B. 3746, Chennai -600 032. Tamilnadu,	Ph : 044-22501011 044-22501475 044-22501785 Fax : 044-22341014	dcdi-chennai@dcmsme.gov.in www.msmedi-chennai.gov.in
4.	MSME-DFO, Vikas Sadan, College Square, Cuttack -753 003. Odisha,	Ph : 0671-2548006 /077 /049 Fax : 0671-2611958	dcdi-cuttack@dcmsme.gov.in www.msmedicuttack.gov.in
5.	MSME-DFO, Tadong Housing Colony, P.O. Tadong, Gangtok -737102 Sikkim	Ph : 03592-231262 /880 Fax : 03592-231262	dcdi-gangtok@dcmsme.gov.in www.msmedigangtok.gov.in
6.	MSME-DFO, Opp. Konkan Railway Station. (Kepem Road), P.O. Box 334, Margao -403 601. Goa	Ph : 0832-2705092/93, 2725979 Fax : 0832-2705094	dcdi-go@dcmsme.gov.in www.msmedigoa.gov.in
7.	MSME-DFO, Industrial Estate Bamuni Maidam, Guwahati -781021 Assam.	Ph : 0361-2550052, 2550073 Fax : 0361-2550298	dcdi-guwahati@dcmsme.gov.in www.msmedi-guwahati.gov.in/
8.	MSME-DFO, Kham Bungala Campis, Kaladungi Road, Haldwani -263139 Uttaranchal	Ph : 05946-228353 Fax : 05946-221053	dcdi-haldwani@dcmsme.gov.in www.msmedihaldwani.gov.in
9.	MSME-DFO, Industrial Estate, Gokul Road, Hubli -580 030 Karnataka,	Ph : 0836-2332334/2330589/ 2335634 Fax : 0836-2330389	dcdi-hubli@dcmsme.gov.in www.msmedihubli.gov.in
10.	MSME-DFO, C-17/18, Takyelpat Industrial Estate, Imphal -795 001, Manipur	Ph : 0385-2449096 / 2449096	dcdi-imphal@dcmsme.gov.in www.msme-diimphal.gov.in
11.	MSME-DFO, 10, Industrial Estate, Polo Ground, Indore -452 003. MP	Ph : 0731-2420723	dcdi-indore@dcmsme.gov.in www.msmeindore.nic.in
12.	MSME-DFO, 22, Godown, Industrial Estate, Jaipur -302 006. Rajasthan	Ph : 0141-2212098/3099/ 0553 Fax : 0141-2210553	dcdi-jaipur@dcmsme.gov.in www.msmedijaipur.gov.in
13.	MSME-DFO, Industrial Estate, Digiana, Jammu -180 010	Ph : 0191-2431077 Fax : 0191-2450035	dcdi-jammu@dcmsme.gov.in www.msmedijammu.gov.in
14.	MSME-DFO, 107, Industrial Estate, Kalpi Road, Kanpur -208 012. UP	Ph : 0512-2295070, 0512- 2295071, 0512-2295073 Fax : 0512-2220831	dcdi-kanpur@dcmsme.gov.in www.msmedikanpur.gov.in
15.	MSME-DFO, Industrial Development Colony, Near Iti, Kunjpura Road Karnal -132 001 Haryana,.	Ph : 0184-2230910 Fax : 0184-2231862	dcdi-karnal@dcmsme.gov.in www.msmedikarnal.gov.in
16.	MSME-DFO, 111&112, B.T. Road, Kolkata -700035. W.Bengal	Ph : 033-25770595/598 Fax : 033-25775531	dcdi-kolkatta@dcmsme.gov.in www.sisikolkata.gov.in
17.	MSME-DFO, Industrial Area B, Ludhiana -141 003 Punjab	Ph : 0161-2531733 /735 Fax : 0161-2533225	dcdi-ludhiana@dcmsme.gov.in www.msmedildn.gov.in
18.	MSME-DFO, Kurla Andheri Road, Sakinaka, Mumbai - 4000072 Maharashtra	Ph : 91-22-28576090 / 3091 / 4305 Fax : 91-22-28578092	dcdi-mumbai@dcmsme.gov.in www.msmedimumbai.gov.in
19.	MSME-DFO, C- Block, C.G.O. Complex, Seminary Hill, Nagpur -440 006. Maharashtra	Ph : 0712-2510352/0046 Fax : 0712-2511985	dcdi-nagpur@dcmsme.gov.in www.msmedinagpur.gov.in



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20.	MSME-DFO, Okhla Industrial Estate New Delhi -110 020.	Ph : 011-26847223, 26838118/ 269 Fax :011-26838016	dcdi-haldwani@dcmsme.gov.in www.msmedihaldwani.gov.in
21.	MSME-DFO, Patilputra Industrial Estate, Patna -800 013. Bihar	Ph :0612-2262719 , 0612- 2262186, 0612- 2262208 Fax :0612-2261677	dcdi-patna@dcmsme.gov.in www.msmedipatna.gov.in
22.	MSME-DFO, Near Urkura Railway Station, Bhanpuri Industrial Area, Raipur(C.G)-493221 Chhatisgarh	Ph: 0771-2562312 Fax: 0771-2562719	dcdi-raipur@dcmsme.gov.in www.msmediraipur.gov.in
23.	MSME-DFO, Kokar Industrial Estate, Ranchi -834001. Jharkhand	Ph :0651-2546133/2546266 Fax :0651-2546235	dcdi-ranchi@dcmsme.gov.in www.msmediranchi.nic.in
24.	MSME-DFO, CHAMBAGHAT, Solan -173213. Himachal Pradesh	Ph :01792-230766 Fax :01792-230265	dcdi-solan@dcmsme.gov.in www.msmedihimachal.nic.in
25.	MSME-DFO, Kanjany Oad, Ayyanthole, Thrissur -680 003. Kerala,	Ph :0487-2360216/686 Fax :0487-2360216	dcdi-thrissur@dcmsme.gov.in www.msmedithrissur.gov.in
26.	MSME-DFO, Harsiddh Camber, 4thFloor, Ashram Road,(Gujarat), Ahmedabad -380 014. Gujarat	Ph :079-27540619 , 079- 27544248 079-27543147	dcdi-ahmbad@dcmsme.gov.in www.msmediahmedabad.gov.in
27.	MSME-DFO, E-17/18, Industrial Estate, Naini, Allahabad -211 009. U.P,	Ph :0532-2697468/6810 Fax :0532-2696809	dcdi-allbad@dcmsme.gov.in www.msmediallahabad.gov.in
28.	MSME-DFO, Rajaji Nagar, Industrial Estate Bangalore -560 044. Karnataka,	Ph :080-23151540/582/583 Fax :080-23144506	dcdi-bang@dcmsme.gov.in www.msmedibangalore.gov.in
29.	MSME-DFO, Narsapur Cross Roads, Bala Nagar, Andhra Pradesh Hyderabad -500 037	Ph :040-23078857 Fax :040-23078131/32/33	dcdi-hyd@dcmsme.gov.in www.msmehyd.ap.nic.in
30.	MSME-DFO, Institute,Goshala Road, P.O. Ramna, Muzaffarpur -842 002. Bihar	Ph :0621-2282486 Fax: 2284425	dcdi-mzfpur@dcmsme.gov.in www.msmedimzfpur.bih.nic.in
31.	MSME Development Institute, 6th Mile, Sovima, Dimapur, Nagaland - 797115. (Near Nagaland Bamboo resource Centre)	Ph : 03862-248552	Brdcdi-dima@dcmsme.gov.in
32.	MSME-Development Institute, Visakhapatnam ANDRA PRADESH F-19 to 22, IDA, D-Block, Autonagar, Visakhapatnam-530012	Ph : 0891-2517942, 2701061	brdcdi-vish@dcmsme.gov.in

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1.	BR.MSME-DFO Apidfc Building 'C' Sector, Itanagar -791111.	Ph : 0360-2291176	brmsme.itan@gmail.com
2.	BR.MSME-DFO Vip Road, Jungle Ghat, Post Box No.547, Portblair-744103	Ph : 03192-252308	



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3.	BR.MSME-DFO Link Road Point, N.S.Avenue, Silchar-788006	Ph : 03842-247649	brdcdi-silc@dcmsme.gov.in
4.	BR.MSME-DFO Darrang College Road, Tezpur-784001	Ph : 03712-221084	brdcdi-tezp@dcmsme.gov.in
5.	BR.MSME-DFO RA-39 (Ground Floor), Urvashi (Ph. 2), Bengal Ambuja, Tarashankar Sarani, City Centre, Durgapur -713216.	Ph :0343-2547129	brdcdi-durg@dcmsme.gov.in
6.	BR.MSME-DFO Chandpur Industrial Estate, Varanasi -221106.	Ph : 0542-2370621	brdcdi-vara@dcmsme.gov.in
7.	BR.MSME-DFO Amalepatti, Diphu-782460 Karbi Anglong (dist)	Ph : 03761-272549	brdcdi-diph@dcmsme.gov.in
8.	BR.MSME-DFO Masat Industrial Estate, Silvassa	Ph : -0260-2640933,2643103	brdcdi-silv@dcmsme.gov.in
9.	BR.MSME-DFO 3rd Floor, Annexe Building Amruta(Jasani) Building Premises, Near Girnar Cinema MG Road Rajkot -360001	Ph : 0281-2471045	brdcdi-rajk@dcmsme.gov.in
10.	BR.MSME-DFO Iti Campus, Hansi Road, Bhiwani-125021	Ph : 01664-242236	brdcdi-bhiw@dcmsme.gov.in
11.	BR.MSME-DFO Opposite Industrial Estate, Sanat Nagar, Srinagar -190 005.	Ph : 0191-2431077, 2435425	brdcdi-bhiw@dcmsme.gov.in
12.	BR.MSME-DFO Katras Road, Matkuria, Dhanbad-826001	Ph : 0326-2303769/380	brdcdi-dhan@dcmsme.gov.in
13.	BR.MSME-DFO L-11, Indl.Estate, Yeyyadi, Mangalore-575008	Ph : 0824-2217936 /96	brdcdi-mang@dcmsme.gov.in
14.	BR.MSME-DFO C-1 & 2, Industrial Estatem.S.K. Mill Road, Gulbarga-585102	Ph : 08472-420944	brdcdi-gulb@dcmsme.gov.in
15.	BR.MSME-DFO 7, Indl. Estate, Tansen Road,, Gwalior -474004.	Ph :0751/2422590	dcdigwl.msme@gov.in
16.	BR.MSME-DFO Udyog vihar, Chorhatta, Rewa -486001	Ph :07662/222448	brdcdi-reva@dcmsme.gov.in
17.	BR.MSME-DFO 32-33,Midc, Indl. Area, Chikal Thana, Aurangabad-431210.	Ph :0240-2485430 Fax :0240-2484204	brdcdi-aura@dcmsme.gov.in
18.	BR.MSME-DFO Lower Lachimiere, Shilong-793001	Ph : 0364 2223349	brdcdi-shil@dcmsme.gov.in
19.	BR.MSME-DFO Tura,Near TV Tower Dakopgre Tura Meghalaya -794101	Ph : 03651-222569	brdcdi-tura@dcmsme.gov.in
20.	BR.MSME-DFO, Upper Republic Road, Aizwal	Ph: 0389-2323448	brdcdi-aizw@dcmsme.gov.in



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24.	BR.MSME-DFO Station More,P.O.Suri, Birbhum -731101.	Ph : Ph :03462-2554402	brdcdi-birb@dcmsme.gov.in
25.	BR.MSME-DFO Plot No. PP11, TANSIDCO Industrial Estate, Melur Main Road, K Pudur, Madurai, Tamil Nadu,India - 625007	Ph : 0452 2918313	brdcdi.mdri@dcmsme.gov.in
26.	BR.MSME-DFO 3&4, Industrial Estate, Sevoke Road, Siliguri -734001	Ph :0353/2542487	brdcdi-sili@dcmsme.gov.in

Attention to Members

The MSME & Start-up Promotion Board of our esteemed Institute is poised to disseminate a scholarly work entitled “Monograph on Pre-packaged Insolvency Resolution Process (PPIRP) for MSMEs.” This scholarly monograph serves as an invaluable resource for practicing Cost and Management Accountants, enabling them to furnish comprehensive solutions to their clientele with respect to the intricacies of PPIRP.

While it is generally accurate to assert that the Pre-Packaged Insolvency Resolution Process (PPIRP) constitutes a comprehensive remedy for financially distressed Micro, Small, and Medium Enterprises (MSMEs) within the Indian context, it is imperative to note certain distinguishing features. The PPIRP is meticulously crafted to offer a more expedited and economically efficient alternative to the conventional Corporate Insolvency Resolution Process (CIRP) for MSMEs encountering financial adversities.

This monograph is pertinent to all stakeholders who are either directly or indirectly involved as Service Providers within the MSME Sector in India, particularly benefiting MSME Promoters, CMA Practitioners serving as Consultants, as well as Resolution Professionals (RPs) operating under the Insolvency and Bankruptcy Code (IBC), 2016.



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