



MSME TITBITS



MSME & START-UP PROMOTION BOARD
THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

Statutory Body under an Act of Parliament
www.icmai.in

Behind every successful business decision, there is always a CMA

MISSION STATEMENT

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

VISION STATEMENT

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

ABOUT THE INSTITUTE

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



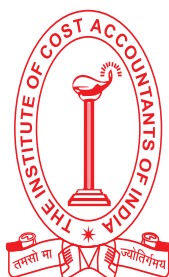
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President's Message

CMA TCA Srinivasa Prasad

President, The Institute of Cost Accountants of India



Dear Readers,

It is with great pride and enthusiasm that the fourth volume of MSME TITBITS, August 2025 issue, is presented. The MSME sector, rightly recognised as the Second Engine of Development, continues to embody the spirit of India's entrepreneurship, adaptability, and innovation.

This edition reflects the Institute's unwavering commitment to empowering MSMEs and startups by providing a vibrant platform that informs, inspires, and drives meaningful action across the entrepreneurial ecosystem.

The MSME and Startup Promotion Board of the Institute plays a pivotal role in this endeavour. By fostering financial literacy and facilitating knowledge sharing, the Board supports MSMEs and startups in becoming more efficient, competitive, and resilient. Through strategic initiatives, capacity-building programmes, and thought leadership, the Board aspires to act as a key enabler in the growth and transformation of this dynamic sector.

The present era is defined by rapid transformations, with MSMEs required to adapt swiftly to emerging technologies, evolving consumer behaviours, and a changing policy landscape. These challenges simultaneously open new avenues for growth, collaboration, and innovation. This edition of MSME

TITBITS brings forward valuable insights and strategic viewpoints designed to help enterprises embrace change, harness opportunities, and carve a resilient, future-ready path.

MSME TITBITS is more than a publication, it is a collective expression of shared purpose. It embodies the determination of every entrepreneur who dares to dream, the perseverance of every enterprise that pioneers new ground, and the spirit of every initiative striving for a more inclusive and sustainable economy.

Heartfelt appreciation is extended to all contributors, readers, and the dedicated team behind this initiative. Their commitment strengthens the mission of the MSME and Startup Promotion Board and reinforces the belief that small enterprises remain true catalysts of transformative change.

Let this journey advance with purpose, unity, and innovation.

Jai Hind!

CMA TCA Srinivasa Prasad

President

The Institute of Cost Accountants of India



Vice President's Message

CMA Neeraj Dhananjay Joshi

Vice President, The Institute of Cost Accountants of India



It is with immense pride and a deep sense of responsibility that we present the fourth volume of MSME TITBITS, the flagship publication of the MSME & Startup Promotion Board of the Institute. Each edition of this publication represents not just a compilation of knowledge, but a reaffirmation of our commitment to celebrating and supporting the Micro, Small, and Medium Enterprises (MSME) sector a cornerstone of India's economic fabric.

The MSME sector in India holds vast opportunities across multiple dimensions, driven by digital transformation, government support, and evolving consumer demands. With increased access to e-commerce platforms, MSMEs can now tap into national and global markets more easily than ever before. Initiatives like Make in India, Digital India, and the Production Linked Incentive (PLI) schemes further empower small businesses to scale, innovate, and attract investment. Additionally, the growing demand for sustainable and locally produced goods presents new avenues for product diversification. As supply chains become more decentralized, MSMEs are well-positioned to serve as agile partners in manufacturing, services, and technology-driven sectors.

Despite numerous challenges—ranging from supply chain disruptions and credit constraints to digital adoption gaps, the MSME sector has shown remarkable resilience, particularly in the post-pandemic recovery period. It continues to adapt swiftly to emerging global trends, including digital transformation, sustainable

practices, and integration into global value chains.

This edition of MSME TITBITS aims to shed light on the dynamic evolution of the sector. It explores emerging opportunities, policy interventions, and noteworthy success stories from across the country. Special emphasis in this volume is also placed on the empowerment of women-led enterprise highlighting how inclusive policies and grassroots innovation are shaping a more equitable industrial landscape.

I extend my heartfelt thanks to all our contributors, the editorial team, and everyone who has worked with dedication and passion to bring this publication to life.

As we look ahead, let this volume serve not only as a repository of insights and ideas but also as an inspiration for emerging entrepreneurs, policymakers, academicians, and industry leaders. Let it be a reminder that the future of India's economy lies in nurturing and scaling its MSMEs through collaboration, innovation, and inclusivity.

Together, let us continue to strengthen the MSME ecosystem and contribute to building a self-reliant (Atmanirbhar), innovation-led, and globally competitive India.

Warm regards,

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



Dear Readers,

It gives me immense pleasure to welcome you all to this 4th Volume of MSME TITBITS, our bimonthly journal dedicated to highlighting the dynamic and ever-evolving landscape of Indian Micro, Small, and Medium Enterprises.

MSMEs are the heartbeat of India's economy — not only contributing significantly to employment and GDP but also fostering innovation and resilience at the grassroots level. In this issue, we shine a spotlight on the transformative journeys, opportunities, and policies shaping the future of this vital sector.

This issue includes articles on “Unexplored Frontiers: Empowering Indian MSMEs in Environmental Intelligence & Climate Tech Innovation”, explores how MSMEs can become key players in combating climate change through sustainable innovation. As the world turns toward green technologies, Indian MSMEs must be ready to lead, not follow.

Equally inspiring is our focus on resilience — “Transcending Adversity & Building a Resilient Business” and how small businesses have transcended adversity, adapted to shifting market realities, and emerged stronger. From navigating financial stress to embracing digital transformation, their stories are testaments to the entrepreneurial spirit of India.

This edition also celebrates women empowerment through the “Namo Drone Didi scheme Empowering Women” — a visionary initiative enabling rural women to harness drone technology, drive precision farming, and create new income streams. It's a powerful reminder that when we empower women, we empower communities.

Finally, the article on “From Crisis to Recovery: How ECLGS Sustained MSMEs”, which reflect on the impact of the Emergency Credit Line Guarantee Scheme (ECLGS), which played a crucial role in helping MSMEs recover from the pandemic-induced economic downturn. The scheme has not just offered financial support but has restored hope, sustaining thousands of businesses during the toughest times.

I invite all stakeholders, entrepreneurs, policymakers, investors, and academicians — to engage with the ideas and insights in this bulletin.

Let us continue working together to build a resilient, inclusive, and forward-looking MSME ecosystem.

Warm regards,

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

Chairman

MSME and Start up Promotion Board, ICAI



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

At the heart of India's economic resilience lies its vibrant MSME and Startup ecosystem an ever evolving landscape of innovation, entrepreneurship, and inclusive growth. Recognizing this vital segment, the MSME and Startup Promotion Board (MSPB) of the Institute of Cost Accountants of India (ICMAI) has continued to actively champion initiatives that support, promote, and empower Micro, Small, and Medium Enterprises and emerging startups across the country.

Over the period, the Board has undertaken a series of impactful activities that not only address the evolving needs of the sector but also contribute towards building a more supportive ecosystem for MSMEs and startups. Central to this effort has been our regular knowledge dissemination through monthly webinars, exploring critical themes and insights on the present landscape of Indian MSMEs.

We proudly published three volumes of our bi-monthly e-journal, "MSME TITBITS" including Vol.3 a special edition commemorating MSME Month in June 2025. This publication has become a valuable resource, enabling thought leadership and promoting policy awareness among professionals and entrepreneurs alike.

In terms of outreach and engagement, the Board's presence was strongly felt at several prestigious forums:

Signing of a Memorandum of Understanding (MoU) between ICMAI and MSME Chamber of Commerce and Industry of India (MSMECCII), a significant step toward institutional collaboration.

In alignment with our commitment to financial and operational excellence within the MSME sector, a special program on "Cost Management and Profit Improvement in Indian MSMEs" was held on 17th

April 2025 in Chennai's Oragadam region, organized jointly with CII's TCM Division and ICMAI.

One of the key highlights of the year was our active role in promoting sustainable business practices. The Board participated as a Collaborating Partner, Logo Sponsor and Knowledge Partner in the National Conference on ESG 2.0, organized by the National Institute for MSME (ni-msme) on 29th and 30th May 2025 at its Hyderabad campus. The Board signed a formal MoU with ni-msme, strengthening our mutual vision to drive environmental and governance consciousness within the MSME community.

Further engagements included our partnership in the National Startup Conclave – UTKARSH ODISHA 2025 by Odisha Corporate Foundation organized in collaboration with IIM Sambalpur held on 19th July 2025 at the IIM Sambalpur Campus, Odisha. This landmark event brought together over 400 start ups and innovators, more than 100 corporate mentors and experts, as well as a diverse group of industry leaders, corporate, investors, and policymakers from across the country. where we MSME and Start up Promotion Board supported the event as a Main Support Partner. CMA Chittaranjan Chattopadhyay, member of the MSME and Start up Promotion Board was the speaker in the panel discussion and discussed on Social Impact and Sustainability.

The Indian Express Group successfully hosted the Express MSME Seminar – Second Chapter 2025 on

July 29, 2025, at the prestigious Calcutta Club, Kolkata. The event focused on showcasing the immense potential of West Bengal to emerge as the leading MSME state in India. The seminar brought together key decision-makers, industry experts, policymakers, and stakeholders to discuss the challenges and opportunities



facing the MSME sector in West Bengal and explore strategic pathways for growth. The Institute of Cost Accountants of India (ICMAI) was proud to serve as the Knowledge Partner for the event. Representing ICMAI, CMA Chittaranjan Chattopadhyay, Member, MSME and Start up Promotion Board, had the honour of participating as a panellist in the thought-provoking session titled How Bengal can become the MSME Inspiration for India. The discussion highlighted Bengal's unique strengths, the need for supportive policy frameworks, improved access to finance, technology adoption, and capacity-building initiatives tailored for MSMEs in the region. The event served as a dynamic platform for exchanging ideas, sharing best practices, and reinforcing the collaborative effort required to position West Bengal as a role model for MSME development across the country.

Celebrating MSME Month – June 2025

In a landmark initiative, the MSME and Startup Promotion Board declared the entire month of June 2025 as “MSME Month,” culminating in the global celebration of World MSME Day on June 27th, as recognized by the United Nations General Assembly. This declaration reflects our belief in the transformative role that MSMEs play in shaping India's socio-economic fabric.

In recognition of their critical importance, all Regional Councils and Chapters of the Institute actively participated in the MSME Month celebrations, organizing a wide range of programmes aimed at awareness, capacity building, and collaboration. These initiatives included:

Inviting Directors and Senior Officials from State and Central MSME Departments.

Engaging with dignitaries from MSME Associations and Industry Chambers.

Hosting technical sessions on Government Schemes, Cost Management Practices, Startup strategies, and the role of Cost and Management Accountants (CMAs) in MSME growth.

A special mention must be made of the seminars and conclaves organized across various chapters in collaboration with the MSPB:

Mangalore Chapter – One Day Seminar on “MSMEs: Driving Economic Growth through Financial Excellence, Cost Management & Sustainability” on 14 June 2025.

Salem Chapter – Seminar titled “Strategic Partners for Progress: CMAs Enabling MSME Success” on 26 June 2025.

Trivandrum Chapter – Half-Day Conclave on “MSME Profit Mastery: Cost to Profit” on 25 June 2025.

Pimpri Chinchwad Chapter – Joint programme with MSPB on “From Survival to Scale: Can MSMEs Become the Next Unicorns?” on 28 June 2025.

Kozhikode–Malappuram Chapter–Seminar on “Starting Right – A Foundational Seminar for Entrepreneurs” on 28 June 2025.

Additional active participation from Mysuru Chapter, Howrah Chapter, Jaipur Chapter and Coimbatore Chapter, all of whom contributed significantly to the month-long celebration.

These collaborative events created valuable opportunities for dialogue, learning, and strategic networking, reinforcing the important role that CMAs and institutional bodies play in MSME development.

As we reflect on these accomplishments, it is evident that our collective efforts are aligned with the larger vision of Atmanirbhar Bharat empowering MSMEs to become resilient, globally competitive, and future-ready.

The MSME and Startup Promotion Board remains committed to being a catalyst for sustainable growth, policy advocacy, and innovation. We extend our sincere gratitude to our partners, stakeholders, and chapters across the country for their unwavering support. Together, we aim to continue fostering a dynamic ecosystem where entrepreneurship thrives, and India's MSMEs and startups lead the charge toward inclusive economic progress.

Glimpses of Celebration of MSME month June 2025 by some Chapters

Howrah Chapter



Coimbatore Chapter



Jaipur Chapter



Mangalore Chapter



Kozhikode Malappuram Chapter



Pimpri Chinchwad Chapter



Mysuru Chapter



Salem Chapter



Trivandrum Chapter



**Glimpses of MSME Conclave 2025, Second Chapter
organized by The Indian Express Group on 29th July 2025
at Calcutta Club, Kolkata**



**Glimpses of National Startup Conclave UTKARSH
ODISHA 2025, held on 19th July at the IIM Sambalpur
Campus, Odisha**





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	

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.

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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

In the wake of a rapidly evolving economic landscape, the Indian government both at the Centre and in the states has launched a series of robust initiatives aimed at strengthening the backbone of the economy: Micro, Small, and Medium Enterprises (MSMEs) and startups. These reforms, announced in the 2025-26 Union Budget and beyond, mark a renewed focus on innovation, ease of doing business, credit facilitation, and global competitiveness.

Central Government Initiatives: A Renewed Focus

1. Union Budget 2025–26: MSME & Startup Boosters

The 2025 Union Budget proved transformative for India's entrepreneurial ecosystem:

- **Revised MSME Definitions:** Investment and turnover limits have been significantly raised, allowing more enterprises to benefit from MSME classification.
- **Enhanced Credit Guarantees:**
 - For MSMEs: Credit coverage increased from ₹5 crores to ₹10 crore.
 - For startups: Startup credit guarantee cover increased from ₹10 crores to ₹20 crores under relaxed norms.
- **MSME Credit Cards:** Micro units registered on the Udyam portal are now eligible for a credit card with a limit of ₹5 lakhs. Ten lakh such cards will be distributed in the first year.
- **Fund of Funds Expansion:** The government has injected an additional ₹10,000 crores into the Fund of Funds for Startups (Total ₹20,000 crore), with a special allocation for deep-tech innovations.
- **First-Time Entrepreneur Scheme:** SC, ST, and women entrepreneurs will receive loans of up to ₹2 crores with a five-year repayment term and subsidized interest.

2. Sector-Specific Missions

- **Footwear & Leather:** A new national mission targets ₹4 lakh crore turnover and job creation for 22 lakh individuals.
- **Toys & Handicrafts:** Clusters for toy manufacturing and skills development are being developed to make India a global hub.
- **Food Processing:** A National Institute of Food Technology in Bihar has been set up to train youth and modernize the food processing industry.

3. Other Strategic Programs

- **PM Vishwakarma Scheme:** Artisans receive free training, ₹15,000 toolkits, and collateral-free loans at 5% interest.
- **Udyam Registration:** Paperless MSME registration platform now boasts over 5.9 crore registered enterprises employing over 25 crore people.
- **PMEGP & SFURTI:** Job-linked subsidy and cluster development schemes continue to support artisans and rural entrepreneurs.

Startup Ecosystem Reforms

The government has also made landmark decisions benefiting startups:

- **Tax Breaks Extended:** Income tax exemptions for eligible startups (under Section 80-IAC) extended to April 1, 2030.
- **Angel Tax Abolished:** A long-pending demand met to encourage private investment.
- **Startup Credit Portal:** Public Sector Banks have been directed to create a unified Startup lending portal for hassle-free loans.
- **Bharat TradeNet:** A unified digital infrastructure for trade facilitation, particularly for MSMEs and startups in export-related sectors.

Support for Export-Affected Enterprises

Acknowledging the global trade disruptions, particularly U.S. tariff impacts, the government plans a **new credit guarantee scheme** for small exporters. It will offer:

- 10–15% guarantee coverage for distressed export loans.

- Enhanced guarantees up to 75% in the upcoming 2026 Budget.

State Government Interventions: Regional Engines of Growth

Uttar Pradesh

- **MSME Industrial Estate Policy 2025:** Introduced an e-auction-based system to allocate industrial plots and offered incentives to SC/ST entrepreneurs.
- **Footwear & Leather Development Policy:** Offers 25% capital subsidy, patent funding, full stamp duty exemption, and more.

Haryana

- Approved ₹170 crore for developing 11 new MSME clusters, with a focus on power, infrastructure, and governance.

Maharashtra

- Announced a new Startup Policy to foster 50,000 startups and 1.25 lakh entrepreneurs over the next five years, backed by a ₹500 crore Maha-Fund and innovation infrastructure.

Rajasthan

- Exempted MSMEs with up to 10 workers from mandatory registration, easing regulatory burdens.

Madhya Pradesh

- Hosted the RISE Conclave, securing over ₹30,000 crores in investment proposals. Key outcomes include new industrial parks, textile clusters, and green energy incentives.



Kerala

- Integrated professional tax payment for MSMEs into the KSWIFT portal, simplifying compliance under the “Year of Enterprises” campaign.

Gujarat

- Conducted a defence sector seminar promoting MSME participation in aviation, drone tech, and smart materials. Also houses iHub, a leading student startups and innovation ecosystem.

Chandigarh

- Outlined a vision to become a global fintech and innovation hub, partnering with Invest India and exploring a design model similar to GIFT City.

Punjab

- Emphasized innovation-led MSME growth at the ET Make in India SME Regional Summit, focusing on technology adoption and market diversification.

The Indian government’s approach to MSME and startups development in 2025 reflects a deep understanding of the challenges these sectors face—from access to finance, regulatory burdens, and lack of formalization, to limited global integration. By providing enhanced credit mechanisms, streamlined compliance, market access, and targeted incentives, both Central and State governments are laying the foundation for a **self-reliant, innovation-driven entrepreneurial India**.

Namo Drone Didi scheme - empowering women



CMA P. Udaya Shanker

M.Com., DIM, PGDPA, FCMA

Former Director General In-charge

National Institute for Micro, Small and Medium Enterprises



Introduction

The primary objective of the scheme is to empower women-led Self-Help Groups (SHGs) by training them to operate and provide agricultural drone services. This generates additional income for these SHGs by offering services like applying liquid fertilizers and pesticides to farmers' fields. The focus is on enhancing agricultural efficiency and promoting sustainable livelihoods in rural areas.

Cost-effectiveness of pesticide spraying is a crucial factor for farmers, as it directly impacts their profitability. While chemical pesticides can be effective in controlling pests and diseases, their high cost and potential for overuse can reduce their cost-effectiveness. Optimising spray application techniques, using



appropriate equipment, and considering alternative pest management strategies like biological control improves cost-effectiveness and minimise environmental impact.

Factors influencing cost-effectiveness due to drone application:

Pesticide cost is a major component of the overall cost of spraying. Right spray volume, droplet size, and spray pressure, significantly impact pesticide effectiveness. Drone usage improves coverage and reduces pesticide consumption. Effective weed control reduces competition for resources, minimising the need for excessive pesticide applications. Regular monitoring of pest and disease allows for timely and targeted pesticide applications. Integrating biological control agents, cultural practices, and other non-chemical methods reduce reliance on chemical pesticides. Labour costs associated with pesticide application are reduced.

Strategies for improving cost-effectiveness:

Using technologies like global positioning system and sensors to target pesticide application only on affected areas minimise chemical usage. Adjusting the amount of pesticide applied based on crop needs and pest pressure optimises resource utilisation. Providing farmers with training on proper pesticide application techniques, pest identification, and integrated pest management enhances their ability to make informed decisions and optimise spraying practices.

Wings of progress

The scheme with an outlay of ₹.1261 crores is a government initiative aimed at empowering women-led SHGs by providing them with drone technology for agricultural services.

The objectives are: promoting advance technology in agriculture for improved efficiency, enhanced crop yield and reduced cost of operation; empowering

women SHGs and their Cluster Level Federations (CLFs) promoted under Deendayal Antyodaya Yojana – National Rural Livelihoods Mission (DAY-NRLM) as drone service providers, since they have emerged as an effective grassroots level institution for collective interventions such as providing business opportunities to women SHGs and their CLFs to increase their income; create the opportunities for rural employment and financial inclusion; encourage use of nano-fertilizers and to optimise the use of pesticides and fertilizers. Besides soil and field analysis is streamlined with drones, enabling detailed surveys and fertility assessments, enhancing irrigation management by identifying areas needing more or less water, detecting leaks, and managing water resources efficiently.

Innumerable avenues are open up and SHGs have expanded. Helping women to become integral stakeholders of their local farming supply chains and rural prosperity. SHGs of 15,000 get connected (2023-24 to 2025-26), with the goal of training women as drone pilots. Handed over 1,000 drones across 10 locations representing 22 states and disbursed bank loans to SHGs in the Sashakt Nari – Viksit Bharat programme at Indian Agricultural Research Institute, Pusa. Some of the drones distributed were kisan drones. Services are crop monitoring, fertilizer spraying, seed sowing, channel/medium for delivery of small items like milk, groceries, medicines and medical samples.

Prime Minister felicitated Lakhpati Didis who have achieved success with the support of Deendayal Antyodaya Yojana – National Rural Livelihood Mission and are supporting and motivating other SHG members for their upliftment.

A 3% interest subvention is provided if the SHGs avail loan for balance amount under National Agriculture Infra Financing Facility (AIF) under Department of Agriculture and Farmers Welfare.

Seven (7) Lead Fertilizer Companies (LFCs) operate as state-level coordinators. Coromandel

International - agro inputs manufacturer; Indian Farmers Fertiliser Cooperative Limited (IFFCO) - nano DAP manufacturers; Zuari Farm Hub - manufacturer and distributors of non DAP; providing training by Krishak Bharati Cooperative (KRIBHCO), Indian Potash Limited (IPL), Brahmaputra Valley Fertilizer Corporation Limited, and National Fertilizers Limited (NFL). These companies are implementing agencies at the state level, facilitating drone procurement, training for SHGs, and overall coordination of the scheme.

SHG members: Training is 15 days consisting of practical aspects of drones for 5 days; 10 days training on technicalities and related to agriculture aspects. Maximum funding is ₹.8 lakhs along with essential accessories and a one-year warranty.

Drone assistant: The SHG members/family members (son/husband/daughter) with the inclination to take up repairs of electrical goods, fitting, and mechanical works identified for undergoing training as drone assistants, with class 10th pass, age 18-50 years.

The training is given as a package and takes place at the Remote Pilot Training Organisation (RPTO) approved by the Directorate General of Civil Aviation (DGCA).

Criteria for selection of clusters

The application of drones in agriculture is feasible in crops of a large area. The State Level Committee identifies the clusters with similar commercial crops. The broad criteria for the identification of clusters: 10-15 villages/gram panchayats; contiguous area of 1000 – 1,200 hectares under crops like cotton, paddy, sugarcane, chilies, wheat, orchards, plantations, etc.; where custom hiring centers are running successfully, with large FPO; with large irrigated areas; more fertilizer and pesticide consumption.

Uttar Pradesh, Kashi: Empowerment through innovation



The women of Kashi, known as “Drone Didis”, are breaking traditional barriers by embracing drone technology to assist in agricultural activities. With training and support from the government, these women have sprayed fertilizers and pesticides over 2581 acres, earning nearly ₹.3.4 lakh in just 10 months. It is creating economic empowerment wherein women boosting their income and aiding local farmers.

Government support: Nine (9) women trained as certified drone pilots from Professor Jaishankar Telangana State Agricultural University. Free training provided by Hindustan Fertilizer Chemicals Ltd. and IFFCO. Drones worth ₹.15 lakh distributed.

Efficiency boost: Drones can spray 10 liters per acre in 10 minutes, saving time, cost, and manual labour. Field mapping and sensors ensure precision spraying. Wider crop coverage like sugarcane, paddy, gourd, okra, cabbage, watermelon, and more. Rising demand in neighbouring districts seeing growing interest in drone spraying services.

Impact on society: This initiative improves agricultural productivity as well as champions gender equality and rural entrepreneurship. It exemplifies how technology can be a catalyst for women’s empowerment and self-reliance, especially in traditionally male-dominated sectors like farming and aviation.

Haryana: breaking tradition, aim for the sky



Monika Yadav, Drone instructor with Drone Didis of Haryana. Trainees are: Sita Devi, Geeta Devi and Renu. Trained as a drone didi increased confidence and earnings. Push for awareness creation on sprinkling of nano-fertilisers rather than urea which was a challenge.

Social impact: Children who used to write ‘housewife’ against their mother’s job description are currently writing ‘drone pilot’, which fills with such pride. People used to know women only by my husband’s name, now asking for drone didi, any person in the village can point out women’s residence.

The journey from house-wives and daughters with no identity became drone pilots with tech prowess has been a tough but rewarding one. There are many ₹Drone Didis’ who have benefited both socially and financially. Government giving greater subsidies, and encouraging farmers to switch and experience the benefits.

Drone Didis manage to supplement their families’ incomes by about ₹.10,000 per month with their work, some villagers are still hesitant to allow them to work on their fields but things are changing.

Punjab, Barundi: Wings of progress for this ‘Drone Didi’

Mandeep Kaur hailing from a small village, Barundi, became an inspiration not only for the women of her village but for the neighbouring villages as well. The first NaMo Drone Didi of the region.



The scheme is aimed at empowering women-led SHGs by providing them with drone technology for agricultural services like spraying liquid fertilisers and pesticides.

She owns five acres of agricultural land on which grows vegetables. She took training from Punjab Agricultural University and updated about the latest technology. By virtue of this drone has made farming much easier.

She is growing wheat and paddy on the fields, besides seasonal vegetables. Groundwater is depleting and therefore needs to come out of the wheat-paddy cycle. She along with her husband Kanwardeep Singh has been into vegetable farming for the past several years.

Sharing her journey of becoming Drone Didi, she said that she was a part of an SHG where she got motivated to enrol for drone pilot training. After training, she started her commercial venture to offer service to spray nano urea and fertiliser on about 150 acres of paddy and sugarcane around her village.

She got a drone worth ₹.15 lakh for free after the training and currently charges ₹.300 per acre for the service while the cost of insecticides/pesticides to be sprayed is borne by the farmer. This programme has not only increased agricultural output but also given her new skills and financial freedom.

Along with farming and drone spraying, she also runs a custom hiring centre, Barundi Agro Farmer Producer Company Limited, where she rents out tractor, rotavator and multi-crop seeder, which has reduced the farming cost by 5 to 7%.

Living in the era of science and technology one should adopt new techniques. Drones offer significant benefits in farming, including enhanced crop monitoring, precise resource application, reduced labour costs and increased efficiency.

Telangana, Warangal - sky warriors



Ms Medida Vakula from Kadarpet village, Chennaraopet mandal, Warangal district underwent training. Received through IFFCO ₹.5.50 lakhs for drone; towards batteries ₹.2.80 lakhs for generator. One litre spraying chemicals needs 150 litres of water using a pump set, by using drones it is just 10 litres of water is enough. Within seven minutes one acre is covered.

Madhya Pradesh - lifts rural women into tech driven farming



Ms Sakshi Pandey from Madhya Pradesh left her modest

paying private job to operate agriculture drones. She has trained over 200 women and now earns ₹.25,000 a month. In the heart of rural areas, a quiet revolution is taking place — quite literally.

Conclusion

Enabling women SHGs to have tech savvy by virtue of giving flying skills in line with the technological advancements. The positive impact on agriculture by empowering women with drone technology, increasing efficiency, and promoting sustainable farming practices. It provides services like precision spraying of pesticides and fertilizers, soil analysis, and irrigation management, leading to reduced costs, increased yields, and a more sustainable agricultural system. The avoidance of manual spraying of pesticides which poses significant health risks to individuals, ranging from immediate irritation and poisoning to long-term health problems like cancer and neurological disorders. It is the result of positive aspects related to social cost benefit analysis.

Source

Namo didi portal, Department of Agriculture and Family Welfare, Ministry of Agriculture and Family Welfare

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- Haryana: Business line, 10 January 2025
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Unexplored Frontiers: Empowering Indian MSMEs in Environmental Intelligence & ClimateTech Innovation



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Abstract

The Indian MSME sector isn't just a part of our economy — it's the beating heart of local creativity and enterprise. With over 63 million units spread across diverse industrial clusters, it has quietly powered India's growth for

decades. Along the way, it has provided employment to 110 million workers, and strengthened communities nationwide [ref. deliberation dated 0at 11th edition of FICCI-MSME Summit in India¹. Yet, in the current era of growing climate change pressures and tightening environmental rules, the most relevant and critical dimension remains unattended. The importance of the emerging field of Climate-Tech Innovation (CI) and Environmental Intelligence (EI). EI encompasses areas such as sensor networks with predictive AI, cloud analytics, and real-time tools for tackling the environmental challenges. Control of waste, emissions, climatic disruptions, and carbon footprint against global benchmarks like the EU's Green Deal SME support, Ghana's GCIC, and California's small-sized business emissions program justifies how small firms blossom when supported to assume EI. For example, a textile unit in Surat (in Gujarat state of India), reduced water consumption by 30% using AI sensors and other tools [Ref article in website of Elion Technologies and Consulting dated 27.07.2024². Nascent pilot schemes in India exist – for example, The Assistance in Deploying Energy Efficient Technologies in Industries & Establishments (ADEETIE) scheme – but it remains too small to make impact on national level. An integrated roadmap is presented by the research-based paper, which covers policy, finance, skilling, digital infrastructure, and procurement reform, enabling MSMEs to transmute from compliance responders to CI leaders. It unlocks resilience, sustainable growth, and market access for the accelerated economic and environmental uplift of not only one nation but of our planet as well. This article attempts to dive deeply, exploring these untapped or uncharted areas so far, and searching the responsibility of MSMEs to show the path to millions of enterprises entering the climate-tech and EI fold to lead nations in this transition period.

Pictorial presentation of European Green Deal model:

European Green Deal Funding Landscape

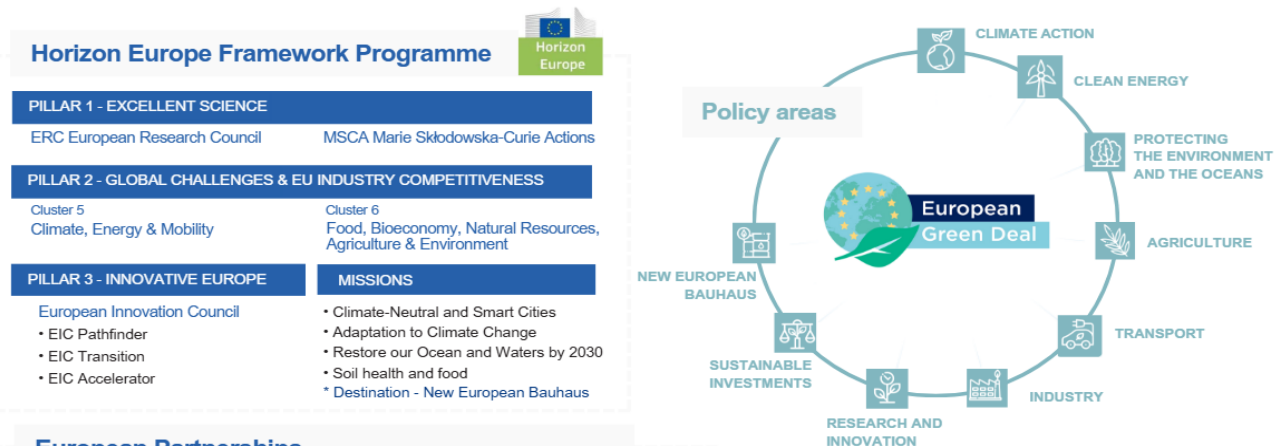


Figure 1 https://www.canva.com/design/DAGFCzOvX6o/vFgCL2ZHRWHnR4sGrG0ZdQ/view?utm_content=DAGFCzOvX6o&utm_campaign=designshare&utm_medium=embeds&utm_source=link

1. Introduction: Environmental Intelligence - Promising Opportunity of Indian MSMEs

If we walk through any industrial city in India, we come across MSME landscapes like the textile parks of Tirupur, foundry cluster in Ludhiana, and Nasik's developing agro-hubs. Everywhere, there is a common phenomenon: a continuous struggle for survival, cost-cutting efforts, and meeting export targets. But rarely do we observe or hear about focused foresight in climate management, energy or resource conservation, or immediate transparency—issues that are most relevant for the survival and sustainability of our planet Earth. Entities are hardly bothered to focus on emissions, reduction of carbon footprint, or wastage of water and other scarce resources. These issues only come as a surprise to MSME units when management receives notices from regulatory authorities, skyrocketing energy bills, or sudden and extreme weather conditions that disrupt their supply chains. This shows that our concern for such critical issues has not yet gained momentum. Instead of maintaining regular vigilance and compliance,

business managers remain more focused on short-term goals for survival and profit-making.

Still, most of them are not fully aware that adopting principles of climate care and resource management will, in the long run, not only serve society but also ensure cost reduction. These efforts result not just in sustainable business models but also in improving the bottom line—profit. Moreover, such unwanted surprises could be prevented through proactive action, which would offer tremendous support to these units. Management would not have to operate in a firefighting mode. Instead, proactive measures can save significant production time, legal hassles, and cost. Sometimes, the risk from unexpected events may pose serious dangers to the business, potentially leading to its closure.

Imagine a situation where a mechanism alerts a dyeing unit about crossing the threshold pH level, or an agro-processing unit receives prior or real-time signals about soil moisture dipping below safe limits. These early warnings or instant information



help units take timely, proactive measures—even before the situation gets out of control.

This vision can be realized through Environmental Intelligence (EI). It's not just about installing a solar panel or a wastewater treatment plant—EI offers a system that embeds data-driven decision-making into every operational process of an enterprise, from procurement to product readiness, ensuring compliance with all relevant norms, including quality assurance.

Why should the MSME sector pursue EI? It's a natural question. The answer lies in the fact that a technology-driven EI system—though requiring an initial investment—offers a wider scope of benefits than one might expect. Not only does it help with compliance, but it also reduces the cost of firefighting during crises, enhances operational efficiency, and boosts profitability and sustainability.

Such benefits attract investors—both national and international—who are increasingly shifting toward ESG-aligned funding. More details are available in the published article on web. [Ref article published by accountinginsight.org on 06.02.2025³. However, most MSME units currently operate in digital deserts, missing out on these opportunities and pushing themselves into higher risk zones instead of becoming drivers of innovation.

2. EI – its integrated framework and the key interlocking Layers/Stratum:

Conceptually, at its core, Environmental Intelligence (EI) brings together various interlocking layers working seamlessly to make a business unit climate-smart. The key interlocking layers are as follows:

- Sensing Stratum: It covers air quality (PM, NOx), water quality parameters (pH, TDS,

BOD), ambient temperature, soil moisture, and energy consumption—collected through IoT devices.

- Connectivity & Cloud Stratum: Streams values into a central cloud space through cost-effective links (4G, 5G, LPWAN, etc.).
- Data Analytics Layer: Tools like AI/ML help in detection of forest, environmental and climatic changes, and in establishing benchmark performance.
- Alert and Decision Stratum: Issues alerts when threshold parameters are breached triggering email, SMS notifications, automated maintenance requests, or even controlled system shutdowns when needed.
- Compliance Layer: Generates intuitive dashboards to track resources, compliance reports, and display ESG-aligned output of the unit.

Instead of retrofitting a MSME entity for green optics, the tool for reframing strategy in the fields of purchase, production, and logistics is EI, which makes the scenario climate-aware and responsive. Referred article published by National Library of Medicine in its website ⁴.

3. Gaining Insights from Global Frameworks

3.1 A Cursor View – Ghana Climate Innovation Centre (GCIC)

GCIC was established in 2016 to support climate-smart MSMEs across key sectors – agriculture, soil, water, and waste. GCIC has successfully incubated over 200 units, created more than 32,000 job opportunities, and generated no less than USD 63 million in revenue together [Ref: LinkedIn post by Ruka Sansui, past Executive Director of GCIC]⁵. It has also mobilized a substantial amount of USD 42.6 million in support of ventures, financing innovations that leverage sensor-

based process flows, circular models, and water analytics. GCIC's unique contribution lies in its incubation model: climate-responsive solutions using online, on-the-spot information and process re-engineering that go beyond just hardware. For details of further information, the following link may be used – [https:// ghanacic.ashesi.edu.gh](https://ghanacic.ashesi.edu.gh).

3.2 Green Deal SME Climate Innovation Program of the EU

Green and digital transitions are supported by the EU's Enterprise Europe Network. It offers tech mentoring, access to Horizon Europe grants, and carbon accounting tools. It emphasizes circular design, low-carbon emission operations, and transparent supply-chain models, which are the core elements of EI systems⁶.

3.3 Small-Business Emission Reduction Program of California

In California, the Cap-and-Trade funding program supports MSME units in deploying energy-efficient HVAC systems, sensors, and digital dashboards. Despite achieving a 5.3% reduction in total emissions from 2013 to 2017, this initiative helped MSME units chart environmental data, connect resource use with cost savings, and automate alert system⁷.

4. India's Emerging Landscape and Policy Gaps

4.1 Assistance in Deploying Energy Efficient Technologies in Industries & Establishments - AIDEETIE – initiative of Government of India in the field of EI deployment for MSMEs

Noteworthy aspects of the initiatives by GOI in EI deployment for services to the MSME sector include:

- Implementation of EI in 60 industrial clusters across 14 sectors, which

include, pilot projects in Andhra Pradesh like jewellery, food processing, and pharmaceuticals. This initiative fetched a good result. Through this scheme, it is expected that MSMEs could reduce energy consumption from 30% to 50%. GOI has allocated ₹ 1,000 Crores for this scheme across India. [Ref. article published in the webpage of Times of India on 03.08.2025.

- This scheme offers energy audits, interest subvention for facilitating concessional financing for inter alia, energy-efficient upgrades, and performance monitoring—akin to EI's real-time alerting and resource optimization layers⁸.

To make this system truly useful, it needs technological upgrades to deliver alerts, automate messaging, and include formal procurement systems under its umbrella.

4.2 DRDO Technology Development Fund

The Technology Development Fund (TDF), formulated by the Ministry of Defense, Government of India (through DRDO), promotes funding support to MSME and Startups for development of advanced defense and dual-use systems, subsystems, components, and technologies particularly by MSME and Startup units. Most MSME units missed out this opportunity earlier. A national-level awareness program, conducted periodically in every region of the country, is necessary to familiarize MSME unit management with these facilities and how to leverage them for their own business benefits⁹.

4.3 MSMEs Face Barriers

The Indian MSME sector typically lacks in the following areas:

- Access to real-time environmental data;



most audits are paper-based rather than digitally assessed.

- Skill-based training to help MSME units with sensor installation and data interpretation.
- Absence of a national-level, EI-compliant certification system to guide procurement protocols.
- Difficulty in obtaining bank funding, as banks are generally reluctant due to low confidence in the viability and repayment ability of MSME units.

These structural gaps mean that while energy audits and green finance frameworks already exist, data-driven EI strategy remains mostly outside the desired framework for MSME transformation so far.

5. Narratively Enriched: In-Depth Fictional Cases

5.1 Story of Tirupur Dyeing Cluster

Tirupur is known as the Dollar City and Knitwear Capital. Tirupur Dyeing Cluster (TDC) is a consortium of dyeing units suffered significant consequences due to concerning effluent treatment. Due to non-compliance of 100% ZLD (Zero Liquide Discharge) regulations, this cluster faced financial and operational losses. It was ordered by the Madras High Court in a case in 2015 and subsequently by the Supreme Court in its judgement in a case on 06.10.2009 – that strictly the Tirupur Knitwear business units should strictly follow ZLD as per the guidelines and law. Due to some non-compliant MSME units, notices came to close down their operations. The above consequences justified the need for empowerment by installing sensors for

effluent outflows. If they can proactively address the issues and become compliant, even the horizon of export market of EU and other developed countries will expand to a large extent¹⁰.

5.2 Grape Processing Cluster of Nashik

In the grape-packaging MSME units of Nashik, soil moisture sensors and regional forecast feeds into AI-based software systems is the one of most vital steps to adjust irrigation and cold chain timings. By doing so, they may ensure sharp decline of use of water and cooling energy as much as 30%¹¹. Traceability of EI data if developed by these units will enable them to access higher-priced export business markets. This showcases how predictive analytics translates into savings in operational cost and market differentiation.

5.3 Foundry Cluster of Ludhiana

A report published by Bureau of Energy Efficiency (BEE), Ministry of Power, Govt of India, published in their web portal that Seven units implemented the suggested technologies realized energy savings 20 to 40%¹². Such remarkable achievement in only one aspect (Energy Saving) demonstrates the implementation of the technology the MSME units in Ludhiana (Forging Cluster) can hope to get big drop in their production cost coupled with the benefit of becoming customers' choice for such scenario.

In the foundry cluster of Ludhiana, by employing appropriate sensors can help to track waste heat. The automated system with auto-alerts triggered for equipment maintenance can help these units to work proactively and will avoid particulate penalty/ fines and helps in identifying energy leaks.

Like these three sample cases, parallel

gains are demonstrated – environmental compliance, improved engineering discipline, and ultimately, an improved financial bottom line for the MSMEs.

6. EI – Its Strategic Advantages

The strategic advantages of EI application for MSMEs can be classified under four major heads:

- Resilience to regulatory observance and reduced exposure to penal actions, including shutdown risks.
- Access to investors, enabling MSMEs to qualify for ESG funds, climate finance, and carbon bonds.
- Enhanced efficiency of operations through the implementation of AI alert systems, coupled with real-time optimization of resource data via dashboards.
- Positioning Exports – MSMEs can differentiate themselves with diversified green credentials.

All the above examples signify that EI serves as a facilitator and a comprehensive system – not just about optics, but about structural transformation in decision-making to enhance efficiency, compliance, financial performance, and sustainability.

7. Synergized Policy Roadmap – Proposed for MSMEs in India

For a cohesive policy for MSMEs in India a tech-enabled environment is essential for effective EI adoption and Green MSME Bonds. It will require strong government sponsorship and state initiatives across the following areas:

- Creating EI data hubs in at least 50 districts to distribute sensor kits, maintain dashboards, and provide analytics support to around 200

MSMEs per district.

- Establishment of climate-skilling platforms like Kaushal Kendras and regional technical institutes for skill-based knowledge upgrades.
- Launch of green MSME financial models, linking performance-based subsidies directly to the EI adoption rate with cost offset through carbon credit monetization.
- Implementation of a government-managed National MSME EI Board/Council involving academia and industry experts to set standards and support professional growth.

Updating procurement norms, giving EI-certified MSMEs priority access to government and private business contracts.

8. Legal Incentives and Readiness

8.1 Polluter Pays Mandate (MC Mehta v UOI, 1987)

This Supreme Court ruling obligates polluting units to bear mitigation costs. An EI system serves as a preemptive compliance mechanism, placing MSMEs ahead of enforcement actions. It was clearly articulated by the Apex Court of India in its 1987 judgement in the above case - the Principle of absolute liability in Indian environmental law¹³.

8.2 National Green Tribunal (NGT) Authority

NGT established the NGT Act 2010 to restrict environmental violations and provides clauses inviting heavy penalties and legal issues in case of any non-compliance of rules framed under the act. On 21.12.2023, the Government of India announced that NGT has imposed a total fine of ₹ 70,000 Crores across India. It needs immediate actions to make the MSME sector a proactive and law abiding cluster¹⁴. Real-time EI systems will allow MSMEs to detect and address critical issues before any regulatory notice is received. If the Government of India integrates EI compliance



into existing systems (such as Udyam and ZED certifications), it would signal national readiness for green transformation.

9. Research Implications and Outlook

Key areas to focus research and action required to make EI play a meaningful role in India's MSME sector for its holistic development and include:

- Hybrid sensor-satellite systems combining local devices with remote sensing tools for broader insights.
- Inclusivity through integrating informal MSMEs into mini-EI systems for collective benefits.
- Carbon financing by monetizing verified emissions reductions through carbon markets.
- Export potential, especially in ASEAN and African markets, through economic-level EI tool development by Indian MSMEs.

These domains highlight the roadmap for next-generation climate-tech inclusivity.

10. Conclusion

In the current global scenario, Environmental Intelligence (EI) is not a mere trend—it is a turning point for businesses, particularly for MSMEs. If Indian MSMEs embrace EI sincerely, it will drastically transform MSMEs' business landscape and global market opportunities. EI enhances potential, supports compliance with international standards, enables sustainability, and promotes informed policy action. By embedding real-time data and dashboards into operations, fostering innovation, reducing carbon emissions, and adopting AI, MSMEs can become climate architects—building resilient and market-ready enterprises that meet both environmental and economic imperatives. The revolution is already started, with government active participation

along with MSME entrepreneurs' initiative, EI enabled MSME sector will definitely deliver overall prosperity for Indian MSME landscape.

Links as referred:

1. <https://ficci.in/sector/micro-small-and-medium-enterprises-msme>.
2. <https://elion.co.in/water-audit-in-textile-manufacturing-elions-success-story-in-gujarat-surat>
3. <https://accountinginsights.org/what-is-esg-financing-and-how-does-it-work-in-practice/>
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Transcending Adversity & Building a Resilient Business



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Introduction

The book “Rethinking the Future” by Alvin Toffler; Heidi Toffler; Rowan Gibson (1998), mentions that, as we look into the future, the world is full of uncertainty and we no longer see a straight freeway path. The road ahead is a world of accelerating change, with full of fierce competition, dynamic markets and customers having infinite access to information, product and services. Doing business in real time has become crucial, else it questions the survival of the organisation. Today, small companies outsmart big companies and the world economics is based on Intellectual Capital rather on land, money or raw material.

Yes, it is true the business world is ever evolving and is undergoing change drastically. We have on one side the changing competition, market, technological advancements, customer preferences and global economy and on the other side the intellectual capital and organisational resources to match these changing dynamics. A good leader or entrepreneur has to bridge the two aspects to make it a profitable enterprise. He has to constantly work on his strategies, innovations and creativity to match this dynamic environment with the help of his intellectual team.

How to Address Adversity in Business?

Adversity teaches us a lot; it helps us to learn from our mistakes. Every business in any industry faces a unique challenge. But how you turn the adversity into business advantage totally depends upon you. It actually depends on both - your skill set and mindset. Adversities can be in many ways:

1. Financial Crisis or Loss of revenue
2. Economic downturn or recession
3. Natural Disaster
4. Key employee resignation
5. Competitor coming up with a disruptive product
6. Change of Tax laws

Adversity happens outside of our control, also it is difficult to minimize adversity and its consequences. But what is possible from our side, is our ability to turn an adversity into a business opportunity. Let's check on the ways to address adversity by a leader:

1. **Stay Calm & Be Positive:** Most of the time it's not the problem which pulls us down, it's our reaction to the problem that makes it even worst. It's like one arrow (problem) shot at you and another arrow (your reaction) you shooting on yourself. This makes you completely fall. Staying calm and being positive in such situations, not only helps you to be stable but also helps the team that looks



up the leader for morale support. This kind of attitude pumps in more energy and motivation to the team and gives them confidence to handle the adversity well. So, the first & foremost is to keep yourself & your team optimistic. Everything can be sailed through if we are confident and optimistic. This kind of attitude gives both physical & mental strength for people in the organisation.

2. Decisions based on Intellect not on Emotions:

During such adversities we tend to neglect certain necessary decisions due to our emotional connect with men & material. But to save the whole ship you need to act intelligently instead of taking decisions based on emotions. At such moments decisions based on data & research can guide you better.

3. Analyse the risk and challenges: Most of the entrepreneurs miss analysing the strength & weakness of their own organisation during such challenges. Listing out the pros & cons or SWOT (Strength, Weakness, Opportunity & Threat) can give a clear picture or direction for framing the strategies to tackle the adversity. It's better to have more group meetings at such times, as ideas from the employees can be beneficial and they might feel included in tackling the problem. It not only makes employees more responsible but also allows you to get overall feedback from all departments. This helps in getting the solution in a faster and more coordinated way.

4. Keep the Team United: Always keep the team united through continuous communication during adverse times. Make them more involved and connected to each other through various methods such as group meetings, group ideation activity, and if possible, through some small fun or get together activities. During adversity employees may tend to feel more pressurised and may naturally get disconnected with each other. So, it's important for an organisation to make them

feel more at ease by keeping them connected and united.

5. Indulge Experts for receiving opinions: In the time of adversity, taking on expert advice creates a big impact. Generally, we fail to take expert views and start processing our decisions. But experts such as consultants can guide you better and might save you from big cost factor at the time of crisis. Never bother to spend a little more for experts as a wrong decision can cost you even more. You might also approach two or three experts to get a broader view of the problem.

6. Frame feasible strategies and monitor results: Frame strategies to tackle the adversity better. Plan your strategy well, monitor the strategy results continuously and do course corrections, if necessary. Check your resources thoroughly before executing the strategy. Prepare the organisation for change and advise them clearly on the benefits of the new strategic plan. This will remove any kind of apprehension from the employee's side during strategic execution.

7. Look for opportunities in adversity: Perceive Adversity as a catalyst for growth. There might be an opportunity which the organisation might have failed to see during adversity. Explore all chances to look beyond the comfort zone. As mentioned, the world is ever evolving, we need to push ourselves and explore new ways to make best out of any opportunity.

8. Embark continuous learning: A fisherman during the storm knits his fishing net without wasting time. Once the storm calms down, with a larger fishing net he gets hold of a big catch. Similarly, prepare and learn new areas during the adversity. Make learning a continuous process in your organisation. Today, we have various platforms to get updated, it's upto us to stay in line with the latest.

9. **Let the ideas flow in the organisation** There might be some key employees in the organisation who might have certain things right there with them. Have a proactive approach to capture those practices from them. This can be learned and taught to others. Don't allow the high valued ideas to stay inside a person's head. Capture those practices and ideas.

Building A Resilient Business

Resilience is the ability of the organisation to quickly adjust to any kind of disruptions while managing and continuing its business operations, taking care of employees, brand and asset.

Resilience becomes a crucial strategy for any business to move forward. A disruption can be unpredictable such as Covid 19 or predictable such as Climate change. In either case, the organisation has to be ready with strategy to bounce back. Traditionally corporates focussed on near term risks, but in the evolving world of challenges, such preparations are not enough. We need to have advanced predictive tools or plans to take care of long-term strategic goals. Some of the resilience are:

Operational resilience – Striving for lesser carbon emission, Managing in extreme weather conditions, Knowing latest technological advancements.

Supply Chain resilience – Managing raw material price increase, logistic cost at the time of crisis such as war or tariff increase and strategic stockpiling (maintaining buffer against any disruptions or shocks)

Financial Resilience – Cost optimisation, Investment in Technology, Diversification of revenue streams.

Following are essential to build a resilient organisation:

1. Organisation should have a culture of regular employee support, quick adaptability, growth

mindset and open communication during change. For example: Organisations such as IBM support employees during transition, Netflix build a culture of continuous learning, and Adobe encourage a culture of flexibility and innovation. Such cultures help organisation to bounce back and be resilient always.

2. Preparation and a proactive approach with systematic planning, supported by analytical tools, help organisations not only to bounce back but also takes them forward.
3. Companies can take decisions on restructuring, capital planning during resilience and also invest in employees to ensure a knowledgeable and adaptable workforce.
4. Quick assessment of the situation and leaving what's not working and concentrating on what's working can sustain profit.
5. Staying connected with customers will definitely help in organisational resilience. Constant analysis on feedback may help in product or service innovation and also guide on future course of action to retain them.

Conclusion

Change and adversity are not in our control. What is in our control is our mindset. Giving up early during adversity is one of the major reasons for failure in many businesses. Be determined, motivated and handle the crisis together with your team. It's better to perceive adversity as an opportunity to explore other areas and accept the challenge directly. Unlearn & relearn new things and approach a specialist to tackle the crisis. Enhance your customer relationship and be transparent, loyal customers always support during tough times. Develop your support network for any financial help, follow and learn the mindset of great leaders, and more importantly take care of yourself & the team.

**Compiled from various sources and summarised*

From Crisis to Recovery: How ECLGS Sustained MSMEs



CMA Nirmal Kumar Chakrabarti

M.Com, MBA, FCA, FCMA, LLB

Introduction

The outbreak of the COVID-19 pandemic in 2020 dealt a severe blow to economies worldwide. In India, Micro, Small, and Medium Enterprises (MSMEs) were among the hardest hit, grappling with disrupted supply chains, halted production, liquidity crunch, and declining demand. Recognizing the need for urgent financial support, the Government of India launched the Emergency Credit Line Guarantee Scheme (ECLGS) in May 2020 as part of the ₹20 lakh crore Atmanirbhar Bharat Abhiyan. The scheme aimed to provide collateral-free loans to MSMEs and other eligible borrowers to help them sustain operations and revive economic activity. The scheme evolved through various

phases, broadening eligibility to cover different sectors like healthcare, tourism, civil aviation, hospitality and infrastructure.

Evolution of ECLGS Phases

The ECLGS evolved through multiple stages to cater to the specific needs of different sectors:

ECLGS 1.0 was introduced to provide 100% government guarantee coverage through NCGTC to banks and financial institutions. It was designed for existing borrowers who had total outstanding loans of up to ₹. 50 crore across all lenders, with loans not overdue by more than 60 days as on February 29, 2020.

ECLGS 1.0 (Extension) was launched to give additional support to borrowers under ECLGS 1.0 and to include new eligible borrowers, based on the revised cut-off date of March 31, 2021.

ECLGS 2.0 provided 100% government guarantee coverage through NCGTC for borrowers in 26 stressed sectors identified by the Kamath Committee and also for the Healthcare sector. It was applicable to borrowers with outstanding loans above ₹. 50 crore and up to ₹. 500 crore, with loans not overdue by more than 60 days as on February 29, 2020.

ECLGS 2.0 (Extension) extended the scheme to provide additional support to both existing and new eligible borrowers under ECLGS 2.0, based on the revised cut-off date of March 31, 2021.

ECLGS 3.0 offered 100% guarantee coverage to financial institutions for loans given to borrowers in the Hospitality, Travel, Tourism, Leisure, and Civil Aviation sectors. It applied to borrowers whose loans were not overdue by more than 60 days as on February 29, 2020.

ECLGS 3.0 (Extension) provided additional support to borrowers already covered under ECLGS 3.0, as well as

new eligible borrowers. The revised reference dates for eligibility were March 31, 2021, and January 31, 2022.

ECLGS 4.0 was specifically designed to provide 100% guarantee coverage for loans extended to hospitals, nursing homes, clinics, medical colleges, and units engaged in the production of liquid oxygen, oxygen cylinders, and for setting up on-site oxygen generation plants.

These modifications ensured the scheme remained responsive to sectoral challenges, especially in high-impact industries.

Objectives of ECLGS

The ECLGS was designed with the following key objectives:

- 1. Provide Immediate Liquidity Support:** To ensure that businesses struggling with cash flows could meet their operational expenses, salaries, and raw material costs.
- 2. Prevent Business Closures and Job Losses:** By ensuring MSMEs and other eligible borrowers had access to working capital, the scheme aimed to protect livelihoods.
- 3. Revive Economic Activity:** Financial support to MSMEs was expected to catalyze broader economic recovery by sustaining production and consumption cycles.
- 4. Prevent NPAs and Loan Stress:** To protect MSMEs and borrowers from turning into Non-Performing Assets (NPAs) and ensuring stability in the banking and financial system.
- 5. Safeguard Employment:** To safeguard jobs by supporting businesses in retaining their workforce and preventing mass layoffs during and after the pandemic.
- 6. Encourage Financial Inclusion:** To ensure that

even small and micro borrowers, including Mudra loan holders and individuals, could access credit and immediate support.

Key Features of ECLGS

The scheme was initially launched in May 2020 and has since undergone several expansions. Here are the main features across its various iterations:

- 1. 100% Government Guarantee:** Loans extended under the scheme are fully guaranteed by the National Credit Guarantee Trustee Company (NCGTC), reducing risk for banks and enabling easier credit disbursement.
- 2. Eligibility:**
 - MSMEs, business enterprises, and individuals engaged in business (like professionals).
 - Existing borrowers with loan accounts classified as Standard as on 29th February 2020.
 - Annual turnover and outstanding loan limits varied by phase.
- 3. Loan Amount:**
 - Initially, up to 20% of the borrower's total outstanding credit as of February 29, 2020.
 - Later expanded in ECLGS 2.0, 3.0, and 4.0 with higher limits for sectors like hospitality, tourism, and healthcare.
- 4. Interest and Tenure:**
 - Attractive, capped interest rates (~7.5% – 9.25%).
 - Moratorium of 12–24 months on principal repayment.
 - Total loan tenure up to 5 years.
- 5. No Collateral or Guarantee Fee Required:** Borrowers did not have to provide any additional collateral or personal guarantees.



6. **Extended Validity:** Originally valid until October 2020, the scheme was extended multiple times, eventually ending on March 31, 2023, with disbursements allowed until June 30, 2023.

Implementation and Reach

The implementation of ECLGS was marked by strong coordination between the Ministry of Finance, Public Sector Banks, Private Lenders, and NBFCs. By simplifying the loan process and offering government-backed guarantees, the scheme saw wide acceptance.

According to official data from the Ministry of Finance:

- As of March 2023, loans worth ₹3.6 lakh crore were sanctioned under ECLGS.
- Over 1.2 crore MSMEs and business units benefited.
- The scheme helped retain over 6 crore jobs, according to some estimates.

This intervention is credited with rescuing about 14.6 lakh MSME loan accounts-particularly in the micro and small segments-thus preventing approximately ₹2.2 lakh crore in potential NPAs. These figures underscore the scheme's extensive outreach and its critical role in sustaining India's small business ecosystem during crisis periods

Impact on MSMEs

1. Liquidity Relief:

- MSMEs gained access to much-needed working capital during a liquidity crunch.
- Funds were used for paying salaries, clearing vendor dues, and restarting operations.

2. Job Retention:

- With regular cash flow, many enterprises were able to avoid layoffs, particularly in labor-intensive industries like textiles, hospitality,

and construction.

3. Business Continuity and Recovery:

- ECLGS allowed businesses to stay afloat and gradually return to pre-pandemic activity levels.
- Many MSMEs used the funds to diversify operations, invest in digital tools, and adapt to new market conditions.

4. Financial Inclusion:

- Many small enterprises that previously lacked formal credit access entered the financial system through the scheme.

5. Catalyst for Economic Growth:

- By Stabilizing MSMEs, which contribute approximately 30% to India's GDP and 45% to exports, ECLGS played an important role in national economic recovery.

Challenges and Limitations

1. Limited Access for Informal Units:

- A large portion of India's MSMEs operate informally and were not eligible for the scheme due to lack of credit history or registration.

2. Credit Risk Aversion by Banks:

- Some banks were still reluctant to lend, especially to first-time or risk-prone borrowers, despite the guarantee.

3. Low Uptake in Early Phases:

- The initial phase saw moderate participation due to uncertainty and lack of awareness.

4. Debt Burden and Repayment Issues:

- While moratoriums helped, some MSMEs later struggled to repay the loans due to ongoing demand-side issues or permanent business damage.

5. Uneven Utilization:

- Larger and viable MSMEs benefited more,

while small and micro enterprises often found it difficult to access due to procedural and documentation requirements.

6. Sectoral Imbalance:

- Although ECLGS covered stressed sectors, various small businesses in retail services and unorganized trades still remained outside its scope.

Post-COVID Relevance

After the peak of COVID-19, the Emergency Credit Line Guarantee Scheme (ECLGS) was extended several times to continue supporting businesses, especially MSMEs, that were still facing stress. The overall guarantee limit under the scheme was increased to ₹. 5 lakh crore, so that more enterprises could access funds for revival and growth.

Special attention was given to sectors that continued to struggle even after the pandemic. The hospitality, travel, tourism, leisure, and civil aviation sectors received extended benefits under ECLGS 3.0. These included higher loan limits and longer repayment periods to enable their sustained recovery.

For small businesses, ECLGS 1.0 was extended until March 31, 2023, with disbursements permitted until June 30, 2023. This ensured that micro, small, and medium enterprises (MSMEs) with outstanding credit of up to ₹. 50 crore could still avail themselves of collateral-free loans fully backed by government guarantees.

The scheme also brought in more relaxed repayment conditions. Depending on the type of ECLGS facility, repayment tenure was extended up to six years, with moratoriums of one to two years on principal repayments. This arrangement gave enterprises the breathing space they needed to stabilize operations before starting regular instalments.

To make borrowing affordable, interest rate caps were imposed. For banks and financial institutions, the maximum interest rate was capped at 9.25% per annum,

while for NBFCs it was capped at 14%. In the case of loans given to hospitals and healthcare institutions under ECLGS 4.0, the maximum rate was further reduced to 7.5% per annum.

Another important development was the introduction of ECLGS 4.0. This specifically extended credit support to hospitals, nursing homes, clinics, and medical colleges for setting up oxygen plants and producing medical oxygen. While this measure directly addressed the severe oxygen shortage during the pandemic, it also continued post-COVID to strengthen India's healthcare infrastructure.

The scheme continued to retain its key benefits: no requirement for additional collateral, no guarantee fees, and zero risk weight assignment for the loans. These provisions encouraged lenders to provide funds quickly, while giving borrowers much-needed financial relief.

Conclusion

The Emergency Credit Line Guarantee Scheme (ECLGS) has been one of the most effective crisis-response measures in India's economic history. It provided swift and targeted support to millions of MSMEs when they needed it the most, cushioning the impact of the COVID-19 pandemic and preventing widespread business failures.

As India marches toward economic recovery and growth, the success of ECLGS reinforces the importance of responsive policy-making, public-private collaboration, and financial inclusivity. While the scheme has officially concluded, its legacy continues in the form of a more credit-empowered MSME sector, better equipped to face future shocks and opportunities.

Reference :

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- <https://msme.gov.in>
- <https://www.ncgtc.in>
- <https://www.pib.gov.in>

3

Achiever Speaks

Interview



Manasi Joshi

Founder of MFormulae

“I’m Manasi Joshi (27), a licensed pharmacist, formulation consultant and the founder of MFormulae. I completed my B. Pharm at Y.B. Chavan College of Pharmacy (Maulana Azad Education Trust), Aurangabad. Later, I was selected for an MSc in Clinical Neuropsychiatry at the University of Birmingham (UK) - a rare shift from technical to medical, but that remained unfinished for some personal reasons. Later, I went on to complete courses in Psychology, Social Psychology (Yale & Wesleyan), and Schizophrenia, and I’m currently training with Duke University to be a psychotherapist.

Professionally, I work as a freelance formulation consultant across cosmeceuticals, nutraceuticals,

and pharmaceuticals. Earlier, at Wockhardt Research Centre, I was part of high-impact programs, including manufacturing support for Sputnik V & Sputnik Light (with RDIF and Enso Healthcare). That role taught me the value of formulation development, regulatory discipline, and scale-up processes.

I’ve also contributed as a formulator for GoX Beauty Pvt. Ltd., an emerging brand positioned between active-based skincare and Ayurveda. I developed their first five formulations, which helped shape the foundation of their product line and brand identity. MFormulae is an extension of how I think: efficacy, sensitivity, and safety first. I’m deeply focused on skin-barrier-friendly design, combining the rigour of pharmacy, the wisdom of Ayurveda, I would rather call them ancient emollients with modern delivery systems (like microdarts, ceramides, and peptides) to create products that are gentle yet effective.

At heart, I’m a learner and a builder-calm, meticulous, and quietly persistent about creating science that people can trust. Along the way, I’ve been recognised with the Lokmat Women’s Achievers Award (2021) for introducing canine-friendly cakes in my region, and the Innovation in Global Healthcare Award (2025) at the Lokmat Global Convention in Hong Kong, where I was the youngest awardee at both.

MFormulae is my way of bringing pharmacy-level care into skincare, but with warmth and sensitivity at the centre. The brand feels calm, grounded, and quietly

confident; it doesn't chase trends or make noise. It listens, understands, and gives skin exactly what it needs.

The heart of MFormulae is simple but deep: every product is designed with a pharmacist's eye for safety and efficacy, blended with the wisdom of Ayurveda and modern delivery systems like ceramides, copper peptides, and Shatdhauta Ghrita. The result is skincare that is barrier-protective, gentle, and genuinely effective without the harshness or overwhelm.

Our first two formulations, Acne Barrier Ritual facial Moisturiser and Calming Matte facial Moisturiser, carry this essence. Acne Barrier Ritual is a minimalist ritual for breakout-prone skin, calming inflammation and strengthening the barrier so skin stays clearer for longer. Calming Matte is for sensitive, oily, or combination skin that wants hydration and balance without heaviness. They're both straightforward and barrier-first products that don't shout but steadily transform. Currently being tested and under trial.

MFormulae is, in a way, my reflection: meticulous but kind, advanced yet rooted, serious about results but gentle in approach. It stands on one belief—skincare should feel like care, not like a gamble. And that's why **our tagline is simple: Know your chemistry.**"

Q.1 What inspired you to start your own business?

I've loved skincare since I was a kid, the textures, the little rituals, the tiny bit of chemistry that makes things work. The real push came from my skin: Discoid Lupus (DLE), which is an autoimmune condition of skin that causes sensitivity towards the sun along with skin irritation and flaking, acne-prone skin and on top of that, I had acne-prone skin due to hypothyroidism and PCOS. A lot of products that "fixed" acne only left my skin drier and angrier. With a B.Pharm degree and R&D experience at Wockhardt Research Centre, I realised I could create gentler, more thoughtful formulas for

people whose skin becomes fragile after illness, treatments, travel or just a busy life.

Q.2 How did you come up with the idea for your business?

It came from living the problem. I belonged to that confusing middle ground, dry but acne-prone, and everything reacted. I kept asking why most products treat acne and sensitivity as separate issues. So I started experimenting with formulas that put the barrier first. My aim was simple: create products so gentle and well-thought that dermatologists and healthcare professionals would trust.

Q.3 What are the key challenges you have faced, and how did you overcome them?

I started knowing the science, not the business, and that felt huge at first. But I trusted myself and stuck to one rule: ask questions. I Googled, reached out to people on Instagram, spoke to CMAs, CAs, CSs and friends. Once I took the first step, the next one became clearer.

A more stubborn challenge was the brand colour—I wanted a maroon-red theme, but the shade was tricky to reproduce: what looked right on screen often printed very differently. Designers were reluctant to commit to the palette, and printers were sceptical. So I did it myself: I designed the packaging on Canva, learned CorelDRAW, prepared print-ready files, and produced the MVP I wanted. It surely took some time, but business is a learning journey, and time is the biggest investment you can make. Right now, the biggest and most overwhelming task is clinical trials. They are known to be costly, paperwork-heavy, and time-consuming — but for me, they are non-negotiable. Trials are what will establish MFormulae's reputation and win people's trust. Our formulations are designed to be the safest and gentlest out there, and I want clinical data to prove that.

Of course, I didn't do this alone. I found the right



mentor at the right time, someone guiding me through this risky stage. We've now partnered with an institute that usually conducts trials for giants like Lupin and Dabur. The only reason they agreed to support us is because I showed them how clear our documentation is, how the licensing is in place, and most importantly, how committed I am to learning. Together, we've even fine-tuned some formulations to make them safer. That process — building trust with experts and earning their guidance feels like building the real foundation for MFormulae.

Q.4 How did you raise funding for your venture?

We are completely bootstrapped and intentionally so. We believe trust comes before scale. Limited batches, clinical testing, and selling the first product profitably are our priorities. This keeps us accountable to customers and keeps formulation decisions driven by safety and efficacy. Mformulae is not built for following trends; slow and steady is what we are trying to achieve.

Q.5 What is your business model?

Simple and focused: B2C, D2C-first, product-led and profit-focused. We launch one SKU at a time in small, controlled batches. Price reflects formulation depth. We start online; our website, Instagram, Pinterest, and other e-commerce platforms, but they are for the later stage to educate and sell. Later, we'll add selective offline spots like dermatologist clinics and curated wellness boutiques. Once claims are proven, we'll explore subscriptions/refills and B2B partnerships.

Q.6 How do you build and retain a customer base?

We build on education and results. Remaining true to our tagline, "Know your Chemistry," we explain why an ingredient is there and how it contributes to the formulation. We plan on raising awareness by organising events with and for healthcare professionals. Pre-launch waitlist, and informed consumers. Customer Retention

will come with honesty and quality formulation: to deliver improvements that are measurable. We don't rely on discounts or hype. If someone's flare-ups reduce and their skin becomes stronger, they will be most likely to return.

Q.7 How do you make decisions, especially when faced with difficult choices?

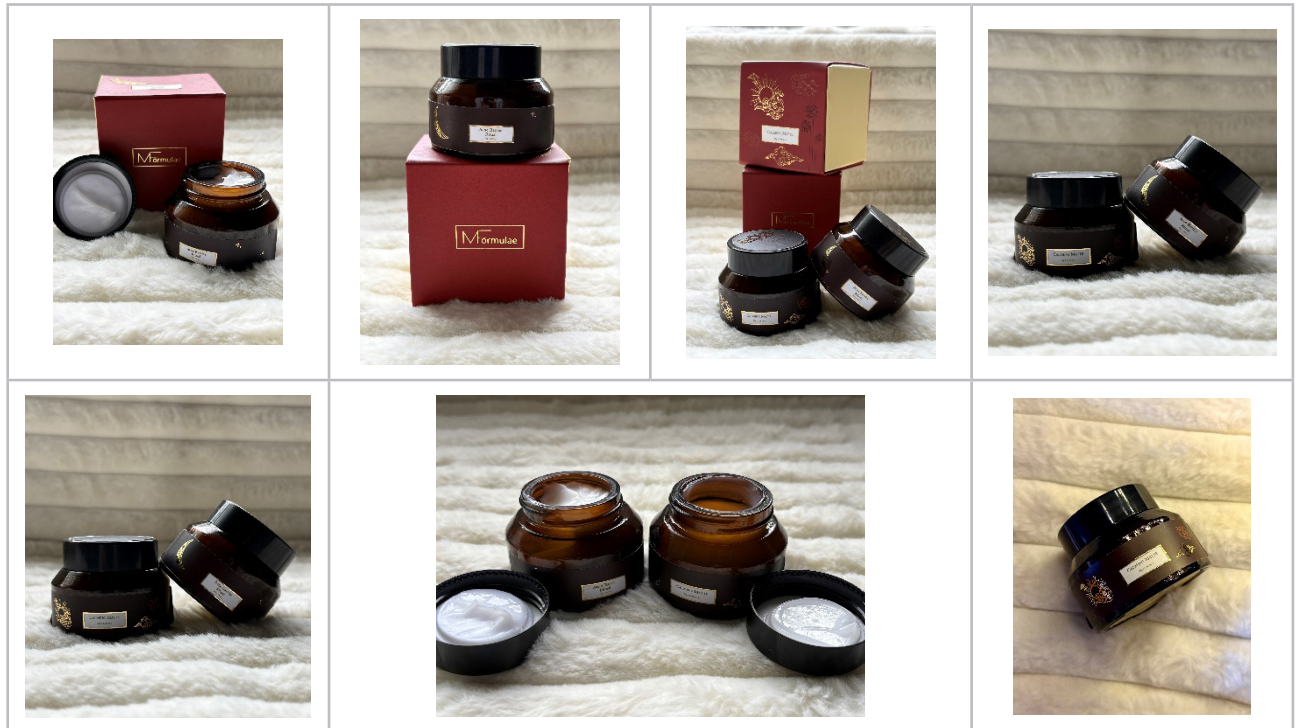
Good vs bad is easy. Good vs good is harder. In those moments, I choose the path that best serves the bigger picture and aligns with our long-term goals, even if it's slower. It is preferred to stay true to our core values.

Q.8 Where do you see yourself and your business in five years?

I see MFormulae as a quietly trusted brand, something dermatologists recommend and people rely on when their skin is fragile. I want a strong base in India and a thoughtful presence in the UAE, EU and other markets where people consciously invest in self-care. Personally, I see myself happier, more fulfilled, and still as passionate about formulations and science as day one.

Q.9 What advice would you give to someone just starting their own business?

Start taking action. You can't learn everything before you begin; clarity comes from moving forward. Ask questions, make small bets, and protect the integrity of what you build. Sincere efforts always lead to better than desired results - I'm living that now. Challenges will come, but they also bring solutions if you keep going.

Product Images:

4

Multiple Progress Update

The Micro, Small, and Medium Enterprises (MSME) sector plays a crucial role in the Indian economy, contributing significantly to GDP, exports, and employment generation. As of 2025, India has over 3.5 crore registered MSMEs under the Udyam Registration portal. These enterprises are the backbone of industrial development and innovation, especially in states with strong

manufacturing and service ecosystems. The top four states with the highest number of MSMEs in India are Maharashtra, Uttar Pradesh, Tamil Nadu, and West Bengal.

Here's the most recent data for the four states by MSME registrations, sourced from the Udyam Registration Dashboard maintained by the Ministry of MSME:

State	Micro	Small	Medium	Total MSMEs
Maharashtra	5,620,747	71,809	6,552	8,180,486
Uttar Pradesh	3,478,940	38,357	2,419	6,685,949
Tamil Nadu	3,333,363	38,223	2,672	5,057,740
West Bengal	1,566,091	22,962	1,651	4,395,147

1. Maharashtra: The Industrial Powerhouse

Maharashtra leads the nation in the number of MSMEs, thanks to its strong industrial base, robust infrastructure, and financial ecosystem. Key industrial hubs like **Mumbai, Pune, Nashik, Aurangabad, and Nagpur** drive growth in both manufacturing and services.

Key Sectors

- **Automotive and Engineering** (Pune, Aurangabad)
- **Textiles and Garments** (Ichalkaranji, Solapur)
- **Food Processing** (Nashik, Nagpur)

- **IT and Services** (Mumbai, Pune)

Government Support

- **Maharashtra MSME Development Act**
- Financial incentives for women entrepreneurs and cluster-based development
- Active collaboration with SIDBI and NABARD

Progress

I. Digital Udyog Mitra Portal Launched (2025)

- Aimed at providing end-to-end solutions for MSMEs—registration, finance access, and subsidy applications.

II. Green MSME Drive

- State government rolled out a ₹500 crore initiative to help MSMEs adopt energy-efficient technologies and reduce carbon emissions.

III. Pune MSME Cluster Expansion

- Addition of 3 new industrial parks under the Cluster Development Programme to boost exports in auto components and engineering goods.

2. Uttar Pradesh: A Rising MSME Giant

Uttar Pradesh has emerged as a significant MSME hub, especially in traditional industries. The state leverages its vast labour pool and strategic location for industrial growth. Cities like **Kanpur**, **Noida**, **Ghaziabad** and **Varanasi** are MSME hotspots.

Key Sectors

- **Handloom & Handicrafts** (Lucknow, Varanasi, Bhadohi)
- **Leather** (Kanpur, Agra)
- **Electronics and IT Hardware** (Noida)
- **Food Processing and Agro-based industries**

Flagship Initiatives

- One District One Product (ODOP) scheme
- Uttar Pradesh MSME Policy 2022
- Infrastructure support through MSME parks and common facility centers

Progress**I. ODOP 2.0 Expansion**

- One District One Product scheme expanded to 100+ product lines and is now integrated with global e-commerce platforms like Amazon Global and Flipkart Samarth.

II. UP MSME Mart – B2B Marketplace Launched

- A new online marketplace specifically for MSMEs in UP to showcase and sell products to large buyers and government departments.

III. Massive Employment Push

- Over 1.2 lakh youth trained under the Skill Development Mission (2024–25) and placed in MSMEs.

3. Tamil Nadu: The Manufacturing Powerhouse

Tamil Nadu has a rich legacy of entrepreneurship and industrialization. With a well-developed ecosystem and logistics infrastructure, it has consistently ranked among the top industrial states.

Key Industrial Clusters

- **Automobile and Components** (Chennai, Coimbatore)
- **Textile and Apparel** (Tiruppur, Erode, Karur)
- **Electronics & Hardware** (Sriperumbudur)
- **Aerospace and Defence** (Salem, Hosur)

Government Support

- **Single-window clearance system**
- Special capital subsidy schemes for MSMEs
- Skill development programs in collaboration with industries

Progress**I. Women Entrepreneurship Boom**

- The number of women-owned MSMEs grew by 30% in 2024–25, aided by the Mahalir Urimai Thittam scheme that provides 50% capital subsidy.

II. Aerospace MSME Park in Hosur

- New 500-acre park inaugurated in 2025 to promote MSMEs in defence, drones, and aviation.



III. Ease of Doing Business Reforms

- Tamil Nadu MSMEs can now get auto-approvals within 7 days for over 35 services through the revamped Single Window Portal.

4. West Bengal: Gateway to the East

West Bengal has a diverse and vibrant MSME sector, particularly in traditional and cultural crafts. The state benefits from its geographical location and strong linkages with northeastern India and Southeast Asia.

Key Sectors

- Handloom & Handicrafts (Murshidabad, Shantiniketan)
- Leather & Footwear (Kolkata)
- Tea and Agro-processing (Darjeeling, Jalpaiguri)
- Gems & Jewellery, Steel & Foundry (Durgapur, Howrah)

Supportive Measures

- West Bengal MSME Facilitation Centres (WBMSMEFC)

- Easy access to credit via TReDS and state-level financing agencies
- Export promotion for rural and traditional MSMEs

Progress

I. New MSME Export Policy (2025–30)

- Aims to double MSME exports from ₹35,000 crores to ₹70,000 crores by 2030.
- Focus sectors: Handloom, Tea, Leather, and Jute.

II. Digital Cluster Upgradation

- 20 existing clusters in Kolkata, Howrah, and Durgapur upgraded with smart manufacturing tech like IoT, AI, and digital dashboards.

III. Credit Push via WBFC

- West Bengal Financial Corporation (WBFC) disbursed ₹2,000+ crore in loans to 35,000 MSMEs in FY 2024–25.

5

Some Important Links as a ready reckoner

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

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



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

S. No.	Name and address of Offices/ Officers	Telephone/ Fax No.	Email /Websites
1.	MSME-DFO, Indranagar, (Near ITI Play ground), PO-Kunjaban, Agartala-799006	Ph : 0381-2352013/9742 Fax : 0381-2356570	dcdi-agartala@dcmsme.gov.in www.msmedi-agartala.nic.in
2.	MSME-DFO, 34, Industrial Estate, Nunhai, (U.P.), Agra -282 006. UP,	Ph : 0562-2280879 Fax : 0562-2280882	dcdi-agra@dcmsme.gov.in www.msmediagra.gov.in
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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
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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
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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
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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
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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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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
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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
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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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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
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6.	BR.MSME-DFO Chandpur Industrial Estate, Varanasi -221106.	Ph : 0542-2370621	brdcdi-vara@dcmsme.gov.in
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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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22.	BR.MSME-DFO New Colony, Rayagada –765004	Ph :06852-222268	brdcdi-raya@dcmsme.gov.in
23.	BR.MSME-DFO 386, Patel Road, Ram Nagar, Coimbatore	Ph : 0422 2233956 (tele fax)	brdcdi-coim@dcmsme.gov.in
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
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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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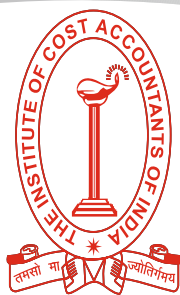
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