



President, Office Bearers, Past Presidents Lighting Kuthu Vilaku at **Uzhave Thalai 8.0** – 10.07.2026



Shri Rajesh B Lund, welcomes the gathering at **Uzhave Thalai 8.0** Agri Seminar – 10.07.2026



Shri V.T. Valluvan, “**Soil Farmer Hero**”, Chief Guest delivers inaugural address at Uzhave Thalai 8.0 Agri Seminar.
Others seated (L to R) Shri N.Mani Sundar, Shri Rajesh B Lund, Shri V.Rangaswamy, Shri N.Pradeep




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President Writes



Dear Members,

Greetings from The Indian Chamber of Commerce and Industry, Coimbatore.

As we step into August 2026, I extend my warm greetings to all our esteemed Members. This edition of President Writes is particularly special to me, as it is the last edition I have the privilege of addressing you in this column as President of our Chamber. Serving this distinguished institution has been one of the greatest honours of my professional life, and I do so today with a heart filled with gratitude, pride, and cherished memories.

May this month bring renewed energy, fresh opportunities, and continued success in your business and professional endeavours.

Let us continue to work together in strengthening entrepreneurship, promoting industry, and contributing to the sustainable growth of our region. I sincerely appreciate your continued support and active participation in the Chamber's initiatives.

Indian Economy

Resilient Growth Amid Global Uncertainty

India continues to remain one of the world's fastest-growing major economies, supported by robust domestic demand, sustained infrastructure investments, and ongoing economic reforms. Despite global uncertainties arising from geopolitical tensions, volatile crude oil prices, and disruptions in International trade, the Indian Economy has demonstrated remarkable resilience. The International Monetary Fund (IMF) projects India's GDP growth at **6.4% for FY 2026-27**,

reaffirming its position as one of the leading engines of global economic growth.

GDP Growth

Economic growth remains broad-based, driven by manufacturing, services, infrastructure development, and private consumption. Continued Government Investment in Roads, Railways, Ports, Airports, and digital infrastructure has stimulated Investment and Employment, while the Production Linked Incentive (PLI) schemes have further strengthened domestic manufacturing and encouraged industrial expansion.

Inflation and Monetary Policy

Inflation has moderated compared with previous years, although food prices and higher global energy costs continue to exert pressure. The Reserve Bank of India (RBI) has maintained a balanced monetary policy, keeping the Repo Rate at 5.25%, while carefully balancing inflation control with the need to sustain economic growth. India's banking sector continues to remain resilient, supported by healthy credit growth, improved asset quality, and greater financial inclusion through digital banking.

Challenges

While the overall outlook remains positive, certain challenges warrant close attention. Rising global crude oil prices, unpredictable weather affecting agriculture, geopolitical conflicts, and slowing global demand could influence inflation and economic growth. Sustained employment generation and increased private investment will remain essential for ensuring inclusive and long-term development.

At the Chamber

Uzhave Thalai 8.0

The Chamber successfully organized the **8th Edition of "Uzhave Thalai"**, our flagship one-day agricultural seminar, on **10th July 2026** at Hall "D", CODISSIA Trade Fair Complex, Coimbatore. The event witnessed enthusiastic participation from farmers, Agri-Entrepreneurs, Students, Scientists, and Industry Experts.

Shri V.T. Valluvan, Internationally recognized by the **Food and Agriculture Organization (FAO)** as a *"Soil Farmer Hero"* from Pollachi, graced the occasion as the Chief Guest and delivered an inspiring keynote address on sustainable agriculture, soil health, and technology-driven farming.

President Writes...

Meeting with Hon'ble Ministers

During July 2026, the Chamber delegation met **Thiru P. Mathan Raja**, Hon'ble Minister for Micro, Small and Medium Enterprises; **Thiru V. Sampath Kumar**, Hon'ble Minister for Backward Classes Welfare; **Thiru C. T. R. Nirmal Kumar**, Hon'ble Minister for Energy Resources and Law; and **Thiru K. Vignesh**, Hon'ble Minister for Prohibition and Excise, Government of Tamil Nadu.

On these occasions, the Chamber submitted detailed representations highlighting several key issues concerning the industrial and economic development of Coimbatore.

SEBI Issuer Outreach Programme

In association with the Securities and Exchange Board of India (SEBI), BSE Limited, and the National Stock Exchange of India Limited (NSE), the Chamber organized an **"Issuer Outreach Programme for Bond Market"** on **31st July 2026**.

The programme provided valuable insights into the evolution of India's corporate bond market and highlighted alternative avenues available for businesses to raise capital. Experts from SEBI, BSE, and NSE shared practical guidance on accessing the bond market as an effective source of long-term financing.

A Note of Gratitude

Friends,

As I write this final message as President of the 97-year-old Indian Chamber of Commerce and Industry, Coimbatore, I do so with immense gratitude, pride, and fulfilment. Serving this distinguished institution has been one of the greatest honours of my professional life. Looking back on this remarkable journey, I am deeply thankful for the trust you have placed in me and for the privilege of serving an institution that has played such an important role in shaping the industrial and commercial landscape of our region.

I have been privileged to work alongside our esteemed Past Presidents, Office Bearers, Governing Council Members, Committee Chairpersons, and Members. Their unwavering support, invaluable guidance, and shared commitment have made this journey both meaningful and rewarding. Every initiative we undertook and every milestone we achieved was possible because of our collective belief in

strengthening Trade, Industry, Entrepreneurship, and the economic progress of our region.

As I conclude this chapter, I am reminded of a timeless lesson from the **Mahabharata**. After guiding the Pandavas through years of trials and successfully fulfilling his divine mission, Lord Krishna quietly stepped aside, entrusting the future to those who would carry the responsibility forward. His greatness was never defined by the duration of his leadership, but by the values he instilled, the wisdom he shared, the confidence he inspired, and the enduring legacy he left behind.

True leadership is not measured by the office one holds, but by the institutions one strengthens, the people one inspires, the leaders one nurtures, and the legacy one leaves for future generations.

With this conviction, I hand over the mantle of leadership with complete confidence in the Chamber's future. I have no doubt that the incoming leadership will build upon the strong foundation we have together strengthened and take our Chamber to even greater heights.

As Members, let us continue to uphold the values that have defined this institution for nearly a century. Together, let us foster enterprise, encourage innovation, strengthen industry, and contribute meaningfully to the sustainable growth and prosperity of our region.

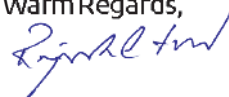
I extend my heartfelt gratitude to every Member for your trust, encouragement, friendship, and unwavering support throughout this remarkable journey. The memories we have created together and the opportunity to serve this prestigious Chamber will forever remain among the most treasured experiences of my life.

Although my tenure as President comes to an end, my association with this great institution does not. I shall always remain a proud Member and a steadfast well-wisher of our Chamber, and I look forward to contributing to its continued growth in every way I can.

Together, let us continue to strengthen the proud legacy of **The Indian Chamber of Commerce and Industry, Coimbatore**, and move forward with confidence towards an even brighter future.

I wish each one of you continued success, good health, happiness, and prosperity in the years ahead.

Warm Regards,



Rajesh B Lund
President

Chamber Initiatives...

GSTAT – Awareness & Outreach Program

Our Chamber has organized a comprehensive GST Awareness & Outreach Program focusing on the operationalization, legal nuances, and best practices of the Goods and Services Tax Appellate Tribunal (GSTAT) on Saturday, 4th July 2026, at Chamber Towers.

The session saw significant participation from industrialists, MSME owners, Chartered Accountants, Tax Practitioners, and legal experts across the region.

Chief Keynote Speakers & Moderator

The program featured insights delivered by senior members presiding over the GSTAT Benches in Tamil Nadu:

- Shri S. K. Rahman, Hon'ble Member, Goods and Services Tax Appellate Tribunal (GSTAT), Chennai.
- Shri M. Mathew Jolly, Hon'ble Member, Goods and Services Tax Appellate Tribunal (GSTAT), Coimbatore.

The entire session was expert-moderated by Shri S. Jaikumar, Founder & Country Head of M/s Swamy Associates.

Detailed Program Highlights & Session Breakdown

The outreach program delivered a structured, two-part presentation on navigating GSTAT proceedings effectively:

Part 1: GSTAT Structure, Powers & Statutory Provisions

- **National & Regional Footprint:** The speakers detailed the pan-India establishment of GSTAT, encompassing 31 States/UTs covered by 45 Benches (24 regular, 8 sitting, and 13 circuit). In Tamil Nadu and Puducherry, jurisdiction is mapped across Chennai, Coimbatore, Madurai, and Puducherry Benches.
- **Jurisdiction (Principal vs. State Bench):** Detailed breakdown of Section 109(5) CGST Act. Matters involving Place of Supply, ISD, OIDAR, and Anti-Profitteering fall strictly under the Principal Bench (New Delhi), whereas standard demand, ITC, classification, and refund disputes fall under respective State Benches.
- **Single Member vs. Division Bench Criteria:**
 - o Single Member Bench: Handles factual disputes up to ₹50 Lakhs (cumulative tax, penalty, fine, and interest) under Rule 110A.
 - o Division Bench: Mandated for matters exceeding ₹50 Lakhs OR any matter involving a "Question of

Law" regardless of the disputed value.

• Limitation & Pre-Deposit Rules:

- o Appeals under Section 112(1) must be filed within 3 months of communication of the First Appellate Authority (FAA) order, with a condonable delay window of up to an additional 3 months upon showing sufficient cause.
- o Mandatory pre-deposit remains 10% of the remaining disputed tax amount (interest and penalty excluded if tax is in dispute).

Part 2: Procedural Precision, Common Filing Errors & Best Practices

• 9 Mistakes to Avoid in GSTAT Filings: The Hon'ble Members highlighted common administrative defects:

1. Wrong Pre-Deposit Calculations (computing on the original order instead of the post-FAA surviving amount).
 2. Jurisdictional Errors (e.g., filing Place of Supply disputes in State Benches).
 3. Missing Deadlines / Improper Delay Condonation Applications.
 4. Incomplete Documentation & Index Mismatches.
 5. PDF/Scanning Technical Errors (scanning below 300 DPI or missing bookmarks).
 6. Weak/Vague Grounds of Appeal.
 7. Single Appeal Filings for Multiple GSTINs.
 8. Fee Calculation Errors (standard GSTAT fee is ₹1,000 per ₹1 Lakh of tax involved, min ₹5,000 to max ₹25,000).
 9. Checklist Non-Compliance prior to submission.
- **The GSTAT e-Portal:** Highlighted as India's first fully digital tribunal, featuring 24x7 e-filing via federated GSTN SSO credentials, auto-populated APL-04 data, digital cause lists, smart paperless courtrooms, and hybrid virtual hearing facilities.
 - **Court Craft & Professional Ethics:** The session concluded with practical guidance on legal advocacy. The Members encouraged practitioners to prepare concise written synopses, avoid dilatory tactics, and maintain full candor with the Bench regarding precedents.

The session concluded with an interactive Q&A where participants clarified specific doubts regarding pending first-appeal matters, transition timelines, and e-filing mechanics. The outreach program provided



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Chamber Initiatives...

the local business community and professional fraternity with clear, actionable guidance on utilizing GSTAT as an efficient, fair, and accessible appellate forum.

The welcome address was delivered by our President Shri Rajesh B Lund, the Vote of Thanks was proposed by our Hon. Secretary Shri N.Pradeep and the Program was attended by Vice Presidents Shri C.Dorairaj and S.Natarajan.

Uzhave Thalai 8.0

Our Chamber successfully organized the **8th Edition of "Uzhave Thalai"**, our flagship one-day agricultural seminar, on Friday, 10th July 2026, at Hall "D", CODISSIA Trade Fair Complex, Coimbatore, alongside CODISSIA Agri Intex 2026.

The seminar witnessed overwhelming participation from progressive farmers, agri-entrepreneurs, students, scientists, and industry experts, proving to be an immensely beneficial and knowledge-enriching experience for all attendees.

Leadership & Keynote Address

The event was held under the chairmanship of Shri C. Dorairaj, Vice President, who steered the initiative.

Shri V.T. Valluvan, a prominent leading farmer from Pollachi recognized by the Food and Agriculture Organization (FAO) of the United Nations as a **"Soil Farmer Hero,"** graced the occasion as the Chief Guest. In his address, he emphasized the critical need for soil health management, innovative sustainable farming practices, and technology adoption to secure the future of agriculture.

Comprehensive Technical Sessions & Knowledge Sharing

The seminar featured dynamic expert-led panel discussions and practical presentations covering vital emerging areas in modern agriculture:

1. Agri-Tourism Potential & Opportunities

- **Shri V. Iraiyaazhagan** (Farmer & Founder, Tamizh Nilam Tamizh Pannai; Recipient of the Tamil Nadu State Agri Tourism Award) and **Shri A. Manoharan** (MSR Grapes Garden / Appachi Pannai, Cumbum) shared practical experience on establishing profitable agri-tourism ventures.
- **Shri Pandurang Taware** (Founder & Managing Director, Agri Tourism Development Corporation - ATDC, Baramati, Maharashtra) delivered a keynote insight on the broader economic potential of Agri-Tourism across India.

- **Dr. Sarath Sennimalai** (Assistant Professor, KCT Business School, Coimbatore) skillfully moderated the session.

2. Cocoa Development & Intercropping in Coconut

- **Shri D. Shivakumar** (Manager – Cocoa Operations, Tamil Nadu, Mondelez India Foods Pvt. Ltd. / Cadbury) detailed Mondelez's initiatives in advancing cocoa cultivation across the State.
- **Shri Padmaraj Pattaje** (Vice President, CAMPCO Ltd., Mangaluru) outlined CAMPCO's operational frameworks and terms supporting cocoa farmers.
- **Shri Pachiappan R** (Farmer, RP Farm, Pollachi) presented real-world insights on successful cocoa intercropping within coconut groves.

3. Water Intelligence, Smart Automation & Vertical Farming

- **Shri S. P. Raja Kumaran** (Sales & Marketing Director, Mobitech Wireless Solution Pvt. Ltd.) presented on "From Water Delivery to Water Intelligence: The Future of Agriculture."
- **Shri Ajit Ingle** (Founder Director, Agrimations, Nashik) demonstrated Precision and Judicious Fertilizer Application through Automation.
- **Shri Venkateshwar Reddy Bojja** (Co-Founder, Vertical Green Farms) and **Ms. Dhanalakshmi Kagithala** (Chief Operations Head, Vertical Green Farms) jointly highlighted cutting-edge Vertical Farming Technologies and commercial opportunities.

Since its inception in 2017, Uzhave Thalai has stood out as one of the Chamber's premier knowledge-sharing initiatives. The 8th Edition successfully bridged the gap between modern technology and traditional farming, offering actionable insights and new revenue avenues for farmers across the region. Attendees widely appreciated the quality of the interactions, technology demonstrations, and direct access to industry pioneers.

The Welcome address was delivered by our President Shri Rajesh B Lund, Vote of Thanks was proposed by our Hon. Secretary Shri N. Pradeep and the Program was attended by all the Office Bearers besides our Past Presidents Shri D. Balasundaram, Smt. Vanitha Mohan, Shri C. Balasubramanian, Governing Council members and Agri Committee members.

Ahead of the event, an official **Press Meet** was also conducted by the Chamber on 10th July 2026 to brief members of the press and media regarding the scope, focus areas, and key objectives of this year's seminar.

Chamber Initiatives...

Meeting with Shri Katta Ravi Teja, IAS, Commissioner, Coimbatore City Municipal Corporation

President Shri Rajesh B. Lund, Vice President Shri C. Dorairaj, Treasurer Dr. M. Kailash Kumar, and the Chamber's Special Invitee Dr. S. Chandrasekar, Corporate Director, Roots Group of Companies, met Shri Katta Ravi Teja, IAS, Commissioner, Coimbatore City Municipal Corporation on 15.07.2026 at his office. During the meeting, the delegation felicitated the Commissioner by adorning him with a shawl and presented "What Kovai Needs" and the Chamber Booklet, highlighting the Chamber's key initiatives and recommendations for the city's growth and development.

The delegation had a cordial interaction with the Commissioner on matters relating to the industrial and commercial development of Coimbatore and reiterated the Chamber's commitment to working closely with the Corporation on issues of public importance. They also extended a formal invitation to the Commissioner to visit Chamber and address the our Members on the Corporation's ongoing initiatives, future development plans, and opportunities for collaboration in the city's progress. The Commissioner assured his support for constructive engagement with the business community.

Meeting on Shops and Establishment Act & Labour Code

Our Chamber in collaboration with the Federation of Trade Associations (FTAC), Coimbatore, successfully organized an insightful seminar on "Shops & Establishment Act & New Labour Code" on 15th July 2026.

The session featured Shri Haroon Al Rasheed, Advocate, Madras High Court, Chennai, as the Keynote Speaker. The seminar was well-attended by traders, industrialists, HR professionals, employers, and trade association representatives.

Key Presentation Highlights & Takeaways

The session provided detailed technical insights into the interplay between the traditional Tamil Nadu Shops & Establishments (TNSE) Act, 1947 and the incoming Occupational Safety, Health and Working Conditions (OSHW) Code, 2020:

1. Transition to OSHW Code & Ease of Doing Business

- **Single Unified Registration:** The OSH Code simplifies compliance by consolidating up to 6 separate registrations into a single electronic

registration for establishments with 10 or more workers. (Mandatory even for 1 worker in hazardous activities).

- **Single All-India License:** Replaces multiple state-specific licenses with one national license valid for 5 years, complete with time-bound deemed-approval mechanisms.
- **Digital Records & Returns:** Shifts compliance from manual, state-specific registers (84 registers reduced to 8) to consolidated digital records and randomized, web-based inspections under Facilitator-cum-Inspectors.

2. Status of TNSE Act in Tamil Nadu

- **Harmonious Compliance:** Unlike states like Bihar (which repealed its Shops Act) or Maharashtra/Puducherry (which issued exemptions), the TNSE Act remains fully in force in Tamil Nadu.
- **Dual Adherence:** Employers must comply with both TNSE and OSH Code wherever they operate harmoniously. For non-factory shops/offices, TNSE governs timings and leave; OSH Code takes precedence only in direct, irreconcilable conflicts.

3. Working Hours, Overtime & Leave Provisions

- **Working Hours & OT:** Standard limits are capped at 8 hours/day and 48 hours/week. Overtime is calculated at 2x the ordinary wage rate and requires explicit worker consent.
- **Night Shift for Women:** The OSH Code explicitly permits women to work night shifts subject to mandated safety measures.
- **Leave Comparison:** Under the TNSE Act, Earned Leave (EL) accumulates up to 45 days (with no encashment except upon exit). Under the OSH Code framework, annual leave accumulates up to 30 days, with unused leave beyond 30 days made encashable at the end of the calendar year.

4. Mandatory Appointment Orders & Wage Structuring

- **Appointment Letters:** Issuance of formal appointment orders before work commences is now mandatory, detailing designation, wage components, and benefits. Non-issuance attracts penalties under Section 94.
- **Wage Definition (50% Cap):** Under the OSH Code, basic wages must constitute at least 50% of total earnings. If excluded allowances exceed 50%, the excess amount is re-categorized back into "Wages"

Chamber Initiatives...

for compliance calculations.

5. Special EPFO Relief Schemes (2026)

- **Vishwas Scheme 2026:** A 6-month amnesty scheme for old EPF default periods (prior to June 14, 2024), recalculating damages at a reduced rate of 1% per month.
- **Employees' Enrolment Campaign 2026:** Allows voluntary declaration of un-enrolled workers joining between April 2009 and March 2026, waiving employee share (if not previously deducted) and capping damages at a nominal ₹100 per case.

The session ended with an engaging interactive Q&A where Shri Haroon Al Rasheed addressed specific operational queries on wage restructuring, notice period norms, and register maintenance.

The seminar equipped local trade and industrial leaders with a practical roadmap for maintaining full compliance during the evolving labour law regime.

Our Vice President Shri S. Natarajan delivered welcome address, our Past President Shri C. Balasubramanian briefed the participants about the purpose of the meeting and the vote of thanks was proposed by Shri B Anantha Padmanaban, Secretary, FTAC.

Meeting with Thiru A. Mascarenhas, Consultant to TNPDC

Our Hon. Secretary Shri N. Pradeep, called on Thiru A. Mascarenhas, former Director (Distribution) on 16th July 2026, following his recent appointment as Consultant to the Tamil Nadu Power Distribution Corporation (TNPDC) on a three-month contract aimed at strengthening the State's distribution network and addressing local power interruptions.

On behalf of the Chamber, Shri N. Pradeep extended warm congratulations to Thiru A. Mascarenhas on his new role and expressed confidence in his leadership to drive crucial reforms in the power sector.

Key Discussion Points

During the cordial and constructive meeting, our Secretary held wide-ranging discussions focused on power distribution challenges and industrial requirements across the region:

- **Grid Reliability & Efficiency:** Discussions centered on key measures required to enhance the overall stability, efficiency, and continuous supply quality of electricity across Tamil Nadu.

- **Addressing Industrial Concerns:** Our Secretary presented specific suggestions regarding the operational challenges faced by industrial power consumers, particularly highlighting the need for uninterrupted power to sustain regional manufacturing.
- **Network Strengthening:** The delegation exchanged insights on modernizing the distribution infrastructure to prevent unscheduled outages and support growing commercial demand.

Meeting with Thiru C. T. R. Nirmal Kumar, Hon'ble Minister for Energy Resources and Law

Our President Shri Rajesh B. Lund and our Hon. Secretary Shri N. Pradeep met Thiru C. T. R. Nirmal Kumar, Hon'ble Minister for Energy Resources and Law, Government of Tamil Nadu, during his visit to Coimbatore. On this occasion, they presented the Chamber's official booklet and the strategic document "**What Kovai Needs,**" alongside submitting a representation on key power sector issues.

Key Discussion Points & Submissions

- **Removal of Rooftop Solar Network Charges:** Urged the Government to eliminate network charges on rooftop solar power generation to accelerate green energy adoption for industrial consumers.
- **Industrial Power Tariff Relief:** Requested policy measures to reduce operational electricity costs, ensure reliable grid stability, and safeguard the interests of both High-Tension (HT) and Low-Tension (LT) industries across the region.
- **Infrastructure Modernization:** Exchanged suggestions on upgrading the regional power distribution network to prevent unscheduled outages and sustain Coimbatore's manufacturing growth.

Our Hon. Secretary Shri N. Pradeep, called on Thiru C. T. R. Nirmal Kumar, Hon'ble Minister for Energy Resources and Law, Government of Tamil Nadu, at his office in the Secretariat, Chennai, on 16th July 2026.

Key Discussion Points & Representation Highlights

During the meeting, Hon. Secretary Shri N. Pradeep presented a comprehensive representation focusing on key issues and critical policy reforms required in the electricity sector to support the industrial ecosystem:

- **Removal of Rooftop Solar Network Charges:** Highlighted the pressing need to remove network

Chamber Initiatives...

charges on rooftop solar power generation, enabling Industrial power consumers to adopt green energy seamlessly and cost-effectively.

- **Relief for Industrial Power Consumers:** Discussed policy measures to ease operational costs, ensure quality power supply, and safeguard the interests of High-Tension (HT) and Low-Tension (LT) Industrial consumers across Tamil Nadu.
- **Grid Efficiency & Reform:** Exchanged suggestions on modernizing power infrastructure to achieve steady and uninterrupted distribution for manufacturing units.

Meeting with Thiru V. Sampath Kumar, Hon'ble Minister for Backward Classes Welfare

Our Hon. Secretary Shri N. Pradeep met **Thiru V. Sampath Kumar**, Hon'ble Minister for Backward Classes Welfare, Government of Tamil Nadu, at his office in the Secretariat, Chennai, on 16th July 2026.

On behalf of the Chamber, Shri N. Pradeep held cordial and constructive discussions with the Hon'ble Minister and deliberated on the following key points:

Key Discussion Points

- **Regional Development & Public Welfare:** Highlighted key priority issues regarding the socio-economic development, infrastructure requirements, and general public welfare of Coimbatore.
- **Support for Community & Industrial Growth:** Shared valuable suggestions on policies and initiatives aimed at fostering balanced growth and welfare across the region.
- **Invitation to the Chamber:** Extended a warm and formal invitation to the Hon'ble Minister to visit the Chamber in Coimbatore and address its members at a mutually convenient date.

43rd Annual General Meeting of Nilgiris Chamber of Commerce and Industry

Our Vice President, Shri C. Dorairaj as Chief Guest participated in the 43rd Annual General Meeting of Nilgiris Chamber of Commerce and Industry held on 16th July 2026 at Ooty and offered facilitations. He addressed the gathering and shared valuable insights on strengthening trade, industry, entrepreneurship, and regional economic development and highlighted the importance of collaboration among chambers for sustainable growth.

Representation to the Hon'ble MSME Minister Seeking State Support for International Buyers–Sellers Meet

Our Hon. Secretary Shri N. Pradeep met Thiru P. Mathan Raja, Hon'ble Minister for Micro, Small and Medium Enterprises, Government of Tamil Nadu at CODISSIA on 18.07.2026

On behalf of the Chamber, Shri N. Pradeep submitted a detailed representation seeking the Government of Tamil Nadu's collaboration and support to organize an International Buyers–Sellers Meet for MSMEs at the Chamber premises.

Key Objectives of the Proposed Meet

Highlighting the Chamber's strong and expansive MSME membership base, the representation emphasized the urgent need to expand global market access for Coimbatore's Micro, Small, and Medium Enterprises. The proposed collaboration aims to:

- **Direct Global Interaction:** Create a dedicated platform for local MSME manufacturers and exporters to connect directly with international buyers.
- **Technology & Trade Linkages:** Facilitate International Technology Exchange, establish strategic export linkages, and unlock fresh investment opportunities for local industries.
- **National Alignment:** Promote the Make in India and Atmanirbhar Bharat vision by significantly driving MSME export growth.
- **Global Footprint:** Strengthen bilateral trade relations between Coimbatore's industrial ecosystem and high-potential International markets.

Government Support Requested

The representation formally requested the State Government's active intervention in mobilizing:

1. Foreign trade delegations and diplomats.
2. Global trade promotion agencies.
3. Export Promotion Councils (EPCs).

Involving these bodies will help maximize International participation, driving substantial new business opportunities and global exposure for MSMEs across the Kongu Region.



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Chamber Initiatives...

Coimbatore NEXT Meeting

During the Coimbatore NEXT meeting held on 18th July 2026 at Hotel Vivanta, Coimbatore, Our Hon. Secretary Shri N. Pradeep along with Past President Shri D. Balasundaram, called on Shri K. Vignesh, Hon'ble Minister for Prohibition and Excise, and Shri V. Sampath Kumar, Hon'ble Minister for Backward Classes Welfare, Government of Tamil Nadu.

On behalf of the Chamber, they have submitted a comprehensive representation detailing vital developmental priorities and critical infrastructure requirements essential for the sustainable growth and expansion of Coimbatore over the coming decades.

Key Proposals & Recommendations Submitted

The representation outlined nine strategic infrastructure projects designed to support regional industrial growth, improve urban mobility, and future-proof the city's expanding population:

1. Development of a Satellite City:

Establishment of a modern Satellite City designed to accommodate an estimated population growth of 500,000 people over the next 20 years, complete with robust road connectivity to major railway stations and the Coimbatore International Airport.

2. Comprehensive Ring Road Network:

Construction of a complete Ring Road connecting the Eastern and Northern sectors (linking Palakkad, Pollachi, Trichy, Avinashi, Annur, and Mettupalayam roads) alongside the early completion of the Western Ring Road. The Chamber urged bringing these projects under the Government of India's new ring road development scheme for 50 cities.

3. Multi-Modal Logistics Park:

Establishment of an integrated Logistics Park on the eastern periphery of Coimbatore with seamless rail and Highway connectivity, tapping into central infrastructure funding schemes.

4. Perishable Cargo & Products Market:

Creation of a specialized market infrastructure for vegetables, fruits, and flowers on the eastern side of the city, featuring direct airport linkages to boost agricultural and horticultural exports.

5. Coimbatore Metro Rail Project:

Expedited securing of final approvals from the Government of India for the planned Metro Rail line to modernise urban public transit.

6. Peripheral Bus Terminals:

Development of three inter-city bus stands along the upcoming ring roads serving long-distance travel in all four cardinal directions, properly integrated with the city's three existing bus terminals.

7. Establishment of Central University:

Operationalization of the long-pending Central University for Coimbatore, originally sanctioned by the Central Government in 2010.

8. Recreational Spaces on Defunct Public Lands:

Utilization of vacant lands currently belonging to defunct Central Government Public Sector Undertakings (PSUs) to create public parks, green zones, and community recreational facilities.

9. Agricultural Land Conversion Flexibility:

Framing of policy guidelines allowing landowners to convert up to 2 acres of agricultural land for non-agricultural/industrial development without administrative delays.

Government Initiatives

167th Income Tax Day Celebrations

Representing our Chamber, Shri C. Dorairaj, Vice President and Dr. M. Kailash Kumar, Treasurer, participated and graced the 167th Income Tax Day Celebrations organized by the Income Tax Department, Coimbatore on Friday, 24th July 2026, at the Convention Hall, Sri Krishna College of Engineering and Technology, Coimbatore.

'M&SEF Council

The meetings of the Micro and Small Enterprises Facilitation Council were held on 9th and 10th July 2026

(through Webinar) under the Chairmanship of Shri L Nirmalraj I.A.S, Micro and Small Enterprises Facilitation Council and Industries

Commissioner and Director of Industries and Commerce, Chennai. 229 cases were taken up for hearing. Judgments will be issued when finalized and the balance cases were adjourned for the next meeting. As a Member of the above Council, Shri N Pradeep, Hon. Secretary attended the above meetings representing our Chamber.

'Section 16 (2) (c): Touchstone of Fairness'

by **Adv. Shushmithaa K.J.** Swamy Associates

Preface:

To eradicate cascading taxation, GST is premised on seamless flow of Input Tax Credit [ITC]. Section 16 of the CGST Act provides for various conditions for ITC entitlement such as nexus with taxable supplies, possession of tax-paying documents, receipt of goods/services, filing of returns, etc. While most of said requirements appears to be well reasoned, the condition stipulated in Section 16 (2) (c) of the CGST Act is seriously doubted since its introduction.

The present article attempts to highlight the challenges attached to Section 16 (2) (c) of the CGST Act which provides that, for availing ITC, the tax must be paid to the Government.

Challenge and Analysis:

GST, based upon Value Added Tax [VAT] principles, allows set-off of tax paid by supplier in the previous stage. The set-off allowed to recipient is therefore based upon the concept that tax is paid by the supplier to Government. Section 16 (2) (c) of the CGST Act provides the legal sanctity to said concept.

The Courts have time and again held that ITC is a statutory concession and it can be subject to conditions imposed under law. However, the moot question in the context of Section 16 (2) (c) is whether the conditions are reasonable and workable.

In so far as the condition of tax payment is concerned, the GST law does not provide any means to the recipient for verifying whether tax collected by supplier is paid to Government.

As the payment of tax is done through filing of GSTR-3B return, which is a summary return, it does not provide for invoice-wise details. Many-a-times, the GSTR-1 return [containing invoice-wise details] may not fully match with the GSTR-3B details. The gap could be therefore attributed to the respective invoice on which ITC is availed. Hence, even filing of GSTR-3B by supplier does not per se prove that the supplier has discharged tax on the respective invoice.

Thus, no practical or reasonable means is available with a bonafide recipient so as to identify the payment of tax by supplier.

At this juncture, the provisions of Section 16 (2) (aa) of the CGST Act may be highlighted which provides that unless the tax invoices are reported in GST portal and

appearing in GSTR-2A of recipient, ITC is not available. Upon filing of invoice-wise details in GSTR-1 return by supplier, the ITC appears in GSTR-2A of recipient.

Therefore, the tax reported by suppliers would be available as auto-populated credit for recipient and appearing in GST portal. Hence, the ITC condition under Section 16 (2) (aa) is well founded, as the recipient-taxpayer can very well check the appearance of respective ITC in GSTR-2A/2B. However, unlike the practical solution for compliance with Section 16 (2) (aa), there is no solution for Section 16 (2) (c) of the CGST Act.

As per settled legal maxim 'Lex non cogit ad impossibilia', no person can be compelled to perform an impossible task. It is fairly settled that once there is no means available under statute for verifying payment of tax by supplier, then ITC cannot be denied to bonafide recipient and such condition under Section 16 (2) (c) must be read down. However, the Gujarat High Court was not inclined to read down Section 16 (2) (c). Nonetheless, the Hon'ble Court called the Government to address the issue for bonafide recipients. In light of above background, the validity of Section 16 (2) (c) may require a detailed examination by the Supreme Court.

Balanced Approach:

Assuming that Section 16 (2) (c) is legally sound, then also one must note that to protect the interest of revenue, the Government can recover tax from defaulting supplier. Section 76 of the CGST Act is being envisaged for such situations where tax is collected but not paid to Government. Hence, cases of bonafide recipients would be squarely covered under Section 76.

The GST Council in its 27th meeting also clarified that in case of default in payment of tax by the seller, recovery shall be made from the supplier in ordinary course instead of denying ITC to buyer.

Undoubtedly, the recovery of tax can be made only once as otherwise it will violate Article 265 of the Indian Constitution. Similar issue came before Hon'ble Bombay High Court wherein the State Tax authorities undertook to refund ITC to bonafide recipient, once the corresponding tax was collected from supplier.

In such a situation, specific provision for recovery against dishonest suppliers must be preferred as compared to denial of ITC to bonafide recipient, basis general provision. The Department should invoke Section 76 and collect the tax from the supplier instead

'Section 16 (2) (c): Touchstone of Fairness'...

of directing the recipient to reverse the input tax credit.

Concluding Remarks:

While the Government may be somewhat right in arguing that unless tax reaches the exchequer's kitty, ITC cannot be allowed. Nonetheless, it is equally important to appreciate that impractical and unreasonable conditions cannot withstand the test of good law. Moreover, it would be grave injustice where dishonest suppliers are allowed to enrich themselves at the cost of the Government as well as the Bonafide buyers. Hence, while protecting revenue interest is important, bonafide taxpayers cannot be made to suffer from collateral damage.

As per the latest development, the GST Council's Law Committee has proposed to protect buyer's ITC if the supplier has reported the invoice in his GSTR-1 resulting in its reflection in buyer's GSTR-2B, and

the buyer is able to establish that the payment including the GST component was made through banking channels or other prescribed payment documents. This is a welcome move and it is to be seen how the Government implements the same. It should be implemented at the earliest. Given the widespread litigation on ITC reversals is already pending, the benefit should be made applicable to past transactions and thus resolving pending disputes.

To: All Members

Members are requested to take note of our new Email & Website:

Email : admin@iccicbe.in

Website : www.iccicbe.in



www.iccicbe.in

Chamber Website

Listing
of your
BUSINESS
on the
Chamber's Website

We are pleased to inform our Members that Chamber has designed a website on the concept of "**Branding Coimbatore is our Business**" which is theme of our Chamber.

This listing will benefit the member industries in the following ways:

- It will give a great opportunity to get business in front of prospective customers.
- To get greater visibility
- To get business inquiries directly to the concerned industry's mailbox.
- Can offer business information to people looking for it.

Members may avail and utilise this facility, since this will help them to promote their products.

For any information Members may contact Chamber Office and enrol themselves and get link from Chamber Website for their products promotion or drop in admin@iccicbe.in

AI for MSMEs: From Automation to Competitive Advantage

N. Pradeep, Founder, Think Data AI Technologies



Artificial Intelligence is No Longer the Future—It is Today's Competitive Advantage

For decades, MSMEs have relied on skilled manpower, experience, and continuous improvement to remain competitive. Today, a new catalyst is transforming industries worldwide—Artificial Intelligence (AI).

AI is no longer limited to large corporations with multi-million-dollar budgets. Affordable AI solutions are now enabling MSMEs to improve quality, reduce costs, increase productivity, strengthen safety, and make faster, data-driven decisions.

The industries that embrace AI today will define the manufacturing landscape of tomorrow.

Where Can MSMEs Use AI?

Smart Manufacturing

- AI Vision-based Quality Inspection
- Defect Detection using Existing CCTV Cameras
- Assembly Verification
- Barcode & Label Inspection
- Surface Finish Analysis

Predictive Maintenance

- Predict machine failures before breakdown

- Monitor vibration, temperature and power consumption
- Reduce downtime and maintenance costs

Production Intelligence

- Live Production Dashboards
- Machine Utilisation Analysis
- OEE Monitoring
- Operator Productivity
- Production Planning

Energy Intelligence

- Electricity Consumption Analytics
- Peak Demand Management
- Solar & Wind Optimisation
- Compressed Air Leak Detection
- HVAC Optimisation

Business Intelligence

- AI-powered MIS Reports
- Sales Forecasting
- Inventory Optimisation
- Purchase Planning
- Cost Analysis

AI for MSMEs: From Automation to Competitive Advantage...

Safety & Security

- PPE Compliance Monitoring
- Fire & Smoke Detection
- Unauthorized Entry Alerts
- Vehicle Tracking
- Visitor Analytics

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- Purchase Order Verification
- HR Automation
- Customer Support Chatbots
- AI Meeting Assistants

Benefits to MSMEs

- ✓ 15–40% improvement in productivity
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- ✓ Significant reduction in quality defects
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- Office Computers

This makes AI implementation practical, affordable, and scalable for MSMEs.

ThinkData AI Technologies

At ThinkData AI Technologies, our mission is to make Artificial Intelligence practical and affordable for every MSME.

We specialise in:

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- Industrial Automation

- Existing CCTV AI Solutions
- Predictive Analytics
- Energy Intelligence
- Smart Dashboards
- Custom AI Development
- Digital Transformation for Manufacturing

We believe every MSME should have access to the same AI capabilities used by global manufacturers.

A Vision for the Future

The Fourth Industrial Revolution is already underway. AI is becoming as fundamental to manufacturing as electricity and automation once were.

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"The future belongs not to the biggest industries, but to the industries that learn, adapt, and innovate the fastest."

N. Pradeep}

Founder

ThinkData AI Technologies

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To: All Members

Sub: 92nd Annual General Body Meeting - Resolutions

The Ninety Second Annual General Body Meeting of our Chamber will be held in August 2026.

Members are requested to send points / subjects for Resolutions related to the problems of Trade and Industry for Consideration at the said meeting.

Kindly send us your points / subjects to our email id: admin@iccicbe.in



LOOK FOR THE HOLOGRAM

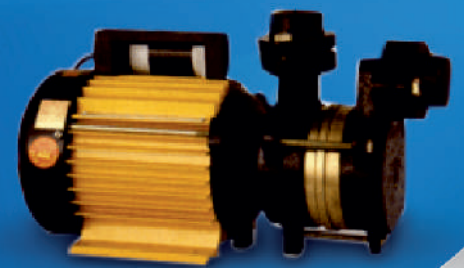


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மர்மர் அறுக்கும் மருந்து

அஸ்பையர் 'வாமிநாதன் ஒரு தொழில்னைவர். அரசியல் வியூக வகுப்பாளர். அதிக கட்சிக்காக தகவல் தொழில் நுட்ப அணியை (IT Wing) உருவாக்கியவர். அவர் 'Inside the War Room: How Power is Built, Fought, and Won' என்றொரு புத்தகத்தை எழுதியிருக்கிறார். அரசியல் பிரபலங்களான சபாசன், அண்ணாமலை ஆகியோரது முன்னுரையுடன் தினமலர் அந்த நூலை வெளியிட்டுள்ளது.

இந்தியாவில் தேர்தல் வியூக நிறுவனங்கள் எப்படி செயல்படுகின்றன, தேர்தல் பிரச்சாரத்தை எப்படி கைக்கொள்கின்றன என்பதைப் பற்றி ஆங்கிலப் புத்தகங்கள் உள்ளன. ஆனால், தமிழ்நாட்டு அரசியலில் War Room எப்படி செயல்படுகின்றன, சிந்திக்கின்றன, மக்களின் உணர்வை வடிவமைக்கின்றன, நமது சிந்தனையை எப்படி கட்டுப்படுத்துகின்றன என்பதை பொருத்தமான எளிய உதாரணங்களுடன் இந்தப் புத்தகம் விவரிக்கிறது.

ஊடகங்கள் நமக்கு காட்டுகிற அரசியலுக்கும் உண்மையான அரசியலுக்குமான இடைவெளி வாசிக்கிற எவருக்கும் சிறு அதிர்ச்சியை அளிக்கக் கூடும். இந்தக் கட்டுரையின் நோக்கம் அரசியல் பேசுவது அல்ல.

ஓர் அரசியல் கட்சி மாநாடு நடக்கிறது. எதிர்பார்த்ததை விட அதிகமான கூட்டம். தலைவரின் பேச்சும் சிறப்பாக இருக்கிறது. மீடியாக்களில் மாநாடு தலைப்புச் செய்தியாகிறது. மொத்தத்தில் சூப்பர் ஹிட். இது எதுவுமே ஒரு War Room-க்குப் பொருட்டல்ல. இந்த இடத்தில், ஐடி விங்க் மற்றும் வார் ரூம் இரண்டுக்குமான வித்தியாசத்தைப் புரிந்துகொள்வது அவசியம். ஐடிவிங்க் ஓர் அரசியல் கட்சியின் முன்களப்படை என்றால், அவர்களுக்கான போர் தந்திரங்களையும், ஆயுதங்களையும் தயார் செய்து கொடுப்பது வார் ரூமின் பொறுப்பு.

மீண்டும் மாநாட்டுக்கு வருவோம். War Room உறுப்பினர்கள் மாநாட்டுப் பந்தலில் தொண்டர்களோடு தொண்டர்களாகக் கலந்து அவர்கள் பேசிக்கொள்வதை முண்ணுப்பதை ரகசியமாகக் குறிப்பெடுத்துக்கொள்வார்கள். "நல்லாத்தாம்னே இருக்கு ஆனா மத்திய அரசை கொஞ்சம் சாஃப்டாடல் பண்ணாரே / கூட்டணில பங்கு வகிப்போம் கிறாரா அல்லது வெளிலருந்து ஆதரவுங்கறாரா / எல்லாம் சரிதான் சொந்த வாழ்க்கை

பஞ்சாயத்தை கொஞ்சம் சரி பண்ணலாமில்லையா? / ஊழலை ஒழிப்பேன்னு சொல்லிட்டு சாராய யாவாரிக்கு சீட்டு கொடுத்திருக்காரே " பலதரப்பட்டவை.

களத்தில் தான் திரட்டிய முண்ணுப்புகளுக்கு War Room உடனடியாக பொருத்தமான பதில்களைத் தயார் செய்து தன் தொண்டர்களை தெளிவுபடுத்தும். அரசியல் களத்தில் எதிர்கொள்ளும் விமர்சனங்களுக்குப் பொருத்தமான 'ஆயுதங்களை' வழங்கும். ஏனெனில், தொண்டர்கள்தான் களத்தில் நிற்கும் Cross Root Warriors. வாக்காளர்களைச் சாவடிக்கு அழைத்துவரும் ஆற்றல் பெற்றவர்கள். அவர்களது மனதில் இருக்கும் கிலேசங்களை உடனடியாகத் தீர்க்கவேண்டியது அவசியம். அந்த முண்ணுப்புகள் ஒவ்வொன்றுக்குப் பின்னாலும் ஆயிரக்கணக்கான வாக்குகள் உள்ளடங்கியுள்ளது. பன்னைத் தேர்தல்களில் சிறிய வாக்கு வித்தியாசங்கள் (Small edges) கூட பொருட்படுத்தத் தக்கவை.

ஏறத்தாழ இதே விஷயத்தை Chris Lytle எழுதிய "The Accidental Salesperson: How to Take Control of Your Sales Career and Earn the Respect and Income You Deserve' புத்தகத்தில் வலியுறுத்துகிறார். அதற்கு Platinum Service Checklist எனும் வழிமுறையை தருகிறார்.

ஒரு வாடிக்கையாளர் தனக்கு இருக்கும் சிறிய குறைகளை நேரடியாகச் சொல்லாமல் மெதுவாக வெளிப்படுத்துவதுதான் முண்ணுப்பு. போன் செய்யும்போது தயங்குவது, அரைகுறையாகப் பேசுவது ஆகியவை இதன் அறிகுறிகள். விற்பனைத் துறையில் இருப்பவர்கள் பெரும்பாலும் இந்தச் சிறிய அறிகுறிகளைக் கண்டு கொள்ளாமல் விட்டுவிடுகிறார்கள். ஆனால், வாடிக்கையாளர் விரைவில் நம்மை விட்டு போகப்போகிறார் என்பதன் ஆரம்ப அறிகுறிதான் இந்த murmur.

ஏன் இந்த முண்ணுப்பை உடனே கவனிக்க வேண்டும்? இச்சிறு விரிசலை Competitors பயன்படுத்தி நம் வாடிக்கையாளரைக் கவர்ந்துவிட முடியும். கவனிக்கப்படாமல் விட்டுவிடப்பட முண்ணுப்புகள் நாளடைவில் பெரிய கோபமாக மாறிவிடும். நோயின் அறிகுறிகளை ஆரம்பத்திலேயே கவனித்தால் குணப்படுத்த வாய்ப்புகள் அதிகம் என மருத்துவர்கள் அறிவுறுத்துகிறார்கள் இல்லையா?

மர்மர் அறுக்கும் மருந்து...

இதற்கான தீர்வுதான் Platinum Service Checklist. வணிகம் முடிந்த பிறகு நாமே வாடிக்கையாளரைத் தொடர்பு கொண்டு எல்லாம் சரியாக இருக்கிறதா? உங்களுக்குப் பிடித்துள்ளதா என விசாரிக்க வேண்டும். அவர் தன் உள்ளத்தை தயக்கமின்றி வெளிப்படுத்துவதற்கு உரிய சூழலை உருவாக்க வேண்டும். மிகச்சிறிய குறையெனினும் அதை ஒரு பெரிய முக்கியமான அவசர வேலை எனக் கருதி உடனடியாகச் சரி செய்ய வேண்டும் என்கிறார்.

இந்த இரண்டு புத்தகங்களையும் வாசித்த போது 'Broken Window Theory' நினைவுக்கு வந்தது. உலகப்புகழ் பெற்ற ஸ்காட்லாந்து காவல்துறை சட்டம் ஒழுங்கை நிலைநாட்ட கடைப்பிடிக்கும் நடைமுறை அது.

இந்தக் கோட்பாட்டை 1982-இல் ஜேம்ஸ் கியூ. வில்சன் (James Q. Wilson) மற்றும் ஜார்ஜ் எல். கெல்லிங் (George L. Kelling) ஆகிய சமூகவியலாளர்கள் அறிக்கப்படுத்தினர். ஒரு கட்டிடத்தில் இருக்கும் ஒரு உடைந்த ஜன்னலை யாரும் சரிசெய்யாமல் அப்படியே விட்டால், அந்தப் பகுதியை யாரும் கவனிப்பதில்லை என்ற எண்ணம் சமூக விரோதிகளுக்கு ஏற்படும். இதனால், அவர்கள் அங்கிருக்கும் மற்ற ஜன்னல்களையும் உடைப்பார்கள், மெதுவாக அந்த இடத்தில் பெரிய குற்றங்களைச் செய்யத் தொடங்குவார்கள்.

அதாவது ஒரு சமூகத்தில் நடக்கும் சிறிய குற்றங்கள் (உதாரணமாக: பொது இடங்களில் சுவர்களில் வரைவது, குப்பை கொட்டுவது, சிறிய திருட்டுகள், மது அருந்துவது) உடனடியாகத் தடுக்கப்படாவிட்டால், அது அந்த இடத்தில் சட்டம்-ஒழுங்கு சீர்கெட்டுள்ளதைக் காட்டும். இது நாளடைவில் கொலை, கொள்ளை போன்ற பெரிய குற்றங்கள் நடக்க வழிவகுக்கும். எனவே, பெரிய குற்றங்களைத் தடுக்க, சிறிய தவறுகளை ஆரம்பத்திலேயே கிள்ளி எறிய வேண்டும் என்பதே இக்கோட்பாடு.

சிறிய சமூக விரோதச் செயல்களை ஸ்காட்லாந்து காவல்துறை சாதாரணமாக விடுவதில்லை. ஆரம்பத்திலேயே கடுமையான எச்சரிக்கையோ அல்லது அபராதமோ விதித்து அதைக் கட்டுப்படுத்துகிறார்கள். போலீசார் தங்களின்

வாகனங்களில் மட்டுமே சுற்றாமல், மக்கள் நடமாடும் பகுதிகளில் நடந்தே ரோந்து (Foot Patrols) செல்கிறார்கள். நகரப் பகுதிகளில் ஒரு ஜன்னல் உடைந்தாலோ, சுவர்களில் கிறுக்கப்பட்டிருந்தாலோ அல்லது குப்பைகள் சேர்ந்தாலோ, காவல்துறை உடனடியாக உள்ளூர் நகராட்சியுடன் இணைந்து அதை 24 முதல் 48 மணி நேரத்திற்குள் சரிசெய்கிறது. ஒரு ஏரியா சுத்தமாகவும் அழகாகவும் இருக்கும்போது, அங்கு குற்றங்கள் நடக்கும் வீதம் குறைகிறது என்பது அவர்கள் ஆய்ந்தறிந்தது.

ஸ்காட்லாந்தின் வன்றை ஒழிப்புப் பிரிவு (Violence Reduction Unit) இக்கோட்பாட்டை ஒரு படி மேலே கொண்டு சென்றது. இவர்கள் குற்றங்களை வெறும் சட்டம்-ஒழுங்கு பிரச்சனையாகப் பார்க்காமல், ஒரு பொது சுகாதாரப் பிரச்சனை (Public Health Issue) ஆகப் பார்த்தனர். கத்திக்குத்து மற்றும் ரௌடிசத்தில் ஈடுபடும் இளைஞர்களை ஆரம்பக் கட்டத்திலேயே கண்டறிந்து, அவர்களுக்கு வேலைவாய்ப்பு மற்றும் கவுன்சிலிங் வழங்கி நல்வழிப்படுத்தினர். இது உடைந்த ஜன்னலைச் சரிசெய்வது போல, குற்றத்தின் ஆரம்பப் புள்ளியைக் கண்டறிந்து சரிசெய்யும் முறையாகும்.

வாடிக்கையாளர்கள், சப்ளையர்கள், ஊழியர்கள், குடும்பத்தார், உறவினர்கள், நண்பர்கள் என எவரிடமிருந்து முணுமுணுப்பு கிளம்பினாலும் உடனே செவிகொடுங்கள். ஏனெனில் எந்த ஒரு மர்மருமே சுகாதாரப் பிரச்சனைதான். அலட்சியம் காட்டினால் ஆபத்து.

- செல்வேந்திரன் (கட்டுரையாளர் அர்த்தமண்டபம் எனும் விபூக ஆலோசனை நிறுவனத்தை நடத்தி வருகிறார்) தொடர்புக்கு: infoarthamandapam.com

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17 management techniques for engaged, productive teams

Team Asana

Summary

Management techniques help you engage your team, create a positive work environment, and achieve organizational goals. This article outlines team, project, and time management techniques to prepare you for various situations.

Management isn't just about giving orders. You need to handle people, projects, and time. Each requires a different approach, but together, they shape how successful your work will be.

Our research shows that 44% of employees would feel more motivated if their work were engaging and enjoyable. But how can you create an environment for your team that allows them to feel this way?

We've put together 17 management techniques to help you connect with your team, build a productive, enjoyable workplace, and achieve your business goals.

What are management techniques?

Management techniques are practical ways for leaders to guide their teams, organize work, and reach business goals. Using these methods helps you create an environment where your team can do their best.

Effective management techniques fall into three categories:

- People management: How you lead, motivate, and develop your team members
- Project management: How you plan, organize, and execute work
- Time management: How you and your team prioritize tasks and use time wisely

Great managers use a mix of all three types of techniques to keep their teams engaged and meet business goals.

1. Communicate effectively

Communication is the glue that holds everything together. You need to communicate effectively to get projects done on time, keep your team members motivated, and ensure stakeholders are happy.

Create a communication plan for your team that defines:

- Channel guidelines: Which tools to use for different types of communication (e.g., Slack for quick check-ins, email for external communication)

- Communication modes: When to communicate asynchronously versus in person
- Roles and responsibilities: Who holds what kind of project roles
- Cadence: How frequently important details will be shared

2. Create an inclusive environment

When you bring people from different backgrounds together, it's important that everyone feels safe and welcome. Diversity can help your team grow, but without inclusion, misunderstandings can happen.

Check your unconscious bias to examine assumptions, beliefs, or attitudes you may have internalized. Being aware of your bias is the first step toward combating it and opening your mind to a more inclusive and diverse workplace.

Understanding how cultural, gender, and other forms of diversity affect your team makes you a stronger leader. Practice emotional and cultural intelligence to create a strong organizational culture for your team.

3. Hire the best team

This should go without saying, but the better your team, the more rewarding it will be to manage them. Hire teammates who have complementary skills and diverse backgrounds to promote creativity and innovation and, in turn, drive progress.

A diverse hiring approach helps you attract more talent. Try using different hiring channels and ask employees from all levels and departments for recommendations.

Read: Team structure: 10 effective ways to organize your team

4. Choose the right leadership style

Your personality and workplace experience will inevitably influence your leadership style, but so will your team! A situational leadership style allows you to tailor the way you lead and manage your team to their individual needs, traits, and situations. Depending on

17 management techniques for engaged, productive teams...

the amount of support and direction your team needs, you can apply any of the four types of situational leadership: delegating, supporting, coaching, or directing.

If situational leadership doesn't feel right for you, there are many other styles you can use that fit your personality.

Read: Qualities of a leader: 17 traits of effective leadership

At Asana, we lead by example. This consistent and approachable leadership style can increase team engagement and trust. At the same time, leading by example inspires those around you and builds a culture of accountability.

As a leader, I know it's my responsibility to set the tone for our company culture."

—Dustin Moskowitz, co-founder and CEO of Asana

In the end, what matters most is picking a leadership style that fits you and helps your team reach your organization's goals.

5. Delegate effectively

You can't do it all by yourself; that's the benefit of managing a team of talented, hard-working, and determined people. One of the most effective management techniques is delegating work.

Effective delegation helps you maximize your team's productivity while preventing burnout. To delegate effectively, consider:

- Team member skills: Match tasks to each person's strengths
- Growth opportunities: Assign projects that help team members develop
- Workload balance: Ensure no one is overloaded while others have capacity

First-time managers in particular may struggle with this technique since it's difficult to distance themselves from the work itself while still maintaining the feeling of contributing to the project. Motivate yourself to delegate by considering how new projects will positively affect your team members.

If delegating feels unnatural, that's okay. Remember, your main job is to help your team succeed by giving them the right resources and environment—not by doing all the work yourself.

6. Recognize hard work, talent, and engagement

Recognizing and rewarding your team's efforts keeps them engaged. Performance reviews help, but try to show appreciation in other ways too to grow as a manager.

Gratitude makes your team feel valued. Plus, receiving positive feedback when they're doing their job well has been shown to reduce the negative effects that stress can have on their performance.

Whenever you appreciate your team or a team member's specific contribution, tell them. Hana Ayoub, a New York-based executive coach, told us that team members who internalize a strength that's been pointed out to them by their managers can leverage these natural talents in the future.

It's a win-win for everyone. Regular feedback (good or bad) allows your teammates to adapt and improve their work more efficiently than if they had to wait for their next annual review.

Read: Don't like giving feedback? These 20 tips are for you

7. Put your team first

A management technique that can easily be overlooked is to genuinely care about your team beyond their contributions at work. A team that feels like they're more than just numbers to you will typically be more engaged and collaborative at work.

Show your team you care about them as human beings by actively listening when they talk to you:

- Tune into their words and put your own biases aside
- Avoid jumping to conclusions or overanalyzing
- Ask open-ended questions to show you're paying attention

This type of listening skill can be incredibly helpful when resolving conflicts, facilitating meetings, or problem-solving. Plus, giving your teammates the mental space to talk about what's on their minds can spark new, easy-to-come-by solutions.

When your teammate brings up the problem they need to solve, reflect back on what they're saying ('What I hear you saying is...'). Sometimes just hearing a problem relayed back inspires someone to realize they already know the answer."

—Justin Rosenstein, Asana co-Founder



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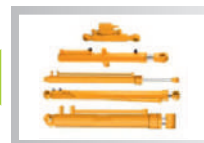
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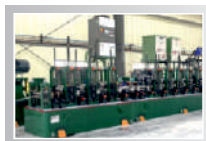
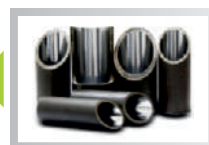
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Hone your emotional intelligence to get better at recognizing, regulating, and understanding your own emotions and those of your team members. This will help you communicate more effectively, solve conflicts, and build team synergy.

8. Provide professional development opportunities

Besides providing your team with regular feedback, offering them professional development opportunities is another management technique that will help your team grow under your leadership.

Find out what motivates your teammates, and actively listen when they talk to you about their long-term goals so you can support them on their path to achieving these objectives.

If your teammates are stuck or if they're feeling overwhelmed, assist them in defining their professional goals. Sometimes, all they need is an outside opinion and a little nudge to set goals that will get them back on track.

9. Be open to new ideas

If you've hired the best people to be on your team, you should trust them to have some of the best ideas. As their manager, you need to make sure that you're open to new ideas, whether they're ideas on how to drive your project forward, improve team collaboration, or fix a flaw in your business plan.

No great concept will come to fruition within a silo."

—Brian Honigman, Marketing Consultant at Asana

In addition to being open to their ideas, you should give your teammates opportunities to share them. You can hold regular brainstorm sessions, set up a shared brain dump task in your work management system, and encourage honest feedback during coffee meetings. All of these are excellent opportunities to inspire creativity and an ongoing feedback loop that makes your team happier.

10. Be clear and consistent

We've already talked about how important consistency is when leading by example, but it's such a key part of being a successful manager that it's worth exploring further.

Your team needs clear, consistent management so they can focus on the tasks at hand rather than spend time clarifying whether their approach is correct. When you

achieve a level of consistency that your team can rely on, you provide them with clarity of purpose, plan, and responsibility.

Read: 9 strategies for successfully managing multiple projects

Apply clarity and consistency to:

- How you schedule projects and meetings
- Your approach to leading calls
- How you communicate praise and constructive feedback
- How you set expectations
- How tasks are delegated

If you're leading a team that is part of a larger organization, one of the most important things you can do is to help everyone on your team understand how the larger organization is impacting the world, how your team is critical to the success of the organization, and how their individual work is important to the success of the team."

—Justin Rosenstein, co-Founder of Asana

Consistency doesn't block innovation—done right, it encourages it. When your processes are clear, your team spends less time on busywork and more time sharing creative ideas.

11. Manage time wisely

Stellar time management is a skill that will set you apart from other managers. Managing your own time and that of your teammates well will help you stay on top of projects without making you feel overworked. There are endless ways to manage your time, and time management templates can help you put these techniques into practice:

The Pomodoro Technique

The Pomodoro Technique is a way to break your workday into productive sessions and breaks. The idea is to work for 25 minutes, then take a 5-minute break, and repeat the cycle 4 times. After the fourth session, you can take a longer break, usually 15–30 minutes. While it may seem that this time management technique interrupts your flow, it actually reduces mental fatigue and helps limit distractions during focus sessions.

Example: This is how you could break up your first four Pomodoro sessions of the day:

17 management techniques for engaged, productive teams...

- 25 minutes of answering emails, five minutes of coffee break
- 25 minutes of QAing a report, five minutes on social media
- 25 minutes to finish QAing the report, five minutes to do a few stretches
- 25 minutes of scheduling tasks
- 30 minutes of taking your dog for a walk

The GTD technique

GTD stands for Getting Things Done, a technique that operates with the belief that the more information you're trying to keep track of, the less likely you are to be productive and focus on your tasks. This technique can be extremely useful if you struggle with procrastination.

GDT works in five steps:

1. Capture the work you have to do
2. Clarify details
3. Organize your tasks
4. Reflect on your priorities
5. Get the bulk of your work done

The 1-3-5 rule

The 1-3-5 method allows you to prioritize your most important work, much like a priority matrix, while also getting some smaller things done. When you're compiling your daily to-do list, write down nine tasks that you'd like to accomplish every day, but separate them into five small tasks, three medium tasks, and one big task. Complete the big tasks first, then work on your smaller tasks.

Example: Here are a few examples of small, medium, and big tasks.

- Small tasks: Send quick emails, schedule meetings, order office supplies, etc.
- Medium tasks: Update documentation, QA blog post, send procurement request, etc.
- Big tasks: Launch website, lead client call, brainstorm, etc.

The do it now

This method is simple: if a task takes just a few minutes, do it right away. Don't let this method distract you from urgent work. If doing a task takes as long as writing it down or setting a reminder, it's best to just do it now.

Example: You're in the middle of writing a report and have to check your email to grab some data when you

see that your supervisor sent you a request to share access to a document. Rather than writing this task down and clouding your brain with yet another small task that needs to be done later on, just click those few buttons and then get back to your report.

Eat the frog

The eat the frog time management technique is built on the idea of getting the worst part of your day (e.g., eating a frog) done first. Planning your day around this strategy will allow you to tackle the biggest or most important tasks first thing in the morning and make the rest of your day more enjoyable.

Example: Your schedule for the day looks quite fun: you have a team lunch planned, a blog post in the works on a topic you proposed, and you get to contribute to an asynchronous brainstorming session. But you also have to update your client tracker, which is your least favorite task of the month. That's your frog. Swallow it early in the day so you can enjoy the rest of it!

Timeboxing

Timeboxing is a goal-oriented time management technique where each task has an associated timebox, or the amount of time in which that task should be completed.

Example: If you have a big task on your plate, like writing a performance review, you can schedule two 1-hour timeboxes on your calendar to help you finish it.

Time blocking

Time blocking is very similar to timeboxing, but rather than allocating timeboxes for individual tasks, you block dedicated periods on your calendar for groups of similar tasks. This can help increase focus time and unlock deep work.

Example: Block half an hour in your calendar every Monday, Wednesday, and Friday between 9:30 and 10:00 a.m. to bring your email inbox down to zero.

Read: Why Inbox Zero isn't what you think it is

The Pareto principle

The Pareto principle states that 80% of outcomes come from 20% of causes. If you want to apply this principle to your time management, you can use the 80/20 rule. Write down your to-do list for the day and find out which of the tasks will have the highest effect on your team, project, or business that day.

Focus on the top 20% of tasks that will give you 80% of the results before moving on to other work.

Example: On your plate for the day are two annual

17 management techniques for engaged, productive teams...

reviews due next week, a few sales emails you've been avoiding, and four sales and revenue reports you need to QA. While writing the annual reviews or sending those sales pitches are important tasks, QAing the reports first will make the biggest difference for your team because it allows them to continue their work.

12. Value your team's time

Time management helps you do your best work, but it's also important to respect and value your team's time.

Show your team you value their time by keeping your communication focused:

- Be concise: Keep emails, messages, and calls to the point
- Be specific: Clearly express what you need, when you need it, and how you want it done

Clear communication lets your team focus on their work instead of guessing what's expected.

Another way to show your team that you value their time is to implement a no-meeting day every week. At Asana, we've found that no meeting Wednesdays enable our teammates to get really productive, because there are no interruptions.

Read: 6 tips to harness the power of flow state at work

13. Leverage technology and work management tools

Whether your team works together in person or is spread out around the world, having one place for all your information is essential.

Work management software can help you connect with your teammates, set goals, schedule tasks, and track progress. Besides saving everyone time spent on busywork, streamlining all of your projects and communication in one tool will make it easier for everyone to stay on top of their work.

A work management tool is the best way to centralize your team's information. Clearly see who's doing what by when, why it matters, and which goals that work supports. These tools, like Asana, include ways for your team to:

- Visualize your team's work in a • Kanban board, • Gantt chart, or team calendar.
- Track progress towards personal, team, and company goals with • SMART goals, • OKRs, and • goal tracking.
- Implement • project management methodologies like • Agile or • Scrum.

- Share progress updates asynchronously with • project status updates that directly tie to the work that's been completed.

Integrate your favorite business tools to reduce app switching and manual work.

14. Plan ahead and anticipate risks

The project management tools and methodologies listed above help with troubleshooting. However, you also need to plan ahead during project initiation to keep projects running smoothly.

Take a two-step approach:

1. Before the project: Use 1. resource allocation to identify and assign available resources, maximizing your team's effect
2. During the project: Apply 2. risk management processes to track and anticipate complications before they arise

15. Promote positivity and work-life balance

Work and play don't go together? We'd like to disagree. A team that plays well together will also collaborate better and, in turn, get its best work done. Make time for team-building exercises to give your team the chance to connect on a human level.

Don't limit fun to just team-building events. Add small moments of fun, like starting meetings with an icebreaker, having regular happy hours, or celebrating milestones with a team dinner.

Connecting with your team on a more personal level will create stronger bonds, making work more enjoyable and fulfilling for everyone involved. Besides, teams that have fun at work tend to feel like they have a healthier work-life balance.

We usually don't know someone's burned out until they actually burn out. But an intuitive and involved manager should be able to catch the early signs. Encourage all managers to maintain regular 1-1's with reports and don't just talk about business. Use the time to get a feel for how the individual is doing as a human."

—Dustin Moskovitz, Co-Founder of Asana

Read: 100+ teamwork quotes to motivate and inspire collaboration

16. Be transparent

Being transparent as a manager takes some skill. Share important information with your team, but be careful not to share too much and cause stress or distractions.

17 management techniques for engaged, productive teams...

If you're not sure whether to share certain information with your team, ask your supervisor. They can tell you what to share and help you find the best way to communicate it without causing stress.

A big part of being transparent and honest with your team is ensuring they know how their individual work contributes to the company's goals and success. Make sure your team has a clear way to connect their daily work and project-level initiatives with your company's goals so they can begin with the end in mind and see how their everyday work comes together in the grand scheme of things.

17. Make confident decisions

Good decision-making is key to being an effective manager. Your team relies on you to make timely, informed choices that keep projects on track and support your organization's goals.

To strengthen your decision-making:

- Gather input: Collect relevant information from team members and stakeholders
- Weigh implications: Consider both short-term needs and long-term effect
- Communicate clearly: Once decided, share your decision and rationale
- Own the outcome: Take responsibility whether it succeeds or requires adjustment

Remember that indecision can be more costly than an imperfect choice. When you make decisions confidently and learn from the results, you build trust and create momentum.

Connect your team with one tool

The 17 management techniques shared above can help you be a great leader, but don't pressure yourself to do every one of them all the time. It's OK if you're naturally talented at some management techniques and still developing others; you're only human! To help alleviate some of the stress you may be experiencing, streamline your projects and communication with a reliable, flexible work management tool.

Asana's work management software allows you to minimize app switching and empowers you and your team to focus on planning. Plus, coordinating your projects can drive your business forward. Get started today and see how these management techniques come to life when your team has the right tools to collaborate effectively.

A leader's guide to change management

Learn how to be the leader your team needs during times of change. Get tips on when to set new business objectives, how to communicate transparently, and how to keep employees engaged.

Source: <https://asana.com/resources/management-techniques>

How investors should evaluate a PMS

Here are five simple rules with which PMS returns can be assessed.

Start with the return that remains after every cost

Compare performance after management fees, performance fees, operating expenses and transaction charges. A strategy that marginally beats an index before these deductions may leave the investor worse off than a low-cost passive alternative.

Prefer consistency over one point-to-point CAGR

A five-year CAGR can be dominated by the starting and ending dates. If possible, examine rolling three- and five-year returns, the proportion of periods in which the strategy beat its benchmark and whether outperformance persisted under the same portfolio manager and investment process.

Measure the pain taken to earn the return

Maximum drawdown, downside capture and recovery

time reveal risks hidden by an annualised return. A concentrated strategy may outperform over a full cycle yet expose the investor to losses that are difficult to tolerate or recover from.

Check concentration, turnover and category drift

Study the top-five and top-10 holdings, sector concentration, cash allocation and annual portfolio turnover. Also check whether the present portfolio still resembles the stated strategy. A product labelled small-cap, multi-asset or debt may have materially changed its exposure over time.

Assess the manager, not just the strategy name

Confirm who generated the historical record, whether that person still manages the strategy and whether the investment process is repeatable. A top ranking becomes less relevant after a manager change, a sharp rise in assets or a significant alteration in the mandate.

Source: *Businessline*

Photo Gallery



Shri S. Jaikumar, Founder & Country Head, Swamy Associates addresses our members at “GSTAT – Awareness and Outreach Program”, Other Seated (L to R) Shri S.K.Rahman, Shri Rajesh B Lund and Shri M. Mathew Jolly – 04.07.2026.



Shri M. Mathew Jolly addresses our Members at “GSTAT – Awareness and Outreach Program” – 04.07.2026



Shri S K. Rahman presenting “GSTAT Awareness and Outreach Program” through PPT – 04.07.2026



Cross Section of Audience – 04.07.2026



Our Vice President Shri S. Natarajan welcomes the gathering at the seminar “Shops & Establishment Act & New Labour Code” jointly organized by Chamber & FTAC. Others Seated (L to R) Shri C Balasubramanian, Shri Haroon Al Rasheed, Shri B. Anantha Padmanaban – 15.07.2026

Photo Gallery...



Shri Haroon Al Rasheed presenting “Shops & Establishment Act & New Labour Code” Seminar” through PPT – 15.07.2026



Cross Section of Audience – 15.07.2026



Shri Rajesh B Lund, President & Shri N. Pradeep, Hon. Secretary met Thiru C.T.R. Nirmal Kumar, Hon'ble Minister for Energy Resources and Law, Government of Tamil Nadu and submitted our Chamber Profile - 16.07.2026



President Shri Rajesh B Lund, Shri C. Dorairaj, Vice President, Dr M. Kailash Kumar, Treasurer and Dr. S. Chandrasekar, Corporate Director, Roots Group of Companies met Shri Katta Ravi Teja, Commissioner, Coimbatore City Municipal Corporation and invited him to address our Members – 15.07.2026.



Photo Gallery...



Shri N Pradeep, Hon. Secretary and our Past President Shri D Balasundaram submitted representation to Shri K. Vignesh, Hon'ble Minister for Prohibition and Excise, and Shri V. Sampath Kumar, Hon'ble Minister for Backward Classes Welfare at Coimbatore NEXT meeting – 18.07.2026

Our Vice President, Shri C. Dorairaj, addressed the gathering as the Chief Guest at the 43rd Annual General Meeting of the Nilgiris Chamber of Commerce and Industry, Ooty - 16.07.2026



Uzhave Thalai 8.0 Cross section of audience – 10.07.2026

Our Hon. Secretary Shri N Pradeep met Thiru P. Mathan Raja, Hon'ble Minister for MSME, Government of Tamil Nadu, at the meeting held at CODISSIA - 18.07.2026.



Shri N.Pradeep, Hon. Secretary met Shri V. Sampath Kumar, Hon'ble Minister for Backward Classes at his office in the Secretariat, Chennai – 16.07.2026

Media Attention

கோவையில் ஜூலை 10 -இல் 'உழவே தலை' கருத்தரங்கு



கோவை இத்திய தொழில் வந்தக சபை சபையில் நடைபெறும் 'உழவே தலை' கருத்தரங்கு குறித்து அறிவிப்பை வெளியிட்ட அமைப்பின் தலைவர்கள்.

கோவை, ஜூலை 8: கோவை தொழில் வந்தக சபை சபையில் நடைபெறும் 'உழவே தலை' கருத்தரங்கு குறித்து அறிவிப்பை வெளியிட்ட அமைப்பின் தலைவர்கள்.

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Codissia moots measures to support farmers in marketing their produce

'Agriculture is a high risk business as input costs are rising farmers should move towards tree-based agriculture and look at inter-crops'

The Hindu Bureau COIMBATORE

The Coimbatore District Small Industries Association (Codissia) has mooted measures to support farmers in marketing their produce.

"Agri Index was started to support farmers in mechanisation and increasing the yield. The Codissia is also considering measures that will help farmers to market their produce (at the fair) on a trial basis, though this is at a very preliminary stage," said the association president, V. Rangaswamy, at the inaugural of Uzhave Thalai 8.0 on Friday.

V.T. Valluvan, organic farmer, said farmers should move towards tree-based agriculture and look at inter-crops. Agriculture



Organic farmer V.T. Valluvan speaking at the inaugural of Uzhave Thalai 8.0 organised by the Indian Chamber of Commerce and Industry, Coimbatore, in the city on Friday. S. Siva Subramanian

Uzhave Thalai 8.0 explores diverse Agri-themes

UN-recognised farmer shares techniques to boost agricultural production

The Hindu Bureau

COIMBATORE

10.07.2026

www.coimbatoremail.com

THE COVAIL MAIL

Uzhave Thalai 8.0 Inaugurated

The Indian Chamber of Commerce and Industry, Coimbatore (ICCI), inaugurated Uzhave Thalai 8.0 by lighting the ceremonial lamp today at CODISSIA Hall D.

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ICCI's annual agricultural seminar to be held on July 10

TIMES NEWS NETWORK

Coimbatore: The Indian Chamber of Commerce and Industry (ICCI) will hold the eighth edition of its annual agricultural seminar "Uzhave Thalai 8.0" on Friday (July 10) at CODISSIA Trade Fair Complex, Coimbatore, alongside CODISSIA Agri Index 2026.

Addressing the media along with office-bearers, ICCI president Rajesh B Lund said the seminar has been organised annually since 2017. He said the initiative was commenced under the presidency of Vanitha Mohan to coincide with Agri Index.

ICCI said Uzhave Thalai has grown into one of the chamber's key knowledge-sharing platforms, bringing together progressive farmers, scientists, academicians, agribusiness leaders and industry experts to share practical knowledge, innovative technologies and successful farming practices. The seminar is positioned as a forum for farmers, agri-entrepreneurs, students and other stakeholders to learn about emerging developments in agriculture.

The one-day programme will run from 9am to 4pm. ICCI vice-president C Dorairaj will chair the seminar.

Valluvan, a leading farmer from Pollachi and recognised by the Food and Agriculture Organization (FAO) of the United Nations as a "Soil Farmer Hero," will be the chief guest.

ICCI said speakers would take up topics including Tamil Nadu's agri-tourism potential, Mondelez's role in cocoa development in the state, and vertical farming technology and opportunities.



UZHAVE THALAI 8.0

அக்ரி இன்டெக்ஸில் 'உழவே தலை' கருத்தரங்கம்

கோவை, ஜூலை 7- இந்திய தொழில் வந்தக சபை கோவை கிளை தலைவர் ராஜேஷ் லண்ட், உழவே தலை இயக்கம் நிர்வாகிகள் செய்தியாளர்களுக்கு அறிவித்த போட்டி: 2017ம் ஆண்டு முதல் விவசாயத்தை வெற்றிபெறும் மாக செயல்படுத்தும் சபை

பணிச்சாலை 'உழவே தலை' என்கிற இயக்கம் மூலம் முன்னெடுத்து வருகிறோம். ஒவ்வொரு கொடியாவில் நடைபெறும் 'அக்ரி இன்டெக்ஸ்' கண்காட்சியில், பல்வேறு தலைப்புகளில் கருத்தரங்கம் நடத்தி வருகிறோம். 2026ம் ஆண்டுக்கான அக்ரி இன்

டெக்ஸ் கண்காட்சி, தானா மறுநிய தலைப்புகளில், 10ம் தேதி கொடியா 'D' நாலில் உழவே தலை கருத்தரங்கம் நடைபெறுகிறது. சவது ஆண்டாக உழவே தலை கருத்தரங்கம் நடைபெறுவது.

சேர்ந்த முன்னோடி விவசாயிகள் வளர்ச்சி சிறப்பு விருந்தினர்களுக்கு கொள்வனவுகள். வேளாண் சுற்றுலா, மண்ணிலா விவசாயம், தானியங்கி நீர்ப்பாசனம், உற்பாசனம், தென்னை மில் ஊடுபயிராக கோவை ஆகிய 4 தலைப்புகளில் பல்வேறு முன்னோடி விவ

சாயிகள், நிபுணர்கள் கலந்து கொண்டு விவாடக பேச்சுவழி உள்ளா. காலை 9 மணிக்கு துவங்கி மாலை 4 மணி வரை கருத்தரங்கம் நடைபெறும். கொங்கு மண்டலத்தை சேர்ந்த 250க்கும் மேற்பட்ட விவசாயிகள் கலந்து கொள்கிறார்கள். இப்போது அறிவிப்பு.



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Bay Light



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