

**S Mahalingam**  
**Conclave Chairman**



**Confederation of Indian Industry**

(Western Region)

105 Kakad Chambers, 132 Dr. Annie Besant Road  
Worli, Mumbai 400 018, India.

Phone : 91 22 4931790 Fax : 91 22 4939463/4945831

Email : [ciivr@ciionline.org](mailto:ciivr@ciionline.org)

Internet : <http://www.ciiwest.org>

19 December, 2002

*Dear Mr Kshirsagar,*

**CII - COST CONCLAVE 2002**  
**17 – 18 December: Mumbai**

At the outset, let me thank you personally for sharing your invaluable views and experience at the Cost Conclave 2002.

We have received an excellent feedback from the participants on the content and quality of interaction. You have very effectively emphasized on “**Activity Based Budget and Management – Without TEARS**”.

Your inputs added tremendous value to the Conclave and, I am sure, would help participants draw up strategies conducive to their business areas.

May I, once again, thank you for your presence and seek your support in all our endeavors to help the Indian Industry become best in class.

Warm personal regards,

*Regards,*

Yours sincerely,

S Mahalingam

**Mr Madhav A Kshirsagar**  
Managing Director  
Kirtane Pandit Consulting Pvt Ltd  
'Sangati', Bhakti Marg  
Off Law College Road  
Pune 411 004

Central Office : 23 Institutional Area, Lodi Road, New Delhi 110 003, India. Tel: 91 11 4629994-7, Fax: 91 11 4626149/4633168

Email : [ciico@ciionline.org](mailto:ciico@ciionline.org) • Internet : [www.ciionline.org](http://www.ciionline.org)

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