THE LUXE
Reshaping India’s lifestyle choices

STATE FOCUS: Rajasthan | DEEP DIVE: Aviation Industry | INDIAMADE: iD Fresh Food
ON THE RIGHT TRACK

India’s electronic products industry is expected to reach US$ 75 billion by 2017

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INDIA BRAND EQUITY FOUNDATION
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DEAR READERS,

As a founding member of the WTO, India has remained a strong votary of the multilateral trading system, with its principles of consensus, inclusivity, and transparency. The country has been strongly taking forward issues under the Doha Round of trade negotiations since 2001.

India retains its stance on the need for openness and transparency in global trade amidst the growing global trend towards protectionism. The Department of Commerce, under the aegis of the Hon'ble Minister of Commerce & Industry Mr Suresh Prabhu, organised an Informal WTO Ministerial Meeting during March 19-20, 2018 in New Delhi to reinforce the spirit of the multilateral trading regime as enshrined in the WTO, especially after the stalemate at the Eleventh Ministerial Conference held in December 2017. The meeting was attended by the WTO Director General and ministers and officials from 53 developed and developing countries. The efforts of the Government of India were highly appreciated.

IBEF successfully handled a gamut of responsibilities at this event—logo design, conceptualisation, and execution of branding collaterals at the venue, airport, and city, etc, development of website for the event, registration and management of delegates, and a social media campaign. The campaign was highly successful in disseminating information about the event to a wide audience and received engagement from the WTO Director General, Indian Missions, Press Information Bureau, media bodies, and delegates.

During February-March 2018, IBEF also managed branding campaigns for four critical trade events. It partnered with Engineering Export Promotion Council (EEPC) for branding the India pavilion at Middle East Electricity Dubai, March 6-8, 2018—the region’s leading trade event for the power and electrical industry—through venue branding, advertising in trade publications, and a digital campaign. IBEF also partnered with EEPC for the 38th edition of its trademark multi-product overseas exhibition INDEE (Indian Engineering Exhibition), which was held in Thailand during February 1-4, 2018.

In the agri-products sector, IBEF took up branding for the pavilions of APEDA and Tea Board at Gulfood Dubai, February 18-22, 2018. This is a major event for food trade in the Gulf region with around 97,000 visitors and one million sq ft of exhibition space. Besides advertising at the venue and through print media, IBEF’s digital campaign for the event led to 9,144,454 impressions and 46,158 clicks.

The India Carpet Expo, one of the largest trade fairs for handmade carpets in Asia, was held in New Delhi during March 8-11, 2018. IBEF organised a press conference on March 8, leading to media coverage across leading publications, besides venue and outdoor branding.

Ms Anu P. Mathai
CEO, India Brand Equity Foundation
DEAR READERS,

India has grown into the world’s fifth largest global destination in the retail sector, riding the urbanisation wave and also owing to the rise of an affluent middle class. Further, the shaping of a ‘desire economy’ (as Glyn Atwal, Associate Professor of Marketing, Burgundy School of Business, describes in his interview), which comprises young and aspirational consumers, has helped many a foreign brand establish a firm footing here. Proliferation of the internet has shaped a buoyant e-commerce market too, which is expected to touch US$ 220 billion in terms of gross merchandise value by 2025.

Domestic demand for lifestyle products has been steadily on the rise, and so too have been exports. Largely, it has been a two-way street, with more global players coming in and native brands exploring markets abroad. This has been particularly noticeable in the luxury fashion segment. While brands such as Zara and H&M are catering to the aspirational Indian consumer, native labels such as Hidesign and Amrapali are becoming part of high-street fashion elsewhere.

India’s luxury market is undoubtedly on a fast track, and is expected to cross US$ 30 billion by the end of 2018. And the assurance of quality, innovativeness, and cost efficiency is sure to help more Indian labels gain traction on foreign shores.
A WELL ENGINEERED GROWTH STORY

India is a global pioneer in engineering research and development and design outsourcing

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India hosts Informal WTO Ministerial Meeting

Representatives of 53 countries gathered in New Delhi from March 19 to 20 for the Informal World Trade Organization (WTO) Ministerial Meeting organised by India. Union Minister of Commerce and Industry, Mr Suresh Prabhu welcomed the participants, including WTO Director General Roberto Azevedo. Participants thanked the Government of India for organising the meeting and welcomed the fact that, some positive results had been achieved at MC11 despite challenges. Members agreed that it is their collective responsibility to preserve the functioning and credibility of the rules-based multilateral trading system as embodied in the WTO.

Some of the key issues discussed included the impasse in appointment of Appellate Body members, impact of recent unilateral trade measures and proposed counter-measures, Special and Differential Treatment (S&DT) provisions for LDCs, need for progress on Doha issues, especially agriculture, fisheries subsidies and domestic regulation in services, need for a permanent solution on public stockholding for food security purposes, need to address historical asymmetries and imbalances in the Agreement on Agriculture, need to conclude negotiations on fisheries subsidies by 2019, and the importance of open, transparent and inclusive discussions within the joint initiatives by proponents of issues such as Electronic Commerce, Investment Facilitation, Gender, MSME, etc.

On March 20, ministers and senior dignitaries called on Prime Minister Mr Narendra Modi and held an interaction where aspects related to multilateral trade were discussed. Mr Modi underlined the importance of countering challenges faced by the multilateral trading system. He also emphasised on the need for a kind approach towards least developed countries.

Elecrama 2018 held in Noida

Elecrama 2018, an initiative organised by the Indian Electrical and Electronics Manufacturing Association, was held between March 10 and 14 at the India Expo Mart, Noida. Elecrama showcases the latest products and offerings in the electrical equipment and manufacturing space and is the largest congregation of the power sector. During the inaugural session, Vice President of India, Mr M Venkaiah Naidu, said that India has the potential to become the leader in solar energy, and listed the initiatives that have helped India improve its ranking in World Bank’s Ease of Getting Electricity Index from 99 to 26. Electric and hybrid electric vehicles would dominate the automobile industry in the future, he added.
Cabinet approves national healthcare scheme

On March 21, the Cabinet approved the launch of Ayushman Bharat-National Healthcare Protection Mission, a health insurance scheme aimed at covering more than 10 crore underprivileged families. The scheme was announced as part of the Union Budget 2018. It will incorporate two ongoing schemes—the Rashtriya Bima Yojana and the Senior Citizen Health Insurance Scheme. In the Union Budget speech, Finance Minister Mr Arun Jaitley called it the world’s largest government-funded healthcare initiative. He added that enough resources would be allocated to the plan while states will bear 40% of the costs. The scheme will provide a benefit cover of ₹5 lakh per family each year.

‘Made in India’ MRI machine in progress

The healthcare sector in India will soon witness the first Indian magnetic resonance imaging (MRI) machine that will be much more economical than the present ones. The prototype is expected to be ready by December. On March 20, the Minister of Electronics and Information Technology (MeitY) Mr Ravi Shankar Prasad held a meeting with the Society for Applied Microwave Electronics Engineering & Research (SAMEER) to check the progress of the machine. The low-cost medical device will make scans affordable for patients; at present, an MRI machine costs more than ₹1 crore. India is now listed among the top 20 global medical devices market and fourth largest in Asia after Japan, China, and South Korea.

India ranks second in mobile phone production

According to the Indian Cellular Association (ICA), India accounted for 11% of global mobile production in 2017, making it the second largest mobile phone producer in the world after China. Imports of devices reduced to less than half in 2017-18 due to the increase in mobile phone production in the country. ICA national president Pankaj Mohindroo lauded the combined efforts of ICA and FTTF in boosting mobile production in India. The fast track task force (FTTF), a body under Ministry of Electronics and IT, aims to produce around 500 million mobile phones in India by 2019. It also aims to export 120 million mobile phone units, valued at US$ 1.5 million, by the end of next year.

“India may well become the top country in terms of mobile data consumption per user per month, resulting in a need for a lot of network capacity. In the last 12 years, it has been remarkable for creating the ecosystem for the long term, even though it’s been somewhat challenging in the short term.”

- RAJEEV SURI, CEO, NOKIA

“The ‘Make in India’ campaign and the country’s young demographics will not just draw a better consumption pattern for the country but also push the overall growth rate towards the double digit mark.”

- ANIL RAI GUPTA, CHAIRMAN AND MANAGING DIRECTOR, HAVELLS
HCL launches training programme for women

On March 28, HCL Technologies launched iBelieve, a training programme to reskill their employees, especially women who drop out of the workforce and wish to rejoin. It provides training on modern-day technology concepts and business skills. At ₹2.5 lakh, participants can access this training programme in Chennai and Bengaluru. Those who have been on a career break of more than two and less than six years are eligible for it. The duration and type of training will correspond with the candidate’s background. Srimathi Shivashankar, executive vice president, HCL said, “This program is targeted at women who are serious about making a comeback and willing to invest in themselves.”

UP and FICCI join hands to promote startups

The Government of Uttar Pradesh has joined hands with the Federation of Indian Chambers of Commerce and Industry (FICCI) in a progressive step to promote startups and entrepreneurial ventures. At the Uttar Pradesh Investors Summit 2018, held on February 21 and 22, the government announced the Innovation and Start-up policy. Mr Yogi Adityanath, the Chief Minister of Uttar Pradesh, announced ₹1,000 crores for it. Mr Nirankar Saxena, Deputy Secretary General, FICCI, spoke about the need for promoting and commercialising startups, both in the domestic and international markets. The partnership would create 10,000 new jobs each year with 80% focus on the rural population and increasing farmers’ income.

RBI announces monetary policy

At its first bi-monthly review of 2018-19 on April 5, Reserve Bank of India (RBI) governor Mr Urjit Patel-led monetary policy committee (MPC) decided to keep the repo rate unchanged at 6% and reverse repo rate at 5.75%. It also lowered its inflation projection for the first half of the current fiscal year to 4.7-5.1% from a previous range of 5.1-5.6% due to a moderation in food prices and the possibility of a normal monsoon. The governor said that the pace of economic activity in 2018-19 is expected to accelerate, given the clear signs of revival in investment activity. “The GDP growth is projected to strengthen from 6.6% in 2017-18 to 7.4% in 2018-19,” he said.

First mega food park in Satara

The first mega food park in Satara, Maharashtra was launched on March 1 by Ms Harsimrat Kaur Badal, Minister of Food Processing Industries, in the presence of Mr Devendra Fadnavis, Chief Minister of Maharashtra. Mega food parks are modern infrastructure facilities for food processing across the value chain from farm to market, and this is the twelfth such park made operational in the country. The mega food park at Satara will help in reducing wastage of food at every stage of the supply chain with more focus on perishables. The government provides financial assistance of up to ₹50 crore per mega food park project; however, this project will get an additional investment of about ₹250 crore to set up 25 to 30 processing units. The food park will also provide employment to 5,000 people.
THE GIFT OF WELL BEING

Yoga is India’s gift to the world

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TECH CORNER

National policy on artificial intelligence soon: Niti Aayog

With the aim of outlining the scope of AI research, and adoption and commercialisation of the technology, Niti Aayog will soon be coming up with a national policy on the technology. As India prepares to meet its commitment to sustainable development goals starting this year, this policy is expected to structure the country’s short-, medium-, and long-term goals to be achieved by 2022, 2026, and 2030 respectively. A part of this nation-wide strategy will be to hire domain experts. Minister of Finance & Corporate Affairs, Mr Arun Jaitley had asked Niti Aayog to initiate a national programme to direct the government’s efforts in the area of AI in the Union Budget.

Foxconn to make printed circuit boards in India

The world’s largest contract electronics manufacturer Foxconn has become one of the recent global giants to start manufacturing operations in India. It has started the assembly of printed circuit boards (PCBs) constituting about half the cost of making a phone—which will offer a price advantage to its clients such as Xiaomi and HMD Global. This move is seen as a boost for ‘Make in India’, and it will also benefit Foxconn as the country raised basic customs duty on smartphones from 15% to 20% effective February 1, 2018. The company has a phone manufacturing facility in Andhra Pradesh that employs close to 6,000 people and produces 15 million units a year.

Indian Railways to use satellite imagery for mapping assets

Indian Railways has signed an MoU with Indian Space Research Organisation (ISRO) for mutual cooperation in the field of satellite imagery, in order to monitor and manage its assets across the country. An official from the rail ministry said that, “Indian Railways will use satellite imagery to identify new encroachments around stations. GPS-based mapping of railway assets on geographic information system (GIS) platform across the country is likely to be completed by December this year.” As railway operations have wide spatial coverage, GIS mapping of assets on Indian Railways can be used for better management, the official said further. The satellite imagery will be taken from Bhuvan Platform of ISRO.

AMD to raise India-focused technology fund

US-based chip manufacturer Advanced Micro Devices Inc. (AMD), through its venture capital arm, AMD Ventures, is raising a nearly US$ 200 million India-focused technology fund. It will be based offshore—operating from either Amsterdam or Singapore—and will follow the FDI route to invest in tech-focused firms in India. With this, the company will compete with Intel Capital, Cisco Investments, Qualcomm Ventures, and Siemens India, all of whom already have tech-focused funds in the country. According to CB Insights, the amount of funding by venture capitals in India rose five times in the second quarter of the present financial year.
SITA, the air transport IT and communications service provider at Indian airports, is set to take the government’s concept of Digiyatra a step further by providing fully biometric air travel, wherein national biometric identification cards of citizens and foreigners’ passports would be linked with the databases of airlines, airports, and other stakeholders. Maneesh Jaikrishna, SITA Vice President - Indian Subcontinent, Eastern and Southern Africa said, “Leveraging India’s national Aadhaar biometric identity system with our Smart Path technology, SITA will deliver a seamless biometric experience across all airlines and airports—both domestic and international—in India.” Presently, three airports, including Varanasi and Vijayawada have been chosen to implement the biometric access system for passengers.

India Space Research Organisation (ISRO) and Centre national d’études spatiales (CNES) will collaborate on satellite technology in order to address issues such as climate change. This collaboration is part of the Joint Vision for Space Cooperation, signed during French President Mr Emmanuel Macron’s visit to India. The two countries will also collaborate on an earth observation mission and pursue the study of a constellation of satellites for maritime surveillance. Further, the two agencies could also join hands vis-a-vis the development of technologies for liquid oxygen-methane propulsion engine; reusable launch vehicle, and special materials, advanced composites, nanomaterials, chemicals, polymers, nanotechnologies and manufacturing technologies.

India and France to tackle climate change together

India-focused technology fund being raised by AMD Ventures.
STATISTICS
PROMISING CONSUMER MARKET

INDIAN HOUSEHOLDS BY INCOME (MILLIONS)

Annual gross household income (US$ thousands)

<table>
<thead>
<tr>
<th>Income Group</th>
<th>2005</th>
<th>2016</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite (&gt;30.8k)</td>
<td>3 (1.5%)</td>
<td>6 (2%)</td>
<td>15.8 (5%)</td>
</tr>
<tr>
<td>Affluent (15.4-30.8k)</td>
<td>7 (3%)</td>
<td>17 (6%)</td>
<td>33 (11%)</td>
</tr>
<tr>
<td>Aspirers (7.7-15.4k)</td>
<td>17 (8%)</td>
<td>40 (15%)</td>
<td>61 (20%)</td>
</tr>
<tr>
<td>Next billion (2.3-7.7k)</td>
<td>89 (42%)</td>
<td>121 (45%)</td>
<td>140 (46%)</td>
</tr>
<tr>
<td>Strugglers (&lt;2.3k)</td>
<td>93 (44%)</td>
<td>82 (31%)</td>
<td>55 (18%)</td>
</tr>
</tbody>
</table>

Note: Income distribution is calculated in constant 2015 dollars; US$ 1 = ₹65. Because of rounding, not all percentages add up to 100.
Source: BCG CI proprietary income database; BCG analysis

INDIAN RETAIL MARKET SIZE

Market size (US$ billion)


RETAIL ECOMMERCE SALES IN INDIA

Sales (in US$ million)

Note: *Estimate
INDIA’S READY MADE GARMENT (RMG) EXPORT UPDATE FY (APRIL-DECEMBER) 2017-18

Source: DGCI&S, Kolkata, 2017
http://aepcindia.com/apparel-magazine/february-2018
THE LUXE EDGE


- All that Glitters
- India in the Spotlight
- A Seamless Pattern of Growth
ALL THAT GLITTERS

The luxury fashion industry in India is well poised for dynamic growth. While international and domestic brands are eagerly tapping the potential in the domestic market on one hand, Indian players are also beginning to make a mark on the global stage on the other.

AMANDA D’SOUZA
India’s erstwhile royalty and its historic love affair for opulence has been captured in interesting anecdotes throughout history. For instance, around 20% of Rolls Royce sales were from India in the 1920s. The Maharajah of Patiala asked Cartier to remodel his crown jewels, including a 234.69 carat De Beers diamond. Cartier developed a beautiful Patiala necklace that weighed 962.25 carats and had 2,930 diamonds – Cartier’s largest commission till date. The wealth of the last Nizam of Hyderabad was estimated at £100 million in gold and silver and £400 million in jewels!

Present-day India is again capturing the world’s imagination as a highly lucrative luxury market. This time, however, the main plot is not driven by kings or queens or the uber rich. The growth of the luxury market is more broad-based, and is being led by an increasingly prosperous and aspirational middle class.

The New Economic Policy, introduced by the Indian Government in 1991, reduced the state’s interference in the market, slashed government spending and subsidies, abolished price controls, made public undertakings private, greatly reduced tariffs, invited foreign investments, and regulated the financial sector. All of these measures opened up the economy to global interest and competition.

Economic development in India after the landmark economic liberalisation in 1991 has enabled major transformations across the income pyramid. Post 1991 up to 2016, the per capita income in India rose from ₹6,270 to ₹93,293. When you consider the bottom of the pyramid, India lifted 133 million people from poverty between 1994 and 2012 (World Bank). There has been a marked increase in the purchasing power of the country’s ever-growing middle-class, a rapid spread of urbanisation, a growing pervasiveness of all kinds of media and a burgeoning youth population. The rise in per capita income has also led to the rise in purchasing power of its swelling middle class, a phenomenon clearly evident through statistics on market trends. Take, for instance, rising car sales. In 1991, the number of cars sold was just around 2 lakh. In 2017, this figure had crossed the 3 million mark.

The sales of luxury cars hit record figures in 2017, despite the initial adjustment issues pertaining to the rollout of GST (Goods and Service Tax), registering a growth of 17% since the previous year.

Further, the number of affluent Indians has also risen tremendously. According to Hurun’s Global Rich List 2018, India has the third largest share of billionaires in the world, with a total of 131, after China and the US.

These are a few of the major factors that have helped spur the recent interest in luxury market. Additionally,
the very large size of the market in India is also seen as an attractive prospect for investors. Further, luxury goods are viewed as aspirational purchases in the Indian scenario, driven by perceptions of status and prestige. Therefore, from the consumer behaviour viewpoint, demographic, psychographic, and economic factors are contributing immensely to the surge in the country’s desire economy.

THE INFLUENCE BEHIND AFFLUENCE

One prominent segment that is witnessing the benefits of this growth is the fashion industry. According to an ASSOCHAM report, the Indian luxury market is expected to cross the US$ 30 billion mark by the end of 2018. It suggests that one of the reasons for this projection is the increased visibility of high-end international brands among the class of brand-conscious, aspirational youth populace. This target group of young consumers is important since it is expected to form a large share of India, which is set to become the world’s youngest country by 2020. This is an important factor to consider since the youth or ‘millenials’ are seen as the new target audience globally for luxury brands, according to a report by Bain & Company.

The ASSOCHAM report also states that the increasing purchasing power of those in the higher economic bracket in tier 2 and tier 3 cities will be a significant factor contributing to the expansion of the luxury market. Privatisation of airports is another significant growth driver for luxury retail, giving high-end brands a platform to directly reach their target consumers.

Though the various government regulations (demonetisation, GST) that were introduced were seen as having a negative short-term impact on the luxury sector, these policies are expected to benefit the market in the long run, by regulating the circulation of currency, stemming illegal financial activity, and increasing purchasing power of middle-income group members. The imposition of a single, uniform taxation system across the country is also expected to help break down various barriers between the many Indian states, making it easier to retail. More importantly, the much-awaited allowance of 100% FDI in single brand retail has brought much joy to the consumers and investors in this sector, alike. This policy permits the entrance of foreign brands in the country, independent of the restrictions of having to partner with a domestic manufacturer. The move is expected to bring many major players in the fashion sector to India.

Overall, India’s apparel market is projected to grow to US$ 180 billion by 2025 (Axis Direct report), making it the fastest market at a CAGR of 11.8%. In early 2018, a report by BMI Research indicated that India is emerging as a favourable destination for fashion retailers due to its huge population of young adults and growth in the middle-income segment.

THE CONSUMER TURNS CONNOISSEUR

According to a Euromonitor report, the new consumer in developing countries like India comes from the rising middle class, desiring upward socio-economic mobility. This desire is fuelled by globalisation, a shrinking world that has increased exposure to international brands and products. The Indian luxury consumer looks for...
SHADES OF INDIA ON GLOBAL STAGE

The textile sector is India’s second largest industry, and the country is renowned for its craftsmanship and design in apparel and textiles. And cashing in on a globalised world, native fashion designers have been building upon their legacy and steadily making a mark in the international arena.

Celebrity endorsements have been one way in which Indian designers have grabbed global attention—many international actors and models have sported apparel designed by Indians. Gauri & Nainika is a favourite of American country singer Carrie Underwood. When the Duchess of Cambridge, Catherine Middleton, sported an Anita Dongre outfit, the international demand for her designs soared so high that her brand’s website crashed.1 Dresses designed by Saloni Lodha have been donned by actress Emma Watson; Bibhu Mohapatra’s work shot to limelight when Michelle Obama, wore an elegant yellow dress designed by him.

Designers’ success on the international stage is often gauged on the basis of their ability to make a splash on the Parisian design canvas. As international fashion expert Stéphane Wargnier puts it, “The soil of fashion is in Paris.”2 By this measure, the most successful Indian designer is Manish Arora, who was the only Indian to be mentioned as a designer of international repute in Didier Grumbach’s book *History of International Fashion*. He regularly showcases his collections at the prestigious Paris Fashion Week. Arora also enjoys critical acclaim from the greats of Paris, as was evident by his induction into the Chambre Syndicale du Prêt à Porter des Couturiers in 2009. Arora frequently collaborates with international luxury brands, such as Reebok, Mercedes Benz, Swarovski Elements, MAC Cosmetics, and Swatch.

Many celebrities from around the world have donned dresses and jewellery by Indian designers at Cannes Film Festival. These include actress Rachel McAdams who wore Victorian rose-cut diamond bracelets by Amrapali while attending the screening of Sleeping Beauty in 2011, French producer Melita Toscan du Plantier who wore an art deco-inspired Abu Jani-Sandeep Khosla creation in 2013, Chinese actress Bai Ling who appeared in a cocktail dress by Rohit Gandhi and Rahul Khanna at the opening ceremony and premiere of The Great Gatsby in 2013, and Israeli socialite Hofit Golangolden who sported a head-turning gown by designer Gaurav Gupta in 2014.3

Other big Indian names on the international stage include Anamika Khanna, Rajesh Pratap Singh, Sabyasachi Mukherjee, Ashish Soni, Raghavendra Rathore, Manish Malhotra, Wendell Rodricks, Anupamaa Dayal, Tarun Tahiliani, and Rohit Bal. All of them retail in several countries other than India and have a loyal foreign clientele.

References
3 https://www.ndtv.com/offbeat/cannes-fashion-7-times-foreign-stars-wore-indian-designers-1405187

LEADING DESTINATIONS FOR INDIAN READY-MADE GARMENTS (RMG) EXPORTS IN 2016-17

<table>
<thead>
<tr>
<th>Destination</th>
<th>Export Value (in ₹ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>52.28</td>
</tr>
<tr>
<td>Germany</td>
<td>77.22</td>
</tr>
<tr>
<td>Italy</td>
<td>24.97</td>
</tr>
<tr>
<td>Netherland</td>
<td>26.66</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>265.23</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>109.8</td>
</tr>
<tr>
<td>United States</td>
<td>252.52</td>
</tr>
</tbody>
</table>

exclusive products with high-quality craftsmanship, with a brand image that aligns with their own need for self-expression and self-indulgence and allows them to display their wealth. Fashion is one of the most overt symbols of upward mobility, and therefore commands a relatively larger share of the overall global luxury segment.

In India, luxury fashion calls to mind images of sophistication, glamour, high fashion of models and ramps, and apparel donned by celebrities on Page 3. The fashion statements of film stars often drive demand for designer clothing in India. High-end designers like Sabyasachi Mukherjee have capitalised on these associations, especially the link of luxury to royals and celebrities, positioning their brand in such a way as to create an image of regal, luxurious glamour. Through celebrity endorsements and carefully curated storytelling, Brand Sabyasachi is now nearly synonymous with aspirational luxury fashion.14

The fascination with the famous and high visibility of the many fashion weeks in India have also led to the popularity of several designers such as Manish Malhotra, Ritu Kumar, Tarun Tahiliani, Rohit Bal, Abu Jani and Sandeep Khosla, Satya Paul, and many others.

**THE TARGET AUDIENCE FOR LUXURY fashion is not as niche as it was before. With the opening up of markets and the boom of e-commerce, luxury brands are within the reach of consumers across India, across economic classes.**

**GLITZ AND GLAMOUR**

Another noteworthy trend in the fashion world is that of increased market segmentation and season-specific fashion. There is now a move towards increased specialisation of clothing—whether it is according to occasion, season, changing styles, or even the time of the day. This means that newer niche markets are emerging within the fashion world, and these newer niches allow high-end luxury brands to further expand and hone their offerings. This is true for the global as well as the Indian market. Athleisure, for example, is one of the newest trends in the Indian apparel market.15 This kind of clothing is similar to active-wear or sportswear but is meant to be worn in situations even other than those where fitness is the prerogative. Brands like Aditya Birla Fashion and Retail Ltd (ABFRL)
and Arvind Lifestyle are offering various interesting designs in these styles, encouraging consumers to wear such comfortable clothing even at the workplace. On the international ramp, too, the tracksuit—a piece of clothing formerly perceived as extremely casual, has now received the catwalk treatment from well-known luxury brands like Gucci, Chloe, and Bottega Veneta. This is just one of the examples of how the world of fashion is keen to experiment with different styles and designs, opening up the market to different possibilities, across segments.

The huge Indian wedding industry is another sub-segment within this sector, which, valued at US$ 50 billion, is one of the most expensive bridal wear industries in the world. As with any other bridal couple, the Indian consumer in this segment too, hopes to don his/her best on their special day, and therefore, apparel sales soar high in the luxury wedding fashion segment—not just for the couple, but even for the wedding guests.

Further, the target audience for luxury fashion is not as niche as it was before. With the opening up of markets and the boom of e-commerce, luxury brands are within the reach of consumers across India, across economic classes. International fashion houses are customising their offerings to suit Indian needs, as seen in the case of Hermès—a French brand that launched a line of sarees in a bid to warm up to the Indian customer, thereby demonstrating how important this market is to the brand.

**IF THE PRICE IS RIGHT**

The Indian market is evidently ready and geared up for strong growth in the luxury sector. Though it presently makes up a small portion of the overall market, it has made rapid strides in recent years and is expected to only grow by leaps and bounds.

The perception of the average Indian consumer as being one who is keen on value purchases has also given rise to a sub-section of affordable luxury within the larger market of luxury goods. Michael Kors, Calvin Klein, and Kate Spade are popular brand names in this segment, offering the option of luxury at accessible prices. This is presently a small section of the luxury market; but given its rapid growth (at the rate of 40% a year according to a Euromonitor report), it is expected to command a larger share of this market in the near future. This segment of affordable luxury is seen as bridging the gap between the desire for prestige goods and the constraints of a limited budget, which is a huge plus point for brands that cater to this niche in the Indian scenario.

As with premium luxury goods, the consumer mindset behind purchases of affordable luxury is also a desire to flaunt the brand as a symbol of prosperity. With the latest trend of ‘fast fashion’, the fear of sporting outdated trends is prompting consumers to buy latest goods more, thereby driving a higher demand for these products. Affordable luxury goods allow consumers to buy more with the same financial resources, while still indulging the purchasers’ desire to sport branded products as a status symbol.

The luxury market in India is not a nascent concept. India has had a long-standing affinity for gold, across religious and cultural lines. Pre-colonial India was regarded globally renowned as the land of riches. It seems like the luxury market is keen to repeat history.
The impressive oeuvre of native designers, coupled with liberalisation measures, has shaped the Indian luxury fashion segment in such a way as to lend it a global appeal. Glyn Atwal, co-author of Luxury Brands in China and India, co-editor of The Luxury Market in India: Maharajas to Masses and Luxury Brands in Emerging Markets talks to India Now Business and Economy about the country’s ‘desire economy’, the brands that stand out, and growth opportunities in the niche segment.

Glyn Atwal is Associate Professor of Marketing at Burgundy School of Business. His teaching, research, and consultancy expertise focuses on luxury marketing and strategy. Prior to academia, he worked for Saatchi & Saatchi, Young & Rubicam, and Publicis.

How has the luxury fashion market in India evolved vis-à-vis China and Japan?

We have to be cautious about the definition of ‘luxury fashion’. There are different levels of luxury and this is certainly reflected in how the market in India has evolved. To put this into perspective, there are only three Louis Vuitton boutiques in India compared to over 40 in China and 50 in Japan. On first reflection, this may imply that India is not a luxury fashion destination. This is misleading. My advice for any international executive is to browse through a Vogue India and anyone will be taken aback by the breathtaking profiles of Indian designers.

The game changer in India is, however, the emergence of a generation of young and aspirational consumers. This is what sets India apart and will transform the luxury fashion market. In particular, affordable luxury brands such as Michael Kors are able to benefit from what I refer to as the ‘desire economy’.

India is certainly at a different stage of development but looking forward, it has reached a tipping point. It is not coincidental that India followed by China was ranked as the top retail destination in AT Kearney’s 2017 Global Retail Development Index.
The Cabinet recently approved 100% FDI in single-brand retail via the automatic route. How will this impact domestic players in the luxury fashion sector?

The government has taken significant steps that have made India one of the world’s most attractive investment destinations. French President Emmanuel Macron’s recent four-day visit to India is testimony that foreign investors are willing to seize this huge market opportunity.

100% FDI retail reforms are sending out a clear message that the country is open for business. Investors need to invest in confidence. There are of course challenges. India’s Ease of Doing Business is currently ranked 100 but this compares to 139 in 2010 and further reforms will undoubtedly accelerate India’s global standing.

Domestic players should not feel threatened by these market liberalisation reforms. In fact, this will translate into a win-win situation in the longer term. Yes, there will be greater competition but foreign investment will help to develop the retail infrastructure. This is probably the most significant impediment to growth within the luxury fashion sector.

100% FDI in multi-brand retail is the next logical step which will give the luxury sector the ability to develop cutting-edge and innovative retail formats. Lessons from other international markets show that a truly liberalised retail sector can unleash growth which will benefit the economy as a whole.

Could you talk about one niche luxury Indian brand and its marketing strategy that stands apart from the rest?

Hidesign is a Pondicherry-based leather accessories brand. It is one of the few truly green luxury fashion brands. It embraced sustainability before it became a mainstream marketing phenomenon.

Moreover, I admire its ‘slow luxury’ philosophy which makes the brand stand out. One Atelier takes 42 days handcrafting a single bag and 40 days to hand colour bags ecologically. This is impressive and this is what luxury should be about. In the era of ‘democratic luxury’, I think many European and American luxury
brands have neglected the value of craftsmanship as they reach out to a mass audience. Hidesign reminds us of the essence of real luxury.

**How do you view the performance of the Indian luxury fashion industry on the global stage?**

Many established Indian designers such as Manish Arora enjoy prestige and a dedicated following on the global stage. An interesting trend is the emergence of young designers who are set to make a mark on the global fashion scene. The 2018 New York Fashion Week saw a number of Indian designers make an immediate impact.

However, it is not just about fashion. We are seeing the rise of Indian brands ranging from beauty to hospitality. Notably, Indian jewellery brands which excel in jewellery traditions and craftsmanship are starting to gain a stronger following in international markets. Amrapali, for example, is showcased in Harrods and Selfridges (London). The Duchess of Cambridge was even spotted wearing Amrapali earrings when she visited India in 2016.

**What is the difference between Indian and foreign luxury brands? How do customer expectations and awareness levels impact the product line and marketing strategies?**

Indian luxury has its very own signature. The Indian perception of luxury has strong influences stemming from its royal patronage. Rooted in Indian culture is an appreciation of products that are precious, unique, and handcrafted. Indian designers such as Ritu Kumar and obviously many others draw inspiration incorporating ancient Indian traditions into their designs.

Indian consumers can be allured by the logo of an international brand but they also need to understand the story behind it. Gucci’s Artisan Corner which featured a custom-built workshop at the Gucci stores in New Delhi and Mumbai was an effective brand-building initiative. International luxury brands need to understand that it takes more than a logo to win over the Indian consumer.

**Luxury brands are often seen integrating Indian designs into their products. Has this found substantial takers in the international market?**

There are numerous examples of international brands collaborating with Indian designers. ‘Suneet Varma for Judith Leiber’ minaudières are retailed across the world at the Judith Leiber boutiques. Christian Louboutin has collaborated with Sabyasachi Mukherjee on a number of limited edition collections. More recently, an ultra-limited collection of shoes and bags was launched exclusively at Harrods. Such collaborations showcase the very best of ‘Made in India’. The Christian Louboutin x Sabyasachi collection was created using handcrafted saree fabric from the Sabyasachi archives. Consumers outside of India are starting to recognise that Indian designers can provide high quality, creativity, and authentic luxury which is otherwise difficult or even impossible to replicate. I am sure that we will see more examples of such collaborations within the luxury fashion space.

**Given the availability of skilled workforce in the country, should global luxury brands start considering making in India?**

A Ralph Lauren sweater may have a ‘Made in China’ label stitched inside but we still see RL as quintessential American. India is certainly renowned for being a big textile outsourcing hub and there is no reason why affordable luxury brands cannot shift production to India. Consistency in quality is however critical. The prominent ‘Make in India’ campaign has certainly helped to put India on the radar. In ten years’ time, we could be looking at a very different economic model.

Yes, it is generally acknowledged that there is a skills gap across many sectors of fashion manufacturing in Europe. India can certainly help fill this gap. Designers have, however, been hesitant to outsource production to India, but there is [now] a change in perception. India is moving up the value chain for manufacturing activities and if India can deliver and exceed ‘world-class’
standards, the luxury fashion sector will start to see India through a very different lens.

**A rise in purchasing power has given a boost to the luxury fashion sector in the country. How do you envision the competitive scenario in the coming years?**

Domestic and international luxury fashion brands can both benefit from the rise of India’s buoyant middle class. This is a massive market opportunity. Indeed, the rise of the female economy in urban India is giving way to new growth segments.

Fashion brands, whether Indian, French, or Italian, are competing against each other to win over the luxury rupee. They are also competing against other product and service categories. Consumers do need to make choices: do I buy a designer bag or a gold necklace? However, as the economy continues to expand, there is still significant scope for growth within the luxury fashion sector. Consumers are increasingly embracing the idea of fashion as a means of self-expression and are becoming more experimental in their choices. Fashion is reflecting more varied usage occasions such as festivals, sport, business, travel, and leisure. In the longer term, this will result in new market growth opportunities for higher end and niche luxury brands in India.

**What has been the role of social media in spreading awareness about global luxury trends?**

No matter where they are—restaurant, family gathering, work, or just stuck in traffic—Indians seem to be glued to their mobile phones. According to an annual global survey conducted by We Are Social, social media users in India spend two hours and 26 minutes per day on social media which compares to just one hour 22 minutes for France. Although social media penetration still remains low, India enjoys one of the fastest user growth rates in the world. Social media is without doubt a must for all luxury brands in all parts of the globe. India, however, is a special case for three reasons.

First, Bollywood. The desire for Indians to access Bollywood entertainment provides...
luxury brands a platform to inspire millions of potential consumers. The pulling power of Bollywood celebrities on top of bloggers and other key opinion influencers should not be underestimated. According to De Beers, 66% of mainstream consumers in India are influenced by Bollywood celebrities. Second, information search. Indian consumers still lack information about brands and trends. Social media can facilitate this stage of discovery and experiences can be sought after from family and friends. Finally, social validation. This is still very important in India, given the social structures of Indian society. Social media enables consumers to receive approval among their peers.

In short, luxury brands that develop a specific Indian social media strategy will be able to gain a competitive advantage, and this can make a difference between market success and failure.

**Can luxury fashion retail find a sustainable future in the Indian rural market?**

This is a very important point. Tier 2 and 3 cities are growing fast in stature, and affluent consumers are growing in tandem with them. It is a certainly a misconception that the luxury market is concentrated in the metropolitan cities.

Retail infrastructure, however, remains underdeveloped but consumers are able to access brands thanks to e-commerce. Online fashion retailers such as Myntra and Jabong are enjoying strong growth as a result of demand from lower tier cities.

Luxury brands will certainly need to consider how to reach out to these aspirational middle-class consumers who are willing to trade up to purchase luxury brands. A number of international brands such as Swarovski have recognised the potential of developing a national market presence and have expanded its reach in India via franchise-based and multi-brand operations to India’s smaller cities.

It is perhaps too soon to talk about the democracy of luxury but we should not lose sight of market opportunities beyond the luxury malls in Mumbai, New Delhi, and Bengaluru.

*(As told to Ashutosh Gotad)*
A SHADE BETTER

India grows its coffee under a two-tier mixed shade canopy of evergreen leguminous trees

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INDIA BRAND EQUITY FOUNDATION
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For updated information on Indian business and economy, log on to www.ibef.org
The Indian luxury fashion market was valued at about US$ 18.5 billion at the end of 2016, and has the potential to cross the US$ 100 billion mark over the next seven to eight years.*

Dr Sheetal Jain, Founder and CEO of Luxe Analytics, talks about the country’s aspirational consumers and how they have fashioned the luxury brand segment.

What are the factors that have propelled growth of the luxury fashion segment in India?
The Indian luxury market is steadily growing at a rate of 25% per annum, and is expected to reach US$ 50 billion by 2020 and US$ 180 billion by 2025. What has propelled this growth is mainly the Indian middle class who has the spending power to invest in affordable luxury products, also called ‘bridge brands’. Factors such as globalisation, increasing awareness, improving standards of living, and accessibility have also contributed to this. Brands like Michael Kors or Kate Spade provide consumers with affordable luxury styles in India. It is not connoisseurs but rather aspirational buyers from the middle class who are buying these brands. In due course of time, they will move up the ladder and start buying big ticket-size products as well. That would drive sales in more expensive segments like apparel.

Which are the major products and brands that are exported from India?
The jewellery segment sees the highest exports from the country. The fourth annual Global Powers of Luxury Goods report listed three Indian brands including Titan Company Limited, and PC Jewellers Limited among the top 50 luxury goods firms globally. The second major segment is apparel, and the last is luxury automobiles. When Tata acquired Ford Motor Company’s Jaguar and Land Rover brands, the luxury automobile segment witnessed a boost in export sales.

Where does India stand among luxury fashion products exporting countries in Asia?
The luxury market in India is at a nascent stage, and it is too soon to comment on where it stands with respect to the export of Indian luxury brands. However, it has
INDIA’S GDP PER CAPITA AT CURRENT PRICES (US$)

Source: https://www.ibef.org/industry/retail-India.aspx

been growing at a rapid pace for the past few years. In the next five to ten years, we will see more homegrown brands on international platforms and becoming global disruptors.

What are the major export destinations for luxury fashion?
The country’s major export destinations are London, Paris, the UAE, and the US. These are also the countries where most Indian fashion designers have set up stores, owing to high demand. However, with the growth of the Indian market, brands will slowly penetrate into other countries.

Could you talk about the visibility of the Indian apparel industry—in particular, luxury fashion wear—on the global front?
The works of Indian designers like Manish Arora or Sabyasachi Mukherjee (his recent collaboration with Louis Vuitton was a great hit) are visible in the global arena. Similar collaborations would be of great help and provide more visibility to our brands because we have great craftsmanship and the way our products are made adds value. For example, Anita Dongre has designed for Kate Middleton and Sabyasachi for Oprah Winfrey; so there is a lot of visibility. Also, our designers have participated in prestigious events such as Paris Fashion Week and Milan Fashion Week.

WHEN INDIAN BRANDS GO ABROAD THEY MUST look at Western silhouettes and designs; it should be traditional, yet contemporary and modern to be accepted by the Western audience.
What factors have given rise to ‘affordable luxury’ in India?

Affordable luxury—bridge brands—is outpacing other segments in luxury. According to a report by Euromonitor International, it is estimated to be worth around US$ 200 million and growing at a rate of 40% per annum. The reason, as I said earlier, is that Indian buyers are aspirational buyers. India has one of the youngest populations in the world, and the standard of living is rising with increasing per capita income. That is why affordable luxury brands are witnessing an increase in demand.

The Indian luxury market is different from the European or Chinese luxury markets. Even the European markets are saturated, similar to China and Japan. But the India market is nascent and that is why these affordable luxury brands are at a starting point. Burberry Brit has come to India and can lure middle class consumers; they will find high demand millennials who have the power to buy. They are young and as and when they move up the ladder, they will start buying more expensive products. More than functionality/utility, it is a bespoke experience to own such brands.

Affordable luxury does not necessarily imply inferior quality. For instance, for bags that cost ₹3 lakh and above, the material used would be exclusive and they would have been mostly handcrafted; and hence it would take a long time to create a single piece. In an affordable luxury bag brand, there will be some difference with respect to the product and its finish. It may not be completely handmade and so the amount of labour and time involved is less, and the fabric could be different.
Given that Indian fashion designers are gaining popularity in international circles, could India become the next global disruptor in the segment?

Yes. Indian designers participate in international fashion weeks. And India can [be a disruptor] but not in the near future. It is still evolving, but may be in another 10 years, it can if [Indian] brands manage to create their own identity. Indian brands have the potential to go global, but they have to take care and not compromise on quality; otherwise, they will not be able to survive for long. One has to live up to global standards and expectations.

When global brands come to India, they adapt to Indian styles. Canali’s Nehru jackets are a case in point. Similarly, when Indian brands go abroad they must look at western silhouettes and designs; it should be traditional, yet contemporary and modern to be accepted by the western audience. Another important factor is brand marketing.

How is the luxury market as a whole growing in India?

Apart from fashion, growth is rapid in luxury automobiles; the footwear and watches segments are also doing remarkably well. Among Indian luxury watches, the Swiss watch segment is doing well and growing. Demand for automobiles—Audi, Mercedes, and BMW—is going up every year.

Home and accessories, and handicrafts are also registering growth. In the bags segment, homegrown brands like Hidesign and Da Milano are doing well not only in India but also abroad. ■

Reference


(As told to Melissa Fernandes)
Rajasthan–A State on the Rise

Rajasthan’s growth journey is a story built on progress and change bolstered by initiatives focusing on infrastructure growth, modernisation, and education.

KANIKA PUNWANI SHARMA

At an incredible 342,239 sq km, Rajasthan is India’s largest state. Its stunning forts and palaces have earned it a steady tourist inflow and an association with royalty and luxury—its name literally translates to the ‘Land of Kings’.

However, especially over the last few years, Rajasthan has evolved beyond simply being a state of history and culture, to a state that is associated with development, progress, and escalating infrastructure growth. Its progress is visible in the form of increased industrial development and investment, boost in skilled labour reserves, increased education levels, and a focus on modernisation. Consequently, between 2011-12 and 2017-18, Rajasthan’s GSDP grew at a CAGR of 6.05% from US$ 86.06 billion to
US$ 129.79 billion, and in 2015, it made the 7th highest contribution to India’s GDP. Furthermore, in 2015, the Department of Industrial Policy Promotion (DIPP) ranked Rajasthan as 6th overall in terms of ease of doing business.

Today, the state has come to symbolise what Naveen Mahajan, MD of Rajasthan State Industrial Development and Investment Corporation (RIICO), calls, “the old-new face of India in the 21st century.”

**AGRICULTURE AND ALLIED SECTORS**

Rajasthan sustains in the world’s cultural imagination as a state of undulating sand dunes and arid deserts. In actuality, it accounts for 14% of India’s cultivable land, and in 2015, agriculture contributed to 24% of its total GSDP—above the national average of 20%. Its vast geography allows ten agro-climactic zones to flourish within the state, enabling ideal conditions for a diverse variety of crops. It is the country’s largest producer of rapeseed, bajra, and mustard, and the second largest producer of oilseeds and spices. The state also has a flourishing dairy industry and is the country’s second largest producer of milk.

Recognising agriculture’s importance to growth and prosperity, the state government has undertaken several initiatives to ensure the industry remains vibrant. Since 2014, the government has spent US$ 1.49 billion on the agricultural sector and the 2018-19 state budget allocated an estimated US$ 692.59 million for agricultural initiatives. These initiatives directly address challenges to the sector such as water scarcity, lack of diversification, and tough conditions for farmers. For example, the state aims to replace flood irrigation with more efficient and modern, pressure irrigation systems, and is committed to harnessing solar energy; over 20,000 solar pumps have already been installed in the state. Besides helping fight water scarcity, these initiatives open up investment opportunities in sprinkler and drip irrigation equipment, and solar and alternative energy sources. In terms of diversification, investments in developing cotton as a cash crop have increased output from 200,000 bales in 2007-08 to 900,000 bales in 2012-13, and the figure is estimated to reach 1.73 million bales in 2017-18.

Furthermore, the state is investing in human capital by helping farmers modernise, expand, and further develop their skills. To achieve these goals, the state encourages the use of modern farm machinery and organic and contract farming. Additionally, in the state budget for 2017-18, an allocation of US$ 13.69 million was made for setting up five agricultural universities. These universities, along with a variety of government schemes, aim to enable farmers through learning sustainable management of natural resources along with uses of biotechnology and crop

**THE STATE GOVERNMENT HAS SIGNED 38 MOUs WORTH US$ 672.30 MILLION FOR PROMOTING INVESTMENT IN THE AGRICULTURE SECTOR.**

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**FDI EQUITY INFLOWS, 2008-09 TO 2016-17 (US$ MILLION)**

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Source: Department Of Industrial Policy & Promotion
Overall, the state government has signed 38 MOUs worth US$ 672.30 million for promoting investment in the agriculture sector.

Rajasthan’s agricultural sector acts as a useful model in understanding how the government has brought about progress in other sectors because the core strategy has remained consistent across—building infrastructure that embraces modernisation and sustainability so as to create investment opportunities, with the final goal being an investment in the skills and well-being of the state’s greatest resource: its people.

EXPANDING INFRASTRUCTURE

The first step in this process, one of creating infrastructure to promote investment, has been wholeheartedly embraced by the government in the last decade as can be seen by projects that facilitate diversification. In terms of farmer well-being, in November 2017, the Rajasthan government decided to reduce interest rates for farmers to 5.5% and provide interest-free loans up to ₹75,000 crore within the next one-and-a-half year, while simultaneously promoting the eNAM (electronic National Agriculture Market) platform, which allows farmers to market products directly without middlemen.

These initiatives aim to double farmers’ incomes by 2022, while also creating investment opportunities in areas such as agri-businesses, processing, and packaging. To help attract these opportunities, the government launched the Global Rajasthan Agritech Meet (GRAM) in 2016 with the goal of bringing together farmers, academicians, technologists, agri-business companies, and policymakers. Its 2017 edition witnessed the signing of MoUs worth ₹406 crore.
expanding the state’s connectivity. These include:

- New roads being constructed to link villages across the state under schemes such as the Missing Link Project, Pradhan Mantri Gram Sadak Yojana (PMGSY), and Central Road Fund. A total of 4,262 km of black top roads were constructed in Rajasthan as of December 2015.18
- Annual investment of ₹1,960 crore for development of railway infrastructure in the last two years [2015, 2016], which was further increased in the recent budget [2017].19
- Consistent improvements to airport connectivity and infrastructure. In 2017, Jaipur airport was awarded first place in the 2-5 million passenger category of Airport Service Quality by Airports Council International.20

This growing connectivity has been key in bolstering Rajasthan’s thriving tourism industry, which accounts for almost 15% of the state’s economy.21 Crucially, better connectivity encourages investors as it improves the ease of doing business.

Besides improving connectivity, RIICO has also channelled resources into infrastructure for industry. Some of the key industries currently present in Rajasthan include automobiles, handicrafts, steel and ceramics. Rajasthan also has a large mining industry and is rich in mineral resources. The state’s abundance of limestone accounts for it being the country’s largest producer of cement. Rajasthan has 24 major cement plants, having a total capacity of 55 million tonnes per annum (MTPA). Additionally, Steel-Melting-Shop (SMS) grade limestone is supplied to various steel plants in the country. Furthermore, Rajasthan has reserves of numerous precious and semi-precious stones and is the largest manufacturer of cut and polished diamonds in the country. The world’s largest centre for gemstone cutting and polishing is located in Jaipur.

Looking to develop industry in Rajasthan further, RIICO spearheaded the development of 329 industrial parks spread over more than 80,000 acres. Six SEZs with an expected investment of ₹165.15 billion have been notified and will promote sectors such as IT/ITeS, textiles, medical tourism, and multi-services (which include R&D, education, and bio-technology).22

In collaboration with the governments of Japan and South Korea, Japanese and Korean investment zones have been established. Japanese Zone-1 has already attracted an investment of ₹42 billion and employs more than 9,000 people.23 These projects add to the healthy FDI inflows into the state, which amounted to US$ 1.576 billion between 2000 and 2017; the majority of these investments have been in the electricity and manufacturing sectors.24

Besides FDI inflows, the government is also looking to increase Rajasthan’s exports basket as was apparent when, in 2017, it announced plans to set up an
Export Promotion Council. State Industries Minister Mr Rajpal Singh Shekhawat said, “The overarching objective of the Export Promotion Policy is to double the shipments from ₹36,000 crore in 2015-16 to ₹72,000 crore by 2022.” The strategies to achieve this growth, as outlined by Shekhawat, are similar to the broader strategies the state has followed for overall industrial growth, focusing on diversification, skills development, and technology adoption.

These projects are an encouraging indication of the state’s vision of growing beyond agricultural dependency and embracing a diversity of industry, and have already shown measurable success. Between 2011-12 and 2017-18, the industrial sector grew at a CAGR of 8.15%, the second fastest growth after the services sector.

**EMBRACING MODERNISATION AND SUSTAINABILITY**

The state has embraced modernisation and sustainability not only in its agricultural practices but also across the board, thus opening itself to progress, innovation, and new avenues for investment.

It’s focus on environmental conservation and renewable resources has been the cornerstone of its sustainability initiatives; 25% of its total power is generated from renewable energy sources. Over the last five years, the state’s installed power capacity grew at a CAGR of 14%, while renewable capacity grew at 23%. It is presently a near-zero power deficit state, ensuring uninterrupted supply to industrial consumers. The Bhadla solar park, expected to be fully commissioned by 2019, is currently touted as ‘the largest solar park in the world’. Speaking about the park, BK Dosi, MD, Rajasthan Renewable Energy Corporation Ltd, said, “Rajasthan is on course to triple its solar power generation capacity in next two years to 7,000 MW from 2,246 MW at present. A major contributor will be world’s largest solar park at Bhadla, which will have a total capacity of 2,255 MW.” Ultimately, under the Rajasthan Solar Energy Policy 2014, the government plans to produce 25,000 MW of solar energy in the state. Overall, the state’s total installed power capacity (from all sources) has more than tripled over the last decade, increasing from 6,426.20 MW in 2008-09 to 20,954.54 MW in 2017-18.

This sustainability extends beyond natural resources to sustaining a hassle-free business environment through the use of technology and online processes. For example:

- Rajasthan was one of the first states to implement the filing of ‘Udyog Adhar’, an online registration system for MSMEs
- Since 2011, Rajasthan has implemented the Single Window Clearance System (SWCS), which facilitates online applications and approvals for businesses through a single ID. It is the only Indian state to have an act on SWCS—Rajasthan Enterprises Single Window Enabling and Clearance Act, 2011
- In 2005, the state designed its own e-governance initiative called eMitra; it comprises a system of kiosks at various locations that allow investors to make online applications and payments directly without having to physically visit government offices

These initiatives were key in earning the state recognition as an ‘aspiring leader’ in business reforms. Besides being sixth in terms of ease of doing business, Rajasthan was ranked third in complying with environmental procedures; fourth in allotment of land and obtaining construction permits; and fifth in setting up a business and carrying out inspections. Furthermore, a 2015 Ernst & Young survey ranked Jaipur second among emerging investment destinations in India.

Besides these awards and rankings, the success of these initiatives can be witnessed through testimonials from businesses that have leveraged these policies (as per a November 2015 report published by the Bureau of Investment Promotion, Rajasthan). Martin Kriegner, Country CEO, Lafarge India, said “Lafarge is very satisfied with the investment climate in the State of Rajasthan. We also used the Single Window Clearance System...which helped us a lot for the
efficient implantation of the project.” Kiran Mazumdar Shaw, Chairman and MD of Biocon, said, “Rajasthan is really poised in an enviable way in projecting itself as a State which is serious about Ease of Doing Business as well as ensuring a good share of return on investment to the investors.” Praising the government, Ajay S Shriram, Senior MD, DCM Shriram Ltd, added, “The first thing we felt is the proactiveness and openness of the government...they are genuinely looking forward to help investors...their orientation towards the labour front is very practical which is sort of a very progressive outlook.”

SKILLED LABOUR ADVANTAGE

Finally, just as the state has focused on equipping its agricultural workers with education and evolving skillsets, it is implementing a more holistic approach to developing skilled labour. Rajasthan has always been a good resource pool for manpower as it houses renowned educational institutes such as IIT, Jodhpur, IIM, Udaipur, and Birla Institute of Technology and Science (BITS), Pilani. Recently, the state indicated its resolve to further strengthen its labour force by establishing 300 new skill development centres. Furthermore, in 2015, the government implemented a Rajasthan Startup Policy with the aim to establish 50 incubators, support 500 innovative startups and mobilise US$ 77.77 million of angel and venture capital, improve significantly in-rajasthan-114061200488_1.html

The state’s education initiatives, announced during the State Budget 2018-19, envelop more grassroots level efforts as well, including:

- A total allocation of US$ 5.13 billion for general education
- Recruitment of nearly 77,100 teaching staff for remote and rural areas
- Provision of free Wi-Fi facility in government colleges

The state’s top-to-bottom investment in education is indicative of its broader approach to modernisation and infrastructure—an approach characterised by across-the-board improvements for all, from big corporations to the individual farmer, and one that ensures the state’s continued progress and a bright future outlook.
Wings of Success

As one of its fastest growing industries, Indian aviation is gliding through airwaves determinedly to earn the country a spot among the top three aviation markets by 2025.

NALINI RAMACHANDRAN
India’s civil aviation market, the ninth-largest in the world at present, grew at a rate of 15.5% in the past three years when the global market recorded a growth of only 5.7% (as of September 2017). The increasing demand for connectivity, the country’s open sky policy, low-cost carriers, better infrastructure, modern technology, and growing FDI have enabled the industry to take off at full speed such that it rises to the third place by 2025.

FLYING HIGH
The National Civil Aviation Policy of June 2016 has a significant role to play in helping the sector achieve this goal—it aims to build an integrated aviation ecosystem, facilitate business, boost regional access and thereby tourism, construct greenfield airports, and focus on aviation education and skill training as well as generate employment. Well connected with 55 countries via nearly 300 routes, India, as of March 2018, has a fleet of around 550 planes—the projection is that this number will grow to become 2,100 aircraft in the next two decades.

Fleet expansion plans are primarily a result of rising passenger traffic. The International Air Transport Association (IATA), which represents 280 airlines in the world and constitutes 83% of the overall air traffic, estimates that global passenger count would touch 7.8 billion by 2036, while that of India is set to reach 478 million by then. The Directorate General of Civil Aviation (DGCA), Ministry of Civil Aviation (MoCA), states that domestic airlines saw 222.09 lakh Indians travel by air in January-February 2018 as compared to 182.34 lakh travellers in January-February 2017, indicating a growth rate of 21.80%.

Airbus Industries, a pioneer in the manufacture of aircraft, has projected that in the next decade, the company would provide one new flight every week to India. Increasing demand has led to the company partly outsourcing the manufacturing of planes to Indian companies, a move that has not just translated into the creation of 6,000 jobs in this country, but has also helped take forward the ‘Make in India’ initiative.

In addition to expanding their fleet, airlines are focussing on providing fliers with distinctive

THE COUNTRY TARGETS TO HAVE 250 functional airports by 2020. In the meantime, the government is also planning to construct 17 highways-cum-airstrips, i.e., highways where road traffic will halt every time a flight needs to take off or land.
Government of India has announced Ude Desh ka Aam Nagrik (UDAN), a regional connectivity scheme (RCS) that aims to cater to the common man. The first two phases will see the construction of 31 helipads and 56 airports in underserved/unserved locations across the country—around 325 routes have been identified for this purpose—the Northeast being one such region. Following a hub-and-spoke structure, the Airports Authority of India (AAI) wants to develop Guwahati as regional hub and Agartala, Imphal, and Dibrugarh as inter-regional spokes.

The country targets to have 250 functional airports by 2020. In the meantime, the government is also planning to construct 17 highways-cum-airstrips, i.e., highways where road traffic will halt every time a flight experiences—in a bid to become travellers’ first choice. For example, Jet Airways recently introduced a select beverage range: apart from Sky Chai, some international Jet flights will now serve a new array of champagnes and authentic filter coffee. On the other hand, affordability, which was a major concern for the country’s middle-class population that preferred air travel, is now being overcome—even as income brackets widen, low-cost carriers such as SpiceJet, IndiGo, GoAir, and the like are making travel easy for the people.

**PLANNING GROUNDWORK**

Low-cost airlines have contributed immensely to the sector’s growth, and this can be evaluated through the booming domestic passenger traffic statistics. The India Now Business and Economy DEEP DIVE FEBRUARY-MARCH 2018 www.ibef.org
needs to take off or land. Saras Mk2, the indigenously
developed 19-seater civil aircraft by the National
Aerospace Laboratories (NAL) under the aegis of the
Council for Scientific and Industrial Research (CSIR),
might meet the requirements of UDAN-RCS. The
plane should be inducted into the Indian Air Force by
2022 and thereafter be made available for civil aviation
purposes.13

Another focus area of UDAN-RCS is the air cargo
market, which can play an especially crucial role in
boosting the country’s agro trade. Speaking of this
sector’s potential, Minister of Commerce & Industry
and Civil Aviation, Suresh Prabhu was quoted saying,
“(Around) 30-40% of fruits and vegetables perish
eyear before they reach the market.”14 Better
air connectivity will facilitate the transportation of
agricultural goods and help avoid such loss. Nearly
30% of the total import-export trade is transported
through air; by 2032, India’s cargo volume is expected
to cross 11.4 million tonnes.15

So important is UDAN-RCS to the aviation sector
that it has been allocated ₹1,014.09 crore under the
2018–2019 Union Budget, as opposed to ₹200.11 crore
last year.16 Moreover, to aid the process of creating
best-in-class aviation infrastructure, 100% FDI has
been permitted in greenfield projects, non-scheduled
air transport services, helicopters and seaplanes,
maintenance and repair organisations, and flying/
technical training institutes under the automatic route.

Skill development and employment generation
are vital to both the growth of the sector and the
country’s economy. SpiceJet, which has registered
profits for the past 12 consecutive financial quarters
(as on December 31, 2017), is playing an active role
in employment generation. Not only has the airline
won 20 routes under the UDAN scheme, but it has
also completed seaplane trials in Vijayawada and
Mumbai successfully. To prepare a workforce for its
new initiatives, SpiceJet now plans to set up its own
training institute.17

Aviation Benefits 201718, a report by International
Civil Aviation Organization (ICAO), states, “By
2034, it is forecasted that the impact of air transport
and the tourism it facilitates in Asia and Pacific will
have grown to support 44.3 million jobs (54% more
than in 2014) and a US$ 1.7 trillion contribution to
GDP (a 171% increase).” Foreseeing the share that
India will constitute in this pie, the Ministry of Civil
Aviation (MoCA), in association with the AAI, has
launched India’s first multi-skill development centre in
Chandigarh to create a workforce for the aviation and
aerospace industries.

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aerospace industries.

FUELLING THE FUTURE
Adoption of technology will play a key role in how the
aviation industry will evolve in India. Keeping this in
mind, the government has instituted Digi Yatra, an
TOWARDS NEW HORIZONS

Availability of frequencies, an increase in international passenger traffic, and the vision to own a larger share in the global aviation market seem to be pushing Indian aviation companies to fly over international skies. In 2016, Air India, Air India Express, Jet Airways, IndiGo, and SpiceJet carried 1.9 crore, i.e., 36% of the total international passenger traffic of 5.3 crore to and from India. In 2017, the statistic rose by 2.6% to 38.6% with Indian aircraft accounting for 2.3 crore of the total international passenger traffic of 5.9 crore.¹

A major contributor to this rise has been IndiGo Airlines—15% of its capacity caters to the international circuit at present,² and it hopes to up the percentage through the introduction of long-haul flights. The company has already begun recruiting foreign experts for network planning and revenue management.

While Jet Airways began nonstop flights in October 2017 from Bengaluru and Chennai to Amsterdam and Paris, and from New Delhi to Riyadh,³ Vistara Airlines—one of the newer entrants on the Indian runway—plans to make way especially into the Gulf and Southeast Asian regions by the second half of this year.⁴ The growing network is likely to make 2018 another turning point in the sector’s growth.

References

ANNUAL COMPARATIVE STATEMENT OF TRAFFIC

On total scheduled (international+domestic) services of all scheduled Indian airlines for the last three years

<table>
<thead>
<tr>
<th>Year</th>
<th>Passenger Carried</th>
<th>2014-15</th>
<th>2015-16</th>
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<td>87,412,197</td>
<td>103,822,908</td>
<td>124,562,836</td>
<td></td>
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</tbody>
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2016-17 Over 2015-16: 20.0%
2015-16 Over 2014-15: 18.8%

Percentage Variation
initiative that aims to make the boarding experience paperless by using biometrics instead. Passengers’ biometric information (Aadhaar) would be linked to the database of airline companies, so that they can not only complete an online check-in, but also clear security checks in lesser time and securely make their way into their respective aircraft. For now, the AAI has chosen the Varanasi and Vijayawada airports for a pilot project.

As India goes digital, the industry still needs to be mindful of the price of a natural resource that drives its growth—aviation turbine fuel. Given this context, to make air travel affordable under the regional connectivity scheme, the National Civil Aviation Policy has planned to cap the per-passenger fare at ₹2,500 for states that bring down the VAT on aviation fuel.19 Telangana, which holds India’s first public aerospace and precision engineering SEZ, recently cut down VAT on aviation fuel from 16% to 1%—a direct 15% drop.20

On the other hand, the global aviation industry is becoming more and more conscious of carbon footprints and environmental impact; airlines have begun using biofuels to reduce emissions. India, which is working on producing feedstock for second-generation ethanol, hopes to set up biofuel refineries soon.

The country is also getting ready to become a manufacturing centre for the global industry. Morgan Stanley estimates that India’s aviation sector will receive investment to the tune of US$ 25 billion in the next decade.21 Godrej & Boyce’s aviation and space flight arm, Godrej Aerospace, has partnered with Rolls-Royce to set up a ‘centre of excellence’ to promote the manufacture of aviation- and aerospace-related components. Having won this contract worth ₹200 crore, Godrej Aerospace will produce and supply “as many as 600 different parts to the various Rolls-Royce civil aerospace engine portfolio”.22

PRINTING PLANES

The 3D printing technology has introduced the market of metal additive manufacturing, and companies that want to enter this relatively new market are familiarising themselves with the opportunities and advantages that 3D printing offers. To understand the scope of 3D printing fully, Sastra University in Tamil Nadu recently inaugurated Foundation for Innovation and Research at Sastra: Technology Business Incubator (FIRST).

Bengaluru-based Intech DMLS Pvt. Ltd. has been printing 3D precision parts for the aviation/aerospace industry, with a focus on R&D and prototyping, functional design and engineering, and fuel efficiency. Meanwhile, larger business houses have also been investing in additive manufacturing. Wipro3D, the 3D printing business of Wipro that was established in 2012, has announced the launch of its new fully-integrated metal additive manufacturing unit in Bengaluru—touted to be the country’s largest—which will cater to industries such as automation, defence, healthcare, space, and aviation.

Aerospace 3D Printing Market by Vertical (Materials, Printers) Industry (Aircraft, UAV, Spacecraft) Printers Technology (SLA, SLS, DMLS, FDM, Clip) Materials Application (Engine, Structural, & Space Components) and Region – Global Forecast to 2022,” an April 2017 report by MarketsandMarkets Research Private Ltd., states, “The aerospace 3D printing market is projected to grow from US$ 714.5 million in 2017 to US$ 3,057.9 million by 2022, at a CAGR of 27.42% during the forecast period, 2017 to 2022.” These figures indicate that 3D printing is gearing up to complement the traditional manufacturing market in a big way.

The future of air travel offers much scope for growth—be it in terms of manufacturing and engineering, business connectivity and tourism, or rise in employment statistics and economic growth. With positive plans and effective policies in place and international interest lining up the horizon, for India’s aviation industry, the sky is indeed the limit.

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Creating a niche in an unorganised sector as that of packaged batter is an uphill task. But iD Fresh Food has accomplished this with relative ease and even gone a step ahead. They have revolutionised the concept of fresh, preservative-free food in India and found place in homes abroad too. Co-founder P C Musthafa talks about the processes and systems the company has put in place to help them serve one million idlis a day.
“RIGHT PACKAGING AND BRANDING, and of course the right product are important for all businesses, more so in the food category.”

and-Fry Vada Batter, or larger-than-life campaigns like iD Trust Shop, wherein unmanned chillers stacked with iD products were installed—one could pick any and pay on their own. iD’s DNA is made of the following: product, people, branding and packaging, technology, and distribution.

We have a company-owned distribution and follow a zero-inventory model. We apportion the budgets across the marketing mix—public relations, below the line, above the line, and digital marketing—to ensure brand visibility and ROI. Our positioning is 100% natural fresh food, and we have adopted a 360-degree approach to market and our offerings.

How do you build a culture of innovation in your company?

Employees are motivated at every level and are well rewarded. We use the most basic ingredient, ‘common sense’, for our innovations. iD is known for innovative products and packaging as well as unique and disruptive campaigns. Innovation is the only way to stay ahead of competition.

Right packaging and branding, and of course the right product are important for all businesses, more so in the food category. It took us long to perfect the design of the boat packaging, which we have patented. We also engaged in branding exercises to shape the brand ethos and essence.

Role of technology in your operations...

We use technology to a great extent in our business and operations. We have a sales force automation platform wherein daily tracking is done across 15 cities and 18,000 plus stores. We also have a business intelligence tool and analytics solution that helps us track sales and provides real-time data and predictive ordering systems. This helps us forecast the throughput per store and also minimise market returns.

How much have you leveraged social media?

We use digital media to a large extent to connect to our target group. This platform gives us an opportunity to narrow cast and craft communication aimed at a specific set of consumers. Digital has played an important role in terms of brand awareness. Unlike traditional media, which are mostly one-way channels,
digital media ensures two-way communication; also, it is almost immediate and measurable.

iD has been digital heavy in the last few months. We are trying to understand what works best with our target group by experimenting with varied content and videos.

How do you ensure quality across the spectrum of your offerings?

Quality has always been our strong point, and we ensure that we abide by our brand philosophy of offering fresh, chemical-free, natural food to our consumers. Superior-quality ingredients are used and good manufacturing practices followed across our production plants. Every batch is checked before it goes to market, and the CEO himself handles complaints, if any. These have ensured that we are a stickier brand compared to many big FMCG brands.

“QUALITY HAS ALWAYS BEEN OUR strong point, and we ensure that we abide by our brand philosophy of offering fresh, chemical-free, natural food to our consumers.”

As of now, our batter has a shelf life of seven days in refrigeration. But this would be a challenge when we enter markets such as the US. We are trying to work around this.

How would you trace your growth graph?

We will be closing the fiscal year 2017-18 at ₹210 crore and aiming at ₹300 plus crore for the next fiscal.

At present, the UAE accounts for 25% of our revenue. Our products are available in Dubai, Sharjah, Abu Dhabi, Ajman, Fujairah, Umm al-Quwain, and Ras al-Khaimah. We plan to expand to Oman and Saudi too in future. We do not follow a one-size-fits-all approach. For instance, to cater to the UAE market, we have a different range of products like idiyappam, kulcha, and naan, which are not available in the India market. We will be launching batter too in the UAE market in the next two months.

We are planning to set up a world-class plant by the end of the year, and add more products to our portfolio which will help a homemaker and be her professional kitchen assistant. Geographies such as the US and the UK are also part of our expansion.
RESPONSIBLE HEALTHCARE

India is the largest provider of generic drugs globally
In a fast-moving world, digital transformation is fundamentally changing the way we live and work and emerging trends are shaping the way organisations operate. Adapting to these has become imperative for all businesses—small, medium and large. Driving on this digital path, Chennai-based Zuper aims to empower organisations through their expertise.

Speaking at Madison Square Garden in New York (September 2014), Prime Minister Mr Narendra Modi appealed to the Indian diaspora there to come back home and add to the country’s talent pool. “Mr Modi’s speech was thoughtful, patriotic and inspirational. Working with top MNCs like Microsoft and AT&T, I had lived abroad for 14 years. I felt a strong desire to do something meaningful for my country,” says Mr Anand Subbaraj, CEO, Zuper.

A year later, the December 2015 floods that hit Tamil Nadu brought him back home to visit his family. He witnessed several services-based businesses being impacted by the floods. They not only incurred heavy infrastructure damages but also lost years of business history and contacts. The losses were especially significant to the service businesses because of their rudimentary and ad-hoc methods of handling core business processes. Mr Subbaraj considered technology as a solution to this problem. He says, “A lot of service businesses were visiting the homes of their past customers (that they remembered) to recollect phone numbers, and past service history so that they could rebuild the business history and contact information. I was amazed by their sincerity but felt this was an manual process that needs to be addressed. My brother-in-law (Karthik) and I discussed the situation and realised the importance of digital transformation, not just in rural India but in every business that was not leveraging the power of technology.” This is how Zuper’s journey began.

WHAT THEY DO
Zuper was launched in Chennai in August 2016 as an enterprise mobility platform—enabling organisations to manage, modernise, and transform field and remote
workforce—and started operations in February 2017.

Their aim is to bridge the digital gap for organisations by providing solutions that transform customer experience and improve workforce utility. It gives them the option to organise, automate and digitise their field business by efficiently managing their customers and employees through one platform. Mr Subbaraj says, “With the ‘uberisation’ of various businesses, the massive growth in the on-demand economy, and IoT, it is important to provide the best experience to customers. There is absolutely no tolerance for mediocre service. Customers no longer want to wait for a four- to eight-hour window for a service technician; they expect up-to-the-minute information about events, want to be updated on the service, and more importantly, want to be assured that the job will get done during the first visit itself.”

Zuper offers an end-to-end platform to bring together the power of people, process, product, and promise with mobility, and IoT—for managing field workforce efficiently, reducing operating costs and customer churn, and improving customer loyalty. They have been in the field for a little more than a year, but already has an impressive list of clients. “Organisations using Zuper have increased workforce utilisation by over 50%, reduced service turnaround time by over 35%, increased customer adoption and profitability by over 45%, operating more efficiently and reduced costs by over 30%,” Mr Subbaraj adds.

BUSINESS MODEL
Zuper offers a comprehensive and modern field service management platform. It is a mobile-first, cloud-first B2B software as a service (SaaS) offering for organisations, irrespective of shape and size. Their modules include remote timesheet management, inventory management, smart scheduling and dispatch, work order management (online and offline), real-time location tracking (online and offline), safety and security for consumers and employees, and analytics and reporting. Organisations can pick and choose the ones they want to deploy. Mr Subbaraj adds, “The remote timesheet management module comes with facial and voice biometrics. We are the first platform in Asia to offer voice biometrics-based timesheet management of workforce. Apart from this, capabilities are deeply embedded in the rest of the workflow allowing organisations to perform real-time identity verification ensuring the right employee is at the right customer location. In a market like India, we came across situations where the user’s productivity was impacted due to flaky network connectivity. To counter this issue, we also offer offline mode support for the most critical operations to eliminate the dependency on network connectivity and the users can perform most of the tasks in a completely offline environment on a mobile device of their choice.”

THE TECHNOLOGY
Zuper is built on a micro-service architecture pattern leveraging the best practices of mobility, cloud and distributed computing. It is a suite of independently deployable, small, modular services where each service runs a unique process and communicates through a well-defined, lightweight mechanism to serve a business goal and thereby enables scalability on-demand. They have a predictive analytics engine that helps organisations forecast their work-orders, and schedule smartly. They also use Content Delivery Networks to ensure high availability and minimal latency. They have obtained a provisional patent and IP protection for their ML-based smart scheduling and intelligent and automated diagnostics system.

REVENUE GENERATION
They have been bootstrapping so far with the primary goal of validating the market opportunity, building a strong product that meets customer requirements, and driving customer acquisition. Their revenue run rate for 2017-2018 was US$ 200,000. Based on the strong pipeline of customers and word-of-mouth referrals, they are targeting a revenue of ₹10 crore in the next 24 months. “We are seeing a tremendous growth of >50% month over month. We will start our funding rounds soon. The goal is to raise a pre-Series A round by Q2 CY 2018 and scale the business. We plan to go for a Series-A round by Q4, CY 2019.” Zuper has more than 40 clients across ten different cities in India and Singapore, and is deployed in more than 500 client sites catering to around 6,000 end users.

Being a B2B startup, Zuper initially targeted SMEs. However, setting the right business model became one of their major challenges as the team went through several iterations to get the model and the price right to ensure it is a win-win situation for SMEs. Mr Subbaraj adds, “We initially offered the entire feature set as part of the platform. This was great to demonstrate and showcase the richness of the platform but not all
features were useful for all businesses. We had to pivot to a tier-based framework and offer features in a pay-as-you-go model. And it started resonating much better with the customers.”

The other challenge was that SaaS was still in the nascent stage in India, which meant that SMEs did not easily adapt to paying regularly for using a product as they are used to paying one-time or using services for free. “This is an ongoing challenge, but with the evolving market, decision-makers are looking at leveraging the right technology to automate and operationalise their businesses.” Lastly, they also had to overcome resistance to adopting technology—if not from the business owner, then from the employees or end users who are either intimidated by tech and feel it is a threat to their job, or just averse to change.

MARKET OPPORTUNITY IN INDIA
Over the last twelve months, Zuper has travelled across the country from Madurai down south to Chandigarh in the north. For them, India offers a vast market opportunity. There are several industries like home services, maintenance, installation and repairs, facility management, HVAC, retail logistics, BFSI, pharma, pest control, construction, automobile, and manufacturing that can leverage their platform, improve the efficiency of after-sales servicing and improve customer experiences. Mr Subbaraj says, “We are a small team and do not want to stretch too thin. We are laser-focused on a subset of the industries and our goal is to be the market leader in these before targeting more. There are going to be over 50 million field workers in India by 2020. About 80% of the field workforce does not leverage any technology, or the deployment is fragmented and ad-hoc. With the digital wave sweeping the country and the emergence of platforms like Uber, Ola, WhatsApp, Amazon, and Flipkart disrupting the market, business decision-makers across small, medium and large enterprises have realised that they need to modernise and re-imagine the business processes to provide the best experiences to their customers, and stay competitive. In India alone, this is a US$ 5 billion market opportunity. We have met over 500 small, medium, and large businesses to validate our hypothesis. This helped us significantly to clarify our thoughts, get a better understanding of the scenario, and gain deep knowledge of service businesses and the mindset of the owners.”

THE FUTURE
Zuper is planning to launch in Malaysia, Indonesia, and the Middle East. They will be executing their services through a channel partner programme that enables individuals and companies to sell their products for a commission. The decision has been taken to boost their sales, and gain access to competitive markets. They plan to expand to the North US in Q1 CY 2019. Zuper is creating an operating system for field and remote workforce management. Their goal is to continue evolving the platform and provide the latest technology. The future of field workforce management is IoT-enabled connected devices and smart homes. They aim to offer a connected platform that automates all points of interactions across different functions to help organisations to operate with the highest level of efficiency.
WANDERLUST
India Now Business and Economy

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In Mowgli’s Land

Chital herd enjoying the grass at the back end of the Totladoh reservoir.

Stretching across Madhya Pradesh and Maharashtra, Pench National Park is known for being the inspiration to Rudyard Kipling’s The Jungle Book. Rich in flora and fauna, this teak forest is also a tiger reserve and home to over 285 resident and migratory birds, including endangered species of vultures.

TEXT AND PHOTOGRAPHS: SUSHMITA MANDAL

A road trip through the forests of Central India is a treat for nature enthusiasts. As the forest prepares for the parched summer months, it acquires hues of yellow, ochre, russet, and golden. The inimitable dhak or ‘flame of the forest’ (Butea monosperma) provides a flash of fiery orange to the landscape. At Pench National Park and Tiger Reserve too, these are the views that greet you in the month of March.

The park derives its name from the Pench river that divides it into almost two equal halves, flowing north to south as it joins the Kanhan river, which pours into the Wainganga river in Maharashtra. This is the only tiger reserve in the country that straddles two states—Maharashtra and Madhya Pradesh. The forests are located on the southern slopes of the Satpura ranges, comprising mixed deciduous species with teak (Tectona grandis) as the primary species.

At this time of the year, the teak stands bare, forming a cushioned bed of dried leaves. We started with the evening safari that took us down long-winding roads. Looking for the elusive tiger in this landscape seemed less daunting with the trees stripped bare of foliage. But when the guide pointed to a leopard resting in the...
thick leafy undergrowth of teak, it was remarkable to see the magnificent animal so well camouflaged against the forest colours. That awe-inspiring moment when I spotted the leopard resting gracefully on the leafy bed will be forever etched in my memory.

Besides the leopard sighting, the forests offered so much more. Driving up to the banks of the Pench river that forms the natural boundary between Chhindwara and Seoni districts of Madhya Pradesh, one can spot the lesser fish-eagle, a flock of painted storks, black-headed ibis, crested serpent eagle, and blossom-headed parakeets. We heard the fish-owl hooting as its hunting day had just begun. Watching a committee of white-backed vultures perched on an ain (Terminalia alata) tree near the Totladoh reservoir was a promising sign of the species thriving in the park. The guide informed us that besides the white-backed vultures, there are four other species including the Eurasian griffon, Egyptian, the red-headed and the Indian long-billed vulture that are found in Pench Tiger Reserve.

Shortly thereafter, we witnessed a mesmerising scene as a herd of chital gracefully crossed the meadow. Towards the end of the safari, we encountered a family of wild boars. The ubiquitous ghost tree (Sterculia urens) dots the forest as one traverses the park. Its white bark contrasts against the dead of the night, living up to its name. During the day, the ghost trees look majestic against the lilac skies with just tiny blossoms at the top ends of its branches. They are both beautiful and eerie, and add to the sublime charm of the forests.

The morning safari began early, in the hope to catch all the activity in the forest as its denizens go about their day. The first-viewed creatures were a family of seven red jungle fowls on the slopes of a small hillock by the forest road. I also came across the ruddy-nosed mongoose by the side of the road, who immediately scurred out of view. White-bellied drongos and flame-backed woodpeckers were all busy gathering food for the day. Families of langur sat under the giant semal or red silk cotton trees, munching on the fleshy semal flowers that were being plucked and thrown down by their family members. Watching a newborn langur cuddling on its mother’s lap was pure joy.

While I enjoyed the various moods and colours of the forest, looking out for birds, and other herbivores, my guide spent time tracking the tiger.

As we circled the park, at one point, we came across a pack of dholes (wild dogs), shy creatures that are decreasing in numbers in most parks. I remember my last sighting of a pack of four dholes in BRT Wildlife Sanctuary in Karnataka, five years ago. I was pleasantly surprised to come upon a pack of ten this time, including a few young ones. While the dholes were on a hunt for a wild boar family that was hiding close by, our guide spotted a tiger slowly inching up from the other side of the forest. It was a tigress and...
all our attention shifted to her as she hid behind a tree trunk. And finally, right in front of the jeep, she crossed the road; the dholes scooted away and their hunt of the wild boar was left behind. During this riveting action, we saw the tigress circle about before walking away into the golden grass patches. Was that the crowning glory of the morning safari? Yes and no, because further ahead on that road, the dholes we had encountered earlier had finally managed to hunt down a young spotted deer. A lone jackal came by for a share but was chased away.

We came upon the Beejamatta waterhole, one of the prime locations for spotting tigers. The guide informed us that a tiger in that range had given birth to three cubs. However, we only saw a herd of sambars basking in soft sunlight by the waterhole. The yellowing grass, draped golden by the morning sun, swayed in the gentle breeze, as we waited for signs of a tiger, but none came.

As the safari time was drawing to a close, I saw a few nilgai, several racket-tailed drongo, a white-eyed buzzard, and umpteen peacocks glowing in their blue-green colours against the dry and yellow landscape.

Pench is a healthy, well-managed park teeming with wildlife. The teak forest, being deciduous, sheds its leaves in March readying for the water-starved summer months and conserving its resources until the rains come knocking, draping the forest in a green palette. The undulating forested tracts of Pench are so reminiscent of The Jungle Book that one can almost imagine the characters come alive as one navigates through the landscape. The two safaris provided such a rich peek into forest life, I left promising I will be back in another season to enjoy the forest’s glories.

TRAVEL TIPS
How to get there:
By air: Nagpur, Maharashtra is the closest airport, located at a distance of about 100 km from Turia Gate Park entrance. Jabalpur, Madhya Pradesh is located about 170 km from the Karmajhiri Park entrance. Both the airports have flight connections from most major cities in India. As the park is along NH7, it can be accessed by good roads, taking less than two hours from Nagpur and about three-and-a-half hours from Jabalpur.

By rail: Nagpur (Maharashtra) and Jabalpur and Chhindwara (Madhya Pradesh) are the closest railheads.

Accommodation: One can find several accommodations around the buffer areas of the park, near Turia Gate. However, some of the best places are inside the park, managed by the forest department, booked through their website.

Getting in and around the park: Book the jeep safaris online. One can avail safaris on the same day, but there is a limited quota of jeeps allowed. Hence, it is better to book in advance and present the receipt at the counter at the gate from which the safari is to begin.

Best season to travel: The best season to travel to Pench is between mid-October and mid-June. The park remains closed from June 15 to October 15 (there may be slight variation in these dates).
As the name suggests, Indian miniature paintings are small in size, yet their format compacts a wonderful world that is a delight to view. These paintings, mostly eight by six inches in size, are richly detailed making them a repository of history. They depict episodes from legends, events, architecture, styles of attire as well as nuances such as political status, social mores, and emotions.

Indian miniature paintings are broadly defined by various traditions and styles as seen in different geographical areas or erstwhile kingdoms. These broadly encompass the Buddhist and Jain tradition of illustrated manuscript, the extant copies of which, date to the tenth century; the Mughal school of the mid-sixteenth century; miniature painting of the Deccan Sultanates (1560s); the Rajasthan school of the late 16th century; the Pahari school of the mid-17th century, and the Central Indian schools of Malwa and Bundelkhand of the 17th century.

In the firmament of Indian miniature painting, which spans different schools and styles, is the traditional Rajasthani miniature painting. “Rajasthani miniature paintings are full of beauty. They stand out for their compositions that are marked by backdrops featuring trees, plants, and flowers, which are drawn and painted in great detail. Further, the figures are painted with care with respect to their facial features, jewellery, and attire,” says Mr Jai Prakash Lekhwal, a renowned miniature painter and Padma Shri awardee.

RICH TRADITION

While the tradition of illustrated manuscripts (whose earliest form created in Western India dates back to the mid-eleventh century) was prevalent in Rajasthan, the beginnings of the miniature painting tradition could be traced to the end of the 16th century. While paper replaced palm leaf as a medium, the format of the long, narrow palm leaf manuscripts was initially retained. Later the breadth was gradually increased and led to the evolution of the art of miniature painting. And over time, with the patronage of rulers, different schools of miniature painting emerged in different parts of Rajasthan, each with its individual distinguishing characteristics.

The main traditional schools of Rajasthani miniature paintings are Mewar (Udaipur), Kota, Bundi, Jaipur, Jodhpur, Kishangarh, and Bikaner. Apart from these, rulers of smaller kingdoms also patronised the art, which added to its variety of artistic expression. Each school has its distinct features that are recognised by skilled artists who have often learnt the art from their forefathers and studied old miniatures.

“In the Kishangarh style, the face is slim and the features are sharp, the eyes are shaped like fish, the

Fine strokes and bright colours are typical of Rajasthani miniature paintings.
TRADITIONALLY, ARTISTS USED colours made from stones and oxides, and obtained different shades by mixing colours, and this practice is continued by many artists.

neck is slender and long, the body tall and thin. The vegetation depicts banana and mango trees. In the Jodhpur style, the face and body are heavy, the male face is depicted with a moustache and beard, and the female figure is shown slightly smaller than the male figure. Animals, such as horses and camels, are also on the heavier side. On the other hand, in the Jaipur style, the face is round, the height medium, the eyes are large and open, eyebrows long. In this school, blue is a predominant colour,” explains Mr Lekhwal.

An orange tree painted amidst a cluster of green trees hails from the Mewar school as it is identified with the orange blossoms of trees such as gulmohur or ‘flame of the forest’ that stands out in the local landscape. Paintings of Kota depict hunting scenes indicative of the presence of the tiger and forests teeming with natural life, while the paintings of Bundi typically have water birds, lotuses, and stylised banana trees with ducks and peacocks in a lush landscape. Paintings of past centuries, of different schools and those rendered by masters, may be seen in museums. Their reproductions appear in books whose text, written by scholars and researchers, offers an understanding of the expression and details of the works.

THE TECHNIQUE

The sheer effort that goes into creating a miniature painting is best understood if it is viewed through a magnifying glass—it reveals hundreds of fine, paint brush strokes that have created the composition. Typically, for creating a composition, an artist first decides on the figures and other elements such as buildings and vegetation. The designs are formed in a way to ensure prominence to the central figure while ensuring an overall balance between the placement of figures and other elements, an impression of the depth, and a selection of dynamic and static figures.

The elements are first outlined with a brush in light red, and then the entire surface is covered with white priming. The lines redrawn in black, the background worked on, and the main figures are painted and a final outlining is done. Traditionally, artists used colours made from stones and oxides, and obtained...
different shades by mixing colours, and this practice continues even today. Silver and gold leaf may be used for decorative effect. As the work comes alive with colours and strokes, it conveys a particular moment in a legend, history, or everyday life. And after it is completed and dried, the artist places it main face down and runs a stone across it to burnish it—the process sets the colours into the paper, makes the painted surface smooth, and gives the work a mellow glow.

Rajasthani miniature paintings touch upon a variety of subjects, especially gods and goddesses, Lord Krishna, Indian epics and literature, folk tales as well as subjects such as Ragamala (garland of ragas), Nayak-Nayika (depicting heroes and heroines at different moments in time or the varying nature of their relationships), courtly scenes, hunting scenes, portraits, and pastimes of royalty. The Ragamala paintings create a visual form of rajas and raginis (modes of Indian classical music) and thus depict a particular season, month, day, or even hour of the day simply through the elements, figures, and the setting of a painting. The Ragamala theme was later also blended with the Nayak-Nayika theme. The Baramasa, twelve months of the year, was another theme represented by the flowering trees, weather, animals, sentiments, and festivals of each period.

MINIATURE PAINTING TODAY
Given their small format, miniature paintings are easy to frame and display in interiors. Contemporary artworks are usually painted in the traditional style of a particular school, or they may draw elements from different schools and create their own signature style. “Many artists adapt their skill to new materials. For instance, painting on ivory is banned. However, I paint on a synthetic sheet that looks like ivory using almost transparent colours and shading that creates a beautiful effect,” says Mr. Lekhwal.

Besides the region, different artists have brought their individual brilliance to miniature paintings, further enriching the art form. “Artists may be inspired by traditional schools and then bring their own sensibilities and creativity to their work such as the style of filling colours or shading, or even the motifs on the attire worn by the figures. Improvisation of the plants and trees identifies a particular artist simply by glancing at their work”, adds Mr. Lekhwal. He says that his own style draws from the Company style (an Indo-European style of painting), the Delhi-Mughal style, and the Kangra style (owes its origins to the miniature painting tradition of Rajasthan). “I have found fulfilment in drawing from these traditions as I like to create figures with frontal faces rather than profile. More importantly, it is by creating works that are rooted in one or different traditional schools and bear the artist’s personal expression that new works are created and the art itself evolves.”

This approach to art reiterates the fact that traditional arts of India enjoy a dynamic facet even as some strains continue to adhere to established principles. And the wonderful result of this approach is that art lovers come across a spectrum of miniature paintings that range from pure traditional works rooted in the distinct style of a particular school to those that draw from different schools as well as those that are a unique expression of a master artist’s creativity.
Informal WTO Ministerial Meeting, March 19-20, 2018

The Department of Commerce organised an Informal WTO Ministerial Meeting in New Delhi during March 19-20, 2018 under the leadership of Mr Suresh Prabhu, Hon’ble Minister of Commerce and Industry. The invitees included a wide cross-section of WTO’s membership. India took this initiative to ensure better collaboration between WTO members in order to further strengthen the multilateral trading system. The meeting was attended by high-level officials from 53 WTO member countries.

IBEF handled multiple responsibilities for the event including logo design, venue, outdoor and digital promotion, website development and updation, and visitor registration and management. The campaign received engagement from DG WTO, Missions, Press Information Bureau, media bodies, delegates, etc.

Online Campaign by IBEF for Informal WTO Ministerial Meeting – Outcomes

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India Carpet Expo, New Delhi

India Carpet Expo is one of the largest fairs for handmade carpets in Asia. It serves as a unique platform for buyers to source the best of handmade carpets, rugs, and other floor coverings under one roof. The expo in 2018 was inaugurated on March 8, 2018 by Mr. Ajay Tamta, Hon’ble Union Minister of State for Textiles. Ms. Smriti Zuben Irani, Hon’ble Minister of Textiles, addressed an interactive session with media and overseas buyers on March 9, 2018 at Hotel Taj Man Singh. IBEF organised a press conference on March 8, leading to media coverage across leading publications such as Dainik Jagran, Amar Ujala, and Dainik Bhaskar. Furthermore, IBEF managed advertising at the venue—including entry gates and car parking—and hall hangers; outdoor branding included important city routes and the route to the airport.

Gulfood Dubai, 2018

IBEF partnered with Agricultural and Processed Food Products Export Development Authority and Tea Board, India for promotion of the India Pavilion at Gulfood Dubai, February 18-22, 2018. Gulfood is a major event for food trade in the Gulf region, which attracted more than 97,000 visitors and occupied one million sq ft of exhibition space in its previous edition in 2017. IBEF promoted the sectors through venue branding, and also booked an advertorial in Khaleej Times, a leading English daily with readership of 115,000 across the UAE, Bahrain, Oman, and Saudi Arabia. The digital campaign launched by IBEF led to 9,144,454 impressions and 46,158 clicks.
**Middle East Electricity, Dubai**

Middle East Electricity, held from March 6-8, 2018 in Dubai, is the region’s leading international trade event for the power and electrical industry with dedicated product sectors for power generation, transmission, distribution, lighting, and solar and energy storage and management solutions. With EEPC India leading the India delegation of over 50 companies, IBEF showcased the strengths of India’s electricity equipment and products industry at Middle East Electricity 2018. The plan encompassed extensive branding at Dubai World Trade Centre along with dedicated supplements on the Indian electrical machinery and equipment sector backed by a strong digital campaign.

**INDEE Thailand**

INDEE Thailand was held from February 1-4, 2018, at Bangkok International Trade Exhibition Centre (BITEC) in Bangna, Bangkok. This was the 38th edition of EEPC India’s trademark multi-product overseas exhibition INDEE (Indian Engineering Exhibition). The event was co-located with TIF (Thailand Industrial Fair), with India being the partner country for the event. IBEF coordinated and executed a 360-degree branding plan including advertisements at the venue, billboards in the city and advertisements in mainline newspapers and popular trade journals.
Dear Sir/Bhack,

India has overthrown UK in terms of GDP to emerge as the fifth-largest economy in the world by the end of 2016, the same year when it overtook China to emerge as the world’s fastest growing major economy. Interestingly, India has achieved this feat well before 2020, the year that was projected for India to overtake UK by the economic think-tank Centre for Economics and Business Research (CEBR) in 2011. India’s GDP by the end of 2016 reached USD 2.3 trillion while UK’s GDP was projected at USD 2.29 trillion. This has been made possible due to India’s rapid growth in recent years and the issues being faced by the UK post-Brexit.

In addition, India’s growth rate at 6-6.5% per annum till 2020 is much higher than UK’s projected growth rate of 1-2%, which means the gap is only expected to widen further in the coming years.

Warm regards

Anu P Mathai, CED
Chief Executive Officer (CEO)
Indian Brand Equity Foundation (IBEF)

WHAT’S NEW@IBEF

Brand India Engineering at The Big 5, Dubai
IBEF led the Brand India Engineering campaign at The Big 5 2016, Dubai that was held from November 21-24, 2016. Do visit to follow the branding activities undertaken by IBEF.

More >>

The Big 5, Dubai
India: The World’s Fastest Growing Economy
The Big 5

November 13-16, 2016

India Resource Centre - www.ibef.org

A single window to the latest and in-depth information on Indian business, industry and economy. The website also offers daily business news updates and email alert services.

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AN EMERGING GIANT

India’s digital payments sector is expected to be worth US$ 500 billion by 2020

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