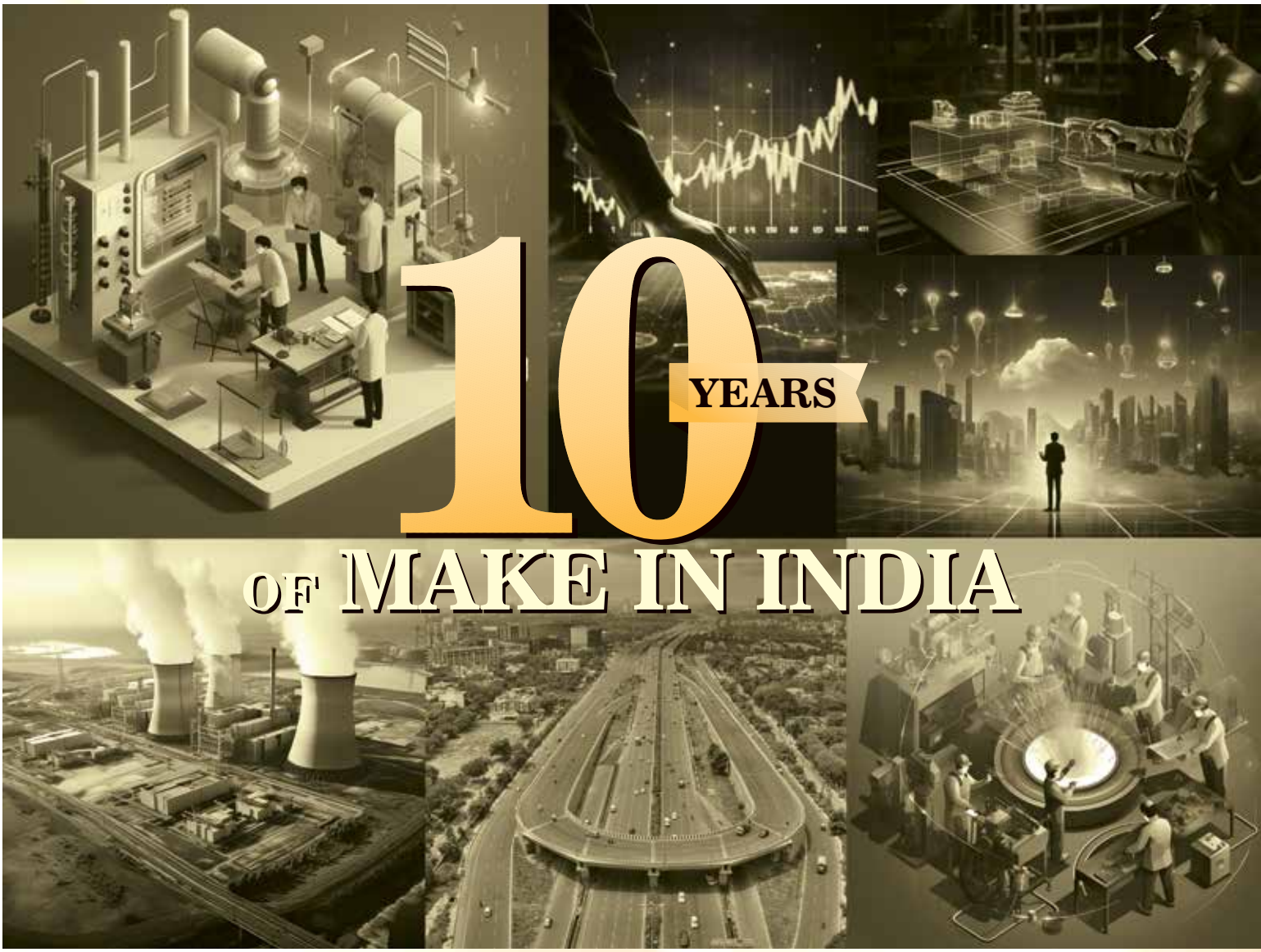
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Chamber of Commerce and Industry

IMC JOURNAL

VOLUME 116 | ISSUE 2 | SEPTEMBER - OCTOBER 2024



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Website: www.imcnet.org

Single Copy Price
₹ 50/-

Annual Subscription
(For 6 Issues)
₹ 200/- *(India)* | $ 30 *(Abroad)*

Design & Printing:
Finesse Graphics & Prints Pvt. Ltd.
Tel: +91-022-4036 4600
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From the President's Desk

Mr. Sanjaya Mariwala

Dear Readers,

Season's Greetings to our members.

I am pleased to present this issue on **"10 Years of Make in India"** This theme will provide valuable insights, offering our readers important and thoughtful perspectives from the experts. I am grateful for their input.

Since its launch in 2014 to turn India into a global manufacturing hub, the 'Make in India' initiative has achieved significant progress in sectors such as large-scale electronics manufacturing, pharmaceuticals, food processing, telecom & networking products, semiconductors, etc.

The initiative's impact on the larger economic landscape cannot be denied. It has restructured the industrial capabilities of the nation, placing newfound importance on infrastructure and industry expansion. This shift has created employment opportunities, developed a skilled workforce and paved the way for sustained economic growth.

The Government of India has introduced enabling policies such as the Production Linked Incentive (PLI) Schemes, PM GatiShakti, the National Logistics Policy, and the Goods and Services Tax (GST). These measures have streamlined regulations, reduced bureaucracy, and enhanced competitiveness, fostering self-sufficiency and growth in critical sectors.

However, as we march toward becoming a leading global economy, there is still a need for simpler processes and greater ease of doing business. We must consider establishing regular channels of feedback between government and industry so that policies can remain adaptable and responsive to emerging economic needs.

Complementing 'Make in India', the 'Atmanirbhar Bharat' campaign reinforces a vision of self-sufficiency and resilience, laying the groundwork for long-term growth. The country is geared towards deeper integration into global supply chains and an enhanced presence on the global stage while following responsible business practices. Together, these efforts are positioning India as a critical contributor to the world economy, with the potential to lead in innovative and sustainable manufacturing.

India's Strategic Trade Transformation

India's trade strategy is evolving to meet the dynamic global landscape, balancing challenges with emerging opportunities. Merchandise exports showed modest growth of 1% in the first half of FY25, reaching USD 213.22 billion, despite a challenging global environment. With Donald Trump's return to the presidency, there is potential trade friction, particularly due to the trade surplus with the USA. However, the country stands to benefit from the shifting global supply chains under the "China Plus One" strategy, where companies from developed countries relocate



production from China to India. This shift, coupled with a large domestic market and manufacturing policy focus, positions the nation to attract increased global investment. The growing competitiveness of Indian electronics, exemplified by a 19.7% surge in exports, highlights this potential.

The trade relationship with China remains complex, with a significant imbalance. While imports from China exceed USD 100 billion, exports have plateaued. To address this, anti-dumping measures have been implemented to protect key domestic sectors. In addition, strengthening ties with Russia, with an annual trade target of USD 100 billion by 2030, diversifies trade relationships.

Government initiatives like FTAs, infrastructure improvements, and other efforts are expected to further boost trade and economic growth,

enhancing the country's role in global commerce.

India's Path to Sustainable Economic Growth

India's economy is projected to grow at 7.2% in FY25. Despite global inflationary pressures and geopolitical crises, the country continues to demonstrate resilience, strengthened by robust domestic demand and positive economic indicators. Key contributors to this momentum include increased mobility, sustained government spending, and rising consumer confidence. This optimism, shared by both businesses and individuals, is expected to stimulate investment activity. Additionally, the government's ongoing focus on capital expenditure (capex) provides further support for the economic outlook.

Additionally, the Reserve Bank of India's decision to keep the benchmark repo rate unchanged at 6.5% for the tenth consecutive time strikes a careful balance between encouraging growth and managing inflation. This cautious approach is crucial, given the global uncertainties and domestic challenges that could potentially hinder recovery.

As market stability and confidence are restored, businesses are expected to allocate capital more freely, which will promote trade and create long-term growth opportunities.

As we reflect on India's journey toward becoming a global economic powerhouse, industry bodies like the IMC have an important role to play. By encouraging dialogue across sectors through impactful events and programs, we are addressing the challenges and opportunities that are shaping the nations growth story.

Here are some of IMC's recent activities:

- The Banking, NBFC and Finance Committee of IMC organised a half-day seminar on **"MSMEs Connect Bankers and NBFCs".** The objective was to address challenges faced by MSMEs, providing an understanding of the opportunities available and initiatives introduced by the government in Union Budget 2024-25 for the MSME sector.
- IMC organised its 118th Foundation Day Celebrations. Chief Guest was Mr. Sajjan Jindal, Chairman, JSW Group. In his address, he spoke about the Role of Associations and Chambers in Accelerating the Growth of our Country
- Luncheon meeting with Ambassador of Georgia in New Delhi, H.E. Mr. Vakhtang Jaoshvili
- Meeting with **Mr Joakim Gunnarsson** Consul, Consulate General of Sweden in Mumbai, and **Ms. Petra Hansson**, Deputy Director, India Desk, UD-AL, Section for South Asia, Department for Asia, the Pacific Region and Latin America, Ministry for Foreign Affairs, Sweden.
- IMC and Indo Spanish Chamber of Commerce signed an MoU to strengthen trade and investment cooperation between the countries. This collaboration aims to foster mutual growth, enhance economic ties and create opportunities for joint ventures, trade fairs and business exchanges, paving the way for a dynamic partnership between the two countries.
- **Seventh and Eighth Online Session of ongoing 'Arbitration Knowledge Series' on "Vision of Arbitration Bar of India" and "Evidence in arbitration, including under the new law on evidence".**
- Mr. Ajit Mangrulkar, Director General, IMC had a meeting with Dr. Aman Puri, Joint Secretary (Summits), and with Shri. Amardeep Singh Bhatia, Secretary, DPIIT at New Delhi.
- IMC Chamber of Commerce and Industry organised its 5th edition of the **IMC Business Connect Trade Fair.** The event brought together exhibitors from State Government Corporations, Pharma and Healthcare, Textile and Retail, Wellness, IT, Gems and Jewellery, NBFCs and Manufacturing companies all under one roof to promote their products and services to visitors and expand their trade footprint and networking opportunities. The fair provided an invaluable platform for industry professionals and government bodies to engage in meaningful discussions and explore business collaborations.

I hope you find the articles and insights in this issue enjoyable and engaging.



The Future of India's Manufacturing

Mr. Burjis Godrej
Executive Director, Godrej Agrovet

In recent years, the idea of us being in the midst of the fourth industrial revolution has been gaining ground. The first Industrial Revolution was driven in large measure by the harnessing of steam power. Electricity powered the second one, and enabled assembly line-based mass production. The third Industrial Revolution-something many of us have lived through, -pertains to the information technology and electronics-driven world, which vastly benefited the realm of manufacturing as well.

The fourth industrial revolution has already started to play itself out. This is a world of smart factories, where big data, analytics, artificial intelligence, machine learning, cloud computing, the internet of things, and robotics all come together to totally transform the way we make things.

The Elusive Dream

The current one, which is dubbed the Industrial Revolution 4.0, presents an opportunity for India to realise its elusive manufacturing potential.

More than a hundred years ago, Indian manufacturing lacked not just technology and scale but even respectability. Our own group's history records show, in 1895, Ardeshir Godrej had to pull back from his plans to make surgical tools when a prominent client refused to accept a 'Made in India' label. He eventually manufactured a soap that wasn't just made in India but made for Indians – the world's first soap made using vegetable oils, not animal fats.

Immediately after Independence, India tried to build an industrial base. The challenge was to do so while pursuing other goals such as inclusive growth and equitable distribution. In fact, it was during this time that "Asian Tigers" managed to bring about what's been famously called the 'East Asian Miracle.' Countries such as Japan, South Korea, and Singapore, experienced rapid growth rates via a conscious export-led strategy of manufactured goods.

The much-needed unshackling of the Indian economy did happen in the 1990s with liberalisation. Growth ensued, investments started to pour in, and incomes rose in the decades after that. Though manufacturing grew, the India story in this phase was around the quantum leap in services growth. It was also a period when China came out of its isolation to enjoy the benefits of globalisation. It just took a few years for it to become the factory of the world. Today, China's GDP is more than six times that of India's.

Aligning Signals & Actions

It is in this context that one should see the Make in India programme. Launched in 2014, this initiative aims to boost domestic manufacturing and attract foreign investment. It managed to put the spotlight on a sector that has for long punched below its weight. While it undeniably signals the country's resolve to meet its dream of becoming a manufacturing powerhouse, the actions on the ground (simplified processes, production-linked incentives, infrastructure push, enabling multi-modal connectivity infrastructure, and building new capabilities around, say, semiconductor ecosystem) have pushed it in the right direction.

Measures of Indian manufacturing have been buoyant. The Purchasing Managers Index for manufacturing, a survey that measures the health of the sector, has consistently stayed above its long-term average in recent years.

Yet, the programme's goal of getting the sector's contribution to GDP to 25% by 2025 seems like an impossibility now. However, we are witnessing green shots, and it is now at 17% as against 15% few years back.

That it is important to push the case for manufacturing can be understood by some notable recent developments. Take for example the world's experience during the COVID pandemic, in which having self-sufficiency in manufacturing became critical for countries. A volatile geopolitical environment means a shaky world order, one in which control over manufacturing becomes invaluable. The push, therefore, is strategic too. It is a unique combination of self-sufficiency and export orientation that will be key. We need Atmanirbharta to meet our domestic needs, save on foreign exchange and provide what Indians need. However, we also need an export lead focus to sell in countries with more per capita spending power and discipline the industry with globally competitive products that meet the highest standards of international quality.

An Opportunity, A Challenge

Going forward, two new major factors emerge – an opportunity and a

challenge. The opportunity lies in the ongoing decoupling geopolitical environment. Increasingly, countries are looking to diversify their supply chains to avoid over-reliance on a single source. India, with its huge market, large labor force, technological capabilities, and supportive government policies, will benefit as companies look for alternative manufacturing destinations.

The challenge, on the other hand, comes in the form of the sustainability question. As manufacturing scales up, so will the pressure to adhere to environmentally sustainable practices. Sustainability is no longer an option but a necessity. Governments across the world are committed to backing green practices. India is no different and has made a commitment to achieve the goal of net-zero emissions by 2070. A shorter term goal is to reduce the energy intensity of its GDP by 45% by 2030.

India Inc has demonstrated commitment to addressing the sustainability challenge. Data reveals our Godrej Industries Group's progress toward internal goals for energy, water, and waste management. Approximately 50% of our energy now comes from renewable sources (with our group company Godrej Agrovet even crossing the 75% mark), surpassing the 30% target; we replenish four times the amount of water we consume, achieving our aim of water positivity; and we've reduced waste by 75% per tonne of production, moving closer to our goal of zero waste. The positive spin-offs of these sustainability initiatives for the society are numerous and makes it really worthwhile.

Still, from a country's standpoint, the sustainability challenge is daunting, given that India is one of the fastest growing economies in the world and wants to push its manufacturing sector's share in its national output. But fortunately, the answer to this challenge may lie with the elements that make up Industrial Revolution 4.0.

Technologies such as artificial intelligence, machine learning, and the internet of things (things that are connected with sensors and software and can therefore 'talk' to each other) can help in enhancing energy efficiency, for instance. Smart manufacturing (eg: 3D printing) can minimise waste. Digital tracking systems can enable a circular economy, which means more savings on raw materials. Use of such technologies can also lead to better maintenance and reduced emissions. However emerging technologies like AI are also huge energy users and policy must ensure that all industries have equitable access to sustainable energy sources. There are already reports of foreign nations reserving energy for data centers and leaving other countries behind.

Beyond manufacturing, even segments of Indian agriculture have successfully adopted some of these technologies. For instance, IoT devices, used along with artificial intelligence and machine learning, can now provide farmers with real-time insights and data on the nutrient and water needs of their crops. Interventions that lead from such information can increase productivity while reducing resource use. In India, the palm oil industry uses IoT devices to decide the location for farms as also to track water use. Similar analysis can be done for soil and fertiliser use.

Bridging The Divides

India will look to draw its strength from the government's digital push, its strong software development capabilities, and a young, skilled workforce. It would also want to tackle its bugbear of regulatory complexities. Creating more SEZs with simplified regulations, fast track mechanisms and streamlined single window clearances for high-priority manufacturing sectors as done in Vietnam would be a good first step. Additionally, adopting practices from states like Gujarat—where the state government may grant deemed CLU (Change of land use)/ NA status to projects in certain sectors, such as IT, biotech, agro and food processing and renewable energy (RE), such as solar, wind, and green hydrogen, will also be helpful. India's policy landscape has been moving towards these reforms, but applying these on a broader scale, with tailored incentives for specific high-priority sectors, could enhance India's competitiveness in the global manufacturing sector.

Initiatives like Digital India and Skill India seek to lay the groundwork for a more technology-savvy industrial workforce, equipping them with the skills needed to operate in a modern, automated production environment. This is very important as digital divide, and a skills gap can derail the manufacturing train in the new industrial era.

One key area to focus on will be the micro, small, and medium enterprises (MSMEs), which are very large in number and contribute hugely to the supply chain. In 2020-21, as per information shared in the Lok Sabha, the share of MSMEs in total manufacturing output in the country was close to 36%. They will need a lot more support - both financially and knowledge-wise - on their way to digital transformation. India needs its own version of Germany's Mittelstand - a competitive collection of MSMEs that meet our domestic needs and can compete internationally - even with established companies of greater scale.

Indian manufacturing in the future needs to quickly build itself to be smart, safe, sustainable, efficient, flexible, and competitive. This is achievable provided we all are aligned and have a shared understanding coupled with our unwavering support to recognize its importance for our country

(Views are personal)

Make in India & The Rise of Climate Investment: Top 5 Trends to Watch



Mr. Dhanpal Jhaveri
Vice Chairman, Everstone Group, & CEO, Eversource Capital

As the world grapples with the dual challenges of climate change and economic development, India's intersection of climate investing and industrial transformation offers a compelling opportunity for growth and sustainability. The Make in India initiative, launched in 2014, plays a central role in reshaping the country's manufacturing sector, aligning it with sustainable development goals. Exploring the synergies between the Make in India initiative and climate investing brings about key trends that are transforming the global climate investment landscape:

Green Manufacturing and Clean Tech Innovation

As per the Ministry of Heavy Industries, India is leading the charge in sustainability, with significant strides in electric vehicle (EV) production and clean energy. The EV market is projected to grow at a CAGR of 94% from 2021 to 2030 with FAME III supporting 24.79 lakh electric two-wheelers, 3.16 lakh electric three-wheelers, and over 14,000 e-buses.

E-buses have gained significant momentum, driven by strong regulatory initiatives aimed at electrifying public transportation through both operational and capital subsidy programs, such as the PM-eBus Sewa (INR 34 billion) and PM E-Drive (INR 44 billion for buses alone). In the private sector, intercity buses are beginning to transition to electric due to their lower total cost of ownership (TCO) compared to diesel buses, further supported by favourable government measures like reduced GST rates and zero-cost AITP incentives.

The Union Cabinet report from the Government of India highlights the Green Hydrogen Mission, which aims to produce 5 million metric tons of green hydrogen by 2030. This initiative is expected to reduce CO2 emissions by 50 million tons annually. Additionally, India's Production-Linked Incentive (PLI) Scheme for battery manufacturing could decrease battery imports by 80%, thereby promoting clean energy growth and creating over 100,000 jobs. The clean energy sector is anticipated to attract up to $500 billion in investments by 2030, further establishing India's role in global sustainability efforts.

According to a recent report "Mobilising Finance for EVs in India: A Toolkit of Solutions to Bridge the Financing Gap" by NITI Aayog and Rocky Mountain Institute (RMI), India's EV market is projected to be a $206 billion opportunity by 2030, with significant investments pouring into EV manufacturing and infrastructure. The adoption of EVs could reduce oil demand by over 17% and greenhouse gas emissions by nearly 846 million tons by 2030, aligning with India's commitment to the Paris Agreement targets.

Sustainability-Focused Foreign Direct Investment (FDI)

The 2023 Global Climate Tech Investment Report by Deloitte ranks India among the top five leaders in climate tech investments, with a notable surge in funding for green tech startups and innovation hubs. This growth is driven by India's emphasis on energy-efficient technologies like advanced energy storage, green hydrogen, and carbon capture, which are drawing interest from both venture capitalists and institutional investors.

India's Make in India initiative, combined with FDI reforms, is enhancing the country's appeal for sustainability-focused investments. The National Investment Promotion and Facilitation Agency (NIPFA) reports that India attracted $82 billion in FDI during the fiscal year 2022–23, with a significant portion directed toward renewable energy, green technologies, and EV manufacturing.

Furthermore, BloombergNEF's 2023 Clean Energy Investment Trends reveals that India attracted nearly $15 billion in clean energy investments last year, and global investors are increasingly interested in India's burgeoning green growth sectors. As major global players continue to invest in India's renewable energy, electric vehicle, and green technology sectors, the country is well-positioned to lead the charge in sustainable manufacturing globally.

Government-Backed Green Financing and Reforms

In recent years, Indian Government has aligned industrial policies with climate goals through initiatives like the Green Hydrogen Mission and National Electric Mobility Mission Plan (NEMMP). Programs such as the National Solar Mission and National Biofuel Policy are accelerating renewable energy adoption in industries, fostering sustainable growth. India is also leveraging green bonds and sustainable finance to incentivize climate-conscious manufacturing.

McKinsey estimates India's green industrial shift could unlock up to $6 trillion in economic opportunities by 2030, solidifying its position as a global leader in sustainability.

Circular Economy and Carbon Neutrality

The shift towards a circular economy emphasizes minimizing waste, maximizing resource efficiency, and reducing carbon emissions across the supply chain. Make in India supports this shift with policies encouraging circular practices in manufacturing. According to the 2023 Circular Economy Report by the Ellen MacArthur Foundation, India's circular economy could unlock $218 billion by 2030, with significant contributions from sectors like manufacturing, electronics, and textiles.

Companies in India are now focusing on designing products for reuse, recycling, and remanufacturing, contributing to carbon neutrality goals. The NITI Aayog's 2023 Circular Economy Strategy report indicates that adopting circular economy principles could reduce India's carbon emissions by up to 44% by 2050. Additionally, the National Manufacturing Policy has set a target for 20% of the country's industrial output to come from circular practices by 2025.

Integration of Climate Resilience into Industrial Development

The International Finance Corporation's (IFC) report, "Climate Investment Opportunities in Emerging Markets", estimates a $2 trillion investment opportunity in climate adaptation for emerging markets, emphasizing the need for resilient infrastructure. By integrating climate resilience into initiatives like Make in India, can attract significant foreign investments while boosting manufacturing productivity.

According to a McKinsey & Company report, the global market for climate resilience solutions could reach $1.8 trillion by 2030, with a significant portion directed at industries vulnerable to climate change. Additionally, the World Bank estimates that resilient infrastructure investments could yield up to $4.2 trillion in global economic benefits by 2030, offering considerable growth potential for developing economies like India.

As industries worldwide face the growing impacts of climate change, businesses are increasingly focusing on building climate-resilient systems to protect operations from extreme weather and supply chain disruptions. A 2023 report by PwC on climate resilience states that 60% of global companies are prioritizing investments in climate-proofing their operations, further underscoring the demand for resilient infrastructure and sustainable supply chains.

India's $1 Trillion Green Future

India's path to a $1 trillion green economy is both ambitious and crucial for sustainable growth. Focused on renewable energy, sustainable infrastructure, and green technologies, the nation aims to lead the global green revolution. The government's climate-positive policies, combined with the Make in India initiative to promote eco-friendly manufacturing, strengthen this vision. With growing private sector involvement, there is a unique opportunity for innovation, investment, and job creation. By embracing sustainability and leveraging Make in India, India can not only meet its environmental goals but also secure a more resilient and prosperous future.

(Views are personal)



10 years of Make in India: Milestones so far and the Road Ahead



Mr. Haigreve Khaitan
Senior Partner, Khaitan & Co.

With impressively ambitious targets of becoming the third largest economy and a GDP of USD 7 trillion by 2030, India has taken several steps to accelerate its growth journey. The government's Make in India initiative has been a key element here, which aimed to encourage domestic manufacturing and foster self-reliance.

Launched with a vision to establish India as a global manufacturing powerhouse, the Make in India initiative has brought significant changes in the nation's industrial landscape, resulting in higher foreign investment, and fortified capabilities across several sectors. The 10-year milestone shows tremendous progress and lays the groundwork for the next 10 years. As India inches closer to realising the dream of becoming a global manufacturing juggernaut, let us look back at the key milestones of the initiative so far and the road ahead.

Enhanced focus on 'Ease of doing business'

When the Make in India initiative was announced, the government identified 'ease of doing business' as a pivotal factor in terms of encouraging true entrepreneurial spirit. Rapid digitisation, online approval processes, single window systems and many more measures have been adopted in order to help businesses to not only function but thrive in India's promising economy. Some recent examples include the launch of a single window IT system for India's International Financial Services Centres (IFSCs) to help businesses looking to establish operation in these specially identified financial zones, another single window system to streamline approvals for medical devices and yet another one for opening new coal mines. The green channel for merger approvals under the Competition Commission of India was another welcome step on this front.

The move to decriminalise several minor non-compliances under various laws and regulations impacting businesses has also helped enhance investor confidence. The recent Jan Vishwas Act 2023 which decriminalised minor offences and rationalise punishments under 42 central laws was another move that was lauded by stakeholders. The government is now working on the Jan Vishwas 2.0 Bill which will further address around 100 more rules and regulations, decriminalising several more minor offences, and further strengthening investor confidence.

This shift in culture towards helping businesses navigate the complex waters of regulatory compliance and approval has been a crucial milestone of the Make in India initiative. The benefits of this shift are expected to come in over the next several years.

Increasing India's attractiveness for foreign investments

The liberalisation of FDI norms for sectors that were previously a no-go for foreign investors – such as defence manufacturing, space technology, insurance, medical devices, construction and railway infrastructure – has sent out a clear message to the world that India is 'open for business'. By progressively opening key sectors such as manufacturing, retail, and energy to 100% foreign ownership, there has been a substantial influx of foreign investment. An increase in the influx of foreign investment bodes extremely well for Indian entrepreneurs looking to make the most of the Make in India initiative and capitalise on the easier access to foreign funds for their growth.

The Union Budget 2024 reinforced this commitment by outlining plans to further simplify FDI and Overseas Direct Investment (ODI) rules. Streamlining these processes is crucial not only to attract foreign investors but also to allow Indian companies to expand internationally, enhancing India's economic resilience and global integration.

Impetus to infrastructure

Further strengthening the infrastructure ecosystem was key to achieving the goals of the Make in India initiative and India has taken bold steps on this front. There has been a steady focus on developing industrial corridors and smart cities, along with setting up state-of-the-art technology and high-speed communication to create world-class infrastructure. In the last Union Budget, the government announced an outlay of over INR 11.11 lac crores for infrastructure and proposed to set up special investment-ready industrial parks with complete infrastructure in/nearby 100 cities.

Over the last decade, the Indian government's capital expenditure on infrastructure has shot up from around INR 1.97 lac crores in FY15-16 which was 1.6% of GDP, to over INR 11 lac crores in FY24-25 which is 3.4% of GDP. This leap in capex

sends a clear message of commitment to enhancing infrastructure, both physical and digital, and also encouraging further private sector participation through partnerships.

Also, infrastructure growth in terms of data centres, renewable energy systems, semiconductor systems, agri-tech etc. has seen a significant spurt in interest from investors. This sharp focus on infrastructure development is another key positive to come out of the Make in India initiative.

The road ahead – what India must focus on next

The Make in India initiative includes compelling incentives to promote competitiveness across industries by way of attractive Production Linked Incentive Schemes, the emergence of India as a financial hub thanks to developments in IFSC Gift City and crucial structural reforms. However, to ensure that this momentum of growth continues over the next decade as well, addressing areas of concern is critical.

Among the major reasons behind launching the Make in India initiative is the need to capitalise on India's period of 'demographic dividend'. India surpassed China to become the world's most populous country last year and with a working age population of over 900 million people, India is currently enjoying a period of demographic advantage. India's economic survey from FY18-19 said this dividend will peak in the year 2041 when the country's working age population will touch 59% of the total population. From 1982 to 2000, when China enjoyed this demographic advantage, its GDP per capita nearly quadrupled. In order to match or surpass this figure, India must further streamline the Make in India initiative so that the youth of the nation have access to high-value employment and entrepreneurship opportunities in the manufacturing space.

One key objective of the initiative was to create a total of 100 million



additional industrial jobs. Data from the Reserve Bank of India shows that the manufacturing sector's share in the country's total employment has seen a marginal drop in the past decade from 11.6% to 10.6%. Job creation is one of the main priorities of the government, as was evident in the Budget announcements made a few months ago. Industrial training, skilling, apprenticeships, and teaching jobs can be promoted with attractive compensation packages to absorb the talented youth in the country.

Another key objective of the Make in India initiative was to increase the manufacturing sector's share in the GDP to 25% from around 16-17% over a decade ago. Although India did well for this figure to peak at around 18.5% in the year 2021-22 despite the impact of the global pandemic, it seems to have decreased slightly since then. In order to arrest this decline, an urgent focus on reskilling and upskilling initiatives across sectors is paramount so that the maximum value can be contributed towards the GDP. Moreover, an emphasis on heavily investing in innovative new-age solutions such as semiconductors, artificial intelligence tools to optimise processes and enhance efficiency, robotics and drone technology to streamline processes and save time, and robust quality control measures can help raise the standards in the manufacturing sector to a global level.

On the infrastructure development front as well, for projects such as smart cities and urban mobility, a unified and coordinated approach amongst multiple governmental bodies and private sector players can achieve much larger, interconnected goals.

With bold moves, the Make in India initiative can evolve into a truly transformative tool that will usher in the next era of growth for our country and also serve to create a more proficient workforce which is gainfully engaged.

(Views expressed are personal.)



Making 'Make in India' Happen

Mr. Madan Sabnavis
Chief Economist, Bank of Baroda

'Make in India' can be looked at as the overall business environment fostered by the government to boost growth on a sustainable basis. It is for this reason that the government has focused on around 27 segments which are wide ranging and cover almost all sectors of the economy outside agriculture. It is an endeavor to have the ideal set of policies for easing the 'doing business' environment.

The campaign does not involve allocation of funds as such in a direct manner and hence must not be looked at from this perspective. There would, however, be specific funds allocations through the budgets to promote any programme or create infrastructure under the conventional capital expenditure. Hence a broader view needs to be taken when evaluating the success of 'Make in India'. In particular what would be more important is how business responds to these policy impulses. The ability to leverage these polices and grow will also depend on demand conditions which would be outside the purview of 'Make in India'.

Looked at in this way, five significant policy announcements can be elaborated which have brought about a sea change in the way in which Buisness operates. The first major achievement is the implementation of GST notwithstanding all the conflicting views that existed on the concept prior to its acceptance by states. It was a challenge to get all the states on board with the compensation cess being introduced to ensure that no state would be a loser on account of this regime for the first five years, It has worked well and streamlined tax payments and more importantly brought about clarity as far as business is concerned.

One of the biggest challenges was during covid when the government was not able to raise revenue due to the lockdown and meeting the commitments to states was an issue. This too was surmounted by the issuance of bonds. There have hence been several learnings from these episodes which were typified as black swan events. Almost 8 years down the line it can be said with pride that the nation has gotten this tax system in place. While fine tuning can be expected depending on circumstances, they would understandably be minor ones. A collateral benefit has been the formalization of the economy as more units in the MSME states have gotten themselves registered.

The second major step was introduction of the PLI scheme in 2020. This was probably the most significant policy when it comes to boosting manufacturing output. The tendency has generally been to look at boosting output in a sector by giving some duty exemptions, tinkering of tax rates, changing depreciation rules, promoting exports and so on. The PLI is significant because it is a performance based scheme. While around 14 sectors have been identified for this benefit, the subsidy to be paid to the company would be contingent on the amount of investment made and the incremental output that accrues on this score. The latter is important because if the company is not able to deliver on this count, then the incentive will not be paid. Hence it is a prospective benefit and ensures that performance parameters are achieved. The outlay of nearly Rs 2 lakh crore would mean incremental output of around Rs 40 lakh crore based on the incentive in the range of 4-6%. The PLI has been successful in electronics for sure (mobile phones) while others like renewables, specialty steel, EVs, food products etc. hold a lot of promise.

The third major success has been in the area of improving infrastructure along with logistics support. The entire focus on infrastructure in the last 10 years has been broad-based on the premise that a strong base is required for better movement of goods and people across the country. The new highways commissioned have been matched by the effort put in to build new airports and ports. Further, urban development has been high on the radar of the government. New high speed trains have been introduced in the form of the 'vande bharat' network which has eased travel. Physical infra has been supported by the build-up of a strong logistics network involving transport and warehousing. These are the essentials for building a strong economy.

Start-up India is the fourth initiative taken by the government which has helped to create a new entrepreneurial class in the country. The idea here was to encourage individuals to venture into new areas especially in the field of fintech, which

has worked very well for the economy. Besides spurring over 1.5 lakh enterprises there has been fairly good diversification across many fields. This has also manifested in the good valuations received for these efforts and interest shown by several P-E funds. There has hence also been linkages to the capital market with new classes of investors coming in.



The fifth area of success is in bringing about a transformation in the payments systems which spans all sectors. This is the Unified Payments Interface. The UPI has become a household name and has eased greatly the payments system. This is something used by everyone and the fact that it is widely used even in rural areas bears testimony to the wide scale usage. The UPI is something which worked well during covid and it is not surprising that some countries have approached the government to provide support in developing such systems in their domestic economies.

Therefore 'Make in India' campaign has laid the foundations for a stronger economy. The fructification of the same would take time as there would be a handful of leading sectors driving the agenda, while others would follow at the secondary stage. Evaluating the impact on manufacturing is hard due to the covid impact in between. Between Fy15-FY24, average growth was around 3.4% with growth averaging around 4% until the pandemic. Post pandemic due to base effects growth averaged 7.5% in last three years. Gross inflows of FDI averaged $ 67 bn in the last 10 years with the average being $ 77 bn in the last 5 years. Prior to 2014-15, FDI averaged around $ 30 bn on an annual basis. Therefore there has been substantial traction in terms of foreign inflows. Clearly the enabling environment provided the much needed boost for such flows on a large scale.

The major challenge going forward is to increase the pace of growth in exports. A question often raised is whether Make in India addresses the issue of import substitution or promotes exports. While this was not a stated objective, the concept could indicate the need to produce more of what the nation imports. At the same time, with a brand being established, exports too should receive an impetus. While it may be difficult to link growth in imports with this campaign, interestingly, the average growth in non-oil imports was 6.8% in the last 10 years compared with 18.7% in the previous decade. A similar pattern was also witnessed for growth in exports.

There is plenty of scope for India to get included in global supply chains by providing the inputs required. However, post covid it has been seen that most countries are turning inwards and trying to move away from over-dependence on imports. The story of the lockdown in China which affected supplies across the world is still fresh and it would take time before nations return to normal.

Hence while the export-import debate will linger for some more time, the fact that India has turned the corner in terms of having a very efficient policy framework in place is the major achievement of the 'Make in India' campaign. A lot of housekeeping has been done on the fiscal front and the monetary policy today is guided by a Committee which is akin to what happens globally. A best in class capital market and a very strong and resilient banking system bodes well for maintaining high growth in the coming years.

(Views are personal)

Analytics of Make in India- Issues, Concerns and Roadmap Ahead



Dr. Manoranjan Sharma
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Perspective

India has successfully transitioned from a part of the 'Fragile Five' a decade ago to a 'bright spot' in the global economy. With decelerating growth, low investor confidence, a dozen Indian billionaires going bust, and unsustainably high and mounting defaults and delinquencies, the Indian economy was on the edge of the precipice. Things have turned around now and there is an upswing in the Indian economy. India has been the fastest-growing major economy for the third successive year. India contributed 16 per cent to the global growth in 2023. India's growth rate of 7.2 per cent in FY 23 was the second-highest among the G20 countries and almost twice the average for emerging market economies (EMEs) that year.

A digital revolution, a renewed capex cycle, a well-capitalized banking system, robust credit growth, an upturn in the housing sector, rising domestic consumption, robust investment, growing services exports, and "digitalization-driven productivity gains" are force multipliers. India would consolidate its global heft through important transformative drivers on demand (consumer boom, ascendant middle class, and green transition) and the supply (demographic dividend, greater access to finance, and streamlined infrastructure - both physical and digital) sides. Thus the remarkable Indian odyssey is well on course to achieve its rightful place in the comity of nations.

With zero possibility of recession reflecting macroeconomic resilience and dynamism, India is at a crossroads. At this defining moment, India has to simultaneously focus on maintaining macroeconomic stability and carrying forward structural reforms meaningfully and effectively. This process has strengthened India's economic resilience despite global headwinds and structural obstacles. But there are persisting challenges to enhance the share of manufacturing in India's GDP vis-a-vis average in low and middle-income countries; adequately capitalize on the inherent labor and skill cost advantages to develop large-scale labor-intensive manufacturing; simplify complex land and labor laws; provide productive employment and to absorb out-migration of labor from agriculture; strong macroeconomic fundamentals including low and stable rates of inflation and a falling fiscal deficit. Structural reforms must drive economic reforms, and inclusive growth and address health, education, and employment concerns.

Sustained demographic dividend, services export opportunities, domestic demand potential, increasingly assertive middle class, and India's emergence as an attractive investment destination provide tailwinds for the Indian economy. Strengthened physical sector, viz., highways length, reduced peak energy deficit, improved logistics efficiency, a renewed thrust on exports and investments strengthen macroeconomic growth. Leading development indicators include robust tax collections; higher corporate bond issuance suggest business recovery; capital market levels; rising FPI inflows-debt, equity, etc.; core sector output; forex reserves. Hence, India could grow sustainably by 7-8 per cent over the long haul.

Why Make in India? Compelling Case

In analyzing the impact of industries, particularly MSMEs on development performance, it is important to ask three basic questions:

- Ø Is delivery of financial and promotional support to MSMEs adequate and appropriate?
- Ø What is to be done for the creation of an enabling environment for enhanced private investment for MSMEs?
- Ø Whether these enterprises can perform their conventional roles of employment and decentralized development under a free market mechanism or a new set of policies tailored to the specific needs of MSMEs is necessary to foster a virtuous cycle of

regenerative, broad-based growth.

These questions are not merely academic but are fundamental to the process of economic development. In this overarching macro-economic setting, the basic justification for Make in India stems from the fact that skill shortage is the biggest constraint hampering India's competitiveness and economic growth.

The services sector has emerged as the driver of the Indian economy. But there is an asymmetry here with the services sector contributing only 28 per cent to employment though it accounts for 60 per cent of the GDP. Manufacturing has a huge multiplier effect on economic growth with significant forward and backward linkages. This generates more jobs, investments, and innovation, and enhances the standard of living. But most of India's workforce is underperforming because of adequate and appropriate training. However, this workforce can provide India with a cutting edge in the increasingly interlinked global market, provided it is skilled in contemporary technologies and business processes. A comprehensive up-skilling is a prerequisite to boost Indian manufacturing. India has to explore and examine innovative out-of-the-box mechanisms for the convergence of education and jobs and specific identified skills with coordinated and concerted efforts with a sense of urgency. In the ultimate analysis, skills are the killer app of the new economy.

Make in India-The Form and Substance

Launched by the PM on 25th September 2014, this Scheme attempts to provide India the skills edge by resuscitating manufacturing, enhancing global competitiveness, increasing export earnings, generating productive employment opportunities, and opening up Foreign Direct Investment (FDI) in key sectors. These aspects are expected to position India as a global manufacturing hub. Other welcome benefits include higher GDP growth and tax revenue while setting high-quality standards and minimizing environmental impact. The initiative also hopes to attract capital and technological investment.

The Make in India logo is a lion's silhouette filled with cogs. This symbolizes manufacturing, national pride, and strength.



Twenty-five identified sectors are Automobiles, Automobile Components, Aviation, Biotechnology, Chemicals, Construction, Defence manufacturing, Electrical Machinery, Electronic systems, Food Processing, IT and BPM, Leather, Media and Entertainment, Mining, Oil and Gas, Pharmaceuticals, Ports and Shipping, Railways, Renewable Energy, Roads and Highways, Space, Textiles and Garments, Thermal Power, Tourism and Hospitality, Wellness. An attempt is made to provide an impetus to this initiative by new processes, streamlined infrastructure, and a new mindset with a paradigm shift in the role of the Government from a regulator to a facilitator. This strategic initiative has a salubrious impact on the Ease of Doing Business Index and *"Zero Defect Zero Effect"*, i.e., products with no defects and no adverse environmental and ecological effects.

Schemes launched to support the Make in India programme include Skill India (aims to skill 10 million in India annually across sectors; formally skilled workforce in India constitutes only 2 per cent of the population), Startup India (developing an ecosystem to foster the growth of startups, driving sustainable economic development, and creating large-scale employment), Digital India (transforming India into a knowledge-based and digitally empowered economy) and Pradhan Mantri Jan Dhan Yojana (PMJDY) (financial inclusion to ensure affordable access to financial services, namely banking savings & deposit accounts, remittances, credit, insurance, and pension). There are also other Schemes, viz., AMRUT (Atal Mission for Rejuvenation and Urban Transformation focused on building basic public amenities and making 500 cities in India more livable and inclusive), Swachh Bharat Abhiyan (making India more cleaner and promoting basic sanitation and hygiene), Sagarmala (developing ports and promoting port-led development), International Solar Alliance (ISA) (an alliance of 120 countries, mostly from sunshine countries, which lie either completely or partly between the Tropic of Cancer and the Tropic of Capricorn to promote research and development in solar technologies and formulating policies), and AGNII (Accelerating Growth of New India's Innovation to drive innovation ecosystem by connecting people and assisting in commercializing innovations).

Railways, insurance, defense, and medical devices have been opened

up for more FDI. The maximum permissible limit in FDI in the defense sector under the automatic route has been raised from 49 per cent to 74 per cent. In construction and specified rail infrastructure projects, 100 per cent FDI under the automatic route has been permitted.

The Shram Suvidha Portal has been launched. Other permits and licenses required to start a business have also been relaxed. Reforms are on in property registration, payment of taxes, getting power connections, enforcing contracts, and resolving insolvency. Other reforms include licensing process, time-bound clearances for applications of foreign investors, automation of processes for registration with the Employees State Insurance Corporation (ESIC) and the Employees Provident Fund Organization (EPFO), adoption of best practices by states in granting clearances, decreasing the number of documents for exports, and ensuring compliance through peer evaluation, self-certification, etc.

Production Linked Incentive Scheme (PLIS), which was introduced in 2020, provides incentives to both domestic and foreign investors through tax rebates and license clearances, among other stimulus, to make the Indian economy more export-driven and more interlinked in global supply chains.

The PPP (public-private partnership) is largely the identified investment mode in ports, airports, and dedicated freight corridors. Plans are also afoot to create 5 industrial corridors, viz., Delhi-Mumbai Industrial Corridor (DMIC), Amritsar-Kolkata Industrial Corridor (AKIC), Bengaluru-Mumbai Economic Corridor (BMEC), Chennai-Bengaluru Industrial Corridor (CBIC) and Vizag-Chennai Industrial Corridor (VCIC). Subsequently, this initial list of 5 industrial corridors was expanded to 11 corridors.

Everything Not Hunky-Dory-Scope for Improvement

Making the Scheme robust is important because the share of manufacturing in the gross value added (GVA) by the economy has been stuck at about 16 per cent in the last twenty years, investment in the manufacturing sector in India continues to languish at about 5 per cent, the employment generation in manufacturing has not breached 5 crore, the FDI has averaged 2 per cent of the GDP since 2014, and the value of exports of manufactured goods as a percentage of India's GDP for the last twenty years has not risen discernibly.

Some of the contextually significant elements include creating a healthy business ecosystem, addressing infrastructure and logistic constraints, viz., transportation networks, power supply, and logistics; streamlined regulatory framework to encourage foreign investors; bridging the skill gap; resolving land acquisition issues; renewed thrust MSMEs and startups and fostering innovation and R&D. There is also a manifest need for greater skill development and up-gradation, slashing cumbersome bureaucracy; broad spectrum PLIS with tax holidays, subsidies, and incentives; and promoting natural and induced clusters. This is a tall order and requires *inter-alia* enhancing the competitiveness of domestic goods, regular monitoring, review, and mid-course correction, wherever necessary; engagement with stakeholders, including industry leaders, planners, policymakers, and citizens and development of bilateral and multilateral partnerships to attract investment and technology in the avowed pursuit of greater self-reliance and higher economic growth.

Catalytic Role of Banks

With the Indian economy gaining steam, bank NPAs steeply declined to a 12-year low of 2.8 per cent, and net NPAs plummeted to 0.6 per cent as of March 2024, bank credit is rising. However, risk aversion, stringent underwriting, and credit to MSMEs cause concern. The Scheduled Commercial Bank (SCB) is, however, not a monolithic category; there are significant differences across public sector banks (PSBs) and private banks and even within these two groups.

The Make in India campaign provides an opportunity for banks to diversify their credit portfolio. But banks' credit off-take to manufacturers continues to languish. High manufacturing NPAs hamper channeling bank finance to support this campaign. Bankers are wary of lending because MSME and Start-up Companies constitutes high-risk lending, banks' unfamiliarity with lending to Start-up companies, lending to MSME without collaterals or inadequate collaterals is fraught with perceived risks, persisting issues of low capital base, ineffective management, low-quality products, etc. in MSMEs. This necessitates a sectoral and cluster-based approach in conformity with value chain and cash flow dynamics; and a product design approach. As banks are well-capitalized and well-regulated, they need to make coordinated and concerted attempts with a sense of urgency to meaningfully drive the Make in India campaign.



Roadmap Ahead-Pushing the Full Throttle

Given the magnitude of the unfinished agenda, we need to move full steam ahead rather than adopt a myopic and silo approach. There are inspiring and impressive success stories, viz., Foxconn's manufacturing unit in Maharashtra, Samsung's mobile phone production in Noida, Boeing's aerospace manufacturing in Bengaluru, and GE's renewable energy investments. In the mobile phone manufacturing sector, 120 units were established (till 2018) leading to the replacement of the import of completely built units (CBUs) by domestically assembled and manufactured units. These success stories need to be replicated on a macro level to meet the challenges of the present and the expectations of the future.

On the occasion of ten years of Make in India on 25 September, 2024, Prime Minister, Shri Narendra Modi justifiably maintained " *'Make in India' illustrates the collective resolve of 140 crore Indians to make our nation a powerhouse of manufacturing and innovation. It's noteworthy how exports have risen in various sectors, capacities have been built, and thus, the economy has been strengthened.*

The Government of India is committed to encouraging 'Make in India' through all possible ways. India's strides in reforms will also continue. Together, we will build an Atmanirbhar and Viksit Bharat!"

While building on the past, we must invest in the future; while strengthening the core competencies, we must explore new vistas of development and seed options for future growth by quickly and adequately upgrading our workforce to meet the demands of global manufacturing, the government partnering the private sector in improving the quality and delivery of skills and Indian enterprises ensuring that their workers' skills remain contemporary and competitive. More specifically, this requires (a) strengthening the support system, (b) dovetailing of MSME-specific policies to the macro-economic environment; (c) finding new and innovative ways to promote entrepreneurship by continued flow of subsidized resources through information, training, technology, and marketing assistance; and (d) strengthening linkages between the enterprises and support institutions, partnership between the private sector and the government, and streamlining of the legal and institutional framework. Consistent innovation in institutions/ systems to enhance the quality of education, scalability, attracting sufficient investment into the sector from outside, and government and industry working together as partner in development are needed to drive forward the growth theoretic.

(Views are Personal)

Make in India and the Vital Role of Logistics



Dr. Pramod Sant
Chairman, IMC Logistics and Transportation Committee

India's ambitious **"Make in India"** initiative, launched in 2014, envisions transforming the nation into a global manufacturing hub, driving economic growth, creating jobs, and positioning India as a key player in global trade. This year marks a significant milestone as the program completes **10 years,** While the focus of the initiative is on boosting manufacturing, the success of "Make in India" is intricately tied to the strength and efficiency of the logistics ecosystem. Logistics, the backbone of supply chain operations, is indispensable for realizing the objectives of this transformative program.

From initial focus on 25 sectors, including automobiles, textiles, electronics, pharmaceuticals, defence manufacturing, renewable energy etc. now, with the "Make in India 2.0" phase, it includes 27 sectors, the program continues to drive forward with significant achievements and renewed vigour.

Logistics: The Foundation of Manufacturing Growth

Efficient logistics networks are crucial for manufacturing growth under "Make in India." The program demands a streamlined supply chain to ensure:

- **Timely delivery of raw materials and components** to factories.
- **Cost-effective distribution of finished goods** to domestic and international markets.

Two main areas of synergy between "Make in India" and "Logistics" are A) Boosting Export Competitiveness B)Creating employment opportunities

A) Boosting Export Competitiveness

"Make in India" places a strong emphasis on enhancing India's export potential. Efficient logistics networks are key to achieving this by

- Ensuring faster delivery to global markets.
- Maintaining product quality during transit, especially for sectors like food processing and pharmaceuticals that require cold chain logistics.
- Reducing transportation costs, making Indian products more price-competitive in international markets.

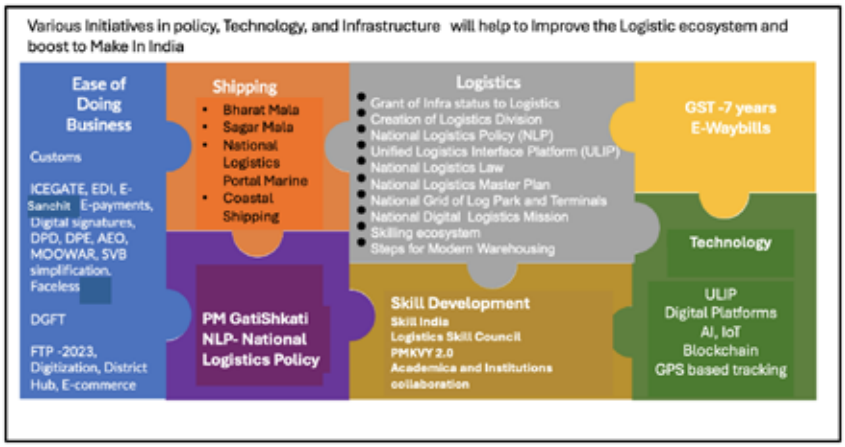
B) Creating Employment Opportunities

The synergy between "Make in India" and logistics is a significant driver of employment. The manufacturing sector generates direct jobs, while logistics creates a multitude of opportunities in transportation, warehousing, and supply chain management. This dual impact supports India's broader goals of economic growth and job creation.

Indian Logistics eco systems had lot of challenges which includes

- **Inadequate infrastructure -** Ports face long turnaround times, airports lack adequate cargo and cold chain facilities, roads are congested and poorly maintained, rail freight suffers from outdated infrastructure, and fragmented warehousing adds inefficiencies
- **High logistics costs -of 13-14% of GDP** which are significantly higher than the global average of 8-10%. This high cost makes Indian goods less competitive in global markets.
- **Fragmented logistics sector:** The sector is dominated by small players, leading to inefficiencies.
- **Last-mile connectivity issues:** Rural areas often lack adequate infrastructure for seamless goods movement.
- **Regulatory complexities:** Multiple compliance requirements across states add to logistics costs and delays.

"Make in India" has spurred investments in infrastructure, technology, and policy reforms to create a robust and efficient logistics system.



1. Infrastructure Investments Driving Change

The government has prioritized infrastructure development to bolster the logistics sector, which directly supports manufacturing. Key initiatives includes

- **PM Gati Shakti:** The Plan launched in Oct 2021 to create multi-modal and last mile connectivity infrastructure, aimed at US$5 trillion economy by 2025.
- **Bharatmala Project:** Enhances road connectivity, linking manufacturing hubs with markets and ports.
- **Sagarmala Project:** Modernizes ports and promotes coastal shipping, reducing transportation costs for export-driven industries.
- **Dedicated Freight Corridors (DFCs):** Boosts rail freight efficiency and capacity, ensuring faster and cost-effective goods movement.
- **Logistics Parks:** Facilitates multimodal connectivity, integrating road, rail, air, and sea transport for seamless supply chain operations.

These projects not only support the movement of goods but also address long-standing challenges such as bottlenecks, delays, and infrastructure deficits.

2. Multimodal Logistics for Competitive Edge

The shift toward **multimodal logistics**—integrating various modes of transport—has been a game-changer for industries under "Make in India." By combining the strengths of road, rail, air, and sea transport, multimodal logistics, costal shipping and Inland waterways.

- Reduces transit times and costs.
- Improves reliability and efficiency in goods movement.
- Sustainability and reducing emission

3. National Logistics Policy (NLP)

Introduced in 2022 is a strategic enabler for this transformation. By promoting digitization, standardization, and the development of logistics infrastructure, the policy aligns with the goals of "Make in India."

4. Ease of Doing Business-Policy Reforms

GST implementation in July 2017 has kickstarted regulations reforms which helped Logistics Industry greatly . Various initiative by Customs such as Single window, AEO, E-Sanchit, e-payment, DPD,DPE, Paperless, faceless customs, turrent customs, digital signature etc.

Policy initiative in Logistic are phenomenal creation of Logistics division in MoC, grant of Infrastructure statues to logistics, National Logistics Master plan, National Grid of logistics parks and terminals , Warehousing standards etc.

5. Technology: The Catalyst for Logistics Transformation

Technology integration has become a cornerstone for modernizing India's logistics sector. To support the smart manufacturing goals of "Make in India," logistics providers are adopting:

- **Digital platforms** for real-time tracking and inventory management.
- **AI-driven analytics** for demand forecasting and route optimization.
- **IoT-enabled solutions** for efficient warehousing and transportation.

These advancements not only improve efficiency but also enhance transparency and accountability in the supply chain.

The **Unified Logistics Interface Platform (ULIP)** integrates various stakeholders, such as logistics service providers, government systems, and private platforms, on a single interface to ensure seamless data exchange ULIP (Unified Logistics Interface Platform) has the potential to become the **"UPI of logistics"** much like how **UPI (Unified Payments Interface)** transformed digital payments.

6. Skill Development: The Need for Trained Logistics Professionals

As the logistics sector grows to support "Make in India," the demand for skilled professionals in logistics and supply chain management is surging. Modern logistics is no longer just about transporting goods; it involves technology-driven operations, multimodal coordination, and strategic planning. The need for a well-trained workforce has become more urgent than ever. Skill development topic needs to be addressed in three main areas.



- **Skill Gaps in the Industry:**
  - Lack of formal training in logistics and supply chain management.
  - Limited awareness of global best practices and emerging technologies.
  - Inadequate focus on soft skills like Cross culture business communication, problem-solving.
- **Government and Industry Initiatives:**
  - Programs like **Skill India, Logistic Skill Council,** are working to train professionals in logistics, warehousing, and transportation.
  - Educational institutions and industry bodies have launched specialized courses in **logistics management and supply chain analytics** at which will help to develop skill at various levels in logistics skill pyramid.
  - Programs like **PMKVY 2.0** is equipping young talent with practical skills and providing them internship and on job training opportunities
- **Key Areas of Skill Development for handling global challenges**
  - **Technology Proficiency:** Understanding AI, IoT, and automation in logistics.
  - **Multimodal Coordination:** Managing integrated supply chains involving road, rail, air, and sea.
  - **Global Trade Compliance:** Knowledge of customs, regulations, and trade agreements, export control, FTA and Rules of Origin to streamline cross-border logistics.

Conclusion

The relationship between "Make in India" and logistics is symbiotic. A strong logistics ecosystem ensures the smooth functioning of manufacturing operations, while the growth of manufacturing drives demand for logistics services. By addressing existing challenges and building on its strengths, India can achieve the twin goals of becoming a global manufacturing hub and a logistics powerhouse. The journey may be challenging, but with the right strategies and investments, "Make in India" can transform India's industrial and economic landscape.

(Views are Personal)

Make in India: A Decade of Transformation



Dr. Rumki Majumdar
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India's economic growth journey has been unique. Unlike most industrialized nations that transitioned from agriculture to manufacturing before advancing to a service-driven economy, India leapfrogged directly from agriculture to services. The services sector fueled rapid growth and established India as a global leader in IT and other service industries. Over the past decade, however, there has been a growing realization that manufacturing is critical for sustainable job creation and achieving self-reliance in essential sectors like semiconductors, energy, and advanced machinery.

This led to a strategic pivot, with India placing a renewed focus on bolstering its manufacturing capabilities.

Over the past decade, several reforms and initiatives have supported this vision. From tax incentives and production-linked incentive (PLI) schemes to structural reforms like GST and banking overhauls to a strong push towards the national infrastructure program and the national logistics plan, India's manufacturing ecosystem has received a significant push. Yet, as the sector evolves, so too do its challenges, demanding continued focus on innovation, inclusivity, and competitiveness.

The policy framework driving manufacturing

A slew of supportive policies have bolstered the Make in India initiative. The introduction of the PLI scheme, for instance, has provided targeted incentives to manufacturers across sectors, rewarding incremental production. This has proven particularly successful in industries like electronics, automotive components, and pharmaceuticals, where global players are now setting up production facilities in India.

Tax reforms have further enhanced India's appeal. The reduction of corporate tax rates for new manufacturing units to 15% has made India one of the most cost-competitive destinations globally. Simultaneously, the introduction of GST has simplified the tax landscape, reducing logistical bottlenecks. Before GST, India's logistics costs India's logistic costs ranged between 8.7% - 9.9% percent during 2011-12. This has come down to a range between 7.8 percent and 8.9 percent of the GDP during 2021-22, according to a study by Department for Promotion of Industry and Internal Trade (DPIIT).[i]

Measures to strengthen the banking sector through reforms have improved credit availability to industries, facilitating investments in manufacturing. Bank credit to industries grew by over 10% in FY2024 (the highest growth since FY 2014), indicating renewed confidence in the sector's growth potential.[ii] Combined with investments in infrastructure, such as industrial corridors and logistics parks, these measures have significantly enhanced India's industrial ecosystem.

Success stories and the changing export landscape

The story of manufacturing in India has started turning around, albeit in pockets. In May 2017, the Indian government announced the Phased Manufacturing Programme (PMP) to promote the domestic production of mobile handsets. This initiative helped in building a robust indigenous mobile manufacturing ecosystem in India and incentivized large-scale manufacturing. The PMP has successfully helped in nudging companies to move toward manufacturing from direct imports. From just 2 mobile phone factories in 2014, India now has become the second largest mobile phone producer in the world.[iii] In 2014 -15, only 26% of the mobile phones which were being sold in India were made in India; the rest were being imported. Today, 99.2% of all mobile phones which are sold in India are made in India. Besides, there's a substantial uptick in the exports of mobile phones. The exports have increased 77 times in 2023-24 from what it was in 2014-15.[iv]

The other success story is that of India's emergence as a semiconductor exporter. Ten years ago, the country's semiconductor industry was virtually non-existent. Today, buoyed by targeted policies and global demand, India is making its mark in this critical sector, reducing dependency on imports for high-tech industries. The composition of India's export basket has also evolved. Traditional sectors like textiles and

gems have made way for high-value exports such as machinery, electronics, and automobiles. For instance, the share of high-value manufactured goods has risen to 31% in total exports in August 2024, up from 17.6% In August 2014, reflecting a shift toward sophisticated manufacturing capabilities.

India's growing global appeal: The China+1 strategy

It is hard to miss news about global companies having announced or expanding operations in India, drawn by its skilled workforce, cost advantages, and improving infrastructure. India's strategic positioning as a *China+1* destination has been another game-changer. With global supply chains becoming more flexible and companies diversifying production bases to mitigate risks, India has emerged as a natural alternative to China in Asia.

Be in mobile, textiles, electronics, or pharmaceuticals, major players are leveraging India's competitive advantages and proximity to a large market to reduce their reliance on China. This shift has also fueled a surge in foreign direct investment (FDI). India recorded an all-time high FDI inflow of $83.5 billion in FY2022, with manufacturing accounting for a significant share. Of course, the flow has slowed over the past two years thanks to geopolitical uncertainties and elections in major nations, including India, there is significant interest among global companies to be present in India.

Challenges on the path to manufacturing excellence

While the achievements are commendable, the journey toward a manufacturing-driven economy is not without challenges. A critical concern is the stagnant share of manufacturing in total GVA and a declining share of labor-intensive industries like textiles and leather. These sectors, traditionally major employers, have struggled to compete, limiting job creation in the sector.

Land and labour reforms remain key bottlenecks. Land acquisition continues to be cumbersome, and inflexible labour laws deter investment in certain industries. Streamlining these processes is crucial for attracting more investments and fostering inclusive growth.

The tax regime, despite improvements, still poses challenges. Complex structures and slow dispute-resolution mechanisms increase the compliance burden on businesses, affecting competitiveness.

Additionally, technological advancements are reshaping the manufacturing landscape. The rapid adoption of Industry 4.0 technologies, such as IoT and AI, requires businesses to adapt swiftly, which can be challenging for smaller manufacturers. Meanwhile, geopolitical uncertainties continue to disrupt supply chains and logistics, impacting trade.

The future of manufacturing: Embracing smart and sustainable practices

As India navigates these challenges, the future of manufacturing lies in embracing smart and sustainable practices. The rise of IoT, robotics, and AI is transforming production processes, enabling greater efficiency and customisation. For instance, smart factories equipped with predictive maintenance capabilities are reducing downtime and improving productivity.

Green manufacturing is another area of focus. As global demand for sustainability grows, adopting renewable energy and circular economy principles will be critical for Indian manufacturers to stay competitive.

Moreover, India will have to continue investing in skilling its workforce to meet the demands of advanced manufacturing technologies. Initiatives like the Skill India program can play a pivotal role in bridging the gap between industry requirements and workforce capabilities.

The *Make in India* initiative has undoubtedly laid a strong foundation for transforming India into a global manufacturing powerhouse. Progress has been significant in boosting exports, attracting FDI, and enhancing domestic capabilities in critical sectors. With the right mix of policies, innovation, and collaboration, India's manufacturing sector is poised to become a significant contributor to India's ambition of Viksit Bharat by 2047. The next two decades could well belong to Indian manufacturing, shaping the global industrial landscape in unprecedented ways.

The views expressed are those of the author and do not represent the views of her organization.

1. *https://infra.economictimes.indiatimes.com/news/logistics/indias-logistics-cost-is-not-13-14-percent-of-gdp-it-never-was-/106301381*
2. *RBI credit growth report*
3. *https://pib.gov.in/PressReleasePage.aspx?PRID=1920586*
4. *https://pib.gov.in/PressReleaseIframePage.aspx?PRID=2059081#:~:text=%E2%80%9CWe%20are%20manufacturing%20between%20325,mobile%20phones.%E2%80%9D%20he%20added.*

Indian Manufacturing : A Marathon to Win





Mr. Shailesh Haribhakti, *Chairman & Proprietor*
Mr. Srinath Sridharan, *Policy Researcher & Corporate Advisor*
Shailesh Haribhakti & Associates

India's manufacturing sector is undergoing a profound transformation, driven by decades of ambition to elevate the "Make in India" label into a globally recognised hallmark of quality and reliability. For much of its Indepedent history, Industrial India has struggled with limited resources for research and development (R&D) and lacked the robust infrastructure necessary for high-scale industrialisation, at global size, but for few outliers. However, in the last decade, this narrative has begun to shift. Successive governments have made unprecedented investments in infrastructure, laying the groundwork for a new era of manufacturing growth. This surge in capital has set the stage for India to emerge as a key global manufacturing hub, with a target of reaching $1 trillion in manufacturing output by 2030, and an ambitious $20 trillion by 2047.

Yet, while these investments in physical infrastructure have been monumental, there are still considerable gaps in R&D expenditure, which remains significantly below global standards. Indian corporates, especially, need to ramp up focused spending in research to ensure that India's manufacturing sector stays competitive. Encouragingly, the collaboration between universities and Indian industries has improved, but very slowly, fostering innovation and skill development. The government's Production Linked Incentive (PLI) scheme has been a pivotal policy intervention, accelerating growth in 15 key industries, particularly in cell phones and electric vehicles (EVs). These sectors have seen remarkable progress, and even industries like engineering and bulk drugs are beginning to make headway.

Despite these positive developments, India's challenge is multifaceted. The country still grapples with low productivity efficiency, which remains a bottleneck in its aspiration to become a truly competitive global manufacturing base. This issue is particularly pressing given India's large population, with millions dependent on the manufacturing sector for both formal and informal employment. The World Economic Forum estimates that India will need to generate over 100 million jobs by 2030, with a strong focus on manufacturing to meet this target. As the sector becomes increasingly automated, questions arise about the future of human labour.

Technological advancements such as the Internet of Things (IoT), robotics, digital twins, 3D manufacturing, and machine learning are rapidly revolutionising production processes. The emergence of Global Capability Centres (GCCs) in India showcases the country's entrepreneurial spirit, with these hubs providing essential technologies to burgeoning industries. However, these innovations also raise critical concerns about labour displacement. The rise of Industry 5.0 technologies, including artificial intelligence (AI), augmented reality (AR), and virtual reality (VR), means that manufacturing can become more efficient, enabling remote monitoring, servicing, and even operation of equipment without on-site human presence. This shift could lead to fewer jobs in traditional manufacturing roles, with only a select group of highly skilled workers needed to oversee these new systems.

The social implications of this shift are profound. India has long been a labour-intensive economy, and its manufacturing sector is a crucial source of employment for millions. As automation takes hold, policymakers must find ways to balance technological advancement with social equity. It is essential to create business models that make new technologies not only sustainable but also accessible and affordable for small and medium-sized enterprises (SMEs) and micro, small, and medium enterprises (MSMEs), which form the backbone of India's manufacturing ecosystem. If these enterprises are unable to adopt new technologies, they risk being left behind in a rapidly evolving global market.

India's push towards becoming a global manufacturing powerhouse is not just about competing on price. The "Make in India" initiative aims to transform the country's manufacturing landscape by prioritising quality alongside cost-competitiveness. The initiative's focus on "zero defect, zero effect" manufacturing—a commitment to producing goods that meet international quality standards with minimal environmental impact—has begun to resonate with global consumers and businesses. This shift is already enhancing trust in Indian products, transforming the perception of India from a provider of low-cost alternatives to a country capable of delivering high-quality goods.



The development of "lighthouse" plants in India offers a glimpse of this future. Recognised by the World Economic Forum for their adoption of advanced manufacturing practices, these plants, such as Tata Steel Kalinganagar and Unilever's Sonepat facility, exemplify the best of what modern manufacturing can achieve. By incorporating Fourth Industrial Revolution technologies like AI and big data analytics, these facilities have set new benchmarks for productivity and operational efficiency. Moreover, they prioritise sustainability, with Unilever's Sonepat factory reducing greenhouse gas emissions by 88% through innovative energy solutions. These plants also focus on skill development, ensuring that workers are equipped to handle the complexities of new technologies, fostering a culture of continuous improvement.

However, while these advancements are laudable, they also highlight the tension between automation and employment. The adoption of predictive models and advanced analytics in plants like Tata Steel has led to significant cost savings, but it has also raised concerns about job losses. The use of such technologies has already resulted in annual savings of approximately ₹75 crores, achieved largely through reductions in production costs and defects. As more manufacturers follow this model, the need for human labour in certain sectors will diminish. India must therefore develop pragmatic policy incentives that can navigate this delicate balance, ensuring that automation does not come at the cost of widespread unemployment.

One potential solution lies in the creation of policies that promote reskilling and upskilling of the existing workforce. As manufacturing becomes more digitised, the demand for high-skilled workers will increase. Rather than seeing automation as a threat, it could be an opportunity to elevate the skill levels of India's workforce, making it more competitive on a global scale. Government and industry must work together to create training programmes that equip workers with the skills they need to thrive in an increasingly automated world.

India's aspiration to increase the manufacturing sector's contribution to GDP from around 17% to 25% is bold, but it is achievable if the country can successfully manage the dual challenges of automation and employment. The goal is not merely to boost output but to do so in a way that positions India as both a price-competitive and quality-competitive manufacturing base. As we advance towards a high-tech manufacturing era, the true challenge lies in ensuring that the gains in productivity do not come at the expense of millions who depend on the sector for their livelihoods. The real measure of success will be in how well we navigate this delicate interplay of innovation, inclusivity, and sustainability.

(Views are Personal)

A Decade of "Make In India" Insights: Oversights: New Finds



Mr. Suresh A. Kotak
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Provocative Initiation

A Clariant proactive call of Make in India by Hon'ble Narendra Modi Ji on September 25th 2014, has changed the course of National Economy impactfully and directionally.

It has instilled **JOSH** and **HOSH (Ethos & Encouragement)** in the manufacturing scenario of the country. A required forceful impetus has been given, resulting into spread of manufacturing outfits compatible with global requirements in different sectors specific.

This call has resulted into encampment of well-knit frame, resulting into various developments in the sectors with size and scale which are noteworthy framework.

In the present article we shall capture the insights of Make In India policy which has been resulting into a spree of growth in manufacturing, in multiple ways.

After examining the insights, we shall also have a broad oversight view of the sector and its possible contributions to the National Economic growth.

Further, we shall give new finds to make this article to have suggestive futuristic sights.

Insights

Initiative focuses on developing robust manufacturing sector encompassing 27 sectors, out of which 15 are for manufacturing and 12 are for developing service's sector. India's service sector has a prominent position in India's economy and well globalized. It is on good auto process but still Indian government wants to put it on a much larger pedestal.

In our study we will take up the manufacturing sector.

Major supportive programs initiated are Production Linked Incentive (PLI schemes), PM-Gati Shakti (National Logistics Policy) and Comprehensive Tax reforms.

Addressing difficulties to the entrepreneurs

The government also insightfully has been trying to identify cases of procedural difficulties of promising entrepreneurship. Also make it more conducive for startups.

Infrastructure

The Government has focused on developing industrial corridors and smart cities, integrating state of the art technologies and high-speed communication to create world class infrastructure, innovation and research which is being supported through streamlined registration systems and improved intellectual property rights (IPR) infrastructure.

Efforts are being made to identify industry's skill requirement and develop the work force accordingly.

New Sectors

Foreign Direct Investment (FDI) has significantly been opened in various sectors including defense production, insurance, medical devises, construction and railway infrastructure.

This expansion also included FDI regulation in insurance and medical devises, encouraging international investment and growth.

New Mind Set

The government has embraced a role as a FACILITATOR domino rather than a REGULATOR domino.

The partnering with the industry to drive the country's economic developments.

This shift aims at fostering a collaborative environment that supports industrial growth and innovations.

Oversights

Production Linked Incentives (PLI) Schemes

Production Linked Incentives for 14 sectors are as follows:

Mobile Manufacturing And Specified Electronic Components, Critical Key Starting Materials/Drug Intermediaries, Manufacturing Of Medical Devises, Automobiles And Auto Components, Pharmaceutical Drug, Specialty Steel, Telecom And Networking Products, Electronic/ Technology Products, White Goods (AC And LED's), Food Products, Textile Products: MMF Segments And Technical Textiles, High Efficiency Solar PV Modules, Advanced Chemistry Cell, Drone Sand Drone Components.

There is an investment realization of Rs. 1.23Lakh Crore by March'2024, generating employment of 8 lakh individual.

PM-Gati Shakti

PM-Gati Shakti is a transformative approach for growth and development and driven by 7 engines namely:



Railways, Roads, Ports, Waterways, Airports, Mass Transports, Logistics Infrastructure.

Semi-Conductor Ecosystem Development

The program Semicon India encompasses 4 key schemes namely:

Modified Scheme For Setting Up Semiconductor Fabs In India, Modified Scheme For Setting Up Display Fabs In India, Modified Scheme For Setting Up Compound Semiconductors, Silicon Photonics, Testing, Marketing And Packaging / OSAT Facilities In India.

Notably, the first major project with Micron was sanctioned nearly 22,000crore additionally TATA's JV with Taiwan's Power chip in Dholera stands out as a promising development.

Currently, there are five proposals with combined investments nearing 1.52lakh crore, signaling a strong position of India in the global semiconductor landscape.

National Logistics Policy

Launched on September 17, 2022 as a compliment to PM-Gati Shakti national master plan enhancing the soft infrastructure of India's logistics sector. It targets to reduce logistics cost, develop data driven decision support system. The objective is comprehensive logistics action plan (clap) addressing many logistics system standardization and human resource development.

Industrialization and Urbanization

The national industrial corridor development program is India's MOST ambitious infrastructure initiative aiming to create (SMART CITIES AND ADVANCED INDUSTRIAL HUBS).

Recently 12 new proposals estimated at 28,600 crore investment marks a significant step in this transformative approach.

Startup India

Launched on January 16, 2016 has rolled out several programs transforming India into country of JOB CREATOR instead of JOB SEEKER.

India has third largest startup ecosystem with 1,48,931 DPITT recognized startups creating 15.5 lakh direct jobs.

Tax Reforms

GST Tax implemented on July 1, 2017 has marked significant tax reforms unifying countries 36 states and union territories into a single common market simplifying, lowering production cost, making manufacturing competitive.

Unified Payment Interface (UPI)

Unified Payment Interface (UPI) has emerged as a forerunner in the global digital payments landscape which has a remarkable capability to surpass worlds leading digital payments platform.

46% of global real time payment transactions are happening in India.

It outshines with 81 lakh crore transactions in just April-July 2024.

This has proved to very user-friendly interface and a benchmark.

Foreign Direct Investment (FDI)

Make in India has bolstered record breaking FDI's inflow.

India ranking amongst the top 100 nations in the ease of doing business (EODB) index.

The inflows have risen from 45.14billion in 2014-15 to record 80.83billion in 2021-22.

Between April 2014 – March 2024 India attracted 667.41 billion FDI's representing nearly 67% of total FDI receipt over last 24 years. In 2023-24 inflows amounted to 70.95 billion with equity inflow of 44.42 billion.

India provides growing appeal as a global investment destination.

New Finds / Concerns

1. We have to still work on upgradation of technology and numerous modern systems, especially in the area of defense.

2. We are rather neglecting agriculture, which can give the best positive impact in Make In India efforts.

   It is a common knowledge that India has highest cultivable land and good resource generation from agriculture would strengthen our manufacturing and the supply chain, making us most competitive nation. The illustration is Textile Industry languishing with cotton productivity.

3. We should be mindful of depletion of resources, manufacturing depletes natural resources such as water and land and also creates climatic concerns, so we have to be mindful about conservation, preservation, reutilization of resources by smart strategies.

Replacement of Foreign Brands

The value of the brands is well known and India will have to handle transformative approach to generation and propagation of our own brands.

Pollution

India has to be mindful, as India has a pollution score of 76.50 according to the data. So our manufacturing has to be devised from the Root to Shoot to avoid negative impact on the environment.

Of course, Indian government is doing very best. However, this must capture everybody's attention.



Energy

India is still deficient in energy, many villages have either very little power supply and industries basic need is energy and it remains a challenge to monitor power outages and blackouts.

The control and auditor general reports a loss of USD37 billion due to lack of transparency and the distribution of coal blocks. This is a major challenge to India.

Achievements

1. There are achievements already seen in different sectors of India such as aviation sector, passenger carrying has increased by 29% i.e. from 148million to 191million passengers. Government approving 6 green field airports. 160 airports being revived and operationalized. 16 common user domestic cargo operationalized and government launching GPS aided Geo Augmented Navigation System (GAGAN).

2. Basic metal and cement, FDI in mining sector increased by 4.43times

3. Commission largest blast furnace at SAIL

4. Redeveloping Rourkela steel plant, increasing its capacity from 2million tons to 4.5million tons

5. Bio technology: spectacular achievements brought about first rotavirus vaccine

6. Virtual center in five IIT's to explore advanced bio fuel technologies

7. 200 independent manufacturing companies in Medical Textiles

8. Integrated Tourism development with schemes Swadesh Darshan and religious tourism like Prasad.

9. New portal Samadhan for MSMSE's

Conclusion

In short, our country has the potential to increase GDP by 25% in the next few years through this fulfilling program of Make in India.

This will boost countries economic progress.

The natural outcome of this vision is seemed to raise India to highest rank in the galaxy of the global emerging big economic power.

INDIA – THE BHARAT – IS – UNSTOPPABLE

Jai Hind

(Views are Personal)





10 Years of Make-In-India

CA Sushil Lakhani
CA Rohit Jethani
Sushil Lakhani & Associates LLP

SECTION A. INTRODUCTION

After economic crisis of 2008, India was traversing through tough patch of growth, high unemployment, widening trade deficit, ranked in the "Top Five Fragile" economies by World Bank. Economy needed a structural reform which could boost the enthusiasm of the country. With election of NDA government in India, people were expecting a reform by PM Narendra Modi in India, who had played a key role in the development of one of the developed states of India as a Chief Minister.

Post economic reforms in 1990s, while contribution of service industry has been quite impressive, however the development of manufacturing sector lagged, leading to over -reliance on the service and manufacturing sector. This economic structure presented employment challenges, as the service sector could not provide jobs across the spectrum of skill levels in the same way manufacturing could. Refer below table for reference. Thus, there was a need to uplift the manufacturing sector in order to promote the employment opportunities in India.

Sector	GDP Contribution	Employment Contribution
IT/ITes	7.5%	5.4 million
Textile	2.3%	45 million
Source: Statista, IBEF, Invest India (2023).		

Further, the development of manufacturing sector would entail an investment in manufacturing facility & infrastructural development. It is worth nothing that capital expenditure, such as investment in infrastructure or manufacturing facility, generates a multiplier effect, by stimulating job creation and driving growth of economic activity in the sectors/ sub-sectors of the value chain by circulation of money among different participants in the value chain.

Multiple studies have shown that the capital expenditure has a multiplier effect of 3.25 over four years, fostering sustained economic growth. In contrast, revenue expenditure lacks a multiplier effect, as a portion of the spending is saved rather than circulated in the economy.

	Revenue Spending Multiplier		Capital Spending Multiplier	
	Short-term	Long-term	Short-term	Long-term
NIPFP (2013)	0.99	0.96	2.45	4.8
RBI (2013)	0.19	0.09	2.1	3.84
RBI (2019)	0.45		3.25	

Source : Money control

It is in this backdrop, our then and current Prime Minister Shri Narendra Damodardas Modi had launched Make-in-India programme, with a unique logo created with a blend of " Ashoka Chakra" a "Lion "and "Clog and Gear" reflects the strength in manufacturing and a national pride. To increase employment and manufacturing facilities in India. Further, to bring inclusivity in the Make-in-India campaign, PM has urged citizens to treat **Make in India more than just a program—and take joint responsibility for the success of the campaign.** High Ambitions were set for the growth of the country, with a vision of creating 100 million job opportunities and increasing the share of manufacturing sector in GDP to 25% and making India resilient to the Global Economic shocks and Aatmanirbhar. Through 2014 till 2024, government introduced several initiatives for driving the growth and making India Aatmanirbhar.

In the following sections of this article, we shall discuss the "Steps taken for Make-in-India", followed by "Impact of Make-in-India campaign on the Economy and Sectors of Economic Importance" over the last decade.

SECTION B. STEPS TAKEN FOR MAKE IN INDIA OVER THE LAST DECADE (2014-2024)

During the last decade, the Indian Government has launched several strategic initiatives for enhancing industrial capabilities, fostering innovation, and establishing world-class infrastructure, to transform India into a manufacturing hub. These initiatives can be broadly categorised into two main prongs: **"Broad Initiatives with Multi-Sectoral Impact"** and **"Sector-Specific Initiatives."** The brief of each of these initiatives is set out below:

I. Broad Initiatives with Multi-sectoral Impact

- **De- regulation**: The government has introduced reforms to streamline approvals, simplify regulations, and reduce bureaucratic hurdles.

COVER STORY

- **FDI Reforms:** The government has liberalized FDI policies across sectors such as defense, telecommunications, and aviation to attract foreign investments and integrate India more deeply with global markets and accelerate domestic industry growth.
- **Production Linked Incentive (PLI) Scheme:** To encourage domestic manufacturing and reduce import dependency, the government introduced the PLI scheme across 16 key sectors, such as electronics, textiles, and pharmaceuticals. By offering performance-based financial incentives tied to production and exports, the scheme aims to attract investment, create jobs, and enhance India's role in global supply chains.
- **National Infrastructure Pipeline (NIP):** With a projected investment of INR 111 lakh crore, NIP was launched to build world-class infrastructure across transportation, energy, and water resources & thereby reduce logistical inefficiencies and operational costs, thereby supporting industrial expansion and export facilitation.
- **Skill Development Programs:** Programs such as Skill India and the National Apprenticeship Program have been launched to bridge skill gaps and provide industry-relevant training. These initiatives aim to create a workforce that meets the demands of modern manufacturing and service industries.
- **National Single Window System (NSWS):** To streamline regulatory processes, the government launched NSWS, a unified portal for approvals and clearances. This initiative reduces time and complexity for businesses, enhancing operational efficiency across sectors.
- **Aatmanirbhar Bharat Abhiyan:** Under this initiative, the government has focused on self-reliance by boosting domestic production in strategic industries like defence, pharmaceuticals, and electronics. Policies such as import restrictions on specific items have been implemented to encourage local manufacturing.
- **Digital India and Startup India:** These programs aim to foster innovation and enhance digital infrastructure. Digital India promotes e-governance and IT-enabled services, while Startup India provides incentives and support to startups, particularly those in technology and manufacturing.

II. Sector Specific Initiatives

In addition to broad initiatives discussed supra, the government has taken below mentioned sector-specific initiatives to meet the unique needs and growth potential of various industries:

Sector	Initiatives taken
Automobiles	The government introduced the **PLI scheme for electric and hydrogen vehicles** and launched the **FAME India Scheme (Faster Adoption and Manufacturing of Electric Vehicles)** to encourage EV adoption. These initiatives aim to reduce carbon emissions, boost local manufacturing, and establish India as a global EV hub.
Auto Components	To reduce reliance on imports and enhance local capabilities, the **PLI scheme for high-tech components** was launched, incentivizing the production of advanced automotive parts.
Aviation	Through the **UDAN Scheme**, the government has improved regional air connectivity. FDI norms for Maintenance, Repair, and Overhaul (MRO) services were also relaxed to develop a strong domestic aviation ecosystem.
Biotechnology	The government implemented the **National Biotechnology Development Strategy** and **Biopharma Mission** to promote domestic production of essential drugs and position India as a biotech leader.
Chemicals	To support clean energy and advanced manufacturing, the government launched the **Chemical Promotion Development Scheme (CPDS)** and **PLI for Advanced Chemistry Cell (ACC) batteries**.
Construction	The government has invested in large-scale infrastructure projects like Bharatmala for road networks and Sagarmala for port modernization, while affordable housing is promoted under Pradhan Mantri Awas Yojana (PMAY).
Defence	FDI in defence was increased to 74% (automatic route) and 100% (government route), and procurement reforms by DRDO have encouraged local production of defence equipment.

Sector	Initiatives taken
Electrical Machinery	The government introduced the **PLI for White Goods (ACs and LEDs)** and the **Scheme for Promotion of Manufacturing of Electronic Components and Semiconductors (SPECS)** to enhance domestic production.
Electronics	The **PLI scheme for electronics manufacturing** and the **National Policy on Electronics** aim to make India a global hub for electronic goods production.
Food Processing	To promote Agro-based industries, the government launched the **PM FME Scheme** for micro food processors and **Mega Food Parks** to establish dedicated infrastructure.
IT and BPM	Under the **Digital India initiative,** IT infrastructure has been expanded, while tax benefits under **Software Technology Parks of India (STPI)** support IT firms.
Leather & Footwear	The **Indian Footwear Leather and Accessories Development Programme (IFLADP)** incentivizes modernization and boosts exports in this labour-intensive sector.
Media & Entertainment	The government has supported higher FDI in broadcasting and introduced AVGC (Animation, Visual Effects, Gaming, and Comics) policies to encourage growth in digital content creation.
Mining	Reforms under the **National Mineral Policy** have been introduced to promote sustainable mining practices and attract private investment.
Oil & Gas	Policies like the **Open Acreage Licensing Policy (OALP)** were launched to encourage exploration, while disinvestment of PSUs promotes efficiency and private participation.
Pharmaceuticals	The **PLI scheme for pharmaceuticals and Bulk Drug Parks** aims to boost local drug production, reduce dependency on imports, and enhance exports.
Ports & Shipping	The government's **Sagarmala Project** modernizes ports, while **PM Gati Shakti** integrates infrastructure planning to optimize logistics and reduce costs.
Renewable Energy	The **National Solar Mission** and **PLI for Solar PV Modules** focus on expanding India's renewable energy infrastructure, supporting the transition to cleaner energy.
Semiconductors	Under the **Semicon India Program**, the government allocated INR 76,000 crore to establish a semiconductor manufacturing ecosystem, reducing import reliance and creating high-value jobs.

COVER STORY

SECTION C. IMPACT OF MAKE IN INDIA OVER THE LAST DECADE

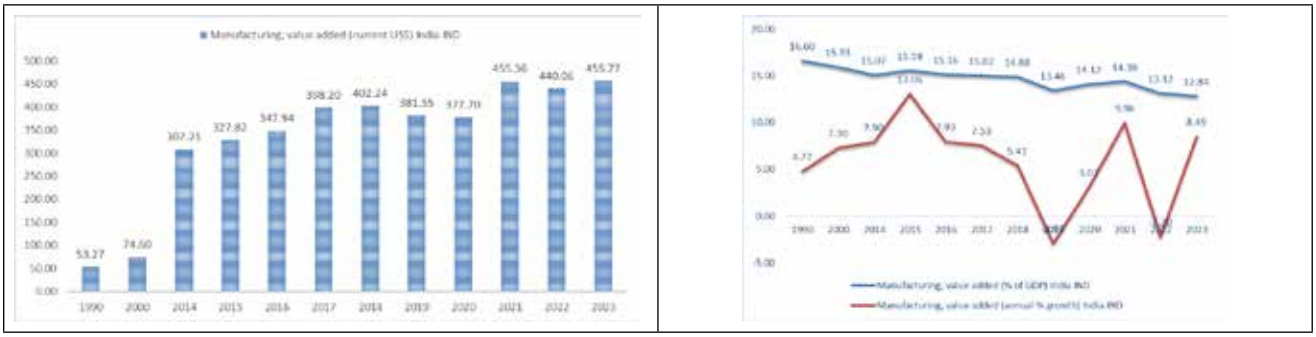
Impact of Make-in-India campaign over the last decade on the economy, sectors of economic and strategic importance is set out in following paragraphs.

a) Growth in the GDP of the Country

Over a decade, the GDP of India has doubled from USD 1.9 trillion to USD 3.7 trillion (at current prices), placing India from world's 10th largest economy to 5th largest economy.

While the GDP of economy has almost doubled, the manufacturing sector has grown at a pace of only 1.5 times over the decade, that is from USD 307 billion to USD 455 billion.

As regards, the growth of manufacturing sector barring year 2015, where India observed a record of 13.06%, the growth has been highly volatile throughout the decade with positive seen over the recent years where the growth has gained the momentum. The contribution to India's GDP has been hovering around 12.5 and 16%, short of intended 25% under the campaign.



Source: World Bank (Adapted)

b) Climate Change

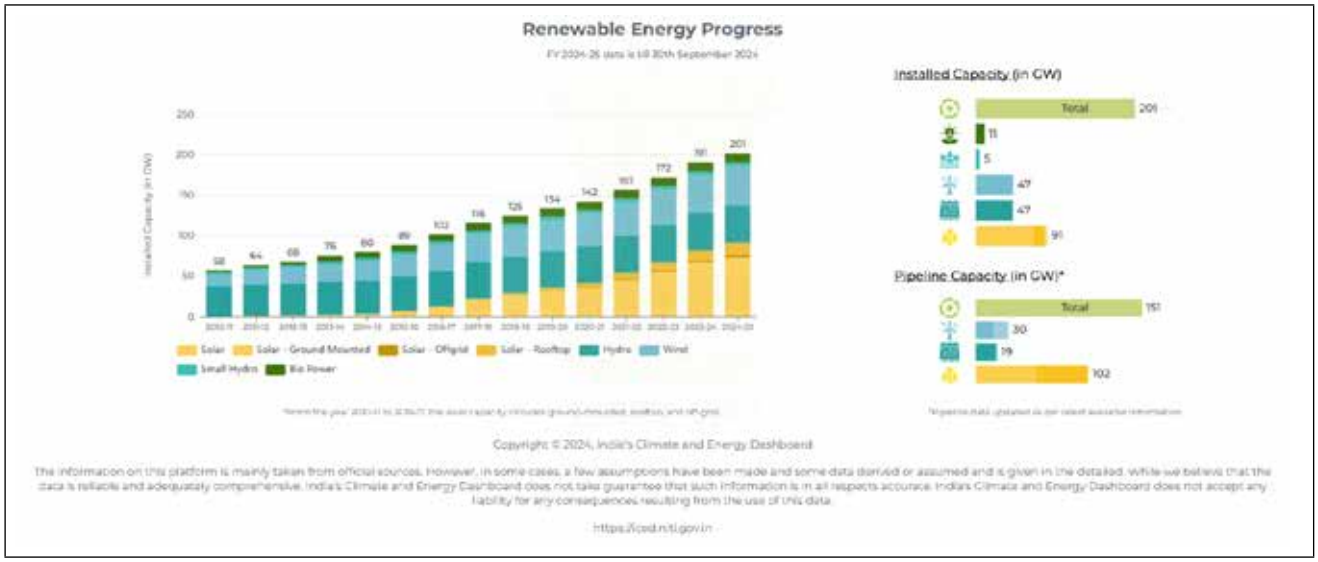
Climate change poses an adverse effect on the economy in-terms of life & monetary loss. As per World Meteorological Organisation, the world has lost caused economic losses of USD 184 billion in 2009-2019 (Source: Extreme weather).

To combat climate change, under the Paris Agreement, countries have agreed to reduce the global warming effect by 2 degrees Celsius preferably by 1.5 degrees Celsius, through economic and social transformations. Under the said agreement, every country submits the plan for reducing the emissions and increase resilience capacity known as Nationally Determined Contributions (NDCs). India has set a NDC of reducing emissions intensity by 33% compared to 2005 levels by 2030 and increase clean energy production.

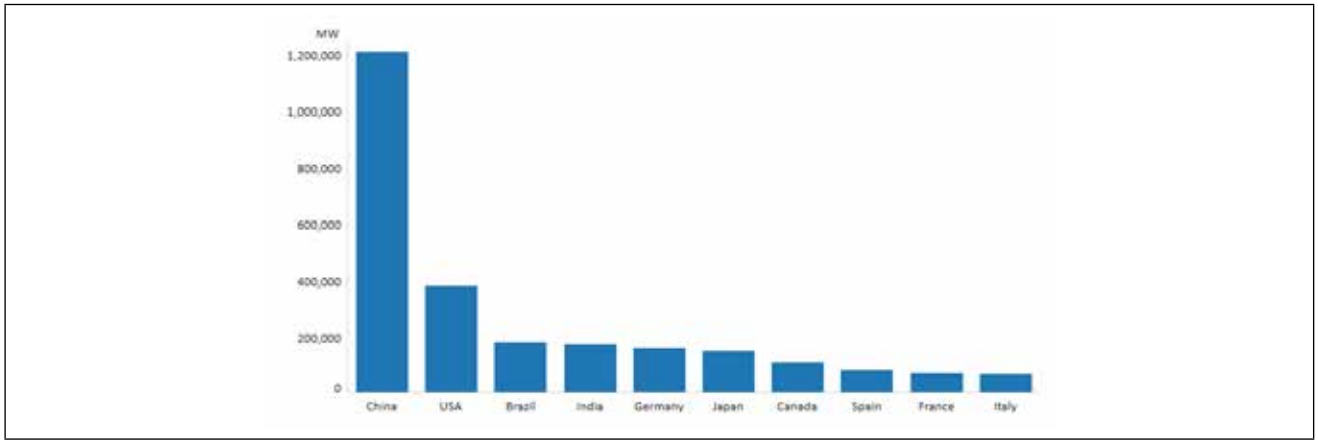
For a country like India which is the third largest consumer of power in the world and largely dependent on fossil fuel for generating power, it becomes imperative to shift from fossil fuels to renewable energy to combat climate change and achieve the determined contributions agreed upon in the Paris Agreement.

It is pertinent to note that with the increase in the production capacity of renewable energy, especially solar, India has already achieved a target set for 2030 in 2019 itself by generating more than 40% energy production from renewable sources. While the India ranks 4 in terms of renewable production capacity, there is a huge gap in the energy capacity of renewable energy capacity of worlds leader China and that of India, thus providing huge opportunities for India to increase its capacity and also to achieve the commitments made in Glasgow summit of expanding non fossil capacity by 2023 of 500 GW, reducing carbon emissions to net zero by 2070.

Electric Mobility Vehicles and Green Hydrogen also play a crucial role in reducing the carbon emissions, the same are discussed in subsequent paras.



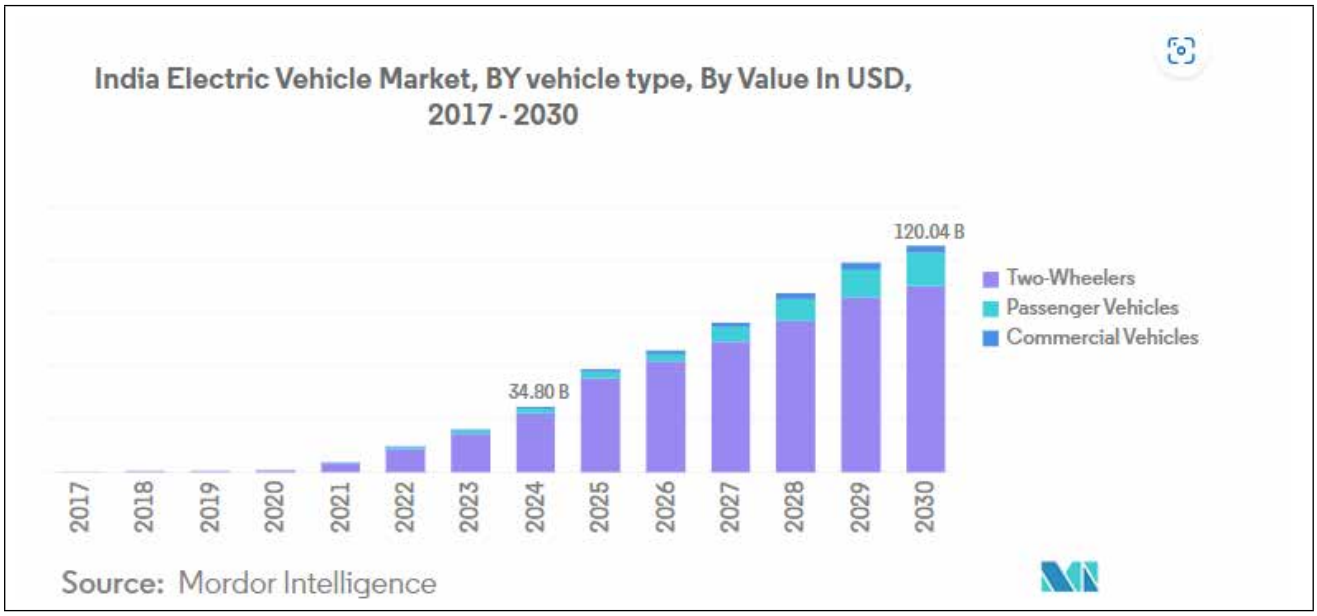
Source : ICED



Source : Trading Economics (Renewable Energy Capacity)

c) Electrical Vehicles

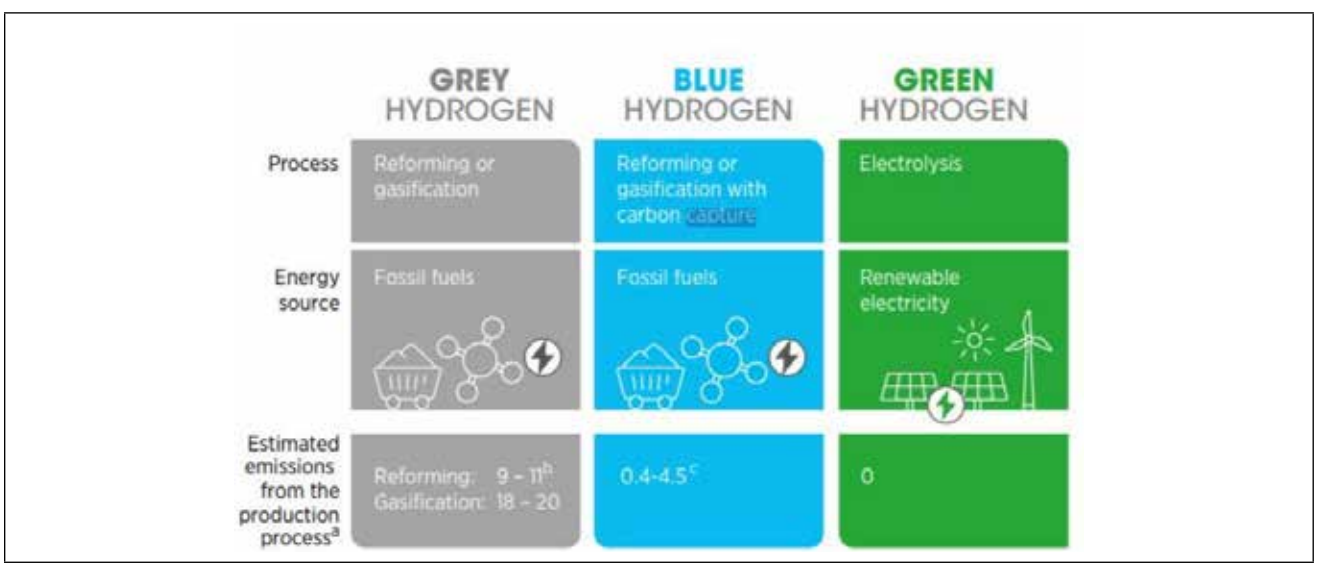
India has played a key role in manufacturing and export of electric mobility vehicles. Being the byproduct of action to combat climate change, the electric vehicle industry has picked up only in year 2021 with introduction of PLI schemes introduced by the Government of India, providing incentives of up to 18%. The industry has been growing at a CAGR of 22.92 %



Based on forecast, the industry is going to expand by 8 X from USD 250 bn to 2100 bn at a CAGR of 23.42% (Source : IBEF). Thereby necessitating investment in the EV infrastructure, robust charging stations & financing arrangements (and/ or expansion in the production capacity of green hydrogen discussed below).

d) Green Hydrogen

Liquid Hydrogen refers to the process whereby elements of hydrogen and oxygen are separated from water and hydrogen is stored at low temperatures. The manner in which liquid hydrogen is categorised into three parts:



Source: World Economic Forum

Green hydrogen, being hydrogen generated through renewable energy, offers great potential for a low-carbon future, replacing fossil fuel across sectors. Further, Green Hydrogen provides a means for storage of variable renewable energy

for stabilizing its output, where renewable energies can be stored for days /weeks, liquid hydrogen offers alternative for converting excess available energy into hydrogen and utilizing it for grid support and other applications is seen to be a suitable alternative.

e) Infrastructure Sector

Infrastructure plays a key role in the development of an economy. **"Bharatmala"** and **"Sagarmala"** are the two flagship programs aimed at enhancing India's road and port connectivity, respectively. The success of the said programs is key for improving the connectivity of the nation and reducing the transportation time and cost. Unfortunately, the progress of the said programs is delayed due to **land acquisition delays** and **environmental clearance bottlenecks,** leading to extended timelines for completion and increased budgetary costs.

It is pertinent to note that to address these bottlenecks, the government has pro-actively launched **PM Gati Shakti** and the **National Logistics Policy (NLP)**. PM Gati Shakti adopts a multi-ministerial approach, integrating project planning and execution to streamline infrastructure development. Meanwhile, the NLP aims to reduce logistics costs and elevate India's position in the **Logistics Performance Index (LPI).** Together, these initiatives are intended to overcome logistical barriers and drive Make in India's manufacturing and export growth.

f) Foreign Investment and India Outlook

During the last decade, due to Make in India campaign India has been able to attract substantial FDI, with a record high FDI of USD 84.83 billion being received in FY 2021-22.

The ranking of India on ease of doing business has jumped up by 79 ranks from 142 in 2014 to 63 in 2020. Further the sovereign rating of India has for the time in history improved from **stable to positive** for the first time in history.

It is worth mentioning the case of POSCO, wherein the world's largest steel manufacturer has withdrawn from largest foreign investment of India in Odisha in 2017, due to lack of commitment and support from the local government, have recently announced their comeback in ODISHA in joint venture with JSW Steel.

g) Semiconductor / AI Chips

The Indian government had launched the Semicon India Programme with an allocation of INR 76,000 crore to build a strong local semiconductor ecosystem, for creating an end-to-end semiconductor industry that ort dependency, enhances technological self-reliance, and generates high-skilled employment within India. To reduce the burden of the investor's government has introduced PLI, whereby government incentivises the project by up to 50% of cost. Some of the approved projects are set out below:

Scheme	Applicant	Total Project Cost (INR Billion)	Eligible Project Cost (INR Billion)	Incentive Approved (INR Billion)
Modified scheme for setting up of Semicon fabs in India	TEPL (commercial fab)	915.26	679.56	339.78
Modified scheme for setting up of compound Semicon/silicon photonics/sensors fab and Semicon/ATMP/OSAT facilities in India	Micron Technology Inc. (ATMP)	225.16	225.16	112.58
	TEPL (OSAT)	271.20	204.49	102.25
	CG Power & Industrial Solutions Ltd. (ATMP)	75.84	70.02	35.01
Total		**1487.46**	**1179.23**	**589.62**

(Source: Indian Express)

Recently, in earlier week NVIDIA while announced partnership with Indian entities for creation of AI infrastructure a need of the hour.

h) Mobile Manufacturing

India's mobile manufacturing industry has grown by 21 times in last decade from USD 48 million to USD 101 billion in 2023. India now meets 97% of its mobile phone demand domestically, and 30% of production (FY 2024) being earmarked for export.

India has become world's second largest exporter of mobile phones in terms of volume and 3rd largest in terms of value. This is despite the fact higher import duty charged being by India on import of components required by assembly and sub-assembly units, when compared with China and Vietnam leading mobile phone exporters.

i) Production Linked Incentives Scheme (PLI)

Production Linked Incentive Scheme (PLI) has strengthened India's manufacturing sector by incentivising investments in the manufacturing industry particularly in 16 sectors of strategic and economic importance for India's economic country. These sectors include electronics, automobiles, pharmaceuticals and MedTech devices, food, telecom, solar, textiles, drones.

As per the Economic Survey, the PLI scheme for large-scale electronics manufacturing has attracted an investment of INR 4,784 crore and contributed to a total production of INR 2.04 lakh crore, including exports of INR 80,769 crore (as of September 2022). According to the Indian Staffing Federation, this massive boost in production due to the PLI scheme has the potential to double the existing workforce across sectors.

j) Others

Key improvements are seen in other sectors as well, like Defence wherein the FDI limits were relaxed to 74% in Automatic route (and 100% under Government approval route) , Toy Manufacturing, Leather & Footwear, Accounting & Finance Services by inclusion of the same in IFSC, etc. However, employments opportunities and skill development have to pace up in view of demographic composition of India constituting 65% of population of India of youth (aged less than 35 years).

Section D. Concluding Thoughts

The "Make-in-India" campaign has undoubtedly laid a robust foundation for India's economic transformation. Over the past decade, the initiative has driven substantial progress, from enhancing India's global ranking in ease of doing business to attracting record-breaking FDI and fostering self-reliance in critical industries like electronics, pharmaceuticals, and renewable energy. While challenges remain, such as scaling employment opportunities, achieving the ambitious manufacturing GDP target of 25%, acquiring land & getting environmental clearances for infrastructure projects, the foundation for exponential growth has been firmly established.



India's journey under "Make-in-India" is mirroring the growth of a bamboo tree: the past decade representing the deepening of its roots, symbolising the foundational work of reforms, policy changes, and the laying of stones for infrastructural development. As we look toward the future, the years ahead are embodying the promise of exponential growth—just as a bamboo tree takes time to establish its roots before rapidly shooting upwards.

With continued focus on innovation, infrastructure, and skill development, India is positioning itself to realize its vision of becoming a self-reliant, globally competitive manufacturing hub, as well as the leader in renewable energy. The path ahead is filled with both opportunities and challenges, but India's resilience and commitment to the Make-in-India vision are providing a strong foundation for a prosperous future.

(Views are Personal)

10 Years of Make in India: A Decade of Transformation



Ms. Swati Khandelwal
Senior VP & Head- Group Corporate Communications
Mahindra and Mahindra

Launched in September 2014, the Make in India initiative aimed to transform India into a global manufacturing hub, creating jobs and enhancing the country's industrial capabilities. As we celebrate a decade of this initiative, it's essential to reflect on its multifaceted impact, successes, challenges, and future potential of this significant government endeavour.

Impact on Manufacturing and Industrial Growth

The Make in India campaign has catalyzed a paradigm shift in India's manufacturing sector. The initiative aimed to increase the share of manufacturing in India's GDP to 25% by 2025. As of 2022, manufacturing accounted for approximately 18% of GDP, reflecting a significant increase from about 15% in 2014. The manufacturing output has grown from ₹ 25.4 trillion in 2014-15 to over ₹ 36 trillion in 2021-22, indicating a compound annual growth rate (CAGR) of about 6.4%.

Key sectors have seen remarkable growth. For instance, the automobile industry became the fourth largest globally, contributing around ₹ 7.9 trillion in 2020-21. Additionally, the electronics sector has surged, with production expected to reach $300 billion by 2025, driven by investments from major players like Apple, which aims to manufacture 25% of its devices in India by 2025.

Government Policies and Reforms

The success of Make in India can be attributed to various policies and reforms implemented by the government. Key reforms include:

- **Goods and Services Tax (GST):** Implemented in July 2017, GST has streamlined indirect taxation, making it easier for manufacturers to comply with tax regulations. The overall compliance costs for businesses have reportedly decreased by around 30%.
- **FDI Policy Reforms:** The government liberalized FDI norms across various sectors, allowing 100% FDI in manufacturing under the automatic route. FDI inflows increased from approximately $45 billion in 2014 to about $84 billion in 2021, with the manufacturing sector alone attracting around $20 billion in FY 2021-22.
- **Production-Linked Incentive (PLI) Scheme:** Launched in 2020, this scheme aims to enhance manufacturing capabilities in key sectors. By 2022, the government had approved PLI schemes worth ₹ 1.97 trillion across 14 sectors, expecting to create 1.2 million jobs and attract investments worth ₹ 4.5 trillion.

FDI Inflows and Global Image

Make in India has played a crucial role in enhancing FDI inflows. The initiative has led to a more favorable investment climate, with FDI inflows increasing from $45 billion in 2014 to approximately $84 billion in 2021. This influx of capital has not only boosted the manufacturing sector but has also enhanced India's image as a viable destination for global investors.

According to the UNCTAD World Investment Report 2022, India ranked 5th in the global FDI inflows, accounting for approximately 8% of total FDI received worldwide. Major global players like Samsung, Foxconn, and Tesla have expanded their operations in India, highlighting the country's strategic importance in global supply chains.

Sectoral Success Stories and Challenges

While there have been significant successes, challenges remain.

Success Stories

1. **Electronics**: The electronics sector is projected to grow from $75 billion in 2020 to $300 billion by 2025. India aims to achieve a $100 billion export target in electronics by 2025, supported by the PLI scheme.
2. **Pharmaceuticals:** India is the largest provider of generic drugs globally, contributing 20% of global generic medicine volume. The pharmaceutical sector has also attracted significant FDI, with investments increasing from $1.7 billion in 2014 to $2.8 billion in 2021.

Challenges

Despite progress, challenges persist. Infrastructure bottlenecks



remain a significant issue, with the World Economic Forum's Global Competitiveness Report 2021 ranking India 70th out of 140 countries in infrastructure quality. Additionally, skill shortages continue to hinder growth, with an estimated 60 million skilled workers needed in manufacturing by 2025.

The textile industry, traditionally a stronghold, has faced challenges due to global competition and changing consumer preferences. In FY 2021-22, the textile sector's exports were around $44 billion, falling short of the $65 billion target.

Economic and Empowerment Impact

The Make in India initiative has positively impacted job creation, with estimates suggesting around 10 million jobs generated across various sectors since its inception. By promoting local manufacturing, the initiative has empowered small and medium enterprises (SMEs), which constitute 45% of manufacturing output and employ approximately 111 million people.

Moreover, initiatives such as Skill India have aimed to equip the workforce with necessary skills, aligning education with industry requirements. The government has set a target to train 400 million individuals by 2022, although actual figures suggest that around 220 million have been trained so far.

Future of Indian Manufacturing

Looking ahead, the future of Indian manufacturing appears promising. The ongoing push for digitization, sustainability, and green technologies presents new opportunities for growth. The government's emphasis on the Atmanirbhar Bharat (Self-Reliant India) initiative aligns with Make in India, aiming to reduce dependency on imports and bolster domestic manufacturing.

For example, India aims to achieve $5 trillion in GDP by 2025, with manufacturing expected to contribute significantly to this target. The government is also promoting electric vehicle (EV) manufacturing, with the EV market projected to reach $150 billion by 2030.

Recommendations for Enhancing Make in India

1. **Strengthening Infrastructure:** Invest an estimated $1.4 trillion in logistics and transport infrastructure to reduce costs and enhance efficiency in manufacturing.
2. **Policy Continuity and Support:** Maintain a stable policy environment that encourages long-term investments, including tax incentives and subsidies.
3. **Skill Development Initiatives:** Expand vocational training programs and partnerships with industries to create a skilled workforce that meets market demands.
4. **Fostering R&D and Innovation:** Encourage public-private partnerships to drive research and development, ensuring that India remains at the forefront of technological advancements.
5. **Sustainability Focus:** Promote green manufacturing practices and support industries that prioritize sustainable practices, aligning with global trends.

Conclusion

As we reflect on the ten years of Make in India, it is clear that the initiative has significantly transformed India's industrial landscape. While there are challenges to overcome, the progress made so far offers a strong foundation for future growth. By continuing to foster a conducive environment for manufacturing, India can position itself as a global leader in the years to come. The journey of Make in India is far from over; it is a continuous evolution that holds the promise of a robust industrial future.

(Views are Personal)

Make in India: A Decade of Transformation in Manufacturing



Dr. Tirthankar Patnaik, PhD
Chief Economist, National Stock Exchange of India Limited (NSE), Mumbai

Introduction

The **"Make in India"** initiative, which was launched by our Honourable Prime Minister Shri Narendra Modi on September 25, 2014, marked a pivotal moment in India's economic journey. Designed to position India as a global manufacturing hub, the initiative was launched during a period of tepid growth in the manufacturing sector, which had experienced an average growth rate of just 4.5% during the three years ended FY14, amid several challenges to the country's industrial growth. Over the last decade, **Make in India** has served as a catalyst for industrial growth, job creation, and global investment, aligning with the nation's long-term vision of self-reliance, or Atmanirbhar Bharat. As the initiative celebrates its 10th anniversary, it stands as a testament to India's growing prominence in the global industrial landscape. Currently, the **"Make in India 2.0"** phase encompasses 27 key sectors with an objective to fuel India's manufacturing potential. With sectors such as defence, electronics manufacturing, electric vehicles (EV), energy transition, and data centres, India's manufacturing sector is undergoing a profound transformation, propelling the country to new industrial heights.



Impact on Manufacturing and Industrial Growth

India's manufacturing sector accounts for **~17%** of India's real Gross Value Added (GVA) of Rs 158.7 lakh crore in FY24 and is the **sixth-largest manufacturing economy globally.** Over the past decade, despite challenges like the COVID-19 pandemic, the sector's GVA has experienced a **10-year CAGR of 5.8%,** lower than the 7.8% growth in the previous decade (FY04-FY14). That said, in FY24, the sector registered an impressive growth of **9.9%**, continuing into FY25 with **7.1%** growth in the first quarter of the fiscal. In the last decade, there have been considerable changes in the sectoral composition of India's manufacturing landscape. Consumer-oriented industries such as **automobiles, wood products, furniture, and pharmaceuticals** have seen larger gains, production-oriented sectors like machinery, chemicals, non-metallic minerals had shared some gains while sectors like **textiles, beverages,** and **petroleum products** have witnessed a gradual decline.

Enabling Make in India Through Various Government Policies

Several key government initiatives have been instrumental in driving the success of the Make in India initiative. Firstly, initiatives like the **National Logistics Policy** and **PM GatiShakti** are aimed at improving supply chain efficiency and reducing logistics costs, which is critical to enhancing competitiveness. Secondly, the introduction of the **Production Linked Incentive (PLI) schemes** has provided a substantial push to the manufacturing sector, with investments totalling **Rs 1.28 lakh crore** by May 2024. This has led to production worth **Rs 10.8 lakh crore,** boosting exports by **Rs 4 lakh crore** and the creation of over **8.5 lakh jobs.** Key sectors such as **electronics**, **pharmaceuticals**, and **food processing** have witnessed particularly strong outcomes

from these schemes. Thirdly, the implementation of the **Goods and Services Tax (GST)** has created a unified market, allowing manufacturers to benefit from economies of scale while simplifying tax compliance across states. Fourthly, the government's **Semicon India Programme,** launched in 2021 with a Rs 76,000 crore outlay, is transforming India's semiconductor and display manufacturing ecosystem. Designed to support capital investment and foster technological collaboration, the program has already attracted significant projects, including a **Rs 22,000 crore** investment with Micron and a joint venture between Tata and Taiwan's Powerchip in Dholera. With five proposals nearing Rs 1.52 lakh crore in total investments, the initiative is a key driver in strengthening India's position in the global semiconductor market. Lastly, India's **National Industrial Corridor Development Programme** is a flagship initiative aimed at creating "Smart Cities" and advanced industrial hubs with seamless multi-modal connectivity. The program promotes manufacturing growth and planned urbanization. The recent approval of **12** new projects, with an investment of **Rs 28,602 crore,** marks a key milestone in positioning India as a global manufacturing and investment destination.

Success Stories

The Make in India initiative has driven significant growth and success across various sectors, yielding impressive results that highlight its transformative impact. In **pharmaceuticals**, PLI schemes for bulk drugs have reduced India's reliance on imports of Active Pharmaceutical Ingredients (APIs), turning the country into a net exporter of bulk drugs, and enhancing its global supply chain resilience. In **defence**, the commissioning of **INS Vikrant**, India's first domestically



manufactured aircraft carrier, marks a major milestone in achieving self-reliance. Defence production reached **Rs 1.27 lakh crore** in FY24, with exports to over 90 countries. In **electronics**, India has become the second-largest mobile phone manufacturer globally, producing **99%** of the smartphones it consumes domestically. The sector saw production grow from **US$48 bn** in FY17 to **US$101 bn** in FY23, with mobile phones accounting for **43%** of total electronics output. Additionally, **Vande Bharat Trains,** India's first indigenous semi-high-speed trains, stand as a shining example of the initiative's success in advanced manufacturing. With **102** services operational across Indian Railways, these trains offer modern, high-tech coaches and enhanced travel experiences while connecting states through an electrified broad-gauge network. Lastly, Foreign Direct Investment (FDI) has been a key driver of success, with FDI inflows increasing from **US$45.1 bn** in FY15 to **US$70.9 bn** in FY24. During the past decade, India attracted $667.4 bn in FDI, representing nearly 67% of the total FDI received since 2000.

Recommendations

To further enhance the success of the Make in India initiative, three key areas require attention – R&D and innovation, enhancing skill sets of workforces, aiding MSMEs formalization with supply chain management constraints. Firstly, R&D should be part of industry DNA, because of long-term commitment to global competitiveness as opposed to the current industry dependence on fiscal incentives. Secondly, industry and academia can coalesce in active collaboration to fill the currently unfilled gap in skills, and curricula can focus more equally on vocation. Lastly, to support the MSME sector, which is a crucial driving force, it is important to come up with targeted initiatives such as easing of compliance burdens, market access, simplification of market access and development of a single window mechanism. Additionally, the supply chain management needs to be improved, which can be done by robust support systems for the MSMEs, employment intensive segments incentive and seamless integration into the rest of the large industrial framework.

Conclusion

As Make in India celebrates a decade of progress, the initiative has proven instrumental in reshaping India's manufacturing sector, driving investment, job creation, and global competitiveness. With continued focus on infrastructure development, innovation, and sector-specific reforms, India is well-positioned to emerge as a global leader in manufacturing. India can further amplify the success of Make in India, paving the way for sustainable industrial growth in the coming decade.

(Views are Personal)

October 23, 2024

Shri Piyush Goyal
Hon'ble Union Minister for Commerce & Industry
Ministry of Commerce & Industry
Vanijiya Bhawan
New Delhi – 110001

Respected Minister Shri Piyush Goyal,

Sub: Requesting clarity on definitions in Biodiversity Act (BDA)

We are grateful for sparing your valuable time to address the members of the IMC and FAM on October 7, 2024.

I refer to my discussion with you during the function about the Biodiversity Act wherein certain definitions requires clarity. The BDA includes some definitions, and does not include some, leaving them to interpretation.

The NDB adopts this interpretation to come to a position of somehow bringing all products under their regime, and "tax" them, under the umbrella of Access Fee.

The industry has made representation to IMC to bring this to the notice of the government. The industry makes it clear that they have no problem paying access benefit tax to the NBA for forest produce used by them, but certainly the VAP, NTAC and Cultivated Crops cannot be used by BDA to collect additional tax.

The definitions that need clarity are:

— Value Added Products

— Cultivated raw Materials

— Normally Traded Commodities

We are enclosing herewith PowerPoint presentation explaining the position. We request your intervention in this matter and guide us to resolve the issue.

With warm regards

Sanjaya Mariwala
President

Scan QR Code for the attachment

September 9, 2024

Shri Piyush Goyal
Hon'ble Union Minister for Commerce & Industry
Ministry of Commerce & Industry
Vanijya Bhawan, New Delhi – 110001

Respected Minister Shri Piyush Goyal,

Warm greetings.

The Chamber has initiated regular dialogues with its sector-specific Member Associations at monthly Managing Committee meetings to understand issues faced by their sectors and their suggestions to address those issues.

The objective behind such an initiative is the overall growth of the sectors which would in turn help further strengthen Indian economy. Over the years, your proactive approach to consult industries and industry associations for inputs towards development of industries and commerce has inspired us to undertake this initiative.

In the Managing Committee meeting of August 6, 2024, we had **Mr. Mahesh Doshi, Immediate Past National President of Indian Drug Manufacturers Association (IDMA)** made a presentation on Indian Pharmaceutical Industry.

Mr. Doshi gave brief overview of current scenario in Indian Pharma Industry wherein he mentioned that the market size of the Indian pharmaceuticals industry is expected to reach US$ 65 billion by end of 2024; US$ 130 billion by 2030 and US$ 450 billion by 2047. He said that according to the Government data, the Indian pharmaceutical industry is worth approximately US$ 50 billion with over US$ 25 billion of the value coming from exports and about 20% of the global exports in generic drugs are met by India.

We would like to bring to your notice, the following highlights of the issues faced by the industry and suggestions for the government to address those issues made by **IDMA**:

Environmental issues related to pollution. One of the major challenges in the manufacturing of Active Pharmaceutical Ingredients (APIs) is the treatment of effluents. With proper planning and the implementation of Common Effluent Treatment Plants (CETPs), individual manufacturer could greatly

benefit, provided they ensure that treated effluents are discharged according to specified parameters. Improper and indiscriminate disposal of industrial waste has been a major contributor to environmental degradation. To combat this, several laws have been enacted to protect the environment from the harmful effects of waste. Compliance with the various applicable Pollution Control Acts and Rules is mandatory for specified businesses. The IDMA regularly appeals to members to actively contribute to safeguarding the environment for the long-term well-being of society.

Regarding Production Linked Incentive (PLI) Scheme for Pharmaceuticals Manufacturing that includes promotion of Domestic Manufacturing of critical Key Starting Materials (KSMs)/ Drug Intermediates and Active Pharmaceutical Ingredients (APIs) in the Country. Also, currently there are schemes related to Research-linked Incentive Scheme for promotion of R&D in Pharma (PRIP) and Pharmaceutical Technology Upgradation Assistance Scheme for MSMEs.

The Government should start encouraging more and more brownfield projects as they are ready to produce within six months as compared to Greenfield projects which take one to three years to complete. The brownfield projects are beneficial for faster economic growth and industrial expansion because of their quicker turnaround time.

The Government should regulate import duty prices using the data they have available. By doing so, they could prevent anti-dumping practices from certain countries like China. Controlling import duties based on accurate data could help mitigate this issue and protect domestic markets. These Regulations are essential for protecting Indian manufacturers and enabling them to grow in a fair and competitive environment.

With regards to the Drug Policy, the Government should prioritize providing more guidelines rather than strict rules and regulations to foster the growth and development of the Indian pharmaceutical industry. The Government should offer additional incentives or benefits to companies that invest in R&D, as this would encourage further advancements and strengthen the industry's global competitiveness.

We hope that you will find such inputs helpful.

With kind regards,

Sanjaya Mariwala
President



IMC
Chamber of Commerce and Industry

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Seminar on "MSMEs Connect Bankers and NBFCs"

19th September, 2024

The Banking, NBFC and Finance Committee of IMC organised a half-day seminar on **"MSMEs Connect Bankers and NBFCs"** on September 19, 2024 at IMC. The objective was to address challenges faced by MSMEs, and providing understanding of the opportunities available and initiatives introduced by the government in Union Budget 2024-25 for the MSME sector.

Ms. Sunita Ramnathkar, Vice President, IMC said in her welcome remarks that through this seminar we intend to highlight various opportunities and support available to MSMEs, especially in accessing New Age banking services, funding options, and government schemes. In addition to also deliberate on the role of digitalization and artificial intelligence in enhancing the operational effectiveness of MSMEs.

Chief Guest, **Mr. Ashok Sharma,** Deputy Managing Director & Chief Credit officer & Chief Sustainability Officer, State Bank of India, said that "Indian MSMEs possess unmatched capability and resilience. Having observed global practices, I firmly believe that our MSMEs can excel with the right inputs and support. The key is to harness this inherent potential and create an environment where they can thrive." He further said that the evolving landscape of data and digital tools was transforming how we approach credit and commitment. "Collaterals are becoming less about physical assets and more about the data and commitment behind them. Embracing this shift will be crucial for MSMEs to navigate and succeed in the modern financial ecosystem."

Mr. Dhiraj Kumar, Deputy General Manager, Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) said that the widespread adoption of credit guarantees by lending institutions has transformed MSME financing. Not only has it reduced the reliance on collateral, but it has also improved accountability within the lending process. Backed by sovereign guarantees, this scheme has shown immense resilience, particularly during challenges like the COVID-19 pandemic. It continues to play a pivotal role in enhancing credit access, promoting financial stability, and driving long-term growth for MSMEs. The Credit Guarantee Scheme has become a lifeline for MSMEs, enabling eligible enterprises to secure loans without the need for collateral or third-party guarantees. This ensures that no viable MSME proposal is turned away, fostering entrepreneurship and driving sustainable economic growth. By removing these traditional barriers to credit, we are creating a more inclusive financial ecosystem for small and micro enterprises, he further added.

"Sustainability is increasingly critical as we address climate change impacts. The current budget's allocation of ₹ 100 crores for MSME modernization and climate measures reflects our dedication to not only achieving net-zero targets but also providing MSMEs with the support needed to excel in a changing environment," **Dr. M. Narendra,** Chairman, Banking, NBFC and Finance Committee, IMC and Former CMD, Indian Overseas Bank stated in his introductory remarks. The growing focus of both new generation and established foreign banks on MSMEs is commendable. The Unified Lending Interface represents a significant opportunity for streamlining support, and the Credit Guarantee Fund Trust's schemes highlight the commitment to enhancing access to credit for MSMEs. The Union budget's focus on equity support and modernization further emphasizes the ongoing effort to empower these enterprises, he further added.

The panel on Role of Banks and NBFC in taking MSMEs to the new



*(L-R): **Dr. G. Rameshkumar**, Director General, RupeeBoss Financial Services Pvt Ltd., **Mr. P N Shetty**, CEO, RupeeBoss Financial Services Pvt. Ltd.; **Dr. M. Narendra**, Chairman, Banking, NBFC and Finance Committee, IMC and Former Chairman & Mg. Director, Indian Overseas Bank; **Ms. Sunita Ramnathkar**, Vice President, IMC Chamber of Commerce and Industry; **Mr. Ashok Sharma**, Deputy Managing Director & Chief Credit officer & Chief Sustainability Officer, State Bank of India; **Mr. Dhiraj Kumar**, Deputy General Manager, Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), **Mr. Mahesh Thakkar**, Co-Chairman, Banking, NBFC and Finance Committee, IMC & Director General, Finance Industry Development Council (FIDC)*

heights was moderated by Mr. Abizer Diwanji, Advisor - NeoStrat Advisors LLP. Other panelists included Mr. Sreenivas Akula, DGM (FI-ABU &GSS) at Mumbai Metro Circle, State Bank of India; Mr. Renjith V. Nair, Deputy General Manager, Union Bank of India; Mr. Anshuman Tewari, Assistant General Manager, Bank of India; Mr. Anuj Pandey, Chief Risk Officer, UGRO Capital; Mr. Kailashkumar Varodia, Chief Operating Officer (COO) and Chief Financial Officer (CFO) of Receivables Exchange of India Limited (RXIL) and Mr. Ram Mohan Gopalakrishna Panikkar, Zonal Head–West, Vivriti Capital.

Ms. Pooja Bharwani, Executive Director, Strategy, Risk & Transactions, Deloitte India moderated panel on Recent initiatives taken by Government for MEMEs sector. Among the other panelists were Mr. P N Shetty, CEO, RupeeBoss Financial Services Pvt. Ltd.; Mr. Amit Kumar, Assistant General Manager-Head Office (Bank Division), ECGC Ltd.; Mr. Sailesh Prasad, General Manager, Ubharte Sitaare Programme, EXIM Bank; Mr. Shamod Madanmohan, Executive Director & COO, Tyger Capital Pvt. Ltd.; Mr. Rajesh Parthasarathy, Senior Director, Financial Institutions, M1xchange and Mr. Chandra Shekher Arya, General Manager, IDBI Bank

The seminar was attended by over 100 dignitaries, who included Bankers, NBFCs, MSMEs and other professionals of the financial community.

118th Foundation Day of IMC

23rd September, 2024

IMC organized its 118th Foundation Day Celebrations. Chief Guest was Mr. Sajjan Jindal, Chairman, JSW Group. He addressed on the Role of Associations and Chambers in Accelerating the Growth of our Country"

Glimpses of the Event













NETWORKING SERIES

World Tourism Day "Tourism and Peace"

27th September, 2024

IMC's Travel, Tourism and Hospitality Committee organised an interaction the occasion of the **World Tourism Day, an Interaction** on the topic of 'Tourism and Peace' on September 26, 2024 at IMC.

Director General, IMC, **Mr. Ajit Mangrulkar** stated in his welcome address that tourism has an impact beyond economics. The sector is a key pillar of the 2030 Agenda for Sustainable Development, with a unique ability to contribute to most – if not all – of the 17 Sustainable Development Goals, including by providing opportunities for youth and women, and helping preserve and promote natural and cultural heritage. He added that the future of tourism lies in the hands of young people. By investing in youth, providing education and training opportunities, and encouraging their active participation in the tourism sector, we can harness their potential to drive social change and promote peace.

Speaking at the event, **Mr. Farhat Jamal**, Chairman, IMC Travel, Tourism and Hospitality Committee mentioned that travel has been a powerful reminder that simple solutions could have profound impacts. "It transcends the boundaries of time and space, breaking us free from the monotony of everyday life. Each journey is not just an exploration of the world, but a pathway to cultivating peace and understanding among communities." Mr. Jamal further added that "in a global economy, where tourism generates one in every ten dollars, it becomes essential for us to advocate for sustainable growth that prioritizes cultural heritage and local economies. Only through meaningful interactions we can ensure that peace and prosperity are not mere ideals, but tangible realities for all."



*(L-R): **Mr. Ajoy Balkrishna**, Vice President–Hospitality, Balwa Group; **Ms. Annie Almeida**, Senior Manager, Human Resource & Administration, Veena World; **Mr. Chandrashekhar Jaiswal**, General Manager, Maharashtra Tourism Development Corporation; **Mr. Madhavan Menon**, Executive Chairman, Thomas Cook (India) Limited; **Mr. Ajit Mangrulkar**, Director General, IMC, **Mr. Farhat Jamal**, Chairman - Travel, Tourism and Hospitality Committee, IMC, **Dr. Anand Iyengar,** Principal, Institute of Hotel Management, Aurangabad; **Mr. Vineet Raina**, Founder, Pink Elephant Journeys & Pink Elephant Connect; **Ms. Sheetal Kalro**, Deputy Director General, IMC*



Mr. Zurab Pololikashvili,
UN Secretary General

A recorded video message of UN Secretary General, **Mr. Zurab Pololikashvili** highlighting the role tourism plays in fostering peace and understanding between cultures and nations was shared with the audience.

While addressing the audience Guest of Honour, **Mr. Madhavan Menon,** Executive Chairman, Thomas Cook (India) Limited said that tourism promotes peace in a variety of ways, especially through cultural exchange and understanding. As people travel from one country to another, they interact and break down the stereotypes they hold about each other. For instance, prior to the pandemic, there was a lot of negativity directed toward certain nationalities; however, travel allows individuals to connect on a personal level, encouraging a more nuanced view of others. Additionally, tourism is a powerful driver of economic development, creating jobs and stimulating local economies. Lastly, Mr. Menon stated that despite barriers such as visa restrictions, international collaboration through tourism can bridge divides and enhance global connectivity.

Mr. Chandrashekhar Jaiswal, General Manager, Maharashtra Tourism Development Corporation stated that the sustainability of tourism is also vital, as highlighted by the preservation of India's Ajanta and Ellora caves—world heritage sites that exemplify how tourism

can support cultural conservation while driving economic growth. The Maharashtra government's 2024 policy aims to create 1.8 million jobs and focusing on the tourism industry he further added.

The panel discussion was moderated by **Mr Farhat Jamal**, and the esteemed panelists were **Dr. Anand Iyengar**, Principal, Institute of Hotel Management, Aurangabad; **Mr. Ajoy Balkrishna**, Vice President–Hospitality, Balwa Group; **Mr. Vineet Raina**, Founder, Pink Elephant Journeys & Pink Elephant Connect and **Ms. Annie Almeida**, Senior Manager, Human Resource & Administration, Veena World.

The session brought together industry leaders and policymakers to talk and strategize on how tourism could be leveraged to promote peace and unity globally. **Ms. Sheetal Kalro**, Deputy Director General, proposed Vote of Thanks.

Interactive Session on Negotiations - Discover the best approach and practices to negotiate.....almost anything!

27th September, 2024

NETWORKING SERIES

IMC's Knowledge (Skill and Education) Committee organised an interactive session on **Negotiations - Discover the best approach and practices to negotiate.....almost anything!**" by **Prof Peter Gahan**, Associate Dean Teaching & Learning at University of Melbourne, Australia

In his welcome address **Mr. Ajit Mangrulkar**, Director General, highlighted that negotiation is a unique art of finding an agreement that is fair, sustainable, and meets most of the needs of both parties through formal discussions in order to reach an agreement. He stated that negotiation is not winning at the cost of someone else but making sure you have a shared understanding of what both parties what. He stated that when done right, negotiations can build trust, respect, and relationships in the long term.

Prof. Gahan explained the concept and techniques of negotiations through a detailed power point presentation and various case studies and live examples and discussed various strategies to reach a common agreement for both parties. He addressed causes of breakdowns and ways to overcome hurdles. He stressed on the importance of seeing the bigger picture, the importance of both parties coming to a mutual agreement, the importance of valuing the opinions of others and focus on shared goals to build trust and collaboration between the parties involved.

This masterclass touched upon the core principles for best practices of negotiation, followed by the opportunity to put these principles into practice in the form of a negotiation exercise and enabled the participants to improve their negotiation skills. **Ms. Sheetal Kalro,** Deputy Director General, proposed Vote of Thanks.



Esteemed speaker alongwith the IMC Officials and participants

7th Knowledge Series Webinar on Vision of Arbitration Bar of India

27th September, 2024

IMC's Arbitration Committee organised the **Seventh Online Session / Webinar on Vision of Arbitration Bar of India** on Friday, 27th of September 2024. This was part of the series of online sessions / webinars under **'Arbitration Knowledge Series'**, for persons interested in or practicing in the field of arbitration, with the purposes of: (a) creating better and wider awareness about the law and practice of arbitration; (b) focusing on varied topics and aspects of arbitration law and practice; and (c) sharing and disseminating knowledge, skills and practical experiences; through expert and eminent speakers from all over the world, albeit with preference to domestic arbitrations.

The Co-Chair of the Arbitration Committee Mr. Bhavesh V. Panjuani welcomed the participants and introduced Moderator of the session - Mr. Vyom Shah, Advocate, Counsel & member of the Arbitration Committee and handed over the further proceedings of the webinar to him.

Thereafter Mr. Vyom Shah welcomed and introduced the Panelists of the session: 1) Mr. Gourab Banerji, Senior Advocate, Supreme Court of India; 2) Mr. Shikhil Suri, Senior Advocate, Supreme Court of India, Member IMC Arbitration Committee and 3) Mr. Gautam T. Mehta, Advocate & Counsel, Bombay High Court (Chairman of the IMC's Arbitration Committee & Director of IIAC (IMC International ADR Centre).

Mr. Banerji explained the history and necessity behind the formation of Arbitration Bar and its unique aspect of being open to anyone who is an arbitration enthusiast, not just practicing lawyer/s. He highlighted the need for capacity building, knowledge sharing, and training, particularly for the younger generation with advocacy training course.



(L-R top) : ***Mr. Shikhil Suri****, Senior Advocate, Supreme Court of India,* ***Mr. Gourab Banerji****, Senior Advocate, Supreme Court of India.*

(L-R bottom) : ***Mr. Gautam T. Mehta****, Advocate & Counsel, Bombay High Court, (Chairman of the IMC Arbitration Committee and Moderator* ***Mr. Vyom Shah****, Advocate & Counsel, Bombay High Court*

The session was conducted in an interactive manner, where the Moderator asked questions to the panelists on the subject matter of the webinar, which made the webinar more interesting and engaging for the participants.

Following are some of the points which were discussed among the panelists during the course of the webinar:

- IMC and its Arbitration Committee could develop specific ideas for collaboration with Arbitration Bar of India.
- IMC could consider becoming a patron/founder member of the Arbitration Bar of India.
- The Arbitration Bar of India could work towards increasing the pool of arbitrators and diversifying the pool of available arbitrators in India, beyond retired judges.
- The Arbitration Bar of India could develop protocols/ guidelines for members on confidentiality in arbitration proceedings.
- The Arbitration Bar of India could consider creating a directory of arbitration practitioners.
- The Arbitration Bar of India could explore ways to involve younger practitioners in arbitrations, potentially through a mentorship program.
- The Arbitration Bar of India could consider tiered membership fees to make it more accessible, especially for practitioners in tier 2/3 cities.

- The Arbitration Bar of India could consider outreach and education initiatives for end-users on arbitration clauses and processes.
- The team also discussed the benefits of different classes of membership in the Arbitration Bar of India and the need for due diligence in arbitrator appointment.

Following the question and answer session, Co-Chair Mr. Bhavesh V. Panjuani addressed a vote of thanks for the esteemed panelists for sparing their invaluable time and sharing their knowledge and expertise on the subject with participants.

The Co-Chair also thanked the Moderator Mr. Vyom Shah, for preparing an interesting questionnaire and also thanked the Arbitration committee members who attended and were present during the webinar. He further complimented the IMC secretariat, and its tech team, for their assistance to hold this webinar.

In the end Mr. Mehta also thanked Mr. Gourab Banerji for his valuable time and for addressing the participants.

More than 100 participants attended this webinar.

8th Knowledge Series Webinar on Evidence in Arbitrations including under the New Law on Evidence

4th October, 2024

NETWORKING SERIES

IMC's Arbitration Committee organised Eighth Online Session / Webinar on Evidence in Arbitrations Including Under The New Law on Evidence on Friday, 4th October 2024.This was part of the series of online sessions / webinars under 'Arbitration Knowledge Series', for persons interested in or practicing in the field of arbitration, with the purposes of: (a) creating better and wider awareness about the law and practice of arbitration; (b) focusing on varied topics and aspects of arbitration law and practice; and (c) sharing and disseminating knowledge, skills and practical experiences; through expert and eminent speakers from all over the world, albeit with preference to domestic arbitrations.

The speaker for the session was Senior Advocate, Mr. Ketan D. Parikh. The Moderator was Counsel Ms. Sneha Phene, also a member of the IMC Arbitration Committee.

Mr. Gautam T. Mehta, the Chairperson of the Arbitration Committee and a Director of IIAC (IMC International ADR Centre) informed the participants that this webinar was the first in a proposed series of webinars on the crucial topic of evidence in arbitration.

Mr. Ketan Parikh initiated the session by explaining the basics of drafting an affidavit in lieu of examination in chief. He further covered the topics of competence to testify, requirement of personal knowledge of a witness and exclusion of hearsay evidence, including that obtained on the basis of records of a company. The issues discussed revolved around the application of the basic principles of the Evidence Act and the Civil Procedure Code to arbitration proceedings, while not being bound by technicalities. Some of the topics covered were –

(i) Need for an Arbitral Tribunal to follow the fundamental principles of fairness and equality, and allow both parties to be heard in each other's presence during arbitration proceedings

(ii) Necessity for an Arbitral Tribunal to administer oath to witnesses appearing before it

(iii) Manner of proving electronic records

(iv) Manner of proving bank statements

(v) Practice of Tribunals of directing both sides to simultaneously file affidavits of all witnesses and right of a party to subsequently withdraw affidavits that have been filed and



(L-R): ***Mr. Ketan D. Parikh****, Senior Counsel addressing the participants and* ***Ms. Sneha Phene,*** *Counsel & Member of IMC Arbitration Committee moderating the webinar.*

(vi) Requirement of marking of documents as exhibits

The session was in an interactive style, with Ms. Sneha Phene as the Moderator putting questions to the speaker on the topic, making the webinar interesting and engaging for participants.

Following an extensive question and answer session with questions from participants too, Co-Chair Mr. Bhavesh V. Panjuani gave the vote of thanks to the esteemed speaker for sparing his invaluable time and sharing his knowledge and expertise on the subject with participants.

More than 100 participants attended this webinar.

Felicitation of Shri Piyush Goyal, Hon'ble Union Minister of Commerce and Industry jointly with Federation of Associations of Maharashtra (FAM)

7th October, 2024

On October 7, 2024, IMC and Federation of Associations of Maharashtra (FAM) organised felicitation at IMC of Shri Piyush Goyal, Hon'ble Union Minister of Commerce and Industry for winning Lok Sabha election on his debut from North Mumbai Constituency.

Warmly welcoming the Hon'ble Minister, IMC President, Shri Sanjaya Mariwala, mentioned that "IMC is proud of his contributions to the growth of the country in the diverse portfolios the Minister handled in last ten years. His contributions have been nothing short of transformative, driving India towards greater prosperity. Today, we celebrate not just a political win, but a reaffirmation of Shri Goyal's commitment to India's growth story."

Shri Rohit Patel, Governor and Past President of IMC mentioned about the minister's long association with IMC and that his involvement with

Glimpses of the event











NETWORKING SERIES

IMC reflected his deep engagement with business communities and industry leaders, supporting dialogues around economic growth, trade policies, and industrial development.

From FAM, President Shri Jitendra Shah and Vice President Shri Rasesh Doshi spoke about the Minister's support to the trading community.

Hon'ble Union Minister expressed his gratitude to IMC and FAM for felicitation. He said that IMC should focus on expanding both within Mumbai and nationally to increase its influence on policy-making, building on its significant historical role. The minister then spoke about how Prime Minister Modi's leadership over the last decade has had a profound impact on India's economy, lifting millions from poverty and improving infrastructure, connectivity, and living standards. India's young, aspirational population and dynamic business environment make it well-positioned for growth. He added that the IMC should take the lead, setting ambitious goals and driving progress, particularly in Mumbai's business sectors, to contribute to India's vision of becoming a developed nation by 2047.

IMC Business Connect Trade Fair — *24th October, 2024*

The IMC Business Connect Trade Fair, part of the 5th edition of the IMC Business Connect series, was held on 24th October 2024 at IMC. This event served as a premier business platform designed to elevate visibility, drive industry connections, and promote innovative growth across India's diverse business sectors. Over the course of the fair, exhibitors gained robust opportunities for marketing, networking, and expanding their trade reach.

The fair attracted 23 exhibitors across a wide array of industries, including State Government Corporations, Pharma and Healthcare, Textile and Retail, Wellness, Information Technology, Gems and Jewellery, Non-Banking Financial Companies (NBFCs), Manufacturing and Services. This diverse lineup underscored the event's mission to foster cross-sectoral interaction and serve as a unified marketplace for industry leaders, entrepreneurs, and business innovators.

In a reflection of the event's international appeal and scope, the Trade Fair was honored by the presence of Consul Generals and representatives from various countries. Their attendance further enriched the event, fostering international collaboration and allowing exhibitors to showcase their offerings on a global stage.



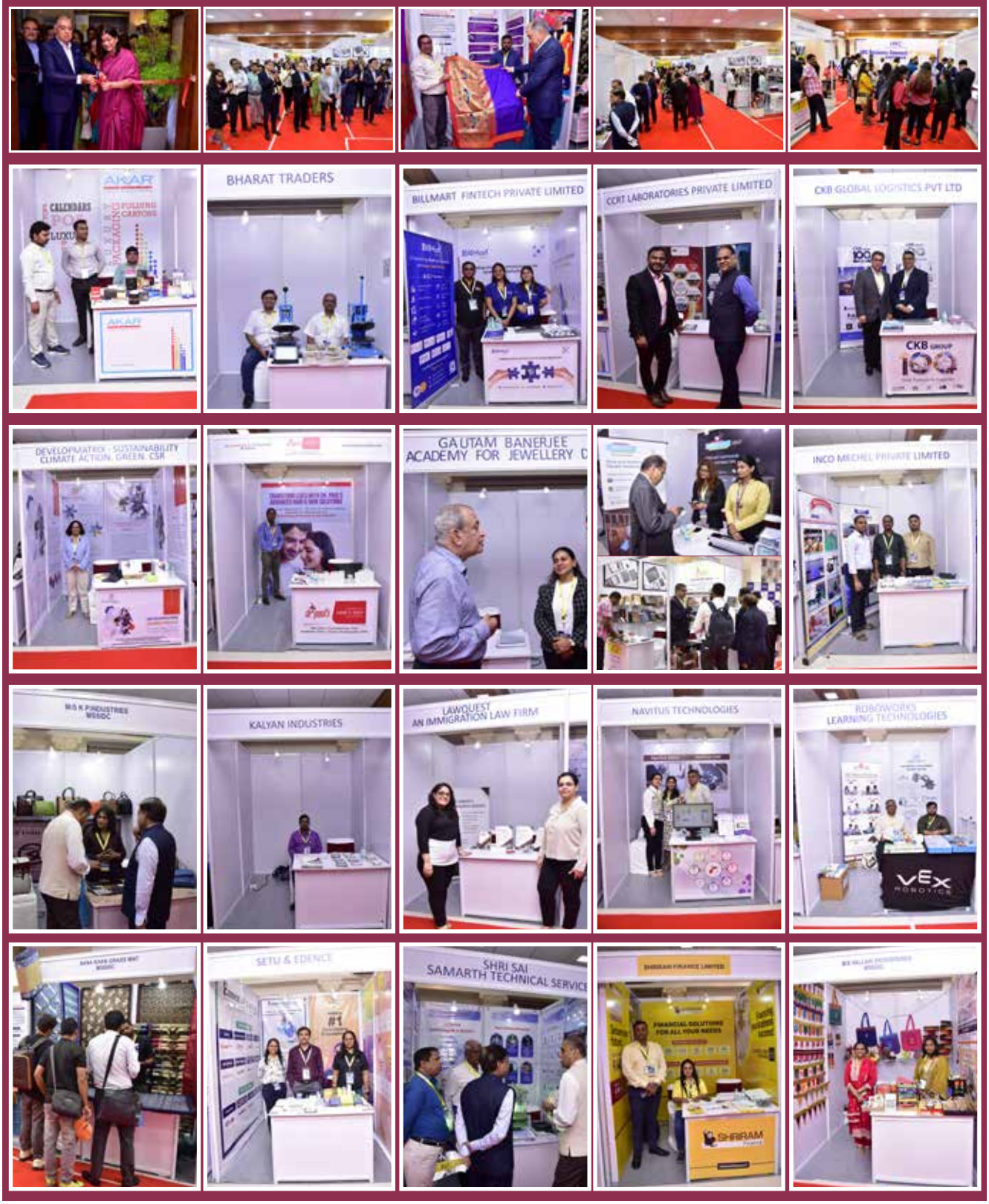
From L-R: ***Ms. Sheetal Kalro****, Deputy Director General, IMC,* ***Ms. Monita Carolissen****, Consul In-Charge, Consulate General of the Republic of South Africa in Mumbai,* ***Mr. Bien Le****, Consul General of the Social Republic of Vietnam in Mumbai,* ***Mr. Sanjaya Mariwala****, President, IMC,* ***Mrs. Sunita Ramnathkar,*** *Vice President, IMC, Mrs. Jyoti Doshi, President, IMC Ladies Wing,* ***Mrs. Rajyalakshmi Rao****, Vice President, IMC Ladies Wing,* ***Dr. Gh. Reza Seyedan****, First Consul, Consulate General of the Islamic Republic of Iran in Mumbai,* ***Mr. Sanjay Mehta****, Deputy Director General, IMC,* ***Mr. Ajit Mangrulkar****, Director General, IMC,* ***Ms. Vanita Ghuge****, Joint Director, IMC*

The esteemed guests, alongside over industry visitors, provided exhibitors with invaluable exposure and opportunities for strategic partnerships.

IMC President, Mr. Sanjaya Mariwala, shared his perspective on the significance of this event in empowering India's business landscape. He expressed IMC's dedication to supporting emerging businesses, especially small and medium-sized enterprises (SMEs), by creating avenues for these enterprises to connect with larger markets and showcase innovative products and services. At IMC, we are committed to creating a platform that showcases new and emerging businesses, particularly small and medium-sized enterprises, by providing them exposure to global markets. Our goal is to help these businesses display their innovative technologies and products, raising awareness about the unique opportunities that exist in India, Mr. Mariwala stated.

The 5th edition of the IMC Business Connect Trade Fair was a resounding success, delivering exceptional value to exhibitors, visitors, and international delegates alike. IMC's commitment to driving business growth, innovation, and collaboration was on full display, reaffirming its role as a catalyst for cross-border connections and industry advancement.

Glimpses of the Trade Fair



Navratri Celebration of IMC Employees





















COURTESY CALLS



MoU signing ceremony between IMC Chamber of Commerce and Industry and Indo Spanish Chamber of Commerce – September 20, 2024



Meeting of Dr. Aman Puri, Joint Secretary (Summits), MEA with IMC DG, Ajit Mangrulkar in New Delhi – September 20, 2024



Meeting with Shri. Amardeep Singh Bhatia, Secretary, DPIIT with IMC DG, Ajit Mangrulkar in New Delhi – September 20, 2024



Meeting with Ambassador of Georgia in New Delhi, H.E. Mr. Vakhtang Jaoshvili and Honorary Consul of Georgia in Mumbai – September 26, 2024



Meeting with His Highness Sheikh Hamed bin Zayed Al Nahyan Managing Director Abu Dhabi Investment Authority (ADIA) along with Shri Piyush Goyal, Union Minister of Commerce & Industry - October 7, 2024



Meeting with Ms. Petra Hansson, Deputy Director, India Desk, UD-AL, Section for South Asia, Department for Asia, the Pacific Region and Latin America, Ministry for Foreign Affairs, Sweden accompanied by Consul Mr Joakim Gunnarsson from.the Consulate General of Sweden in Mumbai – October 11, 2024

Girish Karnad's Play - Agni aur Barkha

3rd September, 2024

Agni aur Barkha, a multi-layered tapestry of myth and modernity, is a powerful play written by the legendary Girish Karnad. Based on the myth of Yavakri from the Mahabharata, the play reimagines the epic's characters and events with Karnad's signature innovative style.

The talented artists from ABHYAAS and Nagna Theatre, Udupi, skilfully brought this narrative to life, blending a mythical past with contemporary issues, critiquing culture, and advocating for progress through the intricate relationships and politics that shape its characters. The event was a resounding success, leaving the audience deeply moved and inspired by the play's portrayal of timeless themes.



Performing Artists with the members of the Cinema and More Committee



Talented artists performing the play

Masque Lab with Aditi Dugar

18th September, 2024

The exclusive event at Masque Lab, hosted by Ms. Aditi Dugar, was a delightful afternoon of culinary inspiration and insights into her journey as "The Accidental Entrepreneur." Guests enjoyed a captivating culinary demonstration, showcasing Masque's innovative take on Indian cuisine, followed by a tasting experience featuring the restaurant's renowned signature dishes.

The event offered a truly enriching experience, providing attendees with a deeper understanding of Aditi Dugar's entrepreneurial journey and Masque's trailblazing contributions to fine dining.



Ms. Reena Rupani *– Chairperson, Events and More Committee*

Ms. Jyoti Doshi *– President, IMC Ladies' Wing*

Ms. Aditi Dugar *– Renowned Chef*

Ms. Rajyalakshmi Rao *– Vice President, IMC Ladies' Wing*

Ms. Prabha Shah *– Member, Events and More Committee*



Ms. Aditi Dugar *demonstrating her recipe*

Discover Azerbaijan

27th September to 1st October 2024

Members thoroughly enjoyed their trip to Azerbaijan, immersing themselves in the country's rich culture, historic monuments, and diverse cuisine. They explored its stunning natural landscapes and experienced the unique geographical diversity. Overall, the members had a wonderful and enriching experience throughout the trip.





Members having good time at the trip

I Am Remarkable Workshop by Google!

9th October, 2024

An inspiring #IAmRemarkable workshop by Google was organised, designed to encourage participants to recognize and celebrate their unique achievements. The session focused on embracing personal stories, boosting self-confidence, and unlocking everyone's potential.

Facilitated by Ms. Meenakshi Singh, the workshop was a journey of self-empowerment. Her enthusiastic and skilful guidance helped participants explore their self-worth and accomplishments, making the experience both enriching and affirming.

This impactful session emphasized the importance of recognizing one's own value and confidently sharing it.



Ms. Meenakshi Singh *- Head of Mid-Market Sales [SMB Leadgen businesses] Google*



Ms. Radhika Kaji *– Co-Chairperson, Business Committee*
Ms. Jyoti Doshi *– President, IMC Ladies' Wing*
Ms. Meenakshi Singh *– Facilitator of the Workshop*
Ms. Radhika Haribhakti *– Chairperson, Business Committee*



Participants of the Workshop

Women Entrepreneurs' Exhibition

22nd & 23rd October, 2024

The 37th edition of the highly anticipated IMC Ladies' Wing Women Entrepreneurs' Exhibition delivered a spectacular success, adding vibrant festive cheer to Mumbai's social calendar. This landmark event saw over 278 women entrepreneurs from across the country, many without a formal retail presence, showcase their creativity, skill, and innovation. 18 thousand visitors experienced a carefully curated selection of bespoke jewellery, home décor, exquisitely designed apparel, lifestyle products, and gourmet delights.

The event was graced by Chief Guest Raveena Tandon and Mentor and Esteemed Guest Smt. Kokilaben Ambani, whose presence, alongside IMC Ladies' Wing President Jyoti Doshi, Vice President Rajyalakshmi Rao, IMC President Mr. Sanjaya Mariwala, IMC Vice President Mrs. Sunita Ramnathkar, Exhibition Chairperson Ishita Jain, Co-Chairperson Radhika Kaji, Members of the Exhibition Committee and Past Presidents of the wing brought a glamorous and empowering touch to the occasion. Their participation enhanced the significance of this exhibition as a critical platform for women entrepreneurs to grow their businesses both domestically and internationally.

The IMC Ladies' Wing Women Entrepreneurs' Exhibition has once again proven itself as a vital platform for fostering growth, empowerment, and community impact, driving the vision of women entrepreneurs forward.



*Chief Guest Raveena Tandon, Mentor and Esteemed Guest **Smt. Kokilaben Ambani** along with the members of IMC and the Ladies' Wing*



***Ms. Rajyalakshmi Rao** – Vice President, IMC Ladies' Wing, **Ms. Jyoti Doshi** – President, IMC Ladies' Wing, **Ms. Raveena Tandon** – Chief Guest, **Ms. Ishita Jain** – Chairperson, Exhibition Committee, **Ms. Radhika Kaji** – Co-Chairperson, Exhibition Committee*



Dignitaries lighting the lamp



***Ms. Parul Patel** – Member, Exhibition Committee, **Ms. Rajyalakshmi Rao** – Vice President, IMC Ladies' Wing, **Ms. Rashmi Thackeray** – Esteemed Guest, **Ms. Jyoti Doshi** – President, IMC Ladies' Wing, **Ms. Ishita Jain** – Chairperson, Exhibition Committee, **Ms. Radhika Kaji** – Co-Chairperson, Exhibition Committee*



Members of the Exhibition Committee



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- Vishwa Academy of International Trade
- Alliance Institute of Export Import Management

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For more info, contact: Ms. Bhantik Waghmare
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